360° VALUE Global recognition and awards Every day, we embrace change and create value for all our stakeholders, in every part of the world. A Great Place To Work The Top Consulting Firm An Influential Innovator Grow your career at the heart of change Accenture Reports Fourth-Quarter and Full-Year Fiscal 2024 Results Mondelēz International Joins Forces with Accenture and Publicis Groupe to Advance AI-Powered Marketing Capabilities Accenture and NVIDIA Lead Enterprises into Era of AI Unilever and Accenture Join Forces to Establish a New Industry Standard in Generative AI-Powered Productivity S&P Global and Accenture Partner to Enable Customers and Employees to Harness the Full Potential of Generative AI Accenture Pioneers Custom Llama LLM Models with NVIDIA AI Foundry Accenture Reports Third-Quarter Fiscal 2024 Results L3Harris and Accenture Collaborate to Accelerate Technology Reinvention for Growth Current Country: United States Accenture's 18th Annual Holiday Shopping Survey reveals the consumer trends of 2024 shaping this year's holiday shopping and gifting trends. Activism is surging and represents a material, ongoing concern for CEOs and boards alike. The power to keep activists at bay lies with leadership. It calls for a shift from reactive defense to proactive value creation. Uncover insights and actions to accelerate your journey to net zero. While advances in tech and gen AI promised to boost productivity, our analysis indicates most companies are falling behind. Find out what productivity leaders do differently to drive value and gain a competitive edge. Five trends exploring people's lens on the world today. As disruptive breakthroughs evolve digital experiences, people naturally adjust their relationship with technology, affecting the businesses trying to reach them. Organizations with highest operations maturity are 3.3x more likely to succeed at scaling high-value gen AI use cases and report 2.5x higher average revenue growth. Operational performance and gen AI enhance each other. Why balancing—not eliminating—tech debt is key to reinventing with a modern digital core. The latest edition of our Commercial Insight Report indicates that global revenues will surpass 2019 levels, primarily driven by aftermarket services and inventory build-up. PPC makes the switch from commodity supplier to diversified digital powertech enterprise. Prada Group's composable commerce approach helps customers complete checkouts blazingly fast and get the luxurious experience they expect. Smart reinvented traditional auto sales with a direct-to-consumer platform that unifies online and offline experiences and reflects the circuitous way people make purchases. Global meat production and consumption are on an unsustainable path. That's why the Good Food Institute is working to bring alternative proteins into the mainstream. Gerando Falcões is bringing hope to millions of residents in Brazil's favelas through technology, sustainable employment, new economic opportunities and urban improvements. Accenture has operationalized ethical AI in our company. Now, our responsible AI program is also helping clients around the world use AI intelligently and responsibly. In just five years, the Saudi Data and Artificial Intelligence Authority, in partnership with Accenture, has built a strong foundation for a globally competitive, data- and AI-driven economy. This recognition is based on feedback from our people—measuring their level of trust, pride and camaraderie at work. Forbes recognized Accenture as the

management consulting firm most recommended by consultants and clients, across industries and functional areas, around the world. Every day, Julie and all of us at Accenture help the world's leading companies embrace continuous reinvention, with innovation and people at the center. It's your time to shine. Bring your ingenuity, curiosity and big ideas. September 26, 2024 September 26, 2024 October 02, 2024 September 05, 2024 August 29, 2024 July 23, 2024 June 20, 2024 June 17, 2024 © 2024 Accenture. All Rights Reserved. =====================

Risk is everywhere

----- Arcticle source ----- https://www.accenture.com/us-en/insights/ consulting/global-risk-compliance ----- In brief The risk landscape is morphing, but there is a path forward Risk leaders are clearing a path forward Risk: enabler of growth and resilience Just when it feels like we've reached peak risk, there's a new threat Risk leaders empower the business WRITTEN BY Current Country: United States RESEARCH REPORT Hyper-disruption demands constant reinvention 5-MINUTE READ February 2, 2024 Today, mega shocks keep emerging and disruption and volatility are constant. Disruptive weather events, geopolitical upheaval and economic uncertainty are the new normal. Risk professionals are under growing pressure and scrutiny, including the most experienced practitioners. This is well reflected in our Accenture Risk Study: 2024 Edition where over eight in 10 risk professionals say complex, interconnected risks are emerging more quickly. Among the top rising risks: operational risks (30%); financial risks (30%); and disruptive technology risks (29%), up nine percentage points since 2021. Also growing in importance since 2021 is regulatory and compliance risk at 27%, up eight percentage points. You can't think about risks in isolation. Riccardo Roscini / Head of Group Enterprise Risk Management, UniCredit Adding to the challenge, our research shows that individual risks can quickly become serious threats when interconnected, creating a web of risks to mitigate and manage. For example, operational risks are also escalating strategic, regulatory and compliance, financial, data risk and privacy breaches and disruptive technology risks. Complicating matters, risks are migrating across sectors and becoming a serious issue for our research respondents. Companies need to think differently about mitigating and navigating risk. In part, this means modernizing the risk function's skills and technologies. But it also means establishing a risk mindset across the entire organization so that every function and employee has the tools and capabilities to detect and mitigate threats. In today's digital world, risk is everyone's business because risk is everywhere. Companies need to accelerate their response to a more pervasive and complex risk environment and take steps to reinvent their risk management. For guidance, they should follow the path set by the risk leaders surveyed as part of our Risk Study: 2024 Edition. They have more mature risk capabilities and are more responsive to emerging risks. They are more capable of identifying the impact of individual risks on each other and are far more active in prioritizing actions to prepare their risk function to address the growing level of complexity and the accelerated pace of today's risk landscape. These risk leaders demonstrate the value and benefits of

expertly managed risk and can help the business push the envelope on growth and innovation by taking on more risk, safe in the knowledge that threats are detected, quantified and mitigated as effectively as possible. "We need to help the business take the right risks rather than stop them from taking risks altogether." Risk Study interviewee The consensus from our risk research is that risk is everywhere. Yet, there is a lack of consensus around the urgency to respond and build the necessary capabilities and leadership to future-proof the risk function. Our client work consistently shows that a good enough mindset to risk management exposes companies to greater levels of threats and vulnerabilities while undermining business resilience and growth. Companies looking to reinvent and pivot their risk management can emulate risk leaders in four ways: Risk has become so important that you now need some of your best and brightest employees working in the function. Richard Treagus / Chief Risk Officer, Old Mutual 3.1x more risk leaders are very satisfied with their efforts to have risk work more effectively with other functions than peers with less mature risk capabilities. 2.7x more risk leaders strongly believe the risk professionals' most important goal is to optimize new business activity than peers with less mature risk capabilities. 2.6x more risk leaders say they are bolstering business resilience than peers with less mature risk capabilities. 2.4x more risk leaders are implementing technologies to improve risk function decision-making than peers with less mature risk capabilities. 2.2x more risk leaders are improving their ability to detect and quantify risks than peers with less mature risk capabilities. 1.9x more risk leaders are very satisfied with their efforts to reduce the cost of managing risk through outsourcing and automation than peers with less mature risk capabilities. Risk is everywhere, and our risk research confirms that across sectors and geographies, companies now face an interlocking web of business threats. Many are not prepared for the unfolding challenge. Their inadequate focus on risk across the organization leaves them vulnerable and undermines their reinvention. The path forward is clear: follow the risk leaders and turn hyper-disruption and escalating crises into opportunities to build business resilience and growth. Samantha Regan Managing Director – Strategy & Consulting Heather Adams Managing Director – Strategy & Consulting Michela Coppola Senior Manager – Accenture Research, CFO & Enterprise Value Research Lead © 2024 Accenture. All Rights Reserved.
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Building tomorrow's communications on a modern digital core

----- Arcticle source ----- https://www.accenture.com/us-en/insights/communications-media/achieving-technology-transformation-for-csps-future ----- In brief Transforming with tech debt in mind The cost of delay From cost to catalyst: IT's role in driving growth Where aspiration meets achievement: telco's emerging leaders How to achieve success What's trending Our leaders CSPs' IT & Business groups must take these three steps — together

— to transform their core. Embrace a fully strategy-led transformation to achieve maximum value Evaluate your tech maturity, set targets and build a transition architecture Build future enterprise-wide change with people at the heart Francesco Venturini Boris Maurer Yusuf Tayob Dan Rice WRITTEN BY Current Country: United States RESEARCH REPORT 5-MINUTE READ February 25, 2024 The average communication service provider's tech debt (% of legacy IT in total IT costs) in 2023 was 56%. This unresolved tech debt hinders productivity and innovation across the company. CSPs' approach to IT transformation over the past decade+ has been through adaptation as the business embraced new models, architectures, and acquisitions. This approach multiplied the complexity of the IT components, compounding tech debt. As a result, initiatives have not always yielded high-value returns and business outcomes. In Accenture's latest study—a survey of 250+ top CSP executives—less than 7% of respondents were fully satisfied with the return on their IT modernization investments in the past three years. The rise of generative AI is pushing CSPs to address tech debt as a strategic priority. Accelerating efficiencies with next generation technologies will provide a valuable reallocation of resources to drive transformation. Tech debt impacts almost every facet of CSP operations. Failure to monetize assets, competition struggles, operation and maintenance costs, and slow time to market top the list of our global survey. All this indicates that there is a need for a comprehensive review of CSPs' IT structure through a tech debt lens. Companies with lower-than-average tech debt have performed better than their peers in revenue growth and expect better performance in the next three years (5.3% vs. 4.4% 2024-2026). 84% of CSP executives say that their company will miss future growth opportunities if it fails to accomplish ongoing IT transformation. Cutting tech debt and building a modern IT infrastructure enables CSPs to shift IT from a cost center to an innovation catalyst. A robust digital core, built on cloud-native architectures, AI-driven insights, and interoperable platforms, will allow CSPs to: Though most CSPs are aware of the impact of rising tech debt, there is a gap between the vision for the future and the current state. For instance, 93% of CSPs cite Cloud First infrastructure as a significant capability, but only 26% follow advanced practices enabling scalability and agility. Over the past three years, companies in the top quartile of technological advancement have been more cost-efficient than their low-maturity peers. They also set their sights higher for agility in the coming years. Technology transformation led by a clear strategy and a value-led mindset can maximize business impact and returns. Align technology vision with core strategic plays and assess where core technologies can provide unique value. of CSP executives are satisfied with the return on their IT modernization investments over the past three years Migrate from legacy systems to the new architecture in a phased manner, prioritizing migration of critical systems first. This minimizes disruption to ongoing operations while also building in KPIs. difference in IT opex costs between more and less tech advanced CSPs (2021-2023) A company-wide enterprise-debt program is required to simplify the product catalog, redesign customers' and partners' engagement journeys and streamline all operational processes. This requires a long look at both tech and talent capabilities. faster time to market for new products and services compared to CSPs with lower technological sophistication The conventional IT function of CSPs has reached its practical limit for fueling further business growth and driving efficiency. By addressing tech debt head-on and

embracing a digital core, CSPs can transform IT from a cost center into a powerful engine for growth and innovation. Anchored in cloud, data, AI, seamless interoperability, and APIs, the digital core blueprint empowers CSPs to build resilient systems that adapt swiftly to market shifts. With generative AI accelerating automation, CSPs can unlock new efficiencies and capture future growth opportunities, positioning themselves as leaders in a rapidly changing landscape. Discover how telcos can reduce tech debt, simplify operations, and drive innovation by building a robust digital core integrating AI and cloud-based solutions. Why balancing—not eliminating—tech debt is key to reinventing with a modern digital core. In our third annual report, we explore the challenges facing today's media companies and offer a set of foundational imperatives to jumpstart reinvention that delivers. Data on the Cloud Continuum has taken on a new life, growing in importance and attention. Communications & Media Industry Sector Lead Managing Director – Communications & Media Lead, EMEA Global Communications, Media & Technology Industry Practices Chair Senior Managing Director – Communications & Media, North America Marco Grigoletti Managing Director – Strategy & Consulting, Communications, Media & Technology Andrew Lanktree Managing Director – Strategy & Consulting, Technology Strategy & Advisory Mathangi Sandilya Managing Director – Technology, Communications, Media & Technology Lead Swati Vyas Senior Principal – Global Communications & Media Research Lead Andrea Orlando Research Associate Manager – Communications & Media © 2024 Accenture. All Rights Reserved. =====================

The power of trust: Unlocking patient loyalty in healthcare

----- Arcticle source ----- https://www.accenture.com/us-en/insights/health/difference-between-loyalty-leaving ----- In brief Are patient behaviors changing? Primary drivers of trust Key facts about consumer loyalty to their payer and provider A personalized, empathetic approach built on trust builds consumer loyalty. Payers: Providers: WRITTEN BY Current Country: United States RESEARCH REPORT 3-MINUTE READ April 30, 2024 As a follow up to our 2021 study, "The difference between loyalty and leaving," we wanted to assess how health insurers perform across 9 key touchpoints that drive satisfaction, loyalty, value and ease of use to understand people's selection and switching behaviors. Likewise, we asked people who had sought or received care in the last 12 months to evaluate their healthcare providers performance across 10 key touchpoints and how that affects their selection and loyalty. From provider-patient relationships to payer interactions, trust has a cascading effect on people and the operational excellence achieved by the health organizations that excel in building trust. In today's transactional mindset, we can lose sight of the primary drivers of trust, providing (or enabling) access to expectations of care, facilitating understanding of coverage, and delivering diagnoses/treatment-through experiences that humanize healthcare. Trust significantly influences people's behavior in terms of patient engagement, loyalty and digital technology adoption. As leaders address workforce challenges, and invest in

new technologies, including telehealth and generative AI, it would be wise to place trust as the cornerstone of investment and outreach efforts. +50% cite a poor experience as the main reason for switching insurers 2x more likely to switch when insurers aren't easy to work with 3x more trusting when the insurer gives consistent and accurate information 6x more likely to stay with their providers if they trust them 2x more likely to switch providers with negative front desk or online experience versus a poor clinical experience + 84% likely to stay with their provider if they are easy to work with These findings underscore how essential it is to get health experiences right on consumers' terms. The health organizations that achieve consumer loyalty are those who take an empathetic lens to improve access, experience and outcomes by providing a personalized health journey built on trust. Download the infographics below to see all the findings. Sarah Sinha Managing Director – Health, Provider Customer Engagement Lead Loren McCaghy Director – Consulting, Health, Consumer Engagement and Product Insight © 2024 Accenture. All Rights Reserved.
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What are the supply chain's technology priorities?

----- Arcticle source ----- https://www.accenture.com/us-en/insights/supply-chain-operations/technology-vision-supply-chain-perspective ----- In brief 2021 technology trends to watch Survey results say... Related capabilities Stack strategically Mirrored world I, technologist Anywhere, everywhere From me to we Technology Vision 2021: A Supply Chain Perspective Tech Vision 2022: Meet me in the Metaverse MORE ON THIS TOPIC Supply chain management Technology Artificial Intelligence JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA As is the case with every area of a company, the supply chain has ramped up its adoption of technology to transform how it operates, collaborates, and innovates. And the growing importance of technology to the supply chain comes through loud and clear in the Accenture Technology Vision 2021 research, a systemic review across the enterprise landscape we've been analyzing for more than 20 years to identify the highest-impact emerging technology trends. Architecting a better future The power of massive, intelligent digital twins The democratization of technology Bring your own environment A multiparty system's path through chaos 663 supply chain executivesThis year, participated in our research—one of the largest sets of senior leaders ever included in our Technology Vision efforts. Through their responses to our survey, these executives conveyed their thoughts on how technology can reshape supply chains, which technologies are their top priorities for adoption, and the impact they expect these technologies to have. They're feeling the pressure: 81% of supply chain executives say the pandemic has been their organization's largest stress test. 64% report the pace of digital transformation for their organization is accelerating. 81% agree they're facing technological changes at unprecedented speed and scale. Cloud and AI top the technology leader board: 42% Cloud (42%) is the number-one technology currently being scaled up by supply chain executives, nearly all

(93%) executives expect 50% or more of their business to be in the cloud over the next three years. 36% AI (36%) is second only to cloud as the top technology being scaled. Digital twins are gaining steam: 69% of supply chain executives expect their organization's investment in digital twins to increase in the next three years. 30% of executives are most likely to report they're using digital twins to improve operations The workforce is under the microscope: 38% Only 38% of supply chain executives believe their organization's non-technical workforce is ready to leverage the technology tools they're given. 78% plan to invest in training employees who don't have the requisite expertise. 85% of supply chain executives agree they will move to a truly virtualized work environment where there will be more remote work. 84% of supply chain executives believe the remote workforce opens up the market for difficult-to-find talent and expands the competition for talent among organizations. Going it alone is going away: 87% of supply chain executives agree that multiparty systems are poised to become the center of commerce, supply chain, and transactions among partners and customers 62% of supply chain executives said they can only operate in the short term without multiparty systems, while 21% said they can't operate at all without them. The year 2020 and COVID-19 has sparked the single-biggest reinvention of industry in living memory, and technology is leading the way. This movement has profound and far-reaching implications for the supply chain, and supply chain executives feel the pressure to move quickly —but they also recognize the opportunities and benefits in doing so. For more on what this year's technology trends mean for the supply chain, read our blog, "Technology Vision 2021: A Supply Chain Perspective". Lead – Supply Chain & Operations Kris leads Accenture's Supply Chain & Operations function and is a member of the company's Global Management Committee. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. Visit our Subscription and Preference Center © 2024 Accenture. All Rights Reserved. =======================

TMO is not PMO with a facelift

----- Arcticle source ----- https://www.accenture.com/us-en/insights/strategy/transformation-management-office ----- Risk #1: Value at stake Risk #2: Misaligned solutions Risk #3: Delivery delays Risk #4: Poor adoption Shifting into transformation gear Related capabilities Accenture momentum transformation platform A transformation office for successful reinvention Beyond the ZBB Buzz MORE ON THIS TOPIC Competitive Agility Accenture Strategy Accenture momentum transformation platform JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Digital disruption is not new news. It is the daily reality of Media & Technology companies. Some are the disruptors and others are disrupted. All understand that digital transformation—not evolution—is required to maintain a competitive edge. However, 70 percent of all digital transformation initiatives do not reach their goals. Moreover, of the $1.3 trillion that was spent on digital transformations last year, an estimated $900 billion went to waste.1 With so much on the line, media and technology companies need to shift their approach to ensuring they reap business value

and desired business outcomes from digital transformation initiatives. Across industries, 93 percent of organizations report using standardized project management practices such as a traditional Project Management Office (PMO).2 But digital transformation requires more than status-tracking and risk escalation—it requires a robust capability that drives execution with a value-realization focus: a Transformation Management Office (TMO). This is not just semantics, not just a lift-and-shift, not just a PMO with a facelift. It is a truly different undertaking to ensure digital transformations deliver on their promise. Three out of four businesses do not feel confident in their ability to execute a transformation.3 A well-executed TMO can improve that confidence via a comprehensive approach across four areas: value, design, execution and business adoption. Think of TMOs as a risk mitigation insurance policy on your most critical digital transformation initiatives. A good TMO capability is muscle that companies need to maximize the value of their transformations. Why traditional PMO doesn't work: It begins with an upfront value case to gain funding but stops short of the rigor necessary to ensure transformational value delivered and business outcomes realized. For example, only 13 percent of companies are getting both cost savings and new growth from their investments in digital technologies—but 80 percent of executives want new efficiencies, new growth and new experiences to be delivered at the same time.4 Using a TMO ensures early alignment between business, finance, and delivery leaders, creating a strong tie between the value case and transformation execution. With a TMO capability, value defined translates to value committed and realized. Why traditional PMO doesn't work: It ignores key components of business design. PMO defaults to a lift-and-shift model based on how the organization operates today, versus business models driven by how the organization should pivot to achieve target outcomes. A TMO operates in a "target state/outcome" model with a ZBx mindset, where the business looks at where it needs to invest for new outcomes versus what has worked historically. Accenture research has found that 81 percent of Rotation Masters—enterprises achieving the highest sales and EBITD growth from a wise pivot – consider that moving beyond their existing business models is vital to cementing future leadership positions in their industries.5 Why traditional PMO doesn't work: It over-indexes on status reporting and tracking, failing to draw insights and drive rapid decision-making to ensure the digital transformation stays on time and budget. PMO tracks progress. TMO drives it. With the right governance and execution, TMO allows organizations to push through the complexity of intersecting workstreams, multiple stakeholders and complicated data dependencies common to large-scale digital transformations. With this approach, the TMO can ignore the noise and focus on what matters: directly tying execution to design and value. Why traditional PMO doesn't work: It underperforms on change management, underestimating the importance of managing the human elements of major changes. In fact, emotions have a huge impact on the benefits realized from a digital transformation program. High levels of fear and frustration can result in a decline in benefits realized by more than 20 percent, while a high level of passion and drive can lead to an increase of 50 percent.6 A well-designed TMO knows human-centric design and journey management are essential. In our experience, if companies must choose between reducing scope or eliminating change management, they are far better off reducing scope. A good TMO brings impacted stakeholders on the change journey so that a well-executed

transformation actually delivers the desired business outcomes. In a digital age where transformation is essential to maintain competitiveness, a good TMO capability is muscle that companies need to maximize the value of their transformations. TMO means more than just checking the boxes and managing deadlines—it means shifting your company's frame of reference completely to one that emphasizes realization of value and business outcomes through transformation. The end game has shifted—and it will take more than "PMO 101" to play this one well. When undertaking a digital transformation—investing in a TMO ensures that organizations have the best game-plan, the right coaching and the top players needed to get across the goal line.   1 Harvard Business Review, "Digital Transformation Is Not About Technology", March 13, 2019 2 Project Management Institute, "Success in Disruptive Times: Expanding the Value Delivery Landscape to Address the High Cost of Low Performance", 2018 3 Progress, "Are Businesses Really Digitally Transforming or Living in Digital Denial?", May 2016 4 Accenture, "Industry X.0 Combine and Conquer: Unlocking the Power of Digital", 2017 5 Accenture, "Make Your Wise Pivot to the New", June 14, 2018 6 "Big Change, Best Path: Successfully Managing Organizational Change with Wisdom, Analytics and Insight", Kogan Page, 2015 Senior Managing Director – Technology Strategy & Advisory (RETIRED) Greg guides clients worldwide on their technology-powered business transformation journeys. A cloud-based solution that helps achieve the outcomes of large, complex transformations. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. Visit our Subscription and Preference Center © 2024 Accenture. All Rights Reserved. =====================

Pricing intelligently for competitiveness and growth

----- Arcticle source ----- https://www.accenture.com/us-en/insights/strategy/pricing-growth ----- Pricing gets smarter Avoiding pitfalls The journey to intelligent pricing The new world of pricing Related capabilities The bottom line on trust MORE ON THIS TOPIC Competitive agility Accenture Strategy Solutions.AI for Pricing JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Pricing, the most important lever for revenue and margin growth, is undergoing significant disruption based on advances in analytics and artificial intelligence. While pricing has always been a data-heavy, number-crunching exercise, it is now moving away from simple spreadsheets or tools to Big-Data, analytics-driven algorithms resulting in multiple contextualized prices. "One-size-fits-all" pricing belongs increasingly in the past.   Today, thanks to advanced technologies such as analytics and artificial intelligence, organizations can develop "intelligent pricing"—optimally calculating prices in real time based on multiple customer and market variables, testing price points or entire pricing models and improving them continuously. These new approaches to pricing allow for differentiated strategies with real benefits: more empowered sales (10 to 20 percent improvement), improved margins (up to two percentage points) and increased revenues (5 to 15 percent).1 42% of consumers say they want

companies to use their data securely and responsibly to customize pricing and promotions. 61% of consumers believe that the use of advanced analytics could result in getting a fairer price. Many consumers feel they will benefit, as well. According to Accenture research, 42 percent of consumers say they want companies to use their data securely and responsibly to customize pricing and promotions and more than 61 percent believe that the use of advanced analytics could result in getting a fairer price.2 Knowing this, companies can also use intelligent pricing to strengthen trust with customers and, in effect, solidify long-term growth and competitiveness by building into customer attraction and retention strategies. Intelligent pricing refers to a tailored approach that determines willingness to pay based on multiple factors such as time of day, location, real-time demand for products and even a customer's purchasing history. It's data-driven, not just rules-driven, using algorithms and customer intelligence to deliver instant pricing that is increasingly contextualized or even customized.   An example: When available stock is high, a company might decide to decrease prices, win new customers and boost sales while easing working capital by reducing warehouse use. The next day, a predictive algorithm might alert the company that web traffic for a specific product is high, meriting a slight price increase to boost margins. Both strategies help companies to increase profitability and grow the top line.   Intelligent pricing represents the most sophisticated end of a spectrum of pricing approaches that have evolved over the years—from a mostly manual and generalized set of prices based on static rules to an analytics-based approach where prices can be tailored in real time based on multiple, contextual variables such as demand, competition and customers' individual willingness to pay—all run by advanced algorithms and artificial intelligence. Several challenges will need to be overcome for companies to effectively adopt intelligent pricing, many of which have to do with technology complexity and skills shortages. In addition, though, companies should anticipate and manage issues involving customer trust. Intuitively, one can certainly see the possibility of trust erosion with intelligent pricing where, from a customer's perspective, pricing variables are unknown or unclear.   This risk must be addressed head on. Recent Accenture Strategy research into 7,000 companies worldwide found that those that experienced a material decline in stakeholder trust also experienced a corresponding 5.8 percent decrease in revenue growth.3 Risks on this scale are too large for companies to ignore when it comes to their pricing approaches..   One answer is to build trust into your pricing algorithms. All data—which is usually within different silos —could be ingested into machine learning algorithms and used for ongoing price differentiation. For real machine learning, it is also important to have powerful feedback loops in place where, for instance, customer sentiments and behaviors are also fed into the mix. Properly strategized and implemented, intelligent pricing can increase margins and support growth. To reach that end, here are a few steps to keep in mind: The trend toward real-time, data-driven and more tailored pricing is inescapable. The test for companies will lie in their ability to both master extracting value in the B2C space and also scale it to transactions with their B2B and B2B2C ecosystem partners. The future of intelligent pricing is one that reaches end-to-end across the value chain. When this happens, companies will realize the full spectrum of benefits well beyond steering sales and improving margins and revenues. It will increasingly also be leveraged as a powerhouse to foster

enduring customer relationships, ecosystem partnerships and, ultimately, fuel innovation, competitiveness and growth. 1 Accenture Strategy client experience. 2 Accenture, Global Consumer Pulse Research, 2018. 3 Accenture Strategy, The Bottom Line on Trust 2018. Corporate Strategy & Growth, EMEA Lead Johannes is an expert in functional growth and automotive sales and digitization strategies. MANAGER – ACCENTURE STRATEGY, CEO & ENTERPRISE STRATEGY Marcus is an expert in price strategy and analytics-driven pricing. In a hyper-competitive landscape, how do you thrive in the now, the new and the unknown? Shaping our clients' future, combining deep business insight with technology. Grow top-line revenue and drive profitability with continual price optimization. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved. =====================

Highmark Health proves the power of analytics

----- Arcticle source ----- https://www.accenture.com/us-en/insights/health/people-richard-clarke ----- In brief Related capabilities MORE ON THIS TOPIC Digital health Operational transformation Health Experience JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Richard Clarke: As chief analytics officer, I am responsible for data and analytics across our blended health organization. We run a centralized data model and a more federated analytics model, where advanced analytics—both predictive and prescriptive modeling—is under a center of excellence in my organization. Diagnostic and descriptive analytics are run by analytic domain, some within my organization and some federated out into various business units and functional areas. RC: I have been doing analytics in some form or fashion all of my career. I trained as a neuroscientist at the University of Pittsburgh where I combined wet lab research with kinetic modeling to study the form and function of NMDA receptors. The discovery process of forming hypotheses and then quantitatively testing them is something that I have always enjoyed.   Now, I can apply that thinking at work, focusing on the end-to-end process; identifying a use case and intended outcomes, building analytic solutions, connecting them to business processes, driving front-line adoption, and ultimately measuring how well we can actually impact those intended outcomes. One can have dramatic impact through intentional deployment of more 'basic' analytics that focus on usability and integration into workflow. One can have dramatic impact through intentional deployment of more 'basic' analytics that focus on usability and integration into workflow. RC: I guess it would be too flip to say, "all the data we can," but that is a bit of the answer. We believe in building a learning healthcare system through which we can deploy, test and continuously optimize various interventions and their outcomes. This works spans our endeavors across affordability, health outcomes and the customer and clinician experience.   We are continuously expanding the data we collect to inform those outcomes. For instance, integrating emerging technology with wearables and leveraging patient-recorded outcomes. We

must be experimental to optimize all the data that is out there and, in some cases, building processes to create the data we need to learn and continue to optimize our solutions. RC: The friction and fragmentation in delivery of the right information at the right time to the right person is a top cause of the problems we have in our healthcare system now. We aim to change this through our Living Health strategy. We envision a world where actionable information is delivered to a clinician right in their workflow before the user goes through a hunt and peck ordeal. We are using analytics to move care upstream, enabling our clinicians to engage before issues arise. We are also actively exploring how AI and data science tools will make the patient-provider interaction seem almost technology-free with such things as voice commands and ambient scribe technology. This is all in service of our goal to deliver solutions that are simple, proactive and personalized. RC: This is something we discuss often within our company. Putting our customers at the center of what we do is one of our core behaviors. One story that came up recently in conversation centers around social determinants of health and high-risk maternity. Recently, with the help of analytics, we proactively identified a member who had a high-risk pregnancy. We identified behavioral health concerns and potential issues with transportation and healthy food. We connected this member with Highmark case managers and social workers. Through a series of engagements, the Highmark clinical team was able to connect this member with various supportive services. With this help, the mother had a successful delivery and was able to get back to work quickly. The integration of data to proactively identify a need and pair her with the right network of care and support helped deliver a positive outcome. RC: We have so many exciting things going on, but the biggest is our Living Health strategy. This strategy is all about transforming healthcare by deploying proactive, personalized and simple solutions that cover the full range of health – social, physical and mental. We are striving to reduce fragmentation to many stakeholders, and we can only be effective if we integrate across payer, provider and community in a blended way. Data and analytics sit at the heart of this strategy and my team is actively working with both Google Cloud and Verily on a number of exciting use cases. We also have an internal program called "Think Up" that encourages employees across Highmark to reinvent the way they do work. This has led to some amazing breakthroughs. For instance, we were able to optimize scheduling at our oncology sites to make sure we were improving the member experience and using resources in an optimal way. We have also deployed many intelligent automations that reduce admin tasks and let our staff work at the top of their license. RC: Our work supported many of our clinical partners on the front line. Early on, we built models to inform the disease progression and identify early hotspots. We also rapidly built models to inform the risk of hospitalization if a member got COVID-19 and used those to inform outreach to help members stay socially distant and continue to receive necessary care virtually. Our work then evolved to include assisting with the dual goals of rapid and equitable distribution of the COVID-19 vaccine through Allegheny Health Network and key partners. All in all, COVID-19 has accelerated the use of data and analytics across our enterprise. RC: I think there are two important misperceptions. One is that some people feel they need the most sophisticated AI algorithms to have an impact through analytics. That is simply not true. One can have dramatic impact through intentional deployment of more "basic" analytics that focus

on usability and integration into workflow. Secondly, there is a sense of loss of control with analytics—that it's a black box in which one loses the ability to make decisions. The reality is that analytics is augmenting human decisions. It's not taking them away. RC: Watching my team take early-stage ideas and run with them. I am continuously amazed by what can be accomplished when you unleash a bunch of smart, passionate people on a problem. I get so inspired by their progress updates because they take an idea and make it 100 times better and more impactful than anything I could have imagined. It makes me just want to get out of their way. RC: Early in my career, a colleague gave me the advice to always take the long view. To not get too upset by near-term challenges, or too excited over near-term successes. Define the end goal and keep your focus there, not letting the interim twists and turns throw you from the path. Not always the easiest advice to follow, but over my career, I have found it to be incredibly helpful and to apply in many scenarios, from strategy to relationships. RC: I love spending time with my wife and two kids who are 13 and 10. I also enjoy reading fantasy novels and playing golf. It's been fun as I am just starting to golf with my son. We were obsessed with the Ryder Cup. It was interesting to watch as it's the first sport I have seen to integrate connected devices into the viewing experience, so you could see things like the heart rates of the players as they teed off on the first hole. Imagine the analytics we could run just from one game! CHIEF ANALYTICS OFFICER - HIGHMARK HEALTH Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved. =====================

Reset Retail responsibly

----- Arcticle source ----- https://www.accenture.com/us-en/insights/retail/coronavirus-consumer-behavior-research ----- Now is the time to responsibly reset, which means better serving the needs of customers, employees and the communities where they live and work. The challenge is to leverage both digital and physical retail experiences to meet new demands—without compromising results. How to reinvent retail What's trending in retail Partners in change Our extended partner ecosystem Awards and recognition Our leaders Retail careers Retail now Empower your frontline workforce for enhanced customer engagement. Empower your frontline workforce for enhanced customer engagement. Enhance profitability and market position by embedding sustainability Enhance profitability and market position by embedding sustainability Prepare your data for the new generative AI era Prepare your data for the new generative AI era Transform operations to create seamless customer experiences in retail Transform operations to create seamless customer experiences in retail Eliminate repetitive tasks to boost efficiency and employee focus. Eliminate repetitive tasks to boost efficiency and employee focus. Bridge digital and physical retail for stronger customer connections. Bridge digital and physical retail for stronger customer connections. Segments we support Microsoft 2024 Global Retail & Consumer Goods Partner of the Year A Leader in Everest Group's Retail IT Services PEAK Matrix® Assessment 2024 A Leader for supply chain transformation services for Retail and CPG Leader in IDC MarketScape:

Worldwide Retail Commerce Platform Service Providers 2023 Vendor Assessment Jill Standish Brooks Kitchel Laurent Thoumine Lori Zumwinkle Innovate to shape a new retail culture—both physical and digital experiences—where companies can adapt as fast as consumer preferences change. Current Country: United States 46% of tasks undertaken by retail workers could be automated or augmented by large language models 56% of global consumers worry about their country's economy 41% of high-income consumers plan to increase spend on 'health and fitness' 8/10 consumers say that inflation and the rising cost of living are their top economic concerns Delivering aspirational, immersive experiences in-store and online to a discerning luxury goods clientele. Staying competitive in a fast-changing food, beverage and personal goods marketplace while meeting increased customer expectations for quality, convenience, and value. Enabling a one-stop shopping experience for consumers by offering a broad selection of products in various categories under one – physical or digital – roof. Providing customers, including DIY enthusiasts and professional contractors, with the products and services needed to improve, renovate, or maintain their homes and properties. Connecting healthcare and retail by providing essential pharmaceutical, personal care, and health and wellness products all in one place. Creating a comprehensive and convenient shopping experience that includes fast food options, essential everyday items, and fuel for vehicles, often in one integrated location. Offering tech-savvy consumers the latest technology and electronic gadgets, along with knowledgeable staff who can assist with product information and technical advice. Enabling cost-conscious shopping by providing overstocked or discontinued brand-name merchandise at lower prices. Catering to niche markets by selling a specific category of products, along with a unique and innovative customer experience. Accenture's 18th Annual Holiday Shopping Survey reveals the consumer trends of 2024 shaping this year's holiday shopping and gifting trends. The luxury market is changing. Brand desirability and consumer needs are evolving rapidly. While the majority of brands struggle to stay competitive, a few are reinventing for success. Here's what they're doing differently. While advances in tech and gen AI promised to boost productivity, our analysis indicates most companies are falling behind. Find out what productivity leaders do differently to drive value and gain a competitive edge. Feeling overwhelmed by grocery shopping? You're not alone. 41% find decision-making harder now. Discover how self-service kiosks and smart apps make shopping faster and more efficient. French DIY retailer Bricorama's generative AI platform pAInt provides customers with expert advice that makes painting projects simpler and more fun. The generative AI revolution is transforming retail, enhancing customer and employee experiences, and offering growth and efficiency opportunities. Retailers must act now to capitalize. A cutting-edge, modular platform enables the luxury fashion company to adapt to the rapidly evolving commerce landscape. Sustainability is evolving beyond impact measurement and disclosure into a core business imperative. The 2024 playbook empowers business leaders across the fashion value chain to integrate sustainability into core operations. Helping you unlock the value of your SAP application portfolio with the power of intelligence, innovation and industry. The largest global Microsoft practice. Eighteen-time Microsoft Global Alliance SI Partner of the Year. Powered by Avanade. Runs on Microsoft. Unleash empowering human-centric design and Google's innovative tech.

The winning combination for unlocking your cloud potential. Reimagining human experiences that reignite growth and accelerate the path to value. Accenture and Avanade have been named the 2024 Microsoft Global SI Partner of the Year in Retail & Consumer Goods. Accenture has been named as a Leader in Everest Group's Retail IT Services PEAK Matrix® Assessment 2024. Accenture is named a Leader for supply chain transformation services for Retail and CPG Peak Matrix ® Assessment 2023. Accenture is named a Leader in the IDC MarketScape: Worldwide Retail Commerce Platform Service Providers 2023 Vendor Assesment. Senior Managing Director – Global Lead, Retail Senior Managing Director – Accenture Strategy, Retail Senior Managing Director – Retail Lead, EMEA Senior Managing Director – Retail Lead, North America © 2024 Accenture. All Rights Reserved. =======================

All in: Inclusion & Diversity drive shopper habits

----- Arcticle source ----- https://www.accenture.com/us-en/insights/retail/inclusion-diversity-retail ----- RESEARCH REPORT In brief People are already shopping their values Lead with purpose Related capabilities Products: What you sell Advertising: How you sell it Touchpoints: Where you sell it Workforce: Who sells it Reimagine the retail workforce MORE ON THIS TOPIC Retail consulting JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA It is no secret that today's shoppers do not always feel valued for who they are. The good news is that the retail industry is making strides in Inclusion and Diversity (I&D) and customers are noticing–which in turn creates a tremendous opportunity for retailers. Our recent survey of shoppers reveals that not only do they expect retailers to engage in conversations around social issues, but that I&D influences their purchasing and switching behaviors. Retailers can expect better performance when they offer products, services and experiences that reflect what shoppers want and value. Retailers' I&D practices are making an impact on shoppers' behaviors right now. People are already shopping based on their values. Forty-one percent of shoppers tell us that in the last year, they have shifted at least 10 percent of their business away from a retailer that does not reflect how important I&D is to them. Diverse shoppers are even more likely to leave. Shoppers are not just turning away from retailers that do not share their values, they are turning toward those that do. Twenty-nine percent of all shoppers, and still more diverse ones, are likely to switch to a retailer that reflects the importance they place on I&D. 42% of ethnic minority shoppers would switch to a retailer committed to I&D 41% of LGBT shoppers would switch to a retailer committed to I&D There are things that retailers can do to provide a more inclusive shopping journey for all people. Some are already making inspiring progress across the business. By offering products that address shoppers' diverse needs, retailers are becoming more inclusive and attracting new customers at the same time. By developing ads that reflect the everyday experiences of people from all walks of life, retailers are establishing an authentic connection with shoppers. By creating shopping environments that accommodate and

celebrate different shopping experiences, retailers are creating safe spaces for shoppers. By embracing inclusive hiring practices, retailers are naturally becoming more diverse and benefiting from workers' insights and experiences. There is no quick fix to becoming a retail leader in I&D. The approach must be holistic, not half-hearted. It must be sustained, not short-lived. To move the needle, lead with inclusion first—inclusive behaviors seed a more diverse culture. Because the reality is that hiring for diversity alone does not drive meaningful change if all employees do not exhibit inclusive behavior. SENIOR MANAGING DIRECTOR – GLOBAL LEAD, RETAIL Jill leads the Accenture global Retail practice and helps retail clients transform into responsible and resilient enterprises. MANAGING DIRECTOR – GLOBAL RETAIL MARKETING Joe leads marketing for Accenture Retail globally and is responsible for shaping the industry's positioning and messaging to better connect with our retail clients and their business. ACCENTURE RESEARCH RETAIL I&D LEAD Maureen is the Accenture Retail Research Co-Lead, responsible for Retail industry thought leadership and research-driven client perspectives. How does retail move from uncertainty to resiliency? Adaptive Retail—new climates, expectations, ways of working. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved. =======================

State CAO as experience leader

----- Arcticle source ----- https://www.accenture.com/us-en/insights/public-service/cao-an-experience-leader ----- In brief The expanding role of state CAOs Why every impression matters Channeling state government services Four opportunities for CAOs to lead experience Advance the journey to better citizen experience Other collaboration with NASCA About the Authors Related capabilities Contribute to and coordinate enterprise vision Enhance hybrid service delivery and work models Be a customer experience role model Help agencies so they can help citizens The future of remote work for states Diversity, equity and inclusion in government Innovating in a new era: The role of the CAO MORE ON THIS TOPIC Outcomes-focused service delivery Public service Intelligent back office JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA State Chief Administrative Officers (CAOs) oversee numerous services that keep the wheels of government operations turning. In fulfilling this role, CAOs must orchestrate a host of resources and serve a variety of agency customers. While efficiency and effectiveness remain crucial goals for any CAO, there's another "e" that is increasingly important: experience. New research from the National Association of State Chief Administrators (NASCA) and Accenture helps articulate what today's citizens expect of state governments. It also reveals exciting opportunities for CAOs to play an expanded role in improving customer experience within their states: Just 55% of citizen respondents said they know where to start when they need help from a state agency. 13 of the 23 CAOs surveyed echoed that finding, citing "knowing where to begin" as the most challenging step in accessing state services. Accenture and NASCA surveyed 1,500 citizens across the country and found that 81% interact with government less than once a

month. Infrequent interactions mean state governments have limited opportunities to deliver good customer service. 11 in 23 CAOs who indicated the perception of government services became more positive or significantly more positive during the pandemic 36% citizens whose level of trust in government declined during the pandemic In our survey, citizens were generally positive about their digital interactions with state government. However, some still prefer to engage via traditional channels. 51% respondents who indicated digital encounters were "good" or "very good" 31% respondents who said they still prefer to interact with government in person or via phone 100% CAOs who said there are "more" or "significantly more" digital channels today than two years ago Given the diversity and infrequency of service encounters, no single state agency can move the meter on citizen experience. An enterprise strategy is essential—and the CAO is well positioned to help in crafting and executing it. Accenture and NASCA have identified four opportunities for state CAOs to make a greater impact on employee and citizen experience. Improving experience is not a problem for any single department or program; it's a whole-of-government opportunity. Every CAO has a role to play in driving this enterprise focus. Strategically deployed digital approaches can improve some customer experiences, but a good in-person presence remains critical. CAOs can help navigate the shift to hybrid work and service delivery, including examining these opportunities through an equity lens. CAOs have countless opportunities to model excellent service. That can include deploying new or enhanced digital tools, but it can also include "low-tech" yet worthwhile investments like listening, empathizing with and responding to agencies' needs and challenges. This is where CAOs can shine. By streamlining and simplifying back-office administration, CAOs can free up capacity for agencies to enhance their front offices. As CAOs work to address the four opportunities, Accenture and NASCA recommend they consider these solutions. Invest in upfront and continuous insights and planning Reimagine the hybrid experience through space and technology Provide leadership and commitment Ride the COVID era To improve experience and increase trust in government, it's critical to make every service encounter a good one. In November 2020, Accenture and the National Association of State Chief Administrators (NASCA) surveyed 32 Chief Administrative Officers (CAOs) to better understand their views on the future of remote work, the importance of diversity, equity and inclusion, and their own role in driving innovation. Learn more below. As state workers went remote during the pandemic, CAOs observed two top practices: affording workers flexibility and giving them the right technology. A CAO's top DE&I challenges include staff lacking self-awareness about their own biases and the need for data to help identify opportunity areas. CAOs will continue to play a key role in driving lasting change and accepting greater risk to implement new ways of delivering services. Kelly Rogers Senior Manager – Public Service, North America Jenny Brodie Senior Manager – Health & Public Service, Research Jamie Rodgers Consultant – Public Service, North America Pam Goins Executive Director – National Association of State Chief Administrators GAINES BROWN III Research Manager Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings.
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Get the flexibility and value you need from technology

Discover a faster route to technology value. Create an architecture and operating model that's as innovative as your team. What you can do What you'll achieve What's trending in technology strategy Partners in change Our leaders Why technology strategy matters Get out of tech debt and into tech value Design an enterprise architecture that allows your business to soar Build an operating model that's as innovative as your team Build a growth strategy that's driven by tech Have a clear vision for your tech transformation A tech strategy everyone supports Total transparency on where your tech spend is going A vision for your future architecture An operating model that is your competitive edge A transformation that meets expectations Accelerate your journey Koenraad Schelfaut Keith Boone Frédéric Brunier Tejas R. Patel Current Country: United States Discover a faster route to technology value. Create an architecture and operating model that's as innovative as your team. 5x the revenue growth when leaders double down on investments in technology and innovation 57% of CIO/CTOs are primarily focusing investment on revenue growth as opposed to cutting costs 61% of CIOs are focusing on an overall business transformation, versus a single function, in 2024 70% of enterprise transformation projects fail to meet expectations Use everything technology offers to build a better business. Curb your tech debt and focus your tech spending on the activities that will power your business growth. Give your management team a shared understanding of how tech can deliver more value. Make the most of digital core technologies and techniques to improve business continuity and reduce your risk. Reinvent every aspect of your IT using generative AI. Respond to changing market demands by being nimbler. Design and implement an intelligent operating model built for business agility, resiliency and growth. Expand into new markets, develop new customer capabilities and create new products and services. Use technology to boost your competitiveness, performance and innovation. Prioritize what you want to achieve, set the success criteria, and establish a transformation office to deliver it. Create a coalition for change with a plan that also fires up your business, tech and finance teams. With a clear view, you can decide where to reduce, redistribute and expand your tech investments. Get the outcomes your business needs while continuously transforming your organization at scale. Get an intelligent operating model that moves at the same pace as your customers. Track and communicate the value of your enterprise transformation and get insights to help you make better decisions. Why balancing—not eliminating—tech debt is key to reinventing with a modern digital core. A unified digital core, built using Oracle's unique technology capabilities, enables continuous innovation, operational efficiency and scalability. Companies that invest in growth-oriented AI initiatives focused on growing the core, pursuing adjacencies, and finding and activating entirely new revenue models stand to benefit from outsized growth opportunities. To capture the value of generative AI—or the next disruptive technology—companies need a digital core that is "reinvention ready." Here are the three actions needed to

achieve that coveted state. CEOs are starting to see organizational resilience as more than an antidote to disruption, but a powerful driver of sustained business performance and reinvention. Here's how they optimize their returns on their investments. This is a singular moment for CIOs: here is how they can take advantage to unlock true business value across their enterprise. The initiative, part of L3Harris' LHX NeXt transformation, is centered around building a strong digital core will enable innovation, service improvements and affordability at L3Harris. By focusing on new opportunities provided by cloud, data and AI, CSPs can accelerate their legacy technology transformation to resolve tech debt and position themselves for new product and service growth. Assess your business, talent, and IT maturity to understand your strengths and gaps. Unlock opportunities over a data-driven path to hastened growth and value. Orchestrate large-scale business transformations from start to finish, focusing on vision, value, speed, talent and technology. Lead – Technology Strategy & Advisory Lead – Technology Strategy & Advisory, North Americas Lead – Technology Strategy & Advisory, EMEA, and Global Lead – Technology Strategy Lead – Technology Strategy & Advisory, APAC © 2024 Accenture. All Rights Reserved. =====================

Media & Entertainment Spotlight

----- Arcticle source ----- https://www.accenture.com/us-en/insights/communications-media/media-entertainment-spotlight ----- Issue 5: Rediscover your purpose & embrace dynamism Insights Case studies The Future of M&E Marketing Reinvent for growth Ad-funded video's powerful return Streaming's Complex Consumer Empowering film creatives with digital twins Globo: A broadcaster's sequel JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Explore innovations, ideas, and insights in our media and entertainment industry magazine. "By rewiring media and entertainment organizations to flex fast, they can do more than watch their customers outgrow them. They can grow with them. At speed." "By rewiring media and entertainment organizations to flex fast, they can do more than watch their customers outgrow them. They can grow with them. At speed." Talent and agility have evolved as anchors for effective change and growth. But companies who have a clear purpose, recognize that reinvention is ongoing, and prioritize investment in upskilling their people will stay ahead of customer demands and competition. Accenture explores how media companies can move to profitable growth by helping consumers get everything. Explore how streaming companies can make the most of ad-funded video while beginning an evolution of consumer connection that goes beyond video. Explore why understanding the streaming consumer's full DNA through cross-platform insights must be an urgent priority for streaming services. Walt Disney Studios' StudioLAB and Accenture created digital twinning tools to support the next generation of filmmaking. Globo teamed up with Accenture to implement its transformation journey into a mediatech company. Our first six issues combine thought-provoking content and insights from 1,000 marketing executives on the latest trends, tools and technologies in the realm of M&E marketing. In a world of shifting consumer expectations and rapidly-evolving

technologies accelerating direct-to-consumer competition for media companies, more than ever, marketing organizations are positioned to lead their companies to growth. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved.
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Overcome tradition: Scale AI value with agile AI

----- Arcticle source ----- https://www.accenture.com/us-en/insights/applied-intelligence/scale-ai-agile ----- In brief Related capabilities Three ways to unlock the value of AI through agile AI MORE ON THIS TOPIC Artificial Intelligence Artificial intelligence Data & analytics JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA In today's business world, intense competition drives the need to change strategy quickly, and unforeseen events—such as the COVID-19 pandemic, natural disasters or terror attacks—can require thousands of employees to shift working patterns at a moment's notice. In the face of this, businesses are forced to look closely at their capabilities and processes to understand what will help or hinder their adaptability and innovation. While it may not be the solution for all, agile techniques present a powerful opportunity if the conditions are right, especially in the growing area of artificial intelligence (AI) and advanced analytics. Just as the methodology can be applied beyond the bounds of software development, the agile mindset can fundamentally change the way companies measure value and productivity. Just as the methodology can be applied beyond the bounds of software development, the agile mindset can fundamentally change the way companies measure value and productivity. With its roots firmly planted in software development, agile is a counterpoint to traditional linear waterfall methods of delivery. Agile is often recommended when "The problem to be solved is complex; solutions are initially unknown, and product requirements will most likely change; the work can be modularized; close collaboration with end users (and rapid feedback from them) is feasible; and creative teams will typically outperform command-and-control groups." In other words, agile is suited to the realm of AI and advanced analytics, where poorly defined solutions are best iterated in cycles of rapid discovery. Just as the methodology can be applied beyond the bounds of software development, the agile mindset can fundamentally change the way companies measure value and productivity. When paired with design thinking and behavioral economics, this mindset garners increased traction as the basis for a new way of working that takes the principles of agile methodology—simplicity, face-to-face conversations, iterative adjustments, and customer-centric design, to name a few—and applies them within a variety of contexts. Those that harness agile techniques are strongly positioned to reap the rewards in scaling AI: faster speed-to-market, quicker value realization, competitive advantage, the ability to 'fail fast' and course-correct, and better collaboration across the business. But for many companies, agile presents its own set of challenges. Instilling change across the entire enterprise can

prove difficult, expensive and time consuming. And agile is by no means a "one-for-all" solution. As a result, many companies find themselves torn between thinking agile and being agile. A common example of this is the company that aims to take a flexible approach to project management, but still expects it to be completed against a specific, linear timeline, rather than through iterative agile sprints. Those that harness agile techniques are strongly positioned to reap the rewards in scaling AI: faster speed-to-market, quicker value realization, competitive advantage, the ability to 'fail fast' and course-correct, and better collaboration across the business. Those that harness agile techniques are strongly positioned to reap the rewards in scaling AI: faster speed-to-market, quicker value realization, competitive advantage, the ability to 'fail fast' and course-correct, and better collaboration across the business. So, how can businesses use agile ways of working to unlock new value through AI and advanced analytics? Embed agile strategy into your AI delivery lifecycle At the most basic level, harnessing the value of AI comes down to an organization's ability to take an AI project from inception through to execution in production environments that impact customer relationships and a company's end product. However, our survey research shows that a compelling 87 percent of UK respondents struggle to move beyond the proof of concept stage for AI projects because they either lack a documented delivery strategy or try to shoehorn the process into traditional IT delivery methods, among other reasons. The AI roadmap is a start-to-end model we use with our clients to help them realize and multiply value from their AI projects. At the heart of this model sits an agile, sprint-based approach to capturing business requirements and iteratively delivering AI models in epics and user stories. There are two main traps that organizations might fall into when trying to embrace agile to deliver value from AI. The first is to try and adopt an agile mindset while using traditional tools to fuel it. Businesses that fall into this camp might use spreadsheets to run AI projects and email for communication to the detriment of agile values such as "individuals and interactions over processes and tools". Instead, tools such as Microsoft Teams™, Slack™, Trello and JIRA put collaboration and adaptability at the center of workflows by enabling high levels of visibility within and across project teams and prioritize continuous shifts to optimize delivery outputs. The second trap is investing in agile technologies without careful consideration of how they align to business priorities. Businesses risk ending up with pockets of value because, without support from the top or with cross-functional teams and business users, advanced analytics and AI teams adopt agile technologies in siloes that aren't equipped to scale. In order to be more than just another application in the stack, agile tools, like any applied technology, need the right business use case and buy-in from senior business stakeholders. The success of applying agility to scale AI is not only method and technology-based; it is also cultural. The success of applying agility to scale AI is not only method and technology-based; it is also cultural. Accenture has successfully implemented the AI roadmap at one of the UK's leading banks. We helped design and scale up a data innovation bank through a 'Value-Discover-Experiment-Prove-Scale' methodology. Via the use of repeatable use case models, over 60 innovative and high-value analytics initiatives were identified and developed. In just nine weeks, several experiments that significantly improved the Bank were conducted, including a machine learning model that predicted a 20% uplift in onboarding customers.

Ultimately, the data innovation lab evolved the bank's analytics capability to the next level with over 300% ROI delivered within 21 months of being established. Reinvent corporate culture to be a 'data culture' The success of applying agility to scale AI is not only method and technology-based; it is also cultural. In an attempted quick fix, many companies try to craft an agile culture by simply hiring in teams of data scientists with agile experience. But often, they do this without a strategy in place to build an organization-wide data culture that embraces the absorption of the insights being generated by AI. Similarly, many companies believe it is enough to just have one agile team or one agile function for scaling AI; this is not always the case. If an organization wants to adopt AI at scale, for instance, a wider data culture must be fostered and it relies on everyone fueling it: top down, bottom up, and outside in. Agile methods and data culture are essential considerations for successfully scaling AI, but they are futile without a shift in the way success is quantified. Agile methods and data culture are essential considerations for successfully scaling AI, but they are futile without a shift in the way success is quantified. This was exemplified at an insurance specialist. The client acknowledged that to build a unique, robust and effective data culture, it had to cement the right behaviors and ways of working. Accenture stepped in to make this a reality by developing a value delivery model which consisted of a flexible process, methods, tools and checklists to ensure that the data and analytics team were deploying solutions that solved actual problems. We also implemented our proprietary Data Pulse assessment to measure the consumption of data for insights. As a result of these interventions, the number of unique users consuming the analytics solutions increased from 20% to over 70%, indicating a much larger scale adoption of data-driven decision-making and spurring of innovation within the company. Leadership influence is critical in instances such as the above. Junior employees, regardless of their skills, are likely to seek guidance from the people to whom they report. To really embed the cultural shift, leaders should consider connecting with employees across all areas of the business by: To embrace agility and harness the power of AI, an organization may look to shift gears from rigid planning cycles to continuous, iterative planning once they identify and embrace the right metrics to define success. To embrace agility and harness the power of AI, an organization may look to shift gears from rigid planning cycles to continuous, iterative planning once they identify and embrace the right metrics to define success. Recalibrate metrics for success Agile methods and data culture are essential considerations for successfully scaling AI, but they are futile without a shift in the way success is quantified. In other words, redefining the frequency, methods and parameters with which the value of AI is measured. To embrace agility and harness the power of AI, an organization may look to shift gears from rigid planning cycles to continuous, iterative planning once they identify and embrace the right metrics to define success. For example, Accenture helped to identify the right metrics and insights for a major African bank by exploring the potential of real-time analytics. An Amazon Web Services Launchpad was deployed to conduct near-real time sentiment analysis of call center agent and customer discussions. Meaningful insights were displayed on a dashboard, which meant the contact center employees could move away from backward-looking KPI reviews and devote more time to improving customer satisfaction in the moment. Surviving, and indeed thriving, in

today's business landscape requires adaptability, innovation and new ways of working that remove the blockers to scaling AI and new sources of value. To unlock this benefit, businesses must adopt agile AI delivery methods, reinvent corporate culture into a data culture, and recalibrate organization-wide metrics for success. Surviving, and indeed thriving, in today's business landscape requires adaptability, innovation and new ways of working that remove the blockers to scaling AI and new sources of value. To unlock this benefit, businesses must adopt agile AI delivery methods, reinvent corporate culture into a data culture, and recalibrate organization-wide metrics for success. Critically, metrics at the highest levels within the organization must be recalibrated with data and AI in mind. A leading European bank decided to embark on a three-year transformation with the aim of embedding digital and AI capabilities across all their lines of business. Accenture worked with the Chief Data Officer of the bank to incorporate industry-standard indicators for data maturity such as the Data Management Capability Assessment Model® (DCAM) into the board-level metrics. This emphasized the bank's commitment to scaling data and AI and went as far as to tie the personal bonuses of the leadership team to achieving the metrics. The results were remarkable, as the bank launched three AI-powered intelligent products within the year and unlocked $60m efficiency savings per year from a single line of business. Surviving, and indeed thriving, in today's business landscape requires adaptability, innovation and new ways of working that remove the blockers to scaling AI and new sources of value. To unlock this benefit, businesses should adopt agile AI delivery methods, reinvent corporate culture into a data culture, and recalibrate organization-wide metrics for success. From IT departments, product development and marketing teams to the C-suite, the message is clear: Given the right conditions, agile has the power to transform an organization's ability to scale and extract value from investments in data and AI, shifting the focus from technology towards people and processes. Most importantly, experience shows that agile techniques lend themselves to starting small, being responsive, and scaling fast, all of which are key success factors for weathering uncertainties and creating new opportunities in the world of AI, automation, and machine learning. Managing Director – Applied Intelligence Ben Lee leads the Applied Intelligence Strategy practice in the UK. Consultant – Digital Strategy, Applied Intelligence Make your AI vision a reality by knowing where to start and how to scale—making the most of your AI investments. AI can unlock new potential for businesses by augmenting and extending human capabilities. AI is only as smart as the information that fuels it. We can help you unlock and apply powerful insights from your data. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved. =====================

Stay ahead of change

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get to value faster. ...but check out our insights into everything from industries to AI to stay ahead of change. Download the Accenture Foresight app to read, watch, or listen to our best thinking—and join our exclusive "Foresight in 15" live digital events for quick takes on big ideas. © 2024 Accenture. All Rights Reserved. =====================

A brand's new world

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Excelling at speed in industrial

----- Arcticle source ----- https://www.accenture.com/us-en/insights/industrial/coronavirus-freight-logistics-recovery ----- A myriad of trends from technology shifts to evolving B2B customer expectations, software-driven product purpose, enhanced services and more are driving companies to embrace continuous reinvention. The time is now to redefine industrial business models. What's trending in industrial Awards and recognition Our leaders Industrial careers Industrial now How to reinvent industrial Segments we support Leader in Innovation Consulting Services Leader in 2022 Gartner® Magic Quadrant™ for SAP S/4HANA® Application Services Leader in Industry 4.0 service provider Jean Cabanes Brian May Taichi Tashiro Matthias Wahrendorff Current Country: United States 81% of time to market reductions can be achieved by using new technologies such as cloud, digital twins and agile engineering 90% of industrial customers see clear benefits in digitized B2B sales processes leading to a potential profitability increase 60% of the revenue of industrial companies will be generated by services in the next five to ten years 75% of industrial CEOs are upskilling their workforce for the future labor market due to the shift to autonomy and electrification Crafting the engineered product of tomorrow–from machinery and industrial equipment to electrical components and beyond. Innovating parts, modules, systems and software for industrial manufacturers and automotive suppliers. Elevating agriculture, mining and construction machinery towards intelligent, connected, autonomous and sustainable equipment. Enhancing connectivity, intelligence and sustainability in commodities–such as white goods, home appliances and tools–that are used repeatedly over a prolonged period by consumers. Optimizing global supply chains for carriers, integrators, freight forwarders, ports and terminals to deliver integrated transportation services from source to end-customer. Fostering a sustainable and resilient digital future for one of the largest sectors of the world economy–from capital projects and infrastructure, to buildings, production sites and real estate services. Elevating industrial excellence through a comprehensive suite of services–from testing and inspection to facility management and law services and

more. We asked Industrial B2B buyers what they really want. Discover what matters most to them and how meeting these demands can elevate your customer interactions and drive business growth. The Industrialist: An interview with Audrey Hazak, SVP Digital Customer Relationship Management at Schneider Electric. A cloud-based, user-friendly, connected-worker solution has made manufacturing safer and more efficient, with people using real-time production information to make faster, more accurate decisions. The Industrialist: An interview with Michael Traub, Chief Executive Officer at STIHL. This year we are showcasing how our end-to-end capabilities and industry expertise help clients digitize the products they make and revolutionize how they make them through the power of cloud, data, and AI/generative AI. The Industrialist: An interview with Dominik Wee, Corporate Vice President, Manufacturing and Mobility at Microsoft. The Industrialist: An interview with Chris Helsel, Senior Vice President, Global Operations and Chief Technology Officer at Goodyear Five imperatives the C-suite must address to reinvent in the age of generative AI. Accenture named a leader in Innovation Consulting Services in analyst report Accenture named a leader in 2022 Gartner® Magic Quadrant™ for SAP S/4HANA® Application Services for the fourth year HFS ranks Accenture the No. 1 Industry 4.0 service provider for the second time in a row Senior Managing Director – Global Industrial Lead Senior Managing Director – Industrial Lead, North America Managing Director – Industrial Lead, Growth Markets Senior Thought Leadership Principal – Accenture Research, Global IIoT and Industrial Research Lead The Industrial sector includes companies that help other businesses in manufacturing, shipping or producing their products. Help them reinvent by embracing continuous change. © 2024 Accenture. All Rights Reserved.
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Understanding European flexibility markets

----- Arcticle source ----- https://www.accenture.com/us-en/insights/utilities/understanding-european-flexibility-markets ----- In brief Finding flexibility Regional approaches inspire different markets 5 use cases for flexibility Network visibility and market design Rewriting the rule book Key actions and next steps Related capabilities Investment deferral Permanent embedded solutions Demand congestion management High Voltage injection congestion Outage management MORE ON THIS TOPIC Transmission and distribution Utilities control center of the future JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Flexibility, the actions taken by grid users to modulate power intake based on an external signal, is an essential part of the energy transition. As more and more sources of distributed generation are added to the network, and the demand for electricity extended to new uses such as powering electric vehicles or heating commercial and residential properties, many DSOs have added flexibility to their operational strategy. Enedis embeds flexibilities in its industrial model. Enedis analyses the network constraints and publishes flexibility opportunities (where, when, how much?) wherever they can be

useful, cost-effective, and integrated in its operational processes. Although there is a clear need for flexibility across Europe and the United Kingdom, DSOs have not taken a uniform approach to procurement. Five countries have set up industrial market approaches to local flexibility procurement, while the rest of Europe is still experimenting. In France and the UK, DSOs use flexibility proactively to address DSO-specific needs based on anticipated network constraints. Elsewhere, in the Netherlands, Germany and Sweden, it is a means to solve congestion on the DSO network, which is often caused by a lack of high-voltage (HV) transmission capacity. Due to different grid constraints and investment capabilities, there are many different use cases for flexibility, which are applied according to the needs of each market. is used to postpone investment during the planning phase until the ideal investment date. In this case, the choice to use flexibility is made on purely economic grounds. are deployed as an integrated solution as part of the planning process, and are currently specific to Enedis. is a key driver for the deployment of local flexibility in areas where a significant growth in consumption puts the network at risk. occurs when the increase in the amount of connected renewable capacity means that excess power cannot be dispatched, which creates a risk of grid overload. is another use of flexibility focused on network operations, such as limiting the impact of planned works, or re-supplying the network quickly during unplanned outages. In France and the UK, DSOs cover most of the use cases, while the rest of the analyzed DSOs cover only one or two, typically to deal with short-term congestion issues. Another key factor in a DSO's approach to procurement is network visibility. When there is good visibility over network needs, a long-term approach is used. This means that capacity is tendered in advance, and activation notices are sent afterwards as needed by the DSO. In this case, flexibility often replaces or postpones the need for investment: the same level of supply reliability is also required. As a result, these different types of flexibility are purchased with capacity reservation, meaning that flexibility providers are paid to make capacity available during specific times when the grid is constrained. Short-term markets, where flexibility is bought shortly before it is needed on the network (day-ahead, or even intraday), are used to address short-term needs. The type of market used is directly linked to the type and level of visibility that DSOs have over their network and congestion risks—again, the approach differs by regional cluster. Naturally, cost also plays a role. As stated in the EU Directive 2019/944, flexibility must be tendered if it is considered as an economically viable alternative to regular options; so the different use cases for flexibility define the alternative investment and valuation methods, as well as the types of contract used. The regulatory framework for DSOs to procure local flexibility plays a definitive role in the development of local flexibilities, but none of the countries analyzed have finished deploying a full regulatory package: they are still in active conversations with the different stakeholders. Interestingly, many of these conversations are co-creation sessions initiated by system operators (DSOs or TSOs). By including aggregators, regulators, and TSOs, it is possible to ensure that flexibility markets are not only well managed, but also competitive. Projects and discussions built on DSO-TSO collaboration, such as the S3REnR collaborative approach and the IntraFlex approach for WPD respectively in France and in the UK are good examples of this emerging willingness to collaborate.   DSOs will play a central role as the local flexibility framework

is industrialized. Based on our findings, it is crucial to: Industry Principal Director – Accenture France CONSULTANT – CONSULTING, UTILITIES Transform power networks for improved asset performance reduced costs and realized value. Embracing advanced digital technology to achieve improved performance and data-driven decisions. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved.

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Harnessing the power of the semiconductor value chain

----- Arcticle source ----- https://www.accenture.com/us-en/insights/high-tech/semi-value-chain ----- 5-MINUTE READ In brief Impact of chip shortage on automotive About the Authors Related capabilities The breadth and depth of the value chain Data Processing Communications Automotive MORE ON THIS TOPIC Semiconductors Supply chain management & operations High tech JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Semiconductor manufacturing has become incredibly complex and the effort it takes to get electronics in front of the end customer at a reasonable price and time-frame has been very challenging. For decades, many industry challenges have gone undetected in our daily lives but this year, the public has become more aware of the semiconductor industry and the manufacturing disruption caused by the global chip shortage and massive supply chain delays. From industries like automotive, mobile, industrial and nearly 200 additional downstream sectors, many companies have felt the pinch of securing enough chips to meet customer demand for products. For example, when one singular chip is at risk, production of the entire end product is subject to delay. The semiconductor value chain is expansive but Syed Alam and Patrick Moorhead break down the players, places and partners in the journey. No company can execute across the end-to-end semiconductor value chain. The development of the fabless/foundry model allowed companies to outsource intensive manufacturing. This model requires collaboration across thousands of suppliers around the world. For example, with IP and design from Silicon Valley, equipment from the US, Europe and Japan, specialty chemicals and gases from Europe and East Asia, manufacturing in East Asia and packaging, assembly and testing in Southeast Asia, this global dispersion complicates the development and manufacturing of a chip. The collective value of companies across the global ecosystem enable the design, build and delivery of semiconductors. From natural disasters to global pandemics, understanding how international partners all contribute to the development of a semiconductor explains why the value chain is constantly evolving and the need for resiliency in it. This example lists the countries and the capabilities they contribute to the semiconductor value chain ecosystem: Demand for semiconductor chips in different industries increases with the development and production of new or enhanced end-application products that incorporate electronic components ranging from traditional applications such as data processing machines, electronic controls for

engines and machinery and consumer electronics products to new applications of in-home appliances, medical equipment, and automobiles. Computers, laptops and peripheral equipment are the largest market segment for semiconductors. These ICs range from memory storage chips to LEDs found in PC screens. Demand for these products experienced a spike due to the COVID-19 pandemic as employees and students worldwide were forced to at-home work and study. The second largest market for chips is for those used in cell phones, wireless infrastructure and modems. The growth of network equipment in developing economies, the migration from 4G to 5G and growth in the smartphone market has boosted production by 24.1%. 5G is expected to be a major demand driver since new capabilities are needed for 5G smartphones. With the continued focus on electric and autonomous vehicles, the auto market has the highest forecast growth of 12.4% by 2026. This is a prime example of an industry requiring increasingly sophisticated technology making it challenging for semiconductor companies to race to fulfill orders for new application-specific chips for the auto industry. Let's take a closer look at the automotive industry and the impact of the chip shortage on automotive as an example of an industry that was heavily obstructed by the global chip shortage. 10.8% Of 71.4M in lost automotive sales $308B At an ASP of $40K, it translates to this loss in automotive sales 7.7M Cars sit idle in lots A complication of the semiconductor value chain is the semiconductor trilemma. This concept explains the trade-offs that push and pull against supply chain decision makers across the value chain. The COVID-19 induced chip shortage highlighted the weakest links of the semiconductor industry and it is crucial for companies to strengthen their resiliency of a broader and global collaboration among all ecosystem players for the value chain in the long-term. Timothy Chu Managing Director – Strategy & Consulting, Semiconductor ARJUN KRISHNAN Manager – Accenture Strategy Jolie LeBlanc Senior Manager – Accenture Strategy Shaden Alsheik Manager – Accenture Strategy Cathy Chen Manager – Strategy & Consulting, Mergers & Acquisitions Michael Kurniawan Manager – Strategy & Consulting, Semiconductor KUMAR NANDANAMPATI Analyst, Strategy Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. Visit our Subscription and Preference Center © 2024 Accenture. All Rights Reserved. =======================

Public service as a career of choice

----- Arcticle source ----- https://www.accenture.com/us-en/insights/public-service/career-choice ----- In brief Building trust to enhance employee potential Leaving your people Net Better Off Zoning in on "purpose" in public service Unlocking your people's full potential Meet the team Related capabilities RESEARCH REPORT What's your Net Better Off score? 1. Enable continuous learning 2. Listen to what your people need at the frontlines 3. Use technology for flexible work arrangements 4. Champion workforce wellbeing and equality 5. Set and share people metrics MORE ON THIS TOPIC Ryan Gaetz Mary Kate Morley Ryan Rainer Binder Ryan Oakes

In response to COVID-19, public service organizations had to rapidly change ways of working. This was essential to keep the extraordinary work of government going at an extraordinary time. As public service leaders work to keep their people safe, employed and supported through and beyond the pandemic, it's increasingly clear that trust is the new currency at work. That's because trust enables leaders to create a culture that realizes the full potential of employees, improves services and delivers maximum value to citizens. So, what do public service employees want? Our latest research, which surveyed HR decision makers and workers across 10 countries and 15 industries (including the public sector), found that by meeting six fundamental human needs through work, public service organizations can earn their people's trust and unlock their full potential. We call this framework Net Better Off. The Net Better Off model centers on six key dimensions of employee needs: Emotional & Mental, Relational, Physical, Financial, Purposeful and Employable. We found that when these needs are met, trust is built and potential maximized. 57% Of public service workers strongly believes their employer is responsible for helping them become Net Better Off. 28% In contrast, only 28% of public sector leadership feels the same way. By bridging this gap, CHROs and other leaders in public service organizations can build trust based on the fundamentals of what matters most to their people. And as our research demonstrates, leaving employees Net Better Off is not just good for them, but also good for citizens, businesses and communities. Public services are at the forefront of the COVID-19 pandemic response. Every day, employees work hard and make sacrifices for the greater good. While those who work in the public sector have always been driven by purpose and mission, many feel a renewed sense of this and are proud of the work that they, their colleagues and their organizations are doing. Our research shows that 86% feel their work aligns with the desire to do something meaningful and worthwhile. This sense of purpose differentiates public service from most other industries. But although purpose is increasing, many feel they still have a lot more to give. Just 43% of public service workers in non-manager positions believe their potential is being fully realized at work. That's where the Net Better Off model comes in – a new way to meet the needs of your employees and unleash their full potential. Public service employees who experience this practice are more likely to recommend their employer (93%) compared to those who don't (28%). Public service employees who experience this practice can adapt more effectively to change (97%) compared to those who do not (31%). Public sector employees who experience this practice are more likely to feel fulfilled in their work (76%) compared to those who don't (19%). Public service employees who experience this practice put significantly more effort into their work (89%) compared to those who don't (37%). Public service employees who experience this practice have more positive experiences at their employer (55%) compared to those who don't (16%). For public service agencies, ensuring their people are net better off is more critical now than ever – to support employees today when they need it most and to strengthen their trust in the employer-employee relationship to reap benefits tomorrow. The Net Better Off model enables individuals to work at their full potential. And it allows them to feel a stronger sense of purpose, a calling that – now more

than ever – inspires many people to join and stay in public services. This reorientation relies on public service leaders who can pinpoint and solve the problems that matter to their people in innovative, tech-forward ways and reshape how work is done in their organizations. However, committing to making people Net Better Off requires more than imaginative practices and policies. It means putting care and compassion at the heart of the work experience and building trust through transparency. People's potential can and will change when they are sufficiently supported. And that means deeper trust, a more fulfilled and motivated workforce, and ultimately, better services for citizens. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. Visit our Subscription and Preference Center © 2024 Accenture. All Rights Reserved. =====================

The future belongs to intelligent operations

----- Arcticle source ----- https://www.accenture.com/us-en/insights/operations/intelligent-operations-2018 ----- The five essentials of intelligent operations Make operations the intelligence engine for your business Meet the team Get the essentials Related capabilities Read our 2021 intelligent operations research Digital disruption, data explosion and consumerism Read the full report Innovative talent Data driven backbone Artificial intelligence Leveraging the power of the cloud Smart partnership ecosystem MORE ON THIS TOPIC Manish Sharma Kaushal Mody The Big Read The future belongs to intelligent operations Short on Time Infographic Operations SynOps Business Process Services JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Research from Accenture and HfS reveals that the future belongs to organizations with intelligent operations: Those that harness diverse data driven by artificial intelligence and human ingenuity to empower insight-led decision making, superior customer experiences and breakthrough business outcomes. Key trends are forcing organizations to reinvent their business operations to combat threats, keep pace with customers' ever-evolving expectations and ensure future viability. 80% Are concerned with disruption and competitive threats, especially from new digital-savvy entrants. 80% Estimate that 50% to 90% of their data is unstructured and largely inaccessible. 50% Say their back office is not keeping pace with requirements to support evolving customer expectations. Technology is not a silver bullet. To achieve a step change in business operations performance, organizations need to integrate business process expertise, technology transformation, and talent. 50% ranked creativity and entrepreneurial spirit as the top workforce requirements today. 92% indicated predictive decisions based on real-time data are a key driver impacting business. Nearly 90% believe automation, analytics and AI will help them achieve their business goals. More than 90% expect cloud-enabled capabilities such as plug-and-play digital services and enterprise-grade holistic security. More than 90% said working with partners help them meet their business objectives. Moving toward intelligent operations requires a fundamental shift in business process

strategy and powerful new capabilities. Are you ready?   Five questions all organizations must successfully address to ensure their future viability: 1 Do you have the right talent to navigate the future? 2 Can you get to the right data to drive real transformation? 3 Are you deploying artificial intelligence to gain insights and innovate faster? 4 Is your infrastructure agile and your operating model flexible enough to anticipate customer requirements? ABOUT THE RESEARCH Adapt, transform or get left behind. Read our research to learn how intelligent operations provide the flexibility, agility and responsiveness. 20 minute read Discover how an intelligent finance operating model is helping CFOs transform business. 5 minute read In today's increasingly disruptive and complex world, change comes quickly, often without warning and from unexpected places. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. =======================

Reinvention at your convenience

----- Arcticle source ----- https://www.accenture.com/us-en/insights/energy/reinvention-convenience ----- In brief Refueling for reinvention Four major trends Ready for reinvention? Accelerating and coalescing to reshape this industry Value sources are evolving and expanding: Consumers increasingly value personalization: Delivering on "convenience" means more – and more: Operational resilience is becoming a competitive advantage: WRITTEN BY Current Country: United States RESEARCH REPORT Four key trends accelerating new growth opportunities for the fuels retail and convenience industry 5-MINUTE READ September 25, 2024 Soon, many fuel retail stations won't primarily be places to refuel. Working within the limits of their space, some will transform into dynamic, multi-service hubs that cater to a broad spectrum of consumer needs. Others will hyper-localize, offering goods and services tailored to the preferences of the local community. In both situations, consumers will start to think about these stores differently, stopping for the experience even if they're not fueling up. In July through September 2024, we surveyed and conducted interviews with 80+ clients, ecosystem partners and industry experts to explore the challenges the industry faces and identify key priorities to accelerate new growth opportunities. Our global pulse survey reveals four key trends that are rapidly reshaping the industry. These trends highlight a clear message: the strategies that worked in the past 10–20 years won't work over the next decade. The industry needs to reinvent itself to stay relevant as the market shifts toward sustainable energy and evolving consumer expectations. 65% of respondents believe that extraordinary consumer service and experience will give them the competitive advantage in the next five years. 96% of fuels retail executives believe Gen AI will moderately or significantly disrupt the industry. 65% of respondents indicate that 40-79% of stores are not adequately prepared to succeed in the next decade. 93% of fuels retail businesses are upgrading two or more store technology components. To be competitive in a fast-changing market, industry leadership will need to unlock new revenue streams— requiring them to reimagine the role of their convenience stores, expand their offerings and broaden their partnerships.

They will also need to take a more holistic approach to embracing technologies, such as generative AI (gen AI) that will power their reinvention and help them continue to evolve in a fast-changing landscape. It won't be easy. Along the way, some retailers will embrace transformation while others will simply fall behind. A majority of our respondents (65%) believe that extraordinary consumer service and experience will give them the competitive advantage in the next five years. And it's telling that respondents are more worried about shifting consumer behaviors, technology, operating costs and competitors than they are about the declining demand for traditional fuel. (See Figure 1.) Fortunately, the trends themselves suggest the path to unlocking greater value — now and in the future. As fuel sales decline while consumer habits and expectations shift, convenience stores need to find and tap new revenue streams that push them well beyond their traditional comfort zones. As competitive noise reaches new levels, a seamless omnichannel experience that shows consumers that they're known and valued can help differentiate the brand. To keep up with customer wants and needs, business leaders can reimagine the role of convenience by leveraging partnerships, reinventing store and property formats and connecting with consumers. The more agile the business can become by drawing on the power of advanced technologies, the better able it will be to pull ahead of competitors. Disruption is here to stay and industry leaders need to act decisively and swiftly to help their businesses set the course for future growth. Reinvention is not just about remaining relevant; it's about creating a future where fuel and convenience retailers can thrive in an increasingly dynamic market landscape. To remain competitive, it is imperative to strengthen consumer connectivity and streamline operations – leveraging the power of your data to unlock the next chapter of growth. Retailers must rethink their offerings in order to access new value pools – and ultimately win the consumer of the future. With traditional fuel demand declining, developing a robust strategy for both the near and long-term is essential. Those who take bold, proactive steps today will unlock new revenue streams, gain the loyalty of the next generation consumer, and pivot their business into a new era of mobility and convenience. The rest will find themselves playing catch-up in a landscape that's quickly pivoting. The opportunity to lead is clear—and the need to reinvent is urgent. It's time to accelerate change. Brian Gray / Managing Director, Fuels & Convenience Retail Global Lead Brian Gray Managing Director, Fuels and Convenience Retail Global Lead Rushad Chinoy Principal Director, Fuels and Convenience Retail Europe, Middle East & Africa Lead Maribel Nowak Senior Manager, Fuels and Convenience Retail North America Lead
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'Bending time' in the age of generative AI

----- Arcticle source ----- https://www.accenture.com/us-en/insights/life-sciences/bending-time-age-generative-ai ----- A tech-savvy board References About the authors Improve technology representation Form and empower a

formal technology committee Conduct continuous training on emerging technologies Current Country: United States NEWS ARTICLE Boards must overcome a gap in understanding technology so they can unlock value at scale. 7-MINUTE READ June 10, 2024 Originally published in the California Management Review on June 10, 2024. Technology is now ubiquitous across businesses and increasingly the deciding factor between industry leaders and laggards. Companies that effectively internalize and harness intelligent technologies like generative and predictive artificial intelligence, and then transform their businesses at scale are driving industry-leading performance, as evidenced by growth in enterprise value. In fact, these companies are 'bending time' by accelerating product development, manufacturing, operations, and customer centricity. Yet while everyone is experimenting, unfortunately only 10% of more than 1000 organizations we surveyed are adopting intelligent technologies at a scale that can fast-track their business strategies.1 One reason for the small portion of businesses that are strategically applying these technologies at scale, is that doing so requires a forward-looking CEO, C-suite, and board of directors. Today, boards of directors who enjoy the technology expertise to enable companies to successfully play "offense," by deploying technologies to accelerate innovations, and also to play "defense" by implementing technological advances that safeguard operations from risks, remain a minority. While most boards of Standard and Poor's 500 companies have the customary audit, compensation, and governance committees of the board, relatively few have technology committees. In tech-responsive fields like life sciences, technology can have an exponential impact on performance by integrating unstructured and structured data, and thus Even in such fields, technology-savvy board members are few and far between. Only 8% of board members at the world's 20 largest life science companies are technology experts, according to Accenture Research.2 Similarly, just 8% of board members at the world's leading 40 life sciences companies have completed planned generative AI training sessions or engaged with outside experts. A mere 14% actively leverage generative AI to transform their own companies' businesses.3 Taken together, these findings suggest that technology-deficient boards can cause companies to leave critical opportunities on the table. Boards seek to build appropriate capabilities to fulfill their fiduciary duties in corporate governance, audit and compensation. Now, the more modern, more performance-oriented boards strive to be sufficiently tech-proficient in order to be able to provide expert guidance on decisions that could profoundly affect a company's future. So how can companies effectively embed technology expertise in their boards? Based on our decades of experience as board members, CEOs, and advisors, as well as in-depth interviews with CEOs at some of the largest biopharma companies, we believe that those boards who are the most successful at guiding management teams through technology-driven decisions, that can help secure competitive advantages. Below, we explore three ways companies can make this happen. As technological advances increasingly impact, and potentially reinvent, every part of companies' operations, all board members need to be up to speed on the latest relevant technologies and their implications for their business. They must understand and sharpen their technology knowledge well enough to evaluate the options and to oversee the strategy and the execution of a management team's leveraging of technology. On technology, boards need to ask the right questions and

proactively surface new ideas to support the management team's efforts to gain the competitive edge. Simultaneously, boards should do their part in helping protect the company from risks, whether they be in cybersecurity or the responsible use of technologies. Tech expert 20% Deep Technology knowledge coupled with real life experience Tech literate 30% Understands technology well, able to ask the right questions to evaluate risks and opportunities Tech aware 50% Aware of the latest technologies and their implications for the business To power-up their technology capabilities, boards need to develop three levels of expertise that we refer to as "tech aware", "tech literate" and "tech expert." All board members should be at least at the level of "tech aware" i.e., aware of the latest technologies and their implications for their business. In addition, several directors should function at the "tech literate" level. These directors should understand technology well enough to ask the right questions, to competently discern both opportunities and risks. Finally, at least a few directors should qualify at the "tech expert" level. They should have deep technology knowledge coupled with multiple real-life experiences of getting things done. These "tech-expert" board members should engage in multiple industry initiatives, bring in new ideas to challenge the executive team, and be comfortable in providing expert advice to the other members of the board and to management, on the oversight of tech-oriented decisions. Given the high demand for directors with both functional expertise and experience in technology, we recommend companies seek out three types of individuals who can complement the experience, knowledge and skills of their other board colleagues: Consider Merck's board of directors…With four of 13 board members coming from a technology background, Merck's board has the highest technology representation of the top 20 life science companies we analyzed. Their board level technology experts hail from both large technology companies and venture capital firms alike, with expertise ranging from knowledge management to aeronautics to cybersecurity. The board's deep understanding of technology strategy, emerging trends and the opportunities and risks associated with them, helped Merck quickly decide on capital allocations and a plan for their business reinvention. Their transformation includes new techniques to examine cells and proteins and how they interact, in addition to high-performance computing capability to analyze complex molecular processes and pathways. It also means involving more new and more diverse partners to execute an ambitious clinical agenda. "With the board's support, we could effectively prioritize, invest in, and scale about half a dozen AI use cases across the company while modernizing the technology that underpins its technology architecture and upskill our talent," Merck CEO Rob Davis told us in a recent interview. Once the right mix of tech-savvy members is assembled, a formal "technology committee of the board" with clear set of roles and responsibilities should be formed to ensure that technology remains high on the board's agenda. While 65% of directors at the world's leading 40 life sciences companies we surveyed said they have committees focused on emerging technologies,4 our research revealed that none have strictly defined "technology committees of the board." Instead, half of them have "science and technology" committees typically composed solely of functional experts such as academics and medical doctors.5 What is needed is a technology committee with robust technology expertise, similar to the way that accounting and talent experts participate in audit and compensation committees. To ensure a company

stays ahead of the curve and safeguards itself from associated risks, we believe technology committees should be responsible for periodically reviewing and advising the full board and management on the company's strategic direction in the context of maximizing the leveraging of technologies, especially intelligent technologies. They should identify and discuss significant emerging trends in technology, and opportunities in deploying them, and also discuss the type of investments required. Like audit and compensation committees, technology committees should have codified tasks or regulated processes and standards, which underscore their collective accountability and their authority. A clear-cut delineation of oversights and responsibilities with measurable outcomes should also be created to permit the committee to operate with the ability to make a meaningful difference. of directors at the world's leading 40 life sciences companies said they have committees focused on emerging technologies however our research revealed that none have strictly defined "technology committees of the board.4 Finally, boards must periodically participate in deep training sessions on emerging technologies to meet their duties, which include discussing the leveraging of technologies, approving IT budgets and being aware of and looking to help mitigate technology-associated risks. Given the intertwining of business with technology the company should keep upskilling their boards to ensure that a sound baseline awareness of key technologies exists and keeps growing. Nearly half (47%) of the board members we surveyed at life science companies said they need to pursue technology training sessions on an ongoing basis to be effective.6 Continual coaching, simulation exercises and case studies around technology-related decisions not only improve technology knowledge, but also sensitize boards to view technology from the perspective of opportunity, in addition to the scrutinizing of risks. For example, one company's board became able to discuss and align on generative AI-related strategic bets and consider a company's readiness for change. After reading up on the basics of generative AI before the program, board members learned in classes how generative AI can create value and transform their enterprise, the three to five most important actions boards should take (including the watch-outs for accompanying risks), regulatory landscape and responsible AI principles. Armed with this knowledge, they could then understand and agree on their oversight role regarding generative AI. They could subsequently guide the discussion, and then review various real-life applications or demos of generative AI that apply to their business. Additionally, the board could, in parallel, give sound advice to management on accompanying upgrades in mindsets, talent and culture, so that intelligent technologies would be leveraged to their fullest. Nearly half (47%) of the board members we surveyed at life science companies said they need to pursue technology training sessions on an ongoing basis to be effective.6 At a time when most C-Suite executives anticipate a faster rate of change and want to unlock the potentially exciting opportunities now available to them from rapidly evolving technologies like generative AI, embedding technology expertise within the boardroom is no longer a choice but a strategic imperative. Boards have a duty to ensure management teams remain at the vanguard of innovation by proactively guiding strategic decisions in intelligent technologies and safeguarding companies against associated risks. Those boards that embrace three key strategies—improving technology representation, forming technology committees, and conducting regular

technology training— are the most likely to fulfill their obligations while cultivating an environment conducive to enabling companies to harness their full potential. In conclusion: today's governance standards are even sharper in holding boards accountable for their collective performance, just like management is held accountable for their performance. More than ever before, the boards of today need to lean-in on what's happening in the business, while also fulfilling their oversight duties. Given that technology trends can now enable companies to become the winners in their own verticals, building up technology firepower inside the board has now become pivotal. Ever more demanding shareholders expect nothing less...

1 Reinvention in the Age of Generative AI. Accenture. 2023. Reinvention in the Age of Generative AI | Accenture 3 Accenture Research analysis of the boards of top 20 Life Sciences companies by 2023 revenue. 2024.

4 Accenture Research — Life Sciences Board of Directors Generative AI readiness survey. N=36, top 40 biopharma companies by revenue. Fielded Oct 2023. 4 Ibid. 5 Accenture Research analysis of the boards of top 20 Life Sciences companies by 2023 revenue. 2024. 6 Accenture Research — Life Sciences Board of Directors Generative AI readiness survey. N=36, top 40 biopharma companies by revenue. Fielded Oct 2023. Arjun Bedi is Senior Managing Director and is Chairman of Accenture's Diamond Client Leadership Council, a portfolio, 300+ cross-industry strategic clients that drive a significant part of Accenture's global revenues. He is a member of Accenture's Global Management Committee, and founding co-chair of Accenture's annual Life Sciences CEO Forum. Fred Hassan is a Director with the private equity firm, Warburg Pincus. Hassan's public boards include Precigen, Cocrystal Pharma, and BridgeBio. Fred Hassan is the former Chairman of the Board and Chief Executive Officer of Schering-Plough Corporation, and before that, Chairman and Chief Executive Officer of Pharmacia corporation. Selen Karaca-Griffin is the Global Research Lead for Accenture Products and Life Sciences, leading a team of 30+ researchers globally. She is responsible for the industry's thought leadership agenda, including scientific innovation, science and technology convergence, digital health, market disruptions and their impact on driving the future of industries. The article 'Bending Time' in the Age of Generative AI: Is Your Board Ready? originally published in the California Management Review on June 10, 2024.

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Caring for employees = Caring for business

----- Arcticle source ----- https://www.accenture.com/us-en/insights/health/caring-employees-caring-business ----- In brief Meet the team Related capabilities 3 MINUTE READ Four ways to ensure health worker wellbeing and better business Solving the nursing shortage with talent and technology Net Better Off in healthcare Five sweet spots = Satisfied workers How do you score across the six Net Better Off dimensions? Why net better off employees matter more than ever for healthcare providers Four things to do now to leave your staff (and business) better off MORE ON THIS TOPIC Sig

The added pressures on a diverse population of healthcare workers imposed by successive waves of infection coincides with major shifts in the expectations of employers. The resulting workload coupled with anxiety and depression at work is carrying over into home lives—through potential exposure and a simultaneous lack of time with family and friends. While unprecedented in recent memory, COVID-19 won't be the last external strain on healthcare systems. Now there's even stronger evidence that focusing on healthcare workers' overall wellbeing is not only right ethically, it's smart business too. According to our multi-country study, the healthcare industry faces a 26 percent gap between workforce expectations and what employers actually provide in terms of the Net Better Off framework. According to our multi-country study, the healthcare industry faces a 26 percent gap between workforce expectations and what employers actually provide in terms of the Net Better Off framework. The research demonstrates that the gap is largely due to a misunderstanding of what exactly drives employee satisfaction and feeling net better off. Employers seem to be neglecting some important dimensions. While CXOs give the "hard" dimensions (financial and employable) attention and believe that is enough, they are failing to deliver on the human dimensions, which are just as important. To help leaders address all dimensions that matter for employee happiness, we recommend five key practices which, with sufficient focus, could create a five percent revenue growth. Conversely, a lack of investment in these sweet spots could lead to a five percent revenue decline: To better help CHROs understand and address the needs of healthcare workers across all job types, we've expressed them in terms of three job types: physicians (non-unionized), nurses (unionized) and patient attendants. Together, these categories account for nearly 70 percent of the average hospital workforce in the U.S. Ignoring the problem of burnout and extreme pressure only raises the threat of losing important skills, and the longer you wait, the greater the threat. Here are four things you can do today to alleviate the problem and ensure that your employees remain with you through crisis: Find C-suite and employee allies you can talk to informally. Take a pulse on your organization's Net Better Off "quotient" with Accenture's Net Better Off Diagnostic. Measure whether your people are net better off. Find a trusted, external partner who can walk alongside you and save you time and trouble. Be proactive about communicating to your employees about your understanding of their needs, and make sure they can see your commitment is more than lip service. The results will be apparent to everyone— financially and through increased market share and improved patient outcomes. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. Visit our Subscription and Preference Center © 2024 Accenture. All Rights Reserved.

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Disruption-proofing the aviation industry

In brief Preparing for reinvention with aviation technology The state of Aviation Enterprise Technological Readiness Using data to predict disruption Enabling the future of a changing aviation environment WRITTEN BY Current Country: United States Research Report 3-MINUTE READ April 11, 2023 The aviation industry has weathered multiple storms over the past three years. Yet while the industry is firmly on its journey back to growth, it continues to find itself in a complex and dynamic environment, where disruptions are the now the rule, rather than the exception. Technology, consumer preferences and climate change are playing a huge role in how companies are facing the future, driving massive structural shifts in how the world operates, and the aviation industry is no exception. This pace of change calls for continuous reinvention, and the adoption of a new strategy, one that we call Total Enterprise Reinvention. Weather-related disruptions have shown an increasing trend over the years and it's becoming harder to manage delays and cancellations that affect airlines, airports and customers. 98% of the 209 Travel industry leaders surveyed by Accenture across the Aviation ecosystem reported an increase in climate disruptions affecting aviation operations. 50% of these companies have a concrete technology strategy to prevent and mitigate these disruptions, despite recognizing them as 'important' or 'highly critical.' 40% of firms reported that they are not yet adequately prepared to predict climatic or external disruptions in advance at an ecosystem level. As travel continues on its journey back to growth, airlines and airports need to improve operational efficiencies to better prepare for future disruptions and keep pace with increasing growth and reinvention. Managing complex environments requires organizations to be adaptable and proactive in their response to rapidly evolving aviation guidelines and customer experience expectations. While technology used to be considered a disrupter, it's now seen as an enabler, the primary source of competitive advantage that will allow companies to build exceptional experiences and breakthrough innovations. To prepare for disruption, airlines and airports can put innovative data and 'applied intelligence' assets to use at the core of their business. This will allow them to achieve operational transformation, and improve decision making that unlocks significant value and drives the next level of performance across the enterprise. Our survey revealed that while organizations recognize the impact of imminent disruptions, they are still in 'strategizing phase'. Additionally, several organizations still lack the predictive capabilities to tackle disruptions in advance. The aviation environment is complex, with multiple stakeholders coming together to facilitate the safe movement of people and freight. By working together, Airports, Airlines ANSPs/ATCs and Border Agencies can bring a fragmented system into a coherent whole – helping the interdependent ecosystem operate more efficiently and effectively find opportunities for growth and new value. This interconnection is critical in an era where passengers expect their travel journeys to be disruption-free and seamless. By using technology to disruption-proof the industry and drive the next level of

performance, airports and airlines will be able to reinvent themselves and the wider industry. Emily Weiss Senior Managing Director – Global Industry Sector Lead Travel Gaush Mohamad Managing Director – Accenture Strategy & Consulting, Travel Tuba Guclu Managing Director – Travel Ray Stetter Managing Director, North America Aviation Lead © 2024 Accenture. All Rights Reserved. =====================

More than hot air with methane emissions

----- Arcticle source ----- https://www.accenture.com/us-en/insights/energy/methane-emissions ----- In brief The methane challenge The methane opportunity Methane momentum The future of methane management Seizing the methane moment WRITTEN BY Current Country: United States RESEARCH REPORT 5-MINUTE READ June 6, 2023 Accenture has recently pledged its support for the Aiming for Zero Methane Emissions Initiative, launched by the Oil and Gas Climate Initiative (OGCI) in 2022. The initiative aims to eliminate the oil and gas industry's methane footprint by 2030. Setting net-zero targets and embedding sustainable business practices and capabilities across the enterprise are no longer optional. This is especially true in the energy industry, where consumers, business partners, regulators, investors and employees are demanding that companies act. Sustainability is an imperative. A force of change. A guiding principle that should underpin any business's growth strategy and permeate every functional area. Methane mitigation and management should be key components of the world's energy future. The time to act is now. Despite national pledges to reduce emissions by 2030, the volume of emissions that heat the environment hit record highs in 2021. The surge in methane emissions over the past year is particularly alarming. Methane is one of the world's most potent greenhouse gases. Even small amounts of methane can have a significant warming effect on the planet. In fact, methane is responsible for approximately 30% of the increase in global temperatures since the industrial revolution. There are several sources of methane emissions, including the extraction and transportation of fossil fuels. The recent rise in methane emissions can be, in part, attributed to the world's embrace of natural gas as a transition fuel. The 2022 IEA Methane Tracker ranks Russia, the United States and Iran as the world's top sources of methane emissions from their respective oil and gas industries. Regardless of location, industry players contend with three main sources of emissions. More than two-thirds (68%) of the energy industry's methane emissions are "vented." That means they are released during maintenance activities by valves and blowdown vent stacks to limit pressure on the system. Another 10% occur during flaring events due to incomplete combustion. The remaining 22% of emissions are so-called fugitives, expelled via leaks across the infrastructure. While some methane emissions are a normal byproduct of extraction and production activities, super-emitting events also occur. These large, one-off incidents are more difficult to predict, detect and control. To achieve their net-zero ambitions, energy companies are increasingly focused on reducing their emissions and scaling and expanding clean energy

technologies and supplies. Our recent survey of more than 200 companies showed the majority (58%) are placing greater importance on energy sustainability. There are several reasons that methane management should be a cornerstone of energy companies' sustainability agendas. Energy companies are starting to recognize that methane management presents a unique opportunity for them to reaffirm their decarbonization commitment—and generate new revenue in the process. Leaders have started to set methane targets. Yet, according to Accenture's most recent Oil and Gas Reinvention Index, fewer than 15% of energy companies have set methane targets in line with the Global Methane Pledge, which calls for a 30% reduction by 2030. Setting net-zero targets is the critical first step to reducing emissions by 2050. And it works. Recent Accenture research found that companies with such targets cut emissions faster than those without. And those with more sophisticated measures cut even faster. If energy companies act now to tackle the methane crisis, there is still a chance that we will avoid the most calamitous long-term effects of climate change. Getting to zero methane emissions is increasingly possible. The technologies needed to abate it are mature and readily available. And digital platforms are now being developed to integrate the complex components of an effective methane management program. What is now needed is a shift in focus—from methane detection and repair to prediction and prevention. From a 30% reduction goal to methane-free gas. And from regulatory frameworks that encourage fragmented approaches to a more consistent framework, supported by end-to-end integrated methane-management platforms. We believe recent breakthroughs of new digital methane management platforms, new value models and emergence of standardized policies and incentives have unlocked three opportunities for companies: Methane emissions management is becoming and will remain a critical part of energy companies' clean energy future. Managing methane is already enabling the energy transition (and, specifically, the shift to gas as a transition fuel). The industry only has five to 10 years to transform. This will not be easy. But the energy industry has, time and again, made the impossible possible. By now harnessing the power of digital technologies, incentives and value models, a zero-methane emission future is within our grasp. David Rabley Managing Director – Strategy & Consulting, Energy Sacha Abinader Managing Director – Energy, North America Lasse Kari Senior Principal – Accenture Research, Energy © 2024 Accenture. All Rights Reserved. =====================

High Tech: Can you see your Scope 3?

----- Arcticle source ----- https://www.accenture.com/us-en/insights/consulting/scope-3-emissions-visibility-hightech ----- In brief Getting visibility into the source of Scope 3 emissions WRITTEN BY Current Country: United States Research report 3 Minute Read August 15, 2023 High Tech companies are working tirelessly to achieve their climate change goals. It's a process rooted in entity-level complexity, often in less transparent – and therefore less measurable – data. Efforts to date have been mainly focused

on reducing emissions directly attributed to their organization, called "Scope 1" emissions. In doing so, they may inadvertently be omitting the biggest driver of their emissions. Like others across the industry, these companies lack visibility into one of the other biggest sources of emissions: their upstream supplier base. These suppliers are responsible for the greatest amount of what's referred to as "Scope 3" emissions. The current lack of visibility precludes companies from fully accelerating their progress in reducing their emissions, increasing supply chain sustainability, and lowering their overall carbon footprint. Insights from Accenture Research help to change the equation. Their proprietary data analysis provides supply chain network visibility beyond Tier 1. This information is invaluable for geographically diverse and supply chain-dependent companies like those in the High Tech industry. Our research provides a new lens that allows High Tech companies to see what's strategically important to their supply chain – and where to focus their efforts and identify the main drivers of upstream emissions ("hot spots") across industries and geographies. Some industries have upstream emissions that greatly outweigh their direct emission. Central to this idea is the High Tech industry, its Scope 3 emissions are 24 times greater than Scope 1 (i.e., the emissions that High Tech companies directly control or own, such as emissions associated with fuel combustion in boilers, furnaces, and vehicles). 24x More upstream scope 3 emissions compared to scope 1 emissions 86% of High Tech's upstream Scope 3 emissions come from Tier 2, 3, 4 and Nth suppliers compared to a 36% industry average 41% of High Tech's upstream Scope 3 emissions beyond tier 1 can be attributed to the utilities sector (the largest amount) Companies that embrace Total Enterprise Reinvention are creating long-term, sustainable value ahead of their peers. Putting AI-powered insights and the digital core at the heart of reinvention and creating a boundaryless flow of data between teams are essential steps in achieving key environmental goals, such as reducing Scope 3 emissions and fulfilling net-zero commitments. With these insights, High Tech companies can take several strategic routes. They can: The challenge of reducing emissions is enormous. But it's not insurmountable. With the right combination of visibility, actions and collaboration, we can reach our goals and create far better supply chains. We can build supply chains that are good not just for business, but also for society and the planet. Explore the Life Science supply chain's visibility challenge Global report: Thought you knew the Scope 3 issues in your supply chain? Steve Craen Managing Director – Accenture Strategy, Supply Chain, Operations and Sustainability Strategy Mikayla Hart Managing Director – Accenture Strategy © 2024 Accenture. All Rights Reserved. =====================

Going for growth

----- Arcticle source ----- https://www.accenture.com/us-en/insights/strategy/ai-enabled-growth ----- In brief Three horizons for AI-fueled growth Sustainable growth is there for the taking What's trending in corporate strategy & growth Growth amplifier Growth expander Growth entrepreneur WRITTEN BY Current Country: United States RESEARCH REPORT Navigating the great value migration in the age of AI 5-MINUTE READ

September 5, 2024 The growth potential for companies delivering AI-based solutions and services to corporate buyers is clear. The return for the great majority of other Global 2000 companies is less so. But the success to date of top-performing AI adopters serves as an indicator of the potential growth opportunities available from AI and gen AI for everyone else. For example, Accenture analysis reveals that, since 2022, companies with the greatest AI maturity have been growing 3 percentage points more (or 4.7x) year over year than companies with the least maturity. Business leaders and investors are confident that AI is here to stay. They aren't investing in it as an antidote to market disruption; rather they proactively embrace AI as a strategy to gain insights and activate entirely new growth models. And while cost optimization and efficiency have been AI's early business headliners, AI is proving its potential to elevate competitiveness, expand markets, and deliver exponential growth for companies. These opportunities enhance core business activities and customer experiences, enable reaching new customers in new ways, and facilitate the development of new offerings and revenue models.   Companies that effectively adopt and apply AI will find and capture new growth opportunities across three horizons, providing a pathway to tangible value for companies. 15% Companies that successfully pursue AI-fueled reinvention have delivered top-line performance 15% more than their peers—a figure that's expected to more than double by 2026. 3x Companies with differentiated AI strategies operationalized for value experienced a 3x increase in total shareholder return over a 5-year period. 45% of executives say they're using AI extensively for new product and service ideas, to identify new markets, to scale innovation and for other strategy-related decision making. 67% It's estimated that growth and expansion will be the dominant goal of AI at 67% of companies by 20291. With AI at their disposal, savvy business leaders can embrace agile, end-to-end and highly connected strategies and approaches that address persistent market volatility while unlocking sustainable growth. Companies that make strategic investments in AI are able to pursue exponential growth opportunities along three crucial horizons: All of these opportunity areas are enabled by a strong digital core. This growth horizon involves using AI to amplify and accelerate the core business. Companies doing this are growing their top-line revenues by reaching underserved market segments and better anticipating the needs of existing buyers. This growth horizon uses AI to expand into new markets or pursue industry-adjacent value. AI helps companies reposition and extend their existing IP, assets and services in more market-relevant ways or develop new, connected, service-rich solutions. Horizon three encompasses the greatest growth opportunities for companies that employ AI to activate new revenue models at speed that, in effect, reshape industry value chains and deliver disproportionate growth over time. Internal and external pressures are forcing business leaders to rethink their legacy revenue models and approaches to strategic business planning. AI and Gen AI, employed in the right ways, offer a promising path forward. Leaders can anticipate market movements and quickly connect with stakeholders in new ways. They can identify emerging growth opportunities, value pools and even risks with greater certainty. And they can quickly activate new programs to drive sustained growth. To take advantage of AI-enabled growth potential across all horizons, there are four focus areas and associated actions: Savvy business leaders are driving commercial impact now and finding new growth with AI. They embrace AI to

find new value, monetize existing assets, bolster customer experiences, and increase their share of consumer spending. In short, they are using AI as a growth engine and source of competitive advantage. Other business leaders should follow their lead. While advances in tech and gen AI promised to boost productivity, our analysis indicates most companies are falling behind. Find out what productivity leaders do differently to drive value and gain a competitive edge. CEOs are starting to see organizational resilience as more than an antidote to disruption, but a powerful driver of sustained business performance and reinvention. Here's how they optimize their returns on their investments. To capture the value of generative AI—or the next disruptive technology—companies need a digital core that is "reinvention ready." Here are the three actions needed to achieve that coveted state. Innovative revenue and monetization models can help companies unlock meaningful margin potential. New York City is poised to become the next global AI destination. Accenture collaborated with Tech:NYC to explore the 6 key actions stakeholders must take to unlock the real value of AI across the city's ecosystem. [1] Arielle Feger, "CEOs expect efficiency, cost savings from generative AI by 2025," eMarketer, July 5, 2024. Jason Angelos Senior Managing Director Global Lead – Corporate Strategy & Growth Accenture Strategy Jon Edwards Managing Director – Corporate Strategy & Growth Accenture Strategy Nevine El-Warraky Senior Managing Director Global Lead – Industry & Customer Growth Accenture Song Chris Tomsovic Managing Director Global Lead – Macro Foresight Accenture Strategy © 2024 Accenture. All Rights Reserved. =====================

Leveraging the hive mind

----- Arcticle source ----- https://www.accenture.com/us-en/insights/data-ai/hive-mind-harnessing-power-ai-agents ----- In brief Why the buzz around agentic AI? How does agentic architecture work? Agent Hierarchy Getting started: what do you need? How can you move forward? What are AI agents? AI agents are systems designed to perform complex tasks autonomously 1. Goal-Oriented Action 2. Logical Reasoning and Planning 3. Memory and Reflection 4. Communication Capabilities WRITTEN BY Current Country: United States Perspective Harnessing the Power of AI Agents 3-minute read November 2, 2024 Much has been written on the pervasiveness of generative AI (gen AI), and the promise that this exciting new technology holds for organizations. Today, leaders worldwide are experimenting with early proofs of concept. Many have yet to unlock the real value that occurs when gen AI is deployed at full scale across an enterprise. The next step is building a network of AI agents with different purposes, ranks and roles – much like bees in a hive working separately but together, toward a common goal. We call this structure "agentic architecture". These agents do more than just automate tasks; they choreograph entire business workflows. Here lies their true magic. Endowed with the power of reasoning, these AI agents work together in harmony, autonomously enhancing quality, productivity, and cost-efficiency. Imagine a world where supplier negotiations are automated, customer support is not just responsive but predictive, and self-service capabilities are so advanced that we may soon see the first fully automated car manufacturing plants operated by teams of generative AI

agents – faster, and with fewer errors and recalls. Consider our beehive analogy. Inside the hive, each bee has a distinct role—workers, drones, and the queen—all crucial for the hive's survival and productivity. Similarly, in an agentic architecture, different AI agents have different purposes; some manage specialized tasks such as market research, some perform strategic functions such as building a market strategy, and some direct the overall system (akin to the queen) ensuring that all agents work towards the collective goal of the organization, optimizing operations and decision-making. But just as bees on their own can't produce honey (value) without their hive, AI systems created by agentic architecture enable agents to tackle complex tasks that would be beyond the capabilities of any single agent. Currently, 1 in 3 companies are pivoting towards innovating with agentic AI, and those who embrace this shift towards AI swiftly stand to secure a significant competitive edge. According to our recent report, "Accelerating reinvention to support growth with AI-powered operations," the number of companies that have fully modernized, AI-led processes has nearly doubled from 9% in 2023 to 16% in 2024. Compared to peers, these organizations achieve 2.5x higher revenue growth, 2.4x greater productivity and 3.3x greater success at scaling generative AI use cases. For example, Accenture's marketing function is deploying autonomous agents to help create and run smarter campaigns faster. This will result in a 25-35% reduction in manual steps, 6% cost savings and is expected to achieve a 25-55% increase in speed to market. As another example, Accenture and BMW teamed up to create a multi-agent system that uses generative AI to drive decisions across North America, accelerating productivity and experiences. The employee platform contains multiple AI-enabled applications (GPT agents) that intelligently choose the right data source and pull information based on a salesperson's specifications question and enterprise-specific data, resulting in a 30-40% productivity increase. The integration of gen AI and AI agents into existing business frameworks today is driven by several key catalysts: AI agents are autonomous AI programs that use large language models (LLMs) to reason through problems, plan solutions and execute a plan. They draw on "memories" of past user interactions and a set of tools to achieve specific goals. AI agents quickly grasp a human's intentions, present pre-built workflows to automate complex tasks, provide personalized assistance and enhance human-computer interaction. They have important applications in various fields, from customer service to scientific research. If agentic architecture is like a beehive, Accenture's AI Refinery™ is akin to a master beekeeper, focused on building systems designed to transform raw AI technologies into scalable, enterprise-level systems. This comprehensive platform enables clients to tailor AI systems that continuously reinvent critical enterprise capabilities and workflows. At the heart of this dynamic ecosystem is its flexible agentic architecture, supporting a spectrum of AI agent solutions—from ready-to-use tools to fully customized systems tailored to the complexity of the task at hand. AI Refinery empowers companies to integrate AI agents from consumable and configurable tech sources for immediate deployment. However, for businesses chasing a true competitive edge and complete workflow transformation, building custom agentic AI solutions is the way to go. The platform allows the creation of bespoke agents adept at managing complexity, evolving tasks and workflows. This customization offers flexibility, scalability, and strategic differentiation, beyond what you can

obtain from many off-the-shelf solutions. Generative AI agent-to-agent communication isn't just about chatting; it's about creating a structured way for AI systems to collaborate on complex tasks, boosting their smarts and functionality. Enter the Distiller Framework—it's like a turbocharger for deploying agentic AI systems, speeding up the process and enhancing value. This framework adapts to various architectural styles—be it distributed, modular, or federated—to fit different needs and tasks. It allows for deep customization of each agent, tailoring them to specific goals and equipping them with the right tools. Plus, there's a shared memory hub that keeps all agents on the same page, ensuring smooth teamwork. Finally, responsible AI is at the heart of the framework, ensuring that everything runs smoothly, safely, and transparently, guarding against biases and errors. It's all about making AI both powerful and trustworthy. When understanding how a platform's agentic architecture works, it's useful to think of a beehive. At the base, we have the Utility Agents, akin to the diligent worker bees, each specialized and autonomous, driven by enterprise knowledge (instinct) to perform specific tasks critical for the system's operation, and including gathering and sorting unstructured data (perhaps we can think of this as pollen). Above them, the Super Agents function similarly to the queen bee, overseeing the workflow and ensuring that the Utility Agents are effectively managed to achieve collective goals. At the top, the Orchestrator Agents orchestrate the entire operation like the hive's sophisticated communication system, coordinating between Super Agents and sometimes directly with Utility Agents to maintain harmony and efficiency across complex workflows. This structured hierarchy, illustrated in Figure 1, ensures precise task allocation, decision-making, and execution: Companies stepping into agentic architecture must prepare on all technology fronts. It's not just about ticking boxes; it's about building a strong AI and data management foundation. What does this mean? At the core, the accessibility of foundation models, particularly Large Language Models (LLMs), is crucial, requiring a robust enterprise platform architecture to unlock their full potential. Integrated enterprise data is another cornerstone, leveraging multi-modal models capable of processing diverse data types such as images, text, and video. This setup gives agents instant access to the data they need to make smart decisions, pulling from both simple data and the more complex stuff scattered across different systems like databases and NoSQL stores, all linked up through APIs or microservices. Plus, vector databases are key players in digging up unstructured data to boost and enhance agent responses. And don't forget, things like messaging services, blockchain tech, and systems for emails and alerts are all part of the mix, keeping the data flowing fast and furious when it counts. Moreover, having a solid plan for data and knowledge governance is important to keep your data accurate, available, and secure. This means setting clear rules for how data is collected, stored, and used, plus making sure it's clean and ready to go. You'll also want a centralized knowledge store in this ecosystem, which helps you manage and refine information and understand how different pieces of data relate to each other. This not only keeps things consistent but also boosts learning adaptability. Operationalized LLMOps is another essential element. It includes managing agent API controls to make sure they're used right, observability and performance tracking to monitor the system is working, and having ways to gather feedback, continuously learn, fine-tune models, and train them. This keeps everything running smoothly

and effectively. These components collectively ensure a seamless, efficient, and effective implementation of agentic architecture, mirroring the dynamic and intelligent operational framework necessary for modern enterprises. Integrating generative AI into your business can align with your current digital transformation efforts without requiring significant extra effort. By embracing agentic architecture, organizations can unleash innovation, optimize their operations, enhance decision-making and foster collaboration between humans and AI. Leaders who recognize the strategic imperative of agentic architecture and proactively invest in its development and adoption will be well-positioned to shape the future of their industries and pave the way for future growth with gen AI – and just like a beehive, generate some sweet returns. Please contact us to learn more about how AI agents can help your organization. Unlike traditional AI systems, AI agents are programmed to achieve specific goals. They adapt their strategies to meet these objectives, even in dynamic environments, ensuring focused and effective actions. AI agents can logically reason and plan their actions. They decompose complex tasks into manageable steps, making them ideal for scenarios requiring sophisticated decision-making. These agents have the capability to remember past interactions and learn from them. This memory aids in refining their future actions based on previous experiences. AI agents can communicate and collaborate with other agents. This ability is crucial for addressing complex issues that require coordinated efforts across multiple agents. Lan Guan Chief AI Officer Senthil Ramani Lead – Data & AI, Global Karthik Narain Group Chief Executive – Technology and Chief Technology Officer © 2024 Accenture. All Rights Reserved.
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Steering through activist investor demands

----- Arcticle source ----- https://www.accenture.com/us-en/insights/strategy/activist-investor ----- In brief The rising tide of investor activism What puts you on an activist's radar? Activists' demands and outcomes Recommendations for CEOs and boards From vulnerability to value Related content Corporate governance, M&A and strategic changes are activists' primary focus areas Following a campaign, average TSR shoots but underperforms the S&P 500 in the long run 1. Assess your risk of investor activism and identify likely demands. 2. Adopt an activist mindset by breaking through assumptions and inertia. 3. Adequately prepare for an activist and embed routines that sustain this. 4. Confidently and swiftly respond to an activist campaign. WRITTEN BY Current Country: United States RESEARCH REPORT 5-MINUTE READ September 30, 2024 Financially oriented investor activism is surging, with campaigns up 111% over the past decade. What started with a handful of bold, contrarian investors has grown into an established industry and a force to be reckoned with. Activist demands can range from better corporate governance and dramatic improvements in operating margins to divestiture of non-core, underperforming divisions. While these changes may seem beneficial, sudden and unexpected demands can disrupt the company's long-term

strategy and divert leadership from its value creation priorities. How can companies achieve profitable growth amid these short-term pressures? 4 in 10 companies in the S&P 500 have been targeted by an activist at least once since 2010. 69% of the time, at least one of the activist's demands is met—through settlement or a proxy fight. 8.9% increase in TSR one year after announcement but returns decline each year thereafter. 51% of campaigns calling for a CEO change achieve that result within a year. Everybody thinks it's not going to happen to them until it does, and then it's too late. Chief Strategy Officer, leading financial services firm Poor financial results signal to an activist investor that a company may be undervalued, mismanaged or facing deeper issues, making it an attractive investment opportunity. More than three out of four target companies (79%) turn in subpar numbers in the two years leading up to an activist campaign. There are also other, more subtle signs that can make a company a likely target. Factors like CEO tenure, ease of operational change and media presence and scrutiny can all signal a company's risk of attracting activist investors. Activist investors aim to increase the target company's total shareholder return (TSR) through an array of actions and recommendations. More than two-thirds of campaigns focus on changes to corporate governance and top management. We view these as a means to an end, a way for activists to influence the target company's decisions. After governance changes, M&A moves—such as demanding a spin-off or pressuring for a sale—are the next most common, followed by strategic changes, operational efficiencies and capital management. Not all activist campaigns result in an outright win for activists, though. Just under half of campaigns (47%) end in a mutually agreeable settlement, with the activist and the target company finding common ground. A third of campaigns culminate in a proxy fight, while the remaining 20% of campaigns are unresolved, withdrawn or otherwise inconclusive. While activist campaigns on average boost initial shareholder returns, these gains are short-lived with TSR falling off in subsequent years. Investor activism shows no signs of letting up, while the efficacy of their strategies, tactics and approaches continues to improve. Even the largest, most storied companies are now targets. What should CEOs and boards of directors do given the current environment? We recommend a balanced approach of proactive strategies and robust preparation, consisting of four steps: Closely monitor activist activity in your industry, develop a custom threshold-based risk scorecard and utilize "red teams" to diagnose critical vulnerabilities. Take proactive measures to reduce your risk, such as pursuing an ambitious, top-quartile performance strategy and communicating—with proof points—the shift in direction to investors. Use multi-source early warning systems, engage a broad set of advisors and execution partners and use AI-based simulations to ensure vigorous discussion and alignment among the board and management. Focus the dialogue on a narrow set of changes that drive near-term value without compromising long-term shareholder returns. Respond using a superior understanding of the business and its value drivers and the support of aligned shareholders. Where possible, use the activist's presence to accelerate in-flight plans. A potential activist campaign can serve as a catalyst, pushing CEOs and boards to build a stronger, more resilient business. The power to keep activists at bay often lies with leadership—and calls for a shift from reactive defense to proactive value creation. The goal is to turn challenges into opportunities, transforming scrutiny into a driving

force for value and treating activist pressures as a springboard for enduring success. My strongest advice to people in dealing with activism is to be your own activist. CEO who successfully navigated an activist campaign CEOs are starting to see organizational resilience as more than an antidote to disruption, but a powerful driver of sustained business performance and reinvention. Here's how they optimize their returns on their investments. Accenture reveals the characteristics of the most resilient companies and offers a playbook for CEOs seeking to build their companies' capacity to withstand disruption. Continuous change is the new reality. Leaders can see the pressing need for change but lack the confidence to deliver. Discover our new blueprint for excellence in change that can lead to higher, better and faster returns. Companies often focus on managing costs during uncertain times. But some are reinventing their organization for productivity – using generative AI to strengthen financial resilience, increase competitiveness and drive growth. Five imperatives the C-suite must address to reinvent in the age of generative AI. Michael Lyman Vice Chair & Lead – Reinvention Executive Advisory, Accenture Strategy Andrew Adams Vice Chair – Reinvention Executive Advisory, Accenture Strategy Kevin Callahan Vice Chair – Reinvention Executive Advisory, Accenture Strategy Rachel Barton Senior Managing Director, Strategy Lead – Private Equity Himanshu Patney Principal Director – Accenture Research © 2024 Accenture. All Rights Reserved. =====================

What electric drivers want

----- Arcticle source ----- https://www.accenture.com/us-en/insights/automotive/what-electric-vehicle-drivers-want ----- In brief The future of mobility is electric How are tomorrow's EV drivers different? Electric drivers' mindsonas What does this mean for EV adoption? Want to learn more? Five customer segments thinking differently about eMobility. Learn more. Strategist Individualist Carer Conservative Frugal Take a look at our blog series to find out more about our study and what these five mindsonas mean for automakers' EV strategies WRITTEN BY Current Country: United States PERSPECTIVE Decoding the human mindsets behind EV adoption 5-minute read November 13, 2024 The automotive industry is committed to the promise on an all-electric future. Yet EV sales have struggled to make the leap from early adopters to the wider mainstream market, leaving the anticipated surge in sales frustratingly elusive. In 2023, nearly 14 million EVs were sold globally. That's a 35% year-on-year increase, but it's down from 55% in 2022 and 121% in 2021. Has the EV revolution stalled? No. But it needs a strategic reset. So far, EV manufacturers have successfully catered to tech-enthusiasts and eco-conscious pioneers. But mainstream drivers are different. To move the market forward, manufacturers must address the deeply rooted, life-centric motivations of these future mainstream EV buyers. This requires a strategic shift in focus to customers who prioritize reliability, safety, and affordability. It also calls for a highly personalized and flexible omni-channel sales and marketing approach. And it needs product management that tailor's vehicle design and functionality to mass-market needs, as well as strong partnerships across automotive, technology, energy, and utilities to ensure electric mobility fits seamlessly

into everyday life. 47% of drivers are convinced that the future belongs to electric vehicles 57% of drivers will have adopted an EV within the next 10 years 43% of non-EV drivers are considering an EV already for next purchase 80% of drivers consider reliability, safety, and price as major purchase criteria Our survey of 6,000 car buyers from the USA, Italy, Germany, France, China, and Japan highlights key differences between today's early EV adopters and the drivers of tomorrow. We've uncovered five distinct "mindsonas" which go beyond than traditional persona-based analyses by capturing a life-centric understanding of customers' mindsets as human beings, not just their attitudes towards a product or brand. Strategists, affluent and urban, are already inclined toward high-end EVs, valuing luxury, innovation, and status. They prioritize design, prestige, and environmental credentials, seeking features that showcase their success to others. of electric drivers surveyed can be classified within the Strategist mindsona segment Individualists, often younger urban drivers, are self-focused and prefer EVs for their modern technology and personalization options. They seek fun and standout design, valuing features that fit their active, independent lifestyles. of electric drivers surveyed can be classified within the Individualist mindsona segment Carers prioritize social and environmental well-being over materialism, seeking smaller, sustainable vehicles. They view cars as practical tools, not status symbols, and are cautious about EV costs, charging infrastructure, and overall reliability. of electric drivers surveyed can be classified within the Carer mindsona segment Conservatives value security, routine, and familiar environments. They prefer reliable, midsize cars and are hesitant about EVs, waiting for proven reliability and long-term performance before considering a shift from traditional vehicles. of electric drivers surveyed can be classified within the Conservative mindsona segment Frugal customers prioritize simplicity over luxury and see price as the key driver in their decision making. Typically, older and rural, they prefer smaller, practical cars and typically haven't yet found suitable EVs. As late adopters, they focus on cost-effective mobility over advanced features. of electric drivers surveyed can be classified within the Frugal mindsona segment EV manufacturers initially thrived by appealing to "Strategists" and "Individualists," who are drawn to luxury, status, and cutting-edge technology. But these early adopters only represent a limited portion of the market. Tomorrow's mainstream customers—such as "Carers," "Conservatives," and "Frugal" drivers—prioritize different factors. They're more concerned with reliability, affordability, and how well EVs integrate into their everyday lives. Issues like charging infrastructure, high upfront costs, and potential lifestyle disruptions continue to deter many from making the transition. To drive EV adoption, it's critical to understand these distinct motivations, whether it's a focus on sustainability, ease of use, or cost-effectiveness. By addressing these differences, automakers can bridge the gap between early adopters and the broader market — and accelerate the next wave of EV growth. Juergen Reers Senior Managing Director – Global Industry Sector Lead, Automotive Stefan Hattula Senior Principal – Global Automotive Research Lead Alexander Huber Managing Director – Strategy and Consulting Lead Mobility Michael Wagner Managing Director – Strategy and Consulting, eMobility Lead ASG © 2024 Accenture. All Rights Reserved. =====================

The role of storage in the path to net zero

----- Arcticle source ----- https://www.accenture.com/us-en/insights/utilities/energy-storage-net-zero-path ----- In brief The path to net zero Current situation: California and CAISO Driving commercial and asset optimization of storage Enabling the path to net zero Implications for market participants Related capabilities MORE ON THIS TOPIC Energy transition services for utilities Renewable power Utilities consulting JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA The transition to a low-carbon sustainable future is underway. In the United States, specifically in the Western region, more states and utilities are setting ambitious clean energy and electricity targets. The shape the transition will take has yet to be determined. Energy storage has been tapped as one critical enabler, given its ability to level the variability of electricity production, which in turn can increase grid reliability and stability. In collaboration with the University of California, Berkeley's Renewable & Appropriate Energy Laboratory's (RAEL), we conducted a study to understand how the transition is unfolding in the Western U.S. region and, more specifically, the role of energy storage in providing flexibility to the grid. We caught up with Professor Daniel Kammen, Director of Renewable and Appropriate Energy Laboratory (RAEL) at the University of California, Berkeley to explore the findings from the report. We used RAEL's utility-sector operation and capacity expansion modeling capability (SWITCH), alongside our own research and energy storage experience, and assessed four scenarios to net zero in the Western Electricity Coordinating Council (WECC) region. 1. Reference scenario: Business as usual (BAU costs) to achieve zero emissions by 2050. 2. Sunshot scenario: Low-cost solar to achieve zero emissions by 2050. 3. Accelerated Sunshot scenario: Low-cost solar and an accelerated pathway achieving zero emissions by 2040. 4. Sunshot + Low-cost Batteries scenario: Low-cost solar and low-cost battery storage to achieve zero emissions by 2050. We found that not only are the scenarios that rely on significant renewables penetration the most cost effective, but also that there is a critical role for energy storage to play across these scenarios. While positive steps have been taken to encourage energy storage adoption through regulatory policy and market incentives, barriers still remain. To date, much of the focus has been on short-duration batteries of up to four hours, with more research and development (R&D) needed to support commercialization of longer-duration storage options. In addition, capturing revenue from battery deployment has been limited to participation in the energy and ancillary services market. This makes the business case for batteries challenging to achieve and limits implementation. To realize what the power sector can do to support energy storage's key role in aiding the path to net zero, we need to understand the current situation in the U.S. Western region. The California ISO, the only independent western U.S. grid operator, handles more than a third of the West's load, including 80% of California and parts of Nevada. CAISO has been a leader in incorporating renewables into the grid in support of California's renewable portfolio standards. The growth of renewables in CAISO's footprint has caused several operational issues. Most notably: the energy load "duck curve," a graph showing the difference in electricity

demand and amount of solar energy available through the course of the day. The duck curve is a result of mid-day generation oversupply from high amounts of solar energy, leading to market supply/demand imbalances, depressing market prices and impacting grid reliability. Due to renewables oversupply and the variability of solar, it's been difficult for CAISO operators to effectively balance energy supply and demand. What's needed: additional generation resources to meet peak demand requirements and the associated ramp that poses a risk to grid stability. As more solar comes online, the grid changes from one that managed central synchronous generation to one with more distributed power electronics-based solar, increasing the need for regulation services. Even with substantial investment in procuring renewable resources, CAISO imports more than a quarter of its electricity needs from surrounding states. This reliance poses a risk during summer months, when extreme hot weather conditions can limit the ISO's ability to draw power from the other regions. CAISO's approach to overcoming these challenges and integrating renewables has included system operation changes, expansion of the EIM, more flexible load and baseload generation management and the use of storage to counteract variability. The hallmark of its actions has centered on energy storage. CAISO's progressive effort in developing policies and market design changes to incorporate the unique capabilities of energy storage resources while providing fair compensation is an important factor for why CAISO is such an attractive environment for storage deployment. In terms of energy storage to date, batteries have dominated the market. They offer unmatched flexibility to address the additional variability inherent in renewables, helping maintain grid stability. Their capability of acting as both a generation resource and point of energy demand, and the speed at which they can respond to operational signals, allows them to provide a wide range of services including peak load shaving, load shifting, demand response, capacity reserve/resource adequacy and ancillary services. The figure below visualizes the key services that can be provided by battery storage and stacked together to provide multi-value streams for battery storage systems: energy and capacity, ancillary services, transmission infrastructure services, distribution services, and end-use/ customer management services. Battery storage value pools The ability to deploy battery storage either at solar or wind farms enhances revenue opportunities of each asset, while deploying storage at brownfield asset sites significantly lowers interconnection-related costs. Battery storage is also being deployed as transmission system assets to address grid inefficiencies or localized pockets of congestion that would otherwise require costly infrastructure investments. To date, however, capturing this opportunity has been limited to participation in wholesale markets, and more specifically to energy and ancillary service participation. The main areas of opportunity include: The starting point describes the limited role storage currently plays across the WECC, highlighting a significant gap against the potential of storage to support the path to net zero. We have identified three imperatives for the power sector to bridge this gap. Recommendations for regulators Effective policy is critical to achieving net zero within the timeframes needed to avoid irreversible climate impacts. While regulators should avoid choosing "winners," they should seek to understand where they are on the path to net zero, the levers with the most impact and where to invest. Continued investment in R&D should follow, as well as continued dialogue with system operators, utilities and asset owners to understand ongoing

challenges and enact supporting policy. They should look for ways to create additional flexibility for different types of assets, including storage, to participate in the market and work to simplify and standardize permitting and deployment regulations. Such efforts could significantly boost creating the appropriate supporting conditions to accelerate storage adoption and deployment. Recommendations for system operators System operators will need to redesign for a variable energy system with greater resilience. They should be clear about their vision for the future grid and the architectural implications. Storage has an important role here and system operators and regulators should work together to create flexibility for a range of assets to participate in the market. Looking beyond storage and given the levers system operators will need to achieve net zero, they should also come up with comprehensive digital strategies to support system optimization at the lowest cost. Recommendations for utilities and asset owners Utilities and asset owners are on the frontlines of storage deployment. They should continue exploring new opportunities and business cases for storage to fulfill its technological potential and share these learnings as they emerge. These successes, lessons learned, and ongoing challenges would create a source of industry case studies from which regulators, system operators and other utilities or asset owners could learn to accelerate the pace of change. To enhance revenue of their deployments, digital technologies will be key, empowering utilities and asset owners to enhance individual market participation strategies and integrated asset strategies. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. Visit our Subscription and Preference Center © 2024 Accenture. All Rights Reserved.
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The path to artificial general intelligence

----- Arcticle source ----- https://www.accenture.com/us-en/insights/technology/artificial-general-intelligence ----- In brief Think like a human The value of artificial general intelligence Spot the right opportunities Exploring the AGI frontier About the Authors Related capabilities Better customer service Simple reasoning Better compliance MORE ON THIS TOPIC Artificial Intelligence R&D Artificial Intelligence services JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA The ultimate goal of artificial general intelligence is to replicate the broad range of human cognitive abilities. Sometimes also called "strong AI," AGI aims to create machines capable of general intelligence—the kind we typically associate with broad competence such as common-sense reasoning. Common-sense reasoning is a cognitive capability that we apply all the time. Unlike a conventional machine learning system, a child understands that if she goes to school, so do her toes. And that she won't cast a shadow at home while she's in gym. And that Beethoven never had an iPhone. Achieving this same type of flexible reasoning with AI has long been a goal, but it's much easier said than done. The success of machine learning on narrow tasks has sidetracked us from the goal of artificial general intelligence. Since machine

learning is designed to handle classification problems and does it so well, we've gotten used to construing every problem that way. We rarely stop to consider problems of a different kind altogether: those that require broad reasoning capabilities. Almost 70 years after the charter was set for AI, it might seem disappointing to note that we're still relatively early on the journey toward true AGI, and that reaching it is likely a way off. But there's good news for business: there's value in the journey to AGI itself, and significant untapped potential waiting in the AI systems that are beginning to exhibit some early traits of what we might characterize as AGI. In recent years, a series of "language models" developed using deep learning have been released. This capability can be used for applications like question answering, semantic search, and text generation with results that sound surprisingly natural. There's a lot of untapped potential in today's machine learning approaches. And common-sense reasoning—the hallmark of what we'd call AGI—is already present in every employee and every customer. So do businesses even need machines with common-sense? Wouldn't it be common-sense to rely on people for common-sense? The answer is that there are many situations where even a small degree of common-sense reasoning can make a big difference to machine operations. As with other areas of automation, the best results are often achieved when humans and machines work together. Accenture has been prototyping a chatbot capable of scriptless interaction involving modelling with enough granularity to capture fine distinctions. We can extract knowledge from language models for common attributes. Then we can plug the informal knowledge gaps so much common sense depends on. We're working on a broad framework to allow structured domain-specific event monitoring applications that support a limited amount of reasoning. Machine learning and narrow AI solutions have been behind so many of the extraordinary recent advances we've seen in healthcare, customer experience, predictive maintenance and elsewhere. And they will continue to be a central driver of business value into the future. As we progress toward the long-term goal of common-sense machine reasoning, AI solutions will gradually expand the breadth of situations they can handle. Emerging language models will improve, as will our ability to extract knowledge from them and apply that knowledge in productive business applications. ANDREW FANO PH.D. Managing Director – Artificial Intelligence R&D, Accenture Labs SHUBHASHIS SENGUPTA, PH.D. Lead – Accenture Technology Innovation, APAC VIVEK KHETAN Technology R&D Associate Principal Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. =====================

Don't tell me, show me

----- Arcticle source ----- https://www.accenture.com/us-en/insights/software-platforms/perception-enterprises-vs-smbs ----- Why enterprises need to up their game to truly support SMBs You're not listening The gap matters Know what I want, don't know how to get it Making the right connections Raise the game Coming up next About the Authors MORE ON THIS TOPIC JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Small and medium-sized businesses (SMBs)1 are at the heart of

economic recovery and growth. They account for more than 40% of total economic output in the US2 and 52% of private sector employment3. SMBs are also, of course, a key market for enterprises. In theory, that is. In practice, enterprises are set up to work with other enterprises and consumers, and they have consistently missed the mark when it comes to engaging effectively with SMBs. So unless enterprises change their approach, they will continue to underserve SMBs and miss the extensive value that could be achieved in a relationship that both parties value equally.

RELATED: Watch the replay of Accenture's panel discussion on "Bridging the Divide: Platforms and SMBs" during The Information's Summit event. We've been hearing from SMBs for years that enterprises are missing the mark and could engage with them in a much better way. So, we decided to explore enterprises' engagement model in more detail. To do that, we commissioned a survey of more than 1,000 respondents3 – split equally between enterprises and SMBs. When asked about the state of their mutual relationship, enterprises consistently rated their performance and engagement far higher than SMBs' assessments of enterprise performance across a number of critical attributes – trust, caring, understanding, and relationships. Overall, it's clear that enterprises believe that they get what SMBs want and need. But SMBs don't see that understanding coming through in practice. In fact, there's a considerable gap between the perceptions that enterprises have about their relationship and the reality that SMBs express. When it comes to trust, 83% of enterprises believe that the SMBs they work with trust them. But only half of SMBS said that they did, in fact, trust enterprises. Eighty-five percent of enterprises believe that their company cares about SMB success. Nearly half of SMBs (48%) say they don't. When it comes to whether enterprises understand the challenges facing SMBs, 72% of enterprises believe that SMBs are a major focus for their company, yet 47% of SMBs think enterprises aren't trying to understand their challenges. Eight out of 10 enterprises believe they have a strong relationship with their SMB customers. But 45% of SMBs say that's not the case. Taken together, these findings highlight the clear disconnect. We asked SMBs to imagine how enterprises would answer the questions about trust, understanding, caring and relationships. While SMBs guessed that enterprises would assess their performance higher, those guesses were still significantly below enterprises' self-assessment. Two things are clear from this: SMBs know there is a sizeable gap. Enterprises are not aware just how big it is. This perception gap really matters. Addressing this gap is critical to the success of our economy and, more specifically, the survival of SMBs. We see a direct correlation between each of the four attributes and values. For example - the more that SMBs trust enterprises, the more they spend with them. Additionally, the perceptions that enterprises care more about selling than they do understanding SMB needs (see graphic below) has a discernible impact on likelihood to churn. And the larger the SMB, the more likely they are to act on their concerns. So, are enterprises simply blind to the needs of their SMB customers? Far from it. In fact, our research shows that enterprises have a basic understanding of many of the challenges facing SMBs. But even though enterprises understand in theory, that's not coming through in how their business models or approaches fulfil that understanding. Enterprises recognize that SMBs' greatest concerns are retaining existing customers and marketing to new ones. But they place far less emphasis on the importance of cost. When we asked SMBs what

enterprises could do to win more of their business, cost was by far and away the single largest variable. And it was also significantly underestimated by enterprises. One way to close that perception gap is by addressing the channels that enterprises use to serve their SMB customers. So, while enterprises' marketing and sales through digital channels, such as social media and digital advertising, may suit SMBs that are comfortable with digital, they are not meeting the needs of digitally immature businesses. These businesses are looking for more in-person attention and are particularly persuaded by word-of-mouth recommendations from their peers. In fact, our research suggests that this specific channel is twice as important to SMBs than enterprises realize. SMBs make up a diverse and dynamic sector of the economy that represents a significant market for larger enterprises. But it's an opportunity that they have yet to fully address. Our research shows that only 41% of them have a centralized team focused on supporting SMBs. That means that for many, their SMB customers are falling through the cracks between consumer and other enterprise customers. It's a gap that enterprises need to close. By failing to raise their game for the SMB – across all four attributes of trust, caring, understanding and relationships – enterprises are missing real value. Persisting with one-size-fits-all approaches will do nothing to build better, more trusted relationships that are so critical to success with SMBs. But like any successful partnership, if they put in the work, enterprises will see the rewards. In our next piece in this series, we're going to explore the connection between SMBs' digital maturity and trust in enterprises. Sources: 1 SMBs defined as having under 500 FTEs: Micro: 2-19 FTEs, Small-to-Medium: 20-99 FTEs, Large: 100-499 FTEs 2 BEA Working Paper Series, WP2020-4 3 Bureau of Labor Statistics, Q1 2020 4 503 SMBs 502 Enterprises, surveyed 2021 Stephanie Gorski Managing Director – Accenture Strategy, Software & Platforms MICHELLE MCGLYNN Managing Director – Strategy & Consulting, Customer, Sales and Service Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved. =======================

Take SMB growth to new heights

----- Arcticle source ----- https://www.accenture.com/us-en/insights/software-platforms/social-commerce-for-smbs ----- In brief About the Authors Related capabilities New growth for platforms Opening SMBs' and consumers' eyes to a world of new possibility Top barriers to social commerce adoption by SMBs Change mindsets…unlock the social commerce opportunity There are three actions that platforms need to take to start on the journey to realizing the shared value of social commerce. If platforms walk lockstep with SMBs throughout the social commerce learning curve and develop the tools to empower them, they can turn SMBs from customers into true advocates. It is time to ignite SMB growth Social commerce solution Grow SMB solution JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA When sunglasses business Dezi started using Instagram's 'Product Launches' feature to tag and build awareness around its sunglasses that will become available for purchase in the future, they sold nearly 3,000 pairs of

sunglasses in just 48 hours. Inspired by influencers scrolling through Instagram, customers were able to purchase the glasses without having to leave the app, making it a serendipitous social shopping experience. These buyers were almost entirely new customers to the business: 94% hadn't purchased through Dezi's Instagram Shop in the past two years. This is just one example that illustrates the potential that social commerce can unleash for SMBs. Social commerce is set to be a $1.2 trillion global market by 2025 because it provides an opportunity to integrate the entire shopper journey seamlessly into consumers' lives – from discovery and payment through to post-purchase service. What does this mean for the small and medium-sized business (SMBs), that account for about 70% of global GDP? In the consumer goods & services (CG&S) industry, nimble, digitally native SMBs are challenging the dominance of large incumbents: small CG&S companies captured 73% of industry growth between 2010 and 20191. Now, platform-enabled social commerce could be even more transformational for SMBs. There is more to this opportunity than simply unprecedented reach. When done right, social commerce creates a unique environment and relationship with consumers that fosters trust and generates excitement to buy from SMBs. 54% 54% of consumers are more likely to purchase from an SMB through social commerce than through traditional ecommerce2. Dezi sunglasses is a great example of the opportunity social commerce presents to SMBs, but it's far from mainstream today. Platform support for SMBs across the entire social commerce value chain will make the crucial difference. The platforms that empower SMBs will not only help those businesses thrive, but they'll also access new sources of revenue to offset slowing growth in digital advertising. More importantly, SMB social commerce allows platforms to engage users in a new way through a marketplace, at a time when getting and holding their attention is becoming increasingly challenging. To take advantage, platforms need to rethink where they focus, what they offer and how they truly partner with SMBs to maximize the potential of this segment. Our research shows SMBs expect the share of revenue they generate from on-platform sales to remain relatively flat over the next 3-5 years. Rather, they're still focused on traditional e-commerce, with almost 42% viewing their own sites as the most important channel for driving revenue2. This suggests that most SMBs currently don't see the value in the full end-to-end approach to social commerce, or at least don't know how to realize it. SMBs also question the credibility of social platforms as shopping channels. In fact, 44% of SMBs agree that trust is the biggest barrier to adopting social commerce2. Fortunately, stories like Dezi's can help platforms illustrate the value of social commerce and address these questions of credibility head-on. Percent of SMBs who ranked factor as the 1st, 2nd, or 3rd largest barrier to adopting social commerce: Platforms also need to build credibility with end users to convert them into shoppers. In a previous essay, we revealed that trust is a key barrier to consumer adoption, particularly for higher value transactions. The top fear for half of all consumers is that their social commerce purchases won't be protected or refunded. A trustworthy end-to-end experience – one that meets or exceeds the standards set by e-commerce – is critical to converting new social shoppers and making others feel comfortable spending more in any one transaction. Addressing these concerns is table-stakes. Platforms and SMBs need to work together to provide the security and support consumers expect throughout the end-to-

end journey. Platforms also need to provide the innovative commerce features that will help consumers discover new products, make decisions, drive sales, and keep them coming back. Our research found that differentiated social commerce features – like livestreaming and Q&As – are the most powerful sales engines. "By allowing the viewer to shop directly from YouTube, it makes shopping seamless and easy. I predict that this will heavily impact my conversion rate which will help people give my products and my brand a chance to become part of their everyday life!" "By allowing the viewer to shop directly from YouTube, it makes shopping seamless and easy. I predict that this will heavily impact my conversion rate which will help people give my products and my brand a chance to become part of their everyday life!" The benefits of converting consumers to social commerce are multiplied for SMBs. Compared to shoppers who've never made a social commerce purchase, those who have recently made one are 1.4 X more likely to buy from the same seller or influencer again, and twice as likely to buy a brand they've never heard of before. Unfortunately, the support and innovation needed to enable SMBs to seize the opportunity have been lacking up to now. "While there has been significant investment in the digital creator economy, there has been little in the way of support for the creators of brands who are building exceptional physical product." "While there has been significant investment in the digital creator economy, there has been little in the way of support for the creators of brands who are building exceptional physical product." It's up to platforms to make the bold and decisive moves to overcome consumer and SMB reticence about social commerce and empower SMBs to turbocharge their growth. 1 | Identify where to play in the social commerce value chain Critically, platforms need to determine where to build capabilities themselves and where to partner along the value chain to deliver superior social commerce experiences for consumers and SMBs alike. Take fulfillment and returns, for example. Consumers tell us that these are critical to building trust when purchasing through social commerce. But few platforms or SMBs can meet this need at scale. To address it, platforms must decide whether they will build the capability themselves or partner with others. Amazon includes fulfilment and returns as part of its SMB offering, while Shopify decided to partner with Loop. Platforms must also work out how to provide other services that SMBs need. Amazon Business Prime members, for example, can access offers and benefits from third parties approved by Amazon to help fill operational gaps like HR, payroll and security. 2 | Build SMB advocacy from the ground up Platforms need to invest in educating SMBs on the potential value of social commerce to their businesses and not only showing them how to get there, but actually providing the tools, integrations and support that enable them to do so. Importantly, a key part of this education includes addressing concerns around credibility and trust head-on, dispelling any myths and demonstrating how they are tackling these problems. TikTok created a 6-week course called Follow Me, aimed at SMBs to help them use the platform to drive real-world results. It includes best practices, how to set up an account and use features such as Ad Manager and Promotion to improve performance. TikTok created a 6-week course called Follow Me, aimed at SMBs to help them use the platform to drive real-world results. It includes best practices, how to set up an account and use features such as Ad Manager and Promotion to improve performance. As well as fixing operational pain-points like account setups and management, platforms

should focus on real differentiators that empower SMBs get the most out of their social commerce endeavors. This means combining tactical support with more visionary cross-functional offerings. Platforms are releasing these types of innovative tools that enable SMB growth across functions. For example, partner integrations from Meta enable SMBs to download lead information directly into their own CRM systems. Verishop is rolling out a data program that gives brands detailed product performance analysis to empower them with the information needed to make decisions that will improve their sales. And Snap offers SMBs a website where sellers can see live trends with frequently updated reports. 3 | Develop a consumer experience that instills confidence Platforms also need to build out the experiences and features that engender trust with consumers and build confidence in their decisions to purchase from SMBs. As a

previous essay uncovered, much of the trust deficit can be addressed by focusing on the execution of 'brilliant basics'. That means covering the bases of purchase protection and refunds, secure payments and reliable fulfillment. However, there is more to be done to build consumer confidence: 33% of shoppers rank a lack of trust in sellers and their product quality and authenticity and 31% rank a lack of adequate information to make a purchase decision among their top 3 concerns with social commerce2. Social commerce inputs like influencer and peer recommendations, robust reviews from other users, livestreaming, and augmented reality (AR) tools are uniquely positioned to address these concerns and aid consumers in the decision-making process. Pinterest found that beauty Pins with AR 'Try On' enabled have five times higher purchase propensity than those that don't. If platforms cover the basics of trust and get these innovative features right, consumers will trust SMBs through social commerce even more than other channels and truly unleash its power. The potential rewards for empowering SMBs to fully realize the social commerce opportunity are tremendous and warrant doubling down on innovation, investment and focus on social commerce within the company. It is time for platform companies to lock arms with SMBs and invest big to delight social media users with engaging new shopping experiences and ignite this new market dynamic. Sources 1 Euromonitor, AGA PPI Forecasts, GlobalData, Accenture Research analysis 2 Accenture Research Louise Barrere Managing Director and Generative AI Acceleration Hub Lead Stephanie Gorski Managing Director – Accenture Strategy, Software & Platforms Laura McCracken Managing Director – eCommerce & Payments, Global Kevin Collins Managing Director – Software & Platforms, Innovation & Offerings, Global Killian Barry Senior Manager – Functional Strategy Building a more human marketplace that creates value for businesses, consumers, creators, and curators. Discover how Grow SMB is enabling success. Because when SMB customers and partners prosper, we all do. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved. =====================

Better clinical trials: Benefits of synthetic data

In brief A transformative opportunity Where to start? Four things to do now Related capabilities Transforming the clinical experience 1. Draft your plan 2. Take stock of your data & look outside for more 3. Deploy smart algorithms for "what-if" analysis 4. Evolve your operating model MORE ON THIS TOPIC New Science Life sciences precision medicine Intient JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA In the past few years, the volume of patient data created through clinical trials and electronic medical records (EMR) has soared, creating huge data lakes. The ability to store, process and analyze this data has also expanded, with technological advances in AI and analytics, cloud utilization and computing power enabling more ambitious use of patient data. These advances are occurring at a time when pharmaceutical companies are still using highly time-intensive and costly means to obtain data in the clinical trial phase of drug development. A key driver of the cost and duration of clinical development is the number of participants needed for each trial. This is particularly an issue for indications with high unmet medical need, such as those within oncology, or in rare diseases, where the limited number of patients make it even more difficult to recruit patients without delay. Today, a synthetic control arm can be generated from historical data. Patients who have received standard of care in the past have electronic medical records that track their outcomes. Data on trial protocols and results from completed clinical trials, observational studies and data from registries can all be incorporated into a robust synthetic control arm or used to reduce the size of the comparator arm. Using synthetic data for the control arm substantially reduces the demand for patient recruitment, saving time and resources. In addition to minimizing the need for placebo patient enrollment, synthetic patient data can be used to model target patient populations and to define the boundaries of a trial. This can optimize clinical trial design and feasibility to positively impact operational success. These four building blocks are crucial for pharma companies to make strides in the usage of synthetic data tools. Create a bold global vision for leveraging synthetic data in clinical trials, prioritize assets to pilot the new approach. Supplement internal data with external data sources to achieve a robust validated data set. Integrate and automate algorithms into analytics platforms to evaluate and predict potential outcomes. New governance, skills and processes are needed so predictive data analytics can inform clinical development plans. The use of a synthetic control arm instead of a patient cohort receiving standard of care reduces the patient burden of participation in clinical trials. Getting the approach to insilico clinical trials right will enable deployment at a meaningful scale, leading to a more reasoned process for clinical development, with lower patient burden and treatments that are much faster to market, at a lower cost. The potential of this opportunity is transformative, and companies that take the innovation leap now will find themselves in a much better position to benefit from the wealth of data that is out there. Thank you to Jonathan Peachey, Dr. Gen Li,

Dr. Paul Chew, Dan Manak and Dr. Michelangelo Barone for your contributions to this report. Listen to Accenture's Boris Bogdan speak on synthetic patient data for clinical trials: View Transcript MANAGING DIRECTOR, LEAD – GLOBAL PRECISION ONCOLOGY AND PHC, LIFE SCIENCES MANAGING DIRECTOR, R&D ANALYTICS LEAD – NA SENIOR PRINCIPAL – LIFE SCIENCES Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved.
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Mirrored world

----- Arcticle source ----- https://www.accenture.com/us-en/insights/health/mirrored-world ----- The power of massive, intelligent, digital twins Fortify: Unleash the power of data Extend: A risk-free playground for innovation Reinvent: Build the big picture Decision points MORE ON THIS TOPIC JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Supply chain and facility capacity breakdowns due to COVID-19 spurred the rapid adoption of digital twins that can monitor, simulate and streamline data from devices. Growing investments in digital twin technologies (e.g. IoT, data streaming, 5G) are introducing a new generation of intelligence and opportunities to help people: The mirrored world. Healthcare leaders are connecting massive networks of intelligent digital twins to create living models of facilities, supply chains, medical products—even body parts and organs. Digital twins provide answers to key questions that will soon be essential to every healthcare enterprise's digital strategy. A quarter of healthcare executives report their organizations are experimenting with digital twins this year. With digital twins, you can model the physical world in a digital format. Digital twins can gather, visualize and contextualize data from across their physical assets and products, bridging their physical operations and digital capabilities. On the clinical side, digital twins can model future scenarios, such as surgical simulations, or help with medical education, research and care delivery. On the care process side, digital twins can help improve operational efficiency. They can optimize scheduling or identify bottlenecks in workflows. By dynamically responding to real-time information and future scenarios, the digital twin can help design and simulate these scenarios long before constructing or changing a physical process, procedure or facility. The mirrored world will allow healthcare leaders to bring data and intelligence together at unprecedented scales; ask and answer big-picture questions critical to their survival; and reimagine how they operate, collaborate and innovate. 66% of healthcare executives expect their organization's investment in intelligent digital twins to increase over the next three years. To begin to prepare for the mirrored world, healthcare digital twins need to pull data from objects, people and physical spaces. As everything becomes "smart," it all becomes part of the digital twin environment. Healthcare organizations first need a strong and comprehensive data foundation to access the organizational insights and greater agility the mirrored world promises. Few have put in the effort and investment to ensure data is generated, captured, managed and reused consistently at scale. Success will require a strategy for real-time data

collection—whether investing in sensors and IoT devices to collect data, or the tools to prepare, analyze and visualize the massive amounts of information gathered through data streaming. And the data must be of good quality. Incomplete or incorrect data will lead to false conclusions—which is especially risky in healthcare. High-quality historic data is critical for intelligent twins as it is how they monitor real-time machine performance, build models of healthcare consumer behavior to help design custom products and more. But COVID-19 has made historic data increasingly unreliable because machine learning models learn based on what's "normal." Last year was anything but. Every organization will need to check and correct models as sudden or widespread changes occur. Digital twins offer a risk-free playground to explore innovations, strategize for many possible futures and test limitless "what-if" scenarios. Intelligent twins have powerful simulation capabilities that—with the right data foundation in place—can help healthcare organizations reimagine innovation processes. Digital twins offer a risk-free playground to explore innovations, strategize for many possible futures and test limitless "what-if" scenarios. Digital twins can connect the right data, the right AI models and human workers to explore possibilities, futures and strategies in a safe place. Imagine the possibilities when it comes to surgical training and simulation of medical devices and treatments. Digital twins that mirror the heart, for example, and allow clinicians and machines to work together to pre-simulate optimal therapies and even avoid unnecessary interventions. While some healthcare organizations are experimenting with simulation today, they aren't doing it at scale. These capabilities will only become more valuable as using multiple twins in fully mirrored environments lends tremendous power to create innovations that help people. Healthcare organizations do not operate in a vacuum; they rely on supply chain partners, digital collaborators and even the government. Gaining big picture visibility means reflecting what goes on outside of your own four walls. It's about mirroring what is inside—as well as outside—your organization. In fact, 87% of healthcare executives say digital twins are becoming essential to their organization's ability to collaborate in strategic ecosystem partnerships. Some are pursuing twin-enabled visibility with select partners. Soon, the organizations building intelligent twins will be able to interact and collaborate within mirror environments in ways that organizations without twins will simply not be able to access. These early examples foreshadow the mirrored world's coming role. Healthcare has an important opportunity to not only be part of it, but also lead the way. As more healthcare organizations digitize their physical operations and systems with intelligent twins, they will be able to share designs, information and insights easily across silos and across ecosystems, virtually test innovations and deliver care in ways that were not possible before. Fortify: Is the organization prepared for the Mirrored World? Create a solid data foundation by auditing your data practices. Evaluate the tools and technologies you are using and deconstruct data silos. Digital twins will need a healthy data "supply chain" to be effective, so look for ways to capture data through IoT and build streaming analytics capabilities. Extend: How can digital twins transform your innovation process? Develop a list of key use cases for where digital twins will generate the most impact for people and for your organization. What are the clinical and operational opportunities to use digital twins to drive innovation and breakthroughs? Reinvent: How will your organization engage wider

ecosystems of digital twins? Design digital twins from the outset with the intent to share them with the ecosystem. Make application programming interface strategy a priority and build a short list of potential digital twin-driven partnerships. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. =====================

Will health systems lead the way or lose the edge?

----- Arcticle source ----- https://www.accenture.com/us-en/insights/health/health-system-future ----- In brief At a fork in the road Leaders see writing on the wall Misalignment among leaders Believing one thing, doing another Take action: From new rules to new rewards Related capabilities 1. Rally around human-centered experience. 2. Improve understanding of value. Prepare now for tectonic, intelligence-driven transformation. MORE ON THIS TOPIC Healthcare security Digital health Health Experience JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA We surveyed more than 250 health system C-suite executives to discover their views on what's driving change now and over the next decade, as well as how they expect changes to affect their organizations—and how they will respond. Health systems have been slowly changing over the years—expanding outpatient footprints in service of high-margin inpatient procedures. But incrementalism will not work anymore. A new era of humanizing healthcare to improve access, experience and outcomes is dawning. Health systems can still have a key role to play in building it, yet our survey reveals a lack of clarity and consensus among leaders about the road ahead. Most health system leaders expect the healthcare landscape to evolve. Consider their views of the growth of alternative care settings (which include home health and virtual health) over the next decade. They expect these models to roughly double by 2030. This finding suggests that they see the combination of consumer demand and competitive pressures driving the continued growth of care delivery models that provide better experiences at greater value. Health system leaders are also becoming attuned to the technology advancements driving health system business model transformation. Leaders most commonly cite data interoperability as a critical influence today—27% select it as a top factor. But while half (49%) believe artificial intelligence will take over as the leading driver, 32% believe that will not be the case until 2030. The more that leaders align around what the health system of the future looks like, the more competitive they can be. Health system executives believe that the future will be different—in everything from changes in care settings to technology advancements. In fact, CEOs expect the most change. But the C-suite as a group does not agree on what matters the most to patients today—or what will matter tomorrow. For example, some leaders think that people prioritize cost over experience now and will not prioritize experience-driven factors the most until 2030. But a deeper look at role-specific responses reveals that executives' views vary widely. Even more problematic is that CEOs' views are sometimes diametrically opposed to those of others on the executive

team as whole. CEOs think that people prioritize experience-driven factors now and will value cost more in the future. There is also a disconnect between what health system leaders believe that people want, and how they are differentiating their organizations today and in the future. Most of the C-suite believe that people prioritize cost when selecting a provider. Yet they are not differentiating based on value transparency: Just 15% prioritize pricing transparency and the value of services to patients and payers. And while 45% of health systems leaders prioritize patient experience to stand out among competitors, our experience suggests that few are incorporating clearly popular virtual technologies and home-based services into their delivery models in a meaningful way, possibly still inhibited by payment models. Seventy-nine percent of health system leaders—and 85% of CEOs specifically—see substantial or transformative change ahead. This organizational misalignment between awareness and action has consequences beyond C-suite disagreements. One in four health system leaders reports that it is the biggest barrier to being more patient centric—a massive liability for provider organizations and the people they treat. Health systems that aren't aligned around what matters to patients could struggle as competitive incumbents and new entrants fill the void. Most leaders (83%) think vertically integrated payers and outside-of-market health systems are the biggest threats, followed by in-market health systems. The problem with this perspective is that it's tied to the traditional competitive model, which is being threatened by disruptors pushing into direct provision of primary care. Health systems should take action to preserve their competitiveness in line with the new rules of competitiveness. The place to begin is by making changes across three critical opportunity areas. There is opportunity to shift from traditional views of patient experience—improving access to drive revenue—to truly reimagining every aspect of the patient journey around individuals. Health systems can offer intuitive, Amazon-like shopping experiences so patients can make informed decisions. This can include combining transparent cost, quality - information all in one place. The ability to abstract data and processing to the cloud supports predictive visibility into patients' individual clinical journeys, which is a game changer. The imperative to change is clear. Health systems that don't respond appropriately to the transformation happening around them risk a continuous erosion of the perceived and actual value they deliver, which can translate into loss of growth and eventual shrinkage. Health, Provider Lead Jean-Pierre is passionate about dramatically improving the way individuals experience health and healthcare. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. Visit our Subscription and Preference Center © 2024 Accenture. All Rights Reserved. =====================

Creating business value through car circularity

----- Arcticle source ----- https://www.accenture.com/us-en/insights/automotive/circular-economy-business-value ----- In brief Circularity significantly expands the value pools per vehicle Shifting perspective to the

By optimizing for car circularity across the entire vehicle life cycle, automotive companies could significantly improve profitability across the value chain. By optimizing for car circularity across the entire vehicle life cycle, automotive companies could significantly improve profitability across the value chain. With circularity, companies can tap into new value pools beyond the limits of their current business model. It holds the potential to improve profitability by 1.5x along the value chain and generate revenues per vehicle of 15-20x its sales price. These value pools are mostly in "as-a-service" models, such as leasing and subscriptions, vehicle-on-demand or mobility-on-demand, as well as life cycle services, such as repair, remanufacturing and end-of-life recycling and material processing. This shift in focus helps maximize the vehicle's lifetime performance. The circularity business case is driven by cross-value chain cost and revenue synergies, positive technology cost curve developments, and a range of breakthrough business models, especially "as-a-service" becoming viable in a fully circular value chain. Automotive companies can create value potential from circularity by taking a new perspective in their business case in order to optimize the full vehicle life cycle across the value chain. Costs and revenues of circularity initiatives are often spread between value chain players and are interdependent with other initiatives. For example, sourcing of recycled materials depends on vehicle recycling, which in turn is impacted by design choices. By accounting for these interdependencies and finding new revenue mechanisms (e.g. with "as-a-service" models), companies can drastically improve the circularity business case. For example, modular vehicle design is a cost in production, but enables profits 1.5-4x its costs in repair, as well as 2-5x in end-of-life recycling and material processing. Cost improvements in advanced recycling technologies, vehicle end-of-life treatment and material processing could generate drastically higher revenues than in today's models and reduce sourcing costs for low carbon materials. And once a value chain is circular, many business cases, including "as-a-service", repair or remanufacturing, generally benefit from improved vehicle mileage and the alignment of initiatives. The marginal value created through circular solutions outweighs the potential revenue loss from vehicle sales as the industry shifts to a higher vehicle utilization model. The creation of a circular value chain requires companies to collaborate and build common platforms for data sharing and transparency. A new role, "the value chain orchestrator", will be critical to fostering inter-company alignment and enhancing the creation of circularity benefits. R&D and finance take on a broader role in working across the value chain. Companies will have to make strategic choices regarding the transformation of their core business (e.g. by co-innovating and partnering more), and expanding into synergetic activities or the full circular value chain (e.g. recycling, repair or "as-a-service models"), by building new capabilities or conducting acquisitions. As sustainability becomes increasingly important to the automotive industry, adopting a circular car approach will not only increase supply-chain resilience, but also holds the potential to increase your bottom line.

Experience first: The future car configurator

----- Arcticle source ----- https://www.accenture.com/us-en/insights/automotive/experience-first-future-car-configurator ----- 2-Minute Read In brief Self-sufficient simplicity and curated navigation to guide user's decision circle Here's our idea for a future car configurator Related capabilities MORE ON THIS TOPIC Automotive JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Consumers seek personalized configurator experiences. True personalization does not swamp users with all possible options, as today's configurators do. Instead, true personalization handles complexity while keeping variability to contextually serve the user with what is relevant to them. To help consumers successfully navigate their path-to-purchase and become their zero moment of truth, we need to rethink and redesign today's concept of personalized configuration to what it really needs to be: an experience. While users want to self-sufficiently drive their own journey, compare, and play around independently, curated and contextually relevant assistance is crucial for buyers being confronted with the endless amount of options today's configurators offer. Thus, people will feel most reassured in their decision-making process when being introduced to a simply navigable and digestible overview of options that are actually relevant to them. Different, low-level need, inspirational, and comparison-based entry points throughout the whole experience guide the user to a light configurator, a tool with which they can customize their car and add some extras. The key is to offer selected options which are completely combinable, won't cause direct buildability conflicts, and don't complicate with the whole bandwidth of opportunities. Flanked by supporting options (e.g. "Which rims are right for you?") the user should not be stopped to proceed if there's still a need for explanation. If users still want to configure every detail themselves, the customizer gives direct access to the advanced configurator. In the end, transparent price communication, payment, and delivery or pick-up options are mandatory, as well as permanent access to the final checkout. Here are our six guiding principles for designing a future car configurator: MANAGING DIRECTOR – SINNERSCHRADER MANAGING DIRECTOR – MACKEVISION Managing Director – Strategy and Consulting, eMobility Lead ASG Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved. =====================

IDC: Accenture named leader in Worldwide Incident Readiness Services

----- Arcticle source ----- https://www.accenture.com/us-en/insights/security/incident-readiness-services ----- New report cites Accenture's Cyber Defense strengths in Worldwide Incident Readiness Related capabilities MORE ON THIS TOPIC Cyber defense Security JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA "The company's experience in complex and business-critical investigations and exposure to intelligence and threats across critical infrastructure inform readiness services. Technical expertise and in-depth knowledge help clients understand the adversary and assess their capability to prepare and respond to cyber incidents." Accenture has been named a leader the IDC MarketScape: Worldwide Incident Readiness Services, 2021 Vendor Assessment (Doc #US46741420, November 2021). According to the report, "Accenture differentiates itself with investments that added human capital and intellectual property (IP). Acquisitions of FusionX, Maglan, iDefense, Deja vu Security, Revolutionary Security, Context IS, and Symantec CSS exemplify how Accenture Security has acquired capabilities, brands, solutions, and experienced practitioners." The IDC MarketScape vendor assessment uses a rigorous scoring methodology based on both qualitative and quantitative characteristics that results in a single graphical illustration of each vendor's position within a given market. IDC MarketScape: Worldwide Incident Readiness Services, 2021 "Incident readiness service providers like Accenture have experience in investigations and deep knowledge in threat intelligence and they continue to innovate their approach to education and exercises that strengthen their clients' cyber resiliency." Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved. =======================

Connecting ecosystems: Blockchain integration

----- Arcticle source ----- https://www.accenture.com/us-en/insights/blockchain/integration-ecosystems ----- Platform growth drives innovation Accenture's solution: What is required? What is next? About the Authors Related capabilities Blockchain Interoperability MORE ON THIS TOPIC Blockchain JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Innovation around distributed ledger (and specifically blockchain) technology has undoubtedly benefited from competing platforms. Development and engagement on platforms from Bitcoin, Digital Asset, Ethereum, Hyperledger, R3 Corda and more, have resulted in decentralized, vibrant innovation ecosystems delivering rapid development and implementation. While some forms of interaction and

communication are possible today, no best practice has yet emerged that achieves "interoperability" such that we can maintain the efficiencies and simplicity that drives blockchain value. Accenture has developed Blockchain Interoperability that enables two or more DLT platforms to work together for maximizing DLT's benefits. See more. "The key challenge is to develop the ability to integrate without introducing 'operational messaging' between DLT platforms in order to stay true to the principles and value of blockchain."– DAVE TREAT, Managing Director and Global Blockchain Lead Solving for integration between platforms may seem simple. One platform need only communicate with another the status of a particular data object and/or pass control. But that apparently simple suggestion reintroduces the need for messaging and data reconciliation—the very thing that blockchain so valuably eliminates. It is possible for leading platforms to work together to develop a common standard against which each platform's engineers could design and code compatible components. However, early interest in resolving this problem collaboratively between platform providers have been stymied by two primary challenges: The basis of Accenture's integration solution is to establish a trusted "interoperability node" that sits between the target DLT systems. This interoperability node is given the appropriate identity and access control capabilities to all in-scope DLT systems. Industry analysts acknowledge there will likely be more than one successful DLT platform, that different platforms will succeed in different business ecosystems and that over time those ecosystems will see value in connecting with each other. Concern about picking the "wrong system" has been a hinderance in moving the technology forward. Having the ability to "interoperate" DLT systems mitigates some of these concerns. What is blockchain integration? Asset transfer between platforms maintaining all properties for uniqueness and state. Consistently maintaining a data element on two or more DLT systems. e.g., 'I see what you see'. An integration protocol requires that the leaders of two or more DLT based ecosystems establish the business rules, policies, standards and governance by which they agree to work together. The business logic resulting from these governance agreements is then used to configure the interoperability node and technical implementation. Our near-term goals are to continue to test effectiveness with each of the leading DLT platforms and work with clients and partners to expand the possibilities for cross-industry cross-process collaboration. Learn more by downloading the full report. David Treat Former Managing Director GIUSEPPE GIORDANO Accenture Labs Blockchain Lead LUCA SCHIATTI Technology R&D Associate Principal HUGO BORNE-PONS Blockchain Technology R&D Analyst Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved.
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Charting aviation's path to reinvention

----- Arcticle source ----- https://www.accenture.com/us-en/insights/travel/charting-aviations-path-reinvention ----- In brief The aviation industry is

undergoing a profound change. 01 Getting new revenues off the ground 02 Making customers first, last, everything 03 Sustainability: the must-reach destination 04 Workforce and talent: building skills for the future, today Aviation's new flightpath: reinvention Four key areas that will shape the future of aviation Revenue Customers first Sustainability Workforce and talent WRITTEN BY Current Country: United States RESEARCH REPORT 10-MINUTE READ May 30, 2024 The aviation industry is fundamentally reinventing the air travel ecosystem to enhance convenience, sustainability, and resilience amid a rapidly changing global landscape. Technology plays a crucial role as both an enabler and driver of this transformation, reshaping the traveler's experience and addressing operational challenges. We've interviewed 300 aviation industry leaders to find out where they see the largest challenges and opportunities, and the steps they're taking to address those. Here's a glimpse into the future of Aviation: 70% of executives expect to see revenues from new business models increase in the next six months 66% of companies say they'll partner with non-travel companies to provide new products and services to customers in the next six months 85% of companies surveyed are confident or very confident in the aviation industry's realization of net-zero goals by 2050 The need to develop new revenue streams both to offset rising costs and to augment and lessen reliance on traditional sources of income. Placing the customer at the center of the aviation experience to develop deeper, stronger and more trusted relationships. Unlocking operational efficiency improvements and addressing the shift to more sustainable aviation to achieve net-zero targets and beyond. Developing a workforce that has the skills and abilities needed to fly confidently into the future. Underpinning all these focus areas is the necessity to make technology the foundational engine of reinvention. This requires the development of a strong digital core. That means integrating the power of cloud, data and artificial intelligence (AI) to create an interoperable set of secure, flexible platforms. This core will enable companies to rapidly create new capabilities and growth opportunities for the enterprise. It will power reinvention, including transforming talent and workforce capabilities. 70% expect revenues from new business models to increase in the next 6 months. With costs set to rise, aviation leaders need to maximize efficiency while driving revenue from new business models and partnerships. There is a need to explore alternative revenue sources, such as unlocking offer/order and new distribution capabilities, retail within airlines and airports, and innovative partnerships. The use of data-driven insights to shape personalized and targeted consumer offers will also be crucial. Qatar Airways adopted Avios as its loyalty currency, joining IAG carriers. Member travelers can now move Avios between the British Airways Executive Club and Qatar Airways Privilege Club, accessing the best redemptions in both programs without crediting flights separately. 92% of aviation leaders believe that the digital experiences they offer are at least as good as those from online retailers. Airlines and airports have intensified their focus on deploying digital technology, including gen AI, AR/VR, robotics and automation to enhance the entire passenger experience and to transform back-end operations. Today, new methods of trip planning, searching, booking, retailing, and Gen AI-enabled customer service are being pioneered to elevate the customer experience. Modern technologies are being harnessed to enhance operational efficiency and safety standards —from use of robotics for baggage handling, AR/VR for predictive

maintenance and pilot training, to digital twin and predictive analysis to improve resource allocation and to streamline passenger flow for safety and efficiency. Expedia launched a new travel planning feature in its app, powered by ChatGPT, which suggests destinations, accommodations, and activities based on user interactions. The feature enhances shopping by saving discussed hotels for a trip, streamlining the process of planning dates, checking availability, and adding flights and other travel essentials. 64% of companies will increase their focus on sustainability in the next six months. Airlines and airports alike are committing to net-zero operations, with an ambition to achieve net-zero emissions by 2050. Industry stakeholders are investing in innovative technologies, adopting sustainable aviation fuels (SAF) and optimizing operational efficiencies. However, the global nature of the industry complicates efforts to establish uniform regulatory frameworks and emissions reduction strategies across regions. Additionally, the sector's heavy reliance on fossil fuels, coupled with aircrafts' lengthy lifespans, demands a holistic approach to fleet renewal and technological innovation. Collaboration between airlines, airports, manufacturers, and policymakers underscores a concerted drive toward sustainable aviation, emphasizing fleet modernization, improved air traffic management and adoption of carbon sequestration techniques. Accenture, in partnership with the World Travel & Tourism Council and the UN Environment Programme, developed a climate roadmap to fast-track decarbonization. This roadmap categorizes strategies into three levels— easy, medium, and hard—with specific targets and milestones. Of 250 businesses, 42% had climate targets, with 20% aligning with Science-Based Target Initiative standards. 98% of companies surveyed identified a skills gap in the industry today. The aviation industry's workforce and talent needs are changing fast, driven by new technology, changing demographics and the evolving industry. Demand for digital expertise, data analytics, cybersecurity and sustainable practices are in focus, as the industry adopts new technology. Matching the available talent with these specialized skills is proving to be a considerable challenge. Overall, 98% of companies surveyed identified a skills gap in the industry today. There's also a growing recognition on the need to promote gender diversity and inclusion. As the aviation industry propels towards the future, it needs to re-wire the talent with new skills that align with the demands of a tech-driven future. Employ the full spectrum of workforce models, anticipate emerging needs for new skills (via visibility into the value chain) and meet those needs through skilling and hiring is the need of the hour. Efforts to promote gender diversity, inclusion and equal opportunities are also gaining momentum. Travel leaders can build on the above capabilities to accelerate their reinvention. Technology, talent and sustainable practices are the fundamentals for a flexible aviation business that constantly reinvents itself to align with consumer expectations and seamlessly navigate future shocks, making the ability to change part of the organizational DNA. Reinvention isn't a to-do. It's a to-be; an opportunity to continually reinvent and transcend not only present practices, but also future possibilities. Ray Stetter Managing Director, North America Aviation Lead Carsten Weisse Managing Director, Europe Aviation Lead Aaron Yu Qi Senior Manager – Strategy & Consulting, Growth Markets, Travel Technology Lead Gaush Mohamad Managing Director, Global Airports Lead Sankar Subramaniam

Embracing Gen AI at work

----- Arcticle source ----- https://www.accenture.com/us-en/insights/data-ai/embracing-gen-ai-work ----- Interrogating AI Intelligently Incorporating your judgment Turning AI into your apprentice Acquiring new fusion skills Think step by step Train LLMs in stages Explore creatively with LLMs Integrate RAG Protect privacy and avoid bias Scrutinize suspect output Provide the model with "thought demonstrations" Train your LLMs to learn new processes AUTHORS Current Country: United States NEWS ARTICLE 10-MINUTE READ October 1, 2024 Originally published in Harvard Business Review in September–October 2024 Generative artificial intelligence is expected to radically transform all kinds of jobs over the next few years. No longer the exclusive purview of technologists, AI can now be put to work by nearly anyone, using commands in everyday language instead of code. According to our research, most business functions and more than 40% of all U.S. work activity can be augmented, automated, or reinvented with gen AI. The changes are expected to have the largest impact on the legal, banking, insurance, and capital-market sectors—followed by retail, travel, health, and energy. For organizations and their employees, this looming shift has massive implications. In the future many of us will find that our professional success depends on our ability to elicit the best possible output from large language models (LLMs) like ChatGPT—and to learn and grow along with them. To excel in this new era of AI-human collaboration, most people will need one or more of what we call "fusion skills"—intelligent interrogation, judgment integration, and reciprocal apprenticing. Why do you need to systematically develop these new skills for thinking, building trust, and tailoring? Empirical research consistently shows that ad hoc instructions—the way most employees prompt LLMs today—lead to unreliable or poor outcomes, especially for complex reasoning tasks. This is true across functions, from customer service, to marketing, to logistics, to R&D. It's critical for all of us to bring more rigor to our use of gen AI at work. In this article we'll explain how. How do you improve the output of a massively complex system like an LLM, which is trained on mountains of data and driven by probabilities instead of human logic? There are several techniques you can use. When prompting gen AI, you need to break down the process it should follow into the constituent parts and then strive to optimize each step—just as the first wave of scientific management did in industrial manufacturing. However, the AI process doesn't involve an assembly line; it involves a chain of thought through which an outcome is sought. Studies have shown that when gen AI tools are instructed to break reasoning tasks down in this manner, their performance dramatically improves. This is particularly true with tougher problems, as Jason Wei, the OpenAI researcher who first explored chain-of-thought reasoning, has demonstrated. In fact, adding the simple phrase "Let's think step by step" to an LLM's instructions can increase the accuracy of its output more than threefold across a range of tasks from math to strategic reasoning. Let's say your gen AI prompt is this: "My department has a budget of $500,000. We

have spent 20% on equipment and allocated 30% for a new hire. We just received a budget increase of $50,000. What is our remaining budget? Let's think step by step." The model will put out: "Initially, your department had $500,000. You spent 20%, or $100,000, on equipment, leaving $400,000. You allocate 30%, or $150,000, for a new hire, which brings the budget down to $250,000. Finally, you recently received a budget increase of $50,000. Your remaining budget is $300,000." While most people could do this math in their heads, the point is that LLMs (which work far faster) can be made to detail their work on quantitative problems that are much more complex, such as finding the shortest possible route for a sales rep to take among several cities. This creates a traceable chain of reasoning—instead of spitting out an answer at the end of a black-box process—that allows you to verify the accuracy of the results. For human-machine collaboration on complex tasks that require occupational and domain expertise, such as law, medicine, scientific R&D, or inventory management, you can introduce AI to the work in stages to generate better outcomes. For example, the MIT researchers Tyler D. Ross and Ashwin Gopinath recently explored the possibility of developing an "AI scientist" capable of integrating a variety of experimental data and generating testable hypotheses. They found that ChatGPT 3.5-Turbo could be fine-tuned to learn the structural biophysics of DNA when the researchers broke that complicated task down into a series of subtasks for the model to master. In a nonscientific area like inventory management, subtask stages might include demand forecasting, the collection of data on inventory levels, projections of reorders, order quantity evaluation, and performance evaluation. For each successive subtask, managers would train, test, and validate the model with their domain expertise and information. Many work processes, from strategy design to new product development, are open-ended and iterative. To make the most of human-AI interaction in these activities, you need to guide machines to visualize multiple potential paths to a solution and to respond in ways that are less linear and binary. This kind of intelligent interrogation can increase LLMs' ability to produce accurate predictions about complex financial and political events, as the researchers Philipp Schoenegger, Philip Tetlock, and colleagues recently showed. They paired human forecasters with GPT-4 assistants that had been primed with richly detailed prompts to be "superforecasters"—to assign probabilities and uncertainty intervals to possible outcomes and offer arguments for and against each. The researchers found that the predictions made by those assistants (about everything from the closing value of the Dow Jones Transportation Average on a certain date to the number of migrants entering Europe via the Mediterranean Sea in December 2023) were 43% more accurate than predictions generated by unprimed LLMs. Bringing expert—and ethical— human discernment into the equation will be critical for generating AI outputs that are trustworthy, accurate, and explainable and have a positive influence on society. Here are some techniques you can use: Not only can LLMs hallucinate, but the information and datasets they are trained on are often many years old. When working with LLMs, people must frequently make judgment calls on the extent to which reliable, relevant, and up-to-date information in outputs will be critical. If they are, you can use retrieval augmented generation (RAG) to add information from authoritative knowledge bases to an off-the-shelf LLM's training sources. Doing so can help prevent misinformation, outdated responses, and inaccuracies. A

pharmaceutical researcher, for instance, might use RAG to tap human genome databases, recent publications in science journals, databases covering preclinical research, and FDA guidelines. To get set up on RAG, people will often need the help of their IT teams, who can tell them if it has been or can be integrated into their workflow to add an extra layer of quality to their work. If you're using confidential data or proprietary information in your AI prompts, only company-approved models behind corporate firewalls should be used, never open-source or public LLMs. Corporate policy permitting, you can use private information when the terms of service for an LLM's application programming interface specify that it won't be retained for model training. Pay attention to the biases you might embed into your prompting. For instance, a financial analyst asking an LLM to explain how yesterday's quarterly report signals that the company is primed for a five-year growth cycle is showing recency bias, the tendency to overweight the most recent information when predicting future events. LLM providers are figuring out ways to help users counter such problems. Microsoft and Google are adding features that help users check for harmful prompts and responses. Salesforce has developed AI architecture that masks any confidential customer data in the construction of prompts; prevents such data from being shared with third-party LLMs; scores outputs for risks like toxicity, bias, and privacy; and collects feedback on improving prompt templates. Nevertheless, at the end of the day, it's you—the human in the loop—whose judgment will matter most. Stay on high alert for hallucinations and errors, which according to current research are inevitable even with significant data engineering and other interventions. When LLM users encounter output that seems off, they often reflexively prompt the model to try again and again, gradually decreasing the quality of the response, as the University of California Berkeley researchers Jinwoo Ahn and Kyuseung Shin have shown. The researchers recommend that instead you identify the step where the AI made an error and have a separate LLM perform that one step, breaking it down into smaller individual problems first, and then use the output to adjust the first LLM. Imagine a scientist using OpenAI's ChatGPT to help develop a new polymer with a series of step-by-step calculations. If she finds an error at any point in the chain, she can ask Anthropic's Claude to break that step down into smaller subproblems and explain its reasoning. She can then feed that information into ChatGPT and ask it to refine its answer. In essence, this technique applies chain-of-thought principles to the correction of output you judge to be wrong. As the size and complexity of LLMs increase, they can exhibit "emergent properties"—powerful new abilities, such as advanced reasoning, that they weren't trained for but that nevertheless appear after you tailor LLMs by giving them contextual data or knowledge. To spur their development, you can take the following steps. Before giving an LLM a problem to solve, you can prime it to think in a certain way. For instance, you might teach it "least to most" reasoning, showing the AI how to break down a complex challenge into several smaller, simpler challenges; address the least difficult one first; use the answer as the foundation for solving the next challenge; and so on. Denny Zhou and colleagues at Google DeepMind have shown that the least-to-most approach improves the accuracy of AI's output from 16% to 99%. Consider a marketing manager at a fitnesswear brand who wants help thinking through a new line. He can break down the problem for the LLM like this: Identify fitness enthusiasts who would be potential customers—a relatively easy task,

especially for a model trained on the company's customer data. Craft messages emphasizing performance, comfort, and style—a more challenging and creative problem that builds on the previous identification of the audience. Choose social media, fitness blogs, and influencer partnerships that will help get those messages to the audience. Allocate budget (often the most contentious issue in any organization) according to the choice of channels. You can teach AI how to perform a task by walking it through a set of examples within a context in your prompts. This is called "in-context learning," and it allows you to adapt pretrained LLMs like GPT-4, Claude, and Llama without the sometimes labor-intensive process of adjusting their parameters. For instance, researchers reported in Nature that LLMs were shown how to summarize medical information by prompting them with examples of radiology reports, patient questions, progress notes, and doctor-patient dialogues. Afterward they found that 81% of the summaries produced by the LLMs were equivalent or superior to human-generated summaries. You can also train an LLM by supplying it with contextual information and then asking it questions until it solves your problem. Consider two software firms, both looking to boost sales. At company one, the sales team has struggled to effectively predict demand for software licenses. So its leader begins by providing the LLM with historical sales data and then asking about expected demand for the upcoming quarter. Next he supplies the model with information on customers' software feature upgrades and annual budgets and asks it about the effects of seasonality. Finally, he feeds it detailed statistics from CRM systems and marketing reports and asks it about the impact of marketing campaigns on sales. At company two, the sales team wants to improve client selection. Its leader might supply specific financial data and prompt an LLM to rank clients by their revenue contribution, and then advance to follow-on queries about geographic reach, customer bases, technical expertise, and so on. At each step both executives are training the LLM and refining its ability to perform the task in the context of the company's particular sales strategy. They bring organizational and industry knowledge to the interactions. As the LLM used by each accumulates more experience with the company's specific sales process, it generates better answers. Reciprocal learning occurs as users advance from using simple questions or instructions and gradually describe the task with more and more complexity and nuance. They can add context, adjust wording, and see how the model responds, experimenting until they achieve the desired results. Widespread acquisition of gen AI skills will require not just significant investment by organizations but also individual initiative, study, and hard work. Although a few companies are offering relevant training, most have not yet developed robust programs. Indeed, in our 2024 survey of 7,000 professionals, we found that while 94% said they were ready to learn new skills to work with gen AI, only 5% reported that their employers were actively training their workforces in it on a significant scale. So many of you will need to take matters into your own hands—and keep up with the rapid advances in LLMs and the high-level research being translated into practices for a variety of jobs and industries. You can enroll in online courses from providers such as Coursera, Udacity (which was recently acquired by our firm), the University of Texas at Austin, Arizona State University, and Vanderbilt University; experiment with the prompting techniques we've discussed as well as with emerging ones; and push your employers to provide more opportunities to use LLMs along with instruction

in best practices for them. Up next: acquiring the skills to do chain-of-thought prompting for agentic workflows and multimodal large language models (MLLMs), which integrate different kinds of data, like text, audio, video, and images, while also providing outputs in those formats. One group of researchers has found that chain-of-thought prompting improved MLLMs' performance by up to 100%. Early adopters are already testing these methods, but they're not mature enough yet for widespread adoption. The AI revolution isn't coming; it's already here, with leading companies using the technology to reimagine processes across industries, functions, and jobs. Gen AI has dramatically raised the bar, requiring us to think with AI, ensure that we trust it, and continually tailor it—and ourselves—to perform better. Though gen AI is part of the extended movement to create more-symbiotic relationships between humans and machines, it's also unique in the annals of technology. No other major innovation in history has taken off so fast. Knowledge work is set to be transformed more quickly and powerfully than many of us can even imagine. Get ready. The future of business will be driven not by gen AI alone but by the people who know how to use it most effectively.   A version of this article appeared in the September–October 2024 issue of Harvard Business Review. H. James (Jim) Wilson Global Managing Director – Thought Leadership & Technology Research Paul Daugherty Chief Technology & Innovation Officer © 2024 Accenture. All Rights Reserved. ======================

Build your tech and balance your debt

----- Arcticle source ----- https://www.accenture.com/us-en/insights/consulting/build-tech-balance-debt ----- In brief The catch-22 of tech debt and generative AI Balancing—not eliminating—tech debt is key to reinventing with a digital core Managing tech debt in the age of generative AI Balancing investment with innovation Three actions for managing tech debt Focus on the principal cost of tech debt Create an inventory and trace your debt to the source Use the right metrics to measure your technical debt WRITTEN BY Current Country: United States RESEARCH REPORT 5-MINUTE READ October 22, 2024 The rapid adoption of generative AI and other emerging technologies is leading to a surge in new technical debt. Generative AI and AI are now the highest contributors to a company's tech debt along with enterprise applications, according to our digital core research. This trend will likely exacerbate: in our Pulse of Change survey, 52% of organizations said they plan to allocate more funds toward generative AI, heading into 2025. Generative AI is leading to a classic catch-22. On the one hand, it has the potential to create new technical debt. On the other, when used appropriately, generative AI can help manage tech debt remediation as well as minimize tech debt creation. AI is just part of the tech debt picture. In the US alone, tech debt costs $2.41 trillion a year, according to a 2022 report, and would require $1.52 trillion to fix. In our digital core report, we explored how companies can use their critical technology capability to thrive through change. That research revealed that leading companies balance tech debt liabilities with investments for the future, targeting 15% of IT

budgets, using programmatic and autonomous methods. For chief information and technology officers, this means deliberately investing in the parts of the digital core that are critical to their corporate strategy while being proactive, structured and data-driven in how they identify, measure, prioritize and remediate such debt. 41% of executives identified AI as the highest contributor to tech debt, level with enterprise applications 52% of organizations plan to allocate more funds toward generative AI, heading into 2025 15% The approximate portion of the IT budget leading companies allocate for tech debt In this report we go deeper to help CIOs and CTOs keep their IT estate running smoothly. We've identified three actions to help companies balance their debt while building their tech. These findings are based on our deep client experience layered with data analytics from our digital core survey of 1,500 companies. Companies must be aware of technical debt costs in four categories: principal, interest, liabilities and opportunity cost. They should remediate starting from the principal. Much of the current discourse on technical debt uses these distinct categories of technical debt interchangeably and often combines them. This is a hurdle in remediation. IT leaders should focus on the principal. If they effectively manage technical debt at the source or principal level, just like financial debt, it will accrue little or no interest and minimize any liabilities or opportunity costs. A clear understanding of the principal can help companies better manage and remediate their tech debt. A technical debt inventory will help them trace the debt to its precise source in the system. From there, IT leaders can systematically prioritize and sequence their technical debt remediation efforts, based on their business value estimates, technical risk and feasibility. A prioritization framework such as this PAID value one is particularly effective. This work will form the basis of a roadmap to identify the timeline, milestones, potential benefits and return on investment. You can't manage what you don't measure. Technical debt is not necessarily a bad thing—so don't fear the debt. Instead, it's essential to focus on the right metrics for what your business wants to achieve. If your tech debt remediation budget is increasing and your innovation and the business value you are delivering is outpacing it, it's not a cause for alarm—rather, it's a positive sign of the success of your strategic efforts. For example, at the code level, our research suggests that companies should focus on technical debt density. This is the level of tech debt that shows up in a system or application per line of code (LOC). It is measured in units of cost per LOC. Much as GDP per capita is a better indicator of a country's development than overall GDP, technical debt density should give a more accurate measure of code health. One thing we don't recommend is trying to eliminate your tech debt entirely. A degree of tech debt is healthy for the balance sheet as it's often an unavoidable cost of innovation and agility. But too much of it can hinder progress. Throwing too much money at tech debt can also be counterproductive. Our analysis found there is an inverse U-shaped relationship between a company's digital core maturity and technical debt remediation. Using more of the IT budget to pay down tech debt only improves digital core maturity to a certain point. Beyond this peak, it indicates that a company is over-indexing investments in technical debt and not building their digital core capability effectively and efficiently. Tech debt is a problem as old as technology. This report offers a clear look at what tech debt means in today's age of generative AI. It explores how companies can balance it to spur innovation with their digital core and create the conditions

for long-term business growth. Koenraad Schelfaut Lead – Technology Strategy & Advisory Jason Byrd Managing Director – Tech Strategy & Advisory and Global Lead – Tech Value Sarabdeep Singh Managing Director – Technology Strategy & Advisory David Wood Global Technology Consulting Lead Prashant P. Shukla, PhD Principal Director – Accenture Research © 2024 Accenture. All Rights Reserved. ======================

Accenture's cloud journey: Running in the Cloud Continuum

----- Arcticle source ----- https://www.accenture.com/us-en/insights/cloud/living-cloud ----- Related capabilities Continuous optimization and transformation Multi-cloud provider approach Enabling DevSecOps Secure from the start MORE ON THIS TOPIC How Accenture Does IT Cloud Services JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Several years ago, Accenture made the strategic decision to establish its enterprise IT infrastructure in the cloud to empower our digital enterprise. Over the course of three years, our global IT organization migrated to the cloud. Today, Accenture runs its IT infrastructure operating in the cloud. When we embarked on our Cloud Continuum journey, no comprehensive cloud management solutions in the market existed and cloud technologies were continuously maturing. These conditions led us to invest in developing the Accenture Cloud Platform and to transform our global IT organization's processes, responsibilities and capabilities as teams progressed with the work, ultimately enabling a successful move to the cloud. With our migration journey complete, Accenture is now undertaking the next stage of its cloud journey, that of "running in the cloud." For organizations to successfully exploit the value of today's new and emerging technologies, migrating to the cloud is essential. Likewise, to be successful in consuming new technologies requires a shift by IT organizationally. Having achieved these important shifts, Accenture recognized that more opportunities with cloud exist as our organization settles into running in the cloud. Our global IT organization is focusing on several new dimensions, including the following: Continuous optimization and transformation Capitalizing on cloud is not just about being in the cloud. It's about continuous optimization and transformation to achieve ongoing business value. We continue to optimize utilization of services put into the cloud, optimize services within applications and leverage cloud solutions based on business scenarios. We are also investing in bringing intelligence in monitoring and DevSecOps and helping to create insights around IT to achieve optimization objectives. This investment will also help us create a control pane to bring our IT into automated, intelligent-driven governance. Multi-cloud provider approach Accenture has a deliberate strategy to work with a small number of cloud services providers, which today includes Amazon, Microsoft and Google. This approach not only spreads risk concentration, but also gives Accenture flexibility to use the best of whichever provider meets a specific business objective. Given this, Accenture is focusing on using and building with only cloud-native services wherever possible so as to move away from infrastructure maintenance and

management. Building cloud-native applications and directly consuming cloud platform services are the keys to less maintenance, more agility and keeping pace with platform advances. The decision to expand beyond a single provider, however, brings complexity. The key is to ensure that a company's ability to manage cloud usage, control costs, set policy and ensure compliance is universal, not provider-specific. Accenture addressed this complexity through the implementation of our cloud management platform. This platform enables us to manage our entire cloud estate from a consolidated viewpoint and to homogenize governance and control across cloud providers. Our global IT group also established a governance structure, applies agile delivery principles, revised our delivery model, and implemented a revised process for research, stakeholder collaboration and enterprise standardization. Enabling DevSecOps Accenture is moving forward in its Development, Security and Operations (DevSecOps) journey, enabled by being in the cloud. Operating in the cloud means having microservices working in multiple clouds involved in complex interactions to provide unique experiences. To keep the speed of innovation going without compromising quality, our global IT organization is investing heavily in shifting left (testing automations, security code scanning, infrastructure-as-code pipelines) and shifting right (chaos engineering and canary and blue-green deployments) to handle unknowns and prepare for failure. Secure from the start A high level of security is a benefit of being in the cloud. However, cloud complexity stemming from operating multiple clouds and the rapid release of new services to market, requires enhanced cloud security. Accenture's migration involved ensuring the infrastructure of our cloud environment was "secure from the start" in order to accommodate the thousands of new services cloud providers roll out each year with less risk. On-demand self-service is also a key characteristic (and benefit) of cloud computing. To manage large-scale landscapes and to eliminate manual rules and processes, our global IT organization is adapting a multi-cloud setup. Such a setup enables seamless deployments to various cloud providers removing the application development reliance on single provider and monolithic, vendor locked-in solutions. This approach improves security due to better auditing, self-service and separation of responsibility. It also allows essential isolation in the case of a breach, greatly reducing the impact. And it helps make our IT organization more agile. Capitalizing on cloud is not just about being in the cloud; it's about continuous optimization and transformation. A multi-cloud provider approach spreads risk concentration and gives flexibility to use the best of whichever provider meets a business objective. To achieve many of the DevSecOps principles, being in the cloud is necessary; if not, an organization will fall short in getting to the desired state. Cloud complexity stemming from operating multiple clouds and the rapid release of new services to market requires enhanced cloud security. Here are some of our lessons learned in our journey: Accenture's cloud journey delivered a more scalable, robust IT infrastructure that supports rapid development and deployment of capabilities to drive value for Accenture and our clients. As the cloud market has matured during that journey, so too have Accenture's internal practices and capabilities, positioning Accenture to capitalize on cloud opportunities as they emerge. The future holds myriad possibilities for gaining significant business advantages. "Our global IT organization's 'as-a-service' capabilities vision will shift work from infrastructure management to capability development,

leveraging cloud for automation, machine learning and AI. We focus on delivering more value back to the business." "Our global IT organization's 'as-a-service' capabilities vision will shift work from infrastructure management to capability development, leveraging cloud for automation, machine learning and AI. We focus on delivering more value back to the business." Accenture's internal IT organization provides IT in the New, driving a digital agenda. Companies embrace cloud to unleash innovation, intelligence and business value. Making that promise real is why... Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved. =====================

Financial advice reimagined

----- Arcticle source ----- https://www.accenture.com/us-en/insights/capital-markets/wealth-management-financial-advice-reimagined ----- In brief Our leaders Related capabilities RESEARCH REPORT When we analyzed the findings, three key themes emerged that are reshaping the industry: 1. Holistic 2. On-demand 3. Integrated Financial advice reimagined. #1 Advice needs to be holistic. #2 Advice needs to be available on demand. #3 Advice should be integrated. Doing good while doing well matters more than ever About the survey MORE ON THIS TOPIC Scott Reddel Rachel Silver Wealth management Capital markets JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Accenture recently conducted field research to better understand what role financial advisors are playing in their clients' lives. We posed questions around the advice clients ask for and need, how they create and deliver solutions, how technology can best be integrated into client service and how firms themselves are making the advice lifecycle more efficient and rewarding for their people. Advisors are playing a diverse set of roles to meet client needs—including portfolio manager, life coach, relationship manager and therapist. Advice-on-demand is shaping the industry, as the service level expectations of HNW and UHNW clients blur with the convenience services used every day. COVID-19 created a greater reliance on virtual channels. Advice should be consistent and impactful whether in person, on the phone or by video chat. Take a look at how these 3 key themes play out through the eyes of a financial advisor persona based on our field research. It's not enough anymore just to be a good portfolio manager. Clients are using their financial advisors as everything from a life coach and family planning expert, to a financial services concierge and relationship manager. This diverse set of roles requires a holistic menu of products and services to aptly meet clients' needs. Managing wealth has become more personal and complex as the world and our choices have become more complicated. Retiring, starting a new job, budgeting and education were the most common life events clients need help navigating. Our study also showed that advisors believe clients crave services to help them navigate life both proactively and reactively. One of the most frequent topics clients ask their advisors about is how to conduct family meetings where these conversations are often facilitated by their financial advisor. 81% of advisors report they hold meetings to help clients navigate complicated family dynamics 87% of advisors say they use complex

models to allocate capital among a wide range of asset classes 29% of clients need the most help from their advisor to navigate retirement 16% of clients are seeking advice about changing or leaving their jobs Advice-on-demand is shaping the industry, as the service level expectations of clients blur with the convenience services they use every day, like DoorDash or Lyft. Our research shows that clients are seeking advice for a variety of life events, most of which happen in between the standard quarterly touchpoints with their wealth advisor. Despite this, results show that advice still appears to be "scheduled" rather than occurring on demand as only 8% of financial advisors report meeting with their clients on an ad-hoc basis. And while firms have invested in capabilities that promote on-demand advice, advisors need technology improvements that are required to increase speed and digital engagement to react real-time. Percentage of financial advisors that believe their firm can improve services or activities to create a better client experience: 25% Communications with clients 15% E-signature 15% Digital content 11% Document upload for clients 10% Appointment reminders 10% Onboarding 9% Digital agent 7% Money transfer 1% Other COVID-19 has changed the way advice is given. The pandemic hit during the course of our research, so the 45% of financial advisors that initially said they meet with clients in person most often are now likely using virtual communication methods. No situation is static, so financial advisors that can increase their comfort with digital means of communication should reap benefits beyond COVID-19. Clients will become used to in-person and virtual communication —likely wanting the best of both worlds. While many of us hope that life does return to some semblance of normalcy, this months-long experience has shown us that the industry can adapt. Virtual conferencing has been instrumental in many ways as a channel to connect with clients and prospects as well as nurture client relationships. Three out of four advisors say clients ask about Environmental, Social and Governance criteria when investing. Three out of four advisors say clients ask about Environmental, Social and Governance criteria when investing. Sustainable, ethical investing is currently outperforming traditional funds. Socially conscious investing is here to stay, driven increasingly by a younger generation that wants the positive impacts on their wallet to also have a positive impact on the world. Three out of four advisors say clients ask about Environmental, Social and Governance (ESG) criteria when investing. For more insights, download our report. And as client expectations continue to shift, look for additional research from us in this space. Accenture conducted field research in the spring of 2020 to examine the client service dynamic and better understand the changing advice paradigm from the perspective of a financial advisor. We interviewed 200 licensed financial advisors at leading wealth management firms—including 20 fintechs / startups—across the United States and Canada. Rather than ask about technicalities, we wanted to hear more about the nature of advice, e.g. creating and delivering solutions, integrating technology further into client service, and delivering advice lifecycle efficiencies, among other topics. Discover how to respond to changing client expectations and transform business models to remain viable. We help investment banks, asset and wealth managers, and exchanges prepare for the digital future. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. Visit our Subscription and Preference Center © 2024 Accenture. All Rights Reserved. =====================

Excelling at speed in industrial

----- Arcticle source ----- https://www.accenture.com/us-en/insights/industrial/ coronavirus-industrial-post-covid19 ----- A myriad of trends from technology shifts to evolving B2B customer expectations, software-driven product purpose, enhanced services and more are driving companies to embrace continuous reinvention. The time is now to redefine industrial business models. What's trending in industrial Awards and recognition Our leaders Industrial careers Industrial now How to reinvent industrial Segments we support Leader in Innovation Consulting Services Leader in 2022 Gartner® Magic Quadrant™ for SAP S/4HANA® Application Services Leader in Industry 4.0 service provider Jean Cabanes Brian May Taichi Tashiro Matthias Wahrendorff Current Country: United States 81% of time to market reductions can be achieved by using new technologies such as cloud, digital twins and agile engineering 90% of industrial customers see clear benefits in digitized B2B sales processes leading to a potential profitability increase 60% of the revenue of industrial companies will be generated by services in the next five to ten years 75% of industrial CEOs are upskilling their workforce for the future labor market due to the shift to autonomy and electrification Crafting the engineered product of tomorrow–from machinery and industrial equipment to electrical components and beyond. Innovating parts, modules, systems and software for industrial manufacturers and automotive suppliers. Elevating agriculture, mining and construction machinery towards intelligent, connected, autonomous and sustainable equipment. Enhancing connectivity, intelligence and sustainability in commodities–such as white goods, home appliances and tools–that are used repeatedly over a prolonged period by consumers. Optimizing global supply chains for carriers, integrators, freight forwarders, ports and terminals to deliver integrated transportation services from source to end-customer. Fostering a sustainable and resilient digital future for one of the largest sectors of the world economy–from capital projects and infrastructure, to buildings, production sites and real estate services. Elevating industrial excellence through a comprehensive suite of services–from testing and inspection to facility management and law services and more. We asked Industrial B2B buyers what they really want. Discover what matters most to them and how meeting these demands can elevate your customer interactions and drive business growth. The Industrialist: An interview with Audrey Hazak, SVP Digital Customer Relationship Management at Schneider Electric. A cloud-based, user-friendly, connected-worker solution has made manufacturing safer and more efficient, with people using real-time production information to make faster, more accurate decisions. The Industrialist: An interview with Michael Traub, Chief Executive Officer at STIHL. This year we are showcasing how our end-to-end capabilities and industry expertise help clients digitize the products they make and revolutionize how they make them through the power of cloud, data, and AI/ generative AI. The Industrialist: An interview with Dominik Wee, Corporate Vice President, Manufacturing and Mobility at Microsoft. The Industrialist: An interview with Chris Helsel, Senior Vice President, Global Operations and Chief Technology Officer at Goodyear Five imperatives the C-suite must address to reinvent in the age of generative AI. Accenture named a leader in Innovation Consulting Services in analyst report Accenture named a leader

in 2022 Gartner® Magic Quadrant™ for SAP S/4HANA® Application Services for the fourth year HFS ranks Accenture the No. 1 Industry 4.0 service provider for the second time in a row Senior Managing Director – Global Industrial Lead Senior Managing Director – Industrial Lead, North America Managing Director – Industrial Lead, Growth Markets Senior Thought Leadership Principal – Accenture Research, Global IIoT and Industrial Research Lead The Industrial sector includes companies that help other businesses in manufacturing, shipping or producing their products. Help them reinvent by embracing continuous change. © 2024 Accenture. All Rights Reserved. =====================

Humans are reinventing the consumer goods and services industry

----- Arcticle source ----- https://www.accenture.com/us-en/insights/consumer-goods-services/coronavirus-consumer-goods-rapid-response ----- In the age of digital commerce, it is hard to predict what consumers will buy – and why, when and where they buy it. To stay ahead of uncertainty, think like a consumer and focus on building strong relationships. How to reinvent consumer goods and services What's trending in consumer goods and services Partners in change Awards and recognition Our leaders Consumer goods careers Consumer goods and services now Are you delivering winning consumer and customer experiences? Are you delivering winning consumer and customer experiences? The future of CPG is in data – make sure you use it The future of CPG is in data – make sure you use it Define the role your commerce strategy plays beyond just profitability Define the role your commerce strategy plays beyond just profitability Maximize operating margins and boost revenue with gen AI Maximize operating margins and boost revenue with gen AI Prioritize net-zero and meet the growing demand for sustainable products Prioritize net-zero and meet the growing demand for sustainable products How to generate enduring value and hedge against economic uncertainty? How to generate enduring value and hedge against economic uncertainty? Segments we support HFS Ranks Accenture No. 1 Tech Services Provider to Retail and Consumer Packaged Goods Companies A Leader in Digital Strategy Consulting Services - IDC For Fourth Consecutive Year, Named a Leader in Data and Analytics Services - Everest Oliver Wright Marc van der Net Ed Stark Mauro Rubin Current Country: United States 47% of consumer goods executives aspire to set a new standard for the industry – or even outside of it 78% of consumer goods companies identify the omni-connected consumer as a top priority 56% of companies are prioritizing integrated business planning over demand-driven inventory supply From planting to processing and even connected cows, enable the entire food value chain with 5G technology. Use data and AI to create beautifully connected experiences that meet demand for personalized services. Design, build, distribute and scale for a sector at the center of society. Feed changing tastes and deliver delicious, scalable food experiences. Enable smarter, more connected lives—from personal care and

hygiene to home care products and appliances. Consumers are experiencing decision stress. Find out why and how you can tackle the challenge by creating generative AI-enabled experiences. Consumer experiences that combine groundbreaking technology with authentic human touch can lift sales by over 20%. Explore how leading brands are reinventing the consumer journey through AI-powered personalization. An end-to-end value chain can boost efficiency and drive innovation. Discover the mega processes reinventing the consumer goods industry and unlocking unprecedented value. Accenture has expanded its strategic partnership with Unilever to simplify its digital core and apply generative AI to drive efficiencies and improved business agility. The consumer goods industry is on the brink of profound change. We expect companies to reinvent every part of the value chain within five years. Those who reinvent will reframe the enterprise around end-to-end mega processes. Decision stress is impacting people's confidence in their decisions—big or small. Read on to understand why consumers are overwhelmed and how to cut through the noise. Accenture helped Mondelēz International on their journey to be a more data-driven and AI-enabled company. Information overload is impacting people's confidence in their decisions — big or small. AI tools can help companies deliver hyper-personalized experiences that cut through the noise, deepening loyalty in the process. Helping you unlock the value of your SAP application portfolio with the power of intelligence, innovation and industry. Reimagining human experiences that reignite growth and accelerate the path to value The largest global Microsoft practice. Eighteen-time Microsoft Global Alliance SI Partner of the Year. Powered by Avanade. Runs on Microsoft. Unleash empowering human-centric design and Google's innovative tech. Unleash the power of unforgettable customer experiences. Senior Managing Director – Global Consumer Industries Group Lead Managing Director – Consumer Goods & Services Lead, EMEA Senior Managing Director – Consumer Goods & Services Lead, North America Managing Director – Consumer Goods & Services Lead, Growth Markets Find human-centric solutions to meet the ever-changing needs and demands of people—from product innovations to new ways of working that put people at the center. © 2024 Accenture. All Rights Reserved.

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and represents a material, ongoing concern for CEOs and boards alike. The power to keep activists at bay lies with leadership. It calls for a shift from reactive defense to proactive value creation. Uncover insights and actions to accelerate your journey to net zero. While advances in tech and gen AI promised to boost productivity, our analysis indicates most companies are falling behind. Find out what productivity leaders do differently to drive value and gain a competitive edge. Five trends exploring people's lens on the world today. As disruptive breakthroughs evolve digital experiences, people naturally adjust their relationship with technology, affecting the businesses trying to reach them. Organizations with highest operations maturity are 3.3x more likely to succeed at scaling high-value gen AI use cases and report 2.5x higher average revenue growth. Operational performance and gen AI enhance each other. Why balancing—not eliminating—tech debt is key to reinventing with a modern digital core. The latest edition of our Commercial Insight Report indicates that global revenues will surpass 2019 levels, primarily driven by aftermarket services and inventory build-up. PPC makes the switch from commodity supplier to diversified digital powertech enterprise. Prada Group's composable commerce approach helps customers complete checkouts blazingly fast and get the luxurious experience they expect. Smart reinvented traditional auto sales with a direct-to-consumer platform that unifies online and offline experiences and reflects the circuitous way people make purchases. Global meat production and consumption are on an unsustainable path. That's why the Good Food Institute is working to bring alternative proteins into the mainstream. Gerando Falcões is bringing hope to millions of residents in Brazil's favelas through technology, sustainable employment, new economic opportunities and urban improvements. Accenture has operationalized ethical AI in our company. Now, our responsible AI program is also helping clients around the world use AI intelligently and responsibly. In just five years, the Saudi Data and Artificial Intelligence Authority, in partnership with Accenture, has built a strong foundation for a globally competitive, data- and AI-driven economy. This recognition is based on feedback from our people—measuring their level of trust, pride and camaraderie at work. Forbes recognized Accenture as the management consulting firm most recommended by consultants and clients, across industries and functional areas, around the world. Every day, Julie and all of us at Accenture help the world's leading companies embrace continuous reinvention, with innovation and people at the center. It's your time to shine. Bring your ingenuity, curiosity and big ideas. September 26, 2024 September 26, 2024 October 02, 2024 September 05, 2024 August 29, 2024 July 23, 2024 June 20, 2024 June 17, 2024 © 2024 Accenture. All Rights Reserved. =====================

Stay ahead of change

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How to get more from the cloud: Three talent strategies you're probably neglecting

----- Arcticle source ----- https://www.accenture.com/us-en/insights/cloud/three-talent-strategies-youre-probably-neglecting ----- The study Cloud without borders Takeaways for companies Acknowledgements About the Authors Commit to democratize cloud Emphasize cloud skills for all Common types of cloud training include: Embed cloud in daily work Cloud-based collaboration tools include: Current Country: United States NEWS ARTICLE Realizing value from cloud continues to be a challenge for companies, even as more are adopting it than ever before. 7-MINUTE READ January 16, 2024 Originally published in the California Management Review on Jan 16, 2024. Why are most companies not getting their money's worth from cloud investments? There's a frustratingly simple answer: They are not putting their people first. For access, training, or collaboration. Companies need to up their game on all three fronts. We know this because we've been researching the value of cloud for the past several years. We've looked at the big picture, the macro environment of cloud, deployment strategies and change management practices. MIT and Accenture recently got together to drill down on the results of an early 2023 survey that showed only 42% of companies achieved their expected outcomes from cloud such as resilience or innovation speed for new products and services. Perhaps the most frustrating finding was the tepid cost savings, an early selling point for cloud, with only 39% of firms fully realizing their expectations. Our research indicates companies that successfully democratize cloud in their organizations, making it accessible and usable for everyone, see far better results from their cloud investments. While some prior work has explored the correlation between value and intensity of cloud adoption or length of cloud journey, there is still limited understanding of why value is not rising at pace despite so many companies dialing up their cloud efforts. To get a better sense, Accenture teamed up with researchers at MIT to build on extant cloud research with a multi-regional survey of 274 respondents at Fortune 500 companies. We looked at their cloud adoption and use through the lens of five critical business areas: Employing econometric models and matching methods, we supplemented this survey with information from company financial reports, and insights from analysis using millions of job postings. We categorized the respondents into two groups based on their cloud ROI. The "High Performers" group achieved 66% revenue growth, on average, over their cloud adoption period, while the "Low Performers" group saw a 15% decline. What surprised us was that it wasn't the integration of IT and business goals, leadership style, operating model or even the change management approach that differentiated the two groups. Both the research

and our experience confirm that firms' cloud skills and talent strategy largely determine the value extracted from this technology. The high-performing group adopted a decentralized scheme that prioritized the distribution of cloud expertise throughout the organization (Figure 1). Figure 1: Decentralization of Cloud Talent and Firm Performance While the battle for top cloud talent gets the most attention, the practice of creating non-siloed cloud experts is particularly important. This holds true for firms' frontline workforce – especially in administrative or field operations - for whom the technology talent gap is most prevalent.1 Innovation is akin to a team sport. It requires collaboration and creativity at speed. Cloud democratization delivers on these through easier collaboration across teams and business units, instantaneous and firm-wide data and knowledge sharing, as well as the enablement of remote work from anywhere. Nestle, for instance, accelerated the speed of its new product launches by 60% since 2016.2 This isn't just the result of software developers compressing the development cycle on cloud, but rather it is the outcome of a self-serve technology model. It ensures each product team is equipped with the latest, cloud-based technology to experiment, then validate, their products through R&D accelerators. The answer to why cloud ROI isn't robust for many companies is simple: with greater complexity comes greater challenges. For many companies, the low-hanging fruit—avoiding upfront costs and paying as you go—has been picked, and they are moving more to complex and business-critical applications and systems where ROI bumps take time and effort to materialize. That said, a few talent strategies can provide an immediate boost. Two important points here. First, cloud reduces the barriers to entry for companies by enabling access to cutting edge technologies, on demand. Second, it can be easily accessed by all employees — both IT and non-IT, in office and remote, full time or seasonal. This further ensures its value can be accrued throughout the organization. Remote Work Accessibility: Cloud computing enables employees, especially those traveling or in remote locations, to access their work environment and applications remotely. Virtual desktop infrastructure (VDI) and Desktop as a Service (DaaS) solutions allow employees to securely access their desktops and applications from any device with an internet connection. Scalability for Peak Demands: Cloud services provide scalability, allowing companies to scale up or down based on their computing needs. For businesses with fluctuating workloads, cloud enables them to provide employees (full time or seasonal) with adequate computing resources during peak times and scale down during quieter periods. Mastercard, a High Performer according to our research, illustrates how a democratic approach to cloud works. As Tomas Thiré, Head of Technology Strategy and Transformation said, "To get the maximum benefit from our cloud investments, we have to center our teams on three priorities simultaneously: 1) ensure developers dedicate a significant portion of their time on building software that creates business value, 2) provide a strong centralized framework for all teams to work within and 3) develop and rotate internal talent throughout the organization to increase employee capabilities." Cloud is a general-purpose technology. Its promise is innovation—in products, services or processes—across the organization. To realize this promise, employees, all of whom are likely using cloud applications in their roles and responsibilities, must be given the training they need. Recognizing the dynamic nature of cloud technologies is essential here. Rapid technological evolution demands a continuous learning

culture and adaptability. To ensure a current and relevant workforce, firms must invest in ongoing training programs and cultivate a culture that encourages employees to stay abreast of industry trends. The keys to a nuanced and successful implementation of cloud talent practices lie in these less obvious dimensions. While prioritizing specific cloud skills is essential, overreliance on niche skills may impede adaptability. It is critical to strike a delicate balance between specialization and generalization, something that's often overlooked. Vendor-specific training: Companies often provide training programs specific to the cloud platform they use, such as Amazon Web Services (AWS), Microsoft Azure or Google Cloud. These programs cover the features, tools and best practices of the respective cloud platform. Certification programs: Many cloud providers offer certification programs that validate an individual's expertise in using their cloud services. Companies can encourage or sponsor employees to pursue these certifications to enhance their skills and credibility. In-person workshops and seminars: Companies can organize workshops or seminars conducted by cloud experts or trainers. These sessions provide hands-on experience, practical demonstrations, and opportunities for employees to ask questions and interact with industry professionals. Amazon offers practical AWS Cloud knowhow to its people through training and certification programs. Employees in fulfillment centers, for example, can apply new knowledge on Amazon Aurora and other data analytics tools to improve inbound and outbound shipments, sorting and packaging, resulting in more efficient inventory management and order fulfillment processes. In turn, these reduce delivery times and improve overall customer satisfaction. Similarly, in customer services, AWS training allows employees to navigate and use advanced cloud-based customer relationship management (CRM) systems more effectively. This results in quicker and more personalized assistance and enhances the customer support experience. It is important to recognize that with cloud, creativity can flourish across global teams, as they don't have to be in the same location or within the same function. Darmstadt, Germany-based Merck KGaA uses a cloud-based AI model to match capabilities with needs across the 60,000-person organization. As CEO Belén Garijo noted at the World Economic Forum in Davos in January, such human + machine teams have not meant fewer jobs at Merck KGaA, but different jobs. Fostering cross-departmental collaboration, while crucial, also introduces challenges in measuring overall impact on business outcomes. Organizations will need to devise new metrics to gauge the effectiveness of collaboration, encompassing project success rates, innovation metrics and feedback from participating employees. Office Productivity Suites: Companies can use cloud-based office productivity suites, such as Google Workspace or Microsoft 365, to provide employees with access to collaborative tools like document editing, spreadsheets and presentation software. These tools enable real-time collaboration, allowing multiple employees to work on the same document simultaneously, irrespective of their physical location. File Storage and Sharing: Cloud storage services, such as Google Drive, Dropbox or OneDrive, allow employees to store, access and share files from anywhere with an internet connection. This not only enhances collaboration but also ensures that employees have the most up-to-date files, reducing version control issues. Communication Platforms: Cloud-based communication tools such as Slack, Microsoft Teams or Zoom facilitate seamless communication among employees. These platforms

enable instant messaging, video conferencing and file sharing, fostering efficient communication and collaboration regardless of employees' geographical locations. Using cloud-based collaborations tools, data scientists, for instance, concerned about correlations and feature selections can work across the globe with designers for the best user experience since everyone can look at the same data visualizations. They can work live and act on machine learning algorithm predictions to decide on the next set of features to deploy. Today, cloud is integral to a business's fundamental competitiveness and cannot be siloed or relegated to certain parts of the organization. Those who make cloud open and accessible to their employees will see substantial payoffs on their cloud investments. This research is a collaboration between Accenture and the MIT Initiative on the Digital Economy (IDE) and was performed under the MIT and Accenture Convergence Initiative for Industry and Technology. The authors would like to thank Gargi Chakrabarty, Senior Editor, Thought Leadership, Accenture Research, for her help with this article. Kenneth Munie Ken Munie leads Accenture's Products Strategy practice globally and is personally focused on the value of digital transformation and helping clients navigate the intersection of business strategy and technology. Kenneth holds an M.B.A. from The Wharton School of the University of Pennsylvania and a B.S. in Electrical Engineering from the University of Michigan. Wang Jin Wang Jin's research focuses on the impact of emerging technologies (e.g., cloud) and organizational practices on firms' productivity, employment, and innovation. His work has been published in Management Science, Harvard Business Review and Business Economics. Sebastian Steffen Sebastian Steffen is an assistant professor of business analytics at Boston College and a digital fellow with the Stanford Digital Economy Lab and the MIT Initiative on the Digital Economy (IDE). His research focuses on how information and automation technologies transform businesses and society and their impact on the value of human capital and the future of work. Prashant P. Shukla Prashant Shukla is a Principal Director of Technology Research at Accenture. He oversees research for programs such as Accenture's collaboration with the MIT Initiative on the Digital Economy (IDE) and Accenture's flagship Technology Vision to develop insights that are leveraged by our practice and clients. His work has been published in Harvard Business Review, MIT's Sloan Management Review and Ivey Business Journal. © 2024 Accenture. All Rights Reserved.
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Leading with edge: How to reinvent with data and AI

----- Arcticle source ----- https://www.accenture.com/us-en/insights/cloud/edge-computing ----- In brief Edge is becoming a ubiquitous lever for scale and reinvention Edge and the digital core Edge adoption types Three steps to maximizing edge value WRITTEN BY Current Country: United States RESEARCH REPORT Our research reveals how the most successful adopters are using edge to fuel innovation. 10-MINUTE READ July 18, 2023 Edge computing is bending the innovation curve by dramatically improving the

performance of production and service applications that run business. It moves computing to the edge of the enterprise network where it is closest to users and devices — and most critically, where the data is created. Edge has a role to play in the evolution of AI and generative AI for businesses. It enables data analysis in real- or near-real time, making training AI models a simpler task and improving the performance of AI-driven applications. 98% of global executives say AI foundation models will play an important role in their organizations' strategies in the next 3 to 5 years. Not surprisingly, edge is becoming an integral part of the digital core, which leverages the power of cloud, data, and AI through an interoperable set of systems across the enterprise that allows for rapid innovation. We surveyed 2,100 C-level executives in 18 industries across 16 countries to understand levels of edge interest and adoption among companies. We found that 83% believe that edge computing will be essential to remaining competitive in the future. Still, adoption lags behind interest. 83% of companies believe that edge computing will be essential to remaining competitive in the future. 81% of companies think failure to act quickly can lock them out from the full benefits of the technology. 65% of companies are using edge to some degree today. Of these, half have deeply integrated edge with their digital core. In our research, we found four main enterprise approaches to edge adoption. These approaches are largely driven by factors such as the strategic implementation to support business capabilities, the ability to scale across the organization and the maturity of the technology. Edge adoption strategy and outcomes Each type makes a different set of choices to create and capture value from edge. Type 1 (Ad Hoc) and Type 2 (Tactical) are the least successful adopters. Their edge deployments are one-off and strictly tactical, or otherwise not integrated with the enterprise's systems. This hobbles their efforts to scale the technology or integrate it with other technologies for maximum return. Type 3 (Integrated) scales edge and integrates it deeply with cloud and the greater IT strategy. Type 4 (Super Integrated) is the most transformational adopter, working with innovation partners to develop and edge-first business. These types demonstrate better outcomes and ability to accelerate innovation. Regardless of what type of edge adopter you are, our three-step framework can help you unlock the value of edge. To learn more about maximizing value from edge, read the full report. Teresa Tung Lead – Data Capability Ram Ramalingam Global Lead – Software & Platform Engineering and Intelligent Edge © 2024 Accenture. All Rights Reserved.
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Semiconductor manufacturing: Think globally, build locally

----- Arcticle source ----- https://www.accenture.com/us-en/insights/high-tech/manufacturing-reinvention ----- In brief How we got here 1. Create an internal capability to engage in public-private partnerships (PPP) 2. Rethink talent strategies 3. Become radically proactive about security and emerging technologies 4. Re-assess ROI expectations WRITTEN BY Current Country: United States RESEARCH REPORT Leading practices for onshoring semiconductor manufacturing 5-MINUTE READ August 23, 2023 Many

semiconductor companies are in the early stages of onshoring their fab (fabrication plant) operations supported by government incentives, notably the $52 billion U.S Chips and Science Act and the €43 billion European Chips Act. These investments highlight the demand to further the industry, increase supply chain resiliency and promote national security. Taking these developments into account, we interviewed industry executives to learn about the state of onshoring and challenges that were impacting their manufacturing strategy. Each interview offered insights and examples of success for companies to build, run and optimize fabs. Billions are flowing from the government and industry into the market. Regardless of government action, capital expenditures in the semiconductor industry are driven by demand and technology innovation. Public-Private partnerships could reduce potential confusion and create proactive engagement with local and federal government officials. These relationships creates a dialogue that can help manufacturers stay ahead of unfolding deadlines and requests during the infrastructure development. It's hard to invest in manufacturing, but since the government is covering a lot of expenses, it's money on the table. If you don't take it now, competitors will take it first Director of Product Marketing - Analog Devices The need for talent is as critical as the fab's physical construction. The demand is deep, but the pool of available talent is shallow. Executive interviews hinted on a reoccurring theme that geodiversity hiring could help companies build their talent pipeline. Once staffed, companies could address long-term delays and on-boarding challenges by deploying more automation. The strategy focuses on automating operational efficiencies and training the right talent to work hand-in-hand with technology to run the fabs as efficiently as possible. 34% of workers are very confident that that their skills will be of use and value in 3-5 years. 56% of high tech innovators plan to increase their investment in emerging technologies to automate certain tasks on the manufacturing floor. 28% less than a third (28%) of STEM-educated workers were working in a STEM job. Security in fabs is not just about securing the equipment and physical building, but also securing the technologies used to operate the manufacturing and also the IP of the product. To be proactive with security, companies should be deliberate in their actions to develop a holistic analytical approach to the full environment. There is a trend of executives expressing an emphasis on advanced technologies and capabilities to improve inputs and outputs. A repeat technology mentioned from interviews was metaverse and the exponential improvements of building a factory floor and to run their operations remotely. The time frame from planning to launch is tightened as new talent, change management and introducing new partners adds complexity. These factors can decrease time, increase projected costs and impact projected ROI. A clear roadmap with the right level of stakeholder engagement creates the capability to manage ROI expectations in a collaborate way. Short-term profitability depends on whether the investment plan and business plan five years ago have progressed smoothly. We recognize that it is nothing more than an instantaneous wind speed in the long-term investment recovery plan. General Manager of the Corporate Strategy Office, Japanese electronic parts manufacturer Timothy Chu Managing Director – Strategy & Consulting, Semiconductor Matthew Haggerty Manager – Research, High Tech Lead Andrea Mak Senior Manager – Strategy & Consulting Michael Kurniawan

Cutting through the noise in consumer experience

----- Arcticle source ----- https://www.accenture.com/us-en/insights/consulting/consumer-goods-cutting-through-noise ----- Why? Decision stress. Generative AI presents an opportunity to cut through the noise. Consumer goods executives already see generative AI as a key investment Early movers in generative AI have a strong advantage And they will reap the benefits Early movers are already reinventing consumer journeys Ultimately, companies that empower consumers with simpler experiences will drive loyalty and breakthrough growth. Consumers are walking away There is an endless stream of noise Causing decision stress across the purchase funnel In store, products fail the shelf test Online, there's too much information The result? They lack confidence in both big and small buying decisions What's most surprising is the relative confidence consumers have in purchasing different categories of products. The good news – consumers are open to using generative AI to support decision-making Three practical use cases for generative AI Curated experiences Generative AI advisors Generative AI agents Discovery Conversion Loyalty Current Country: United States June 6, 2024 Consumers feel overwhelmed by purchase decisions. Find out why they're stressed and how you can cut through the noise. 74% of consumers abandoned their shopping baskets in the last three months simply because they felt bombarded by content, overwhelmed by choice and frustrated by the amount of effort they need to put in to making decisions. The noise from an endless stream of choices, claims, recommendations, messages and ads creates decision stress and increases the time and effort required to make a purchase decision. 75% feel bombarded by advertising 73% are overwhelmed by too many product options 71% get confused by the different terminology use to explain features or benefits What a consumer buys influences where they feel decision stress across the purchase journey. Consumers find it difficult to get the information they need in store. They struggle to understand and evaluate a brand's attributes like promises on effectiveness, health and sustainability. While consumers are rarely served the right information in store, digital channels have the opposite challenge. Online, many brands provide a tidal wave of information and opinions that most people find overwhelming. 71% either see no improvement or feel decision-making is getting harder compared with three years ago 56% say that in the last three years it has become more important that they make the 'right' purchase decision Whether it's using generative AI advisors to provide recommendations or using generative AI agents to make purchase decisions autonomously on their behalf, consumers are ready to be empowered. Challenge: Bombarded by advertising, confused by terminology, and/or overwhelmed by options. May also face high workload involved in researching potential choice. Opportunity: Use generative AI, AI and other technologies to anticipate an individual's needs, deliver targeted content and make hyper-transparent recommendations accordingly. Challenge:

Generic chat bots with limited ability to tailor advice to specific needs. 'Personal touch' from real-life advisors only where accessible. Opportunity: Fast track the discovery process, showcase the options, and deliver expert, personalized advice be it through an AI persona or real-life employee interactions. Challenge: Static subscription services add to the workload because they are cumbersome to adapt when changes inevitably need to be made. Opportunity: Act as a consumer's personal assistant; capable of taking on complex decisions and actioning them autonomously in order to reduce the mental and physical effort required to make decisions. They are most likely to view generative AI as a key lever in their reinvention strategy. 3.7x Early movers are 3.7x more likely to use generative AI to identify new and unmet consumer needs.* 5.6x Early movers are 5.6x more likely to believe that generative AI can bring radical innovation to marketing.* 50% Consumers who feel the least decision stress are half as likely to walk away from purchases as those who feel the most.** 25% Consumers who feel the least decision stress are 25% more likely to have a positive opinion of a brand or company and are more likely to buy again than those who feel the most.** 25% Higher revenues after five years than companies that focused only on productivity when they apply generative AI to customer-related initiatives.* 80% Reduction in data processing time, resulting in getting new products and services to market 40% faster.* Google's 'MoodFood' can offer up recipes that are attuned to how a user feels. Rather than starting with ingredients like a traditional recipe generator might, the generative AI powered 'food therapist' can make suggestions based on the type of day a user is having, or the thoughts weighing on their mind. In doing so, it provides a more human approach to product discovery that taps into the needs and emotions that consumers have when deciding what to eat. It is currently available as an open-sourced template to support the development of new types of experiences. Alcoholic beverage company Brown-Forman Corporation is using AI to shift consumer messages on product display pages across its brand portfolio. To win the digital shelf, the company aligns the messages it shows to each stage of the purchasing journey. As consumers get closer to the cart, these brand-led, creative messages become more functional, providing the information consumers need to complete their purchases with ease. In its aim to create personalized beauty experiences for every individual consumer, Shiseido has integrated online and offline consumer data history and is using it to deliver personalized social content – making it easier and faster for consumers to learn about trends, access personalized services and buy their favourite products. *Source: Accenture, Generative AI for customer growth, 2024 **Comparison of the 25% of consumers with the lowest levels of decision stress vs. the 25% of consumers with the highest levels of decision stress as calculated by the Decision Stress Index © 2024 Accenture. All Rights Reserved. =====================

Scaling sustainability solutions in fashion

In brief Sustainability across the fashion value chain: a paradigm shift Reimagining nine nodes for ecosystem transformation The new business as usual playbook Hear about the playbook in action WRITTEN BY Current Country: United States RESEARCH REPORT The 2024 playbook reimagines sustainability integration across the fashion value chain 10-MINUTE READ May 6, 2024 Our 2024 Scaling Sustainability Solutions in Fashion playbook flips the sustainability narrative on its head. Instead of focusing solely on traditional environmental, social and governance (ESG) impacts, retail leaders will reshape the industry by embedding sustainability throughout enterprise functions. Breaking down silos and integrating business operations with sustainability can lead to significant progress. This approach catalyzes business profitability, social responsibility, and environmental resilience. This year's playbook looks at nine nodes across the fashion value chain, from financial and business planning all the way through to marketing and communications, to help functional teams understand sustainability challenges and profitability. Fashion holds immense global power. Regardless of one's position within the business, there is a remarkable opportunity – and responsibility – to drive positive change. The question is, what to do differently? The possibilities are endless. Sustainability must be a priority across all aspects of every organization. It isn't the sole responsibility of the 'ESG department' or sustainability teams. James Fallon / Editorial Director, Women's Wear Daily The 2024 playbook is designed to help fashion leaders across the boardroom embed sustainability at the core of their operations and make a meaningful impact on both business and sustainability goals. For each of these nine value chain nodes, our playbook outlines the opportunity, two big ideas to drive impact, and starter prompts to guide actionable next steps in your journey. Insights into the functional levers for action, KPIs, and corresponding areas of impact across the business. Inspiration on how partnering across functions and sustainability can drive progress in business KPIs and sustainability impact. Starter prompts to explore more innovative and disruptive opportunities, related organizations, and regulatory considerations. Cara Smyth, Accenture Retail Sustainability Lead, discusses the impact of scaling sustainability solutions in fashion. The Women's Wear Daily (WWD) Sustainability Summit 2024 launched Accenture's playbook on Scaling Sustainability Solutions in Fashion, offering a new roadmap for integrating sustainability across fashion's value chain. Watch this video clip to hear how merging sustainability with core business strategies enhances both environmental goals and financial performance. Cara Smyth Senior Managing Director – ESG Retail Frank Zambrelli Managing Director – ESG Retail ====================

Strategy at the pace of technology

In brief Welcome back strategy. You've changed Leveraging technology to shape and inform business strategy Tech-forward companies are outperforming their peers A strong digital core is vital Tech-forward companies differ in two fundamental ways Key takeaways for CEOs WRITTEN BY Current Country: United States RESEARCH REPORT Reinventing business strategy to harness technology acceleration. 5-MINUTE READ July 26, 2023 Remember when business strategy development was a linear process, conducted annually or maybe bi-annually? When a five-year plan could serve a company well, and business leaders could manage volatility by making minor adaptations in execution? When the main questions facing strategists were why to change, where (and where not) to play, and when to make the next move? No longer. Today, against a backdrop of volatility, the when is now. And that shifts the imperative of business strategy from a why-where-when focus, to why-where-how. Hard choices have to be made in days not months, so the gap between "where to play" and "how to win" has closed. Leaders now need to adjust their business strategy in real-time, which is something that's only possible when strategy development and decisions are both informed by and delivered through technology. Companies that don't take a why-where-how approach today risk falling behind. While strategy is still about making hard choices—that aspect hasn't changed—Technology is increasing the complexity and speed of business strategy. Separating noise from relevance is hard. A cohort of leaders are outperforming their peers by using tech to both inform and execute on their strategy. According to Accenture's recent research, only 21% of companies have advanced their strategy development to integrate technology in a meaningful way. These companies can be described as tech-forward. Those in this small group treat technology as a critical input to shaping business strategy, in real-time, all the time. They use tech to broaden the number and type of strategic options to consider, enabling their companies to institute new business models, enter new markets or create entirely new businesses at speed. For this work, we studied 1,600 global companies across nine countries and 18 industries to examine the role technology plays in their strategy development. As one dimension of this, we also analyzed input directly from more than 600 CEOs. 21% of companies are leveraging technology to shape business strategy This means, however, that there's an almost four in five chance (79%) that your company's approach to strategy isn't keeping up. If your company is in this large group, the stumbling block may be the way you and your leadership team think (or limit your thinking) about technology. Consider: You expect your executive team to demonstrate a comprehensive understanding of your products and customers, your business model, and your balance sheet. There should be a similar expectation that those same executives have an equally fluent understanding of technology and its potential for your business. Yet that's not the case at many companies. If your company isn't like most businesses, then it's part of the 21% that are fully integrating technology into their strategy development. The tech-forward group also stands out on performance. Before and during the pandemic, these companies were 2.3 times more likely to outperform peers in terms of

revenue growth and return on invested capital (ROIC). They also represent a higher proportion (1.3X) of resilient companies—by continually "adapting their ability to adapt" and performed better on ESG metrics (See chart below.) Interestingly, these companies aren't necessarily concentrated in tech or tech-producing sectors. They are well represented across a range of industries including insurance, media, entertainment, communication, capital markets, retail and life sciences. In fact, 13 of 16 industries have at least 15% tech-forward companies across their sample. That's remarkable considering the sources of competition, regulations, and technology potential differ dramatically from industry to industry (see chart below). To achieve strategy at the pace of technology, business leaders need to consider the aggregate potential of their tech investments. This means building a strong foundational digital core—integrating cloud, data, AI, and other advanced technologies—to support interoperability among various systems and break down information siloes. With that core in place, a company's leaders are better able to move with agility, adapting their strategy and their business to new challenges and opportunities. Without it, companies aren't well positioned to take advantage of the speed with which technologies, including generative and other forms of AI, are impacting their business. The good news is that there is plenty of running room for other companies to adapt the tenets of what today's tech-forward companies are doing and realize the advantages of doing so. Closing the tech-fluency gap and raising the bar for senior tech executives The first area in which leading companies stand out is that tech-forward businesses have made great advances in closing the "tech-fluency" gap of non-technology senior executives. As a result, their CEOs are highly tech-savvy and they are surrounded by other C-suite executives who are also strong tech-minded champions and supporters. Seventy-five percent of tech-forward companies report having both a tech-fluent CEO and tech-fluent C-suite executives— nearly 20% more than other organizations. As a result, it means tech-forward companies simply leverage technology differently. They're laser focused on using tech to grow and innovate and are better at capitalizing ongoing technology efforts to inform strategy development. 75% of tech-forward companies report having both a tech-fluent CEO and a tech-fluent C-suite executives. The companies that are tech-forward have raised the bar for senior tech leaders, calling on them to distinguish relevance from noise. They can speak with confidence about how nascent technologies, such as generative AI recently, relate to the company's current strategy and strategic alternatives. Companies that have adopted a tech-forward mindset also stand out in their approach to strategy development. Driven by the exponential speed of technology change and disruption, tech-forward companies re-evaluate and adjust strategic choices continuously based on changing external forces. They dynamically test opportunities on new pathways for growth in the nascent stages of several potential S-curves, sometimes simultaneously. These could be within their industry, in a new, blurred-boundary market, or in a different industry all together, driven by the technology they can readily leverage. To support accelerated cycles, tech-forward companies have stepped away from tying their business strategy to a rigid multi-year capital allocation. In fact, 73% said they reallocate resources dynamically and as needed. They have effectively moved from a 'set-and-forget' strategy with long execution programs to one that focuses on continually re-evaluating their strategic choices and

adjusting execution efforts. This doesn't mean changing strategic direction every two minutes. It does mean that companies are simultaneously finding themselves at different stages of S-curves. And their inherent understanding of where innovation is taking them, allows them to sharpen their strategy, pushing against the boundaries of what they once thought was possible. C-suite dynamics Strategy makes sense of the business landscape, of the choices in front of us, of the changing world. It always has. Adapting a business strategy that's informed by, delivered through, and able to adjust in real time to changes because of technology, does exactly that for today's world. Muqsit Ashraf Group Chief Executive – Strategy Rachel Barton Senior Managing Director, Strategy Lead – Private Equity Olivier Schunck Thought Leadership Principal Director – Accenture Research Bill Theofilou Strategy Advisor © 2024 Accenture. All Rights Reserved.
===================== ----- Arcticle source ----- https://www.accenture.com/us-en/insights/what-is-data ----- What is data? What you need to know What's the magic behind data modernization? How does data empower organizations? What else? Get Foresight on the go Data is raw, unprocessed information that can take various forms, such as numbers, text, images, audio and video. What is the difference between traditional data and big data? Challenges and limitations Why is there so much buzz surrounding data? Data terms to know Capabilities for generative AI Current Country: United States Data can be structured, like entries in a database with predefined formats, or unstructured, like free-flowing text and multimedia content. Data is essential to optimize modern technology such as artificial intelligence (AI) and generative AI systems, which are swiftly transforming the way we work and do business. That's where your proprietary data and unique processes become key to maximizing the value you get from AI and driving business reinvention. Data and AI are closely connected: AI systems use data to learn, predict and create content. The cloud is essential as it offers the scalable infrastructure needed to handle large data volumes and run AI models effectively. This combination improves organizational abilities, enabling advanced data services and management. A well-planned data strategy is crucial for maximizing the benefits of data and AI. It involves aligning data activities with business goals and ensuring the organization can manage and utilize data effectively, without being hindered by its volume or complexity. Traditional data generally consists of smaller, structured data sets that can be efficiently handled and analyzed using standard database management tools. In contrast, big data refers to vast, complex data sets that are challenging to process and analyze. These require sophisticated approaches, including AI and cloud technologies, to manage effectively. Data modernization requires upgrading systems to use newer technologies like cloud computing and AI. This update helps organizations improve data quality, speed up insights and make better decisions by breaking down barriers between different sets of data. Data helps organizations by improving their efficiency, flexibility and ability to innovate. Using data effectively, along with AI and cloud technologies, aids in daily decision-making and supports the creation of new products and services. This gives organizations a competitive advantage in the market. Managing data presents several challenges, including protecting privacy and security, integrating data from different sources and maintaining data quality. As the amount and type of data increases, organizations also need to expand their infrastructure and capabilities, which can require significant

resources. of CXOs say data readiness is the top challenge with applying generative AI. The excitement around data stems from its power to drive a competitive edge. The sheer amount and types of enterprise data have grown exponentially over the past years. Now, with generative AI, companies are sitting on a goldmine of potential value. With the right data strategy and readiness, companies can unlock new opportunities to innovate and differentiate. By 2025, the world is expected to generate 7 petabytes of data per second, up from 2.7 petabytes per second in 2021. The process of handling and organizing the data an organization creates and collects. Extremely large data sets that can be analyzed to uncover patterns, trends and connections. Tools that help with handling, analyzing and visualizing data. Refers to information that lacks a specific format or organization, such as free-flowing text or video. Refers to information organized in a predefined format, allowing easy access, processing and analysis by automated systems. Artificial data that is created by computer programs or simulations, used to train machine learning models. Management of the availability, usability, integrity and security of the data used in an organization. Upgrading data systems to newer, more efficient platforms. The infrastructure (frameworks, capabilities, tools and services) required to efficiently and effectively store, process, manage and serve data. The methods of productizing data so that an organization's people can consume and use it with gen AI tools. A data supply chain is founded on a secure, cloud-based infrastructure. In the age of generative AI, understanding the relationship between data, AI and the cloud is crucial for modern businesses. Proper data management helps turn big data and unstructured data into valuable insights. Generative AI can create synthetic data to fill gaps and support data strategies. This includes making sure data is ready, managing data migration and updating systems with strong data platforms. Treating data as a product and investing in a solid data foundation helps companies improve their data processes, promote collaboration and drive business value. Build a modern data foundation, ready your data for consumption and update data operations to achieve speed, scale and reinvention. Generative AI adoption can transform business—unleashing a new wave of human creativity and productivity while delivering competitive advantage. Take intentional steps to operationalize responsible AI enterprise-wide, to create value, build trust and protect your company from risk. Download the Accenture Foresight app to read, watch, or listen to our best thinking - and join our exclusive "Foresight in 15" live digital events for quick takes on big ideas.
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Accenture Technology Vision for Oracle 2021

----- Arcticle source ----- https://www.accenture.com/us-en/insights/technology/oracle-technology-vision-2021 ----- In brief Focusing on five key tech trends Turning vision into value About the Authors Contributors Meet the team Get the essentials Related capabilities Trend 1 | Stack Strategically: Architecting a Better Future Trend 2 | Mirrored World: The

Power of Massive, Intelligent, Digital Twins Trend 3 | I, Technologist: The Democratization of Technology Trend 4 | Anywhere, Everywhere: Bring Your Own Environment Trend 5 | From Me to We: A Multiparty System's Path Through Chaos MORE ON THIS TOPIC Samia Tarraf Andrea Cesarini Workplace Accountability Resource Experience The big read Accenture Technology Vision for Oracle 2021 Short on time Printable report version Accenture and Oracle Accenture myConcerto Accenture Labs JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Technology and cultural disruption are incenting today's industry leaders to embrace change. Delivering transformative cloud solutions with perpetual value in alliance with Oracle, we're helping leaders build ethical, sustainable businesses on a solid foundation of trust. The Accenture Technology Vision for Oracle 2021 provides insights into the trends influencing business leaders through our annual research process and how applying them can set you up for inventing your future. In this technology vision, we will share opportunities for value creation and client experiences based on five key trends: New cloud architectures are at the core of innovation today. Accenture can help clients apply an integrated, strategic approach to technology adoption on Oracle Cloud. With its second-generation cloud, Oracle offers a comprehensive cloud application suite running on a true, interconnected cloud infrastructure—with software as a service (SaaS), platform as a service (PaaS) and infrastructure as a service (IaaS). Accenture can help clients establish a strong and comprehensive data foundation to support intelligent digital twins and turn their data into actionable insights. Leveraging Oracle's enterprise applications suite offers an end-to-end, connected ecosystem and single system of record, sharing a common data fabric that spans the front to back office. Oracle can deliver on the value of digital twins with internet of things (IoT) and high-performance computing. Engaging and empowering employees while embracing an inclusive environment is the engine for modern enterprise growth. Accenture can help enable client organizations on Oracle Fusion Cloud Human Capital Management (HCM) to provide a modern, flexible and efficient technology platform for growth. Combining the power of Oracle Cloud HCM with Oracle Analytics Cloud, we can help clients deliver a seamless, personalized experience for employees while increasing their overall engagement, satisfaction and retention. The pandemic prompted a sudden, impactful shift to remote working, opening up a new talent pool with companies recruiting people globally. And both new and existing employees now need to onboard, learn and participate in company trainings as well as securely work from anywhere and everywhere. Accenture can help clients address their remote workforce and recruiting needs for mobility, security, efficient scaling and a consistent user experience with Oracle Cloud HCM. Accenture and digital infrastructure company Equinix can help enterprises accelerate their adoption of Oracle public and hybrid cloud options, including cloud-adjacent deployment and multi-cloud. Through its various partnerships, innovations and solutions, Oracle offers a comprehensive solution for multi-cloud architectures. Oracle is also the first company to offer full capabilities of Oracle Public Cloud at the customer data center via its Oracle Dedicated Region Cloud@Customer offering. Tech is the great multiplier. Business leaders are tech leaders. They know tech-based ecosystems are the foundation for sustainability and growth. Based on our global survey of business and IT execs: 83% agree that their

organization's business and technology strategies are becoming inseparable —even indistinguishable. 89% believe that their organization's ability to generate business value will increasingly be based on the limitations and opportunities of their technology architecture. 90% agree that to be agile and resilient, their organizations need to fast forward their digital transformation with cloud at its core. When we create a sense of community and security with accountability in our business systems, we can expand our opportunities for innovation and greater diversity—of people, thinking and expertise. When we create a sense of community and security with accountability in our business systems, we can expand our opportunities for innovation and greater diversity—of people, thinking and expertise. We can help clients accelerate the path to value through change on Oracle technology with Accenture myConcerto, our insight-driven, digitally integrated platform for enterprise transformation. Accenture myConcerto for Oracle brings together the analytical power, creativity and problem-solving capability—and can help your organization innovate at every stage of your Oracle Cloud journey. Jennifer Bowman Oracle Midwest Market Unit Lead and Oracle Talent & HR Business Lead Laurence Bellenguez Industry Lead – Oracle Business Group, North America Michael Egger Delivery and Sales Excellence – Oracle Business Group, North America Nish Patel Managing Director – Oracle Business Group, North America Szymon Wdowiak Oracle Integrated Platform Lead – Oracle Business Group, EMEA Ivan Škoflic Oracle Integrated Platform Manager – Oracle Business Group, EMEA Tomasz Przybyszewski Data & Analytics Lead – Oracle Business Group, EMEA Accelerating the path to value through change on Oracle technology - Introduces this year's vision, how we are helping change leaders light the way in their industries, building ethical, sustainable businesses on a foundation of trust. View Transcript Building a sustainable future with Oracle is about how today's acceleration to digital is presenting a breakthrough opportunity to create a more sustainable future. View Transcript Human capital management solution Accenture innovated using Oracle Analytics Cloud technology. 30 minute read Get the full report with links to videos and more. 15 minute read Get the full report formatted for printing. Is our digitally integrated platform that orchestrates enterprise transformation with Oracle technologies. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved.
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Agile Amped podcast

----- Arcticle source ----- https://www.accenture.com/us-en/insights/technology/agile-amped-podcast ----- What is Agile Amped? Cloud breaks barriers to agility Pride at Accenture Defining agility in terms of risk Agile amped podcasts Supersizing SAFe at boeing How to dojo Transforming healthcare with business agility How to be forever employable The Spotify model: Don't simply copy paste Emotional self-management for leaders 3 key capabilities for agile leaders Setting up an internal coaching office The rise of business agility A venture capital model for innovation Influencing business strategy with OKRs Why do efforts to change organizations often

fail? JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Agile Amped is dedicated to building a more agile world, one podcast at a time. Subscribe: The Agile Amped podcast shares stories of bringing agility and humanity into the workplace – and beyond. Inspiring and provocative voices speak on topics from technology to business to living change. Agile Amped is dedicated to building a more agile world. Subscribe on Apple Podcast, Spotify or wherever you listen to podcasts. Probably the best source for keeping up with the latest trends in the world of Agile, Lean, and business agility. Adam Burden is Accenture's Chief Software Engineer and a senior managing director leading Technology services for Accenture in North America. In this episode, Burden shares how Cloud helps break barriers to agility. One barrier is legacy systems. While package solutions have become popular in the last few years, Burden says that the "renaissance of custom" today may make it more practical for businesses to customize their legacy systems. The result often is greater agility. "If I want to get more out of Agile, I have to change my culture. And Cloud is … the catalyst that helps to make that happen." Accenture | SolutionsIQ's Alalia Lundy hosts. Learn more Listen on Apple Podcasts View Transcript This special episode celebrates the Pride month of June and features the hosts and producer of Agile Amped as the guests. Alalia Lundy (she/her/hers) is a Business Agility Enablement Manager; William Rowden (he/him/his) is a Business Agility Practice Development Associate Director, and Ryan Keawekāne (he/him/his) is a Marketing Associate Manager. We all work at Accenture and also happen to belong to the LGBTQ+ community. We share our stories of being LGBTQ+ in a business environment, some of the "roses and thorns" of our experience, as well as what we are amped about. Listen on Apple Podcasts View Transcript In his book "Agility: How to Navigate the Unknown and Seize Opportunity in a World of Disruption," Leo Tilman offers a comprehensive definition of the word "agility." According to Tilman and co-author former NORAD commander General Charles Jacoby, agility is "the organizational capacity to detect, assess and respond to environmental changes in ways that are purposeful, decisive and grounded in a will to win." In this episode we unpack the loaded definition and discuss how (tactical) agile practices and mindsets as we know them in the industry fundamentally address risk – and how agility can help address other types of risk in the world including global climate change, nationalism, and populism. Accenture | SolutionsIQ's William Rowden hosts. Listen on Apple Podcasts View Transcript Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved. ======================

Supply chain management

----- Arcticle source ----- https://www.accenture.com/us-en/insights/supply-chain-operations/leader-oracle-supply-chain-idc-marketscape ----- What is supply chain management? Explore our latest insights The future digital supply chain Reinventing supply chains with generative AI The basic components of supply chain management A look at current supply chain sub-disciplines Effective supply chain management strategies Sustainable supply chains Related capabilities Join the team Frequently asked questions

Resiliency in the making Can you see your Scope 3? Supply chain disruption Supply chain control tower - from visibility to value How the cloud boosts supply chain innovation The benefits of supply chain visibility How sustainable supply chains can unlock net zero emissions Ready for a new approach to Supply Chain cyber-risk? Supply chain in the age of generative AI Engineering Planning Sourcing & procurement Inbound logistics Manufacturing Fulfillment & delivery Service management Supply Chain & Operations People of Change What is a successful supply chain? What are the different types of supply chain? What are the main functions of supply chain management? What does a good supply chain look like? What is the future of supply chain? JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Reimagine supply chain as a digital network that operates in perfect harmony, so it's better for people, the business and the planet. Supply Chain Ecosystem Services 2023 Vendor Assessment A supply chain transforms raw materials and components into a finished product that's delivered to a customer. It is made up of a complex network of organizations and activities, such as raw materials suppliers, manufacturers, distributors, retailers and the customer. Supply chain management is the orchestration between these networks comprising procurement, management and storage of raw materials and manufacturing, as well as the moving, delivery, and storing of finished goods and after-market services to create maximum efficiency, lower cost and net value. Supply chains: From linear to network To understand the importance of supply chains management, it's worth first thinking about the importance of a supply chain at its most basic level. Traditional supply chains follow a linear progression. The output of one step is typically the input of the next step. For instance, suppliers must send raw materials to the manufacturer before the products can be made. If there's a problem at any step, the entire linear chain is disrupted. Today's supply chains, however, are more complex than linear models—they're sophisticated supply networks that are more flexible and efficient. This helps meet customer expectations for a wide selection of customized, sustainable products and fast deliveries that meet individuals' specific needs. Turning adversity into advantage for engineering, supply, production and operations. Can you see and act on emissions across all supplier tiers? You can now. Accenture's research and new tools to shed light on Scope 3. Supply chain networks of the future must have resilience and sustainability at their heart. A use-case-driven Supply Chain Control Tower moves companies beyond improved visibility to increase enterprise value. The role of cloud computing in supply chain transformation, helping leaders build resilience & ensure responsible operations. How different types of visibility can help build resilient supply chain networks. Supply chains are now a major part of the CEO's environmental focus to unlock net zero emissions. The supply chain is no longer just an efficient maker and mover of goods; it's now required to be a principal driver of business growth. Resilience is also critical, as future supply chains must manage ongoing disruptions. Sustainability is vital, too, so that supply chains not only address the concerns of investors, board members and governments, but also make a positive contribution to society through achieving zero waste, building circular processes and building trust. Why? Disruption is the new reality. Technology is advancing. Customer demands are evolving. Complexity and uncertainty are increasing risk. Supply chain management is key to solving this conundrum—and it touches everyone, everywhere. We

explain how CEOs and supply chain leaders can leverage digital capabilities to manage cybersecurity risk in new ways. Being more efficient throughout the supply chain and delivering goods for customers needn't come at the expense of the planet or get in the way of good governance. On the contrary, in fact. Effective supply chain management can and should put sustainability at its core. It's not just the more responsible thing to do; it's what customers want. They also expect companies to protect people through enhanced human rights efforts. Accenture's Human Rights Due Diligence Tool helps companies identify and assess risks in sourcing and production, as well as visualise risks by country and site. Technologies like this, across all aspects of ESG, ensure that companies are held accountable. Companies can no longer fall back on the "we didn't know" defense, and should instead focus their attention in creating a business model that not only delivers products customers need, but produces them in the manner customers expect. Intelligent supply chains are built on digital technologies, including Cloud, data and artificial intelligence (AI). They enable companies to implement supply chain strategy and achieve three key outcomes: These outcomes are important to business, society and the planet. To achieve them, companies must build intelligent supply chains that bring humans and machines together. And this all starts with effective supply chain management. Generative AI is one of the biggest breakthroughs in AI's history. Signifying a new era of enterprise intelligence, it holds out huge promise for supply chains in every industry. That's because, combined with analytics capabilities, it puts new kinds of hyper-intelligence into the hands of supply chain professionals, dramatically amplifying what they can achieve. As humans working with generative AI "colleagues" become the norm, every role in every supply chain has the potential to be transformed. From advising on vendor selection to introducing new speed and creativity to product design, and from accelerating onboarding of supply chain partners to transforming customer service interactions and introducing new sustainability to E2E operations, one thing is clear: generative AI 's arrival means supply chains will never be the same again.   To secure future competitive advantage, now is the time for supply chain leaders to understand and begin to adopt this breakthrough technology. Turning promise into performance Supply chains vary by company and industry. But at their core, they comprise several interdependent disciplines and, at a high level, commonly contain seven basic components: From Engineering to Service Management, each area's output is the input to the next—each link relies on the others to form a strong supply chain. For example, Sales and Operations Planning can provide real-time sales results to inform product innovation that drives repeat business. In addition, Procurement must source and buy the right parts and get them to the right plant in time to meet production schedules. And products must be made and shipped on time to ensure that customers get what they want, when they were promised. Intelligent supply networks are similar, but they have one key difference: They leverage digital tools and technologies to optimize the supply chain and provide visibility across the ecosystem to deliver deeper insights and greater value, more quickly. This shift has a knock-on impact on the seven core components of supply chain management, and the skills that each requires. This shift has a knock-on impact on the seven core components of supply chain management, and the skills that each requires. This shift has a knock-on impact on the seven core components of supply

chain management, and the skills that each requires. Scaling AI in the supply chain Each discipline within supply chain management must transform to meet the needs of the future. That's not just our opinion—it's what supply chain executives told us as part of our Accenture Technology Vision 2021 research, which explored technology trends. Engineering drives the ideation, design and development of a new product or service. In the future, AI and cloud technologies will help engineers innovate using new capabilities, automate deployment and testing for faster product launches, and will connect with the business to optimize functions. Today's planners determine how to get the right product or service at the right place and time to meet demand. Tomorrow, algorithms will make most day-to-day planning decisions. A digital twin can optimize outcomes based on different variables. Data and AI will provide insights into what's happening in the supply chain to react efficiently. In order to acquire the goods and services for finished products, procurement teams will need entrepreneurial, collaborative and analytical skills to build relationships with ecosystem partners to select supplies that provide transparency into supply sources and practices. They'll also need to use digital technologies to solve problems. AI and cloud technologies will transform logistics to provide real-time visibility and optimize decision-making for more efficient movement of raw or finished goods from supplier to factory, warehouse or store. Factory managers will have a wealth of information from advanced AI and algorithms, coupled with sensors across manufacturing facilities. They'll need to be extremely adept at using this data to make the right decisions. Read more: case study. AI and cloud technologies will allow companies to offer true omnichannel fulfillment of orders to customers. This will enable customers to buy anytime, anywhere, with dynamic delivery options. Rather than being reactive in supplying parts and personnel, companies will have AI and cloud technologies that enable them to make real-time decisions about product support, decrease resolution times and improve service performance and profitability. Right now, many companies' supply chains are built on dated, legacy technologies. They can't support end-to-end visibility or real-time decision-making, meaning they struggle to deliver strategic business value. They're essentially analog machines trying to solve problems in a digital world. The result? Slow response times, waste, conflicting priorities between functions, delays and rigidity. What's more, companies struggle to meet increasingly granular customer needs. Furthermore, traditional supply chain organizations usually focus on optimizing a particular aspect of the supply chain—not all of it. Instead, organizations should share data across silos and optimize along the entire value chain. Digital transformation of supply chains To address these challenges, companies should create intelligent supply chains based on data, analytics and AI. These, along with digital twins, are among the top technologies that supply chain executives are looking to deploy in their organization. Enabling and optimizing them all, however, starts with the cloud. Operating in the cloud is critical because it allows companies to process huge amounts of data—from virtually unlimited sources across the entire supply chain—at speeds and volumes never before possible. Deeper analysis of more data, faster, means developing critical business insights and smarter decision making. This includes gaining the ability to reconfigure how people work, and gaining the agility to respond quickly to new insights that the data generates. Along with being more powerful, simple and flexible, the cloud is also more affordable. This opens

up endless possibilities for improving and optimizing the supply chain, particularly in terms of building in resilience and ensuring responsible operations. There are additional benefits, too. When companies transform their supply chain organization, the focus shifts from driving profitability to delivering value across growth, sustainability and trust. Along with driving profits, the supply chain becomes instrumental in positively impacting the planet and society alike. Digital technologies and data lay the foundation to make supply chains customer-centric, service-oriented, self-learning, intelligent and agile. There are five keys to executing an effective intelligent supply chain strategy: New technology means big changes to existing supply chain roles New technology means big changes to existing supply chain roles Supply chains generate around 60% of all carbon emissions globally. Companies that are serious about sustainability are working hard to make their supply chain networks more responsible and resilient. There are many opportunities to increase supply chain sustainability, including: Greenhouse gas (GHG) emissions are categorized into one of three different scopes. Scope 1 involves GHG emissions directly from an organization's owned sources; scope 2 involves indirect GHG emissions; scope 3 emissions are caused by an organization's value chain, but not owned by the organization. Reducing carbon emissions can occur all the way through the supply chain. Matias Pollmann-Larsen discusses how resiliency, sustainability, and visibility are the focus of their latest United Nations Global Company CEO Study and its incredible findings. Cloud is one of the core ways to create supply chain sustainability and responsibility—but also creation of a resilient supply chain. The cloud enables companies to efficiently process huge volumes of data, they can also use new technologies to reduce their environmental impact, boost efficiency, improve compliance, mitigate risk and maintain efficiency even amidst global disruption. Internet of Things (IoT) and blockchain are examples of cloud-based technologies that can help optimize the supply chain by avoiding overproduction, minimizing shipping distances, maximizing sell-through and managing returns more efficiently. Companies can connect their products, too. This paves the way for the use of a wide range of circular business models including rental, re-commerce of used goods and product-as-a-service. It's a great way for companies to infuse greater sustainability and trust into their businesses. Leading companies are taking greater responsibility for what's happening at the end of the supply chain. This means looking at what customers do with products and packaging when they've finished with them. Some businesses are creating formal takeback programs, whereby people can send back products at the end of their lifecycle so the materials can be transformed into new, useful products. But taking transformative steps toward circularity isn't solely about responsibility; it's about creating new opportunities for competitiveness and sustainable prosperity. Helping customers reduce their environmental impact has several knock-on benefits, including a boost in customer loyalty, increased sales, a competitive advantage and reduced materials costs. The key is using circular economy principles, in which manufacturers are responsible for their products throughout the lifecycle, to help supply chains address resource scarcity and rising demand for sustainable goods. We help clients create enduring change by reimagining tomorrow's supply networks to positively impact business, society and the planet. VIEW OUR CAPABILITIES Meet several of our supply chain leaders from around the world. There's never been a better time than now to help

solve business and national issues and be part of supply chain transformations. Learn more. Successful supply chain leaders can better anticipate and adjust to shifts and disruptions in the market. They maintain high levels of customer satisfaction because they have a holistic view of their service levels, are sustainable, are responsible and create trust through data that helps generate actionable, predictive insights. Once companies migrate their systems and applications, and gain the ability to process massive and diverse data sets from across all functions, they quickly experience the erosion of organizational silos as data is shared and acted upon more intelligently and with greater speed and accuracy. Companies can become even more informed by using technology to build digital twins of their supply chains. These virtual supply chains allow companies to model and simulate disruptions or changes, as well as identify ways to improve supply chain performance before implementing those changes in the physical world. There are two types of supply chains: Reactive and Data-Driven. Reactive supply chains make operational improvements based on guesswork or imitating competitors. A Data-Driven approach, however, helps every function within the supply chain, including even best-in-class manufacturing operations find new ways to improve efficiency. Supply chain management involves five main functions: engineering, planning, sourcing, fulfillment, manufacturing and aftermarket services. For example, supply chain management helps ensure vaccines are manufactured and delivered safely and on time. It helps retailers maintain adequate stock levels of critical supplies. It directs recyclable products to the right facilities instead of landfills. It enables the ability to feed billions of people around the world. When supply chain management is truly effective and optimized for flexibility and efficiency, it makes coping with uncertainty and responding rapidly to ever-changing demands less of a challenge, and more "business as usual." The characteristics of a good supply chain are visibility, cost reduction, growth/value, responsible/sustainable business management, manage enterprise and a digital core. Through 2024, 50% of supply chain organizations will invest in applications that support artificial intelligence and advanced analytics capabilities, and run with cloud computing. The COVID-19 pandemic amplified the need for supply chain organizations to seek tools that help them make better and more informed decisions, faster. New digital supply chains will be based on a flexible, asset-light model that places customers firmly at the center so they can anticipate and withstand disruption, as well as support environmental, social, governance and other sustainability practices. Companies will be able to serve diverse customer segments through multiple agile and responsive supply chains based on a network of shared assets. Ecosystems partners and digital technologies will be at the heart of this shift in supply chain planning, all the way through to aftermarket services. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. Visit our Subscription and Preference Center © 2024 Accenture. All Rights Reserved. =====================

Human-centered R&D for Medical Technology

Enter . . . Design Thinking and Design Doing Ready, set . . . Ideate. Plan. Develop. Proving the value: Two cases in point About the Authors Related capabilities Ideate Plan Develop MORE ON THIS TOPIC Medical Technology R&D Accenture Labs JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Explosive population growth. Aging populations. Inadequate access to quality healthcare in the poorest parts of the world. Medical technologies that aren't getting the job done. To tackle these challenges, medical-device makers will have to take a whole new approach to innovation. R&D in this space is no longer just about tweaking existing products to make incremental improvements. It's about creating breakthrough devices that no one could imagine previously. These devices will reinvent how healthcare is delivered and generate unprecedented new value for patients, providers, and payers alike—including: How will all this happen? Next-generation medical devices will be designed and developed "from the outside in"—with users' needs and experiences top of mind for R&D teams—not only "from the inside out," with scientific advancements in product components as the primary focus. We call it context-driven development. It hinges on R&D approaches called Design Thinking and Design Doing. And among progressive device makers today, it's replacing classic waterfall development as the wellspring for innovation. It's about creating breakthrough devices that no one could imagine previously It's about creating breakthrough devices that no one could imagine previously Design Thinking is a human-centered approach to solving complex, ill-defined problems. Multidisciplinary teams come together to conceive of new products, solutions, and business processes—asking questions like: Then, through Design Doing, a diverse team comprising designers, software developers, and hardware engineers quickly develops functional prototypes. Team members test "thin slices"—simple elements of the device's functionality that could be valuable and could potentially be released to production, such as a specific device feature—with real users. Then they draw on users' feedback to prove or disprove the device's value, and they iterate as needed to bring the most promising solutions to market. Result? Faster speed to value. And products that score user centricity and a resounding success in the marketplace—by challenging the status quo and, even better, by creating something entirely new. To get the most from their traditional plus context-driven innovation efforts, medical-device companies will need to embed Design Thinking and Design Doing in their existing R&D processes. That's not easy. But some savvy tactics—tailored to the ideating, planning and development phases of innovation—can help. Bring together experts in "emotional engineering," "intelligent engineering" and "technology engineering." Allocate R&D funds using a venture-capital mindset—funding shorter time periods of a larger portfolio of ideas. In addition to traditional "milestones," define "yardstones"—frequent, user-focused reviews of individual "thin slices" of a device in development. Accenture has partnered with medical-device makers to help them

incorporate Design Thinking and Design Doing into their R&D processes. These projects have led to breakthrough innovations that create new value not just for the companies but also for patients, technicians, and other healthcare stakeholders. A few examples: Learn how medical-device makers will have to take a whole new approach to innovation. Dr. Stefan Kalla Managing Director – Consulting, Life Sciences, MedTech R&D Thomas Burchard Director – Life Sciences, MedTech, Product X.O FLORIS PROVOOST Associate Director – Innovation at What If!, Life Sciences STEVE YAFFE Expert MedTech – Product X.O Working with Medical Technology companies to develop solutions across the patient's entire healthcare journey Helping speed & improve R&D to deliver better outcomes Shaping the future with breakthrough technologies Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved.
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Humanizing healthcare

----- Arcticle source ----- https://www.accenture.com/us-en/insights/health/elevating-patient-experience-growth ----- People expect intuitive access to their healthcare and personalized experiences. Leaders that reinvent to create easy access and engaging experiences will stay resilient while delivering better outcomes. How to reinvent health What's trending in health Partners in change Awards and recognition Our leaders Health careers Healthcare now Prioritize cyber resiliency to protect your patients' data and health Prioritize cyber resiliency to protect your patients' data and health Expand care access, bolster security and improve outcomes with a digital core Expand care access, bolster security and improve outcomes with a digital core Deliver better patient outcomes with secure, reliable, accessible records Deliver better patient outcomes with secure, reliable, accessible records Equip clinicians with the tools and time to deliver better patient outcomes Equip clinicians with the tools and time to deliver better patient outcomes How AI can drive more equitable health outcomes How AI can drive more equitable health outcomes Improve patient experiences to improve health outcomes and drive loyalty Improve patient experiences to improve health outcomes and drive loyalty Combat worker shortages and increasing costs with technology and operations Combat worker shortages and increasing costs with technology and operations Segments we support Overall leader in Everest Group Healthcare Data & Analytics Top leader Healthcare Provider digital services Everest Leader in Healthcare Payer digital services Everest Highest leader in the Everest Group Healthcare Industry Cloud Services PEAK Matrix ® Assessment 2024 Rich Birhanzel Steve Savas Kaveh Safavi, MD, JD Michael Zettel Kristin Ficery Current Country: United States We are excited to announce our sponsorship at HLTH 2024, October 20–23 at the Venetian Expo Center in Las Vegas. 85% of CEOs and 79% of health system leaders see substantial or transformative change ahead 1.82x increase in home and virtual care expected by health executives over the next decade 13M the projected shortage of nurses by 2030 according to the International Council of Nurses 70% of healthcare workers' tasks in the US could be redesigned by technology augmentation

or automation Stabilize the workforce to deliver better experiences and outcomes by bringing together technology and humans to rethink care delivery. Mega mergers, digital disruption, new competitors…it's all disrupting payers. Use advanced technologies to speed change, retain and attract talent, redefine work and innovate. Use data-driven insights to deliver outcomes for national, state and local communities affordably, efficiently and with equity. CCS is reinventing its approach to patient care with an AI-powered predictive analytics model that improves adherence to treatment among targeted, high-risk patients by as much as 50%. Five imperatives the C-suite must address to reinvent in the age of generative AI. We outline factors to help healthcare providers and payers deliver the digital health experiences that people expect to promote patient loyalty. Through growth and talent strategies, Accenture helped PruittHealth navigate the pandemic's challenges, enhancing senior care access and improving its financial outcomes. Addressing the clinician shortage for the long term requires continuous, dynamic reinvention to reimagine work and the workforce. Four imperatives that health leaders need to prioritize. The nursing shortage is a global health emergency. By reinventing care delivery using nurse talent and technology, we can solve this critical challenge. With innovations like ChatGPT dominating headlines, the world is waking up to the transformative potential of generative AI. Find out how AI working side-by-side with people will impact science, business and society itself. Cyber transformers are excelling at both business resilience and business outcomes—with high-performing cybersecurity propelling their digital transformations forward. The four trends in the Accenture Digital Health Technology Vision show how technology innovations are shaping healthcare experiences of the future. Unlock end-to-end value through insights and accelerated digital transformation with Oracle cloud and enterprise solutions. The largest global Microsoft practice. Eighteen-time Microsoft Global Alliance SI Partner of the Year. Powered by Avanade. Runs on Microsoft. Reimagining human experiences that reignite growth and accelerate the path to value. Accenture recognized for strategic acquisitions, and focus on analytics, cloud and AI technologies to drive digital transformation for Payer organizations. Accenture scored higher than all competitors in both Market Impact and Vision & Capability for its ability to drive digital transformation across the healthcare provider value chain, including patient engagement, care management, financials and network management. Accenture recognized for strategic acquisitions, and focus on analytics, cloud and AI technologies to drive digital transformation for Payer organizations. Among 34 IT services providers assessed on their cloud services capabilities, Accenture is the highest leader on both the Market Impact axis and the Vision and Capability axis. Senior Managing Director – Global Health Lead Managing Director – Strategy & Consulting, Health Lead, North America Senior Managing Director – Consulting Global Health Senior Managing Director - EMEA Health Industry Lead Senior Managing Director – Global Health Strategy Lead Humanize healthcare: harness the power of technology and human ingenuity to improve access, experience and outcomes. © 2024 Accenture. All Rights Reserved.
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Creating an intelligent workplace

Executive overview: Planning for the future of physical workplaces It may appear to be an odd time to talk about "workplaces" given the work disruptions caused by the COVID-19 pandemic. Early research suggests that in North America the number of people who work from home at least two days per week is likely to increase by 500 to 700 percent.i Accenture has described the "new normal" of enabling remote work and access to networks and applications as the "elastic digital workplace", with capabilities such as flexible collaboration, seamless networking, and adaptive security. Nevertheless, physical facilities and their technology enablers should not be thought of as ancient history. Given sufficient safety precautions, people will begin coming back to offices. So, this is actually excellent timing to think about how your organization will more effectively use technology and workspaces to support the new working models that will appear in the post-COVID-19 world. For example, with more flexible work arrangements comes the ability to increase occupancy ratios and decrease floorspace through adoption of activity-based work environments. The type of work performed in the office is also likely to change emphasis from focused work (which can be performed away from the office) to collaborative work that requires time physically spent with co-workers. Executing this change successfully in terms of employee experience and floorspace reduction (and cost savings) requires user-friendly supporting technology. This technology will go along with the processes and systems that can enable efficiency in the use of people's time as well as the use of space. Space reservation systems for rooms and workspaces with real-time occupancy sensing will enable activity-based workers (those who choose from a variety of settings according to the nature of what they are doing) to secure space before arriving to the office, as well as release space automatically if it is not claimed. The same technology can also help enforce revised maximum-room-occupancy limits that will likely come from new social distancing requirements. A highly functional meeting space for collaboration will require technology that enables the real-time integration of both in-person and virtual work—that is, those in the office as well as those at home. Wayfinding systems for both people and places can help support activity-based work style and act as a platform for contact tracing of both people and places. Health and safety will be a top priority. New policies are likely to be drafted and technologies will be used to help implement them. In general, an imperative for companies is to go beyond merely tactical thinking—addressing only immediate workplace needs. Instead, they should make changes that not only address current issues, but future ones providing long-term improvements to the workplace. Abundant examples of innovation in the area of workplace optimization and performance support exist, such as wearable technologies and increasingly sophisticated conferencing and collaboration tools. But generally, such innovations have been developed in silos as primarily technological achievements. For example, if your preoccupation is "making video conferencing better", you miss the bigger

picture: how to make the entire process of conducting a meeting easier from planning through execution. Companies need to optimize the workforce experience, not just the tools. What is really needed is a more holistic approach to creating an intelligent workplace—one with technologies that work the way people work. Such a workplace integrates technologies focused on people and how they work, such as sensors, cameras, scheduling and reservation systems, digital signage, connected lighting, and audio and video conferencing systems. Whether it's building a new, state-of-the art office, renovating an existing floor, solving meeting room availability problems, or collecting accurate data on floor space utilization, an intelligent workplace can enhance the experience of workers and guests, all while improving operations. The intelligent workplace has the power to improve multiple measures of performance, from tangible benefits like productivity or real estate utilization to intangible ones such as employee satisfaction and engagement. Increasing productivity Did you know that on average workers spend about one hour each week just trying to find and book a workspace and then locate colleagues?ii Looking across an office or campus with hundreds or thousands of employees, those 50 hours per year per employee are a productivity drain. In-person meetings can be even more frustrating and time-consuming considering planning, execution, and follow-ups. A common complaint of employees is about tools and technologies not functioning properly in shared spaces when they are needed. This situation has deteriorated to the point that it is almost expected to have issues with the cables, projector, various remote controls, and the audio/video feed. In the intelligent workplace, all aspects of the environment can be monitored and optimized to increase the productivity of people and teams. Status of a space can be reported in real time across all management planes, and rooms can be remotely manageable by support staff. Adjustments can be made on the fly, for example, situations where rooms have been hoarded by people or groups "just in case they need it", or where only two people are using a conference room designed for sixteen resulting in nine people being crammed into a room designed for six. Alerts can be generated so issues can be addressed in real time. Problems with any particular space can be displayed to facilities or IT on dashboards and mobile devices, helping them to take action in a timely manner. Of all the money organizations spend on operating a workplace, the biggest cost is people's time. By starting with the people—who they are and what they are doing within their workspace—systems and technologies can be integrated around them to help, rather than hinder, their daily workflows. Employees can be more engaged and productive, all while enabling organizations to obtain previously inaccessible data and insights, to make informed decisions now and for the future. Enhancing the worker experience A related point is the improvement of the employee or worker experience—supporting better work performance while increasing retention of an organization's best people. Research has found that companies that provide good employee experience outperform the S&P 500 by 122 percent.iii Organizations with highly engaged workforces are 21 percent more profitable than their peers.iv Considering these business benefits, leading organizations are seeking ways to improve the experience of their people in the workplace, all while enabling them to be more productive. The intelligent workplace integrates technologies that are on-demand, accessible, integrated, adaptable and, most importantly, designed such that the user's experience in the space is the primary focal point. The

ultimate goal is to automate as much of the experience for workers as possible so they can focus on what they came to the space to do. Intelligent technologies and the guest experience The intelligent workplace also improves the experience for those visiting an office. The goal is to streamline the end-to-end process of inviting a guest to the office, authorizing access to the building, ushering the person to the right location, and addressing other typical challenges for both guest and host, until they are sitting together having a productive conversation. The typical company may waste thousands of hours in this process every year, while creating a frustrating experience for both guests and hosts. Improving space utilization An intelligent workplace empowers decision-makers and facilities planners with valuable insights to operate more efficiently, optimize available space, and plan future requirements—all of which can reduce costs significantly. One study examined more than 10,000 hours of meetings across 60 spaces. The report highlighted insufficient inventory of medium rooms (five to seven persons) and small rooms (two to four persons) and noted that rooms were often being used beyond capacity. Only 6 percent of all meetings had more than ten attendees.v Another study found that over 34 percent of all spaces that are reserved for meetings go unused. (Teem, n.d.)vi In the intelligent workplace, room reservation systems work in concert with systems for check-in, occupancy capacity, and people-counting to provide real-time data on space usage and activity. The combination of these technologies enables ongoing analysis of space usage, while also increasing availability of space by removing ghost meetings, where space is reserved but not used, or not used for as long as planned. Companies can also access historical data on actual occupancy numbers, technologies used, utilization duration, and other data points to help operators understand actual activity and to plan for both short-term and long-term changes. In more advanced environments, predictive analytics and artificial intelligence can be employed to accurately forecast utilization into the future. This optimization leads to tangible financial benefits for organizations. Research from Senion showed that in an office of only 3,000 employees, organizations in the US are overpaying for unused space to the tune of $4 million to $8 million per year.vii How can executives plot a comprehensive and cost-effective journey to an intelligent workplace? Here are some steps to consider: Analyze the needs and goals of different types of people in the workplace—employees, guests, security staff, operations, etc. Find out what they wish they could do or know in an ideal world. Then: Powered by integrated technology, the intelligent workplace optimizes the most common workplace activities for its occupants and assists them in using spaces more effectively, while providing facilities managers with granular insights into how spaces are being utilized and by whom. This people-centric approach takes tasks like accessing the building, finding the right place to work, getting location-relevant information on services, and instantly reporting a problem encountered during the day, and wraps them in an intuitive layer of non-intrusive technology. In all cases, the guiding mindset is improving the experience of workers, guests and other stakeholders, along with giving workplace operators a rich set of data and tools to streamline office operations in real time and plan for the future.

i "Work-at-Home After Covid-19—Our Forecast," Global Workplace Analytics, 2020. ii 4 in 10 us office workers waste 60 minutes every week searching for desks, conference rooms, colleagues iii Quoted in, "4 Statistics that Show Why Taking Care of Your Employees is Worth the Money," "We the Talent,"

Supply chain analytics and AI in driving relevance, resilience and responsibility

----- Arcticle source ----- https://www.accenture.com/us-en/insights/artificial-intelligence/supply-chain-analytics-ai ----- 12-MINUTE READ In brief It's not business as usual for supply chain organizations today. Analytics and AI: Three critical use cases to drive immediate and significant value Charting a path to a more relevant, resilient, and responsible future Related capabilities Relevance Resilience Responsibility Measuring and managing supply chain resilience Customer-centric supply chain transformation MORE ON THIS TOPIC Supply chain & operations Artificial Intelligence JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA As technologies such as digital twins, machine learning (ML) and the internet of things (IoT) continue to mature and proliferate, companies everywhere can begin to do things never before possible. These advanced technologies, working in concert with humans, can help companies create an intelligent supply chain that predicts and monitors the impact of nearly every decision they make, enabling them to balance three key outcomes that supply chain leaders today are expected to continuously and simultaneously achieve. Three key outcomes: Customer and employee relevance, which secures future growth—According to the Accenture Technology Vision 2020, 76% of executives agree that organizations need to dramatically reengineer the experiences that bring technology and people together in a more human-centric manner. Such experiences help create more engaged employees and more loyal customers. Operational resilience, which creates profitability and viability in a post-COVID world prone to crises—Accenture's July 2020 CxO Pulse survey found that three-quarters of chief supply chain officers want to rethink their supply chains (including processes and operating models) to make them more resilient—which isn't surprising given the mass disruptions they've experienced in the past year. Business responsibility, which fosters prosperity for all without destroying the planet—A sustainable sustainable supply chain is the top value proposition for companies as consumers become more conscious about the products they are consuming—where they are sourced, how they are made and how they are recycled. These are all great ideas—but are there any companies actually working this way yet? According to recent Accenture research1, there are. A small group of Leaders we identified in our research—13%—excel at simultaneously delivering relevance, resilience and responsibility. We found that across every industry surveyed, these companies are significantly outperforming

Others in overall financial performance, as measured by enterprise value and EBITDA (earnings before interest, taxes, depreciation and amortization). These Leaders give us a window into what human and machine collaboration makes possible for all companies. The keys to simultaneously addressing relevance, resilience and responsibility are advanced analytics and AI. Our study shows that Leaders are adopting these powerful tools at scale and, in the process, getting a head start in capitalizing on the significant opportunities created by human and machine collaboration. For example, at least half of the Leaders said they are investing more than $5 million USD in AI-embedded connected products, AI virtual assistants, advanced data analytics, intelligent automation, Industrial Internet of Things sensors and AI-embedded connected products. Just under half said the same about ML/deep learning and sentiment monitoring analytics. Furthermore 90% or more of both Leaders and Others agree that generating a return on this investment will require engaging with and scaling ecosystem partnerships with a wide range of players, acquiring and retaining analytics and AI-related skills and embracing key digital platforms. Myriad use cases for supply chain analytics and AI exist, and the number continues to grow. But all use cases aren't created equal. Some are more difficult to scale than others, and the impact on key business priorities can differ across use cases. This is why companies that are looking to increase their spending on and use of these technologies should focus their initial efforts to get the biggest return on their investment. We think three use cases, in particular, make the most sense as starting points—all of which can play a significant role in helping companies maximize relevance, resilience and responsibility. 1. Advanced scenario modeling One use case that's becoming increasingly important in the wake of COVID-19 is scenario modeling, often done with the help of a digital twin. A digital twin is a virtual supply chain replica that represents assets, warehouses, logistics and material flows, and inventory positions—basically, an online, living version of a company's backbone that can be used to simulate supply chain performance, including all the complexity that drives value loss and risks. A digital twin can be created for the end-to-end supply chain or for specific functional areas for targeted improvements. Underpinned by AI and the cloud, these digital doubles can help companies improve resilience by identifying potential vulnerabilities and optimizing key areas of their supply chain. For example, a digital twin can serve as the foundation of a supply chain stress test, such as the one Accenture and MIT have developed. The test uses digital twin scenario modeling to assess potential operational and financial risks and impacts created by major market disruptions, disasters or other catastrophic events. The test can enable companies to not only understand how resilient their supply chain and operations are, but also to identify the weakest links and quantify the impact of those links' failures on fulfilling their role. This analysis, in turn, can help companies develop mitigating actions to improve resilience, and can also be used to reallocate resources away from areas that are deemed to be low risk to conserve cash during difficult times. Scenario modeling also can help companies optimize their network, processes and inventory—which not only improves overall operating and business performance, but also helps enable companies to achieve ever-higher responsibility goals. Digital twin-driven modeling allows companies to design a network that optimizes cost and customer service levels, while simultaneously analyzing its carbon footprint. This ensures that companies

can meet sustainability targets while delivering the best service for its customers. For instance, a company can design a network that reduces shipping times by minimizing the distances trucks must drive and, thus, reducing fuel consumption and emissions. In many companies, processes have become increasingly complex due to global expansion and growing customer diversity—and, therefore, less efficient and more costly. A digital twin can help a company take a deep look at key processes to understand where bottlenecks, time, energy and material waste / inefficiencies are bogging down work, and model the outcome of specific targeted improvement interventions. The identification and elimination of waste, in particular, can help minimize a process's environmental impact. Modeling with a digital twin can help a company address a "single-echelon" inventory challenge (optimizing inventory in a single warehouse) as well as a "multi-echelon" one (optimizing inventory across the entire network), taking into account demand forecasts to improve replenishment policies and modify inventory levels according to demand. This helps improve customer-centricity by ensuring a company has the products customers want in stock, when they want them—avoiding stockouts while also improving a supply chain's responsibility by minimizing overall costs and the distances that inventory must be shipped to reach the end customer. 2. Unified demand planning Deeply understanding the source of demand—the individual customers—so it can be met most precisely has never been more difficult, with customer expectations changing rapidly and becoming more diverse. And as we saw in the early days of COVID-19, getting a good handle on demand during times of disruption is virtually impossible without the right information. The good news is that the data and AI-powered tools a company needs to generate insights into demand are now available. That's what unified demand is all about: integrating all of the available internal and external (and often real-time) data across every process and every function within an organization to completely transform the approach to forecasting and planning demand. With this new approach, organizations ultimately establish a unified view of demand and a repeatable planning process that enhances accuracy and yields new insights to drive more meaningful decisions across the business. For example, Accenture leverages internal data (e.g., from supply chain and trade), external data (e.g., consumption data, mobility, macroeconomic factors, brand sentiments, weather and COVID-19 cases) and advanced algorithms to forecast consumption at a customer level and shipment at a location level. As a result, companies are better positioned to meet demand, avoid being surprised by disruptions or changes in conditions, and even eliminate unnecessary shipments and, thus, fuel use and emissions. Unified demand underscores a truism throughout human history: Better information leads to better decisions—for customers and for the business. Today, two converging factors are enabling companies to get this "better information" when it comes to forecasting what customers want to buy. 3. Supplier risk monitoring and resolution Deeply understanding demand is only half the battle. Gaining similar visibility into the full supplier base is also critical so a company can understand how its suppliers are performing and see potential risks across the supplier base. We saw the importance of having greater visibility into the supplier base in the early days of the pandemic, which caused massive disruptions in supply in virtually every industry around the world. Most companies couldn't see beyond a few major suppliers—they were effectively flying blind—so they

couldn't know which suppliers were shut down or where orders were in the pipeline. It was especially difficult due to the global nature and complexity of most supplier bases. But a company doesn't need a pandemic-sized disruption to knock a normally operating supply chain off kilter if the company lacks access to vital information. Even a relatively minor issue—for example, a delay in one shipment of raw material from a single upstream supplier—can be magnified across the supply chain, causing potentially huge complications further downstream as supplier after supplier—and, ultimately, the end customer—is affected. This so-called "bullwhip effect" has been known for decades, but now the data and technology are available to finally do something about it. Analytics, AI and the cloud play a powerful role here, enabling companies to continuously monitor and respond to disruptions within the multi-echelon supply chain. Just as we said about demand, having better information about what's happening throughout the entirety of the supply chain leads to better, more informed decisions. For the first time, companies can actually capture data from across multi-echelon supply chains, consolidate it in the cloud and apply robust AI models to it to give companies a real-time view into the state of their suppliers. With this data, companies can proactively identify where certain suppliers present risk—for instance, a supplier's shaky financial footing that could cause it to go under or a supplier's inability to source a vital raw material—and predict the resulting impact across the supply chain. Scenario modeling can then help a company identify the best alternatives so the organization is prepared if a disruption actually occurs. And they can further their responsibility agenda by ensuring, for instance, that suppliers' carbon footprints are in line with agreed-upon levels and that suppliers are sourcing and producing materials in a sustainable and responsible way. Real-time access to supplier data can enable companies to hold suppliers accountable for where and how they're sourcing materials—allowing brands to cut off a supplier that's not meeting ethical or sustainable standards. In the past five years, analytics and AI have become increasingly important to many companies' business. These powerful tools are enabling companies to automate tasks they never could before while providing much deeper insights companies can use to make faster, better decisions to improve business performance. And "business performance" today requires delivering simultaneously against traditionally competing KPIs like customer satisfaction, revenue, efficiency, cost control and carbon emissions. But companies so far have only scratched the surface of what analytics and AI make possible. Accenture research1 points to growing evidence of some companies that are now beginning to use these tools to help them do what used to be impossible: become more relevant, resilient and responsible—simultaneously. These companies are demonstrating that the old tradeoffs they used to have to make when considering these three outcomes are fading away, as human and machine collaboration becomes more pervasive. And, as our research also shows, striking the right balance across these outcomes is a winning formula for stronger growth and greater enterprise value. Other companies need to step up their game to avoid being left behind. Focusing on a few key use cases— such as scenario modeling, unified demand planning and supplier risk management—is a good way for companies to start infusing supply chain analytics and AI in their operations to inform every person and every decision across the business. They're very manageable first steps that can put companies on a path to more intelligent operations that can help them

effectively compete with organizations that are currently setting the bar. 1 Accenture Research. (2021). [Unpublished raw data on supply chain]. Accenture. Managing Director – Strategy & Consulting, Supply Chain and Operations, Data and AI Lead Senior Managing Director – Strategy and Consulting, Supply Chain and Operations, Data and AI Solutions Lead We help organizations reimagine and transform their supply chains for tomorrow. Harness the power of data and artificial intelligence to accelerate change for your business. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved.
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Edge computing for Store of Tomorrow

----- Arcticle source ----- https://www.accenture.com/us-en/insights/retail/edge-computing ----- What could retail data do on the edge? Opening up a new plane of retail possibility On the edge of a retail revolution Store of Tomorrow—the retail future is here Retailers, meet me in the metaverse MORE ON THIS TOPIC JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA In the third of our articles on the Store of Tomorrow, we explore how distributed edge computing can enable this model by allowing for more advanced computation where the data resides—in the retail store itself—without having to stream it to the cloud. This matters because it allows retailers to get more value from their data, faster. It saves on data streaming costs. And combined with 5G connectivity, it provides much lower latency and speedier data transfers. It can increase resilience against network outages, and it gives retailers more control over where their data is processed. Together, these capabilities unlock the real-time interactions and split-second automation that will be at the heart of future in-store shopping experiences. When retail infrastructure resides on the edge, the business can capture all the activity that's happening in the store in the moment—and respond immediately. Consider the potential for new retail experiences, including real-time personalized recommendations and promotions. Imagine being able to give tailored and context-specific suggestions and offers to customers via interactive screens or smartphones as they walk round the store. Similarly, edge computing enables a retailer to introduce cutting-edge immersive experiences into the store. This can be particularly powerful in segments like beauty and apparel, where the ability to have augmented reality "virtual try-ons" of makeup or clothing can genuinely transform the customer experience. And what about personal interactions with sales associates? The power and speed of edge computing means you can put customer insights into associates' hands in real time, giving them new tools to augment customer experiences and explore upselling opportunities. To make these kinds of retail experiences work in practice, you need near-instantaneous response times, to process large amounts of data, and to keep customer details completely secure—all of which are ideally suited to an edge-based solution. To make these kinds of retail experiences work in practice, you need near-instantaneous response

times, to process large amounts of data, and to keep customer details completely secure—all of which are ideally suited to an edge-based solution. In fact, edge computing can be used whenever the speed, volume, and privacy of data matters. And there are a whole series of use cases that retailers can consider today. Already, some retailers and fast-food restaurants are investing in the greater uptime and reliability that comes from transforming their mission-critical point-of-sale systems (POS) with edge capabilities. And what about tackling shrinkage by combining edge-based POS systems with real-time AI-powered video analytics? With shrink increasing across all retail sectors, that has the potential to significantly reduce inventory loss and make a real impact on the bottom line. Edge computing is also a key component of "walk out" checkout experiences. Here, video analytics are combined with real-time store sensor data to track shoppers' purchases automatically, meaning they can simply grab what they need and leave—no more waiting in line! What's more, retailers can use sensors and cameras to create smart shelves which can monitor stock in real time to optimize shelf capacity and reduce wastage (including automatically ordering up new stock where needed). Edge also opens up the possibility of personalized wayfinding for customers, reduced waiting times, real-time footfall and demand analysis, and much more. It's clear that edge technology will be a core retail capability in the near future. And in our Store of Tomorrow model, we set out a holistic vision of what that future will look like. In particular, edge computing will be key to enabling a "dematerialized" shopping experience—a central component of the Store of Tomorrow. This is where retailers allow in-store customers to order up certain products—commodities or household staples for example—by scanning QR codes with a smartphone. They can then get their purchases served up in minutes by a micro-fulfillment center. We believe these kind of experiences will play a central role as retailers look to merge their online and offline capabilities and so transform revenue growth and operational efficiency. Yes, there are logistical challenges and legacy constraints to overcome in many retail organizations. But there's little doubt edge computing will play a key role in the future transformation of retail. So it's a question of when, not if, we take retail to the edge. Welcome to the Store of Tomorrow. Read full report. MANAGING DIRECTOR & GLOBAL RETAIL TECHNOLOGY LEAD Senior Managing Director – Retail, North America, Chicago Office Managing Director MANAGING DIRECTOR, CLOUD FIRST & INTELLIGENT EDGE Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. Visit our Subscription and Preference Center © 2024 Accenture. All Rights Reserved. =====================

Break the mold on travel loyalty programs

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Travel rewards that are truly rewarding MORE ON THIS TOPIC Travel consulting Traveler experience JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Travel loyalty programs have traditionally been designed for business travelers who could meet the high thresholds to qualify for status. Yet in a post-pandemic world, business travelers aren't traveling like they once did. Earning points for perks can take much longer to achieve. With the dynamics of the travel industry so complex, no one can be fully certain of the future. But global leisure spending is outpacing business travel for now. And because leisure travelers have different desires and behaviors—travel loyalty programs should look very different. 2 out of 3 consumers are likely to get back to pre-pandemic travel levels regardless of budgetary pressures1 Transforming loyalty programs should focus on ensuring that loyalty investments translate into value for travelers—and for the business. Building perceived value for travelers is critical to creating profitable loyalty programs for travel companies. The more that travel companies can widen the gap between consumer perceived value and cost to the business, the better they can monetize loyalty programs. "Loyalty comes from having a really good product to start with. I want to feel like my needs are being met and that a company understands my preferences. I also don't want to jump through hoops when it comes to customer service." "Loyalty comes from having a really good product to start with. I want to feel like my needs are being met and that a company understands my preferences. I also don't want to jump through hoops when it comes to customer service." We conducted qualitative traveler research to help travel companies rethink travel loyalty programs. The research reveals three expectations that travelers have of loyalty programs. Don't make me wait for the rewards I want Prove to me that I can always rely on you Show that you know me, but give me choices Loyalty programs that reward travelers—and travel companies   Travel companies should prepare for travelers' needs, desires and behaviors to shift and evolve. The more they do this, they more insights travel companies have to reclaim their role as loyalty pioneers, transforming the value proposition, innovating supporting program structures, and enabling experiences at scale. RELATED: IHG's digital experience upgrade Source: 1 Accenture Q2 Consumer Pulse Survey: February 2022 Managing Director – Strategy, Travel, North America Liselotte focuses on travel clients to design a seamless travel experience, drive efficient operations and create value. Senior Manager – Strategy and Consulting, Travel Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved.
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Bobst Group: Repackaging sustainability

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Pascal Bobst is the fourth generation of his family to take the helm at BOBST, a world-leading supplier of processing, printing and converting equipment and services for the label and packaging industries. Founded in 1890 in Switzerland, the company operates in more than 50 countries and employs more than 5,800 people across the globe. Today, when sustainability is at the forefront of every company's agenda, BOBST's packaging expertise and innovations are more important than ever before. "We have very clear strategies to develop recyclable packaging, create less waste and design machines to use less water and ink," says Mr. Bobst, who was named CEO in 2009. We talk to Mr. Bobst about how data is transforming the industry and its business models, and Bobst's dedication to building a more sustainable future. Jean-Pascal Bobst: One example is how we are changing the business model of how we sell equipment and services. Most of the time, we sell a machine and then sell services on the side. Our new business model focuses on selling equipment with performance solutions. This means we offer digital service value on top of the physical product such as optimized consumables or service uptime, which is made possible in particular through IoT-powered connectivity. As an example, the BOBST Remote Monitoring application is a comprehensive production reporting Software-as-a-Service designed to access remotely detailed machine production, process and technical data in real time. This has transformed our client relationships, making us jointly responsible for their equipment achieving the best possible performance. We only launched this new business model two years ago, and I believe it will continue to evolve and make up the majority of our sales within five to ten years. JPB: The first sustainability report we printed was in 2000, so we started early. However, we know we need to put much more emphasis on developing the right solutions for the digital packaging supply chain in order to optimize the industry's overall impact. With 65% recycled packaging by 2025, the European Commission has set an ambitious sustainable development goal for converters. Achieving it will require equipment that uses ever-less inks, consumables and energy as well as recyclable and biodegradable substrates. These are the areas where BOBST and its partners are increasing investments and innovations. We have very clear strategies to develop recyclable packaging, create less waste and design machines to use less water to clean equipment and less ink. For example, the new ACCUCHECK has been designed to meet customers' needs to produce "zero-fault" packaging, which means right first time, every time. By checking the quality of every package throughout the production process it helps decrease waste up to 20% and improves quality of the final product. It also ensures brand conformity, reduces production costs and generates a better management of unforeseen events. Dr. KB: Finding sustainable alternatives to non-recyclable plastics is one of the most important challenges of our time. It is a particular challenge for flexible packaging such as that used for food packaging. Flexible plastic materials are really the best packaging for food and, of course, one of our main drivers is to provide food for everybody on this planet. I'm therefore convinced that plastics are here to stay if they are used and reused sustainably. However, we have developed recyclable plastics that do not contain aluminum foil or any treatment that prevents recycling. BOBST has been working hard with partners in that area and in 2021 we launched the "Generation 2.0" samples of high barrier flexible packaging solutions designed for recyclability, taking

us to our ultimate goal of being able to provide completely recyclable packaging solutions. These breakthroughs will help the industry to become much more responsible. At BOBST, we embrace the value of industry collaborations and partnerships along the whole flexible packaging value chain, while increasing digitalization, automation, and connectivity in the process. All players—including governments and each of us—must act now in order to change the way packages are designed, produced and used to ultimately help meet the sustainability pledges that have been made by organizations all over the world. The Industrialist is your essential guide to the industrial industry, where you can discover the latest innovations, ideas, and insights. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved. =====================

Schlumberger: Navigating the energy transition

----- Arcticle source ----- https://www.accenture.com/us-en/insights/industrial/ people-meet-katharina-beumelburg ----- Related capabilities The Industrialist MORE ON THIS TOPIC Industrial JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA World leaders made a series of pledges at the COP26 climate talks in Glasgow culminating in an agreement to strengthen emissions-cutting targets and reach net-zero by 2050. Yet in that same time frame the global population is expected to increase by more than 25% from 2020. It's clear there is commitment needed from global leaders and much work to be done to ensure our planet and people can live in harmony—and this is exactly what drives Dr. Katharina Beumelburg, Chief Strategy and Sustainability Officer at energy services company Schlumberger. "Seventy percent of all carbon emissions are energy related," points out Beumelburg. "That's why I'm motivated to bring about change." We sat down with Beumelburg to find out about the drivers of decarbonization, the role of data in accelerating that journey and why collaboration is the key to sustainability success. Accenture: Sustainability is top of mind for everybody, including the C-suite. How has that influenced Schlumberger's perspective? Dr. Katharina Beumelburg: The commitment to change in the industry is real, and it has been accelerating at pace in the past few years. Sustainability used to be about reports and documentation. Now, in every discussion you have with a customer, competitor, analyst or investor, sustainability and decarbonization play a key role. I think that's very encouraging. It's a tough change for a lot of industries, but it's encouraging that people are exploring new ways of working. I firmly believe that an enormous change has already occurred throughout the entire industry and obviously that needs to continue. Accenture: What will drive decarbonization? Is it more about the mindset shift, or is the focus rather on investments in technology, etc.? Dr. KB: Let's start with the mindset question. I believe a mindset shift has already happened within the industry. However, a shift is needed when it comes to the perception of the industry. At COP26 there were discussions around whether the oil and gas industry should even participate and be included in the pursuit of a solution, because

it's such a "bad" industry. That view needs to change, because to deliver on change we need the oil and gas industry. We will not be able to deliver on the enormous growth in demand for energy that we see year over year without the oil and gas industry, for many years to come. So, either we all totally change our lifestyles and living conditions, or we find new ways to live with fossil fuels but decarbonize the industry. The mindset shift requires everyone to recognize that we need to work with the industry. A lot of new technology and innovation is required for overall change; that's part of the reason I joined Schlumberger. The concept of carbon capture and storage (CCS) will be crucial to meet global climate goals, because the easiest way to get to a balanced planet is to bring as much carbon back under the ground as we bring up. That's what the net-zero carbon commitments are about. A lot of innovation has already happened. But if you look at the costs of making energy affordable, there's still a long way to go. We need more collaboration between different industry partners that haven't worked together before to create new playing fields that we can explore together. Accenture: What role does data play in evaluating a company's performance when it comes to sustainability? Dr. KB: The value of data goes way beyond measurement. The digital enablement of an entire ecosystem is about finding all the key accelerators in our own data and workflows, but also in the workflows we have with customers and suppliers. We then need to further explore those accelerators. We need to find ways to be transparent and demonstrate how we are becoming more sustainable, so that people know it's for real. We can then really show people, in a reliable way, how emissions are improving. On the other hand, we also need to become far more efficient. And data is one of the major tools that will help the industry and ecosystem achieve that efficiency. Accenture: What inspires you most? Dr. KB: I'm motivated by wanting to make an impact and drive progress in the energy industry when it comes to climate change. I've been in the energy industry for a long time, since I joined Siemens, and I was most passionate about the energy sector because it's such an interesting and challenging arena. Later, I started thinking about what climate change does to our planet and the fact that 70% of all carbon emissions are energy related. That's why I'm motivated to bring change to the industry. We need the energy industry to unite and figure out the most sustainable way to meet the enormous demand for energy and make people's lives better at the same time. We need to support the next billion people that need power, while also decarbonizing enough so that people like my daughter Charlotte, who is now six years old, will have a good life on our planet. That is what motivates me. The Industrialist is your essential guide to the industrial industry, where you can discover the latest innovations, ideas, and insights. Discover how we're helping industrial companies shift gears for growth. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved.
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Five steps towards becoming an insight-led CPG

In brief Related capabilities RESEARCH REPORT The insight track Five key steps that accelerate value and business impact How to start Organize end-to-end Develop robust analytical products by domain Build a sustainable data foundation Capitalize on the journey to cloud Unlock organizational adoption MORE ON THIS TOPIC Consumer goods and services Data & analytics Applied Intelligence JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Consumer packaged goods (CPG) companies have faced multiple challenges, from pandemic to a recession. Large, global companies are seeing their market share erode. Executives agree that advanced analytics are now critical and that leveraging data is essential for stealing back the advantage. Yet becoming insight-led is a real challenge. 89% of CPG executives agree that advanced analytics are critical. 74% of CPG executives acknowledge they're struggling to scale capabilities across their business. Five ways for CPGs to become a data-and-analytics-driven business. CPG companies must become fully insight-led to maintain–let alone grow–market share. CPG companies must become fully insight-led to maintain–let alone grow–market share. 8-14% Increase in ecommerce revenue 15-30% Reduction in marketing expenses Define the core data and analytics team plus its current and required capabilities. Design a hub and spoke model that fits your business. Prioritize the domains and markets where data and analytics can have the highest impact. Embed data control frameworks to ensure clear ownership, governance and quality. Drive data asset reusability. Build company-wide understanding of cloud and establish a core IT team to lead the initiative and secure support. Lead from the top and ensure leadership commitment. Engage with end users from the beginning to understand their needs. Managing Director – Consumer Goods & Services Lead, EMEA Senior Managing Director – Global Consumer Industries Group Lead Oliver helps clients become more agile and innovative and reshape their businesses for a new future. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. Visit our Subscription and Preference Center =====================

Forrester ranks Accenture as a leader in innovation consulting

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ORGANIZED IN THE U.S. USA "Accenture maintains a diverse innovation ecosystem and a large global network of innovation labs and hubs and supports ideation," the report states. Accenture was named a leader in The Forrester Wave™: Innovation Consulting Services, Q2 2021 report. The report from the independent research firm includes an analysis of the 9 most significant providers of innovation consulting services and ranked Accenture highest in Current Offering and Market Presence, based on the strength of the company's current innovation offering, innovation strategy and market presence. Forrester's research is "an assessment of the top vendors in the market" providing these services. The Forrester Wave™: Innovation Consulting Services, Q2 2021 report graph According to the report, "To differentiate through innovation, leaders must look beyond technology. … Tech execs need to drive innovation by focusing on becoming: creative; adaptive; and resilient." Accenture is top-ranked in the criteria of current offering and market presence and achieved the highest possible score in 20 categories, including: innovation strategy support; innovation culture transformation support; innovation vision; data analytics, AI, and insights; innovation partner ecosystem; and methodologies for innovation. "Innovation is the thread that runs through Accenture. It is at the core of our purpose – to deliver on the promise of technology and human ingenuity." — SAIDEEP RAJ, Global Lead for Strategy & Consulting Innovation at Accenture "Innovation is the thread that runs through Accenture. It is at the core of our purpose – to deliver on the promise of technology and human ingenuity." — SAIDEEP RAJ, Global Lead for Strategy & Consulting Innovation at Accenture The report states, "(Accenture's) approach applies innovation to deliver 360° value for its clients as they drive significant change in areas such as talent management, customer experience, supply chain transformation, and finance, all underpinned by technology platforms and investments." "Accenture bases its innovation consulting services on a comprehensive set of standardized processes and tools to drive continuous innovation at scale. It delivers its innovation offering via a team of thousands of experts dedicated to technology, design, industry, functional, and business model innovation in several dozen countries. Their skills cover all innovation disciplines and include practical experience in creating innovation outcomes as well as industry knowledge." In addition, the report notes that Accenture "supports scaling and sustaining to accelerate business launches with its technology delivery centers and global ecosystem partners, backed by change management and governance capabilities." Marc Carrel-Billiard, global lead for Technology Innovation at Accenture, stated, "The health, social and economic crises of the past year have created an urgency and purpose for technology innovation. We've helped our clients fundamentally reimagine their businesses with innovation at the core of how they operate, allowing them to embrace change and become more agile and resilient. Our positioning in Forrester's report underscores the success of our approach and is a reflection of the value we deliver to our clients every day." "Our positioning in Forrester's report underscores the success of our approach and is a reflection of the value we deliver to our clients every day." — MARC CARRELL-BILLIARD, Global Lead for Technology Innovation at Accenture "Our positioning in Forrester's report underscores the success of our approach and is a reflection of the value we deliver to our clients every day." — MARC CARRELL-BILLIARD, Global Lead for Technology Innovation at Accenture RELATED: Accenture Named a Leader in Innovation Consulting

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Sustainability

----- Arcticle source ----- https://www.accenture.com/us-en/insights/consulting/sustainability-index ----- What is sustainability? Driving sustainability, staying competitive Embedding sustainability into the core business Sustainable organization Technology as the vital enabler of sustainability Related capabilities Join the team Reimagining the Agenda Destination net zero Measuring sustainability. Creating value Reinventing for sustainable value Uniting technology and sustainability JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Explore how to create business value and sustainable impact through technology and human ingenuity. Join our COP28 sessions – virtually or in person. At its core, sustainability entails doing business without negatively impacting the world around us. Sustainability spans environmental, social, and governance (ESG) issues—from transitioning to a zero-carbon economy to protecting human rights to advancing inclusion and diversity. Companies that adhere to these ESG standards while maintaining performance at scale are considered responsible companies, and they're paving the path towards creating a better world. Sustainability drives new value and growth, influencing everything organizations do. Governments, investors, business leaders, and consumers all have key roles to play in creating a better future for all. Sustainability isn't just the responsible thing to do, it is also one of the most powerful forces for change in our generation. Unlocking the Global Pathways to Resilience, Growth, and Sustainability for 2030. Just as the digital revolution transformed how people live and work, so too will the move toward sustainability. The world's leading organizations have several things in common: they simultaneously grow their sustainability and competitiveness; they address climate change and they solve the biggest problems needed to achieve the United Nations Sustainable Development Goals (SDGs). Reaching or exceeding sustainability and ESG goals and maintaining stellar performance at scale is not an either-or proposition. It's a basic business requirement for enterprises across every sector. Decarbonization actions that companies must adopt to get back on track. Leaders have long understood that what we measure shapes what we do. And because ESG performance has become an imperative for compliance as well as business performance, mapping a clear route and measuring the business impact of sustainability is key. In fact, stakeholders reward companies that demonstrate value creation and impact as they deliver on sustainable development goals. Between 2013 and 2020, companies with consistently high ESG performance tended to score 2.6x higher on total shareholder return than those with medium ESG performance. Leaders increasingly understand the need to measure the impact of ESG on their business, but many struggles to take the appropriate action. Accenture explains how sustainability drives performance & how measuring sustainability metrics & ESG KPI's can enhance business outcomes. The

health, economic and social crises of recent years have raised people's expectations about the role of business in solving global problems. While leaders hear the call to action, many find shaping more sustainable and equitable organizations presents a major challenge. A recent Accenture survey found that relatively few stakeholders have full faith in the sustainability promises that leadership teams make. Just under half of the employees (49%) believe senior leaders "walk the talk" on sustainability "often" or "always." The credibility and authenticity of leaders' sustainability commitments should be of concern. Consensus gaps erode trust in ways that can be felt across the entire enterprise and stymie efforts for change. Accenture has identified 21 practices that deepen stakeholder relationships and embed their perspectives at the core of the business. These practices constitute Sustainability DNA and strengthen stakeholder-centricity by encouraging human connections, collective intelligence and accountability at all levels. Explore how responsible leaders can profitably embed sustainability without completely tearing up the traditional business case. Sustainability has become a priority for business leaders who face rising calls for change from consumers, investors, regulators and their own employees. But delivering on the promise of sustainable technology will require CIOs to step up. That means working in close collaboration with other executives to identify the technologies that will help the company achieve its sustainability goals. It's also critical to address the environmental and social impacts of the technology itself. Accenture reports on key sustainable technology innovation necessary to achieve ESG goals like Net Zero emissions & a sustainable value chain. The remit is clear: Businesses need to be operating more sustainably and responsibly. From strategy to execution, we partner with clients to scale their ESG initiatives so that they can embed responsible business practices into the core of their operations. In doing so, we're driving value for our clients and making the world a better place—for everyone. Together with our partners, we help our clients reinvent their businesses at scale, creating business value and sustainable impact for all stakeholders. Join our team and help us build a more sustainable world. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. Visit our Subscription and Preference Center © 2024 Accenture. All Rights Reserved. =====================

Streaming's complex consumer

----- Arcticle source ----- https://www.accenture.com/us-en/insights/communications-media/streaming-complex-consumer ----- In brief Understanding streaming DNA through cross-platform insights The consumer: it's complicated Know your customer and take action About TV Time and CVM Insights About the Authors Contributors Related capabilities The quick wins Medium-term Long-term MORE ON THIS TOPIC Media consulting JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Back when consumers had only one or two streaming services, it was easier to understand their likes and viewing habits and serve them recommendations accordingly. But with viewers' patterns and preferences now split across multiple services, streaming

platforms face a much more challenging task to understand those preferences holistically. For instance, the sci-fi fan may also be a devotee of The Crown. The reality TV addict might also be a history buff. And they'll turn to different platforms to satisfy their diverse needs. The problem? No single platform today knows all of this. In fact, 36% of consumers say that they are somewhat dissatisfied with the personalization of content they get from video-on-demand services. 36% of consumers are somewhat dissatisfied with the personalization of content they get from video-on-demand services. That's because, in a multi-platform world, each streaming service now only has a partial view of each consumer. They know what that individual watches on their platform, but not what they're enjoying on others. The result? Scattered personalization algorithms and, what's worse, an inability to provide relevant content that keeps viewers on the platform. Accenture research shows that 67% of consumers find it frustrating to find something that they want to watch, and 56% say that the recommendations they receive are not relevant to their interests. What's more, according to Accenture research, 55% of consumers say that they use or prefer to use cross-service search engines. This challenge will only become more acute. As the growth in subscriber numbers slows, the competition will shift to share of engagement and retaining viewers on the platform. That means maximizing the appeal and relevance of content recommendations that address a consumers' entire preferences and interests. The only way to achieve that is with cross-platform consumer viewing data that will enable media companies to develop a comprehensive understanding of viewing behavior, interests, and habits. Consumers seem to want this too. 56% of consumers would like to be able to take their profile from one service to another to achieve better personalization. To find out more about today's complicated consumer, we analyzed their viewing habits across platforms by looking into Whip Media's proprietary data that captures individual's content preferences from the various streaming services that they use. What we found was that the average consumer has a range of interests that no single platform is able to meet comprehensively. While the sci-fi or drama fan may watch more of that content on one platform, their viewing habits elsewhere are likely to embrace a variety that, overall, accounts for a greater proportion of their viewing time. And by only having a partial – and somewhat skewed – understanding of their consumers, platforms are missing the opportunity to suggest other content in their catalogue that could meet consumers' more varied interests. As the figure below shows, a consumers' real viewing DNA is likely to be at considerable variance with the 'genetic profile' that each platform holds for them. In this visual, out of the audience that watches the Paramount+ Series, Star Trek, we see what genre this audience is watching on other popular streaming services. The 'overall' genetic profile to the far right shows the average genre preference across all platforms. Genre preference by platform. Star Trek (Paramount+) audience Whatever the future of the streaming landscape might become, one imperative – to know the complete customer in as much detail as possible – will be critical to success. Conversely, not having that holistic view looks likely to be a growing risk. Being armed with a clear understanding of consumers' cross-platform viewing habits will be table stakes for streaming platforms to make improvements and identify new opportunities. So how should media companies set about addressing these opportunities now and next? There are a range of short and longer-term actions possible, each of

which will require progressively larger and more transformational efforts. Acquire and integrate viewing data from other platforms to help improve personalization and content recommendation algorithms. Understand what content is resonating with viewers across other platforms to evaluate content and marketing strategies. Collaboration with competitors, M&A and business model shifts are strategies that may help to address gaps in the content portfolio. Whatever strategic choices they make in the short and long term, one thing's clear: streaming services must try to develop a broader understanding of the consumer and what they watch everywhere. Relying on the relatively narrow set of data that comes from just one service isn't enough. Satisfying the needs of the complicated consumer requires a similarly complex approach. Having more – and more detailed – data also enables a deeper understanding of consumers. And those insights could help media companies develop their offerings into a platform approach with streaming as just one revenue area. The possibilities range from commerce and social to gaming and new areas such as the metaverse. But success will hinge on getting to know and understand customers, and what they want, in all their complexity and diversity. TV Time, a Whip Media company, is the world's largest TV and movie tracking app for consumers. Every day, over a million people use TV Time to keep track of the shows and movies they're watching, discover what to watch next and engage in a global community of more than 20 million registered fans. They make this data available to companies in CVM Insights, continuously capturing viewing intent, engagement and affinity data for content across platforms and devices. Their CVM platform fuels real-time actionable insights to better understand audiences, streamline distribution, and maximize content performance and engagement. John Peters Managing Director Mark Flynn Senior Manager – Accenture Research GREG DI CHIARA Business Strategy Manager – Media & Entertainment AMANDA SEALE Senior Analyst – Media & Entertainment, North America ALBA NUÑEZ Research Manager – Media & Entertainment Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved. =====================

Providing Truly Bold Solutions

----- Arcticle source ----- https://www.accenture.com/us-en/insights/us-federal-government/client-veterans-affairs ----- Supply chain control tower - from visibility to value Capabilities Case studies Meet the team Supply Chain & Operations Digital Transformation Digital Platform Services Salesforce Solutions and Innovations Federal health Data & AI Accenture Federal Studio Building data products as a competitive differentiator Futureframe: Human-centered design at societal scale Securing the government enterprise: The case for managed security services Digitalization of the supply chain The race for digital operations transformations Three considerations when building an intelligent data and AI platform AI for data: Data capital management @ scale with AI Driving connectivity Fueling an ERP-driven business transformation Shawn Roman Dr. Ron Moody Maureen Brown Emilio Fernandez Rahul Jain Asad Khan Jennifer Gardner Allison Nowotnik Fisher JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE

ORGANIZED IN THE U.S. USA We are partnering with the U.S. Department of Veterans Affairs to provide truly bold solutions that help Veterans thrive. More and more companies are turning to control towers to provide supply chain network visibility that helps them manage through disruptions. But too often, while they improve visibility, they fall short on delivering full value. A true supply chain control tower (SCCT) does so much more. What's the difference? READ MORE Accenture Federal Services helps agencies use Data & AI to streamline operations, improve citizen outcomes and reimagine the mission. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. Visit our Subscription and Preference Center © 2024 Accenture. All Rights Reserved. =====================

Best of 2021: Utilities industry research & trends

----- Arcticle source ----- https://www.accenture.com/us-en/insights/utilities/best-2021-insights ----- Taking charge of the utility business landscape Utilities solutions for an ever-changing world The new energy consumer The value of alternative energy resources Building resilience Creating a resilient, inclusive energy transition Will they still be "Utilities" by 2030? Industrial clusters: Four solutions to net zero Distribution's charge for change Embedding resilience in a climate of change 3 pressing questions for preparing an active grid Fjord trends 2021 EV charging: From E to Me The utility CCO: Taking charge Industry views on the road ahead for storage No nuclear, no net zero A closer look at the American Jobs Plan updates Women in utilities 3 steps to safeguard the supply chain Utilities Tech Vision JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA The second annual collection of our top Accenture Utilities research, points of view, and insights published over the last year. The Metaverse Continuum "With 2021 behind us, I'm thrilled to share a collection of insights from our thought leaders. As we look ahead, we are excited to work together to meet decarbonization goals across all sectors." Exploring opportunities for utilities to strengthen their leadership role in the converging net-zero energy future. A report from WEF in collaboration with Accenture found delivering a resilient energy transition depends on a just and inclusive transition. Read more. With industry convergence, utilities are being challenged to build on existing progress and continue leading the way to net zero. Read more. Accenture and WEF collaborated to develop a framework built around four key solutions to help reduce emissions in industrial clusters. Insights for creating a more flexible, reliable, and resilient transmission and distribution network. Our latest Digitally Enabled Grid report, The Charge for Change: Powering distribution businesses for the energy transition. Balancing the need for utilities to fight extreme weather on one hand and trying to enable the energy transition on the other. Read more. Addressing the new requirements of network communication and the increasing demand for stable, low-latency connections. Read more. Empowering energy retailers to move from commodity suppliers to digital energy service providers. Our fourteenth year unpicking how consumers are

changing and what that means for the businesses that serve them. The human side of attracting consumers to adopt new eMobility products and services at scale. Read more. Four things to think about to give customers a world-class experience in the energy transition. How conventional and renewable power are creating new value and greater performance. While storage holds great potential, much work is still needed to realize its ambitions in the marketplace. Three reasons why nuclear has and will continue to have a vital role to play in the energy transition. Read more. The utilities industry is on the cusp of a historic level of infrastructure investment. How utilities can outmaneuver uncertainty to strengthen enterprise resilience. Digitization + sustainability + government stimulus present a new opportunity for women in the industry. Disruption has become a daily occurrence in the "post pandemic" world, with drastic consequences for the supply chain. Read more. How technology and innovation is helping to shape the future as utilities focus on delivering the energy transition. Read more. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved. ======================

How AIOps can help IT be a better business partner

----- Arcticle source ----- https://www.accenture.com/us-en/insights/cloud/aiops-it-operations ----- In brief Related capabilities MORE ON THIS TOPIC ServiceNow JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA The current "standard operating procedure" in most companies' IT operations is no longer tenable. That's a bold statement to make, but based on our work with hundreds of companies around the world, it rings true. The driving forces behind digital transformation now require traditional IT to evolve from a cost center to manage into a valued business asset that's inextricably linked to a company's brand, reputation and value delivered. Yet the IT organization is struggling to keep pace due to the business's exploding complexity and accelerating innovation—and IT's own operational shortcomings—one being that its staff cannot grow at the same rate as the complexity. IT leaders need a better way to manage their IT operations—and that better way is AIOps. At a high level, Gartner defines AIOps or Artificial Intelligence for IT Operations as "platforms and software systems that combine big data and AI or machine learning functionality to enhance and partially replace a broad range of IT operations processes and tasks, including availability and performance monitoring, event correlation and analysis, IT service management, and automation." Today, the use of AIOps is rare. Only 5 percent of all large enterprises use analytics and machine learning in their IT operations functions (i.e., AIOps) to combine big data and machine learning functionality to enhance or optimize IT operations and automate processes and tasks. However, Gartner predicts that number to rise to 40 percent by 2022.1 Interest is growing in AIOps for good reason. Using AIOps to transform IT operations into a service-oriented model can provide a variety of real, tangible benefits, including deeper insight into the customer

experience, cost optimization, risk mitigation, and an overall more-responsive IT organization. Gartner predicts that the number of large enterprises AIOps to combine big data and machine learning functionality to enhance or optimize IT operations and automate processes and tasks to grow to 40% by 2022.1 Gartner predicts that the number of large enterprises AIOps to combine big data and machine learning functionality to enhance or optimize IT operations and automate processes and tasks to grow to 40% by 2022.1 1 "Market Guide for AIOps Platforms," Gartner, August 2017 Cultivate a true digital environment with ServiceNow.   Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. =====================

RESEARCH REPORT

----- Arcticle source ----- https://www.accenture.com/us-en/insights/communications-media/technology-vision ----- In brief Related capabilities The communications industry underpins our new tech reality Power & Control Getting this right from the start MORE ON THIS TOPIC Communications consulting Metaverse JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA   "The next decade will be defined by three mega technology trends—cloud, metaverse and AI—which collectively will collapse the distance of our digital and physical worlds," – Paul Daugherty, group chief executive of Accenture Technology. The next wave of business transformation will create the foundations of a new reality – a shared reality that seamlessly converges the physical lives we've been leading with the digital lives we've been rapidly expanding. 94% of communications executives agree the convergence of digital and physical worlds over the next decade will transform their industry. 99% agree investments in emerging technologies will help their organizations remain resilient on the global stage. Accenture's Technology Vision 2023 identifies four trends that are key to unlocking this new shared reality, with three having a direct impact on communications service providers' (CSPs) operations and the industry. AI's disruption relies on a foundation of data from customers and enterprises. This data and how it is used in the new hybrid world is tied to identity – the critical bridge from atoms to bits, where the communications industry has been at the forefront of innovation, but also at the core of technology's evolution and spread. 1.   Generalizing AI Generated content is part of one of the biggest step changes in the history of AI. The introduction of pretrained foundational models with remarkable task adaptability, will revolutionize how and where enterprises across industries use AI. Even though employee training in AI still needs to catch up to the technology itself, pre-trained foundation models may help circumvent this limitation to drive growth. Telcos will undoubtedly have a critical enablement role, but there is also much to be gained in streamlining cost bases and exploring paths to new service monetization. 99% of communications executives agree software and services powered by AI foundation models will significantly augment innovation and creativity in their organizations in the next 3 to 5 years. 64% expect better customer experiences, and 61% expect accelerated innovation to be two major

benefits from the use of AI foundation models. Identifying the right roles for AI foundation models in telco ecosystem and operations will be key. From coding to customer service, use cases abound to free up capital in human-led services and redirect to innovation with AI-powered products and services. This comes with a caution: Responsible AI must be embedded in the models even before their introduction to operations (and monitored continuously) to control against biases, maintain brand alignment, and mitigate other risk exposures that threaten the broad customer base telcos serve. View Andy Walker and Davide Bellini's article on the implications of generative AI technology for the telecoms sector. 2.   My data, your data, our data AI cannot reach its full potential until companies figure out their data reservoirs. This means breaking down data silos and modernizing their data foundations. Leaders have an unprecedented opportunity to build trust with partners and customers by proactively becoming more transparent – or risk having someone else do it for them. 97% of communications executives agree new data architectures and strategies are required to manage the dramatic changes to their organizations' data landscapes. 98% of communications executives agree emerging data management approaches including Data Fabric and Data Mesh, will become critical in optimizing their organizations' value chains. In both a personalized consumer and wide-spread enterprise setting, maximising and extracting value from the data is intrinsic.   The objective is to awaken dormant customer data within the organization and create a new experience around it. Transparency is a strategic advantage, and the most valuable resource for enterprises in the future. New advancements in hardware and data capacity like REDCAP that allows a smaller device footprint, requires a holistic data strategy. Leaders need to establish solid data management strategies to streamline and de-silo data architectures, to responsibly expose data that matters. Beyond technology, enterprises need to shift their mindsets towards embracing transparency and think multidimensionally about the value of data. Privacy and confidentiality should always come first in any decision surrounding data. For everyday users, customer service is an immediate example of data empowering AI and tapping new services and revenue streams. In the enterprise, the promise of the IOT explosion and new revenue streams for telcos in the world of industrial use cases, private 5G for specific industries like manufacturing, mining and the few initial use cases that we have seen with TIM and Stellantis or AT&T and P66 can now become scaled and industrialized with availability of smaller footprint devices and possibilities of differentiated use cases at the Edge. 3.   Digital identity   Digital identity is going to be at the core of the next wave of business disruption fuelled by digital-physical convergence. Our biggest technological ambitions, from personalization to the metaverse, are being held back by old models of identity. Emerging forms of foundational ID are finally breaking down the walls that divide enterprises and people's physical and digital lives, sparking a torrent of change. As the physical and digital converge, telco carriers will be the constant, and must embrace the responsibilities with the opportunities. 79% of communication executives view digital transparency as a strategic business imperative, not just a technical issue. 76% believe that issues with authenticating customers' identity are negatively impacting their bottom line. The ability to reliably identify people and things in a trusted and secure manner, will be key to break down past shortcomings of digital identity. CSPs continue to hold a higher trust quotient with

consumers than the hyperscalers and whether it's with data usage transparency or identity protections, they cannot afford to let this trust erode. CSPs are with consumers everywhere, and, just like in the Metaverse have the potential to play a unique and foundational role especially in the world of decentralised identity and getting into newer areas like trusted identity and access management. This could range from e-signatures to identifications in AR/VR settings. Explore the five trends that will alter the power dynamic between brands and customers in the next 12 months and beyond. Nearly all (98%) of communications executives agree advancements in generative AI such as GPT-3 are ushering in a new era of enterprise intelligence. Many telcos are already exploring and evaluating the technology. Next comes the bold decision to leave behind legacy and plan a new path forward with an implementation that supports telcos' needs for cost management and new service innovation. Tapping into the power of these mega technologies calls for a profound rethink of how the organization works, with multiple implications for enterprise IT architecture, organization, culture, and more. Resting on data management and identity's careful balancing act calls for telcos to reinvent with a path to AI value-building. View Andrew Walker's article on the State of Telecoms to learn more. Mathangi Sandilya Managing Director – Technology, Communications, Media & Technology Lead Davide Bellini Managing Director – Communications and Media Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. Visit our Subscription and Preference Center © 2024 Accenture. All Rights Reserved. =====================

Fast-track to future-ready procurement

----- Arcticle source ----- https://www.accenture.com/us-en/insights/operations/future-ready-procurement ----- In brief The future of procurement starts here A deeper dive into operations maturity Knowledge is power Now is the time to make your move to intelligent operations Client case studies Get the essentials 01. Know the ultimate goal 02. Know the key steps 03. Know how to leapfrog maturity levels Think big and go beyond cost savings Enhance intuition with high quality, diverse data Scale automation, analytics and AI Foster a specialized human + machine workforce Build complementary ecosystem relationships Intelligent procurement saves $24M Realizing $1B in savings Bank uses intelligent procurement to cut risk MORE ON THIS TOPIC The big read Future-ready procurement JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Dramatic market events, such as the pandemic, are a catalyst for bold change in the procurement organization. Although procurement touches every part of the business every day, it is often undervalued. Supplies are sourced. Purchases are made. Invoices are paid. It all happens without attracting much attention. But in recent years, the business started to see procurement more as a strategic partner with a unique ability to influence a wide range of value levers. The pandemic sped up this shift, raising the stakes for Chief Procurement Officers (CPOs) and influencing how

procurement organizations will operate in the future. Flash back to the start of the pandemic. Manufacturers were shut down. Supply chains were disrupted. Business continuity hung in the balance. Procurement organizations supported the business as only they could working with key suppliers to reduce negative impacts and find alternative supply sources when necessary. They also evaluated contracts to anticipate operational and reputational risks and assessed their effects on the business. Actions like these demonstrated how procurement can create a competitive advantage for the business. CPOs can—and should—build on this momentum. 90% of CPOs say that their organizations are under extreme pressure to be more innovative. Innovating in procurement means being more proactive and predictive. This goes beyond driving cost savings and toward working new ways—collaborating with business stakeholders across departments to understand their needs—planning together using data insights to predict future trends, supporting sustainability and more. When procurement is a true business partner, it can unleash breakthrough value. This kind of innovation requires a data-powered operating model and operations maturity. Accenture's global research indicates that operating model maturity is advancing among global organizations. Our research and experience reveal four levels of operations maturity: stable, efficient, predictive and future-ready. Each level is grounded in and enabled by increasingly more sophisticated technology, talent, processes and data insights. On average, we found future-ready organizations to be: Procurement leaders say that their organization's operations maturity has improved and they are optimistic about more progress in the next three years. Just 4% of procurement leaders say that their organizations were predictive three years ago. None had future-ready operations. Today, 61% view their operations as predictive, and 2% call them future-ready. By 2023, 65% expect to have predictive operations, and 26% expect to be future-ready. To better understand procurement leaders' views of operations maturity, consider how we measure future readiness. It reflects an organization's ability to scale eight characteristics of operating model maturity: analytics, automation, data, stakeholder experiences, AI, business-technology collaboration, functional and industry leading practices and workforce agility. Procurement leaders rate their organizations slightly above average for two of the eight characteristics (agile and stakeholder) in wide use or use at scale, which aligns with the fact that most see their organizations as being predictive. We have identified three procurement strategies to accelerate their move towards a future-ready state. Think big and collaborate across business and technology to enable business strategy and realize ROI from investments. Break down functional silos by augmenting human talent with automation, using data to make better decisions. Ecosystem relationships are a powerful way to leapfrog levels. CPOs are ecosystem builders for supplier and solution provider network. The work of procurement may often be undervalued, but it is the backbone of the business. As CPOs embrace their growing strategic role and take that proverbial "seat at the table," they can help the business along its journey to future readiness by leading by example. Many of the keys of operations maturity—such as automation, data insight, an agile workforce, cloud at scale, and ecosystem relationships—exist in procurement today. This gives CPOs an excellent foundation to build on as they continue to push toward intelligent operations in their own area as well. Here's how: Financial value

is only one part of the value equation that CPOs can deliver to the business. Procurement leaders can unlock business value by harnessing external data. Leading technologies are essential for procurement to realize the full value of data and act as a true strategic partner to the business. The magic happens when technology and human ingenuity meet to transform how procurement works. Partners can help procurement break through its technology gap and focus on core strengths. A leading chemical company freed up money to reinvest in growth by moving to a digital procurement organization. Learn more. A consumer goods giant reinvented procurement by moving to a data-driven operating model. Learn more. Global financial institution moved to digital procurement function to outmaneuver uncertainty and boost compliance. Learn more. Managing Director – Operations, Procurement Business Process Services Chad Gottesman is the global lead for Accenture's Sourcing & Procurement business. MANAGING DIRECTOR, PROCUREMENT BUSINESS PROCESS SERVICES GLOBAL BUSINESS LEAD With 18+ years' experience in Procurement and F&A, Kristin leads the Procurement BPS offering globally for Accenture Operations. 15 minute read Accenture surveyed companies worldwide to understand how they view their journey to operations maturity. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved. =====================

Get beyond the wheel in Automotive

----- Arcticle source ----- https://www.accenture.com/us-en/insights/automotive/responsible-transit-in-public-transportation ----- The traditional automotive industry has reached a crossroads. We are now operating in a mobility ecosystem, shifting into the next iteration of automotive. To move forward, it's time to embrace the ecosystem, collaborate beyond industry lines, and find new ways of innovating and partnering for success. How to reinvent automotive What's trending in automotive Partners in change Awards and recognition Our leaders Automotive careers Automotive now Cars are more than means of transportation, they're driving experiences Cars are more than means of transportation, they're driving experiences How the next generation of software can reinvent the driver experience How the next generation of software can reinvent the driver experience Where do automotives fit in a future that's completely sustainable? Where do automotives fit in a future that's completely sustainable? Segments we support Microsoft 2024 Global Automotive, Mobility and Transportation Partner of the Year Microsoft 2023 Global Automotive, Mobility and Transportation Partner of the Year Juergen Reers Marcello Tamietti Anant Kamat Markus Muessig Andrea Cardoso Current Country: United States 83% of automotive leaders believe digital services will be key differentiators by 2040 $3.5T in potential revenue from digitally-enabled services—comprising 40% of total auto industry revenue 58% of all new cars sold in Europe in 2030 will be electric vehicles Delight passengers with intelligent solutions for more business value. Transform tolling operations through a

reimagined mobility experience. The future of mobility is electric. But many mainstream car buyers are still uncertain about electric vehicles. Here's how automakers can tap into a broader audience and accelerate sales. Accenture and BMW teamed up to create a new platform that uses generative AI to drive decisions across North America, accelerating productivity and experiences. By 2030, electric vehicles will represent over 60% of global vehicle sales, necessitating advanced, scalable eMobility charging platforms for efficient infrastructure. Car brand smart wanted to replace traditional auto sales with a direct-to-consumer experience. We brought a new platform to life—and sold out an entire line of cars in 24 hours. Accenture teams with NVIDIA to showcase AI-powered immersive client experiences for Defender. Accenture identified 4 approaches to help OEMs transition to software defined vehicle experiences & compete effectively in the automotive industry. Leveraging technology to drive new luxury experiences Five imperatives the C-suite must address to reinvent in the age of generative AI. Leverage the experience of AWS and Accenture with proven technology offerings and industry-ready solutions. Unleash empowering human-centric design and Google's innovative tech. The largest global Microsoft practice. Eighteen-time Microsoft Global Alliance SI Partner of the Year. Powered by Avanade. Runs on Microsoft. Reimagining human experiences that reignite growth and accelerate the path to value. Helping you unlock the value of your SAP application portfolio with the power of intelligence, innovation and industry. Accenture and Avanade have been named 2024 Microsoft Global SI Partner of the Year. We are committed to helping clients accelerate their transformation journey. Accenture, in partnership with Avanade, has been named 2023 Microsoft Global SI Partner of The Year. Through our extensive experience, Accenture has established an unmatched track record of success in implementing Microsoft solutions across various industries and geographies. Senior Managing Director – Global Industry Sector Lead, Automotive Managing Director – EMEAan Automotive Lead Managing Director – US Managing Director – Growth Markets Automotive Lead Managing Director – Latin America Automotive Lead Shape the mobility ecosystem and find solutions to help the auto industry become more customer-centric and sustainable. © 2024 Accenture. All Rights Reserved. =====================

Reinvention, by the numbers

----- Arcticle source ----- https://www.accenture.com/us-en/insights/strategy/reinvention-by-numbers ----- The current pace of change presents both a challenge and an opportunity. The one constant? The pace of change is accelerating Key factors driving business change And many leaders don't feel prepared To navigate change, executives are turning to reinvention as their core strategy "Reinventors" see significant value... ...and they expect to get there faster Gen AI will accelerate reinvention Top disruption drivers viewed by executives as an opportunity ...and executives know if they don't embrace the ongoing tech revolution, they could be left behind Lead with value What's holding organizations back? Set yourself up for success What's holding organizations back? Close the gap on responsible AI What's holding everyone back? Empower people's ingenuity What are the key productivity

levers? What's holding organizations back? Organizations cannot approach reinvention as a one-time effort undertaken every few years. They must build the capability to continuously reinvent and make the ability to change part of the organizational DNA. Current Country: United States PERSPECTIVE 5-Minute read January 18, 2024 183% The rate of change affecting businesses has risen sharply since 2019 – 183% over the past four years and 33% in 2023 alone 88% of C-suite executives anticipate an even faster rate of change in 2024 #1 Technology disruption increased the most in 2023, rising from #6 in 2022 to become the #1 cause of business change C-suite leaders globally rank the main factors driving business change differently year over year 52% of executives feel they are not fully prepared to respond to the change they will face 81% see gen AI as a key lever in their reinvention strategy 76% of executives see gen AI as more of an opportunity than a threat 76% see gen AI as being more beneficial to revenue growth than to cost reduction in their organization Leaders must learn in new ways to understand how gen AI can apply to their business of leaders in the C-suite recognize that they and their direct reports lack a range of essential attributes, including practical understanding of what technology, data, and/or science can achieve 1.8x more Reinventors rate their company's digital core as strong, relative to all others 9x more likely to invest in remediating technical debt Companies believe their legacy tech and data strategy require the most amount of change to leverage gen AI in their organization of C-suite executives say one of the top challenges they face in using and implementing gen AI today is getting the data strategy right $10.3 T additional economic value can be unlocked by 2038 if organizations adopt gen AI responsibly and at scale 72% are now approaching technology investments with more caution because of societal concerns about the responsible use of AI 93% of executives agree that with rapid technological advancements, it is more important than ever for organizations to innovate with purpose The vast majority (96%) of organizations support some level of government regulation around AI, but only... of companies have self-identified as having fully operationalized responsible AI across their organization 94% of people are ready to learn new skills to work with gen AI. But only... of organizations are providing gen AI training at scale We believe that the companies that will succeed in the next decade are those that embrace a strategy of continuously reinventing every part of their business using technology, data and AI, including harnessing the power of generative AI and ensuring their people are at the center of their transformations. Jack Azagury, Group Chief Executive—Strategy & Consulting, Accenture © 2024 Accenture. All Rights Reserved. =======================

eMobility value chain

----- Arcticle source ----- https://www.accenture.com/us-en/insights/utilities/emobility-value-chain ----- Reinvention of the oil and gas industry in an electrified world Transforming forecourts to support new business models Oil and gas companies become integrated energy companies Power company transformation Distribution networks to ensure safe, reliable and clean power Energy markets to provide new incentives Utilities to

encourage drivers to participate in flexibility programs Regulated utilities can become trusted advisors Electricity retailers guide drivers on the complete customer journey Automotive diversification Developing cleaner batteries Rethinking the ownership model A shift in focus from hardware to software and services Reinventing the dealership model Related capabilities MORE ON THIS TOPIC Utilities Energy Automotive JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Collaboration within the eMobility ecosystem – and with the public sector – is vital in order to create seamless charging experiences, or the new business models we previously described. Incumbents need to rethink their positions in this new industry and develop strategies that define their approach to cross-industry collaboration. When orchestrating this convergence, each player should bring a deep understanding of what they require from others, and what they can provide to the rest of the ecosystem. Each step toward convergence strengthens and reinforces these interdependencies, but also improves overall customer experience. The charging experience becomes increasingly seamless, steadily addressing the issues that could stop drivers from buying or leasing an EV. Significant change is required. Eventually, the eMobility ecosystem will displace the ICE fuel value chain for passenger vehicles23. Electricity is replacing petroleum as the fuel; and charge points are replacing service stations as the refueling location. The oil and gas industry may also face a lost monopoly it holds over ICE vehicle refueling. EV charging has much lower barriers to entry because virtually anyone with an off-street parking space can install a charge point. The challenge for the oil and gas industry is how to remain relevant in an electrified world. However, oil and gas companies have many competitive strengths and could play a major role across eMobility24. Service stations amount to significant real estate in convenient locations worldwide25. Road transport electrification could be the catalyst to reimagine service station forecourts. For example, they could become mobility hubs that include fast charge points, battery exchange points, or a vehicle exchange service for a shared ownership scheme or mobility-as-a-service. They could also add convenience services such as quick-service restaurants or coffee shops to add value while customers are charging. But why should oil and gas companies stop at installing charge points on their forecourts or being CPOs? Why not become a power provider as well? Those with the courage to undergo a reinvention will find that they have the skills that will give them a competitive edge, for instance by leveraging experience in trading to capitalize on flexibility. Three months into 2023, European big oil invested >$1.2 bn in Mobility 26 Three months into 2023, European big oil invested >$1.2 bn in Mobility 26 Many oil and gas companies are already making the transition to integrated energy companies, acquiring utilities in Europe and North America. Their strong brand recognition, and their experience in running huge networks of service stations and procuring or hedging commodities, give them a competitive edge. EVs represent a once-in-a-generation growth opportunity for the power industry, with their demand for power set to help grow utilities' revenues. But EVs also present a significant challenge to power network operators. Furthermore, in competitive markets, electricity retailers will face stiff competition to supply power27. So although there is significant growth potential, it is far from a given that the power industry will profit from it. Networks must be redesigned and new incentives developed to optimize EV charging when the supply of

renewables is at its highest. These business models must be developed from the ground-up in the space of a few years. Consequently, the power industry must undergo a reinvention, or find itself left behind. The eMobility ecosystem depends on robust and reliable power networks. To meet net zero goals, they need to be powered by clean electricity. However, power networks were not designed around EV charging, which could overload parts of the distribution network. Nor were the power networks designed to cope with high levels of intermittent renewable electricity. It is incumbent on network operators to ensure the grid is sufficiently robust to supply safe and reliable power when it is needed. They should also ensure the grid is sufficiently flexible to maximize the use of renewable electricity. Between 2022-2030, public EV chargers may need up to global $35 bn investment/ year, but distribution grids at least $300 bn/yr 28 Between 2022-2030, public EV chargers may need up to global $35 bn investment/year, but distribution grids at least $300 bn/yr 28 Energy markets face a strong need to find ways to incentivize EV charging when renewable power is abundant, effectively monetizing the flexibility potential that these 'batteries on wheels' offer. The goal is balancing the grid in times of high demand, incentivizing customers to charge their vehicles only when demand is low – built on a foundation with dynamic pricing and new market structures that support EV aggregation and local balancing. What's needed is new infrastructure that directly communicates with charge points and EVs, and manages payments to drivers who participate in flexibility markets. The power industry needs to proactively attract EV owners into some of these programs. It is far from guaranteed that mass market participation will occur just by creating financial incentives. EV owners should be encouraged to participate. Even the simplest approaches – charging significantly less to charge overnight – are ineffective if customers do not know these tariffs exist. The challenge of recruiting drivers into flexibility programs increases with the additional complexity of V1G and V2G approaches. Customers need to feel that they are sufficiently rewarded for their participation, so the program needs to be simple and easy to understand. The power industry should also provide insight to raise awareness and allay any worries customers may have. Finally, flexibility programs need to be convenient and the driver should feel like they are in control. While regulated utilities' ability to participate in eMobility may be restricted, they are still a vital part of the ecosystem. For example, they can generate a regulated return on new infrastructure deployed to support EV charging. But opportunities exist beyond their core business model. For example, they may look into working with the owners of large fleets, advising them on renewable energy procurement strategies, such as how to best use power purchase agreements. Electricity retailers in competitive markets may be less encumbered. While the increase in electricity demand will grow an energy retailer's revenues, several other opportunities may emerge for them to facilitate customers' net zero journey. The options include creating integrated offers that include the supply of clean electricity, orchestrate residential EV charge point installations, provide charge cards for charging on-the-go, provide rooftop solar, enable access to a local energy community, install a stationary battery and/or sell heat pumps. The automotive industry is faced with a challenge to make significant changes as well. For one - our recent research indicates how the ongoing race to capture value in the sector is lacking a clear plan for monetizing digital services. But also in

eMobility, it's not just a simple case of transitioning from one drivetrain to another. It has already sparked a wave of innovation and reinvention among automakers, some of whom are moving into electricity supply, EV charging infrastructure, insurance, solar panels and home storage. 29 EVs may enable up to 40% recovery of aftersales profits 30 EVs may enable up to 40% recovery of aftersales profits 30 Likely not all automakers will adopt all these strategies. However, all EV manufacturers have a role as eMobility enablers. The functionality automakers deploy in an EV determines the level that vehicle can interoperate with the rest of the eMobility ecosystem. For example, as we have noted, V2G business models are only possible if EVs support bi-directional power flows. eMobility open data relies on the EV communicating its whereabouts and battery status. Although EVs are intended to be a cleaner alternative to ICE vehicles, batteries are receiving significant bad press. There is scope for the automotive industry to address this issue by driving improvements in the battery value chain, all the way from sourcing raw materials to disposal. New battery chemistries will reduce or negate the need for unsustainable materials – for instance those in short supply, whose extraction is environmentally harmful, or relies on unethical labor practices. Lengthening battery lifespan lengthens the replacement cycle, which reduces demand. And new approaches to recycling will reduce demand for mined ore. Service station forecourts could be transformed into new integrated transportation hubs. This opportunity can be boosted through collaboration between the oil, gas and automotive industries. There are significant opportunities for alternative ownership models – with shared ownership, leasing, rental and vehicle-as-a-service models all potentially helping to reduce traffic and demand for parking. Alternative approaches to EV ownership may also help transition customers with no off-street parking. One of the biggest impacts eMobility will have on the automotive value chain is the product itself. While an ICE vehicle can have over 2,000 moving parts, an EV has around 20. 31 An ICE vehicle's engine contributes significantly to product differentiation. For EVs, the focus shifts to driver experience, amplifying the overall urgency in the sector to shift to digital services. That essentially means a shift from hardware to software, because it is software – including advanced battery management, route planning and infotainment – that will deliver this differentiated experience. And as EVs move into the mainstream, drivers will think less about EVs' environmental benefits and more about the experience. In fact, that shift is already underway. A recent survey of US drivers found that Gen Z's primary interest in EVs was because they are cool, not because they are better for the environment.32 US gen Z primary interest in EVs: because they are "cool". US gen Z primary interest in EVs: because they are "cool". The shift from hardware to software will likely have wider consequences, particularly for dealers' revenues. Because EVs are far simpler machines than ICE vehicles, their servicing needs are much lower. When automakers focus solely on building vehicles, their dealership networks will be the only face-to-face contact consumers have with the EV value chain33. So, consumers will be likely to heavily rely on dealers to ease the transition from ICE to EV, helping them understand how public and private charging works, planning routes, fixing problems when en route, finding useful apps and, in the future, discussing participation in utility flexibility programs. But to do all of this, dealerships need people who understand all these areas, which will require significant training of sales teams. Sources: 23 Use of EVs

displacing oil consumption - IEA - Electric Vehicles, Sep 2022 24 From Oil Producers to Power Players: A Smart Move? Accenture 25 Accenture analysis 26 Accenture analysis with oil and gas M&A data from IHS Markit 27 Accenture analysis on industry press articles 28 IEA World Energy Outlook 2022. Distribution grid investment including but not exclusively due to EVs. 29 Accenture analysis on company press releases 30 Learnings from Norway – from Electric vehicles on the rise | Accenture, 2022 31 "Does it Make sense to Invest in EVs?", Money Today, 1 Jan 2022, via Factiva.com 32 "Why Do Young People Want an EV? Because They're 'Cool'", WardsAuto, 11 January 2022, via Factiva.com 33 Accenture project experience Managing Director – eMobility Lead Managing Director, Sustainable Mobility Lead, Italy, Central Europe and Greece The future of utilities is digital. Discover how we're helping electricity, gas and water companies enable transformation for value and new growth. The future of oil and gas - safer, smarter and cleaner. Discover how we're helping automotive companies drive the mobility ecosystem forward. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. Visit our Subscription and Preference Center © 2024 Accenture. All Rights Reserved. =====================

The (R)evolution of money III CBDC is here, careful design needed now

----- Arcticle source ----- https://www.accenture.com/us-en/insights/blockchain/evolution-money ----- In brief Tokenization and Central Bank Digital Currencies Digital medium of exchange Success factors include: Related capabilities Governance Growth & protection Control MORE ON THIS TOPIC Financial services infrastructure Payments Core banking JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Money as a medium of exchange has seen little innovation since the introduction of paper currencies and cashless transfers in the nineteenth century. However, in the last two years new financial ecosystems driven by technology have uncovered new functionalities for money. In an increasingly digital world underserved by analog currencies, large players like commercial banks and social media companies are creating new ways to transfer value. For central banks to remain future-proof, central bank money must be modernized to meet the accessibility demands of the 21st century. The time for central banks to act is now. Central Bank Digital Currencies would offer new scope and possibilities for secure and instantaneous settlement, through consumer banks and trusted payment intermediaries. Central Bank Digital Currencies (CBDC) utilize tokens, or digital representations of value, and function in the digital realm the same as hard currencies. Tokenization and decentralization are critical to meet new demands for money and establish more direct, transparent and efficient payment systems. Tokenization has emerged as a format to represent goods, assets and rights. It offers new financial utility and attributes, promising greater flexibility and liquidity. CBDC or tokenized central bank money

leverages the decentralized and secure advantages of blockchain. Enabling peer-to-peer transactions, CBDC offer a more resilient payment infrastructure, reduce transaction costs, enhance information sharing capabilities and facilitate data reconciliation. Blockchain enabled payment solutions have been rigorously tested by central banks across North America, Europe and Asia. Download the report to learn more about these developments. Just like the paper money in your wallet, CBDC is backed by the stability of central bank reserves and issued with the same trust attributes needed for CBDC to exist side by side—not replace—current forms of currency. Additional advantages include portability for use anywhere, anytime, and the ability to embed the rights and obligations of the bearer into smart contracts. CBDC expand access to money and promote financial inclusion, while also addressing critical security, scalability, and privacy concerns in payments. Image: Adapted from M Bech and R Garratt, "Central bank cryptocurrencies", BIS Quarterly Review The readiness of blockchain enabled payment solutions has made significant progress. Blockchain now addresses residual concerns about scalability and inter-operability and therefore offers the foundation for advancing towards select real-life applications and implementation plans. The greatest benefits of CBDC are to be found in the broader context of reshaping payments relations and rests in the integration of assets and currency on a single ledger in the combination of tokenization, decentralization and secure information sharing. CBDC attracts payment applications in retail, wholesale and cross-border transactions. Considerations differ largely dependent on local circumstances and preferences. The adoption of CBDC will depend on set policy objectives. Central banks can play a major role in shaping the new landscape since they maintain the unique—and essential— convening power needed to bring together disparate players in the financial sector. This will minimize fragmentation in the market and establish a strong foundation. Driving the necessary governance structures, rules and putting policies in place. Ensuring economic growth alongside security for consumer protection. Supporting the adoption of progressive approaches to currency control and use. Central banks can act now as catalysts to help shape a new emerging financial architecture. SENIOR ADVISOR – GLOBAL BLOCKCHAIN TECHNOLOGY Ousmène concentrates on blockchain-enabled solutions for money and payments, central bank digital currencies, and international monetary analysis. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings.
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Unlocking the value of women in semiconductor

----- Arcticle source ----- https://www.accenture.com/us-en/insights/high-tech/women-semiconductor-leadership ----- In brief Gaining insight into the semiconductor industry Exploring the survey State of the Market Key Findings WRITTEN BY Current Country: United States Research Report 5-MINUTE READ March 2, 2021 The semiconductor industry has more

recognition than ever due to global events such as the chip shortage, government initiatives including the CHIPS Act and the vital role semiconductor devices play in our everyday lives. Leading semiconductor companies have been placing big bets on domestic investment of semiconductor manufacturing. According to SEMI, Worldwide 300mm fab equipment investment is expected to increase 20% to US$116.5 billion in 2025 and 12% to US$130.5 billion in 2026 before hitting a record high in 2027. This type of investment and the corresponding need to hire thousands of engineers and other technical workers amid a labor shortage represents a weighty opportunity to fill these roles with diverse talent. Specifically, it is an opportunity for women to fulfill these roles and a clear opportunity for companies to help narrow the existing and pervasive gender gap and unlock the value that women can provide. The women in the semiconductor industry survey results 2023 from the Global Semiconductor Alliance (GSA), which highlights present-day leadership diversity (or lack thereof), shows that much work still needs to be done to help close the gender gap. The GSA and Accenture study, "GSA: Women in Semiconductor Industry 2023," was designed to help educate audiences on the current status along with practices to decrease the gender gap. To understand the current state of the women in the semiconductor industry, the GSA and Accenture conducted its annual survey of women in the semiconductor industry, interviewed industry executives and tapped into Accenture research to measure statistics on gender representation throughout all functions and ranks. The survey focused on 3 key topics and offered supporting statistics and recommendations for changes in the areas of: If we are going to become a trillion-dollar industry, we cannot ignore half the population. — JODI SHELTON, Co-Founder & CEO of GSA The need for innovation-focused talent in semiconductor is just as dire as the need for chips today, and women represent a significant opportunity to provide that talent. However, building a pipeline for recruitment continues to be the largest challenge. If companies can recruit, retain and advance more women to the industry, they will discover significant benefits. 1. The median representation of women in the semiconductor industry lies in the 20% to 29% range. 2. Networking and higher education are the top methods for increasing talent and expanding the talent pipeline. 3. Over 50% of women spend five or more years before advancing to managerial roles. 4. Women attrition rates have decreased according to 56% of respondents. 5. Recognition and mentorship programs are prevalent, but sponsorship and allyship initiatives lag. 6. 54% of companies hold management accountable for diversity, equity and inclusion (DEI) goals, but few are formally measured. The time has come for the industry to make significant progress and build a new-age model of gender diversity for generations to come. New technologies like generative AI will also impact ways of working, requiring leaders to set and guide a vision for reinventing work, reshaping the workforce and preparing workers for a generative AI world. Success requires putting people at the heart of change and it will mean leaders with different skills. This represents not only an opportunity for companies to unlock the value women can bring to their organizations, but it also helps women secure more jobs and rise through the ranks in ways that were not possible in the past. Learn more about the report findings in the latest webinar: Rising Together: Exploring the Women in the Semiconductor Industry Survey Findings - Design The Solution. Jolie LeBlanc Senior Manager – Accenture Strategy Cathy Chen Manager –

Strategy & Consulting, Mergers & Acquisitions Deborah Garand Managing Director – Strategy and Consulting, High Tech ======================

Unlock profitable growth in communications & media

----- Arcticle source ----- https://www.accenture.com/us-en/insights/communications-media/aggregators ----- People and businesses are always on, whether watching, working, or enabling innovative new growth. Keep them engaged and successful by delivering the continuous experiences and capabilities they expect and need. How to reinvent communications and media What's trending in communications & media Awards & recognition Our leaders Careers Communications & media now 2024 Microsoft Media and Telco Partner of the Year Award winner Databricks CME partner of the year 2024 – 6th year in a row TM Forum 2023 Catalyst: AI & Automation Excellence Everest Group #5G Engineering Services PEAK Matrix® Assessment 2023 A Leader in IDC Worldwide Media and Entertainment 2023 Vendor Assessment A Leader in IT Services for CSPs for eleventh consecutive year Francesco Venturini Peters Suh Boris Maurer Paolo Sidoti Saulo Bonizzato Current Country: United States $45B estimated enterprise network spend in the next four years 35% of consumers have unsubscribed from at least one of the Big 5 streaming services in the past 12 months 86% of consumers would be interested in a single service that captured and shared all of their basic information and content preference $1.7T the outlay the SMB segment will put in IT and digital services between now and 2026 We help telecoms operators use data, AI and automation to manage costs, optimize operating models, build modern networks, and put customer experience at the heart of growth. We work with ecosystem partners to help industry leaders offer new services beyond connectivity and accelerate their reinvention. Build on your connectivity offerings to deliver new technology services through platforms. Leverage 5G, edge computing, and security to innovate tailored, industry-specific solutions that complement and enhance your core services. Empower customers with self-service options and personalize experiences using data and new AI applications. Make customer experience your competitive edge and growth driver. Unlock new revenue with future-ready data and AI foundations. Modernize your architecture to automate operations and transform front and back offices. Unlock growth by transforming networks into open platforms. Re-engineer networks in the cloud, leveraging autonomy, AI and APIs to boost performance, attract ecosystem partners and create new services. To be ready for whatever comes next, build a digital core: a truly integrated foundation of cloud, open digital platforms, data and AI. Use it to scale AI and new technologies across the enterprise, creating a platform for agility and growth. We help media companies use the new investment cycle to capture the next wave of growth and innovation. We unlock the power of data and AI to improve their efficiencies and open new growth models. We build virtualized operations to run non-core activities and help them improve their market position through M&A and partnership strategies. Rising platform competition and privacy

updates intensify the fight for attention. Capture attention that drives new sustainable revenue streams by reinventing advertising and subscription models. Discover how telcos can reduce tech debt, simplify operations, and drive innovation by building a robust digital core integrating AI and cloud-based solutions. In our third annual report, we explore the challenges facing today's media companies and offer a set of foundational imperatives to jumpstart reinvention that delivers. By focusing on new opportunities provided by cloud, data and AI, CSPs can accelerate their legacy technology transformation to resolve tech debt and position themselves for new product and service growth. CSPs continue to invest billions in networks, both fixed and wireless. The challenge at hand is how their current network transformation can go beyond a generational upgrade. M&A deal processes are ripe for reinvention. Gen AI will lead those reinventions and executives agree. Where they are investing, however, indicates a need for holistic strategies to realize the value they envision. A race to climate neutrality by addressing Scope 4 emissions. Accenture empowers Singtel and Zuellig Pharma to innovate with Ericsson 5G Awarded to Accenture & Avanade in recognition of their deep industry skills and advisory services in the Media & Telco space. Accenture wins Databricks CME Partner of the Year for transforming data and AI strategies in global telecoms, delivering innovative solutions that set industry standards. Accenture wins in this category with its Gen AI hyper-personalized customer experience designed to help CSPs reduce churn and increase customer lifetime value. Named to Fortune's "All-Stars" list by business executives, directors and securities analysts, ranking us No. 32 overall and No. 1 in our category for 10 consecutive years. Accenture was recognized for strength in strategy and vision and its ability to shape the future of the world's largest companies through technology-enabled, agile strategies. Accenture Applied Intelligence's IP-led approach to D&A services delivery, its strong adoption in the marketplace, and its increased growth across geographies and industries. Communications & Media Industry Sector Lead Senior Managing Director – Communications & Media, North America Managing Director – Communications & Media Lead, EMEA Managing Director – Communications & Media, Growth Markets, Asia, Australia, Africa and Middle East Senior Managing Director – Communications & Media, Growth Markets, Latin America Grow your careers at the heart of change. © 2024 Accenture. All Rights Reserved.

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The human impact of data literacy

----- Arcticle source ----- https://www.accenture.com/us-en/insights/technology/human-impact-data-literacy ----- RESEARCH REPORT In brief Data democratization: The enterprise opportunity How employees use data What's holding businesses back from becoming fully data-driven? The way forward: Building a data-driven workforce Related capabilities Only MORE ON THIS TOPIC Enterprise Data Management Data strategy Data governance JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Data underpins the success of organizations in mining both physical assets and digital business opportunities—improving accuracy, increasing efficiency and augmenting the ability of the workforce

to deliver greater value.   To become data-driven, organizations must shift from the dominant enterprise approach to data, in which ownership of data and its analysis has been in the hands of a few specialists. Actualizing a democratized approach requires businesses to focus on three elements. The good news: leaders now see the value of democratizing data. Our research found that nearly all employees are now expected to be able to use data in their roles. 75% Read data 65% Interpret data 63% Make data-driven decisions In addition, enterprises are increasingly investing in tools, such as data analytics and business intelligence software, to facilitate data consumption. 67% of the global workforce have access to business intelligence tools. 75% have access to data analytics software. Self-sufficiency: More than self-service   However, just because employees have access to self-service tools doesn't mean that they are self-sufficient to read, understand and work with data. 25% of employees believe they're fully prepared to use data effectively. 21% are confident with their data literacy skills. Our research identified three ways that show how a lack of self-sufficiency to work with data affects employees' ability to assume their roles in a data-driven workplace: How is this impacting businesses?   Each year, companies lose an average of more than due to data-induced procrastination and sick leave owing to stress resulting from information, data and technology issues. The key to realizing the opportunity of data is to unlock the potential of people within the organization. We have identified five key steps to consider when planning a data literacy strategy.   Education and empowerment will be the true determining success factors in a data-literate world.   With only less than a quarter of the global workforce reporting that they are confident in their data literacy skills, business leaders must invest in data upskilling to help improve their employees' use of data and strengthen their data-driven culture. It will also enable organizations to accelerate time to insights, create new streams of revenue and fuel data-led growth. Lead – Accenture Artificial Intelligence Sanjeev helps to incubate bold ideas and integrate innovation and automation into how we deliver technology services to clients. GLOBAL HEAD OF DATA LITERACY – QLIK Jordon helps individuals and organizations realize their data and analytical potential by bringing to light and enhancing skills in data literacy. Illuminate intelligent outcomes with the right data. Devise a holistic data and information strategy. Apply automation to manage & govern data, establish trust, and achieve compliance. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved.
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UN Private Sector SDG Stocktake

----- Arcticle source ----- https://www.accenture.com/us-en/insights/sustainability/getting-sdgs-back-on-track ----- In brief Will the world achieve its sustainability ambitions in time? Business has a critical role to play Charting the path to 2030 Expand the benefits of markets Transform the basis of business Scale up new incentive systems WRITTEN BY Current Country: United States Research Report Can your business do more? 5-MINUTE READ September 14, 2023 The SDGs offer a vision of a more

sustainable and equitable world by 2030. Developed by the United Nations in 2015, these 17 goals address some of the planet's most critical social, economic, and environmental challenges. The good news? Business leaders remain committed to that vision. Our new survey of 2,800+ leaders from 137 countries finds the overwhelming majority still believe in the SDGs (94%) and recognize they have a critical role in achieving them (96%). In 2022, 92% of CEOs believed the world would achieve the SDGs by 2030. Asked the same question a year later, 49% said they believed the same. Ongoing business challenges — including inflation, geopolitical instability, and supply chain control — are diverting attention and creating barriers to progress. Furthermore, structural limitations, such as unclear measurement and data restrictions, highlight where leaders struggle to fundamentally incorporate the SDGs into their business operations. For many SDGs, private sector action will be a decisive factor in meeting or missing the 2030 deadline. Analyzing SDG impact data uncovers that the private sector's greatest contribution to the SDGs has been through creating employment opportunities and advancing economic growth. However, this growth has come at a cost, namely to the environment. Negative environmental factors are also further driving social disruption in poverty, hunger, health care, and global peace. The private sector needs to step up. While the majority (81%) of business leaders believe their businesses are doing enough to contribute to the SDGs, fewer (62%) feel that their industry is doing enough, and only half (48%) state that the private sector is doing enough. However, ambitious leaders are taking action: 91% of business leaders say their company has a public commitment to at least one SDG 79% identified a business case for advancing at least one SDG 78% changed a product or service offering to align with an SDG Every single business can play a part in achieving the SDGs. Our study sets out ten ways to step up progress: 1. Recommit to the basics. Adopt responsible human rights-based business strategies. Conduct business in a principled manner, free of corruption. 2. Provide a living wage. Work in collaboration with contractors, supply chain partners, and other key stakeholders to achieve a living wage. 3. Promote gender equality. Ensure gender balance across all levels of management. Provide equal pay for work of equal value. 4. Innovate responsibly. Infuse purpose and responsibility in all innovation activities and anticipate unintended consequences. 5. Accelerate climate action. Set science-based net-zero emissions reduction targets in line with a 1.5°C pathway. Address the social impacts of climate measures in partnership with workers, unions, communities, and suppliers. 6. Improve water resilience. Achieve net-positive water impact in water-stressed basins. 7. Protect and restore nature. Align with the Taskforce on Nature-related Financial Disclosures. 8. Invest in circularity. Source 100% sustainable material inputs. Recover 100% of resources and recycle or reuse all materials and products at end of life. Send zero waste to landfills and incinerators. 9. Commit to sustainable corporate finance. Achieve 100% alignment with the CFO principles on integrated SDG investments and finance. 10. Improve corporate governance. Align executive remuneration with SDGs. Create a board-level position to advocate for long-term stakeholder interests. Engage in responsible lobbying. The private sector is a critical stakeholder in achieving the SDGs and leaders want to step up to the plate. Today it's possible for companies to consistently measure and report on their SDG impact. Stephanie Jamison / Global Resources Industry Practices Chair & Sustainability Services Lead Stephanie Jamison Global

Structural separation of network infrastructure

----- Arcticle source ----- https://www.accenture.com/us-en/insights/communications-media/network-infrastructure ----- In brief So what has changed? Maximizing success The way ahead Related capabilities Why separate? How to separate? How to execute? MORE ON THIS TOPIC Mergers and Acquisitions Network Services Communications consulting JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Not so long ago, suggesting to a fixed incumbent, cable company, or mobile operator in Europe that they should spin off their network access arm might have received responses ranging from skepticism to outrage. Why would they wish to shed a key source of competitive advantage? Fast forward a few years, and structural separation is an idea that Communications Service Providers (CSPs) are willing to consider. Some are already taking action. Over the past five years, CSPs have underperformed the wider European market by approximately 40 percent. Increased capital intensity, highly-leveraged balance sheets and low asset returns from significant investments in network modernization have depressed shareholder returns, while low growth in consumer businesses has exacerbated CSPs' financial strain. Network companies, on the other hand, are achieving four times the shareholder returns that CSPs are generating – enabled by a streamlined risk profile, consistent demand, and stable asset returns. Total shareholder return - Telco vs Marketvs NetCo (% rebased 100 = Jan 2016) Source: S&P Global Capital IQ, S&P Global Market Intelligence, Accenture Analysis The result is that the enterprise values of CSPs are now less than the sum of their individual parts. Finding new ways to unlock value is imperative. And while the financial drivers forcing CSPs to contemplate some form of structural separation are powerful, they are not the only reason. There are also strategic considerations that make separation a viable play. For example, the emergence of 5G and new network innovations call for a "connected industry orchestrator" that can serve as a platform and exchange for others to innovate new services such as edge compute or security. Today, that's a role that integrated CSPs simply don't have the management capacity or focus to bring about. A conversation that would have been infrequent just a few years ago is now very much a live dialogue in the industry. Structural separation into a network company and customer-facing services business offers an opportunity to create value for the communications industry. It also creates a new asset class for institutional investors – one that can deliver consistent returns. However, buying into the possibilities for network separation should not mask the fact that separation

is a highly complex undertaking. It's a disruptive and difficult change to make. Doing so successfully requires focused and disciplined execution. Those that can make the pivot, however, can reap substantial benefits. To maximize the chances of success, CSPs must consider three questions: Accenture analysis suggests that there are several financial, operational and strategic drivers that all leaders need to consider. Deciding precisely how to deliver separation requires detailed analysis. The priority is to determine the network company's remit. Depending on the approach and chosen structure, separation will involve addressing different degrees of complexity across functions. CSPs face the dual challenge of reversing the decline in growth and return on invested capital as well as freeing-up capital to make investments in fiber and 5G. For fixed networks, the business case for providing a single FTTP network in a given area is clear, but the execution very complex. For mobile, potential value comes from increased market share enabled by wholesaling to gain volume that will be reflected in spectrum purchases and network build. With the recent acceleration in CSP hybrid cloud adoption, the network edge becomes a critical control point and as such this also becomes a critical factor to consider whilst evaluating the case for structural separation. In either case, network separation executed carefully can realize incremental value for CSPs looking to invest in long-term growth opportunities. Now is the time to act. Managing Director – Accenture Strategy, Mergers & Acquisitions and Private Equity Jeffrey leads the Mergers and Acquisitions practice for Communications and Media. Senior Manager – Corporate Strategy and Mergers & Acquisitions, Communications and Media Managing Director – Communications & Media Lead, EMEA Boris leads the Communications and Media industry practice in Europe. Managing Director – Technology Strategy & Advisory, Global 5G Delivery and Capability Lead Aurelio helps transform core networks into a cloud-native platform business and accelerate the 5G evolution. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved. =====================

Cloud data migration

----- Arcticle source ----- https://www.accenture.com/us-en/insights/technology/cloud-data-migration ----- In brief Related capabilities Infrastructure is elastic and available on demand Data center management by cloud provider End-to-end strategic architecture Cloud First continuously updated technologies MORE ON THIS TOPIC Data transformation JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Over the past ten years, there has been tremendous growth in enterprise data acquisition, storage, management, and consumption. Companies have built out massive data landscapes on-premise in order to make data available for so many business users and use cases. Today, many companies are running into issues with these large on-premise installations. Some organizations are facing performance and capacity issues, others are unable to effectively incorporate new types of data sources, and most consider their on-premise licensing costs and total cost of ownership to be too high. As cloud capabilities and adoption continue to increase, becoming a cloud-first

organization has shifted from a future aspiration to an urgent mandate for today. And given the explosion in the volume and strategic importance of data available to the enterprise, data on cloud is a critical part of that mandate. Migrating data to the cloud lowers costs and increases value: Faster data query performance, reduced future infrastructure investments, greater business agility, and overall lower total cost of ownership. Concentrate your investments in more strategic, value-generating skillsets, people who can analyze and get insights from data, not just maintain it. Manage data strategically, optimize costs, and increase business reusability dramatically by eliminating data siloes and converging all data platforms. Start building your future technology state today, rationalize expenditure by shifting to cloud solutions that support future business capabilities. Cloud enables organizations to break free from the constraints of on-premises data storage and compute. Its cost-effectiveness and flexibility, combined with its scalability and innovation potential, mean you can optimize your data platform far more effectively while simultaneously opening up the possibility of new data-driven business models and revenue streams. Lead – Data Capability Teresa leads the incubation and scaling of technologies in the cloud like edge, data mesh and heterogeneous infrastructure. LEAD – DATA NETWORKS & MARKETPLACE Prateek is a leader in Intelligent Data & AI Platform strategy and build, focused on realizing and scaling business value at the intersection of business strategy, user experience, data, AI and technology. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved. =====================

Tech4Good: Innovation where it's needed most

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Anne Groeppelin Medb Corcoran Christophe Gueret Vivek Khetan Dr. Mei Wang JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA We're bringing together social and technology innovators, using exponential technologies to build a more inclusive and sustainable world. Our award-winning Tech4Good program applies exponential technologies to address critical challenges facing society and help build a more sustainable and inclusive world. Through our various endeavors, we help drive social change and impact financial wellbeing across the globe. E-seed: Autonomous self-burying bioinspired seed carriers engineered to improve ecological resilience and design and boost sowing success. Accenture Labs works with Biogen to apply quantum computing to accelerate drug discovery. An innovative marketplace solution to link corporates, cargo players and airlines to producers of SAF with transparency enabled through the blockchain. charity: water: Ensuring clean, reliable water sources around the world. Accenture has been working with the Australian Institute of Marine Science and their partners to help protect the future of coral reefs. Accenture Labs helps charity: water obtain better visibility into its water systems and malfunctions to keep clean water flowing. Read case study. With the power of AI, our solution monitors sounds to help track the gibbons, a highly endangered species, in the rainforests of India. By elevating athletes, Accenture showed what we can do when we put our minds—and hearts—to it. We created the world's first open source non-binary voice solution to combat gender bias and foster inclusion. Read more. Using AI, we've enabled people with hearing and speech impediments to use video conferencing, leading to a more inclusive workplace. Our radiotherapy application uses quantum algorithms to identify optimal treatments and reduce the potential of damage to surrounding healthy cells. Experts undertook a revolutionary operating procedure using Augmented Reality with Microsoft HoloLens. Accenture Labs built a proof-of-concept adaptive control algorithm to control an assistive robotic arm and implemented it on Intel's Kapoho Bay chip. Our exceptional people are combining their ingenuity with the latest technologies to solve some of the world's biggest challenges. Accenture's Nth Floor, a pioneer application of the Metaverse. Her Second Innings (HSI) and Accenture guide and build confidence for returning professionals. By using new technology and emotional analytics, the collaboration helps give interview training in advanced ways. Our Tech4Good projects have received numerous accolades. Here's what we're most proud of: Accenture recognized by Fast Company's 2022
World Changing Ideas Awards Latest updates on how technology is helping mankind. Accenture collaborated with CereProc, a text-to-speech technology provider, to create Sam, the world's first comprehensive non-binary voice solution Companies collaborate with researchers to develop and test wheelchair-mounted robotic arm with patients Microsoft and Accenture collaborate to provide hands-on support and technologies to social enterprises, helping them to build scalable solutions and business models that can lead to more tangible and lasting benefits for a greater number of people around the world. Context-specific language modeling for human trafficking detection from online advertisements AI- and AR-based applications to boost financial inclusion in the country, particularly among women in rural communities. New applications leverage the power of AI and augmented reality to improve financial capacity and decision-making for and by the poor. Please enable Advertising and Social Media Cookies to be able

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Care@Home—a new MedTech mindset

----- Arcticle source ----- https://www.accenture.com/us-en/insights/life-sciences/medtech-care-at-home ----- In brief Healthcare is trending—toward at-home care The challenges of at-home care Related insights How to see at-home care success WRITTEN BY Current Country: United States RESEARCH REPORT 5-MINUTE READ June 28, 2022 Trends in the healthcare ecosystem indicate that some parts of patient care are shifting to the home setting. There is increasing pressure from payers and insurers to reduce the cost of medical care and increase the adoption of value-based care models. New models like the End-Stage Renal Disease Quality Incentive Program are intended to link a portion of payments to a healthcare provider's performance, based on quality of care and patient outcomes. At the same time, the COVID-19 pandemic has influenced how care is delivered. Accenture research conducted in the early days of the pandemic indicates that nearly 50% of patients were getting treatment at home and 62% of healthcare providers thought patients would be more interested in home-administration of treatment. Patient and healthcare provider expectations are leaning toward at-home care, where the patient can be more comfortable and have a better quality of life. Our research found that virtual consultations were valued by our survey respondents, with 22% feeling confident about their virtual healthcare appointment. Furthermore, the consumerization of medical technology presents new opportunities. In an Accenture survey, 8% of respondents reported that they have used remote patient monitoring to track symptoms or a condition and share data with a medical professional. And 8% used digital therapeutics. These tools are easy to use by patients and give healthcare providers new insights to inform their care decisions. They are also disrupting the MedTech landscape. 50% of patients were getting treatment at home 62% of healthcare providers thought patients would be more interested in home-administration of treatment New models of service and operations will be required for healthcare providers. In some cases, training might be needed for clinicians who are unfamiliar with the home environment or patients and their at-home caregivers who have not previously used the device or equipment. Other challenges will include the need for patients or their caregivers to order supplies and manage inventory, the technical difficulties of adding connectivity to devices and changing regulatory requirements. MedTech companies will also be competing with startups capable of building disruptive solutions. Companies like Apple and Google already have a range of devices in the home, plus a consumer mindset, powerful brand recognition and trust. In some ways, this puts them ahead of companies just entering the sector. Devices that enable at-home care can make treatment considerably more convenient and comfortable. Rethink MedTech solutions. It's not enough to repurpose current products. Build solutions around

physical, cognitive, emotional and aspirational needs. Enable real-time monitoring of patients through connected capabilities. Provide patients with the devices and supplies they need when they need them. To stay competitive in healthcare, MedTech companies must embrace intelligent technologies and reinvent their business models. Innovation is key to meeting the evolving needs of patients and organizations. Build resiliency in MedTech to thrive in a changing world. Invest in technology, embed resilience in design, and develop a multi-skilled workforce. Secure your future growth now. Novartis uses a multi-cloud data analytics platform to optimize operations and accelerate innovation. Global biopharma company embraces innovation to improve work-life balance. Five 5 trends to help life sciences companies mature in this new paradigm of Digital Health Thomas Burchard Director – Life Sciences, MedTech, Product X.0 Alyssa Brill Consultant – Strategy & Consulting, Life Sciences © 2024 Accenture. All Rights Reserved. ======================

Forge the link between tech investment and business value

----- Arcticle source ----- https://www.accenture.com/us-en/insights/consulting/cio-outlook ----- In brief The CIO takes the spotlight How to collaborate to get more value from tech Five actions to respond to the now 1. Rethink the operating model 2. Optimize cloud costs with FinOps 3. Make SaaS a competitive sport 4. Modernize the architecture 5. Break the traditional finance cycle Conclusion WRITTEN BY Current Country: United States Research Report 5-MINUTE READ May 20, 2023 The role that technology plays in helping organizations compete and succeed has never been greater. Cloud, data analytics, artificial intelligence—these are among the key technologies that companies are using to create a strong digital core. As a result, the CIO is now center-stage in helping organizations to transform and reinvent themselves. But with this new position comes greater pressure—pressure to better understand and improve technology costs, and to more clearly communicate to the CFO, board and the broader C-suite the ultimate business value of technology investments. CIOs need to maximize and demonstrate the value of each technology investment to the business. Many are already using effective disciplines—such as Technology Business Management, FinOps, and more—in discrete parts of their business. By taking a more cohesive approach, they can create a more holistic, collaborative way to measure and deliver better value from their technology investments, as companies seek to reinvent themselves for competitive advantage. This is how the CIO can rise to the challenge of helping to shape and lead an enterprise-wide strategy that gives a company's business, technology and financial teams a shared understanding of how to set, measure and deliver value from technology. This report outlines how CIOs can collaborate more closely across the C-suite to bring a technology value lens to their operations. And it shows how they can marshal their existing technology finance components and disciplines to respond to five of their most urgent challenges. Lead an enterprise-wide strategy that gives a company's business, technology and financial teams a

shared understanding of how to set, measure and deliver value from technology. Right now, CIOs may feel obligated to work solely on immediate concerns rather than devoting time and effort to working with finance and the business to create a shared understanding of how to understand and measure technology investments. However, this is an opportune moment for CIOs to focus on true value creation for their enterprises. Technology value can give CIOs a crucial advantage, whether they are a technology leader at the top of their game or setting themselves up for success in their first 120 days in office. By industrializing their approach to technology value they can define enterprise value metrics, drive more transparency around technology spending, and then use that transparency to make informed decisions on when and where to reduce, redistribute and expand technology investment. Based on our experience with companies that are looking for ways to increase transparency in their organization using technology value components, we've identified five areas that CIOs should focus on now to drive value for their business in the next six to 24 months. The technology value approach outlined in the report will help CIOs to cohesively respond to these challenges. They can also choose to tackle these individual initiatives using the selected tactics identified in the report. Many companies work with product-based operating models: they manage products and platforms to generate ongoing customer value, rather than working on timebound projects. However, they may be using legacy technology ahead of full migration to AI, data and cloud. This pushes up costs at a time when CIOs need to optimize spending. And while costs have increased, so has the value delivered to the business—yet this added value might not have been clearly communicated to leaders. To tackle this, companies should revisit operating models using a technology value lens. Go beyond just Agile methods and revisit team structures and roles. Use disciplines such as FinOps, TBM and more to demonstrate the business benefit of every investment in technology. And put in place regular reporting to clearly communicate the business value of your technology investments to the C-suite. While most leading organizations have embraced cloud, many CIOs struggle to explain their increasing cloud expenditure and the value it delivers. In addition, 86% of companies report increasing the scope of their cloud initiatives over the past two years, yet only 42% say they are fully achieving their expected outcomes. This is where a structured FinOps program can help. FinOps goes beyond cloud cost management to bring together technology, finance and business consumption and help companies bring greater financial accountability to managing the variable spend model of cloud and get the maximum value from their cloud spend. Working with cloud providers' tools and technology management tools such as Apptio, FinOps helps teams across the business, technology and finance departments collaborate on data-driven spending decisions. Software as a service (SaaS) is everywhere in a business. But SaaS inventory models are inefficient and hard to differentiate from third-party spend. They are often bought directly by the business, outside the CIO's control, which can result in software duplication while increasing tech debt, cost and security vulnerabilities. Whether you are negotiating new SaaS deals or renewals, avoid the volume lock-in deals that turn variable costs back into long-term fixed costs. Challenge SaaS vendors to justify increases. And build architectures that enable you to switch your SaaS solutions to different suppliers to create competitive tension. When possible, seek to negotiate "early renewals", where a

company renegotiates a new agreement mid-term. Companies get the most benefit from this when they can demonstrate planned growth with the supplier. Few CIOs get excited by application rationalization; most view it as an unwanted inheritance of past errors. And paybacks for application rationalization can stretch to more than five years—more than the tenure of the average CIO. However, this task cannot be ignored. Agile architectures have created thousands of application and data services, many of which may be duplicative or obsolete. Ignoring application rationalization will constrain a company's business agility and increase its fixed costs. Code refactoring, or clean-up, is a fundamental part of Agile software development. Apply the same thinking to architecture. Rationalization needs to be a daily task, not a major engagement taken on every few years. CIOs should build the cost of application rationalization into value streams, just as they build refactoring into sprints. Although many companies have switched to a product-based operating model, corporate funding cycles have not changed. Agile teams might operate on biweekly or monthly sprints, yet they are funded from annual budgets that might only be adjusted quarterly, if at all. For Agile to work efficiently on its shorter cycles, companies should consider adopting shorter finance cycles that are aligned to the business's core strategy. This will help with financial transparency on projects and flush out any minor initiatives that might not be delivering value to the business. In many companies, there may also be capacity to reallocate inefficient legacy innovation funds that are unmoored from the business's central strategy and priorities. This is a singular moment for CIOs: they have an opportunity to rise to the challenge of helping to shape and lead an enterprise-wide strategy. With greater collaboration and communication across the C-suite, CIOs can bring a technology value lens to their operations. And they can help a company's business, technology and finance teams establish a shared understanding of how to set, measure and deliver value from technology. This is the CIO's moment in the spotlight to demonstrate their business and technology leadership, and unlock true value across their enterprise. Jason Byrd Managing Director – Tech Strategy & Advisory and Global Lead – Tech Value David Quinney Managing Director – Technology Strategy & Advisory, UK and Ireland © 2024 Accenture. All Rights Reserved.
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Wealth management: The new state of advice

----- Arcticle source ----- https://www.accenture.com/us-en/insights/capital-markets/wealth-management-financial-advice ----- In brief Separating wants from needs The best of all worlds ... ... focused on holistic advice Using technology to create holistic, personalized advice at scale WRITTEN BY Current Country: United States RESEARCH REPORT Wealth management consumer study 5-minute read August 24, 2021 Over the past year, the nature of financial advice changed in tandem with clients' increased demand for wealth management services. There was also a gradual evolution from product-focused to holistic advice offering happening at the same time. Given these shifting dynamics, how can today's wealth managers embrace

change? To better understand what the financial advice landscape looks like now, Accenture conducted research across the United States and Canada in mid-2021. In our Wealth Management Consumer Report, we interviewed a demographically diverse group of 1,000 wealth management clients to hear more about: We found that investors increasingly want the best of all worlds: a diverse product offering compounded by environmental, social and governance (ESG) investing and socially responsible investing (SRI) preferences combined with a personalized experience in recommendations, selection and curation. Our survey found that most current advice offerings are falling short when keeping pace with the rate of these changes. Over half of the respondents in our survey felt the advice they receive is too generic. A similar number of investors (55%) felt they did a better job investing than their advisor by making decisions on their own. This leads to fundamental questions around the value of advice in light of fees—and should be a wake-up call to every advisor. To better meet client needs, advisors need to offer the right products, targeted to the client and shared at the right point in time. A key characteristic in this new state of advice is that it's inherently personal: uniquely aligned to a client's needs and built upon individual context. Factors like timing, trust, interest, concern and chemistry are secondary, yet play a critical role in the overall experience and relationship. Putting it all together could enable firms to deliver a diverse offering that attracts investors through choice and enables individual curation in recommendations and selection—available and delivered when needed. 79% of investors expect their advisor to offer banking and insurance products. 69% would consider wealth products and services offered by Google, Apple and Facebook 71% of investors want to engage with an advisor whose values are aligned with their own Many clients now want to receive the same level of financial advice customization that once was exclusively reserved for institutional and high net-worth investors. To keep up with these expectations, firms need to give advisors a scalable way to understand and anticipate client needs and provide a white-glove experience —regardless of assets under management (AUM). To meet client needs, firms should leverage analytical capabilities to uncover and predict "moments that matter." These moments are critical life events and personal intentions, and they can make or break a client's interaction with a brand. An advisor should play a role in these moments of need. Across the client lifecycle, from client acquisition to growth and sustainment, digital technology allows advisors to deliver custom experiences and differentiated services by first understanding and predicting key triggers for engaging clients. For firms, this requires the flexible execution of a robust digital and personal engagement model. For the client, this provides an affirmation that their advisor knows, values and cares about them. Firms may be leaving diamonds on the floor by not having a scalable way to identify and predict clients who have an appetite for advice. To help firms realize a more holistic advice offering, we explore some short- and medium-term solutions in our report: Understand clients' needs, wishes, wants and goals. Incorporate goals-based plans and future-looking advice with tax considerations. Present insurance and risk management offerings and future-proof plans to safeguard long-term holdings. Integrate banking, insurance and wealth management offerings and align to the above. Firms need to reimagine the client-advisor relationship by looking at the client holistically, across their balance sheet, augmented with information that they can learn from third

party sources. At the same time, delivering advice at scale could be driven by new technology (such as analytics and AI and cloud computing). To fully deliver on this promise requires fundamental change. As stewards of capital, wealth managers have a fiduciary duty to act in their clients' best interest. The relationship with the client is a core defining feature in this action—and today, digital technology plays an equally important role. Together, they can bring the best of the advisor and wealth manager to the client, with an equal weighting on superior service, excellence in advice and individually curated guidance. With more changes on the horizon, this will be the constant that keeps business in perpetual motion. ...the foundation for advice in this new framework is understanding clients and their situations, then tailoring engagement and recommendations based on their preferences... To better meet client needs, advisors need to offer the right products and experience targeted to the client and shared at the right point in time. Scott Reddel Managing Director – Wealth Management Lead, North America Rachel Silver Managing Director – Capital Markets, Wealth Management Matthew Haggerty Manager – Research, High Tech Lead © 2024 Accenture. All Rights Reserved. =====================

Rebuild for an inclusive travel recovery

----- Arcticle source ----- https://www.accenture.com/us-en/insights/travel/inclusive-travel ----- Inclusive hiring: A priority for travel recovery When women thrive. The business of travel thrives. Sustainable growth in hospitality The Guide Related capabilities Life happens. Flexibility is the future. Skills drive success. Women want to belong. MORE ON THIS TOPIC Travel consulting Our commitment to Inclusion & diversity JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA The travel industry, prior to the pandemic, was leading the way as an inclusive and representative industry hiring high numbers of both women and minorities. However, with millions of people having left the travel industry in 2020 and demand rising today, travel players are scrambling for talent. Fifty-four percent of the 8.2 million travel and leisure jobs lost in the United States between March and April 2020, belonged to women.1 It isn't just a moment to rehire people.Restoring a balanced workforce is an immediate priority. This means making workforce decisions to support new ways of working as the industry responds to shifts in types of travel, takes advantage of new revenue streams, and automates ways of working. Travel faces a double challenge—addressing today's workers needs while re-shaping the workforce of the future. While there is no one solution, here are some guiding principles which are taking hold across the industry and beyond: The last two years have taught women that it's okay to bring their whole selves to work. Women want employers to acknowledge this. It's about empowering women with the autonomy to change their hours to accommodate family needs or make up missed time during off hours. Reskilling and upskilling that equips female workers on property—indeed all workers—with the digital skills they need for the future is essential. As women make choices about getting back to work, they want to have a voice

and influence, feel respected, and have sponsorship from a senior leader. Savvy travel leaders understand this. They know that their company's success depends on its people. All of its people. Companies that make this moment a turning point for crisis recovery and for women in travel will take a step toward creating a more inclusive, diverse and equitable environment. That's good for people, business and the future of travel. As hospitality companies journey back to growth, they need to understand the importance of sustainability for leisure and business travelers. Explore the changing realities of travel in our digital travel industry magazine. Sources 1 US Bureau of Labor Statistics Senior Managing Director – Global Industry Sector Lead Travel With over 25 years of experience, Emily leads Accenture's Global Travel Industry practice, helping hospitality, aviation and travel clients worldwide. Client Account Lead – North America MANAGING DIRECTOR – STRATEGY & CONSULTING, TRAVEL Managing Director – Strategy & Consulting, Travel Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved.

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The resilient operating model

----- Arcticle source ----- https://www.accenture.com/us-en/insights/strategy/resilient-operating-model ----- In brief Beyond value of shares to shared value Making the change Resilience now and in the future Related capabilities Why agile teaming is not enough to win Agile governance Take a two-pronged technology approach Configure and reconfigure Invigorate the ecosystem Decision-making at the edges Reskill, reskill, then reskill again Unlock growth through democratization MORE ON THIS TOPIC Accenture Strategy Competitive Agility Operating Models JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA The fallout from the COVID-19 pandemic has changed consumer behavior and fundamentally restructured the global economy. To survive, companies need to adapt. Fast. One lesson is clear: Those armed with operating models that enable them to continuously adapt are more likely to prosper. However, 74% of C-suite executives feel they will need to completely rethink their operating models to be more resilient as a result of COVID-19. Organizations that fail to act now risk getting buried by the competition long before the next crisis. As we look towards a post-pandemic future, every company must consider their raison d'etre. Why they exist, their purpose and how they will create value— not just to shareholders but to extended stakeholders: their customers, employees, and the wider community. Defining a clear organizational purpose acts as the North Star to guide not only the overall corporate strategy but the operating model itself. Sustaining a sense of purpose over time means creating an understanding of how all levels and roles contribute to the organizational purpose.   Foresight begets agility and resilience In a world of massive data proliferation, every company is challenged to derive insight from information. It's another challenge that's been exacerbated by the crisis. In fact, 68% of executives we surveyed ranked capturing insights as the most important element of the organization's operating model for adapting to the COVID-19 crisis. Yet only 17% had full confidence their

organization had the necessary insights to make the right business decisions. Ecosystems as agents for change 90% of C-suite respondents consider building an ecosystem business model important for their company as they navigate the effects of the pandemic. Why? Partnerships allow organizations to rapidly access capabilities to refine their market approach. By turning to a trusted network of partners and alliances, companies can access the customers, capabilities, talent, and ideas needed to respond to changing market trends, new technologies, emerging competitive threats, and regulatory changes. 93% of C-suite executives surveyed by Accenture said their existence is jeopardized by operating models that can't keep pace. 74% feel they will need to completely rethink their operating models to be more resilient as a result of COVID-19. 68% of executives ranked capturing insights as the most important element of the organization's operating model. By designing the operating model to create a state of perpetual motion, organizations can withstand unexpected disruption and rapidly exploit new opportunities. Here are some concrete actions for building agility and resilience. Organizations need to put in place the right governance to ensure their operating model is consistent with their purpose and values. They should ask themselves: How should we organize the workforce and transition the way work is done? What can we do to foster an environment that promotes a culture of experimentation and innovation? Making the right moves when it comes to technology is nothing less than "make or break". This can necessitate taking a two-pronged approach: Modernizing by making investments in new technologies, and evaluating existing systems to make sure they're being used to the fullest. Smaller, multi-disciplinary teams ("squads", "pods" or "cells") operating like discrete businesses within the organization can help boost agility and responsiveness. These squads, built around specific objectives, products or services, are available for the organization to "plug and play" at will. Bringing together varying skillsets, they break down functional silos and hierarchies and help drive innovation and customer engagement. Organizations should take a fresh look at what each ecosystem partner has to offer. What are their strengths and weaknesses? What new services, capabilities and channels can they offer to help achieve long-term objectives? How can partners help drive innovation, develop new products and services faster, enter new markets and promote agility? Empowering the organization with the ability to share real-time data across the enterprise boosts collaboration and drives better decision-making "at the edges" of the organization, in areas closer to the customer. This requires not only the right technology tools, but also the right practices. Inherent in this: Allowing employees to act with more autonomy and make decisions on what they see in the data. Reskilling the workforce can never be a "one and done." Instead, companies need to develop a culture of continuously adapting and building the skills of their people. Of particular importance is providing the workforce with the skills required to work with the latest technologies, creating a Human+Machine collaboration mindset. Companies looking to gain the resilience and agility demanded by today's competitive environment —in the short-and long-term—need to focus on their operating models. Specifically, that means harnessing insights, structuring and reskilling the workforce and re-invigorating partnerships to maximize organizational flexibility. Senior Managing Director – Operating Model & Organizational Design, Global Lead Paul helps organizations design, implement and

optimize large-scale integrated operating model and business services transformation programs. Managing Director – Operating Model & Organizational Design Kent works with executives to drive growth through enterprise-wide business transformations that enhance customer experiences and efficiencies. MANAGING DIRECTOR – CEO & ENTERPRISE STRATEGY Katherine works with companies on their most critical business and operating model transformations. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved.
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Move fast to thrive: Intelligent operating model

----- Arcticle source ----- https://www.accenture.com/us-en/insights/strategy/move-fast-thrive ----- In brief Agility pays Guiding principles About the Authors Contributors Related capabilities Move fast to thrive | Intelligent operating model Human Liquid Enhanced Living Modular The big value shift: How ripple effects are impacting every business Principle 1: Find the right characteristics Principle 2: Pick your path to evolve & transform Principle 3: Get clear with your structure MORE ON THIS TOPIC Competitive Agility Accenture Strategy JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Today's operating models are better suited for a time when the major competitive strategies were focused primarily on either scale or local responsiveness. The conventional wisdom: Companies couldn't do both. Yet there are players that prove scale and responsiveness aren't mutually exclusive. How do they do it? By gaining competitive agility through operating models that continuously keep pace with the market. Accenture Strategy research shows that agile organizations have 16 percent long-term EBITDA growth compared with six percent for non-agile organizations. Essential for gaining this level of agility: Embracing five characteristics and making them part of the operating model DNA: Human. Liquid. Enhanced. Living. Modular. Accenture's video shares how can companies improve their agility by making five characteristics part of their operating model DNA. See more. Five characteristics of the operating model DNA: How can big incumbents get nimbler? They need to start by designing around humans and what they care about, from employees to end consumers. With a culture that promotes authenticity and continuous learning to deliver on a purpose—one beyond a pure profit motive—that keeps the best employees and customers. This lays the foundation for the other characteristics: Liquid, enhanced, living, modular. Before the dawn of digital, operating models used to be about building walls and keeping an organization impenetrable. Now competitive muscle comes as much from what can be harnessed outside—across partners, suppliers and adjacent companies—as it does from what's within. Leading companies are building structures that are porous and liquid to seamlessly access people, processes, systems and assets from anywhere. Continuously adaptive organizations ensure that humans and machines enhance one another. They empower people and automate lower-value activities. They employ machine learning

to transform core linear operating processes into non-linear ones that can dynamically respond and evolve. And they harness the power of technologies to make the workplace a strategic platform to drive productivity and wellbeing. With the help of new technologies and unprecedented levels of transparency, organizations can create entirely new, more flexible ways of structuring and organizing work to adapt to the market. Nimble, self-organized teams—more "organism" than "organization"—prioritize progress over perfection, with a willingness to disrupt the status quo to act at a vastly accelerated pace. Modular organizations create independent, discrete businesses or capabilities that can be "plugged and played" at will based on well-defined, standardized interfaces. These players can enable multiple operating models under one company to respond faster to their customers and more quickly and effectively partner with the wider external ecosystem to enhance or drive new offers, platform-based businesses and faster innovation. Agile organizations have 16 percent long-term EBITDA growth compared with 6 percent on average for non-agile ones When it comes to pursuing ecosystem business models, many organizations face a gap between their ambitions and capabilities. 84% of executives say ecosystems are important to their strategy. 40% possess the capabilities and organizational model to accommodate them. Human. Liquid. Enhanced. Living. Modular. These characteristics will transform operating models from static and mechanistic to flexible and fast, through individual empowerment guided by purpose and driven by data. There are no prescribed routes to start the journey, only guiding principles. There is no one-size-fits all answer for flexing your operating model. Leaders need to find the model that serves their strategy and organizational context. What's more, one combination of characteristics that's right to address a specific part of your business may not apply across the organization. There are multiple pathways when it comes to adapting your operating model for the long haul. What do they all have in common? They're iterative and use the power of data and design thinking to steer the course. These range from experimenting in targeted areas before scaling. Or resetting a function: More and more companies are using a clean-sheet design to fundamentally re-think their organizations. The new tenets of an agile operating model don't spell the end of hierarchy. In fact, clear rules and codified ways of working underpin agile organizations. But each component of the operating model needs to be redesigned and re-wired: Governance, structure, technology, process, etc. Doing so requires a new way of leading and managing the organization. Diana Bersohn Managing Director – Accenture Strategy, Technology Strategy Till Dudler Managing Director – Accenture Strategy, Consumer Goods & Services, EMEA, Africa, and Latin America Paul Jeruchimowitz Senior Managing Director – Operating Model & Organizational Design, Global Lead Kent McMillan Managing Director – Operating Model & Organizational Design ROGER ELLISON Senior Manager – Accenture Strategy BENJAMIN GAUNT Senior Manager – Accenture Strategy SANAM GILL Senior Manager – Accenture Strategy TIM HENSHAW Senior Manager – Accenture Strategy Samuel Holmes Managing Director – Consumer Goods & Services, Operating Model & Organisation Design, Global Lead Alessandra Zanetti Managing Director, Strategy, Consumer Goods & Services Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved.
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Say hi to the new SMBs on the block

----- Arcticle source ----- https://www.accenture.com/us-en/insights/software-platforms/new-generation-smbs ----- A new generation of SMBs was born during COVID and they expect more. Remote work opens new doors This isn't just business, it's personal Next-gen SMBs are here to stay (and stay as SMBs) The new wave of SMBs is digitally-powered Next-gen SMBs are unique. Treat them that way About the Authors Related capabilities MORE ON THIS TOPIC Grow SMB JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA It's official – the next generation of SMBs (small and medium-sized businesses) is here, and they are on the rise. Riding on the back of the 2020 work-from-home revolution, digital acceleration, and the great resignation, we saw a new type of founder (and a new type of SMB) rise from the ashes. We needed to know more – so Accenture surveyed approximately 5,800 professionals and found that nearly 1 out of every 10 individuals surveyed started a business in the last 3 years to realize their long-standing latent ambitions1. The new SMBs they created are quite different from their predecessors; they are digitally-savvy, have new goals & priorities, and are predominantly self-funded. Based on our analysis, we believe the number of these "next generation" SMBs will continue to grow – as individuals are more focused on pursuing their own dreams/path and have the tools and capabilities at their fingertips to do so. Since we know these SMBs are fundamentally different than their predecessors, enterprises must learn as much as possible as quickly as possible to ensure they are holistically supporting this new, fast-growing segment. To better understand these new SMBs, we dove into further analyzing the group of ~580 new founders and their businesses. Here is what we uncovered... The flexibility of work-from-home (WFH) is driving SMB growth. Many of our respondents who started their company within the past three-year period cited the ability to work remotely as a key motivating factor. In fact, 64% of these professionals indicated that starting their business would not have been possible without the WFH option1. To our surprise, 35% of SMB founders are now pursuing their business as a "side-hustle" in addition to their existing employment income1. This was particularly the case in 2020 when 42% of SMBs were started as a side business1. The #1 reason that motivates SMB founders to start a new business is to realize personal goals and passions. Our analysis shows that these founders are so devoted that many are funding their dreams themselves. 74% of the new SMBs use personal financing to support their business, while 36% are tapping into their personal network of friends and family1. On average, this Next Generation of SMBs leverage at least 2 sources of funding to ensure their passion and businesses are a success. Just because these businesses are self-funded and often a secondary source of income does not make them any less serious. SMB founders are ambitious, determined, and savvy – with clearly defined long-term strategies and goals. While many founders run their company as a side job, 80% plan to ultimately make it their primary occupation1. And they are persistent with their commitment, with 69% saying they'll start a new business if their current venture doesn't prove viable1. Not only are these SMBs here to stay but they

want to remain as SMBs – with 70% of the new founders planning to remain as SMBs1. In line with recent shifts in lifestyles and personal priorities, these new SMBs have no ambitions to become enterprises – meaning they will become a permanent part of the SMB customer base and change the makeup of the SMB landscape. One of the characteristics that has changed the most is the SMB's savviness with technology. Leveraging new technologies is a front-and-center focus for this new generation of SMBs – nearly three-quarters plan to invest in digital capabilities in the coming year1. Unsurprisingly, these SMBs considered "leveraging new technologies" a higher priority challenge to tackle in the next year relative to their predecessors (ranking it #4 priority vs #12, respectively). This enthusiasm for technology reflects the digital fluency among the new generation of SMBs. We found these new SMBs are twice as digitally savvy as their more traditional SMB predecessors. The digital disparity between older and newer SMBs is particularly apparent in 2020, and we predict this tipping point in technical acuity will persist. And with the proliferation of low-code-no-code solutions, digitally capable SMB leaders will have an even greater technology advantage. As mentioned, our research shows that this new brand of SMBs is here to stay and will continue to grow in number as more potential founders rethink what they do as well as where and how they do it. And because of their digital savviness, this new SMB segment represents a massive growth opportunity for platforms & enterprises that can uniquely support these founders to turn their passion into a reality. We are all excited to continue to monitor this Next Generation of SMBs, welcome them to the block, and help them pursue their passions – Accenture will continue to keep a close eye on this segment and how to ensure their success. Sources: 1 Accenture Proprietary Research. Next Generation SMB Survey, November 2021 Our previous research established a strong link between SMBs' digital savviness, their trust in enterprises, and consequent willingness to spend more on enterprise products and services. So this new generation of SMBs represents an especially promising customer base. Everything we've learned leads us to conclude that this new generation of small & medium business owners is different. So different that we believe they represent a completely new SMB segment. To successfully attract and foster relationships with these SMBs, platform & enterprise partners need to: As mentioned, our research shows that this new brand of SMBs is here to stay and will continue to grow in number as more potential founders rethink what they do as well as where and how they do it. And because of their digital savviness, this new SMB segment represents a massive growth opportunity for platforms & enterprises that can uniquely support these founders to turn their passion into a reality. We are all excited to continue to monitor this Next Generation of SMBs, welcome them to the block, and help them pursue their passions – Accenture will continue to keep a close eye on this segment and how to ensure their success. Sources: 1 Accenture Proprietary Research. Next Generation SMB Survey, November 2021 Stephanie Gorski Managing Director – Accenture Strategy, Software & Platforms Caroline Olivero Manager – Accenture Strategy, Software & Platforms Louise Barrere Managing Director and Generative AI Acceleration Hub Lead HANNAH TAYLOR Management Consulting Senior Manager JACK LEWIS Management Consulting Senior Manager Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update

Connecting patients to the services they need

----- Arcticle source ----- https://www.accenture.com/us-en/insights/life-sciences/global-patient-services-survey ----- In brief Six ways to improve awareness Contributors Related capabilities The patient services model needs to change MORE ON THIS TOPIC Life Sciences consulting Patient Services consulting INTIENT Platform JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Our new research focuses on patient adoption of services ranging from diagnosis and treatment choices to information on the medical and financial aspects of care. We found that the current model for how pharma companies engage with HCPs and patients has hit its limit. In our examination of all this data, we looked to answer this question: What can be done to better connect patients to the services they need? In this report, we explore key findings in our survey and propose how pharma companies can move the needle by fine tuning their programs to raise awareness and use of patient services. Eighty percent of patients surveyed rated the services they used as valuable or extremely valuable. However, very few are aware of them. Our research found that the patient services signal is getting lost, the engagement model with patients and HCPs needs to be strengthened, and patients are ready to receive care and services through new, convenient channels. How can pharma companies tune in? Design patient services for value and demonstrate that value to HCPs. Consider holistic care as a structural element that improves patient outcomes. Cut through the noise and simplify service choice with coordinated delivery and an integrated service model – all with the patient at the core. Create surround sound with clear messages and relevant channels. Partner with others in the healthcare ecosystem to meet patients where they are. Harmonize with HCP workflows and patient lifestyles, using communication channels and care to capitalize on the digital shift accelerated by COVID-19. Ensure you have the right hits for the moment. Modernize modes of communication and care. Capitalize on the digital shift accelerated by COVID-19. Take advantage of the heightened interest in the use of technology, and ability to use data to personalize services, to power hyper-relevant digitally enabled patient services. RELATED: PharmaPhorum Deep Dive article - Boosting the impact of patient services Managing Director – Life Sciences, INTIENT and Patient Services, Global MANAGING DIRECTOR – LIFE SCIENCES, PATIENT SERVICES PRINCIPAL DIRECTOR – LIFE SCIENCES, APPLIED SOLUTIONS Jean Liao Managing Director – Life Sciences PRADIPTO GOSWAMEE Senior Principal – Patient Services, Life Sciences, ASEAN Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved. =====================

Women transforming Life Sciences

----- Arcticle source ----- https://www.accenture.com/us-en/insights/life-sciences/women-driving-change-life-sciences ----- Cheering our fearless female innovators Carina Edwards, CEO, Quil: Changing the way we age Celebrating women reshaping the future We are committed to inclusion and diversity Interview: Carina Edwards, Quil Inclusion and diversity at Accenture Activating responsible leadership JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Discover how inspiring women leaders are shaking up the Life Sciences industry to advance medicine, enhance patient care and improve inclusivity. This initiative focuses on women who are driving change in medicine, technology, plus other areas across the Life Sciences and Health industries. Read the stories of these incredible women from organizations such as the Novartis Foundation, Medable, Agilent Technologies, Madorra, and EQRx here. Women just like you. We believe the future workforce is an equal one. Read about the bold goals Accenture has set to accelerate gender equality. 46% our global workforce are women Source: Working to accelerate equality for all In this compelling interview for our Women in Life Science series, Northeast Digital Health Lead for Applied Intelligence at Accenture, Matthew Brooks, talks with CEO of Quill Health, Carina Edwards. Quill Health, a joint venture of Independence Health Group and Comcast, is on a mission to make happier and healthier aging possible. The company is committed to serving both aging adults and their families, caregivers, providers, and communities that support them—using technology to help people thrive, and age on their own terms. And at the helm, is Carina Edwards. Carina shares her perspectives on everything from what drives her in her work and why it matters, to her experience as a leader and the importance of mentoring the next generation of leaders, especially women. Having that sense of justice or fairness has really been a driving force for me, trying to create an environment that's creating more space for women and minorities. Having that sense of justice or fairness has really been a driving force for me, trying to create an environment that's creating more space for women and minorities. Through Accenture Ventures, we've collaborated with several Springboard companies to help propel the growth of women-led firms. Learn more about Springboard Enterprises, a leading network of investors, influencers, and innovators dedicated to building high-growth, women-led companies.   READ MORE "A digital or an AI solution first and foremost has to respond to a priority in the country where you want to roll it out. If it's not a health priority, it will never reach scale." "A digital or an AI solution first and foremost has to respond to a priority in the country where you want to roll it out. If it's not a health priority, it will never reach scale." Discover Accenture's commitment to accelerating equality for all and to create an inclusive workplace. See our research on responsible leadership and hear young leaders discuss today's societal challenges. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. Visit our Subscription and Preference Center © 2024 Accenture. All Rights Reserved. =====================

Transforming high tech through the Cloud Continuum

----- Arcticle source ----- https://www.accenture.com/us-en/insights/high-tech/ cloud-continuum ----- In brief Related capabilities From silos to Cloud Continuum How to become a Cloud Continuum competitor? Develop Cloud Continuum strategy MORE ON THIS TOPIC Cloud services High tech Semiconductors JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Accenture's research predicts that over the next three to five years, two-thirds of workloads will shift to the cloud. This creates a whole new set of customer needs, with associated demand for products. With High Tech companies providing the tools and hardware for a large majority of that cloud, the likelihood for disruption (and opportunity) has never been higher. Accenture recently completed a global survey of top companies across many industries and evaluated their cloud maturity. Among the 4,000 respondents, 193 were from the High Tech industry and almost all the organizations were present in the cloud. However, only a small subset were experiencing huge benefits from engaging fully with a new cloud operating model. Continuum competitors go beyond cost reduction. They use cloud to create differentiation- through public cloud partnership and/or private/hybrid cloud investment and expertise. Continuum competitors go beyond cost reduction. They use cloud to create differentiation- through public cloud partnership and/or private/hybrid cloud investment and expertise. These 'Continuum Competitors' in High Tech are using cloud for more than compute, storage and networking. They are utilizing cloud to differentiate their business by bringing innovation from their own products to the cloud, and utilizing the entire spectrum of cloud capabilities from public, private, edge and everything in between. These organizations are reimagining their processes, from their product roadmaps and business models to their go-to-market strategies. They are positioning their organization for a stable and profitable future by: Cloud Continuum Competitors embrace the cloud to grow their business as a tool, an ecosystem and an interface to new customers. High Tech organizations can realize more value from the cloud by using it as a Continuum of seamless— not siloed—capabilities for their ever-changing business. High Tech Continuum Competitors use the cloud as the basis of their future operating models, reaching towards the future and unlocking new ways to interact with all parts of their business and offering new products and services. They are also creating and innovating the technology, software and hardware that improves the cloud for their clients. They utilize modern cloud capabilities, including cutting-edge tools, applications and processes to leverage massively available and scalable infrastructure. High Tech companies who have become Cloud Continuum competitors have built cloud into their DNA and are outpacing their rivals and reshaping their future. Our Jason Mitchell, High Tech Global Cloud lead shares the key steps High Tech companies can take to accelerate their reinvention by becoming a Cloud Continuum Competitor. To achieve the full potential in the cloud, it's important to develop a Continuum strategy involving three key facets: The Continuum is not just one technology, but many—each with its own strengths and limits. The most successful cloud strategies utilize the full

Cloud Continuum, including private, hybrid and public architectures. Continuum Competitors use these architectures to enable differentiation with analytics, high performance compute, artificial intelligence (AI) and machine learning (ML). Edge computing is also ripe for cloud and Continuum improvement. Private cloud architectures that work alongside public cloud are becoming increasingly popular. 5G connectivity has massively expanded the possibilities for connecting devices anywhere. Simply understanding what capabilities are even available on the Continuum can be hard, let alone understanding how to use them. It is important to first create a clear strategy and priorities before leaping head-first into adoption. This will keep an organization moving forward in the same direction. High Tech Continuum Competitors aim for 1.4x more ambitious financial and operational goals (e.g. faster time to market, increased cross-sell or upsell, and increased number of customers). High Tech Continuum Competitors aim for 1.4x more ambitious financial and operational goals (e.g. faster time to market, increased cross-sell or upsell, and increased number of customers). High Tech Continuum Competitors are not only ahead of the pack, but they are also redefining what the cloud can be through innovative use cases. They are: Ready to unlock your full cloud potential today for reinvention? Accenture can help your organization become a Cloud Continuum Competitor Managing Director – High Tech, Cloud, Global Jason focuses on helping clients unlock business value by leveraging the flexibility and speed to market of the cloud. Senior Manager – Strategy & Consulting, High Tech Manager – Technology Strategy and Advisory Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. Visit our Subscription and Preference Center © 2024 Accenture. All Rights Reserved. ======================

Create sustainable solutions

----- Arcticle source ----- https://www.accenture.com/us-en/insights/research/create-sustainable-solutions ----- Four ways to thrive in the society of the future Most attractive opportunity in environmentally friendly solutions About the Authors Get the essentials MORE ON THIS TOPIC Explore more The rise of forerunners Infographic JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA 2. Create sustainable solutions Across the 12 countries we surveyed, 35% of companies indicate that becoming a more sustainable business will be the most important area of focus in the next five years. Our research shows Forerunners recognize their stepped-up role as environmental stewards and believe in building and investing in sustainable infrastructure. For instance, China's industrial giant, BYD, is paving the way for a new electric vehicle (EV) standard to realize its vision of making all fossil fuel-powered vehicles electrified in China. BYD's fleet of electric buses, forklifts, utility vans, street sweepers and garbage trucks run exclusively on batteries manufactured by the company. The company has also established five new subsidies, grouped under the brand Fudi, to sell power batteries and EV parts at scale to other EV manufacturers. Forerunners also recognize business opportunities in infusing sustainability into how they design, create and bring products or services to market. A prime illustration of how Forerunners take others on

the journey towards a sustainable future is Aramco. The oil giant is partnering with Mitsubishi Corporation (trading house), JGC Corporation (engineering company) and Japan's Ministry of Economy, Trade and Industry to build a clean energy supply chain. In 2020, the company produced and transported 40 tons of "carbon-emissions-free" ammonia to energy-scarce Japan. Forerunners are attracted to building and investing in sustainable infrastructure for the future. Forerunners are attracted to building and investing in sustainable infrastructure for the future. Percentage of respondents who selected top ranked Companies that prioritize environmentally friendly solutions in the next five years (Forerunners, n=127; Other companies, n=765) Source: Accenture Growth Markets C-level Survey, September - October 2020 Previous: Target versatile talent Next: Invest in human care Dr. Vedrana Savic Managing Director – Thought leadership Valentin de Miguel Senior Managing Director – Chief Strategy Officer, Growth Markets Trevor Gruzin Senior Managing Director – Growth & Strategy, Growth Markets Ready to take bold steps to embrace the society of the future? 20 minute read Four business priorities to set companies up for success. 5 minute read New ways of working to flex for the future. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved. =====================

The future of the state government workforce

In brief About the Authors Related capabilities The future of remote work for states Diversity, equity and inclusion in government Innovating in a new era: The role of the CAO MORE ON THIS TOPIC Accenture virtual experience solution Talent & organization JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Key findings As state workers went remote during the pandemic, CAOs observed two top practices: affording workers flexibility and giving them the right technology. A CAO's top DE&I challenges include staff lacking self-awareness about their own biases and the need for data to help identify opportunity areas. CAOs will continue to play a key role in driving lasting change and accepting greater risk to implement new ways of delivering services. Kelly Rogers Senior Manager – Public Service, North America Bill Kilmartin Former Comptroller – Commonwealth of Massachusetts Jenny Brodie Senior Manager – Health & Public Service, Research Pam Goins Executive Director – National Association of State Chief Administrators Jamie Rodgers Consultant – Public Service, North America AVEnueS is a VR training experience that makes the unknown familiar in human services. When businesses unlock the power of human potential, they access a new level of workforce transformation. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved. =====================

Leader in Insurance Life and Pensions BPS/TPA

In brief Strategic vision combined with end-to-end insurance services Building strong momentum Distinguishing capabilities Excellence, expertise and experience Delivering 360° Value Related capabilities MORE ON THIS TOPIC Insurance BPS Operations Insurance JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Accenture is named a Leader and a Star Performer for the first time in the Everest Group Life and Pensions (L&P) Insurance BPS/TPA Peak Matrix Assessment 2022. This annual report assesses 20 providers by vision and capability, which includes strategy, innovation, investments and the ability to deliver services successfully. It also measures market impact, which includes market adoption, portfolio mix and value delivered. Star Performers are the service providers Everest feels demonstrated the strongest forward and upward movement on its PEAK matrix. The Everest Group highlights Accenture's strong growth trajectory in L&P insurance BPS as the result of strategic new wins the firm gained by bringing together consulting, digital and operations capabilities on its proprietary SynOps platform. The report also notes that Accenture is achieving significant traction in the North American market. This recognition is reflective of the significant growth and momentum we have achieved in Insurance BPS. "We continuously invest in our business and our people to ensure that our clients have access to leading edge technologies, talent and innovation as we work together to modernize their operations to be more data-driven and intelligent" The report recognizes several capability advancements that distinguish Accenture. They include its SynOps platform and continued investment in self-service technology and analytics to track agents' performance. In addition, acquisitions that also expand differentiated capabilities include several strategic data consultancies that offer AI-powered insights for data-driven decision-making, B2B sales interactions, and regulatory technology services and solutions. The report acknowledges Accenture's ability to deliver holistic services in insurance and takes seriously the firm's intent to deeply cover the full value chain. As examples, the firm has established an actuarial Center of Excellence and expanded its talent base of underwriters. According to the report, strong areas of experience also include Accenture's group benefits in the United States and pensions in continental Europe, where Accenture also differentiates itself with proprietary policy administration platforms for comprehensive servicing. Accenture is also recognized for its range of proprietary and partner solutions to help clients drive their digital agendas. This includes organic innovation as well as partnerships with companies such as Celonis, a market-leading process mining and execution management solution that works in the cloud. "We are focused on delivering 360° value that goes beyond cost savings to help clients reinvent how they work and serve customers in an AI-enabled, digital world," Broucek said. MANAGING DIRECTOR – ACCENTURE OPERATIONS, INSURANCE OPERATIONS OFFERING LEAD Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update

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The future of supply chain

----- Arcticle source ----- https://www.accenture.com/us-en/insights/operations/delivering-what-matters ----- 5-MINUTE READ In brief Knowing what products need to be where–and how to get them there Collaboration is the recipe for success How to get data right Data and technology working together The power of partnerships What's next Take the next steps Collaborate with ecosystem partners Data Technology Fast-track to future-ready supply chain MORE ON THIS TOPIC Supply Chain BPS Operations JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Bob Schug, senior director, IT and Shared Services lead at Mondelēz International believes this simple truth was amplified by the pandemic and is driving supply chain leaders to build resilience, relevance and better business performance into their operations by integrating data and intelligent technologies. His company is one of the world's largest snack companies with operations in 160 countries. Schug joined more than 150 business and industry experts at Accenture's Future-Ready Forum and unpacked what successful leaders are doing differently to thrive in this time of compressed transformation. During his forum fireside chat, Schug shared insights about the changing role of supply chains and how building intelligent operations is opening opportunities well beyond managing costs. According to global research, 81% of supply chain leaders said the pandemic was their greatest stress test. It exposed how much the supply chain can make or break a company's success. What's more, the research reveals that organizations with highly mature operations are considered future-ready and are, on average, 1.7 times more efficient and 2.8 times more profitable. These organizations also improve their talent mix, customer experiences and ecosystem relationships. "It's critical, as much as possible, to work together so closely that if someone walked into the room, they couldn't pick out who represents business process, who represents operations, technology or data." — BOB SCHUG, Senior Director, IT and Shared Services Lead – Mondelēz International "It's critical, as much as possible, to work together so closely that if someone walked into the room, they couldn't pick out who represents business process, who represents operations, technology or data." — BOB SCHUG, Senior Director, IT and Shared Services Lead – Mondelēz International One of the biggest hurdles to mature operations are internal silos that prevent collaboration between business and technology. In fact, research shows that innovative companies make it a priority to break down silos between departments. Only 10% of supply chain leaders say this collaboration is happening at scale today. Yet by 2023, half of them expect to see it at scale. For Schug, this means having a cohesive, shared strategy across internal teams that balances people, process, technology and data. Teams also need an agile mindset. Given the pace of change, teams should constantly consider how to move fast, see value quickly and establish platforms to build core capabilities with technologies that can deliver the insights the business needs. Making sense of vast amounts of data is overwhelming, yet critical. But instead of starting with data, Schug and his

team begin with the problem they need to solve. For example, they may need to analyze consumer demand over next year or how they can improve service to customers. Then, his team considers the data needed by asking a host of questions. What data is already in hand, and what is its structure, frequency and granularity? They should consider whether it is internal, external or even possible to find. How can they gather it, store it and refresh it? And importantly, how can they use it to create a competitive advantage at the grocery store shelf? This method has led to entirely new ways of approaching problems. It has also uncovered a big opportunity in unstructured data, especially in consumer sentiment to help predict what consumers may be looking for next. The team uses Artificial Intelligence (AI) and machine learning to analyze their data and generate the best set of insights for informed decisions. "How can we use AI, machine learning and other digital tools to equip someone with the very best thinking?" — BOB SCHUG, Senior Director, IT and Shared Services Lead – Mondelēz International "How can we use AI, machine learning and other digital tools to equip someone with the very best thinking?" — BOB SCHUG, Senior Director, IT and Shared Services Lead – Mondelēz International Ecosystem relationships are also critical to supply chains. They don't run well without them. And increasingly, ecosystems partners are offering the speed and scale leaders need to better compete. From raw materials to conversion to warehouses to stores, it takes supply chains assisted by technology, data and talent to confirm the right products are on the shelf when consumers look for them. As technology evolves, leaders look to ecosystem partners to keep pace with the latest advances as well as talent. According to Schug, ecosystem partners are critical to gain break-through technology fast, add expertise, pilot a new idea or fill capacity needs. He sees these needs continuing to grow as supply chains have become physical, digital and increasingly connected. Sixty-two percent of supply chain leaders say they can only operate in the short term without multiparty systems, while 22% believe that they cannot operate without them at all. Sixty-two percent of supply chain leaders say they can only operate in the short term without multiparty systems, while 22% believe that they cannot operate without them at all. Given the pace of change, there is a new urgency for companies to be able to flex with customer demands. Leaders are building intelligent supply chain operations that support their organization's strategy while being agile enough to pivot based on real-world needs. As AI, automation, machine learning, analytics and data continue to advance supply chain capabilities, Schug can envision a network of supply chains in ways not seen before. He believes integrated supply chains, assisted by technology and with a foundation of accurate, shared data, will be critical to unlocking more value and elevating the game. In other words, whenever a consumer looks for a product – whether on a digital or physical shelf – it's there. To evaluate your own operations maturity, take the Future-Ready Operations Maturity assessment. Answering 10 questions provides you with a report you can use to better understand how to tackle compressed transformation challenges by building an intelligent operation. You can also listen to the full recording here. SENIOR DIRECTOR, IT AND SHARED SERVICES LEAD – MONDELĒZ INTERNATIONAL Building agile, transparent supply chains to help businesses navigate market volatility with success. Human + machine intelligence building new ways to embrace change and grow. Please enable Advertising and Social Media Cookies to be able to see this content. Click

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Tetra Pak: Adapting to protect our future

----- Arcticle source ----- https://www.accenture.com/us-en/insights/industrial/people-meet-elena-moruzzi ----- Related capabilities MORE ON THIS TOPIC The Industrialist Industrial JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Tetra Pak, a processing and food packaging company founded almost 70 years ago, was built on a single concept for a now iconic innovation. "Ruben Rausing, our founder, believed a package should save more than it costs," says Elena Moruzzi, Vice President, Automation & Digital Development and Technology at Tetra Pak. The Swiss multinational focuses on how innovation can drive value for food producers, including new, efficient, and sustainable processes. We met with Moruzzi, an electronic engineer by training, to discuss the impact of recent digital acceleration on Tetra Pak's strategy and how the company plans to set itself apart with its ever-present, singular mission to protect food, people, and the planet.   Elena Moruzzi: In 2015, we launched the world´s first filling machine that uses eBeam, a new technology to sterilize packaging material, which we developed in collaboration with our supplier Comet. eBeam is more sophisticated than the traditional hydrogen peroxide sterilization process for packaging material. It uses a controlled beam of electrons to kill micro-organisms as the packaging runs through the filling machine, reducing energy consumption and food waste. We have also recently launched our first-generation non-foil material that is now available on the supermarket shelf in Japan. It is the first step in our sustainability journey towards fully renewable and recyclable packaging. The protective aluminum layer has been replaced by a more environmentally sound polymer film, cutting the carbon footprint by almost 25%.   EM: When we speak about sustainable packaging, we're talking about packaging that is made from renewable or recyclable materials that are different from what we use today and that will also behave differently in the equipment. For example, today's sealing system uses foil; in the future, we will require a different process when using alternative materials. Automation and digital can support this through the digitization of the process control, ensuring that the new system will work with any new material moving forward. Adaptability is key, and my team enables that. Traceability and transparency around materials is also critical. Digital tools ensure that what we are using is transparently tracked across the value chain, in order to give customers and consumers evidence that what they are buying is made from sustainable materials. Recycling is a key element of the sustainability journey, and with digital tools we can support the consumer to recycle in the best way and support the recycler to differentiate the material.   EM: Sustainability is the first one. It's a big revolution for this sector and a big challenge. But it's also a great opportunity for us, our customers and for the consumer. Another trend we believe is important is one we're calling 'integrate and optimize.' Our customers will increasingly be faced with the need to optimize their

processes to reduce waste and costs. Optimization of plants and production is key and something we would really like to lead in, together with our customer. Consumer needs are evolving, and we believe personalization of the product will be important in the future. Specific innovations and customization are therefore very important, and we are investing a lot in digital printing to ensure we can create the right flexibility in our processes. 'Batch-of-one' (single-item or made-to-order production) is not just about printing; it is about ensuring the entire value chain is ready, modern and flexible to get to that point. We lead in food and beverage packaging, making food safe and available everywhere. Food safety, while also safeguarding sustainability, is crucial for us and will continue to be important in the future. I think it is the responsibility of every player in the food and beverage value chain. EM: It inspires me to see technology translating into something of great value for our customers. Sometimes you struggle with these breakthroughs, but it's a journey. However, when you realize how important those technologies are, that is really exciting to me. Technology is key, and it's important to keep a long-term view, to help the next generation. The Industrialist is your essential guide to the industrial industry, where you can discover the latest innovations, ideas, and insights. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved.
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Harnessing the benefits of cloud in CPGs

----- Arcticle source ----- https://www.accenture.com/us-en/insights/consumer-goods-services/accelerate-cpg-cloud-journeys ----- In brief 1. Failure to appreciate cloud's full potential 2. Misalignment between business and IT 3. Unmet D&A aspirations Run to the front, don't follow Related capabilities Recommendations Recommendations Recommendations MORE ON THIS TOPIC Consumer Goods and Services Cloud services JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Most CPG companies understand that successfully moving to the cloud is key to staying competitive, but they must overcome three barriers, identified by our research, to get ahead: "A widening gap" The truth is that most CPGs still don't fully understand or embrace the profound impact that cloud is having on all businesses. Too many CPGs are approaching cloud readiness as a pure "technology cost reduction" play, seeing only an opportunity to lower spending. This is short-sighted because it ignores the larger gains in operational efficiency and increases in revenue that cloud unlocks throughout the organization. We divided the 100 companies we surveyed into "Frontrunners" and "Followers" with regard to their adoption of cloud. Crucially, Frontrunners showed better top-line growth and resilience compared to Followers over the first year of the pandemic. Both Followers and Frontrunners can take steps now to improve and accelerate their cloud journey. "The elephant in the room" 90% of the Frontrunners have their IT-Business strategies aligned. 43% of the Followers have their IT-Business strategies aligned. If the larger cloud readiness story is a tale of two CPGs,

the unfortunate narrative for Followers (and for underperforming Frontrunners) is one of misalignment between IT and business strategies. But these two must be aligned and work together to allocate resources appropriately, design IT transformation road maps and build relevant skills in the workforce, all based on clear business priorities. But the unspoken truth is that—for the industry as a whole—IT and business strategies are still poorly aligned. It is "the elephant in the room" for the sector. According to our research, 33% of CPGs have misaligned IT and business strategies. Moreover, build these strategies out as a single endeavor. Broadly speaking, misaligned strategies prevent companies from realizing the full value of cloud. The difference in cloud maturity of CPGs with aligned vs. misaligned IT and business strategies is too stark to be ignored: 40% of those with aligned strategies, for example, significantly reinvented business operations in the cloud (in contrast to only 6% with misaligned strategies). Both Followers and Frontrunners can take steps now to improve and accelerate their cloud journey. "The data conundrum" The third challenge facing CPGs is the need to close the gap between their D&A aspirations and actual capabilities. Managing data effectively and generating meaningful, actionable insights is critical—the single most important transformational play enabled by the cloud for the industry. While a larger percentage of CPGs have invested to some degree in the cloud technology layer, only 14% have made the corresponding and necessary investments in transforming their business, culture, and processes to be truly data driven. More than a hundred Chief Digital Officers (CDOs) state that 80% of CDOs/CEOs are struggling to deliver scalable value through data and analytics, due to their current operating model. More than a hundred Chief Digital Officers (CDOs) state that 80% of CDOs/CEOs are struggling to deliver scalable value through data and analytics, due to their current operating model. What's holding them back? According to 58% of CPG respondents to our survey, it's their failure to secure the analytical capabilities needed to make all the data ingested useful and actionable. This belies a larger challenge: a lack of completeness in D&A strategy that includes updated operating models, use cases and talent. Crucially, with the establishment of highly flexible analytical products on the cloud, there is a need to re-think the end-to-end operating model to ensure the data and analytics capability can deliver business results at speed. In fact, research of more than a hundred Chief Digital Officers (CDOs) states that 80% of CDOs/CEOs are struggling to deliver scalable value through data and analytics, due to their current operating model.2 On talent, critical gaps can be found in data science, visualization and a range of other D&A skills. Gaps like these are setting up a two-tier world—one that is benefitting from significant D&A talent build, and another that is coming up short. Both Followers and Frontrunners can take steps now to improve and accelerate their cloud journey. Put simply, CPGs won't succeed without deploying and harnessing the benefits of cloud: Without it, they risk being left behind with outdated technology and a sluggish business that will struggle to remain competitive. Focused investment in technology, however, is necessary but not sufficient for success. Instead, CPG leaders will only achieve real benefits by embedding end-to-end process, governance and culture change with an appropriately aligned business and IT strategy. The good news is that both Followers and Frontrunners can take steps now—using the above recommendations—to optimize and accelerate their cloud journeys. References: 1 Accenture

Risk is everywhere

----- Arcticle source ----- https://www.accenture.com/us-en/insights/strategy/2021-global-risk-study ----- In brief The risk landscape is morphing, but there is a path forward Risk leaders are clearing a path forward Risk: enabler of growth and resilience Just when it feels like we've reached peak risk, there's a new threat Risk leaders empower the business WRITTEN BY Current Country: United States RESEARCH REPORT Hyper-disruption demands constant reinvention 5-MINUTE READ February 2, 2024 Today, mega shocks keep emerging and disruption and volatility are constant. Disruptive weather events, geopolitical upheaval and economic uncertainty are the new normal. Risk professionals are under growing pressure and scrutiny, including the most experienced practitioners. This is well reflected in our Accenture Risk Study: 2024 Edition where over eight in 10 risk professionals say complex, interconnected risks are emerging more quickly. Among the top rising risks: operational risks (30%); financial risks (30%); and disruptive technology risks (29%), up nine percentage points since 2021. Also growing in importance since 2021 is regulatory and compliance risk at 27%, up eight percentage points. You can't think about risks in isolation. Riccardo Roscini / Head of Group Enterprise Risk Management, UniCredit Adding to the challenge, our research shows that individual risks can quickly become serious threats when interconnected, creating a web of risks to mitigate and manage. For example, operational risks are also escalating strategic, regulatory and compliance, financial, data risk and privacy breaches and disruptive technology risks. Complicating matters, risks are migrating across sectors and becoming a serious issue for our research respondents. Companies need to think differently about mitigating and navigating risk. In part, this means modernizing the risk function's skills and technologies. But it also means establishing a risk mindset across the entire organization so that every function and employee has the tools and capabilities to detect and mitigate threats. In today's digital world, risk is everyone's business because risk is everywhere. Companies need to accelerate their response to a more pervasive and complex risk environment and take steps to reinvent their risk management. For guidance, they should follow the path set by the risk leaders surveyed as part of our Risk Study: 2024 Edition. They have more mature risk capabilities and are more responsive to emerging risks. They are more capable of identifying the impact of individual risks on each other and are far more active in prioritizing actions to prepare their risk function to address the growing level of complexity and the accelerated pace of today's risk landscape. These risk leaders demonstrate the value and benefits of expertly managed risk and can help the business push the envelope on growth and innovation by taking on more risk, safe in the

knowledge that threats are detected, quantified and mitigated as effectively as possible. "We need to help the business take the right risks rather than stop them from taking risks altogether." Risk Study interviewee The consensus from our risk research is that risk is everywhere. Yet, there is a lack of consensus around the urgency to respond and build the necessary capabilities and leadership to future-proof the risk function. Our client work consistently shows that a good enough mindset to risk management exposes companies to greater levels of threats and vulnerabilities while undermining business resilience and growth. Companies looking to reinvent and pivot their risk management can emulate risk leaders in four ways: Risk has become so important that you now need some of your best and brightest employees working in the function. Richard Treagus / Chief Risk Officer, Old Mutual 3.1x more risk leaders are very satisfied with their efforts to have risk work more effectively with other functions than peers with less mature risk capabilities. 2.7x more risk leaders strongly believe the risk professionals' most important goal is to optimize new business activity than peers with less mature risk capabilities. 2.6x more risk leaders say they are bolstering business resilience than peers with less mature risk capabilities. 2.4x more risk leaders are implementing technologies to improve risk function decision-making than peers with less mature risk capabilities. 2.2x more risk leaders are improving their ability to detect and quantify risks than peers with less mature risk capabilities. 1.9x more risk leaders are very satisfied with their efforts to reduce the cost of managing risk through outsourcing and automation than peers with less mature risk capabilities. Risk is everywhere, and our risk research confirms that across sectors and geographies, companies now face an interlocking web of business threats. Many are not prepared for the unfolding challenge. Their inadequate focus on risk across the organization leaves them vulnerable and undermines their reinvention. The path forward is clear: follow the risk leaders and turn hyper-disruption and escalating crises into opportunities to build business resilience and growth. Samantha Regan Managing Director – Strategy & Consulting Heather Adams Managing Director – Strategy & Consulting Michela Coppola Senior Manager – Accenture Research, CFO & Enterprise Value Research Lead © 2024 Accenture. All Rights Reserved.

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Capital projects: Driving value from digital

----- Arcticle source ----- https://www.accenture.com/us-en/insights/industry-x/building-value-capital-projects ----- In brief Digital, yes. But valuable? The two keys to digital success Why do digital initiatives in capital projects fail? Introducing "CAPSTONE" About the research WRITTEN BY Current Country: United States RESEARCH REPORT 8-MINUTE READ December 20, 2020 Digital capital projects aren't exactly a new concept. But many companies are still struggling with putting it into practice—and that's despite their significant investments in the digitalization of the project value chain. Almost all the owner-operators and engineering, procurement and construction companies ("EPCs") we surveyed for our research have spent

the past years building digital and data capabilities to improve time to completion, project cost and returns on investment. But only a third of them said they were actually realizing these benefits. Which begs the question: Why the other 66 percent can't get similar results. And, couldn't they learn some things from their peers in order to drive higher value from digital, too? 9/10 Owner-operators and EPC's use average or good quality data for their recently executed capital projects. 1/3 of the companies reported success around many of the key KPIs. While few executives would dispute the immense value digital can bring to capital projects, they might differ in how they strategize and execute around them. In theory, capabilities like the cloud, mobile and data analytics can enable and improve the collaborative decision-making in every company. In practice, however, such enablement can only happen if companies: Institutionalize ownership for building the right operating environment to collate and deploy useful data and drive true collaboration. Operationalize technology and data for better decision-making towards "on-time, on-budget" project delivery. Driving either one of these isn't exactly easy of course—it'll almost always be a journey rather than a sprint. And that journey will require some clear strategy and planning if it is to be successful. So how can executives ensure both? Watch: Why Capital Projects Companies' Digital Initiatives Fail | 2021-02-17 | SupplyChainBrain The findings from our survey offer an answer to this very question because they point to certain best practices that all the successful "digital" companies in our sample employed. And we have spent some time improving this answer even further, by compiling these practices into our framework called "CAPSTONE". This framework can grow the operating margin of EPCs by an additional 5.8 percent, and give owner-operators an incremental 6.6 percent return on their capital investments through four building blocks: C-suites commit to a collaborative culture of data-ownership and sharing, and data-driven decision-making across all project businesses. Owner-operators and EPCs align investments and build contextual, mutually beneficial data-stacks for the entire project life cycle. Owner-operators start using data to help EPCs execute, and EPCs train workers in on-site data-use to improve results. Contracts are structured to incentivize project contributors to share and use data to improve project outcomes. Our latest Capital Projects research examines where owner-operators and EPCs are in their journey of data-driven digital transformation, their challenges and the differentiated actions adopted by some of the most progressive companies during 2015-2019. The insights, derived from around a million data-points, are based on: Andy Webster Managing Director – Industry X, Infrastructure & Capital Projects, Global Lead Raghav Narsalay Accenture Research Lead for the Metaverse Continuum Business Group © 2024 Accenture. All Rights Reserved. =====================

Resilience. Relevance. Agility.

----- Arccticle source ----- https://www.accenture.com/us-en/insights/communications-media/resilience-relevance-agility ----- New paths to growth in a complex, competitive media market Pick your play Aggregator Consumer Media Company Lifestyle Media Platform But the time to act is now Meet the team Related capabilities Resilience Relevance Agility MORE

The traditional media industry is struggling to redefine its place in the world. The COVID-19 pandemic prompted more people to seek new shows and forms of home entertainment, creating an opportunity for platforms and new video-streaming entrants to move in.   In addition to the pandemic, changing consumer buying patterns and market pressure to develop new ways to create and distribute products and services have contributed to the current status quo for traditional media companies. Costs are up, revenues are down, and brand equity is a thing of the past. Consumers follow content. And they've never had so much to choose from.   Differentiation and relevance are key. But the time to act is now. Powered by new value plays, dynamic products and services and an agile business model, traditional media companies can redefine their place in the market landscape as relevant, profitable players.   Explore the SlideShare to learn more about the Media Value Plays: Traditional media companies have several options. They can build new customer-focused platforms to combine capabilities across video entertainment, advertising, gaming, lifestyle, and so on, or revamp their business models to go direct to the consumer.   The short-term goal is to hold onto existing revenues, identify products, capabilities, services or contracts that are losing money (or might in the future) and divest or renegotiate. Longer term, companies need to evaluate their market position and determine the best strategy for their future. That could mean exiting the business entirely or radically transforming for growth.   Bottom line, traditional media companies must reinvent with a focus on achieving resilience, relevance and agility in an uncertain environment. We believe three key value plays can help address the complex questions facing media leaders: Media and Entertainment Aggregate disparate content services into one differentiated user experience, providing increased personalization and reduced multi-service friction. Media and Entertainment Offer more than a single media product including audio, video or text as well as other services that extend reach and offers to more consumers Media and Entertainment Become a multi-sided media platform allowing partners to provide monetized services built around consumers' buying habits and preferred experiences. We believe these targeted value plays, supported by industry-specific solutions, can help traditional media companies transform and rediscover audiences and market opportunities. As traditional media companies look to protect existing revenues, raise profitability and deliver on expectations for future performance, they'll need to choose a path that supports three essential tenets of success: Demonstrate market resilience with a reimagined business model. Create and position relevance as a competitive differentiator. Respond to market demand with the agility provided by a cloud platform. We help media and entertainment businesses outmaneuver uncertainty. With end-to-end transformation expertise, our clients emerge stronger and grow. Empowers companies to move from a media-driven to a result-oriented advertising approach. Get to value faster with Cloud First. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. Visit our Subscription and Preference Center
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Supply chain disruption

State of supply chains Risks and challenges Supply chain challenges How to respond to disruption Supply chain planning Supply chain logistics Supply chain procurement Procurement for the future Manufacturing Repurposed supply chains Frequently asked questions Related capabilities Resilient supply chain: Managing disruption Resiliency in the making Championing industry & the future supply chain What can cause supply chain disruption? What is the impact of supply chain disruption? How can companies deal with supply chain disruption? Supply chain & operations Digital engineering & manufacturing Accenture Strategy Artificial Intelligence Transformation with modern technology JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Supply chain networks of the future must have resilience and sustainability at their heart. Supply Chain Ecosystem Services 2023 Vendor Assessment The perpetual storm Now world events are combining to form what feels like a perpetual storm of disruption for supply chains. This new reality will continue to test the ingenuity, resilience, and flexibility of supply chain leaders. Their goal: to maintain supply chain networks that not only survive but thrive. The pandemic was also a test of corporate values and purpose. Consumers, investors, governments, and communities judged companies on how they responded. And companies will be judged on supply chain lessons learned. Consequently, the supply chain networks of the future will need to be both resilient and sustainable. Kris Timmermans discusses supply chain disruption. Supply chain risks Fundamental changes in consumer behavior, markets, and supply chains are knocking companies off balance. The sheer scale and speed of change requires rapid responses. Leaders need to adopt agile ways of working more quickly. They need to accelerate value chain transformation. And they need strong data and analytics capabilities. Such capabilities are key to understanding complexity, anticipating potential disruption, and quickly developing a response. Turning adversity into advantage for engineering, supply, production and operations. Supply chains lack global resilience. They break down during multi-country disruptions. Supply chains and operations are becoming more costly. They often represent a company's highest costs. Supply chains and operations are not as sustainable as stakeholders want them to be. Talent gaps expose continued high dependency on the human workforce. Inflexibility makes it hard to meet customer demands for personalization and customization. IT systems continue to be expensive to run. They're also inflexible and often over-reliant on legacy technologies. Businesses must navigate disruption's financial and operational challenges. And they need to do so while rapidly addressing the needs of their people, customers, and suppliers. With the right actions, supply chain leaders can turn massive complexity and disruption into meaningful change. Businesses need to create value chains with long-term resilience. This requires holistic approaches to managing the supply chain. Companies must build in sufficient flexibility to protect against future disruptions. And they need a responsive and resilient risk management operations capability. That capability should be technology-led. It should leverage platforms that support applied analytics, artificial

intelligence and machine learning. It should also ensure end-to-end supply chain transparency. This will make risk response an integral part of business-as-usual protocols. Supply chain disruptions have severe operational and financial consequences. Planners need to address several key issues: Planners may be unable to rely on the steady-state models of most existing planning systems. Instead, they may need to make decisions based on real-time information. This will make them the "nerve center" for the flow of supply chain data. What's now? Five supply chain priorities for immediate action What's next? Three key actions for supply chain planning from now on Companies can use challenging periods in three positive ways: Discover where investments are needed. Evolve the supply chain planning function. And reposition the organization for growth. Doing so will require: Distribution globally continues to be disrupted. More border controls and customs regulations make wait times longer. Lack of long-haul and last-mile fulfillment capacity create extreme challenges. Organizations are using more digital in their distribution operations. They're introducing capabilities such as real-time order monitoring, end-to-end inventory visibility, and super-reverse logistics experiences. But businesses can also use this opportunity to reset their operations with digital capabilities and renew logistics operating models. Doing so will help them increase operational efficiency and effectiveness. It also will enable them to emerge stronger. They'll have supply chains that are more resilient to future disruptions. Five key logistics actions Distinguish logistics winners of the future. Procurement leaders need to maintain business operations, fulfill urgent demands, and mitigate supplier challenges. This is especially true during times of significant disruption to their teams, people and local communities. How? First, focus on managing upstream supply disruptions from tier 1 and tier 2 suppliers. And rebalance short-term sourcing decisions based on supply network constraints. These are short-term efforts. Next: Secure the supply base for the medium term. Unlocking funds intelligently. And build future-proof resilience. This approach will help manage an immediate emergency and build stronger and more resilient businesses. Five areas for immediate attention CPOs can accelerate their to journey to future readiness Procurement leaders play a leading role in safeguarding their company's financial viability and protecting a disrupted supply base. As they look to prepare for the future, they should keep three things in mind: Stay the course - Plan for disruptions that may last for several months or longer, and unfold globally, regionally or locally. Learn and evolve - Use artificial intelligence to uncover and understand previously hidden weaknesses. Adopt a mindset of continuous innovation. Be a force for good - Reshape the organization to combine greater resilience and responsibility. Help both the business and society come through stronger. During COVID-19, manufacturing leaders focused on keeping their businesses stable. They formed rapid response teams (Accenture's supply chain resilience recommendations) to understand the situation: Production demand changes. Labor support challenges. Supply chain ecosystem constraints. Now they need to build a business as future-proof as possible. New technology can help them increase resilience, protect operations, and support workers. This will help sustain competitive advantage and accelerate business growth. Five actions to build agility now and in the future 7 capabilities to build industry and the future supply chain Manufacturers must take a hard look at existing operating models to build in more transparency and intelligence.

Both are key to reshaping themselves into digitally enabled, resilient, and agile organizations. Manufacturers must take a hard look at existing operating models to build in more transparency and intelligence. Both are key to reshaping themselves into digitally enabled, resilient, and agile organizations. Supply chains can be disrupted by events as small as one part shortage or as large as a global pandemic. The supply chain is a finely tuned, complex network that relies on interconnected people, processes, and products. Disruption can strike anywhere and anytime. Supply chain disruption impacts both business and society. When companies can't deliver products, they lose revenue and their customers' trust. When those products are essential (such as baby formula), society suffers. And the economy is inevitably impacted when the flow of goods is interrupted. Companies need to build a resilient supply chain that can react quickly to disruptions. They need to engage in a continuous cycle of risk mobilizing, sensing, analysis, configuration, and operation to optimize results and mitigate risks—from the day-to-day operational risks through to catastrophic supply chain disruption. Reimagine supply chain networks that orchestrate change, simplify life and drive sustainability. Digitize what you make. Revolutionize how you make it. Devise a customer-centered, AI-powered, zero-based, sustainable and resilient supply chain strategy. Deliver data-driven insights across the supply chain, using AU and automation to transform decision-making. Transform your supply chain into an enabler of profitable growth with a digital core and advanced platforms. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. Visit our Subscription and Preference Center © 2024 Accenture. All Rights Reserved. =====================

Sourcing a sustainable future

----- Arcticle source ----- https://www.accenture.com/us-en/insights/operations/procurement-sustainability ----- In brief Procurement is now pivotal to turning ambition into action, resilience and profitability Mind the gap Seize opportunities through procurement Turn ambition into action Preserve the future Related capabilities Reduce emissions Adopt an ESG mindset Embed sustainable practices Capture better data Build an intelligent operating model Invest in 'green skilling' Re-Evaluate spend categories ESG Energy Travel Logistics Fast-track to future-ready procurement MORE ON THIS TOPIC Procurement BPS Operations JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Supply constraints, climate change, human rights and ongoing global health care concerns are among a broad set of issues accelerating the drive for a more sustainable future. Organizations are taking action. More of the world's Chief Executive Officers (CEOs) are making sustainability goals public, and procurement is quietly becoming a barometer of an organization's progress. With up to 90% of an organization's environmental, social and governance (ESG) risk residing within the suppliers a procurement team manages, this once back-office function is now pivotal to enabling sustainability. With up to 90% of an organization's environmental, social and governance (ESG) risk residing within the suppliers a procurement team manages, this once back-office function is now pivotal to

enabling sustainability. Environmental, Social and Governance (ESG) metrics have gained traction as ways to hold companies—including their supplier accountability for sustainability efforts. These metrics vary widely, including: tracking carbon emissions, addressing human rights risks like zero child labor in the organization's supply chain or understanding the circularity of materials used throughout the supply chain. Climate reporting is already mandatory in Europe and this past March the U.S. Securities and Exchange Commission (SEC) officially proposed its much-anticipated mandatory climate-related disclosure rules for publicly-traded companies in the U.S. With procurement teams on the front lines of sourcing and securing goods and services throughout the supply chain, it is critical to adopt a sustainability mindset in all decisions. This means everything from monitoring the materials that go into products or services to tracking suppliers and ecosystem partners and assessing their overall environmental impact as a result of how they do business. Yet many procurement teams aren't equipped with the strategy, expertise, tools and incentives to execute their organization's sustainability goals. This disconnect surfaced in a recent Accenture and HFS Research (HFS) study of 350 enterprise leaders, including Chief Procurement Officers (CPOs). The study examined how sustainability links to procurement and the entire supply chain. The findings reinforce themes that emerged at the recent COP26 UN Climate Summit that leaders need to think bigger and more holistically to turn sustainability aspirations into action. For all the talk about striving to be green, what has become clear is that sourcing and procurement are integral to an organization's sustainability agenda and preparation is key. According to Accenture's research with HFS, 60% of CEOs see the need for sustainability but significantly overestimate their organization's ability to adopt these practices throughout the business. Only 27% of organizations see their CEO or board supporting sustainability and even fewer, 12%, see those same CEOs or boards leading the effort. Only 40% of organizations have dedicated sustainability teams, and about one-third say procurement is actively supporting their organization's sustainability efforts. To drive real change, leaders must champion initiatives at every level of the organization. The study revealed that leaders also need to better align with their leadership peers across different areas of the business. Over half of organization leaders outside of procurement see sustainability as a top-three procurement priority, while only 22% of procurement leaders feel the same way. Leaders also underestimate the level of work that needs to be done to enable sustainability in procurement processes and teams. This observation is supported by companies spending less than 2% on ESG activities, and more than half of leaders don't see that changing, with some even believing it may decrease. In its role to source and secure goods and services throughout the business and manage supplier relationships, procurement is well positioned to enable sustainability. In fact, it is a huge opportunity. Managing scope 3 emissions and social risks can feel overwhelming because it requires companies to influence ESG factors outside of their operational control. To help drive sustainability, you need to reset expectations and begin taking key actions. Many organizations begin their sustainability journey by focusing on emissions, which are divided into three categories: Scope 1 emissions are direct greenhouse (GHG) emissions resulting from what you are combusting, such as natural gas, refrigerants or transportation fuel, at your own facilities and owned fleet. Scope 2 includes indirect GHG

emissions associated with the power and electricity that you buy and use, from utility providers, and where renewables would fall. Scope 3 are indirect emissions from both your upstream and downstream supply chain and typically represent the largest amount of emissions. They often start with Scope 1 & 2 emissions. Depending on the industry, scope three emissions can be a big challenge—and where procurement teams can have a big impact. Consider that companies hiring services cannot control the operations of their suppliers, yet they are accountable for their supplier's emissions. This means procurement teams must now view suppliers with an ESG perspective and consider how they may fit within their organization's ESG goals. For example, teams may look at whether suppliers are buying renewable energy, investing in electric vehicles or offering recyclable materials. Understanding their own carbon footprint and establishing sustainability considerations as part of the procurement process are good first steps. Some companies are already establishing strategies to reduce emissions. A pharmaceutical organization set a goal to reduce its scope three emissions 30% by 2030. Accenture identified priorities within its supply chain and collaborated on how to embed ways to remove carbon into existing procurement practices. The result is a roadmap outlining how procurement will help achieve its corporate goals, such as getting to net zero emissions. Managing to ESG metrics also requires quality and in-depth data on a whole new level. At the beginning of the process, create a data-collection strategy to identify and gather the right kind of data and determine how to measure ongoing progress. This includes training internal teams and suppliers on the metrics needed to substantiate sustainability reporting. Building a sustainable future demands that organizations, led by their leaders, step back to see a bigger picture and think creatively about existing resources. Once procurement has the targets, processes and tools in place, an intelligent operating model can mine the data, surface insights and enable tracking and assessing supplier progress to better manage those relationships. Current information will also make it easier to have strategic conversations with various organization stakeholders and suppliers to achieve goals and continuously improve. Another key step is making sure sourcing and procurement teams are equipped with the tools and knowledge they need. Consider training teams to understand the nuances of sustainability within each supply chain area, the importance of supplier diversity and how to identify opportunities. Position this upskilling as a way to grow each team member's career trajectory, giving them new skills that are essential in this new sustainability era. Apply an ESG lens to determine sustainability hot spots for the organization, including suppliers to prioritize. Add sustainability to your procurement scorecard and develop short-, medium- and long-term plans to set and achieve ESG goals. Adopting a more holistic view, beyond cost, also means resetting boundaries for procurement purchases in different disciplines and tapping broader expertise. In other words, it takes a team. Managing to ESG metrics will also require quality and in-depth data on a whole new level. Identify and create a data-collection strategy from the beginning to gather the right kind of data and determine how to measure ongoing progress. Managing to ESG metrics will also require quality and in-depth data on a whole new level. Identify and create a data-collection strategy from the beginning to gather the right kind of data and determine how to measure ongoing progress. According to our study, respondents see these as three main spend categories to initially focus on

Consider a transition to renewable energy. This can drive millions in savings. Using renewable energy can also help companies manage future volatility in the energy market. Be thoughtful about when to travel for in-person meetings. Take advantage of fuel trends, such as sustainable aviation fuel. Give employees tools to consider the carbon implications. Electrify your fleet or pursue electric last-mile strategies. Transition from carbon-intense delivery (air) to less harmful modes of operation. READ MORE: Start your Sustainability Journey RELATED: Accenture Operations There has never been a more urgent time to turn ambition into action or more opportunity. Organizations building sustainability into their DNA can create a competitive advantage by becoming more efficient, transparent and profitable with workforces and operations equipped for the future. Take those first steps, leveraging procurement to influence and manage the supply chain's impact and helping to drive a more sustainable future. MANAGING DIRECTOR, PROCUREMENT BUSINESS PROCESS SERVICES GLOBAL BUSINESS LEAD With 18+ years' experience in Procurement and F&A, Kristin leads the Procurement BPS offering globally for Accenture Operations. Senior Managing Director – Data and AI Lead, APAC Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved. =====================

Store of Tomorrow

----- Arcticle source ----- https://www.accenture.com/us-en/insights/retail/store-tomorrow-future ----- In brief The future retail experience is here Introducing the Store of Tomorrow Offering consumers greater choice and convenience Related capabilities Store of Tomorrow—the retail future is here Accenture's Store of Tomorrow Integrated customer experience Optimized supply chain operations Purposeful and skilled workforce Real-time data on the edge Enhanced sustainability and social responsibility Data-driven decision making Retailers, meet me in the metaverse MORE ON THIS TOPIC Retail consulting ai.RETAIL JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA With store operating models established in a pre-digital age—with stores designed to optimize foot traffic and traditional shopping journeys—few retailers were fully prepared for the recent shift to digital on this scale or at this pace. The additional costs associated with serving online customers are unsustainable without a step change in the business that works for all stakeholders. The online-merge-offline (OMO) model calls on retailers to be bold in reimagining how they operate across all retail channels. It means developing a diverse store portfolio that is tailored to the needs of local customers, and enabling a reduction in operating costs that allows for more investment in new experiences. Read our report to discover a new integrated reality for the near future of retail.   To help accelerate the OMO model, Accenture has developed an innovative new concept for the Store of Tomorrow. It's applicable to all sectors of retail, from grocery, to beauty, to DIY and beyond. Designed to be open, flexible, and adaptable in every respect, the concept combines the speed and simplicity of digital shopping with the automated efficiency of modern warehousing—while putting a greater emphasis on the

human-centered physical shopping experiences customers still crave. This flexible, customer-centered experience is at the heart of the Store of Tomorrow concept. The Store of Tomorrow reinvents the future of retail through more digital, personalized and innovative customer experiences. How is it achieved? Each store plan starts with six key ingredients. A retailer then combines these in different ways depending on its retail sector, local market, and customer needs. A rich understanding of local customer needs via data, which informs a fully integrated model that speeds up the deployment of CX across channels. A retail supply chain optimized for resilience and responsibility, as well as cost and service, at the local level. Learn more. An inclusive culture that includes investment from retailers into retraining and reskilling for a diverse and adaptable workforce. Learn more. Distributed edge computing that enables automated decision-making in real time, such as personalized product recommendations as customers shop. Learn more. Embedded ESG principles across all functions from sourcing, to store experience and fulfillment, and to drive resource efficiency. Learn more. Positioning customers at the heart of the business—by using data, AI and machine learning to generate insights and fuel decisions. Learn more. What might the Store of Tomorrow look like in practice? Accenture has developed a groundbreaking concept that turns the traditional retail layout on its head, and divides the retail store into three complementary parts: The Aisle, the Dark Store and the Promenade. The Store of Tomorrow concept promises to radically simplify the omnichannel customer journey, while providing shoppers with greater choice and convenience. At the same time, it offers retailers a vision of a world in which more ecommerce doesn't have to mean lower profitability. In fact, the model supports both revenue growth and cost optimization. To find out more, read our full report here. SEE RETAIL SUPPLY CHAIN MANAGING DIRECTOR – ACCENTURE STRATEGY, RETAIL Ray works with retailers on digital transformation and innovation of the retail customer experience in stores. Senior Managing Director – Retail Lead, EMEA Laurent leads Accenture Retail in Europe and Consumer Goods in France & Benelux, and helps clients transform through innovation and technology. SENIOR MANAGING DIRECTOR – GLOBAL LEAD, RETAIL Jill leads the Accenture global Retail practice and helps retail clients transform into responsible and resilient enterprises. SENIOR MANAGING DIRECTOR – ACCENTURE STRATEGY, RETAIL Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved.
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Strategy & Consulting

----- Arcticle source ----- https://www.accenture.com/us-en/insights/consulting/coronavirus-procurement-recovery-growth ----- Reinvention starts here Reinventing across industries The advantage of a total enterprise approach to reinvention Stories of reinvention and value What we think Our leadership team Join our team Reinvention starts here Reinvention driven by insights Reinvention that can be repeated Reinvention powered by people Total Enterprise Reinvention Communications, Media, & Technology

Bold strategic vision Talent Finance Marketing, sales and service Supply chain and operations Technology strategy and advisory Data and AI-powered transformation Continuous innovation Accenture's CEO Julie Sweet discusses Mars' digital transformation Steering through activist investor demands Private equity and the rising cost of cyberattacks Is your organization equipped for breakthrough innovation? The CHRO as a growth executive Reimagining the Agenda Maximizing your cloud advantage A new playbook for today's M&A deals Accelerating global companies towards net zero by 2050 JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Measuring our success by the value we deliver in all directions. Advances in digital technologies, data and AI are changing everything. How you compete. How you define and deliver value. Even how you transform to be the next best version of yourself. These advances have never been more critical, nor more necessary. That's because unprecedented uncertainty and volatility call for businesses in every industry to activate new levels of innovation and launch rapid transformations that only digital technologies can make possible. In short, today's business environment demands total enterprise reinvention. Accenture stands ready to provide the strategy and consulting support for you to navigate this reinvention journeys. We bring functional and industry expertise, unparalleled insights, actionable recommendations, and the commitment and know-how to unlock 360° value across your organizations. We manage complexity. And we help you become faster, more innovative and more resilient. Along the way, we deliver what matters most: results. It's reinvention that's designed for you. And it starts here. It's reinvention that's designed for you. And it starts here. We build trusted relationships with leaders. We curate our knowledge by using proprietary assets, technology tools, and data. We can accelerate 360° value and end-to-end transformations by combining our expertise across strategy, industry, and function. We bring the best of a diverse global network of innovation experts. They're the reason that reinvention starts here. See how "Reinventors" are setting a new performance frontier for their companies– and entire industries. We believe total enterprise reinvention requires industry-specific knowledge/insights to happen at the speed required today. Communications High Tech Media Software & Platforms Banking Capital Markets Insurance Aerospace & Defense Automotive Consumer Goods & Services Industrial Life Sciences Retail Chemicals Energy Natural Resources Utilities Health Public Service We believe every organization improves with an approach informed by a deep understanding of all key functions and how they can work together more effectively. Partner with us to define and answer your most strategic business questions. Unlock human potential and transform organizational structure and culture. Broaden financial capabilities and impact across the enterprise. Enable seamless, personalized and intuitive experiences. Digitally reinvent and optimize supply chain and operations. Realize exceptional business value from technology. Scale AI, analytics and automation – and the data that fuels it all – for insights Move from research to results with world-class innovation that keeps you on the cutting-edge of change. Reinvent to become the next best version of yourself Reinvent to become the next best version of yourself Accenture's CEO Julie Sweet discusses Mars' digital transformation Accenture's chair and CEO Julie Sweet sat down with Sandeep Dadlani to

discuss how the partnership with Mars helped them catapult to becoming a digital-first industry leader. Now you really can drive outcomes Learn how CEOs can navigate activist investor challenges while continuing to drive long-term value for the company. Private equity is a prime target for cyberattacks. Firms can mitigate the risks, painlessly and without sacrificing speed. Cloud, AI and the metaverse are accelerating reinvention strategies. We show how to use them to scale breakthrough innovation. Meet the team who are leading the change across industries, functions, platforms and partnerships. At the forefront of reinvention, they lead teams across the globe to prepare businesses to reshape their future and emerge stronger, prepared for whatever lies ahead. The starting point of reinvention starts here – with more than 50,000 people who are excited to bring change across industries, functions, platforms, and partnerships. Bringing the best of technology and human ingenuity, they are architecting the future for businesses and communities around the globe. We work as one team with diverse expertise to create 360° value. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. Visit our Subscription and Preference Center © 2024 Accenture. All Rights Reserved. ======================

Going vertical: A new era in integration

----- Arcticle source ----- https://www.accenture.com/us-en/insights/high-tech/going-vertical ----- In brief Integration in the semiconductor industry Strategic options for semiconductor companies Major trends driving vertical integration About the Authors Related capabilities Invest in ecosystem to understand the customer Invest in right-skilling engineering workforces Free up capital for reinvestment Explosion of data and the dawn of edge 5G Automotive Artificial intelligence and machine learning MORE ON THIS TOPIC High Tech JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA The semiconductor industry began when a trio of Bell Labs / AT&T researchers first successfully demonstrated the capabilities of a transistor in 1947. Their findings were published the following year and they would eventually go on to win the Nobel Prize. Between 1950 and 1980, semiconductor companies became more vertically integrated. Companies like Texas Instruments, Fairchild, and Motorola designed, fabricated, and packaged their semiconductor chips for consumption largely by systems companies. By 1970, the industry faced its first wave of deconsolidation, as new entrants like National Semiconductor, Intel, and AMD stole market share from dominant industry players by targeting new applications like minicomputers, microcomputers and eventually, PCs. They did this using new microprocessor technologies. The development of the fabless/foundry model revolutionized the industry and lessened the need for vertical integration by creating value in specialization. The rapid transformation of end markets has threatening to disrupt the lives of every semiconductor company. Semiconductor companies must now get creative to maintain their growth trajectory or risk becoming commoditized by their customers. They have three competitive plays to capture value as

more businesses bring their hardware development in-house. Semiconductor companies must now get creative to maintain their growth trajectory or risk becoming commoditized by their customers. Semiconductor companies have traditionally been B2B businesses and somewhat abstracted from the end-customer. Semiconductor companies need a workforce trained in software engineering, AI, big data techniques in addition to core engineering skills. Business models are evolving from solely relying on chip sales to providing an variety of products and services that can uncover fresh revenue streams. Four trends that have heightened the demand for system integration and have shifted the balance of power in favor of delivering targeted end-customer solutions: Data storage and processing at the edge required the co-optimization of data center and edge hardware, middleware, and application software. 5G created completely new use cases for consuming data and insights. The rise in autonomous cars and electric vehicles has been one of the primary drivers for the growth of the semiconductor industry. Led to a surge in demand for highly specialized accelerators. Deborah Garand Managing Director – Strategy and Consulting, High Tech Timothy Chu Managing Director – Strategy & Consulting, Semiconductor ARJUN KRISHNAN Manager – Accenture Strategy Aishwarya Saluja Senior Analyst – Strategy and Consulting Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved.
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Strategy & Consulting

----- Arcticle source ----- https://www.accenture.com/us-en/insights/consulting/coronavirus-new-world-b2b-sales ----- Reinvention starts here Reinventing across industries The advantage of a total enterprise approach to reinvention Stories of reinvention and value What we think Our leadership team Join our team Reinvention starts here Reinvention driven by insights Reinvention that can be repeated Reinvention powered by people Total Enterprise Reinvention Communications, Media, & Technology Financial Services Products Resources Health and Public Service Bold strategic vision Talent Finance Marketing, sales and service Supply chain and operations Technology strategy and advisory Data and AI-powered transformation Continuous innovation Accenture's CEO Julie Sweet discusses Mars' digital transformation Steering through activist investor demands Private equity and the rising cost of cyberattacks Is your organization equipped for breakthrough innovation? The CHRO as a growth executive Reimagining the Agenda Maximizing your cloud advantage A new playbook for today's M&A deals Accelerating global companies towards net zero by 2050 JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Measuring our success by the value we deliver in all directions. Advances in digital technologies, data and AI are changing everything. How you compete. How you define and deliver value. Even how you transform to be the next best version of yourself. These advances have never been more critical, nor more necessary. That's because unprecedented uncertainty and volatility call for businesses in every industry to activate new levels of innovation and launch rapid

transformations that only digital technologies can make possible. In short, today's business environment demands total enterprise reinvention. Accenture stands ready to provide the strategy and consulting support for you to navigate this reinvention journeys. We bring functional and industry expertise, unparalleled insights, actionable recommendations, and the commitment and know-how to unlock 360° value across your organizations. We manage complexity. And we help you become faster, more innovative and more resilient. Along the way, we deliver what matters most: results. It's reinvention that's designed for you. And it starts here. It's reinvention that's designed for you. And it starts here. We build trusted relationships with leaders. We curate our knowledge by using proprietary assets, technology tools, and data. We can accelerate 360° value and end-to-end transformations by combining our expertise across strategy, industry, and function. We bring the best of a diverse global network of innovation experts. They're the reason that reinvention starts here. See how "Reinventors" are setting a new performance frontier for their companies– and entire industries. We believe total enterprise reinvention requires industry-specific knowledge/insights to happen at the speed required today. Communications High Tech Media Software & Platforms Banking Capital Markets Insurance Aerospace & Defense Automotive Consumer Goods & Services Industrial Life Sciences Retail Chemicals Energy Natural Resources Utilities Health Public Service We believe every organization improves with an approach informed by a deep understanding of all key functions and how they can work together more effectively. Partner with us to define and answer your most strategic business questions. Unlock human potential and transform organizational structure and culture. Broaden financial capabilities and impact across the enterprise. Enable seamless, personalized and intuitive experiences. Digitally reinvent and optimize supply chain and operations. Realize exceptional business value from technology. Scale AI, analytics and automation – and the data that fuels it all – for insights Move from research to results with world-class innovation that keeps you on the cutting-edge of change. Reinvent to become the next best version of yourself Reinvent to become the next best version of yourself Accenture's CEO Julie Sweet discusses Mars' digital transformation Accenture's chair and CEO Julie Sweet sat down with Sandeep Dadlani to discuss how the partnership with Mars helped them catapult to becoming a digital-first industry leader. Now you really can drive outcomes Learn how CEOs can navigate activist investor challenges while continuing to drive long-term value for the company. Private equity is a prime target for cyberattacks. Firms can mitigate the risks, painlessly and without sacrificing speed. Cloud, AI and the metaverse are accelerating reinvention strategies. We show how to use them to scale breakthrough innovation. Meet the team who are leading the change across industries, functions, platforms and partnerships. At the forefront of reinvention, they lead teams across the globe to prepare businesses to reshape their future and emerge stronger, prepared for whatever lies ahead. The starting point of reinvention starts here – with more than 50,000 people who are excited to bring change across industries, functions, platforms, and partnerships. Bringing the best of technology and human ingenuity, they are architecting the future for businesses and communities around the globe. We work as one team with diverse expertise to create 360° value. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your

Reinventing care delivery to help solve the nursing shortage

----- Arcticle source ----- https://www.accenture.com/us-en/insights/health/solving-the-nursing-shortage ----- Ready for reinvention Digital and AI solutions: Nurses need them, patients want them Igniting continuous reinvention to solve the nursing shortage WRITTEN BY Current Country: United States RESEARCH REPORT The nursing shortage is a global health emergency. By reinventing care delivery using nurse talent and technology, we can solve this critical challenge. 3-MINUTE READ August 3, 2023 The nursing shortage is a global health emergency threatening patient access and outcomes. This crisis will worsen as more clinical workers retire and demand from an aging population rises. The industry may need to replace up to 13 million nurses globally in the coming years.1 Without enough capacity to meet patient demand, today's nurses are experiencing emotional distress and burnout, pushing many to leave the profession. Healthcare organizations are turning to quick fixes, including costly temporary staff, flexible work schedules and telemedicine. When these short-term solutions don't work, healthcare providers are forced to shut down units, reduce hours and eliminate clinical programs. These moves limit patient access to care. The healthcare workforce has reached a breaking point. We must release the pressure on nurses, improve the nurse and patient experience and get people the care they deserve. With a reinvention strategy, we can continuously innovate to solve these issues today, and for the future. AI-enabled robots can relieve the burden of the tasks nurses complete in a 12-hour shift. They help patients with their daily routines, remind them to take medications and answer medical questions. Nurses are open to using digital solutions to enhance their work and improve care delivery. Most clinicians (93%) agree that applying automation to remedy time-intensive documentation processes will be beneficial.2 Automating strategically doesn't just minimize tasks and boost productivity, it can be a springboard to more meaningful work that taps into nurses' most valuable skills. More than half (52%) of clinicians we surveyed believe that AI can improve diagnosis, while 32% think it can enhance procedural accuracy, and 31% noted that it can increase their time with patients.3 Healthcare executives also feel AI models enable better customer experiences (61%), faster decision-making (55%) and enhanced employee capabilities (46%). Our research also shows that patients and caregivers are interested in digital health tools. This reveals an opportunity to reinvent the tasks of nurses, shifting them to patients through self-service and collaborative solutions. 92% of clinicians agree that too much time spent on administrative tasks is a major contributor to burnout 93% of clinicians agree that applying automation to remedy time-intensive documentation processes will be beneficial While healthcare organizations cannot solve the entire nursing shortage problem at once, Accenture has identified four critical success factors to help accelerate reinvention: 1. Adopt a strong, modern digital core Health

systems should first establish a strong technology core (data integration, increasing interoperability, ensuring information security and integrating clinical workflows) on which to build digital and AI solutions. An AI-powered, cloud-based digital core is the foundation for reinvention. Healthcare organizations can first shift from a technology landscape of static, standalone parts to interoperable pieces that are intentionally integrated and leverage the power of cloud, data and AI. 2. Involve nurses in care reinvention from the start Successfully introducing new technology into healthcare settings requires strong partnerships with nurses to drive adoption and deliver value. Those who will be using the technology in their daily work should be involved from the onset as the people impact is central to reinvention. Early on, identify the right clinical stakeholders whom the solution will impact: nurses, physicians or both. Then intentionally build relationships between these clinical stakeholders and IT. A large healthcare provider has a virtual command center to support bedside teams by using advanced computer vision and AI technology to continuously monitor patients throughout their hospital stay. 3. Use data to inform investment decisions In addition to nurse insights, use operational and population health data to find solutions that are affordable, impactful and will save time for nurses. Healthcare organizations use data insights to inform other areas, such as process improvements, market opportunities and organizational model changes, so why not use analytics to find what solutions will transform clinical work? Using AI-enabled applications and platforms to generate insights can help to enhance operational efficiency, improve accuracy and decision making, streamline processes and empower workers by changing how work is done. 4. Revolutionize operating models Unfortunately, deploying new digital core to increase nursing capacity isn't straightforward. Accountability and ownership for choosing and implementing technology doesn't usually sit squarely with one or even two leaders in a medium or large healthcare organization. Making the kinds of changes we need in healthcare today requires boundaryless collaboration to enable successful execution across the enterprise. Reinventors strengthen connections across their organizations. Tejash Shah, MD Managing Director – Health Kaveh Safavi, MD, JD Senior Managing Director – Consulting Global Health Shelley Simkins, RN Management Consulting Senior Manager Ashish Goel Senior Managing Director – Health Lead, EMEA Dr. Travis Grant Managing Director – Health, Client Lead, Australia and New Zealand © 2024 Accenture. All Rights Reserved. =====================

Technology Vision 2023 for Biopharma

----- Arcticle source ----- https://www.accenture.com/us-en/insights/life-sciences/biopharma-technology-trends-2023 ----- In brief Revealing new limits. Our forever frontier: The big bang of computing and science Generalizing AI: The radical edges and possibilities of intelligence We asked biopharma executives about the major benefits they anticipate from the use of AI foundation models. Your data, my data, our data: The lifeblood of innovation Digital Identity: ID for everyone and everything WRITTEN BY

RESEARCH REPORT A defining moment for innovation: New waves of digital-physical convergence fuel science, transformative patient outcomes and sustainable growth. 10-MINUTE READ August 1, 2023 Working in human+machine mode, we see the biopharma industry driving innovation beyond today's boundaries. In Accenture's Technology Vision 2023 for Biopharma, we explore how 4 tech trends are shaping new and different ways of operating, collaborating and innovating. We believe the time has come to further blur the lines and welcome the next wave of innovation and business transformation in biopharma. Science and technology convergence is bringing forth a step change in the speed of innovation and further enabling novel biology and new science. Computing power available today is allowing scientific experimentation that was once impossible in a physical setting. The potential has private and public biopharma players taking notice. In the past five years, total investment in AI-mediated drug discovery has experienced a CAGR of 8% and closed 2022 with a total of $2.5 billion worth of investment. In addition, biopharma invested over $1 billion in upfront payments through collaborations with AI companies. The potential value of these investments is estimated at $45 billion. This demonstrates the growing importance of AI/ML-enabled drug discovery and development. Zero-shot GenAI is the process of designing antibodies to bind to specific targets without using any training data – producing antibody designs that are not found in existing databases. In fact, GenAI-based antibody binders are being observed with higher naturalness scores than known therapeutic antibodies and antibodies found in humans and animals. Zero-shot GenAI not only improves development speed, but the antibodies discovered have a higher likelihood of real-world success since optimal parameters are used in their design. Generalizing AI explores a category of AI spurred on by foundation models and large language models (LLMs). This includes Generative AI (GenAI). Reimagining the future of the industry with GenAI means identifying better candidates, delivering higher quality products faster, and boosting sales and patient experiences, all with greater equity and sustainability. GenAI is already being used to design antibodies in silico, predict protein structures, generate digital marketing content and improve production planning. Ninety-eight percent of biopharma executives agree that advancements like GPT-4 GenAI are ushering in a new era of enterprise intelligence and are either very or extremely inspired by new capabilities. 70% expect faster decision making 63% expect better customer experiences 60% expect better internal and external communications 55% expect accelerated innovation To create new sources of value by harnessing the power of GenAI, companies must reinvent ways of working. It begins with a business-driven mindset and building a talent pipeline that leverages AI while defining new roles. Accenture research reveals that nearly 40% of life sciences work hours will be affected by GenAI. Our recent analysis of the impact of GenAI on the US workforce highlights which roles biopharma companies can further automate vs. augment. Data transparency is quickly becoming a precious resource for biopharma companies looking to lead change. Supply and demand for data across the life sciences ecosystem is increasing to help drive faster, smarter decision-making. There are untapped opportunities for stronger collaboration and data sharing. It's time to rethink data collection and architecture design to begin exposing the data that matters. Leaders have an incredible opportunity to derive new insights and build trust with

partners and customers by proactively becoming more transparent – or risk having someone else do it for them. 92% of biopharma executives say data transparency is becoming a competitive differentiator. over 40% agree that greater trust with customers, partners and employees are significant benefits of greater data transparency. 97% say new data architectures and strategies are needed to manage dramatic changes to their organizations' data landscapes. In research, federated drug discovery using vast molecule sets from multiple sources can expedite the drug discovery process. Demand forecasting powered by shared real-world data can anticipate supply chain requirements, reducing wastage. Shared data can enrich marketing strategies and sales predictions and enhance engagement by analyzing user needs. Digital identity is the quiet catalyst of this next era of innovation. Digital identities will enable secure data sharing, seamless application of AI and new and better science – supporting the discovery of patient-driven, precision therapies with greater speed. Initially, it simply enabled controlled access. Now, it's imperative that we reboot digital identity and seamlessly assign it to individuals and objects. The trust-creating significance is apparent when onboarding individuals to clinical trials, monitoring personalized medicine, and facilitating patient journeys. It would be difficult to complete these crucial functions without trusted identity. Digital identify also helps promote closer collaboration among industry players during early discovery phases, and presents monetization opportunities such as licensing fees, further emphasizing its value. 90% of biopharma executives agree that digital identity isn't just a technical matter – it's a strategic business imperative. 92% agree that their organizations need more systematic ways to manage emerging technology responsibly. 75% agree customer identity authentication issues are negatively impacting their bottom line. 93% agree that changes constricting third-party tracking data are impacting their organization's customer engagement. Tokenization (the process of creating an immutable, functional identity for anything, physical, digital, unique or not; often stored on a blockchain) is a leading way that enterprises are innovating around identity. Ninety-eight percent of biopharma executives indicated their organizations are innovating around digital identity via tokenization. Once created, those identities can enable enterprises to trace medical technology or pharmaceuticals throughout the supply chain, enabling both patient safety and regulatory use cases. Science and technology convergence is affecting the entire biopharma value chain – portfolio, operations, talent, commercialization, ecosystem partnering and competitive positioning. To remain competitive, companies must embrace a strategy of continuous reinvention and build their digital core. Harnessing technology is not a partial solution. It is your partner in redefining the boundaries of innovation to deliver better patient treatments, faster, and generate new, sustainable growth. Shalu Chadha Managing Director – Technology, Life Sciences, Global Selen Karaca-Griffin Senior Principal – Life Sciences, Research Global Lead Medb Corcoran Managing Director – Accenture Labs, Global Responsible AI Lead for Technology Innovation Alexandros Giannakis Managing Director – Digital Health, Life Sciences Stas Verberkt Senior Manager – Cybersecurity, Life Sciences ====================

Why decentralized digital enterprises require modern networks

Building a modern network architecture A network for the future Acknowledgement Performance Security Cost Authors Current Country: United States NEWS ARTICLE 7-MINUTE READ April 1, 2024 Originally published in Ivey Business Journal in March / April 2024 The needs of modern businesses, along with advancements in digital technologies, are forcing a more decentralized digital operating model on many of today's companies. The monolithic applications of the past are giving way to purpose-built applications and services that can be easily scaled using cloud, APIs, and microservices. While centralized models offered greater control and visibility over network data, decentralized digital services are becoming essential for adoption of new technologies and faster decision-making, while increasing resilience and security at the edge. The drivers of this change are clear. Cloud-based tools and applications have become fundamental to achieving strategic business goals, with 86 percent of companies reporting an increase in the scope and volume of their cloud initiatives since 2020. Recent research studies have confirmed that companies that effectively democratize cloud usage, ensuring accessibility and usability for all members, tend to achieve significantly enhanced results from their investments in cloud technology. The rise of remote and hybrid work has also led to a significant transformation in IT systems and policies to facilitate remote collaboration and communication, enabling more geographically dispersed teams. The transition to the cloud and the emergence of innovative technology tools in AI and blockchain allow companies to meet changing consumer preferences and tap into new markets faster. These advancements have the potential to level the playing field for businesses beyond the G2000 (an Accenture-developed list of the largest 2000 public and private companies in the world by revenue), allowing them to compete on a global scale and create value for their customers and employees. The confluence of these trends with rapidly expanding companies is creating the need for a decentralized digital enterprise. One where information, decision-making, and computing resources are distributed across locations and connected by a modern network, instead of being centralized within a single entity or location. In this set-up, different components of the enterprise, such as databases, services, and computing power, are distributed across nodes in the network. Simply put, the expanded, decentralized enterprise that comes with higher storage and computational requirements has put a strain on current legacy networks, which haven't kept pace with evolving business needs. In our global survey of 1,000 business and IT executives, 87 percent of respondents said that their legacy network is a bottleneck to advancing on cloud, data and AI, and digital transformation. Moreover, technologies such as generative AI and large language models (LLMs) are putting new and heavier demands on networks. For instance, LLMs require massive amounts of data to learn the patterns and structures of natural

language, and training them calls for congestion-free, high-capacity networks that are available, efficient, reliable, and secure and can keep up with the speed of business. Simply put, the expanded, decentralized enterprise that comes with higher storage and computational requirements has put a strain on current legacy networks. As a result, modernizing enterprise networks is a crucial step towards transforming businesses, enabling better outcomes for companies' workforces, customers, and partners. A modern network seamlessly connects and enables various layers of the digital core, including cloud, data and AI, platforms and security, and other new technologies. Some of the benefits of investing in a modern network include: Continuing with outdated legacy network architectures often leads to a downward spiral of technology debt, limited innovation, escalating costs, and added security holes. Our survey revealed that three out of every four companies are still spending 40 percent or more of their overall network budget on maintenance activities. Current legacy global networks face issues with reliability, resilience, and performance, as they are ill-equipped to adapt to network conditions and optimize traffic flow for the best quality of service. Modernizing network infrastructure with virtualization and a programmatic approach, leveraging APIs, empowers businesses to deliver exceptional customer experiences while accelerating time-to-market and enabling low-latency applications through multi-access edge computing. Adopting this approach offers several compelling benefits, including enhanced performance, seamless expansion into new markets without the need for physical infrastructure buildouts, and automated bandwidth optimization to eliminate bottlenecks, making pre-provisioning unnecessary. Our clients who adopt modern network architectures consistently achieve network performance improvements, often exceeding ten times. Traditional network architectures have a major drawback: An incident in one region can affect the entire network, jeopardizing its integrity and exposing sensitive data. These architectures rely on perimeter-based network access solutions, which were designed for a different era and a different challenge. However, in today's world, most data, applications, and devices are outside the enterprise's boundaries, making it hard for security teams to maintain control. In our executive survey, over 83 percent acknowledged elevated security standards as crucial for modern enterprise networks. Unlike traditional set-ups, modern networks focus on packet-level authentication instead of sessions, strengthening security. Intelligent distribution of network traffic across multiple paths with robust encryption, along with network segmentation, serves as a defense against potential attacks. The new approach to security separates it from infrastructure and relies on identity and zero trust. This means that user activities are constantly validated to ensure they are authorized to access systems and points of access. Modern networks can adapt to changing conditions in real time, including potential threats like DoS, DDoS, and man-in-the-middle attacks. More than 80 percent of enterprises expect a modern network to provide superior user experience in the cloud, be easy to deploy or consume, and enable critical applications. And about 84 percent of respondents cited increasing customer value, improving productivity, and lowering costs as the top three business impacts expected from network transformation. The shift towards a modern network design brings with it a focus on consumption-based models that significantly lower the total cost of ownership. A pay-for-what-you-use model enables better cost predictability and flexibility. For

example, Accenture's enterprise network transformation is estimated to generate annual cost savings ranging from US$15 million to US$20 million owing to a highly optimized consumption model. Similarly, our efforts to implement a modern network architecture for a client resulted in improvements ranging from 25 to 40 percent in total cost of ownership, driven by hardware avoidance. By leveraging automation and analytics, modern networks optimize resource allocation, ensuring that bandwidth is dynamically adjusted according to demand. Modern networks offer the flexibility to effortlessly expand and incorporate new regions, all without the need for substantial investments in hardware. This allows businesses to seamlessly align their network capabilities with the evolving demands of their operations. Network infrastructure became needlessly complex, as it was not designed with the cloud in mind. Today, most modern application development is taking place on cloud platforms using microservices and cloud functions. That's why enterprise infrastructure and networks must be built to encompass data and endpoints that exist within and outside of the business. Drawing from Accenture's experience in transforming both its own enterprise network and those of clients, we have developed a modern network architecture designed to empower companies to optimize network performance, fortify security measures, and minimize costs. Simplified, the network architecture (see Figure 1) that facilitates decentralized operations comprises these essential components: Figure 1: A modern decentralized network architecture The evolution of the network from a mere conduit to the cornerstone of decentralized digital enterprises marks a profound shift in the business landscape. As the arteries carrying the lifeblood of information and decision-making, the network enables seamless data flow across diverse locations and devices, fostering enhanced performance, security, and cost efficiency. Imagine a future where your network isn't just keeping up but is propelling your enterprise to new opportunities. The future is not monolithic, but distributed. It's not static, but agile. It's not hierarchical, but empowered. Embracing this distributed, agile, and empowered vision of the future warrants a strategic transition to modern decentralized network architecture. To kickstart this journey, companies must take three decisive steps: A modern network is a competitive differentiator, a catalyst for growth and innovation, empowering enterprises to seize new opportunities and thrive in an ever-evolving digital landscape. Jefferson Wang Senior Managing Director – Global Technology Convergence Lead Edward Wood Managing Director – Growth and Strategy Lead, 5G and Networks Practice Giju Mathew Manager, Accenture Research Shalabh Kumar Singh Principal Director, Accenture Research The authors would like to thank Ramani Moses and Subhransu Sahoo for their contribution to this article. The original version of this article appeared in Ivey Business Journal, an online hub for management-related thought leadership supported by Ivey Publishing. To obtain permission for teaching or commercial use or to order a print version of published articles, please contact Ivey Publishing at IBJpermissions@ivey.ca. © 2024 Accenture. All Rights Reserved.
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Nudge users to catch generative AI errors

----- Arcticle source ----- https://www.accenture.com/us-en/insights/data-ai/nudge-users-catch-generative-ai-errors ----- Experiment with friction Three behavioral insights About the Authors Acknowledgments Ensure thoughtfulness in crafting the prompt — a touch point for beneficial friction — given users' tendency toward cognitive anchoring on generative AI output. Recognize that confidence is a virtue but overconfidence is a vice. Experiment, experiment, experiment. Current Country: United States NEWS ARTICLE Using large language models to generate text can save time but often results in unpredictable errors. Prompting users to review outputs can improve their quality. 7-MINUTE READ May 29, 2024 Republished with permission from MIT Sloan Management Review OpenAI's ChatGPT has generated excitement since its release in November 2022, but it has also created new challenges for managers. On the one hand, business leaders understand that they cannot afford to overlook the potential of generative AI large language models (LLMs). On the other hand, apprehensions surrounding issues such as bias, inaccuracy, and security breaches loom large, limiting trust in these models. In such an environment, responsible approaches to using LLMs are critical to the safe adoption of generative AI. Consensus is building that humans must remain in the loop (a scenario in which human oversight and intervention places the algorithm in the role of a learning apprentice) and responsible AI principles must be codified. Without a proper understanding of AI models and their limitations, users could place too much trust in AI-generated content. Accessible and user-friendly interfaces like ChatGPT, in particular, can present errors with confidence while lacking transparency, warnings, or any communication of their own limitations to users. A more effective approach must assist users with identifying the parts of AI-generated content that require affirmative human choice, fact-checking, and scrutiny. In a recent field experiment, we explored a way to assist users in this endeavor. We provided global business research professionals at Accenture with a tool developed at Accenture's Dock innovation center, designed to highlight potential errors and omissions in LLM content. We then measured the extent to which adding this layer of friction had the intended effect of reducing the likelihood of uncritical adoption of LLM content and bolstering the benefits of having humans in the loop. The findings revealed that consciously adding some friction to the process of reviewing LLM-generated content can lead to increased accuracy — without significantly increasing the time required to complete the task. This has implications for how companies can deploy generative AI applications more responsibly. Friction has a bad name in the realm of digital customer experience, where companies strive to eliminate any roadblocks to satisfying user needs. But recent research suggests that organizations should embrace beneficial friction in AI systems to improve human decision-making. Our experiment set out to practically explore this hypothesis in the field by measuring the efficiency and accuracy trade-offs of adding targeted friction, or cognitive and procedural speed bumps, to LLM outputs in the form of error highlighting. We tested whether intentional structurally embedded resistance to the uninterrupted and automatic

application of AI would slow the user process and make potential errors more likely to be noticed. We believed that this would encourage participants to engage in what is referred to in behavioral economics as System 2 thinking, a more conscious and deliberative type of cognitive processing than the more intuitive System 1 thinking, akin to accuracy nudges in misinformation research. The study, a collaborative effort between MIT and Accenture, aimed to explore the integration of an LLM into a task familiar to business research professionals. The objective was to complete and submit two executive summaries of company profiles (Task 1 and Task 2) within a 70-hour time frame and seek and reference any available sources, simulating real work conditions. The research participants were given text output from ChatGPT, along with the corresponding prompts, and were told that they could use as much or as little of the content as they saw fit. Passages from the provided ChatGPT output and prompts were highlighted in different colors. Participants were informed that the highlighting features were part of a hypothetical tool Accenture could potentially develop and that the highlights conveyed different meanings depending on the color. Text highlighted in purple matched terms used in the prompt and terms in internal databases and publicly available information sources; text highlighted in orange indicated potentially untrue statements that should be considered for removal or replacement; text that was in the prompt but omitted in the output was indicated below the generated output and highlighted in blue; and text that was not identified as belonging to any of these categories was left unhighlighted. Ideally, this hypothetical tool would combine natural language processing (NLP) techniques and an AI model to query all outputs against a predefined source of truth to highlight potential errors or omissions, but for the purposes of this experiment, the highlighting was done using a combination of algorithmic and human inputs. In addition, we purposely baked in some attention-check errors (nonhighlighted) to measure the circumstances under which adding friction in LLM use led to greater error detection (and improved accuracy) by participants. Participants were randomly assigned to one of three experimental conditions, with varying levels of cognitive speed bumps in the form of highlighting: Our findings revealed that introducing friction that nudges users to more carefully scrutinize LLM-generated text can help them catch inaccuracies and omissions. Participants in the no-highlight control condition missed more errors than those in either of the conditions with error labeling (31% more in Task 1 and 10% more in Task 2). Moreover, the proportion of omissions detected was 17% in the no-highlight condition but 48% in the full-highlight condition and 54% in the error-highlight condition. As anticipated, these improvements did come with a trade-off: Participants in the full- highlight group saw a statistically significant increase (an average of 43% and 61% in Tasks 1 and 2, respectively) in the time required to complete the tasks versus the control group. However, in the error-only highlight condition, the average difference in the time taken versus the control was not statistically significant. Considering that each task typically took one to two hours on average without the assistance of generative AI, this trade-off was considered acceptable. Thus, the second condition, which involved medium friction, demonstrated a way to optimize the balance between accuracy and efficiency. The results of our field experiment point to actions organizations can take to help employees more effectively incorporate generative AI tools

into their work and be more likely to recognize potential errors and biases. Participants' final submissions were lexically very similar to the LLM-generated content (60% to 80% identical content, as measured by NLP similarity scores). This suggests that the participants anchored on that output, even when they were asked to consider it as merely an input to their own writing. This underscores the importance of being thoughtful about the prompt provided to the LLM, since its output can set the trajectory for the final version of the content. Recent research suggests that anchoring may prove beneficial under some circumstances when generative AI content is perceived as high in quality and can play a compensatory role for an error-prone writer. But, given our findings of high similarity between the LLM-generated text and the final submissions from human participants, it could also lead a user down the wrong path. Highlighting errors did indeed draw participants' attention and improved accuracy via error correction. Yet participants across the three conditions self-reported virtually no difference in response to the follow-up survey item "I am more aware of the types of errors to look for when using GenAI. "This presents a reason to be cautious: Users may overestimate their ability to identify AI-generated errors. A tool that adds friction by making potential errors more conspicuous could help users calibrate their trust in generative AI content by mitigating overconfidence. Additionally, our findings suggest that highlighting errors had no significant impact on participants' self-reported trust in LLM tools or their willingness to use them. Before AI tools and models are deployed, it is imperative to test how humans interact with them and how they impact accuracy, speed, and trust. As indicated above, we observed a difference in self-reported attitudes and actual error detection. We urge organizations to adopt experiments as a means of understanding how best to elevate the role of employees in human-in-the-loop systems and to measure the impact on their understanding, behaviors, and biases. The ease of use and broad availability of LLMs has enabled their rapid spread through many organizations, even as issues with their accuracy remain unresolved. We must seek ways to enhance humans' ability to improve accuracy and efficiency when working with AI-generated outputs. Our study suggests that humans in the loop can play an important interventional role in AI-enabled systems and that beneficial friction can nudge users to exercise their responsibility for the quality of their organization's content. Renée Richardson Gosline is head of the Human-First AI Group at MIT's Initiative on the Digital Economy and a senior lecturer and research scientist at the MIT Sloan School of Management. Yunhao Zhang is a postdoctoral fellow at the Psychology of Technology Institute. Haiwen Li is a doctoral candidate at the MIT Institute for Data, Systems, and Society. Paul Daugherty is chief technology and innovation officer at Accenture. Arnab D. Chakraborty is the global responsible AI lead and a senior managing director at Accenture. Philippe Roussiere is global lead, Paris, for research innovation and AI at Accenture. Patrick Connolly is global responsible AI/generative AI research manager at Accenture Research, Dublin. Reprinted from MIT Sloan Management Review, (c) Massachusetts Institute of Technology, 2024. The article Nudge users to catch generative AI errors originally published on May 29, 2024 and Summer 2024 print magazine. © 2024 Accenture. All Rights Reserved. =====================

Building M&A strength

----- Arcticle source ----- https://www.accenture.com/us-en/insights/strategy/building-mergers-acquisitions-strength ----- What do serial dealmakers get right? Want specifics? We've got them. Related capabilities Raising a glass to M&A success Vision Operating model Execution A new playbook for today's M&A deals About the Authors MORE ON THIS TOPIC Mergers & acquisitions Accenture Strategy JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Serial dealmakers are doing something right—and it's translating beyond mergers and acquisitions (M&A) excellence into their overall business performance. Accenture Strategy analysis shows that the average acquisitive company completed four acquisitions between 2015 and the first quarter of 2021. The 30 most acquisitive firms made 42 deals on average in the same period. These serial dealmakers outperformed less frequent acquirers, on average, when we analyzed their weighted total shareholder return (TSR). Serial dealmakers outperformed less frequent acquirers as measured through weighted TSR +129% North America +75% Europe +91% Asia Pacific The same applied to the majority of industry groups, analyzed at the global level We believe part of the reason for the success of serial dealmakers is that the more a company flexes its M&A muscle, the better it becomes at incorporating best practices and institutionalizing M&A excellence. As serial dealmakers do what they do, they are essentially creating an "M&A factory." Successful serial dealmakers show great skill in three main areas: vision, operating model and execution. While these are areas every company involved in M&A delves into, it's how the most successful companies navigate them that produces better results. A clear M&A vision illuminates the path Successful serial dealmakers begin with the end in mind. They have a long-term vision that goes beyond industry barriers and helps them identify the right targets, which is shared across the C-suite. Think Apple, whose M&A strategy of acquiring small innovators who complement their products is in line with company's long-term strategy. A superior M&A operating model clears the path Serial dealmakers develop an M&A operating model. Without making it overly complex, they use it to be in a continuous ready state for acquisitions and separations. This is how a large electronics company transformed itself into a global health technology leader. Experienced M&A execution speeds you on the path The companies we analyzed create the right M&A outcomes with stellar execution, from overseeing integration for multiple years after a deal to using technology to speed synergies. Accenture is one of the most acquisitive companies in the world and we utilized a strong M&A framework to build our M&A engine. Remember: M&A has truly become a business muscle, one that becomes stronger the more often it is used. The more companies treat it as an essential component of corporate success, instead of as a rare specialty, the faster they can move to make their business strategy come alive. To find out more about specific actions in each of the three major areas of excellence, with further detail on companies that are doing it right, download our full report. Gregg Albert Managing Director – Accenture Strategy, Transaction Advisory Felix Hessel Managing Director – Accenture Strategy, Mergers & Acquisitions Sven Wahle Managing Director – Accenture Strategy, Transaction Advisory, EMEA Lead Ziad Abi-Ghannam Senior Manager – Accenture Strategy, Mergers & Acquisitions Please enable

Winning in a small (and medium-sized) world

----- Arcticle source ----- https://www.accenture.com/us-en/insights/software-platforms/winning-small-medium-sized-world ----- Accenture's SMB series has gone global: our study finds that if enterprises can get three key actions right, they can unlock and win SMBs globally, at scale Here are the surprising SMB similarities we found across the globe: Global SMB similarities reveal a blueprint for unlocking the global SMB opportunity at scale These similarities reveal clear success factors that will work equally well for SMBs in all markets: What's next? About the Authors Related capabilities 1. The SMB/enterprise relationship gap persists 2. SMBs want personalization 3. Digital savviness is crucial for SMB success 1. Relationship development 2. Personalization 3. Digital savviness MORE ON THIS TOPIC Grow SMB Social commerce JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Growth has never been more important than it is today. Across all industries, business leaders are tasked with finding new sources of growth by exploring new products, new customer segments, and new geographies. As our previous research has emphatically shown, small and medium businesses (SMBs) are a massive untapped source of growth opportunities. We have made it our mission to help enterprises realize and capture this valuable customer base – in past essays (If enterprises build trust, SMBs will spend and Don't tell me, show me), we found that enterprises have consistently missed the mark in understanding and meeting SMB needs in the United States (US) and need to take targeted actions to garner their trust and budgets. However, the US is just the tip of the iceberg. SMBs play a central role throughout the global economy and represent a massive opportunity for global enterprise (software and platform) growth – according to the World Economic Forum, "Small and medium-sized enterprises (SMEs), which represent around 90% of all firms globally, provide roughly 70% of all employment and, by some estimates, contribute to up to 70% of global GDP"1. As SMBs represent the latest untapped growth opportunity for platforms (that are increasingly exhausting and saturating their traditional customer bases), it is more important than ever to get the global SMB opportunity right. To uncover the success factors for winning this significant customer base around the world, Accenture expanded our US-based research to 5,000+ SMBs across 11 different countries on six continents. Our research reveals that while not all SMBs are the same, they share three key similarities globally. In this essay, we will show how these similarities reveal a global blueprint that, if followed, will enable enterprises to capture the global SMB opportunity at scale. The trust, care, understanding, and relationship perception gap between SMBs and enterprises, unearthed in our US research, persists globally. While 86% of enterprises believe their organization cares for its

SMB customers, just 64% of SMBs think the same2. In much the same way, 85% of enterprises feel they have strong relationships with their SMB customers, compared to 64% of SMBs who share that sentiment2. This gap really matters because these perceptions have real-world consequences. Globally, SMBs that report having a strong relationship with an enterprise vendor are 13% more likely to increase spend with them and are less likely to churn2. Perception gap between SMBs and enterprise partners The majority of SMBs pointed to personalization across the purchase journey, from discovery to support, as a top factor for gaining their business. This trend not only held, but was even more pronounced globally as SMBs urge enterprises to better understand and meet their unique requirements. Enterprises making SMB-specific solutions are also perceived to better understand, connect with and care for SMB customers. They also point to specific ways enterprises can provide more personalized experiences throughout the purchase journey. Globally, SMBs are 31% more likely to feel that enterprise vendors understand their business when they offer personalized recommendations2. In some instances, there are even opportunities for enterprises to monetize these personalized services because 80% of SMBs across the world would consider paying more to receive better customer support2. SMBs consider paying to get better customer support Both within the US and globally, SMBs' common focus on growing revenues, retaining customers, and finding new ones is more challenging than ever. In response, many SMBs globally have invested in digital tools and services to stand up remote working and new sales channels. Forty-two percent of SMBs have bought collaboration and digital commerce services, 39% invested in digital marketing and 38% took their first step into online marketplace services within the past year2. Sixty percent of SMBs that had already made digital investments have increased their spending on these solutions during the last 12 months2. Across product types, from digital commerce tools to collaboration tools to professional and cloud services, "digitally-savvy" SMBs (those that are more digitally inclined and operate more of their business online) are 8-13% more likely to trust and buy from enterprises2. This makes digitally-savvy SMBs an especially attractive segment to target globally. But not all SMBs have been able to make this transition to digital savviness. As we found in the US, SMBs globally are at very different stages of digital maturity. And this has a marked impact on their performance. Half of the businesses in our survey that are "digital stragglers" reported decreased revenue from 2019 to 2020 from the pandemic. Comparatively, only 38% of those considered "digitally-savvy" SMBs said their revenues had dipped2. Our global results show that SMBs around the world share a core set of business challenges and buying preferences that have a direct impact on their willingness to buy products and services from enterprises: SMBs globally share a strong desire to work with and spend with enterprises with which they have a genuine, trusted relationship. Among SMBs, there is an emphatic, universal demand for more personalized products and interactions throughout the customer lifecycle. Across the globe, SMBs have a growing need to increase their digital acumen and savviness. The importance of SMB segmentation Enterprises that understand global SMB similarities and capitalize on their universal needs and preferences can more effectively create relevant products, business models, and customer engagement models that can be scaled to capture SMBs around the world. Having identified these similarities and

common success factors for engaging SMBs across the globe, our next endeavor will be to explore the characteristics and engagement factors that are unique across SMBs in different regions so enterprises can build on their common global foundation to hyper-target priority markets. Stay tuned for more essays and insights where we'll outline how platforms can maximize their global SMB growth opportunity by overlaying their global SMB strategies with region-specific tactics. We will also be sharing some of our newest research on the SMBs developed during COVID. Sources: 1 WEF, "Future Readiness of SMEs: Mobilizing the SME Sector to Drive Widespread Sustainability and Prosperity", 2021 2 Accenture Analysis. Global SMB Perceptions Study, May 2021 Stephanie Gorski Managing Director – Accenture Strategy, Software & Platforms Ben Socher Senior Manager – Accenture Strategy BRENNAN TORRES Consultant – Accenture Strategy, Software & Platforms Caroline Olivero Manager – Accenture Strategy, Software & Platforms Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. ©2024 Accenture. All Rights Reserved. ======================

Reinventing R&D in the age of AI

----- Arcticle source ----- https://www.accenture.com/us-en/insights/life-sciences/the-rd-opportunity ----- In brief R&D's opportunity to reinvent Building blocks to reinvent Creating value with intelligent tech in biopharma R&D A secure, AI-ready digital core Talent and leadership A culture of continuous reinvention WRITTEN BY Current Country: United States RESEARCH REPORT How intelligent technologies are transforming the Biopharma Industry 5-MINUTE READ June 27, 2024 The biopharmaceutical industry is at a pivotal juncture. Companies using intelligent technologies like AI and machine learning to create life-changing treatments are positioning themselves as pioneers. These advancements are not just enhancing existing processes but are creating new pathways for drug discovery and development. By integrating these technologies, companies can significantly reduce the time and cost associated with bringing new therapies to market, while also increasing the accuracy and efficacy of their research. The findings from our report highlight that companies outperforming their peers in terms of relative cycle times and probability of technical and regulatory success (PTRS) rates generally experienced larger growth in enterprise values. However, these improved success rates and cycle times are no longer sufficient to generate future commercial value. AI accelerates target identification, enhancing drug discovery efficiency. Intelligent tech reduces R&D costs by 35-45%, maximizing resource allocation. Leverage AI to tackle compliance challenges, automate regulatory document creation, and manage regulatory information in real-time. Advanced analytics improve risk assessment in early drug development stages. Leveraging big data for deeper insights and more accurate predictions. Upskilling staff with AI and machine learning fosters innovation growth. This includes security, a modern data platform, and a commitment to responsible AI to streamline operations, and become nimble and move faster. Implementation of a comprehensive change management program paired with an AI/digital talent strategy to upskill staff can drive

innovation. Continuous adoption of capabilities and technology plus investment in people, is crucial to maintaining a competitive advantage. The question is whether companies are ready for this shift. Accenture report "Reinventing R&D in the age of AI" shares insights into the immense potential that the biopharma industry holds. The meticulous research and findings provide a deep dive into R&D opportunities available to companies that can lead them to achieve new competitive heights. Explore ways to reinvent your R&D business by reading our full report. Tom Lehmann Managing Director – Life Sciences, Global R&D Lead Kailash Swarna Managing Director – Life Sciences, Global Research and Clinical Lead Selen Karaca-Griffin Principal Director – Accenture Research, Products and Life Sciences Alex Blumberg Pharmaceutical Research Lead – Accenture Research Nicole Paraggio Managing Director – Life Sciences, Strategy © 2024 Accenture. All Rights Reserved. =====================

Reinventing Asia's wealth management with AI

----- Arcticle source ----- https://www.accenture.com/us-en/insights/capital-markets/reinventing-asias-wealth-management-gen-ai ----- In brief Gen AI in wealth management: A paradigm shift A game changer for better client relationships The art of personalized investment content Is your firm an Observer, an Experimenter or a Scaler with gen AI? How important is the wealth management market in Asia? What is the future of wealth management in Asia? How is generative AI used in wealth management? MEET THE TEAM Current Country: United States RESEARCH REPORT Asia's wealth management is at a major turning point where gen AI could help the industry's firms reach their ambitious growth goals. 3-MINUTE READ July 25, 2024 Gen AI is poised to revolutionize wealth management. While CXOs and relationship managers (RMs) differ on what use cases might be the ones to prioritize for wealth management in Asia according to our research, they both agree that the potential for revenue gains and cost reductions can be significant. Our analysis of six key use cases revealed a potential profit uplift for a hypothetical wealth firm of US$606M over three years, with an additional US$211M from cost avoidance or reductions due to productivity gains. US$817M worth of profit gains projected over three years for a hypothetical wealth firm utilizing gen AI. 50% of Asian investors in our survey admit that they do not get relevant and personalized content. 42% of relationship managers cannot track engagement rates on shared content and campaigns to generate targeted follow-ups. Not only can gen AI bring internal efficiencies, it also has the potential to radically transform the relationship between RMs and clients. By automating time-consuming tasks, RMs could focus on activities that add value, such as personalizing client interactions and developing tailored investment strategies. Although nine in ten CXOs and RMs are excited about the impact gen AI could have, as are nearly two-thirds of their clients, our research shows they disagree about where in the end-to-end client journey it would be best deployed. Where CXOs and RMs most closely align is in how gen AI could improve execution and service-related support, thus boosting efficiency and productivity while

disseminating more relevant investment-related content. We see gen AI has been a transformative force reshaping wealth management. By integrating gen AI across the end-to-end client journey, firms can unlock unprecedented productivity and revenue opportunities. David Wilson / Managing Director – Wealth Management Lead, Growth Markets This year's research adds another client bugbear that firms can and should address: the quality and relevance of their investment content. Investment content is a crucial touchpoint for wealth management firms, yet client satisfaction remains low. Our research found that nearly half of investors are dissatisfied with the relevance and frequency of content they receive. Almost half of clients do not get personalized content and thirty-seven percent say firms do not send it regularly. As a result, clients only open two percent of the investment content they receive because much of it, they say, is generic, lacks relevance and is delivered sporadically. By leveraging gen AI and data analytics, firms can create personalized, targeted content that better meets the needs of their clients. This not only enhances client engagement, but also has the potential to drive revenue growth. Our calculations show that firms could boost top-line revenue by up to eight percent annually through improved investment content. But where are firms today? When it comes to gen AI, most wealth management firms in Asia are in the "observe" and "experiment" stages according to our research. Although overall progress is slower than one might expect, it is encouraging that none classify themselves as Uninterested. Ultimately, the goal is for firms to move past the ad-hoc piloting stage that currently seems to dominate the gen AI projects landscape to invest in the infrastructure and operating model that leverages gen AI at scale across markets, business units along the entire value chain in a responsible way. Firms that do this would not only be best placed to meet their ambitious AUM and revenue growth targets but be well on their way to becoming Scalers in the gen AI space. Explore all of this and more in our latest Thought Leadership report on Wealth Management in Asia, Smart money: How harnessing generative AI can deliver transformational profit growth here. Asia is the key wealth management battleground. The expansion of wealth management in Asia is being driven by powerful factors. The Asia-Pacific region (APAC) is already the largest wealth region globally, with the wealthy comprising a growing percentage of the overall population. It is also a highly dynamic economy in which innovation is increasingly widespread. Wealth Management firms have exceedingly ambitious growth goals to double AUM to US$140bn by 2026. Although they will likely enjoy a supportive macro-economic environment, it will not be enough to meet those goals. Firms need to improve the client experience by revamping the digital channel, including focusing on a better mobile app, and re-envisioning the RM role. GenAI is the latest—and, in our view, the most significant—of the slew of disruptive technologies that has emerged over the past decade, and it is clear it will play a profound role in the wealth management industry in the years to come. The wealth management space is at a turning point, as GenAI becomes far more powerful and part of the mainstream. Wealth management firms need to craft a GenAI strategy and implement it or risk being left behind. While GenAI is no silver bullet, it is different to previous technological advances, providing unparalleled efficiencies, insights and the ability to learn—and, as we demonstrate in the report, it can deliver revenue gains worth hundreds of millions of US dollars to individual wealth firms. David Wilson Managing

Director – Wealth Management Lead, Growth Markets Nicole Bodack Managing Director – Capital Markets, Growth Markets Lead =====================

Balancing personalization and privacy

4-MINUTE READ In brief Moving into a new world of opportunity Seizing competitive advantage in a cookieless world Creating unrivalled experiences, at enterprise scale Related capabilities MORE ON THIS TOPIC Technology Consulting JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Consumers are increasingly concerned about data privacy. Regulators have stepped up action, introducing strict new rules to control data collection and ad-tracking. These range from the EU's General Data Protection Regulation (GDPR) to the Brazilian General Data Protection Law (LGPD) and the California Consumer Privacy Act. JUMPSTART THE JOURNEY TO PRIVACY-FIRST PERSONALIZATION What does this mean? We're at a pivotal moment for marketers. Recent research by Accenture Interactive shows that leading marketing functions are seizing this opportunity to transform how they acquire and retain customers, and redefine how they think about marketing. They're focusing the entire business on building purposeful connections and providing hyperpersonalized experiences that drive growth. In response, most major web browsers are cracking down on third-party cookies. The last holdout – Google Chrome – is set to block the use of all third-party cookies by 2023. This means massive change is in store for marketers, who currently use tracking cookies in 82% of digital ads. All this as marketing functions grapple with the shift in consumer behavior triggered by the pandemic. Most importantly, top marketers recognize that a cookieless world should be welcomed, not viewed as a retrograde step. Customers expect personalized, compelling digital experiences. And third-party cookies were never going to be able to support these. Bottom line? Companies now have an unprecedented opportunity to develop a robust first-party data strategy, backed by transparent and responsible data stewardship, that can help grow business value over the long term. With cookies on the way out, companies must find new ways to gain insights into consumers, measure the effectiveness of their campaigns, and craft outstanding customer experiences. To support them, Accenture and Adobe have identified the top five plays to jumpstart the journey to privacy-first personalization: For over a decade, Accenture has delivered award-winning customer experiences powered by Adobe. Recognized as Adobe's most decorated partner, with specializations in Adobe Analytics, Adobe Experience Manager, Adobe Campaign and Marketo Engage, Accenture works with Adobe to design, build, and run transformative customer experiences without the use of third-party cookies. The Adobe Experience Cloud, a connected suite of best-in-class, cross-channel, digital marketing solutions, powers the experience and puts brands in control of activation through privacy by design. Together, Accenture and Adobe help the world's top brands create purposeful

connections that truly make an impact through a unique combination of services and solutions. "Accenture has proven to be a leader in helping clients realize the full potential of the Adobe platform to fuel transformation and accelerate value." Currently, 82% of digital ads use tracking cookies. But most major web browsers are set to block the use of third-party cookies by 2023. 89% of campaigns using third-party cookies overstate reach. 41% of campaigns using third-party cookies understate display and video conversions. 77% of CEOs know their company must fundamentally change the way it engages and interacts with its customers. "You're going to need to augment your data. This means a first-party data exchange, where you can work with other well-known brands – brands that matter to you or your consumer." Lead – Adobe Business Group, Global and North America GLOBAL HEAD OF INDUSTRY STRATEGY AT ADOBE Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved. ========================

Driving AI at the edge with neuromorphic computing

----- Arcticle source ----- https://www.accenture.com/us-en/insights/technology/neuromorphic-computing-ai ----- In brief Powering sophisticated smart products See neuromorphic computing in action Energy-efficient cars with advanced voice control Affordable, precise, energy-efficient robotic arms Smart environments that respond to your gestures How neuromorphic computing advances robotics AI powered by brain-like computing architectures Looking forward Related capabilities Energy-efficient cars with advanced voice control Affordable, precise, energy-efficient robotic arms Smart environments that respond to your gestures How neuromorphic computing advances robotics Energy efficiency Low latency Adaptive processing Rapid learning MORE ON THIS TOPIC Accenture labs Technology innovation JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Smart products are already disrupting and transforming industries, with growing demand from both consumers and businesses. The smart home market alone, just one piece of the smart product spectrum, is projected to be worth $135B by 2035.1 There are several reasons for this trend toward "smart everything." Smart products offer natural interaction: many products, from home entertainment to automotive interiors to industrial equipment, can be controlled by voice and gesture rather than physical buttons or control panels. Today's smart products let people focus on other activities by operating with increased autonomy, like robot vacuums that clean the house or the aisles of the grocery store. They enable data collection and analysis, serving everything from monitoring our health to predicting when equipment needs to be maintained. We collaborate with external researchers in both industry and academia to push the boundaries of technology. Watch the following examples of recent neuromorphic computing projects we have worked on. Scientific understanding of how the brain works is not yet complete, but it is mature enough to uncover many core principles of neural computation.

Researchers and engineers have worked together to develop algorithms and processors that replicate some of those core principles and mechanisms. What are they trying to emulate? An average human brain contains 80 to 100 billion neurons that are each highly efficient. Activity in the whole brain is much sparser than traditional computer architectures. Complex sequences of spikes in organic nerve fibers are nothing like the 64-bit silicon data buses we see in general-purpose processors. In the brain, each neuron works asynchronously to provide massive parallelism—many different processes all happen at once—and to adapt quickly to rapid changes in the environment. We've seen a lot of progress in scaling and industrialization of neuromorphic architectures. Still, building and deploying complete neuromorphic solutions will require overcoming some additional challenges. Neuromorphic systems are several orders of magnitude more energy efficient than general purpose computing architectures. Neuromorphic systems excel at processing continuous streams of data and deploying neuromorphic processors at the edge reduces the delay to analysis. Neuromorphic system architectures let devices adapt to changes in context. Recent advances in training neuromorphic systems have enabled rapid learning from little data—capabilities beyond most conventional AI systems. Every organization needs to shape its computational variety strategy to meet growing demands from consumers—and to stay ahead of increasing competition. Now, with emerging neuromorphic hardware and maturing platforms, it's time to start experimenting with neuromorphic computing, starting with applications that require efficient, responsive, and adaptive AI at the edge. 1 Smart Home Market worth $135.3 billion by 2025 LEAD – DIGITAL EXPERIENCES R&D, ACCENTURE LABS Alex Kass is a Fellow and Principal Director, Future Technologies R&D, Accenture Labs. He is an expert in AI and human-machine interaction. RESEARCH LEAD – NEUROMORPHIC COMPUTING, ACCENTURE LABS Tim applies emerging technology to empower people. His work focuses on Neuromorphic Computing R&D. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. Visit our Subscription and Preference Center © 2024 Accenture. All Rights Reserved.
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Focusing on what matters most in healthcare: People

----- Arcticle source ----- https://www.accenture.com/us-en/insights/health/focus-healthcare-people ----- In brief Related capabilities MORE ON THIS TOPIC Human at the heart Digital health Operational transformation JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Rick Evans: It was not the career I planned. My intention was to become a Catholic priest and I went through the system for training priests —college for philosophy and theology school—but I decided to not be ordained at the last minute. I was the runaway groom of the Catholic Church I still wanted to do something to help people and be of service, so I started out in the nonprofit world. First, I ran a soup kitchen in Connecticut. I later became the director of a national nonprofit focused on drug prevention.

Then I thought about making a change. Interestingly, my early mentors were in healthcare. My mom was a nurse. It just seemed like the way to go, so I pivoted. I landed at a Catholic hospital that was looking for laypeople who were theologically trained to lead the mission portfolio. I was later recruited into NewYork-Presbyterian—and it has exceeded my expectations. RE: I've done two tours of duty here. I joined in 2004 as director of patient-centered care. I was responsible for the volunteer department, interpreters and the patient-centered patient satisfaction portfolio. I transitioned in 2011 to Massachusetts General where I was the first chief experience officer. We had just adopted our son and Boston was closer to family. In 2015, I was asked to come back to NYP, so I returned and became their first CXO. My job covers two big verticals—traditional patient experience and a strategic focus on the consumer vertical. We are working on creating clear "front doors" for customers across channels, such as the web and call centers. "It's a people taking care of people business so to do it well, you have to understand the operations." "It's a people taking care of people business so to do it well, you have to understand the operations." SENIOR VICE PRESIDENT AND CHIEF EXPERIENCE OFFICER – NEWYORK-PRESBYTERIAN RE: The CXO is a strategy leader. It is a true senior role and a peer of other senior leaders like the chief nursing officer, chief IT officer and chief financial officer. I sit at the table with them, and we drive the strategy together. I think the role requires operations chops and knowledge of what it's like to run a department. Patient experience lives or dies in the workflow of our people. It's a people taking care of people business so to do it well, you have to understand the operations. If I have a strategic idea, I need to make sure it will work for the nurse, the doctor or the housekeeper who has 20 beds to clean. Patient experience used to be a nice thing to do. Now, it's publicly reported and reimbursement is tied to it. You need the right strategy to make it work. We look at how our customers view us and the ratings they give us. We make changes to improve experiences, but at the same time, support our team's success. Our people are under constant production pressure while they are taking care of people. We need to ease that burden and free them to do what they do best. RE: We are still figuring it out. When the pandemic began, New York City was hit first and worst. It's been lifechanging and devasting. We didn't know what we were dealing with. I had never been physically scared at work before then, aside from 9/11. We weren't certain we would have enough resources. It was a day-by-day race with the virus. We worried about our own safety as well as the safety of others. This deeply affected all of us and we are still recovering. We had to learn to be authentic and transparent about how we were feeling. We had to normalize people feeling vulnerable or at times, not having the patience they needed. Although we didn't have all the answers, we built ICUs just like that, stood up telemedicine just like that. We learned we can change faster than we thought we could. We also learned that human presence at the bedside is critical. There was real harm done to patients, loved ones and our teams without it. People being with their loved ones means so much in healthcare. We may have undervalued that before and we have to maintain that in the future. RE: People want compassion and connection, but they also want convenience. In New York City, if I can't get it quickly, I'll go somewhere else. We have to be convenient. When we talk about being patient-centered, that includes convenience. It means requesting paperwork only when necessary. It means a person should be able to get information at

11:00 at night when they're thinking about their condition. We have been a lagging industry. Just look at telemedicine. We have to get on top of it or we won't succeed. It is critical for us to meet customer needs in a much more nuanced way; a responsible, moral way. RE: We are using technology to keep humanity in healthcare through our "Front Door to Care" and patient experience initiatives. There are many things technology can do, but the risk is that healthcare could become too transactional. So, how do you use technology in a way that bolsters support and humanity? We must make room for clinicians to sit with patients, talk with them and connect with them in person. It should be a mix of technology and people that still feels human. RE: The pandemic laid bare equity issues. George Floyd and the awakening that followed happened. The city was filled with protests outside of our doors. We were inspired to make change. We founded the Dalio Center for Health Justice, made possible by a donation from the Dalio family. We chose the name health justice because it's something to be fought for; it's not just about equity. Today, we're connecting better with our community, and we are learning more about who are patients are—their background, the communities they come from, whether they are of color or LGBTQ+. Hospitals have done a poor job of collecting that data and explaining to patients why the data is being collected. We want to know because then we can understand. We are looking for trends and outcomes in a deliberate way to see if there are differences across gender, race, sexual orientation or immigrant status. We're also looking at protocols in our care to root out bias. RE: So many things. We need to change the culture to allow people to say, "I'm in trouble." The "suck it up" culture is pervasive. As an organization, we are filled with A+ students who see an A- as an F. So how do we put structures in place to support mental health, resilience and recovery? We talk about resilience, but that means different things for different people. Some need childcare or help with older parents. Some people need food assistance. It's an array of support that we need to offer and also make it culturally OK. No penalizing or stigmatizing. The same things that frustrate patients frustrate physicians and healthcare workers, too. Anything we can do to help patients, helps the overall system and makes conditions on the ground better. RE: I have been so lucky to have amazing mentors. One mentor coached me through the sometimes ridiculousness of the healthcare system. He taught me, "It's only an event." That doesn't mean you're passive about what needs to be fixed. It's about steering through a bizarre system that in the end, has to work for people. My current boss has taught me so much about navigating through complicated agendas and the importance of emotional intelligence. It's important to self-regulate and be aware of your reactions as you keep an eye on the ball. I think my theological training has helped me to read and understand people and use empathy. It's like having a secret weapon in my work every day. RE: My joy is my family. My son, who is 11, plays baseball. Our entire weekend is baseball. I love sitting in my lawn chair with my partner watching Josh play. I'm also a runner. I began running a lot in the pandemic. I'd also call myself an amateur presidential historian. I read books about the presidents and visit their homes and gravesites. It's been a hobby since I was kid. I guess you could say that's the nerdiest thing about me.
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Embark: Travel, Tech and Trust podcast series

----- Arcticle source ----- https://www.accenture.com/us-en/insights/travel/embark-travel-podcast-series ----- Reinventing travel: the art of the possible Tap into the latest technology trends in travel Combating human trafficking in travel Data is hidden treasure En route: Sustainability, transparency and trust Soul searching: A creative and pragmatic approach Buying business travel? What corporates want The connected stay: The front office The connected journey begins: Boarding has started Booking the dream: Travel planning trends Meet today's new traveler Related content Meet the host Episode #11 Episode #10 Episode #9 Episode #8 Episode #7 Episode #6 Episode #5 Episode #4 Episode #3 Episode #2 Episode #1 The Guide The foundation of a new reality in travel The right cloud mindset in travel Emily Weiss JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Travel experts break down cloud beyond the technology: How to reinvigorate traveler confidence, build resilience and innovate in the new era. Subscribe: It's a new dawn for the travel industry. Trust is at the forefront–from booking to return. Tune in to listen to industry leaders and their stories. It's a new dawn for the travel industry. Trust is at the forefront–from booking to return. Tune in to listen to industry leaders and their stories. Discover the New Performance Frontier in Travel with guest speakers Julie Shainock from Microsoft and Mike Tansey from Accenture. Get insights on creating seamless traveler experiences from inspiration to retailing, service and disruption management. Tune in to learn about the digital core, cloud, data and AI. View Transcript This episode dives deep into the world of technology and how it's revolutionizing the travel industry. Our guests, Michael Robinson and Harish Ranganath, discuss with Emily Weiss what the latest Accenture Technology Vision Trends mean for travel executives. They unveil how generative AI, data transparency, digital identity, and science technology are transforming the travel industry. View Transcript Which actions can travel companies take to help fight human trafficking? Listen to Eliza McCoy from AHLA Foundation, Abbe Horswill from Marriott International, and Emily Weiss from Accenture, who share how executives can create awareness, identify suspicious behavior, combine technology and human ingenuity to disrupt the human trafficking chain, and provide support to survivors. View Transcript All travel companies collect a lot of data, but most don't put it to good use. Who owns the data? And what can travelers get back in return? Listen to data experts from Lufthansa Group and Accenture as they discuss how to mine data to improve operations, revenues, and the customer experience. Learn how to address data governance challenges, get some quick wins and achieve long-term goals. View Transcript In this episode, we explore the role of technology in helping travel companies become more sustainable. Hear from our guest speakers Arielle Quick at Marriott, Virginia Messina at World Travel and Tourism Council, and Jesko Neuenburg at Accenture on the challenges, benefits, progress, and best practices of sustainability programs for travel companies. View Transcript How should travel companies structure themselves to bring the most value to customers and generate maximum revenue per traveler? One way is to operationalize digital instead of focusing

on digital as a channel. Join Accenture's Johnathan Sullivan and Padraig Connolly in a dynamic discussion of how travel companies can cross the digital-physical divide and be creative and pragmatic in product innovation. View Transcript Southwest has always done business travel differently. Hear from David Harvey, VP Southwest Business, how they're adapting to recent changes. For one, Southwest is investing in digital to help corporate clients do omni-channel bookings that are linked to the company's own backend. "Companies don't want it to be a headache for expense reporting and mid and back office," Harvey said. View Transcript A new traveler profile is emerging: the post-pandemic "bleisure" traveler. Hear from industry experts on how connected experiences will help these travelers get more of what they want: combining work and leisure, appropriate work spaces on the road, and service on-demand. Meet Gonzalo Carpintero, VP of Operations EMEA and Head of Business Transformations at Radisson, and Helen Hickson, Global Mobility Lead at Accenture, and learn how hospitality companies can embrace change in business travel. View Transcript Today's new traveler expects a connected journey from start to finish. From real-time bag tracking to the 60 steps it takes to turn an aircraft, we're talking with leaders from Melbourne airport and WestJet to explore the airport of the future, what it means for employees and operations, and what can be done to move faster. View Transcript Travel planning is ramping up, and we've got an inside look at how "the new travel dream" is taking shape. Tripadvisor's Christine Maguire, VP of Global Media Business, shares 3 standout trends from our joint research on the Future of Travel, and what jet-setting millennials and Gen Z are looking for. We'll also talk about what today's travelers expect from the planning and booking process and how the return to travel affects business functions from sales to revenue management. View Transcript For travel companies, the next step starts here. In our first Embark episode, we'll cover the state of the travel industry, from the new traveler and their heightened expectations, and why the race to cloud is crucial to survival. Then, join us for a tour of how execs across the boardroom—including CMOs, CHROs, COOs and CCOs—are using cloud to adapt to change and reposition for the road ahead. View Transcript Explore the changing realities of travel in our digital travel industry magazine. How can technology shape the future of travel? Here are four trends that will be shaping the industry in the years to come. Forward-looking companies know that future business depends on moving to the cloud, based on a thoughtful... Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. Visit our Subscription and Preference Center © 2024 Accenture. All Rights Reserved. =====================

Is the purpose of your brands big enough?

----- Arcticle source ----- https://www.accenture.com/us-en/insights/consumer-goods-services/cpg-brand-purpose ----- In brief What consumers value most may surprise you Industry value is moving to purposeful brands Think bigger, do better These are some ways to begin the journey: Related

Brand purpose is not what many consumer packaged goods (CPG) companies think it is. It is not just about sustainability, and it is not a mission statement or marketing slogan. It encompasses the end-to-end business, from operations to product design. It also represents the full suite of attributes people choose from when considering a brand—is it fun, is it inclusive, is it environmentally sensitive? Increasingly, people pick brands that embody their values. 40% of consumers strongly consider values-driven attributes in their decision making.1 12% more is what consumers are willing to pay for products that embody values.2 CPGs must shift their focus to align with what consumers care about, and this isn't easy as people often define their values in counterintuitive ways. For instance, in the past year, people (85%) considered small indulgences as the most important health and wellness factor—more important than dieting and nutrition. In terms of promoting positive societal impact, 66% of people said animal ethics were the most important factor. And while personalized products are known for elevating brand experiences, more than half of people (54%) said nostalgia was the most important experience factor. Purposeful brands that are defined by human desires—entertainment, indulgence, health or other—are disrupting entire CPG categories. Venture capital activity toward purpose-led investments has more than doubled globally since 2016, suggesting opportunities for disruption. Brands that advocate for health and wellness saw the highest total investment versus other purpose-led attribute areas, receiving $12.7B in funding between 2016 – 2020. CPGs will need to adopt a category-by-category approach to determine which consumer needs should be addressed in each category to help differentiate the brand. The call to action for CPG brands is clear: Commit to a clear and compelling purpose, align every brand experience to that purpose and then evolve the brand portfolio strategy to play strongly on purpose attributes. Commit to purpose from the inside out Winning brands understand the values that matter to consumers and commit to an authentic purpose that supports these values. This commitment is more than a statement of intention; instead, it requires the brand to align the entire offering and operating model around that purpose - from products to production to the people who work on the brand. Deliver end-to-end brand experiences that drive relevance Brand experiences are not one-size-fits all, so why do so many of them feel the same? Alternative brands have been successful because they often focused on engagements that conventional brands ignored - for example, providing a personal touch. Personalized product recommendations account for 26% of ecommerce conversion. Winning brands increasingly engage consumers directly in carrying their message and brand purpose to market. Shape the portfolio to center on brand values Evolve the portfolio strategy over time to look for opportunities to play strongly on purpose attributes. Each brand within a portfolio has a unique role and purpose. And as those brand purposes are more clearly defined and consumers understand them, the business then can explore how to expand its offerings to further support key values-based attributes. For instance, the mission of Nestlé Health Science is 'empowering healthier lives through nutrition.' Nestlé Health Science has regularly added to its portfolio of health-driven offerings through a targeted acquisition program. In recent years, the company acquired brands as

varied as Aimmune (allergy therapeutics), Persona (personalized vitamins) and Vital Proteins (collagen brand and lifestyle and wellness platform) - diverse businesses which all consistently serve its core purpose. 1, 2Accenture Purpose of Brands Survey, 2021 Managing Director – Corporate Strategy & Growth Accenture Strategy Jon helps clients digitally and organizationally transform, launch profitable products and services, increase sustainability and reduce costs. MANAGING DIRECTOR – GLOBAL INDUSTRY RESEARCH LEAD ASSOCIATE MANAGER – CONSUMER INDUSTRIES RESEARCH Javier is a research specialist aligned with the Consumer Goods & Services & Retail Industries. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved.
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Supply chain disruption

----- Arcticle source ----- https://www.accenture.com/us-en/insights/consulting/coronavirus-supply-chain-disruption ----- State of supply chains Risks and challenges Supply chain challenges How to respond to disruption Supply chain planning Supply chain logistics Supply chain procurement Procurement for the future Manufacturing Repurposed supply chains Frequently asked questions Related capabilities Resilient supply chain: Managing disruption Resiliency in the making Championing industry & the future supply chain What can cause supply chain disruption? What is the impact of supply chain disruption? How can companies deal with supply chain disruption? Supply chain & operations Digital engineering & manufacturing Accenture Strategy Artificial Intelligence Transformation with modern technology JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Supply chain networks of the future must have resilience and sustainability at their heart. Supply Chain Ecosystem Services 2023 Vendor Assessment The perpetual storm Now world events are combining to form what feels like a perpetual storm of disruption for supply chains. This new reality will continue to test the ingenuity, resilience, and flexibility of supply chain leaders. Their goal: to maintain supply chain networks that not only survive but thrive. The pandemic was also a test of corporate values and purpose. Consumers, investors, governments, and communities judged companies on how they responded. And companies will be judged on supply chain lessons learned. Consequently, the supply chain networks of the future will need to be both resilient and sustainable. Kris Timmermans discusses supply chain disruption. Supply chain risks Fundamental changes in consumer behavior, markets, and supply chains are knocking companies off balance. The sheer scale and speed of change requires rapid responses. Leaders need to adopt agile ways of working more quickly. They need to accelerate value chain transformation. And they need strong data and analytics capabilities. Such capabilities are key to understanding complexity, anticipating potential disruption, and quickly developing a response. Turning adversity into advantage for engineering, supply, production and operations. Supply chains lack global resilience. They break down during multi-country disruptions. Supply chains and operations are becoming more costly. They often

represent a company's highest costs. Supply chains and operations are not as sustainable as stakeholders want them to be. Talent gaps expose continued high dependency on the human workforce. Inflexibility makes it hard to meet customer demands for personalization and customization. IT systems continue to be expensive to run. They're also inflexible and often over-reliant on legacy technologies. Businesses must navigate disruption's financial and operational challenges. And they need to do so while rapidly addressing the needs of their people, customers, and suppliers. With the right actions, supply chain leaders can turn massive complexity and disruption into meaningful change. Businesses need to create value chains with long-term resilience. This requires holistic approaches to managing the supply chain. Companies must build in sufficient flexibility to protect against future disruptions. And they need a responsive and resilient risk management operations capability. That capability should be technology-led. It should leverage platforms that support applied analytics, artificial intelligence and machine learning. It should also ensure end-to-end supply chain transparency. This will make risk response an integral part of business-as-usual protocols. Supply chain disruptions have severe operational and financial consequences. Planners need to address several key issues: Planners may be unable to rely on the steady-state models of most existing planning systems. Instead, they may need to make decisions based on real-time information. This will make them the "nerve center" for the flow of supply chain data. What's now? Five supply chain priorities for immediate action What's next? Three key actions for supply chain planning from now on Companies can use challenging periods in three positive ways: Discover where investments are needed. Evolve the supply chain planning function. And reposition the organization for growth. Doing so will require: Distribution globally continues to be disrupted. More border controls and customs regulations make wait times longer. Lack of long-haul and last-mile fulfillment capacity create extreme challenges. Organizations are using more digital in their distribution operations. They're introducing capabilities such as real-time order monitoring, end-to-end inventory visibility, and super-reverse logistics experiences. But businesses can also use this opportunity to reset their operations with digital capabilities and renew logistics operating models. Doing so will help them increase operational efficiency and effectiveness. It also will enable them to emerge stronger. They'll have supply chains that are more resilient to future disruptions. Five key logistics actions Distinguish logistics winners of the future. Procurement leaders need to maintain business operations, fulfill urgent demands, and mitigate supplier challenges. This is especially true during times of significant disruption to their teams, people and local communities. How? First, focus on managing upstream supply disruptions from tier 1 and tier 2 suppliers. And rebalance short-term sourcing decisions based on supply network constraints. These are short-term efforts. Next: Secure the supply base for the medium term. Unlocking funds intelligently. And build future-proof resilience. This approach will help manage an immediate emergency and build stronger and more resilient businesses. Five areas for immediate attention CPOs can accelerate their to journey to future readiness Procurement leaders play a leading role in safeguarding their company's financial viability and protecting a disrupted supply base. As they look to prepare for the future, they should keep three things in mind: Stay the course - Plan for disruptions that may last for several months or longer, and

unfold globally, regionally or locally. Learn and evolve - Use artificial intelligence to uncover and understand previously hidden weaknesses. Adopt a mindset of continuous innovation. Be a force for good - Reshape the organization to combine greater resilience and responsibility. Help both the business and society come through stronger. During COVID-19, manufacturing leaders focused on keeping their businesses stable. They formed rapid response teams (Accenture's supply chain resilience recommendations) to understand the situation: Production demand changes. Labor support challenges. Supply chain ecosystem constraints. Now they need to build a business as future-proof as possible. New technology can help them increase resilience, protect operations, and support workers. This will help sustain competitive advantage and accelerate business growth. Five actions to build agility now and in the future 7 capabilities to build industry and the future supply chain Manufacturers must take a hard look at existing operating models to build in more transparency and intelligence. Both are key to reshaping themselves into digitally enabled, resilient, and agile organizations. Manufacturers must take a hard look at existing operating models to build in more transparency and intelligence. Both are key to reshaping themselves into digitally enabled, resilient, and agile organizations. Supply chains can be disrupted by events as small as one part shortage or as large as a global pandemic. The supply chain is a finely tuned, complex network that relies on interconnected people, processes, and products. Disruption can strike anywhere and anytime. Supply chain disruption impacts both business and society. When companies can't deliver products, they lose revenue and their customers' trust. When those products are essential (such as baby formula), society suffers. And the economy is inevitably impacted when the flow of goods is interrupted. Companies need to build a resilient supply chain that can react quickly to disruptions. They need to engage in a continuous cycle of risk mobilizing, sensing, analysis, configuration, and operation to optimize results and mitigate risks—from the day-to-day operational risks through to catastrophic supply chain disruption. Reimagine supply chain networks that orchestrate change, simplify life and drive sustainability. Digitize what you make. Revolutionize how you make it. Devise a customer-centered, AI-powered, zero-based, sustainable and resilient supply chain strategy. Deliver data-driven insights across the supply chain, using AU and automation to transform decision-making. Transform your supply chain into an enabler of profitable growth with a digital core and advanced platforms. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. Visit our Subscription and Preference Center © 2024 Accenture. All Rights Reserved. =====================

Reimagining Telco CX, the touchless way

----- Arcticle source ----- https://www.accenture.com/us-en/insights/communications-media/reimagining-telco-cx ----- 4-MINUTE READ In brief Don't let liquid customers slip through your fingers A challenge for legacy Telcos Moving ahead with Accenture A new chapter for Telcos About the

Cutting-edge technology has become a part of our everyday lives. As technologies like artificial intelligence (AI), data analytics and cloud become more prevalent, consumers become more sophisticated. They're digitally savvy, well-informed and open to exploring new ideas and offerings from the companies they do business with. And as they cast their nets across a wide range of product and service providers, they gravitate toward those that deliver the best CX. In fact, CX has arguably become the single biggest factor driving customer loyalty—and therefore revenue growth—today. For the vast majority of customers, digital underpins the CX they're looking for—especially in the wake of the COVID-19 pandemic, which accelerated both consumers' and companies' adoption of digital channels. This is certainly true in the communications and media (C&M) industry. Customers expect the high-quality, digitally driven experiences they encounter in other industries to be matched by their telecommunications providers (Telcos). Small and medium businesses (SMBs), in particular, are increasingly looking for Telcos to provide digital self-service—half of them are open to interacting with Telcos in this way—as well as to help them create an omnichannel approach so they too can deliver a best-in-class experience for their own customers. Digital natives are raising the CX bar, which has led to new types of competition for Telcos. Yet direct competitors are no longer the only worry. Adjacent competitors like Netflix and YouTube provide intuitive experiences that customers are growing accustomed to—and expect their Telcos to provide. At the same time, Telcos are being measured against perceptual competitors like Instagram or Zomato—completely unrelated businesses that shape customer expectations across the board. The fact is, the expectations of customers—whether a consumer or an SMB—are only becoming more liquid within a rapidly changing business landscape. That's the only way they will be able to give both business-to-consumer (B2C) and business-to-business (B2B) customers the CX they've come to expect. To survive, Telcos must become far more agile, prioritize delivering a superior experience across the business and embrace technological advances - the only way they will be able to give both B2C and B2B customers the CX they've come to expect. Of course, this is a massive challenge for established Telcos, which still face a wide range of legacy technology-driven impediments to delivering the kind of omnichannel CX customers today expect—and that are crucial for future growth. New foundational technologies are enabling Telcos to take advantage of the data and advanced analytics capabilities that power a seamless experience and interactions across multiple channels—including apps, call centers, retail spaces and beyond—throughout the customer journey. With the right layer of technologies (such as cloud and virtual assistants that run on AI engines), data and analytics, Telcos can continually innovate their CX and transform themselves into true data-driven organizations. And that's the reasoning behind Accenture's five integrated digital solutions for Telcos. These solutions are enabled by Accenture partnerships across the ecosystem for scalability, and feature pre-built

software assets and accelerators for faster delivery. Working together, they enable Telcos to transform the specific interrelated aspects of their businesses that are key to creating a CX that attracts customers and keeps them coming back for more: Focuses on value in the customer service channel, enabling Telcos to correctly identify customers who want to interact digitally while also predicting customers' intents to ensure their needs are met. Concentrates on growing sales and revenue by identifying new signals in data that help a company identify opportunities. This solution provides AI-assisted dialogues in the sales channel and also uses AI to match the right sales agent with customers. Integrates the experience between marketing and sales by understanding the journey a customer is taking through digital channels and how to give them the right message at the right moment. Enables omnichannel experiences by helping Telcos create a modern architecture, decoupling channels from the complexity of the back-end systems and processes and allowing them to develop a compelling customer experience. Improves engagement quality and the value generated from customers by centralizing marketing, loyalty and sales initiatives into a unified marketing solution. There's no question that customer behaviors and expectations continue to evolve, and Telcos will need to change accordingly to maintain loyalty and, ultimately, to grow. The focus is on delivering truly differentiated CX. By elevating the marketing, sales and service life cycle; investing in digital channels and innovative technologies; and adopting a modern, cloud-based, decoupled architecture, Telcos can clear the bar that's been set across industries—and possibly set a new bar themselves. In this fast-paced changing landscape, they'll want to expand their ecosystems and partner with the right companies to help them along the journey. The right partners, combined with the requisite culture change, will enable Telcos to continue to put experience at the heart of their operations so they can capture—and captivate—today's liquid customer. Alfonso G. Imbroda Managing Director Song – Communications Lead IVANO MELEGATTI Managing Director – Industry Center of Excellence Lead, Communications and Media Uma Parvathy Managing Director – Strategy Lead, Communications and Media SIMONE BONATELLI Senior Manager – Communications Industry Center of Excellence GAGAN GUPTA Director – Strategy & Consulting MAHESH SOHONI Management Consultant FEDERICA MARGOTTI Research Associate Manager Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved. =====================

Blockchain's potential starts with security

----- Arcticle source ----- https://www.accenture.com/us-en/insights/blockchain/potential-starts-security ----- In brief Related capabilities US $.5 billion US $60 million US $72 million MORE ON THIS TOPIC Blockchain HSM for Blockchain JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Blockchain technology will likely revolutionize the way we live and work. It has the potential to give us

greater control over our healthcare and well-being, provide greater insight into the origins and quality of the food we eat and the products we buy, financial transactions will execute faster and be simultaneously more transparent and private, and business will be conducted with greater efficiency and less risk. Blockchain's unique attributes will provide a new infrastructure on which the next generation of streamlined business applications will be built. But it also creates unique security challenges. High profile breaches promote the MYTH that blockchain has been hacked, yet at no point was the underlying blockchain technology broken. All occurred on permissionless platforms where a nefarious actor identified vulnerability within the ecosystems. High profile breaches promote the MYTH that blockchain has been hacked, yet at no point was the underlying blockchain technology broken. All occurred on permissionless platforms where a nefarious actor identified vulnerability within the ecosystems. In 2014, nearly half a billion dollars' worth of Bitcoin was stolen from Mt. Gox, the largest Bitcoin exchange in the world at the time. Two years later, roughly US$60 million worth of Ether, a value transfer token, was redirected to a hacker's account via the DAO, built on Ethereum. The second largest Bitcoin attack occurred in 2017 at Hong Kong-based cryptocurrency exchange platform, Bitfinex. Hackers made off with US$72 million. There is a full spectrum of touchpoints across an end-to-end blockchain-based solution. Taking that into consideration is imperative to securing the entire solution. The vulnerabilities outlined above illustrate the fact that, while at no point was the underlying blockchain technology hacked, and these hacks occurred on permissionless platforms, each nefarious actor identified a vulnerability within these blockchain ecosystems. And, while permissionless platforms are unlikely to be the basis of an enterprise solution, there are valuable lessons to be learned. Vulnerabilities: Blockchain technology will be just one component of the new IT stack. Security needs to be baked into the entire architecture of any blockchain solution. There is quite a bit of confusion and hype around blockchain security, yet threats fall into three main buckets: Embedded Security: Blockchain implementations and solutions should consider security embedded in the blockchain technology stack. Security measures should be implemented at each layer with a risk-based approach. Safeguarding for the future There is an acceleration of enterprise applications with blockchain technology. Just as use cases are examined for their long-term potential, security must also be built to address increasingly sophisticated threats. There are a few hints today that can help uncover what security risks may exist in the future. Blockchain is here, and the time to begin thinking about development and security implications for the entirety of a blockchain application is now. Blockchain is here, and the time to begin thinking about development and security implications for the entirety of a blockchain application is now. Sr. Principal, Lead – Global Blockchain Research Justin leads a team of technology and business researchers to explore the opportunities of blockchain technology. Blockchain Security Consultant Didem is a security consulting analyst in cross-domain security practices, web application and blockchain security. Accenture leverages Blockchain technology to deliver innovation and drive profound, positive change. Integrate any blockchain system with the high security infrastructure already used to safeguard your digital keys. Please enable Advertising and Social Media Cookies to be able to see this content.

Coloring outside the lines

Where commerce, content and culture meet The case for creative commerce Your customers are already there How to bring the brand into commerce It will always be about creativity WRITTEN BY Current Country: United States Research report 3-MINUTE READ Think of the experiences that people have on platforms. We can buy products, watch movies, play games, listen to music, get fashion advice, check the weather, purchase groceries, watch live sports and more. It's commerce. It's culture. It's fun. It's informative. It's one seamless experience. And in a world where people see it on social, research it on Amazon, shop it in stores and share it on Instagram, partnerships between retailers and media players are bringing commerce, content and culture even closer. Brands have had to adapt to more significant changes in the last three years than in the last decade. One of their biggest creative challenges today? Transforming how brand and performance marketing is done to bring creative concepts to commerce. Brand experience is for commerce. Commerce is for brand experience. Where there's commerce, there's brand experience. Yet for many traditional brands, product details are on product display pages (PDPs)—the focal points of entire buying journeys. But brand experiences aren't. On the other hand, consider what digital native brands are doing in commerce. Their PDPs are product experience pages (PXPs). Brand experiences move as their customers do, from URLs to IRL back to URLs. A critical reminder: This marriage of performance marketing and brand marketing isn't just for B2C companies. All customers are people first—B2B is B2C is D2C. That makes creative commerce non-negotiable for all digital marketing. 91% of consumers are purchasing through digital commerce channels. It's where customers are. Digital commerce is simply part of the fabric of people's lives. And forget trying to introduce younger consumers to brands and cultivate loyalty through big-budget, TV ad-spend. Gen Zers are getting to know brands (or not) on platforms. Marketing, brand, social, public relations and retail teams should work as a connected brand experience team. Organizations should mobilize their makers to embrace the mindsets and skills necessary to create truly omnichannel brand experiences. Building brands for the digital-first era means taking a minimum viable product- approach to creative concepting for commerce. We need our creatives to do what they do best—thinking, breaking, making and testing. But in the commerce space. What's happening at the intersection of commerce, content and culture doesn't change the power of creativity to move people to feel, act and buy. With the explosion of commerce channels and the flood of content in daily life, creativity has never been more important. Fabio Vacirca Global Lead, Commerce

Facing disruption, MedTechs need to transform now

In brief Meet the team Related capabilities 4-MINUTE READ Three trends will transform the industry 1. Humanization of everything 2. Technology anywhere, everywhere 3. Data & analytics as an asset Challenging today's business models Humanization Technology Data & analytics How to transform with purpose MORE ON THIS TOPIC Tom Kawalec James A. Cleffi Laura Westercamp Floris Provoost Patrick Mouser Aran Bahl MedTech consulting Cloud first for life sciences Technology services JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA The MedTech industry landscape is currently experiencing unprecedented disruption. Where and how care is delivered is dispersing and expanding beyond traditional acute care settings. The COVID-19 pandemic has directly affected MedTech sales and revenue as elective surgeries, preventative procedures, diagnosis, monitoring, checkups and rehab have been canceled or postponed. And patient expectations around pricing transparency and personalized at-home care are growing daily. These rapid changes have created an unfamiliar environment that is demanding faster transformation and an onslaught of new MedTech disrupters. So, it's imperative that traditional MedTech companies reassess their core business offerings and future products and services with an eye for where and how they will stake their claim. For years, the MedTech industry has successfully brought new products to market through innovative science and engineering, with limited competition. That's no longer the case. New players are entering the market unburdened by legacy offerings, cost structures and systems. As a result, we see three trends leading toward a transformation of the entire sector. Trailblazers have an opportunity to change the way products are designed and services delivered, empowering patients and providers. Technology has been the lifeline of the healthcare market during the pandemic. It will continue to be at the center of everything. Data is the currency to uncover and create value. More effective use of data will catalyze better outcomes for all MedTech ecosystem participants. Players with legacy structures and operating models are currently not set up to respond quickly to innovative trends or compete with disrupters. Functions from R&D to sales will need to adapt. Here are some questions companies can ask to rethink current business models.   For MedTech companies looking to meet today's disruption, we recommend: A piecemeal or half-hearted approach will not ensure business success. With disruptors at the door, MedTech companies must purposely transform—by embracing the new connectivity and focusing on humanization, technology, and data & analytics. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. Visit our Subscription and Preference Center
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Cummins: Composing for reinvention

Understanding the power of a good harmony In conversation with Earl Newsome, Chief Information Officer at Cummins How are you helping unlock the power of technology to make a difference? How are you building up digital culture to support the business? What skills are needed to support digital innovation? What technology trends will be the game changers for the industrial industry? Current Country: United States LIVE INTERVIEW An interview with Earl Newsome, Chief Information Officer at Cummins 3-MINUTE READ June 1, 2023 Earl Newsome understands the power of a good harmony. The CIO of Cummins, a leader in manufacturing diesel and alternative fuel engines, generators, their related components and technologies, is working to lay the groundwork for a future where every customer can expect any product to be powered by any fuel or alternative solution of their choosing, in any scenario, with all the elements of the organization working in harmony to enable it. We talk to Earl about how his team is helping to unlock the power of technology and laying the composable technology foundations to take advantage of technologies like augmented and virtual reality, generative AI and gesture and voice control, to win in the experience economy. Earl also shares why a diverse workforce that feels it truly belongs is the key to success.   Composability is a lot like jazz music, where different instruments come together to make amazing music, all unified by a syncopated beat. Earl Newsome / Chief Information Officer, Cummins Accenture's Brian May, Senior Managing Director, North America lead Industrial sat down with Earl Newsome, Chief Information Officer at Cummins to find out about the importance of adopting a composable strategy for powering reinvention, and building the talent necessary to deliver it. In order for me to service the diverse Cummins business segments and their differing needs for delivering the same level of performance, quality and uptime (PQU) that our customers expect throughout, I need to think about what we have to do in our core and Accelera business to ensure we're capitalizing on those opportunities. Number one for me is the idea of composability, meaning having the right business architecture, technologies and adaptive mindset in place to support each the traditional and expansive business. Composability is a lot like jazz music, where different instruments come together to make amazing music, all unified by a syncopated beat. We need to adopt a 'Lego-like' mindset; part of Lego´s appeal is that you can build exactly what you want and re-assemble as needed. It´s that modularity and agility that gives composable technology its strength, that ultimately encourages interoperability. We need a composable approach to how we partner with companies to service the needs of our supply chain, how we do mergers and acquisitions (M&A) to support this, and to how we create and deliver those deals. Composability is also key to how we're going to deliver those business outcomes. That means a composable architecture that's built to move at the speed of business - whether it's the diesel business or the fuel cell space, we need a composable architecture to deliver all of our solutions across that diverse energy spectrum. Lastly, as we begin to rethink how we modernize our IT culture,

we have to bring composable thinking to every one of our individuals. At Cummins, we're going to be thinking about ways of allowing people to move at their own pace to deliver composable solutions that leverage composable architecture, or to deliver composable M&A practices across the whole composable spectrum. Composability for us boils down to those three things: how we're going to deliver M&A deals, our architecture and how we deliver solutions and business outcomes, and how we're going to modernize our entire IT landscape. We won't get to this composable strategy unless we build the talent necessary to deliver it. It begins with our people, and trying to find and build the talent that we need. We're focusing on diversity, equity, inclusion and belonging. In order for us to get the talent we need, we have to be more focused on diversity because talent is equally distributed, but opportunity isn't. We do ourselves a disservice if we only focus on a subset of the population - why not focus on 100% of it? Diversity means going after 100% of the available talent pool to find talent that's going to fuel our composable thinking architecture and approach to M&A. Diversity begins with this concept of being invited to the dance party, equity is being able to dance, inclusion is being asked to dance. However, belonging is wanting to dance as if no one's looking at you. I'm hoping to create an organization where people want to dance as if no one's looking at them. The way we're going to achieve that level of belonging is to create an organization full of psychological safety. Psychological safety comes from four things: inclusion safety, which is this notion that in order to be included, all you have to do is be human and do no harm; learner's safety, so you can learn without fear of being ridiculed; contributors' safety, so you can contribute without fear of your contribution being dismissed; and challenger's safety, so you can challenge ideas without fear of retaliation. So, in order to create that organization of belonging, you have to create an environment of psychological safety built around those four elements of safety. That's my strategy to find and bring onboard new talent, and ensure they feel they belong. That will earn their discretionary effort and allow the company to count on them to deliver the outcomes that we need.   We need to expand our thinking around what technologies and capabilities we need. There are three key factors to achieving this: The aim of all this is to expand where we look for talent, ensure we're looking at 100% of the available talent, extend our capabilities and inject art into what we do to deliver the solutions we need now and in the future. The future of computing will see continued maturation of human computer interfaces, where anything could be a screen and anything can be an input (voice, gestures etc). This will help "flow-based computing", the idea of computers working within your flow versus you having to work in the flow of the computer. This is the next generation of the experience economy. A perfect example of a flow-based system would be reinventing an industry - for example, airport check-ins. Luggage will be identified as you drive up to the airport, then you can drop it at the front. The airport knows who you are and automatically routes the luggage to the inspection station, then onto the plane. You walk directly from your car to the plane after being visually identified through a scanner. You will sit on the plane and it knows that you're in the seat and that you're between trips and you got halfway through your favorite movie, so it starts you off where that movie left off. To me, that's the vision. There are so many areas where flow-based computing can make experiences fantastic, from the emergency room to a service bay. This will be helped along by things like natural language

processing, so you can interact naturally. Generative AI will transform how we search online, and make it conversational. That will change the way that humans interact with computers and make it more transparent, flow-based and intuitive. Conversational search is a flow-based model. Then human-computer interactions will evolve to be based upon gestures, voice, anything in your flow. Augmented reality, virtual reality and mixed reality will also be key. We will be able to bring those realities to you or your flow without you having to go to a virtual world. You will be able to see it through the vehicle lens if you're in a car or through some sort of ocular lens. If you're wearing glasses, you can begin to see and navigate your world in a new and different way, based on your flow. The adaptation of flows to human-computer interactions, leveraging these technologies, will create new, amazing experiences and change the way that we operate in our personal and professional lives.
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Building a reinvention-ready digital core

----- Arcticle source ----- https://www.accenture.com/us-en/insights/technology/building-reinvention-ready-digital-core ----- In brief What's changed in how we build/evolve to new systems? ACT now to evolve your digital core How to get started: Leadership makes the difference How to capitalize on a modern digital core Continuing the conversation Architect for Intent: Evolve architectures to allow dynamic adaptation with AI Connect the Dots: Connect systems of record and insights with platforms Thrive with Ecosystems: Plug-and-play next-gen technologies and innovations faster with major partners Architect for Intent Connect the Dots Thrive with Ecosystems Kickstart IT transformation Embrace agile work models WRITTEN BY Current Country: United States RESEARCH REPORT Chapter 2: How to mobilize technology for continuous reinvention 5-MINUTE READ November 6, 2024 The power of reinvention-readiness is undeniable, driven by a strong digital core. In Chapter One of our report, we unveiled the three tenets that companies are following to achieve this coveted state of reinvention readiness: Build an industry-leading digital core; Boost investments in innovation; Balance technical debt. Companies who did all three saw massive performance boosts: 60% higher revenue growth rate 40% increase in profitability Now, in Chapter Two, we dive into how to build or evolve to a digital core that is flexible, resilient, and intelligent—all while being cost- and resource-efficient. We define the digital core as the critical technology capability that can create and empower an organization's unique reinvention ambitions. It enables organizations to accelerate ahead of the competition and achieve their ambitions—using the right mix of cloud infrastructure and practices for agility and innovation; data and AI for differentiation; applications and platforms to accelerate growth, next-gen experiences and optimized operations—with security at every level. Gone are the days of rigid systems. To stay ahead in today's fast-moving and ever-evolving business landscape, a digital core must be always on, always learning, and always adapting. The rise of AI and generative AI is reshaping

everything, including how we build and activate a digital core. Generative AI is boosting developer productivity by 30%, making coding more accessible than ever. From post-trade settlements to end-to-end customer engagement, AI agents are taking on complex tasks and transforming processes. Organizations now have the power to access, fine-tune, and integrate AI innovations from trusted ecosystems, delivering true differentiation. Your digital core needs to be in sync with the speed of change, constantly evolving and smart enough to meet your unique objectives—without the headache of overly customized, unwieldy systems. It's like a Formula 1 race car—requiring split-second adjustments and high-tech engineering. In this world, only the most adaptable and intelligent systems thrive. Winning requires advanced engineering to reimagine business processes with technology. Our analysis has uncovered three key engineering principles that streamline and supercharge the evolution of a digital core. We call them the ACT principles, and leading companies adopt them 2x more than others. Evolve business and technology architectures to a modern cognitive architecture that is always on, always learning and dynamically adapts to change—using AI as the central orchestrator of processes. Leading companies apply cognitive elements like event data, telemetry and predictive analytics to make automation smarter twice as often as their peers. Seamlessly connect transaction platforms and analytical platforms to enable real-time insights to drive business outcomes. Maintain a continuous flow of data to enable ongoing optimization, self-reflection and better decision-making. Top quartile companies score 2X as high in terms of integration and end-to-end visibility (CCP) capabilities. Create differentiation faster by accessing leading-edge innovations both from startups and bigger players via larger ecosystems. Benefit from the security, reliability and integration provided by these anchor partners. Leading companies are 2X more likely to access next-generation technologies early via large ecosystems. Building a modern digital core requires a series of intentional behaviors from the C-suite. Some of these include: CIOs and CEOs must lead the charge in adopting AI-first, intent-driven architectures by integrating AI into core processes. Focus on real-time insights and automating decisions while aligning technology and teams to drive faster innovation. of C-level executives have started using AI to influence smarter products and services. CIOs and CDOs must work together to connect AI-driven analytics with business systems, make operations easier and reduce manual processes. CEOs should align changes to business strategies, ensuring AI optimizes key operations. of companies say that their data model is largely standardized and aligned across core platforms/apps to meet operational and reporting needs. CIOs, CEOs and CSOs must collaborate to develop a cross-ecosystem approach to integrate innovations from startups and major players, while minimizing risk and tech debt. This ensures choices align with both technical and business priorities. The average CIO still spends 50% of his time on tactical tasks like maintenance. So, you've built or evolved to a modern digital core. What can you now do that you couldn't do before? Here are a few tips for wielding the digital core to power reinvention across your organization: 76% of IT executives identify IT as the primary area for gen-AI transformation over the next three years. To get the most value, apply automation thoughtfully and focus on no-regret moves while also investing in strategic, higher-value bets. Primary areas for AI transformation and expected impact To truly harness the potential of new

tech, companies must integrate innovative operating models, principles and processes. Embedding flexibility into organizational structures is key to remaining responsive and competitive. 68% of companies report building strong capabilities around dynamic teams, where team members can rotate on and off based on project needs. 67% report building strong multi-disciplinary teams that are cross-functional and integrate technology and other skills Build your digital core right, and the possibilities are endless: think AI agents negotiating deals, personalized medicine or predictive customer care. And it's not just about new breakthroughs. It's about unlocking value from even the simplest processes by applying today's cutting-edge technology. Companies can accelerate their digital core ambitions with new engineering principles and dedicated commitment from leadership. And there ways to apply new methods to other critical pieces of the puzzle: like embracing innovative operating models, ramping up security for the era of gen AI, managing infrastructure and applications and controlling technical debt—which we explore in separate pieces. So don't wait: Embark on this transformative journey today—the stakes are high, and the rewards will be great. Karthik Narain Group Chief Executive – Technology and Chief Technology Officer Lan Guan Chief AI Officer Ram Ramalingam Global Lead – Software & Platform Engineering and Intelligent Edge Koenraad Schelfaut Lead – Technology Strategy & Advisory David Wood Global Technology Consulting Lead Surya Mukherjee Senior Principal – Global Technology Thought Leadership © 2024 Accenture. All Rights Reserved. =====================

Insurance: Change for resilience

----- Arcticle source ----- https://www.accenture.com/us-en/insights/insurance/three-ways-covid-19-changing-insurance ----- Insurance is protection. As people and societies continuously change, carriers must digitize, connect and personalize to meet today's more complex customer needs. How to reinvent insurance Segments we support What's trending in insurance Partners in change Awards and recognition Our leaders Careers Insurance now Fuel the future by modernizing your insurance organization Fuel the future by modernizing your insurance organization Use AI to serve your customer better when it matters most Use AI to serve your customer better when it matters most AI is the transformative technology for underwriting AI is the transformative technology for underwriting A Leader and Star Performer for Guidewire Services A Leader in Platform IT, Salesforce and Duck Creek Services in Insurance Recognized as top-performing Life Insurance & Annuity Policy Administration System Khalid Lahraoui Kenneth Saldanha Naoyuki Shibata Current Country: United States 61% of insurance execs say shifting consumer preferences have accelerated their reinvention strategy 58% of insurance consumers say they would be willing to share a lot of data in exchange for advice that is more relevant to their personal circumstances 40% of a typical insurance underwriter's time is consumed by non-core activities and administrative tasks From home and auto to cyber and specialty insurance, we work with clients across the spectrum of P&C in both personal and commercial lines. We help L&A carriers manage costs, limit risk and drive growth. Many run their businesses on our Accenture Life

Insurance & Annuity Platform (ALIP). Employees now demand more of their employers. We help providers of group and voluntary benefits create compelling product and service offerings. F&G embarked on a cloud modernization program to drive new business growth and bolster its customer, agent and distributor experiences using ALIP running on Microsoft Azure. This empowers F&G to offer customized capabilities to its distribution network. Innovation is critical to success in the insurance industry. Our study reveals where insurers are focusing their innovation efforts, the payback they see and the challenges they face. Five imperatives the C-suite must address to reinvent in the age of generative AI. Accenture's research reveals how technology modernization can drive cost transformation for insurance companies. Accenture conducted 3 surveys to identify key areas where AI can be implemented to improve customer satisfaction and increase employee productivity. Three ways insurers can build relevance with consumers and grow. The top five retirement recordkeepers in North America are projected to control 75% of all market assets within a decade. To stay relevant in this environment, firms need to reinvent their business models fundamentally. Generali Vitality's success formula meets an innovative cloud solution. Making the most of Guidewire to transform your insurance organization. As Duck Creek's only Premier Platinum partner, Accenture helps drive transformation with end-to-end business consulting services for insurers. Lead in benefits and investment administration software; gives clients a competitive edge through advanced technology and transformative solutions. Assist senior executives in the decision-making process. It does this by providing easy access to important data needed to achieve strategic goals in an organization. The Star Performer title is given to providers that have achieved the greatest year-on-year positive movement on the PEAK Matrix – highlighting that Accenture's leading position in the market has strengthened. Accenture has a well-balanced services portfolio that helps to address insurers' needs across their platform-based modernization journey from strategy to implementation, enhancement, cloud migration and maintenance services. Accenture Life Insurance & Annuity Platform (ALIP) as one of the highest-rated solutions among nine new business and underwriting systems in the Advanced Technology category, awarded every two years. Senior Managing Director – Insurance Lead, Global and EMEA Senior Managing Director – Insurance Lead, Americas Senior Managing Director – Insurance Lead, Asia Pacific Grow your careers at the heart of change © 2024 Accenture. All Rights Reserved. =====================

Emerging technology preserving memories & history

----- Arcticle source ----- https://www.accenture.com/us-en/insights/consulting/every-name-counts ----- In brief Powered by Solutions.AI Technology meets human ingenuity The Arolsen Archives Related content AI and Optical Character Recognition How Accenture helped Meet the team Related capabilities Unearthing the past with artificial intelligence AI reviews documents AI assigns confidence levels Humans review selected

documents AI learns and improves

The Arolsen Archives — International Center on Nazi Persecution maintains the world's most comprehensive archive on the victims and survivors of Nazism. Part of UNESCO's Memory of the World, the archive includes information on some 17.5 million people from the various victim groups. These documents are valuable as historical records but also an important source of knowledge for society today. Through its #everynamecounts project, the center is digitizing and indexing its 110 million documents and objects, including camp registrations, transfer lists, prisoner lists and family member inquiries. The task is massive in scale and complexity. When relying solely on manual indexing, a volunteer transcribes about four documents per hour, a rate that could take decades, if not longer, to digitize the collection. Working with Accenture, volunteers and historians, the center is dramatically accelerating the speed of digitization, indexing the documents more rapidly than it ever has before. Thanks to human-machine collaboration, the Arolsen Archives can enter an estimated 40X more documents per hour into a searchable database. Accenture's Solutions.AI is a collection of artificial intelligence solutions designed to unlock new efficiencies and growth, enable new ways of working and facilitate game-changing innovation. To support human volunteers, the Arolsen Archives is tapping into artificial intelligence, optical character recognition and other emerging technologies within Solutions.AI for Processing. Through this human-machine collaboration, the organization is entering an estimated 40X more documents per hour into a searchable database. The Arolsen Archives and Accenture prioritized digitization of documents considered too difficult for humans to read and transcribe. That difficulty may be due to a variety of factors, including weathering, illegible entries and/or inaccuracies. AI technologies — with continual instruction by humans — are enabling faster, more accurate digitization of these documents. Solutions.AI reviews the documents and assigns a confidence level to each field (e.g., last name, religion, region, etc.). Solutions.AI assigns a "high" confidence level to documents that it can read easily. Humans provide feedback on high-confidence documents to help the AI better interpret lower-confidence documents. Feedback from volunteers and historians continually improves the accuracy and speed of document preservation. "Our work is to make sure victims' stories can be told, so we can be vigilant when we witness intolerance." "Our work is to make sure victims' stories can be told, so we can be vigilant when we witness intolerance." Housing the world's most comprehensive archive on the victims and survivors of Nazi persecution, the Arolsen Archives have been recognized by UNESCO's Memory of the World program. With nearly 110 million documents and objects in the collection, the center is a vital source of knowledge and information regarding the stories of millions. Take a virtual tour of the archives Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings.
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The innovation dilemma of distributed ledger tech

In brief Related capabilities RESEARCH REPORT How automakers can break through the legacy barrier and realize the full value of DLT Enterprise focused Vehicle-related DLT use cases Electric vehicles Collaboration About the Authors MORE ON THIS TOPIC Automotive JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA The Study at a Glance: Interest in Distributed Ledger Technology (DLT) has never been higher. Most people know it from its Blockchain cryptocurrency manifestation. In fact, DLT is much broader—and so are the opportunities for industrial companies. In particular, DLT's transparency and security creates a wealth of new possibilities for automakers and their suppliers. Cybersecurity in Web3 Future of Mobility - Episode 4 The Future of Supply Chain Future of Mobility - Episode 3 The Future of Automotive Business in the Metaverse Future of Mobility - Episode 2 Branding and NFTs in the Automotive Industry Future of Mobility - Episode 1 Experts regard DLT as the second most disruptive technology today – only behind AI. Experts regard DLT as the second most disruptive technology today – only behind AI. The catch? The disruptive nature of DLT creates an innovation dilemma for many automakers. The technology is not well suited to incremental innovation or inward-looking initiatives. Its value comes from an open, outward-looking strategy that emphasizes broad ecosystem collaboration. But automakers' existing systems, processes and organizations typically create a legacy frontier that hinders this kind of approach. And without a clear sense of the potential returns, many have been reluctant to commit to the radical transformation required. 81% of experts expect DLT to be a source for competitive advantage in the next five years. 83% of experts regard OEM legacy barriers (processes, systems, mindset) as the major obstacle for DLT adoption. Accenture's DLT Automotive Framework will help the automotive industry clarify the future DLT opportunity. It's a comprehensive overview of 24 of the most important DLT use cases for automotive, categorized by their applicability to enterprise operations, new products and services, and customer engagement. Together with Blockwall and the Blockchain Research Institute Europe, we also consulted a panel of 53 DLT experts to understand the present maturity and potential business impact of each of these use cases. The results have been specified and validated in multiple in-depth interviews with experts from various backgrounds such as OEMs, suppliers, start-ups and research institutes. Four key insights stood out: Mature DLT initiatives today are inward-looking and enterprise-focused, reflecting a lack of industry standards and collaboration to date. Value for automotive lies in emerging DLT use cases: V2V and V2X communication, digital vehicle passports, and parts provenance ledgers. Electric vehicles represent an ideal greenfield opportunity for exploring DLT use cases like open charging and smart grid. Collaboration is the key to unlocking DLT's value, especially in enabling ecosystem plays like shared mobility. To break past the legacy frontier and open up the opportunities DLT offers, we recommend automakers develop a

dual strategy towards DLT: 1 Drive forward with the identification, prioritization, iteration and scaling up of key automotive use cases, leveraging start-up flexibility where appropriate. 2 Lay the foundation for the future widespread adoption of DLT, including acquiring the right talent, establishing the right organization and working with emerging industry DLT ecosystems. By taking action today, automakers can resolve the innovation dilemma which has so far held DLT back in their industry. It' won't be easy, of course. But the potential rewards are huge. Christian Kleikamp Managing Director – Global Automotive Strategy Lead Matthias Niehoff Senior Manager – Accenture Strategy Christian Koeck Senior Manager – Accenture Strategy Discover how we're helping automotive companies drive the mobility ecosystem forward. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. Visit our Subscription and Preference Center © 2024 Accenture. All Rights Reserved. ======================

Microsoft: Manufacturing reinvention in the era of GenAI

----- Arcticle source ----- https://www.accenture.com/us-en/insights/industrial/people-meet-dominik-wee ----- Trends, innovations, and insights you need to know about Innovate Our take Previous Industrialist editions Current Country: United States LIVE INTERVIEW The Industrialist: An interview with Dominik Wee, Corporate Vice President, Manufacturing and Mobility at Microsoft 3-MINUTE READ March 27, 2024 Subscribe to The Industrialist, your essential guide to the industrial industry. Each month, discover how industrial companies create and compete, the new business practices and trends to watch, and which individuals are shaping the future of the industrial sector. For this edition, Accenture's Frederik Hammermeister, Managing Director - Industrial, talked to Microsoft's Corporate Vice President, Manufacturing and Mobility, Dominik Wee, about the rapid adoption and value of generative AI in the manufacturing sector. Dominik sheds light on why he sees generative AI as a truly transformational technology, and some of the "no regret" use cases that he believes every manufacturing company should consider now. It is the speed of adoption and the breadth of use cases that demonstrate generative AI is truly a foundational technology. Dominik Wee / Corporate Vice President, Manufacturing and Mobility, Microsoft From the latest trends and tools to ground-breaking technologies and innovations impacting the manufacturing and industrial arena, Innovate is designed to keep you up to date. This month, read about how Data4Industry-X is supporting the international Manufacturing-X initiative to foster open and sovereign data exchange in key industry sectors; harnessing AI for infrastructure transformation to boost productivity and innovation through an AI Center of Excellence… and more. Read this month's Innovate Insights and advice on how to reimagine your business and operations by capitalizing on new technologies: Goodyear's SVP Global Operations & CTO Chris Helsel talks about the disruptive shifts in mobility and how suppliers are responding to this challenge. VINCI Construction's CDTO Gilles Godard talks about addressing

decarbonization and digitalization in the construction industry. Vitesco Technologies' CIO Thomas Buck talks about the company's decisive focus on cloud, that laid a perfect foundation for all digitalization initiatives. DHL Supply Chain's CIO & COO, Markus Voss talks about how they are digitalizing supply chains to enable visibility and resiliency for their clients. Hitachi Energy's CIO Michael Loechle talks about re-building the company's IT estate from the ground up, and prioritizing its cybersecurity and data. Caterpillar's Chief Digital Officer, Ogi Redzic, talks about how he is driving digital innovation and services growth at the company. © 2024 Accenture. All Rights Reserved. ======================

Integrating CLM and CRM can speed client onboarding

----- Arcticle source ----- https://www.accenture.com/us-en/insights/financial-services/financial-firms-gain-combining-crm-clm ----- In brief Unlocking CRM's untapped potential The Fenergo example Getting to CLM/CRM integration About the Authors Related capabilities Addressing identified risks Speeding up onboarding Focus on client relationships Greater efficiency Reduced complexity Prospecting support MORE ON THIS TOPIC Digital risk & compliance CFO & enterprise value Compliance as a service JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Financial firms have access to reams of client data—but may be reluctant to tap its value. Is the data of high quality? What about the risk of data loss? Can data truly help prevent fraud and other financial crime? One way to derive quality data might be a client lifecycle management (CLM) approach. When CLM is integrated into customer relationship management (CRM) processes a financial firm can benefit in the form of improved decision making, more effective client prospecting and even cross-divisional client reporting—all while protecting personally identifiable information (PII) and observing crucial "need to know" principles. On their own, CRM systems might often function as little more than giant client address books—capturing and storing data but doing little with it. What if the CRM process is reorganized through a CLM lens? This could equip financial institutions to collect, access and analyze client needs on an up-front basis, assessing each client's potential and matching them to existing offers—while also meeting compliance needs. The data gains could be significant on a few fronts: Client risk analysis becomes part of onboarding, and insights into addressing identified risks are gleaned even before onboarding is complete. Needs are identified earlier, providing timely opportunities for third-party data and direct client communications—speeding onboarding. Automation helps sales professionals focus on client relationships rather than redundant tasks and ongoing requests for more data. Integrating CLM and CRM begins with changing the onboarding process so it prioritizes consolidated client management alongside process efficiency. This means avoiding fragmentation of client data, instead routing it into enterprise-level reporting to capture greater insight. The firm then can build out processes such that delivered services are managed at the client level, as opposed to the product or account level. Our strategic alliance with Fenergo illustrates

this approach in action. Fenergo's consolidated, omni-channel approach means each client's digital journey—regardless of channel—is managed centrally. The solution provider's single-system technology tracks every step of every CLM journey, from onboarding to maintenance, giving all stakeholders a consolidated view. The front office, middle office and client can move seamlessly from channel to channel. Centralized, omni-channel onboarding is, for Fenergo, a new reality. An added advantage? Regulatory concerns also are addressed. A single regulatory engine protects the business as compliance statements are prepared. It also supports lines of business with their own risk leveling strategies. Every financial firm is at a different point in terms of its CLM maturity, so technology solutions should have a configurable architecture that can meet any given firm's specific needs. While some firms may be tempted to begin with a low-cost provider, they might be wiser to start with the end in mind, choosing a provider equipped to meet their eventual, longer-term goals. Wherever they are in their CLM journey, financial firms should consider shifting to trigger-based, "automatic" KYC processes. These: The integrated CLM/CRM approach delivers clear benefits, such as: Shifting to a mandate process versus a "cheaper is better" mindset promotes healthy, sustainable cost management and the chance for increased sales. A CRM approach that includes digital journey management/orchestration helps firms build targeted client solutions while reducing onboarding complexity. This approach can support client prospecting—by identifying opportunities and by spotting potential risks related to client business cases. An integrated approach brings significant benefits that can help financial firms better onboard clients while addressing regulatory concerns. Are you ready to guide your firm toward a frictionless, digitalized, innovative approach? Let us collaborate with you to build your CLM/CRM solution. To learn more, contact Accenture. Philippe Guiral MANAGING DIRECTOR – STRATEGY & CONSULTING Harshnil Patel Director – Salesforce Business Group James Follette Vice President – Sales, Fenergo Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved. =======================

Reinventing life sciences in the age of generative AI

----- Arcticle source ----- https://www.accenture.com/us-en/insights/life-sciences/reinventing-life-sciences-age-generative-ai ----- In brief This is not your typical technology upgrade AI is revolutionizing the pharmaceutical value chain Opportunity at every step The impact of generative AI The full potential lies in connection Where could reinvention take your business? Related links Supercharging science with intelligent technologies Research and Development: Process Development, Manufacturing, Quality: Supply Chain: Commercialization: Five C-Suite imperatives Sources MEET THE TEAM Current Country: United States RESEARCH REPORT 5-MINUTE READ August 30, 2024 The life sciences industry is on the brink of a groundbreaking revolution with the integration of intelligent technologies like generative AI and next generation computing. These innovations could

significantly reduce the time and cost associated with bringing new medicines to market. Currently, the process takes an average of 10-12 years, with costs exceeding $2.6 billion and a high failure rate.1 Life sciences companies need to adopt these intelligent technologies and embrace this paradigm shift to remain competitive. Early adopters are likely to achieve a significant advantage in transforming industry challenges into opportunities. Generative AI is revolutionizing the biopharma industry, offering strategic opportunities to generate significant value if workflows and processes are consistently reinvented end-to-end. AI-driven methods have accelerated the discovery of over 50 drug candidates and streamlined clinical trials by optimizing protocols through data analysis.2 Manufacturing efficiency can also be improved, with up to a 90% reduction in resource use.3 Moreover, intelligent technologies are refining better capital allocation across the value chain. By leveraging historical sales data, prescription patterns, epidemiology, and demographic data, forecasting becomes more accurate and improves the planning of new manufacturing sites. These are just a few examples of how intelligent technologies are driving meaningful and positive changes in the biopharma industry. Employed correctly, they can create a significant competitive advantage at each step of the value chain. AI enhances R&D by speeding up trials, approvals, efficiency and increasing success rates. Challenges like tech inconsistency and data silos exist but can be tackled through better cross-disciplinary collaboration and process optimization Intelligent tech is accelerating drug recipe development from wet lab to in-silico methods. AI aids in quick regulatory approvals, enhances manufacturing coordination, and boosts supply chain resilience, ensuring compliance and market adaptability. Integrating classical and generative AI in supply chain design enhances resilience, agility, and sustainability. It focuses on patients and customers, using deep knowledge and data integration to improve plans and capacity. AI revolutionizes commercialization by improving access, marketing, and customer engagement. It boosts efficiency and improves content creation and compliance processes. AI also equips field teams with tools for data insights and customer engagement. Based on our research and client experience, if intelligent technologies are used at scale and workflows are reinvented appropriately, companies can achieve: 1-4yr reduction in bringing a new medicine to market $0.5-2bn revenue upside per new medicine 35-45% reduction in costs per successful drug 10-15% reduction in working capital (inventory) 10-30% acceleration of time to peak sales 30% reduction in corporate function costs To fully unlock the potential of generative AI, life sciences companies must adopt a comprehensive approach and think in terms of connecting across value streams. This involves integrating AI across all workflows and building end-to-end processes and capabilities rather than focusing on isolated use cases. Such a holistic strategy makes sure that companies can maximize the benefits of intelligent technologies and achieve significant results for the patient, the entire organization, and the healthcare system. 1 Lead with value 2 Reinventing talent and ways of working 3 Understand and develop an AI-enabled secure digital core 4 Close the gap on responsible AI 5 Drive and support continuous reinvention 1. Lead with value Companies should understand how generative AI can redefine their processes and enhance capabilities, moving beyond mere cost savings to drive innovation and growth. 2. Reinventing talent and ways of working Adopting generative AI requires a reevaluation of company

processes and workflows, requiring substantial investments in new skills and a shift in roles and behaviors. 3. Understand and develop an AI-enabled secure digital core Establishing a robust digital infrastructure that integrates advanced digital platforms, a data and AI backbone and a secure digital foundation is essential. This infrastructure must treat data as a strategic asset and allow for the flexibility to adapt to evolving use cases. 4. Close the gap on responsible AI As AI technologies evolve, addressing ethical concerns and managing risks become paramount. Companies must prioritize responsible AI practices to mitigate potential negative impacts and maintain trust with stakeholders. 5. Drive and support continuous reinvention To keep pace with technological advancements, companies must foster a culture of innovation and continuous reinvention, constantly adapting their strategies and operations. Continuous reinvention is a must-have strategy for the biopharma industry. Businesses that reinvent with generative AI will be at the forefront of new performance standards and enhance personalized experiences. It will enable businesses to boost productivity, and generate new revenue streams. The opportunity is multifaceted and holds the potential to significantly enhance patient care. 1 Taking R&D from Billions to Millions. Accenture. 2 Massachusetts General — Haas Lab Research Summary. Nov 2023. 3 Taking R&D from Billions to Millions. Accenture. Five imperatives the C-suite must address to reinvent in the age of generative AI. Gen AI will transform entire value chains—and the very nature of work itself. Leaders need to lead and learn in new ways to drive business performance and more productive, creative and meaningful work for everyone. Supply chain maturity in life sciences is at 34%, indicating limited adoption of AI and digital tools. Companies focus on immediate gains but lack long-term perspective. How does it affect the industry? Novartis uses a multi-cloud data analytics platform to optimize operations and accelerate innovation. Human+machine innovation is revealing new limits for biopharma. In Accenture's Technology Vision 2023 for Biopharma, we explore how 4 tech trends are shaping new and different ways of operating, collaborating and innovating. Petra Jantzer, Ph.D. Senior Managing Director – Global Life Sciences Lead Selen Karaca-Griffin Principal Director – Accenture Research, Products and Life Sciences Kailash Swarna Managing Director – Life Sciences, Global Research and Clinical Lead Tracy Ring Chief Data Officer and Global Generative AI Lead – Life Sciences Jen Spada Managing Director – Global Gen AI Strategy Lead, Life Sciences © 2024 Accenture. All Rights Reserved.
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The future of asset management

----- Arcticle source ----- https://www.accenture.com/us-en/insights/capital-markets/future-asset-management ----- Meet tomorrow's asset management leader A 360° look at asset management in 2025 Don't wait for change to come... invent it WRITTEN BY Current Country: United States Research Report 5-MINUTE READ May 12, 2021 Mass customization, industrial-strength technology, shifts in the workforce—welcome to the future of asset management. One of the big questions confronting investment firms today is: With so much change, how can you proactively assemble the right vision,

strategy and capabilities needed to invent your company's future? Today's evolving business and technology landscape requires investment firms to take a 360° approach to transformation, including reinventing the client experience, reimagining how data flows across the organization, and integrating technology into investment decision-making and product capabilities. While it could be tempting for firms to retreat to what they know, the events of 2020 highlighted the need for a different path. If asset managers take a clear-eyed perspective and embed innovation into their organization's DNA, they could emerge as winners in 2025. Business savviness combined with the ability to forge trust, turbo charge technology and create hyper-relevant customer experiences at scale is a new key core competency. What do we think asset management will look like in 2025? Accenture conducted field research across North America in late 2020 to better understand asset managers' priorities for today, tomorrow and into 2025. The survey included 250 senior executives at asset management firms —including institutional, retail, alternative and hedge funds. Responses were wide-ranging: 95% of executives agree that an asset manager's technology, data and digital capabilities will be differentiators in 2025. 80% of executives state that "customization for the masses" as an investment strategy will define the next five years. 97% of executives believe that brand and purpose are important differentiators in the asset management industry. 83% of executives state that their firm is actively looking to expand into new investment products and strategies. 91% of executives intend to transform their product distribution value chain within the next five years. 76% of executives state that their investment capabilities will become more important than the products they offer. To help support your decision making at this crucial juncture, we've created a future-oriented analysis that looks at six aspects of the asset management model: brand, products, sales and distribution, investment capabilities, investment operations and talent and culture. This analysis examines how these aspects stand on their own and also how they are interconnected. Thriving in this moment and beyond requires ambitious asset management leaders who are not content with business as usual but who are willing to up-end convention and invent their future. Opportunities exist for those willing to break from the mentality of "that's how we've always done things" and instead design what comes next. William Monaghan Senior Manager – Asset Management Caroline Chambers Senior Manager – Asset Management Ross Tremblay Managing Director – Asset Management © 2024 Accenture. All Rights Reserved.
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Destination net zero: Fast-tracking progress

----- Arcticle source ----- https://www.accenture.com/us-en/insights/sustainability/destination-net-zero ----- In brief By the numbers Progress is still limited Significant regional and sectoral discrepancies also persist Here's where more work is needed... How companies can accelerate their path to net zero over the next two years Get the full picture Related insights Get Foresight on the go Only 16% are on track to reach net zero in their

operations by 2050 ...and why AI could be a game-changer Next 3 months Next 12 months In year two WRITTEN BY Current Country: United States RESEARCH REPORT 5-MINUTE READ November 11, 2024 The race to net zero is well underway, but how fast are companies progressing? Our Destination net zero report uncovers the latest data from the world's 2000 largest companies by revenue (G2000), revealing that while progress is being made, acceleration is essential. Here's a breakdown of the numbers shaping the future of corporate decarbonization: 55% of G2000 companies have reduced their operational emissions (Scope 1 and 2) since 2016. (+ 3% since 2023). 77% have reduced emissions intensity (emissions per unit of revenue). (+ 2% since 2023). 30% are deploying 15 or more decarbonization levers, which represents a crucial threshold on the path to net zero. Emissions data were retrieved from S&P Global Trucost 2024. 64% of European companies have full Scope 1-3 targets, compared to only 26% of North American companies. 54% of banking companies have full Scope 1-3 targets, while only 20% of health companies do. 13.7 levers are deployed on average by communications and media companies, compared to 6.3 in the health sector. This data not only highlights enduring barriers specific to industries and regions, but also underscores the urgent need for a broader and faster adoption of foundational decarbonization levers across the economy to drive faster progress to net zero. Yet, foundational measures alone may not suffice. To truly accelerate decarbonization, companies must embrace next-generation levers, particularly emerging technologies with transformative potential. are currently using AI specifically for decarbonization. AI data centers are projected to generate 718 million tons of CO_2 emissions by 2030—comparable to the present-day emissions of the aviation or shipping industries. are already harnessing AI for real-time energy management and operational efficiency, proving its potential as a "super-lever" for decarbonization. Companies must define comprehensive targets covering Scope 1, 2, and 3 emissions, and collaborate with reputable external bodies to validate their data and track performance. Businesses should also implement robust internal governance mechanisms to embed accountability and work with industry partners to address emissions hotspots. Foundational levers, such as improving building efficiency, adopting renewable energy, and reducing waste, should be implemented universally. As companies refine their decarbonization approach, embedding AI as a next-generation lever can supercharge their efforts. AI enables more efficient decision-making, real-time monitoring, and predictive analytics to optimize resource management. Explore our Destination Net Zero report for a comprehensive analysis on how your company can accelerate its decarbonization journey with the right mix of foundational levers and next-generation solutions like AI. Companies now face a rapidly evolving ESG regulatory landscape. We have identified nine capabilities that can move organizations beyond mere compliance and help accelerate their sustainability journey for competitive advantage. How the private sector can use Generative AI to bridge the gap to the 2030 Sustainable Development Goals. Business has a critical role to play in achieving net zero to limit global warming to 1.5°C. Business commitment to net zero continues to grow, but action continues to lag. While advances in tech and gen AI promised to boost productivity, our analysis indicates most companies are falling behind. Find out what productivity leaders do differently to drive value and gain a competitive edge. Decarbonization requires collaboration. So what if all net

zero investments were synchronized? We outline key actions each industry needs to take to ensure an equitable, affordable and sustainable energy transition. Download the Accenture Foresight app to read, watch, or listen to our best thinking—and join our exclusive "Foresight in 15" live digital events for quick takes on big ideas. Stephanie Jamison Global Resources Industry Practices Chair & Sustainability Services Lead Mauro Macchi CEO – EMEA Mauricio Bermudez Neubauer Managing Director – Strategy & Consulting, Carbon Strategy & Intelligence Lead Babak Moussavi Senior Principal – Accenture Research © 2024 Accenture. All Rights Reserved.
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What is the digital core?

----- Arcticle source ----- https://www.accenture.com/us-en/insights/digital-core ----- The digital core is a technology capability that brings together key components—like cloud, data, AI and security—to drive reinvention and enable companies to adapt swiftly to change. What you need to know What's the magic behind a digital core? How does a digital core empower organizations? Why is there so much buzz surrounding the digital core? Hype, or reality? Get Foresight on the go Where did the term "digital core" come from? Digital core terms to know Capabilities for digital core Current Country: United States As businesses navigate through an era of unprecedented digital transformation, the concept of a "digital core" has become a cornerstone for sustainable growth. Accenture defines the digital core as the critical technology capability, which varies across companies and industries, that can create and empower reinvention. The digital core is not just about technology; it's about integrating processes, data, and infrastructure in a way that allows companies to operate more dynamically and responsively. By centralizing essential business functions and data analytics, a digital core enables organizations to leverage real-time insights and respond more adeptly to market demands. Digital cores are essential for harnessing the capabilities of evolving technologies such as AI, machine learning, and advanced data analytics. They provide the infrastructure needed to support these technologies, ensuring that they are effectively integrated into the business environment. The term "digital core" was coined by Accenture in 2022 when we discovered and tested the set of critical technologies needed to drive a reinvention strategy. This discovery was based on our global surveys and experience with thousands of clients as they strove to break away from the pack and set new performance frontiers. We found three groups of distinct but constantly interacting technologies that make up the digital core: digital platforms, data and AI, and the digital foundation, which includes composable integration, cloud-first infrastructure, a continuum control plane and security. The power of a digital core lies in its ability to seamlessly integrate various functions and technologies across an organization. This integration allows for more efficient processes, better data management and enhanced decision-making capabilities. It also uses advanced technologies like AI and machine learning to automate and optimize operations, which can lead to significant improvements in efficiency and effectiveness. A robust digital core is instrumental in driving business transformation. It allows organizations to

be agile, making it possible to adapt quickly to changes in the market or industry and integrate emerging technologies. For instance, with a digital core, businesses can streamline their operations, enhance customer experiences and open new revenue streams by leveraging data-driven insights. According to a recent study, companies with a strong digital core report faster growth and higher profitability compared to their peers. They're also reinventing more functions and realizing more value from gen AI. [See What is generative AI?] The excitement around digital cores stems from their ability to help companies to adapt to changes efficiently and compete effectively in increasingly digital marketplaces. For example, they enable companies to rapidly integrate emerging technologies, such as gen AI, and use them to gain first-move and fast follower advantages. Gen AI is just today's disruptive technology—a strong digital core will help companies take advantage of the next new transformative tech. Moreover, as businesses generate more data, the need for robust digital infrastructures that can handle, analyze and leverage this data effectively is becoming critical. While the concept of a digital core might seem like the latest buzzword, its impact on organizational agility and competitiveness is tangible and significant. Companies that have invested in building a strong digital core are already seeing benefits in terms of operational efficiency, customer satisfaction and innovation capacity. As digital transformation continues to be a priority for businesses, the role of the digital core is only expected to grow. Seamlessly combining different technologies and processes into a unified system. Rationalizing applications into platforms that enable business vision and imperatives activate new performance frontiers and generate the greatest value for the organization. The cost in terms of money and effort required for a company to keep its IT systems up to date and capable of meeting business needs. Elastic infrastructure and services spanning public cloud, private cloud and edge that are configurable, consumable and automatable. A way to simplify hybrid, multi-cloud estates through end-to-end engineering and operations visibility. Adapt at speed with integrated platforms and applications that bring new capabilities, leverage data and AI, and empower your people. Imagine a future in which IT infrastructure can monitor, protect and heal itself while predicting and responding to evolving business needs. In the era of generative AI, your propriety data is your greatest differentiator. Learn how to unlock its value. Using generative AI can transform business—unleashing a new wave of human creativity and productivity while delivering competitive advantage. Infuse cybersecurity into your strategy and ecosystem to protect value, help prevent threats and build trust as you grow. We can help you operationalize, accelerate and modernize your IT infrastructure for future growth and transformation. Download the Accenture Foresight app to read, watch, or listen to our best thinking - and join our exclusive "Foresight in 15" live digital events for quick takes on big ideas. © 2024 Accenture. All Rights Reserved. =====================

Forward-looking macroeconomic insights and trends

----- Arcticle source ----- https://www.accenture.com/us-en/insights/strategy/macro-foresight ----- The foresight you need to anticipate change and understand how major global macroeconomic shifts impact your corporate strategy planning. Overview Previous briefs Previous POVs How we work What's trending Our leaders Monthly briefs September Brief: The cost-of-living squeeze July brief: Normalizing labor markets June brief: Manufacturing health check May brief: Trade skirmishes April brief: Navigating choppy waters March brief: The productivity imperative In the spotlight Think like an activist: Fortify your firm, self-disrupt and drive stakeholder value Harnessing the power of voluntary carbon markets Inflection ahead Executive leadership and board briefings Growth & market entry Capital project impact assessments Scenario planning Company economic exposure diagnostics Chris Tomsovic Nick Kojucharov Current Country: United States We provide strategic advice and insights to C-suite executives on economic developments, such as consumer behavior, corporate finance and risk analysis. Our goal is to translate complicated trends into simple, pragmatic recommendations for our clients. With hubs in the US, Europe and Asia, we work across a wide range of industries, helping businesses address macroeconomic challenges. of CXOs expect the economy to improve in the next 12 months. of CEOs plan to increase technology spending as a percentage of revenue in the next 12 months. of CFOs are concerned about inflation. Economic insights for executives, boards and investors. Global economic growth remains broadly stable with distinct regional challenges. Energy supply pressures from geopolitical conflicts and climate events challenge inflation management and central bank policies. This volatility forces governments to balance fiscal duties, cost-of-living issues and geopolitical strategies. Companies may need to adjust supply chains to protect against energy shocks. As Q4 2024 begins, global economy remains uncertain. US faces cooling labor markets and manufacturing, Europe's economy deteriorates, and China slows. Despite easing inflation, cost-of-living pressures complicate policies worldwide. Global economy moderates with tight labor markets. Interest rates drop but remain high post-pandemic. Sluggish wage growth in advanced economies. High labor costs and sourcing issues, highlighting the need for productivity improvements and GenAI. Global economy grows slowly with persistent supply chain issues. U.S. shows resilience, while others struggle. Central banks cut rates amid high services inflation. Companies must plan for slow growth and upcoming U.S. election impacts. Geopolitical tensions have impacted manufacturing and consumer demand. Potential delays in interest rate cuts and new US tariffs on Chinese tech could further restrict trade. Learn how to tackle these challenges. Companies should plan for divergent sales strength in different markets and consumer demographics, consider scenarios of further inflation acceleration, and prepare for commodity price volatility and supply chain risks. Manufacturing is rebounding after a year of inventory destocking, but consumer spending is softening. Wage catch-up dynamics continue as workers secure compensation for past real income erosion. Supply-related cost pressures are building up. Explore our industry

trends, data analysis and strategic recommendations in these special reports. After decades of cheap liquidity combined with low and stable inflation, the global economy is moving into a new era where supply scarcity is set to become the main driver of economic outcomes. This Great Supply Squeeze will create profound business challenges, but it will also present opportunities for companies who can successfully navigate this new normal to gain a competitive edge. Activist campaigns might be aiming for long-term value, but their tactics can disrupt businesses. To protect their companies from being targets, management teams should proactively address vulnerabilities. In 2022, a quarter of S&P 500 firms had an activist in the shareholder register. Carbon reduction is key globally, driven by various pressures and complex climate economics. Carbon markets, especially growing voluntary ones, are vital for net zero goals, requiring companies to manage their carbon exposure effectively. of the Accenture Global 2000 companies, which consists of the world's largest companies by revenue, have publicly stated net zero targets, and that share is increasing rapidly. In 2022, consumer spending stayed resilient despite high living costs, using pandemic savings and budgeting strategies. However, persistent inflation and economic uncertainties in 2023 may significantly slow spending, impacting businesses. percentage points. US households showed increasing caution and raised their savings rate in late 2022. Provide regular updates to senior executives on the evolving macroeconomic and financial landscape. Complement go-to-market strategies with assessment of macroeconomic trends in specific regions and/or industries to support long-term sustainable growth. Quantify the value of major capital projects to support investment rationale and analyze the broad economic, social and environmental benefits. Devise plausible future outcomes to help firms model and test their possible responses and actions. Identify how prevailing macroeconomic headwinds and tailwinds are influencing a company's top- and bottom-line performance, and provide action-oriented solutions to capture opportunities or mitigate risks. While advances in tech and gen AI promised to boost productivity, our analysis indicates most companies are falling behind. Find out what productivity leaders do differently to drive value and gain a competitive edge. Five trends exploring people's lens on the world today. As disruptive breakthroughs evolve digital experiences, people naturally adjust their relationship with technology, affecting the businesses trying to reach them. Companies that invest in growth-oriented AI initiatives focused on growing the core, pursuing adjacencies, and finding and activating entirely new revenue models stand to benefit from outsized growth opportunities. CEOs are starting to see organizational resilience as more than an antidote to disruption, but a powerful driver of sustained business performance and reinvention. Here's how they optimize their returns on their investments. Accenture details 5 key steps to help companies unlock the full value of their data and technology investment. Five imperatives the C-suite must address to reinvent in the age of generative AI. M&A deal processes are ripe for reinvention. Gen AI will lead those reinventions and executives agree. Where they are investing, however, indicates a need for holistic strategies to realize the value they envision. Managing Director – Accenture Strategy, Macro Foresight Global Lead Principal Director – Accenture Strategy, Macro Foresight North America Lead
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Your 5G Journey

----- Arcticle source ----- https://www.accenture.com/us-en/insights/communications-media/your5gjourney ----- 5G's impact on the U.S. economy Harnessing 5G's potential Related content Hear from our leaders Your 5G Journey Your 5G Journey Your 5G Journey Our leaders Five ways 5G can transform life sciences Innovating the grid of the future with 5G 5G in higher education How big is the 5G opportunity and why? Capturing Your Portion of the 5G Opportunity How 5G will accelerate economic growth The future home in the 5G era How 5G can transform the movie-going experience The art of the possible with an innovation mindset The convergence of 5G, Edge, & Cloud Imagining a 5G future Jennifer McLaughlin Jefferson Wang JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Don't let the name fool you…it's not just another 'G'. Are you ready for the coming 5G revolution? 5G – the world's next technological breakthrough   The capabilities offered by 5G enable a variety of use cases, paving the way for the economy to realize the cross-industry benefits of magnified connectivity. According to Accenture's latest research, the impact of 5G on the United States economy will drive up to $2.7 trillion in additional gross output (sales) growth between 2021 and 2025.   The latest event in our "Your 5G Journey" series focused on how 5G will be a major force for growth and resiliency. We explored the consumer and enterprise impacts, the industries that will be transformed, and the biggest acceleration opportunities. The next generation of mobile technology will be exponentially different, bringing disruptive innovation that will blur industry lines and unleash new products, services, value chains and market opportunities that have yet to be imagined.   And…it's here, now. 5G network rollouts are accelerating, devices are ready, and while the most impactful use cases have yet to be scaled, there is no question that the business potential is massive and that first movers will gain a substantial advantage.   Top industry and business leaders joined us for a discussion on the impact of 5G across industries, and how companies should be harnessing its potential to create new opportunities for growth, efficiency and customer engagement. Looking forward, one thing is certain: We need greater reliance on novel technology and digital transformation. In fact, we need #5G. The utility industry is in a state of accelerating transition as cleaner energy and carbon mitigation take center stage. Learn how 5G has the potential to create new opportunities for growth, cost optimization and reimagined experiences in higher... Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved.
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Ad-funded video's powerful return

----- Arcticle source ----- https://www.accenture.com/us-en/insights/communications-media/ad-funded-video ----- In brief Why ad-funded models are back, and how to make the most of them AVOD/FAST challenges: new game, new rules Going beyond video About the research About the Authors

As streaming services have gone mainstream over the last few years, consumers have no shortage of options for their entertainment. But as our Streaming's Next Act report highlighted, an ever-expanding menu does not necessarily mean ever-happier customers. Instead, in an ironic return to the frustration that prompted cord-cutting and the initial adoption of streaming, our report identified consumers' growing dissatisfaction with "Inefficient Bundles." In fact, with the rapid proliferation of platforms to choose from, some consumers are starting to question just how many services they are willing to pay for. Our research revealed that 63% of consumers agree that it's too expensive to pay for all the entertainment subscriptions they want. 63% of consumers agree that it's too expensive to pay for all the entertainment subscriptions they want. As consumers begin to rationalize their spending on streaming subscriptions, there will of course be winners and losers. One of those winners could well be ad-funded video. This fast-growing category includes both on demand (AVOD) such as Fox's Tubi and Disney's Hulu in the United States and All4 and ITV Hub across Europe, as well as the linear, free, ad-supported television (FAST) services such as Viacom's Pluto TV and Xumo in the United States, and Joyn and Discovery in Europe. In the wake of the pandemic and in the face of rising inflation, consumer subscription fatigue may make ad-funded models more attractive as a means to counter Subscription Video-On-Demand's (SVOD) slowing subscriber growth. The growth of ad-funded streaming offers opportunities to all players in the media value chain. That's the good news. The big challenge? Getting AVOD/FAST right is not easy. It requires high levels of engagement to secure advertising dollars and achieving that will require a range of approaches and capabilities that are distinct from those needed for successful subscription-based services. To succeed with AVOD and FAST means taking a new approach that's different to what works for SVOD services. What that approach looks like will vary according to where a player currently is in the media and content value chain. However, ad-funded models raise some challenges for all players. As the rise of ad-funded video creates a major shift, players must think about where they can productively locate themselves in this new geography. SVOD-only models leave a lot of money on the table so platforms will need to persuade advertisers of the advantages of this new spending opportunity. Platforms need to understand how to attract viewers to the platform and keep their attention, so they return again and again. For decades, media companies have sought a direct connection to consumers, and with streaming services, finally have it. As the cold war of content spending and subscriber churn has shown, streaming will be a hard-fought business. Adding ad-funding business models is only the first innovation away from SVOD. In fact, the options beyond video (like commerce, sports betting and social viewing) are compelling, offer expanded, potentially improved economics, and new ways to delight fans with incredible storytelling and experiences. This is only the beginning of the innovation that will harness the potential of a very direct relationship with consumers. It's time for companies to take the next step and knock on the "front door" of their consumers. The companies that do will reap the rewards. Accenture conducted research to gain an understanding of global

consumers' preferences, beliefs and behaviors on their video content streaming experiences. The online survey of 6,000 consumers age 18+ in 11 countries was designed to identify significant changes to the existing D2C media regime and offer suggestions for brands across the media spectrum to adapt their model to be more relevant and successful with customers. Fieldwork was conducted between October and November 2021. John Peters Managing Director Stuart Green Managing Director – Media & Entertainment, UK/I Mark Flynn Senior Manager – Accenture Research GREG DI CHIARA Business Strategy Manager – Media & Entertainment AMANDA SEALE Senior Analyst – Media & Entertainment, North America ALBA NUÑEZ Research Manager – Media & Entertainment Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved.

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Digital agriculture: Improving profitability

----- Arcticle source ----- https://www.accenture.com/us-en/insights/interactive/agriculture-solutions ----- Generating vital operational insights for large farms Improving productivity of agro-input company field agents Accenture connected crop solution An innovative approach to the farm yield challenge Related capabilities Digital Agriculture Service MORE ON THIS TOPIC Interactive JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Digital technologies and analytics are transforming agriculture, making a farm's field operations more insight driven and efficient. Digital-based farm services are helping to improve financial performance and boost yield. But less than 20 percent of acreage today is managed using digital agriculture technologies (e.g., variable-rate spraying) due to the high cost of gathering precise field data. To help farmers increase productivity and profitability, Accenture has combined digital technologies such as the Internet of Things with its big data analytics, visualization capabilities, and industry knowledge to create the Accenture Precision Agriculture Service and the Accenture Connected Crop Solution. Learn more about these two innovative Digital Agriculture solutions below. With an estimated 9.6 billion people on the planet by 2050, overall food production will need to double in a relatively short period of time to meet the demand. By generating detailed insights into operations and the environment, it assists farmers in making data-based operational decisions to optimize yield and boost revenue while minimizing expenses, the chances of crop failure, and environmental impact. Depending on the crop, the Digital Agriculture Service can help increase overall profitability by $55 to $110 per acre. The Digital Agriculture Service can be used in a wide variety of ways to address inefficiency in farming operations across crop types. For example, the Digital Agriculture Service can help a farmer decide when to harvest. The service could send an alert that a particular plot might be ready for harvest earlier than expected. The farmer can quickly see how each scenario would affect the crop's profitability. This is one example of how farmers can use the Digital Agriculture Service to

increase their operating margin by boosting revenue, increase operational efficiency, and reduce the cost of goods sold. Small farms around the world —some only a few acres—follow traditional farming practices because they lack access to the latest information, including a scientific understanding of pest lifecycles and the latest micro-fertilizers. In contrast, Agro-input companies have the products to help farmers gain maximum yields through that latest fertilizer technology, seeds, and pesticides. The field-agent represents the key link between company and farmer, yet these workers lack the agricultural knowledge, technology, and processes to recommend the right products to farmers. So when farmers see little or no benefit to the relationship, the result is a lack of loyalty toward the agent, resulting in job frustration and attrition. Current ecosystem challenges keep smallholder farmers, field agents and agro-input companies from achieving their full potential in the agriculture industry. The Accenture Connected Crop Solution connects the three stakeholders—field agent, agro-input company, and farmer—in order to improve agent productivity, product sales, and farmer crop yield. And end-to-end farm management solution, the Accenture Connected Crop Solution integrates and processes data from multiple sources into a single hub via a handheld/smartphone application. Through a cloud-based analytics engine, the field agent can provide recommendations for each farmer on regular nutrition management for crops, timing and quantity of fertilizer application, irrigation needs, and seed quality, as well as actions needed to address specific crop issues. A mobile application on the field agent's hand-held device is the hub for connecting the farmer to the agro-input company with a steady stream of information and advice for improving crop yield throughout a season. Improving yield is an age-old challenge for farms and always will be. The Accenture Digital Agriculture Service and the Accenture Connected Crop Solution can help large and small farms alike harness digital technologies to improve processes, boost their yield, and increase profitability, helping to meet the growing global food demand and lowering the overall environmental impact of farming. MANAGING DIRECTOR – ACCENTURE SONG Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved.
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The health experience reimagined

----- Arcticle source ----- https://www.accenture.com/us-en/insights/interactive/health-experience-reimagined ----- 1. Home is where the health is 2. Trust: The currency of health experience 3. The invisible backbone (Part 1: Oncology) 4. Boundaryless access: Beyond the digital front door 5. (The business of) Experience innovation Experience reinvented Embracing a modern healthcare customer journey Health & life sciences capabilities Our leaders Related content CLIENT STORIES Creating new healthcare customer experiences Olof Schybergson Rich Birhanzel Stuart Henderson Alicia Graham Brian Kalis Tony Romito SIEMENS HEALTHINEERS AURIS HEALTH RENOWN HEALTH Connect with us Connect with us JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Reimagine Experience New behaviors combined with new therapeutic and

care models will lead to better experiences for all. A new era of health innovation offers the opportunity to lower costs, boost access and inclusivity, and revolutionize treatment experiences and outcomes for all consumers—not just the most affluent or financially secure. While momentum for change has been building for some time, conditions are now perfect for an ambitious and fundamental reshaping of outdated processes. This involves focusing the whole organization on the delivery of exceptional, human-centric experiences and rewiring all functions of the organization—from research and development (e.g. product development, clinical trials) to commercial (e.g. marketing, data analytics, commerce, sales, and service). Here we identify five opportunities to redefine the health experience. Individually, the opportunities are significant. Combined, they represent nothing short of a reimagination of the whole health domain. We're reimagining experiences in additional industries besides health.   READ THE SERIES   Where people receive care is changing, driven by digital technologies and changing consumer sentiment. The shift is toward high-quality healthcare brought directly to patients where and when they need it, most likely at home versus medical facilities.   DOWNLOAD Trust makes or breaks a health experience. To be a leader in tomorrow's more equitable and transparent healthcare ecosystem, health and life sciences organizations must work closely with all healthcare stakeholders to redefine what trust means in healthcare. DOWNLOAD The days of dark, disconnected data are over. Connected products and spaces used to reimagine how we consume and use information across blended digital and physical healthcare interactions will remove avoidable friction and simplify decision-making, giving patients and HCPs time, clarity and control.   DOWNLOAD Access points to healthcare are increasing, but they restrict what consumers need: boundaryless experiences that empower people's lifelong pursuit of health and well-being on their own terms, at their own pace. Tomorrow's healthcare experience will be built by patients tailoring their own experience according to their own unique health needs. DOWNLOAD Innovation is changing. By anchoring to human needs as the starting point for innovation, health outcomes and value creation become everyone's responsibility, and problems are being solved in fundamentally new ways. DOWNLOAD Necessity is the mother of invention, and it has accelerated during the COVID-19 pandemic at unprecedented speed on a scale never seen before.   The consumer experience in health and life sciences has been slow to evolve—for patients, informal caregivers, healthcare professionals (HCPs) and researchers. But the wave of innovation and experimentation unleashed by COVID-19 and enabled by technology is accelerating changes that have been gathering pace for some time. A crucial component is a broad-based openness and acceptance of new models for screening, diagnosing, treating and delivering care among industry professionals and consumers alike.   The underlying trends now amplified and accelerated driving this reimagination fall into two broad categories.   Human trends: A broad consumerization of health is underway, fueled by increasingly sophisticated consumer devices and relatively affordable and accessible technology. With this comes new expectations of ease of use, convenience, portability, safety and an orientation around the individual rather than around the system and its often-outdated processes. Virtual care is increasingly common and rapidly becoming the preferred method of interaction for patients, informal caregivers and HCPs. Appreciation of the fundamental role that behavioral

health plays in health outcomes is also growing. Organizational trends: Digital technology has become core to an organization, and sophisticated technology is becoming more accessible, affordable and enables broad-based innovation. The healthcare ecosystem is changing with new entrants, new digital disruptors and new partnerships. However, the health and life sciences industries are now in the midst of a trust and transparency dilemma, and there is a continuing challenge around how to turn data into actionable and meaningful insights which can drive positive outcomes. A focus on social determinants of health is also changing opinion and influencing policy and regulations. The healthcare industry will soon begin to look and behave very differently as new health experiences replace clunky and disjointed ones. The healthcare industry will soon begin to look and behave very differently as new health experiences replace clunky and disjointed ones. The future health experience should be more impactful, meaningful and inclusive and should include the following: Organizations that act now and set a high ambition level for human experience and embrace meaningful innovation will lead—and prosper from—this positive shift. We help reinvent the front office across products, marketing operations, sales and commerce, and customer service to unlock growth and drive new experiences that make lives easier, healthier, safer and rewarding. VIEW HEALTH CAPABILITIES VIEW LIFE SCIENCES CAPABILITIES Global Lead, Design & Digital Products Senior Managing Director – Global Health Lead Client Account Lead – North America Managing Director – Song, Health and Public Services Managing Director – Strategy, Health Managing Director – Global INTIENT Lead Health experience: The key to improving patient loyalty New Science: A new economic reality for growth Digitizing customer service Revolutionizing endoscopy Improving senior engagement Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved.
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The future is 5G

----- Arcticle source ----- https://www.accenture.com/us-en/insights/5g-index ----- What is 5G? Explore our latest insights Modern networks: How to fast track competitive advantage Leading with edge: How to reinvent with data and AI Powering reinvention with private wireless networks Build for the cloud: Five steps to modern networks Why does 5G matter? How is 5G different from 4G? What can 5G offer? How can businesses prepare for 5G? Related capabilities Case study Join the team Frequently asked questions Making 5G work for your business Communications service providers Manufacturing Automotive Retail Healthcare Utilities Education What does 5G mean for IoT? How is 5G related to edge computing? What does 5G mean for Wi-Fi? Is 5G secure? What radio spectrum is 5G using? JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Explore the technology transforming how we work, play and learn. From the heart of change 5G is the fifth generation of cellular technology. It is a generational leap in technology where everything is new: new spectrum frequencies, new radio and new core network. While 4G's speed and

capacity have accelerated the app economy and mobile video, 5G is a platform for entirely new innovations. Accenture research shows that companies that invest in advanced network capabilities such as 5G will grow revenue 2.5 times faster in the next three years. Accenture has the real-world experience, capabilities and solutions to make 5G work for your business. Cloud Network modernization can yield greater business resiliency and cost efficiency, creating a ripple effect of innovation. Cloud Our research reveals how the most successful adopters are using edge to fuel innovation. Cloud Infrastructure Learn how you can use private wireless networks to upgrade, extend and modernize connectivity to challenging industrial sites. Cloud Learn why now is a good time to rearchitect enterprise networks and how to succeed. 5G and cloud Previous network technologies were not built for today's highly distributed world of cloud, edge devices and remote work. Cloud-enabled networks powered by 5G—along with other technologies such as edge, open radio access network (O-RAN), and software-defined wide area network/secure access service edge (SD-WAN/SASE)—seamlessly connect across the dynamic capabilities of the Cloud Continuum, from the public through the edge, and everything in between. As more and more companies are migrating to the cloud, we are only starting to see the business impact of 5G. 5G impact on industries 5G technology is already having a transformative impact on the economy, spurring economic growth by: 5G unlocks rapid data and insight-driven decision-making. It is estimated that 5G could add up to $1.5 trillion to US GDP and up to €1 trillion to European GDP over the next five years (2021-25). Here's a snapshot of the impact on communications service providers (CSPs) and industries: Investing in 5G and transforming enterprise networks is a must for companies seeking to unlock the full potential of the Cloud Continuum. Investing in 5G and transforming enterprise networks is a must for companies seeking to unlock the full potential of the Cloud Continuum. CSPs will become the provider of 5G networks, devices and services, and a crucial partner across industries. Greater bandwidth, lower latency and the proliferation of post-smart phone era devices will enable enhanced services and higher revenues, as well as open the doors for telcos to expand their products and service offerings beyond pure connectivity. 5G will offer higher flexibility, visibility and security for configurable factories, mobile robots, time-sensitive networks and lower maintenance costs. 5G will provide improved safety of transportation, especially with automated vehicles. It will also offer higher bandwidth and edge computing power for vehicle-to-infrastructure (V2I), vehicle-to-network (V2N) services and machine-to-machine (M2M) feedback loops. 5G will provide reinvented shopping and brand experiences using technologies like virtual reality (VR) in the metaverse. 5G will offer rapid processing of high-quality and high-quantity medical data and richer mobile and home care, as well as greater reliability and lower latency in critical patient applications. 5G will provide enhanced worker productivity and safety and improved asset management through real-time data monitoring and risk mitigation. It will also provide a new foundation for grid modernization and grid resiliency, optimized operational costs and the ability to monetize assets. 5G will offer more interactive and connected classrooms through augmented reality (AR)-driven learning, as well as greater access to resources to enable stronger interactions and democratize education. It all began with 1G, which was the network that unlocked mobile

voice. Then came 2G, which added the ability to send text messages. 3G expanded on that with a network that could handle mobile voice, text and data. Eventually, 4G added mobile internet to the mix, connecting humans with devices. With 5G, things get even more exciting because 5G will connect everything—humans, machines, objects and devices. 5G will converge the physical world with the digital while adding hyper-personalization for particular use cases. For example, 5G can be deployed as a private network or a network slice, both of which can further customize and enable the Cloud Continuum. 5G's economic importance could be as revolutionary as electricity or the automobile, and it will play a massive role in transforming economies. 5G is fueling a massive digital shift, from product development to transportation, from entertainment to agriculture. There are five areas that underpin 5G's transformative power: Enhanced mobile broadband (eMBB) 5G delivers high bandwidth and speeds of up to 10 gigabytes per second to enable ultra-high-definition video and data volumes. High-speed mobile broadband enables applications that require rich data transfer in both upstream and downstream directions, like virtual reality and extended reality (XR). Massive Internet of Things (mIoT) 5G can provide simultaneous connectivity of up to 1 million connections per square kilometer. This dense connectivity is key to implementing advanced massive IoT applications. Mission-critical services (MCS) Mission-critical applications like remote intensive care units demand reliability and speed. 5G can carry network traffic with latencies as low as a millisecond when that time is the difference between life and death. Private wireless Private wireless networks offer an on-premise and purpose-built network solution that secures business-critical operations. A private 5G network supports indoor and outdoor operations without the impact of legacy and ad hoc wireless designs. Of the executives in our Accenture study, 84% plan to invest in a new campus network or modernize the existing one, and 67% are planning to set up a 5G campus network. Network slicing A network slice is a useful solution for wide area networks. It allows a connectivity provider (e.g. a carrier) to create a fit-for-purpose connectivity solution in which the customer (e.g. a utility company) gets a "slice" of the public network tailored to their goals. 5G technology creates new experiences, delivers cost and productivity benefits, unlocks new products, services and revenue streams, and helps harness the value of the Cloud Continuum. 5G networks also support sustainability thanks to the technological shift from legacy networks, driving significant energy demand reductions and reducing carbon emissions. 5G connectivity unlocks new high-speed, low latency applications where edge + artificial intelligence can be used to perform processes 10x or 100x better than humans. 5G connectivity unlocks new high-speed, low latency applications where edge + artificial intelligence can be used to perform processes 10x or 100x better than humans. Accenture offers a full spectrum of services for companies replatforming their business on cloud and developing new solutions at the edge. We help enterprises shift to experience-led, data-driven and open platform-based models to succeed at the time of compressed transformation. 5G Enterprise Networks 5G Communications Networks Redefining the way the world connects Accenture helps Rakuten Mobile build the world's first fully virtualized cloud-native telecommunication network. READ MORE Ideate, innovate, change the world, repeat. Be part of a team of talented people using the latest technology to create experiences that make a difference by solving the

world's biggest challenges. 5G's substantially-increased network capacity will ensure reliable connectivity for the surging number of simultaneously-connected devices and their diverse usage patterns. 5G can provide simultaneous connectivity to potentially one million connections per square kilometer. This massively dense connectivity is essential to the effective implementation of advanced IoT applications. One example of this is enabling large networks of sensors and machines to capture the rich datasets necessary to apply AI in smart power plants. While 5G and edge computing are each powerful technologies, when combined they offer so much more. 5G technology supports the high speed, low latency and device density that are essential for edge computing. With 5G connectivity, edge computing becomes easier to manage, deploy and use. 5G is a catalyst that amplifies edge computing. It makes the edge more mobile, enabling new use cases (e.g. self-driving vehicles, automated retail transactions, smart city projects and more). Together, 5G and edge keep computation and data storage closer to where data is generated, which means better data control, faster insights, continuous operations and increased security. The blend of 5G and edge results in lower operations costs and bandwidth consumption and increased network responsiveness. Wi-Fi is a best-effort technology that is not truly mobile. While Wi-Fi offers low-cost connectivity, ease of use and a large developer community, it can also be less secure than 5G. Compared to Wi-Fi, 5G is more reliable and secure. 5G can also support mobility and is more responsive with ultra-low latency (1ms). 5G comes with security controls such as International Mobile Subscriber Identity (IMSI) encryption and the Security Edge Protection Proxy (SEPP) function. These features create new tools that a cybersecurity team can use to reduce risk and create a more secure network. However, the exponential increase in devices, services and zones would require a fundamental reimagining of security design. Radiofrequency spectrum is the fuel of all wireless communications. Depending on geography, regulators allocate 5G spectrum into two to three broad ranges: high-band spectrum (e.g. millimeter-wave), which supports the fastest 5G speeds; mid-band spectrum or sub-6 gigahertz (e.g. 1-6 gigahertz), which offers a good mix of coverage and capacity; and low-band spectrum (e.g. below 1 gigahertz), which provides strong wide-area and in-building coverage. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. Visit our Subscription and Preference Center © 2024 Accenture. All Rights Reserved. =====================

Six building blocks for digital R&D in chemicals

----- Arcticle source ----- https://www.accenture.com/us-en/insights/chemicals/digital-research-development-chemicals ----- Related capabilities Scaling breakthrough innovation MORE ON THIS TOPIC Accenture Labs Artificial Intelligence Quantum computing JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA In the chemical industry, digital technology has come to play an important role in research and development (R&D), where it is helping companies with everything from increasing

throughput in the development of molecules to optimizing formulations for cost and performance. That's good—but today, there is a growing opportunity to do more with technology. In fact, according to Accenture research, a "typical" €10 billion revenue chemical company could potentially see an EBIT (earnings before interest and taxes) increase of €40 to €70 million by making fuller, more effective use of digital technology. To achieve those kinds of benefits, however, R&D departments will have to move beyond the traditional approach of implementing fragmented standalone systems. Instead, they will need to pursue cross-functional and cross-value chain integration—and use the technology to support and connect the entire innovation process. As they do so, they should focus on six technology building blocks: 1. Search and content analytics for deeper insights 2. Lab automation to increase productivity and data consistency 3. Artificial intelligence to accelerate product innovation and market expansion 4. Quantum computing to enable new forms of rapid, cost-effective analysis 5. Intelligent knowledge management for the efficient use of innovation-related information 6. Co-creation platforms to foster collaboration and integration

  These building blocks can be applied at key points in the core R&D process to help move innovations from concepts to products ready for commercialization and marketing: Figure 1: R&D stage-gate process enabled by digital technology and integrated with digital marketing 1. Search and content analytics By monitoring the patents coming from key academic groups and start-up companies, R&D departments can identify opportunities to collaborate on innovation—but this patent analysis process is often labor-intensive. Automating it can help increase efficiency and speed in uncovering innovations. For example, automated processing based on intelligent semantic search algorithms—which considers context and intent in language—can be applied to internal and external sources of information. This type of automation not only speeds up the work, it also frees up specialists, such as patent attorneys and researchers, to focus on higher-value tasks that require creativity and judgment. 2. Lab automation While chemical companies have made significant use of lab automation technology, it has usually been deployed in standalone situations within the lab. There is now an opportunity to link systems to create end-to-end automated lab workflows tied into the company's ERP system. Doing so has the potential to help eliminate idle time, make measurement procedures more repeatable and enable labs to test more samples, among other things. Altogether, we have found that more effective lab automation can help reduce time-to-market and increase quality and reliability in the lab, while cutting costs 10 to 25 percent. 3. Artificial intelligence AI can enhance the ideation funnel in a number of ways. Machine learning, for example, can be used to quickly sort through large amounts of structured and unstructured information, significantly enlarging the universe of ideas that can be considered for further development. And natural language processing can be used to assess possible new materials and identify the most promising candidates for further development. These capabilities can significantly accelerate R&D and the delivery of new products to market. 4. Quantum computing Large, multifaceted computations are handled much more quickly with quantum computers than with traditional computers. As a result, they can compare larger and more complex molecules, which can ultimately lead to increased speed and reduced costs in R&D. Quantum computing is not yet in wide use, but it is advancing quickly. Accenture Labs has collaborated with a quantum

software company to conduct quantum business experiments through newly available quantum hardware platforms and software application programming interfaces (APIs). With one pharmaceutical company, for example, this technology was used to improve the molecular comparison model, and comparatively weigh different molecular variables, providing a clear advantage over the traditional "black box" comparison model. 5. Intelligent knowledge management Capturing and sharing knowledge is central to R&D, and chemical companies can enhance those capabilities with AI-powered knowledge management solutions. These solutions can help address some of the key challenges of conventional knowledge management, such as struggling to keep up with ever-expanding amounts of information or the difficulty involved in finding the specific knowledge needed to solve a given problem. Intelligent knowledge management can improve the ability of those in R&D to efficiently capture, retain and leverage information, giving decision makers real-time access to critical knowledge to help drive innovation. 6. Co-creation platforms Understanding and incorporating the customer is key to effective R&D and, ultimately, growth. As a result, many chemical companies now collaborate with customers—and suppliers—on innovation. Innovation management platforms can enhance this process by integrating R&D and IT and connecting them with partners. These platforms can help companies tap into the knowledge and expertise of suppliers, startups and others, and provide access to a wide range of skills, technologies and data. This can support an agile innovation-incubation process and help companies complete innovation projects more quickly, from the identification of new ideas to proofs of concept and deployment. With a planned, comprehensive approach, chemical companies can put themselves into position to create an R&D function that is integrated, highly automated and AI-enabled. With a planned, comprehensive approach, chemical companies can put themselves into position to create an R&D function that is integrated, highly automated and AI-enabled. As chemical companies take advantage of these technologies, they will need to take a systematic approach to assessing and implementing them. This will be key to controlling costs, keeping a sharp focus on achieving the expected benefits and, of course, avoiding the traditional fragmentation of the R&D technology landscape. With that in mind, R&D teams should begin by working with IT to create a clear vision and roadmap and build the appropriate data and technology platforms—all in alignment with the company's overall digital strategy. With a planned, comprehensive approach, chemical companies can put themselves into position to create an R&D function that is integrated, highly automated and AI-enabled—one that is able to move with greater speed and efficiency, and put innovation on a faster track. MANAGING DIRECTOR – GLOBAL CHEMICALS SUSTAINABILITY LEAD Senior Manager – Chemicals and Natural Resources Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. Visit our Subscription and Preference Center © 2024 Accenture. All Rights Reserved. =====================

Is the talent you need hiding in plain sight?

In brief Finding—and tapping—a pool of "hidden workers" The status of hidden workers The stories of hidden workers The pandemic's exacerbating effect How to hire hidden workers Bringing the best talent out of hiding About the research Related capabilities Harvard Business School - Hidden Worker Report "Missing hours" "Missing from work" "Missing from the workforce" Eva Sage-Gavin on how to hire 'hidden' talent Health issues Gaps in employment histories Family care responsibilities Few formal qualifications Required relocation Disadvantaged backgrounds Prioritize potential Filter in, not out Transform the culture MORE ON THIS TOPIC Talent strategy & development HR transformation & delivery JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA When it comes to targeting talent, the perfect can be the enemy of the good. Back in January 2020, CEOs worldwide reported that their number-one internal issue was attracting and retaining top talent. Now, more than 18 months later, as economies emerge from the depths of the global pandemic, that concern is even deeper. The predictable "supply and demand" employment cycle is a thing of the past: Regardless of cyclical ups and downs of the economy, companies increasingly struggle to find people with the right skills, in the right numbers, at the right times. A significant majority of business leaders surveyed—69%—reported that the quantity of candidates is less, or much less, than what their organization needs to ensure the future success of their business. Furthermore, 67% believed that the quality of candidates is also less or much less than what they needed for their business to be successful. Many executives (64%) said that the pace of recruiting workers is less or much less than what they need and 57% said they struggled to find diverse candidates.   People need jobs and companies need workers, but when organizations seek "perfect" candidates, they often overlook perfectly capable ones. People need jobs and companies need workers, but when organizations seek "perfect" candidates, they often overlook perfectly capable ones. What can leaders do to bring the right people to the right positions—to improve hiring practices and discover new talent pools? Accenture and the Harvard Business School's Project on Managing the Future of Work partnered to explore the phenomenon of "hidden workers:" millions of people who are eager to work and have the ability to participate in the workforce, if only employers could find them. Our research included a survey of 2,275 executives in the US, UK and Germany, as well as video interviews with 125 hidden workers across five advanced nations: France, Germany, Japan, the UK and the US. Each individual's story was unique but, at the core, they tended to fall into one of three employment narratives. They were either: Working one or more part-time jobs but could or would like to work full-time. Unemployed for a long time but still seeking employment. Currently not working and not actively seeking employment, but could be working under the right circumstances. Understanding the phenomenon of hidden workers begins with determining why they are out of the workforce to begin with. How much of the ebb and flow in and out of the

labor pool is voluntary and how much is involuntary? The term "involuntarily inactive" characterizes those who stopped working as a result of economic (demand-side) factors including temporary contracts ending, dismissals or illness and disability. Those who have left the workforce for reasons such as caregiving, studying and retirement are the "voluntary inactive."1 The unemployed and underemployed include millions of people who want to work and possess—or could develop—many of the skills that current employers seek. Hidden workers fall into distinct groups. Aggregating them under one umbrella obscures the reasons why they're not optimally employed...and the potential solutions for them and employers. Our research identified several categories of people who became hidden workers, including people who have: Physical, mental, neurodiversity challenges, or a history of substance abuse. Long-term unemployed or previously incarcerated. Caretakers of children or adults/older people. No school qualifications or below a degree-level education. Veterans, immigrants and those moving locations. Raised in a care home or had unemployed parents/caregivers. Our analysis also shows that being a woman, having a low family income, reporting a disability and having childcare responsibilities are the most common markers of workers struggling to enter the workforce full time. Hidden workers tend to be less educated than the active workforce, but many are capable of work at different skill levels and are well educated. In the US, nearly a quarter of those we identified as hidden workers had at least an undergraduate degree. 2 The extent to which the pandemic has harmed the underemployed and unemployed population can't be overstated. In fact, more than two-thirds told us they were willing to take up a job even if it put them at risk of contracting or spreading COVID-19. It's also important for employers to recognize that on many fronts, the pandemic did not break new ground; it only worsened existing conditions.   41% An astounding 41% of hidden workers said that finding work was just as hard pre-COVID-19 as it was during our COVID-19 survey period. 52% Over half (52%) of hidden workers reported that the barriers to finding work that they face are the same as they were before the pandemic began. A post-pandemic influx of people into the market does not lessen the challenge of recruiting the right candidate with the right skills for the right job. As companies regroup and reinvent, the skills deficit is projected to intensify. What, then, can leaders do? A significant number of employers voiced concerns about the impact of hiring hidden workers on business operations: 40% said hiring hidden workers would make them significantly less competitive; 50% believed hidden workers would significantly increase their exposure to risk; and 41% were convinced hidden workers would significantly contribute to a negative financial return for their organization. Nearly two-thirds of all business leaders reported that once-hidden workers performed better in six key areas that matter most to employers: attitude and work ethic, productivity, quality of work, employee engagement, innovation and attendance. They also said hidden workers cost the same or less to hire and retain compared to traditional sources of talent. Companies hiring the most hidden workers were 36% less likely to face talent and skills shortages. In addition, companies that hired hidden workers also improved their diversity mix and were 35% less likely to face challenges meeting diversity quotas. Recruitment management systems and applicant tracking systems minimize the time and costs recruiters spend finding candidates. But they weed out

many qualified candidates as a function of that process. Employment criteria that can be "affirmative"—meaning the candidate must have a specific skill or credential—or "negative"—meaning a candidate's application and/or resume should not have some attribute. For example, a frequently cited negative criterion is a criminal conviction. Many companies will not consider someone with a felony conviction. Many systems weed out resumes if the work history has a gap of more than a few months in time, the resume is automatically screened out. The more requirements employers add to job postings, the more they narrow the aperture for finding the talent they need. Rather than focusing on "the one thing" that filters out applicants, employers should specify a small handful of six to eight must-have hard and soft skills that filter more applicants in. The full scope of change required is nothing short of a culture transformation. Big data is only as good as the human biases it's built upon, which include outdated norms in hiring and unconscious and conscious pre-conceptions. Even companies that pride themselves on a stated culture of inclusiveness find themselves attracting and hiring the same types of candidates over and over. Companies can conduct a thorough review of their corporate social responsibility (CSR) efforts and ask two essential sets of questions. First: What worked? Where did the CSR activity succeed in accessing new and diverse talent pools? How can the company apply lessons learned on a larger scale across the organization? Second: What did not work? What delivered just token results? What proved to be inauthentic, unsubstantial and ineffective? Each company's journey will be unique based on how honestly it reviews the past and how sincerely it embraces the future. The more requirements employers add to job postings, the more they narrow the aperture for finding the talent they need. The more requirements employers add to job postings, the more they narrow the aperture for finding the talent they need. Rethinking best practices in hiring and rewiring human and technology processes will be a steep challenge. Staying the course will require courage as well as conviction. Companies need people in order to compete and be productive. People want work in order to enjoy dignity and a higher quality of life. The closer the two align, the greater the common good: a stronger, more equitable economy and more equitably shared prosperity for all. The "Hidden Workers, Untapped Talent" research was conducted in partnership with Joseph B. Fuller, Professor of Management Practice and co-lead of Harvard Business School's Project on Managing the Future of Work. It focuses on quantifying the business case and mechanisms by which individuals who are often restricted from realizing their full potential in the workplace, such as people with disabilities, family care commitments, veterans and ex-offenders, can increase and deepen their participation. The research is based on both official labor market data, as well as proprietary 2019-2020 surveys of over 2000 employers and 8000 employees in Germany, UK and the US. 1 World Economic Outlook, April 2018. 2 Accenture Research based on IPUMS CPS data from March 2020Q1 combined with economic modeling results (based on data for 2015−2020). Senior Managing Director – Talent & Organization, UKG Lead David has spent 20 years working with global software, internet service, and hardware / computer and network equipment providers. PROFESSOR OF MANAGEMENT PRACTICE HARVARD BUSINESS SCHOOL CO-LEAD MANAGING THE FUTURE OF WORK Joseph B. Fuller co-chairs the HBS Project on Managing the Future of Work and is a visiting fellow at the American Enterprise

MedTech Technology Trends 2022

----- Arcticle source ----- https://www.accenture.com/us-en/insights/life-sciences/medtech-tech-vision ----- In brief Related capabilities RESEARCH REPORT Trend 1: WebMe Trend 2: Programmable World Trend 3: The Unreal Trend 4: Computing the Impossible Where should you begin? About the Authors MORE ON THIS TOPIC Life Sciences Life sciences technology services MedTech consulting JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA The MedTech industry is experiencing extraordinary disruption, from affordability challenges, shifting patient expectations and the pressure to find innovative products and services to create value. The metaverse creates opportunities for truly humanized digital MedTech ecosystems that meet customer needs across the value chain—manufacturing, sales, after-sales service, training, and supply chain management. A true opportunity to transform payer, provider, healthcare professional (HCP) and consumer experiences for improved patient care. In this year's Technology Vision, we like to present to you how today's technology innovations are becoming the building blocks of our collective future. The trends investigate the entire spectrum, from the virtual to the physical world, across the MedTech ecosystem and devices alike. Enter the Metaverse Continuum. The best healthcare services exhibit proactive and consistent interaction between patients and doctors. The metaverse will play a vital role in managing this process effectively. It has the power to transform the current healthcare delivery model by opening new treatment delivery channels, lowering costs, significantly empowering the patient and improving patient care outcomes. 96% of MedTech executives believed realization of Web3 over the next decade will fundamentally change how businesses engage with users online. WebMe makes diagnostics, treatment and monitoring understandable and accessible to patients via the MedTech devices, solutions and platforms. It acts as the interface, often, between the physical and virtual. The last two years have completely changed the trajectory of digital transformation in all industries, but especially MedTech. Customer engagement and experience remain the crucial parameters. Virtualization and technology-driven disruptors like extended reality (XR) and 5G are playing pivotal roles in delivering almost real-life personalized experiences to customers. 89% of MedTech executives believe that programming the physical environment will emerge as a competitive differentiation in their industry. A key potential game changer is augmented reality (AR) and its application across customer service, compliance assurance and customer experiences. In fact, 99 percent of MedTech executives report their organization would consider using AR in the next three years. AR creates opportunities for experts to meet where

real-world limitations would have prevented meetings in the past. Clinical AI algorithms are revolutionizing the medical device industry. Enhanced algorithms are looking at EKGs in previously unimagined ways. Machine learning is helping us to look through 3D CT scans and other images to identify cancers and other abnormalities. 97% of MedTech executives report that their organizations are committed to authenticating the origin of their data and genuine use of AI. From image-based diagnosis in radiology and dermatology to surgery, to patient monitoring and assistance—more than nine out of ten (91 percent) of MedTech executives report that their organization is dependent on AI technologies to function effectively. This is significantly higher than the 80 percent average response from other industries. But to make good decisions, AI needs to learn by interpreting results. Computing muscle could significantly enhance data-rich research and development processes. More computing power means research faster better-quality research and development at a lower cost. Regarding data science as a product, or feature of a product, gives MedTech companies a different paradigm for execution focused on a tangible outcome. 78% of MedTech executives say quantum computing will have a breakthrough or transformational impact on their organizations in the future. 64% of MedTech executives say high performance computing will have a breakthrough or transformational impact on their organizations in the future. 30% of MedTech executives say bioinspired computing will have a breakthrough or transformational impact on their organizations in the future. Faster analysis of patient usage patterns can help to improve patient experiences, while clinical trial efficiency and site selection can be improved through artificial intelligence (AI). Computing the Impossible will provide a platform for lightning-fast device and medical solution research and development. MedTech companies are using metaverse technology like connected devices, digital twinning, data-led insights and virtual collaboration to transform their research and development capabilities. MedTech companies stand at a unique precipice in time. While much of this technology is still in the early adopter phase, there are signals that the future world will bring us closer to meeting the unmet needs of patients, employees and healthcare professionals in previously unimagined ways. It will be about putting humanity at the core by designing better experiences for improved outcomes for our patients, improving the HCP experience and having better and more resilient supply chains. Who better than the MedTech industry to appreciate that they must manage the risks carefully? Leaders are not just pioneering new digital future, but a new future for human and enterprise interaction, and many of the rules remain undefined. It is critical that MedTech companies take steps to shape the Metaverse Continuum proactively and responsibly. Shalu Chadha Managing Director – Technology, Life Sciences, Global FIDEL SANTOS Managing Director – Supply Chain & Operations, Life Sciences, MedTech PREMKUMAR IYANGAR Director – Life Sciences, MedTech Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved.
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Public Services today for stronger communities tomorrow

Facing limited resources, increasingly rapid technology advances and a state of permacrisis, public service organizations who embrace continuous change can have meaningful impact on outcomes for individuals and entire communities. How to reinvent public service What's trending in public service Awards and recognition Our leaders Public Service careers Public service now Build a technology infrastructure that evolves to serve changing public needs Build a technology infrastructure that evolves to serve changing public needs Design services for people, not agencies Design services for people, not agencies Lead the way to more sustainable communities Lead the way to more sustainable communities Build the public service and community workforces of tomorrow Build the public service and community workforces of tomorrow Improve efficiency with an intelligent back office Improve efficiency with an intelligent back office Boost cybersecurity to protect data and build public trust Boost cybersecurity to protect data and build public trust Elevate public services with data and AI solutions Elevate public services with data and AI solutions Segments we support Accenture named a Leader in North America State and Local Government Cloud Services Accenture named leader for Data-Driven Government Accenture named a Leader in Higher Education Cloud Professional Services Anita Puri Dan Boxwell Hibiki Mizuta Dan Sheils Current Country: United States 200% increase in global disruption since 2017 1 in 4 central government workers across OECD countries were aged 55 or over in 2020 36% of people we surveyed in 10 countries say government agency processes and interactions are intuitive Now is the perfect opportunity for leaders of government agencies to reimagine their operations to build resiliency and deliver better outcomes for all. Design and deliver the next generation of government services and improve citizen experiences. Become more agile and responsive with digitally-enabled services that have users at the heart to deliver better outcomes. Think about innovation as a capability and become future ready while delivering mission outcomes, now. Work towards a greener and more connected future. Ensure efficient, fair tax and revenue enforcement and collection. Adopt a preventative approach and enable a new era of public safety. Create new ways to connect and learn. Education is being transformed from a place to a platform. Be more collaborative, connected and intelligent and create new ways to enable seamless and secure travel and trade. Use data-driven insights to deliver outcomes for state and local communities affordably, efficiently and with equity. Sustainability of the last mile is a key competitive advantage. Embrace digital transformation to accelerate growth and great service. Tap into innovative digital technologies to better deliver your mission and meet constituents' expectations. Accenture is teaming with Queensland University of Technology to reinvent how they communicate, engage, support, attract and retain students throughout their higher education journey. Continuous change is the new reality. Leaders can see the pressing need for change but lack the confidence to deliver. Discover our

new blueprint for excellence in change that can lead to higher, better and faster returns. Together, Gerando Falcões and Accenture are bringing hope to thousands in Brazil. A digital transformation at the Directorate-General for Maritime Affairs and Fisheries will enable the department to be more agile in data-driven decision-making. How can public service organizations effectively fulfill their dual role in the gen AI era? Not just transforming its own work processes and upskilling its workforce, but also supporting other businesses and communities. For this blog, Anita Puri, global public service industry lead, partners with Bryan Rich, global public service industry data & AI lead, to examine the 2024 Accenture Technology Vision trends through a public service lens. Of executives say making tech more human will boost every industry. Five imperatives the C-suite must address to reinvent in the age of generative AI. Gen AI will transform entire value chains—and the very nature of work itself. Leaders need to lead and learn in new ways to drive business performance and more productive, creative and meaningful work for everyone. Combining the power of data, tech and talent to accelerate reinvention in public service. Accenture discusses the need to embed digital twins at the digital core for a more resilient military defense supply chain. Accenture research reveals how public service agencies can reframe consumer experience in the public sector to align with changes in people's lives. Accenture is named a Leader in inaugural IDC MarketScape: North America State and Local Government Cloud Professional Services 2024 Vendor Assessment. Accenture is named a Leader in IDC MarketScape: Worldwide Higher Education Cloud Professional Services 2024 Vendor Assessment Managing Director – Public Service, Global Lead Managing Director – Public Service, North America Lead Senior Managing Director – Public Service, Growth Markets Lead Managing Director – Public Service, EMEA Lead Help public sector organizations ranging from federal to local governments, higher education institutions and non-profit organizations embrace a strategy of continuous reinvention. © 2024 Accenture. All Rights Reserved. =====================

Reinventing European industries

----- Arcticle source ----- https://www.accenture.com/us-en/insights/strategy/reinvent-european-industries ----- In brief Europe is ready to reboot How industries are faring A look at "Tomorrow's Leaders" From crisis to opportunity Support from European governments is key It's time for Europe to lead the way Related capabilities MORE ON THIS TOPIC Accenture Strategy Sustainability JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Pre-pandemic, large European companies were keeping up with US and Chinese competitors in most industries. Then COVID-19 dealt its global blow. Now, as economies focus on recovery, we see companies in China and the US expecting to rebound faster than their European peers. But European industries aren't doomed to lag behind. It will take more than a return to pre-pandemic growth trajectories and strategies, however, to lead in the post-pandemic world. As pandemic effects continue, a new paradigm for growth leadership is emerging—one that European companies are well positioned to leverage. This new paradigm is built on business resilience, regionalization, and emerging industries in the

areas of Smart Manufacturing, Digital Health, Smart Mobility and Energy Transition—areas where Europe is already investing heavily. It also relies on blending digital acceleration and sustainability efforts; while European companies trail on digital adoption, they have long led on sustainability. This emerging approach to growth leadership can power the much-needed reboot for certain European industries, opening opportunities for them to move ahead of global peers. It can also clear new paths to competitive advantages as industries converge. And in doing so, it can foster widespread net job creation. Pre-pandemic, most European industries held their ground in terms of market position versus Chinese and US peers. Now Europe is facing significant challenges across varied industries, such as Tech and Software & Platforms. On average, European companies are maintaining their presence in the innovation competition, with 24% of the top 2500 R&D companies contributing to 28% of their R&D investment. But competition has been tough as Europe has lost ground in the past decade, especially against China: In 2013, Europe was co-leading with the US, with 35% of R&D spending. At the time, just 4% of R&D spending came from China. European companies in Energy and Industrial Equipment industries also need to accelerate to catch up to global peers. Among the 2500 global top R&D spending companies in 2019 Europe's start-ups sector also has room to grow. By 2019, there were 43,000+ funded start-ups in Europe, which raised over €38Bn in investment capital. Yet those figures remain far behind the United States, which has more than twice as many start-ups, benefitting from three times more funding. Our recent survey of C-level executives representing 700 large European companies found that a majority are strongly confident about their company's economic growth in the next two years. C-levels in Pharma are the most confident (with 92% expressing confidence), and those in Travel, Communications and Media, are the least, at 68% and 70% respectively. However, this positive outlook contrasts with their short-term view, given the various challenges currently facing many companies and industries. There is a clear need for European companies to move at speed to embrace new paths to growth. A small group of companies will reap most of the profits within the next 12 months. Our recent report, "The European Double Up," has identified a group of businesses—we call them Tomorrow's Leaders—that are on track to deliver profitable growth in 2021. 35% Tomorrow's Leaders represent 35% of all companies globally but are expected to generate up to 78% of total profit by the end of 2021 To date, European companies are under-represented among Tomorrow's Leaders versus their North American and APAC peers, but the new paradigm for growth leadership opens opportunities for European companies and industries. The elements of this growth model can play to Europe's strengths, leading to rewarding outcomes. This emerging approach to growth leadership presents three key positive potential outcomes for Europe: How can organizations seize these opportunities? By taking three decisive actions. Action 1: Build ecosystem-based business models to foster new innovations and growth. Technology and changing customer expectations are fueling demand for ecosystem-based models of competition. New value largely will be generated by digitally enabled platforms, which rely on ecosystems. In automotive, for example, 48% of the value created in the next decade will come from data-driven services, mobility services and financial digital services, making ecosystems critical. Those who embrace ecosystems business models are more resilient in this crisis: 43% of

Tomorrow's Leaders, versus 18% of others, are generating more than 10% of their revenues through ecosystems. To achieve this transformation, broadly, in Europe, we need to create an ecosystem comprising industry players, research institutes, policymakers, start-ups that can foster automation in the industry that can deal with any potential future pandemics. Action 2: Engage in and accelerate Twin Transformations The Twin Transformation—blending digital adoption with sustainable value creation—is a high-potential path to becoming a leader. Most companies report that undertaking a Twin Transformation is high on their agenda. However, more than half of the companies that are already engaged in twin transformations say they are moving too slowly to realize the critical gains they need to remain competitive. We've identified five concrete moves to help companies to achieve their twin transformation at speed and scale: Action 3: Reskill the workforce to ensure continued employment growth across Europe. Half of C-level executives say that workforce is their top area in need of attention, and European companies have ambitious plans for reskilling programs within a short time frame. 72% of companies plan to upskill/reskill between 5% to 25% of their workers this year to keep pace with their company's need. Our 2020 reports "Net Better Off" and "Honing Your Digital Edge" revealed the four building blocks of making an organization skills-ready: Understanding these four pillars will help companies customize skill plans and work with employees to provide a favorable learning environment within the organization. The EU and its members states can also help empower the reinvention of Europe's businesses and industries. Here's how: With economic expectations and societal norms fractured by COVID-19, Europe has a chance to reinvent its industries. We've seen the circumstances facing our most vulnerable populations laid bare. The fragility of our supply chains. The pain of our small business owners. The effects of COVID-19 are not something to react to in the interests of returning to where we were before. We cannot resign ourselves to going back. Instead, Europe, and its industries, companies and governments can choose to build a stronger future. We need to muster the will to think beyond our own lifetimes. The tenacity to reskill our workers. The trust to collaborate through ecosystems, with our competitors and others, across borders. The courage to invest heavily in emerging technologies, break ground with our innovations, push ourselves to lead. CEO – EMEA Jean-Marc is the chief executive officer of Accenture in Europe and is a member of Accenture's Global Management Committee. Lead – Strategy, EMEA Michael leads Growth & Strategy for Europe, overseeing all aspects of Accenture's strategy In Europe. EMEA Principal Director – Accenture Research Sybille leads the Accenture Research operations across a team of 300 researchers in more than 20 countries. PRESIDENT – BUSINESSEUROPE Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved. =====================

Reinventing snacking

----- Arcticle source ----- https://www.accenture.com/us-en/insights/consumer-goods-services/mondelez-data-ai-transformation ----- Becoming an AI leader

The impetus for becoming an AI leader Building a clear data and AI strategy A never-ending journey Current Country: United States CASE STUDY Mondelēz International Snacking made right through a data-driven, consumer-centric vision 3-MINUTE READ It's almost impossible to browse the grocery store snack aisle without encountering Mondelēz International's products, whether you know it or not. The company—which empowers people to "snack right" in 150 countries—is behind the widely popular Oreo cookies, Ritz crackers and Toblerone chocolate, to name but a few of their products. To make huge strides towards its goal to be the "leader of snacking," Mondelēz International knew that it needed an even stronger growth strategy to keep up with customer demands. With Accenture's help, the company developed a roadmap for a data-driven transformation to strengthen its digital core, drive growth and optimize operations. In global large-scale enterprises, I've found that there is generally a trigger for change, the key is recognizing it and being able to embrace a new mindset. Javier Polit / Former Chief Information and Digital Officer – Mondelēz International Aware of the enormous potential of the data and AI to help the organization sense market changes, understand and influence its consumers and proactively adapt to emerging technologies, the company had already invested in cloud-enabled capabilities. "The time was right because we had been preparing from a business perspective and from a technology perspective," said Javier Polit, Former Chief Information and Digital Officer, Mondelēz International. "We had the right foundation in place." Javier spoke with Venky Rao, Accenture's North America Consumer Goods and Services industry lead about how Mondelēz International approached their transformation. From the importance of talent and establishing a dynamic learning culture and organization to creating value with velocity to the six pillars of an AI strategy, Javier shared his insights on how Mondelēz International advanced their AI maturity. The company started its journey by studying and understanding its challenges and the opportunities arising from specific pain points. Then, it built a clear strategy and vision, and joined forces with strategic partners, including Accenture, to help it build the capabilities it needed. As part of its data and AI strategy, the team implemented a central data analytics service to drive a holistic data-driven strategy. The team acts as a steward of data within the enterprise as well as data coming from outside the enterprise from different sources. The team also knew that, for their long-term strategy to be sustainable, it needed people with the right skill sets, expertise and capabilities to create and sustain maximum value from the company's data-science capabilities. Mondelēz International wanted to retain, attract and engage the right talent and provide the skills to drive success. The company didn't want to stop with digital literacy—it wanted to drive digital fluency across the enterprise. Transformation in any large company can only succeed if leadership effectively communicates the strategy throughout the whole organization. Mondelēz International's key message that "data matters" and that the company "will win with data" had the support, first, of the C-Suite. The team then worked with early adopters across the organization to build broader support that others could then get behind. As the company evolved into an AI-focused and data-driven organization with an innovative culture, it also pivoted to become a dynamic learning organization. And the company knows that the transformation journey is always ongoing—especially as new capabilities emerge. "You set a strategy and a vision, and you say, "Okay, it's

a three-year horizon," explained Polit. "I always say that after the second year, you start figuring out what your next three-year horizon is going to be. It's something that is just never done." © 2024 Accenture. All Rights Reserved. =====================

Gaming: The next super platform

----- Arcticle source ----- https://www.accenture.com/us-en/insights/software-platforms/gaming-the-next-super-platform ----- A new wave of social-seeking gamers is driving industry growth to the next level Gaming's economic reach and impact What's driving this massive growth? Everywhere, all the time A new face for gaming Welcome to social gaming From product to service: New value-add user experiences win out MORE ON THIS TOPIC JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA The gaming market just keeps getting bigger. It has surpassed movies and music—combined. It is popular in every corner of the globe, with all ages, and with all demographic groups. Gamers are spending more and more time engaged in play, and increasingly it's a social and community activity. The limits on this growth remain uncharted. This ongoing market expansion has huge implications for the many businesses operating within the gaming ecosystem, including developers, distributors, content creators, and game platforms. In this overview, we explore the industry's rapidly growing revenue streams, the drivers of growth, the changing demographics of the gaming universe, and the increasing importance of gaming's social interactions. To get started, let's consider a few numbers: In simple terms, these figures all add up to one thing: opportunity for those businesses ready to make the commitment. This is the first in a series of three articles exploring gaming's explosive growth. We'll look at factors driving the industry forward, challenges that rapid growth generates, and how gaming companies can navigate opportunities and challenges ahead. This is the first in a series of three articles exploring gaming's explosive growth. We'll look at factors driving the industry forward, challenges that rapid growth generates, and how gaming companies can navigate opportunities and challenges ahead. The industry, already bigger than the combined markets for movies and music, has seen its growth surge. With people spending more time at home during the pandemic, momentum has accelerated more than ever. Accenture estimates that the full value of the gaming industry already exceeds $300 billion. That's from the $200 billion in direct spend on consoles, software and subscriptions, in-game purchases and mobile ad revenues. With a further $100 billion of value from adjacent industries such as mobile devices, gaming PCs, peripherals, and gaming-related communities. Source: IDC and Accenture analysis. The impact of gaming on entertainment and culture globally is also significant – spanning successful movie franchises, arena-based tournaments, toys and more. And innovations born in gaming are being widely used in other sectors too, from medical and defense to corporate training and education. In fact, one of the fastest growing parts of the Roblox platform is K-12 education. The whole concept of gamification, now widely applied in many industries, uses game design mainstays like badges, points, and rankings to educate and engage users. Meanwhile, we're seeing gaming platforms evolve into digital social

platforms where players can meet, communicate, watch live-streamed events, listen to music, and make purchases. Widespread adoption of smartphones globally is bringing in new players to the gaming world. And mobile will continue to enable new opportunities within gaming that simply didn't exist even just a few years ago. But rather than cannibalizing existing markets for console and PC gaming, the industry has adapted by increasingly emphasizing gaming's social dimension. As this happens, we're seeing new levels of engagement, with different groups turning to online competition. During the pandemic, for example, we saw some the world's leading race-car drivers competing online, and top chess players adopting Discord, a communications platform. Some industry leaders have recognized that gaming is no longer a product-centric industry. Instead, they're becoming continuous service-oriented businesses that put customer experience first. And that means in order to realize its full potential, the gaming industry must balance the needs of its newest adopters – and the 400 million new gamers expected within the next few years – with the expectations of historical gaming loyalists, many of whom are still the industry's most lucrative customers. So, who are today's 2.7 billion gamers? To better understand their perceptions, needs, and motivations, Accenture collected data from 4,000 of them (people defined as playing video games for an average of four hours or more per week) across four of the largest markets for gaming: China, Japan, US, and UK. Combined, these markets represent 47% of all gamers globally and 64% of all direct consumer spend on gaming. Source: Accenture analysis. At least 14 other markets, including South Korea, Germany, France, Canada, Italy, and Spain, generate more than $1 billion in consumer-related revenue. And gaming's popularity is surging elsewhere, particularly in Latin America, Middle East, and many southeast Asian countries with a mobile-first profile. Our research shows that the stereotype of young men making up the majority of gamers is wide of the mark. Mainly as a result of widespread mobile adoption, there are now nearly as many female gamers (46%) as there are male (52%), with 2% identifying as gender non-binary or opting not to answer. Twenty-one percent of gamers have only been playing for four years or fewer – these are the hundreds of millions of new gamers who are helping to drive the industry's growth – especially in mobile. As they join the gaming community, they are also changing it. Their profiles are quite different – across demographic characteristics such as age, gender, and ethnicity – from those who've been playing for years. Today's new gamers are younger on average: 32 years old vs 35 for those playing for five or more years. While 30% of new gamers are under 25, only 21% of experienced gamers fall within that age range. We also see a greater representation of females in new gamers: they account for 60% of new gamers, as opposed to 39% of experienced gamers. And one-third of new games identify as non-white, compared with only 24% of those who've been gaming for longer. 30% of new gamers are under 25. People are gaming across consoles, mobile devices, and PCs. While the relative popularity of different gaming genres varies by device, first-person shooter, role-playing, multiplayer online battle arena and battle royale-style games are the most popular. More than half of gamers indicate they've played cross-platform games, with new gamers (60%) significantly more likely to have done so than experienced (50%). But just as significant as what they're playing and the devices they're using, is who they're playing with. The social side is a big and growing attraction. Eighty-four percent say

video games help them connect with people who share their interests. And they're gaming to meet new people, too. That's become even more important during COVID-19, with three-quarters of gamers saying that more of their social interactions now take place on one gaming platform or another (look at Discord's massive growth during the pandemic as a platform for both gaming and social interaction). Overall, it's clear that video games have played a critical role in helping gamers to stay in touch with friends. Percentage who agree or strongly agree with these statements. Gamers are spending an average 16 hours a week playing, eight hours a week watching or participating in game streams, and six hours a week interacting in game forums and communities. It's not an escape from the real world. For many gamers, it's obvious that this immersive world is just as real. The distinctions between playing a game and social interaction are blurring, if not completely disappearing. As this symbiosis between the gaming and social worlds picks up pace, we're seeing social interactions become one of the key drivers behind online gaming's impressive growth. About three in four gamers (both new and experienced) indicate that they expect online gaming to become a larger part of their experience in the future. With gaming's explosive growth, expansion of use across demographics and increased customer desire for social interactions, gaming companies must increase their focus on the user experience. Gaming is no longer product-centric. It's a service industry and, as cross-platform and social interactions become increasingly pervasive, what users see and do will make all the difference. As online and social aspects of gaming increasingly define the whole experience, the industry must speed the move from a focus on franchise IP / content to see itself in the business of providing a continuous end-to-end service – with positive customer experiences and gamer happiness the overriding priority every step of the way. Overall, the gaming industry looks set to continue on its unbeaten run to record a winning score. But with so many diverse new gamers joining all the time, there's bound to be some challenges in creating an experience that everyone enjoys. And that's what we'll look at in the next article in this series. 1 https://www.amraandelma.com/100-top-youtube-gaming-influencers/ Managing Director – Strategy, Software & Platforms Christian works with Communications, Media and Technology leaders to design business strategies that lead to high performance. Senior Principal – Accenture Research Paul leads global research for Software & Platforms, creating trends assessments and developing proprietary thought leadership. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved. =====================

Pulse of Change

----- Arcticle source ----- https://www.accenture.com/us-en/insights/pulse-of-change ----- Business outlook Top Business Concerns for 2025 The Accenture Pulse of Change is a quarterly C-suite survey probing into how business, talent and technology trends are shaping and driving change. The latest survey was completed in September 2024. Investment push in Gen AI Deeper dive: cybersecurity Gen AI boosts recruitment and skilling

Methodology Roles Countries Industries Previous surveys Current Country: United States RESEARCH REPORT The Accenture Pulse of Change is a quarterly C-suite survey probing into how business, talent and technology trends are shaping and driving change. The latest survey was completed in September 2024. 5-MINUTE READ November 20, 2024 87% expect growth of up to 5% or more from their global operations 40% expect strong revenue growth (greater than 5%) 52% expect their investments to be significant 50% expect to allocate more funds to gen AI specifically vs. traditional AI tech (e.g., systems designed to solve specific tasks) 0% companies are planning zero investment in AI rise to 67% claim to be using these tools at least once per week in their professional activities up from 43% at the beginning of 2024 Accenture Pulse of Change probes C-suite leaders on the issues and technology that are driving change, how leaders are responding and their perspectives on the future. For the latest edition, Accenture Research conducted a survey of 2,800 C-suite executives across 18 countries and a variety of industries and functions. The survey data was collected between July 25 – September 4, 2024. The global sample has a margin of error of +/- 1.9%. • Chief Executive Officer • Chief Financial Officer • Chief HR Officer • Chief Marketing Officer • Chief Sales/Customer Officer • Chief Experience Officer • Chief Operating/Supply Chain & Operations Officer • Chief Production Officer/R&D lead • Chief Strategy Officer • Chief Innovation Officer • Chief Technology Officer • Chief Information Officer • Chief Data/Analytics Officer • Australia • Brazil • Canada • China • France • Germany • India • Ireland • Italy • Japan • Netherlands • Singapore • South Africa • Spain • Sweden • Switzerland • United Kingdom • United States • Aerospace and Defense • Airline, Travel, Transport • Automotive • Banking (Retail) • Capital Markets (including Investment Banking) • Chemicals • Communications, Media, and Entertainment • Consumer Goods • Energy • Health • High Technology • Industrial Goods and Equipment • Insurance • Life Sciences • Natural Resources • Public Service • Retail • Software and Platforms • Utilities MAY 2024 PULSE OF CHANGE MARCH 2024 PULSE OF CHANGE © 2024 Accenture. All Rights Reserved. =====================

Faster innovation: Driving digitalization in the lab

----- Arcticle source ----- https://www.accenture.com/us-en/insights/life-sciences/digital-labs ----- In brief 2019 2021 Core business drivers for advancing digital objectives About the Authors Get the essentials Related capabilities MORE ON THIS TOPIC The big read Driving digitalization at scale in the lab Short on time? Infographic R&D New Science Life Sciences JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA We surveyed 118 industry leaders from scientific labs on how companies are using digitalization to improve processes in treatment development. Digital adoption in scientific labs is fueling productivity and collaboration for faster innovation. Labs have accelerated digitalization efforts. 40% had not yet begun to apply digital solutions 37% were piloting new digital offerings 91% are taking action toward digital 69% are piloting,

scaling up or in wide scale digital adoption 72% The ability to support New Science and innovation. 55% Support of internal and external collaboration. 46% Faster time to file regulatory submissions. Our research shows that those who have scaled up digitalization report significant value in areas including faster access to data, less manual efforts and increased collaboration. In addition, key skills and talent was noted as a top enabler to digital transformation, making people vital role in accelerating transformation. Percentages represent the averages of responses that selected the item; aggregate of responses across all lab types - research, development, and QC manufacturing labs. Our research shows that those who have scaled up digitalization report significant value in areas including faster access to data, less manual efforts and increased collaboration. John Elicker Managing Director, Life Sciences Dylan Maixner Senior Manager – Strategy & Consulting, Life Sciences Mark Fish Managing Director – Accenture Scientific Informatics Services, Global Lead Barry Heavey Managing Director – Life Sciences, EMEA We share five components that should be in place for a truly successful digital lab transformation. 15 minute read We surveyed industry leaders on how digitally connected scientific labs will speed innovation and create more sustainable sources of value. Explore here. 3 minute read Learn how pharma and biotech leaders are accelerating digitalization efforts in labs and the core business drivers for those efforts. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. Visit our Subscription and Preference Center © 2024 Accenture. All Rights Reserved. ======================

Cloud Continuum Control Plane

----- Arcticle source ----- https://www.accenture.com/us-en/insights/cloud/continuum-control-plane ----- In brief An opportunity to supercharge the business. The complexity trade-off you can't ignore Continuum Control Plane: A way to create harmony out of complexity But what exactly is a Continuum Control Plane? Six lenses through which to view performance A way to balance agility with stability How to get started? Most likely you already have. Make beautiful music: unify your edge, multi and hybrid clouds How a Continuum Control Plane delivers value to the business WRITTEN BY Current Country: United States RESEARCH REPORT 10-MINUTE READ June 6, 2022 For those that are willing and able to capitalize on it, the Cloud Continuum revolution is delivering huge leaps forward in organizational agility, speed, and innovation. Today, most enterprises are adopting a hybrid and multi-cloud mindset — but not all are reaping the benefits equally. According to Accenture's research: 15% of organizations are seeing substantially greater gains than the rest. These Continuum Competitors are using the cloud in a fundamentally different way to transform everything their business does—from customer interactions to product development to data insight generation and beyond. As a result, these leaders are seeing significant advantages in IT cost reduction, innovation, sustainability and more. Cloud transformation isn't about how many workloads you've migrated to the cloud. It's about using the full spectrum of Cloud Continuum capabilities to radically enhance the speed,

effectiveness and efficiency of IT and the business without compromising security and compliance. Nothing in life comes for free. And the extraordinary flexibility and power of the Cloud Continuum comes with a cost: it can be much more complex to manage. That level of complexity requires a fundamentally different approach to architecting, engineering and operating infrastructure, applications and services. A Continuum Control Plane simplifies the complexity of modern IT environments, providing integration across a multi-vendor landscape and giving business and IT Leaders unprecedented visibility throughout the enterprise. It enables a consistent, unified, real-time view into what's working and what's not across the organization. The Continuum Control Plane is a holistic approach to instilling transparency, orchestrating change, driving innovation and delivering higher and more cost-effective IT performance. It helps leadership cut through the noise and stay focused. It helps IT holistically tackle complexities. It allows developers and operators to automate more of their tasks at scale. It helps CFOs take out a significant proportion of their cloud costs. It helps security teams better manage risk in complex distributed hybrid environments. It helps people managers attract and retain the best IT talent. A Continuum Control Plane is a unified command, control and decision support center providing visibility into critical aspects of the entire business. But don't think of it as a single tool or a specific platform. Rather, think of it as a way of bringing together a modular collection of best-in-class tools, services and platforms. These are integrated and abstracted, and amalgamated with new processes, new kinds of automation and new analytics enabling enterprise IT to run more efficiently, with more agility, security and predictability. It's differentiating feature? The extensive use of automation and self-service. This radically simplifies how organizations build, manage and consume services across the full range of Cloud Continuum infrastructure. A fully fledged and mature Continuum Control Plane consists of six distinct lenses into the performance of enterprise IT and the broader business. 1. FinOps lens provides control over cloud costs, enabling capabilities like show back and chargeback across the hybrid cloud estate. 2. AIOps lens provides critical transparency and monitoring functionality across the technology stack, from infrastructure through middleware to applications. 3. SecOps lens enables the business to apply market-leading security and compliance, both within each cloud estate and across the enterprise IT environment. 4. DevOps lens enables Development and Operations to automate tasks, minimizing the potential for human error, reducing outages, and increasing speed to market. 5. GitOps lens enables automated provisioning and infrastructure-as-code. Cuts configuration drift, speeds time to market, and supports continuity. 6. BizOps lens provides critical service intelligence, offering real-time insight into the whole of the technology stack. A degree of stability and predictability are the keys to honing the IT estate for ever more efficient, effective, and secure performance. But there's a tension between this need for stability and the need for greater agility. Because IT also needs to help the business innovate quickly with new concepts, business models, products, and services. It needs to adapt quickly, innovate, automate more functions, and offer real time insights into performance. That's where the Continuum Control Plane really comes in to play: Organizations can embrace automation and self-service to secure, operate and govern a complex cloud estate. Meanwhile, they can continuously optimize and mobilize innovation

across private and public cloud provides as well as on-prem data centers. The organization is better equipped to adapt to change. In this way, a Continuum Control Plane helps the business realize its future-focused cloud ambitions with greater speed and certainty while simultaneously mitigating risk. Building a Continuum Control Plane isn't like scrambling towards a seemingly unreachable summit. There are many paths to the top—or some place in between if you prefer. That's because some organizations already have a solid start in some areas (e.g, FinOps or AIOps). Others are already evolving their operating models for the cloud and embrace automation. So building a Continuum Control Plane is typically a question of taking what the business already has, updating it to modern standards and amalgamating it with new capabilities that span the entire Cloud Continuum—in the areas the business most wants to focus on. The key point: this doesn't need to happen all at once. The organization can evolve its Control Plane capabilities incrementally, focus area by focus area, platform by platform, cloud practice by cloud practice. A Continuum Control creates harmony out of the complexity. It's a way to create the IT foundation that lets the business rapidly innovate with a culture of continuous reinvention, and to sync everything together to make beautiful music. A Control Plane-enabled enterprise gains greater visibility, insight, and control of the business. It provides additional tools and processes to inform, enable and optimize business performance and simplifies decision-making by filtering the noise of an increasingly complex environment. The simple fact is, if you're operating in a multi-cloud, hybrid cloud and edge computing environment, you need to be thinking how to orchestrate your infrastructure, your applications, your data, your network, your people and your processes to deliver both stability and agility. For that, you need a Continuum Control Plane. Now's the time to start the journey. Michael Heyen Managing Director – Global Practice Lead Hybrid Cloud David Wood Global Technology Consulting Lead © 2024 Accenture. All Rights Reserved.
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Strategy to lead in the next decade

----- Arcticle source ----- https://www.accenture.com/us-en/insights/strategy/coronavirus-brand-new-purpose ----- Boldly commit to continuous reinvention and join the small but growing number of companies reaching new levels of profitable growth for their businesses, while also providing greater contributions to humanity. Reinvent with strategy What's trending with strategy Our leaders Strategy careers Strategy now Gain foresight, anticipate change, understand macroeconomic impact Gain foresight, anticipate change, understand macroeconomic impact Boost productivity with generative AI Boost productivity with generative AI Unlock market connections with AI for a growth plan built to last Unlock market connections with AI for a growth plan built to last Redesign your operating model for a disruptive world Redesign your operating model for a disruptive world Master tech-driven dealmaking approaches for an evolving landscape Master tech-driven dealmaking approaches for an evolving landscape Ideate, build, deliver and scale new products and ventures Ideate, build, deliver and scale new products and ventures Address strategic business

challenges with technology Address strategic business challenges with technology Muqsit Ashraf Christopher Roark Michael Brueckner Masataka Ishikawa Current Country: United States +200% increase in global disruption between 2017 and 2022 58% of CEOs are not confident in the current business strategy to strengthen future competitiveness 2.5x the increased likelihood of outperforming peers when emerging technology informs and shapes strategy 10% higher revenue growth realized by companies embracing reinvention While advances in tech and gen AI promised to boost productivity, our analysis indicates most companies are falling behind. Find out what productivity leaders do differently to drive value and gain a competitive edge. Activism is surging and represents a material, ongoing concern for CEOs and boards alike. The power to keep activists at bay lies with leadership. It calls for a shift from reactive defense to proactive value creation. CEOs are starting to see organizational resilience as more than an antidote to disruption, but a powerful driver of sustained business performance and reinvention. Here's how they optimize their returns on their investments. Innovative revenue and monetization models can help companies unlock meaningful margin potential. M&A deal processes are ripe for reinvention. Gen AI will lead those reinventions and executives agree. Where they are investing, however, indicates a need for holistic strategies to realize the value they envision. Companies that invest in growth-oriented AI initiatives focused on growing the core, pursuing adjacencies, and finding and activating entirely new revenue models stand to benefit from outsized growth opportunities. Companies often focus on managing costs during uncertain times. But some are reinventing their organization for productivity – using generative AI to strengthen financial resilience, increase competitiveness and drive growth. Five imperatives the C-suite must address to reinvent in the age of generative AI. Group Chief Executive – Strategy Strategy Americas Lead – Cost & Productivity Reinvention Global Lead, Accenture Strategy Lead – Strategy, EMEA Lead – Strategy, Growth Markets Success is rooted in smart strategy. Use your insights and strategic thinking to understand how our clients can reinvent to stay ahead of change. © 2024 Accenture. All Rights Reserved.
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Revolutionizing platforms through low-code/no-code

----- Arcticle source ----- https://www.accenture.com/us-en/insights/software-platforms/low-code-no-code-platforms ----- Power to the people! Explore more insights Meet the team Related capabilities MORE ON THIS TOPIC Understanding the SMB landscape The social commerce revolution Exploring the future of gaming World! Can I have your attention please? Christian Kelly Dwight Lee Paul Johnson Sriram Sabesan Reed Semcken Josh Matz Amanda Lai Rose Wu Grow SMB Platform strategy Platform engineering Platform adoption Platform integrity What is Low-Code/No-Code? What are the most common uses cases of LCNC? What are the main benefits areas of using LCNC? What is the Difference between Low-Code and No-Code Tools? How Does Low-Code Speed Up Digital Transformation?

Industry research shows that in 2021 alone, low-code/no-code platforms will account for 75% of new app development, and Accenture's own research shows that 60% of low-code/no-code users expect their usage of the platform to increase. It's a huge shift in democratizing who can innovate and create value from technology. But putting power into your people's hands requires considered management. There's no doubt of the value that low-code/no-code can create. However, democratization could tip over into anarchy if left to its own devices. That's why companies need a clear approach to get the most out of low-code/no-code and empower their people with the right tools and systems to achieve innovation at the next level.   READ MORE Through extensive research and provocative thinking, uncover the latest industry trends and success drivers for Software and Platform companies. Low-code / No-Code (LCNC) is a way to design and develop custom software apps fast and with minimal hand-coding. Low-code and no-code are related concepts, but cater for different user personas: professional developers and Business analysts respectively. LCNC use cases seem to mostly involve the streamlining of back-office operations app development. These are a few examples: The major benefit of LCNC is that it accelerates the entire software development life cycle, enabling rapid application development. Low code enables organizations to reduce the amount of code it writes through reuse. Some of the benefits are: "Low-code" and "no-code" are often used interchangeably. However, there are significant differences between the two: Low code plays a vital role in digital transformation by saving companies' time and money on traditional development processes. The intuitive visual interface of a low-code platform enables employees with minimal coding experience to create almost any solution. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved. =====================

Sizing up personalized fashion

----- Arcticle source ----- https://www.accenture.com/us-en/insights/retail/retail-sourcing-personalization ----- In brief The possibilities of customized fashion Retail fashion consumers as creators Priority 1: Harnessing the data Priority 2: Rethink operations It's time for fashion to get personal—at scale Related capabilities Sizing up personalized fashion MORE ON THIS TOPIC Retail consulting ai.RETAIL Merchant reimagined JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA 3-MINUTE READ Fashion brands and retailers have long considered the possibilities of personalizing their products for individual consumers, but few brands offer such services today. However, consumers are keen. Our new research among 2,000 European and North American fashion consumers shows 84% of them are interested in personalized products, rising to 94% among high-spending fashion enthusiasts. At the same time, a combination of new analytics capabilities and advanced design and production technologies are now making product personalization a viable proposition at scale. How fashion retailers can meet the growing demand for customized products. In fashion, personalization takes two essential forms: customizing the style,

and tailoring to body shape. Customization means enabling consumers to co-create a piece—choosing colors, prints, fabrics, and style details from a predefined set of options. This can be brought to life in real-time with a digital 3D configurator tool that simulates the look and feel of the final product. 66% of consumers are interested in personalizing the color of a product, but only 17% of surveyed brands and retailers offer this option. 54% of consumers are interested in personalizing the fabric, application and trim, but only 7% of surveyed brands and retailers offer this option. Tailoring allows the consumer to personalize a product based on the consumer's individual body measurements. This has been commonplace in the luxury segment for a long time. But the technological and operational complexity involved has prevented its expansion into mainstream fashion, and while new technologies are starting to change this, there are still challenges to overcome. To get started on personalization, here are two priorities that brands and retailers need to address: The most important enabler for product personalization? Ultimately, it's having data on consumer behavior, preferences, and tastes. Gathering data and strengthening analytical capabilities is fundamental to the ability to match personalized offerings with consumer desires and expectations. 92% of consumers interested in product personalization are willing to share personal data to allow fashion brands to tailor and personalize a product. 66% of consumers interested in product personalization are willing to share body measurements to allow fashion brands to tailor and personalize a product. Brands and retailers also need to consider the operational capabilities and tools required to implement product personalization at scale. To be able to offer this across a broad product portfolio, brands need to embed standardized but flexible personalization capabilities across the full value chain. The sourcing function is a vital component of successful scaling of product personalization. Production flexibility and lead time rely heavily on a retailer's suppliers, their capabilities and the collaboration between the parties. Now is the time to seize the moment, scale up the capabilities, and capture first-mover advantage in the personalization revolution. Personalization is not easy to implement at scale. But our findings show that fashion brands and retailers who manage it successfully will be positioned to drive future growth through increased sales, enhanced customer loyalty, and price premiums for personalized items. They will have better insights into consumer preferences that can be applied far beyond their portfolio of personalized products. They may even eventually be able to help fashion consumers make more informed sustainability choices. Now's the time for retail fashion to get personal. Read our full report. MANAGER – RETAIL, ACCENTURE STRATEGY MANAGING DIRECTOR – ACCENTURE STRATEGY, RETAIL Tom is the global and NA lead for Retail Product Development and Sourcing within Accenture Strategy. MANAGING DIRECTOR – ACCENTURE STRATEGY, RETAIL Peter is the global and European lead for Retail Product Development and Sourcing within Accenture Strategy. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved. =====================

The automotive experience reimagined

Our leaders RELATED CONTENT Client Stories Creating new automotive customer experiences Olof Schybergson Joel Van Durme ŠKODA AUTO CNH INDUSTRIAL MARELLI Connect with us Connect with us Connect with us JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Reimagine Experience Rising expectations around sustainability, new definitions of luxury and digitally-enhanced vehicles are set to change the way people think about cars forever. Now is the time for the automotive industry to reimagine products, services and experiences that deliver against customers' new values, wants and needs. Connectivity, autonomous vehicles, electric and shared driving are four megatrends that have been disrupting the automotive industry—causing unprecedented technology and business model transformation.1 These innovations have forced organizations to rethink many aspects of how they do business. On top of this, lockdowns and social distancing measures, caused by the pandemic, sped up critical shifts in consumer behavior. Consumer focus has moved from convenience and simplicity to prioritizing sustainability and redefining notions of "ownership." This shift has created a significant impact on original equipment manufacturers' (OEMs) futures. The global passenger car market—valued at $1,321.74 billion in 2020—was being tipped to increase at a compound annual growth rate (CAGR) of 9.3% this year and at a CAGR of 8% to $1,988.72 billion by 2025, according to one survey of the global passenger car market published in February 2021. People will expect more of their cars in the future—more safety, more experience, more flexibility and more integration into their daily lives beyond simply being a mode of transportation. OEMs have an opportunity right now to reimagine the role of cars in people's daily lives—reestablishing their value and rebuilding the emotional infrastructure and relationships humans have with them. Moving forward, OEMs need to organize the whole business around the delivery of exceptional experiences, which is what we call the Business of Experience. This means rewiring the customer-facing functions of the organization: marketing, commerce, sales and service. The Business of Experience is an approach that allows organizations to become customer-obsessed and reignite their growth. Here, we identify four opportunity areas. Each is significant and important in its own right. Combined, they represent a reimagination of the whole automotive domain. This is the time for OEMs to take innovation seriously and holistically reimagine the automotive experience in line with technological progress and human change. When buying a car, customers want a digital-first experience that combines the flexibility of virtual product interaction with the convenience of buying online and the personal consultancy of a dealer. With the use of e-commerce and expectations of brand experiences driven to new heights by the pandemic, now is the time to reimagine the car sales experience.   This is the business of joyful purchases.   DOWNLOAD When it comes to sustainability, the automotive industry doesn't have a great track record. But at a time when consumers don't just want change—they are demanding it—

organizations have a powerful opportunity to take the lead in driving the sustainability agenda forward through the products, services and experiences they create.   This is the business of guilt-free car ownership. DOWNLOAD Cars no longer just get us from point A to B. Now, they act as a charger, workspace, entertainment venue and stage for a growing part of daily life. With cars now valued for convenience, as well as being perceived as safer than public modes of mobility, the time is right to upscale ambitions for what the future in-car experience can and should be.   This is the business of beyond transportation.   DOWNLOAD As OEMs shift their business models—from product-focused to software services—business is no longer "as usual." Software-defined vehicles require not only new production approaches and ways of working, but also a paradigm shift in how drivers and passengers experience vehicles and what they can do above and beyond transportation.   This is the business of software-first mobility. DOWNLOAD Car buyers want a digital-first experience combining virtual interaction, the convenience of buying online and the personal consultancy of a dealer. Car buyers want a digital-first experience combining virtual interaction, the convenience of buying online and the personal consultancy of a dealer. Consumer trends in the automotive industry have long been powered—and characterized—by change. From shared mobility to carpooling and communal mobility, there has been a massive shift in how people move from point A to B. Now, the industry stands on the brink of a radical change in attitudes toward car ownership. Yet to date, many services have struggled to deliver against what change demands, creating a perception that singular and one-sided solutions are not up to the job because personal mobility is too complex, too contextual and too diverse. Meanwhile, consumers' expectations continue to rise—especially around sustainability. People want more from their cars, and they want the companies behind them to deliver more, too. OEMs need broad-based openness and courage to veer from the beaten track and embrace the era of technology in order to reinvent the automotive industry from the core. They need to integrate personal, shared and public transportation infrastructure into a seamless experience that adapts to the different needs of consumers. And they must address a set of underlying, accelerating trends that fall into two broad categories. Human trends: People are reluctant to accept compromises around mobility—a necessary part of modern life and society— and they are often blind to the contradictions that exist. For instance, on one hand they strive for the luxury and flexibility of owning a car, on the other hand they're increasingly demanding more sustainable mobility solutions. As a result, people feel torn between wanting to embrace greener lifestyles and not wanting to forgo the daily convenience of private mobility. They want everything at the same time and they expect OEMs to expand their offerings accordingly. Meanwhile, cars are taking on new roles in people's daily lives. Increasingly, they're being reconsidered in terms of both functionality and usage. And as cars become more connected, flexible and adaptive, they're offering many of the features of a home away from home. Business trends: OEMs need to rethink their entire business around people's new demands and respond to the value created by digital experiences. To do this, they need to scale flexible digital capabilities across both their main business and the entire value chain—from new points of sale and payment models to logistics, production and product innovation. Challenged by new entrants, new digital disruptors and new partnerships, incumbents also need to

embrace agile software delivery, fast iteration cycles and constant expansion of digital services as areas of growth. What's needed now is to reimagine the automotive industry's foundational building blocks—explore completely new areas of value and expand the range of experiences in the daily lives of their customers. It's too easy to focus on incremental areas of improvement. Instead, what's needed is an understanding of mobility as an integrative layer of working, living, social experiences and health. This understanding will offer progressive OEMs the opportunity to redefine their value propositions, set new industry standards and reimagine the future of mobility. New digital sales experiences will make choosing and buying cars as smooth as the drive itself by offering radical transparency and letting people experience the vehicle in a virtual setting. Reimagined physical touchpoints will evolve from singular options to interconnected points that support and elevate the digital experience in the offline world. As we move into new frontiers of sustainability, the road to zero emissions will be paved with electric options, circular production and new models of shared mobility, going from one-time purchases to total cost of ownership. Meanwhile, expanding the car into a more versatile tech device will turn it into a true companion. The decoupling of software and hardware can help us wrap consumers in a software bubble that moves with them from vehicle to vehicle has the potential to create a whole new paradigm. OEMs that have high ambitions for human experience and embrace this kind of meaningful innovation will grow and sustain their mission while leading a positive shift in the automotive domain. They'll need to be ambitious because radical expectations demand radical ideas. We help reinvent the front office across products, marketing operations, sales and commerce, and customer service to unlock growth and drive new experiences that make lives easier, healthier, safer and rewarding.   VIEW AUTOMOTIVE CAPABILITIES Global Design Lead – Accenture Song Managing Director – Global Automotive Lead, Accenture Song Vehicle pricing in the new automotive reality Mobility services: Turning business models into profits A new roadmap for the automotive circular economy The future of mobility Next-gen application management Smarter manufacturing Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. Visit our Subscription and Preference Center © 2024 Accenture. All Rights Reserved. ======================

From disruption to reinvention: The future of supply chains in Europe

----- Arcticle source ----- https://www.accenture.com/us-en/insights/strategy/ukraine-future-supply-chains-europe ----- In brief The decade to deliver Methodology RESEARCH REPORT Disruption: Supply chain shocks and the accumulation of disruption -7.2m 1 in 4 425,000 62% Risk: Value at stake and projected recovery Controlled impact Ongoing impact Protracted impact Reinvention: How to reinvent supply chains for a new era of perpetual uncertainty Address operational risk Address tactical risk Address strategic

Depending on the length and severity of the war the cost of supply chain disruption in the Eurozone across 2022-2023 could amount to €242 billion (2% of GDP) in an ongoing war scenario, or €920 billion (7.7% of GDP) in a protracted war scenario.2 Supply chain shocks Logistics breakdowns Ports, vessels and containers are critical to trade. Around 90% of traded goods are transported by ocean shipping.8 The pandemic disrupted logistics networks, and the war is compounding everything. The result? Rising rates and severe port congestion Lack of material supplies Companies are increasingly concerned about the lack of intermediate inputs and critical components. Supply of these is concentrated: Over half (52%) of the share of EU import value of the most foreign dependent products originates from China.12 Material shortages are a rising concern A tight talent market The most complex and enduring supply chain disruptor is the talent challenge. The changing world of work Workers in Germany projected by 2035.14 UK workers are planning a job change.15 Heavy goods vehicle driver shortfall in Europe.16 of supply chain leaders say their employees are not advancing enough in the new skills their companies need.17 Energy security Energy security is difficult to protect, as both world and European economies are still heavily reliant on oil and gas. Together, oil and gas make up nearly 50% of the total energy supply in 2022.18 How can we reduce dependency? Increase industrial and building efficiency and switch to green electricity and low-carbon transport fuels. A few comparisons: Potential actions to reduce dependency on petroleum-based energy Primary market forces such as economic growth, inflation and consumer sentiment, already impacted by the effects of the pandemic, will be further influenced by the evolution of the war. As a result, we have considered a number of possible scenarios that may unfold, with varying levels of economic impact. Unfortunately, the controlled impact scenario has elapsed. The ongoing impact is the current baseline.
Market force: Economic growth The current view among economic forecasters is that the war will lead to a material deceleration in growth.21 Under the 'ongoing' scenario, Oxford Economics forecasts that the Eurozone will avoid recession, but Eurozone gross domestic product (GDP) will be 1.1 percentage point lower in 2022, relative to prewar forecasts made in January of 3.9%.22 The Eurozone's trade relationships make it vulnerable to a slowdown Market force: Inflation Inflationary pressure may lead to potential upward pressure on wage inflation in some countries and industries. Under the ongoing scenario, Oxford Economics forecasts that inflation will rise by 5.9 percentage points in 2022 and by 1.2 percentage points in 2023.23 Inflation is forecasted to rise in the Eurozone Inflation impacts differ by industry Industries bearing the most exposure to inflation are those in which material inputs, energy and labor represent a large part of the overall cost structure. Take the chemicals industry, where material costs tie mainly to the cost of petroleum. Similarly, the high-tech and industrial sectors (excluding logistics/freight) rely on energy-intensive material inputs.24 The critical question: Is it possible to pass increased costs

onto customers? Cost structure of selected industries in Europe (% share of inputs) The supply chain is the nerve center of the European economy Up to 30% of total European value added relies on functioning cross border supply chains, either as a source of input or as a destination for production.25 We see particular exposure to supply chain shocks in manufacturing sectors, and even more in industries like high tech (e.g. 80% of final value added comes from inputs sourced across borders, while 75% of demand for final products comes from non-domestic markets), automotive and aerospace.26 Industry exposure to supply chain disruption varies The value at stake A protracted scenario could cost up to €920 billion in lost GDP for Eurozone economies as a result of supply shocks.27 Recovery time by scenario: supply chain disruptions could take up to 24 months to ease in a protracted scenario, versus approximately 12 months in the ongoing impact scenario.28 STAY INFORMED WITH REGULAR UKRAINE UPDATES Europe is at the dawn of a new era: A new energy system, new economic cycles and a new geopolitical order. The decade ahead heralds a fundamental rethinking of supply chains for competitiveness. A paradigm shift Redesigning for the new era To contend with an uncertain future and build long-term value, European businesses need to redesign their supply chains around three key ideas: resilience, relevance and sustainability. Resilience Modern supply chains must minimize day-to-day risk but also absorb, adapt to, and recover from catastrophe whenever and wherever it strikes. Organizations can proactively manage risk and boost resilience by building intelligent and resilient supply chains that are risk-aware, secure, transparent, adaptive, fast-moving and optimized.   86% of European C-level Executives are planning fundamental changes to their operations as a result of the crises.29 Resilience is enhanced by a combination of visibility, agile processes and robust networks which also offer additional benefits in the mid- and long-term, such as achieving sustainability goals and complying with supply chain regulations. How to get there Respond to sudden supply chain changes with improved dynamic visibility, risk identification and mitigation solutions. Adapt to evolving supply and demand with scenario planning and risk/opportunity analysis as part of sales and operations planning. Manage uncertainty by boosting flexibility and capacity through network modeling and simulation, stress tests, strategic buffer sizing and multi-sourcing options. Benefits Relevance Customer needs are accelerating and changing – especially in terms of value, choice, and convenience. Relevance requires that companies are there for their customers' "moments that matter" by prioritizing the customer experience.   71% of executives say that technology is giving them the opportunity to reimagine the fundamentals of their business.30 The relevant supply chain is intelligent and agile, able to anticipate and adapt to shifting business conditions and remain applicable to customer expectations, stakeholder demands and ecosystem potential with data, analytics and automation at its core. How to get there   Benefits Sustainability Every business must now be a sustainable business. Companies must pursue improved environmental, social, and governance (ESG) performance by transforming their operations to be circular, net zero and trusted. 63% of European executives state that becoming a truly responsible/sustainable business is a top priority over the next three years. 31 The sustainable supply chain factors in current and future needs of all stakeholder groups including business leaders, employees, customers, investors, ecosystem partners and society at large. How to get there

Benefits Finding ways to grow amid uncertainty is the new perennial leadership challenge. For leaders and their organizations, there is no return to the relative comfort and safety of the not-so-distant past. The war in Ukraine, on top of the effects of the pandemic, has made clear that many of the comfortable certainties on which business leaders have long relied are no longer there. Success may ultimately depend on how well leaders adapt to the demands of this new, testing environment. More than ever, their resolve will be critical. 1 Accenture Research analysis of Oxford Economics data 2 Oxford Economics Global Economic Model results for scenarios designed by Accenture Research 3 "Commodity Markets Outlook April 2022", World Bank (2022) 4 Everest data, used with permission 5 "Commodity Markets Outlook April 2022", World Bank (2022) 6 Oxford Economics data 7 "Russian and Ukrainian seafarers make up 14.5% of global shipping workforce, according to ICS," International Chamber of Shipping (2022), used with permission 8 "Ocean shipping and shipbuilding," OECD 9 "Container shipping: Volume growth calms, tariffs remain strong," ING Bank N.V. (2022) 10 "Harper Peterson Charter Rates Index," Harper Petersen, used with permission 11 "Container shipping: volume growth calms, tariffs remain strong," ING Bank N.V. (2022) 12 "Strategic dependencies and capacities," European Commission (2021) 13 VDA Press Release ("Production and market also down in April,"), from 4 May 2022, used with permission 14 "Nur mit einer jährlichen Nettozuwanderung von 400.000 Personen bleibt das Arbeitskräfteangebot langfristig konstant," Institute for Employment Research (2021) 15 "The great resignation: 69% of UK workers ready to move job," Randstad (2021), used with permission 16 "European road freight rates index up 4.3 points in Q1, hitting a new record," IRU (2022), used with permission 17 "Skilling the future supply chain workface is easier than you think," Accenture (2022) 18 Thunder Said Energy 2022, used with permission 19 "The war in Ukraine: A moment of reckoning for the oil and gas industry," Accenture (2022) 20 ibid. 21 Accenture Research analysis based on Morgan Stanley, Barclays, Goldman Sachs, BNP Paribas, Credit Suisse and J.P. Morgan 2022 GDP & Inflation Outlooks 22 Oxford Economics Global Economics Database. Prewar refers to forecast as of January 2022 23 ibid. 24 Accenture Research analysis of OECD World Input Output tables 25 Accenture Research analysis of OECD TiVA and Oxford Economics Industry

Databank 26 ibid. 27 Oxford Economics Global Economic Model results for scenarios designed by Accenture Research 28 ibid. 29 Accenture Survey of 1,100 C Suite executives in Europe; 10th December 2021 – 21st January 2022 30 Accenture Survey of 300 C Suite Executive in Europe, 10th January – 28th February 2022 31 Accenture Survey of 545 C Suite Executives in Europe, 1st October – 30th November 2021 1 Accenture Research analysis of Oxford Economics data 2 Oxford Economics Global Economic Model results for scenarios designed by Accenture Research 3 "Commodity Markets Outlook April 2022", World Bank (2022) 4 Everest data, used with permission 5 "Commodity Markets Outlook April 2022", World Bank (2022) 6 Oxford Economics data 7 "Russian and Ukrainian seafarers make up 14.5% of global shipping workforce, according to ICS," International Chamber of Shipping (2022), used with permission 8 "Ocean shipping and shipbuilding," OECD 9 "Container shipping: Volume growth calms, tariffs remain strong," ING Bank N.V. (2022) 10 "Harper Peterson Charter Rates Index," Harper Petersen, used with permission 11 "Container shipping: volume growth calms, tariffs remain strong," ING Bank N.V. (2022) 12 "Strategic dependencies and capacities," European Commission (2021) Methodology 13 VDA Press Release ("Production and market also down in April,"), from 4 May 2022, used with permission 14 "Nur mit einer jährlichen Nettozuwanderung von 400.000 Personen bleibt das Arbeitskräfteangebot langfristig konstant," Institute for Employment Research (2021) 15 "The great resignation: 69% of UK workers ready to move job," Randstad (2021), used with permission 16 "European road freight rates index up 4.3 points in Q1, hitting a new record," IRU (2022), used with permission 17 "Skilling the future supply chain workface is easier than you think," Accenture (2022) 18 Thunder Said Energy 2022, used with permission 19 "The war in Ukraine: A moment of reckoning for the oil and gas industry," Accenture (2022) 20 ibid. 21 Accenture Research analysis based on Morgan Stanley, Barclays, Goldman Sachs, BNP Paribas, Credit Suisse and J.P. Morgan 2022 GDP & Inflation Outlooks 22 Oxford Economics Global Economics Database. Prewar refers to forecast as of January 2022 23 ibid. 24 Accenture Research analysis of OECD World Input Output tables 25 Accenture Research analysis of OECD TiVA and Oxford Economics Industry Databank 26 ibid. 27 Oxford Economics Global Economic Model results for scenarios designed by Accenture Research 28 ibid. 29 Accenture Survey of 1,100 C Suite executives in Europe; 10th December 2021 – 21st January 2022 30 Accenture Survey of 300 C Suite Executive in Europe, 10th January – 28th February 2022 31 Accenture Survey of 545 C Suite Executives in Europe, 1st October – 30th November 2021
Oxford Economics estimated the impact of supply disruptions for 2021 in two stages, focusing on energy and non-energy bottlenecks separately: STEP 1: The impact of non-energy bottlenecks (logistical disruptions, and shortages of labor and materials) was estimated: STEP 2: We estimated the impact of higher energy bills: We ran another counterfactual scenario on the Oxford Global Economic Model to estimate how the economy would have developed if energy prices had remained at more 'normal' levels. STEP 3: We then compared the counterfactual with the outturn in 2021 to estimate losses from these energy-related disruptions. The estimated impacts resulting from energy and non-energy disruptions were combined to produce total cost estimates (based on output losses and measured in nominal Euro terms) for the Eurozone. These were then aggregated to estimate the total impact.

Industries of focus include manufacturing, construction, retail and wholesale trade and transportation and storage. STEP 1: The Oxford Global Economic Model was used to project forward the path of the Eurozone economy under three alternative scenarios relating to the Ukraine conflict: STEP 2: Potential losses of the ongoing baseline scenario and those of
a more protracted scenario are measured as the differential
relative to prewar forecast, adding both 2022 and 2023 losses in real Euros. Recovery times are based on Oxford Economics baseline assumptions and draw on a range of Oxford Economics forecasts, market data, and other indicators of future supply capacity. STEP 1: As demand impacts, we estimate the share of non-domestic demand for a country's total production. Using data from the OECD TiVA tables, for each industry in each country we estimated the following shares: STEP 2: As supply we compute the share of value added of a country's final demand that comes from inputs of rest of the world. Using data from the OECD TiVA tables, for each industry in each country we estimated the following shares: CEO – EMEA Jean-Marc is the chief executive officer of Accenture in Europe and is a member of Accenture's Global Management Committee. Lead – Supply Chain & Operations Kris leads Accenture's Supply Chain & Operations function and is a member of the company's Global Management Committee. Lead – Strategy, EMEA Michael leads Growth & Strategy for Europe, overseeing all aspects of Accenture's strategy In Europe. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. Visit our Subscription and Preference Center © 2024 Accenture. All Rights Reserved. =====================

Edge Computing

----- Arcticle source ----- https://www.accenture.com/us-en/insights/cloud/edge-computing-index ----- What is edge computing? Why is edge computing important? Explore our latest insights Edge computing combined with other technologies Blogs Edge computing benefits and applications Edge computing challenges and opportunities Related capabilities Join our team Edge computing –3 steps for maximizing value Modern networks: How to fast track competitive advantage Leading with edge: How to reinvent with data and AI Federal edge solutions The Convergence of 5G, Edge and Cloud What is edge computing? Why edge computing is the future of cloud What is edge computing? What is an example of edge computing? How does edge relate to cloud? JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Powered by the cloud, edge computing enables businesses to reimagine experiences for people, purpose, and profitability, at speed and scale. Edge computing is an emerging computing paradigm which refers to a range of networks and devices at or near the user. Edge is about processing data closer to where it's being generated, enabling processing at greater speeds and volumes, leading to greater action-led results in real time. It offers some unique advantages over traditional models, where computing power is centralized at an on-premise data center. Putting compute at the edge allows companies to improve how they manage and use physical assets and create new interactive, human experiences. Some examples of edge use cases include self-driving cars,

autonomous robots, smart equipment data and automated retail. Possible components of edge include: Edge devices: We already use devices that do edge computing every day—like smart speakers, watches and phones – devices which are locally collecting and processing data while touching the physical world. Internet of Things (IoT) devices, point of sales (POS) systems, robots, vehicles and sensors can all be edge devices—if they compute locally and talk to the cloud. Network edge: Edge computing doesn't require a separate "edge network" to exist (it could be located on individual edge devices or a router, for example). When a separate network is involved, this is just another location in the continuum between users and the cloud and this is where 5G can come into play. 5G brings extremely powerful wireless connectivity to edge computing with low latency and high cellular speed, which brings exciting opportunities like autonomous drones, remote telesurgery, smart city projects and much more. The network edge can be particularly useful in cases where it is too costly and complicated to put compute on premises and yet high responsiveness is required (meaning the cloud is too distant). On-premises infrastructure: These are for managing local systems and connecting to the network and could be servers, routers, containers, hubs or bridges. Research reveals four different adoption types, along with their relative successes and challenges, and a three-step framework for maximizing edge value. Read more. Much of today's computing already happens at the edge in places like hospitals, factories and retail locations, processing the most sensitive data and powering critical systems that must function reliably and safely. These places require solutions with low latency that do not need a network connection. What makes edge so exciting is the potential it has for transforming business across every industry and function, from customer engagement and marketing to production and back-office operations. In all cases, edge helps make business functions proactive and adaptive—often in real-time—leading to new, optimized experiences for people. Edge allows businesses to bring the digital world into the physical. Bringing online data and algorithms into brick-and-mortar stores to improve retail experiences. Creating systems that workers can train and situations where workers can learn from machines. Designing smart environments that look out for our safety and comfort. What these examples all have in common is edge computing, which is enabling companies to run applications with the most critical reliability, real-time and data requirements directly on-site. Ultimately, this allows companies to innovate faster, stand up new products and services more quickly and opens up possibilities for the creation of new revenue streams. What makes edge so exciting is the potential it has for transforming business across every industry and function, from customer engagement and marketing to production and back-office operations. What makes edge so exciting is the potential it has for transforming business across every industry and function. Network modernization can yield greater business resiliency and cost efficiency, creating a ripple effect of innovation. Our research reveals how the most successful adopters are using edge to fuel innovation. Extending IT to the mission's edge, where edge computing, bolstered by IoT and 5G connectivity, is transforming federal government. Edge unlocks valuable data to shape new opportunities and innovation for the future. Edge unlocks valuable data to shape new opportunities and innovation for the future. Edge integrates centralized and distributed architectures. Cloud and the edge work hand in hand to enable

new experiences. Data is generated or collected in many locations and then moved to the cloud, where computing is centralized, making it easier and cheaper to process data together in one place and at scale. Edge computing uses locally generated data to enable real-time responsiveness to create new experiences, while at the same time controlling sensitive data and reducing costs of data transmission to the cloud. Edge reduces latency, meaning it lowers response time by doing the work close to the source instead of sending it to the more distant cloud and then waiting for a response. Maturing technologies like 5G make edge more efficient, reliable and easier to manage: Other technologies like AI and blockchain also make edge more powerful. For example, when AI acts on data at the edge, it reduces the need for centralized compute power. Edge also makes blockchain better as more reliable data leads to greater trust and less chance of human error. Data can be captured and relayed directly by machines in real-time, and the increased use of sensors and cameras on the edge means more and richer data will become available to analyze and act on. Edge is also leading a revolution in automation, moving from systematic processes in closed, controlled environments like factories to complex performances in open, uncontrolled environments like agriculture. Accenture's Jennifer McLaughlin and Teresa Tung discuss how 5G, edge and cloud will impact all industries in the coming decade. Read our latest blogs. Delivering services quickly with a personal touch. A primer from the edge. How edge enablers like 5G and digital twins are driving the future of cloud, at the edge. Combined with cloud, edge will enable businesses to reimagine experiences. The potential applications of edge have expanded far beyond just manufacturing and IoT. Edge can be incorporated to drive rapid decision-making and improve user experiences by increasing relevance at each touchpoint. Now, edge is helping create new insights and experiences, enabled by the larger cloud backbone. Some benefits of edge computing include: Rapid response: Data transmission takes time. In some use cases—like self-driving cars or telesurgery—there isn't time available to wait for data to make a round trip to the cloud and back. Edge makes sense for these cases where there are requirements for real-time or extremely rapid results. High data volume: While the cloud can handle very high data volumes, there is a significant cost of transmission and physical limitations of network capacity to take into account. In these cases, it might make more sense to process the data at the edge. Privacy: Users may prefer (or be required) to keep control of sensitive data locally without sending it to the cloud. Remote areas: Some use cases are "remote" in the sense of connectivity, whether actually remote (like an offshore oil drilling platform) or practically remote (involving mobile or transportation-related scenarios using edge). Cost sensitivity: Processing data in different parts of the cloud continuum involves different cost profiles, which can be optimized to minimize total cost across the system as a whole. Autonomous operations: Where connectivity to the cloud is not possible—or likely to be intermittent or unreliable—users may need end-to-end processing within the local environment to keep operations up and running. The prime advantage of edge computing is clear: User experience improves because relevance increases with edge. Additionally, edge unlocks valuable data to shape new opportunities and innovation for the future. More sensors generate more data, and there is more processing at the location where the data is created —which is faster, more reliable and safer. Integrated with knowledge from

the cloud, the system yields better predictions and more relevant information, repeating in a cycle of continuous improvement. Other characteristics of edge use cases include: Intelligent machines and real-time productivity: Edge lets users process data with velocity, enabling robots and sensors to make split-second decisions and complete tasks in smarter, faster and safer ways. This is revolutionizing everything from smart signage to assembly-line quality assurance. Optimized close to consumption: Digital production and consumption is optimized for the best experience and lowest cost, making edge work for content delivery, for example, or on an offshore oil well. Experience with extended reality: These use cases can incorporate digital twins and optimize rich experiences in healthcare, the workforce and entertainment, from smart health to mixed-reality gaming. Privacy and security by default: By processing sensitive data on the edge, these use cases improve reliability and protect privacy. Examples include wearable health devices and the processing of regulated data. Always-on and untethered: Edge allows for decision-making and processing independent of connectivity for mission-critical and remote applications, like POS or autonomous operations. Edge computing examples Let's dive into a couple of examples of edge use cases that are already happening today and will only improve with a greater 5G rollout and other innovations. Retail: A flexible, customer-centered experience that is at the heart of a Store of Tomorrow concept, a new integrated vision for the near future of retailing. Edge technology will be a core retail capability in the near future and is a key enabler component for the human-centered experiences at the heart of this model. One of the applications of edge is frictionless store checkout. Long lines are the bane of shops: 86% of consumers have left a store because of them, resulting in an estimated $37.7 billion in missed sales annually in the United States. An edge network in the store processes data collected by on-site cameras using AI that is trained to recognize inventory items, allowing customers to walk out of the store past a kiosk that accurately charges their accounts without waiting in line. Retailers can provide a superior customer experience, prevent theft and better manage their inventories and supply chains. Healthcare: Robot-assisted surgery makes the experience easier for surgeons and the procedures less invasive and shorter for patients. Edge computing in this context results in several small changes that add up to having a big impact: The incisions are smaller and the surgeon no longer needs to stand, has a better view of the site and can use controls that are more natural and intuitive. The prime advantage of edge computing is clear: User experience improves because relevance increases with edge. The prime advantage of edge computing is clear: User experience improves because relevance increases with edge. Organizations looking to realize the benefits of edge computing sometimes face barriers to adoption. Determining the right edge strategy is not easy, but it's important to experiment—continually refining the approach to set your business on the path toward success. The most common challenges we see are: Lack of standard and integrated architectures: To get up and running with edge requires the right infrastructure (e.g., cloud provider(s), network, devices). Often, enterprises use multiple, incompatible tech stacks that have to be aligned for edge to work optimally. Fast-moving ecosystem with multiple tech options: The universe of potential partners and technology is vast, and critical decisions must be made. Continued innovation in network capabilities like MEC and 5G is further complicating the landscape.

Unrealized business value at the edge: It can be difficult for organizations to understand the full business value which can be unlocked by solutions at the edge. Companies must move beyond easy-win use cases that drive quick returns to investments in desirable, feasible and viable experiences for edge computing that delivers sustained ROI. Innovation fatigue and pilot purgatory: Industrializing and scaling edge solutions for true value can be daunting, and often organizations are too hardwired to quickly flex and scale beyond proof of concept. Lack of cloud talent to understand what belongs at the edge, why and when: Edge isn't about retooling, especially for companies that are already leveraging the cloud. It's about extending those capabilities out to the edge. If you have existing cloud talent, you can leverage their skills to deploy at the edge—the hardware connection is the simple part. Unique security challenges at the edge: Security has to extend seamlessly from cloud to all possible edge instances, but security in the IoT and edge domain is very different to security in the IT domain. There are many time-critical, safety-critical, and autonomous operations at the edge. Security models take the long design life and legacy infrastructure of devices used at the edge. They quickly become comparatively obsolete and rapid patching may be impossible if production or safety is impacted by reboots. Additionally, devices might be located remotely or in untrusted environments, which requires a blend of cyber and physical defenses. Heterogenous hardware, software and network combinations complicate the rollout of security updates. Accenture offers a full spectrum of services to help maximize the benefits of edge computing. VIEW OUR CAPABILITIES Transform your world with the latest in digital thinking. Be part of an unparalleled team that rapidly innovates to build the future. Edge computing—or just "edge"— moves computer storage and processing (now often just called "compute") to the edge of the network. This is where it is closest to users and devices and most critically, as close as possible to data sources. One of the most cutting-edge applications of edge is frictionless store checkout in retail, allowing customers to pick up items off the shelves and walk out the door, getting checked out without waiting in line. Cloud accelerates the edge, which enables new experiences. Cloud and edge computing are distinct but complementary. Centrally, cloud brings data together to create new analytics and applications, which can be distributed on the edge — residing on-site or with the customer. That, in turn, generates more data that feeds back into the cloud to optimize the experience. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. Visit our Subscription and Preference Center © 2024 Accenture. All Rights Reserved.

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Virtual twins and sustainability

----- Arcticle source ----- https://www.accenture.com/us-en/insights/industry-x/virtual-twins-sustainability ----- In brief Moving to a more circular economy Helping industries innovate Delivering value and sustainability About the Authors Related capabilities MORE ON THIS TOPIC Industry X Ecosystem Partners JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA The benefits of virtual twins are numerous. From

increasing speed-to-market to minimizing the risk associated with complex innovations and projects, these technologies can help companies across industries reduce costs and improve operations. Virtual twins help by allowing users to design, test and model disruptive new sustainable products and processes in record time, all virtually, significantly decreasing time to market and risk. Because of this, they have already been used in the development of 85 percent of the world's electric vehicles and have powered breakthrough sustainability pilots such as electric furnaces, the world's first solar airplane and new biomaterials. But most importantly perhaps, virtual twins also significantly support the transition to a more circular economy—where parts and products are designed in a way which makes for easy reuse and repurposing and eliminates waste from the lifecycle. This can help us achieve the United Nations' Sustainable Development Goals in the Decade to Deliver—an ever critical step to addressing the climate crisis. Our research findings indicate that if industries, governments, and societies were to implement virtual twins, we could unlock additional benefits of USD $1.3 trillion of economic value and 7.5 Gt CO2e CO2e emissions reductions between now and 2030. Virtual twins can help many different industries innovate operations and ultimately reinvent core business. Within our research, we looked across five key industries and use cases to demonstrate the potential of virtual twins: If introduced at scale, virtual twins can deliver $1.3 trillion of economic value and 7.5 Gt CO2e emissions reductions between now and 2030 across these five use cases alone. However, it is clear that adoption has been limited to date, and we must work to accelerate the adoption of these technologies across industries. To do this, we encourage executives to follow our five key recommendations: clearly link technology and sustainability agendas; improve the understanding of these technologies; focus on disruptive systems-change use cases; deploy these technologies responsibly; and, rally ecosystem support. Through our analysis, we have shown the potential for virtual twins to help us achieve our Global Goals, and deliver clear business value, and we hope we can inspire the next wave of leadership to think about these combined benefits, and accelerate our progress. Justin Keeble Managing Director – Strategy & Consulting, Sustainability Strategy Lead, EMEA Lauren Ing Senior Manager – Accenture Strategy – Sustainability Tony Murdzhev Consultant – Accenture Strategy – Sustainability Dhruv Malik Senior Manager – Accenture Strategy – Sustainability Jan-Willem Jannink Managing Director – Industry X, Sustainable Value Chain Lead Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved.
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Innovate for resilience and new insurance revenue

----- Arcticle source ----- https://www.accenture.com/us-en/insights/insurance/revenue-landscape-2025-innovate-for-resilience ----- In brief Meet the team Related capabilities What's at stake for insurers Turn emerging risk into exceptional reward Health/wellness and life products and services Sharing

economy, climate change, and cyber threats Integration of tech with traditional P&C products Shifting premium to alternative distributors MORE ON THIS TOPIC Kenneth Saldanha Daniele Presutti Jim Bramblet Naoyuki Shibata Life insurance services P&C insurance services JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA The global insurance industry will grow by $1.4 trillion between 2020 and 2025, despite current recessionary conditions and upended risk models. To capture a share of this growth and to defend their place in the insurance value chain, carriers must innovate. In our latest report, Insurance Revenue Landscape 2025: Innovate for Resilience, we explore the actions insurers can take to seize new revenue opportunities and retain customers seeking innovative digital offerings. Based on industry recognized forecasts and analyses of more than 70 trends from over 200 sources, we anticipate major shifts in revenue opportunity. Significant global premiums are likely to be renewed with innovative new products and a shift in distribution towards digital channels or third-party platforms. Insurers cannot rely on historic retention rates to hold within traditional revenue pools. Innovation in both product and distribution is a must if an insurer is to defend existing revenue. 85% Historically, customer retention rates have hovered around 85% for most insurers. 5% With the shift to digital channels and third-party platforms, insurers who decline to innovate could see revenue declines of nearly 5%. Deeper analysis of the shifts in risk reveals new innovation-led revenue opportunities beyond the growth in traditional insurance products. At stake is $200 billion in revenue from technology-enabled products and services, value-added services, and monetization of data and technology. Insurers will need to innovate for competitive advantage in this new revenue landscape while building resilience into their business and product portfolios. The approach we outline in our report can inform a resilient strategy for insurers looking to navigate the new revenue landscape over the next five years. The industry will coalesce around 4 areas of innovation. $120 billion in revenue from smart health products and services, particularly for aging populations, and direct life and wealth management products $115 billion in revenue from products and services to address new exposures, like climate change, sharing economy asset usage, and bigger cyber threats $120 billion in products and services enabling smart auto, smart home, and smart manufacturing $125 billion from premium shifts to new distributors, like big tech, manufacturers and insurtechs, and direct sales of small commercial insurance Innovating for competitive advantage with data-driven insights can empower the insurer with a resilient business strategy. Each insurer will have unique needs and customers who require a unique approach to building long-term resilience. We are a year into the COVID-19 pandemic. The experience proves crisis scenarios can strike fast. Our team has both insurance industry expertise and the innovative solutions to help your business thrive. We welcome the chance to talk with you about it. Senior Managing Director – Insurance Lead, Americas MANAGING DIRECTOR – ACCENTURE STRATEGY Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. Visit our Subscription and Preference Center © 2024 Accenture. All Rights Reserved. =====================

The "new" rules of healthcare provider engagement

In brief An evolution of engagement Related capabilities Is COVID-19 altering how pharma engages with HCPs? Continuously challenge what defines relevance Don't view the field force as a separate channel Minimize the content clutter MORE ON THIS TOPIC Commercial, sales and marketing Life sciences JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA When asked in 2020, healthcare providers (HCPs) told us that COVID-19 was driving lasting change in what they need and value and how they want to engage with pharmaceutical companies. They indicated that pharma companies had shown improvement in both relevance and the support services they provide. A year later, HCPs said that while the improvements were sustained, they still feel that more can be done to better understand their needs and the needs of their patients. With this survey, we sought to understand how healthcare provider needs and pharmaceutical companies' expectations have evolved since the pandemic began, and which changes will have long-lasting implications for the way HCPs engage with pharma going forward. Our research revealed three key findings: 1 Pharma companies need to do more to better understand and meet the expectations of HCPs due to COVID-19. 2 When pharma companies do more, they are recognized and rewarded by HCPs with more time and attention. 3 HCPs most value connections that blend the best of virtual and in-person, focused on the needs of their patients. Pharma companies need to do more to better understand and meet the expectations of HCPs due to COVID-19. We have seen that the notion 'reinvention of relevance' is starting to set in. In fact, almost 9 out of 10 of healthcare providers have seen pharma companies change what they communicate about beyond product information to be 'truly helpful'. However, truly helpful content can get lost in the clutter of communications they receive. While new messages from pharma companies were welcome, HCPs are also receiving high volumes of digital content that is less relevant and missing the mark. Sixty-five percent of HCPs feel at least one pharma company has "spammed" them with digital content as the COVID-19 pandemic has evolved. HCPs still believe pharmaceutical companies do not understand their changing needs and expectations for patient treatment due to COVID-19. This understanding gap is as pronounced today as a year ago with HCPs maintaining the impression that pharma companies are failing to understand the real impact of COVID-19 on them (56%) and their patients (60%, up 9 percent from 2020). When pharma companies do more, they are recognized and rewarded by HCPs with more time and attention. When asked how COVID-19 has influenced their day-to-day activities, HCPs told us they have more time available than before COVID-19. 75% of HCPs have seen a decrease in patient numbers over the past year. 61% have more capacity available than before COVID-19. This has allowed HCPs the opportunity to take note of and recognize those pharma companies who provide more meaningful engagements. Almost 9 out of 10 of HCPs acknowledge that some companies offer better engagements, with 41% noting "significantly so". We also learned that HCPs are rewarding

pharma companies that deliver positive interactions with more access and engagement opportunities. Eighty-eight percent of HCPs would be twice as likely to meet with other companies/reps if their best relationship was replicated. HCPs most value connections that blend the best of virtual and in-person, focused on the needs of their patients. After you've captured a HCP's time and attention, the focus of the interaction remains clear: they most value content that helps them better serve their patients. Half of the "best content" HCPs recently received was either content they could easily pass to their patients for support or content helping them with the administration associated with treating their patients. In terms of how they are engaged, all indications are that virtual meetings are here to stay. Similar to our first survey and despite the lifting of travel restrictions in many countries, there has been no significant return to in-person meetings. However, almost half of the HCPs surveyed (46%) told us they prefer a mix of in-person and virtual meetings after the COVID-19 pandemic ends. Pharma companies must seize the opportunity to test bold new ways of thinking and working. There is no single approach to success, pharmaceutical companies will need to continuously challenge what defines relevance across the healthcare provider landscape. Our research shows that the best interactions combine multiple facets of quality and relevance and vary by area of practice. To get there, we suggest the following actions: 84% of HCPs believe the content they are receiving from pharma companies today is more relevant than before the COVID-19 crisis. 44% of HCPs said discussions with pharma representatives are the most dominant factors shaping their treatment decisions. 41% of HCPs said they would be more willing to open emails and listen to messages from a company if their best interaction was replicated. Managing Director – Life Sciences, United Kingdom Managing Director – Life Sciences Managing Director – North America Lead and Strategy Lead, Global Life Sciences Bringing insights, design thinking and human ingenuity together to modernize your commercial model and drive... Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved.
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How to make sales truly digital

----- Arcticle source ----- https://www.accenture.com/us-en/insights/industrial/digital-sales-transformation ----- In brief Related capabilities RESEARCH REPORT Industrial customers have placed their orders Sales transformation maturity levels Make sales truly digital 1. Digital end-to-end customer engagement 2. Proactive, customized recommendations 3. Predictive, data-driven customer insights 4. Automated, standardized sales processes 5. Collaborative front-office operations Create a seamless digital sales experience Here's what mature digital sales look like The Industrialist: Subscribe to our publication About the Authors MORE ON THIS TOPIC Industrial equipment Customer experience JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Many industrial companies know what customers want but struggle to deliver a highly digital sales experience. To better understand the barriers companies face

and how the most successful surmount them, Accenture surveyed 500 industrial sales and marketing executives globally. Results reveal respondents are aware of the potential margin benefits and efficiencies from digital (or online) engagement and automation. Yet few have pursued them. How can industrial companies jumpstart the sales transformation process? 29% of total B2B sales will come from online sales by 2025. ~90% of industrial customers see clear benefits in digitizing B2B sales processes. PRESS RELEASE: "While the pandemic served as a digital wake-up call for most sectors, industrial companies seem to have missed the message," said Thomas Rinn, who leads Accenture's Industrial industry group globally. Read the full press release. Our survey examined five capabilities that drive sales transformation. We assessed survey respondents against these cutting-edge sales capabilities to understand their maturity in providing a seamless digital sales experience. Leaders are farthest along in the sales transformation journey but still need to continue their efforts to develop digital sales capabilities. Strivers struggle to transform the sales organization boldly and quickly, while Laggards face significant internal obstacles to making progress. Leading Industrial companies are focusing on these five key capabilities to transform their sales at speed. Create a personalized online experience such as product and service configurators, to build a robust digital commerce offering. Build recommendation engines to increase cross- and upselling for products and services. Stitch together customer insights from marketing, sales and service transaction data. Provide immediate customer responses via chatbots. Leverage RPA for approval workflows to unleash back-office capacity. Break down functional silos. Direct cross-functional teams to improve the customer journey at moments of truth. The path to creating digital sales is individual to each company, determined by your company's strengths and weaknesses. As a first step on this journey, assess the maturity of your company's capabilities and where you need to start. Don't wait—ignite "high-voltage" digital sales at your company, now. Thomas Rinn Senior Managing Director – Global Industrial Lead JOE MCGEE Principal Director – Strategy, Customer Sales & Service Thomas Wrana Principal Director – Accenture Strategy & Consulting, Industrial CX Lead, Austria, Switzerland, Germany Matthias Wahrendorff Senior Thought Leadership Principal – Accenture Research, Global IIoT and Industrial Research Lead Andreas Egetenmeyer Manager – Accenture Research, Industrial Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. Visit our Subscription and Preference Center © 2024 Accenture. All Rights Reserved. =====================

Making space to grow in consumer goods

----- Arcticle source ----- https://www.accenture.com/us-en/insights/consumer-goods-services/consumer-centered-data-driven-agile-enterprise ----- Digital commerce is becoming simply commerce The future of digital commerce What does this mean for the C-Suite? What leaders do differently Control your own commerce future Meet the team Frequently asked questions

Welcome to the new era of commerce The future of digital commerce for CPGs CEO/COO CMO/CDO CSO CIO/CTO Own the brand experience in commerce Build better for the business of commerce Become digital on the outside – and the inside Pinpoint where to play Focus end to end Go with big, bold tech Get rid of guesswork Unravel complexity Supercharge operations Oliver Wright Nevine El-Warraky Kaus Rajnish What is digital commerce? What are examples of digital commerce? What are the benefits of digital commerce? What are some digital commerce challenges and trends? JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA CPGs that radically rethink their foundations to operate as digital businesses can seize the opportunity to grow digital commerce. The consumer packaged goods (CPG) industry is experiencing the largest channel proliferation and fundamental shift in the relationship between consumers and manufacturers ever. It's a significant opportunity for CPGs to reinvent their role in the industry. The consumer packaged goods (CPG) industry is experiencing the largest channel proliferation and fundamental shift in the relationship between consumers and manufacturers ever. It's a significant opportunity for CPGs to reinvent their role in the industry. The online-offline paradigm is beyond outdated and the path to consumption is increasingly fluid. Consumers aren't buying in one way. They move across digital and physical touchpoints all the time in everything from purchasing groceries to getting medical care. Customers are no different. They want the same seamless experiences in their professional dealings with CPGs that they have as consumers – and most of them (87%) believe that that answer is in B2B commerce solutions that mimic the B2C experience. Digital engagement is the single biggest driver of commerce online, and in the store. Welcome to the new era of commerce. CPGs have a growing opportunity to rethink their digital strategy and become digital inside and out. It's time to grow digital commerce. Ninety-four percent of consumers across 13 countries purchase through digital commerce channels today Ninety-four percent of consumers across 13 countries purchase through digital commerce channels today Digital commerce channels are proliferating at a staggering rate. More and more channels are being created to meet consumer and customer needs. As new channels emerge, existing channels evolve. Today, we identify fourteen material channels to engage consumers and customers and this number will continue to grow. Driving profitable growth in this environment requires CPGs to navigate the complexity of operating in near real-time across numerous channels while effectively managing the growing costs of participation and delivering a consistent, omnichannel experience. To master the digital commerce landscape, CPGs must build the right capabilities and capacity to seamlessly orchestrate activities within and across channels. Watch the full conversation or a topic of your choice from the selection below. To learn more about the opportunities ahead, contact the team to take action now. The shifts in CPG commerce are a departure from how things have always been done. Taking advantage of them demands key decisions from all leaders – and changes across the business. With commerce being an increasingly critical consumer engagement channel in CPG, the brand experience should be consistent in every relevant channel. Every time. CPGs can make change happen by building the technology foundation to be more data-driven and integrating processes to be more agile. It is key for CPGs to join up Marketing, Sales and Commerce, and the rest of the organization to

operate with true agility. To be successful in digital commerce, CPGs can continue to follow where the wave of change takes them or they can gain control by developing a strategy that addresses six fundamentals: Avoid the trap of showing up equally in every channel. CPGs should develop their channel strategies to understand the value potential of every channel by category, brand and geography. Build engagement and drive conversion by creating commerce capabilities that provide truly seamless omnichannel experiences across channels. Develop a unified platform ecosystem that integrates across the value chain to manage the commerce business. Build a secure consumer and customer data foundation to access data insights that drive performance and optimize investments. Establish operations that manage the complexity of execution across multiple channels and respond in real-time to changing market dynamics. Redesign the operating model to enable seamless consumer and customer journeys. Digital commerce is the buying and selling of products or services through digital channels. This includes selling to either consumers or customers through direct or indirect channels. Examples include direct-to-consumer channels, such as branded websites that sell directly to consumers and indirect-to-consumer channels, such as retailer, marketplace, and social sites where brands sell through the channels to consumers. Equivalently there are both direct and indirect to business channels, such as brand owned B2B portals and wholesaler portals respectively. Digital commerce has created more options for consumers and customers to buy what they need on their terms. In addition, it has given brands a more direct relationship with consumers and customers through the digital pages and storefronts they now manage. It has also created an opportunity for material growth for the brands that rethink how they engage consumers and customers and operate as digital businesses. The scale of digital commerce can be a significant challenge given the growing responsibilities for brands to own their experiences across all retailers, such as the product descriptions, images, retail media, and consumer feedback. In addition, digital commerce doesn't create more consumers or needs, but it does create more channels which increases costs for the sales of those same products. This means brands must automate and systematize their capabilities to ensure they win market share while protecting margins.

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Computing the impossible - new machines, new possibilities

----- Arcticle source ----- https://www.accenture.com/us-en/insights/health/new-machines-new-possibilities ----- The big picture The analysis: Compute for a new era of enterprise Things to look out for: Benchmarking and skills Actions to take: Forging tomorrow's industries Conclusion About the Authors Related capabilities Intelligence: Evaluate the effect on operations Partner: Forge inroads with others Consortia: Join forces to pave the way MORE ON THIS TOPIC Digital health Operational transformation Health

Today, we are building the machines that can run the complex algorithms created decades ago. Quantum computers can resolve issues simultaneously, thereby multiplying computing capacity. This means that healthcare executives can test different scenarios and find complex dependencies much faster than ever before. We are witnessing the emergence of a new class of machines which are stretching the boundaries of what computers can do. Problems once thought impossible to solve because they require computing large, complex datasets are now in the realm of the possible. And because industries are in fact defined by their most intractable problems, when these machines mature, they will ignite a cascade of disruption that will revolutionize industries, including healthcare. Three sets of new computing machines are emerging: High-performance computers (HPCs), bio-inspired and quantum. Quantum is the pinnacle of next-generation problem solving, but HPCs, or massive parallel processing supercomputers, can also help organizations to efficiently take advantage of the swaths of data inherent to the digital world. And biology-inspired compute draws inspiration from or relies directly on natural biological processes to store data, solve problems or model complex systems in fundamentally different ways. We are witnessing the emergence of a new class of machines which are stretching the boundaries of what computers can do. More and more data are being created and collected every day, and post-digital healthcare organizations want to use the insights that come from it – thus driving demands for greater computing capabilities.   High-performance computing Increasingly the answer to this massive data conundrum is found in HPC, or supercomputing. A combination of graphics processing units (GPUs), application-specific integrated circuits (ASICs) and other purpose-built chips are starting to push HPC capabilities to new thresholds and benchmarks previously thought to be decades away – an acceleration that is rapidly making these capabilities mission-critical for healthcare organizations everywhere.   Bio-inspired compute While HPC may be more familiar, there's another class of technology reshaping what enterprises can do. Biology-inspired compute takes advantage of the most mature systems in the world: nature. There are two subdivisions to this class: biomimicry, or systems that draw inspiration from biological processes, and bio-compute, which are systems that directly utilize biological processes to perform computational functions.   Quantum computing HPC and bio-inspired compute won't be the only tools digital healthcare organizations need to execute on their future ambitions, however. While they are immensely powerful, HPC machines are still "just" classical computers, and bio-inspired compute is "just" a new approach to similar problems. The single biggest watershed moment for computing will be when quantum computers solve the healthcare problems that were considered quite literally intractable – making the impossible possible. 75% of global healthcare executives report quantum computing will have a breakthrough or transformational impact on their organizations in the future. The problem-solving capabilities enabled by this new wave of computing may lead to the biggest technological disruptions of our time. Due to the nature of the problems at hand, when breakthroughs are made, adoption is likely to scale up rapidly and to cross-pollinate into other industries just as fast. There are obvious signs to follow to track this trend, namely, benchmarking. But it's just as important for leaders tracking the

maturity of these machines to understand exactly how to interpret that information. Benchmarking As more machines use customized chips and architecture and are built to purpose, more specific benchmarking may be required to understand true top end performance and capabilities. Skills The impact of these machines will directly follow the emergence of skilled workers who can use them. Expertise in mathematics, physics, engineering and coding will be more important than ever before. Another survey of top-level executives revealed the belief that top factors delaying potential quantum deployments today are a shortage of trained workers as well as software and hardware availability. In that same survey, half of respondents believed that lack of quantum experts is what was stopping quantum from being even more popular.6 The computers that will create and fuel the next generation of industry are already being built, and enterprises need to be part of this wave or risk being swept away by it. What problems are simply considered the cost of doing business? How would it reshape the business if you could start solving those problems? Those looking to take an active role in shaping the next wave of healthcare should be asking what hardware they can start building or using to be the first to solve their biggest and most impossible problems. Partnerships with organizations leading the charge in quantum computing in healthcare from large tech companies, digital natives and beyond are key to experimentation and exploration of future enterprise impacts. Consortiums are converging, committed to the growth and development of these fields. The U.S. National Institute for Standards and Technology launched the Quantum Economic Development Consortium aims to find use cases, determine technology and workforce gaps, and work with stakeholders to fill those gaps to enable the quantum computing ecosystem. 7,8 For decades, computers that could efficiently solve the world's "grand challenges" have been nothing more than theoretical concepts. But healthcare enterprises can't afford to think about them in the abstract any longer. They are rapidly improving, and their impact on industries' most fundamental problems and parameters can either be an industry-ending event or the biggest opportunity in generations. Healthcare leaders who start rearchitecting their industry today, anticipating a future with these machines, could have the best shot at the latter. 6 Classiq Research Reveals Big Demand For, and Broad Interest In, Quantum Training. (2021, October 13). Business Wire: https://www.businesswire.com/news/ home/ 20211013005250/en/Classiq-Research-Reveals- Big-Demand-For-and-Broad-Interest-In-Quantum-Training 7 Vincent, B. (2020, October 27). NIST-Supported Quantum Consortium Launches Committee on National Security. Nextgov: https://www.nextgov.com/emerging-tech/2020/10/nist-led-quantum-consortium-launches-committee-national-security/169570/ 8 QED-C members. (n.d.). QED-C: https://quantumconsortium.org/members/ Brian Kalis Managing Director – Accenture Strategy Lead, Health Jenica McHugh Managing Director – Technology Strategy, Global Kaveh Safavi, MD, JD Senior Managing Director – Consulting Global Health Andrew Truscott Managing Director – Health, Technology Lead, Global Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved.
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Get the most out of cloud: Optimize your IT

----- Arcticle source ----- https://www.accenture.com/us-en/insights/cloud/optimize-cloud-it ----- In brief Break with tradition to get value from cloud A new IT paradigm: Five questions to ask Optimizing for new heights The power of FinOps transparency Watching out for the wider technology estate Running different in the cloud Related capabilities Get the most out of cloud Data Edge Networking Machine learning MORE ON THIS TOPIC Cloud services Cloud migration JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA When it comes to managing cloud estate, traditional "change management" approaches just can't keep up. There's no such thing as running and decommissioning physical hardware over multi-year cycles, as is common in traditional IT. Instead, capacity, consumption, cost, performance and business innovation must be continuously optimized. Hyperscalers produce thousands of upgrades, releases or new services every year. This unprecedented pace of change demands a different way of working: an agile, cloud-optimizing approach that Accenture calls "Run Different." Rethinking how you run and optimize your IT estate is only one component of a successful cloud journey. Learn more in Accenture's Ascend with Cloud. Whatever type of cloud environment you choose, the responsibility of managing your IT still falls to you, not the cloud provider. Whatever type of cloud environment you choose, the responsibility of managing your IT still falls to you, not the cloud provider. Before overhauling your cloud estate management, consider these questions: How should the operating model change? Whatever type of cloud environment you choose, the responsibility of managing your IT still falls to you, not the cloud provider. Part of managing IT well is ensuring your cloud operating model focuses on optimizing the cloud estate, including consumption, application performance and business innovation. You need to leverage the right mix of cloud services to maximize application performance while onboarding innovative new capabilities. It's also important to get the most out of your data, using cloud services to gain new insights. What new skills do I need? The skillsets necessary for cloud estate management require constant reassessment. Skills that appear foundational one day can be obsolete the next. Some aspects of cloud require greater specialization, while other areas necessitate multidisciplinary "full stack" roles. The needs also go beyond technical skills: design thinking, business strategy and industry-specific skills should be bundled into the same operating model. But finding people with the right cloud skills can be challenging, as companies compete for talent and grapple with continuous reskilling. For many, turning to a third party for help is the solution. How should I use automation? Greater standardization in a cloud environment means rules and policies—ranging from infrastructure provisioning to security measures—can be expressed and enforced through code, leading to a streamlined "as code" environment. However, done wrong, automation in areas like network configuration can unintentionally expose corporate data to the outside world. That's why a robust enterprise automation approach is essential. How can I enforce governance through code? Automation can take the knowledge that

otherwise exists only in your best engineers' heads and convert it into a set of digital rules. These rules, expressed in code, can help an enterprise significantly reduce its risk exposure.   This is easier to achieve in a greenfield cloud native environment than a complex brownfield one. Trying to build new guardrails in a brownfield environment that was lifted and shifted from a data center risks breaking as many controls as you create. Who's responsible for security?   The cloud hyperscalers can only do so much: the security of what you put onto their clouds is still your responsibility. The good news is that cloud can significantly improve your security posture. The hyperscalers provide a range of tools and capabilities to help harden security.   A managed service can also help, enabling the application of DevSecOps best practices. For example, Accenture helped a large mining company assess security risks as workloads were migrated to cloud. In doing so, we discovered thousands of vulnerabilities within the company's infrastructure, which were remediated quickly. Today, the company's cloud environment is running securely. Read our report on how to optimize your IT to get more value from cloud. Getting value in the cloud means optimizing in several key areas.   Innovation   When IT can track and assess new hyperscaler services, it isn't only better able to optimize the cloud estate—it can also push innovation and help drive the company's growth agenda.   However, there often isn't time to evaluate the innovation potential of every release. This, too, builds a case for seeking expertise from outside the organization. It's also a reason to create a Cloud Center of Excellence (CoE).   A CoE is a dedicated team that combines business and technical expertise to assess the potential of each cloud release. Accenture has extensive experience working with clients to establish effective cloud CoEs.   Consumption, cost and performance   Optimizing the consumption, cost and performance of cloud resources involves understanding the complex interplay of cloud consumption and business processes while continuously monitoring the full stack.   Machine learning can help: It can predict how an application's compute should change over time with user behavior, positioning you to better predict spikes, optimize your consumption, find the right balance between reserved and dynamic cloud instances, and add capacity when needed. When workloads are forgotten in the cloud, you can rack up consumption and costs at an alarming rate. FinOps—the financial management of cloud—can provide a solution to this and other problems. By building financial transparency into your cloud operating model via a chargeback mechanism, you expose the true financial cost of cloud to relevant parts of your organization.   It's a highly effective way of changing the culture, too. When individual application teams take responsibility for their own cloud usage and cloud costs, they're incentivized to minimize them. The whole organization then becomes better aligned around the total cost of ownership of the cloud estate. For most organizations, cloud infrastructure is only part of the technology estate. Cloud management and optimization requires considering how the whole operating model fits together. Here are key components to keep in mind: Huge volumes of data are hard to move. Cloud data management means considering options like bringing compute to the data or creating smart extracts. Enterprises need to consider how to manage minimizing latency and maximizing compute performance at the network edge. Cloud providers are rapidly expanding their networking offerings, with each featuring dozens of services including routing, switching and more. Cloud providers also offer

machine learning services that deliver insights in areas like customer segmentation and supply chain optimization. A robust cloud agenda has shifted from an aspiration to a mandate. This is why many companies turn to third parties. These organizations have the scale to monitor new cloud services released every month, plus the expertise to integrate those releases into the cloud estate. Accenture research shows that 48% of those using third-party managed services "to a great degree" report achieving the full benefits of cloud (compared with just 35% of those that don't). The key takeaway? Build optimization, innovation and the adoption of new cloud capabilities into your day-to-day operations. That's how you run different in the cloud—and that's how you get the most value out of your transformation journey. Speed, cost, and innovation–Accenture Cloud First makes cloud's promise real. Migration to cloud is vital for companies looking to achieve digital transformation and exploit growth opportunities... Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved. =====================

Digitalization of the supply chain

----- Arcticle source ----- https://www.accenture.com/us-en/insights/consulting/digitalization-drives-smarter-supply-chain ----- In brief Drive a smart supply chain transformation with a digital engine Get a unified view of supply chain demand Supply chain segmentation strategy for efficiency and responsiveness Benefit from smarter supply chain planning and execution A digitalization strategy that pays Meet the team Related capabilities Unified view of demand Supply chain segmentation Smart planning and execution MORE ON THIS TOPIC David Simchi-Levi Kris Timmermans Supply chain & operations Applied intelligence Supply chain resilience JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA More and more enterprises are understanding the role digital supply chains can play in increasing business efficiency and agility and driving new growth. But what does supply chain digitization really mean? And how should it best be applied to existing supply chains and supply chain organizations? As businesses look for enhanced profitability and new growth in post-COVID economies, these questions are more pressing than ever. In this timely report, two leading voices in supply chain analysis, MIT's David Simchi-Levi, and Accenture's Kris Timmermans, set out what they believe are the central requirements of a supply chain digitization strategy. Their key takeaway? An intelligent supply chain strategy needs three key components: a unified view of demand, a segmentation strategy that tailors the approach for each type of supply chain, and the ability to automate the use of data and analytics to support smarter planning and execution. Apply advanced analytics to a range of internal and external data sources to automate and improve forecast accuracy. Segment supply chains to enable smarter, tailored supply chain strategies that balance efficiency, responsiveness and customer value. Shift the focus from consensus planning to analytics-driven decision making with greater levels of automation. One global fashion retailer increased market share and doubled operating profit—by investing significantly in supply chain digitization. Underpinning all three of these components is a

combination of digitization, data analytics and greater automation. It is this, ultimately, that drives a true supply chain transformation. However, companies don't have to embark on a full-scale organization-wide transformation to enjoy the benefits of a digital supply chain. As the report argues, many gains—from lower costs to higher revenues to better customer experience and retention—can be realized from more modest financial investments. That means looking to bring together data that is readily available with some degree of automation and smarter analytics, and then combining them with operational processes that have been designed to leverage the value from the investment. A key goal should be to enable the business to move away from traditional consensus or intuition-based demand forecasting by analyzing data from a range of internal and external sources. This enables the organization to develop a more accurate, flexible and automated five-step "circular" process for supply chain planning across a fifty-week planning horizon. A five step circular process for demand planning Using a case study from consumer packaged goods, the report explains how, by segmenting the organization's supply chains according to a range of drivers (such as sales volatility, volume and margin), a series of detailed sourcing, manufacturing and logistics strategies can be developed. This means a business can pick and choose the most suitable strategy for each of its different products' supply chains, enabling it to find the right balance between supply chain efficiency and responsiveness. That, in turn, means it can reduce risk and drive greater customer-centricity—while still benefitting from economies of scale in areas like sourcing, infrastructure and manufacturing capacity. Smart planning brings together digitization, data analytics and an automated optimization engine to develop advanced planning capabilities that can drive the entire organization—from master production schedules and material planning all the way to supply planning. Combined with real-time key performance indicators (KPIs) and key performance predictors (KPPs) the business acquires the ability to understand not only what is happening in its supply chain at any moment, but also what's likely to happen in the near future. One large global appliance manufacturer used supply chain digitization to uncover significant revenue growth and service level improvement—while dramatically cutting operating costs. As the report shows, companies that have used the digitization strategies it describes have seen significant benefits. That includes better customer experience (with service levels reported to have improved between 5 and 10 percent). Those companies have also seen up to a 10 percent reduction in lost sales, leading to higher revenue, and a 10 to 20 percent reduction in inventory and waste, translating to cost savings for the business. The report explains how other companies can enjoy similar benefits by understanding the role of analytics and automation in supply chain planning and execution—and how that fits within a broader supply chain digital transformation. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings.
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Unlocking private equity operational value with managed services

In brief The need for operational value It's time to evolve the playbook Gaining an edge through strategic managed services Operational technology's deal impact Client example: Rewiring for operational value Three considerations to maximize value Writing a new page Featured insights 1. Get a head start 2. Embrace value-based models 3. Amplify benefits with larger partners WRITTEN BY Current Country: United States RESEARCH REPORT 5-MINUTE READ March 1, 2024 Private equity (PE) firms are increasingly engaging in deals that are more complex, such as carve-outs and add-ons. 14% increase in average hold period along with rising cost in capital put return on investment under pressure. These circumstances are challenging PE leaders to delve deeper into operational value creation. They believe financial engineering should account for just 25% of their efforts, according to a study published by Accenture. The remaining 75% should focus on operational value creation. The good news is that the levers for operational value creation are known. Many are tested and proven. The true complication is in the ability to execute on a wide range of levers in a short timeframe. The challenge with pursuing value through operations is that most portfolio companies lack the leadership, capabilities and culture to tackle a wide range of levers. Today, only 8% of mid-sized companies achieve operational maturity. In these companies, talent, data and AI are critical to driving continuous, enterprise-wide reinvention through their operations. 2.3x higher margins for companies reaching the highest level of operational maturity by 2025. A massive 92% of mid-sized companies have room for operational improvement. PE firms that move more boldly can build higher levels of maturity and drive significant competitive advantage. Many portfolio companies fail to hire the required talent at the required pace. They also struggle to develop mature, efficient operating models and processes that are enabled by data and technology. Forget handling complex transformations, like setting up standalone operations after a carve-out, or rolling up acquisitions if the PE sponsor pursues a targeted buy-and-build strategy. Going at it alone risks missing out on speed, quality and predictability of intended business outcomes. Such complex initiatives require strong strategic partnerships to drive the desired results. The managed services these partners provide benefit from the innovation developed for Fortune 500 companies, while being tailor made to serve the need of private equity and mid-market companies. They: Companies working with a managed services partner experience higher top-line growth and capture better operating margins. Operational technology risks are rife in today's complex business landscape. With the right approach, private equity firms can navigate these challenges and unlock the full potential of investments. Consider our partnership with a European PE-owned telecommunications provider with revenue below $1 billion. Our journey started with order fallout management and since then our partnership has grown through strategic managed services. The company is

currently transitioning more than six million households from copper to fiber. Accenture is a key value accelerator in this, supporting their capacity- and order-driven fiber rollout. Accenture has generated an estimated $40 million in savings for the client since 2013, representing an 89% internal rate of return per annum on an initial investment of $4.4 million to set up the service. When the PE owner decides to exit the portfolio company, these strategic managed services will help ensure a smooth transition as they provide a vision, visibility and continuity to the new owners. Strong strategic providers help build resilience in a time of disruption and become true partners in innovation, operating with a "one team" mentality. As you prepare for your next investment, consider the following: Think about strategic managed services pre-close, rather than several years into the investment. Doing so allows for deeper interventions by providing a longer tail for savings and returns on any initial investments. Pick a partner that can identify and commit to delivering outcomes commercially, and can look beyond optimizing individual functions. This helps ensure no important opportunities for value are missed. Working with a large provider means having a trusted partner that can put its balance sheet to work and acts as a "one-stop-shop" to deliver the outcomes at your portfolio company. Many PE firms are evolving their strategic playbook, turning to a new page focused on operational value beyond financial engineering. Getting there means joining with partners that can deliver new skillsets, resources and cultural orientation and building a competitive advantage that spans geographies and portfolios. Comprehensive due diligence is key to unlocking a deal's full potential. Yet, 83% of leaders see material room for improvement. Three steps help ensure due diligence becomes a dynamic and value-driven approach. M&A deal processes are ripe for reinvention. Gen AI will lead those reinventions and executives agree. Where they are investing, however, indicates a need for holistic strategies to realize the value they envision. See how operations reinventors are rising to the challenges of disruption, capturing new paths for growth, and setting new performance frontiers. In a complex environment, private equity (PE) firms are finding that they must dig deeper to accelerate returns. The days of "one-and-done interventions" are over. Leaders must look for new and distinctive paths to value. Accenture outlines how to address cybersecurity in private equity by mitigating risks and enhancing resilience to cyber attacks. Jesper Strømann Managing Director – Global Private Equity Lead, Accenture Operations Neto Alexander Managing Director – Private Equity Felix Hessel Managing Director – Accenture Strategy, Mergers & Acquisitions Suzie Blinman Managing Director – Accenture Strategy, Transaction Advisory, APAC Lead Fernando L. Peixoto Managing Director – Private Equity Himanshu Patney Principal Director – Accenture Research © 2024 Accenture. All Rights Reserved. =====================

Total Enterprise Reinvention in Consumer Goods

----- Arcticle source ----- https://www.accenture.com/us-en/insights/consumer-goods-services/total-enterprise-reinvention-consumer-goods ----- In brief The

time is now Introducing: Total Enterprise Reinvention Six characteristics of Total Enterprise Reinvention Navigating to a New Performance Frontier We have defined distinctive capabilities that allow companies to: Total Enterprise Reinvention drives competitive advantage Ready to get started

Today's consumer has a louder voice and more control than ever before. Loyalty is increasingly based on a complex set of factors beyond the traditional buyer values of price, taste and quality. At the same time, consumers are engaging with brands in incredibly fluid ways. Competition among deep-pocketed incumbents is fierce, and new competitors are emerging constantly: In the past decade, an average of five new consumer goods brands launched every week. Retailers, too, have gained more power. Traditional retailers such as Walmart, Kroger and Tesco are monetizing their shopper insights to create new offerings to sell to consumer goods companies — following the lead of Amazon, whose ad business continues to expand by leaps and bounds, generating $37.7 billion in revenue in 2022 (a 25% year-over-year increase). Amplifying this change is the ongoing disruption caused by innovative technologies. Generative AI, for example, will affect every part of the consumer goods value chain. Product developers are co-innovating with AI to discover new ingredients and craft new formulations. Marketers are using AI to generate dynamic and personalized content for their individual consumers. And consumers are becoming comfortable using AI to solve their needs — for example, asking ChatGPT what they should cook for dinner. At the heart of the industry, and driving this change, is the human being. Humans are passionate about what they want — and highly unpredictable in how they translate that into behaviors, demands and purchases. Accenture's consumer pulse research shows that consumers overwhelmingly believe we are living through a time of unusual — and pervasive — uncertainty. 54% of consumers surveyed expect this level of uncertainty to continue past the next 12 months. 20% expect it to last longer than five years. The pace of change in the consumer goods industry — already rapid — will only continue to accelerate. In this age of disruption, the companies that succeed will be those that adopt Total Enterprise Reinvention. We call these strategic leaders Reinventors. Reinventors embrace continuous, dynamic change across every function and business area — and unlock human potential through a strong digital core. A handful of consumer goods companies have already made the commitment to adopt all the characteristics of Reinventors, which offer value in both financial and non-financial terms. Financial impact: In consumer goods, Reinventors report generating: 8% higher incremental growth 10% higher cost reduction 19% higher balance-sheet improvements compared with the rest of the industry Rapid results: Reinventors across industries deliver 1.3x more financial value in the first six months of their transformation investments than their peers. This is predominantly because of their ability to move at greater speeds, enabled by their more sophisticated technology infrastructure and ways of working. 66% Reinventors say they are moving "significantly faster" than before 360° value: Companies that have committed to reinvention already deliver better and broader value than their industry peers: 32% better on sustainability 31% better on experience — for customers, suppliers and employees 11% higher on innovation 11% higher on "net better off" outcomes for talent 7% higher on inclusion and diversity Emerging brands and competitors have been creating and capitalizing on

new waves of growth. Evergreen companies generate continually renewing growth through an expansive and life-centric view of market opportunities — and have designed their capabilities to pursue those opportunities at scale and at pace. At the core, this means the willingness to reinvent what we think our industry does to embrace holistic human needs — and to move quickly to build scaled, future-proofed businesses around them. Companies must be "human first," integrating human needs and preferences into every part of the enterprise — from R&D to marketing to supply chain — and partnering seamlessly with channel players to deliver what humans want, where they want it. We call this "life centricity." Consumer goods companies need to focus on a more holistic definition of value, continually reallocating internal and external resources to meet changing market demands and maximizing ROI beyond financials. Executives express concern about their ability to recruit, develop and retain the future-skilled talent they need. We've yet to come across a single leadership team that believes they have the skills and mindsets to drive reinvention. Technology dramatically transforms human productivity — and yet, economists have shown a growing productivity gap, as measured by real wages. In short, the industry has failed to realize human potential through the continuing waves of technology innovation. Total Enterprise Reinvention isn't a to-do; it's a to-be: an opportunity to continually reinvent and transcend not only present practices, but also future possibilities. There's no going back — in fact, the gap between what technology makes possible and what's being done in practice is widening, and the urgency to act is escalating. The New Performance Frontier represents a roadmap to building a flexible business that can constantly reinvent itself to align with consumer expectations. The capabilities that define the New Performance Frontier are meant to help leaders forge a clear view of the long-term strategy for their company against which they can execute in the coming years. Every consumer goods company should determine their unique New Performance Frontier across the capabilities and identify the organizational, operational and cultural obstacles to delivering ambitious, net-new growth in the near term and beyond. This will make clear which areas to prioritize to drive the highest value for their organization. Total Enterprise Reinvention isn't just important — it's imperative, and over the next 10 years it will become the consumer goods industry norm. Those that embrace this philosophy the most profoundly and rapidly will be the most successful in the long term and most able to withstand whatever the future holds. Reach out to talk with one of our industry experts about Total Enterprise Reinvention and to complete a diagnostic to assess your organization's performance and ambition against industry peers. Oliver Wright Senior Managing Director – Global Consumer Industries Group Lead Karen Fang Grant Managing Director – Industry Networks & Programs, Global Research Lead ====================

Banking Consumer Study: Reignite human connections

----- Arcticle source ----- https://www.accenture.com/us-en/insights/banking/consumer-study-banking-reignite-human-connections ----- In brief Banks have a golden moment on their hands Understanding the ever-changing customer and new competition Consumers still value the branch Three pivots to reimagine the customer relationship and unlock value WRITTEN BY Current Country: United States Research report 5-MINUTE READ March 21, 2023 Powerful forces, from rising rates to breakthrough technology, are converging to create an opportunity for banks to transform their relationships with customers. The revenue boost from higher interest rates may induce complacency, but forward-thinking banks can use it to ignite product innovation. Beneath the hype, advanced tech like generative AI might have enormous potential to revolutionize the customer experience. Banks can harness these forces to explore the art of the possible and increase their relevance to set a new performance frontier. This golden moment is an opportunity for banks to redefine consumer banking in the 2020s; to play a more meaningful role in customers' lives by understanding the forces that affect their individual lives and helping them achieve their aspirations. RELATED: It's 2023. Do banks still need branches? Accenture's latest global study of 49,000 consumers reveals crucial details about today's banking consumers—chief among them growing customer dissatisfaction and industry fragmentation, leading consumers to seek out new providers. 30% of respondents rate their main bank's customer service as excellent 23% rate their main bank highly for its range of products and services and for the competency of its tailored financial advice 59% recently acquired a financial services product from a provider other than their main bank Consumers' relationships with their banks are becoming increasingly impersonal. The survey shows that most consumers use their bank's digital channels for quick functional tasks only. This suggests that digital channels are functionally correct but emotionally devoid. They don't help a bank turn a transactional relationship with a customer into a genuine human connection. Our survey found that consumers across all generations and nearly all geographies still value physical bank branches in their neighborhoods. This surprising affinity for branches is clear evidence of consumers' desire to have a personal interaction with their banks. In addition, more than six in 10 turn to branches to solve specific and complicated problems. Pain points are set to become more acute as the economic impact of the rising cost of living sets in. As consumers navigate those challenges, they will want to have genuine conversations with their banks. Most digital channels today don't offer that. test Banks can respond to these trends and boost their customer relevance with three distinct but related pivots. Each helps replicate what customers appreciate about the branch: an opportunity to have a personal conversation, discuss their needs, and receive tailored advice about products and services and ways to improve their finances. Moving from a frictionless digital customer journey to understanding customers' motivations is as rewarding as it is challenging. Deeper understanding of customers' circumstances can enable advice that's relevant. Next-gen tech like generative AI can play a crucial role. Banks that

remove silos can offer holistic propositions that mix products—including non-banking ones—through physical and digital touchpoints. Together these pivots can build a more human connection, activating what we call the "multiplier effect," where banks maximize the power of their relationships to achieve top-line growth. Read the full report for more details, including four strategic plays for success that can help banks transform their customer relationships for future relevance and growth. A multiplier effect can help banks increase revenues from primary customers by up to 20%, depending on the market. In the US, this translates to $100B in annual retail banking revenue at stake. Michael Abbott Senior Managing Director – Global Banking Lead Kim Kim Oon Managing Director – Accenture Strategy, Banking © 2024 Accenture. All Rights Reserved.
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The European double up

----- Arcticle source ----- https://www.accenture.com/us-en/insights/strategy/european-double-up ----- In brief A twin strategy that will strengthen competitiveness 2021: The year of the Twin Transformation Pandemic-related challenges persist Performance trajectories diverge; clear winners emerge European businesses are perfectly positioned Tech-powered sustainability isn't just good; it's good business How to execute a Twin Transformation A bold new path forward Related capabilities MORE ON THIS TOPIC Accenture Strategy Sustainability Technology JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Why the combination of sustainability and digital technologies is key to igniting future competitiveness for European countries. Success in uncertain times is increasingly dependent on a company's ability to execute a "Twin Transformation"—to find new sources of value at the intersection of digital technologies and sustainability. Accenture's recent global research study found that companies pursuing this approach are 2.5X more likely to be among tomorrow's strongest-performing businesses. European companies' early lead in sustainability should make them natural candidates for Twin Transformations. Yet few are pursuing this path, despite concerns about their economic outlooks. How can European companies see this opportunity and seize it? They need to fully understand its potential, apply successful Twin Transformers' fundamental strategies and empower and nurture talent to sustain the transformation. The time for a Twin Transformation is now. Global GDP is expected to lift 4.2% in 2021, according to OEDC, boosted by COVID-19 vaccination campaigns, concerted health policies and government financial support. However, Accenture's survey of 4,050 C-level executives in large companies worldwide reveals concern over the pace of the economic recovery. Indeed, while APAC respondents anticipate a relatively quick rebound, executives in Europe and North America foresee a U-curve recovery that may take up to 18 months. They expressed mixed levels of confidence in their ability to meet growth targets. In Europe, only four industries anticipate being back on their pre-COVID-19 profitable growth trend within 12 months: Health, Pharmaceuticals, Software & Platforms and Communication, Media & Entertainment. Further, many European C-levels believe their organizations lost ground against their APAC peers between

May 2020 and November 2020. The COVID-19 crisis has resulted in a divergence in growth and expected growth: Some companies saw their revenues plummet and don't expect a return to growth even in 12 months' time, while others expect to sustain and build. Just a third (32%) of European respondents expect to deliver profitable growth in the next phase of recovery, on pace with North America but behind APAC (41%). These companies are "Tomorrow's Leaders"1. Some gained an advantage as a result of their industry—an "industry boost"—but we found companies positioned to be leaders in all sectors. At the opposite end of the spectrum, 19% of European companies in our study are currently "Falling Angels," struggling to recover from damage to their business suffered as a result of the crisis. Of the three regions, Europe has the largest share of Falling Angels. Companies with the strongest potential for profitable future growth are the ones that have been able to maintain agility over the course of the pandemic, even improving in some dimensions, such as speed of decision-making. Businesses across Europe are well-positioned to join the ranks of the Twin Transformers, leading the way by linking digital and sustainable evolutions: "Europe believes it has a technological advantage in the green technologies. It needs and it wants to preserve that. The green movement is definitely going to be a winner from this [crisis]." Companies have diverse motivations for pursuing sustainability agendas, from customer demand to regulatory and investor influence. Our research found that European companies are frequently motivated by personal convictions and societal pressures and are less likely than their peers in North America and APAC to cite the business opportunities presented by sustainability, such as launching new products and services. In addition, few European companies are focusing on the power of digital technologies to drive a sustainability agenda. While sustainability and technology topics are discussed in the earnings calls of around 50% of Europe's largest companies,2 only 5% of companies address the two in tandem. Even those companies that do recognize the opportunity inherent in Twin Transformation face barriers at different stages of the journey, including defining a viable business model around sustainable practices and products, freeing up resources and mobilizing the organization and overcoming challenges around scaling. Accenture has identified the strategic steps a company must take to overcome these obstacles and execute a successful Twin Transformation: Europe's business leaders need to move boldly and at speed to meet this moment. Currently, they stand at risk of missing the value play—and with it, the potential to shape the outlines of the post-pandemic world. Success requires diverging from well-trodden strategic and operational paths. It requires commitment to advanced technologies and to innovations applied with purpose to enable sustainability solutions—traditional European strengths. It also requires confidence in the power of ecosystems to effect positive competitive and social/environmental change. The intersection of digital technologies and sustainability holds tremendous value for Twin Transformers, not only for accelerating recovery from the economic effects of the pandemic, but also for positioning for future growth. It's time for Europe to embrace this opportunity for renewed resilience and greater growth—and a financially sound future. 1Accenture CEO Survey, All respondents (N=4050), North America (N=1450), Europe (N=1300), APAC (N=1300) 2Accenture Research analysis of earning calls of largest 2000 companies in terms of revenues CEO – EMEA Jean-Marc is the chief

executive officer of Accenture in Europe and is a member of Accenture's Global Management Committee. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved.
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Web me - putting the me in metaverse

----- Arcticle source ----- https://www.accenture.com/us-en/insights/health/web-metaverse ----- The big picture The analysis: Converging on our digital healthcare future Things to look out for: Pressing forward without turning back Actions to take: Leading tomorrow's internet Conclusion About the Authors Related capabilities Strategy Technology Skills MORE ON THIS TOPIC Digital health Operational transformation Health experience JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA The internet is being reimagined, and healthcare enterprises need to be ready for what comes next. Metaverse and Web3 innovations are transforming the underpinning and operation of the virtual world. Instead of the internet as a disparate collection of sites and apps, the metaverse is a 3D environment in which moving from work to a social platform can be as seamless as walking from one's car right into the doctor's office. Internet of place – A new experience layerAlthough the metaverse offers an exciting new world to explore, it's not just a place for gaming or entertainment. More than 80% of healthcare leaders see the metaverse having a positive impact on the future. In the metaverse, we can transcend time and space to simulate interactions, shorten learning cycles and practice procedures, such as in surgical training. We can create distinct experiences for patients that replicate the physical world but remove its constraints. We can help healthcare employees build empathy around the human experience of people aging or of people with historically underserved needs by virtually living in other people's shoes.2 Internet of ownership – A new distributed data layerUnderpinning this new experience layer is a new distributed data layer. Web3 provides additional texture to this new world by introducing a data framework that generates provenance, veracity and value. By creating a new distributed layer to the internet, individual users have a more intelligent and connected web experience where they can share digital assets, and trade or sell their data based on clear ownership rights and authenticity. The underlying data framework is what supports a range of capabilities from "owning" a pair of digital shoes to authenticating identity and more, while remaining secure. Building a responsible metaverseInterestingly, while the metaverse can re-represent the existing world, we are still the same people living in it. Those who cannot see, cannot see. Those who cannot hear, cannot hear. Those who do not have digital health access today may experience a widening gap. The exciting part of this new realm is that we can set up new guardrails that are impossible in the physical world. Bottom line: The metaverse needs to be accessible for all kinds of people, regardless of their sensing capabilities, access to technology and beyond. Instead of the internet as a disparate collection of

sites and apps, the metaverse is a 3D environment in which moving from work to a social platform can be as seamless as walking from one's car right into the doctor's office. We can think about these evolutions as taking place on two fronts: The metaverse as a re-platforming of digital experiences to provide boundless places where people can meet and interact and Web3 as reinventing how data can be owned by individuals and moves through that system. For healthcare executives hoping to join the ranks of those that shape the next internet revolution, it starts with taking steps to understand these evolutions. The greatest value of both metaverse and Web3 in healthcare will depend on the ways in which the two converge with one another. These combined forces have the power to eliminate the distrust, friction and fragmentation patients and healthcare workers experience as they cross platforms, care settings and work environments. The virtual care and office experiences that we've seen accelerate over the past two years can become more "real." But healthcare, perhaps more than any other industry, needs an underlying data foundation that guarantees trust, safety and optionality for all involved. 81% of healthcare executives say the metaverse will have a positive impact on their organizations, with nearly half believing it will be breakthrough or transformational. The metaverse presents a variety of potential challenges—from providing equitable access to technology to keeping patient data secure to ensuring the safety of patients as they explore care in new realms on their own terms and on their own time. As we enter this new era, it will be critical to have the right governance in place to ensure that enthusiasm for the potential on the horizon should not come at the expense of caution and care for the human at the center of the experience. Applying new thinking in the metaverse must include tackling top health equity priorities such as reducing health outcome disparities among patient populations, understanding social determinants of health, and improving the attitude, behavior, biases and approach of providers and support staff. These are areas that healthcare leaders should focus on to be ready: Build new strategies today, exploring the potential of new products and services and training their people on the technologies that will soon be foundational. Healthcare strategies need to consider how location-agnostic care, user-owned data and blurred boundaries between physical and digital will be incorporated into long-term planning. If we want to represent the real world in a digital way, we need the foundational social, mobile, analytics and cloud technologies—and data—to build that world. This is not just about EMR data, it's the full spectrum of data that represents people, physical items and activity. Healthcare leaders can start identifying the metaverse and Web3 skills and capabilities they will need. Creating metaverse experiences may require 3D artists, game designers and experts on the platforms on which they plan to build. Today's efforts around metaverse and Web3 are creating the next version of the internet. These two momentous technology shifts are simultaneously working to eliminate the friction and distrust that exists between today's many digital platforms and to reinvent digital experiences and how data is owned, moves and is used across those experiences. And in the process, they are changing the future of care delivery, financing, and ways of working in the enterprise by forming new means of interaction between healthcare providers, payers and patients. 2 Welcome to SCAN! A Medicare Advantage Plan Brian Kalis Managing Director – Strategy Lead, Health, Accenture Jenica McHugh Managing Director – Technology Strategy, Global Kaveh Safavi, MD, JD

Senior Managing Director – Consulting Global Health Andrew Truscott Managing Director – Health, Technology Lead, Global =====================

Cloud migration

----- Arcticle source ----- https://www.accenture.com/us-en/insights/cloud-migration-index ----- Introduction to cloud migration What is cloud migration? What are the benefits of cloud migration? Cloud computing: The benefits How does the cloud migration process work? What are the types of cloud migration? What are the challenges of cloud migration? Barriers to benefits Accenture cloud migration services Accenture's cloud services Case studies News What we think Cloud careers Unleash competitiveness with the Cloud Continuum Cloud operating model Easy to consume Workload placement and optimization Secure and compliant Re-host (lift & shift) Re-platform Re-factor Legacy applications (and what to do with them) Application modernization Cloud management Complexity of migrating Key dependencies Business support Cloud strategy and change management Cloud migration Cloud management & optimization Cloud engineering and automation Infrastructure services Cloud security Data on cloud Sustainability with cloud Cloud platforms Bring it on (and off) WSIB: Grounded in cloud Accenture unlocks innovation with sovereign cloud with a new worldwide practice Accenture Cloud First launches with $3 billion investment to accelerate clients' move to cloud and digital transformation The race to cloud Transform your data foundation on cloud Modernize to maximize: Unleash cloud's potential Secure cloud Navigating the barriers to maximizing cloud value JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Understanding what it is and how it can transform your business Understanding what cloud migration is, how it can benefit your business, and what is involved in making it happen, will help you decide on the best strategy to achieve a smooth transition to the cloud. The global pandemic has seen more and more companies accelerate their move to the cloud, reinventing their offerings, and becoming more cost-efficient, agile, and innovative in how they operate their businesses. As an on-demand, self-service environment, cloud is now vital to achieving end-to-end digital transformation. Now, more than ever, cloud is vital to help businesses reopen, reinvent, and outmaneuver uncertainty. Cloud migration is the process of moving a company's digital assets, services, databases, IT resources, and applications either partially, or wholly, into the cloud. Cloud migration is also about moving from one cloud to another. Companies wishing to move on from outdated and increasingly inefficient legacy infrastructures, such as aging servers or potentially unreliable firewall appliances, or to abandon hardware or software solutions that are no longer operating at optimum capacity, are now turning to the cloud to experience the benefits of cloud computing. This is why so many organizations are, at the very least, making a partial migration to the cloud. We know that cloud migration is critical for achieving real-time and updated performance and efficiency. As such, the process requires careful analysis, planning and

execution to ensure the cloud solution's compatibility with your business requirements. When considering your strategy for migrating to the cloud, it's important to understand that it's not just about getting there, it's also about what you do when you get there. For instance, what are your options for rebuilding applications so they can perform optimally in cloud? The process of cloud migration is making companies ask the question: what is application modernization? There are many questions to be answered along the way, and businesses of all sizes require assistance in making their cloud journeys. Consequently, many services firms can make a strong case for their lift-and-shift cloud migration capabilities, or their classic modernization services, such as automated language translation and conventional re-platforming. It's not just about getting there, it's also about what you do when you get there... For companies that undertake the process of cloud migration, the cloud can have a massive impact. This includes a reduction in the total cost of ownership (TCO), faster time to delivery, and enhanced opportunities for innovation. With access to the cloud comes agility and flexibility, both of which are imperative to meet changing consumer and market demands. In recent months, companies have been migrating their services and data to the cloud as they adapt to become elastic digital workplaces to deal with an increase in online demand and remote working. For businesses that have already begun the move to cloud computing, they're accelerating a cloud transformation that will lead the way forward in the years to come. Others are left wondering, "Why did we wait?" Benefits of migrating to the cloud include: More efficient cloud operating models are powered by analytics, automation, and AI, with a saving of approximately 30%-50% in ongoing run operations. Cloud improves agility with standardized "appliance-like" service that can be provisioned in minutes in an aaS Opex model, saving approximately 50% in start-up time. Workload placement is based on transparent business parameters, saving approximately 10%-30% on cloud spend. Security and compliance are built in at the core to protect your most business-critical workloads and most sensitive data. Read more. Before making any moves, it's essential that companies truly understand what's involved. Moving to the cloud can be a transformative shift for your entire business, so it's wise to begin by taking an end-to-end look at the cloud journey. This will help to confirm which capabilities and activities are needed to execute effectively across the three main cloud migration steps. These are the key cloud migration steps: Define your strategy and build your business case: the first question to be answered is, "What's the business value to be gained by moving to the cloud?" A move to the cloud is far from just a technology exercise. It needs to be rooted in business outcomes—specific objectives the company wants to achieve. Based on these objectives you can begin to develop a cloud migration strategy and the business case for the move. A key element of this strategy is determining which applications will be moved to the cloud, and to which type of cloud environment, as well as what the infrastructure ultimately should look like. For instance, some apps are perfect candidates for the cloud—such as those that have a variable load, are public facing with a global reach, or are planned for a near-term modernization. Others are not—those that are simply too hard or risky to migrate, or ones that just won't provide the return on investment. Determining this at the outset is vital to a successful migration. Discovery and assessment: what to move, where to move it, when to move it Managing

risk is a key component of any business. While businesses expect improved flexibility, cost, and control, anticipating how your applications might perform due to significant infrastructure changes also needs to be kept top of mind. Businesses need to understand their current state through discovery and assessment – scanning and assessing their existing infrastructure, application and data landscape to identify their current architecture and determine the most appropriate applications and data to migrate to cloud. Through application discovery, dependency mapping, and risk assessments based on current usage, as well as optional pre-migration predictive analysis, the Cloud Migration Assessment enables migration planners to make informed decisions, helping minimize risk while ensuring service level agreements are maintained after cloud migration. Cloud migration: here's where the heavy lifting occurs—actually moving things to the cloud This typically involves modernizing existing applications for the cloud, developing new cloud-native applications, and transforming the architecture and infrastructure.The goal: eventually creating an entirely new technology operating model and culture that enables the company to innovate more quickly, effectively and efficiently. Automated management and migration tools are critical to executing a smooth migration. They help not only to speed the move, but also deliver high quality, consistency and repeatability. When teamed with specialized skills and solution accelerators, they become part of a cloud migration factory that can accelerate the journey even more. Also critical in this phase is a robust cloud journey management plan to keep the effort on track. Cloud computing can be deployed in different ways depending on what services a business actually needs When considering its cloud migration strategy, a company must consider two factors. The first thing to consider is the deployment model—public cloud, private cloud, hybrid cloud, and multi-cloud. The second element is the service category. Will it be Saas (Software as a Service), Paas (Platform as a Service) or Iaas (Infrastructure as a service)? There are a number of different migration approaches your company can choose to adopt. From a basic lift & shift (this is known as re-host), involving the transfer of data and applications from a local, on-premises data center to the public cloud, to moving to a wholly new cloud based operating system (re-platform), with the advantage of a reduction in operational expense, to an upgrade of application components to conform to new standards (re-factor). However, a cloud migration could also entail moving data and applications from one cloud platform or provider to another, a model known as cloud-to-cloud migration. A third type of migration is to uncloud, also known as a reverse cloud migration or de-clouding, where data or applications are moved off of the cloud and back to a local data center.   These are the key cloud migration types: This is where you shift an application from an on-premises host to a cloud service (infrastructure or platform service). Begin with the simplest items, with the fewest dependencies, low business impact, and no regulatory constraints, while moving to the most complex items as maturity increases. You choose to migrate to an operating system version based on CNaaS Platform Standards when the application can support it, reducing the total count of enterprise supported platforms to reduce operational expense. The company updates components of an application to conform to enterprise standards, functional needs, and security needs. This includes .Net, Java, other upgrades. These are the cloud migration challenges your company will need to manage during this process: Not every

app can move easily. Which do you keep, and which do you wreck and rebuild? What are your options for rebuilding applications, so they perform optimally in cloud? Once you have moved your applications, what's the best way—and who are the best people— to manage them? Understand the complexity you'll face when migrating and appropriately estimate the effort to get it done. Resolve key infrastructure and application dependencies, by prioritizing applications and identifying necessary remediations helping you reduce risk, time and cost. Buy-in from stakeholders across the business is essential for migrating at scale. 65% of companies identified security and compliance risk 55% identified complexity of business and organizational change 43% identified legacy infrastructure and/or application sprawl 42% identified lack of cloud skills within the organization How we can help make it a smooth move Accenture's Cloud Migration Services provide an evolutionary set of services, from strategy to execution, to help our clients transform existing applications, enabling realization of "future-ready" business outcomes. Our holistic approach is underpinned by the recognition that effective modernization uptake requires a flexible blend of right-sized options with varying risk and return profiles. Our enterprise application migration services provide detailed, long-ranging, robust methodologies for migrating large application portfolios to cloud platforms—and is scalable for single to multiple apps. Our tested, reliable tools can help you with application inventory, assessment, code analysis, migration planning and execution. Leveraging data from discovery and analysis, we assess your business needs, identify opportunities and recommend the optimal cloud migration strategy. Accenture's full spectrum of services helps companies navigate the cloud landscape with public, hybrid or multi-cloud solutions that accelerate the full business value of cloud. Design your value-driven journey using our full suite of services, including industry insights, business model strategies and change management to accelerate ROI and performance. Bring industrialized cloud services together with patented tools and automation that speed migration and mitigate risks. Read more. Manage cloud tools and service providers with automated compliance, monitoring, optimization and governance. Deliver custom cloud solutions using cloud native development and application modernization. Leverage hybrid cloud or reinvent your networks and workplace experience to accelerate cloud's value. Read more. Protect your IT estate with our cloud security services. Read more. Create industry and function-specific data and AI insights and intelligence for businesses through Cloud industry-specific data models. Read more. Leverage our circular economies approach to enabling quick decisions for a sustainable cloud journey. Move your ERP to cloud and leverage SaaS to drive performance and innovation. Read more. Companies are reaching the inflection point to long sought value but must first overcome some persistent barriers. Data on cloud gains scale, agility, and the power to drive reinvention. Modernize your data foundation, so you can innovate and your business can soar. Maximizing long-term value in the cloud depends on modernizing applications, infrastructure and data architecture. There has never been a better time to join our global team of cloud professionals. Gain early access to cloud innovations, work with the biggest clients and build cross-domain expertise. Go as far as your ambition takes you. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. Visit our

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1. Design for belonging

----- Arcticle source ----- https://www.accenture.com/us-en/insights/interactive/consumer-goods-experience-reimagined ----- Consumer goods capabilities Creating new consumer goods experiences Reimagining business through experience PROCTER & GAMBLE DRINKWORKS KELLOGG'S Connect with us Connect with us Connect with us JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA What really matters to consumers has changed fundamentally. With new preferences, behaviors and habits likely to continue beyond the pandemic, consumer packaged goods businesses (CPG) must evolve their propositions to build the deeper, more relevant and inclusive consumer relationships on which future success will depend. For years, CPG brands have set standards for what "normal" means in product offerings and stuck to them. But at a time when equality, diversity and inclusion have moved centerstage, the pressure is on to evolve beyond one-size-fits-all. Powered by inclusive design, CPG businesses have an opportunity to reimagine their products and services, experiences and propositions to be inclusive to all.   This is the business of designing for inclusivity.   DOWNLOAD As people pay closer attention to the impact of the products and services they buy on communities, society and the environment, transparency has become a critical differentiator. The time has come for CPG businesses to fix broken traceability systems and create consumer experiences
around provenance that add meaning and deepen relationships.   This is the business of data that empowers.   DOWNLOAD We help reinvent the front office across products, marketing operations, sales and commerce, and customer service to unlock growth and drive new experiences that make lives easier, healthier, safer and rewarding.   VIEW CONSUMER GOODS CAPABILITIES Human + machine collaboration Thirst for innovation Virtual reality merchandising Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved. ====================== ----- Arcticle source ----- https://www.accenture.com/us-en/insights/utilities ----- JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved. ======================

RISE with SAP. SOAR with Accenture.

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"SOAR with Accenture combines our market-tested industry and business function assets, cloud expertise, integration architecture, extensibility recommendations, and end-to-end services for every stage of a RISE with SAP transformation journey." Succeeding in the current period of compressed transformation—expansive and concurrent change where leaders are simultaneously transforming multiple functions across the enterprise at great speed—means dramatically increasing the percentage of a company's workloads in the cloud. It also means moving beyond leveraging the cloud for cost reasons only, driving instead toward innovation and new business and operating models. Accenture and SAP are responding to these challenges with new solution suites and assets. RISE with SAP is a comprehensive set of packages, with SAP S/4HANA Cloud at the core, to help companies transform and innovate, redesign business processes, reduce internal complexity, and adopt new business models in the cloud. RISE with SAP is offered on a subscription basis, enabling clients to run their SAP estate in a SaaS-like model with cloud economics. SOAR with Accenture is a solution and service portfolio that complements and is optimized for RISE with SAP deployments. It increases the value clients realize from RISE with SAP and accelerates their journey to and in the cloud. SOAR with Accenture combines our market-tested industry and business function assets, cloud expertise, integration architecture, extensibility recommendations, and end-to-end services for every stage of a transformation journey. "Instead of being 20% in the cloud and 80% on-premise, those numbers will be reversed for companies in the coming years." Senior Managing Director Lead – SAP Business Group Accenture Global SAP S/4 and Cloud Transformation Lead Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved.
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The experience report – Cancer patient issue

----- Arcticle source ----- https://www.accenture.com/us-en/insights/life-sciences/precision-medicine-cancer-patient-experience-report ----- In brief Cancer patient pain points: Four challenges A glimpse of the future 1. Information access 2. Patient involvement 3. Holistic care 4. Organizational hassle MORE ON THIS TOPIC JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA In our first report: "The Experience report – Oncologist issue", we focused on how to empower oncologists with human-centric services. In this study we again take a human-centered approach—this time to uncover the main pain points for cancer patients, particularly in the growing population of digital natives. We surveyed 1200 patients in the US, the UK, and Germany between the ages of 18 and 50. Our survey included patients with all types of cancer who shared with us their biggest challenges. More than 90 percent identified themselves as "digital natives" and answered questions about their end-to-end patient experience ranging from the discovery of first symptoms all the way to life

after treatment. Patient journeys tend to be very heterogeneous, yet we discovered that participants' pain points revolve around four recurring challenges: Patients struggle to find personalized, understandable and reliable information. They want access to accurate input related to their cancer journey. 1 out of 3 patients were overwhelmed by the number of sources of information when trying to find out more about their symptoms. There was just no personalized information available online. Patients in our report describe a unidirectional relationship with their oncologists and want more involvement in their cancer journeys. 50% of respondents would have liked to be more involved in their overall treatment plan decision-making process. Doctors are these controlled, rational human beings. I felt silly asking them questions and didn't want to waste their time. Patients expect cancer care to take a holistic approach. Many participants want more mental health support and guidance. 79% say that an app/digital tool could help them in managing anxiety of cancer returning I would have needed somebody to take me by the hand and tell me how to lead my life in terms of exercise, nutrition and sleep. Patients need more help with the dreary administrative, logistical, and domestic tasks of their journey. 25% of respondents experienced transportation difficulties during treatment. Dealing with the huge amount of paperwork felt like a second job. But where do you get the time for it? There is potential to improve the experience journey of cancer patients as long as they take a human-centric and more holistic perspective of the well-being of patients. Given a future composed of digital natives, it is imperative that health care interventions and services align with patients' evolving preferences. For biopharma companies, future opportunities come from; Building or joining a patient support platform to drive relevance in a more sustainable way. Creation of and integration into seamless experiences and personalized information across all channels. Providing the field force with content that is atomized and as much patient specific and personalized as possible. Acting as a role model beyond their own organizations and the drug medication, creating positive impacts for customers and employees. Managing Director – Life Sciences, Precision Oncology and PHC, Global He is the Global Lead of Accenture's Oncology Center of Excellence having spent previously 20 years as Executive in the Health & Pharma-/Biotech Industry. PRINCIPAL & GROUP DIRECTOR – ACCENTURE SONG DESIGN LEAD SWITZERLAND Group Director, Fjord Design and Innovation from Accenture Interactive. MANAGING DIRECTOR – FJORD & ACCENTURE INTERACTIVE MANAGING DIRECTOR, LEAD – GLOBAL PRECISION ONCOLOGY AND PHC, LIFE SCIENCES Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved. ======================

Accenture Digital Health Technology Vision 2021

----- Arcticle source ----- https://www.accenture.com/us-en/insights/health/accenture-digital-health-technology-vision-2021 ----- In brief Technology innovation in healthcare leadership Will you watch the future of technology

in healthcare transform around you? Or be the one leading it? Accenture Digital Health Technology Vision 2022 1. Stack strategically 2. Mirrored world 3. I, technologist 4. Anywhere, everywhere 5. From me to we MORE ON THIS TOPIC JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Amid the challenges of 2020, two truths became evident: More healthcare organizations have come to terms with the notion that every business is a digital business. This year also accelerated exponential transformation as technology continuously reshapes industries and the human experience. Now, as we begin reimagining our post-pandemic reality, the healthcare industry must learn to become skillful at change and recognize that there is no leadership without technology leadership. For instance, 66% of healthcare executives say they will be in the cloud within the next year, 96% within three years. Healthcare has been digitally transforming, but now it's happening at speed and at scale. Among healthcare executives we surveyed, 81% say the pace of digital transformation for their organization is accelerating. In just a few weeks at the beginning of the pandemic, the UK's National Health Service rolled Microsoft Teams out to 1.2 million employees to communicate with each other and with patients at a distance.1 Overnight, health organizations no longer had walls and care at a distance became the norm. Companies like Amwell scaled up virtual care offerings—and infrastructure—at unimaginable speed to get help to people where and how they needed it. Digital achievement lags came to the fore as healthcare organizations began to compress their decade-long transformation agendas into two- to three-year plans. With tech transformation happening so quickly, there was no longer time to wait and see or scale incrementally. Healthcare executives (93%) report that their organization is innovating with an urgency and call to action this year. The gap between healthcare's digital leaders and laggards grows by the day and waiting it out will only put some further behind. Today's leaders will prioritize technology innovation in response to a radically changing world marked by virtual care needs, rapidly changing healthcare consumer expectations and a rise in new ecosystem partnerships. To be successful, the healthcare C-suite must adopt a digital-first, people-centric approach across all areas of the organization. They will architect the future and recognize that business and technology strategies are increasingly indistinguishable. This is a unique moment to rebuild the world better than it was before the pandemic. This year's Accenture Digital Health Tech Vision identifies five emerging technology trends in healthcare that companies will need to address over the next three to five years to accelerate and become skillful at change in all parts of their organization: A new era of industry competition is dawning—one where healthcare organizations compete on their technology architecture. Growing investments in digital twin technologies (e.g. IoT, data streaming and 5G) are giving rise to a new generation of business and intelligence: the mirrored world. Read more. Natural language processing, low-code platforms, robotic process automation and more are democratizing technology, putting powerful capabilities into the hands of people across the organization. It's time for organizations to transform remote work from an accommodation to an advantage. Global disruption ignited a scramble to reimagine partnerships—and multiparty systems gained newfound attention. 1 Hughes, O. (2020, April 7). Microsoft and NHS Digital to provide new clinical capabilities through Teams. Senior Managing Director – Consulting

Global Health Kaveh has been a healthcare leader for more than 30 years and was recently named the top Healthcare IT Executive of 2020 by the IT Services Report. MANAGING DIRECTOR – GLOBAL CLOUD FIRST INDUSTRY AND FUNCTION LEAD Andy drives our industry-led Cloud First approach and improves healthcare experiences by harnessing the power of tech disruption. Managing Director – Accenture Strategy Lead, Health Brian is a digital health expert who combines business strategy and digital innovation to improve health experiences for consumers across the globe. Managing Director – Technology Strategy, Global Jenica advises senior executives on how to drive value through the optimal management, use and operation of technology. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. ©
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Retail sourcing reset

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strategic-retail-sourcing ----- In brief Related capabilities 2-MINUTE READ Sourcing is the new strategic asset for retailers Retail sourcing—the responsible reset | Accenture Five pillars to unleash strategic retail sourcing Digitized sourcing Profitable sustainability Surety of supply Category champions and partners Shared success through the ecosystem Retail sourcing reset Now's the time to reset retail sourcing MORE ON THIS TOPIC Retail consulting ai.RETAIL Merchant reimagined JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Within retail organizations, sourcing is viewed as a cost center, a vital but behind-the-scenes function that supports product and commercial teams. But this narrow view of sourcing is a liability for retailers today. With disruption to global supply chains, heightened consumer and stakeholder expectations for sustainability, responsibility and transparency along the value chain, and increasing pressure on margins, it's time for sourcing to take its seat at the C-suite table. Sourcing organizations have valuable insights and capabilities that can help retailers maximize profits, innovate products and categories, make savvy investments, and fuel customer value and competitiveness. Sourcing needs to be an integral and strategic part of the product journey from concept to customer. By focusing on these five fundamental pillars, retailers can begin the journey to resetting sourcing from a service provider to strategic partner. Adopt digitized sourcing, such as advanced analytics and automation, and build collaborative and tech-savvy teams to accelerate work that matters. Understand the environmental and cost impacts of sourcing decisions from the start to create fully certified sustainable products at the best cost. Create an adaptable supply footprint to ensure dependability, cost efficiency, and sustainability—delivering for customers and protecting the brand. Do more with less by using advanced analytics and partners to win in new markets without investing time and money to build the capability in house. Embrace shared success, through trust and transparency, to build agile and efficient supply ecosystems. From the backroom to the boardroom—how sourcing can be a strategic asset for retailers. Sourcing needs to be at the forefront of the retail business—more core to the value proposition and brand purpose than it has ever been

before. Sourcing needs to be at the forefront of the retail business—more core to the value proposition and brand purpose than it has ever been before. These five pillars above are a powerful starting point—retail sourcing organizations that operate as innovators, advocates and collaborators offer a clear competitive advantage in today's complex retail markets. But getting from here to there requires profound changes. Retailers must reimagine sourcing as part of a cohesive and predictive supply network and marketing platform for their brands. That's why retail sourcing must come out of the shadows and take its seat at the table. Read the full report. GLOBAL SOURCING REFERENCE MANAGING DIRECTOR – ACCENTURE STRATEGY, RETAIL Tom is the global and NA lead for Retail Product Development and Sourcing within Accenture Strategy. MANAGING DIRECTOR – ACCENTURE STRATEGY, RETAIL Peter is the global and European lead for Retail Product Development and Sourcing within Accenture Strategy. MANAGING DIRECTOR – ACCENTURE STRATEGY, ZERO-BASED TRANSFORMATION NORTH AMERICA LEAD Praveen helps create sustainable value by advising clients on transforming their businesses to improve profitability and sustain performance. To thrive in an uncertain future, retailers must reset and reinvent responsibly to drive profitable growth. Bringing AI-powered solutions to transform marketing, merchandising and supply chain for retailers. The role of retail merchant is reinvented by using automation to reduce mundane, data driven tasks and provide predictive insights. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. Visit our Subscription and Preference Center © 2024 Accenture. All Rights Reserved. =====================

Global Sourcing Reference 2022

----- Arcticle source ----- https://www.accenture.com/us-en/insights/retail/retail-sourcing-transformation-agenda ----- In brief The retail sourcing transformation Future sourcing challenges for brands and retailers Future sourcing developments for brands and retailers Future-ready retail sourcing Related capabilities Global Sourcing Reference Executive Summary 2022 MORE ON THIS TOPIC Retail consulting ai.RETAIL Merchant reimagined JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Brands, retailers and manufacturers of apparel have had more than a year of acting in permanent crisis-mode. As the pandemic spread, we saw a massive collapse in demand across global sales markets resulting in cancelled orders at suppliers, excessive overstocks at retailers, and a consolidation of companies that have changed the global sourcing landscape. Despite the clear rebound in consumer sales, many production countries are still severely impacted. Major disruptions, such as international freight, continued trade tensions, political instability in key sourcing markets and increasing shortages of materials—as well as catastrophic global events from fires to floods—still continue. As we look at sourcing market shares, the long-expected move back from farther sourcing destinations to markets closer to Europe or North America seems to be gaining traction, where the ability to decide late and react fast is critical to cope with the high volatility and risk on demand and supply side. For

example, China, now at 25.3% of European apparel imports and still with the largest market share, has dropped from 34% in 2014 and more than 40% in 2011. Bangladesh, India, Cambodia and Sri Lanka also decreased in sourcing share during 2020. Explore our new global research to find out what future challenges, expectations and opportunities resonate most among retail sourcing executives. As companies start to look beyond the immediate short-term, we asked retail sourcing executives about their challenges, priorities and predictions for the future of sourcing. Here are some of the key findings from our research. Supply side risks regarding access to sustainable materials and general raw materials were the highest ranked concerns among our respondents, when asked about expected future sourcing challenges. 2.7 Sourcing of sustainable materials is the highest ranked future challenge (marked at 2.7 out of 3). 2.4 Availability of raw materials is the second highest ranked future challenge (marked at 2.4 out of 3). And it's no surprise, following the recent disruption, that transportation costs (2.4), delivery reliability (2.0), supplier capacity (1.9) and financial stability of suppliers (1.9) are still key concerns. When it came to mitigating risks, brands and retailers consider themselves to be relatively well prepared to control CSR adherence and mitigate currency exchange rate risks. 80% is the expected level of preparedness of sourcing executives on supplier adherence to CSR. 69% is the expected level of preparedness of sourcing executives on currency exchange rates. But sourcing executives are lacking the confidence in their preparations for transportation cost hikes (25%), raw material shortages (31%), and risks of political instability (31%). This emphasizes a clear need for strengthened capabilities to manage and mitigate transport and supply market risks, and develop respective contingency plans. When asked about sourcing market developments, a clear picture emerges. Half of the sourcing executives expect total sourcing volumes to increase and 39% expect volumes per order to increase, while supplier portfolios will be more focused than in the past (67% expect a decrease in the size of supplier portfolios). In line with the concerns regarding supply market and supplier stability, material availability, and transport cost, almost three-quarters (73%) of brands and retailers see a likely increase in near-shore sourcing and 72% expect stronger involvement of brands in material management, while suppliers are expected to be more closely involved in product innovation (expected by 61% of respondents). The combination of intensified brand-supplier collaboration and increased near-shoring can provide an effective lever to tackle the continued challenges of demand and supply market uncertainty. Considering the high priority on actions to drive carbon reduction and production compliance, it is not surprising that a reduction of air freight and a strong increase of Environmental, Social and Governance (ESG) activities are anticipated. This again also relies on close supply chain collaborations and a strengthened involvement of retailers in earlier stages for ensuring material sustainability promises. The extent of change that brands and retailers need to tackle to build future-ready sourcing practices shows that this is not just about improving selected processes but completely transforming the role sourcing has within retailers. Ultimately, sourcing will no longer be an executional backend-function but will take a seat at the C-suite table to effectively drive this change agenda as a critical enabler to business growth. The Accenture Global Sourcing Reference Executive Summary 2022 is an extract from the full Global Sourcing Reference 2022 (GSR). SEE PERSONALIZED FASHION

MANAGING DIRECTOR – ACCENTURE STRATEGY, RETAIL Tom is the global and NA lead for Retail Product Development and Sourcing within Accenture Strategy. MANAGING DIRECTOR – ACCENTURE STRATEGY, RETAIL Peter is the global and European lead for Retail Product Development and Sourcing within Accenture Strategy. Managing Director – Accenture Strategy, Zero-Based Transformation North America Lead Praveen helps create sustainable value by advising clients on transforming their businesses to improve profitability and sustain performance. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved. =====================

Public Services today for stronger communities tomorrow

----- Arcticle source ----- https://www.accenture.com/us-en/insights/public-service/technology-trends-2021-i-technologist ----- Facing limited resources, increasingly rapid technology advances and a state of permacrisis, public service organizations who embrace continuous change can have meaningful impact on outcomes for individuals and entire communities. How to reinvent public service What's trending in public service Awards and recognition Our leaders Public Service careers Public service now Build a technology infrastructure that evolves to serve changing public needs Build a technology infrastructure that evolves to serve changing public needs Design services for people, not agencies Design services for people, not agencies Lead the way to more sustainable communities Lead the way to more sustainable communities Build the public service and community workforces of tomorrow Build the public service and community workforces of tomorrow Improve efficiency with an intelligent back office Improve efficiency with an intelligent back office Boost cybersecurity to protect data and build public trust Boost cybersecurity to protect data and build public trust Elevate public services with data and AI solutions Elevate public services with data and AI solutions Segments we support Accenture named a Leader in North America State and Local Government Cloud Services Accenture named leader for Data-Driven Government Accenture named a Leader in Higher Education Cloud Professional Services Anita Puri Dan Boxwell Hibiki Mizuta Dan Sheils Current Country: United States 200% increase in global disruption since 2017 1 in 4 central government workers across OECD countries were aged 55 or over in 2020 36% of people we surveyed in 10 countries say government agency processes and interactions are intuitive Now is the perfect opportunity for leaders of government agencies to reimagine their operations to build resiliency and deliver better outcomes for all. Design and deliver the next generation of government services and improve citizen experiences. Become more agile and responsive with digitally-enabled services that have users at the heart to deliver better outcomes. Think about innovation as a capability and become future ready while delivering mission outcomes, now. Work towards a greener and more connected future. Ensure efficient, fair tax and revenue enforcement and collection. Adopt a preventative approach and enable a

new era of public safety. Create new ways to connect and learn. Education is being transformed from a place to a platform. Be more collaborative, connected and intelligent and create new ways to enable seamless and secure travel and trade. Use data-driven insights to deliver outcomes for state and local communities affordably, efficiently and with equity. Sustainability of the last mile is a key competitive advantage. Embrace digital transformation to accelerate growth and great service. Tap into innovative digital technologies to better deliver your mission and meet constituents' expectations. Accenture is teaming with Queensland University of Technology to reinvent how they communicate, engage, support, attract and retain students throughout their higher education journey. Continuous change is the new reality. Leaders can see the pressing need for change but lack the confidence to deliver. Discover our new blueprint for excellence in change that can lead to higher, better and faster returns. Together, Gerando Falcões and Accenture are bringing hope to thousands in Brazil. A digital transformation at the Directorate-General for Maritime Affairs and Fisheries will enable the department to be more agile in data-driven decision-making. How can public service organizations effectively fulfill their dual role in the gen AI era? Not just transforming its own work processes and upskilling its workforce, but also supporting other businesses and communities. For this blog, Anita Puri, global public service industry lead, partners with Bryan Rich, global public service industry data & AI lead, to examine the 2024 Accenture Technology Vision trends through a public service lens. Of executives say making tech more human will boost every industry. Five imperatives the C-suite must address to reinvent in the age of generative AI. Gen AI will transform entire value chains—and the very nature of work itself. Leaders need to lead and learn in new ways to drive business performance and more productive, creative and meaningful work for everyone. Combining the power of data, tech and talent to accelerate reinvention in public service. Accenture discusses the need to embed digital twins at the digital core for a more resilient military defense supply chain. Accenture research reveals how public service agencies can reframe consumer experience in the public sector to align with changes in people's lives. Accenture is named a Leader in inaugural IDC MarketScape: North America State and Local Government Cloud Professional Services 2024 Vendor Assessment. Accenture is named a Leader in IDC MarketScape: Worldwide Higher Education Cloud Professional Services 2024 Vendor Assessment Managing Director – Public Service, Global Lead Managing Director – Public Service, North America Lead Senior Managing Director – Public Service, Growth Markets Lead Managing Director – Public Service, EMEA Lead Help public sector organizations ranging from federal to local governments, higher education institutions and non-profit organizations embrace a strategy of continuous reinvention. © 2024 Accenture. All Rights Reserved.
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Service expansion will decide the winners in logistics

In brief Logistics customers want end-to-end services Four steps to success About the Authors Contributors Related capabilities Vertical integration Horizontal integration 1. Understand the drivers of change 2. Assess change-readiness 3. Formulate an integration strategy 4. Execute the new strategy MORE ON THIS TOPIC Freight and logistics JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA According to recent Accenture research, nine out of ten logistics companies believe their customers want them to offer a broader set of logistics services. This means either extending their service portfolios to include upstream and/or downstream solutions or expanding their existing services across more geographies, industries or modes of transport. This new imperative could spell trouble for logistics companies that have built their reputations on the delivery of targeted services such as freight forwarding, transport or customs brokerage. But it also presents a tremendous opportunity to rethink the scope and end-to-end nature of their services and create a more customer-focused approach to service delivery. Today's customers desire more than a provider of basic logistics services. Beyond better reliability, last-mile delivery capabilities, 24/7 customer support and instant quoting, they are looking to team with a trusted provider that delivers new services such as advisory and supply chain consulting services, reverse logistics, data and analytics capabilities, e-commerce channel management capabilities and even algorithms that match demand and supply. 91% of logistics companies acknowledge that customers are now asking for end-to-end logistics services handled by a single provider. Traditional logistics companies have no choice but to change. They must become more responsive, more agile and resilient. Their customers count on it. And their relevance—and very existence—depends on it. 43% of logistics companies strongly fear becoming a takeover target if they don't proactively invest in expanding their offerings portfolio. Logistics companies that expand their offerings and reach will be better able to address customers' demands, deliver more impactful solutions and maintain their relevance in a fast-changing industry. We believe there are two ways for logistics companies to expand their services: This strategy involves transitioning into a one-stop logistics provider or, at a minimum, a provider that offers an expanded array of services to meet more of their customers' needs across the value chain. Traditional logistics companies adopting this strategy have the opportunity to integrate upstream, as well as downstream services. In contrast, this strategy focuses on expanding current offerings in the same domain. Companies expanding in this way double down on the service areas that offer them the greatest competitive advantage. In doing so, they not only grow market share and shareholder value, but also buying power—which leads to cost efficiencies and leaner operations. Logistics companies looking to integrate and expand their offerings vertically or horizontally should take four steps: Companies need to understand what customers want, what their competitors are doing and assess the main drivers for change in demand. Logistics companies must assess their existing

capabilities and identify the service gaps they must fill to add the most value to their customers. Logistics providers need to determine whether their goals will be best addressed through vertical integration, horizontal expansion, or both. Logistics companies must take several critical actions to launch and sustain their expanded business model. Future-oriented logistics companies are already making their moves to protect and grow their business by expanding their service offerings. Others are at risk of falling behind if they don't follow their lead. Sarah Banks Managing Director – Global Lead, Freight and Logistics MICHAEL EICHSTEDT Senior Manager – Freight and Logistics Matthias Wahrendorff Senior Thought Leadership Principal – Accenture Research, Global IIoT and Industrial Research Lead Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings.

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Unlock profitable growth in communications & media

----- Arcticle source ----- https://www.accenture.com/us-en/insights/communications-media/active-network-sharing ----- People and businesses are always on, whether watching, working, or enabling innovative new growth. Keep them engaged and successful by delivering the continuous experiences and capabilities they expect and need. How to reinvent communications and media What's trending in communications & media Awards & recognition Our leaders Careers Communications & media now 2024 Microsoft Media and Telco Partner of the Year Award winner Databricks CME partner of the year 2024 – 6th year in a row TM Forum 2023 Catalyst: AI & Automation Excellence Everest Group #5G Engineering Services PEAK Matrix® Assessment 2023 A Leader in IDC Worldwide Media and Entertainment 2023 Vendor Assessment A Leader in IT Services for CSPs for eleventh consecutive year Francesco Venturini Peters Suh Boris Maurer Paolo Sidoti Saulo Bonizzato Current Country: United States $45B estimated enterprise network spend in the next four years 35% of consumers have unsubscribed from at least one of the Big 5 streaming services in the past 12 months 86% of consumers would be interested in a single service that captured and shared all of their basic information and content preference $1.7T the outlay the SMB segment will put in IT and digital services between now and 2026 We help telecoms operators use data, AI and automation to manage costs, optimize operating models, build modern networks, and put customer experience at the heart of growth. We work with ecosystem partners to help industry leaders offer new services beyond connectivity and accelerate their reinvention. Build on your connectivity offerings to deliver new technology services through platforms. Leverage 5G, edge computing, and security to innovate tailored, industry-specific solutions that complement and enhance your core services. Empower customers with self-service options and personalize experiences using data and new AI applications. Make customer experience your competitive edge and growth driver. Unlock new revenue with future-ready data and AI foundations. Modernize your architecture to automate

operations and transform front and back offices. Unlock growth by transforming networks into open platforms. Re-engineer networks in the cloud, leveraging autonomy, AI and APIs to boost performance, attract ecosystem partners and create new services. To be ready for whatever comes next, build a digital core: a truly integrated foundation of cloud, open digital platforms, data and AI. Use it to scale AI and new technologies across the enterprise, creating a platform for agility and growth. We help media companies use the new investment cycle to capture the next wave of growth and innovation. We unlock the power of data and AI to improve their efficiencies and open new growth models. We build virtualized operations to run non-core activities and help them improve their market position through M&A and partnership strategies. Rising platform competition and privacy updates intensify the fight for attention. Capture attention that drives new sustainable revenue streams by reinventing advertising and subscription models. Discover how telcos can reduce tech debt, simplify operations, and drive innovation by building a robust digital core integrating AI and cloud-based solutions. In our third annual report, we explore the challenges facing today's media companies and offer a set of foundational imperatives to jumpstart reinvention that delivers. By focusing on new opportunities provided by cloud, data and AI, CSPs can accelerate their legacy technology transformation to resolve tech debt and position themselves for new product and service growth. CSPs continue to invest billions in networks, both fixed and wireless. The challenge at hand is how their current network transformation can go beyond a generational upgrade. M&A deal processes are ripe for reinvention. Gen AI will lead those reinventions and executives agree. Where they are investing, however, indicates a need for holistic strategies to realize the value they envision. A race to climate neutrality by addressing Scope 4 emissions. Accenture empowers Singtel and Zuellig Pharma to innovate with Ericsson 5G Awarded to Accenture & Avanade in recognition of their deep industry skills and advisory services in the Media & Telco space. Accenture wins Databricks CME Partner of the Year for transforming data and AI strategies in global telecoms, delivering innovative solutions that set industry standards. Accenture wins in this category with its Gen AI hyper-personalized customer experience designed to help CSPs reduce churn and increase customer lifetime value. Named to Fortune's "All-Stars" list by business executives, directors and securities analysts, ranking us No. 32 overall and No. 1 in our category for 10 consecutive years. Accenture was recognized for strength in strategy and vision and its ability to shape the future of the world's largest companies through technology-enabled, agile strategies. Accenture Applied Intelligence's IP-led approach to D&A services delivery, its strong adoption in the marketplace, and its increased growth across geographies and industries. Communications & Media Industry Sector Lead Senior Managing Director – Communications & Media, North America Managing Director – Communications & Media Lead, EMEA Managing Director – Communications & Media, Growth Markets, Asia, Australia, Africa and Middle East Senior Managing Director – Communications & Media, Growth Markets, Latin America Grow your careers at the heart of change. © 2024 Accenture. All Rights Reserved.
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The supply chain: Realizing the power of talent + technology

In brief New ways of working to drive unprecedented opportunities Five actions to empower talent in your supply chain network Build a powerful workforce to get the full supply chain network effect WRITTEN BY Current Country: United States Perspective 10-MINUTE READ April 4, 2022 They can achieve this by reinventing their supply chain network operating model, putting data and technology at the core—combined with people who are digitally skilled and empowered across E2E supply chain network operations. In doing so, they'll pave the way to significant increases in productivity and profitability. In fact, their companies will be 2X more likely than their peers to achieve this performance boost. Among the top priorities when rethinking operating models? Enabling agile supply and demand planning. Balancing greater responsiveness and customer-centricity with pressures on cost-to-serve. Improving risk management and resiliency. Increasing sustainability through enhanced supply chain network transparency. And removing barriers to innovation and new market entry. Leaders in this space combine new technology-powered operating models with significant changes in how their people work. This includes identifying which truly distinctive capabilities need to be built and retained within the organization vs those that can be augmented through automation and/or provided by ecosystem partners. For example, according to a recent Accenture study, 43% of total working hours in supply chain roles can be transformed by generative AI. This provides a significant opportunity for talent within the supply chain network to focus on acquiring new and emerging skills that help anticipate and work toward broader strategic business objectives. All this is underpinned by an integrated, enterprise-wide technology and data platform – democratizing data to build connections between teams across the value chain. Rapid progress in data and technology is empowering supply chain network talent and creating new opportunities, including: There are several short- and long-term steps supply chain leaders can take to build tech-powered skills for the future. Though some may require varying levels of investment, these fundamentals are key to realizing empowering people with the data and technology they need to accelerate growth within the supply chain network. Technology innovations have been transforming industries and companies for decades. But the latest wave of intelligent machines will fundamentally reshape what kind of supply chain work gets done, how and by whom. CSCOs that can most effectively use the combination of human ingenuity and intelligent machines will be best positioned to achieve the competitive agility they need to win in the years ahead. The foundation for their success? Putting their people first. Kristine Renker MANAGING DIRECTOR – STRATEGY & CONSULTING, SUPPLY CHAIN & OPERATIONS, GLOBAL =====================

Clarifying the clutter

Why belonging matters now more than ever

In brief Making everyone feel recognized and valued Realize similar benefits by focusing on two key areas: Belonging in practice The importance of belonging at work Related capabilities Empowerment Diversity Skilling MORE ON THIS TOPIC Intelligent Skilling Accelerator Talent & organization JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA How public sector employees work has changed dramatically in the past two years. But that's not all. Many of them are re-examining their personal priorities. Accenture research has found that a third (31%) of government frontline workers1 feel they don't belong in their workplace. Unless public service employers can persuade them that they do, there's a risk that these employees may lose motivation, productivity or potentially even leave their organization altogether. But the rewards for fostering a sense of 'belonging' at work are significant. Government leaders can unlock up to five-times more human potential. To explore how they can do this, we conducted research based on a cross-industry global study – Better to Belong – spanning more than 1,200 government workers and over 600 consumers of government services. So, what does a true sense of belonging feel like? There's a strong element of diversity, equity, and inclusion (DEI). But there's more. Belonging also means ensuring that everyone has a fair chance to have their voice heard, do interesting work and learn new skills. And when workers feel a sense of belonging, their employers benefit too. 56% increase in job performance. 52% lower staff turnover. 75% reduction in sick days. 52 million in annual savings for a 10,000-person organization. To bring belonging to life, employers need to focus on areas including empowerment, diversity and skills development. Give employees greater autonomy in determining how they work, allowing them to have more control over their work products and outcomes. For employees to thrive, organizations should tailor employee experiences to make them inclusive and celebrate diversity within the workforce. Employers should enable people to upskill and reskill as demands change. Government leaders can unlock up to 5X more human potential by making their people feel like they truly belong. Increasing a sense of belonging among employees is a 'must do' for public service organizations. The good news? There is no shortage of addressable opportunities to help achieve that goal. Most countries have introduced

legislation around diversity in their government workforces and there are clear commitments to creating workplace equality. But as private sector companies are stepping up their commitments to DEI and generating a stronger sense of belonging at work, public service employers will need to improve in these areas to compete effectively for top talent. There's a huge opportunity to improve employees' key career moments and day-to-day experiences. This can help instill a greater sense of belonging and create a future of work that's more equitable. And when public service workers feel a sense of belonging, everybody benefits. What does belonging look like for you in your workplace? What could your organization do to foster a sense of belonging for you at work? Do you feel empowered at work and does that affect your sense of belonging? 1 Note that frontline workers are defined as government workers who directly engage with and provide help to citizens/customers. Those that provide direct support to frontline workers were also included in this study. Managing Director – Health & Public Service, Social Services and Workforce & Talent Transformation Rainer leads a team of committed professionals who deliver large-scale transformation projects in the human services industry. Director – Consulting, Public Service, Australia and New Zealand Marni partners with organisations to succeed on the journey from Human Capital to a successful Human Experience. Senior Manager – Accenture Research, Public Service Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved.
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The future of automotive sales in China

----- Arcticle source ----- https://www.accenture.com/us-en/insights/automotive/future-automotive-sales-china ----- In brief Chinese consumers are demanding an entirely new way of buying cars The role of Chinese dealers is changing drastically The road towards future sales in China Related capabilities MORE ON THIS TOPIC Automotive Mobility X JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA The Chinese automotive market has been essential for the business of OEMs for more than a decade—and will be even more indispensable in the post-COVID era. But given the fierce competition, the strong position of the state, and customers' quickly changing demands, OEMs must gain a precise understanding of what they need to thrive in this quickly evolving market. This study thoroughly investigates the bold steps that OEMs and dealers must take to continue to thrive. It combines a survey of 1,050 Chinese consumers and 250 Chinese car dealers with in-depth interviews with industry executives and thought leaders. Our study found that: 1/2 of all cars sold globally are sold in China (Q2/2020). 20% of all cars sold in China will be NEVs by 2025. 2-3 new vehicles are being launched in China every day. In a move to captivate the tech-savvy Chinese car buyers, digital behemoths like Baidu, Alibaba, and Tencent are seeking to establish themselves as the go-to-resource for used and new car purchases. As internet businesses, these platforms particularly thrived during the COVID-19 imposed

restrictions on physical transactions. And OEMs have taken notice. More than 50 brands participated in Tmall's latest Double 11 shopping campaign. BMW is entering into a large-scale strategic partnership with Alibaba to accelerate its digital transformation. And Tesla recently attracted 4 million viewers when the Chinese online celebrity Wei Ya presented the brand's models in an hour-long video stream. Clearly China is a unique market for piloting and perfecting automotive sales strategies of the future but demanding customers will likely require more sophisticated concepts than pure online sales. 71% of Chinese consumers start their automotive buying journey online. 77% want to be able to touch and feel a car before closing the deal. 2 in 3 consumers collect competing offers from dealers of the same brand to get the best price. 81% of consumers say that they would prefer fixed and transparent prices without the need for negotiations. Independent dealerships are the backbone of the Chinese automotive retail industry and almost all of them use digital tools to support sales and marketing. Fifty-six percent of dealers view digitization and developing an online presence as their top priority for investments in the next three to five years. However, their business is increasingly being disrupted by online platforms as dealers, too, are struggling to satisfy consumers' changing demands.   81% of dealers agree their business models need to change to be successful in the future. There are several challenges with traditional automotive sales. A lack of price transparency for the customer and barriers between online and offline channels with clumsy workarounds are the most prevalent. But with its ultra-fast pace, the Chinese automotive market may already have found a solution. Innovative startups such as Aiways or NIO are tightly managing the online and offline sales journey, guaranteeing a seamless experience and competitive prices across channels and dealers. This idea is gaining traction with Chinese dealers, too. 63% of dealers do not think fixed prices make selling cars more difficult. 83% of dealers expect positive effects from selling cars for a fixed commission. Enhanced by the COVID-19 pandemic, OEMs and their dealers have accelerated their search for more efficient ways to sell cars in China. In fact, almost all OEMs and investors that we interviewed acknowledged that it's time to reinvent the automotive sales model. But to truly win the race for China's consumers, OEMs must take a bold step. Only a paradigm shift can shield them from impending disruption: they must put the customer front and center. Adopt a retailer's mindset that puts the customer at the forefront. Thoroughly analyze the organizational, technological and financial feasibility of new sales strategies. Engage with the dealer network to secure investor support and generate strong buy-in. Setup a dedicated project team to draft and steer the transformation roadmap. This change must offer benefits to OEMs and dealers alike. Creating truly seamless online-offline customer journeys, providing touchless sales that have become the norm during the COVID-19 pandemic, and satisfying customer demands for transparent, haggle-free prices can unlock the strategic and financial levers that are needed to stay ahead of the innovation curve in China. It's time to act. Now. EMEA Lead – Corporate Strategy & Growth Johannes is an expert in functional growth and automotive sales and digitization strategies. ACCENTURE STRATEGY, CEO & ENTERPRISE STRATEGY Maximilian is an expert in future sales and growth strategies Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved. =====================

Getting AI results by "going pro"

The benefits of professionalizing AI Why professionalize AI now How do companies professionalize AI? 1. Distinguish clear AI roles. 2. Demand education and AI training. 3. Define AI processes. 4. Democratize AI literacy across the organization. Related capabilities From AI compliance to competitive advantage: becoming responsible by design Tune in: Podcast with NatWest's Zachery Anderson Scaling enterprise AI for business value MORE ON THIS TOPIC Solutions.AI Responsible AI Data-led Transformation JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Artificial Intelligence (AI) is a high-stakes business priority, with companies spending $306 billion on AI applications in the past three years. Companies that scale AI across a business can achieve nearly triple the return from their investments. But too many companies aren't achieving the value they expected.1 Scaling AI effectively for the long term will require the professionalization of the industry. Stakeholders—from practitioners to leaders across the private and public sector—must come together to distinguish clear roles and responsibilities for AI practitioners; demand the right level of education and training for said practitioners; define processes for developing, deploying and managing AI, and democratize AI literacy across the enterprise. By formalizing AI as a trade with a shared set of norms and principles, companies will be poised to achieve more value from AI. They'll be set up to create clear accountability which in turn helps avoid risks like bias, under delivering to clients, and other unintended consequences. That's why in professionalized fields such as medicine, construction and even food service, an inherent level of trust exists between customers and the businesses (or practitioners) that make up that industry. This trust is born out of standards that set expectations for everyone involved. For example, you understand that architects, electricians and other construction professionals know how to build a house. They've had requisite training and understand their roles and responsibilities, safety standards and protocols to follow throughout the construction process. It's unlikely that you'd trust a "citizen architect" to build your home in the same way that you wouldn't visit a "citizen doctor" when you get sick. Yet increasingly, companies are bolstering their core data science teams with "citizen data scientists" (or, people who create models using predictive analytics but whose roles are outside of the data science field), without providing them with necessary guardrails and standards to enable success. Even among trained and credentialed data scientists, there are varying degrees of standards. Beyond needing formalized and standardized training, organizations may find that these practitioners are working in siloes and can't deliver on the promise of AI. Real value can only be realized when trained AI practitioners are working hand in hand with the business to accomplish their organization's goals, and those interdisciplinary teams are guided by standards, rules and processes. 1.5-2.5x Strategic Scalers are 1.5-2.5 times more likely to establish dedicated multidisciplinary teams. Only then will businesses be able to deliver the end product or service safely and predictably, thereby earning the trust of customers and raising standards for quality innovation and applications. As noted in AI: Built to Scale, companies have spent $306

billion on AI applications in just three years, while individual businesses can spend millions on what results in experimentation. Having trained, interdisciplinary teams and defined processes to productionize those applications is one way that professionalization will help you maximize the value of your AI investments. Industrializing solutions that work, then scaling and tuning for other use cases, essentially allows you to recycle and reuse data and data models, fueling exponential returns with incremental spend. Download the 4 benefits When a driver purchases a new vehicle, they expect it to function as advertised and to comply with the latest safety and environmental regulations. With the professionalization of AI, people can expect better outcomes through data quality, coding standards and clear parameters (ethical and otherwise) for technical development. Many businesses are taking matters into their own hands with additional testing and governance, improving some outcomes. But to advance the AI landscape beyond the current "Wild West" (where quality will vary from company to company or even business unit to business unit), these highly skilled engineers and technologists will need industry-wide standards by which to measure their work and thus allow innovation to flourish. Download the 4 benefits In professionalized fields, organizations scale innovation with repeatability, meaning these companies can achieve consistent results when performing the same or similar actions multiple times. Individuals, companies and society as a whole would benefit from repeatability whereby trained and vetted data scientists, engineers and other practitioners develop, test and build cutting-edge technologies across use cases with consistent methods for reliable results. Download the 4 benefits With higher standards and systems of accountability, the professionalization of AI will contribute to more ethical and transparent applications of the technology. The result is responsible AI that meets the ethical and privacy expectations of users and clients, which ultimately builds increased levels of trust. As Accenture research shows, companies that scale AI successfully understand and implement responsible AI at 1.7 times the rate of their counterparts. To achieve responsible AI, companies will need the accountability, processes and training that accompany professionalization. Download the 4 benefits Three out of four executives believe that if they don't scale AI in the next five years, they risk going out of business.2 According to Accenture's study of 1,500 C-suite leaders, companies that successfully scale AI (to achieve higher returns from AI investments) are employing tactics of professionalization. These "Strategic Scalers" are 1.5-2.5 times more likely to establish dedicated multidisciplinary teams, training, and clear lines of accountability. Professionalization, then, should be seen as a precursor to successfully scaling AI. The COVID-19 pandemic has further sharpened the contrast between those who have professionalized and scaled their AI capabilities and those who have not. As businesses race to embrace new data and AI capabilities in an attempt to recover and return to sustainable growth, it will be important for these new scalers to professionalize in parallel. The COVID-19 pandemic has further sharpened the contrast between those who have professionalized and scaled their AI capabilities and those who have not. The COVID-19 pandemic has further sharpened the contrast between those who have professionalized and scaled their AI capabilities and those who have not. Because AI technologies and use cases are advancing too rapidly for governments and regulators to implement basic industry reforms and standards, organizations need to take

professionalization into their own hands. By following these steps to standardize professionals and processes, organizations can better set themselves up to scale AI and, in so doing, make the most of this quickly evolving technology. A hallmark of a professionalized industry or trade is that practitioners understand the individual roles that contribute to a final product. Take food service as an example. Farmers grow vegetables and raise livestock. Suppliers help markets source their ingredients. The staff at a restaurant each do their part to prepare, package and serve. 72% of strategic scalers say their employees fully understand how AI applies to their roles. Similarly, multidisciplinary teams of diverse perspectives, skills and approaches, must work together to innovate and deliver AI products or services. As Accenture research shows, 92% of Strategic Scalers leverage and embed multidisciplinary teams across the organization. And, 72% say their employees fully understand how AI applies to their roles3. Strategic Scalers demonstrate the importance of distinguishing clear roles among multidisciplinary teams. They quickly stamp out redundant responsibilities and clarify individual remits. These teams, often headed by the chief AI, data or analytics officer, include data modelers, machine learning engineers and data quality specialists, to name a few. The mix and the ratio of roles is going to depend on the use cases you're pursuing at the time and will vary from project to project. Tapping into partner knowledge and/or establishing a blueprint for how teams should operate will help this process become more turnkey over time. But one thing remains true across all projects -- you need to establish ownership and expectations from the start. Case in point: At one factory, a pump was wearing down faster than expected, and nobody understood why. While an AI monitor indicated something was wrong, it couldn't pinpoint the mechanical issue. The engineering team investigated further and discovered that the pump was leaking oil on the floor at night and losing lubrication. But a staff person simply mopped up the mess and replenished the oil each morning, which meant there was no visual indication of leaks or of the dropping oil level. Having an engineer on the team eventually ensured that the AI application considered all the necessary conditions to determine what was wrong. Another example shows the importance of establishing responsibility within a team—the AI work of one team at an oil and gas company stalled for 10 weeks simply because they couldn't decide who owned the project's data. Companies may struggle to professionalize for a range of reasons, including the inability to address skills gaps. Even if they can pinpoint the skills they are lacking, it can be challenging to find and hire enough people with the required experience to fill that gap at speed. One solution is to partner with (or even acquire!) a professionalized firm with not only the right skill sets, but also teams that have proven, production-oriented methods. Accenture, for example, has acquired several professionalized software and service companies in the last year to reinforce its position in the market.4 As organizations invest more in their AI and data capabilities, employees understand the growing influence of these technologies on their companies and careers. But despite their best efforts, many of these employees will not have the right training and qualifications to work effectively with AI. It's important for organizations to establish education and training requirements for their AI practitioners. Data scientists have varying qualifications, and not all have sufficient training in mathematics or computer science for AI projects. Even an employee with a Ph.D. might have studied a narrow field that isn't relevant

to a particular company's needs. On the other hand, companies that can scale AI successfully make sure they have people with the right mix of skills and qualifications. Of Strategic Scalers, for example, 70% say their employees have formal training around data and AI5. To establish an effective professionalized workforce, it's up to companies to assess which skills they need, their workforce skills gaps and the qualifications of their talent and match them to the appropriate roles. While one way to address the skills gaps may be to acquire or work with a professionalized firm, another approach is to establish an academic partnership. Companies can partner with research and academic institutions to reskill employees or strengthen their future talent pipelines. For example, Accenture is building a strategic relationship with UC Berkeley's Institute for Data Science (BIDS) to advance the field of data science. The program is designed to create opportunities for researchers, students and Accenture's Artificial Intelligence practice to work together to explore complex problems facing society and to learn from each other while doing so6. When recruiting new talent, companies often use technical screening to assess whether an applicant has the required level of knowledge to fulfill a role. To create greater accountability and confidence among AI practitioners, organizations should implement regular assessment points throughout an employee's career to test their knowledge and to continue their technical education. Like construction workers or medical professionals who must renew their certifications as techniques change and theories evolve, companies should test and re-test the professional competency of AI practitioners to make sure they are upholding rigorous standards and trust, as well as providing them with the training they need to evolve those standards. To enable a consistent approach to training, companies should create clear career paths for their AI practitioners. Each career level should have established pre-requistes such as coursework and training to help build necessary skills and proficiencies. These pre-requisites should be shaped by a combination of leaders across technology, data and human resources and even outside counsel from leading academic partners. This transparency and consistency will provide clear educational expectations for anyone working on AI projects – from data architects, to test developers to machine learning engineers. The added benefits of establishing career paths are better talent retention, employee development and a market-leading, professionalized practice. While some argue that formalized processes and governance could stifle innovation, our research has shown the opposite. Companies that govern innovation extensively over time said they expected to double revenue growth in five years.7 In professionalized industries, there's a standard approach to testing and benchmarking during the creation (or optimization) of products and services. Similarly, whether a company is making smart devices or building a data science model to improve the online retail experience, establishing systems and processes to support the development of the AI product or solution allows people to innovate in a predictable and efficient way. When someone is sick, the patient passes through a number of nurses, doctors and other specialists to diagnose the problem and recommend the safest treatment. Once companies have distinguished clear roles for their AI teams, they should follow the example of the medical profession—establishing defined processes that formalize the development, deployment and management of AI solutions. These should inform how people work together, how they choose technologies to support

production of the AI solution and how they interact with those technologies. For example, once a data science group creates a new algorithm, an organization with a professionalized approach to AI would establish a system to test the algorithm to ensure it does what it's supposed to do in a safe, predictable and consistent way. One telecommunications company, for example, has mapped out an automation and AI organization structure with clear roles and responsibilities. Its project management office is responsible for specific tasks, including continuous improvements, financial reporting, follow-up and target setting. The company's working model provides clarity to stakeholders developing AI solutions, from proof of concept to minimum viable product to product solution. While there's certainly growing interest from leaders to invest in AI technologies, true professionalization will result in (and rely on) AI literacy across an entire organization. Organizations owe it to their employees and to their bottom lines to provide some form of AI education. We found that 62% of workers believe that AI will have a positive impact on their jobs. And 67% of employees say it's important to develop skills to work with intelligent machines.8 It's clear employees recognize the impact AI could have on their jobs and are keen to learn more, and organizations have an opportunity—and Accenture would argue, a responsibility—to enable it. To start, companies should define the minimum level of AI knowledge they require from their employees. Helping the entire workforce understand what AI is, how it impacts their jobs and how it benefits the company are part of building confidence in AI and driving adoption and usage. Continuing our earlier analogy, each employee in a hospital plays an important role in supporting patients. From the porters to the technicians, all individuals understand how they contribute to the health and safety of patients even if they don't have an advanced medical degree. Likewise, mandating a basic level of AI literacy in every role will better set up the organization for long-term success in scaling AI. Democratizing AI literacy could: provide marketing teams with the knowledge to communicate clearly about AI services to customers and to understand how to sell them; empower legal teams to have a stronger grasp on regulatory implications and ensure an organization isn't exposed to costly risk; enable recruitment to refine their hiring processes and requirements when seeking potential AI practitioners. It should go without saying that building AI literacy needs to be a cross-functional focus. Cultivating confidence in AI through democratization needs to span well beyond the CAO, technology leads and their teams. As we discovered in our research, when you cut the distance between the C-suite and the AI practitioners, you improve your odds of delivering value. When everyone has a deeper understanding of AI, they not only perform their jobs more productively, but will also be able to better support scaling AI across the enterprise. When you cut the distance between the C-suite and the AI practitioners, you improve your odds of delivering value. When you cut the distance between the C-suite and the AI practitioners, you improve your odds of delivering value. So now you see, professionalization is part and parcel of scaling your AI and data practices. And if scaling your AI and data practices promises to make you a more connected and agile enterprise, the question then becomes: What are you waiting for? Companies that are ahead of their peers are not waiting for their industry or regulators to take the lead on Professionalizing AI. We're working with them to distinguish clear roles, demand education and training, define processes and democratize AI literacy within their "walls."

Are you ready to go AI pro? Let's talk. 1 Accenture "AI: Built To Scale" November 14, 2019. Pg 3, 6. 2 Accenture "AI: Built To Scale" November 14, 2019. Pg 3. 3 Accenture "AI: Built To Scale" November 14, 2019. Pg 15. 4 Wall Street Journal, "Accenture Looks to Boost AI Capabilities Through Acquisitions," by Jared Council, June 22, 2020. 5 Accenture "AI: Built To Scale" November 14, 2019. 6 Pioneering the future together: Accenture Artificial Intelligence and Berkeley Institute for Data Science join in new program. 7 Accenture. "Governing Innovation". January 14, 2020. Page 22. 8 Accenture. "Ready. Set. Scale." December 4, 2019. Page 21. Global Lead Data Science & ML Engineering – Artificial Intelligence Solve your most important business challenges—fast. Make AI systems more transparent, reliable, and interpretable. Create meaningful business change and new value with data and AI. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved. =======================

Relevance and profitability for oil and gas

----- Arcticle source ----- https://www.accenture.com/us-en/insights/energy/oil-gas-exploration-production-profitability ----- In brief Returns, not reserves, are hiding in plain sight Expect more Related capabilities External positioning Transparency New ways of working Capital and corporate structures Talent MORE ON THIS TOPIC Energy services Business strategy JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Today, E&P companies live in a completely different world as they face disruption and pressure. Low commodity prices, an overabundance of oil, and returns on invested capital (ROIC) that are lower than the weighted average cost of capital are just some of the challenges that have brought operators to their day of reckoning. As they contemplate their next moves, E&P companies might be pleased to learn they have more options than they realized. But less time than they thought to make their choice. The energy industry is facing pressure from six directions including: In this environment, oil and gas companies need to redouble their efforts to convince investors they are worthy. Most see only two paths to profitability. The first involves continuing to operate as they have in the past—but with some significant changes. Companies on this trajectory will need to maximize their asset efficiencies, capture CO2 and methane emissions, and reduce energy intensity and waste from their operations. The second path companies envision takes them away from their core business altogether, toward electricity-linked energy. These companies see the 50 percent decline in fossil fuel consumption by 2050 as a catalyst to abandon oil and gas. They are succumbing to compressive disruption, abandoning bad debt and looking for alternative sources of value. As they contemplate sunsetting their oil and gas operations, the move to renewables holds particular allure. The truth is that resetting or sunsetting their oil and gas capabilities are not the only options for E&P companies. There is a broad middle ground of potential profitability—and renewed investor interest. To succeed in the new energy world, E&P and other upstream companies will have to

fundamentally question their approach to creating value. As the importance of exploration and appraisal recedes, they will need to adopt a "winner take all" mindset in well-defined areas of specialization. We see four new future roles for today's E&P players: E&P companies will need to think carefully about which pathway(s) makes the most sense—operationally and financially. Regardless of the future they choose, E&P companies need to start thinking today of how they will operationalize their transition to a new, specialized business model. There are five key attributes every company needs to get right before they embark on their new path. E&P companies need to effectively communicate the changes—and the financial reasons underpinning it—to their stakeholders. Every E&P company should strive to achieve greater transparency in all that they do. Markets demand it. And companies benefit, too. As E&P companies consider their options for specialization, they should challenge the orthodoxies of their legacy operating models. The different pureplay options open to E&P companies require different capital and corporate structures. New skills, capabilities and roles will be needed. Recruiting, hiring and training will all be different. Remote working, too, must be considered part of the workplace strategy moving forward. As E&P companies continue to face compressive disruption and fall out of favor with investors and a more climate-conscious public, many are simply ignoring the problem. Others are running away from hydrocarbons for seemingly safer shores. Few are considering a third option: specializing in the critical functional areas, geographies or asset classes in which they have expertise. Transitioning to become pureplay providers represents an untapped opportunity and offers a viable—and profitable—path forward. Lead – Strategy Managing Director – Strategy & Consulting, Energy Upstream Lead Focusing on advising upstream oil and gas companies on strategic planning, operations, supply chain management and digital transformation. Managing Director – Strategy & Consulting, Energy Helping unconventional oil and gas operators with strategy, lifecycle management, market analysis and transformation efforts. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved. =======================

Exploring the future of gaming

----- Arcticle source ----- https://www.accenture.com/us-en/insights/software-platforms/future-of-gaming-series ----- The changing face of gaming Explore more insights Meet the team Related capabilities MORE ON THIS TOPIC Understanding the SMB landscape The social commerce revolution Revolutionizing platforms through low-code/no-code World! Can I have your attention please? Christian Kelly Paul Johnson Grow SMB Platform strategy Platform engineering Platform adoption Platform integrity JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA The gaming market just keeps getting bigger. It has surpassed movies and music—combined. It is popular in every corner of the globe, with all ages, and with all demographic groups. Gamers are spending more and more time engaged in play, and increasingly it's a social and community activity. The limits on this growth remain uncharted. This ongoing market expansion has

huge implications for the many businesses operating within the gaming ecosystem, including developers, distributors, content creators, and game platforms. In our first essay in the series, Gaming: The next super platform, we explore the industry's rapidly growing revenue streams, the drivers of growth, the changing demographics of the gaming universe, and the increasing importance of gaming's social interactions. In our second essay, Playing for everyone!, find out why the gaming industry needs to offer the right experiences for all players – new and old – where we uncover opportunities for game platforms and content ecosystems to differentiate end-to-end experiences. Through extensive research and provocative thinking, uncover the latest industry trends and success drivers for Software and Platform companies. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. Visit our Subscription and Preference Center © 2024 Accenture. All Rights Reserved. =====================

Building high impact partner ecosystems

----- Arcticle source ----- https://www.accenture.com/us-en/insights/high-tech/future-partner-relationship ----- In brief A changing relationship Rising expectations Co-innovating for growth Co-investing for the future Collaborating at scale How to be the provider of choice? About the Authors Related capabilities Co-innovating for growth Collaborating at scale Co-investing for the future Are you winning the battle for partner mindshare? Identify compatible offerings Target investments for co-innovation Collaborate to create joint offerings Facing the challenges Need for new metrics Collaborative ecosystems Blurring boundaries of provider-partner ecosystems Orchestrating the ecosystem Reducing friction Choosing a technology provider The importance of analytics capabilities Enables scale Enables collaboration Enables growth Be the provider of choice for your channel partner MORE ON THIS TOPIC High Tech Digital commerce services JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA We are in uncharted waters today: a pandemic and economic upheaval, coupled with rapid technology change, rising customer expectations and more. These developments have impacted the world of commerce, including business relationships. One notable relationship change is between large technology providers and the strategic partners, with the latter having more options today. The reason for this powershift is: Customers' expectations for end-to-end, integrated, tailored experiences based on a deep understanding of their needs—a strategic strength of traditional partners—have increased. Partners can now select from a broad set of providers. The ascent of cloud providers like Microsoft, Google and Amazon Web Services has been a change in the mix that now makes up a partner's revenue.   In this battle for partner mindshare, to win, providers must differentiate themselves to be the default choice that partners will recommend in their customer discussions. Accenture believes that they should focus their leadership and resources in these three areas: Jointly innovating to address critical and emerging customers' needs and achieving

the growth goals of both partners and providers. Enabling collaboration with and across their partners and the larger ecosystem, acting as a catalyst when providing a differentiated solution. Coordinating their investments with their partners to ensure alignment on how to meet customer expectations and maximize business outcomes. Creating frictionless experiencesProviders need to support partners to deliver on their customers' needs and unlocking their growth potential. It also means leveraging advanced technologies like artificial intelligence and automation to enable collaboration and innovation for the ecosystem. Accenture's research shares that 77 percent of partners stated that they have more choices of providers than they had three years ago. Though united in their pursuit of profitable growth, now providers are asking partners to step up to deliver on customer expectations. Three ways the higher customer demands are affecting a partner's operational costs and investments are: Giving partners the support they need It's crucial for providers to move beyond transactional partnering models and, focus on the capability areas and moments that matter to the partner to drive growth for both parties.
 Partners are being asked to do more 46% report supporting their customers' digital transformations. 43% report delivering solutions to new customers such as new geographies and small and medium businesses. 48% report developing more solutions on top of provider platforms or products. It's time for a change. The ability to innovate is the top criterion for partners on choosing a particular provider, followed by brand reputation and technology compatibility. But innovation is not a solo performance. Accenture believes that companies should: The second most important criterion for wanting to work with providers is compatibility with partner offerings (33 percent). More than 80 percent of partners with top-tier provider status prioritize providers based on their investments that explicitly help drive innovation. Companies and their partners can overcome barriers with products, services and solutions that can result in more profitable customer experiences. Accelerating innovationProviders should start exploring co-innovation capabilities with members of their ecosystem. In parallel, companies must ensure mutually beneficial value for partners and providers to monetize, commercialize and protect intellectual property in parallel. The enablers for the solution development lifecycle for the partners are the same- solution funds, developer toolkits, solution marketplaces and innovation labs. The ability to innovate is the #1 criterion when partners are choosing a provider to work with. In this light, companies need to rethink their co-investment model and how partner and provider contributions are evaluated and measured. Hence a shift in the co-investment methods, from traditional Market Development Funding to the emerging Innovation Development Funding. Providers must ensure that their co-investments are offered beyond the reseller community and made available to other partner types that influence the customer journey. They should incent their independent software vendors (ISVs) for generating leads and referrals with Currently, most enterprises evaluate partners according to the volume of sales rather than an innovation ecosystem. In response, some companies are beginning to structure partner programs that are linked to a more holistic set of behaviors ranging from initial solution development, to actions that increase customer awareness, to understanding, buy-in and ultimately commitment to the solution purchase and follow-on renewal. With the shift to as-a-service models and the importance of the post-sales customer

experience, providers should measure and incent partners' impact to customer adoption and customers' total lifetime value. In order to achieve and sustain value over time, collaboration across different models is key—moving from fragmented partners working in silos to cooperative relationships across multiple channels and at scale. In this model, providers and partners must shift from traditional resellers to supporting collaboration on platform deals for better results. Future enterprise systems will blur/ are already blurring the boundaries of the organization and its ecosystem of partners, suppliers and customers. As an orchestrator of the ecosystem, providers can help partners find other partners to co-create solutions, leveraging a collaborative platform. Providers should look at providing experiences that fit partners' desires to grow, reduce operational spend and gain opportunities with customers. Partners are interested in a holistic package of skills, capabilities and experiences, technology being only one aspect of it all. Partners have pointed to the maturity of providers' analytics capabilities as an important factor in choosing to work with them. Artificial intelligence is another key enabler—an opportunity for providers to deepen relationships with partners and scale their capabilities. AI provides three advantages: Eighty percent of partners agree that, without AI, they will be unable to scale. Sellers and providers can provide a tailored solution by sharing customer insights to improve wins and enable deals at a faster. AI and analytics can provide the insights to support growth for both partners and vendors. Providers must orchestrate an ecosystem of co-innovation, co-investment and collaboration to create the conditions that increase partner mindshare. They must offer their partners a path for growth and help develop the capabilities needed to achieve that growth, helping create a meaningful partner strategy with partner and customer experiences at the core, supported by the provider's capabilities, data and support. Dawn Anderson Global Sales & Service Lead – Accenture Song NICOLE TRUESDALE Managing Director – Strategy & Consulting, Customer, Sales, & Service KARLA GALLARDO Principal Director – Strategy & Consulting, Customer Sales & Services MIKE HEALD Senior Managing Director – Enterprise Functions Networks Lead, North America RON REF Managing Director – Accenture Strategy, Ecosystem & Growth Strategy OLIVIER JANKELOVICS Managing Director – Accenture Strategy, Ecosystem & Growth Strategy Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved. =====================

Client stories

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service providers (CSPs)—has the chance to reinvent itself and play a more valuable and active role in our everyday lives and in society's progress as a whole. SMBs are overwhelmed by irrelevant offerings, providing an opportunity to redefine the CSP/SMB relationship. By leveraging trust and understanding to make their offerings simpler, more tailored and relevant, CSPs can shift from service provider to growth partner and build longer, more valuable relationships.   This is the business of helping small businesses grow.   DOWNLOAD Home has moved beyond the domestic and become the center of human experience. By unlocking the potential of smart home technology, CSPs can adapt to create new partnered offerings that add value and delight. Capitalizing on their existing trusted relationships with users will enable them to orchestrate new, multifaceted home experiences. This is the business of a happy (connected) home.   DOWNLOAD CSPs have worked hard to earn their unique levels of consumer (and business) trust. As they reimagine service and experience, they can maintain their reputation of protecting data privacy and security. Meanwhile, as they expand their service portfolio and footprint, they will be the critical enablers of closing the digital divide. CSPs' services are critical for global economic prosperity and physical wellbeing.   This is the business of connectivity for good. DOWNLOAD We help reinvent the front office across products, marketing operations, sales and commerce, and customer service to unlock growth and drive new experiences that make lives easier, healthier, safer and rewarding.   COMMUNICATIONS AND MEDIA CAPABILITIES Reset. Reinvent. Rebound. New paths to growth in a disrupted landscape SMB Activator: Four moves to future office growth The future home in the 5G era Cloud-native mobile network Technology driven telco Customer control of home Wi-Fi Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved. =====================

Strategy & Consulting

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deliver in all directions. Advances in digital technologies, data and AI are changing everything. How you compete. How you define and deliver value. Even how you transform to be the next best version of yourself. These advances have never been more critical, nor more necessary. That's because unprecedented uncertainty and volatility call for businesses in every industry to activate new levels of innovation and launch rapid transformations that only digital technologies can make possible. In short, today's business environment demands total enterprise reinvention. Accenture stands ready to provide the strategy and consulting support for you to navigate this reinvention journeys. We bring functional and industry expertise, unparalleled insights, actionable recommendations, and the commitment and know-how to unlock 360° value across your organizations. We manage complexity. And we help you become faster, more innovative and more resilient. Along the way, we deliver what matters most: results. It's reinvention that's designed for you. And it starts here. It's reinvention that's designed for you. And it starts here. We build trusted relationships with leaders. We curate our knowledge by using proprietary assets, technology tools, and data. We can accelerate 360° value and end-to-end transformations by combining our expertise across strategy, industry, and function. We bring the best of a diverse global network of innovation experts. They're the reason that reinvention starts here. See how "Reinventors" are setting a new performance frontier for their companies– and entire industries. We believe total enterprise reinvention requires industry-specific knowledge/insights to happen at the speed required today. Communications High Tech Media Software & Platforms Banking Capital Markets Insurance Aerospace & Defense Automotive Consumer Goods & Services Industrial Life Sciences Retail Chemicals Energy Natural Resources Utilities Health Public Service We believe every organization improves with an approach informed by a deep understanding of all key functions and how they can work together more effectively. Partner with us to define and answer your most strategic business questions. Unlock human potential and transform organizational structure and culture. Broaden financial capabilities and impact across the enterprise. Enable seamless, personalized and intuitive experiences. Digitally reinvent and optimize supply chain and operations. Realize exceptional business value from technology. Scale AI, analytics and automation – and the data that fuels it all – for insights Move from research to results with world-class innovation that keeps you on the cutting-edge of change. Reinvent to become the next best version of yourself Reinvent to become the next best version of yourself Accenture's CEO Julie Sweet discusses Mars' digital transformation Accenture's chair and CEO Julie Sweet sat down with Sandeep Dadlani to discuss how the partnership with Mars helped them catapult to becoming a digital-first industry leader. Now you really can drive outcomes Learn how CEOs can navigate activist investor challenges while continuing to drive long-term value for the company. Private equity is a prime target for cyberattacks. Firms can mitigate the risks, painlessly and without sacrificing speed. Cloud, AI and the metaverse are accelerating reinvention strategies. We show how to use them to scale breakthrough innovation. Meet the team who are leading the change across industries, functions, platforms and partnerships. At the forefront of reinvention, they lead teams across the globe to prepare businesses to reshape their future and emerge stronger, prepared for whatever lies ahead. The starting point of reinvention starts

here – with more than 50,000 people who are excited to bring change across industries, functions, platforms, and partnerships. Bringing the best of technology and human ingenuity, they are architecting the future for businesses and communities around the globe. We work as one team with diverse expertise to create 360° value. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. Visit our Subscription and Preference Center © 2024 Accenture. All Rights Reserved. =====================

From AI compliance to competitive advantage

----- Arcticle source ----- https://www.accenture.com/us-en/insights/artificial-intelligence/ai-compliance-competitive-advantage ----- In brief The rewards of Responsible AI The role of regulation Responsible AI readiness Consider these common challenges: All roads lead to responsibility Challenge #1 Challenge #2 Challenge #3 Challenge #4 Challenge #5 Responsible AI is cross-functional, but typically lives in a silo. Risk management frameworks are a requirement for all AI, but they aren't one-size-fits-all. There is power in the AI ecosystem, but you're only as strong as your weakest partner. Culture is key, but talent is scarce. Measurement is critical, but success is defined by non-traditional KPIs. Becoming responsible by design WRITTEN BY Current Country: United States RESEARCH REPORT 5-MINUTE READ June 30, 2022 In a recent report, The Art of AI Maturity, Accenture identified a small group (12%) of high-performing organizations that are using AI to generate 50% more revenue growth while outperforming on customer experience (CX) and Environmental, Social and Governance (ESG) metrics. Among other success factors that have a combinatorial impact on business results, these Achievers are, on average, 53% more likely than others to be responsible by design. That means that they apply a responsible data and AI approach across the complete lifecycle of all their models, helping them engender trust and scale AI with confidence. Being responsible by design will become more beneficial over time, especially as governments and regulators consider new standards for the development and use of AI. Countries such as the United Kingdom, Brazil, and China are already taking action, either by evolving existing requirements related to AI (for example, in regulation such as GDPR), or through the development of new regulatory policy. We surveyed 850 C-suite executives across 17 geographies and 20 industries to understand organizations' attitudes toward AI regulation and assess their readiness to embrace it. Here's what we learned. Our research shows that awareness of AI regulation is generally widespread and that organizations are well-informed. Interestingly, many organizations see regulatory compliance as an unexpected source of competitive advantage. The ability to deliver high quality, trustworthy AI systems that are regulation-ready will give first movers a significant advantage in the short-term, enabling them to attract new customers, retain existing ones and build investor confidence. Our research also reveals that organizations are prioritizing AI compliance and want to invest. Coupled with the opinion that Responsible AI can fuel business performance, it's unsurprising that

majority of respondents plan to increase investment in Responsible AI. However, most organizations have yet to turn these favorable attitudes and intentions into action. While most companies have begun their Responsible AI journey, the majority (94%) are struggling to operationalize across all key elements of Responsible AI. The question becomes: why? We identified a few primary barriers. The biggest barrier lies in the complexity of scaling AI responsibly — an undertaking that involves multiple stakeholders and cuts across the entire enterprise and ecosystem. Our survey revealed that nearly 70% of respondents do not have a fully operationalized and integrated Responsible AI Governance Model. As new requirements emerge, they must be baked into product development processes and connected to other regulatory areas, such as privacy, data security and content. Additionally, organizations may be unsure what to do while they wait for AI regulation to be defined. Uncertainty around rollout process/timing (35%) and the potential for inconsistent standards across regions (34%) were the largest concerns in relation to future AI regulation. This lack of clarity can lead to strategic paralysis as companies adopt a "wait and see" approach. As experienced with GDPR, reactive companies have little choice but to be compliance-focused, prioritizing the specific requirements rather than the underlying risk, which can lead to problems down the road…and value left on the table. Most respondents (56%) report that responsibility for AI compliance rests solely with the Chief Data Officer (CDO) or equivalent, and only 4% of organizations say that they have a cross-functional team in place. Having buy-in and support from across the C-suite will establish priorities for the rest of the organization. Only about half (47%) of the surveyed organizations have developed an AI risk management framework. What's more, we learned that 70% of organizations have yet to implement the ongoing monitoring and controls required to mitigate AI risks. AI integrity cannot be judged at a single point in time; it requires ongoing oversight. AI regulation will require companies to think about their entire AI value chain (with a focus on high-risk systems), not just the elements that are proprietary to them. 39% of respondents see one of their greatest internal challenges to regulatory compliance arising from collaborations with partners, and only 12% have included Responsible AI competency requirements in supplier agreements with third party providers. Survey respondents reported that they lack talent who are familiar with the details of AI regulation, with 27% citing this as one of their top three concerns. Plus, more than half (55.4%) do not yet have specific roles for Responsible AI embedded across the organization. Organizations must consider how to attract or develop the specialist skills required for Responsible AI roles — keeping in mind that teams responsible for AI systems should also reflect a diversity of geography, backgrounds and 'lived experience'. The success of AI can't be solely measured by traditional KPIs such as revenue generation or efficiency gains, but organizations often fall back on these traditional benchmarks and KPIs. In 30% of companies, there are no active KPIs for Responsible AI. Without established technical methods to measure and mitigate AI risks, organizations can't be confident that a system is fair. To our previous point, specialist expertise is required to define and measure the responsible use and algorithmic impact of data, models and outcomes — for example, algorithmic fairness. Most respondents (56%) report that responsibility for AI compliance rests solely with the Chief Data Officer (CDO) or equivalent, and only 4% of organizations say that they have a

cross-functional team in place. Having buy-in and support from across the C-suite will establish priorities for the rest of the organization. Only about half (47%) of the surveyed organizations have developed an AI risk management framework. What's more, we learned that 70% of organizations have yet to implement the ongoing monitoring and controls required to mitigate AI risks. AI integrity cannot be judged at a single point in time; it requires ongoing oversight. AI regulation will require companies to think about their entire AI value chain (with a focus on high-risk systems), not just the elements that are proprietary to them. 39% of respondents see one of their greatest internal challenges to regulatory compliance arising from collaborations with partners, and only 12% have included Responsible AI competency requirements in supplier agreements with third party providers. Survey respondents reported that they lack talent who are familiar with the details of AI regulation, with 27% citing this as one of their top three concerns. Plus, more than half (55.4%) do not yet have specific roles for Responsible AI embedded across the organization. Organizations must consider how to attract or develop the specialist skills required for Responsible AI roles — keeping in mind that teams responsible for AI systems should also reflect a diversity of geography, backgrounds and 'lived experience'. The success of AI can't be solely measured by traditional KPIs such as revenue generation or efficiency gains, but organizations often fall back on these traditional benchmarks and KPIs. In 30% of companies, there are no active KPIs for Responsible AI. Without established technical methods to measure and mitigate AI risks, organizations can't be confident that a system is fair. To our previous point, specialist expertise is required to define and measure the responsible use and algorithmic impact of data, models and outcomes — for example, algorithmic fairness. While there's no set way to proceed, it's important to take a proactive approach to building Responsible AI readiness to overcome or avoid the barriers above. Based on our experience helping organizations across the globe scale AI for business value, we've defined a simple framework to help companies become responsible by design. This framework consists of four key pillars: Organizations can use this framework to inform a Responsible AI foundation that allows them to quickly assess the impact of any new regulation and respond to compliance requirements without starting from scratch each time. Scaling AI can deliver high performance for customers, shareholders and employees, but organizations must overcome common hurdles to apply AI responsibly and sustainably. While they've historically cited lack of talent and poor data quality/availability as their biggest barriers to AI adoption, "managing data ethics and responsible AI, data privacy and information security" now tops the list. Being responsible by design can help organizations clear those hurdles and scale AI with confidence. By shifting from a reactive AI compliance strategy to the proactive development of mature Responsible AI capabilities, they'll have the foundations in place to adapt as new regulations and guidance emerge. That way, businesses can focus more on performance and competitive advantage. Ray Eitel-Porter Managing Director – Applied Intelligence, Global Lead for Responsible AI Ulf Grosskopf Managing Director – Accenture Strategy, Data for Growth © 2024 Accenture. All Rights Reserved. =====================

Breaking the cloud barrier in aerospace and defense

----- Arcticle source ----- https://www.accenture.com/us-en/insights/aerospace-defense/cloud-continuum ----- In brief Exploring the hybrid cloudscape Cloud's security advantages Cloud value — beyond financial Move decisively at speed WRITTEN BY Current Country: United States Research Report 5-MINUTE READ July 12, 2022 While to date aerospace and defense organizations have not made as rapid progress on their journey to cloud as others, that's changing fast. Not only are they now addressing security concerns with robust and compliant cloud solutions; they are also discovering the power of hybrid cloud approaches as a continuum that brings together a variety of infrastructure, devices and data to accelerate their strategic vision. This Cloud Continuum is setting the stage for a new wave of innovation in both aerospace and defense products themselves and how companies design, deliver and support them. Cloud-based capabilities are becoming increasingly common in aerospace and defense, and the industry also has the highest hybrid-cloud adoption rates. Organizations can take advantage of the public cloud for some of their basic capabilities. But they require a more bespoke mix of solutions to meet the unique demands of most of their IT needs. This approach requires clear governance and management across the enterprise to deliver maximum value. Fortunately, a range of tools and strategies exist to manage these hybrid/multi-cloud environments. What's more, security concerns about cloud that have previously been seen as barriers are abating. In fact, organizations are beginning to recognize cloud security as a benefit as industry leaders prove its potential to enhance their overall security posture while minimizing risks. Cloud's security advantages include: Across organizational and geographic boundaries without replication or transfer of information to domains outside an organization's control. Reduce cost of operating in a zero-trust paradigm through integrating zero-trust capabilities & cost-effective enabling of required micro-segmentation. From cloud-native services that include the right level of security controls, rapid back up, recovery and restoration of lost or compromised systems. The financial advantages that cloud service providers' (CSP) economies of scale support remain a key driver for all companies. But the aerospace and defense industry's unique security demands have, to now, made it hard for aerospace and defense companies to take advantage. Now, however, they have access to CSP offerings that meet their unique regulatory, security and operational requirements. These are enabling them to shift from significant capital expenditure to more flexible cashflow models. And as they advance on their cloud transformation journey, aerospace and defense companies are harnessing cloud's advantages to achieve key business outcomes over and above financial benefits. These include: cloud-enabled solutions expand what's possible in a traditional workspace, creating a flexible approach and supporting the evolving technology. empower remote workers and reduce the need for office space, along with lessening the impact of commuting and associated infrastructure costs. AI, Automation and complementary technologies like 5G, AR, HPC and IoT power connection and collaboration across the extended enterprise. As cloud is adopted faster and at scale, benefits increase proportionately.

Moving fast and thinking big is essential. But as they embrace cloud, aerospace and defense companies must also consider their entire architecture and see each element as an enabler of their business strategy. Equally key is the cultivation and adoption of a cloud-first mindset across the enterprise. To make sure that they are ready to unlock the full potential of the Cloud Continuum for their enterprise, aerospace and defense leaders should: John Schmidt Senior Managing Director – Aerospace & Defense, Global Arthur Arkwright Cloud Lead – Aerospace and Defense, EMEA ©

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Military readiness through supply chain resilience

----- Arcticle source ----- https://www.accenture.com/us-en/insights/public-service/military-supply-chain ----- In brief Twin reactions: Recognition and reluctance Four barriers to success Barrier 1: The knowledge deficit Barrier 2: The data dilemma Barrier 3: The security paradox Barrier 4: The supplier gap WRITTEN BY Current Country: United States RESEARCH REPORT 5-MINUTE READ March 23, 2023 Disruption has hit defense supply chains hard. With volatility expected to continue, a future of global geopolitical uncertainty requires more military readiness. And more military readiness requires resilient, battlefield ready supply chains across the defense enterprise. Digital twins are a critical tool in this environment. They can help manage supply chain risk, accelerate reinvention and build resiliency by combining human ingenuity with technologies that fuel end-to-end visibility and AI-powered scenario modeling. Making the most of digital twins involves the entire organization in a deliberate and continuous strategy that aims to set a new performance frontier—Total Enterprise Reinvention. Our research indicates that the defense community recognizes the applications of digital twins. With the right strategies and resourcing, we believe they can make significant strides in the near team. In some cases, in a matter of months. However, in addition to recognition, there is reluctance about digital twins fueled by common misperceptions and very real barriers. The war and supply chain problems are now a catalyst. Instead of being like a pet project 'that would be nice... futuristic digital twin in the factory,' now it's an imperative. While digital twins have been part of the technology landscape for years, they are exponentially more impactful today because they are superpowered by advanced technologies. Some people think that leading technologies like digital twins only minimally rely on human intervention. Quite the contrary. The value of digital twins is in the combined power of machine learning and human ingenuity to support decision-making. As important as the human side of this human + machine equation is, the defense community is facing awareness deficits, even at leadership levels. Real-time data is the oxygen for digital twins. Yet some interviewees worry about the quality, volume and complexity of data needed and the time and costs involved in managing it. While some digital twins require a lot of data, defense agencies can build digital twins with the data they have today and evolve models as more data becomes available. Digital twins deliver more value to the military ecosystem when they extend beyond one organization

and integrate with the entire supply chain. However, security concerns can make this difficult to do. Given this and the nascency of digital twin applications in defense supply chains, governance is lagging. The irony? This governance gap only perpetuates fears around security and compliance; this is the security paradox. Defense agencies and prime contractors choose suppliers based on their compliance with contracting requirements, skills and capabilities and operational performance. As momentum for digital twins grows, defense organizations will need additional criteria around digitalization and data literacy, as well as modernized contracting protocols, to select right-fit suppliers. Lisa Brown Principal Director – Supply Chain, Defense Samantha Lee Senior Manager – Accenture Federal Services, Supply Chain & Operations Timo Levo Managing Director – Health & Public Service, Global Defense Lead Paul Ott Managing Director – Accenture Federal Services, Defense Growth & Innovation Lead Meghan Yurchisin Global Lead, PS Research & Thought Leadership – Accenture Research © 2024 Accenture. All Rights Reserved. =====================

Seeking responsible leadership

----- Arcticle source ----- https://www.accenture.com/us-en/insights/consulting/responsible-leadership ----- In brief Get the essentials Related capabilities Redefining responsible leadership Accenture World Economic Forum 2020 Responsible Leadership Video The decade to deliver Shaping the sustainable organization Combining responsibility with innovation results in better performance A new model of responsible leadership is required Activating responsible leadership to create value The five elements model of responsible leadership Shaping responsible leadership Company executives and stakeholders value different leadership qualities Making responsible leadership a reality Who are your stakeholders and how well do you really know them? Is your leadership team on course to have a balanced Five Elements profile? What do you need to accelerate and scale responsible leadership qualities throughout your organization? MORE ON THIS TOPIC Full Report Competitive Agility JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Accenture spoke to 700 emerging leaders, members of Forum of Young Global Leaders and the Global Shapers Community to find out what they think about responsible leadership. See more. As we enter a new decade, businesses and organizations are facing a range of challenges that are forcing them to redefine responsible leadership: These issues are encouraging a wider range of stakeholders to raise their voice and to influence decision makers. Leaders are beginning to acknowledge the need for change. 72% of CEOs say citizen trust will be critical to their competitiveness in the next five years. 61% of emerging leaders (the World Economic Forum's Young Global Leaders and Global Shapers) say that business models should only be pursued if they generate profitable growth and improve societal outcomes at the same time. "Organizations have the opportunity and the obligation to drive growth in tandem with positive social and environmental outcomes. This starts with redefining what it means to lead responsibly. A new generation is leading the way, focused on driving value while honoring values."   — ELLYN SHOOK, Chief Leadership and Human Resources

Officer – Accenture "Organizations have the opportunity and the obligation to drive growth in tandem with positive social and environmental outcomes. This starts with redefining what it means to lead responsibly. A new generation is leading the way, focused on driving value while honoring values."　　　— ELLYN SHOOK, Chief Leadership and Human Resources Officer – Accenture We examined 2,540 publicly listed companies between 2015 and 2018, indexing them according to their sustainability & trust levels, their innovation and their financial performance. Companies that combine high levels of innovation, on one hand, and sustainability & trust, on the other, outperform their industry peers, with 3.1% higher operating profits and greater returns to shareholders. Companies that excel at innovating alone, without achieving sufficient levels of sustainability & trust, see a negligible impact on operating performance (see below). Today's leaders need to deliver value on three fronts: organizational performance, measured most often by short-term earnings; continuous innovation, the seedbed for longer-term growth, often propelled by emerging technology; and sustainability & trust, earned by attending to the interests of stakeholders. What leadership attributes are required to achieve all three objectives? We asked approximately 2,000 business leaders and 3,000 stakeholders. We also asked more than 1,800 emerging leaders in the World Economic Forum's Young Global Leaders and Global Shapers communities. Company executives recognize that leaders of responsible businesses need to exhibit all Five Elements. They place strong emphasis on Technology & Innovation (Te). But companies' stakeholders see things differently. Consumers, employees and others have a far greater interest in leaders with highly developed Mission & Purpose (Mi) and Emotion & Intuition (Em). This suggests that organizations may find it hard to meet the expectations of wider society unless they modify their leadership qualities and seek a stronger and more balanced Five Elements profile. "This is the decade to deliver. A new model of responsible leadership can help address the world's most pressing problems in ways that unleash new waves of growth that are more sustainable and equitable."　 — PETER LACY, Senior Managing Director – Accenture Strategy, Europe, UK & Ireland and Accenture World Economic Forum Lead "This is the decade to deliver. A new model of responsible leadership can help address the world's most pressing problems in ways that unleash new waves of growth that are more sustainable and equitable."　 — PETER LACY, Senior Managing Director – Accenture Strategy, Europe, UK & Ireland and Accenture World Economic Forum Lead Responsible leadership becomes real when it learns from and ultimately reflects those it serves. Getting started means addressing head-on some potentially uncomfortable questions. We suggest three: Do they include non-traditional and diverse interests? How important is each group of stakeholders to your organization? Do you understand the negative and positive consequences of your organization's actions? In discussions, does the Five Elements profile resonate with your leadership team? Do you draw upon these attributes, skills and mindsets when making strategic decisions? Are the Five Elements present in how you grow and build your future leadership teams? What barriers exist? What opportunities and burning platforms can accelerate progress? Are there particular tools, support, or types of collaboration that can spur progress at an individual, organizational and ecosystem level? FORMER MANAGING DIRECTOR – ACCENTURE SUSTAINABILITY SERVICES Peter advises leaders of Fortune 500

companies on strategies related to growth, technology, innovation and sustainability. 20 minute read Learn the essential elements of leadership to improve profitable growth and societal outcomes. In hyper-competitive landscape, how do you thrive in the now, the new and the unknown? Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. Visit our Subscription and Preference Center

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Investing for powerful impact: ESG in private equity

----- Arcticle source ----- https://www.accenture.com/us-en/insights/strategy/investing-impact-esg-private-equity ----- This is what PE leaders see as challenges and opportunities Balancing priorities and challenges for a better world WRITTEN BY Current Country: United States RESEARCH REPORT 5-MINUTE READ April 3, 2022 Sustainable investments, sustainable returns. Pioneering private equity firms are showing that profit and purpose can go hand in hand. Here's how. Environmental, social and governance (ESG) criteria have acted as a driving force within investment portfolios for venture capitalists and other investors for years. Yet, the private equity (PE) sector is lagging. To catch up with the times, PE firms can combine the entrepreneurial mindset that built their industry with the ESG value creation that is essential now. In doing so, they will forge a new model for success—one far more sustainable than their current one. 1. Millennial investors & employees are on the rise US$68 trillion in wealth will transfer to millennial investors by 2030. Seven out of 10 of them expect their wealth managers to screen investments based on ESG criteria. Nearly three-quarters of millennial employees say they would take a pay cut to work for a sustainable company that shares their ESG values. 2. Regulatory environments are embracing ESG Around the globe, regulatory bodies are adopting ESG mandates for company and investor actions. Europe is the most advanced in this respect. 3. Early mover advantages abound PE firms that cannot reposition in time are leaving money on the table that is up for grabs by ESG frontrunners. Talent attraction and retention, sellers attracted by an ESG mindset, and investment gains are just a few of the advantages for early movers. 4. Portfolio rebalancing provides opportunities From activist investors to evolving corporate governance, conglomerates are high grading their business portfolios to meet investor quarterly internal rate of return (IRR) expectations. These trends have forced boards to rethink their current business models, where they aren't advantaged owners of businesses. PE firms have the capital and speed to transform legacy businesses with a focus on ESG. ESG investing is on the rise, with many sustainable indices outperforming their peer benchmarks. We asked 120 private equity executives currently working on ESG investment strategies about the most important and the toughest areas of change when it comes to ESG investing. While every PE firm is unique, grouping responses paints a picture of what executives feel is most important to change, versus the level of difficulty of that change. Some highlights: Sourcing Sourcing ESG-

winning deals came out as the most important change area. With respondents gaining experience, this change was seen as not too difficult. IT & Measurement IT & Measurement areas, including the knowledge infrastructure behind ESG investing, ranked as both highly important and difficult to change. HR HR topics, such as recruiting experts and management with the right ESG mindset for investee companies, was seen as the most difficult challenge of all. PE firms are reevaluating their operating model on two levels—the portfolio level and the fund level. This is done with a focus on strengthening their "Sustainability DNA" and incorporating ESG into the business model and investment value chain. While there is no one-size-fits-all approach, certain foundational changes are commonly relevant to transformative operating models. To learn what private equity leaders told us they are doing to balance ESG priorities and challenges, as well as what your private equity team can do to embed ESG into your operations strategy, read our short report. The time is now. The world has left behind a "tick-the-box" mentality regarding ESG, as citizens and leaders embrace the gravity and enormity of the sustainability goals our globe is facing. Private equity has some catching up to do but it's already begun—a sign of hope for future progress. Nina Jais Managing Director – Financial Services Sustainability Lead, EMEA Gregg Albert Managing Director – Accenture Strategy, Transaction Advisory © 2024 Accenture. All Rights Reserved. =====================

The energy provider's guide to net zero

----- Arcticle source ----- https://www.accenture.com/us-en/insights/utilities/energy-providers-guide-net-zero ----- In brief The energy provider's dilemma: An on-time or affordable transition Consumers globally are struggling to pay their energy bill Most consumers see value in net zero, but only some are willing to pay more An affordable path to net zero: Only energy providers can lead the charge Five Affordability Strategies The scope of our research Sources Our Strategies will lay the groundwork for a sustainable and affordable net-zero future. Meet consumers where they are: Adopt life-centric approaches to embrace consumer uniqueness Always start with the consumer: Recenter the business around energy consumers Relentlessly optimize: Reinvent cost and productivity methods Grow the business: Mitigate cost pressures with new revenue opportunities Orchestrate the ecosystem: Advocate and act for equitable, policy-enabled change MEET THE TEAM Current Country: United States RESEARCH REPORT Managing consumer affordability and an affordable energy system 10-MINUTE READ September 12, 2024 The investments required to transition the power system to net zero are colossal. By 2050, according to our analysis, we will have to invest $115 trillion—$53T in clean power generation, $42T in transmission and distribution and $20T in interim fossil fuels and alternative technologies (e.g., carbon). Energy providers are unable to shoulder the investment costs alone. According to our analysis, completing the required investments will more than double electricity costs as a percentage of household income. But consumers cannot afford to support this scale and

pace of investment. Meanwhile, keeping the transition affordable will delay achieving net zero by 35 years. In 2022-23, a combination of factors created the perfect storm for consumer energy bills to spike. Energy demand increased rapidly in the post-pandemic economic rebound. The Russia-Ukraine war caused natural gas prices to soar. Supply chain disruption, global demand for raw materials and general inflation made matters worse—further contributing to price increases. As a result, consumers are struggling to pay their electricity bills. According to our research, one in three households have had challenges paying their bill in the last 12 months. 37% of households experienced challenges paying their energy bills in the last 12 months 81% of energy consumers are interested in the energy transition 46% of energy consumers are willing or able to pay more to support clean energy initiatives 61% of energy consumers selected affordability and reliability-related expectations as their #1 priority Most energy consumers believe that the net-zero transition is a shared responsibility—in fact, 69% believe individual consumers have a role to play. However, most are unwilling or unable to pay more on their monthly bill to help. While 81% of all residential consumers believe the energy transition is important, only 46% are willing or able to assume some of the cost increases required. Those willing to pay more tend to be younger, have higher incomes and live in urban areas. But the readiness to pay a green premium for clean energy initiatives extends beyond these demographics. Notably, two out of five low-income consumers have expressed a willingness to pay more, suggesting that household income is not the only factor. Additionally, most consumers are interested in clean energy-related products and services but expect those offerings to also help reduce costs. Energy providers are uniquely positioned to educate and drive adoption to help reduce emissions and customer bills. Everyone has a role to play in an affordable net-zero transition—consumers, communities, policymakers and regulators. But energy providers must lead the charge; they will be the orchestrators. They are responsible for managing the balance between equitable access to affordable electricity for consumers and a reliable, secure energy system capable of meeting increasing demand. Energy providers must go beyond transformation and reinvent business-as-usual across the utility value chain. At the heart of that reinvention is an industry-leading digital core. It enables organizations to achieve their ambitions—using the right mix of cloud infrastructure and practices for agility and innovation; data and AI for differentiation; applications and platforms to accelerate growth, next-gen experiences and optimized operations—with security by design at every level.i Energy providers can leverage data, AI and ongoing consumer research to understand individual needs, values and worldviews. An intimate consumer relationship is vital to inspiring the consumer action required for an affordable net-zero future. of consumers are willing to pay a substantial monthly premium on their energy bill (>15%). Providers can target these consumers with individualized messages based on persona. Energy providers need to evolve from an asset-centric to a customer-centric organization. This means restructuring their systems, people and offers to align with consumer need across all interactions. Energy providers can transform how they operate, evolving from cost cutting to innovation. This includes aggressive technology reinvention which will enable new ways of working and a cost and productivity reset. of energy provider's working hours can be transformed by generative AI, significantly improving

productivity.ii Energy providers can develop new clean energy products, services and business verticals which cater to a more sustainability-aware consumer. The resulting green premium can offset the cost of other decarbonization efforts. of consumers indicated that they would be interested in purchasing energy related products and services. Energy providers are taking active roles in consortia to improve reliability and deliver clean, affordable electricity faster. Such public-private collaboration requires strategic focus, practical governance, and rigorous project management. This extensive analysis comprises multiple streams of research to explore the economic pressures customers face today and how this will influence the net-zero transition. i Reinventing with a digital core (July 2024) ii Work, workforce, workers: Reinvented in the age of generative AI I Accenture (January 2024) Scott Tinkler Senior Managing Director – Utilities Global Sector Lead Eva Burén Managing Director – Global Energy Retail and Song Utilities Lead Jim Mazurek Managing Director – North America Utilities Strategy Lead © 2024 Accenture. All Rights Reserved. ======================

Fast-track to future-ready banking operations

----- Arcticle source ----- https://www.accenture.com/us-en/insights/operations/future-ready-banking-operations ----- In brief Preparing for the volatile future of banking What's the upside of being a future-ready bank? Shifting to a digital banking operating model Banks have failed to scale in key innovation areas Knowledge is power The choice to change Get the essentials Related capabilities The future of banking: Time to rethink business models 01. Know the ultimate goal 02. Know the key steps 03. Know how to leapfrog maturity levels Reinventing banking operations to trigger growth The future of auto finance: a smoother ride Becoming a future-ready profitable lender MORE ON THIS TOPIC The big read Future-ready banking Banking BPS Intelligent finance operations JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Banks have always been committed to improving the efficiency of their operations, and for the most part, their progress has been steady. For a long time, that was sufficient. But more recently, rising client expectations and regulatory requirements, technology-driven innovations, and the advent of aggressive new competitors (not to mention the operational demands of COVID-19), have exposed that banks' operational evolution is lagging behind other industries. Banks must become more agile and resilient to deal with the threats that tomorrow poses—whether they take the form of a resurgence of the pandemic, a financial crisis or a cyber-attack. A power-boosting transformation strategy that injects intelligence and digital capabilities into their operations, across technology, processes and people, is essential for banks to stay competitive. Digitally-focused banks have benefited from market valuations that, on average, were 18% higher than less digitized peers in 2019, and 27% higher in 2020. Price to book value ratio In fact, over the last eight years, these banks have managed to reduce their costs more than those that have been slower to embark on their

journey to a digital operating model. What's more, their revenue on assets has not only been greater but has shrunk less than that of their less-digitized peers. The cost improvement, combined with their revenue advantage, means that they have managed to increase operating income per dollar of asset—jumping from 1.22 in 2011 to 1.47 in 2019. Operating profits as a % of assets 2011 and 2019. In a recent study, we found that while operating model maturity is advancing among organizations in all industries, banks are progressing slower than most. Our research and experience reveal four levels of operational maturity: stable, efficient, predictive and future-ready. Each level is grounded in and enabled by progressively more sophisticated technology, talent, processes and data insights. Organizations that achieve a high level of maturity become "future-ready." They are fully focused on digital transformation (i.e. Digital Focused) and gain the agility and resilience needed to thrive amid uncertainty. They also—probably as a result—realize higher market valuations and derive more profit. Consider how we measure future readiness and why it matters. Being future-ready reflects an organization's ability to scale eight characteristics of operating model maturity. Banking comes up short in seven of the characteristics. Our research suggests that technology challenges are impeding banks from achieving operational transformation. This holds true particularly in areas such as artificial intelligence (AI), analytics and automation, each of which would complement banking's strong data capabilities. Characteristics of operating model maturity So how can banks push themselves and quickly evolve toward a future-ready state? Banks that use scale and intelligent operations can improve customer experiences and business outcomes. Learn more. Automate at scale, augment human talent with technology and harness the power of cloud to transform the cost curve. Tap into the power of building ecosystem relationships to decide whether to "make or buy." Banks don't have the luxury of maintaining their operational status quo. So much is changing so fast for them. To keep up with what's happening on the outside—in markets, with technology and customers—they need to evolve what's happening on the inside. With intelligent operations, banks can realize the full value of digital banking: lowering costs, increasing resilience and taking the customer experience to the next level. The more they thread intelligence into their operations, the better positioned they will be to outmaneuver uncertainty and meet tomorrow's performance aspirations. Now is the time to make your move to intelligent operations. Here's how: It's about reaching new levels of operational maturity to choose smarter, act faster and win sooner. It's about becoming future-ready. A European bank used automation, analytics and top talent to cut operating costs by 20-30%—freeing up resources to reinvest. Learn more. A global bank reinvented its auto loans process–boosting car loan sales by 50% and cutting total costs. Learn more. A North American bank transformed its lending practices to better service and retain customers—savings $20M and avoiding $2B in exposure. Learn more. Managing Director – Accenture Operations, Global Banking Operations Business Lead Managing Director – Accenture Operations, Global Banking Operations Offering Lead 15 minute read Accenture surveyed bank executives worldwide to understand how they view their journey to operations maturity. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved.
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Today's consumers reveal the future of healthcare

----- Arcticle source ----- https://www.accenture.com/us-en/insights/health/todays-consumers-reveal-future-healthcare ----- In brief The new healthcare consumer is here Who has a PCP? Younger generations are "dissatisfied" and "very dissatisfied" with aspects of traditional care Evolving preferences show a need for transformation Consumers increasingly will choose medical providers who offer digital capabilities Care beyond the doctor's office is gaining ground Cross-country findings: How do citizens' attitudes across leading digital health nations compare? Related capabilities MORE ON THIS TOPIC Digital Health Health Experience JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Younger consumers are not satisfied with healthcare's status quo and consumers of all generations are more willing to try non-traditional services. For instance, Gen Z and millennials are least likely to have a primary care physician (PCP), compared to Gen X, baby boomers and the silent generation. Some younger generations say they would like to have a PCP but have not found one that meets their preferences for affordability and convenience. Gen Z is the most likely generation to seek out wellness practices (e.g. yoga, acupuncture) beyond Western medicine. 85% Silent Generation (born 1928 to 1945) 84% Baby Boomers (born 1946 to 1964) 76% Gen Xers (born 1965 to 1980) 67% Millennials (born 1981 to 1996) 55% Gen Z (born 1997 onward) Younger consumers—Gen Z and millennials—are the most dissatisfied with the quality of traditional healthcare services. As these younger generations age and have greater healthcare needs, they will increasingly look for services to satisfy their expectations for effectiveness, convenience, efficiency and transparency. With millennials projected to become the largest generation by 2019, this generation holds the most power to influence future healthcare models. Patients overall show satisfaction with new care models. When thinking about non-traditional healthcare services (emerging types of service delivery—i.e., walk-in or retail clinics, outpatient surgery hospitals, virtual health, on-demand services or digital therapeutics), many patients are "very satisfied" and "extremely satisfied" with the level of transparency, convenience, effectiveness, efficiency and cost of those services. More than half of patients surveyed expect digital capabilities—and these expectations increasingly influence who patients choose in a provider. For instance, in 2019, 70 percent are more likely to choose a provider that offers reminders for follow-up care via email or text, compared to 57 percent in 2016. More than half (53 percent) in 2019 are more likely to use a provider offering remote or telemonitoring devices, compared to 39 percent in 2016. Younger consumers are likelier than any other generation to choose medical providers who offer digital capabilities, such as easy access to test results via mobile or online and requesting prescription refills electronically. Non-traditional care delivery services are making rapid inroads. Roughly 29 percent of US respondents say they have used some form of virtual care (an increase from 21 percent in 2017), and walk-in/retail clinics have already gone mainstream (47 percent). Many of those who have not used non-traditional care delivery services would be willing to do so. Patients are even skipping traditional care in favor of non-traditional. For instance, choice of

non-traditional healthcare surpasses traditional for cold/virus treatment (65 percent vs. 48 percent), flu shots (62 percent vs. 54 percent) and checking vitals (59 percent vs. 54 percent). Virtual care has become an appealing channel for consumers with more complex needs. For example, they would seek out routine therapy/mental health (26 percent, compared to 20 percent of other consumers), physical injury treatment (24 percent, compared to 11 percent of other consumers) and sexually transmitted disease screenings/treatment (23 percent compared to 11 percent of other consumers). How do United States' survey findings compare to responses from other leading digital health nations? Accenture tested the common factors that influence people's care choices, understanding that needs and preferences are partly shaped by the realities of different national healthcare systems and demographics. Watch this SlideShare to: With consumer preferences and behaviors changing all the time, providers and payers must stay one step ahead of the shifts. With consumer preferences and behaviors changing all the time, providers and payers must stay one step ahead of the shifts. Senior Managing Director – Consulting Global Health Dr. Safavi is responsible for developing and driving a growth strategy that differentiates Accenture's offerings across the globe. MANAGING DIRECTOR – DIGITAL HEALTH Brian is a recognized digital health expert with significant experience combining business strategy and digital innovation. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved. =======================

An AI roadmap to maximize the value of AI

----- Arcticle source ----- https://www.accenture.com/us-en/insights/artificial-intelligence/ai-roadmap ----- Productionize, and get ready to realize value The journey to live Related capabilities Scaling AI: The roadmap MORE ON THIS TOPIC Responsible AI Artificial Intelligence Data-led Transformation JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Scaling value is about understanding how to move from pilot to production; getting your data strategy in place to drive real-time strategic actions; and establishing the right talent mix, operating model and governance framework. Those who succeed will reap the rewards. And those who fail may find their businesses fall by the wayside (75 percent of executives believe they will be out of business in five years if they cannot scale AI effectively). AI is no longer a "nice to have" or a set of cool tools to impress management. AI and data strategies are becoming the very core of business, and all the while it's becoming easier and cheaper to get your hands on the technology. The time to act is now. There's a lot to think about —and a strong business case to get started quickly. In this primer, we have asked some questions and provided some insights on what it takes to scale AI effectively and move beyond proofs of concept to production. But how does it all come together in practice—and what concrete steps can you take to realize value quickly? The final chapter of this primer is our AI Roadmap, a start-to-end model we use with our clients to help them realize and

multiply value from their AI projects. It details an AI use case's route to live, which includes defining value and formulating a solid AI strategy; bringing together the right AI capabilities; thinking about the optimal talent mix; and getting the appropriate governance and ethical parameters in place. But it doesn't just end there. It lays the path for how to multiply value from the use case through continuous engineering, optimization and the extension of the feature to new use cases. Navigate your AI project's 'journey to live' using the roadmap, and use the checkpoints as guiding markers to help take your project beyond proof of concept to value realization. We invite you to go through our roadmap and evaluate how you're approaching your AI projects. Stop at each checkpoint and ask yourself the flagged questions to make sure you're setting yourself up for success—with your data, your people, your infrastructure and your organization at large. Whether you've been in proofs of concept or are already starting to scale AI, be assured that there are concrete steps you can take to realize even more value from your AI initiatives To scale effectively, run an unbreakable thread that traces the critical path to production through all of these highly connected elements. Only then can you amplify value. Global Lead Data Science & ML Engineering – Artificial Intelligence Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved.
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Insurance consumer study: See the people behind the policies

----- Arcticle source ----- https://www.accenture.com/us-en/insights/insurance/consumer-study-insurance-people-before-policies ----- In brief Insurance consumers are living in uncertain times 3 ways insurers can build relevance with consumers and grow: What's next? WRITTEN BY Current Country: United States RESEARCH REPORT Three ways insurance carriers can build relevance with consumers and grow. 5-MINUTE READ August 13, 2023 The felt need for insurance is high as consumers cope with large-scale disruption. But their risk concerns are evolving. Generational shifts are shaping consumer needs and changing their protection priorities and product and experience preferences. As Boomers reach their decumulation years, Millennials become the dominant segment for insurers. Their level of concern about deteriorating mental health and property theft or damage is significantly greater than that of Boomers. Across all demographic segments, there is demand for more, better and faster services. Consumers say they want their unique needs met by their insurers more quickly and easily. They also say they are willing to share the data necessary to drive those interactions. 1. See people before policies. People want solutions—not products. Insurers need a profound understanding of the people behind the policies, so they can be ready with solutions that fit each unique risk profile and create a protection ecosystem. 2. Solve for relevance in how you acquire business. Consumers show increasing interest in embedded insurance offers in which the relevant risk protection is integrated into their purchase. 10 Since 2018, the share of consumers who say they are likely to buy auto

insurance from a car dealer increased by 10 percentage points, from 32% to 42%. 3. Make it personal. Many carriers have already built the cloud, data and AI capabilities required to deliver usage- and behavior-based insurance. Beyond the COVID-era spike, consumers continue to show interest in these personalized solutions. This is the clarion call for reinvention of the insurance industry. It begins with a deliberate strategy that moves insurance towards risk mitigation and continual engagement. There are incredible opportunities for insurers to grow by strengthening their digital core and establishing the culture and capabilities that enable continuous reinvention. Kenneth Saldanha Senior Managing Director – Insurance Lead, Americas Todd Staehle Managing Director – Insurance, Accenture Song © 2024 Accenture. All Rights Reserved. ===================== ----- Arcticle source ----- https://www.accenture.com/us-en/insights/retail/coronavirus-retail-rapid-response ----- 360° VALUE Global recognition and awards Every day, we embrace change and create value for all our stakeholders, in every part of the world. A Great Place To Work The Top Consulting Firm An Influential Innovator Grow your career at the heart of change Accenture Reports Fourth-Quarter and Full-Year Fiscal 2024 Results Mondelēz International Joins Forces with Accenture and Publicis Groupe to Advance AI-Powered Marketing Capabilities Accenture and NVIDIA Lead Enterprises into Era of AI Unilever and Accenture Join Forces to Establish a New Industry Standard in Generative AI-Powered Productivity S&P Global and Accenture Partner to Enable Customers and Employees to Harness the Full Potential of Generative AI Accenture Pioneers Custom Llama LLM Models with NVIDIA AI Foundry Accenture Reports Third-Quarter Fiscal 2024 Results L3Harris and Accenture Collaborate to Accelerate Technology Reinvention for Growth Current Country: United States Accenture's 18th Annual Holiday Shopping Survey reveals the consumer trends of 2024 shaping this year's holiday shopping and gifting trends. Activism is surging and represents a material, ongoing concern for CEOs and boards alike. The power to keep activists at bay lies with leadership. It calls for a shift from reactive defense to proactive value creation. Uncover insights and actions to accelerate your journey to net zero. While advances in tech and gen AI promised to boost productivity, our analysis indicates most companies are falling behind. Find out what productivity leaders do differently to drive value and gain a competitive edge. Five trends exploring people's lens on the world today. As disruptive breakthroughs evolve digital experiences, people naturally adjust their relationship with technology, affecting the businesses trying to reach them. Organizations with highest operations maturity are 3.3x more likely to succeed at scaling high-value gen AI use cases and report 2.5x higher average revenue growth. Operational performance and gen AI enhance each other. Why balancing—not eliminating—tech debt is key to reinventing with a modern digital core. The latest edition of our Commercial Insight Report indicates that global revenues will surpass 2019 levels, primarily driven by aftermarket services and inventory build-up. PPC makes the switch from commodity supplier to diversified digital powertech enterprise. Prada Group's composable commerce approach helps customers complete checkouts blazingly fast and get the luxurious experience they expect. Smart reinvented traditional auto sales with a direct-to-consumer platform that unifies online and offline experiences and reflects the circuitous way people make purchases. Global meat production and consumption are on an unsustainable path. That's why

the Good Food Institute is working to bring alternative proteins into the mainstream. Gerando Falcões is bringing hope to millions of residents in Brazil's favelas through technology, sustainable employment, new economic opportunities and urban improvements. Accenture has operationalized ethical AI in our company. Now, our responsible AI program is also helping clients around the world use AI intelligently and responsibly. In just five years, the Saudi Data and Artificial Intelligence Authority, in partnership with Accenture, has built a strong foundation for a globally competitive, data- and AI-driven economy. This recognition is based on feedback from our people—measuring their level of trust, pride and camaraderie at work. Forbes recognized Accenture as the management consulting firm most recommended by consultants and clients, across industries and functional areas, around the world. Every day, Julie and all of us at Accenture help the world's leading companies embrace continuous reinvention, with innovation and people at the center. It's your time to shine. Bring your ingenuity, curiosity and big ideas. September 26, 2024 September 26, 2024 October 02, 2024 September 05, 2024 August 29, 2024 July 23, 2024 June 20, 2024 June 17, 2024 © 2024 Accenture. All Rights Reserved.
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Ransomware reoriented

----- Arcticle source ----- https://www.accenture.com/us-en/insights/security/ransomware-reoriented ----- In brief The ransomware evolution What's happening? Modernizing ransomware response WRITTEN BY Current Country: United States Research Report 5-MINUTE READ March 30, 2022 In the immediate aftermath of a ransomware attack, it's vital to understand business priorities. Yet, it's often unclear who has decision-making authority or overall accountability, which can slow response and recovery efforts. Defining a crisis decision framework up front involves identifying decision-making thresholds aligned to the business strategy, the organization's risk tolerance, its cyber communications strategy and clear accountability for both technical and business decisions during a crisis event. What's more, it's essential to regularly review that decision-making criteria, fine-tuning it over time to keep pace with organizational change. From shaping the communications strategy, to implementing a balanced approach to threat containment and eradication—or tackling whether to pay or not to pay a ransom—documenting and exercising a crisis decision framework can help organizations better prepare, speed up responses and, ultimately, ease the pressures of extortion demands. 107% increase YoY in ransomware and extortion attacks. 47% of ransomware attacks impacted organizations based in the United States, followed by Italy 8%, Australia 8%, Brazil 6%, and Germany 6% (Top 5 Countries). Source: Accenture Cyber Investigations, Forensics & Incident Response Engagements. By adopting a strong communications plan, leaders can tackle ransomware for what it is—a crisis that needs to be handled in a business-focused manner. Robert Boyce / Managing Director, Accenture Security Three key challenges highlight the need for greater alignment between security and the business, before during and after a cyber crisis event: Traditional crisis response plans need to evolve—ransomware is a business risk, not simply a security problem.

Enterprise crisis response is a team sport and demands a business-focused crisis management function to deal with modern destructive events. Existing crisis communications lack the transparency and agility to adapt to new cyber complexities. A pre-defined decision framework, coupled with a greater understanding of the industry, its regulations, and customers, can support more robust crisis communications. Ransomware is borderless—it impacts the enterprise, third-party ecosystems and multiple business stakeholders. As attack surfaces evolve, crisis response needs to extend to address impacts on customers, corporate subsidiaries, suppliers, third parties, investment portfolios, and merger and acquisition targets. Here are some practical steps to help manage and modernize a ransomware response: 01: Enhance your business preparedness 02: Communicate openly with care 03: Get the CEO and Board onboard Robert Boyce Managing Director – Accenture Security, Cyber Resilience Lead Ryan Leininger Managing Director – Accenture Security, Global AI Resilience Lead © 2024 Accenture. All Rights Reserved. ======================

Fast-track to future-ready finance

----- Arcticle source ----- https://www.accenture.com/us-en/insights/operations/future-ready-finance ----- In brief The path to progress What actions can CFOs take to drive finance operations to the next level? 01. Know the ultimate goal 02. Know the key steps 03. Know how to leapfrog maturity levels Now is the time to make your move to intelligent operations Client case studies Get the essentials Related capabilities Core operations Strategic operations NH Hotels builds 5-star finance operations Medical device manufacturer saves $12.3M Gavi accelerates equitable access to vaccines MORE ON THIS TOPIC The big read Future-ready finance Intelligent finance operations CFO & enterprise value Procurement BPS JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA While 73% of Chief Finance Officers (CFOs) say they are best positioned to drive organizational resilience, just 7% say this has been the most impactful initiative they delivered to the business in the last two years. Even with good intentions and investment dollars, improving operations is complex. Yet operations maturity is key for CFOs to fully embrace their evolving role and meet the growing expectations and demands of the business and Board. Accenture's global research indicates that operating model maturity is advancing among global organizations. It reveals four levels of operations maturity: stable, efficient, predictive and future-ready— each, grounded in and enabled by progressively more sophisticated technology, talent, processes and data insights. Achieving the highest level of maturity means that organizations have become "future-ready." The potential benefits of getting to future-ready operations are significant: However, from the CFO's perspective, the enterprise has work to do to reach future-readiness. Because they are increasingly expected to protect the financial health of the company and manage the future, CFOs have a role in driving the enterprise's operations maturity. When asked about their companies' overall operations maturity today, just 5% of finance leaders say they have reached the threshold of future-ready operations and 35% want to be there in the next three years. The evolution of the CFO's role, from

transaction processor to strategic partner, has been ongoing for years. Most CFOs (79%) say that the pandemic accelerated its urgency. Now, they can build on this momentum and become strategic partners to the business in a more sustained way. However, finance leaders say their organization's biggest challenges to improving operations maturity are strategy (25%), followed by structure (21%). The first step in overcoming these barriers is for CFO's to think about the finance operating model as two connected parts: "the core" and "the strategic." are principal accounting processes, payables and receivables, reporting and governance. provide the data and insights needed to quantify and evaluate different possible future outcomes and strategize accordingly. By applying digital technologies like automation and artificial intelligence (AI) to optimize core functions, CFOs can leapfrog operations maturity levels and run an efficient and compliant controllership function. This frees finance to double down on strategic operations— providing the data and insights to: What truly elevates finance as a strategic partner is the use of real-time data and insights. And CFOs understand this —99% said that it's important to have real-time processes and operations in place to inform better business decisions. Ultimately, real-time data is a game-changer for how businesses drive growth and competitiveness, even during times of high volatility. As important as real-time data is, finance organizations struggle with drawing insights from it. Data is often trapped across systems and organized manually in spreadsheets—27% of finance leaders say that inconsistent, inaccurate or inaccessible data is preventing them from realizing their full potential as drivers of strategic change. With 66% of finance leaders reporting that data is in wide use or at scale in their organization today, a world of possibilities exists for CFOs to go beyond capturing data to capitalizing on it by: Creating connected finance experiences Make data the center of the organization by breaking down silos, elevating data quality, modernizing data platforms, and managing and governing data holistically.   Taking digitization to the next level Expand the use of automation to free up the workforce for value-added activities such as advanced financial modeling that forecasts future risk. Invest in AI and use it for forward-looking, predictive insights such as assessing leading indicators of demand.   Putting cloud technology at the heart of finance Leverage cloud in even more strategic ways to support transformation at scale and speed to gain benefits beyond lowering infrastructure costs. The cloud, for example, can be used to create a shared data platform that brings business units together as a connected, intelligent enterprise. Forward-thinking CFOs understand that the journey to operations maturity is an evolution, not a revolution. Collaboration is a powerful way to leapfrog levels. To smash the silos that separate data, processes, talent and technology, CFOs must collaborate and build relationships across their enterprise. This is so important because CFOs need an end-to-end view of the enterprise to understand working capital and cash flow and see opportunities across the value chain. Seventy-four percent of CFOs say that the finance function will champion a new way of operating across the enterprise. CFOs have always understood the importance of operational resilience. In fact, 74% of CFOs say that the finance function will champion a new way of operating across the enterprise. This expansion of their role creates opportunity for them to take the lead in improving operations. This starts with advancing finance operations towards future-readiness. Progress here can start a ripple effect of change that spreads across the entire

enterprise. If you fast-track the journey, your operations can become a true catalyst for competitive advantage. And, along the way, you can elevate your business decisions to realize tangible, sustainable, transformational value and growth. Automation, AI and lean organization structure increased productivity by 45%—enabling hotel agents to spend more time with customers. Learn more. Moving to an intelligent finance operating model improved efficiency, control and visibility across global operations. Learn more. Defining the right operating model and standardizing processes enhances agility and rigor of finance operations. Learn more. MANAGING DIRECTOR – ACCENTURE OPERATIONS, INTELLIGENT FINANCE OPERATIONS OFFERING LEAD MANAGING DIRECTOR – INTELLIGENT FINANCE OPERATIONS INNOVATION LEAD Manoj works closely with GBS leads to help them achieve outcomes faster by moving to intelligent operations. 15 minute read Accenture surveyed CFOs worldwide to understand how they view their organizations' operations maturity. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved. =====================

Next stop, next-gen

----- Arcticle source ----- https://www.accenture.com/us-en/insights/supply-chain/driving-reinvention-mature-supply-chain-networks ----- In brief A new context supports a new performance frontier Are companies ready for the next generation of supply chain capabilities? The case for greater maturity Four key enablers of higher maturity Accelerating transformation to keep pace Modernize and connect the IT landscape: Implement an advanced data platform: Localize the sourcing and production footprint: Move toward an agile organization: WRITTEN BY Current Country: United States RESEARCH REPORT Tap into new value with advanced supply chain capabilities 8-MINUTE READ June 20, 2024 As we continue to move through a period of continuous disruption and ongoing change, companies will need to move beyond traditional benchmarks, processes and ways of working to maintain a competitive advantage and capitalize on new opportunities. As part of this transformation, companies and C-suite leaders urgently need to implement and scale far more advanced capabilities across their supply chain networks and operations. And our latest research shows big gains for those who are already doing so. For example, the small fraction of companies who are using more mature supply chain capabilities are generating an average EBIT margin of 11.8%, compared with 9.6% among all other companies. By "mature," we mean the extent to which companies have supply chain capabilities that use generative AI, advanced machine learning and other evolving technologies for autonomous decision-making, advanced simulations and continuous improvement. When considering supply chain and operations capabilities, we think about maturity in four distinct stages: In our new research, we applied this concept of evolving maturity, and its four stages, to 29 key capabilities across seven main supply chain domains. We used this framework to evaluate 1,000 companies in eight geographic regions, interviewing three executives at each company to understand just where their company stood on each capability. 80%

Companies expect 80% of capabilities to reach "near" level within two years So, what did we find? The median maturity index score across our survey population is just 30% and the average is 36%, with 100% denoting fully mature. This lack of maturity clearly illustrates the urgency for companies to take action to bolster their key capabilities across supply chain networks. The good news is companies understand this urgency. Our survey reveals the global pace of transformation is ambitious, with companies expecting to reach "near" level in 80% of their capabilities within two years. Why is capability maturity so important? Consider the 10% of companies in our survey we view as "leaders" based on overall maturity scores. These leaders are investing heavily in sophisticated technologies (especially AI and generative AI) to build and leverage greater maturity across all 29 capabilities in our model. Their result is maturity scores two to three times greater than other companies. And our analysis reveals a correlation between greater maturity and strong financial results. In addition to leaders generating, on average, higher EBIT margins, we found that publicly traded leaders deliver better total return to shareholders (TRS) at 8.5%, compared with 7.4% for others. With more mature capabilities, leaders' supply chain networks can deliver more and various types of business value. They can move beyond traditional deliverables to, instead, focus on driving sustainability and resiliency — and, in the process, achieve a new competitive advantage. 8x Leaders are 8x more likely to say their supply chain and manufacturing capabilities support their business priorities "very well." The leaders in our study highlight how adopting and scaling more mature capabilities leads to greater value. As leaders ambitiously invest in next-generation capabilities – at four times the rate of other companies – we see an increasing polarization. It's the virtuous cycle of leaders pulling away from the pack versus the vicious circle of those who are falling behind and continuing to lag. The question is, how does leadership across supply chain networks and operations make sure their investments translate into an actual increase in maturity — and business value? Key to greater maturity are four enablers, which form the infrastructure necessary to implement and scale up the next-generation capabilities companies need. Leaders are investing in next-generation capabilities at 4x the rate of other companies. Companies need to strengthen their digital core, using cloud, data and AI to build a suite of tools that integrates all major supply chain processes. Leaders are nearly 2x more likely to have these architected and interconnected tools. An advanced operations data platform incorporates a unified and interlinked data model to help turn data into meaningful and contextualized insights. Leaders are 3.3x more likely to have implemented such platforms. A previous Accenture survey reveals regional sourcing is expected to grow nearly 30%. When making major changes to localize networks, companies should enhance the digital maturity of their capabilities to support new, flexible approaches. Companies must create an "organization platform" to foster agility across the enterprise. Leaders are 3.3x more likely to have this environment. To scale this, it's critical to have a vision for how to reinvent work and prepare workers. For companies that have previously downplayed the importance of these enablers, the time for action is now. This isn't about just incrementally boosting efficiency or productivity or maximizing current operations. It's about fundamentally reinventing supply chain networks with new technologies and new ways of working that underpin the next-generation capabilities needed to

continuously reach new levels of business performance. Max Blanchet Senior Managing Director, Global Supply Chain & Operations Strategy Lead Brad Pawlowski Managing Director, Strategy & Consulting, North America Lead for Supply Chain & Operations Stephen Meyer Principal Director – Supply Chain & Operations, Accenture Research © 2024 Accenture. All Rights Reserved. =====================

The big value shift

----- Arcticle source ----- https://www.accenture.com/us-en/insights/strategy/big-value-shift ----- In brief Under pressure 1: The decade of the home is here 2: Travel gets (re)grounded 3: Savvy, sustainable consumption is sustained Prepare to shift About the Authors Contributors Related capabilities 1. Are we truly consumer obsessed? 2. Are we rethinking our value structure? 3. Is our business model still relevant? 4. Is our operating model modular and flexible? 5. Do we have the right capabilities? MORE ON THIS TOPIC Accenture Strategy Competitive agility JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Countless stories and articles have examined the massive impacts of the COVID-19 pandemic on industries and economies. Behind each of these—often overlooked and underestimated—is an intertwined network of second- and third-order effects that are rippling through value chains. Accenture Strategy estimates the most important impacts will result from a reshaping of interconnected value chains and a fundamental restructuring of the global economy driven by long-term shifts in consumer behaviors. To bring this interconnectivity to life, we analyzed three trends characterized by significant shifts in value: people avoiding public spaces, flying less, and spending differently. We discovered that more than US$3 trillion may either shift to other sectors or be lost entirely, creating losses for many but opportunities for those that best anticipate the impacts. Value chains are being reshaped—redistributing more than US$3 trillion to businesses that best anticipate the impacts. CLICK TO ENLARGE After months of adapting to the pandemic, some new consumer habits may become permanently entrenched. As individuals continue to avoid restaurants, gyms, and other public spaces, we estimate more than US$2 trillion of annual value may shift from sectors such as restaurants, retail, and commercial real estate. For example, demand for office space has already declined sharply. This is driving second-order effects for shops and eateries that rely on office workers, as well as for companies that manage corporate real estate. Retail and leisure sectors are seeing value redistributed too, as consumers increasingly switch to eCommerce and digital entertainment options. Consumers will still spend money on food, recreation, and entertainment. Where and how they spend it will highlight which companies are best prepared to capture consumers' future share of wallet. Since the start of the pandemic, suppressed demand for air travel has sent ripples of disruption across airline ecosystems. We could see travel volumes picking up once an approved vaccine is widely available and travel restrictions are eased. However, it is now also likely that we will see moderate drops in longer-term demand, such as for business travel due to a shift towards online meetings. Even a moderate drop in airline demand could trigger second-order effects across the entire airline

ecosystem—impacting company earnings outlooks, bankruptcies, and industry consolidation. If the continued slump in air travel persists, then the industry will be redefined, with up to US$318 billion of annual value flowing to different industries and ecosystems. As the economic downturn persists, several international statistics agencies are warning of "consumer scarring," where there is greater permanency to consumer behavioral shifts. Consumers are saving more money than usual, and they are looking for bargains. Our COVID-19 Consumer Research found that 29% of respondents expect to spend more on budget brands, and 42% of respondents expect to spend less on premium brands. Reduced consumer spending may extract up to US$687 billion in annual value from consumer-facing industries. For many consumer-facing companies, these trends create new risks as they shrink addressable market sizes. Companies with budget or value brands are likely to benefit. Before the pandemic, we saw growing demand for sustainable and ethical choices. As the economy moves through this crisis, we expect responsible consumption to persist as a long-term trend. Companies that keep sustainability and purpose central as they make their shifts will position themselves well for market share gain and long-term growth. The current pandemic could potentially redistribute trillions of dollars in value between industries and their ecosystems if even small changes in consumer behaviors become permanent. To prepare for this value shift, companies should assess where there will be new pockets of value in the economy. The following questions can be used to help identify and capture the value, and anticipate the impact of second- and third-order effects: While businesses today may collect vast amounts of data, what's crucial is to translate this data into insight-driven decisions. This requires strong analytics capabilities—from data collection, to aggregation, to insight generation—allowing businesses to conduct "dynamic demand sensing" and shift operations in real time. The pandemic has the potential to fragment demand and profit pools, causing many industries to restructure significantly. By following the data, businesses can anticipate and get ahead of looming changes to their industry value structures. Companies need to ensure their business models stay relevant and cost effective. eCommerce and direct-to-consumer models are accelerating in importance. These business model shifts will create new challenges, such as providing last-mile delivery at a cost-effective rate while keeping environmental implications in mind. Companies need agile operating models to respond swiftly to market changes and adapt to new ways of working. This means having the flexibility to turn data-generated insights into organizational change and built-in modularity coupled with adaptiveness to scale up and down as consumer demand changes. As value is redistributed, certain capabilities—such as digital—will become more essential and others less so. To create long-term strategic success, companies must be able to identify and access necessary capabilities. Ultimately, leveraging the wider ecosystem expands a company's ability to align to shifts in consumer behaviors. The COVID-19 pandemic has been the most significant exogenous shock that we have seen in decades. To navigate their way out of this crisis, it is imperative that business leaders re-evaluate how they think about value chains. To do so, they will need a data-driven, analytical approach to improve visibility over their interconnected value chains. This will allow businesses to truly understand the Big Value Shift and act with urgency. Kathleen O'Reilly Global Communications, Media and Technology Industry Practices Chair

Karen O'Regan Managing Director – Accenture Strategy, Ireland Lead Oliver Wright Senior Managing Director – Global Consumer Industries Group Lead Jill Standish Senior Managing Director – Global Lead, Retail Emily Weiss Senior Managing Director – Global Industry Sector Lead Travel Katherine Dunn Senior Manager – Accenture Strategy Chris Tomsovic Managing Director – Accenture Strategy, Macro Foresight Global Lead Jeffrey Berry Managing Director – Accenture Strategy, Mergers & Acquisitions and Private Equity Tomas Castagnino Managing Director – Economics & Strategy, Accenture Research Nicole Kozlac Consultant – Accenture Strategy ANDREAS KYPRIANOU Consultant – Accenture Strategy William Snowden Consultant – Accenture Strategy
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Beyond Uptime: Fueling innovation with infrastructure management

----- Arcticle source ----- https://www.accenture.com/us-en/insights/cloud/beyond-uptime-fueling-innovation-infrastructure-management ----- In brief Why is modern infrastructure crucial for business success? Why is a modern infrastructure managed services partner essential? 3 steps to maximizing infrastructure managed services Take the fast track to future value Observability and Financial Operations Business-wide visibility Site Reliability Engineering 1. Assess where you are 2. Build partnerships instead of just outsourcing 3. Enable enterprise-wide transformation WRITTEN BY Current Country: United States PERSPECTIVE The role of infrastructure managed services (IMS) in facilitating business reinvention. 5-MINUTE READ July 24, 2024 According to Accenture's annual survey, the rate of change impacting businesses has increased by 183% since 2019—with technology as the leading cause. As technology continues to evolve, a modern, cloud-based infrastructure will be crucial for business success. It's a foundational component of a digital core, which is necessary for companies to thrive through constant change. For a modern enterprise, infrastructure is more than a back-end service—it is a key differentiator and strategic asset. However, our recent research shows that many companies still struggle with infrastructure-related woes: 34% of C-Suite executives consider legacy infrastructure one of the top three barriers to fully realizing value from the cloud 36% are hindered by a lack of necessary cloud skills 1/3 of executives also stated that IT and business are misaligned 41% 41% find defining and implementing a new operating model too complex. And unfortunately, traditional IMS models are struggling to keep pace with today's evolved IT landscape that expands across on-premises systems and data centers to include hybrid and multi-cloud, edge computing, digital workplace and network. Traditional cloud management may not enable the real-time adjustments necessary for optimal AI performance, data governance and cost management. Hybrid cloud is adding to the complexity

of managing an IT landscape that spans on-premises, workplace, network, edge and containerized apps. The increased adoption of edge and generative AI is putting networks under unprecedented strain. Decentralization is being driven by the shift to hybrid cloud, the rise of AI and blockchain, remote/hybrid work and geographical spread. Organizations can't do it all alone. You need a partner to help manage your IT infrastructure—from on-premises and cloud to edge and the network. The right partner can accelerate transformation, deliver more business value at a lower cost and fast-track your journey to reinvention. What are the characteristics of modern IMS? Full-stack observability to help measure business Key Performance Indicators (KPIs) and Experience Level Agreements (XLAs) and full-stack FinOps to manage IT services spend and prioritize investments. A unified command, control and decision support center that provides visibility into critical aspects of the entire business. SRE principles improve service delivery through engineering practices, proactive problem-solving, automation and data-driven decision-making. There are three strategic steps that CIOs can take to maximize the potential of modern IMS. Organizations at various stages of their modernization journeys encounter distinct challenges and aim for different outcomes from IMS. The first step is to assess goals and gaps. The key parameters to assess IT modernization are: With the right partner—one that has transformation in its DNA and brings the right expertise in hybrid infrastructure—IMS can offer the skills, practices and tools needed to harness constantly changing technology and unlock business value. In fact, according to Accenture's recent cloud research, 82% of all companies that achieve their expected cloud outcomes use managed services to a moderate or great degree. The key criteria for selecting an IMS provider include: A strategic IMS partner understands the distinct nuances of each organization to drive transformation across both IT and the operating model. Today's dynamic business landscape calls for a more holistic approach to infrastructure management with IT infrastructure envisioned as a living, adaptable ecosystem. This ecosystem incorporates various components—such as core infrastructure, including hybrid cloud, network and edge, intelligent automation engine and data—that interact seamlessly to achieve optimal performance, security and agility. Strategically deployed, modern IMS can accelerate enterprise-wide transformation using this ecosystem lens, enhancing business value at less cost and setting the stage for reinvention. Based on our experience helping drive enterprise-wide transformation irrespective of an organization's IT modernization and operating model maturity, we suggest a three-pronged approach: A three-pronged approach to enterprise-wide transformation The good news? It doesn't have to happen all at once. Each step toward transformation unlocks more of the innovative power of infrastructure. As companies embark on their reinvention journey's, yesterday's IT infrastructure is proving to be a rusty wagon. Modern infrastructure managed services are the high-powered engine to accelerate the transformation journey. However, keeping that high-performance engine running smoothly demands more than just a pit stop. It necessitates a strong strategic partnership, not just outsourcing. The choice is yours: Stagnant cruise control or fast-tracked and continuous reinvention. Which lane will you choose? Rajive Wickramasinghe Senior Managing Director – Global Lead Infrastructure Engineering Accenture Nalin Pandey Managing Director – Accenture Cloud First Ashley Green Managing Director – Accenture Cloud

Reinventing the utility employee experience

----- Arcticle source ----- https://www.accenture.com/us-en/insights/utilities/reinvent-utility-employee-experience ----- In brief A utility workforce in transformation A groundbreaking new model: Net Better Off The employer/employee relationship paradox Leading practices for a new utility work environment Looking to the future Related capabilities MORE ON THIS TOPIC Utilities strategy and consulting Energy transition services Talent & organization / human potential JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA The utility workforce is in the early stages of what we believe will be a deep, lasting transformation, accelerated by the COVID-19 pandemic, but reflecting major shifts in the way people think about their providers of heat and electricity. The traditional view of utilities—as companies providing steady, if unexciting, jobs leading to a comfortable retirement— is disappearing fast. What is also becoming clear is the critical role utilities have to play in the energy transition, with a commitment to providing affordable, clean power to customers. Despite these changing views, negative perceptions of utilities as a place to work, which include a lack of room for career growth, a slow-moving industry culture and a view of the industry as unexciting, persist. More than three-quarters of U.S. utilities report difficulty in the ability to hire new employees. One issue we have seen is a continued lack of critical focus on the part of utility companies to unlock the potential of their workforce. Prior to the pandemic, Accenture interviewed 3,200 senior executives—half of them decision-makers in human resources—as well as more than 15,000 workers spanning 15 industries and 10 countries in a comprehensive, first-of-its-kind study to determine how companies can capture and maintain employee trust by meeting the needs of what matters most to them. The research enabled us to develop a new model called "Net Better Off." We found that nearly two-thirds of an individual's potential—as defined by the skills, strengths, and capabilities they bring to work each day —is influenced by whether they feel better off across six key dimensions. Getting the Net Better Off model right is important for unlocking employee potential, but also vital for unlocking the potential of the business. Employers that create meaningful, trusting relationships with their employees see an increase in business performance. We found that each of the six dimensions of Net Better Off were significantly correlated with people trusting their employer. Also, we found that Net Better Off statistically drives people's trust at work. Utility companies want their people employees to recommend them to others, trust them as an employer, remain loyal, stay inspired and motivated, and apply their full range of skills. Employees, on the other hand, seek emotional, physical, and personal connections to the workplace. But these are exactly the needs for which employers feel least accountable. Companies are often neither aware of nor focused on providing employees with what they really want. We can see that

people want company leadership to help them become net better off, but leadership still needs to catch up. Fortunately, there are ways to transform the utility employee experience to leave people feeling net better off in the workplace. In this new environment, utilities have taken several steps to limit the risks associated with customer and employee interaction. We have identified five leading practices that can be integrated and incorporated into these measures to create a Net Better Off workplace. More utilities are taking the kinds of action needed to build engagement with their workforce, encourage innovation and creative thinking, and foster commitment and a sense of purpose among employees. We find it helpful for utilities to think about the "big three" audiences for these initiatives—employees, new talent and managers of people—each with its own specific concerns and requirements. Utility companies have recognized an increased responsibility to not only protect and compensate their employees, but also help them reach their full potential as workers and human beings. Using Net Better Off as a framework for specific, data-driven actions, utilities can improve their employees' experience while attracting the talent needed for a challenging future. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved. =====================

How can leaders make recent digital health gains last?

----- Arcticle source ----- https://www.accenture.com/us-en/insights/health/leaders-make-recent-digital-health-gains-last ----- In brief Re-Examining the Accenture 2020 Digital Health Consumer Survey COVID-19 forced a surge How can recent gains in digital healthcare be made permanent? Providers need to enable digital health Make doctors key to promoting digital engagement and awareness A bad first impression can turn consumers away Concerns about privacy and security will resurface Consumers are interested in comprehensive virtual care Consumers want a variety of virtual health services Virtual care from new and traditional providers Related capabilities CES 2021 – Technology powered by human ingenuity MORE ON THIS TOPIC Digital health Operational transformation Health Experience JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Before COVID-19, growth in consumer digital health adoption had stalled. The global pandemic greatly accelerated the adoption of digital healthcare, but we found that the themes of our 2020 research still ring true. Although consumers are interested in virtual services, a cumbersome digital experience turns them off. Concerns over privacy, security and trust remain, along with difficulty integrating new tools and services into day-to-day clinical workflows. Copyright © 2020 Accenture Virtual healthcare services became a necessity for millions of Americans as efforts to slow transmission of COVID-19 sharply limited face-to-face visits with doctors and other care professionals. This historic change gives healthcare providers and payers an unprecedented chance to permanently shift the default care model to virtual services for many medical needs: going from forced to voluntary digital health adoption. As in-person care resumes, providers,

payers and consumers can seize the opportunity to maintain the momentum created by forced adoption and address the pre-crisis issues that have previously inhibited digital health adoption. Nearly a quarter of healthcare consumers (23%) say reliable and secure digital tools that help them to understand their health habits would motivate them to take a more active role in managing their health. More than half of consumers (55%) said "trusted healthcare professionals" would motivate them to take a more active role in managing their health, yet only 11% said that their healthcare providers recommended use of digital tools for patient health management. Consumers look to providers for motivation to manage their health. 55% of consumers say "trusted healthcare professionals" would motivate them to take a more active role in managing their health. 11% of consumers said that their regular healthcare provider recommended digital tools to manage health. Half of healthcare consumers surveyed agree that a bad digital experience with a healthcare provider ruins the entire experience with that provider—and 39% believe a good digital interaction has a major influence on the patient experience. More than a quarter (26%) are even willing to switch to a new provider for high-quality digital services. 52% of consumers who have a primary care physician agreed that a bad digital experience with a provider ruins the entire experience with the provider, compared to 42% of those without a PCP. Copyright © 2020 Accenture The necessities of social distancing during COVID-19 outweigh privacy and security fears when other options for medical consultation are unavailable, but these issues didn't disappear in the pandemic —concerns are just overlooked as people are not willing to risk their lives to leave the house. In 2019, 89% of healthcare consumers trusted their doctor or other provider "very much" or "some" to keep their digital healthcare information, such as electronic medical records, secure. That percentage dropped to 83% in 2020. Trust in tech companies has also declined. More than half of consumers (55%) do not trust these companies to keep digital health information secure. When asked "how much do you trust each of the following organizations or people to keep your digital healthcare information secure?" doctors ranked as second-most trusted (83%)—following hospitals (84%)—whereas tech companies ranked second to last (45%). Copyright © 2020 Accenture Before the pandemic urgency drove adoption, consumers already showed strong interest in a wide variety of virtual health services. Younger generations even prefer virtual over in-person care in some cases, when given the choice. If given the choice, many healthcare consumers would choose virtual for basic care services, and even for specialty care. They "definitely" or "probably" would receive health and wellness advisories (62%) and remote monitoring of ongoing health issues through at-home devices (57%). 62% of consumers would choose virtual for health and wellness advisories. 57% of consumers are open to remote monitoring of ongoing health issues through at-home devices. While higher numbers of healthcare consumers are open to receiving virtual healthcare services from their traditional providers (54%), they are also willing to receive virtual care from technology or social media companies such as Google and Microsoft (27%); retail brands such as Best Buy, Walmart and Amazon (25%); and medical startups (21%). Senior Managing Director – Consulting Global Health Kaveh has been a healthcare leader for more than 30 years and was recently named the top Healthcare IT Executive of 2020 by the IT Services Report. MANAGING DIRECTOR – ACCENTURE STRATEGY LEAD, HEALTH Brian is a digital health expert

who combines business strategy and digital innovation to improve health experiences for consumers across the globe. Getting doctors to sustainably buy into digital health could have a big impact on adoption. Getting doctors to sustainably buy into digital health could have a big impact on adoption. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. =======================

Synthetic data for speed, security and scale

----- Arcticle source ----- https://www.accenture.com/us-en/insights/artificial-intelligence/synthetic-data-speed-security-scale ----- In brief What is synthetic data? The value for business: Security, speed, and scale Why isn't everybody using it? Moving forward: Education, purpose, and skills Looking to the future: a synthetic data economy? Related capabilities From AI compliance to competitive advantage: becoming responsible by design A new era of generative AI for everyone MORE ON THIS TOPIC Artificial Intelligence Data-led Transformation Responsible AI JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA In today's world, data truly makes the world go 'round. It's fundamental to virtually everything we do. And data assumes even greater power and importance when it's shared. Think about how much more quickly diseases could be cured, or how much waste could be reduced, or how much more efficiently ecosystems could run if data were able to be freely exchanged. Of course, such sharing isn't possible today because we're limited to using our own data that, for good reason, is highly protected. Synthetic data, simply put, is data artificially generated by an AI algorithm that has been trained on a real data set. The goal is to reproduce the statistical properties and patterns of the existing dataset by modelling its probability distribution and sampling it out. The algorithm essentially creates new data that has all the same characteristics of the original data – leading to the same answer – but, crucially, it's impossible for any of the original data to ever be reconstructed from either the algorithm or the synthetic data it has created. As a result, the synthetic data set has the same predictive power as the original data, but none of the privacy concerns that restrict the use of most original data sets. Here's an example: Imagine as a simple exercise that you are interested in creating synthetic data around athletes, specifically height and speed. We can represent the relationship between these two variables as simple linear function...if you take this function and want to create synthetic data it's easy enough to have a machine randomly create a set of points that conform to the equation. This is our synthetic set. Same equation but different values. Now imagine you are interested in height, speed, blood-pressure, oxygen in blood, etc... the data is much more complicated and representing it requires more complex non-linear equations and we need the power of AI to help us determine the "pattern." Using the same thinking as with our simple example, one can now use the trained AI to create data points that approximate to this new, more complex "pattern" we have learned and thus create our synthetic data set. Synthetic data is a boon for

researchers. One example is what the National Institutes of Health (NIH) in the U.S. is doing with Syntegra, an IT services start-up. Syntegra is using its synthetic data engine to generate and validate a non-identifiable replica of the NIH's database of COVID-19 patient records comprising more than 2.7 million screened individuals and more than 413,000 COVID-19-positive patients. The synthetic data set, which precisely duplicates the original data set's statistical properties but with no links to the original information, can be shared and used by researchers across the globe to learn more about the disease and accelerate progress in treatments and vaccines. While the pandemic has illustrated potential health research-oriented use cases for synthetic data, we see potential for the technology across a range of other industries. For instance, in financial services, where restrictions around data usage and customer privacy are particularly limiting, companies are starting to use synthetic data to help them identify and eliminate bias in how they treat customers—without contravening data privacy regulations. Retailers are beginning to recognize how they could create new revenue streams by selling synthetic copies of their customers' purchasing behavior that companies such as consumer goods manufacturers would find extremely valuable—all while keeping their customers' personal details safely locked up. The technology underpinning ChatGPT will transform work and reinvent business. While the use of synthetic data today is still nascent, it's poised for massive growth in the coming years because it offers companies security, speed, and scale when working with data and AI. Security: Protecting sensitive information Synthetic data's most obvious benefit is in eliminating the risk of exposing critical data and compromising the privacy and security of companies and customers. Techniques such as encryption, anonymization, and advanced privacy preserving (for example, homomorphic encryption or secure multiparty computation) focus on protecting the original data and the information in that data that could be traced back to an individual. So long as the original data is in play, there's always a risk of compromising or exposing it in some way. Synthetic data doesn't disguise or modify the original data—it replaces it. Synthetic data's most obvious benefit is in eliminating the risk of exposing critical data and compromising the privacy and security of companies and customers. Synthetic data's most obvious benefit is in eliminating the risk of exposing critical data and compromising the privacy and security of companies and customers. This is one of the main points of the COVID-19 example noted earlier and, indeed, is a big selling point for the healthcare industry at large. Imagine if we had pooled all the data we collectively have about everybody who's contracted the disease around the world since the beginning, and we were sharing it with whoever wanted to use it. We likely would have been better off but, legally, there's no chance of that happening. The NIH's initiative demonstrates how synthetic data can hurdle the privacy barrier. Speed: Accessing data quickly Another big challenge companies face is getting access to their data quickly so they can start generating value from it. Synthetic data eliminates the roadblocks of privacy and security protocols that often make it difficult and time-consuming to get and use data. Consider the experience of one financial institution. The enterprise had a cache of rich and valuable data that could help decision makers solve a variety of business problems. And yet, the data was so highly protected and controlled that getting access to it was an arduous process—even if the data would never leave the company. In one case, it took six months to get even a small amount of data, which the

analysis team used very quickly. Another six months followed just to get an update. To get around this access obstacle, the company created synthetic data from its original data. Now the team can continuously update and model the data and generate ongoing powerful insights into how to improve business performance. Synthetic data eliminates the roadblocks of privacy and security protocols that often make it difficult and time-consuming to get and use data. Synthetic data eliminates the roadblocks of privacy and security protocols that often make it difficult and time-consuming to get and use data. Furthermore, with synthetic data, a company can quickly train ML models on large datasets, which means faster speed to training, testing, and deploying an AI solution. This addresses a real challenge many companies face: a lack of enough data to train a model. Access to a large set of synthetic data gives ML engineers and data scientists more confidence in the results they're getting at the different stages of model development— and that means getting to market more quickly with new products and services, and ultimately, more value faster. Scale: Sharing to solve bigger problems Scale is a by-product of security and speed. Secure and faster access to data make it possible to expand the amount of data you can analyze and, by extension, the types and numbers of problems you can solve. This is attractive to big companies, whose current modeling efforts tend to be quite narrow because they're limited to just the data they own. Companies can, of course, purchase third-party data in its "original" form, but it's often prohibitively expensive (and comes with the related privacy concerns). Synthetic data sets from third parties make it much easier and cheaper for companies to supplement their own data with additional data from many other sources, so they can learn more about the problem they're trying to solve and get more accurate answers—without the worry of compromising anyone's privacy. Scale is a by-product of security and speed. Secure and faster access to data make it possible to expand the amount of data you can analyze and, by extension, the types and numbers of problems you can solve. Scale is a by-product of security and speed. Secure and faster access to data make it possible to expand the amount of data you can analyze and, by extension, the types and numbers of problems you can solve. Here's an example. Every bank is obliged by itself and regulators to identify and stamp out fraud. And each bank is on its own quest, working independently of others and committing significant resources to the cause, because regulators require it and only the bank itself is allowed to comb through its data to look for suspicious activity. If banks used synthetic data, they could share information about their investigations and analyses. By pooling their synthetic data sets with peers in the industry, they could get a holistic picture of all the people interacting with banks in a particular country, not just each bank, which would help streamline and speed up the detection process and, ultimately, eliminate more fraud using fewer resources. The benefits of synthetic data are compelling and significant. But realizing them requires more than just plugging in an AI tool to analyze your data sets. Generating synthetic data properly requires people with truly advanced knowledge of AI and specialized skills, as well as very specific, sophisticated frameworks that enable a company to validate that it created what it set out to create. This is a critical point. The team working on the effort must be able to demonstrate to the business (or to regulators or customers, if necessary) that the artificial data they created truly represents the original data—but can't be related to, or expose, the original data set in

any way. That's really hard to do. If it doesn't match, important patterns in the original would be missing. This means subsequent modeling efforts might overlook potentially big opportunities or, worse, generate inaccurate insights. There's also the challenge of bias, which can easily creep into AI models that have been trained on human-created datasets that contain inherent, historical biases. If a company creates a synthetic data set that simply copies the original, the new data will have all the same biases. Therefore, you have to make complex adjustments to the AI models so they can account for bias and create a fairer and more representative synthetic data set. And that's not easy, but it's possible. Generating synthetic data properly requires people with truly advanced knowledge of AI and specialized skills, as well as very specific, sophisticated frameworks that enable a company to validate that it created what it set out to create. Generating synthetic data properly requires people with truly advanced knowledge of AI and specialized skills, as well as very specific, sophisticated frameworks that enable a company to validate that it created what it set out to create. Synthetic data can also be used to generate datasets that agree with a pre-agreed definition of fairness. Using this metric as a constraint to an optimizing model, the new dataset will not only accurately reflect the original one, it will also do so in a way that meets that specific definition of fairness. As a result, this new fair dataset can be used to train a model, without the need for bias mitigation strategies like algorithmic fairness, which can lead to accuracy trade-offs. Mostly.AI, for example, has demonstrated its effectiveness on the well-known COMPAS recidivism dataset that fueled racially discriminatory algorithmic outcomes. Mostly.AI's approach reduced the gap between high COMPAS scores for African Americans (59%) and Caucasians (35%) to just 1%, with "minimal compromises to predictive accuracy." Beyond ensuring the actual mechanics of creating synthetic data are sound, most companies also need to get past common cultural resistance to the concept. "It won't work in our company." "I don't trust it—it doesn't sound secure." "The regulators will never go for it." We faced this at a North American financial services firm we worked with. When we initially broached the topic with some of the company's executives, we had to do a lot of work educating them—as well as the risk and legal teams—on how synthetic data works. But now that they've gotten their heads around it, there's no stopping them. Listen to Episode 9 of AI Leaders Podcast Series, where we talk to Ray O'Brien, independent entrepreneur and finance advisory board member, about all things data: Oliver Grange - How CPG leadership can drive growth For companies looking to create and use synthetic data effectively to capitalize on those benefits, there are three fundamental considerations to keep in mind: Synthetic data is a new and complicated concept for most people, complete with a lot of misconceptions. Before rolling out any synthetic data program, it's important the entire C-suite, as well as risk and legal teams, fully understand what it is, how it will be used, and how it will benefit the enterprise. Synthetic data is a new and complicated concept for most people, complete with a lot of misconceptions. Before rolling out any synthetic data program, it's important the entire C-suite, as well as risk and legal teams, fully understand what it is, how it will be used, and how it will benefit the enterprise. Creating synthetic data is a very complex process. You need to determine if your existing data scientists and engineers are capable enough to learn how to do it. You also should think about how often

you'll be creating such data, which will influence whether you should even spend the time and money building this capability or, instead, use a third party to do it for you as needed. The hunger for data to solve all sorts of problems isn't going anywhere. If institutions, universities, governments, and companies open the doors to their data—but in a synthetic way—the potential for the future is thrilling. This could lead to the development of a thriving synthetic data economy, in which parties create, buy, and sell data— or, in some cases, give it away for a good cause—without the worry that individuals or companies can in any way be compromised. Greater availability of synthetic data will give rise to federated learning that allows organizations to create intelligent systems trained on other entities' data sets, democratizing data for the greater good while respecting privacy and security. The fact is, if you're able to create synthetic data out of your own data and there's value in sharing, people and organizations will do it—and the world will be better for it. Synthetic data has exciting potential and plenty of viable use cases across every conceivable industry, but it's still firmly at the cutting edge of data science. How quickly it moves from its current state to being applied practically in real-life settings remains to be seen. But there's no doubt significant benefits await organizations that can figure out how to create and effectively use it. Global Lead Data Science & ML Engineering – Artificial Intelligence Harness the power of data and artificial intelligence to accelerate change for your business. Creating meaningful business change with data and AI. Take an interdisciplinary approach that supports agile innovation and ensures governance of your AI systems. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. Visit our Subscription and Preference Center © 2024 Accenture. All Rights Reserved. ======================

Accenture & MIT release new CDO survey results

----- Arcticle source ----- https://www.accenture.com/us-en/insights/artificial-intelligence/mit-cdo-data-ai-survey ----- In brief About the Authors Related capabilities MORE ON THIS TOPIC Data-led Transformation Cloud data transformation JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA For the first time, technology is outpacing the ability of most organizations to evolve and meet the new and changing demands of the market. But yet business leaders are under constant pressure to ensure operational effectiveness/efficiencies, unlock revenue through development of new intelligent products and services and ultimately create a better experience for customers and employees alike. To gain more insight into the biggest challenges facing data and AI leaders today and what is critical to be successful in their role, Accenture partnered with MIT on the 2021 MIT CDOIQ Survey, covering 180 leaders across industries and geographies. Joe Depa Lead – Data & AI, Strategy & Consulting Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. Visit our Subscription and

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Fast-track to future-ready marketing

----- Arcticle source ----- https://www.accenture.com/us-en/insights/operations/future-ready-marketing ----- In brief The ultimate marketing machine is more important than ever Future-ready marketing principles for B2C and B2B Marketers' optimism and reality Knowledge is power Prioritize the marketing machine Get the essentials Related capabilities 01. Know the ultimate goal 02. Know the key steps 03. Know how to leapfrog maturity levels. MORE ON THIS TOPIC Short on time Infographic The big read Future ready marketing Artificial Intelligence Solutions.AI for B2B growth Marketing JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Marketing today plays a significant role in delivering operational growth. A look at Accenture's Fast-Track to Future-Ready Performance report, which surveyed 1,100 C-suite and senior executives, shows that marketing ranks as a top focus area for operating model transformation – with all customer lifecycle touchpoints from marketing, sales and service top of mind. They understand it's more important than ever to deliver the right customer experiences at the right time with every interaction. To achieve this, marketers need to align their technology, talent, data and processes so that they can easily identify customers across multiple platforms and channels, as well as align their messaging, creative collateral, execution and brand consistency at speed. The more efficient the "marketing machine," the greater the results. Our global, cross-industry research demonstrates the link between business operations maturity and performance. The research identifies four levels of operational maturity: stable, efficient, predictive and future-ready. On average, organizations we found to be future-ready: In today's digital-first world, marketers with future-ready operations successfully: The result? Better preparation to serve customers and drive sustainable, marketing-led growth. Our Fast-track to Future-Ready Operations survey revealed that many marketers are optimistic that their organizations are well-positioned to advance along the spectrum and reap the rewards. Their optimism notwithstanding, are marketers truly future-ready? For most, the answer is "not quite." Most marketing executives (63%) characterized themselves as in the "predictive" stage. Just 9% reported that their organizations are currently future-ready while 38% expect to be future-ready by 2023. Conceptualize what a future-ready state looks like. For instance, what advances in operations would new technologies enable? Create data-driven agility, elevate human talent through technological innovation and collaborate across business and technology functions. Build and scale relationships with ecosystem partners while also investing in strategy. Learn more. Future-ready marketing operations are also future-proof. Innovating in this function is critical to achieving operations maturity and helping CMOs excel in today's competitive landscape. The journey to becoming a future-ready organization, however, will look different for everyone. As

CMOs succeed in advancing their operations, customers are primed to embrace the end products. They crave future-ready experiences, seeking personalized experiences delivered through multiple channels. They interact and spend more with brands that make a personal connection. By achieving a future-ready state, marketing leaders will gain a competitive edge and move with greater agility. They will be better prepared to serve customers and meet their ever-growing expectations. In doing so, marketers will create the operational growth today's climate demands. Managing Director, Lead – Marketing Operations 5 minute read Accenture surveyed more than 100 marketing leaders worldwide to understand how they view their journey to operations maturity. 15 minute read Accenture surveyed more than 1,100 C-suite and VP-level executives, including CMOs and their direct reports. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved. ======================

Fuel the future of insurance through technology

----- Arcticle source ----- https://www.accenture.com/us-en/insights/insurance/fuel-future-insurance-technology ----- In brief Driving new sources of profitable growth Addressing new customer needs Using AI to achieve process efficiency Future-proof insurance WRITTEN BY Current Country: United States RESEARCH REPORT 5-MINUTE READ October 28, 2023 Insurance companies know that they need to invest in modern digital technology if they are to meet their goals for cost reduction and revenue growth. To gain insight into how digital transformation programs are enabling carriers to drive profitable growth, Accenture surveyed 25 equity analysts from around the world who focus on P&C insurance. We also interviewed senior leaders from insurance organizations to get their perspectives on their challenges and priorities. The research shows that insurers are moving fast to modernize their technology infrastructure to keep pace with the emerging needs of the digital customer. It also confirms equity analysts today look towards digital solutions using artificial intelligence (AI) and advanced data analytics as the key levers of cost reduction for insurance carriers. In the previous decade, they put workforce location and labor arbitrage on top of the list of cost-cutting measures. 64% of equity analysts say technology modernization is one of the most important cost transformation levers for insurers today while just 12% say they prioritized it 5-10 years ago. 60% of equity analysts say that Cloud is one of the most important cost transformation levers for insurers today while just 20% say they prioritized it 5-10 years ago. In a volatile, post-pandemic landscape, insurance customers are seeking real-time digital solutions. Ranging from fitness and wellness programs tied to life insurance through to embedded insurance, these usage- and behavior-based solutions help customers mitigate risk and protect against loss with contextual, in-the-moment products and recommendations. Usage or behavior-based insurance requires powerful, real-time analytics fueled by data from connected and Internet of Things (IoT) devices. To keep pace, leading insurers are upping

investment into cloud-enabled infrastructure and advanced data analytics. Carriers are better positioned to provide continuous support to customers at every touchpoint when they leverage mature descriptive, predictive and prescriptive analytics capabilities. Five to 10 years ago, equity analysts looked at insurers' operating model and outsourcing or offshoring as the factors that would move the needle in terms of cost reduction. But today, they rate digital capabilities and technology modernization as the most important factors. These investments enable insurers to reduce overall workflows through digital engagement and self-service solutions. They also enhance how work gets done. Then and now: What equity analysts say matters in the cost transformations of insurers Insurers across the board are accelerating AI adoption to increase efficiencies and bring down their costs. AI not only improves efficiencies in processes such as first notice of loss (FNOL) and admin support, it also leads to better customer experiences. What's more, AI supports human decision- making in claims and underwriting. This enables carriers to reduce leakage by helping their people to make smarter decisions about coverage determination, litigation strategies, and fraud detection and prevention. When it comes to underwriting, AI can be harnessed to enrich funnel metrics (e.g., submission to quote, quote to bind) with intelligent submission ingestion, data enrichment, triage, and appetite and propensity to bind scoring. AI-driven analytics can help underwriters choose which submissions to pursue, more rapidly evaluate their quality and win propensity, and sharpen price negotiation strategies. It can also help them assess risk and identify cross-selling opportunities. Insurers agree that they are investing in data analytics and AI more than any other digital technology to achieve their short-term cost-cutting goals. The far-reaching benefits of AI and data analytics in insurance are more apparent than ever before, enabling insurers to access new growth opportunities, create compelling customer experiences, and flatten the cost curve. Read the report to learn more about how these technologies can help your business enhance operations and future-proof your organization. Kenneth Saldanha Senior Managing Director – Insurance Lead, Americas Jeff Mitch Managing Director – Accenture Strategy, Insurance © 2024 Accenture. All Rights Reserved.
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Think thread first: Surf the wave of product data

----- Arcticle source ----- https://www.accenture.com/us-en/insights/industry-x/thread-first-thinking ----- In brief Too narrow a view: Digital twin challenges Thinking bigger: Digital thread vs digital twin Weaving your digital thread together It's time for thread-first thinking Frequently asked questions What is a digital thread concept? What is PLM digital thread? What challenges exist in implementing a digital thread? Why is digital thread important? WRITTEN BY Current Country: United States RESEARCH REPORT 3-MINUTE READ July 30, 2021 Digital twins and digital threads help companies make better use of their process, equipment and product data. They deliver a veritable step-change in engineering, manufacturing,

operations and more, and can boost sustainability. But most companies are struggling to realize a total return on their digital twin and thread investments—missing out on up to 65% of possible value. The problem here is most companies use standalone digital twins for a single function, for example an operations twin, an engineering twin or a management twin. They also tend to focus on the front-end experience when they should pursue a comprehensive strategy for data integration and sharing. Some of the challenges that come from this narrow view include Duplicated infrastructure and isolated, untimely data; a lack of enterprise optimization in favor of functional optimization; and missed revenue opportunities from not leveraging data in ways that enable customers. To overcome these challenges, companies must push for a broader vision with a "thread-first" perspective. A "Digital Thread," is the "stream" of data that flows through the entire product development lifecycle. They help companies look beyond narrow, function-specific definitions and include more data sources. And they power companies to pursue much bigger objectives around company-wide cost and risk reduction, efficiency and flexibility increases and sustainability. Takes advantage of all current twin concepts and expands beyond to use all data available to the company. Factors in new technologies and development techniques. Leverages cloud infrastructure to create and scale an enterprise-wide digital thread and twin that realizes the full value potential. Through our Industry X and Applied Intelligence practices, we developed MyDigitalThread, a powerful solution that accelerates the creation of fully integrated threads. Cloud-enabled and technology-agnostic, MyDigitalThread quickly accelerates value realization for digital twins—from years to weeks in some cases. It connects all types of digital twins with flexible, API-driven interactions across three layers: User Experience Layer; Data Services Layer; and Work Process Layer. Too many companies are missing out on the full value potential of their digital twins. To realize the potential 65% value they're losing, they must avoid single purpose and standalone digital twins and focus instead on a fully functional thread. This thread will be the foundation which will support the company's digital twin aspirations and growth now and in the future. Surf the wave to a "thread-first future." Get in touch to learn more A digital thread concept uses a stream of data that flows through a product's entire lifecycle—from ideation to design, manufacturing, and service while enabling a wide variety of benefits like simulation, testing, analytics, and optimization. Product Lifecycle Management (PLM) is a technology-enabled way of managing products through the stages of their life cycles, from concept through retirement. It can manage the standard parts, assemblies, and design stages of constructed assets. Digital Threads have proven difficult to fund because the benefits are distributed among many different departments, and thus, are difficult to document. It can also be challenging to share ownership of the Digital Thread across business and IT. Digital threads can make better use of a company's existing architecture delivering a step-change in engineering, manufacturing, and operations. They can increase efficiency, flexibility and overall sustainability while minimizing cost and risk. John Warlick PRINCIPAL DIRECTOR – DIGITAL PRODUCT DEVELOPMENT Richard Godziela ASSOCIATE DIRECTOR – DIGITAL SOLUTION ARCHITECTURE-INNOVATION Daniela Mitterbuchner Senior Principal – Industry X, Digital Engineering and R&d, Offering Development © 2024 Accenture. All Rights Reserved. =====================

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Data-driven mastery in commercial banking

In brief Related capabilities 4 MINUTE READ Drive rapid data returns in commercial banking Sparking opportunity for commercial banking Barriers to data-driven reinvention 2022 Commercial Banking Top Trends American Banker webinar Organizational silos A focus on incremental improvement Digital transformation fatigue A lack of business ownership Contributors

Commercial banks understand that data, advanced analytics and artificial intelligence (AI) are potentially powerful instruments for navigating a difficult landscape that is characterized by compressed margins, high costs to serve and disruptive competition in key segments such as small and medium businesses (SMBs). Yet, for many, the journey towards realizing the full value of their data is slower and more difficult than anticipated. The market valuations of even the most digitally mature banks lag far behind those of data-driven businesses such as e-commerce platforms and cloud software providers. Many commercial banks have developed pockets of data and analytics excellence and scored some incremental wins along the way. Yet the goal of data-driven reinvention remains elusive for most, and the promise of using data to drive truly transformative change is tantalizingly out of reach—leaving rich veins of real-time transactional data underexploited. 61% The average return on investment achieved by banks that have progressed further in terms of data maturity. 80-85% of financial services companies remain stuck in the 'proof-of-concept factory' phase of data maturity. Commercial banks that turn this situation around will gain handsome rewards—they will be able to uncover substantial opportunities to grow revenues, reduce costs and curb customer attrition. Perhaps even more significantly, they will be empowered to compete in new ways with fintechs, e-commerce companies, payments platforms and other rivals emerging from adjacent markets. Such companies are using their mastery of data to target lucrative parts of the banking value chain. Consultancy 11:FS, for instance, highlights the fact that Shopify is now the tenth-largest platform providing financial services for SMBs in the US. Shopify plans to embed an end-to-end lending application programming interface (API) from Stripe Capital within its platform to offer financing to SMBs. The market expects companies like Stripe and Shopify to show strong growth in the next few years, some of which may come at the expense of banks. It is rewarding the two companies with rich market valuations relative to even digitally mature incumbent banks. Shopify and Square command price/book ratios of around 17 and 40 respectively, compared to averages of between 1 and 2 for most large US banks. How can banks compete more effectively with these new-age rivals? By making full use of the enormous volumes of data at their disposal to drive better decision-making, empower relationship managers, automate processes and add value for their customers. In addition to their first-party data and data from third-party providers, this includes 'new data'—the digital dust that consumers and businesses create and that niche data technologies collect. With these goldfields of data at their disposal, commercial lenders should have ready access to insights that empower agile decision-making. But despite the investments they have made in data, analytics and AI, many commercial banks are struggling to scale data-driven reinvention beyond proofs of concept or isolated centers of excellence. We believe that there are four barriers preventing commercial banks from unleashing exponential returns from their data: Data and technology assets, budgets, intellectual property and priorities are isolated in product and departmental silos. Many commercial banks continue to focus on incremental wins rather than on breakthrough returns. Banks and their people are fatigued by technology change, and are reluctant to embrace more big IT projects. For many banks,

data has yet to become a C-suite priority. Breaking through these barriers starts with the recognition that data-driven reinvention is not a departmental or technology project—it is an enterprise-wide effort that requires leadership from the C-suite. Companies that excel in leveraging data—Shopify, Stripe, Alphabet, Amazon and others—have leaders who treat data as an asset and data capabilities as a core competence. In an age of Open Banking and platform plays, winning commercial banks will be those that unlock the value of data and put insights into the right hands throughout the business. The time for experimentation, proofs of concept and siloed deployments has ended. Now is the time to move data investment from incremental change to exponential improvement. Read the article The Financial Brand: "Banks' Poor Use of Data Drives Business Customers to Fintechs". Register to read our report to learn how leading banks can turn data capabilities into a means of driving tenfold returns on investment. Managing Director – Global Banking Data & AI Lead Jared Rorrer Managing Director – Global Commercial Banking and North America Banking Lead RYAN ANDERSON Managing Director – Applied Intelligence Lead, Canada KAMALIKA SEN Director – Applied Intelligence, Data Science Customer, Sales & Service Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. Visit our Subscription and Preference Center © 2024 Accenture. All Rights Reserved. ======================

Electric vehicles on the rise

----- Arcticle source ----- https://www.accenture.com/us-en/insights/automotive/electric-vehicles-on-the-rise ----- In brief The electric revolution is here Sales: Learnings from Tesla Aftersales: Learnings from Norway The road ahead Meet the team Related capabilities 33% ~5 hrs 1.6x Digitalize the point of sale. Simplify configuration. Build trust. Enable self-service education. Consider direct sales. ~99% Up to 60% Up to 40% Harness customer loyalty. Increase workshop efficiency. Improve pricing strategy. MORE ON THIS TOPIC Johannes Trenka Dr. Maximilian Holtgrave Tobias Büchsenschütz Alexander-Peter Automotive Mobility X JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA In Europe, Accenture research suggests that battery electric vehicles (BEVs) will account for ~16 percent of new-car sales by 2025. By 2030, this could rise to almost 50 percent. Globally, the proportion of BEV sales is set to grow from 12 to 25 percent over the same timeframe. Fifty percent of all new cars sold in Europe in 2030 will be BEVs. This pivotal change calls on traditional automakers to rethink not only manufacturing, but also other key aspects of their business—like sales and aftersales. How should EVs best be sold in an increasingly digitalized world? And how do aftersales need to evolve to protect profitability? To answer these key strategic questions, Accenture's report takes lessons from two important case studies—Tesla for sales, and the Norwegian market for aftersales. As a leading all-electric disrupter of the automotive industry, Tesla offers lessons for other automakers in making new-car sales faster, simpler, more efficient, and more effective. In particular, much can be learned from Tesla's careful integration and orchestration of online and offline channels. higher lead-to-order conversion

in certain markets. less time invested per car sold. lower costs per car sold. Consider that Tesla's salespeople spend, on average, five hours less on administrative and customer-facing activities than their peers at traditional automakers. This translates to a decrease of approximately 40% in the cost per car sold. However, this efficiency does come at the cost of providing a "traditional" car-buying experience (especially in areas like test drives and vehicle handover). To respond, we recommend automakers consider the following key actions: Equip showrooms with digital infrastructure for presenting prices and key vehicle information. Streamline car configuration so customers can configure their preferred vehicles by themselves. Drive conversion by engaging customers as brand "ambassadors," and build trust by allowing new owners to return vehicles. Provide digital channels to let new owners educate themselves about their vehicles. Shift the retail network to direct sales with an agency model, creating seamless online and offline experiences. Norway is the undisputed leader in BEV sales. It's therefore the ideal market to predict how growing numbers of BEVs on the roads will affect the aftersales business. Our findings should be a wake-up call for the automotive industry. There is compelling evidence for a potentially massive 50 to 60 percent decline in aftersales profits. less moving parts in the engine. lower aftersales profits if no countermeasures are taken. recovery of aftersales profits possible. The good news? Our analysis also unveils proven strategies from Norwegian dealers that can help reduce this decline to just 10 to 30 percent. These include better harnessing customer loyalty, increasing workshop efficiency and improving the pricing strategy. Look to monetize the fact that BEV owners typically have higher brand loyalty with a package of first-class aftersales services. Enhance productivity by rethinking ways of working, increasing automation, and making better use of data. Consider key pricing levers like low-cost pricing, value-based pricing, and innovative pay-per-use pricing. Besides the increasing margin pressure in both new-car sales and aftersales and service, there is an opportunity to capture future value-pools in the industry's rapid electrification and digitalization. While this will not, of course, happen overnight, neither will the countermeasures taken by traditional automakers and dealers. The time to act is now. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. Visit our Subscription and Preference Center © 2024 Accenture. All Rights Reserved. =====================

The war in Ukraine: Addressing the crisis and preparing for its impact

----- Arcticle source ----- https://www.accenture.com/us-en/insights/strategy/ukraine-addressing-crisis-preparing-impact ----- In brief The war's impact to date Economic and business impact Potential scenarios for the war's impact on the economy and business Operating in an uncertain world Uncertainty: The new reality for businesses Disclaimer The war in Ukraine: Addressing the business and economic impact Supply shocks Inflation Globalization

This page was updated with new information on April 20, 2022. Michael Brueckner, Accenture's European Growth and Strategy Lead on some of the consequences of the war in Ukraine. See below for the latest data   The Ukraine invasion has had a deep human, economic and business impact. A humanitarian disaster. In only a few weeks, thousands of lives have been lost. More than 4.9 million refugees have fled Ukraine to date and at least 7.1 million people have been displaced within the country.1 The growing humanitarian crisis has led to an influx of public and private aid. On March 10, the US Congress, for example, approved US$13.6 billion in emergency spending for Ukraine. 2 The E.U. has announced €10 billion (US$11 billion) in aid for Ukrainian refugees.3 The humanitarian impact of the Ukraine invasion Unpredictable economic and cyber conflict. Within one week of the invasion, governments around the world passed a range of sanctions. Met with retaliatory countermeasures by Moscow, the sanctions have impacted the flow of some goods and services. The sanctions also could trigger retaliatory cyberattacks. Accenture Cyber Threat Intelligence has observed volunteer hacktivists and cyber criminals threaten to attack Western critical infrastructure and leak sensitive, stolen data.4 National governments continue to reinforce the message that organizations worldwide should remain vigilant for renewed Russian activity designed for maximum service disruption.5 Significant organizational challenges. The sanctions triggered actions by many businesses beyond governmental requirements. More than 750 companies have announced plans to suspend, scale back or close their operations in Russia, affecting, among others, at least 3,500 retail outlets across the country.6 Supply-chain disruptions could be even more substantial: More than 2,100 US companies and at least 1,200 EU companies have Tier 1 suppliers in Russia. And those numbers expand sharply for sub-contractors: more than 190,000 US companies and at least 109,000 EU companies have Tier 2 and 3 suppliers in Russia.7 The current view among leading forecasters is that the war will lead to a material deceleration in growth.8 Under a baseline scenario, Oxford Economics forecasts that the world will avoid recession, but global GDP will be 1.1 percentage points lower in 2022, relative to pre-war forecasts made in January.9 Beyond the scale and duration of the conflict itself, at least four uncertainties create risks that could lead to very different scenarios unfolding: Before the invasion, Russia supplied around 10% of the world's crude oil, as well as almost 40% of the European Union's natural gas. The country is also the top exporter of nickel (used in car batteries) and palladium (used in car-exhaust systems).10 Meanwhile, Ukraine and Russia together supply 26% of global exports of wheat, 16% of corn exports and 30% of barley exports.11 Supply disruptions of these key commodities have led to considerable price volatility. Over the past month, oil prices have reached as high as US$130/barrel, while European gas prices climbed above €200/MWh (US$220/MWh). A prolonged supply shock could ripple across industries, driving inflationary pressures and supply chain disruptions. Energy price increases, for example, would impact most industries via direct energy costs or input cost increases (e.g., steel costs would rise due to pricier energy; costs for automotive parts would rise due to pricier steel). Inflationary pressures could also be felt in sectors affected by restricted

trade in other products. For example, high wheat and grain prices may increase prices of foodstuffs. High metal and mineral prices may increase prices of electronics and industrial equipment. Even before the war, inflation had hit multi-decade highs in the US and Europe, driving up costs for consumers. Accelerated inflation from soaring energy and other commodity prices can impact consumer confidence and spending. In March, the University of Michigan's measure of US consumer sentiment dropped to its lowest reading since September 2011. Declines are also visible in the EU consumer sentiment survey.12 In parallel, inflationary pressure may accelerate the rise of wage inflation in some countries and industries. The industries that could be most impacted by wage inflation are those in which labor represents a large part of their overall cost structure.   Many commentators have argued that the invasion and sanctions may contribute to greater market fragmentation and deglobalization.13 A decline in global integration had already been a prevailing trend prior to the war. World trade (relative to GDP) has been on the decline since 2008.14 Tariffs and other barriers to trade have been increasing. The number of industrial policy interventions made by governments over the past five years increased by more than 200%.15 Some, though, have expressed hope for an alternative path. Ngozi Okonjo-Iweala, director general of the World Trade Organization, has urged a move for "re-globalization," saying, "Deeper, more diversified international markets remain our best bet for supply resilience."16 Some have argued that the conflict could make the green-energy transition more challenging, at least in the near-term.17 The crisis has brought energy security back into conversation alongside sustainability. Some European countries and states in the US have introduced measures to cut energy taxes and compensate households for higher gas prices.18 But there are also signs that some countries may double down on the energy transition and amplify incentives to expand greener energy production.19 These and other uncertainties lead to a wide range of potential scenarios for the impact of the crisis on the global economy and business in the near-term. At least three scenarios with different levels of impact over the next year can be considered: The economic impact of these scenarios, of course, will potentially vary widely by country and region. Compared to the US, Europe's stronger trade linkages to Russia and heavier reliance on Russian energy imports make it more vulnerable to a growth slowdown. Oxford Economics estimates that, relative to pre-war forecasts, Eurozone GDP would decline by 1.1 to 2.9 percentage points in 2022. European countries with higher dependency on Russian oil and gas would be more significantly impacted. In the event of a protracted impact scenario, Eurozone inflation could rise by 4.1 percentage points in 2022 relative to pre-war forecasts.20 Potential economic impact of the war in Ukraine VIEW THE POTENTIAL ECONOMIC IMPACT OF THE WAR IN UKRAINE GRAPHS Beyond Europe and the US, net oil and commodity importers like Japan and India would be affected by a sustained period of high oil and commodity prices. Emerging-market commodity importers in Asia and Africa would be particularly exposed to higher prices. These nations also would be affected more by the strain on food supply chains. At least 50 countries rely on Russia and Ukraine for 30% or more of their wheat supply—among the most reliant are emerging economies in Asia and northern Africa.22 Different industries could also feel the war's impact to different extents. High oil and gas prices mean energy-intensive manufacturing sectors may be most affected. In the

US chemicals sector, for example, energy costs represent 35% of total input costs; in Europe, they represent 21%.23 Shortages of wheat and other commodities could affect the consumer goods and service industry, where raw materials represent 25% of total input costs in Europe and 26% in the US.24 Specific pockets within supply chains may have greater exposure to the crisis, too. Some car manufacturers, for instance, have been closing assembly lines due to shortages of wiring harnesses manufactured in Ukraine.25 The US, meanwhile, would primarily be affected by higher oil prices and their knock-on effect on household wealth and consumer spending. In the event of a protracted impact scenario, Oxford Economics estimates that US GDP could decline relative to pre-war estimates by 1.0 percentage points in 2022 and 0.6 percentage points in 2023. As the shock of the invasion reverberates through the world economy, executives can consider how to position their businesses to minimize the impact. Not every company may be affected in the same way. Organizations that operate in Ukraine and Russia have been most immediately affected and are focused on the welfare of their people. For organizations outside the conflict zone, the focus has been on complying with sanctions, responding to supply chain disruptions and assessing the impact on customers. When facing such unforeseen challenges, many leaders aim to strengthen the resilience of their organizations by prioritizing adaptability. Digitizing enterprise functions at speed and in parallel, rather than sequentially, therefore seems essential for many companies. The premium on agility will intensify the focus on compressed transformation. Regardless of how the situation evolves, companies can consider taking a series of simultaneous actions around strategy, systems, supply chains, people and ecosystems. Some organizations analyze and model the transmission of shocks and stress-test their strategy using scenario planning. Leaders concerned about substantial impact based on this analysis can reactivate proven tools from the pandemic and other past crises. Among them are "watchtowers," or collating data on critical uncertainties to catch risks early. The value of flexible strategies is influenced by the quality of insights used in developing and amending such strategies. To find new patterns in data and better anticipate future decisions, organizations can capture real-time data from inside and outside the organization and across the value chain, and process it with AI-enabled analytic tools.26 The war has brought to the fore the potential of cyberattacks to disrupt business operations. Whether the conflict is quickly resolved or continues, securing assets now can help fortify their longer-term resilience. In the near term, organizations can take high-priority mitigations suggested by Accenture Cyber Threat Intelligence, which include: Longer-term resilience comes when security and business leaders align as partners in reducing risk. Actions include:27 A pressing priority for organizations is to understand their level of supply chain exposure. This can start with a tactical review of risk by internal and external supplier-management teams. Resilience stress tests can then quantify an organization's longer-term resilience and simulate how the supply chain would respond to a range of conditions. This knowledge can help companies understand their risk exposure, how long it would take them to recover from disruption and how performance may be affected. Accenture's approach in running such stress tests, co-developed with MIT, uses a "digital twin"—a real-time digital model —of an organization's unique supply chain to run different disruption simulations. These might include spikes/drops in demand, sudden supplier/

facility shutdowns, disruption at a key transport hub, raw materials scarcity and so on.28 Rising energy prices and potential shortages in key raw materials like (but not limited to) metals and agriculture mean that organizations should take steps to mitigate inflation in the cost of purchased goods. Commodity price risk management is a set of coordinated actions that includes: Over time, the value chain parts most affected by continuous disruptions can be made routinely adaptable. Organizations can look to move away from centralized, linear models of supply to more flexible decentralized networks.29 These networks are often more global, not less. They use factories that are higher tech, smaller, more numerous, more local and closer to customers—thus more capable of quickly producing goods that reflect shifting needs. The pandemic had already altered the longstanding employee-employer relationship—whether it's a compressed work week, radically flexible work schedules, variable locations or the need for higher purpose. Continued uncertainty and elevated pressure on personal lives mean organizations will continue to explore how they can provide meaningful jobs. Some organizations are beginning to implement new ways of working, moving beyond spaces and places to create omni-connected experiences. These will focus on connecting workers in differentiated ways that create a level playing field and a supportive, energizing environment. Harnessing the entrepreneurial spirit of the workforce could be another crucial way to boost organizational flexibility, allowing companies to find new approaches to solving problems. To create a more entrepreneurial culture, organizations could encourage more employee autonomy, pushing decision-making to the "edges" of their organization. When companies take this approach, they can better read and respond to the needs of complex, evolving markets. Organizations can also better manage the risks associated with shifting political tides. By developing more connections across companies' borders while accounting for geopolitical risk, organizations can be better positioned to strengthen their collective resilience. In the near term, the power of networks—and the knowledge and experience embedded within them—can support organizations in assessing and managing risk more effectively. In a network, the vast number of information sources available today can be further amplified, creating an early-warning system of what lies around the corner. For leaders and their organizations, there is no return to the relative comfort and safety of the not-so-distant past. The war in Ukraine has made clear that many of the old, comfortable certainties on which business relied are no longer with us. Going forward, success may ultimately depend on how well leaders adapt to the demands of this new, testing environment. More than ever, their resolve will be critical. The material in this document reflects information available at the point in time at which this document was prepared as indicated by the date provided above, however the global situation is rapidly evolving and the position may change. This content is provided for general information purposes only, does not take into account the reader's specific circumstances, and is not intended to be used in place of consultation with our professional advisors. Accenture disclaims, to the fullest extent permitted by applicable law, any and all liability for the accuracy and completeness of the information in this document and for any acts or omissions made based on such information. Accenture does not provide legal, regulatory, audit, or tax advice. Readers are responsible for obtaining such advice from their own legal counsel or other licensed professionals. Accenture and its logo are

registered trademarks of Accenture. This document refers to marks owned by third parties. All such third-party marks are the property of their respective owners. No sponsorship, endorsement or approval of this content by the owners of such marks is intended, expressed or implied. 1 "Ukraine Refugee Situation," UNHCR (2022) as of April 18th 2022 2 "Ukraine Supplemental Appropriations Act, 2022," US government website (2022.); "Visualizing the $13.6 billion in US Spending on Ukraine," The New York Times (2022). 3 "War in Ukraine: MEPs Unlock Emergency Funds for Refugees," European Parliament (2022). 4 "Russia Ukraine Crisis Overview," Accenture (2022); "Global Incident Report: Russia-Ukraine Crisis March 25," Accenture (2022); "Global Indirect Report: Threat Actors Divide Along Ideological Lines over the Russia-Ukraine Conflict on Underground Forums," Accenture (2022). 5 "White House tells CEOs that Russian Cyber Attack on US is 'coming'," Financial Times (2022). 6 "Over 600 Companies Have withdrawn from Russia—but Some Remain," Yale School of Management (2022); "Russia's war is creating corporate winners and losers," The Economist (2022). 7 Accenture Research analysis of Interos and FactSet. 2,100+ US companies and 1,200+ EU companies have Tier 1 suppliers in Russia. Those numbers expand sharply when considering sub-contractors: 190,000+ US companies and 109,000+ EU companies have Tier 2 and 3 suppliers in Russia. 8 Estimates from Morgan Stanley, Barclays, Goldman Sachs, BNP Paribas, Credit Suisse and J.P. Morgan 2022 GDP & Inflation Outlooks, as well as the OECD, IMF, and European Commission. Data as of 21st March 2022. 9 Oxford Economics' Global Economics Database. Pre-conflict refers to forecast as of December 2022. 10 "A 10-Point Plan to Reduce the European Union's Reliance on Russian Natural Gas," International Energy Agency (2022); "Russian supplies to global energy markets", International Energy Agency (2022). "Russia's war is creating corporate winners and losers," The Economist (2022). 11 "2021/22 Grain Trade in Flux Amid Russia-Ukraine Conflict," US Department of Agriculture Foreign Agricultural Service (2022). 12 Accenture Research analysis of University of Michigan Consumer Survey for US; and Consumer Sentiment Survey for EU. 13 See, for example: Adam S. Posen, "The end of globalization?," Foreign Affairs (2022); Martin Wolf, "Russia's war will remake the world," Financial Times (2022); Josh Zumbrun, "Economic blacklist of Russia marks new blow for globalization," The Wall Street Journal (2022). 14 The World Bank database 15 Accenture Research analysis of Global Trade Alert database, accessible at: https://www.globaltradealert.org/. Data is adjusted for reporting lags, with industrial policy interventions including: export supports, import curbs, licensing, quotas, subsidies and tariffs. 16 "DG Okonjo-Iweala tells sustainability conference "trade is part of the solution to challenges we face," World Trade Organization (2022). 17 See, for example: Vigya Sharma, "This is how the conflict between Ukraine and Russia could impact climate change," The World Economic Forum (2022); Leslie Hook and Neil Hume, "Will the Ukraine war derail the green energy transition?," Financial Times (2022); Patricia Cohen and Stanley Reed, "Will war make Europe's switch to clean energy even harder?," The New York Times (2022). 18 See, for example: Arne Delfs and Carolynn Look, "Germany slashes fuel tax in $16.5 billion energy package," Bloomberg (2022). "Maryland, Georgia pause gas taxes with prices near record highs," The Wall Street Journal (2022). Chiara Albanese and Alberto Brambilla, "Italy could revive coal plants to break

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What is generative AI?

----- Arcticle source ----- https://www.accenture.com/us-en/insights/generative-ai ----- Generative AI is a groundbreaking form of artificial intelligence that swiftly creates content in response to prompts. What you need to know What's the magic behind generative AI? How does generative AI empower organizations? What are the challenges and limitations? Generative AI in action Why is there so much buzz surrounding generative AI? Hype, or reality? Get Foresight on the go What is the difference between AI and generative AI? What is NLP and ML? Generative AI terms to know Capabilities for generative AI Current Country: United States As artificial intelligence (AI) continues to capture the attention of the world, new forms have burst onto the scene, creating an ongoing game of catchup for organizations everywhere. One of the most significant and disruptive forms of AI is generative AI. Feed gen AI a simple—or complex—prompt, and its ability to mimic human cognitive processes delivers on-the-spot responses that can be carefully refined by further input.   Generative AI models such as ChatGPT and DALL-E exemplify this capability, showcasing the versatility and ingenuity of generative AI. As generative AI continuously

refines its output over time, it becomes increasingly precise and creative. Artificial intelligence (AI) encompasses various technologies that enable machines to perform tasks typically requiring human intelligence, such as sensing, comprehending, acting and learning. Generative AI is a subset of AI that focuses on creating original content, including text, images, audio and synthetic data, rather than simply analyzing or classifying existing information. Generative AI uses natural language processing (NLP), machine learning (ML) and image recognition to respond to prompts autonomously, mimicking human cognition to solve problems while evolving over time. This cutting-edge tech has the remarkable ability to create brand new content instantly. It generates multi-modal output such as text, images or audio based on patterns learned from vast amounts of data—where more diverse data sets yield more precise and creative responses. Natural Language Processing (NLP) – A field of computer science, with the goal to understand or generate human languages, either in text or speech form. Just like a translator helps people speaking different languages understand each other, NLP helps computers understand and process human language. It translates the complex nuances of human speech and text into a format that computers can work with. Machine Learning (ML) – Think about ML the same way you would playing a video game. If you make one move and get flattened, you don't make the same move again. You learn from the mistake and improve until finally you can beat the level. That's the idea behind machine learning, a form of artificial intelligence. Traditional computers can't fix problems on their own, but with machine learning they can learn from past results and make better decisions in the future, at scale and with speed. Generative AI presents a huge opportunity to accelerate reinvention, offering the potential to reshape every facet of an organization. Our recent research indicates that technology is the top lever for reinvention for 98% of organizations, with generative AI now seen as one of the main levers for 82% of those organizations. This underscores the growing recognition of its transformative potential among businesses across various industries. For example, turning enterprise data into knowledge entails sharing deep subject matter expertise between many people and sources. This process takes a considerable amount of time—days, weeks or even months. But thanks to the power of gen AI, we're now able to shorten that timeframe, going from data to knowledge to real-time insights in just minutes. That's what we're doing with BMW North America, using our gen AI platform EKHO (Enterprise Knowledge Harmonizer and Orchestrator) to collect and analyze its enterprise data. The platform uses large language models to intelligently answer complex questions across business functions and use cases. of organizations see generative AI as a main technology lever for reinvention Generative AI poses challenges and risks that demand careful management. A primary issue is AI providers' inability to ensure the accuracy and appropriateness of algorithm outputs, requiring human-in-the-loop (HITL) oversight to address errors and biases, known as "hallucinations." Complexities related to the ownership of AI-generated content and training data also necessitate consultation with legal experts. Security is another critical concern; even minor breaches can have severe consequences, underscoring the need for robust security protocols throughout the development and deployment of these technologies. Ensuring ethical design and regulatory compliance is crucial to reduce business risks and build trust with consumers, employees, and society at

large. AI's impact on the workforce—is it a revolution or something else? Learn how to thrive in the age of AI with strategic insights from our Chief Technology & Innovation Officer Paul Daugherty. Generative AI is the staff-multiplying, creativity-focusing, strategy-prioritizing help we have been waiting for. And it may finally help us close the relevance gap between brands and customers. From the linear supply chains of the past to the truly interconnected, intelligent supply chain networks of the future, generative AI-powered reinvention helps bridge the gap. The excitement comes from Generative AI's ability to open up a world of possibility for creativity, problem-solving and productivity. In fact, our research shows that organizations are enhancing annual productivity gains by a factor of 5x through generative AI-powered invention. By autonomously creating content, generative AI empowers organizations to leverage AI for tasks beyond traditional analysis. This can lead to innovations in content creation, automation and decision-making processes, ultimately increasing performance while saving time. As businesses increasingly rely on data-driven strategies, generative AI offers a powerful tool for staying competitive and innovative in the digital age. The relationship between hype and reality can be a delicate balance, especially when it comes to introducing new concepts or technology. While there is a lot of buzz surrounding generative AI, its impact should not be underestimated. Few advancements in technology have had such a rapid and transformative effect, even on itself. Its rapid pace of change can be seen in the vast scope of ChatGPT. Therefore, it is crucial to act quickly. As we move forward, it is important to establish trust and transparency in order to fully utilize the potential of Gen AI in the economy, business, and society. Ultimately, we have the ability to shape the best possible outcomes together. An instruction or query given to generate a response or perform a task. AI prompts can be in the form of questions, statements or commands. A type of foundation model, designed to understand, generate, and interact with human language. Branch of AI that involves teaching computers to understand, interpret and generate language in a way that is meaningful and useful. Branch of AI that enables computers to learn from data and make predictions or decisions without being explicitly programmed, by recognizing patterns and improving performance over time. Utilizes algorithms to produce human-like text content, facilitating applications such as language translation, content creation and chatbots. Employs deep learning techniques to create realistic images and immersive auditory experiences that enrich user engagement and interaction. Transforms the style of an image or video to match a specified reference style, commonly used in artistic rendering and visual effects. Utilizes generative models to create manipulated media, often for deceptive purposes, raising concerns about misinformation and privacy. The process of designing and refining inputs (prompts) to effectively communicate with and guide AI models, particularly those based on machine learning, to produce desired outputs. HITL or "Human-in-the-loop" is the process of inserting humans into machine learning processes to optimize outputs and boost accuracy. Build a modern data foundation, ready your data for consumption and update data operations to achieve speed, scale and reinvention. Take intentional steps to operationalize responsible AI enterprise-wide, to create value, build trust and protect your company from risk. Companies must embrace generative AI as a continuous reinvention strategy, assessing their whole value chain.

Serving all students: A study of learner mindsets

----- Arcticle source ----- https://www.accenture.com/us-en/insights/public-service/serving-all-students ----- 5-MINUTE READ In brief The accelerating pace of change in higher education A new way to segment learners Segment satisfaction today Service delivery preferences Retooling the student experience Related capabilities Wayfinding Intellectuals (7%) Campus Enthusiasts (16%) Junior Specialists (31%) Evolving Professionals (23%) Mid-Career Climbers (14%) Trajectory Transformers (9%) Ready to serve all students? Lifelong learning: Higher ed's next silver bullet? 1. Identify target learner segments 2. Manage relationships across learner lifetime 3. Allocate resources with a zero-based mindset 4. Implement modern, cloud-based ERP or SIS MORE ON THIS TOPIC Higher education Workday for education Salesforce for education JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA The COVID-19 pandemic accelerated changes already underway in higher education, including a reduced pool of "traditional" students, an increasing societal need for lifelong credentialing and skilling, the rise of alternative education providers (such as private education companies, bootcamp providers and employers) and changing student expectations. For many colleges and universities, succeeding in this context means both improving service to existing students as well as pivoting to serve new student segments across the learner lifetime. Doing this well means understanding learners' varied journeys and motivations. To help, Accenture conducted research on how colleges and universities can differentiate their approach to serving learners across a lifetime, inside and outside the classroom, to improve student satisfaction, experience, outcomes and equity. In Summer 2021, we surveyed 6,500+ post-secondary US learners aged 16 to 65+. Our research went beyond most student surveys to include the population of "all learners"—that is, both current and prospective students, those seeking either academic degrees or professional certificates, and those attending or considering any type of post-secondary education provider. Accenture's analysis surfaced six distinct segments of learners who are clustered based on learning mindsets, goals and emotions rather than demographic factors, such as age or type of institution. Full-time, intellectually curious students seeking to explore a broad array of disciplines and to conduct research, with strong interest in staying within academia. Example: An undecided major at a small liberal arts college who is making great connections with professors through research and is seriously considering graduate studies. Residential students actively participating on campus—inside and outside the classroom—who plan to

start their first job after graduation. Example: A student at a large state school who evaluated Greek life, student clubs, sports teams and gyms before deciding to enroll. Focused learners pursuing a credential to secure their first job in a specific field. Example: A commuter student working part time who selected a major early on and has a clear career goal. Successful, early-stage workers seeking to expand their industry knowledge while satisfying their intellectual curiosity. Example: An early-career professional going back to school for an MBA and interested in programs that emphasize the theoretical and practical sides of Finance. Full-time workers looking to advance in their careers by obtaining a credential in a specific skill-based area valued by their employer. Example: A middle manager with a busy career whose mentor recommended using their company's tuition stipend for an Executive Leadership certificate course before next year's promotion reviews. Full-time workers who are skeptical about the value and outcomes of credentials but seek short, focused programs for building specific skills and being able to change careers. Example: A full-time worker facing uncertain job security in their current field who is seeking a specific coding bootcamp program with consistently high outcomes. Dig deeper into the findings of Accenture's latest education research. Our study revealed a high degree of alignment in current satisfaction within and across segments. Students are most satisfied with how colleges and universities describe their academic program offering and then provide academic advising to help students navigate through it. Students are less satisfied with the level of support they are receiving in critical non-academic areas, such as financial counseling, mental health and wellness and disability support. For every segment, "Greater flexibility around coursework modality (online, onsite, hybrid opportunities)" emerged among the top-four desired program improvements. Ninety-six percent of students find a high-quality digital experience important to their satisfaction – an increase from 2017. Accenture's research also uncovered program and service delivery preferences by segment. All segments have a good mix of students who want in-person vs. online. These findings suggest that colleges and universities need to deliver nearly all services well across modalities. Without that ability, they risk losing large portions of their target segment(s) of students. Delivery preference for some activities cuts across segments. Students do value in-person delivery—especially for certain deeply relevant experiences, such as graduation, internships and clubs/organizations. Students generally do not want in-person interactions for most administrative services (for example, researching programs, applying, registering for classes, paying bills, getting IT support and reviewing records). For some activities, there is correlation between segments and delivery preferences. For example, some segments have a greater preference for in-person delivery for some activities than other segments. These differences will be important when targeting and serving specific segments. Together, these findings present a strong imperative for institutions starting to think differently about how they serve students. The insights can help institutions appropriately assess service gaps, address student needs and expand their reach to new learner groups. To do this, institutions can use our toolkit of offerings to accomplish one or all of these pivotal goals. Build on the six segments with an institution-specific reflection. Clarify your learner targets and journeys. Assess how to meet each segment's needs. Shift your thinking toward building a 60-year relationship with students by addressing their changing

needs throughout their lifetimes. Look across your spend and organizational structure to identify how it might evolve to better support current/future strategic objectives. Take an experience-led view to design a technology architecture for a frictionless future for all the segments served. Managing Director – Health & Public Service, Education Samantha is a Managing Director, focusing on strategy and management consulting for the education industry. Senior Manager – Health & Public Service, Research Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved. =======================

Power to the people!

----- Arcticle source ----- https://www.accenture.com/us-en/insights/software-platforms/power-to-the-people ----- The low-code/no-code revolution promises to ignite a 'Cambrian' explosion of user-generated innovation A new age of innovation From "bring your own" to "make your own" A movement whose moment has come Anarchy or utopia? Creative tension Enabling innovation Adapting for changes Skills for everyone Empowering modernization Addressing a multitude of needs MORE ON THIS TOPIC JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Successive waves of technological disruption have dramatically changed how organizations create value for customers, employees, and other stakeholders. Cloud, mobile, and SaaS have profoundly impacted the cost and speed dynamics of delivering new digital customer experiences. At the same time, they've moved computing power away from the mainframe and into people's hands. As artificial intelligence (AI) and machine learning (ML) become ever more pervasive, they're transforming the work people do and how they do it. As the Accenture Technology Vision 2021 "I, Technologist" trend makes clear, there's an undeniable shift underway toward democratized technology. This trend promises to unleash unprecedented innovation and develop new customer experiences created by those working closest to the customer. in organizations outside IT in the IT Operations Model to be a "developer" for small and medium-sized businesses for small and medium-sized businesses While this shift towards democratization has already proven to be powerful, in many ways, it's just a taste of what's to come. In this first report in a series exploring the impact and implications of low-code/no-code platforms, we're highlighting how their adoption could create a revolutionary movement even more disruptive than anything that's come before. Low-code/no-code platforms (LCNC) are software development environments that enable people with little or no coding experience to build and modify applications. These platforms empower business users to quickly and easily deliver new capabilities on demand, without having to rely on hard-pressed development teams. Low-code no-code (LCNC) promises to ignite a "Cambrian" explosion of user-generated innovation and creativity. In 2021 alone, LCNC platforms are predicted to account for 75% of app development, and this trend is likely to grow as 60% of current low-code/no-code users expect their weekly usage of the platform to increase; some as much as 30% or more. And it promises to be a record year for investment activity too, with around 128 deals worth more than US$2 billion.

Democratization on this scale marks a fundamental shift in who can innovate and create value from technology and how that value is created. Ways of working and managing/governing technology-based innovation would need to change completely. And enterprise IT, already deluged by preceding waves of change, should now be ready for the low-code/no-code revolution that's about to break out. So, what's accelerating LCNC adoption? Principally, the relentless pressure to innovate and solve problems faster than ever. Nearly one-third (28%) of companies say that while they are currently delivering at the pace of business, they're doing so without proper tools and processes at scale. What's more, 20% of companies admit to having more than 50 initiatives in their backlog. Clearly, this is unsustainable. Enterprise-wide access to the right technology tools is now important to organizations' ability to create and deliver exceptional experiences for their customers, employees and society. Our research highlights the massive impact this has on competitiveness: companies that can focus their entire organization—the C-suite, all functions, and every employee—around delivering exceptional experiences, outperform their peers by six times in year-on-year profitability over one, three, five and seven years. From an IT perspective, the trends driving LCNC are familiar – the move from client-server to SaaS/cloud and composite apps, along with the shifting control of IT spend that's been gradually moving over to the business in recent years. Decentralization trends, such as BYO devices, have been in motion for years but were rapidly accelerated during the pandemic. Remote working brought new requirements for secure environments to reflect the shift of the office into the user's home. At the same time, the consumerization of tech has changed user expectations about the entire experience of work, with easy access via apps and interfaces that give them more intuitive control over how and where they get things done. In short, closed systems are opening out and a whole new set of people are engaging with technology within the enterprise and broader ecosystems. "Bring your own" is fast becoming "make your own" as a new set of citizen developers take advantage of rapidly advancing LCNC tools. In many ways, LCNC is part of a continuum. Think about how Excel proliferated across organizations, bringing database functionality to ordinary users that, for the first time, gave them the freedom to work independently on their projects. Likewise, platforms like Pega, started the democratization ball rolling some years ago by providing easily configurable and customizable CRM and BPM capabilities. However, today's crucial difference is the massive explosion of new use cases that offer the tantalizing possibility of unlocking substantial value potential. Our research among C-level executives shows that 73% see LCNC as drivers of new customer-facing applications, 55% see it creating new process flows that complement packaged products, and 50% see it creating new business rules and process controls. 73% Drive new customer-facing applications 55% Create new process flows that complement packaged products 50% Create new business rules and process controls We know from them that benefits in three key areas drive LCNC adoption: ease of use, ease of integration with existing solutions/technologies, and accelerated value creation. That's not all. Besides their significant potential for value creation and innovation across enterprises of all kinds, LCNCs could also address several persistent challenges. With many organizations citing a shortage of IT skills as a barrier to growth (46% of CxOs told us that the growing skills gap was a top factor influencing workforce strategy),

LCNCs could go a long way to bridging the divide. 46% of CXOs stated that the growing skills gap was a top factor influencing their workforce strategy With a limited background in technology, citizen developers can build applications independently, which brings the potential for higher productivity and greater organization-wide collaboration. Revolutions can go two ways. They can usher in a better new world, or they can descend into anarchic chaos. To promote the former and guard against the latter, the IT function should take on a new role as it governs the roll-out of LCNC platforms—a role that would require a new operating blueprint. Lower barriers to innovation should be enormously positive benefits from LCNC. But with development activity moving from the center of organizations to ordinary users at "the edge," IT needs to find a way to keep on top of where and how developments are taking place. Shadow IT is already a growing challenge, with 83% of organizations expecting it to grow over the next two years. 83% of organizations expect Shadow IT operations to grow over the next 2 years If not properly managed, LCNC threatens to proliferate the presence of embedded IT within the organization. To guard against that risk, IT needs to evolve to become innovation partners and funders, acting more like venture capitalists than gatekeepers. We will discuss how IT can morph its role as promoters and collaborators of innovation in a subsequent report. Security is and always will be a top priority, with many LCNC solution providers siting IT security and governance as the top barriers to widespread adoption (singled out by 88% of all providers and 72% of the C-suite in those organizations). And there's no question that more democratic and open approaches risk expanding vulnerabilities and attack surfaces. The impact? This changes the security footprint from perimeter-based controls to a security posture that permeates the whole organization. Talent and skills, too, take on new dimensions in organizations embracing LCNC platforms. With nearly one in five business leaders citing "scarcity of technology professionals in the workplace" as a key limitation, CIOs and CTOs need to look beyond their traditional pool of technologists to a far broader community. They'll need to cultivate and nurture new talent networks that bring together citizen developers with their professional counterparts. That means a much broader remit to boost the technology quotient (TQ) of the whole organization. Accenture's Chief Strategy Officer, Bhaskar Ghosh explains how "to maximize the return on their technology investments, leading organizations are improving their technology quotient, going beyond building pockets of excellence, to implementing a strategy for achieving enterprise-wide transformation." Overall, LCNC offers a powerful new way to handle exponentially growing business demands for innovation to meet pressing customer and operational challenges. At the same time, without the proper governance and security, LCNC could be just another headache for already stretched CIO/CTO and CISO agendas. The opportunity is there. To seize it, companies need to start carefully planning now to harness the revolutionary power LCNC promises. Stay tuned for our next update when we'll highlight LCNC's transformative potential for SMBs. The big question: will tech democratization through LCNC accelerate SMB growth so they can punch above their weight class and supercharge their ability to compete? RELATED: Watch a replay of The Information's Live Video Summit on "The Future of Engineering: How Tech is Fueling Growth" where Accenture discusses how engineering support is now being replaced with low-code/no-code software solutions. Managing Director – Strategy,

Software & Platforms Christian works with Communications, Media and Technology leaders to design business strategies that lead to high performance. Managing Director – Strategy, Internet, Software & Platforms Senior Principal – Accenture Research Paul leads global research for Software & Platforms, creating trends assessments and developing proprietary thought leadership. Senior Manager – Technology Strategy, Software & Platforms Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved. =====================

CIO's challenge or secret weapon: Low-code/No-code

----- Arcticle source ----- https://www.accenture.com/us-en/insights/software-platforms/cios-challenge-or-secret-weapon ----- Cloud & SaaS were just the start A seat at the top table LCNC friend or foe for the CIO? Bridging the skills gap Designing for Balance Securing LCNC Embracing Multiple Operating Models Critical Next Steps Size of the prize MORE ON THIS TOPIC JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA CIOs and CTOs know that the impact of COVID-19 on how people work and the acceleration of digital transformation have served to push organizational flexibility to the top of the CxO agenda. When CIOs/CTOs were asked which elements of their operating models require the most investment to position their organizations for post-pandemic growth, the three top areas they chose were tech platforms (61%), workforce agility (57%), and flexible organization structures (57%). In addition, 43% said that over the next three years they will also have to drive cultural change in their organizations if they are to grow. The tech-driven organizational models and cultures that CxOs develop in the future will need to look very different from how they do today. That's because the trend that started with SaaS and Cloud is just the beginning of a wave of change that's going to democratize the use of technology throughout the entire organization. In addition, IT has experienced waves of methods to improve productivity and quality of technology solutions. All of them are approaching their peak increment of value creation. Citizen Development is combining innovation, operating model changes, and productivity, resulting in an accelerated rate of adoption and value creation (Figure 1). So what's behind this profound and decisive change? It's the explosion of Low-Code/No-Code (LCNC) platforms and the new technology operating model that those platforms require. Thanks to these platforms, people who are closest to the customers and business users (typically called "Citizen developers") are now able to deliver solutions and experiences, address opportunities themselves all with minimal involvement from the technology organization. We believe that rather than CIOs continuing to be the guardians of technology, they must become stewards and co-innovators, guiding others, including citizen developers, to finally realize the promise of innovation at the edge, at scale. LCNC not only means a whole new set of priorities for the CIO, but also a chance to consolidate their position at the top CxO table. This change requires a mindset shift that ushers in a new operating model designed to support co-innovation, enable

personal productivity, and ensure that access to data by LCNC platforms is managed and backed by robust governance and security. Our research shows that of the majority: 63% of CIOs believe that LCNC is boosting their business agility and time to value 33% of CIOs cite benefits like decreasing the strain on IT and reducing platform-related queries from business users However: 22% of CIOs believe LCNC is actually decreasing their business agility Our hypothesis? These organizations haven't adjusted their operating blueprint and capabilities to embrace and take advantage of the distributed innovation that LCNC enables. Why do we believe this? Even as many companies struggle to adopt Agile and DevOps to accelerate software development lifecycles, LCNC offers a potential velocity of delivery that's orders of magnitude faster than anything that's gone before. This should be a wake-up call. For those who have not completed their transformation in response to Agile and DevOps. LCNC is one of the key solutions for addressing the skills gap and the resulting backlog of projects that are a fact of life for CIOs today. And it's not arrived a moment too soon. Right now, the prognosis is that a lack of IT skills worldwide and resulting inability to solve pressing business problems will fuel a $390 billion loss each year by 2025.1 We believe that organizations who reinvent their operating blueprint to accommodate LCNC and maximize its benefits will avoid this loss. The number one principle for LCNC operating model design is to be able to clearly define a boundary between standardization and agility, innovation and control, and digital capability evolution and efficiency. While innovation at pace is great for customers, those same customers will be less enthusiastic if, in the process, their data privacy and security is compromised, breached or otherwise unintentionally exposed. That's one reason why co-innovation between citizen developers and the CIO organization is so essential. Security is the number one concern that CIOs point to in our research, with 40% citing the risk of data being hacked. Still, they need to find a way of protecting the business and its data while enabling the creativity, innovation, and speed to market that LCNC makes possible. LCNC operating models must balance the needs of innovation, stabilization, and scaling – for the business and for technology – with all of these happening concurrently. Enabling self-service citizen development allows the CIO to win the hearts and minds of the business and its pro-code developer pool. The big difference from today? Rather than acting as the technology gatekeeper, the CIO and the IT organization become the enabler of crucial business change and innovation. In this new environment, every enterprise and its technology team may have four distinct operating models: 1. Citizen developers will address the customer experience, while being part of the product scrum teams (mostly citizen developer-led delivery). 2. Business-user productivity improvement will be delivered by citizen developer-led scrum teams. 3. Enterprise controls and services will be delivered by pro-code scrum teams and innovation enablers (IT-led delivery). 4. Scrum master, SRE, and release engineer experiences will be enabled by self-service solutions (mostly IT-led). We think CIOs would be served by thinking of capabilities as falling into different categories, notably those that are customer-facing, enterprise-wide or departmental. That categorization will help determine the team compositions best suited to deliver each one, for example determining the right mix between newly empowered citizen developers and pro-code developers within the IT organization. What's more, CIOs also need to create new engagement models to enable optimal

collaboration with CISOs and chief data officers for security and data governance, as well as the new breed of tech-savvy business users who are on the frontline of understanding – and increasingly meeting – customer needs. Over time, CIOs need to evolve the operating models to balance the mix of pro-code and citizen developers and collaborate with LCNC platform providers to drive maturity. This also means aggressively driving the growth of secure API end-points (edge, SaaS, enterprise-core); creating the dynamic golden-thread for outside-in experiences and inside-out process transactions; along with enhancing platforms' supportability.   As we move into a world where the borders between "business" and "IT" are fading fast, there's a massive opportunity for forward-thinking CIOs to rethink how they work with and lead their organizations. The prize? Accenture research reveals that there are significant rewards available to future-ready organizations that harness digital to operate smarter and faster— achieving breakthrough gains averaging a 2.8x boost in corporate profitability and 1.7x higher efficiency.2 LCNC is a key element of this. It's not only one of the top routes to higher productivity; it's also one of the ways to get there faster. Sources: 1 Impact of Skills Shortage in IT and How No-Code Can Help 2 Future Ready – Intelligent Operations Study Managing Director – Strategy, Software & Platforms Christian works with Communications, Media and Technology leaders to design business strategies that lead to high performance. Senior Manager – Technology Strategy, Software & Platforms ASSOCIATE MANAGER – RESEARCH, SOFTWARE & PLATFORMS Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved. =====================

The race for digital operations transformations

----- Arcticle source ----- https://www.accenture.com/us-en/insights/industry-x/race-for-digital-operation-transformation ----- In brief The benefits of a more connected and intelligent enterprise About the research Contributors Related capabilities The race to digital operations transformation MORE ON THIS TOPIC Consulting Industry X Supply chain & operations JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA It's been almost ten years since Industry 4.0 launched. But many manufacturers are still struggling to make the vision of digitized manufacturing a reality. That hasn't stopped them trying, however. Most of the companies surveyed as part of our research are past the proof-of-concept stage with their digitization efforts. Without the right focus and investments, these manufacturers will never realize their goal of digital maturity. Digital maturity varies widely by industry. The most mature capabilities are found where digital or data-driven solutions are critical to performance. Or they are found where there's significant potential for productivity increases. Digital maturity lags in industries where there's little potential for productivity gains. This is usually because operations are already lean. Likewise, maturity will lag if digital for operations isn't as high a priority as other concerns. But our assessment identified a small group of

companies that are getting it right. They make up 17 percent of our survey panel of 600. And they have highly mature digital operations capabilities. These drive significant value (as measured by revenue and productivity). The companies, which we dubbed Value Makers, have invested extensively in digital platforms and infrastructure. And they have paid special attention to those that leverage advanced digital capabilities. Consequently, Value Makers have enjoyed a substantial, positive impact on their operating income. Digital transformation is a big financial commitment. And it isn't as straightforward as some companies would hope. Value Makers achieve success by embracing digital operations transformation at scale. This requires significant attention to three key enablers. These are Skills, Leadership and Governance. All three are essential for ensuring digital readiness. End-to-end Digital Operations Transformation is the reinvention of companies through advanced digital technologies to drive new levels of efficiencies, customer experiences, and sustainability. Progress toward the vision of Industry 4.0 remains slow in most companies. This comes despite nearly a full decade having passed since its launch. Only the Value Makers have forged ambitiously ahead. They're in pole position to lead their respective industries for years to come. Value Makers are winning the race for digital operations. Other manufacturers still struggle to implement even rather fundamental capabilities. But Value Makers have moved beyond this stage. The gap between Value Makers and traditional manufacturers is constantly growing. Without immediate and significant action and investment, many manufacturers may never be able to catch up. As part of our research, we surveyed 600 companies globally. Our goal was to evaluate the status of the digital transformation of end-to-end manufacturing operations. We found that the average digital maturity of manufacturers' end-to-end operations overall is only 39 percent. This on a scale where 100 percent indicates all capabilities are deployed and rolled out. Most surveyed companies are past the proof-of-concept stage. They are now in actual pilots with partial scaling up. Our assessment also identified a small group of manufacturers. This group has separated from the rest of the pack. We call these companies value makers. They represent a cross-section of industries. And they illustrate a deep commitment to digital technologies and solutions. This is combined with significant investment. They also have an unwavering focus on key enablers. Ultimately, the actions they take create substantial and sustainable value. Their experiences offer other manufacturers guidance on what it takes to accelerate their digital transformation. They show how companies can reap the benefits of a more connected and intelligent enterprise. Senior Managing Director, Global Supply Chain & Operations Strategy Lead Managing Director – Strategy, Industry X, North America Lead Managing Director – Strategy, Industry X Lead MARIO F. DIAZ Director – Offering Development, Industry X NICOLAS MOREAU Director – Strategy, Industry X Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. =====================

Absorbing disruptions

In brief All change for automakers Rebuilding supply for a disrupted world Maximize flexibility and agility Winning in the new reality WRITTEN BY Current Country: United States RESEARCH REPORT Automotive's strategic plan to tackle a new world 5-minute read June 22, 2023 Automotive companies are facing increased volatility and disruption that is changing their strategic approach. The winners will be those able to adapt and thrive by harnessing technology to drive constant renewal—transforming their supply chain, manufacturing and sales. This report sets out the 10 steps that all automotive businesses can take to differentiate, innovate and grow. As the economic and geopolitical certainties of the last few decades have given way to volatility and disruption across multiple fronts, the premises underpinning automotive original equipment manufacturers' (OEMs) strategies are changing dramatically, too. This is not a short-term adjustment. The developments reshaping the world will remain for years to come. And all this comes at a time when the industry is already undergoing the biggest transformation in its history—from internal combustion engines to electric vehicles and green business. To respond effectively, OEMs will have to develop new products, business areas, capabilities and structures—across the supply chain and beyond. They'll need to revisit and reinvent long-established strategies for supply, manufacturing and sales. While global supply chains have created significant cost savings, they have proven to be acutely vulnerable to disruption such as those caused by the pandemic and the war in Ukraine. As a result of these and similar disruptions, 76% of North American automotive executives now say that availability and speed are more important than cost, and they are de-risking by shifting supply chain strategies to bolster the availability of components and raw materials. However, the decision should not be between cost and availability. By following the key steps below, we believe that automakers can achieve both: 1. Combine global and local supply, mixing low-cost locations with more local suppliers to ensure flexibility and provide a buffer against unexpected surges in demand. 2. Control value-added processes by moving away from just-in-time delivery and instead manage inventory to protect against disruption. 3. Bring more of the critical supply chain in-house by vertically integrating key elements, such as battery production for electric cars. 4. Deploy digital tools and solutions across the entire supply chain for maximum speed, efficiency and robustness. 5. Make use of circular approaches, reducing, reusing and recycling raw materials to boost environmental performance and guard against volatility of price and availability. Globalization not only changed automakers' supply and manufacturing strategies, it also opened new markets for sales. But in the face of unpredictable global economies, automakers need to reassess their dependence on just a few markets, such as China, and rebalance by strengthening sales and manufacturing in others. To do that, they must develop new levels of flexibility and agility to seize new opportunities. We believe that the following steps can help them do that: 6. Harness technology to create omnichannel experiences that offer customers a compelling sales journey wherever they are. 7. Create flexible, automated manufacturing cells to switch the production mix quickly and

meet the needs of different markets and fast-changing consumer demands. 8. Build systems for an uncertain world by regionalizing digital infrastructure that complies with local restrictions on data sharing and use of software. 9. Empower local leaders by embracing local cultural norms and management styles rather than imposing a centralized model of structures and processes. 10. Decide on greater flexibility and decentralization using forward-looking data and analytic approaches to better predict future events. Recent geopolitical and macroeconomic developments represent much more than a short-term economic dip. Global value chains are likely to remain stretched. Competition between nations and larger regions may overtake the idea of a globalized world with companies competing within it. To master this new reality, automakers need to implement Total Enterprise Reinvention. That means taking an integrated, holistic approach, based on technology, with talent building the core. Automotive OEMs who can do that will differentiate themselves, increase their competitive advantage and harness continuous opportunities to grow. Juergen Reers Senior Managing Director – Global Industry Sector Lead, Automotive Stefan Hattula Senior Principal – Global Automotive Research Lead Alexander Huber Managing Director – Strategy and Consulting Lead Mobility Johann Wieland Senior Advisor – Automotive and CFO & EV © 2024 Accenture. All Rights Reserved. =======================

Mobility services: Turning business models into profits

----- Arcticle source ----- https://www.accenture.com/us-en/insights/automotive/mobility-x ----- In brief New rules for a new game Optimize mobility across the fleet Pivot from your core product Meet the team Behind the research MORE ON THIS TOPIC Juergen Reers Hans Loes JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA A balanced market in which various services and transport modes compete fairly and collaborate efficiently is vital to building and sustaining mobility services' profitability. Such a market should accommodate services so they can capture value across all four dimensions—value to the individual, society, environment, and economy. Cities and regulators also play a significant role in building a balanced market. They can enable the integration of mobility services or incentivize providers through specific regulations. Furthermore, they can directly influence some of the key cost levers of mobility services through pricing of public space (e.g. on-road parking) and infrastructure (e.g. roads or waterways). This internalization of the cost of infrastructure is already common practice for practically all other modes of transport and is expected to be increasingly implemented in urban areas—as London and other cities have already done. But any regulation should reflect societal value and be equitable for all participants. The core of mobility's profitability relies on uptime and efficient use of vehicles. To maximize both, service providers should pool their fleets into a single, seamless platform. Today, most mobility companies operate separate services within their fleets. By combining all fleets, mobility companies could improve their vehicles' uptime and maximize profits. Additionally,

companies can optimize fleet utilization by using artificial intelligence (AI) and analytics. Both technologies support mobility applications such as predictive maintenance and demand forecasting. During COVID-19, service providers diversified their offerings to increase fleet uptime. Uber and Lyft (in the US) and DiDi Chuxing (in China) started transporting goods, providing drivers an alternative business as demand for ride hailing plummeted. Service providers should avoid segmenting customers along vehicle ownership and mobility usage. Instead, they may find it more effective to adapt to the changing demands and values or mindsets of customers. After all, service providers risk losing customers to competitors if they don't guide their customers along a transformational journey. Mobility players need to build close-to-ownership models that reflect existing services, while public transport providers need to focus on innovating their services. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. Visit our Subscription and Preference Center © 2024 Accenture. All Rights Reserved. =====================

Illuminating insurance innovation

----- Arcticle source ----- https://www.accenture.com/us-en/insights/insurance/illuminating-insurance-innovation ----- In brief Innovation is booming and delivering solid returns for insurers The focus of innovation What's driving innovation? The payback of innovation Challenges confronting innovators Seven enablers of value generation Innovating for competitive advantage Insurers are innovating as never before. The evidence is all around us. Sustained value generation enablers Enablers of growing importance Routine enablers MEET THE TEAM Current Country: United States RESEARCH REPORT Insights from eight years of the Qorus Innovation in Insurance Awards 5-MINUTE READ August 30, 2024 The Qorus Innovation in Insurance Awards, launched in 2016 with 225 entries, have to date attracted nearly 3,000 submissions. AM Best has included innovation as a criterion for rating insurers in its reports. And despite the drying up of VC funding, insurtechs continue to make news with their transformative solutions. To gain a deeper understanding of innovation in insurance, including why and how it happens and what the benefits are, we conducted: I really think that innovation in insurance is currently a no-brainer; it's a question of life or death. If you don't lead the transformation, you are killed by the transformation. Jean-Marc Pailhol / Chief Global Strategic Partnerships Officer, Allianz SE The lion's share of investment in innovation goes to meeting customer expectations, honing competitiveness, and increasing growth and profit. Product development is the most productive area, followed by claims management and marketing and distribution. While life and health insurance are benefitting from innovation, P&C is where most of the action is. Our research shows that most innovation today is in response to pressure from customers, competitors and shareholders. Macroeconomic factors play a role, as do regulations – both as a driver and inhibitor of innovation. Emerging technologies are hugely influential – AI, cybersecurity, cloud, open APIs and automation are the technologies which respondents believe will have the greatest impact on insurance over the next

three years. 80% of our research respondents told us their innovation projects either met or surpassed the financial outcomes they expected. When it comes to their non-financial goals, such as customer engagement and satisfaction, brand strength and employee loyalty, the figure rises to 98%. No one is saying innovation is easy; there are many pitfalls along the journey to scaled deployment. Any one of which could put an end to a promising concept. The first hurdle is an organizational culture that resists change, is averse to risk and punishes failure. In this context, committed sponsorship can be hard to find and sustain. The culture of MVP (minimum viable product) is something we still need to work on, accepting that it won't be perfect the first time and requires iteration. There's still some progress to be made, but this mindset is essential for innovation. Jerome Liegeois / Head of Innovation, Société Générale Assurances A lack of skills is a crucial inhibitor. Especially valuable is the combination of a clear vision of how an existing process or product can be transformed, and an understanding of how new technologies can help achieve this. Additionally, insurers looking to disrupt their markets must navigate a complex web of regulations that may restrict innovative practices or require significant adaptation. Lastly, we found that economic volatility may both impede and spur innovation. In most instances, it reduces firms' tolerance of long ROI lead times. The senior executives we surveyed shared the enablers of value generation which, they believe, will be 'decisive' or 'very significant' for innovation over the next three years and the results were as follows: 90% An innovation mindset and culture Leaders must champion innovation, build a culture that embraces change, and replace all the institutional barriers with enablers and incentives. 90% Innovative technology From cloud, and AI, to an array of digital platforms, modern tools have created a wealth of possibilities which can be explored with minimal risk of disrupting operations. 73% Senior sponsorship Management needs to lead the innovation strategy with clear short- and longer-term objectives and strong, visible support. 66% Innovation funding By clearly defining expected outcomes of an innovation project, and measuring them closely, insurers will reinforce leadership support and help secure funding. 66% Innovation talent Insurers need people who can manage innovation projects from inception through to implementation. Dedicated innovation teams are the route to success. 51% Centers of Excellence (COE) COEs can be a big help in managing the innovation program, identifying the required skills, setting standards, championing progress and best practices. 46% Innovation partners Innovation partners can help to advise and equip insurers, potentially providing the skills they lack. It often makes financial sense too. We actually learned a lot from our employees, especially from our agents, on how we do innovations. We need some ideas and marketing details, most of which come from the people in the market and those handling the business directly. It's important to support them well, provide meticulously designed processes and tools and gather instant feedback from them. David Wei / Head Office Director of R&D, Ping An Insurance (Group) Company of China, Ltd Innovation in insurance was historically indulged in the periphery of the business, under-funded and watched with expectations of incremental rather than transformative change in business operations or performance. Today that's changed. In these fluid times, no insurer can afford to pass up on the cost and service improvements enabled by the torrent of technological advances, or the competitive advantage of being able to respond creatively

to changing market demands. Kenneth Saldanha Senior Managing Director – Insurance Lead, Americas Andre Schlieker Research Senior Manager – Global, Accenture Research Insurance © 2024 Accenture. All Rights Reserved. =====================

Radically Human

----- Arcticle source ----- https://www.accenture.com/us-en/insights/technology/radically-human-book ----- Technology advances are making tech more…human Featured author discussions Fortune's Alan Murray speaks with Paul Daugherty Harvard Business Review Press | Radically Human webcast Related insights Praise for Radically Human Chapter summaries About the authors In the news More from the authors Order your copy now Related capabilities Fortune's Alan Murray speaks with Paul Daugherty Harvard Business Review Press | Radically Human webcast Part 1 - Transforming Innovation: The Power of Ideas Chapter 1 – Intelligence: More Human, Less Artificial Chapter 2 – Data: From Maximum to Minimum, and Back Again Chapter 3 – Expertise: From Machine Learning to Machine Teaching Chapter 4 – Architecture: From Legacy to Living Systems Chapter 5 – Strategy: We're All Tech Companies Now Part 2 - Competing in the Radically Human Future Chapter 6 – Talent: Humans + Radically Human Technology Chapter 7 – Trust: Appealing to our most Radically Human Instinct Chapter 8 – Experiences: The Difference Radically Human-Centered Design Makes Chapter 9 – Sustainability: Planet IDEAS Conclusion - Three Truths and a New Opportunity theCUBE | AWS Executive Summit 2022 Bernard Marr | New technologies are shaping our future CXOTalk | Technology Strategy: Into the Metaverse The Enterprisers Project | 7 top-reads for CIOs MIT: The Digital Insider with Sinan Aral Fortune: Brainstorm A.I. 2022 AI Leaders Podcast: Radically Human Technology innovation Artificial Intelligence Data-led Transformation JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA How new technology is transforming business and shaping our future. Human + Machine: The new book from Paul & James From the blockchain, to the metaverse, to emotional AI, digital technologies are rapidly advancing at a time when enterprises face more pressure than ever to innovate to gain a competitive advantage. Human behaviors and intelligence are informing the design of new machines, and everything we knew about innovation and strategy is being turned upside down. How will you apply these human-centric technologies to transform the future of your business? Radically Human, a new book from Accenture Technology leaders Paul Daugherty and H. James Wilson, offers business leaders an easy-to-understand breakdown of today's most advanced human-inspired technologies and an actionable IDEAS framework that will help you approach innovation in a completely new way. With groundbreaking research and insights, this book demystifies cutting-edge technologies, providing a blueprint for leaders to create business value while building a more human-centered, trust-based, and sustainable enterprise. World Economic Forum Book Club with Paul Daugherty Watch the authors of Radically Human share insights and big ideas from their new book. The power of AI is now within reach of all companies, opening up a new world of strategy innovation and enabling

companies to leave the constraints of legacy architecture behind forever. This Harvard Business Review article explains three related high-potential strategies: Forever Beta, Minimum Viable Idea (MVI), and Co-lab. The companies that embrace these strategies share three important characteristics. First, their technology, business strategy, and execution are so closely intertwined as to be nearly indistinguishable. Second, humans—not machines—are in the driver's seat. Third, they understand that all companies, no matter their industry, are now technology companies. Those who are able to see opportunities at the new radically human nexus of people and technology will pre-empt disruption and seize the future. Research shows that companies that are investing heavily in digital technologies to harness the power of human-machine collaboration are dramatically improving their bottom lines. But it takes people to conceive of and manage the innovations, and success in the future depends on a human-centered approach to artificial intelligence (AI). In this article in Harvard Business Review the authors present their IDEAS framework, which calls for attention to five elements of the emerging technology landscape: intelligence, data, expertise, architecture, and strategy. The authors discuss each element, examining how companies have implemented human-driven AI processes and applications to become leading players in their industries. If you're eager to transform your own business, the IDEAS framework can help you develop a road map for AI-enabled innovation. "Leading organizations recognize the strategic role of technology in the reinvention of their businesses. Radically Human offers an easy—to—understand primer on cloud, artificial intelligence, and other emerging technologies, and provides a clear, compelling framework that challenges current thinking with a new human—centric mindset on innovation." — Peter Zaffino, CEO, AIG "In today's business world, the greatest challenge is that most Homo Sapiens think linearly—but these people are playing the wrong game. Radically Human offers a set of tools and frameworks to remind everybody that the business world is not linear, but exponential." — Stephane Bancel, CEO, Moderna "Radically Human offers businesses and leaders a startlingly fresh perspective on how the increasingly human face of advanced technology is transforming innovation. Paul Daugherty and Jim Wilson provide a clear roadmap that enables leaders to build their future in a way that maximizes talent and human potential." — Arianna Huffington, Founder & CEO, Thrive Global "From emotional AI to the metaverse, digital technologies are rapidly advancing. Daugherty and Wilson offer a compelling blueprint for leaders to create business value while building a more human—centered, trustworthy, and sustainable society. A must—read!" — Erik Brynjolfsson, Professor and Director of the Digital Economy Lab at Stanford and author of The Second Machine Age "Radically Human makes an original, provocative business case for human—centered tech. Companies that harness AI and other advanced technologies while keeping trust and talent at the fore will become this century's greatest success stories. Paul Daugherty's and James Wilson's research reveals valuable insights, brilliant real—world examples, and a new framework to transform the future." — Amy Webb, CEO, Future Today Institute and senior fellow, Atlantic Council "Radically Human turns upside down many of the assumptions on artificial intelligence and emerging technologies. Daugherty and Wilson make a strong case for a new, human—centered approach to technology leadership and provide a roadmap for a better future for all." — Dr. Kai—Fu Lee, Chairman and CEO, Sinovation

Ventures and author of AI 2041 and AI Superpowers "In Radically Human, Paul Daugherty and James Wilson paint an exhilarating perspective on the next stage of our technology development, one that puts the human at the center of a more sustainable future—a future that we will ultimately decide." — Jean-Pascal Tricoire, Chairman & CEO, Schneider Electric "Daugherty and Wilson take on the very important work of distilling down today's complex and rapidly changing business landscape. Their prior book examined the early rise of artificial intelligence and now the authors consider how far the technology has come to transform the traditional definitions of invention and innovation." — Peter Chen, CEO, Covariant "In Radically Human, Paul Daugherty and James Wilson deftly illustrate how AI and other technologies will transform our future. Building on their extensive research and client experiences, the book makes a powerful case for why a human and humane approach will enable business leaders to disrupt competitors and chart a path toward a future that works for all." — R "Ray" Wang, CEO, Constellation Research and 2X Best Selling Author In Part One, we explore the new approaches to intelligence, data, expertise, architecture, and strategy (IDEAS) that are redefining innovation. Taken together, these turns toward the radically human in technology will remake business. Technologies based only on deep learning have little sense of causality, space, time, or other fundamental concepts that human beings effortlessly call on to move through the world. Now a number of pioneering researchers and companies are creating applications and machines whose reasoning ability is adaptable and savvy—more like the way humans approach problems and tasks. For example, a new generation of robots can generalize in real-world settings like warehouses, manipulating items without being told what to do. Or consider "emotional AI," which grew out of work with autistic children to help them understand and express their emotions. It is now evolving into onboard automobile AI that could be as effective in saving motorists' lives as seatbelts. By leveraging the most powerful cognitive characteristics of humans— awareness and adaptability—these developments promise potentially more intelligent solutions to pressing commercial and social challenges. The voracious data appetite of deep learning and the need for massive infrastructure to support it has increasingly put AI out of reach for many organizations. In the future, however, we will have top-down systems that don't require as much data and are faster, more flexible, and more affordable. Companies, like e-commerce retailer Wayfair, are effectively training AI in contexts where big and noisy data, like an enormous number of products, would previously drown out the small subset of relevant data. As AI continues to evolve, researchers and organizations are developing techniques ranging from data echoing, where a system reuses data; to active learning, where the system indicates what training data it needs; to synthetic data, where usable data is created where none exists. The size, shape, sources, and implementation of data are changing and, in the process, giving companies even more powerful insights and adding agility to their operations. The human turn in intelligent systems is upending many of the assumptions about the role of people and their expertise in the emerging technological ecosystem. This is one of the most consequential human turns of all: from machines "learning" by processing mountains of data to humans teaching machines based on human experience, perception, and intuition. Rather than training systems with bottom-up machine intelligence, people are guiding them with top-down

human knowledge, imparting natural intelligence to what was previously artificial. Etsy, the online marketplace for vintage and handmade goods, has developed a product recommendation system based on aesthetics, a notoriously difficult challenge for AI, by having the company's experts school the system in subjective notions of style. For almost any company, machine teaching unleashes the often-untapped expertise throughout the organization, allowing more people to use AI in new and sophisticated ways. The conventional IT "stack" spans software applications, hardware, telecommunications, facilities, and data centers. But this conventional stack simply can't handle today's hyper-digital world of mobile computing, AI applications, the internet of things (IoT), and billions of devices. In place of the rigid conventional stack, innovative companies are creating "living systems"—boundaryless, adaptable, and radically human architectures that bring an elegant simplicity to human-machine interaction. Epic Games, creator of the software framework called the "Unreal Engine," has an architecture that is fast and adaptable, allowing more than 8 million simultaneous users to engage in graphics-intensive game play in addition to collecting a large and steady stream of data for AI-enabled analytics. Harnessing the power and elasticity of the cloud and combining it with AI and edge computing, the human turn in architecture has ignited a new era of business where competition, no matter the industry, has become a battle between systems. Leading companies are pioneering a fundamentally new approach to strategy and, in the process, creating powerful engines of value creation. Companies can no longer afford to sequentially devise a strategy, experiment, and then execute. Among the novel business strategies that are emerging, three stand out: Forever Beta, Minimum Viable IDEA (MVI), and Co-lab. Forever Beta strategies are seen in products like the Tesla, which are digitally updateable through the cloud, allowing customers to see the value and utility of their purchase grow over time rather than fade. MVI strategies use one or more elements of the IDEAS framework to precisely target weak links in a traditional industry, provide a superior customer experience, and make immediate inroads in the market. Co-lab strategies produce superior results in the sciences or other knowledge-intensive environments through human-guided, machine-driven discovery. In Part Two, "Competing for the Radically Human Future," we explore how companies will use IDEAS to differentiate themselves along four key dimensions: talent, trust, experiences, and sustainability. These four key areas will be critical for companies to compete successfully in the radically human future. If all companies are now tech companies, all employees are now tech employees whose skills with intelligent technologies will be major difference makers. Leading companies take three bold steps to unlock the full potential of their people together with radically human technology, taking differentiation on talent to a new level of distinctiveness: (1) they democratize technology by putting it in the hands of employees of all kinds at all levels; (2) they invest in innovative technology skilling programs to take their people beyond digital literacy to digital fluency; and (3) they enable productivity from anywhere at a time when how and where work gets done is undergoing a massive shift. These companies are redeveloping existing talent, attracting new talent, and refashioning deep-rooted cultures to turn the workforce from passive users of intelligent systems to active producers of such systems, with exponentially more valuable and profitable results. Trust has been thrust to the fore as never before by the pandemic. It

must be rethought in light of ubiquitous technologies that tap into deep wells of anxiety. In response, companies are imbuing emerging technologies with the essentials of trust: humanity, fairness, transparency, privacy, and security. Privacy is now Apple's foremost differentiator. Goldman Sachs-based startup CYFIRMA is using predictive analytics to detect cyber threats before they become cyberattacks. Manhattan-based AI startup Pymetrics is one of a number of tech startups trying to overhaul the hiring process with the help of AI—but in a way that's free of human bias and genuinely fair to both the jobseeker and the employer. These companies and others, in making trust an integral component of their business model, strategies, and the technology itself, are turning trustworthiness into operational reality. New technologies provide customers and employees with digitally driven experiences that transcend traditional notions of customer experience or employer brand—and threaten to leave purveyors of prosaic experiences far behind. Leading companies are drawing on IDEAS to design radically human experiences that tap into some of the most compelling human aspirations and interests: (1) empowering experiences that fulfill our need for mastery; (2) rewarding experiences that provide personal growth, fun, or satisfying collaboration; (3) tuned-in experiences that offer effortless engagement; and (4) responsible experiences that connect us with something larger than ourselves. Companies that continue to think of experience merely in terms of customer touchpoints are likely to fall behind in the marketplace and miss the boat entirely in terms of employees. The radically human turns represented by IDEAS come together in the most radically human turn of all: sustainability, the existential struggle to save our planet and the people who inhabit it. Machine learning and related digital technologies hold immense promise for helping us overcome our biggest challenges. At the same time, digital technologies have a dark side in terms of the environment. For example, training a single AI model can emit as much carbon as five ordinary cars do over their lifetimes. Companies will need to address this reality directly in order to keep the damage from outpacing the gain. They must adopt a dual focus: using technology as a powerful tool to create new solutions that promote sustainability, while also improving the sustainability of technology itself. Over the past five years, three truths have emerged: all companies are now technology companies; companies have proved that they can wield technology to innovate and change with unprecedented speed; and in the human-technology nexus, the human is in the ascendant. This means as people's skills, experiences, and, in some senses, humanity evolve in tune with new technologies, the technologies and their design will need to further adapt. These truths, combined with a set of unprecedented global circumstances, have brought society to an inflection point--a once-in-a-generation opportunity to actively shape our future from the ground up. At this moment of truth for technology and for people, companies that fully embrace their newfound power to reimagine everything from their talent to data, architecture, and strategy will lead the way in business performance and to a future that works better for everyone. Paul Daugherty is Accenture's Chief Technology and Innovation Officer (CTIO) and is a member of Accenture's Global Management Committee. As a visionary in shaping the innovation of technology, Paul leads and executes Accenture's technology strategy, leveraging the company's leading-edge capabilities and research and development to reinvent the future of business. As CTIO, Paul also leads Accenture's Innovation strategy and organization, including

Accenture Labs and The Dock in Dublin, Ireland. He directs Accenture's global research and development into emerging technology areas such as generative AI, quantum computing, science tech and space technology. He leads a dedicated innovation group that not only designs and delivers transformational business and technology solutions, but also invests in, and partners with, pioneering companies to pilot and incubate new technologies. Paul is also co-author of Human + Machine: Reimagining Work in the Age of AI (HBR Press). H. James (Jim) Wilson is Global Managing Director of Thought Leadership & Technology Research at Accenture, where he leads research programs on the impact of technology on work, innovation, and business performance. He is the coauthor of Human + Machine (HBR Press) and the author or contributing author of numerous books and articles on the impact of technology on work and society. Wilson is a frequent keynote speaker and recognized by Codex as one of the top 50 innovators in the world. Read more. Paul Daugherty and Jim Wilson join Silicon Angle and theCUBE's John Furrier at AWS re:Invent to discuss their new book, Radically Human. Paul Daugherty discusses the role humans must play for organizations to realize the full potential of cutting-edge technologies. In this conversation, Paul Daugherty shares his guidance on how to best evaluate your own technology strategy. The Radically Human authors explain how people—not the algorithms they deploy—will be the reason most companies succeed in our AI future. In this podcast, Paul Daugherty explains how to unlock the potential of AI and five key ideas for managers to radically rethink technology. Jim Wilson delves into the benefits of using machines to augment human skills in this lively panel discussion, "Robots around the water cooler." Listen as Paul and Jim discuss how new AI powered technologies are reshaping the very nature of innovation and what it means to be "Radically Human." Order your copy of Radically Human from any of these retailers: Creating lasting value across the enterprise with technology innovation. AI can unlock new potential for businesses by augmenting and extending human capabilities. Creating meaningful business change with data and AI. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. Visit our Subscription and Preference Center © 2024 Accenture. All Rights Reserved. =======================

Know the ultimate business goal

----- Arcticle source ----- https://www.accenture.com/us-en/insights/operations/align-tech-business ----- Think big. Act together. Bring business and technology together Related capabilities Client case study Reinventing banking operations to trigger growth MORE ON THIS TOPIC Banking BPS Intelligent finance operations JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA It can be difficult to take a top-down, cross-functional view of operations transformation, given the scope and complexity of the ever-changing banking and regulatory environments. And banks' fixed cost structures and their significant investment in legacy systems further complicate the picture. As such, banks tend toward an incremental approach to improving operations. With limited funds to invest in operations, they simply plug the biggest hole first and those holes are

often defined by regulatory and compliance priorities rather than enhancing competitiveness. Coordinated operations transformation that happens at the enterprise level is the exception. But banks that use scale and intelligent operations can take a much more holistic approach. Not only can they improve customer experiences and outcomes in the process; they can also transform the cost curve. 11% of banks are scaling business-technology collaboration today. 43% of banks plan to scale business-technology collaboration in the future. Advancing the operating model through technology is about more than the technology itself. Progress happens when business and technology come together to develop new joint governance models, integrate ecosystem partners and co-create the strategic roadmap so that technology investments align with the business strategy. In many leading banks, the Chief Technology Officer and Head of Operations now report into a single executive who has a complete view of how technology can enable an effective operations transformation. Banks need to scale business-technology collaboration but have some ground to cover. Increasing collaboration will help banks be more innovative and make better use of expert talent and technology. "…executives have their own IT teams in order to get things done. And…it creates all of these different islands within an organization, which makes it impossible for the entire company to work in a cohesive manner." "…executives have their own IT teams in order to get things done. And…it creates all of these different islands within an organization, which makes it impossible for the entire company to work in a cohesive manner." A European bank used automation, analytics and top talent to cut operating costs by 20-30%—freeing up resources to reinvest. Learn more. MANAGING DIRECTOR – ACCENTURE OPERATIONS, GLOBAL BANKING OPERATIONS BUSINESS LEAD MANAGING DIRECTOR – ACCENTURE OPERATIONS, GLOBAL BANKING OPERATIONS OFFERING LEAD Ensure banking sustainability by transforming to an agile banking operating model. Helping companies transform from transactional to strategic organizations through intelligent operations.   Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved. =======================

Cloud's the urgent imperative: Maximize its value

----- Arcticle source ----- https://www.accenture.com/us-en/insights/cloud/cloud-migration-overview ----- In brief Get to cloud. Get the value. Get ready for the future. Related capabilities RESEARCH REPORT In an era of uncertainty, cloud is more critical than ever Unleash competitiveness with the Cloud Continuum Migrate to the cloud quickly, yet thoughtfully Migrate and scale up Get the most from the hyperscalers Modernize and accelerate Run and optimize Innovate and grow Cloud services Cloud migration Secure Cloud JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Everyone knows the cloud is the place to be: It has offered greater flexibility, more agility and new opportunities for innovation. No surprise, then, that more than 90 percent of today's enterprises have

adopted cloud in some form.1 So what's the challenge? Many enterprise efforts to adopt and scale to cloud have slowed or stalled. Some organizations got stuck in an experimental mindset without a sense of where their cloud journey was headed. Others struggled to make a clear business case for scaling up their use of cloud. The result? Most enterprises have, on average, only about 20-40 percent2 of their workloads in the cloud, most of which are the easier, less complex ones. And nearly two-thirds have said they haven't achieved the results expected of their cloud initiatives to date.3 On top of these concerns, COVID-19 has created an unprecedented wake-up call. Organizations in every industry have had a very powerful and direct reminder of the importance of systems resilience, agility, adaptability and scalability. As companies look to outmaneuver the uncertainty heightened by the pandemic, the enterprise focus has shifted to sustaining operations under severe disruption, flexing to address highly volatile customer demand and managing vastly changing workforce dynamics and increased needs for remote network access. For many companies, the pandemic not only introduced new disruptions to their enterprise systems and business models, it also exposed pre-existing weaknesses in those models and systems. According to research we conducted before the pandemic, only a small minority of companies—the top 10 percent — had mastered systems resilience.4 It's imperative that the companies that went into the crisis with significant gaps embrace the promise of cloud now to enable short- and long-term change. If they do, they can mitigate business risk, maximize human potential, enable business transformation and emerge stronger, able to change and thrive despite ongoing uncertainty. Cloud isn't some future aspiration—it's an urgent mandate at the heart of the business. Cloud offers the promise of greater efficiency, accelerated innovation and is a critical enabler of advanced digital technologies that open the door to new business models and revenue streams. But a rushed migration without a clear strategy can end up costing the business more, leaving existing legacy applications racking up consumption—and costs—at an alarming rate. An intelligent cloud journey must balance business drivers, technology needs and industry dynamics in achieve the right blend of scale, shape and speed for your organization's unique needs. There is no one-size-fits-all approach. Instead each will be driven by industry-specific competitive environments and individual company aspirations for cloud. Consequently, your cloud initiative should start with defining the business value that this technology transformation can enable: identify where impact will be derived fastest across the business through new capabilities, cost efficiencies, or risk mitigation. Success in the cloud goes beyond technology. You want to consider key factors including how ways of working will change, your organizational structure and business model, human performance and organizational behaviors and mindsets. With the value identified, you can then map out the journey and determine how cloud will enable the overall business strategy and ambition. There are five essential elements to capturing the full value of cloud: Get your workloads to cloud rapidly, securely, and with confidence by selecting the right infrastructure for your business needs. Apply the innovations and investments from the big cloud providers to create value for your business. Read more. Ramp up your organizational speed and agility by restructuring architectures, applications and data for cloud. Read more. Adopt new ways of operating that push your cloud estate to ever higher levels of business performance and

sustainability. Read more. Use cloud as a digital transformation lever to create greater differentiation and competitiveness in your industry. We're now at an inflection point for scaling cloud adoption and maximizing its value across five essential elements: migration, hyperscaler integration, modernization, management and innovation. Cloud has proven its centrality to resilient, sustainable enterprise operations and future competitive advantage. If you're not substantially on the cloud, you can't hope to unlock the capabilities a modern business requires – greater flexibility, more agility and new opportunities for innovation to help you disrupt your industry. Enterprises that continue to delay a shift to cloud at scale aren't just incurring an opportunity cost, they're risking their very survival. 1 Everest Group Research "Business Transformation through Multi-cloud" 2 Accenture research. 451 Research. Cloud, Hosting and Managed Services, Workloads and Key Projects, Q1 2019. 3 Accenture Research, "Sky High Hopes: Navigating the barriers to maximizing cloud value", 2020 4 Systems resilience in times of unprecedented disruption, COVID-19: Systems resilience in times of unprecedented disruption Speed, cost, and innovation–Accenture Cloud First makes cloud's promise real. Migration to cloud is vital for companies looking to achieve digital transformation and exploit growth opportunities... Working with an ecosystems of partners to help accelerate fast, frictionless, scalable, cost effective cloud security. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. Visit our Subscription and Preference Center © 2024 Accenture. All Rights Reserved.
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The future of banking: Time to rethink business models

----- Arcticle source ----- https://www.accenture.com/us-en/insights/banking/future-banking-business-models ----- In brief An age-old model gets turned on its head There's value in going non-linear, our report shows Crafting a kaleidoscope of business models Related capabilities The life centricity playbook Sell the bank's own products Build a distribution-driven ecosystem Sell banking capability as a service Create new propositions through bundling MORE ON THIS TOPIC Banking Intelligent operations JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA The digital revolution has finally come for one of banking's long-standing foundations. For years, business models in the industry were as fixed as panes of stained-glass cathedral windows. A bank typically owned each layer of the value chain and would create, package, and distribute its products, whether the bank was a century-old global titan or a neobank offering a digital alternative to traditional offerings. Its models were monolithic, linear and vertically integrated. But new waves of digital-only players have unshackled themselves from vertical integration and are fragmenting the banking value chain by choosing which layers they want to play in. They are also unbundling traditional products into micro-products or services and re-bundling their own offerings together with components from other providers to offer better customer propositions. Many digital-only players are using

this non-linear and adaptive business model to attack incumbent banks where they are most exposed. The strategy of each challenger varies, but they are unified in their ability to configure innovative products and propositions quickly and at scale, with lower customer acquisition costs. The result in most markets? A steady outflow of banking and payments revenues from incumbents to new entrants. Our Future of Banking report analyzes the business models of leading incumbent banks and digital-only players to identify how value chain fragmentation and product componentization are reshaping the banking market of the future. We found that digital-only players with non-linear business models are outperforming those that simply emulate vertically integrated models in the digital world. They can also adapt more easily to product componentization and further value chain fragmentation to respond quickly to future disruption in the market. The average compound annual revenue growth of banks and competing players in our study that utilize different business models (between 2018 and 2020): 76% digital-only players with non-linear models. 44% digital-only players emulating traditional vertically integrated models. <2% traditional banks with vertically integrated models. The performance of these digital-only, non-linear challengers offers inspiration for incumbent banks looking for breakout growth and higher market valuations. The billion dollar question is: where to begin? Large banks are understandably reluctant to discard the vertically integrated business models that still drive their profitability. The good news is that taking on non-linear business models is not an all-or-nothing proposition. The key to success in this flexible, fluid environment is not just to shift from yesterday's business model to a new one. Rather, it is to evolve from reliance on a single, vertically integrated business model to multiple non-linear models and roles in the value chain. Owning the value chain end-to-end and selling only your own products are no longer requirements for success. Architecting and creating value for the end-customer or for the next player in the value chain offer new paths to differentiation and growth. This requires having the vision and flexibility to reimagine and "package" compelling propositions that truly focus on customers' needs and intentions. To become a value architect, banks should consider playing a range of roles in the value chain. Depending on the size, market and strength of the bank, an incumbent can embrace any mix of these approaches to increase business model flexibility and differentiate itself from the competition. Control all layers of the value chain, from manufacturing to distribution, in a traditional model of vertical integration Distribute financial products of all kinds from other companies, or even non-banking products. Reach scale by manufacturing technology or business processes that are invisible to end-clients. Build or package fragmented micro-products or products for distribution through other companies and digital experiences. In the leading banks of tomorrow, the traditional model of vertical integration will co-exist with an endlessly configurable kaleidoscope of non-linear models. This will allow these banks to both defend their existing business and seize new opportunities. By unshackling themselves from the traditional value chain, they can grow and scale in new markets while lowering the cost of growth.   You can find more detail on the future of banking business models in our report. By rethinking their business models and embracing the innovative strategies of digital-only banking and financial services new entrants, banks could boost revenues by nearly 4% annually. By rethinking their business models and embracing the

innovative strategies of digital-only banking and financial services new entrants, banks could boost revenues by nearly 4% annually. Senior Managing Director – Global Banking Lead Managing Director – Strategy & Consulting, Credit Lead, EMEA Dilnisin advises financial services firms on how to stay ahead of major changes in credit, helping them to transform their business for the future. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. Visit our Subscription and Preference Center © 2024 Accenture. All Rights Reserved. ======================

What's your flight plan for the new sky economy?

----- Arcticle source ----- https://www.accenture.com/us-en/insights/aerospace-defense/new-sky-economy ----- In brief Charting the new sky economy Incumbents need to flex out of their comfort zone New entrants certify while scaling up Talent to fly Reach for the new sky economy WRITTEN BY Current Country: United States RESEARCH REPORT 5-MINUTE READ July 4, 2022 The New Sky Economy offers innovations for mobility, connectivity and experience in established markets such as commercial air travel. And it will shape entirely new markets, like advanced air mobility and commercial space. Any company — established or new — that wants to compete will need to reimagine their own boundaries and develop digitized, nimble approaches for both innovation and certifiable production. As society changes the way it uses the sky, a whole New Sky Economy is opening up. It promises to offer an ever-wider range of new and improved experiences to everyone, everywhere. That could be meeting the needs of commercial passengers seeking more sustainable travel. It might be providing satellite-based internet access to remote communities, or countless other new experiences and services. But one thing is certain. The New Sky Economy is poised to completely transform what we do with the space above. But this radical future also presents different challenges to established incumbents and new entrants: The New Sky Economy will challenge incumbents' existing systems, models and processes that are hard to flex and scale. To overcome this, they'll need to build on lessons from Model-Based System Engineering and mobilize a model-based enterprise (MBE) approach. An MBE pushes digital models from engineering through to manufacturing, supply chain and support to deliver the speed and agility incumbents require. Incumbents' proven operations are often also siloed. MBE helps break them down. Sharing highly detailed information about components and products across business functions and with the supply base, service partners — and even customers– is vital. Beginning at initial concept — and updated every step of the way – this shared information ensures that a component is designed for effective production and long-term service. Enabling the digital twin, simulation and visualization tools help trial all steps in the manufacturing process, even the movements and actions of humans in the loop MANUFACTURING LEADER/Tier 1 supplier MBE also increases adaptability and decreases rework. For example, before an OEM makes an order, MBE enables suppliers to "fit check" their components in

real time. Using a model-based approach can, for example, enable new ways to think about component design. Suppliers can take parameters beyond form, fit and function, such as lead times for raw materials, into account. That ability can have a huge impact on the supply chain and delivering on schedule and budget. New entrants are digital natives. And that offers them some distinct advantages in the New Sky Economy. They are nimble and can quickly adapt to future demands in aerospace. They can also collaborate across multiple industries to address novel and evolving needs. But they also need to become ready to manufacture a certificated product at scale. The challenge they face is that the infrastructure and supply chain required for production at scale are orders of magnitude more complex and capital-intensive than for building a one-off prototype. New entrants need to start with a fully open, digital collaboration platform that unites all functions, processes and data structures in a "town square." This single shared space will enable universal data standards, a seamless digital thread and interoperability between operational functions, right from the concept stage. And a town square will enable the right information to accelerate product development and continuous, responsive product improvement. Through its universal data structure, the town square should also reduce the time and resources required during the intensive trial phase, where everything is typically done physically. And beyond the trial, the universal data structure that underpins the digital twin lays the groundwork for a model-based enterprise as the product matures and production-rate increases. Maintaining trust in products while striking the right balance between automation and people is challenging. Companies will increasingly rely on digital models and software-driven shop-floor operations. To support these, a different set of innovation and digital technology skills will need to come into play across traditional aerospace operations. Partnering with digital-native new entrants can help incumbents gain a 'fast-pass' to future competencies. The best results will arise from blending talent from innovative new entrants with experts from the established aerospace industry. This mix will enable both a different perspective on processes and an understanding of how to put the power of the product model into use across operations. The challenges that people face in being innovative is probably 80% limited by their people, and 20% by new technologies that need to be developed. ENGINEERING EXECUTIVE/Commercial Aerospace OEM But bringing in experienced aerospace hires to a newer business may also drag in structures and processes that will impede pace and innovation flexibility. The solution? Construct teams and hire for talent that can marry the speed of a start-up with the controls of an incumbent. To thrive in the New Sky Economy, optimal teams need both sides of the brain — innovation and industry controls — working in harmony. While they start from different places, both new entrants and incumbents share the New Sky Economy as a common destination. They both have much to learn from each other as they assemble the talent and harness the data to develop and launch the new products and services that will soon fill the sky. John Schmidt Senior Managing Director – Aerospace & Defense, Global Russell Bertwell Principal Director – Aerospace and Defense Tobias Geissinger Managing Director – Engineering Services, Aerospace and Defense, Global Benjamin Schuricht Associate Manager – Engineering Services Rushda Afzal Research Manager – Industry X Jeff Wheless Principal Director – Industry X, Accenture

How businesses can survive & thrive through high inflation

----- Arcticle source ----- https://www.accenture.com/us-en/insights/strategy/ukraine-surviving-thriving-through-high-inflation ----- Are leaders prepared? Economic cost pressures How cost pressures affect different industries To identify your specific challenges: From insight to action: Use technology to help weather the storm Be transparent with stakeholders Solving for today and tomorrow Disclaimer About the Authors The war in Ukraine: Addressing the business and economic impact Round 1 - Energy (direct) Round 2 - Supply chain (indirect) Round 3 - Wage and demand erosion Trade-off: Customer demand and retention vs. margin Trade-off: Cost vs. resilience Trade-off: Retention vs. wage inflation Trade-off: Cost efficiency vs. topline growth References MORE ON THIS TOPIC JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA MAY 11, 2022

 5-MINUTE READ   The impact of the pandemic and the war in Ukraine has driven inflation to surge across the globe. Few C-suite executives have experienced these combined inflationary pressures and navigated their company through such an environment. In a high-inflation context, three imperatives are crucial for success and enduring competitiveness: After two years of pandemic and a war in Ukraine that threatens modern globalization, many economists, business leaders and policy makers agree: We have entered a high inflation environment that is fundamentally challenging business leaders and the way companies operate. New dilemmas emerge every day, spanning supply chain, manufacturing operations and workforce management to financial management and customer retention. Since the global financial crisis of 2007–2009, companies have enjoyed ongoing economic growth and low volatility. However, even before the war in Ukraine, many economies were already experiencing inflationary pressures caused by extensive fiscal and monetary support measures, a shift of consumers buying more goods versus services and supply chain disruptions. As of January, 70% of global C-suite executives were expecting significant inflation in 2022, potentially reaching double-digit rates in select countries.1 As a result, inflation is topping the priority list of many business leaders. As war compounds issues like supply chain disruption and energy prices, the challenge has become real. Natural resource shortages along with soaring energy and housing costs, and constrained supplies of consumer goods have led to unprecedented inflation levels across major markets. As of March 2022, inflation reached 8.5% in the United States, 7.0% in the United Kingdom and 7.4% in the eurozone.2 Drivers of recent Consumer Price Index inflation When inflation will peak remains unclear. Economic and business impacts will largely depend on the length and severity of the crisis as well as policy response.3 Few business leaders today have experienced anything similar over their tenure. Now, this new reality is testing their supply chains, their people, their customers and their stakeholders.   The good news Despite the outlook, leaders may be

better prepared than they realize. The operational changes they made to navigate the COVID-19 pandemic helped their businesses survive and thrive: In fact, our research shows the largest 2,000 companies globally grew by 11% between Q4 of 2019 and Q4 of 2021.4 Value generation differed among them, however. The more digitally advanced companies navigated the crisis without compromising profitable growth.5 From December 2021 to January 2022, 90% of c-suite executives reported that their organizations were undergoing rapid digital transformation.6 Some companies—we call them 'Twin Transformers'—also combine digital transformation with an acceleration of their sustainability agenda.7 Many forces have come together to drive high inflation, and the effects differ by industry. The impact depends on cost structure—including energy, materials and wages—as well as the ability to pass costs on to consumers. Inflationary cost pressures on profit margin are amplified as they pass through the various layers of the economy: Direct impact on operating costs depends on the industry's intensity of use of these inputs. Cost pressure passing from upstream industries to downstream industries depends on intensity of use of inputs from industries heavily impacted in Round 1. Inflation erodes consumer purchasing power, placing upward pressure on wages. The size of the effect on wages depends on the tightness of the labor market and the negotiating power of employees. Industries will face different levels of cost pressure on margins, based on their cost structure.   Cost structure and cost pressure on margin by industry in Europe *Energy impact = Cost increase due to direct energy usage, Raw materials & supply chain impact = cost increase due to direct usage of raw materials and transmitted through the supply chain, wage & demand = cost increase due to inflation induced wage increase and demand erosion. ** Before pass-through. Ranges for high and low scenarios consistent with ongoing impact and protracted impact scenarios: Energy price scenario $110-150/Bbl for oil, $157-194/MWh for natural gas, $155-188/tn for coal. Utilities correspond to supply of electricity/gas/heat, excluding water/waste. Source: OECD, Accenture Research energy price impact on margin simulation model. VIEW ENLARGED IMAGE Utilities, like power generation and distribution, are greatly affected due to their dependence on oil and gas. However, they may be able to manage impact by passing on costs, but within the constraints of regulatory price controls. By contrast, the consumer goods industry is exposed to the high cost of energy indirectly, as many of their manufacturing processes rely on food, raw materials and resources from directly impacted industries. Food, beverage and consumer durables are likely to see significant disruption due to their reliance on agricultural commodities and raw materials; together, Ukraine and Russia supply 26% of global exports of wheat.8 The food, beverage and consumer durables sector also is highly price-sensitive and vulnerable to consumer switching. Other industries may suffer cost pressure even more indirectly. For example, the health industry is not a heavy direct user of energy or raw materials, but much of its cost structure depends on employee compensation. As prices of products they consume rise, workers will demand higher wages to try to maintain their purchasing power. Remember that challenges also vary by geography and industry. Areas that rely on production from other regions may be more exposed to energy and food inflation. Other geographies may have social, political or institutional constraints that prevent them from handling inflation shocks, resulting in volatility. The US, meanwhile, would primarily be affected by higher oil

prices and their knock-on effect on household wealth and consumer spending. In the event of a protracted impact scenario, Oxford Economics estimates that US GDP could decline relative to pre-war estimates by 1.0 percentage points in 2022 and 0.6 percentage points in 2023. Will I lose my customers if I pass on the cost of inflation? Will my competitors price me out of the market? How will I pay my employees? What's the best procurement strategy for a highly inflationary environment? Will I remain competitive overall? Leaders may need to make tough choices quickly. Anticipating change and planning for a range of scenarios is essential, and the more intelligence, the better. "Intelligent" enterprises use integrated, cloud-enabled planning and performance analysis tools to improve how they capture and analyze data. From there, they can garner valuable insights to fuel decision-making around critical issues, including: Trade-offs: What to expect and how to address them The optimal strategy improves the company's data gathering and analytics capabilities and uses technology-enabled solutions to calibrate the best response to the difficult trade-offs that inflation demands: Will I lose my customers if I pass on the cost of inflation? Will my competitors price me out of the market? How will I pay my employees? What's the best procurement strategy for a highly inflationary environment? Will I remain competitive overall? Leaders may need to make tough choices quickly. Anticipating change and planning for a range of scenarios is essential, and the more intelligence, the better. "Intelligent" enterprises use integrated, cloud-enabled planning and performance analysis tools to improve how they capture and analyze data. From there, they can garner valuable insights to fuel decision-making around critical issues, including: Trade-offs: What to expect and how to address them The optimal strategy improves the company's data gathering and analytics capabilities and uses technology-enabled solutions to calibrate the best response to the difficult trade-offs that inflation demands: What to do about it How to improve decisions using data and insight How to drive operational efficiencies with technology Data infrastructure and management powered by cloud   Pressure on industry What to do about it How to improve decisions using data and insight How to drive operational efficiencies with technology Pressure on industry What to do about it Rethink work processes and reward approaches that drive engagement and boost productivity. How to improve decisions using data and insight Analyze data on: How to drive operational efficiencies with technology Pressure on industry What to do about it Use zero-based cost approaches to improve liquidity and cash flow11 while freeing up resources for growth. How to improve decisions using data and insight How to drive operational efficiencies with technology Advanced analytics to track and recalibrate costs in real time Pressure on industry While insights are crucial, transparency is equally so. Be forthcoming with stakeholders about the changes you're making to address inflation, especially with customers, employees and ecosystem partners. This could be as straightforward as: Be sure to collect feedback and response data so you can understand how stakeholder reactions may affect your business and adjust accordingly. Inflation may be here to stay, but with solid insights and sharp decision-making, it is still possible to create value for your stakeholders. Understand how inflation will affect your industry, your ecosystem and your employees (in the short-, mid- and long-term), and act early to improve your data capabilities and build transparency on all fronts. It's all part of the foundational strength businesses need to survive and grow

—both now and when high inflation is no longer a critical concern. The material in this document reflects information available at the point in time at which this document was prepared as indicated by the date provided above, however the global situation is rapidly evolving and the position may change. This content is provided for general information purposes only, does not take into account the reader's specific circumstances, and is not intended to be used in place of consultation with our professional advisors. Accenture disclaims, to the fullest extent permitted by applicable law, any and all liability for the accuracy and completeness of the information in this document and for any acts or omissions made based on such information. Accenture does not provide legal, regulatory, audit, or tax advice. Readers are responsible for obtaining such advice from their own legal counsel or other licensed professionals. Accenture and its logo are registered trademarks of Accenture. This document refers to marks owned by third parties. All such third-party marks are the property of their respective owners. No sponsorship, endorsement or approval of this content by the owners of such marks is intended, expressed or implied.

1 Accenture Survey of 3,200 C Suite executives across Geographies and Industries; data collection, 10th December 2021- 21st January 2022 2 US Bureau of Labor Statistics, UK Office of National Statistics, Eurostat; data surveys as of June 2022 3 Business and economic impact of the war in Ukraine, Accenture (2022) 4 Accenture Research analysis on data retrieved May 2022 from S&P Capital IQ and SNL Financial databases 5 Make the leap, take the lead: Tech strategies for innovation and growth, Accenture (2021) 6 Accenture Survey of 3,200 C Suite executives across Geographies and Industries; data collection, 10th December 2021- 21st January 2022 7 The European double up: A twin strategy that will strengthen competitiveness, Accenture (2021) 8 "2021/22 Grain Trade in Flux Amid Russia-Ukraine Conflict," US Department of Agriculture Foreign Agricultural Service (2022). 9 Accenture Research based on profit margins simulation model. The model accounts for first, second and third round impacts of energy price increases. To model first and second round impacts, we embedded a detailed view of the structure and outlook of the energy market into Input-Output tables coming from OECD. The detailed view of the structure and outlook of the energy market was developed in consultation with energy industry experts. To model third round effects, we consider two channels a) impact on demand and b) impact on wages. For a) we assume that demand for each industry will follow industry GDP growth which we source from Oxford Economics' industry data bank (data retrieved April 26th). For b) we assume that wage inflation equals consumer price inflation after first and second round impacts, and that it loops though the supply chain. Employee compensation importance for each industry is from OECD Input-Output tables. Finally, ability to pass-through cost pressure to prices was calibrated combining GTAP demand substitution elasticities with industry expert views. We simulated high and low energy price scenarios consistent with ongoing impact and protracted impact scenarios in Energy price scenario $110-150/ Bbl for oil, $157-194/MWh for natural gas, $155-188/tn for coal. 10 The benefits of supply chain visibility, Accenture (2022) 11 Inflation and Economic Uncertainty, Accenture (2021) Michael Brueckner Lead – Strategy, EMEA Kathleen O'Reilly Global Communications, Media and Technology Industry Practices Chair Svenja Falk Managing Director – Research, EMEA TOMAS CASTAGNINO Thought Leadership Principal Director – Accenture

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How rethinking technology can yield new private equity value

----- Arcticle source ----- https://www.accenture.com/us-en/insights/strategy/private-equity-greater-value-through-technology ----- The truth about tech maturity in PE Five ways to use technology effectively pre- and post-deal Cloud platforms and 360-degree partners make things easier Related insights WRITTEN BY Current Country: United States Research report 5-MINUTE READ April 10, 2022 Is your private equity (PE) firm leaving value on the table in the mergers and acquisitions (M&A) deal cycle? Chances are, it is. Historically, the technology part of these deals has been viewed as a cost line item and source of risk. When you rethink technology as a value creation lever, you uncover a powerful competitive edge. As competition for deals intensifies, technology can take a deal from good to great. It just needs to be handled the right way. When it comes to technology value creation, PE firms are facing a gap between expectations and execution. PE leaders tend to think their technological capabilities are mature, when in fact, they have a way to go. In our survey, 58% of PE leaders rated their technology capabilities as advanced. The reality begs to differ: Only one in three projects meets its initial goals and is delivered on time and within budget. Tech perception in PE collides with reality Source: Accenture Strategy survey of PE leaders, 2021. There are many reasons for this gap, including: In the full report, you will find a more detailed look at specific factors that hold PE firms back. PE leaders who successfully guide their teams to greater value assess the applicable technology value levers in the pre-deal phase. Continuing that focus throughout the deal phase drives business efficiencies and top-line growth, from a reduction in complexity to scalability. A focus on technology levers throughout the deal cycle drives efficiencies and growth. Proven guidelines for technology programs in M&A include: Thanks to the tools available today, obtaining the full value from technology is easier than ever. First, digital now comes "in a box." Cloud-based core technology platforms like Salesforce and Workday offer advanced digital capabilities with little upfront investment and quick adoption. And second, end-to-end partners like Accenture can support deals from due diligence to implementation and realizing value. When SUSE Software Solutions was sold to investment company EQT Partners, it was the perfect time to start fresh. Free to leave behind the old ways of working and challenge the status quo, SUSE could build on its strong brand to create a new, standalone company—purpose-built for growth. To learn more about technology as a value creation lever for PE firms, including the main reasons for missing out on maximum value and the factors we see contribute to success, download our report. Four technology trends are driving concrete value opportunities for alternative asset managers. Explore how they will help accelerate

innovation while ultimately reducing total cost of ownership. In a complex environment, private equity (PE) firms are finding that they must dig deeper to accelerate returns. The days of "one-and-done interventions" are over. Leaders must look for new and distinctive paths to value. Sustainable investments, sustainable returns. Pioneering private equity firms are showing that profit and purpose can go hand in hand. Divestitures are an important lever for growth—and reinvention—but they're a muscle that's rarely used in most companies. Trends indicate they are about to have their time in the sun. Are executives ready? J. Neely Senior Managing Director – Accenture Strategy, Transaction Advisory, Global Lead Felix Hessel Managing Director – Accenture Strategy, Mergers & Acquisitions Dominik Krimpmann Managing Director – Accenture Technology Strategy & Advisory, Mergers & Acquisitions Lead, Europe Masao Ueno Managing Director – Growth Markets Corporate Development © 2024 Accenture. All Rights Reserved. =====================

Billions to millions: Improving R&D productivity

----- Arcticle source ----- https://www.accenture.com/us-en/insights/life-sciences/from-billions-to-millions-transformation ----- In brief R&D has a pivotal role to play Driving billions to millions Realizing value from transformation In closing Related capabilities New Science: A new economic reality for growth MORE ON THIS TOPIC R&D New Science Life Sciences JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA The healthcare ecosystem is under significant price pressures at system and patient levels. Patient affordability is also under strain. $300B The patient affordability gap in developed markets would be an estimated $300B by 2028. 30% Almost 30% of US patients report not taking their medicine as prescribed due to cost. Trends like these are contributing to profitability challenges and underperforming sales targets. These add to the urgency felt by biopharma leaders as they contend with the unsustainable economics of bringing medicines to market. $6.7B The cost of bringing a successful medicine to market is between $2.6B and $6.7B including the cost of capital and cost of failure. 7% The rising ratio of R&D spend per each new treatment approved, has increased 7% per approval annually over the last ten years. Depending on the therapeutic area, treatment modality and disease complexity, the cost of bringing a new treatment to market is between $2.6B and $6.7B (including the cost of capital and cost of failure). The growing price pressures on the healthcare ecosystem mean that this cost must come down from billions to millions. A central strategy for addressing these economics is to rethink how medicines are being discovered and developed – looking at how R&D can be modernized, using data, advanced analytics and technology, can boost innovation and productivity. Biopharma companies should intensify their focus on three strategic plays to affect change: New Science portfolio, digital and data-led research, and faster, smarter development. Biopharma should intensify their focus on three strategic plays: New Science portfolio, digital and data-led research, and faster, smarter development. $1.7B Three strategic plays

suggest savings of $1.2-1.7B per successful treatment. $450M Accenture's model suggests it will create additional revenue opportunities of $150-450M. Our research model suggests that the three strategic plays will deliver savings of $1.2-1.7B per successful medicine (including the cost of capital and cost of failure) and will create additional future revenue opportunities of $150-450M. Levers to reduce the cost of discovering and developing new treatments from billions to millions *PTRS: Probability of technical and regulatory success **While regulatory innovation does not significantly reduce cost, it is included as a lever due to its greater impact on revenue opportunities To create the right environment needed to effectively enable the three strategic plays, companies must move away from siloed, incremental change and embrace full-scale transformation of the R&D pipeline and operations by: 1 Establishing enterprise-level strategy, budget, and oversight for strategic plays and enablers through redistribution of budget for the enterprise and tracking of value realization. 2 Creating asset-centered teams with the objective of delivering business and patient value. Companies will need to evolve how teams operate and align incentives to asset outcomes. 3 Assessing the current maturity of enabling capabilities and making coordinated cross-enterprise investments to be able to scale the strategic plays. We believe biopharma can achieve greater value at speed by going through a "compressed transformation", by simultaneously transforming R&D organizations and their portfolio across five enabling capabilities in what previously would have been sequential and siloed programs. This requires replatforming their businesses in the cloud, implementing digital & automation technologies while making operating model changes and reskilling their people all at once. Biopharma companies are already in innovation mode. Now is the time to shift strategy and generate a new "future-fit" R&D organization. A modernized holistic approach to transforming R&D would deploy strategic plays to generate a new "future-fit" biopharma R&D organization. Our research shows that this investment could bring discovery and development costs down from billions to millions—rewriting the productivity equation and enabling price reductions that broaden the access and impact of the coming wave of New Science treatments. Managing Director – Life Sciences, Strategy Senior Principal – Life Sciences, Research Global Lead Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved.
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Cybersecurity for connected energy ecosystems

----- Arcticle source ----- https://www.accenture.com/us-en/insights/utilities/cybersecurity-connected-energy ----- In brief Connected energy ecosystem trends Security risks and challenges in the connected energy ecosystem Regulations in the connected energy ecosystem A paradigm shift: Moving from assuming trust to proving trust Moving to zero trust How to implement zero trust models Related capabilities For EV charging at scale, your platform is key What is zero trust security? MORE ON THIS TOPIC Utilities

Government regulations and financial incentives to establish clean, renewable connected energy ecosystems are a powerful driver for change. These are creating new power consumption and generation models, leading to a rapidly evolving connected energy ecosystem with clean, renewable electrical power generation and storage technology integrated into buildings. By combining these with other smart building technologies, even more energy efficiency and cost reductions can be achieved. This results in an energy efficient building ecosystem that automatically self-optimizes to maximize user comfort while reducing carbon emissions, building operations and maintenance costs. Electrification of transport is another significant part of the connected energy ecosystem. Although electric vehicles (EVs) make up a small proportion of vehicles on the road, sales are rising as battery technology improves. Current global projections indicate that one in ten vehicles purchased in 2025 will be battery-powered and by 2040, the world will need some 12 million public charging points and $400 billion spent on infrastructure. Like many new technological areas, the connected energy ecosystem has been driven by individual or competing entities with a focus on consumer uptake and profitability. Cybersecurity and ease of integration with other systems has often been an afterthought. This has led to an extremely heterogenous and rapidly expanding ecosystem which has outstripped the ability to create national and international regulations or frameworks to ensure that components can interoperate securely. However, the diverse range of technologies and lack of standardization is not the only challenge to security. There are also challenges in securing the processes and people that operate and use it. Security requires a seamless combination of people, process and technology The decentralized and international nature of the connected energy ecosystem means that it is impossible for any individual participant to enforce a consistent and holistic approach to security across the ecosystem. The adoption of international standards is therefore becoming a priority. Front running countries such as the Netherlands, France, Germany and the UK are beginning to introduce regulations to protect their connected energy infrastructures, but international standards are required to ensure interoperability of devices operated in different countries and guarantee safe and secure integration. Typically, security defenses have focused on perimeter defenses to restrict access to trusted, authenticated identities, but trust-based models fail spectacularly when trusted identities are stolen or misused. The COVID-19 pandemic accelerated the move to remote internet connectivity for work and e-commerce, and many organizations were unprepared for this sudden transition. With greater reliance on on-line channels, the cyber threat ruthlessly exploited this lack of preparedness for safe remote access. Because of its extremely diverse range of technologies, service providers and users, the connected energy ecosystem is particularly vulnerable to breaches of trust. Although it can be reasonably expected that an e-mobility service provider or microgrid operator will have security defenses integrated into their solutions and security-aware teams to monitor and maintain them, the same cannot be said for households running connected energy solutions. Many domestic users of connected energy solutions have little or no knowledge of good security practices. They may have obsolete and insecure devices connected to their home networks, making them a prime target for hackers wishing to

penetrate the ecosystem. Most domestic users of connected energy solutions have little or no knowledge of good security practices All security models require strong governance. Zero trust security is no different, but it is based on five fundamental pillars; users, devices, network, application and data, supported by a strong foundation of automation and analytics to enable it to scale. Key components for strong zero trust security governance are: Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings.

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Achieving net-zero future with industrial clusters

----- Arcticle source ----- https://www.accenture.com/us-en/insights/utilities/industrial-clusters-net-zero-future ----- In brief Industrial emission abatement by the numbers What are industrial clusters? Net-zero solutions for industrial clusters Opportunities through collaboration Actions to accelerate net-zero industrial clusters Related capabilities Transitioning industrial clusters towards net zero 1. Systemic efficiency and circularity 2. Direct electrification and renewable heat 3. Carbon capture, utilization and storage 4. Hydrogen Decarbonizing aluminum with industrial clusters MORE ON THIS TOPIC Energy transition services Utilities Strategy JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA While there are several challenges for industrial clusters on the path to net zero, an integrated approach to implementing low-carbon solutions can create sizeable economic opportunities. 37% The industrial sector accounted for 37% of total global final energy use in 2018. 11 GT CO2 Industrial emissions represent 30% of GHG emissions globally. 2-3x Increase in current carbon price from current levels (€24 avg. in 2020) to as high as ~€89 in Europe by 2030 to support zero-carbon investments. $40 Billion global investments in industrial efficiency, with China and North America accounting for about 47% in 2018. 40% Industrial emissions can be abated by 2050 via electrification of light industries using commercially available technology. $175 Billion estimated global hydrogen market value in 2019. Industrial clusters are characterized as geographic areas that comprise co-located companies representing either a single or multiple industries. The presence of multiple industrial energy consumers in close proximity creates opportunities to scale low-carbon technologies by aggregating demand and forming a captive market. With the ability to share risk and resources among multiple partners, industrial clusters also allow for the creation of a digital integrated system that is cleaner and more reliable. There are several differentiating characteristics of industrial clusters that will influence the applicability, impact and economic feasibility of potential solutions for reducing their emissions. Industry composition: The composition of industries (heavy vs. light) and their specific energy requirements within a cluster will influence the scale, feasibility and economics of potential solutions. Geography: Some clusters will have geographic or geological advantages that will allow them to pursue specific solutions, such as undersea storage for carbon capture and storage (CCS), salt caverns for

hydrogen storage, and high wind/solar resource quality. Existing infrastructure: The presence, age and quality of existing infrastructure, as well as their ability to be repurposed, can enable or block solution viability for clusters. Energy costs and policy: The relative economics of fossil energy vs. clean electricity can influence pursuit of a particular solution. There are many initiatives dedicated to reducing industrial emissions, focusing on specific technologies or specific sectors. These efforts are critical. However, there is also a need to focus on the potential synergies of co-located plants and the opportunities available from a multi-stakeholder and integrated approach toward a net-zero future for industrial clusters. With increased digitalization and stakeholder collaboration at the center, a holistic approach can optimize emissions solutions and create an integrated energy system that enhances system value outcomes. We have identified four solutions that can help lower industrial emissions: Increase circularity via cross-entity waste utilization. Integrate processes to share energy, material streams, and provide cost-effective benefits. Electrify low-to-medium temperature and pressure processes. Generate low-cost, renewable electricity and heat onsite and pursue shared infrastructure. Capture carbon from energy/hydrogen production and use for industrial and manufacturing processes. Carbon can be stored underground where feasible. Produce low-to-zero-carbon hydrogen from the most economical source. Use as alternative fuel for certain activities and storage/grid balancing. Industrial clusters must consider their characteristics when not only choosing the optimal mix of solutions to help them achieve net-zero emissions, but also consider those that maximize system value benefits across the economy, society, environment and overall energy system. Through a multi-stakeholder collaboration, industrial clusters provide an opportunity to not only reduce emissions, but also deliver other benefits such as job creation, productivity gains, green credentials and acceleration of technology deployment. Some of the value opportunities: Industrial companies: Emissions reduction safeguards against exposure to carbon taxes or any other associated financial penalties. There are also business opportunities in creating premium products such as green steel, low-carbon cement and others for use in domestic and international markets. Governments: Demonstrate global leadership in taking decisive actions to achieve net-zero emissions targets. They can export knowledge of industrial policies that can accelerate transformation of industrial clusters, thereby unleashing system value benefits including job creation and improved air-quality-linked health benefits. R&D innovation and digital services: Industrial clusters provide a platform to scale new low-carbon technologies, thereby offering opportunities to demonstrate feasibility, reduce costs and improve performance. Energy companies: Increased visibility on industrial demand for different energy sources to aid CapEx planning and strategic outlook. There is potential for expansion of business lines and/or products such a new class of utility business to include CO2 transport and storage. Significant expansion of renewables, demand optimization, integrated energy management services. Financiers: Fulfill climate commitments and pledges to stakeholders—including shareholders—by expanding scope of ESG asset class via investments in low-carbon technologies such as CCS and hydrogen. Industrial clusters are a way to reduce emissions, generate new jobs, and deliver vital benefits like better air quality and health. It is imperative for government and industry to collaborate, align on goals/

targets, develop and implement roadmaps on a cluster-by-cluster basis to reduce industrial emissions and achieve net-zero targets. Options for government Actions for industry Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved.
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The utilities cloud imperative

----- Arcticle source ----- https://www.accenture.com/us-en/insights/utilities/cloud-imperative-utilities-industry ----- In brief Utilities IT operating models under pressure for radical change State of cloud in utilities today Accelerating the energy transition with cloud for utilities Moving to action Related capabilities 1. Humanize the cloud 2. Go wide, not just deep 3. Create a cloud operating model 4. Focus on systems resilience 5. Develop strength from within MORE ON THIS TOPIC Utilities cloud services Utilities JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA COVID-19 has given new urgency to the utilities cloud imperative. Within a few short weeks the scalability, resilience, flexibility and accessibility of public cloud looked a lot more attractive, as utilities sought to manage uncertainty and pivot to a different operating model. As utilities executives assess that potential new landscape, together with the strong performance of the public cloud during the past few months, a typical conclusion is that it's time to ramp up their utilities enterprise cloud strategy. Often, utilities' own IT infrastructure, systems and approaches hold them back from harnessing the power of cloud and agile capabilities. As enterprise software platforms and infrastructure have matured, more features have been added to legacy systems, increasing complexity. Over time, these patterns result in additional fixed operating costs, diverting investment away from innovation and new digital capabilities. The challenges of connecting and updating these systems has become overwhelming. Month-by-month strategic digital and IT platforms become even more difficult. As a result, many utilities simply add new systems in parallel to existing ones to achieve the functionality they seek, creating more technological sprawl, complexity and cost. The good news: Utilities are doing something about it. According to our Future Systems research many have implemented cloud solutions in their IT landscapes. 84% Cloud SaaS solutions 79% Cloud Paas solutions In fact, nearly all industry leaders surveyed have implemented a wide range of cloud solutions while often less than 50% of lower performing utilities have taken advantage of cloud. As utilities evolve toward a new power model, the pace is, in some cases, out of step with sustainability and carbon commitments made by stakeholders. Utilities are not the only ones taking action. Businesses, cities and communities are undergoing their own energy transitions, putting pressure on their energy providers to keep pace with more renewable options, support for DERs, and improved energy-efficiency and management capabilities. As organizations pivot from social license to social responsibility and value, are utilities moving fast enough? Cloud can be at the core of elevating utilities to play a larger role and accelerating energy transition and delivering on corporate sustainability priorities. Cloud

technologies are foundational to facilitating a more complex energy system that requires orchestrating DERs, balancing renewables, and offering deeper insight and control over energy usage. Beyond improving the current energy system, the cloud also has the potential to create platform energy economies and open innovation, bringing together data and services from multiple providers. Accenture is investing $3 billion over the next three years to enable our clients to rapidly become CLOUD FIRST businesses. Cloud investments tend to deliver results. However, achieving the full value of cloud can be difficult. For utilities looking to fully realize the value of cloud, our experience has pointed to five key actions. Paint a picture of how cloud adoption will create a better experience for customers and employees. Develop a business case and staged plan for cloud adoption across the entire enterprise. Establish an IT operating model that includes the cloud. Confirm that systems can operate during a major disruption or crisis with minimal impact on critical business and operational processes. Identify and cultivate dedicated cloud talent. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved. =====================

Strategy to lead in the next decade

----- Arcticle source ----- https://www.accenture.com/us-en/insights/strategy/coronavirus-mergers-acquisitions-value ----- Boldly commit to continuous reinvention and join the small but growing number of companies reaching new levels of profitable growth for their businesses, while also providing greater contributions to humanity. Reinvent with strategy What's trending with strategy Our leaders Strategy careers Strategy now Gain foresight, anticipate change, understand macroeconomic impact Gain foresight, anticipate change, understand macroeconomic impact Boost productivity with generative AI Boost productivity with generative AI Unlock market connections with AI for a growth plan built to last Unlock market connections with AI for a growth plan built to last Redesign your operating model for a disruptive world Redesign your operating model for a disruptive world Master tech-driven dealmaking approaches for an evolving landscape Master tech-driven dealmaking approaches for an evolving landscape Ideate, build, deliver and scale new products and ventures Ideate, build, deliver and scale new products and ventures Address strategic business challenges with technology Address strategic business challenges with technology Muqsit Ashraf Christopher Roark Michael Brueckner Masataka Ishikawa Current Country: United States +200% increase in global disruption between 2017 and 2022 58% of CEOs are not confident in the current business strategy to strengthen future competitiveness 2.5x the increased likelihood of outperforming peers when emerging technology informs and shapes strategy 10% higher revenue growth realized by companies embracing reinvention While advances in tech and gen AI promised to boost productivity, our analysis indicates most companies are falling behind. Find out what productivity leaders do differently to drive value and gain a competitive edge. Activism is surging and represents a material, ongoing concern for CEOs and boards alike. The power to keep activists at bay lies with leadership. It calls for a shift from reactive defense

to proactive value creation. CEOs are starting to see organizational resilience as more than an antidote to disruption, but a powerful driver of sustained business performance and reinvention. Here's how they optimize their returns on their investments. Innovative revenue and monetization models can help companies unlock meaningful margin potential. M&A deal processes are ripe for reinvention. Gen AI will lead those reinventions and executives agree. Where they are investing, however, indicates a need for holistic strategies to realize the value they envision. Companies that invest in growth-oriented AI initiatives focused on growing the core, pursuing adjacencies, and finding and activating entirely new revenue models stand to benefit from outsized growth opportunities. Companies often focus on managing costs during uncertain times. But some are reinventing their organization for productivity – using generative AI to strengthen financial resilience, increase competitiveness and drive growth. Five imperatives the C-suite must address to reinvent in the age of generative AI. Group Chief Executive – Strategy Strategy Americas Lead – Cost & Productivity Reinvention Global Lead, Accenture Strategy Lead – Strategy, EMEA Lead – Strategy, Growth Markets Success is rooted in smart strategy. Use your insights and strategic thinking to understand how our clients can reinvent to stay ahead of change. © 2024 Accenture. All Rights Reserved.
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Forrester Research positions Accenture as leader in global cybersecurity consulting

----- Arcticle source ----- https://www.accenture.com/us-en/insights/security/leading-security-firm-forrester ----- RESEARCH REPORT In brief Related capabilities MORE ON THIS TOPIC Security Cyber defense Managed security JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Accenture was named a leader in The Forrester Wave™: Global Cybersecurity Consulting Providers, Q4 2021 report. The report from the independent research firm, Forrester Research, includes a comprehensive 21-criterion assessment of the top 12 cybersecurity consulting providers across three high-level categories: "Current Offering", "Strategy" and "Market Presence." Client references and buyer feedback were factored into every criterion evaluated in the report. Accenture achieved the highest score in the Current Offering category with the highest score possible in seven of the 10 sub-criteria: alignment with client chief information security officer (CISO) needs; executive engagement; security practitioner engagement; pricing model flexibility; personnel confidence and expertise; knowledge transfer to client teams; and contribution to cybersecurity industry. In the report, Forrester notes that: We are honored to be recognized by Forrester as leader in global cybersecurity consulting. This is great recognition of our people and their skills. We are honored to be recognized by Forrester as leader in global cybersecurity consulting. This is great recognition of our people and their skills. Innovative cybersecurity services to help you grow confidently and build cyber resilience from the

inside out. Fortify your extended environment from cloud to IoT with advanced threat protection, attack surface reduction and incident response. Scale security monitoring and compliance with our vulnerability management and threat-hunting expertise. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings.
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A new era for RFID in retail

In brief RFID resonates among retailers RFID in retail is booming As retail use cases increase, so does RFID value Retailers unlock the potential of RFID Related capabilities A new era for RFID in retail Quantifying the value of RFID investments Identifying right suppliers/partners Communicating with and training employees Retail fulfillment—thinking local, acting local MORE ON THIS TOPIC Retail consulting JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Radio-frequency identification (RFID) has fast-evolved from a technology used at the fringes of retail, to a global technology that is delivering business results to retailers everywhere. In the eight years that Accenture has studied RFID in retail, we have learned that not only is RFID here to stay—it's growing. After a year like no other, retailers are using technology to adapt to disruption. RFID is high on the list with just 5% of retailers we surveyed not considering RFID. In fact, the majority of retailers (80%) said the benefits of RFID cannot be replicated by another technology. RFID is clearly here to stay, and it's exciting to imagine how retailers will use it next. In our latest research, find out how RFID is enabling omnichannel services and driving value. In overall adoption, North America continues to be the frontrunner with 93% of retailers surveyed using RFID. And when we look at full adoption (compared to just piloting or implementing), all three regions of North America, Europe and Asia-Pacific have seen huge increases since our previous RFID study two years ago. Retailers are seeing the benefits. RFID facilitates greater accuracy of inventory and it is a key enabler of omnichannel capabilities. The increase in RFID adoption over the past two years has also overlapped with an increase in return on investment and expanded use cases for the technology. In this year's RFID research, we learned that the most adaptive retailers are discovering many new use cases, and although inventory visibility remains the top use case, supply chain visibility and omnichannel offerings are close behind. Due to higher adoption, expanded use cases and increased omnichannel enablement, the return on investment for the technology continues to rise. And when retailers enable five or more omnichannel shopping experiences, they are seeing a 20% higher ROI compared to retailers that have only paired the technology with four or fewer omnichannel shopping experiences. The pandemic has had a direct impact on RFID adoption as well as other technologies. And the good news for RFID is that a majority of respondents (82%) agree that RFID is essential for implementing emerging technologies. They also feel it works as a companion —with 83% of respondents agreeing. 10% ROI for full adopters of RFID with

five or more omnichannel use cases. 82% Of retailers agree that RFID is essential for implementing emerging technologies. As with most new technologies, adoption requires significant changes and there is much for associates to learn—but most retailers believe the benefits far outweigh the challenges. Retailers can successfully implement RFID by: Retailers must develop detailed business cases, drawing on data to quantify the potential returns of rapid piloting and testing. To scale RFID, retailers may consider partnering with ecosystem technology partners, suppliers and advisors that can support rapid advancement. RFID implementation requires significant changes to store operations, so a solid change strategy is critical to gain buy-in and generate support. For RFID to be effective, it must be supported throughout a retailer's organization—from sourcing to stores and all team members. Leadership can set the stage for adoption by sharing success stories with their people and explaining the path to value through RFID. Read our research report to learn more. Managing Director – Technology Strategy & Advisory Jason is a strategist who leads Accenture's transformation office capability globally. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved.
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Retail supply chain for Store of Tomorrow

----- Arcticle source ----- https://www.accenture.com/us-en/insights/retail/retail-supply-chain ----- Preparing for tomorrow's retail supply chain today Store of Tomorrow—the retail future is here 1. Supply chain network strategy 2. People, process, and technology 3. Inventory visibility and analytics Retail fulfillment—thinking local, acting local MORE ON THIS TOPIC JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA In the fifth of our articles on the Store of Tomorrow, we explore how this model allows retailers to optimize the retail supply chain for resilience and responsibility, as well as cost and service, at the local level. And how it can also radically improve channel productivity and profitability.   A Store of Tomorrow model that leverages modern cloud technologies, improved data analytics, and artificial intelligence and machine learning can enable greater automation and transform operational efficiency.   By integrating offline and online channels once and for all, retailers can develop a portfolio of stores and fulfillment services that are not only radically more efficient, but also far more attuned with the needs and expectations of shoppers in each local market.   With supply chains now a key differentiator and revenue driver for retailers, an integrated model with a shift from a global to a local view ultimately drives more value for customers—and profitability for the business. But what does that look like? Here are three considerations: The store becomes a critical part of the broader supply chain network. A crucial point about the Store of Tomorrow is that both traditional stores and dark/grey stores become key nodes in the wider fulfillment network. It's how a retailer can provide shopping experiences that go beyond just in-store purchase—BOPIS (buy

online pickup in store), pickup lockers, home delivery from the store, and so on.   A retailer therefore needs to think holistically. That means having a clear strategy for using stores to drive up both the efficiency and the responsiveness of the entire network, whether by rationalizing sites or supporting local fulfillment via same-day/next-day last mile delivery.   Where it gets really interesting is if you combine this kind of fulfillment network analysis with a shape-of-chain analysis across the store estate. This combination can be a powerful way of transforming physical storefronts into strategic nodes for omnichannel fulfillment, faster deliveries, reverse logistics, higher efficiency, and more. Retailers need to think holistically about their stores and estate—a strategy to drive fulfillment efficiency plus a shape-of-chain analysis across the store estate. Retailers need to think holistically about their stores and estate—a strategy to drive fulfillment efficiency plus a shape-of-chain analysis across the store estate. Everything needs to be reconsidered. Once the store becomes a node within the fulfilment network, the demands placed on it are very different to those in the traditional retail setup.   Clearly, physical store layouts have to be fundamentally rethought. How much of the footprint should be customer-facing? How much given over to the dark store? Which stores could even become 100% dark stores?   There are also implications for people, processes and technology. The retail workforce is critical to the Store of Tomorrow. But the skills needed to run the dark store are not the same as those needed front of house. New workforce management capabilities may also be required.   Additionally, operational processes and warehouse management systems may need to be refreshed with effective integration of hyper-efficient automation (such as via mobile robots, updated goods-to-person solutions, and overall product flow). And there is appetite for these from retail executives—in a recent Accenture survey, retail leaders said they were considering different areas of in-store automation: 52% Of retail executives are considering checkouts/sales desks for full or partial automation 46% Of retail executives are considering replenishment/restocking for full or partial automation 32% Of retail executives are considering cleaning for full or partial automation Placement and flow of inventory become more critical and complex. When stores are operating as nodes in the fulfilment network, inventory visibility and placement is both more critical and more complex. The flow of orders through the OMS, inventory placement analytics, and smart predictive demand analytics at a really local level—all of these become important capabilities.   Linked to this is the ability to perform picking and transportation cost simulations. The retailer needs to be able to understand how to optimize the cost to serve in this new network. This then opens up opportunities for individual customer personalization, such as offering faster fulfilment for higher-value customers. To deliver better, more integrated shopping experiences that meet all customer journey requirements, retailers need to optimize their supply chains and fulfilment services—and drive profitability. Welcome to the Store of Tomorrow. Read full report.   SEE RETAIL WORKFORCE Managing Director – Strategy & Consulting, Supply Chain & Operations Lead, Southeast Asia MANAGING DIRECTOR – RETAIL Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings.
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The cloud imperative for public service

----- Arcticle source ----- https://www.accenture.com/us-en/insights/public-service/cloud-imperative-public-service ----- In brief All eyes are on cloud in the public sector Rising to the occasion Five steps to cloud success Get to cloud and get ready for the future Related capabilities The Austrian Red Cross and the Stopp Corona app 1. Migrate and scale up 2. Start with the low-hanging fruit 3. Get the most from the hyperscalers 4. Innovate and grow 5. Manage and optimize A digital strategy for the future comes home MORE ON THIS TOPIC Cloud insights Public service Migration to cloud JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Public service agencies are embracing cloud at an accelerating rate today. It's no wonder. Organizations crave the benefits of lower infrastructure costs and greater flexibility. After all, cloud is the means to the end of future service delivery models. Consumption can be dialed up and down on demand, which allows agencies to monitor spend closely, while creating more insight-driven services. It's all in the service of better, data-driven decision making and to enable a more personalized user interface. As important as these outcomes are—and what they mean for the future of government service delivery and operations—agencies don't always know the right approach to investing in and migrating to cloud. Add to that the pressure they feel as they scramble to meet the demands of the post-pandemic environment. The benefits of cloud are clear. But how can agencies break through the barriers and make cloud work for them—and for those they serve? 70% of public service executives see migration to cloud as key to the transformation of core models and systems in the next three years. The benefits of cloud for public service agencies are undisputed: cost savings, risk mitigation, flexibility, and speed. But, for many agencies, the transition to cloud is not straightforward. Implementing systemic change is complicated. And the cost of failure is high. Many factors can complicate government IT projects. These include disconnected stakeholders, fluctuating budgets, shifting regulatory frameworks, strict data privacy and data sovereignty rules, and challenges in measuring ROI in a public sector context. To overcome these challenges public service agencies need: Working under an aggressive deadline, the US state of California is moving from three legacy integrated eligibility systems to a single, statewide cloud-based system. When it comes to cloud, there's never been a better—or more important—time for public service agencies to act. Demand from citizens is clear, new operating models are being adopted, and governments are providing relief and incentive schemes to create the next generation of public service. To get started, define—in your own terms—the value of moving to cloud. Keep the momentum going with these five key steps to success. Transfer your workloads to cloud rapidly, securely, and confidently by selecting the right infrastructure for your needs. Choose projects that will deliver the biggest impact to the most users in the shortest time. Put the innovation and investments being made by the big cloud providers to work for your organization. Use cloud as a digital transformation lever, creating a sandbox for rapid experimentation, innovation, and new operating models. Adopt new ways of working that push your cloud estate to ever higher levels

of performance. The best way forward for most agencies is to determine which data and systems are appropriate for a public cloud—and when a hybrid cloud approach may be warranted. Then they should select an experienced partner for mission-critical workloads. We are now at an inflection point for scaling cloud adoption. Cloud has proven its importance to resilient public service operations—and its ability to meet the constantly evolving needs of the public. When public service agencies use cloud to build services and solutions that accommodate community needs, it gives citizens faster access to vital, current information and resources. This, in turn, increases the perceived value of these agencies and the services they provide. While such transitions require time and the support of trusted partners, the outcomes are well worth the effort. Global Health & Public Service Industry Practices Chair Ryan leads our global Public Sector practice, helping entities reimagine how to address client needs in the digital age. Managing Director – Health & Public Service, Technology and Cloud Val is the Global Technology and Cloud Lead for Public Services and Cloud lead for Accenture's Public Service practice. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. =====================

Infrastructure Investment and Jobs Act

----- Arcticle source ----- https://www.accenture.com/us-en/insights/public-service/infrastructure-investment-jobs-act ----- In brief A bold new horizon Meet the team Related capabilities Scale Partnerships Labor Compliance Execution Outcomes The push to expand rural broadband unfolds across state government MORE ON THIS TOPIC Ryan Oakes Rahul Gupta Peters Suh Dondi Schneider 5G. Think big. Artificial Intelligence for genuine impact Sustainability in the Automotive industry JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA A once-in-a-generation moment for the United States is upon us. With the passing of the Infrastructure Investment and Jobs Act (IIJA), states have received $550B to modernize infrastructure and establish a bold new horizon. Combined with the Build Back Better Act (BBB), this results in unprecedented funds and opportunities to pave the way for the future of the US. At Accenture, we have the technology and human ingenuity to help organizations capitalize on this momentous opportunity. By balancing short-term and long-term transformation, reimagining the role of data and digital in infrastructure, and bringing together ecosystem partners to maximize impact and minimize risk, we can help organizations across industries win key projects. Together we can help rebuild the country's crumbling infrastructure, accelerate the transition to zero-emissions energy and transportation, shape the labor force of the future and incentivize new technologies and standards across industries. $60.5B In new funds dedicated to grants and programs in broadband. $1B In new funds dedicated to grants and programs in Cybersecurity. $128B In new funds dedicated to grants and programs in Transportation, Transit and Energy. Accenture is leveraging technology and

human ingenuity to help organizations across industries capitalize on this once-in-a-generation opportunity. Handle volume and complexity. An extensive network that organizations can draw on to strengthen their response. Experience and skills to help organizations move quickly and seize opportunities in a competitive labor market. Navigate the ever-evolving spend and reporting rules and requirements. Strategize, prioritize, administer and track the performance of funded initiatives. Design for targeted investment strategies to maximize value and long-term citizen impact. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved. =====================

Fueling industrial growth with AI: A deep dive into the future

----- Arcticle source ----- https://www.accenture.com/us-en/insights/industry-x/industrial-intelligence-suite ----- The Power of Accenture Industrial Intelligence Suite Respond to market conditions with agility Current Country: United States ANNOUNCEMENT Accenture Industrial Intelligence Suite 3-MINUTE READ October 31, 2023 Accenture Industrial Intelligence Suite is a game-changer, propelling industries into a new era of efficiency and intelligence. This comprehensive suite leverages state-of-the-art analytics and real-time insights to optimize processes and drive informed decision-making. With predictive and prescriptive analytics at its core, the suite equips your business to anticipate future trends, prescribe optimal actions, and stay ahead of the curve. It seamlessly integrates with existing industrial setups, extracting valuable insights from connected devices and sensors, providing a holistic view of operations. Key Features: Accenture's Industrial Intelligence Suite empowers engineers to optimally operate industrial facilities to their potential by combining AI and multi-domain physics to solve complex engineering problems. Srikanth Muralidhara / Lead Industrial AI, Growth Markets © 2024 Accenture. All Rights Reserved. =====================

The right cloud mindset in travel

----- Arcticle source ----- https://www.accenture.com/us-en/insights/travel/cloud-imperative-travel ----- In brief Travel industry growth: First think, then act A roadmap to the cloud in travel Travel cloud innovation solves hospitality challenges What's top of mind for airline executives? Contributors Get the essentials Related capabilities 1. Think about the role of IT 2. Think new ways of working 3. Think success beyond the change 1. Migrate 2. Accelerate 3. Grow & Innovate The cloud imperative for travel MORE ON THIS TOPIC The big read Right cloud mindset in travel | Report Short on time Fast track to right cloud mindset | Infographic Reinventing travel with technology Travel consulting Cloud services JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA The cloud scalers say success depends on a strategy that creates a solid foundation for

change: The CIO should do more than oversee the technology. With a seat at the table, the CIO can drive future growth. Think about how your current systems are working—or not working. Imagine skilled employees who support highly configurable and adaptable systems. Travel companies can develop a transformation plan that mitigates data security and privacy challenges. With these mindset shifts that we explore in detail along with the barriers for travel companies to move to cloud in our "Right Cloud Mindset in Travel" report, travel companies are prepared to embark on a three-part cloud journey. It begins with getting your workloads to the cloud rapidly, securely and with confidence. The next step is to restructure architectures, applications and data for cloud. Now, you are ready to take full advantage of cloud technologies to grow and innovate at scale and speed, developing new services and revenue streams. Learn more about the case for cloud now. Get your workloads to the cloud rapidly, securely and with confidence by selecting the right infrastructure for your business needs. Ramp up your organizational speed and agility by re-structuring architectures, applications and data for cloud. Use cloud at scale as a digital transformation lever to create greater differentiation and competitveness in your industry. Learn about the case for cloud now and explore the three-part cloud journey for travel companies in more detail. Our survey reveals the key changes and investments companies plan to make within the next two years, to meet customer expectations and remain competitive. Updating systems within the next two years to enable real-time data and analytics is a priority, according to a survey of executives in six key areas. MANAGING DIRECTOR – ACCENTURE TECHNOLOGY LEAD Managing Director – Accenture Technology Catherine Rodriguez Research Lead – Global Travel Industry Sankar Subramaniam Senior Principal, Global Travel Industry Research Lead Travel companies that become cloud scalers will be the best prepared to serve the new traveler, interact with the ecosystem in exciting new ways, and compete in tomorrow's dynamic travel landscape. It all starts with the right cloud mindset. 13 minute read Recent Accenture research reveals the mindset shifts that travel companies can make to follow the success of the cloud scalers. 3 minute read Get a quick view of our travel cloud research with the steps you can take to make three important mindset shifts. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved. =====================

Ferrovial: Building the future with IT & innovation

----- Arcticle source ----- https://www.accenture.com/us-en/insights/industrial/people-meet-dimitris-bountolos ----- Related capabilities The Industrialist MORE ON THIS TOPIC Industrial JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA "IT and innovation is an exploratory journey," says Dimitris Bountolos, Chief Information and Innovation Officer. "It's about making connections and alliances in an open ecosystem." Bountolos is well positioned to bridge the worlds of IT and innovation across the Spanish multinational, which designs, constructs,

operates and maintains transport infrastructure and urban services. He has spent his career bridging different worlds in business and entrepreneurship. He has a proven track record as Chief Digital Officer at Latam Airlines, senior advisor to the Chief Innovation Officer at NASA, and at the startups he has founded across the areas of aerospace, drone technology, and virtual reality. We sat down with Bountolos to discuss how he is combining IT and innovation to drive change at Ferrovial, the impact of AI on the construction industry, and his mission to help sustainable infrastructure flourish.

Accenture: What is your approach to innovation? Can you highlight any groundbreaking initiatives? Dimitris Bountolos: Our approach is conventional and unconventional at the same time. Conventional from the perspective of the sector, but unconventional because we are dividing our actions across three horizons. Horizon 3 is about disruption—exploring new technologies and business models. We've developed new ideas around mobility, autonomous vehicles, and connected cars in Horizon 3, and new alliances to support that. We're trying to interconnect our ideas and vision about a future ecosystem together with academia and research centers, using all that information to anticipate 'what if' scenarios to define archetypes and track the evolution of drivers. This will help us to better anticipate opportunities. Horizon 2 is around exponential work. We're bringing more mature capabilities and collaborating with startups. We're continually scouting for different verticals, with the support of our different Centers of Excellence, particularly around mobility and digital infrastructure. We can improve the competitiveness of our existing assets and business units, for example, by using AI to monitor and anticipate the potential failures of transmission lines in isolated areas at a fraction of the cost. We have hundreds of examples where we're working like this across the business. Horizon 1 is about incremental, day-to-day improvements. We're proud of our employees and the "intrapreneurial" culture we have. We run programs like Zuritanken to promote a culture of innovation where we receive hundreds of ideas. We recently promoted our finalists' contributions —which represents an inventory of ideas we prioritize according to their potential to drive incremental value. **Accenture: Is data management a key driver to transforming the company for the better?** DB: For sure. The way we structure data and capture its value is the cornerstone of how we unlock potential. We're trying to accelerate the adoption of transversal platforms and democratize the use of data. It will simplify the way we interoperate with data, with API (Application Programming Interface) platforms and the adoption of domains and services. Before we start to work out any answer, we will first put the question in context of the data. Previously, we stored data, but did not use it. Now we are starting to discover 'unicorns', information that was in storage for 10, 15 years, but will now give us an incredible opportunity to train and develop models for the future. **Accenture: Where do you see Ferrovial in five years?** DB: Five years from now, Ferrovial is going to continue to be a global leader, with sustainable infrastructure in our verticals—from mobility at the airport to construction itself. We are going to keep playing an important role in society. We will be the most efficient, data- and technology-driven type of new infrastructure and construction company, with responsible suppliers and subcontractors. We will be open to a society where startups, new technologies our future leaders and clients all work together to create that balance. And I think we're well-positioned to go for it. **Accenture: What**

inspires you the most? DB: It's inspiring to visualize change. We belong to a sector that has an evident impact on society. Society is changing and we need to drive a positive impact through a focus on sustainability and equal opportunities—because every time we develop infrastructure, we create opportunities. We enable the transfer of goods, people, and cargo. Even during the pandemic, we are activating economic drivers at a social scale and that gives everyone in our company a sense of responsibility. We're in a time of great opportunity, because society is demanding change. As a group, we could represent a catalyst for that change. And that sense of responsibility is evident for our entire workforce. The Industrialist is your essential guide to the industrial industry, where you can discover the latest innovations, ideas, and insights. Discover how we're helping Industrial companies. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved. ======================

The future of the digital telco: Paths to CSP profitability

----- Arcticle source ----- https://www.accenture.com/us-en/insights/communications-media/reset-reinvent-rebound ----- In brief Telcos at an inflection point: the next 1-3 years Telcos are facing 3 major industry-wide trends Amidst change, charting pathways to profitability Making the move from learners to leaders Current Country: United States RESEARCH REPORT 5-MINUTE READ September 27, 2022 Over the past two years, the way we connect and are entertained, the way we work and conduct business, and even the way our social, economic and government institutions are run has changed. Entire industries are re-thinking how they operate, responding to everything from demands for greater operational efficiency to higher environmental standards. Operating in a saturated market facing declining returns and increased connectivity demands, CSPs continue to face commoditization pressures, even as they face rising operating costs preparing for the next era of connectivity and connected services. Telcos are facing three major industry-wide trends, and, as agile, asset-light digital natives continue to gain ground in the market, their response must be swift. The world's insatiable appetite for data is translating into large scale investments by CSPs without the return. 137% Projected growth in data traffic by 2026 (24% YoY 2022-6), rising to 1.8 million petabytes. [source: Analysys Mason Datahub based on a sample of 27 countries] -37% Decline in median ARPU between 2012 and 2021 [source: Analysys Mason Datahub based on a sample of 27 countries] 1.4T Cost of capital expenditure to build and upgrade networks between 2022 and 2026. [source Analysys Mason]. Contrasted to -15.4% decline in ROIC over the past 5 years. [source CapIQ] Their response must be swift, as the agile, asset-light digital natives continue to gain ground in the market. 1. Business model pressures Aggressive end-to-end enterprise reinvention and bold structural transformation – often fueled by a new approach to partnerships – can accelerate progress within compressed timelines. 2. Evolving customer expectations Markets and business models have shifted, and so have the

expectations of customers – for sustainability, accessibility, versatility – whether they are personal, SMB or enterprise users. 3. Pace of technological change The aggressive adoption of new and emerging applications, from 5G and cloud to web3 and the metaverse, must drive innovation, agility, and talent. There is a window of opportunity for CSPs to digitize their businesses in a way that delights their customers and employees while enabling them to reduce their operating expenses and improve their margins. We have identified five scenarios that can guide CSPs through the transformation and business reinvention processes towards profitability that starts at the core. These pathways to profitability capitalize on the strong foundations of the telco business, guiding CSPs on their journey to improve the returns on their investments, deliver products and services that delight customers, and elevate their role in tomorrow's digital ecosystem. In the expanding digital ecosystem, CSPs are not only positioned at the nexus of core control points, but they also boast strong trust with customers, owning these critical relationships. As they explore building differentiated solutions, they are often partnering with digital natives who compete for market share. This new approach across the ecosystem will drive growth beyond connectivity, spurring development and charting the way for five pathways to profitability. 1. The future of networks Establish the foundation for a new era of connectivity, leveraging AI + analytics for speed and value. 2. Connected consumer Use data & consumer trust to become the ecosystem control point for the "connected life". 3. SMB growth Become a true advisor and business partner invested in SMB success through new services and targeted offerings. 4. Large enterprise orchestration Build horizontal & vertical E2E solutions that demonstrate the power of 5G, connectivity, edge, and security. 5. Industry restructuring Create innovative business structures to focus on core and differentiating capabilities, and to streamline investments. CSPs are unlocking their value potential with a deliberate focus on four key fundamentals. The journey is different for each telco, but the foundations of these actions are the same. 1. Network foundation Build advanced networks and deploy with speed. 2. Improve operations Reduce costs to improve margins and fund innovation. 3. Business innovation Create new offers and transform go-to-market to find growth. 4. Revenue capitalization Execute necessary structural changes to unlock value and capital. The window of opportunity to elevate the communications industry's role in tomorrow's digital economy is now. © 2024 Accenture. All Rights Reserved.
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The next billion consumers

----- Arcticle source ----- https://www.accenture.com/us-en/insights/song/next-billion-consumers ----- A fast-growing opportunity Markets primed for growth Truly digital consumers A new generation of digital consumers Barriers to entry How to win in digital commerce WRITTEN BY Current Country: United States Research Report 5-MINUTE READ March 24, 2023 One billion digitally native consumers will enter the market over the next decade in eight rapidly growing countries: Bangladesh, Egypt, Ethiopia, India, Indonesia, Kenya, Nigeria and the Philippines. We found that these fast-growing markets can open the path to growth for companies that deliver

relevant and engaging digital experiences. There is work to do, however. These findings are relevant for brands in these markets and for digital commerce globally. Younger consumers who have grown up with digital will expect superior digital commerce experiences as they enter the market. Many companies are not prepared for this influx. While it's not going to happen tomorrow, it's time to start building capability today. Companies need agile business models and data-powered commerce operations, so they have the scale to flex fast with market change. These 1 billion people are truly digital consumers … many are already taking advantage of digital services when making a purchase. 80% use online channels such as search engines, social networks and videos to research products and services before purchasing. 76% are influenced by lots of "likes" or "good comments" on social media when deciding whether to buy something online. 75% say that easy return policies are an important factor that influences their online purchasing decisions. A new generation of digital consumers will emerge in eight countries over the next 10 years. Will your brand win their hearts, minds and wallets? Our survey of age generations in these countries, combined with modeling analysis, identified four consumer segments based on shopping preferences and age groups. Digital Native Purchasers Digital Native Content Creators Digital Savvy Millennials Digital Alpha Influencers Despite the opportunities that exist, making traction in these markets will mean moving past several challenges to attracting and keeping these customers: To keep pace, companies will need data insights, technology and partnerships to create winning new offerings. It is a continuous and dynamic Total Enterprise Reinvention. Here are four ways to ground and speed up their efforts. Fabio Vacirca Global Lead, Commerce Alessandro Puccio Managing Director – Accenture Song Yusof Seedat Global Research Lead – Accenture Security © 2024 Accenture. All Rights Reserved.
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We're investing $3B in AI to accelerate clients' reinvention

----- Arcticle source ----- https://www.accenture.com/us-en/insights/accenture-invest-3-billion-ai-accelerate-clients-reinvention ----- In brief Current Country: United States ANNOUNCEMENT We're launching Accenture AI Navigator for Enterprise to help our clients across all industries rapidly and responsibly put the promise and power of AI to work. 1-MINUTE READ June 12, 2023   Accenture today announced a $3 billion investment over three years in its Data & AI practice to help clients across all industries rapidly and responsibly advance and use AI to achieve greater growth, efficiency and resilience. "There is unprecedented interest in all areas of AI, and the substantial investment we are making in our Data & AI practice will help our clients move from interest to action to value, and in a responsible way with clear business cases," said Julie Sweet, chair and CEO, Accenture. "Companies that build a strong foundation of AI by adopting and scaling it now, where the technology is mature and delivers clear value, will be better positioned to reinvent, compete and achieve new levels of performance. Our clients have complex environments, and at a time when the technology is

changing rapidly, our deep understanding of ecosystem solutions allows us to help them navigate quickly and cost effectively to make smart decisions." The investment builds on Accenture's decade-plus leadership in AI. The company's AI expertise spans more than 1,450 patents and pending patent applications worldwide and hundreds of client solutions at scale, ranging from marketing to retail and security to manufacturing. Accenture has embedded AI across its service delivery approach, driving efficiency, insights, and accelerating value for thousands of clients through its market leading platforms such as myWizard, SynOps, and MyNav. Six years ago, Accenture pioneered its responsible AI framework, which is now part of how Accenture delivers its work for clients, is included in the company's code of ethics and underlies its rigorous responsible AI compliance program. Accenture is currently working with many clients on generative AI projects, such as helping a hotel group manage customer queries or a judicial system synthesize judicial process information across hundreds of thousands of complex documents. There is unprecedented interest in all areas of AI, and the substantial investment we are making in our Data & AI practice will help our clients move from interest to action to value, and in a responsible way with clear business cases. Julie Sweet / Chair and CEO, Accenture Today's announcement includes a range of investments that Accenture is making to help companies develop the new strategies, operating models, business cases, and digital core architecture they will need to capitalize on AI innovation: Our expanded Data & AI practice brings together the full power and breadth of Accenture in creating industry-specific solutions that will help our clients harness AI's full potential to reshape their strategy, technology, and ways of working, driving innovation and value responsibly and faster than ever before. Paul Daugherty / Group Chief Executive, Accenture Technology "Over the next decade, AI will be a mega-trend, transforming industries, companies, and the way we live and work, as generative AI transforms 40% of all working hours," said Paul Daugherty, group chief executive, Accenture Technology. "Our expanded Data & AI practice brings together the full power and breadth of Accenture in creating industry-specific solutions that will help our clients harness AI's full potential to reshape their strategy, technology, and ways of working, driving innovation and value responsibly and faster than ever before." © 2024 Accenture. All Rights Reserved. =====================

The Accenture Security Index

----- Arcticle source ----- https://www.accenture.com/us-en/insights/security/accenture-security-index ----- Key findings Analysis Recommendations Related capabilities The Security Index infographic MORE ON THIS TOPIC Cyber defense Applied cybersecurity Managed security JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA It is no surprise that security is top of mind today for business leadership and governments worldwide. Over 70 percent of surveyed companies say cybersecurity is a board-level concern that their top executives support both financially and culturally. These same companies also suffered two to three focused attacks that breached security each month; attacks they confirmed could take months or even years to detect. What exactly does an effective

security strategy look like? To define high performance security objectively, Accenture developed The Accenture Security Index, which assesses performance across 33 cybersecurity capabilities, at both the industry and country level, helping business leaders understand the effectiveness of their security measures. Organizations that have a clear picture of where they stand across these capabilities can then take proper measures to substantially reduce cybersecurity threats. Organizations are competent in only 11 of the 33 cybersecurity capabilities. Organizations are competent in only 11 of the 33 cybersecurity capabilities. At the global level, Accenture research found that, on average, the typical organization reported it was competent or highly competent in only 11 of the 33 cybersecurity capabilities, suggesting significant room for improvement across the board. Only 9 percent managed to achieve competence in more than 25 of the 33 capabilities. Industry-level performance includes a high level of variation. Communications, Banking and High Technology respondents performed with higher levels of competence in 14 to 15 cybersecurity capabilities, compared with Life Sciences companies, which typically exhibited competence in only six capabilities. The country level also exhibits significant variation in performance. United Kingdom tops the list along with France, with higher levels of competence in 15 out of 33 cybersecurity capabilities. In contrast, Spain is at the bottom of the list, with competence in only seven out of 33 capabilities. The United States has higher levels of competence in 12 out of 33 capabilities. Using a comprehensive model, Accenture assessed performance across 33 cybersecurity capabilities at both the industry and country level. To capture a clear, objective measure of performance, the survey defined specific criteria to characterize three levels of competence: none/ limited, average or high. For example, a rating of no or limited competence when identifying high-value assets and processes in the business means the organization fails to identify key assets and processes consistently. A high score means the company clearly identifies key assets and processes and reviews cyber impact regularly. Redefining security performance and how to achieve it The following six recommendations can help to focus the improvement efforts of companies that have used to security index to assess their strengths and weaknesses: Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings.
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A future-proof sales model

----- Arcticle source ----- https://www.accenture.com/us-en/insights/automotive/future-proof-sales-model ----- In brief Meet the team Related capabilities A revolution in expectations Five best practices Conclusion Johannes Trenka Jaqueline Koops Ludwig Goebl Automotive Industrial Consumer goods JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Customers want direct sales because it aligns more closely with their expectations. But while direct sales are becoming the leading sales model for the industry, many manufacturers are still challenged by the costs and risks involved in providing this. Thirty-six percent of mobility customers are dissatisfied with current online buying

options. Thirty-six percent of mobility customers are dissatisfied with current online buying options. Cross-industry research in mobility and four other industries—consumer goods, heavy machinery, telecommunications, and insurance—shows that learning from others can offer a way forward. #1 A seamless, omnichannel customer experience is now a baseline requirement. Businesses that enable a truly engaging omnichannel experience can drive sustained growth. But launching online stores or moving existing sales operations online, which many mobility players have already done, are only the first steps. Providing engaging, easy-to-navigate experiences both online and in-store would significantly raise their game. 40% of cross-industry customers rank time saving as a benefit of online buying. 52% still value the opportunity to "touch and feel" offline. #2 B2C and B2B expectations are converging. B2B customers increasingly expect the same personalized, frictionless sales interactions common in consumer settings. But while many mobility businesses have launched online initiatives targeting both B2C and B2B, none yet offers the fully-fledged online sales solution that addresses both. 30% of total B2B sales cross industry will be online through to 2025. #3 Digital marketplaces are increasingly popular and require a strategic response. When should a mobility business engage with a marketplace and potentially boost its brand exposure, and when should it remain independent, an option that will restrict access to younger customers in particular? There's much to learn from players in other industries that have sought and found a middle ground. 35% of cross-industry customers now purchase via marketplaces. #4 Pricing must be clear, systematic, and consistent. Price negotiations are still common in mobility—but passenger carmakers are limiting dealers' discounting authority and using automated processes to adapt prices. 44% of mobility customers who negotiated a price would have preferred a fixed price. #5 Direct sales align most closely with customer expectations—and give companies more control. In both their agency and direct-to-consumer forms, direct sales not only meet customer needs better. They also offer mobility businesses full control over consumer data and interactions, as well as the ability to set and control prices centrally across all sales channels and keep distribution costs to a minimum. Direct sales can be challenging, but the experience of other industries offers a way forward for mobility businesses that recognize how the model can strengthen their position, as well as align more closely with customer needs and expectations. Discover how we're helping automotive companies drive the mobility ecosystem forward. Discover how we're helping industrial companies shift gears for growth. The "era of the Brand" is over; the "era of the Consumer" is here. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. Visit our Subscription and Preference Center © 2024 Accenture. All Rights Reserved.
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Building trustworthy systems

----- Arcticle source ----- https://www.accenture.com/us-en/insights/technology/developing-trustworthy-technology ----- In brief The importance of trust The path forward for building trust Related capabilities 1. Positive

relationships Explainable AI Algorithmic fairness Humans + Machines collaboration 2. Good judgement and expertise Evaluating algorithmic uncertainty Designing for continued learning 3. Consistency Robust and resilient Private and secure MORE ON THIS TOPIC Technology innovation Artificial Intelligence Responsible AI JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA We are increasingly dependent on technology to improve how we work and live. But this dependence makes us vulnerable as well, creating an array of challenges including bias and security risks. To harness the benefits without increasing the risks, we need to develop technology in a way that prioritizes safety and inspires confidence. The companies that take the lead on trusted technology today are creating a powerful foundation for growth tomorrow. They will secure the best partners, attract the most skilled employees, and ensure the loyalty of their customers. The question: how do we build this foundation of trust? Leadership development consultancy Zenger/Folkman analyzed the 360-degree feedback assessments of 87,000 business leaders. They define three key elements that help build a foundation of trust in individual leaders. Trust depends on a leader's ability to build relationships with others. The challenge is to bring this sense of fairness and transparency between people to the relationships that people have with technology. Explainable AI ensures that decisions come with clear explanations, ensuring we understand why every outcome was created. Identifying bias when developing AI is the first step to taking action and preventing unintended consequences. Technology paired with human ingenuity is more powerful than either alone. A trusted leader is an informed leader. Trustworthy systems should be informed on where uncertainty exists and also continue to expand knowledge. Every algorithm has a level of uncertainty in its outputs, and taking this into account can reduce risk and improve outcomes Just as humans never stop learning, technology systems can be designed to expand both their knowledge and performance Trustworthy leaders "walk the talk" and keep their promises. People also expect technology to perform as expected to ensure privacy and security. Technology systems must do what organizations say they will do even when they're under attack. A trustworthy system manages data in a way that customers expect and understand. For organizations looking to establish trustworthy technology systems, that means providing clear explanations about how decisions are made; assessing and addressing the fairness of the technology solutions they use; and finding the right balance between humans and technology solutions. Organizations must understand and take into account the uncertainty around the decisions and outcomes of their technology systems. They must also design systems to continue to learn and expand their knowledge bases. Companies should ensure that their systems perform as intended even when under attack. They must keep their commitments to safeguard information, maintaining data privacy and data security. With how pervasive technology has become in business, companies can only be successful if people have confidence in the technology systems they use. The accelerating pace of technological change is marked by both promise and peril. Acting now to identify and mitigate the risks will position businesses to earn and keep the trust of partners, customers, employees, and society. With this trust comes great responsibility, but also a great opportunity – as trust triggers the loyalty and engagement that will drive business innovation and growth today and in the years to come. MANAGING DIRECTOR – ACCENTURE LABS,

GLOBAL RESPONSIBLE AI LEAD FOR TECHNOLOGY INNOVATION Medb Corcoran leads Accenture Labs in Ireland, which incubates and prototypes new concepts in AI through applied R&D projects. Managing Director – Applied Intelligence, Global Lead for Responsible AI Ray specialises in helping organisations deliver value from AI responsibly and safely.

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The automation edge for High Tech

----- Arcticle source ----- https://www.accenture.com/us-en/insights/high-tech/automation-edge-high-tech ----- In brief The automation edge for High Tech WRITTEN BY Current Country: United States RESEARCH REPORT 5-MINUTE READ May 8, 2023 We discuss the full automation potential within internal business functions in the High Tech industry. It's no secret that automation is increasingly the engine behind better enterprise performance. In fact, it's a critical part of a digital core which, in turn, is at the heart of what we call Total Enterprise Reinvention. Total Enterprise Reinvention is a deliberate strategy that aims to set a new performance frontier for High Tech companies to help drive growth and optimize operations. Automation's potential is especially promising in High Tech. High Tech companies have many repetitive operations that require extremely low margins of error. They match the profile of companies ripe for enterprise automation—namely, large, older companies built through M&A and consolidation. And their highly educated and skilled workers are more likely to feel comfortable with automation. Whilst their highly educated and skilled workers are more likely to feel comfortable with automation. the High Tech industry is in a fierce war for talent which increases the incentive to embrace scalable solutions that serve as workforce multipliers, simplify operations, and improve employee experiences. A recent Accenture semiconductor industry research has identified the talent gap as an emerging obstacle to growth and recommends embedded automation as a key lever in alleviating demand for hard-to-reach engineering talent. High Tech companies are well prepared for automation and are uniquely positioned to adopt advances quickly, for three key reasons: In particular, High Tech companies' Finance and IT organizations are ripe for automation due to their relative maturity in digitized business processes and cloud infrastructure. Many processes in these organizations are areas in which companies can get quick wins and capture value that can be reinvested in additional enterprise-wide automation initiatives. Two great places to start: But none of this is possible without trust, which is critical to the adoption of automation. Leaders must understand the drivers of trust and actively measure trust levels within their organizations to drive adoption and capture the full value potential. After all, the adage holds true: What gets measured gets fixed. It is important to have relevant metrics to measure success. Proven frameworks and methodologies are available to help High Tech companies measure trust so they can create a strong

foundation on which they can build their automation efforts. This enables them to bring the same kind of innovation to their business processes as they do to the innovative, automation-enabled products High Tech companies' chips make possible. Diana Bersohn Managing Director – Accenture Strategy, Technology Strategy Alex Olea Managing Director, Strategy Wole Adefemi Senior Manager – Strategy & Consulting, High Tech Maggy Ibrahim Manager – Strategy & Consulting, High Tech Jeff Johnson Manager – Strategy & Consulting, High Tech Jack Dickinson Consultant – Strategy & Consulting, High Tech © 2024 Accenture. All Rights Reserved. ======================

M&A analytics: Breakthrough insights, better deals

----- Arcticle source ----- https://www.accenture.com/us-en/insights/strategy/mergers-acquisitions-analytics ----- RESEARCH REPORT In brief A different kind of M&A requires a new approach Greater agility: Day-to-day insights on opportunities More certainty: Analytics as X-ray vision More speed post-close: A bullet train from Day One What future leaders are doing now Related capabilities A whole-brain approach for better M&A Life Sciences company: From months to just six days Adopting a more experimental mindset Matching the right tools with the right talent Embracing traditional and nontraditional data sources Putting analytics at the core MORE ON THIS TOPIC Mergers and Acquisitions Accenture Strategy JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Digital technologies like AI and data analytics are transforming the M&A deal cycle. Digital analytics is a tool fit for the time, as M&A becomes a more frequent, regular part of companies' business agenda. A robust M&A function is fast becoming a norm for leaders, with AI and analytics as rocket fuel for speed and new capabilities. Not only do analytics bring greater speed, they also increase accuracy and free humans to do what they do best while AI handles the rest. The new M&A requires a mindset shift in which company leaders embrace the agile and innovative, adding machine logic, speed and intelligence to the human version of all three. Marrying humans and machines creates a more whole-brained version of M&A, backing intuition with science. Companies that adopt a whole-brain approach to leadership realize, on average, 22 percent higher revenue growth and 34 percent higher profitability growth. What if machines could take on much of the left-brain heavy lifting in M&A, freeing time for humans to leverage right-brain capabilities to for example synthesize different analyses and viewpoints? LEARN MORE Many potential targets are smaller, private and harder to identify using traditional techniques. With robust data sets and machine learning tools, companies can create a set of acquisition possibilities that bring the capabilities they're looking for in-house. And they can do so in a significantly shortened timeframe and at lower cost. Automated target screening tools allow web interfaces to quickly develop customized search criteria. Analyst teams can identify thousands of targets, shortlisting using weighted criteria and Natural Language Processing (NLP), to reduce time spent from traditional methods by 50 to 60 percent.

Additionally, new targeted AI-powered apps allow M&A teams to rapidly ingest and normalize large data sets, with the processing power to evaluate multiple potential scenarios at speed. Armed with this information, C-suite leaders and their teams can identify more sources of value from the transactions they execute, while predicting more accurately the value to be attained. If there was a mantra for digital infusion into M&A today, it would be: Stop assuming, start modeling. If there was a mantra for digital infusion into M&A today, it would be: Stop assuming, start modeling. In today's environment, as deals get larger and more complex, calculating value with accuracy requires more data to evaluate, more integration options to test, more sources of value to factor in and weigh against each other. Analytics is already helping leadership teams better determine the value of a deal by broadening the number of factors that can be screened. This larger picture means deal teams can create a more accurate model when deciding whether to proceed with any one target. When a deal does move ahead, digital tools now allow companies to download their HR databases into a confidential, clean environment to design the new organization and remap talent, factoring in titles, levels, salaries, skills and more. Rather than struggling with hundreds of spreadsheets, leaders can see synergies and savings holistically and almost instantaneously. Leveraging a suite of analytics techniques, we have seen companies design new combined organizations in up to one-half of the time it used to take. Leveraging a suite of analytics techniques, we have seen companies design new combined organizations in up to one-half of the time it used to take. Companies want to hit the ground running from deal close on, versus drawn-out integrations. From designing roles and identifying who will fill them, to what gets automated, to analyzing terabytes of unstructured data for contract terms around costing or change of control provisions, analytics can achieve in minutes what used to take weeks or months. For example, we recently helped a large life sciences company with a divestiture. The company's systems were filled with intellectual property (IP). It needed to identify which pieces belonged with the divestiture and which the larger company needed to retain. What used to take months—executing searches over large volumes of unstructured content—took just six days using AI. In short, any merger or acquisition is disruptive to business. Analytics tools allow your company to get to the desired target state sooner and with less risk, which means getting back to the business of your business faster. Accenture Strategy recently helped a large life sciences company with a divestiture. The company's systems were filled with intellectual property (IP), and the team needed to identify which pieces belonged with the divestiture and which the larger company needed to retain. What used to take months—executing searches over large volumes of unstructured content—took just six days using AI. Leading organizations oriented toward growth are already outmaneuvering other acquirers by: Leaders modify their existing M&A playbook into something more experimental. Rather than force-fitting a decision aid into the traditional deal cycle, they incorporate analytics into the heart of everything they do. Leaders are staffing with professionals that have the right skillset and mindset to both work with and help develop the latest digital M&A tools. Leaders are leveraging new data management capabilities to identify acquisition candidates, synergy opportunities and risks. Using new pools of information, they are provided a more complete picture for decision-making. Many companies treat analytics as a decision aid. Leaders don't try to throw

data analytics into a traditional deal cycle, but design a modern M&A function around the new vistas analytics enable. In today's environment, the winners will be those who access value faster and with more accuracy. Investing not only in advanced analytics tools, but also in the talent well-versed in using those tools to your company's best M&A advantage helps your company build its M&A muscle. It's as close to peace of mind as you can get in the unpredictable world of M&A. MANAGING DIRECTOR – ACCENTURE STRATEGY, MERGERS AND ACQUISITIONS Matt partners with clients to develop strategic acquisitions plans, build digital capabilities and drive sustainable growth. Senior Managing Director – Accenture Strategy, Mergers & Acquisitions Global Lead J.'s role focuses on working with leading clients on global M&A transformation deals to address the critical issues facing their businesses. Managing Director – Accenture Strategy, IT Mergers and Acquisitions Lead, EMEA Olga advises business leaders on mergers and acquisitions, data analytics as well as digital and operating model transformations. PRINCIPAL DIRECTOR – ACCENTURE STRATEGY, MERGERS AND ACQUISITIONS Stew helps large corporations and governments through substantial changes from mergers and acquisition and outsourcing. We can help you stay on course to drive strategic value from your pursuits. Shaping our clients' future, combining deep business insight with technology. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved. =====================

The future of procurement

----- Arcticle source ----- https://www.accenture.com/us-en/insights/operations/future-procurement ----- 5-MINUTE READ In brief How to be ready for the unexpected It goes beyond cost, it's about driving business value Automate and put data at the heart of procurement What it takes to change Take the next steps Related capabilities Aon's story North star Automation Procurement Supply chain Operations JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA When Mike Benvenuto, Chief Procurement Officer (CPO) at Aon, earned a seat at the table to help advance plans for sustainability, diversity and managing through a global pandemic, he knew procurement's role had changed. To talk about this change, he joined more than 150 business and industry experts at Accenture's Future-Ready Forum and unpacked what successful leaders are doing differently to thrive in this time of compressed transformation. During his fireside chat, Benvenuto shared insights about what's working at Aon, a US$10 billion leading global professional services firm that provides broad range of risk, reinsurance, retirement and health solutions and employs more than 50,000 people across 120 countries. He brought to life what it takes to build intelligent operations as CPOs are under more pressure than ever to expand the value they deliver. The stakes couldn't be higher. Global research reveals organizations with highly mature operations are considered "future ready" and are, on average, 1.7 times more efficient and 2.8 times more profitable. They also improve their talent mix, customer experiences and ecosystem relationships. In three years, Aon's procurement team drove nearly $300 million in savings, which helped

build credibility—and raised the bar on the kind of value they could deliver. In three years, Aon's procurement team drove nearly $300 million in savings, which helped build credibility—and raised the bar on the kind of value they could deliver. More than talent or budget, research shows that the top three barriers to building mature operations are structure, technology and strategy. Building a strong procurement function augmented by the right technology, establishing ecosystem partnerships and developing productive relationships with internal stakeholders takes time and perseverance. Benvenuto broke it into three phases: Procurement leaders need this more comprehensive, holistic view of value as their new "North Star" to drive operational maturity, break down silos—elevating the role and impact of procurement. With strong relationships and the right technology, Aon's procurement team can analyze spending to assess if they need partners who are more diverse or who can offer fresh thinking—Benvenuto says these conversations are now expected. As a result, the team has elevated its role and become integral to efforts around net-zero, diversity and strong ecosystem relationships. When the global pandemic hit, the strengthened procurement model paid off to help manage Aon's third-party spending. According to research, two key steps to operational maturity are automation and data. Automation reduces costs. It ranks as the top factor to making business processes digital and organizations have increased its widespread use fivefold over the past three years. More organizations have been embedding technology throughout sourcing, contracting and purchasing to keep data at the heart of procurement work. In fact, two-thirds say their company's operating model is designed based on data rather than on executive experience and intuition. To quickly gain the analytics and technologies they need, many are tapping into existing resources through ecosystem partners. Thirty-seven percent of procurement leaders have improved their ecosystem partnerships over the past three years. "All that sweat equity we expended before had us prepared for the marathon we didn't know we were going to run." – MIKE BENVENUTO, Chief Procurement Officer, Aon "All that sweat equity we expended before had us prepared for the marathon we didn't know we were going to run." – MIKE BENVENUTO, Chief Procurement Officer, Aon Building operational intelligence is hard work. It takes time, perseverance and a relentless focus on execution. Benvenuto offered three pieces of advice: To evaluate your own operations maturity, take the Future-Ready Operations Maturity assessment. Answering 10 questions provides you with a report you can use to better understand how to tackle compressed transformation challenges by building an intelligent operation. You can also listen to the full recording here. CHIEF PROCUREMENT OFFICER – AON Managing Director – Operations, Procurement Business Process Services Chad Gottesman is the global lead for Accenture's Sourcing & Procurement business. Data-driven insights to help optimize processes, increase efficiency and drive out more value. Manage and streamline your supply chain with an agile global network. Human + machine intelligence building new ways to embrace change and grow. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved. =====================

Purpose: Driving powerful transformation for banks

----- Arcticle source ----- https://www.accenture.com/us-en/insights/banking/purpose-driven-banking-powerful-digital-transformation ----- RESEARCH REPORT Related capabilities In brief Is banking about to have its electric car moment? Banking on empathy: Engaging with customers Purpose helps banks enhance profitability and shareholder value Why banks are making slow progress on the purpose-driven journey Banks do not believe there is a burning platform A focus on delivering shareholder returns The magnitude of the change seems overwhelming No explicit mandate from regulators and government The future of banking: Time to rethink business models MORE ON THIS TOPIC Banking JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA The transition from gasoline cars to electric cars is a compelling illustration of how quickly business models in a well-established industry can crumble in the face of new technologies and customer expectations. Although innovative competitors like Tesla have long been preparing for this moment, many incumbents failed to appreciate how quickly it would arrive. Our research shows that purpose isn't only about doing the right things for customers and society—it is also a powerful way to drive growth and higher market valuations. Our research shows that purpose isn't only about doing the right things for customers and society—it is also a powerful way to drive growth and higher market valuations. For banks, the lesson is that there is no force more powerful than clarity of purpose combined with digital maturity. It is how Tesla seized a commanding lead in the shift to the new auto market. Likewise, the next generation of banks are thinking about how they can use purpose as a competitive differentiator while they pair it with behavior-influencing digital experiences to create unrivalled economic value.   Our research shows that purpose isn't only about doing the right things for customers and society—it is also a powerful way to drive growth and higher market valuations. This study is the latest addition to a series of Purpose-Driven Banking reports we launched in 2020 to understand how purpose can move the financial performance needle for banks.   The recent Banking on Empathy report examined how purpose is applied to customer interactions. Our new study builds on this by analyzing the intensity of purpose-driven strategies at 70 leading banks from around the world across three key areas – customers, employees, and products. It assesses how the different facets of being a purpose-driven business impact profitability, customer trust and market position. Our findings suggest that banks that earn recognition as a purpose-driven institution will unlock substantial value and competitive advantage, which in turn will drive customer satisfaction and retention. We found higher levels of customer loyalty among Purpose-Driven Banking Leaders. 4 pts The share of customers planning to switch to a new main bank in the next year averages four percentage points lower among Purpose-Driven Banking Leaders when compared with other banks. Earlier Purpose-Driven Banking research from Accenture suggested that incumbent banks with a clear purpose statement and high levels of customer trust could lift their retail revenue by 9 percent per year. The new research indicates that Purpose-Driven Banking Leaders are already realizing significant gains. This

group achieved double the revenue growth of their peers over the past four years. 3 pts Over the 4 years to June 2020, Purpose-Driven Banking Leaders achieved an average return on equity (ROE) that was 3 percentage points higher than that of the other banks. One of the most compelling findings is that embracing a purpose-driven agenda can help banks to unlock the full value of their investments in digital transformation. The highest ROE and price-to-book ratios are to be found among the banks that excel across both dimensions, confirming that purpose and digital maturity are a potent competitive combination. Despite this evidence, only a handful of banks are embracing their purpose with genuine enthusiasm. We believe there are four major reasons: They expect the transition to a purpose-driven model will be slow and believe there are no competitors ready or able to disrupt the banking market with such an approach. A shift to purpose-driven banking may demand that banks cannibalize some of today's revenues for the business's future growth. Many banks may be focused on short-term revenue and profit gains instead. To become truly purpose-driven, a bank will need to rewire its entire business. During the pandemic, embarking on such a large strategic transformation may be difficult to contemplate. In the absence of regulations that mandate banks to improve pricing transparency, simplify products, and focus on customers' financial health, many are choosing business-as-usual. It's unsurprising that some banks are reluctant to cannibalize revenues, realign their business models and re-engineer their value propositions during a pandemic. Yet inaction may pose a bigger threat than grasping the nettle.   Purpose-Driven Banking Leaders in our research show how banks can grow revenues, profits and market valuations by doing the right thing for their customers. Read our report to learn more. For banks, clarity of purpose paired with digital banking maturity is a winning combination. For banks, clarity of purpose paired with digital banking maturity is a winning combination. MANAGING DIRECTOR – ACCENTURE STRATEGY, BANKING Kim Kim is with Accenture's UKI Banking Practice and has over ten years of experience working with banks across UK, ASEAN, Hong Kong and China. SENIOR MANAGING DIRECTOR – STRATEGY & CONSULTING, CUSTOMER, SALES AND SERVICE Edwin partners with clients to activate digital customer experiences at scale and growth agendas through insights and innovation. We're helping banks win in the digital economy and get ready for what's next. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. Visit our Subscription and Preference Center © 2024 Accenture. All Rights Reserved. =====================

Reimagine the employee experience

----- Arcticle source ----- https://www.accenture.com/us-en/insights/strategy/employee-experience ----- In brief Contributors Related capabilities RESEARCH REPORT Employees as customers Disrupt to deliver More EX for less The resilient operating model Putting EX in the Op Model Co-create the experience Reimagine the model Empower humans + machines The ROI of EX MORE ON THIS TOPIC Accenture Strategy Operating models Talent &

Companies with "EX Factor" treat employees like customers, infusing a sense of purpose into the experience. Seventy-six percent of executives agree that organizations need to dramatically re-engineer the experiences that bring people and technology together in a more human-centric manner. Co-creating experiences with employees based on their increasingly liquid expectations completes the EX play and creates a greater sense of brand loyalty within the workforce. Eighty-one percent of HR leaders have already rolled out or are piloting various technologies to improve the employee experience. Those that successfully activate a purpose-led EX create a community of valuable brand stakeholders all working together to shape the next era of engagement and competitiveness. Employee engagement has taken a significant hit over the past few months, dropping to an all-time low, with 54% of employees disengaged and 14% actively disengaged. Of course, treating employees like customers to deliver high-value experiences is easier said than done. It's difficult to provide differentiated EX when skills or tools exist outside of single functions. And 93 percent of companies note their very existence is jeopardized by operating models that can't keep pace. COVID-19 has accelerated the need to self-disrupt and reorient teams to be more flexible and resilient, leveraging an expanded talent and technology ecosystem. By reimagining HR, finance, IT, and Global Business Services (GBS) into employee services, companies eliminate functional silos and reset cost structures to self-fund and deliver EX at scale. 75% of business leaders agree that current operating models will be unrecognizable in the next five years. Developing new, highly-valued employee experiences does not necessarily require more investment. One way to get more EX for less is to leverage the organization's existing GBS organization to accelerate speed to value when it comes to crafting employee experiences at scale. GBS creates the agility needed to adapt to shifting needs for both employee and employer, repositioning the functional teams and experts (sourced from liquid talent pools within and outside of the organization) to leverage tools (automated onboarding, digital assistants, employee and manager self-service) that drive greater user experience, workforce productivity, and issue resolution. And consider this: as technology ecosystems mature, automation and artificial intelligence initiatives scale operational cost benefits by up to 30 percent and improve time-to-market from 3x to 10x. Winning the war on talent means pumping up your EX factor. Here are three ways to start: Customers are regularly engaged to enrich or redefine their desired experiences. Companies must do the same with employees. Instead of telling employees what they value, functions need to invest in co-creating the experiences and outcomes. Consider three lenses to orient the approach: human, physical and digital. Companies can no longer rely on just traditional levers, including compensation, attractive benefit packages, or in-person training to gain loyalty and drive retention. To bring the operating model to life, single owners must be established and made accountable for all of the people, processes, experiences, and tools delivered to achieve the desired outcomes. To deliver the new model at scale and address variable workforce or business needs, companies need to exploit the power of human + machine. Expanding the ecosystem—through a curated network of strategic partners, adaptive or liquid talent pools—can accelerate this evolution and unlock new sources of value through innovation. When all is said and done, boosting the

employee experience isn't just about attraction and retention. Although for star performers, those are more important than ever. EX is all about ROI. Companies with highly-engaged workforces see a measurable bottom-line impact, significantly outperforming their peers and making their organizations stand out during a time of disruption. MANAGING DIRECTOR – ACCENTURE STRATEGY, TALENT AND ORGANIZATION Shammak specializes in diverse aspects of Talent and Organization including operating model and workforce transformation, and growth strategies. Senior Managing Director – Accenture Strategy, CFO & Enterprise Value Aneel focuses on creating enterprise value at the intersection of growth strategies, operating model transformation, and employee experience. Senior Managing Director – Operating Model & Organizational Design, Global Lead Paul helps organizations design, implement and optimize large-scale integrated operating model and business services transformation programs. Managing Director – Operating Model & Organizational Design Kent works with executives to drive growth through enterprise-wide business transformations that enhance customer experiences and efficiencies. NICHOLAS BOBICH Senior Manager – Accenture Strategy Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. Visit our Subscription and Preference Center © 2024 Accenture. All Rights Reserved.
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Capital markets: See opportunity everywhere

----- Arcticle source ----- https://www.accenture.com/us-en/insights/capital-markets/wealth-management-artificial-intelligence ----- More retail investors. The transition to low-carbon economies. Infrastructure investments in growing markets. For those who reinvent, constant change is constant opportunity. What's trending in capital markets Partners in change Awards and recognition Our leaders Careers Capital markets now Segments we support How to reinvent capital markets Leader in Everest Group's Capital Markets IT Services PEAK Matrix® Assessment 2024 Accenture is a Market Leader in HFS Horizons – Best Asset & Wealth Management Service Providers, 2024 Accenture Ranked No. 1 Services Provider to Capital Markets Industry by HFS Accenture named a leader in Everest Group's Capital Markets Operations Peak Matrix® Assessment 2023 Accenture is a Leader in the Inaugural Everest Group Asset and Wealth Management IT Services Peak Matrix® Assessment 2023 Matthew Long Laurie McGraw Tom Syrett Nicole Bodack Current Country: United States 9% of capital markets firms are embracing Total Enterprise Reinvention according to Accenture research—leaving room for more leaders to emerge 32% of an investors' wealth in Europe and Asia, on average, is currently "leaving the firm" at the point of succession $322B total revenues of the top 40 investment banks worldwide in 2022 45% of UK asset managers believe digital assets will have the biggest impact on their operating model in the next 3-5 years Three imperatives for next-gen investment banking: bend the cost curve, enhance client experience and implement new operating models.

The investor profile is changing. Give newly engaged investors the personalized experiences they expect. New investment vehicles. Data as capital. AI-driven insights. We help turn change into opportunity. Unlock growth, improve financial performance, and manage risk at speed with leading solutions. Optimize exchanges, clearing houses, central securities depositories, and custodians. Develop technology and operations strategies for the next decade. The top five retirement recordkeepers in North America are projected to control 75% of all market assets within a decade. To stay relevant in this environment, firms need to reinvent their business models fundamentally. Discover how gen AI could be transforming investment banking operations to help save costs. S&P Global and Accenture have established a strategic collaboration to drive innovation and harness the full capabilities of generative AI across the financial services sector, enhancing both customer and employee experiences. While wealth management firms in Asia remain ambitious in their growth goals, the industry is at a turning point as gen AI becomes part of the mainstream. DLT could revolutionize sustainable finance with helping to transform the verifiability of green bonds. Accenture shares business models and strategies to help shape the future of asset management in 2025. Accenture and PIMFA surveyed wealth management firms in Europe on current and emerging industry trends. Find out the 4 key strategic themes that we uncovered. A large Canadian bank found renewed strength and efficiency through improved trading software and more agile ways of working. One of the strengths noted include an acquisition-led strategy that enables Accenture to bolster offerings in the areas of AI, digital engineering, and cloud-based banking. Accenture is positioned in Horizon 3 in the HFS Horizon report "Best Service Provider for Asset and Wealth Management, 2024". One of the specific strengths noted is Accenture's ability to blend domain knowledge with applied innovation. In addition to achieving the No. 1 position overall, Accenture ranked No. 1 in technology innovation and in alignment with the HFS OneOffice™ vision of digital transformation in action. Accenture has moved into the Leader's quadrant in the 2023 report in Everest Group's Capital Markets Operations PEAK Matrix®. Accenture is the highest leader in the inaugural Everest Group Asset and Wealth Management IT Services PEAK Matrix® Assessment 2023. Senior Managing Director – Global Capital Markets Lead Managing Director – Capital Markets, North America Lead Managing Director – Capital Markets, EMEA Lead Managing Director – Capital Markets, Growth Markets Lead Grow your careers at the heart of change © 2024 Accenture. All Rights Reserved. =====================

Driving continuous improvement through DevOps for Murex users

----- Arcticle source ----- https://www.accenture.com/us-en/insights/capital-markets/murex-devops ----- Changing tools, processes and mindsets Bringing greater value to Murex clients What DevOps can help your firm do What's getting in the way of your development efforts? Related capabilities MORE ON THIS TOPIC Trading platforms Accenture Cloud JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Firms are

under increasing pressure to innovate faster and perform better, while at the same time managing platform migrations and executing efficiency and cost improvements. It's a complex, challenging and ever-changing environment. Getting it wrong could mean higher costs, system meltdown and dissatisfied clients. Getting it right could mean reducing development costs by 40 percent.1 By bringing development and operations teams together to implement automated software development and deployment processes, DevOps reduces this complexity and allows firms to streamline their IT environment to successfully drive innovation—faster and better. DevOps is both a functional and cultural change that aligns and improves the development and operations functions to enable continuous improvement. A DevOps journey extends beyond optimizing continuous integration processes and automating tasks to transforming the mindsets of the leadership and development-operations teams. Accenture is developing a fully-automated DevOps model and best practices that can overcome common challenges and deliver the functionality Murex clients want and need, including: Once you've determined the need for change, the next steps in your DevOps transformation journey are to conduct a DevOps maturity assessment, create a DevOps framework and roadmap, and then rapidly iterate the implementation of DevOps practices. Once you've determined the need for change, the next steps in your DevOps transformation journey are to conduct a DevOps maturity assessment, create a DevOps framework and roadmap, and then rapidly iterate the implementation of DevOps practices. There are a number of common challenges firms face when it comes to their innovation efforts, all of which signal the need for a DevOps transformation. The critical first step is recognizing the need for change—then taking the next steps toward your own transformation journey. Are you ready to drive continuous improvement through DevOps for Murex? Please get in touch. 1A Practical Approach to Large Scale Agile Development by Gary Gruver, FlowCon San Francisco 2013   Innovative trading operating models leveraging our Murex, Calypso and Finastra capabilities. Drive innovation and accelerate your company's growth with Accenture's full spectrum of digital, analytics and enterprise cloud services. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. Visit our Subscription and Preference Center © 2024 Accenture. All Rights Reserved. =====================

Reinventing operations in asset management

----- Arcticle source ----- https://www.accenture.com/us-en/insights/capital-markets/asset-management-reinventing-operations ----- In brief Related capabilities RESEARCH REPORT Keeping pace with disruption Unique snapshot of an industry in transition Rising to the challenges Calling for disruption across the investment life cycle Transforming talent in operations New strategy, new operations About the research MORE ON THIS TOPIC Asset Management Operating Models Artificial Intelligence JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA The asset management industry is at an inflection point. After a decade of

sweeping change driven by pressure on fees and the rise of index investing, it's now facing a blizzard of disruptive technological breakthroughs and relentlessly advancing regulation. In response, asset managers are investing in innovation and reinvigorating their products and processes. But what are they investing in for the future? And how and why are they doing so? To answer these questions, we conducted a joint study with the Investment Company Institute (ICI)—the leading association representing regulated funds globally—that provides a unique insider's snapshot of investment operations in asset management. The insights cover the full spectrum of issues facing operations leaders—from improving growth and efficiency to harnessing emerging technologies, from managing legacy technology to optimizing talent, and more. Our research shows that 42 percent of operations executives surveyed believe their operations and technology are not configured to adequately execute the firm's overall strategy. Asset managers' responses are mainly focused around three areas: strengthening the front office, enhancing client engagement and rethinking their technology and operational support models. Operations leaders have a high degree of responsibility for these initiatives—and an opportunity to be an important partner in bringing their firm's strategic goals to life. Our survey reveals that efforts to address all of these issues are underway: 64 % have completed a major operating model change in the past three years 55 % report having a formal initiative in place to evaluate the business and operational potential of new technologies 42 % have a back or middle office system consolidation or conversion initiative underway 55 % have a data management initiative that aims to enhance data governance and quality As operations leaders continue with these programs, they're simultaneously leading the calls for disruption of many functions across the investment life cycle. Accenture's Capital Markets Vision 2022 report highlights how industry utilities could play a role in disrupting some key processes—and respondents to our operations study agree. Top candidates for disruption in operations include data management (66 percent), collateral management (22 percent) and clearing and settlement (18 percent). Respondents accept that disrupting these areas will require cooperation across the ecosystem—between asset managers, service providers, exchanges and more—together with a "capacity for innovation" in operations. This capacity must include an ability to leverage new technology solutions, and a number of leading firms are already experimenting with technologies like artificial intelligence (AI), distributed ledger technology and robotic process automation (RPA). Findings from our survey include: 70 % of operations leaders expect AI to deliver the next wave of cost reductions to the industry 52 % of firms are using RPA in their operations With this innovation imperative in mind, asset managers are increasingly recruiting business-focused technology skills. Going forward, different skill sets will be required to drive innovation and protect asset managers from disruption. Zeroing in on changes in the required skill sets, our research confirms that asset managers are aware of the need to transform talent in operations. 75 % identify investment operations knowledge and problem-solving as the top skills they're seeking today 65 % believe data science and technology development skills will be most in demand in five years A crucial aspect of reinventing operations is people. The human element must evolve—alongside technology—to support the back and middle office. Overall, our study shows that asset managers are actively disrupting and reinventing their operating models and skill sets

to win out in a disrupted future. Their ultimate goal is to blend profitability with organizational flexibility. Those firms who actively embrace disruption will be the best placed to achieve it. Sent to members of the ICI Securities Operations Advisory Committee, which is made up of senior operations leaders, the survey sought to understand the current trends, challenges and initiatives in asset managers' back and middle offices. The survey received responses from 33 asset managers accounting for around $15 trillion in assets under management (AUM) as of December 2018. Managing Director – Asset Management Ross specializes in large-scale transformational initiatives in the middle and back offices in the asset management industry. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. Visit our Subscription and Preference Center © 2024 Accenture. All Rights Reserved.
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Building data products as a competitive differentiator

----- Arcticle source ----- https://www.accenture.com/us-en/insights/technology/data-products ----- In brief Data products productize data to accelerate value, improve decision-making, and even create entirely new revenue streams Project vs product approach to data Data products in action How to make data products a success WRITTEN BY Current Country: United States Research Report 5-minute read February 8, 2022 Data is a powerful new form of capital. It's essential for organizations to survive and thrive in today's fast-paced business environment. And it's generated everywhere from humans, machines and Internet of Things (IoT) devices to edge systems and beyond. Now, there's a new opportunity to turn all that data into a competitive differentiator. How? By creating data products. Simply put, they're products that facilitate end-goals through the use of data.1 They contain data packaged with everything someone needs to understand that data and use it to solve a new use case—even if that person works in a different team or outside the business altogether. Just like consumer products, data products are designed for specific purposes. Let's take a closer look at what data products are, and how they differ from traditional approaches to using data. Today, most companies approach enterprise data with a project mindset. Each time a business function has a problem that it wants to solve with data, the organization starts a project to acquire the data, cleanse and prepare it, then analyze it for that specific use case. And each time a new business problem or use case arises, it follows a similar process to acquire, prepare and analyze data for its specific need. This project mindset may sound familiar. It's how most data teams currently operate. But this approach has some significant drawbacks: Data products give companies a better way to address their data needs. They're designed with the entire organizations' data needs in mind, and they can be reused to support numerous use cases across multiple functions. Data products can be: Data products typically offer far greater ROI and lower cost-per-use than data projects, because they evolve to support multiple outcomes over time. Data products typically offer far greater ROI and lower cost-per-use than

data projects. Why? Because although the upfront costs may be higher, they evolve to support multiple outcomes over time and accommodate new use cases that emerge. The product mindset keeps the focus on realizing the business use cases. What's more, data products offer an innovative way to decouple data from specific applications and use cases to maximize its value. And they help break down data silos across the enterprise. Data products also offer several key advantages for the people who use them. These include: Time-to-insight is much quicker, because the data product is pre-built...People don't have to start a new project each time they want some data. Users know that data products have gone through rigorous quality control. Unlike static datasets, data products provide real-time data for decision-making. The relevant data is already available, so people don't have to go and ask another team for it. A well-defined data product with a well-defined interface is much easier to consume than a raw dataset. You may not realize it, but you're probably already familiar with some data products. In fact, many digital natives—such as Google, Uber and Netflix—have built their entire businesses around them. They compete on their ability to drive actionable insights from their data. But data products aren't just for digital natives. They offer huge potential for established companies, and they can even open up entirely new revenue streams. For example, a medical device manufacturer can start supplying medical-grade data services to healthcare providers to help drive better patient care. An oil and gas producer can achieve greatly enhanced efficiency in its plants. Or a media and entertainment company can serve personalized content to its customers. To successfully implement data products, organizations must support the entire lifecycle—from conceiving and designing the product through to building it, rolling it out, supporting it, then retiring it when it's no longer needed. This responsibility should sit with a new organizational function devoted to data product management. It'll need people with a broad range of skills around data, business analysis, DevOps and more. Plus, the teams creating data products need knowledge of the relevant industry and domain. Organizations should develop data products in a data platform that's built in the cloud. Why? Because cloud enables scale, agility, and the opportunity to drive reinvention. It allows for data to be connected as a part of a larger continuum. And by tapping into the Cloud Continuum, organizations can productize their data—wherever it resides. Investing in data products can really pay off. After all, data products empower organizations of all kinds to leverage data to achieve critical business outcomes. It's too big an opportunity to miss. 1 Definition from Data Jujitsu: The Art of Turning Data into Product, 2012, by Dhanurjay "DJ" Patil, former Chief Data Scientist at the United States Office of Science and Technology Policy Teresa Tung Lead – Data Capability © 2024 Accenture. All Rights Reserved.
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Zero-Based Transformation: The big reset

----- Arcticle source ----- https://www.accenture.com/us-en/insights/strategy/zero-based-transformation-big-reset ----- In brief Going from zero to a

hundred Resetting for growth WRITTEN BY Current Country: United States Research Report 5-minute read May 24, 2022 Rethink. Reinvent. Transform. As executives maneuver today's uncertainty, and as new disruptions seem to emerge daily, leaders are no longer focused on simply surviving the storm. They are living these three words to navigate the waters of unprecedented change. In fact, nearly three-quarters (73%) of C-suite executives surveyed by Accenture have a cost transformation initiative under way or are planning one within six months. But how can they harness the full potential of that cost transformation? By pointing their compass toward zero. Zero-based transformation looks beyond the present and doesn't rely on the past to chart the future. Instead, it takes a holistic approach to cost transformation, starting with a clean sheet to: The value of asset reallocation and freed funds? They can be used to invest in the strategic priorities that drive growth and to develop new capabilities that build resilience and agility for the future. Zero-based transformation is not a budgeting exercise. It's about deeply understanding costs across the business and aligning to the priorities that will create value. To succeed, it must be an integral part of the organization's design, driven by technology, integrating sustainability and empowering talent. 61% of leaders are investing in technology including AI, digital tools and cybersecurity to optimize operations. 92% state that cost transformations need to account for their impact on sustainability and responsible business. 88% cited strategy and leadership as an obstacle, and 60% identified employee engagement as an issue in past cost transformations. Transformations of the past—and their failures—can stay in the past. Today, cost transformations themselves are transforming, starting at zero. What are the keys to success? In our experience, there are four: Invest in the technologies that will help you course correct. Look at costs holistically and align resources with new business priorities and capabilities. Align transformation messaging and priorities to engage all stakeholders. Embed new ways of working to ensure benefits endure. Leaders are thinking about today's cost transformation in terms of growth, resilience and competitiveness. As they face today's disruption and volatility, a zero-based approach can help leaders rethink their business to move beyond cutting costs—and set a course toward a cost transformation that breathes new life into their future. Learn more about zero-based transformation's role in funding new strategic priorities—read the full report here. Robert Willems Senior Managing Director – Accenture Strategy, Cost & Productivity Reinvention Lead, Global Manish Chandra Managing Director – Strategy Cost & Productivity Reinvention Lead, Growth Markets Benigno Herreria Managing Director – Accenture Strategy, Senior Zero-Based Transformation Lead Karin Larsson Managing Director – Strategy & Consulting, Supply Chain & Operations, Zero Based Spend Global Lead Rob Rubin Managing Director – Accenture Strategy, Zero-Based Organization Global Lead Praveen Kishorepuria Managing Director – Accenture Strategy, Zero-Based Transformation North America Lead © 2024 Accenture. All Rights Reserved. =====================

Cryptography in a post-quantum world

In brief Steps to maintain secure communications and encryption: Related capabilities Quantum is coming...is your security function ready? By June 2019 By January 2020 By end of 2025 MORE ON THIS TOPIC Accenture Labs JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Companies currently rely on public key encryption, digital signatures and key exchanges to protect business commerce, communications, identity and data. These cryptographic schemes are underpinned by a set of vetted algorithms, and the level of protection is based on the strength of the underlying math and difficulty of calculation. Existing cryptographic methods are the fabric of commerce, communications, identity and data protection at large—and all must be reviewed and potentially updated to continue conducting business safely and securely in a post-quantum world. Existing cryptographic methods are the fabric of commerce, communications, identity and data protection at large—and all must be reviewed and potentially updated to continue conducting business safely and securely in a post-quantum world. Quantum computing provides the processing hardware necessary to run Shor's Algorithm at scale and perform even the most difficult underlying math problems very efficiently. Quantum also offers the power to identify secret cryptographic keys in an extremely efficient way. This could potentially expose businesses to threat actors globally—and all at once. This disruption eclipses the diligent planning and deep investment that went into Y2K preparations. It is an immense, high-impact event that will override existing cryptography methods and make current infrastructure and application protections irrelevant. Timing is critical as companies will not have the full eight years until 2025 to de-risk. This huge change management effort will take at least two to four years to implement once there is a viable proven algorithm announced somewhere between 2022-2024. Assess scope—Evaluate the cryptographic risks across business processes and assets, including current crypto methods, key lengths and where stored in the enterprise and within the partner ecosystem. Develop mitigation strategies—Update existing crypto methods (i.e., lengthen key sizes), explore other data protection controls, evaluate current quantum-resistant lattice-based and hash-based cryptography. Plan and implement migration—Update systems with quantum-proof cryptography methods across all prioritized enterprise assets and third parties. Develop new policies, methods and procedures to support. Accenture Labs puts innovation to work for you. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings.
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Reinventing MedTech with intelligent technologies

In brief Introduction What to do next 1. Mass market makeover for diabetes 2. Care for cardiovascular 3. Tech surge in surgery 4. Improving diagnostic imaging Five key actions to seize opportunities offered by enterprise reinvention, gen AI and an investment in a strong digital core: Lead with value Reinvent talent and ways of working Understand and develop an AI-enabled secure digital core Close the gap on responsible AI Drive continuous reinvention WRITTEN BY Current Country: United States Research report Human-centric healthcare for tech-savvy patients and organizations 5-MINUTE READ May 29, 2024 Check your heart condition on a smart watch or go in for a stress test? For most patients, the former is the preferred way to go. In the rapidly evolving MedTech landscape, the integration of generative AI (gen AI) is revolutionizing how healthcare is delivered. MedTech companies are leveraging intelligent technologies to meet the growing demand for real-time, personalized healthcare. Our research with 800 U.S. patients shows that 94% use devices and apps for health management1, emphasizing the need for innovation to meet the preferences of tech-savvy patients and the needs of resource-limited providers. Strategic use of gen AI enhances patient engagement and improves care efficiency, leading to cost savings and better health outcomes. Diabetes care is at the forefront of the MedTech revolution. With the advent of wearable technology and digital health platforms, patient empowerment is reaching new heights. The integration of continuous glucose monitoring (CGM) systems and GLP-1 receptor agonists illustrates a symbiotic relationship between pharmaceutical treatments and MedTech innovations, reshaping patient care pathways. The cardiovascular(CVD) segment is witnessing a paradigm shift with the integration of smart devices capable of detecting heart conditions such as atrial fibrillation. This shift towards less invasive and more proactive monitoring tools is redefining the landscape, making patient care more preemptive and less reactive. The surgical field is experiencing a technological surge with the introduction of robotics and AI-enhanced systems. Miniaturized robotic-assisted surgery device innovations are setting new standards in minimally invasive procedures, enhancing the surgical process from planning through recovery. Diagnostic imaging is being transformed by AI and machine learning with significant advancements in workflow efficiency and diagnostic accuracy. AI-assisted ultrasound technology platforms are making waves by enhancing image quality and streamlining diagnostic processes. Focus on redefining the value chain with gen AI, not just tech. Prioritize core offerings and explore new value pools like preventative care in diabetes and CVD. Move beyond low-value proofs-of-concept to fully leverage gen AI's potential. Embrace gen AI by fundamentally redefining work processes and reskilling employees. Over 90% of MedTech CXOs see the need for a major overhaul in training strategies to unlock innovation and profitable growth. Establish a robust AI-enabled digital core leveraging cloud, data and AI for competitive advantage. Invest in data as a strategic asset and AI for hyper-

personalization and automation, enabling rapid capability development and market opportunities. Prioritize responsible AI to mitigate risks like bias and ethical concerns in data use. Implement programs to ensure gen AI's positive impact and address ownership and discrimination issues. Foster a culture of continuous reinvention with the right tools and approaches to innovate while managing daily operations. Embrace gen AI to lead in creating personalized experiences, boosting productivity and generating new revenue streams. It's time for MedTech leaders to embrace these changes, focusing on developing intelligent solutions that meet both patient and provider needs. Read our full report to know how MedTech companies can navigate the complexities of the modern healthcare environment, ensuring sustainable growth and improved patient outcomes in the age of gen AI. Source 1 Accenture survey: "Connecting patients to better health" of 800 patients in the US Tom Kawalec Managing Director – Global & North America Life Sciences Medical Technology Lead Oliver Richards Managing Director- Global Medical Technology Strategy Lead, Life Sciences Selen Karaca-Griffin Senior Principal – Research, Life Sciences, Global Garima Mishra Associate Manager - Life Sciences Research, Accenture Growth and Strategy © 2024 Accenture. All Rights Reserved.
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Quantum computing—the time is now

----- Arcticle source ----- https://www.accenture.com/us-en/insights/technology/quantum-computing ----- RESEARCH REPORT In brief Beyond the theoretical Delivering business value Investing in quantum computing The fifth generation A stake in the ground Industry opportunities for quantum computing Related capabilities First generation computing Second generation computing Third generation computing Fourth generation computing Fifth generation computing Optimization Chemistry Machine Learning Financial Services Life Sciences Manufacturing Resources Media & Technology MORE ON THIS TOPIC Technology Technology innovation JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Quantum computing substantially enhances how information is stored and processed, allowing it to perform more efficient algorithms than traditional computing.   While quantum computing has been an important part of research for more than three decades, building an actual quantum computer has always challenged scientists and engineers.   That's changed. In the last few years, we've seen hardware and software capabilities move out of university labs and into real-world business products. Still, the technology needs to mature to become fully enterprise-ready and deliver meaningful, cost-effective results.   Accenture Labs examines the science behind quantum computing, potential use cases by industry and recommended steps for business leaders who want to be best positioned when this emerging technology reaches maturity. Recent developments have revealed the potential for quantum computing to deliver business value by solving difficult subsets of problems in entirely new ways. Although the marketplace is growing, consistent enterprise use of quantum computing is

by most estimates two to five years away. However, businesses can start innovating now by accessing existing commercial quantum computing capabilities through newly available quantum hardware platforms and software applications. Research partnerships between large companies and top universities show great promise for the future of quantum computing. Additionally, public investment in quantum computing is picking up steam. $1.1B The European Commission has invested $1.13 billion in a project to support a range of quantum technologies. $25M Australia's government announced a five-year AUD$25 million investment toward developing a silicon quantum integrated circuit. $1.2B A US report recommends "significant and sustained investment in quantum information science by engaging with academia, industry and government." $15B China is investing heavily in quantum computing to, among other things, build a facility dedicated to quantum research. Many people believe that quantum computing is one of several technologies that will enable the fifth generation of computers.   The innovation behind quantum computing lies in the way it takes advantage of certain phenomena that occur at the subatomic level. The quantum revolution is coming. It is essential for business and technology leaders to make sure that their organizations are ready for this developing facet of innovation. Enterprises can start by learning more about the fast-evolving market, identifying where quantum will impact the business and preparing with quantum-ready applications. Accessing a growing set of APIs will enable businesses to deploy quantum-based optimization, sampling and machine learning pilots—and learn more quickly.

  Enterprises that move ahead with experimentation and innovation at this stage will be prepared to capitalize on the opportunities that the quantum revolution is bound to bring. Today quantum computing is ideal for solving optimization problems—sorting through vast potential solutions to arrive at the best decision. Quantum computers can facilitate real-world quantum system simulation, unlocking efficiency in material design and drug analysis. Quantum computers can provide reliable data for machine learning algorithms. Each iteration of new data can help artificial intelligence "learn." Quantum computing can help determine attractive portfolios and flag key fraud indicators using thousands of assets with interconnecting dependencies. Replacing certain protein folding and therapy discovery techniques, quantum computing can help improve drug design. As quantum computing evolves, it will help solve supply chain optimization and purchasing challenges. Quantum computing can help identify optimal product lifecycle and replacement issues at a system-wide scale. Quantum computers are well suited to schedule advertising and maximize ad revenue, tailored on a per-customer basis. Accelerate your enterprise transformation with innovative technology services and deep... At our labs, we incubate new concepts and apply the latest technologies to deliver breakthrough solutions for... Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved. =====================

Supply chain management

What is supply chain management? Explore our latest insights The future digital supply chain Reinventing supply chains with generative AI The basic components of supply chain management A look at current supply chain sub-disciplines Effective supply chain management strategies Sustainable supply chains Related capabilities Join the team Frequently asked questions Resiliency in the making Can you see your Scope 3? Supply chain disruption Supply chain control tower - from visibility to value How the cloud boosts supply chain innovation The benefits of supply chain visibility How sustainable supply chains can unlock net zero emissions Ready for a new approach to Supply Chain cyber-risk? Supply chain in the age of generative AI Engineering Planning Sourcing & procurement Inbound logistics Manufacturing Fulfillment & delivery Service management Supply Chain & Operations People of Change What is a successful supply chain? What are the different types of supply chain? What are the main functions of supply chain management? What does a good supply chain look like? What is the future of supply chain? JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Reimagine supply chain as a digital network that operates in perfect harmony, so it's better for people, the business and the planet. Supply Chain Ecosystem Services 2023 Vendor Assessment A supply chain transforms raw materials and components into a finished product that's delivered to a customer. It is made up of a complex network of organizations and activities, such as raw materials suppliers, manufacturers, distributors, retailers and the customer. Supply chain management is the orchestration between these networks comprising procurement, management and storage of raw materials and manufacturing, as well as the moving, delivery, and storing of finished goods and after-market services to create maximum efficiency, lower cost and net value. Supply chains: From linear to network To understand the importance of supply chains management, it's worth first thinking about the importance of a supply chain at its most basic level. Traditional supply chains follow a linear progression. The output of one step is typically the input of the next step. For instance, suppliers must send raw materials to the manufacturer before the products can be made. If there's a problem at any step, the entire linear chain is disrupted. Today's supply chains, however, are more complex than linear models—they're sophisticated supply networks that are more flexible and efficient. This helps meet customer expectations for a wide selection of customized, sustainable products and fast deliveries that meet individuals' specific needs. Turning adversity into advantage for engineering, supply, production and operations. Can you see and act on emissions across all supplier tiers? You can now. Accenture's research and new tools to shed light on Scope 3. Supply chain networks of the future must have resilience and sustainability at their heart. A use-case-driven Supply Chain Control Tower moves companies beyond improved visibility to increase enterprise value. The role of cloud computing in supply chain transformation, helping leaders build resilience & ensure responsible operations. How different types of visibility can help build resilient supply chain networks. Supply chains are now a major part of the CEO's environmental focus to unlock net

zero emissions. The supply chain is no longer just an efficient maker and mover of goods; it's now required to be a principal driver of business growth. Resilience is also critical, as future supply chains must manage ongoing disruptions. Sustainability is vital, too, so that supply chains not only address the concerns of investors, board members and governments, but also make a positive contribution to society through achieving zero waste, building circular processes and building trust. Why? Disruption is the new reality. Technology is advancing. Customer demands are evolving. Complexity and uncertainty are increasing risk. Supply chain management is key to solving this conundrum—and it touches everyone, everywhere. We explain how CEOs and supply chain leaders can leverage digital capabilities to manage cybersecurity risk in new ways. Being more efficient throughout the supply chain and delivering goods for customers needn't come at the expense of the planet or get in the way of good governance. On the contrary, in fact. Effective supply chain management can and should put sustainability at its core. It's not just the more responsible thing to do; it's what customers want. They also expect companies to protect people through enhanced human rights efforts. Accenture's Human Rights Due Diligence Tool helps companies identify and assess risks in sourcing and production, as well as visualise risks by country and site. Technologies like this, across all aspects of ESG, ensure that companies are held accountable. Companies can no longer fall back on the "we didn't know" defense, and should instead focus their attention in creating a business model that not only delivers products customers need, but produces them in the manner customers expect. Intelligent supply chains are built on digital technologies, including Cloud, data and artificial intelligence (AI). They enable companies to implement supply chain strategy and achieve three key outcomes: These outcomes are important to business, society and the planet. To achieve them, companies must build intelligent supply chains that bring humans and machines together. And this all starts with effective supply chain management. Generative AI is one of the biggest breakthroughs in AI's history. Signifying a new era of enterprise intelligence, it holds out huge promise for supply chains in every industry. That's because, combined with analytics capabilities, it puts new kinds of hyper-intelligence into the hands of supply chain professionals, dramatically amplifying what they can achieve. As humans working with generative AI "colleagues" become the norm, every role in every supply chain has the potential to be transformed. From advising on vendor selection to introducing new speed and creativity to product design, and from accelerating onboarding of supply chain partners to transforming customer service interactions and introducing new sustainability to E2E operations, one thing is clear: generative AI 's arrival means supply chains will never be the same again.   To secure future competitive advantage, now is the time for supply chain leaders to understand and begin to adopt this breakthrough technology. Turning promise into performance Supply chains vary by company and industry. But at their core, they comprise several interdependent disciplines and, at a high level, commonly contain seven basic components: From Engineering to Service Management, each area's output is the input to the next—each link relies on the others to form a strong supply chain. For example, Sales and Operations Planning can provide real-time sales results to inform product innovation that drives repeat business. In addition, Procurement must source and buy the right parts and get them to the right plant in time to

meet production schedules. And products must be made and shipped on time to ensure that customers get what they want, when they were promised. Intelligent supply networks are similar, but they have one key difference: They leverage digital tools and technologies to optimize the supply chain and provide visibility across the ecosystem to deliver deeper insights and greater value, more quickly. This shift has a knock-on impact on the seven core components of supply chain management, and the skills that each requires. This shift has a knock-on impact on the seven core components of supply chain management, and the skills that each requires. This shift has a knock-on impact on the seven core components of supply chain management, and the skills that each requires. Scaling AI in the supply chain Each discipline within supply chain management must transform to meet the needs of the future. That's not just our opinion—it's what supply chain executives told us as part of our Accenture Technology Vision 2021 research, which explored technology trends. Engineering drives the ideation, design and development of a new product or service. In the future, AI and cloud technologies will help engineers innovate using new capabilities, automate deployment and testing for faster product launches, and will connect with the business to optimize functions. Today's planners determine how to get the right product or service at the right place and time to meet demand. Tomorrow, algorithms will make most day-to-day planning decisions. A digital twin can optimize outcomes based on different variables. Data and AI will provide insights into what's happening in the supply chain to react efficiently. In order to acquire the goods and services for finished products, procurement teams will need entrepreneurial, collaborative and analytical skills to build relationships with ecosystem partners to select supplies that provide transparency into supply sources and practices. They'll also need to use digital technologies to solve problems. AI and cloud technologies will transform logistics to provide real-time visibility and optimize decision-making for more efficient movement of raw or finished goods from supplier to factory, warehouse or store. Factory managers will have a wealth of information from advanced AI and algorithms, coupled with sensors across manufacturing facilities. They'll need to be extremely adept at using this data to make the right decisions. Read more: case study. AI and cloud technologies will allow companies to offer true omnichannel fulfillment of orders to customers. This will enable customers to buy anytime, anywhere, with dynamic delivery options. Rather than being reactive in supplying parts and personnel, companies will have AI and cloud technologies that enable them to make real-time decisions about product support, decrease resolution times and improve service performance and profitability. Right now, many companies' supply chains are built on dated, legacy technologies. They can't support end-to-end visibility or real-time decision-making, meaning they struggle to deliver strategic business value. They're essentially analog machines trying to solve problems in a digital world. The result? Slow response times, waste, conflicting priorities between functions, delays and rigidity. What's more, companies struggle to meet increasingly granular customer needs. Furthermore, traditional supply chain organizations usually focus on optimizing a particular aspect of the supply chain—not all of it. Instead, organizations should share data across silos and optimize along the entire value chain. Digital transformation of supply chains To address these challenges, companies should create intelligent supply chains based on data, analytics and AI. These, along with digital

twins, are among the top technologies that supply chain executives are looking to deploy in their organization. Enabling and optimizing them all, however, starts with the cloud. Operating in the cloud is critical because it allows companies to process huge amounts of data—from virtually unlimited sources across the entire supply chain—at speeds and volumes never before possible. Deeper analysis of more data, faster, means developing critical business insights and smarter decision making. This includes gaining the ability to reconfigure how people work, and gaining the agility to respond quickly to new insights that the data generates. Along with being more powerful, simple and flexible, the cloud is also more affordable. This opens up endless possibilities for improving and optimizing the supply chain, particularly in terms of building in resilience and ensuring responsible operations. There are additional benefits, too. When companies transform their supply chain organization, the focus shifts from driving profitability to delivering value across growth, sustainability and trust. Along with driving profits, the supply chain becomes instrumental in positively impacting the planet and society alike. Digital technologies and data lay the foundation to make supply chains customer-centric, service-oriented, self-learning, intelligent and agile. There are five keys to executing an effective intelligent supply chain strategy: New technology means big changes to existing supply chain roles New technology means big changes to existing supply chain roles Supply chains generate around 60% of all carbon emissions globally. Companies that are serious about sustainability are working hard to make their supply chain networks more responsible and resilient. There are many opportunities to increase supply chain sustainability, including: Greenhouse gas (GHG) emissions are categorized into one of three different scopes. Scope 1 involves GHG emissions directly from an organization's owned sources; scope 2 involves indirect GHG emissions; scope 3 emissions are caused by an organization's value chain, but not owned by the organization. Reducing carbon emissions can occur all the way through the supply chain. Matias Pollmann-Larsen discusses how resiliency, sustainability, and visibility are the focus of their latest United Nations Global Company CEO Study and its incredible findings. Cloud is one of the core ways to create supply chain sustainability and responsibility—but also creation of a resilient supply chain. The cloud enables companies to efficiently process huge volumes of data, they can also use new technologies to reduce their environmental impact, boost efficiency, improve compliance, mitigate risk and maintain efficiency even amidst global disruption. Internet of Things (IoT) and blockchain are examples of cloud-based technologies that can help optimize the supply chain by avoiding overproduction, minimizing shipping distances, maximizing sell-through and managing returns more efficiently. Companies can connect their products, too. This paves the way for the use of a wide range of circular business models including rental, re-commerce of used goods and product-as-a-service. It's a great way for companies to infuse greater sustainability and trust into their businesses. Leading companies are taking greater responsibility for what's happening at the end of the supply chain. This means looking at what customers do with products and packaging when they've finished with them. Some businesses are creating formal takeback programs, whereby people can send back products at the end of their lifecycle so the materials can be transformed into new, useful products. But taking transformative steps toward circularity isn't solely about responsibility; it's about creating new opportunities for

competitiveness and sustainable prosperity. Helping customers reduce their environmental impact has several knock-on benefits, including a boost in customer loyalty, increased sales, a competitive advantage and reduced materials costs. The key is using circular economy principles, in which manufacturers are responsible for their products throughout the lifecycle, to help supply chains address resource scarcity and rising demand for sustainable goods. We help clients create enduring change by reimagining tomorrow's supply networks to positively impact business, society and the planet. VIEW OUR CAPABILITIES Meet several of our supply chain leaders from around the world. There's never been a better time than now to help solve business and national issues and be part of supply chain transformations. Learn more. Successful supply chain leaders can better anticipate and adjust to shifts and disruptions in the market. They maintain high levels of customer satisfaction because they have a holistic view of their service levels, are sustainable, are responsible and create trust through data that helps generate actionable, predictive insights. Once companies migrate their systems and applications, and gain the ability to process massive and diverse data sets from across all functions, they quickly experience the erosion of organizational silos as data is shared and acted upon more intelligently and with greater speed and accuracy. Companies can become even more informed by using technology to build digital twins of their supply chains. These virtual supply chains allow companies to model and simulate disruptions or changes, as well as identify ways to improve supply chain performance before implementing those changes in the physical world. There are two types of supply chains: Reactive and Data-Driven. Reactive supply chains make operational improvements based on guesswork or imitating competitors. A Data-Driven approach, however, helps every function within the supply chain, including even best-in-class manufacturing operations find new ways to improve efficiency. Supply chain management involves five main functions: engineering, planning, sourcing, fulfillment, manufacturing and aftermarket services. For example, supply chain management helps ensure vaccines are manufactured and delivered safely and on time. It helps retailers maintain adequate stock levels of critical supplies. It directs recyclable products to the right facilities instead of landfills. It enables the ability to feed billions of people around the world. When supply chain management is truly effective and optimized for flexibility and efficiency, it makes coping with uncertainty and responding rapidly to ever-changing demands less of a challenge, and more "business as usual." The characteristics of a good supply chain are visibility, cost reduction, growth/value, responsible/sustainable business management, manage enterprise and a digital core. Through 2024, 50% of supply chain organizations will invest in applications that support artificial intelligence and advanced analytics capabilities, and run with cloud computing. The COVID-19 pandemic amplified the need for supply chain organizations to seek tools that help them make better and more informed decisions, faster. New digital supply chains will be based on a flexible, asset-light model that places customers firmly at the center so they can anticipate and withstand disruption, as well as support environmental, social, governance and other sustainability practices. Companies will be able to serve diverse customer segments through multiple agile and responsive supply chains based on a network of shared assets. Ecosystems partners and digital technologies will be at the heart of this shift in supply chain planning, all the

way through to aftermarket services. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. Visit our Subscription and Preference Center © 2024 Accenture. All Rights Reserved. ======================

WWD Voices: Retail's responsible reset podcast

----- Arcticle source ----- https://www.accenture.com/us-en/insights/retail/ wwd-voices-podcast-series ----- Retail's responsible reset Episode #1: Retailers reset for growth Episode #3: Re-imagining the workforce Episode #4: Re-engineering the supply chain Episode #5: Re-fining data and insights Episode #6: Re-purposing the store Episode #7: Re-enforcing ESG Episode #8: New generation beauty consumer – what's next? Episode #9: Inclusive and sustainable beauty Episode #10: Re-weaving the Fabric of Retail: Accenture Fjord Trends 2022 Episode #11: Re-imagining brand purpose Meet the Accenture guests Jill Standish Jill Kramer Audrey Depraeter-Montacel Mark Curtis Joe Taiano JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Lessons from the C-suite and beyond. Our hosts discuss insights with special industry guests on the forever-changing retail market. Introducing "Retail's Responsible Reset," where every stakeholder in the industry — from the leaders of every brand, retailer and online merchant to the investors, suppliers, influencers and consumers of fashion apparel, accessories, and luxury goods — have been impacted by permanent changes in this new retail reality. Presented in partnership with Women's Wear Daily (WWD), listen in as our hosts share insights with special guests on how the global pandemic has forced merchants and brands to reassess their purpose in a forever-changed retail market. Subscribe: Special guest: Chip Bergh, CEO at Levi Strauss & Co The global pandemic forced retailers to hit the reset button and reposition their brands for success. But how do you do it responsibly, with purpose, and in a way that engages consumers? Guest co-host Jill Standish, Retail Managing Director of Accenture and host Arthur Zaczkiewicz of WWD are joined by Levi Strauss & Co. CEO Chip Bergh to discuss the current state of retail, how leaders can lead through change, and how CEOs have evolved in their roles. Special guest: Sarah Dunn, Global Human Resources Officer at Tapestry   Amid massive changes in the retail workforce, brands are not only rethinking how to retain workers but how to train them for long-term success. That means taking a "people-centric" approach. WWD host Arthur Zaczkiewicz is in conversation with Joseph Taiano, Managing Director of Marketing for Consumer Industries at Accenture, and Sarah Dunn, Global Human Resources Officer at Tapestry, discussing current labor woes and why putting people first matters. Special guest: Dennis Mullahy, Chief Supply Chain Officer at Macy's   With factories shut down by COVID-19, ships backed up at ports, and containers stuck on the wrong side of the world, the importance of the retail supply chain has come into sharp focus. Hear WWD hosts Evan Clark and Arthur Zaczkiewicz of WWD discuss these challenges and solutions with Dennis Mullahy, Chief Supply Chain Officer at Macy's, Inc. Special guest: Velia Carboni, Chief Digital and Technology

Officer of VF Corporation   Fashion brands have always loved style, but now they've come to love data — recording, tracking, and trying to understand every consumer shopping nuance. WWD hosts Evan Clark and Arthur Zaczkiewicz speak with Velia Carboni, Chief Digital and Technology Officer of VF Corporation, about how knowing more changes everything. Special guest: Jaryn Bloom, Group President of Retail at Michael Kors   In this pandemic-influenced retail market, traditional retail isn't working. In this episode we look at why re-imagining physical stores is needed. WWD host Arthur Zaczkiewicz is in conversation with Jaryn Bloom, Group President of Retail at Michael Kors and Jill Standish, Retail Managing Director of Accenture, discussing why the store is so critical to the shopping ecosystem. Special guest: Thomas Berry, Global Director of Sustainable Business at Farfetch   WWD hosts Evan Clark and Arthur Zaczkiewicz speak to Thomas Berry, Global Director of Sustainable Business at Farfetch, about how the luxury e-commerce platform and the boutiques that use it stay on the right side of history. Special guest: Angelica Munson, Chief Digital Officer at Shiseido   WWD host Arthur Zaczkiewicz welcomes guest host Audrey Depraeter-Montacel, Accenture Beauty Lead, and Angelica Munson, Chief Digital Officer at Shiseido, who will share insights into personal beauty, wellness and evolving consumer preferences in a new digital era. Special guest: Nancy Mahon, Senior Vice President, Global Corporate Citizenship and Sustainability, The Estée Lauder Companies   Consumers want to shop with brands that align with their personal values and increasingly that means sustainable and inclusive practices. WWD host Arthur Zaczkiewicz is joined by Audrey Depraeter-Montacel, Accenture Beauty Lead, and Nancy Mahon, Senior Vice President, Global Corporate Citizenship and Sustainability, The Estée Lauder Companies, to discuss what it takes to put ESG and inclusion into practice. Special guest: Mark Curtis, Head of Innovation and Thought Leadership – Accenture Song   Now in its 15th year, Accenture's Fjord Trends report is a must-read dossier on what will matter most for businesses in the coming year. In this episode WWD Voices host Arthur Zaczkiewicz is joined by series guest host Jill Standish, Retail Managing Director of Accenture, and Mark Curtis, Head of Innovation and Thought Leadership – Accenture Song and co-author of the Fjord Trends report. Listen as they share and discuss this year's five trends impacting retail and fashion apparel. Special guest: Jill Kramer, Chief Marketing and Communications Officer, Accenture   Consumer priorities have permanently shifted. They are more discerning about how, where, and why they shop. In response, retailers have hit the reset button to meet these new demands and address challenges such as supply chain woes and workforce issues. In this final episode, WWD host Arthur Zaczkiewicz welcomes Jill Kramer, Accenture's Chief Marketing and Communications Officer, to define brand purpose, discuss how it has evolved and how it can be used as a strategic tool. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved. =====================

Cloud continuum: Powering smart government in APAC

----- Arcticle source ----- https://www.accenture.com/us-en/insights/public-service/cloud-continuum-powering-smart-government-in-apac ----- In brief Into the era of compressed transformation Powering ahead in APAC A journey, not a destination Four key practices to maximise value from the cloud continuum Committing to continuous cloud reinvention Related capabilities MORE ON THIS TOPIC Accenture + AWS Cloud migration services JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Just like in other industries, digitisation in governments hasn't been limited to pandemic-related priorities. Globally we've seen public service organisations accelerating their digital investments to respond to immediate issues, drive operational efficiencies and sustainably meet citizen demands. The one technology that has fundamentally enabled this accelerated digitisation, what we call 'compressed transformation'? The cloud. Public service organisations have been making significant advances in cloud adoption beyond migration. Now they can build on existing momentum to scale their digital transformations and drive towards a new era of innovation. In APAC, public sector organisations are at an inflection point: cloud-powered digital transformations are set to soar. IDC data estimates public cloud spending by APAC governments (including China and Japan) will hit US$12.6 billion in 2025. According to Accenture's "Public Service cloud: A continuum of opportunity" research, 45% of the public service leaders indicated that their organization has established a cloud centre of excellence in the past year. 83% of public service agencies strongly agree that cloud is essential to fuel innovation and new business models. Transformation through connected technology, empowered by cloud, is only the start of the journey. Instead of viewing cloud adoption as the destination, organizations should see cloud as a future-proofing continuum—spanning from public cloud to the edge and everything in between—all dynamically supported by next-gen connectivity like 5G and software-defined networks, the Internet of Things (IoT), AI and robotics. So, what can public service organisations do to ensure that they maximise the value that the cloud continuum provides? Bottom line? Take an outcomes-focused approach and put citizens and workforce at the heart of execution. This will enable them to get the most from their adoption of cloud—while avoiding unnecessary costs, unwanted risks, and legacy headaches. Without a continually evolving vision for the cloud journey, there's a risk of missing out on the benefits. There are countless approaches and solutions to choose from—but we've identified four key practices that will help APAC governments develop the best cloud strategy for their specific needs: 1. Prioritize experiences for citizens To harness the long-term value of cloud initiatives, public service organisations need to put people at the heart of their digital transformation strategy. This is already happening. According to Accenture's research, 48% of public service executives have pursued increased citizen value as a key organizational goal, while 45% have pursued faster time-to-market for new services globally. 2. Prioritize experiences for the workforce To add more value for citizens, public service organisations must reimagine the way their employees use and interact with technology, as well as consider how cloud

solutions can enhance their everyday work experiences. To implement new ways of working, agency leaders should consider how to empower employees to play a bigger role in shaping their future workplace experiences. Public service organisations that focus on this 'human' aspect of cloud adoption are poised to reap benefits including improved employee retention and increased innovation to build a future-ready workforce. 3. Establish standard practices to support constant ongoing adoption of new technologies and operating models Commercial cloud computing is the pathway for government agencies to transform into innovative citizen-centric service delivery organisations. It's why 59% of public services leaders expect to increase their total cloud spend between 2020 to 2024. A key consideration? Establish cloud-first policies that set out the wider intention to move to cloud. Once these are established, and the right infrastructure is in place, their IT teams can more effectively engineer 'born-in-the-cloud' or 'cloud-native' solutions – and procurement can be confident it's selecting and implementing the right cloud solutions. 4. Understand the need for continuous commitment from leadership Today's cloud solutions offer public service agencies the opportunity to shift their focus away from cutting costs and towards a mindset of harnessing the cloud to move fast, scale, and innovate. It is vital for public agency leaders to define a clear, outcomes-based vision, and ensure new IT structures are closely aligned with organisational goals at every stage of the cloud journey. For cloud transformation to succeed, government leaders must effectively communicate the purpose—their 'North Star'—and set a clear mandate for all team members to understand the vision, cloud best-practices and desired outcomes. Leading public service organisations in APAC are harnessing the benefits of cloud to service communities more effectively, surpass citizens' rising expectations and retain top talent. They need to view cloud as integral to their transformation journeys—from on-premise to cloud migration to growing and innovating with the cloud. It's time to press ahead—commitment to continuous reinvention in the cloud will enable next-generation experiences for citizens and workforce alike. Acknowledgements: Peter Moore – Regional Managing Director for Public Sector, Asia-Pacific & Japan, AWS Kapil Bansal – GSI Partner Lead, Public Sector, ASEAN, AWS Michael Power – Public Sector, Asia-Pacific & Japan, AWS Sophia Kim – Cloud Transformation Lead, Public Sector, Asia-Pacific & Japan, AWS Managing Director – AABG Lead, AAPAC Principal Director—Accenture Research Research Manager Shachi studies emerging trends in the technology market and their impact on enterprises' business and IT strategy. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved. =====================

Drive growth in the front office with smarter data

----- Arcticle source ----- https://www.accenture.com/us-en/insights/operations/unlocking-data-transform-front-office ----- In brief Big data or smart data? Operations maturity & transforming a business What does it

mean to be a future ready business? Achieve the art of the possible Client Case study Related capabilities 1. Turn data into insights; 2. Target new and existing customers; 3. Direct resources to easy wins; 4. Learn together; 5. Match talent; MORE ON THIS TOPIC Digital inside sales Marketing Sales and customer operations JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA One of the world's largest automakers wanted to examine the data from its massive global supply network of 100,000 different partners. There was just one problem: the company didn't know what it wanted to learn from the data. So the automaker identified a handful of specific questions it wanted to answer—and only then did the company begin building a data ecosystem capable of delivering the desired insights. It's a lesson worth emulating, applicable to every sector. After all, Front Office leaders expect their companies to experience significant growth over the next three years. Achieving this, however, will require having a future-ready Front Office in which data silos between marketing, sales and customer service are removed. The end goal? Enhance the customer lifecycle. Seventy-six percent of Front Office executives say the organization has data in wide use or at scale, and they believe that number will be 100% in three years. It's critical to keep in mind, however, that this isn't synonymous with accumulating more data or widening the funnel. Instead, data should be seen as the lever for driving a holistic Front Office transformation. Sharing and acting on the right data, instead of gathering more of it, will create real-time, relevant interactions across all customer touchpoints—and keep customers coming back for new and better product and service advancements over the long haul. Banks market new services that might not fit customers' financial goals. Auto dealers send service reminders to people who no longer own cars purchased on those lots. These are just two examples of an enterprise failing to share and act on insights generated across Front Office teams. Similar occurrences are common in a wide array of sectors and B2B interactions. Having a future-ready Front Office is not a nice-to-have; it's essential. What's more, taking certain strategic steps toward future-readiness results in a Multiplier Effect that not only accelerates the journey to operations maturity, but brings with it enhanced efficiency and profitability. Our previous research Fast-track to Future-Ready explored the critical steps organizations must take to achieve future-readiness, including collaborating across business and technology, using automation to augment human talent and building ecosystem partnerships. READ MORE: Driving change: Unlocking data to transform the front office RELATED: Accenture Operations RELATED: The Value Multiplier 7% of the sample are future-ready organizations, which operate more profitably and efficiently than those at lower operations maturity levels. 15% of marketing executives said that business-technology collaboration is happening at scale currently. For sales it's merely 9%. 46% of Front Office leaders said they've improved their ecosystem partnerships over the past three years. The key, however, is becoming more client-centric by creating a Front Office that's capable of using, reading, translating and acting on the right data across marketing, sales and service. Data, in fact, is the most important multiplier force when it comes to accelerating into the future-ready tier of operational maturity. The data lever is the most impactful in terms of leaping from the predictive to the future-ready tiers. The peak multiplier impact of applying each of the four levers to achieve future-ready operations maturity Organizations with

future-ready Front Offices that effectively pull the data lever do a few key things exceptionally well. They: An industry leader in IT, network and cybersecurity realized that to be truly customer-centric, marketing and sales needed to be aligned, and sales agents had to be inspired and empowered. Accenture helped this client reinvent its global demand generation strategy to enable modern, customer-centric buying experiences by creating a unified view of all customer and prospect interactions for the sellers. Proprietary AI and machine learning were integrated into the platform to provide buyer propensity modeling and next-best offer recommendations to the sellers. The client has since achieved extraordinary growth in interactions and revenue, particularly with its key accounts. However, the journey doesn't begin with adding predictive tools and the right tech talent. Instead, Front Office leaders should start by working backwards, taking two key steps. The first is to determine what you want the data to tell you about your customers. Narrow it down to 10 to 20 basic questions regarding who wants or needs to buy what and when. Only then can you undertake the second step, which is to create a new data ecosystem—which may even incorporate external data. That new ecosystem will enable all Front Office teams to understand their markets in real-time—and respond accordingly. A data ecosystem will allow you to make five impactful progressions, all hallmarks of a data-driven Front Office transformation: Using AI, and share those insights across sales, marketing and customer service. Based on these insights, and create a feedback loop. Sales should constantly learn from marketing which tactics connect with customers. Prioritize opportunities based on the customer-lifecycle impact. Across functions, from successes and failures alike. To the right tasks and markets, so that the right types of skills and personalities are attracting specific types of customers. Front Office leaders understand the destination; the challenge is getting there. This means resisting temptation to accumulate more data in lieu of the right data, and then using it to accelerate the transformation journey. While data, talent, technology and processes all are important, data is the most powerful component of the Value Multiplier. Sharing data and collaborating across teams is a turning point that Front Office leaders should embrace. Most importantly, pressing the data lever and becoming future-ready effectively leads to knowing your customers better, knowing your portfolio better and serving your customers through the right channels at the right times. All this ensures an exceptional customer experience—and makes success frictionless. Managing Director – Intelligent Sales and Customer Operations Offering Lead Danielle helps clients improve their operations and achieve sustainable growth through a suite of innovative front office services Managing Director – Accenture Operations, Digital Inside Sales Innovation Lead Managing Director, Lead – Marketing Operations MANAGING DIRECTOR – ACCENTURE SONG Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. =====================

A sustainable recovery for travel companies

----- Arcticle source ----- https://www.accenture.com/us-en/insights/travel/travel-sustainable-recovery ----- In brief Hitting rewind is not an option The challenge for the travel industry As change accelerates, businesses must keep up More on sustainability in travel About the Authors Related capabilities Stakeholder inclusion Emotion & intuition Mission & purpose Technology & innovation Intellect & insight Back to growth sustainably for hospitality How aviation can meet the sustainable travel demand MORE ON THIS TOPIC Becoming a sustainable travel company Sustainability services Travel consulting JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA The pandemic has been an extended crisis for travel, and recovery will be a prolonged process. But of all the challenges facing the sector, sustainability is one of the biggest. From carbon emissions to social impact, the industry risks being seen by consumers and policy-makers as part of the problem. Sustainability actually has the potential to be a significant driver of positive change—if businesses seize the opportunity. Now is the time for travel companies to reinvigorate their efforts and build the right strategy for their future. Leadership teams need to convert their organizations' sustainability goals and values into behavioral change at all levels. The five elements of sustainable leadership: RELATED: Explore travel's changing realities in The Guide digital travel magazine These five elements guide businesses across all dimensions of sustainability, including environmental and social challenges. With a shifting market across both leisure and business travelers—as well as a raft of other powerful influences, from new government regulations to risk management concerns—now is not the time to be left behind. There is ample opportunity for businesses to impress and make the right impact if they step up today. READ THE FULL REPORT As hospitality companies journey back to growth, they need to understand the importance of sustainability for leisure and business travelers.Learn more. The aviation industry cannot ignore the importance of sustainability as passenger volumes begin to rise. Learn more. Dr. Jesko-Philipp Neuenburg Managing Director – Global Travel & Aviation Sustainability Lead Philipp Möller Senior Manager – Accenture Strategy & Consulting, Travel Daniel Kowalewski Managing Director – Travel Industry, North America Anshul Gupta Managing Director – Accenture Technology David Walfisch Principal Director – Strategy & Consulting, Travel Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved. =====================

Fight crime with a well-built, managed solution

----- Arcticle source ----- https://www.accenture.com/us-en/insights/financial-services/fight-fincrime-well-built-managed-solution ----- In brief Design your

These are challenging times for financial firms of all sorts. Many are struggling with rising compliance costs, exacerbated by a lack of seasoned, skilled professionals. One-off fixes, in the form of low-cost, temporary staffing solutions, are neither cost efficient nor effective, and often lack appropriate governance. We believe there is a better way: evolving Anti-Money Laundering (AML) and Know Your Customer (KYC) functions into a data-driven, intelligent, managed services operating model. With this model in play, we think companies can cost-effectively keep pace with regulatory demand, deliver strategic guidance and power growth. They can deliver this by using automation to improve boost AML and KYC functions, creating efficiencies far beyond what standard staff augmentation might achieve. How can financial firms build this intelligent operating model? We recommend a three-phased approach that offers stability during design and start-up, while providing flexibility by identifying areas where processes can be enhanced and standardized early on. To build a managed services approach, financial firms should begin with a transition plan that clearly identifies all requirements. This phase also should define the scope of managed services needed, system and role setup, documentation of processes, and workforce training. A handful of questions can guide the way to a smooth transition: What is the service provider's operational and compliance maturity level? Does the provider have institutional compliance experience? What about AML and KYC subject matter expertise and capabilities? How quickly can the provider deliver its services? No matter the complexity, can this provider arrange for, train and begin taking on customer volumes within two to three months? How does the service provider propose to transform the institution's business? Can this provider offer a fresh, creative take on driving operating model improvements? Now it's time to implement operating model changes that yield efficiency gains. This means tackling the agreed-upon KYC client and AML transaction case files ahead of moving to a steady state of operations. Questions to guide the process: How does the service provider plan to secure the institution's data? Given General Data Protection Regulation (GDPR) and other regulations, what's the plan to collect, store, use and protect data? How much oversight of the managed service is needed? Has this provider baked in a business interaction model, the required controls and necessary oversight? How does the service provider plan to manage its relationship with the institution? Is there a dedicated team that can support the business in the day-to-day engagement post transition? The last step is to flip the switch and turn on steady state operations. The provider's role is to continuously strengthen the firm's processes. Again, a set of questions can verify if continuous improvement would take place: Does the service provider have continuous improvement capabilities? Can the managed services provider bring its own tools and relationships with leading technology specialists to the table? What cost efficiencies can the provider deliver? Can the firm gain up to 40% cost efficiencies and see a 95% quality rating on case files? How quickly can the provider react to unplanned events and challenges? Does the provider show it can keep its client's business up, running and profitable during a global crisis? Our managed services framework is built for robustness at

every stage of the managed services lifecycle, leveraging knowledge capital gained through hundreds of client engagements. We build resilient AML and KYC functions and regulatory capabilities that deliver sustainable business growth. We also help future-proof compliance and operations by blending SynOps and Applied Intelligence.1 Our resilient AML and KYC-as-a-Service offering can help financial institutions, fintech and digital payment platforms cost effectively fight financial crime and keep compliant. Contact us to learn how we can help you digitally transform your operations today. 1.Applied Intelligence is Accenture's approach to combining artificial intelligence (AI) with data analytics and automation to transform an organization's business across every function and every process at scale. MANAGING DIRECTOR – STRATEGY & CONSULTING Philippe has over 15 years of experience in large-scale programs working with leading retail, commercial and investment banks. Managing Director, Compliance as a service Business Lead – Accenture Operations Bob helps clients find the right combination of levers across the compliance landscape to help them navigate regulatory and operational pressures. SENIOR MANAGER – STRATEGY & CONSULTING, AML/KYC AS A SERVICE LEAD Shahid has over 16 years industry and consulting experience managing KYC and onboarding and helping clients develop financial crime strategies. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved.

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Rise of the new media finance organization

----- Arcticle source ----- https://www.accenture.com/us-en/insights/communications-media/future-finance ----- In brief Future of finance in media The time to transition is now Related capabilities Ad sales, talent & licensing finance Accounting, audit & tax FP&A treasury Production finance MORE ON THIS TOPIC Media consulting JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA When it comes to projecting how much money a film - or other pieces of content might make - very little has changed in the last 30 years. Fast forward to today and the media industry is undergoing massive change, leaving the trusted and decades-old spreadsheets, formulas and algorithms virtually useless.   With the onslaught of streaming services and new models for rolling out films and content, the same tools and analytics for ROI projection don't work anymore. Not only are films and content now being distributed differently, but consumer behavior is also changing and people are watching more streaming services and less paid TV, or cutting the cord all together. This has disrupted the flow of money back to the original film or content investment, leaving media finance organizations without the ability to accurately project ROI.   These changes are driving finance organizations to rethink the way they have done business for decades and reimagine new strategies and solutions to adapt and succeed for the long-term. In fact, a recent Accenture report cited the critical need for CFOs to leverage technology to address the massive scale and swift pace required for today's

decision making. This report highlighted that media finance CFOs are not alone in their need for digital transformation. Explore the SlideShare as we examine the five trends behind this industry-wide transformation and explore the solutions that can be used to turn this industry shift into a global opportunity for finance teams. The capabilities and insights delivered by a finance transformation are especially important now, as the digital economy deals with high levels of uncertainty, volatility and complexity. Our experience confirms that organizations that have taken steps to digitize finance and other key functions are better positioned to bounce back from difficult conditions and seize new opportunities as they appear. Organizations that embrace a new paradigm of breakthrough speed—with faster, data-driven decisions, better collaboration and new skill sets—have an opportunity to generate significantly higher value. And CFOs report that they are positioned to lead their organizations toward faster decision-making through an enterprise-wide digital transformation. We have found four key benefits within media finance & accounting teams: With automation handling processing & revenue recognition, the team spends more time on accuracy & deal analysis of ad sales & licensing. With controls in place, teams can now anticipate compliance risks before they happen and help remediate the risk. These teams can now shift their focus from backward-looking collecting to forward-looking scenario planning. With a simplified process of gathering and ingesting 3P production cost updates, these teams can dig into the numbers to optimize spending. Clearly, there is a sea change happening in media finance organizations. These changes should not be feared, but rather embraced by finance teams because they represent enormous opportunities not only for their companies, but also for their own personal growth. Managing Director John supports growth strategy and technology-led innovation across distribution, digital supply chain, finance, marketing and production. Managing Director – Media & Entertainment We help media and entertainment businesses outmaneuver uncertainty. With end-to-end transformation... Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved.
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Adding a human-centered approach to business

----- Arcticle source ----- https://www.accenture.com/us-en/insights/strategy/human-centered-business ----- In brief There's no such thing as the "new normal" The human shift The value of a human-centered approach Chart a new course Related capabilities Striking balance with whole-brain leadership Generation P(urpose): From fidelity to future value Recalibrate the compass Ask the right questions Use your head—your whole head MORE ON THIS TOPIC Competitive Agility Accenture Strategy Design at the heart JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA By adopting a more human-centric approach, companies can remain agile in an unpredictable modern world. 7 in 10 CEOs believe their traditional growth strategies are obsolete. Historical trends and quantitative

insights that used to guide decision-making can no longer be applied in a vacuum, especially in an environment where customer demands and market conditions are fleeting and fast changing. Where nearly 90 percent of customers only buy from companies they trust, and 80 percent say they are more likely to buy from companies that listen to—and act on—customer feedback. The C-suite know what they're up against. Seven in 10 CEOs say their traditional growth strategies are now obsolete. Industry disruption is on the rise, with many companies across industries showing declining financial performance. The C-suite also acknowledge that today's customers expect more, with nearly three-quarters of leaders noting that the disruptive impact of shifting customer demands has increased. Yet for these leaders, unshackling themselves from processes that relied solely on data or historical decision-making is difficult. By adopting a more human-centric approach, companies can remain agile in an unpredictable modern world. Fundamental shifts in the business landscape are driving the need for a different approach to today's strategy. The foremost shift is the pace of disruption today. The impact of new technologies, disruptive new business models and the need to continuously innovate makes it hard for business leaders to determine how to optimize their financial, technology and talent resources and investments. Secondly, increasingly changing customer expectations have forced businesses to up their game when it comes to how they interact with customers. Businesses are no longer being compared only to direct competitors but to all other customer-facing businesses. Finally, the impact of dwindling trust has emerged as a growing concern as more customers demand increased transparency from businesses. These fundamental shifts in business are human-centered at the core. And human-centered disruption requires a human-centered response. So, how can business leaders plan for the future? The answer lies in something new: combining a design-led approach, which is naturally rooted in human-centricity, with their strategy—deeply rooted in data and analytics. This blend of human and business is a powerful combination, with 89 percent of leaders acknowledging the value of this balanced approach. To create a vision and strategy that is confident in today's rapidly changing world, leaders need to add a crucial empathetic lens to strategy to help understand the wants and needs of individuals, specifically those humans experiencing the service or product, and involved in making it happen. Leaders need to look beyond customers' and employees' actions to unearth their motivations and attitudes. Studying what people did is outdated, understanding why people do what they do is the future. And those insights can provide an organization with a compass for the future. To build the human dimension into their business and decision-making, leaders can do three things: In a fast-changing environment, fluid decision-making is critical. Qualitative insights and a test-and-learn environment will keep you on course. Pair the use of data and analytics by asking customers how you can help them—and building observation into this process to help inform the answer. Augmenting the traditional, analytical approach with a new way of thinking —a whole-brain approach—is needed to win and retain customers today. The starting point for an organization's strategy development can no longer be set in the past. Its genesis must be in the present with an eye to the future, and focusing on people's wants, needs and expectations. Strategy development still means putting facts and knowledge at the center of decision-making, but understanding what people will do and, crucially, why

they do it is the bedrock on which these facts and knowledge bases need to be built. Strategy Advisor Chief Strategy Officer & Global Lead, Next Baiju is a founder of Accenture Song and works with clients to deliver innovative ways to delight customers. Global Sustainability and Thought Leadership Lead – Accenture Song Mark is a serial entrepreneur and innovator. He has deep experience in helping businesses design and transform their experiences. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved. =======================

Public transit: Rebuild ridership by building trust

----- Arcticle source ----- https://www.accenture.com/us-en/insights/automotive/public-transit-rebuild-ridership-rebuilding-trust ----- Meet our team Related capabilities Rebuild ridership by rebuilding trust Reliant passengers (20% of riders) Reflective passengers (23% of riders) Resilient passengers (28% of riders) Resigned passengers (28% of riders) MORE ON THIS TOPIC Russell Yell Marcus Fromm Rail and transit Public Service JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Accenture surveyed 6,200+ transit users, interviewed ten industry experts, and conducted passenger focus groups in three cities to better understand how COVID-19-induced behaviors and circumstances are impacting public transit. While 50% of passengers surveyed globally anticipate frequent public transit trips in a post-pandemic world, the ways and times they use public transit, their expectations, and their intentions for traveling are different. View Transcript Ridership may return to previous levels, but the riders will be fundamentally different. Operators have the opportunity, if not the obligation, to create passenger experiences that address the values, preferences and even fears of new traveler types. Ridership may return to previous levels, but the riders will be fundamentally different. Operators have the opportunity, if not the obligation, to create passenger experiences that address the values, preferences and even fears of new traveler types. These passengers are anxious. They depend on public transit and use it often but are stressed by the prospect. To gain their trust: These passengers are rethinking their lives and their health. They aren't changing travel patterns —but are being more careful. To gain their trust: These passengers fared well during lockdown. They worked from home and focused on hobbies and online interests. They were (and are) infrequent transit users. To gain their trust: These passengers are likely retired or non-city dwellers. They didn't travel much before and have little desire to do so now. To gain their trust: Passenger strategies must be built on trust and actions that convey transit operators' understanding of the people they serve. There are three things operators can do to rebuild trust. Meet passengers where they are. Collect passenger data to understand what passengers want. Traffic statistics, passenger satisfaction scores, app-based ratings, and video analytics offer valuable insights that can be used to segment passengers and personalize experiences. Don't fix what isn't broken. Innovating and improving the transit experience is important. But

transit users are actually quite satisfied with much of what their public transportation operators offer. Zero in on those areas that passengers care about most. Invest differently to advance a purpose. Before changing passenger strategies, operators should rethink their purpose. That purpose now extends beyond providing reliable, convenient transport services. It's about helping passengers achieve other goals of safety, security, sustainability, mental well-being and equality. 81% of passengers do not expect radically different services from their transport operators. 50% of passengers are satisfied or very satisfied with their current transit services. 37% of passengers are neither satisfied nor dissatisfied with transport services. This suggests a lack of engagement—and an opportunity to enhance services. Public transport agencies and operators can attract new and returning passengers by putting trust and experiences first. Most importantly, they need to position themselves as partners to their users—not only in their travels, but in their journeys to wholeness, wellness and our collective new normal. We help rail and transit companies transform their operations through digital platforms, data-driven insights and a reimagined customer experience. Empowering public service with innovation and agility to embrace accelerating change. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved.
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New leaders needed now

----- Arcticle source ----- https://www.accenture.com/us-en/insights/aerospace-defense/new-leaders-needed-now ----- In brief Talent in the digital age Industry Trends Innovating for resilience 1. Digitizing business 2. Digital skills 3. The generational divide MORE ON THIS TOPIC Aerospace and defense JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA A changing workforce The coronavirus (COVID-19) pandemic has exacerbated an issue already facing the Aerospace and Defense industry: the difficulty of finding skilled labor and creating a culture that helps talent thrive. Now more than ever, leaders need to recruit the right talent and to provide them with the skills and tools that they need to drive growth and innovation.   Even before COVID-19, important new workforce trends were emerging in the sector. Prior to the pandemic, Aerospace and Defense leaders were already looking to digitize their organizations to ensure long-term business continuity. This means providing workforce with the skills and organizational structure to facilitate this transformation. The current crisis has made this more urgent. But what are the rewards for those who can transform their organizations? If leaders successfully navigate this changing landscape, embrace digital transformation and adopt a truly human approach to leadership and transparency, they will ensure that their businesses are more productive, resilient and agile than ever before. Three major trends are shaping the future of the workforce in the Aerospace and Defense industry: Even in the middle of a pandemic, businesses are still moving to replace and integrate their HCM and/or IT systems across a lean, digital enterprise. Executives are especially keen to take advantage of new technological initiatives such

as DevSecOps, RPA and Move-to-Cloud. Companies will need to invest in training both new and existing staff, and also create space for new roles that will enable the use of AI, including trainers, explainers and sustainers. More than a quarter of the Aerospace and Defense workforce in the United States is over the age of 55, and the connection between senior teams and new talent appears to be broken. To fix it, senior leadership should focus on creating a new culture of transparency, collaboration and knowledge sharing that embraces all generations. Companies will need to invest in training both new and existing staff, and also create space for new roles that will enable the use of AI. Companies will need to invest in training both new and existing staff, and also create space for new roles that will enable the use of AI. Despite the need to create a new culture that encourages digital adoption, Aerospace and Defense organizations have not always been able to adapt to a fast-changing landscape. Indeed, a significant majority of leaders in this sector - 69% - believe that their employees are more digitally mature than their organization. Why is this? While leaders recognize the benefits of new technology and smarter use of data, it's not always easy to bring whole organizations on side with new initiatives, especially in a sector with an older than average workforce, many of whom may be less at ease with digital technologies than their digitally native counterparts. Leaders can expect 9% revenue growth after adopting new technologies, while those that do not adopt them stand to lose $20 billion over the next five years. Leaders can expect 9% revenue growth after adopting new technologies, while those that do not adopt them stand to lose $20 billion over the next five years. Yet the incentives to modernize are clear. Leaders can expect 9% revenue growth after adopting new technologies, while those that do not adopt them stand to lose $20 billion over the next five years. Nearly 90% of Aerospace and Defense leaders recognize that new technologies and untapped sources of workplace data can be used to unlock value that is currently "trapped" in the enterprise. What else is needed to unlock this value? Talent and the right organizational culture. And senior middle management and those at the top will be key to facilitating this. Rather than seeing the pandemic as a crisis, they need to see it as an opportunity to bridge the generational divide through technology and to develop a pipeline for future talent. Which specific areas do Aerospace and Defense leaders need to consider to make their organizations more agile, and to future-proof their business through digital innovation? Companies must work with their HR teams to create a clear digital learning roadmap for their employees. Companies must work with their HR teams to create a clear digital learning roadmap for their employees. Senior Managing Director – Aerospace & Defense, Global John is Accenture's Aerospace and Defense Global Industry lead. MANAGING DIRECTOR Jessica is Accenture's Aerospace and Defense Global Workforce and Human Potential Lead. Accelerate digital transformation and drive new growth in aerospace and defense. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved.
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eMobility ecosystem converges at the charge point

Related capabilities The emerging EV charging infrastructure value chain Requires close integration with the mature automotive and power value chains Friction across the customer journey causes poor customer experience The eMobility value chains need to converge at the charge point to address poor CX ... ... and deliver a Tesla-like experience in an open ecosystem To that end, all eMobility players should take a value chain perspective Regulators can help achieve this MORE ON THIS TOPIC Utilities Energy Automotive JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA As a new industry, eMobility introduces a new "value chain" – the charging infrastructure – which integrates with two existing value chains, automotive and power utilities. While the automotive and power value chains are well known, the EV charging infrastructure is comprised of completely new players. However, they are nevertheless vital to the eMobility customer experience and central to the development of new business models. But neither goal will be achieved if the industry simply replicates ICE-based business models. eMobility requires a reinvention of the "mobility value chain", and of individual organizations. In the emerging EV value chain, the first movers have a massive opportunity. The winners will be those with the courage to reinvent their business models: to become customer-centric organizations with a digital core that enables rapid growth. It is also important to remember that across the three interconnected value chains sits a layer of regulation and governance. eMobility is a vital aspect of net-zero commitments urban redesign. Several levels of government have a significant interest in eMobility's success and will play an important role delivering it. The EV charging infrastructure value chain encompasses the manufacture, installation and operation of charge points, and related eMobility services. The ecosystem includes several different players, all facing a requirement to massively scale their businesses. The value chain starts with hardware manufacturers, which supply both public and private charge points. They must scale production rapidly to meet the huge new demand over the next few years. This new demand will also require charge point installers to increase their scale of operations. Charge point operators (CPOs) operate networks of charging points. They have been at the forefront of charge point deployments at highway locations, and have developed new opportunities at hotels, restaurants and retail sites. eMobility service providers (eMSPs) provide EV drivers with access to charge point networks. Software companies are another important part of the value chain, providing the industry with roaming platforms, payments systems, and IoT platforms to manage EV charging infrastructure. Over the next two years, 23% of global utilities execs are planning to partner with car retailers/manufacturers for eMobility10 Over the next two years, 23% of global utilities execs are planning to partner with car retailers/manufacturers for eMobility10 A key long-term goal of the eMobility ecosystem is to seamlessly integrate this new charging infrastructure with the automotive industry and the power system, particularly distribution operators. And all players, across

all three value chains, have a responsibility for this close integration. One of the key principles of total enterprise reinvention is that it is boundaryless. Reinvention breaks down organizational silos. It helps organizations tackle capabilities end-to-end, not just within the organization but across industry value chains. This will be imperative if eMobility is to deliver excellent customer experience at scale in just a few years. So, what does this boundaryless reinvention look like? Automakers and the charge point infrastructure need to adopt aligned hardware and software standards to ensure that vehicles can connect to charge points and participate in new EV-related programs. An example includes the Improvement of driver access to information regarding the cost and availability of charging infrastructure – or enabling two-way power flows that support vehicle-to-grid (V2G) functionality. Charging infrastructure needs to become as standardized as the power system. Today's power system was not designed with EVs in mind, so grids have to be reinforced to cope with the increased demands of EV charging. However, the power system will also use smart charging approaches to delay or remove the need for costly system upgrades. Smart charging relies on significant data interchange, and charge points need to be able to react to market signals sent by the power system. Failure points occur across the eMobility ecosystem, and each one adds further friction to the charging experience. This frequently occurs when elements are not synchronized across the three value chains10. While an individual point of failure may result in a minor inconvenience, too often many frictions combine to create a poor experience. These problems will persist because these three value chains largely operate independent of each other. The lack of synchronization exists especially because the eMobility industry is so new. It still has plenty of room to collaborate more because individual organizations operate with deeply ingrained incentives and behaviors. eMobility requires the automotive and power industries to work together in completely new ways – and both must work alongside ecosystem partners fulfilling the host of new roles in the EV charging value chain. The problems are exacerbated by the fact that each type of business has different strengths, resulting in different strategic approaches to EV charging. Recent cross-industry research by Accenture found out that blurring physical and digital worlds can make customer experiences more challenging, over-complicating the experience for the user, without achieving the utility that the technology promises. This "complexity tax" can be addressed by a more life-centric approach designing for simple but significant interactions across a unified experience continuum – promising both higher speed-to-market and higher customer satisfaction.11 Across industries, companies reducing complex customer experience are 26% more likely to achieve highest levels of speed-to-market12 Across industries, companies reducing complex customer experience are 26% more likely to achieve highest levels of speed-to-market12 From an EV customer perspective, what does reinvention look like? Another key element of total enterprise reinvention is to embrace the art of the possible. To leverage the digital core to enable new ways of working and create a new performance frontier. And where is this new frontier? In terms of customer experience, the three value chains converge at the charge point. The more seamless the value chains become, the greater the interoperability and the more services can be delivered. The charging experience becomes more frictionless and the result is a more satisfied customer. But collaboration is not just about improving customer

experience. It also creates much more value across the eMobility ecosystem – and releases the potential for entirely new business models. Not all EV drivers have necessarily a poor charging experience. Tesla drivers can access a network of dedicated, well-maintained, and widely available charge points. To encourage early adoption, Tesla built a closed system charging network for its customers. It provides a blueprint of what a reinvented industry could look in the future. Tesla owns the entire ecosystem, up to the connection with power networks. And it collects data from across the entire ecosystem, giving it a complete end-to-end view. Tesla has created a seamless experience because all the essential elements are synchronized. The challenge for the rest of the eMobility industry is to replicate this seamless experience in an open system. That requires a huge drive toward standardization, access, reliability and safety. It also needs a robust digital core that leverages the power of cloud, data and AI through an interoperable set of systems that that enables the rapid development of new capabilities. Improvements and innovations should be shared widely to ensure a higher level of awareness and usability of the EV and associated infrastructure. Increased collaboration across the different value chains will incrementally remove points of failure, and steadily move the eMobility industry toward a well-functioning, open charging network that is available to all. Outside Tesla's infrastructure, eMobility players have too often taken a monolithic view, focusing their strategies on control and ownership of their own part of the market13. The lack of collaboration or focus on the customer journey means that automakers are not shipping EVs with V2G functionality, CPOs lock drivers into their charging networks, and network utilities have requested direct control of charge points to prevent drivers gaming smart charging programs. The industry should understand that enterprise reinvention is a central pillar in any organisation's eMobility strategy, which will increase the value and improved customer experience that cross-industry collaboration can bring. While it is important that regulators do not stifle competition, they can help the industry move in the right direction. Regulators played an important role in stimulating early demand for EVs through subsidies and incentives14. Now that the costs of EVs have fallen, economics will increasingly drive the future adoption of EVs. In many markets, incentives will no longer be needed, and regulators have an opportunity to refocus their attention on the charging experience. People without access to a private charge point will rely on public charging networks. However, in some instances it is difficult for private players to create a profitable public charging business model15. In these instances, the public sector has great potential in taking steps to help enable access for reliable charging – which is partially already happening eg with the EU policies recognizing minimum requirements for EV charging infrastructure16. Increasingly, public-private partnerships can help delivering this infrastructure, as part of public sector collaboration across the eMobility ecosystem. Sources: [10] Accenture project experience [11] Accenture Life Centricity Playbook, 2022 [12] Accenture Life Centricity Playbook, 2022 [13] Accenture analysis on eMobility company initiatives in Europe [14] Accenture analysis on press articles [15] Accenture analysis on utility company initiatives [16] Texts adopted - Deployment of alternative fuels infrastructure, 19 October 2022 (europa.eu) Managing Director – eMobility Lead Managing Director, Sustainable Mobility Lead, Italy, Central Europe and Greece The future of utilities is digital. Discover how we're

helping electricity, gas and water companies enable transformation for value and new growth. Accenture's oil and gas consulting services provide oil and gas companies with the energy insights and strategies to transform their industry. Discover how we're helping automotive companies drive the mobility ecosystem forward. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. Visit our Subscription and Preference Center © 2024 Accenture. All Rights Reserved. ======================

Asset management in the cloud

----- Arcticle source ----- https://www.accenture.com/us-en/insights/capital-markets/asset-management-cloud ----- In brief A dual agenda Leveraging the cloud to drive business value Keys to success What's next? Take it one step at a time. Get the business on board. Accelerate using outside perspectives. Industrialize the journey. Think security from day one. Help your people adapt to the new. WRITTEN BY Current Country: United States Perspective Operating in the cloud could provide the certainty that asset managers need now, delivering digital transformation and helping growth opportunities. 10-minute read We are living in volatile times and in this uncertain environment, the cloud is seen by many asset managers as a key component of their continuing growth strategy. Our research, the Future of Asset Management, suggests that most asset managers are still in the early stages of migrating to the cloud, with just 8% indicating they have completed their journey to the cloud. Operating in the cloud could provide the certainty that many firms are looking for, helping them to adapt their operations to cope with disruption, providing the ability to flex with customer demands, and accelerating digital transformation. The key to accelerating the value asset managers realize from the cloud and lowering the risk involved in the migration process, is to agree to a clear vision and understand the strategy it could take to become a cloud-enabled business. Rushed migrations without a clear strategy for realizing value, incomplete planning, or poor execution could end up costing the firm, especially when legacy systems are involved. For asset managers, a cloud strategy really has two key elements. The first one is driven by technology— to improve the efficiency and resilience of IT systems and to improve operations and time to market. Firms can realize significant cost savings by using new architectures or new applications in the cloud. The scalability of the cloud is also beneficial in managing demand volatility and other disruptive events. The second element is business driven—a strategy focused on the business value firms want to achieve — enabling the business to do new things and do them faster. This is where the innovation, experimentation, responsiveness and business agility of the cloud come to the fore. For example, with Infrastructure as a Service (IaaS), infrastructure can be provisioned more easily, transforming productivity by allowing you to rapidly experiment with new ideas, test and learn, fail fast, then iterate, improve and scale up. At the same time, Platform as a Service (PaaS) and Software as a Service (SaaS) solutions could help you to leverage many cloud-native innovations "out of the box", while unlocking more value from data with machine learning and other advanced tools. While many firms initially focus their cloud

transformation programs on IT and infrastructure, realizing business value needs to be a well-defined goal from the outset. The key is to keep both elements in mind. Migration to the cloud may be viewed as a cost-cutting move. However, research by Accenture regarding the "Cloud Continuum" found that companies whose migration strategies focus simply on cost reduction actually do a poorer job than those driven more by a business value agenda. The latter realize about 2X greater cost efficiencies than cost-cutters. At the same time, they are two-to-three times more likely to innovate and re-engineer knowledge work. Only 8% of assets managers have successfully completed their cloud migration A potential advantage offered to asset managers by the cloud is the ability to improve customer service. Firms need to think like their customers—who want a seamless, digital experience and the ability to view their assets across all advisors, one portal that allows them to manage their entire portfolio. Operating in the cloud could also make it possible to use analytics and automation tools that could further improve customer service and deliver valuable insights and innovations. Cloud data platforms enable additional business value to be extracted from data using analytics and AI. Beyond automation, AI and machine learning are now supporting more complex thinking and knowledge work. Another potential benefit of cloud technology is the ability to improve data management. Cloud migrations provide the opportunity for asset managers to shift their data "center of gravity" away from on-premise, providing enhanced security, borderless data sharing and the ability to derive insights from their data more quickly. How can asset management firms seek tangible benefits from migrating to the cloud based on identified value drivers? Here are some things to bear in mind: It's important to classify and prioritize the portfolio in a way that realizes the most value from the migration as quickly as possible. This means balancing factors like strategic business relevance to your industry and the capitalization profile of each application against its migration complexity and risk. There may be external market factors (such as mergers and acquisitions) to consider as well. This process could reveal the quick wins for the migration, plus a prioritized portfolio for planning future migration waves. Cloud migration cannot be a purely IT-driven exercise. Most of the pitfalls encountered in cloud migrations occur when IT and the business aren't on the same page. So, it's critical to gain the buy-in of application owners as early as possible in the migration, refining the business case, articulating the business value, strengthening the migration plan, providing essential application data and timelines, and preparing for any changes to their own ways of working. This organizational alignment is also an important part of prioritizing strategically important workloads and optimizing the cost of legacy workloads: IT cannot do it all on its own. There's no substitute for experience, so decide how to best leverage cloud providers and systems integrators. Successful migrations may need support and advice on architecture choices, liaising with internal security teams, and providing critical subject matter expertise, as well as driving post-migration adoption. The big public cloud providers may also be willing to invest in enterprise cloud migration that can flatten "bubble costs" which peak midway through a migration. The key is finding the right partner(s) to verify that your migrations are designed with the broader strategic business value in mind, prioritized to accelerate value, executed with the support of the right tools and skills, and then evolved quickly to capture higher order levels of value.

Firms that leverage partners as an experience-multiplier could accelerate their cloud ROI, mitigate risk, and deliver greater overall business value. To execute the migration quickly and with minimal disruption to business as usual, you need an industrialized capability. That means maximizing automation, and using organizational structures like a dedicated migration factory, as well as migration tooling that uses AI, to drive the journey from source to destination. Many companies look to the hyperscalers or partners to help accomplish this, leveraging their experience and know-how to identify potential barriers and overcome them. Asset managers are, justifiably, concerned with security and compliance issues, which is often an impediment to moving forward. In fact, the cloud can be much more secure than a proprietary data center. When building a secure cloud, it pays to be thoughtful around data need, use, access, encryption, and storage for now and the future. With this in mind, security teams need to be intimately involved in a migration from the beginning. That includes defining platform-level and application-level controls, approving cloud architecture choices, and identifying the best candidates for native security automation. Leading firms overcome the cloud security skills deficit by building security guardrails at the start, auto-remediating any deviations from their control baseline and establishing a lightweight governance process to manage security, technology and cloud evolution over time. Finally, in order to successfully deliver a migration to the cloud, firms need to effectively manage the resulting organizational change and support your people along the journey. A cloud migration changes how the enterprise works. For the IT organization, employees may need to be reskilled to work with new tools and new platforms. Application support may be different, especially if legacy applications have been switched out for SaaS solutions, or refactoring work has been needed. Business users, too, may need to adapt to the new systems and services available to them in the cloud. All this needs to be handled with care and sensitivity, especially as workforces deal with the extra challenges of managing the uncertainty around the pandemic. A well-planned migration to the cloud should also consider the future. What is the impact on the operating model and does it need to change? How can day-to-day active management and optimization drive ongoing value for the business? Are the skills and expertise required embedded throughout the firm to move quickly beyond the migration itself and start exploiting the higher-order services available in the cloud? Above all is the evolution to new business models needed to thrive in the future, creating a platform for innovation, enabling advanced digital technologies, and experimenting with new products and services. Michelle Carlow Senior Manager – Asset Management Joseph J. Briggs Managing Director – Cloud First © 2024 Accenture. All Rights Reserved. ====================

Remote work life

----- Arcticle source ----- https://www.accenture.com/us-en/insights/communications-media/remote-work-life ----- In brief Insight 1: Providing for All Insight 2: City in the Home Insight 3: At home in the office Insight 4: Balancing the Imbalance Related capabilities Remote work life insights MORE ON THIS TOPIC Communications The Dock innovation hub JOIN US

In collaboration with The Dock, authors of The Future Home of the 5G Era conducted an in-depth research series and developed a tool that allows companies of all sizes and with all priorities consider the key impacts of the past 16 months on their workforce. With the onset of working from home, we've become more connected and reliant on our technology devices than ever before. Our devices are a lifeline: they help us work, stay connected to friends and family and entertained. Our study shows that when remote workers think about their CSP, their experience is linked to the service they receive. CSPs have a valuable opportunity to reshape this narrative between CSPs and their remote workforce consumers. 53% people who never worked from home previously now plan to work from home more often in the future, even with the post-pandemic return to work reopening's. -16.5% Women have seen their earnings decline. Our homes have become much more than simply our havens. They are now our gyms, our schools, and our entertainment hubs. People are changing and adapting their homes to accommodate their increased consumption of activities and events. Now is the chance for CSPs to capture the opportunity to bring traditionally outside-the-home experiences such as the gym, the cinema and the restaurant, into a new experience. The ideal working environment is now a single purpose, separate space. People want to either shut off distractions to get work done or shut off work to enjoy their home life. People expect all elements of their remote work life run as productively and efficiently as it would in an office. Strong connectivity, security and other work considerations have shifted to those working from home. There is a unique opportunity for CSPs to develop partnerships with other companies to replicate the rounded experience of the office environment at home. "I want a room that is only for my office, so that the space is separate from anything else I do. This would help me switch my mindset immediately to 'work mode' when I walked in there." Could the virtual work trend potentially be setting women back years in terms of pay and progression in the professional workplace? With women still bearing most of the domestic burden, working from home is presenting fewer benefits for women than men. Women have seen their earnings decline almost two thirds more sharply than men, dropping by 16.5% on average since the pandemic began, compared with a drop of 10.1% for men. DESIGN DIRECTOR AND RAPID INNOVATION LEAD – THE DOCK Rachel leads multidisciplinary design and research teams across The Dock to help clients drive their customer engagements with human insights. INNOVATION SERVICES DESIGN LEAD – THE DOCK Managing Director – Communications & Media Lead, EMEA Boris leads the Communications and Media industry practice in Europe. Senior Managing Director – Global Technology Convergence Lead Jefferson helps clients shape, build and run modern networks. He is the lead author of the best-selling book "The Future Home in the 5G Era". Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved.
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Unlock profitable growth in communications & media

People and businesses are always on, whether watching, working, or enabling innovative new growth. Keep them engaged and successful by delivering the continuous experiences and capabilities they expect and need. How to reinvent communications and media What's trending in communications & media Awards & recognition Our leaders Careers Communications & media now 2024 Microsoft Media and Telco Partner of the Year Award winner Databricks CME partner of the year 2024 – 6th year in a row TM Forum 2023 Catalyst: AI & Automation Excellence Everest Group #5G Engineering Services PEAK Matrix® Assessment 2023 A Leader in IDC Worldwide Media and Entertainment 2023 Vendor Assessment A Leader in IT Services for CSPs for eleventh consecutive year Francesco Venturini Peters Suh Boris Maurer Paolo Sidoti Saulo Bonizzato Current Country: United States $45B estimated enterprise network spend in the next four years 35% of consumers have unsubscribed from at least one of the Big 5 streaming services in the past 12 months 86% of consumers would be interested in a single service that captured and shared all of their basic information and content preference $1.7T the outlay the SMB segment will put in IT and digital services between now and 2026 We help telecoms operators use data, AI and automation to manage costs, optimize operating models, build modern networks, and put customer experience at the heart of growth. We work with ecosystem partners to help industry leaders offer new services beyond connectivity and accelerate their reinvention. Build on your connectivity offerings to deliver new technology services through platforms. Leverage 5G, edge computing, and security to innovate tailored, industry-specific solutions that complement and enhance your core services. Empower customers with self-service options and personalize experiences using data and new AI applications. Make customer experience your competitive edge and growth driver. Unlock new revenue with future-ready data and AI foundations. Modernize your architecture to automate operations and transform front and back offices. Unlock growth by transforming networks into open platforms. Re-engineer networks in the cloud, leveraging autonomy, AI and APIs to boost performance, attract ecosystem partners and create new services. To be ready for whatever comes next, build a digital core: a truly integrated foundation of cloud, open digital platforms, data and AI. Use it to scale AI and new technologies across the enterprise, creating a platform for agility and growth. We help media companies use the new investment cycle to capture the next wave of growth and innovation. We unlock the power of data and AI to improve their efficiencies and open new growth models. We build virtualized operations to run non-core activities and help them improve their market position through M&A and partnership strategies. Rising platform competition and privacy updates intensify the fight for attention. Capture attention that drives new sustainable revenue streams by reinventing advertising and subscription models. Discover how telcos can reduce tech debt, simplify operations, and drive innovation by building a robust digital core integrating AI and cloud-

based solutions. In our third annual report, we explore the challenges facing today's media companies and offer a set of foundational imperatives to jumpstart reinvention that delivers. By focusing on new opportunities provided by cloud, data and AI, CSPs can accelerate their legacy technology transformation to resolve tech debt and position themselves for new product and service growth. CSPs continue to invest billions in networks, both fixed and wireless. The challenge at hand is how their current network transformation can go beyond a generational upgrade. M&A deal processes are ripe for reinvention. Gen AI will lead those reinventions and executives agree. Where they are investing, however, indicates a need for holistic strategies to realize the value they envision. A race to climate neutrality by addressing Scope 4 emissions. Accenture empowers Singtel and Zuellig Pharma to innovate with Ericsson 5G Awarded to Accenture & Avanade in recognition of their deep industry skills and advisory services in the Media & Telco space. Accenture wins Databricks CME Partner of the Year for transforming data and AI strategies in global telecoms, delivering innovative solutions that set industry standards. Accenture wins in this category with its Gen AI hyper-personalized customer experience designed to help CSPs reduce churn and increase customer lifetime value. Named to Fortune's "All-Stars" list by business executives, directors and securities analysts, ranking us No. 32 overall and No. 1 in our category for 10 consecutive years. Accenture was recognized for strength in strategy and vision and its ability to shape the future of the world's largest companies through technology-enabled, agile strategies. Accenture Applied Intelligence's IP-led approach to D&A services delivery, its strong adoption in the marketplace, and its increased growth across geographies and industries. Communications & Media Industry Sector Lead Senior Managing Director – Communications & Media, North America Managing Director – Communications & Media Lead, EMEA Managing Director – Communications & Media, Growth Markets, Asia, Australia, Africa and Middle East Senior Managing Director – Communications & Media, Growth Markets, Latin America Grow your careers at the heart of change. © 2024 Accenture. All Rights Reserved. ======================

Level up: Elevate your business with a platform strategy

----- Arcticle source ----- https://www.accenture.com/us-en/insights/strategy/platform-strategy ----- In brief The moment of (re)discovery A platform to reinvent everything Steps to maximize potential It's game time for platforms Three targets that great platform performers focus on 1. Identify the value 2. Determine what sets you apart 3. Reimagine your business and tech capabilities WRITTEN BY Current Country: United States RESEARCH REPORT 5-MINUTE READ March 1, 2024 When we decided to explore the impact of platform strategies, we knew it was well-traveled territory. There are many companies who started their business on the strong foundation of a platform strategy, and their successes are well documented. The more intriguing insights emerged when we focused on the cohort of "platform adopters." Rather than starting their business with a platform, these are

companies who have used a platform strategy for a specific purpose: to launch new business opportunities or provide completely new customer experiences. What we've discovered is that these adopters can effectively realize the benefits of a platform strategy at a pace that tracks that of their digitally native peers. We spoke to executives such as Chris Kasten, senior vice president, Common Platforms at PayPal. And we validated our findings with an in-depth statistical analysis of 375 of the world's largest 2,000 companies from 12 industries. The 152 platform adopters in our analysis generated, on average, 2.1 percentage points higher margins in the 2019 to 2022 period, compared with non-platform companies. Furthermore, when measured by the enterprise value to invested capital multiple, platform adopters enjoyed an average market premium of 2.4x, surpassing the 1.5x premium of non-platform companies. However, these financials are just the tip of the iceberg: a business that didn't start life on the internet is more than capable of rapidly adapting a platform strategy. Platform adopters exhibit higher levels of resilience in nearly every measure of Accenture's research on resilience, including financial discipline, technology, sustainability, sales, and supply chain and operations. They have a more sophisticated view on how to create value for their enterprise and for their whole ecosystem. And they are more likely to form new, beneficial partnerships year-on-year. Finally, as a critical component of a company's digital core, enterprise platforms and a platform approach are imperative for companies on a reinvention journey. A platform strategy changes the game when executives are ambitious enough to use it to imagine how they can reinvent every aspect of their business. Of course, any company can introduce technology into a business process and get improved results. The most valuable platform players, though, are those that use platform technologies to reimagine every step of their supply chain, their customer journey, their decision-making: a well-designed platform strategy can help improve every interaction and every cog that whirrs to make your business work better. A great platform strategy is a way to look at every control and decision point that happens in a business and think: what should happen next? Johnson Controls' OpenBlue platform offers services across a sweep of industries and venues — from offices and hospitals to stadiums and schools. Malaysian energy group Petronas developed a logistics platform to improve costs and emissions. Now its rolling it out to its industry peers. The best platform strategies are easy to participate in, deliver value for everyone, and deliver results that are amplified overtimes. Of course, not all companies are ready to commit to a platform trajectory and our research explores the reasons why. But for those ready to begin their launch sequence, we've identified three stages that will help get the maximum lift from their platform strategy. Analyze your organization and consider how you can connect different parts of the company and its stakeholders with a laser-like focus on value. people in Nike were reorganized around a platform model. It created a single catalogue of its capabilities, which allowed it to deliver new services and shorten time to market. Successful platform adopters use their unique combination of technology and strategy to develop hard-to-replicate customer experiences, business models and capabilities. years ago, the LEGO Group launched a new ideas platform to interact with customers. Now it's a thriving community that fans use to submit design concepts for new sets Business and tech leaders should collaborate to ensure a platform supports every aspect of the business, from driving revenue to improving

operations and customer experiences. They also need to prepare their company for the changes ahead. Successful platform adopters invest 2.3X more in tech than non-platform companies, with cloud investments making up a huge part of this spending. Platform business models have proven their value for many years in digitally native companies. Now, they are gaining traction among companies that historically would not have been considered "platform businesses." As companies have improved their digital core–realizing that a strong digital core is how the world's leading organizations will build, apply, and integrate their technology estate to position themselves for success in the coming years–platform strategies have gone beyond the preserve of the few to become the opportunity for the many. And now generative AI–which both accelerates and enables reinvention–is offering to unlock entirely new levels of value and new performance frontiers for companies with the ambition to explore them. Badri Narayan R.D. Managing Director, Client Platform Business – Global Ram Ramalingam Global Lead – Software & Platform Engineering and Intelligent Edge Vivek Chidambaram Senior Managing Director – Accenture Strategy Shreya Mehendale Senior Manager – Strategy & Consulting, Energy © 2024 Accenture. All Rights Reserved. ======================

Insurance: Change for resilience

----- Arcticle source ----- https://www.accenture.com/us-en/insights/insurance/ intelligent-underwriting ----- Insurance is protection. As people and societies continuously change, carriers must digitize, connect and personalize to meet today's more complex customer needs. How to reinvent insurance Segments we support What's trending in insurance Partners in change Awards and recognition Our leaders Careers Insurance now Fuel the future by modernizing your insurance organization Fuel the future by modernizing your insurance organization Use AI to serve your customer better when it matters most Use AI to serve your customer better when it matters most AI is the transformative technology for underwriting AI is the transformative technology for underwriting A Leader and Star Performer for Guidewire Services A Leader in Platform IT, Salesforce and Duck Creek Services in Insurance Recognized as top-performing Life Insurance & Annuity Policy Administration System Khalid Lahraoui Kenneth Saldanha Naoyuki Shibata Current Country: United States 61% of insurance execs say shifting consumer preferences have accelerated their reinvention strategy 58% of insurance consumers say they would be willing to share a lot of data in exchange for advice that is more relevant to their personal circumstances 40% of a typical insurance underwriter's time is consumed by non-core activities and administrative tasks From home and auto to cyber and specialty insurance, we work with clients across the spectrum of P&C in both personal and commercial lines. We help L&A carriers manage costs, limit risk and drive growth. Many run their businesses on our Accenture Life Insurance & Annuity Platform (ALIP). Employees now demand more of their employers. We help providers of group and voluntary benefits create compelling product and service offerings. F&G embarked on a cloud modernization program to drive new business growth and bolster its customer, agent and distributor experiences using ALIP running on

Microsoft Azure. This empowers F&G to offer customized capabilities to its distribution network. Innovation is critical to success in the insurance industry. Our study reveals where insurers are focusing their innovation efforts, the payback they see and the challenges they face. Five imperatives the C-suite must address to reinvent in the age of generative AI. Accenture's research reveals how technology modernization can drive cost transformation for insurance companies. Accenture conducted 3 surveys to identify key areas where AI can be implemented to improve customer satisfaction and increase employee productivity. Three ways insurers can build relevance with consumers and grow. The top five retirement recordkeepers in North America are projected to control 75% of all market assets within a decade. To stay relevant in this environment, firms need to reinvent their business models fundamentally. Generali Vitality's success formula meets an innovative cloud solution. Making the most of Guidewire to transform your insurance organization. As Duck Creek's only Premier Platinum partner, Accenture helps drive transformation with end-to-end business consulting services for insurers. Lead in benefits and investment administration software; gives clients a competitive edge through advanced technology and transformative solutions. Assist senior executives in the decision-making process. It does this by providing easy access to important data needed to achieve strategic goals in an organization. The Star Performer title is given to providers that have achieved the greatest year-on-year positive movement on the PEAK Matrix – highlighting that Accenture's leading position in the market has strengthened. Accenture has a well-balanced services portfolio that helps to address insurers' needs across their platform-based modernization journey from strategy to implementation, enhancement, cloud migration and maintenance services. Accenture Life Insurance & Annuity Platform (ALIP) as one of the highest-rated solutions among nine new business and underwriting systems in the Advanced Technology category, awarded every two years. Senior Managing Director – Insurance Lead, Global and EMEA Senior Managing Director – Insurance Lead, Americas Senior Managing Director – Insurance Lead, Asia Pacific Grow your careers at the heart of change © 2024 Accenture. All Rights Reserved. =====================

Accenture Founders Development Program

----- Arcticle source ----- https://www.accenture.com/us-en/insights/technology/founders-development-program ----- Accenture's commitment to elevate historically underrepresented entrepreneurs and founders Accenture Ventures model for change Our advisory council Meet our lead Strategic investment Community engagement Thought leadership Robert E. Knowling, Jr. Kay Koplovitz Dr. Charlton McIlwain Corey Thomas Dujon Smith JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Helping to level the playing field for historically underrepresented technology startup founders and entrepreneurs through investment, mentorship, community, and support. Accenture Founders Development Program helps historically underrepresented entrepreneurs and founders

advance and grow their enterprise technology businesses through greater, more direct access to venture capital, corporate mentorship, and strategic connections with Accenture's business partners, clients, and people. Led by Accenture Ventures, this initiative helps founders and entrepreneurs from underrepresented communities in building wealth, gaining a seat at the table, and growing the next generation of innovation. "Our Founders Development Program mission is to empower entrepreneurs by facilitating access to capital, securing contracts, and fostering a supportive community. We are committed to ensuring that every entrepreneur, regardless of background, has the resources and support they need to thrive." "Our Founders Development Program mission is to empower entrepreneurs by facilitating access to capital, securing contracts, and fostering a supportive community. We are committed to ensuring that every entrepreneur, regardless of background, has the resources and support they need to thrive." To address inequities in venture capital across the underrepresented community, change requires research, conversation, understanding, action, and joint partnership. Accenture Ventures seeks to deliver a differentiated program through: Investing in emerging technology startups to fill strategic innovation gaps for the Global 2000. Our focus has expanded across North America, the African diaspora, Europe & Growth Markets. Building localized networks of meaningful relationships with historically underrepresented entrepreneurs and founders, VCs, and influencers plus access to "Best of Accenture" resources and people. Consistently challenging orthodoxies in VC by conducting and publishing data-driven research, accelerating change in the technology industry. "Historically underrepresented founders and entrepreneurs continue to innovate but face bias and lack access to capital and opportunity in the venture capital community, receiving a disproportionately small amount of funding. Big change is clearly needed, and Accenture Ventures is helping to lead that change." "Historically underrepresented founders and entrepreneurs continue to innovate but face bias and lack access to capital and opportunity in the venture capital community, receiving a disproportionately small amount of funding. Big change is clearly needed, and Accenture Ventures is helping to lead that change." To help guide its future investment strategy, an advisory council made up of diverse, established business leaders and partners has been created to mentor historically underrepresented founders and CEOs. Accenture is excited and honored to partner with the following members. Chairman at Eagles Leading Partners. LinkedIn Co-founder & Chairman, Springboard Enterprises. LinkedIn Vice Provost for Faculty Engagement & Development at New York University. LinkedIn CEO, Rapid7. LinkedIn Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. Visit our Subscription and Preference Center © 2024 Accenture. All Rights Reserved.
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It's time to rethink private equity due diligence

In brief Navigating the deal maze The pre-deal phase is rising on the agenda A new dawn As dawn breaks, so do the barriers to opportunity Featured insights Competitive edge starts pre-deal 1. Get the full view 2. Do more with less 3. Elevate leadership capabilities WRITTEN BY Current Country: United States RESEARCH REPORT 5-MINUTE READ June 4, 2024 We believe PE investors need to think about tooling their portfolio companies differently. Deeper changes in business and operating models are often necessary to set up the company for long-term success and realize maximum value. What's needed to make these choices with conviction? Knowing the target company inside out. Detailed, granular analysis sets the stage for effective post-deal value creation, helping firms to hit the ground running. Watch Marty Glenn and Neto Alexander's keynote at SuperReturn Berlin 2024, where they discuss key research findings around PE due diligence and operational value creation. 75% of PE leaders say that investments have grown more complex over the past five years. 79% of a firm's efforts should target operational value creation, according to leaders. 83% believe their current due diligence approach has substantial room for improvement. 90% agree that higher-quality diligence consistently enhances value creation planning. Our analysis of PE firms' earnings call transcripts and media articles reveals a significant uptick in the discussion of crucial topics such as due diligence, sourcing and screening, and value creation plans. This indicates a heightened focus on pre-deal activities. This emphasis on due diligence is also borne out by firms' expenditures. Our survey reveals that PE leaders typically spend approximately 1% of total deal value on such activities. That translates into a potential spend of $80 billion on due diligence over the next five years. Rather than just 'getting due diligence done,' we believe the approach needs to evolve toward 'making due diligence a competitive edge' for buyouts. Superior outcomes justify the resources allocated to these exercises. As the dealmaking landscape evolves, it's clear that a shift in strategy is needed to drive maximum value creation. Developing a robust vision for the target before finalizing the deal is crucial in shaping successful investment outcomes. Three critical approaches promise to transform the traditional due diligence into a more dynamic, value-driven approach. The discovery of unexpected gaps in the portfolio company's capabilities, processes or technology is a common occurrence: 40% of our survey respondents see this as a top challenge. Better and more connected insights pre-deal help develop a stronger, more cohesive value creation plan and can justify higher bid amounts. With due diligence now covering more and broader areas—from technology and operations to leadership and sustainability—an integrated process that paints a comprehensive picture is crucial. The scope of due diligence has increased Firms that harness advanced technologies in their target screening and due diligence can work faster and drive deeper analyses. Nearly two-thirds of leaders (62%) expect technologies like analytics and generative AI to fundamentally transform their deal screening and due diligence. As firms ramp up their use of technology, the focus shifts

toward strategic applications that push the boundaries of what's possible in the pre-deal stages. Generative AI has the potential to automate up to 30% of due diligence tasks and augment an additional 20%, significantly cutting down the time spent on manual processes. Leadership gaps at portfolio companies emerged as an increasingly critical obstacle for value creation. Nearly half of the leaders (47%) listed this among their top three challenges for value creation execution. Lack of cultural readiness is also a significant obstacle, ranking in the top three for 36% of respondents. As rapid advances in technology become a key disruptive force, chief executives with a technology background are better equipped to manage change, regardless of industry. Our analysis shows that CEOs with technology experience delivered a five-year revenue CAGR of 23.9%, 1.4x more than CEOs without such a background. Understanding the CEO and the leadership, assessing the team, their capability and track record are all key aspects of due diligence. Director / US-based PE firm The due diligence process has traditionally focused on evaluating an asset's viability, risks and alignment with the PE firm's investment strategy. Pre-deal value creation planning enables investors to clearly ascertain if the target company has the necessary resources and operating model to pull the agreed upon levers. It allows firms to move faster and bring in the capabilities and leadership needed to manage the change. Private equity leaders recognize financial engineering is not enough to meet investor expectations. The focus is on operational value creation as firms look to drive more fundamental change. In a complex environment, private equity (PE) firms are finding that they must dig deeper to accelerate returns. The days of "one-and-done interventions" are over. Leaders must look for new and distinctive paths to value. Operational technology risks are rife in today's complex business landscape. With the right approach, private equity firms can navigate these challenges successfully and unlock the full potential of portfolio investments. M&A timelines are no longer predictable. Learn four principles for navigating complexity caused by constantly evolving regulatory realities and macro-economic and geopolitical uncertainty. M&A deal processes are ripe for reinvention. Gen AI will lead those reinventions and executives agree. Where they are investing, however, indicates a need for holistic strategies to realize the value they envision. Firms that can go beyond tackling cyclical challenges will be better off. Aided by the right partners, they can build a competitive advantage that spans geographies and industries. The rise of generative AI brings huge upside potential to private equity firms that have invested in their data environment and infrastructure. With so many potential use cases, the challenge is: where to begin? Jay Scanlan Senior Managing Director – Global Lead, Private Equity Rachel Barton Senior Managing Director, Strategy Lead – Private Equity Neto Alexander Managing Director – Private Equity Martin Glenn Managing Director – Private Equity Himanshu Patney Principal Director – Accenture Research © 2024 Accenture. All Rights Reserved. =====================

Hitachi Energy's journey to becoming future-ready

----- Arcticle source ----- https://www.accenture.com/us-en/insights/industrial/ people-meet-michael-loechle ----- Trends, innovations, and insights you need to know about Read more Current Country: United States Live Interview The Industrialist: An interview with Michael Loechle, Chief Information Officer at Hitachi Energy 3-MINUTE READ September 28, 2023 The Industrialist is your essential guide to the latest innovations, ideas, and insights on industrial industry. Each month, we speak to a different industry leader about their approach to innovation and emerging trends impacting the industrial sector. For this edition we talked to Hitachi Energy's CIO Michael Loechle about the company's recent journey: re-building its IT estate from the ground up after the carve out from ABB, prioritizing its cybersecurity and its invaluable data, and becoming the future-ready organization it now is. Accenture's Rene Wiedemann, Managing Director – Industrial Lead ASG, sat down with Michael to find out about his approach and the challenges facing industrial companies in today's world. In addition to data and cyber, Michael shared his views on the game-changing role of AI and how the organization is advancing the shift to sustainable energy. Subscribe to The Industrialist and discover the latest industrial industry innovations, ideas and insights. Data is everything. I get annoyed when people say data is the new oil—data has always been the oil. Michael Loechle / CIO, Hitachi Energy From the latest trends and tools to ground-breaking technologies and innovations impacting the manufacturing and industrial arena, Innovate is designed to keep you up to date. In this month's edition, read about a digital-twin shipyard, an automated urban rail system, a game-changing way of manufacturing battery cells... and more. Read this month's Innovate Insights and advice on how to reimagine your business and operations by capitalizing on new technologies: Caterpillar´s Chief Digital Officer, Ogi Redzic, talks about how he is driving digital innovation and services growth at the company. Earl Newsome, Chief Information Officer at Cummins, talks about how adoption of composable strategy is powering business reinvention. SAP's Global VP Industrial Manufacturing, Georg Kube, talks about the manufacturing industry's reinvention agenda and its challenges. Kian Mossanen, Chief Information Officer at Siemens Energy, talks about the company's mission to become carbon neutral by 2030. FORVIA's Chief Strategy and Sustainability Officer, Yann Brillat-Savarin, talks about the company's business case for a sustainable future. Read about the latest innovations, the ground-breaking technologies and the industry-shaping investments that are transforming the industrial sector. Stay ahead of change. Download the Accenture Foresight thought leadership app today. © 2024 Accenture. All Rights Reserved.
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3M: Digitizing marketing and sales for growth

In conversation with 3M's SVP & CMO, David Crist In this edition The Industrialist Accenture: How does your approach to data and customer insights relate to your growth agenda? Accenture: 3M recently announced a billion-dollar investment over 20 years to accelerate environmental goals, including achieving carbon neutrality by 2050. How do you and your team in SIBG contribute to that ambition? Accenture: What emerging trends will be game changers in the next few years for the industry & 3M? Accenture: What inspires you most? Current Country: United States LIVE INTERVIEW An interview with David Crist, SVP & CMO at 3M's Safety and Industrial Business Group (SIBG) 3-MINUTE READ February 23, 2022 US multinational 3M is more than 100 years old. Yet its business has evolved faster in the past few years than ever before. Central to helping the business harness change to drive growth is a new, digitally driven focus on marketing, spearheaded by David Crist, SVP & CMO at 3M´s Safety and Industrial Business Group (SIBG). "I'm really excited about taking marketing to a new level of contribution to the company," says Crist. "What excites me is the opportunity for marketing—combined with data, ecommerce, and digitization—to become an equal partner at 3M." From personalization to the power of brand and analytics, Crist explores a whole new world of digital-first marketing at the iconic company. When the pandemic hit, it enabled us to see a much bigger future, faster as everything leapfrogged into the digital world. DAVID CRIST / SVP & CMO, 3M´s Safety and Industrial Business Group (SIBG) David Crist: Tying data and technology into everything we do at 3M is the key cornerstone of how we´re repositioning marketing and sales. We're becoming much more data oriented, and our portfolios are being prioritized based on growth profiles. We focus on those business activities that have the greatest share, penetration, and growth opportunity, along with new product development, because that's core to 3M. As we get more data from more resources, we will start to build up our own data analytics group to uncover what's working and what's not in real time—both for our portfolio and channel partners as well as our sales teams. Then we can continue to refine our marketing activities. We're at the beginning stages of this process, but it's going to help us be more targeted in how we drive our business and portfolio priorities as well as growth agenda. David Crist: There is a whole team working on this because sustainability goes far beyond marketing. We help think of new product introductions that are sustainable and that will resonate with our customers. As we come out of this pandemic and supply chains open up, marketing will play a key role in driving sustainable products through our effective demand generation programs. Highlighting sustainability and driving towards more sustainable products is incredibly important. Sustainability is core to our future, how we think about new and current products, and how we evolve our portfolio and long-standing commitment. David Crist: One of the key things we're focusing on is the advancements in analytics and mining more data sources, to give us the opportunity to discover new customer needs. Insights are key and it will be

exciting to see what comes from analyzing not only customer needs, but also effective commercialization strategies. Personalization and self-serve digital experiences is another area we'll be driving. There are exciting opportunities to further reach our target audiences in a more efficient and personalized manner and digital will drive that. We continue to build self-serve digital experiences to better serve our customers, with a shift to more online ordering options and helping customers and end users find the right solutions for their needs. It's a challenge that our internal teams are excited to work on because it will make for a much better customer experience. David Crist: What excites me is the opportunity for marketing—combined with data, ecommerce, and digitization—to become an equal partner, and to help all our marketing people drive that. I believe it's been an under-valued function within 3M. The way we're approaching it now, with 3M's evolved business models, gives me great hope and excitement about what we can do to bring the "third M", marketing, into more focus to help drive growth. The Industrialist is your essential guide to the industrial industry, where you can discover the latest innovations, ideas, and insights. Explore more industry leader insights.

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Public service experience through a new lens

----- Arcticle source ----- https://www.accenture.com/us-en/insights/public-service/experience-new-lens ----- Agencies don't need to chase the digital giants Frequently asked questions What our research found WRITTEN BY What is public service experience? Why does public service customer experience matter? Why is customer service important in government? Current Country: United States Research Report 5-MINUTE READ September 27, 2022 Public service agencies have long felt pressured to emulate what private sector companies are doing when it comes to experiences. After all, many private sector experiences are so seamless, they are almost a fabric of our lives. Yet our 2022 survey of 5,500 consumers and 3,000 public service workers in ten countries highlights the unique experience requirements needed to deliver public services today. Not surprisingly, agencies are focused on compliance and outcomes, not on attracting and retaining customers. And they also have the additional challenge of delivering equitable services to diverse populations, often at times when people are in great need. The results of our survey point to a fresh approach to public service experiences. Agencies that combine digital technology and human ingenuity can deliver the fundamentals that people expect—simplicity, humanity and security. That's how they can ensure that people get the services they need and are eligible to receive while building their confidence in government. Agencies that combine digital technology and human ingenuity can deliver the fundamentals that people expect—simplicity, humanity and security. It makes sense that people would expect to connect with government agencies in the same ways they interact with consumer brands. But our research finds that while that may be the case in some situations, overall people want to experience government services

within their personal contexts. Learn what's happening today, and how public service agencies can deliver on people's experience expectations to completely reframe experiences around how people live. The broad scope of services is one of the most distinguishing things about government. No other service provider does so much for so many people. Eyal Darmon Managing Director – Strategy & Consulting, Public Service Kevin Ellenwood Managing Director – Accenture Song, Public Service Customer Experience Jenny Brodie Senior Manager – Health & Public Service, Research Public service experience is the experience that people have when they interact with government agencies. These interactions include receiving services like food assistance, child support or education, as well as complying with responsibilities like paying taxes, getting a driver's license or registering a business. Interactions can be human-to-human exchanges that occur in person or over the phone and exchanges that happen in digital channels like websites, email, smartphone apps and virtual assistants. Customer experience in public service goes well beyond completing transactions or providing services. It's about building relationships. The digital era has influenced people's expectations of customer experience, not just in the private sector, but for government agencies as well. And, not surprisingly, the pandemic intensified people's expectations for convenient, digital public service experiences. Yet customer experience expectations are complex and constantly evolving. Accenture research reveals that 72% of consumers say that external factors such as inflation, social movements and climate change are impacting their lives more than in the past. The more in tune with these shifts government agencies are, the better positioned they are to provide relevant customer experiences. Providing services that improve lives, communities and society is at the heart of the government's mission. It's the essence of the social contract between people and their governments. People depend on government services in everything from applying for child support to attending college. These customer-service interactions are the face of government. When public service experience is poor or unequitable, it makes it frustrating and difficult for people to get the outcomes they need to protect their personal and economic livelihoods. Poor customer service can also can influence people's perceptions of—and confidence in—government as an institution. When people have less confidence in government, they may be less willing to fulfill their part of the social contract, which can increase compliance risk for agencies. © 2024 Accenture. All Rights Reserved. =====================

Reinventing the consumer goods value chain

----- Arcticle source ----- https://www.accenture.com/us-en/insights/consumer-goods-services/reinventing-consumer-goods-value-chain ----- In brief Change is coming What are mega processes? Four mega processes Five imperatives for end-to-end value chain reinvention Reinventors embrace the boundaryless enterprise A tech development like no other From client experiences, we're seeing Insight to plan Ideate to scale Engage to advocate Plan to deliver Five imperatives for successful reinvention Lead with value

Reinvent talent and ways of working Close the gap on responsible AI Understand and develop an AI-enabled, secure digital core Drive continuous reinvention WRITTEN BY Current Country: United States RESEARCH REPORT It's time to move from thinking functionally to developing end-to-end mega processes. 5-MINUTE READ May 30, 2024 The consumer goods industry is on the brink of profound change. We expect to see companies reinvent every part of the value chain within the next five years. Consumer goods companies are facing cost pressures and high inflation. Enabled by generative AI, reinvention offers the ability to deliver 3-5% improvements in operating margin over the next three to five years, while also driving growth and disruptive innovation. Reinventors expect to outperform the rest with boundaryless ways of working that reframe the enterprise around end-to-end mega processes. The scale of generative AI's impact is more profound than any other technology we've seen. Reinventing with generative AI affects every part of the company and every person in the organization. Those who seek to reinvent with generative AI expect the benefits from revenue and innovation growth to exceed those of cost savings. 15-25% increase in consumer conversion 35% rise in customer net promoter score 20% rise in employee satisfaction Reinventors radically redesign processes with the possibilities of emerging technology and new ways of working, and reimagine siloed functions as outcome-based, end-to-end value streams—in other words, mega processes. We've defined four mega processes. Every consumer goods company should have a clear articulation of its purpose, which is managed through the first mega process, insight to plan. Ideate to scale realizes that purpose through the invention of products and services. Consumer and customer experiences are brought to life through engage to advocate, creating a promise that is fulfilled through plan to deliver. All this is enabled by a company's people, technology and operations. Strategic planning can no longer be an annual activity. As the world continues changing, resilience and agility requires dynamic and continuous decision-making and resource allocation to translate strategy into action—changing as the market changes. Consumers are looking for solutions—not just incremental improvements. AI and generative AI are making innovation cycles adaptive, generating insights that evolve as quickly as people do and helping innovators invent radical new offerings. The combination of new technologies and ways of working will realize a long-promised dream: genuine relevance. Digital assistants will get ever closer to human-like performance, providing guidance that gets more relevant through interactions. Consumer goods supply chains could soon be able to respond to market signals in real time, such that they can evaluate scenarios across functions and make decisions that ensure value and drive growth. By and large, consumer goods companies believe in the opportunity generative AI represents but are increasingly frustrated with isolated experiments and siloed use cases. Instead, executives want to know how to reinvent, and are seeking to understand the pragmatic journey to realize holistic value. For most, implementing wholesale reinvention all at once is not viable. The key is to focus on the greatest areas of value. For many consumer goods companies, this includes consumer and customer engagement, and the ability to fulfill this promise. Leaders must set and guide a vision for reinventing work, reshaping the workforce and preparing workers for a generative AI world. Companies must prioritize upskilling and developing their talent to empower influential employees in various functions. Leaders

must commit to maintaining high standards of trust, transparency and sustainability in every AI-driven initiative. Responsible AI ensures that technology aligns with human values and protects people from negative impacts. To get best value from generative AI, leaders must ensure that data and technology foundations are predicated on business value creation. For many, this includes understanding how to support new technologies with the right data in the right ways. Change is constant, so reinvention never ends. Leaders must make the ability to change a core part of the organizational DNA. To support end-to-end process development, companies should appoint leaders with the influence to drive ongoing reinvention. Organizations that continue to be dominated by a "four walls" mentality that resists both internal and external collaboration will increasingly lose out to those that embrace more agile ways of working. Boundaryless enterprises outperform the rest. You need to embrace this shift—now. Oliver Wright Senior Managing Director – Global Consumer Industries Group Lead Karen Fang Grant Managing Director – Industry Networks & Programs, Global Research Lead Amar Subramanian Managing Director – Consumer Goods & Services, Data & AI, Global Lead Nevine El-Warraky Senior Managing Director Global Lead – Industry & Customer Growth Accenture Song Kaus Rajnish Managing Director – Accenture Strategy, Consumer Goods & Services Adheer Bahulkar Managing Director – Consumer Goods & Services, Supply Chain & Operations, Global Lead Samuel Holmes Managing Director – Consumer Goods & Services, Operating Model & Organisation Design, Global Lead © 2024 Accenture. All Rights Reserved.
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Retail reinvented: Unleashing the power of generative AI

----- Arcticle source ----- https://www.accenture.com/us-en/insights/retail/unleashing-power-generative-ai ----- In brief Reinventing retail in the age of generative AI The five imperatives Transforming how consumers shop Reshaping how people work Reinventing how the business operates To fully seize the generative AI opportunity, retail leaders must address these five imperatives. Lead with value in retail Understand and develop an AI-enabled, secure digital core: Reinvent talent and ways of working Close the gap on responsible AI Drive continuous reinvention The time to act is now WRITTEN BY Current Country: United States RESEARCH REPORT 5-MINUTE READ June 20, 2024 The retail landscape is undergoing a transformative shift with the integration of generative AI. It's creating unprecedented opportunities for enhancing customer service and boosting operational efficiency. Retail leaders are proactively increasing their investments in generative AI, recognizing its potential to revolutionize every aspect of the industry—from inventory management to customer interaction. As this technology advances, it is crucial for retailers to adapt and innovate, ensuring they harness the full potential of AI to remain competitive and meet evolving consumer expectations. Learn how generative AI is transforming the retail industry. Jill Standish, Accenture's Global Retail Lead, highlights how descriptive, predictive and generative AI technologies

are enhancing the consumer experience and creating operational efficiencies across the value chain. She emphasizes the role that large language models play in shopping, the importance of brand positioning and generative AI's potential to innovate product design and sustainability. 75% of retail executives view generative AI as instrumental to their business's revenue growth. 93% of retail CxOs are planning to scale up their investment in AI and generative AI over the next 3–5 years—in terms of time, money, and human capital. 50% of all working hours across retail have the potential to be impacted by generative AI. Generative AI is set to redefine the shopping experience by personalizing consumer interactions and automating routine purchases. Imagine AI systems that predict a family's needs, restock household essentials before they run out, or suggest new products tailored to personal tastes and preferences. This level of personalization not only enhances convenience, but also builds deeper consumer loyalty. Retailers like Instacart are already leveraging AI to simplify shopping, suggesting recipes and delivering the necessary ingredients directly to consumers' doors. The adoption of generative AI in retail is not just transforming the consumer experience, but it's also changing the workplace. AI tools equip retail employees with data-driven insights, enabling them to offer personalized customer service. For instance, store associates can use AI to access real-time inventory data or customer preferences, enhancing the quality of customer interactions. This shift is expected to redefine roles, requiring a focus on reskilling and continuous learning to prepare the workforce for a more technology-integrated job environment. Generative AI—coupled with classic AI and machine learning (ML)—is advancing retail operations by streamlining both back-office and customer-facing processes. AI-driven analytics help with forecasting demand more accurately, optimizing inventory levels and managing supply chains more efficiently. This leads to reduced operational costs and improved customer satisfaction. Retailers are also using AI to enhance decision-making processes, ensuring they can respond more swiftly to market changes and consumer needs, thereby maintaining a competitive edge in the fast-paced retail sector. Shift the focus from siloed use cases to prioritizing business capabilities across the entire retail value chain, based on an objective assessment of the business case, enterprise readiness and the corresponding return on investment. Invest in technology that runs seamlessly and allows for continuous creation of new capabilities. Set and guide a vision for how to reinvent work, reshape the workforce and prepare workers for a generative AI world. Design, deploy and use AI to drive value while mitigating risks for all retail stakeholders, from consumers to suppliers and workers. Because change is constant, reinvention never ends. Make the ability to change a core competency and part of company culture. The opportunities for generative AI to transform the retail industry are endless. It holds the potential to deliver greater value to customers, workers and the business by meeting the five imperatives above. As we look ahead, your company can fade, follow or lead. Choose to lead. Jill Standish Senior Managing Director – Global Lead, Retail Brooks Kitchel Senior Managing Director – Global Retail Strategy Lead Brett Leary Managing Director – Global Generative AI Lead, Retail Sarah Berger Senior Principal – Accenture Research © 2024 Accenture. All Rights Reserved.
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The tech-powered operating model

In brief Accelerating performance by design Beyond operating model tradeoffs: the art of the possible Five fundamentals to reaching a new level of performance WRITTEN BY Current Country: United States RESEARCH REPORT Accelerating performance by design 4-MINUTE READ March 15, 2023 Seizing the full power of technology goes beyond cutting costs and driving efficiency. It's about using the combination of data and tech as strategic assets to develop the speed, agility and resilience required to drive growth amid continuous change. Yet our research found too many companies are missing this opportunity. They're using new technology in the same old ways of working, with siloed, outmoded operating models that get in their way. 80% of executives say their company isn't fully leveraging data and technology in critical areas of the business. 69% of executives believe their operating model is unable to continuously adapt. Unlocking the full value of technology requires an operating model designed with data and technology at its core. For those that get it right, the payoff is significant. Companies with tech-powered operating models are 1.6x more likely to achieve profitable growth compared to companies without. And those without these types of operating models are 2x more likely to lag on profitability and growth. A defining trait of these exceptional companies is their ability to reconsider the big operating model choices and tradeoffs they've had to make in the past. They're no longer a given, thanks to radical progress in data and technology, as illustrated below. Grow the existing business while driving innovation. Key to getting it right: Respond quickly to customer needs, while delivering efficiently at scale. Key to getting it right: Make big bets while empowering local decision-making. Key to getting it right: Maintain a strong core organization that can flex with market changes. Key to getting it right: Deliver integrated solutions, while leveraging best-in-class capabilities. Key to getting it right: Companies have an opportunity to set a new performance frontier through Total Enterprise Reinvention and an operating model designed with data and technology at its core. As advances in technology upend traditional organizational design tradeoffs, they present new possibilities. Whether you are just embarking on your transformation journey or looking to accelerate, consider the art of the possible. The following five fundamentals are key to realizing the potential and extracting the full value of your data and technology. Design your operating model to use data and technology as both a driver and enabler, a strategic and competitive asset. Make it a CEO initiative, align funding and incentives to drive the change and establish a culture of continuous reskilling to support it. Take a hard look at the activities that cut across your organization and your ecosystem. Identify where they may be falling through the cracks between silos or organizations in your ecosystem. Smooth the seams with data and tech solutions that enable real-time transparency and faster data-driven decision making, enabling teams to respond quickly as conditions change. Redesign teams to focus on innovation and problem solving, while automating the core value chain. Go beyond using artificial intelligence (AI) and robotics for the low-hanging-fruit of transactional activities and focus on driving top-line growth, targeting areas where advanced technologies can

add the most value. Implement new ways of working in tandem with implementing new technology. Create customer-centric multidisciplinary teams to drive speed to market; and enterprise platform teams to enable scale. Power them with a modern digital core and supporting collaboration tools. Continuously revisit which activities are done by human vs. machine as technologies become more sophisticated. Organize work around issues to solve and outcomes to achieve. Empower teams to define the "how." Blur job descriptions across business and IT, focusing on skills rather than jobs to foster better collaboration and solutions. Paul Jeruchimowitz Senior Managing Director – Operating Model & Organizational Design, Global Lead Kent McMillan Managing Director – Operating Model & Organizational Design Tom Falkowski Managing Director – Operating Model & Organization Design, Accenture Strategy Jenica McHugh Managing Director – Technology Strategy, Global © 2024 Accenture. All Rights Reserved.
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Digitizing Mergers & Acquisitions

----- Arcticle source ----- https://www.accenture.com/us-en/insights/strategy/digitizing-mergers-acquisitions ----- In brief Related capabilities Here's why tech is so important to the M&A genome How digital can energize your M&A Merging M&A and cloud journeys How to begin digitizing your M&A MORE ON THIS TOPIC Mergers & acquisitions Competitive agility Accenture Strategy JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA In all M&A deals—but particularly in those involving at least one highly digital party—deal teams should be thinking beyond traditional closing models. Gains erode quickly if companies cannot reap the benefits of the merger or acquisition in short order. Digital is the only tool at their disposal that can deliver within the accelerated timeframe today's rapid business pace demands. Fifty-two percent of companies logging M&A activity described themselves as primarily acquiring digital companies or assets. No more lengthy TSAs. We expect lengthy Transitional Service Agreements (TSAs) between a buyer and a seller will be a relic three years from now because of digital technologies. While TSAs ensure business continuity for the buyer, they also delay synergies, create higher operational costs—as TSAs have markups up to 10% with an escalating pricing premium over time—limit buyer flexibility and increase dependency on the seller. The benefits of as-a-service. Especially as-a-service solutions can make a significant difference to the TSA length. We have seen companies shorten the TSA period of the "longest tentpole"—ERP or infrastructure-related service elements—from 24-36 months down to 9-12 months. Instead of carving out or integrating existing systems, an entirely new, cloud-based system is deployed. While this requires some involvement from the business, it brings the added benefit of accelerating both automation and process standardization.   Bridge services fill the gap. Companies no longer need to rely on their own in-house IT capabilities to close a deal; a digitally savvy third party can help the acquisition for as long as necessary. For example, one company leveraged third-party driven lean distribution across key markets to make an asset more attractive to private equity buyers. The buyer was willing to pay a higher price than the seller's best-case internal

analysis because having the distribution handled allowed it to focus on growth rather than TSA exit plans. The seller extracted approximately $80 million more in price than their internal valuation analysis indicated was feasible.   Digital becomes a capability with impact. Nine out of 10 executives agree that to be successful, companies must develop new M&A capabilities—specifically those that help them choose when to buy, partner, invest or incubate as they execute digital business models. Increasingly, companies are executing string-of-pearls acquisitions, where they buy a number of smaller companies to give them digital prowess in a specific area. In these types of deals, innovative closing models are key to business continuity and sustainability. Frame buyer responsibilities early. Start to define buyer responsibilities for Day 1 as early as the due diligence phase— even earlier if possible. In tandem, develop a TSA services list that breaks down the services essential to close the deal versus those that are off limits. Don't let your organization's current capabilities limit the possibilities. Utilize as-a-service alternatives. Instead of cloning IT systems, consider using proven as-a-service solutions to rapidly shift entire infrastructures from one company to another. This eliminates the need for the seller to maintain legacy infrastructure until the buyer gets up to speed and transfers can be made.   Embrace the ecosystem. No one player will be able to provide the full capabilities business model transformation requires. Because of this fact, companies will need to agree on closing models that are more open, flexible and inherently collaborative.   Test the business model at conference-room scale. Set up a minimal viable product that your team can use to simulate a set of transactions. Doing so will allow you to prove whether your model will work or not, clarifying if third-party providers truly have the capabilities your company requires. Managing Director – Accenture Strategy, Transaction Advisory Gregg's expertise lies in maximizing deal value and accelerating value capture in M&A, while minimizing transaction costs. SENIOR MANAGER – ACCENTURE STRATEGY, MERGERS & ACQUISITIONS CoCo works with business leaders globally on how to optimize business value through M&A. MANAGING DIRECTOR – ACCENTURE STRATEGY, MERGERS & ACQUISITIONS LEAD, BENELUX AND FRANCE Gerald advises leaders on how to enhance their business portfolios, manage operations, and achieve the greatest value from M&A. MANAGING DIRECTOR – ACCENTURE TECHNOLOGY STRATEGY & ADVISORY, MERGERS & ACQUISITIONS LEAD Dominik is a specialist in Tech M&A, executing large transactions with state-of-the-art technologies. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved. =====================

How to grow your return on business resilience

----- Arcticle source ----- https://www.accenture.com/us-en/insights/strategy/grow-your-return-on-resilience ----- In brief Resilience is measurable. And predictive. Investments in resilience deliver tangible (and significant) returns The key to high Returns on Resilience: Balanced and sustained

investments Many happy returns Reimagine resilience WRITTEN BY Current Country: United States Research Report 10-minute read May 31, 2024 Business leaders have long looked to unlock resilience, often focusing on a single intervention such as adopting a cloud-based infrastructure, fortifying operations, or building resilience into their supply chain. While all are important, the definition of resilience has changed. It's less about managing risk and more about building capabilities that, together, serve as a critical source of revenue growth and profitability. Accenture's Resilience Index (RI) —which assesses a company's strengths across six performance dimensions —shows that only 15% of companies are highly resilient. They outperform their industry peers across all dimensions and use resilience as an engine of long-term profitable growth. Further, a company's Index score is an early indicator of future financial performance; for highly resilient companies, the predictive accuracy of their RI scores hits 82% when looking three years ahead. A company's Return on Resilience takes the form of enhanced revenue growth and profitability, particularly over the long haul. This is especially apparent among the most resilient companies. These leaders are set to achieve a compound annual revenue growth rate (CAGR) that is 6 percentage points higher than their industry peers, and profit margins that are 8 percentage points higher. We found that investments that are broad-based and balanced across the six dimensions of resilience produce the greatest returns. By adopting a balanced approach, the most resilient companies today can multiply, by a factor of four, their chances of sustaining their high financial performance three years from now. Companies currently exhibiting low growth and low profitability can also benefit. By investing in resilience more comprehensively and evenly than their peers, they can leapfrog to the top quartile of financial performance. Conversely, companies that are growing profitably today but underinvesting in resilience (28% of our sample) have a 4X lower chance of sustaining high financial performance in the future. Balancing investments across resilience dimensions is critical. So is sustaining those investments over time. Investing in one or even a few dimensions of resilience may help companies achieve high performance. But sustaining that performance requires consistently investing in a balanced set of strengths across all RI dimensions. Balancing investments across all dimensions of resilience— financial, sales, technology, global operations, talent and sustainability— delivers the greatest return. Leaders who want to optimize their Return on Resilience should consider the following: Returns on resilience are not only possible, but necessary in a world of heightened disruption and constant change. Optimizing returns requires leaders to reframe the conventional either/or tradeoff between resiliency and growth to a both/and mindset. It calls for leaders to embrace a holistic strategy that balances the right dimensions of resilience and invests accordingly over time. And it demands that leaders pursue personal resilience—and empower their workforces to do the same. Muqsit Ashraf Chief Executive – Accenture Strategy Rachel Barton Senior Managing Director, Strategy Lead – Private Equity Miguel G. Torreira Managing Director – Accenture Strategy Tomas Castagnino Managing Director – Economics & Strategy, Accenture Research Ladan Davarzani Senior Principal – Accenture Research © 2024 Accenture. All Rights Reserved. =====================

Optimizing steel operations for an electric future

In brief Soaring demand for green steel EAF: Not as easy as ABC Transforming competitiveness Green steel presents a unique opportunity Dive deeper into industrial decarbonization Figure 1: Projected growth of EAF Steelmaking, 2019-2050 Companies must overcome these challenges and design for the future by: Reinventing how data, AI, IT and OT are designed and deployed Transforming ways of working Securing a robust, cost-effective supply of scrap metal and renewable energy WRITTEN BY Current Country: United States Research Report 5-MINUTE READ October 15, 2024 The steel industry is shifting from gray to green. With clients in the energy, construction, automotive industries and beyond committing to net zero, demand for green steel is rising fast. In response, steel manufacturers are investing billions to replace their decades-old blast furnaces (also known as basic oxygen furnaces or "BOFs") with direct reduction of iron (DRI) using hydrogen and electric arc furnaces (EAFs). EAF steel production is already soaring, and it's expected to increase by a further 80-100% by 2050.1 Regulations like the European Green Deal and the EU's Carbon Border Adjustment Mechanism (CBAM) could further accelerate this shift. 80-100% increase in EAF steel production expected by 2050.2 Sources: World Steel Dynamics "Strategic Insights from World Steel Dynamics" February 2021; Global Energy Monitor "2022 Pedal to the Metal" June 2022; Wood Mackenzie, Q3 2022; IEA Iron and Steel Analysis 2022 So far, most EAF projects are concentrated in Europe and North America. This poses a tough question for steel manufacturers in these markets: How can they compete against rivals in places like India and China, where BOF steelmaking remains prevalent? The transformation to EAFs brings a series of challenges, including: Integrating the new batch-based EAFs with legacy downstream steel-making assets that follow continuous manufacturing processes Moving to scrap metal as a feedstock, and managing huge variance in quality, supply and cost Securing renewable electricity and green hydrogen in sufficient quantities and at competitive prices Ramping up new assets and accelerating the learning curve so that mills can produce the same steel qualities using an entirely new feedstock and very different production processes Transforming the cost structure to achieve a step change in global competitiveness. 15-20% of the total cost of steel production in an EAF is from electricity.3 Unless steel manufacturers upgrade their broader technology in parallel with implementing EAFs, there's a risk that they'll invest billions in new furnaces, only to find that the plant is obsolete by the time it's up and running. EAFs require steelmakers to depart from the processes they've honed over decades of using BOFs. Instead, they must reimagine their approaches to planning, logistics, quality management, maintenance, safety and more. This includes managing variable quality, supply and price in the highly fragmented scrap metal market, and seeking greater engagement with the energy ecosystem. The shift to green steel is a game-changing opportunity for steel manufacturers to transform competitiveness. Since DRI technologies and EAFs are sourced from a handful of suppliers, their implementation provides limited scope to

gain competitive advantage. Instead, differentiation will come from mills' success in wider use of technology, transforming ways of working to optimize for EAF and DRI, and sourcing reliable, cost-effective supplies of the necessary feedstocks. In other words, steel manufacturers need to look beyond the decision of which furnace to buy, and instead contemplate how they will use technology more broadly to drive competitive differentiation in this exciting new chapter for the steel industry. Decarbonization requires collaboration. So what if all net zero investments were synchronized? We outline key actions each industry needs to take to ensure an equitable, affordable and sustainable energy transition. Companies that develop leaders with behavioral characteristics aligned to the five elements of responsible leadership can accelerate decarbonization. Business has a critical role to play in achieving net zero to limit global warming to 1.5°C. Business commitment to net zero continues to grow, but action continues to lag. Companies now face a rapidly evolving ESG regulatory landscape. We have identified nine capabilities that can move organizations beyond mere compliance and help accelerate their sustainability journey for competitive advantage. Timothy Van Audenaerde Managing Director – Global Metals Lead Sachin Kumar Chaudhary Global Lead – Chemicals and Natural Resources Thought Leadership & Research Ashish Kumar Gulgulia Natural Resources Research Associate Manager © 2024 Accenture. All Rights Reserved. ======================

Unleashing growth for maximum impact

----- Arcticle source ----- https://www.accenture.com/us-en/insights/public-service/economic-growth-resilience ----- In brief The global economy from crisis to recovery Competitiveness on the global stage All eyes on recovery Rise to the occasion Meet the team Related capabilities MORE ON THIS TOPIC Transform the labor market Minimize economic scarring Encourage spending of excess savings 01 Architect a dynamic fiscal strategy 02 Think big and act bold in national initiatives 03 Target investments for maximum impact 04 Boost capacity to execute successfully Ryan Oakes Wee Wei Ng Rob Cohan Chris Young Public service Back office transformation JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA The power of generational change As responsive as governments have been over the last year and a half, they face substantial challenges to balance the urgent needs of citizens with long-term economic growth in the context of well managed public debt. Short-term, demand-side fixes to "put out the fires" are not enough. What's needed are long-term investments and plans to unleash the economy's full growth potential into the future. Starting now. This means addressing longstanding structural weaknesses and sustaining the short-term COVID-19 rebound. It also means driving digital and green transformation, future-proofing against potential risks, and building new public service capability. It's how the public sector can turn bold vision into meaningful action that allows people to thrive. To get a deep dive of the United States country report please contact us. Oxford Economics forecasts a robust global economic recovery with GDP growth at 5.9% and 4.8% in

2021 and 2022 respectively after a 3.5% contraction in 2020. Oxford Economics forecasts a robust global economic recovery with GDP growth at 5.9% and 4.8% in 2021 and 2022 respectively after a 3.5% contraction in 2020. Oxford Economics predicts that Australia, Singapore and the United States will have higher GDP growth between 2019 and 2025 compared to the United Kingdom, Germany and France. Economic recovery is expected to be strong globally, but occur at different rates across countries While job growth in Australia is strong, Oxford Economics predicts that job recovery across the United States, Eurozone and Singapore will be less strong than GDP recovery between 2019 and 2025. Job recovery across most geographies is not expected to be as strong as GDP recovery What governments do now to support economic recovery will influence how they compete on the world stage in the future. To fully unlock the upside potential and lead with impact, governments should quickly deploy several key policy levers: How the labor market is managed as job protections end, jobs are reallocated to new growth sectors and people are supported with new skills. How economic forecasts differ from before the pandemic to the current forecasts. How excess savings built up during the pandemic will be unwound to supercharge a consumer boom. The pace and focus of recovery depends on how governments navigate long-term structural issues, competitive strengths and weaknesses, as well as short-term crisis impacts in their initiatives. To lay the foundation for future economic growth, governments should consider higher levels of public investment compared to the past, taking advantage of low borrowing costs, the general consensus supporting an activist fiscal policy and special funding and plans in place. These four fundamentals can contribute to greater returns. Fiscal policy should be dynamically evolving and forward looking, rather than overly indexed on "how things have always been done." Governments need national initiatives aimed at raising potential economic growth and that serve as springboards to reshape the economy over time. Governments should allocate investment to lead with impact, emphasizing renewed public investment and taking full advantage of fiscal multipliers. There are a range of governance and administrative actions that governments can take to boost their capacity to absorb an funding influx and execute. As countries around the world look to emerge stronger from the pandemic, governments have a challenge and a responsibility to lead with impact. As countries around the world look to emerge stronger from the pandemic, governments have a challenge and a responsibility to lead with impact. To get a deep dive of the United States country report please contact us. Experience that counts, innovation that works and outcomes that matter citizens, workers and communities. Imagine if the back office could deliver strategic value and insights for the public sector. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings.
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Technology Analyst Recognition

----- Arcticle source ----- https://www.accenture.com/us-en/insights/technology/analyst-recognitions ----- Accenture is named a Leader in IDC

MarketScape: Asia/Pacific Managed Cloud Services 2024-2025 Vendor Assessment Accenture is named a Leader in the Everest Group Cybersecurity Services PEAK Matrix® Assessment 2024 – Europe Accenture is named a Leader in IDC MarketScape: Asia/Pacific Managed Security Services 2024 Vendor Assessment Accenture is named a Leader in the 2024 Gartner® Magic Quadrant™ for Managed Network Services (MNS) Accenture is named a Leader in IDC MarketScape: European Managed Detection and Response (MDR) Services 2024 Vendor Assessment Accenture is named overall Leader in the Everest Group Cybersecurity Services PEAK Matrix® Assessment 2024 for North America Accenture is named a Leader in the 2024 Gartner® Magic Quadrant™ for Public Cloud IT Transformation Services (PCITS) Accenture is named a Leader in IDC MarketScape: Asia/Pacific SAP Implementation Services 2024 Vendor Assessment Accenture is named a Leader in The Forrester Wave™: Adobe Services, Q3 2024 Report Accenture is named a Leader in The Forrester Wave™: Innovation Consulting Services, Q2 2024 Accenture is named a Leader in The Forrester Wave™: Cybersecurity Incident Response Services, Q2 2024 Accenture has the highest market share in managed security services in 2023 and is the fastest growing among the 3 highest ranked security services providers in all segments based on revenue in Gartner Market Share Report Accenture is named a Leader in IDC MarketScape: Asia/Pacific (excluding Japan) AI Services 2024 Vendor Assessment Accenture is named a Leader in The Forrester Wave™: Application Modernization and Migration Services, Q1 2024 Accenture is named a Leader in The Forrester Wave™: Workday Services, Q2 2024 Report Accenture is named a Leader in the 2024 Gartner Magic Quadrant for Outsourced Digital Workplace Services Accenture has been named a Leader in The Forrester Wave™: Cybersecurity Consulting Services in Europe, Q1 2024 Accenture named an Overall Leader in Everest Group's Next Generation Quality Engineering Services PEAK Matrix® Assessment 2023 Accenture is named a Leader in Everest Group Pega Services Peak Matrix® Assessment 2024 Accenture is named a Leader in IDC MarketScape: Worldwide Blockchain Services 2024 Vendor Assessment Accenture is a Leader in the 2023 Gartner Magic Quadrant and is Recognized in the Critical Capabilities Cloud ERP Services for Service-Centric Organizations Accenture is named a leader in IDC MarketScape: Worldwide Systems Integrators/Consultancies for Cybersecurity Consulting Services 2024 Vendor Assessment Accenture positioned as a Leader in the IDC MarketScape: Asia/Pacific Cloud Security Services 2023-2024 Vendor Assessment Accenture is a Leader in Everest Group's Healthcare Payer Digital Services PEAK Matrix® Assessment 2023 Accenture positioned as a Leader in The Forrester Wave™: Cybersecurity Consulting Services in Asia Pacific, Q4 2023 Accenture named a Leader in Westlands Advisory Navigator Industrial Security Consulting and Managed Services 2023 for the Second Consecutive Year Accenture positioned as a Leader in the IDC MarketScape: Asia/Pacific Cloud Professional Services 2023-2024 Vendor Assessment Accenture and Avanade positioned as a Leader in the IDC MarketScape: Asia/Pacific Microsoft Business Applications Implementation Services Vendor Assessment 2023-2024 Accenture recognized as the highest Leader in Everest Group's Cloud Security Services PEAK Matrix® Assessment 2023 Accenture named as a Leader in the Everest Group Cloud Services PEAK Matrix® Assessment 2023 – Europe Accenture named a Leader in the IDC MarketScape: Worldwide Cybersecurity Risk Management Services 2023

Vendor Assessment Accenture named a Leader in the ISG provider Lens™ Cybersecurity Solutions & Services Reports for Strategic, Technical and Managed Security Services in Australia, Brazil, Germany, Malaysia & Singapore, Switzerland, US, and US Public Sector 2023 HFS Horizons recognizes Accenture for Platform Economy Leadership Accenture named the highest Leader and a Star Performer in Everest Group Network Transformation & Managed Services PEAKMatrix® Assessment - System Integrators 2023 Accenture is a Leader in 2023 Gartner® Magic Quadrant™ and Critical Capabilities for Data Center Outsourcing and Hybrid Infrastructure Managed Services, Worldwide Accenture positioned as a Leader in the IDC MarketScape: Asia/Pacific Oracle Application Implementation Services 2023 Vendor Assessment Accenture is a Leader in the Worldwide Artificial Intelligence Services 2023 Vendor Assessment, IDC MarketScape Accenture positioned as a Leader in the Everest Group Cloud Services PEAK Matrix® Assessment 2023 – North America Accenture is Designated Highest Leader in Everest Group's Identity and Access Management Services PEAK Matrix® Assessment 2023 Accenture named the Overall Leader in the Everest Group Microsoft Dynamics 365 Peak Matrix ® Assessment 2023 Accenture named the highest in the Leader category in Everest Group's Enterprise Blockchain Services PEAK Matrix® Assessment 2023 Accenture named top leader in Open Finance IT Services by Everest Group Accenture recognized as a global leader among Adobe Services Partners by independent research firm Accenture named a leader in Enterprise Blockchain Services by Everest Group Strategy & Consulting Song Technology Operations Industry X JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Accenture is continually recognized as a best-in-class technology innovator by independent, third-party networks and research organizations. Accenture is positioned as a Leader for both Capabilities and Strategies in the IDC MarketScape: Asia/ Pacific Managed Cloud Services 2024-2025 Vendor Assessment. (November 2024, IDC #AP51571124) This research effort evaluated 18 managed cloud service providers in the Asia/Pacific region. The report highlights that "Accenture's 'Run to New' model for transformational managed cloud services defines detailed journey paths for evolutionary and progressive transformation of customers' cloud operations in alignment with key business priorities and objectives for enterprise transformation and business reinvention." This IDC MarketScape report also states that Accenture's reference customers "commended the vendor's mix of global delivery model and local capabilities, ability to effectively support a diversity of hyperscalers and cloud environments, improve clients' business agility, and handle changes in project scope." Other key factors contributing to our position in the IDC MarketScape include: Per the report, organizations should consider Accenture when they are "looking for a proven cloud operations transformation partner with the right technology assets, technical expertise, and delivery capabilities to help transform your large, complex IT estate into value-focused, continuously optimized cloud operations."   Copyright IDC 2024 *The research methodology utilizes a rigorous scoring methodology based on both qualitative and quantitative criteria that results in a single graphical illustration of each vendor's position within a given market. The Capabilities score measures vendor product, go-to-market and business execution in the short-term. The Strategy score measures alignment of vendor strategies with customer

requirements in a 3-5-year timeframe. Vendor market share is represented by the size of the circles. Everest Group has named Accenture as a Leader in its Cybersecurity Services PEAK Matrix® Assessment 2024 – Europe. According to Everest Group's comprehensive evaluation, Accenture was positioned as the highest Leader for both Market Impact and Vision & Capability among the 28 European security service providers assessed. Everest Group highlighted several key Accenture strengths, including: Accenture's positioning on this PEAK Matrix is a testament to its focus on innovation and next gen cybersecurity technologies for clients in Europe. According to Kumar Avijit, Vice President at Everest Group, "Accenture has prioritized IP-backed cybersecurity services and strengthened its asset-led offerings within the Accenture mySecurity platform to drive faster value realization and ROI on clients' cybersecurity investments. Moreover, its verticalized cybersecurity services further differentiate Accenture in the market, catering specifically to industry-specific requirements. These combined strengths have positioned Accenture as a Leader in Everest Group's Cybersecurity Services PEAK Matrix® Assessment – Europe 2024." According to IDC's analysis and customer feedback, Accenture is a Leader in the IDC MarketScape: Asia/Pacific Managed Security Services 2024 Vendor Assessment. (September 2024, IDC #AP51571224). Accenture is positioned as a Leader for both "Strategies" and "Capabilities" * in this IDC MarketScape, which evaluated 22 vendors that provide managed security services (MSS) within the highly competitive and maturing Asia/Pacific market. The report highlighted that, "Accenture's approach to AI and generative AI (GenAI) is a cornerstone of its innovation strategy, with these technologies deeply embedded in its MSS offerings, driving enhancements in areas, such as security operations center (SOC), threat detection, and incident response." Other strengths highlighted in the report include: "Clients value Accenture for its comprehensive MSS, including MDR, SIEM, and incident management solutions. Accenture's global reach and flexibility enable tailored, scalable security offerings that meet the diverse needs of multinational organizations. Clients appreciate Accenture's speed and adaptability in delivering effective threat detection and response, supported by innovative technologies, such as Google Chronicle and AI-powered tools. Additionally, Accenture's unique pricing model provides cost-effective and predictable cybersecurity solutions, making it a trusted partner in managing complex security." Per the report, "Enterprises should consider Accenture for their MSS when seeking a globally unified, comprehensive cybersecurity solution that leverages Accenture's extensive presence and expertise across the Asia/Pacific region." Accenture is positioned as a Leader in the October 2024 Gartner Magic Quadrant for Managed Network Services. Accenture is recognized based on its Completeness of Vision and Ability to Execute in the Magic Quadrant report, which assessed 17 globally capable providers of remote service management functions for the network and security operations of enterprise networks. According to Gartner, a provider in the Leaders quadrant demonstrates the ability to fulfill a broad variety of customer requirements through the breadth of its MNS offerings. Leaders have the ability to shape the market and provide complete and differentiating services, as well as global service and support. Leaders maintain strong relationships with their channels and customer and have no obvious gaps in their portfolios. Accenture's Managed Network Services help clients modernize and move towards autonomous networks through

radical automation, AI/gen AI, re-tooling and business process optimization, for greater efficiency, agility and reliability. GARTNER is a registered trademark and service mark of Gartner and Magic Quadrant is a registered trademark of Gartner, Inc. and/or its affiliates in the U.S. and internationally and are used herein with permission. All rights reserved. Gartner does not endorse any vendor, product or service depicted in its research publications and does not advise technology users to select only those vendors with the highest ratings or other designation. Gartner research publications consist of the opinions of Gartner's research organization and should not be construed as statements of fact. Gartner disclaims all warranties, expressed or implied, with respect to this research, including any warranties of merchantability or fitness for a particular purpose. In the IDC MarketScape: European Managed Detection and Response Services 2024 Vendor Assessment, Accenture is positioned as a Leader for both "Strategies" and "Capabilities". * The IDC MarketScape study evaluated 17 service providers in the European MDR services market. IDC MarketScape: European Managed Detection and Response Services 2024 Vendor Assessment (September 2024, IDC #EUR151172124) The report noted that Accenture "has been providing some form of detection and response services for more than 20 years and has 1,300 employees in Europe involved in detection and response roles. Accenture provides cybersecurity services globally, with an in-depth presence in Europe, working across eight languages." Other Accenture strengths cited include: The report also noted, "Due to the breadth of its portfolio, Accenture is well placed to support clients with needs covering adjacent business issues such as crisis management, cloud, AI, technology strategy, supply chain considerations, talent, and broader technology transformation alongside cybersecurity.". More information on the assessment can be found here. Copyright IDC 2024 *The research methodology utilizes a rigorous scoring methodology based on both qualitative and quantitative criteria that results in a single graphical illustration of each vendor's position within a given market. The Capabilities score measures vendor product, go-to-market and business execution in the short-term. The Strategy score measures alignment of vendor strategies with customer requirements in a 3-5-year timeframe. Vendor market share is represented by the size of the circles. Everest Group has positioned Accenture as overall Leader in its Cybersecurity Services PEAK Matrix® Assessment 2024 – North America Based on Everest Group's comprehensive evaluation framework, Accenture achieved the highest rating for both Market Impact and Vision & Capability among the 30 security service providers evaluated. Everest Group cited the following about Accenture: According to the report, characteristics of Leaders within the Cybersecurity services PEAK Matrix aim to stay at the forefront of key cybersecurity segments, demonstrate exceptional proactiveness by driving innovations and introducing next-generation cybersecurity solutions, and offer co-innovative cybersecurity solutions, driven by strong ecosystem partners. This ranking is a testament of Accenture's position in the North America cybersecurity market and recognition as best-in-class. Accenture is positioned as a Leader in the August 2024 Gartner Magic Quadrant for Public Cloud IT Transformation Services. Accenture placed highest on the Ability to Execute axis in the Magic Quadrant report, which assessed 21 providers for Public Cloud IT Transformation services (PCITS). Furthermore, Accenture has been ranked highest in all the Use Cases in the 2024 Gartner Critical Capabilities

for Public Cloud IT Transformation Services report, including Agile Migration, Modernizing Legacy Applications, Strategic Cloud Transformation, Enabling, Monitoring and Optimization, Knowledge Share Use Cases. According to Gartner, Leaders have a track record of delivering high-quality, cloud-native modernization and managed services that thoughtfully exploit the capabilities of the cloud platform. They are well-positioned to deliver leading-edge services into the future and to indicate the direction of the market. Accenture cloud professionals hold more than 184,000+ certifications, combining vast industry experience with specialized, state-of-the art skillsets. We work with our clients, drawing on the experience of 36,000+ cloud projects in nearly every industry, to build predictable, fast and secure cloud solutions. GARTNER is a registered trademark and service mark of Gartner and Magic Quadrant is a registered trademark of Gartner, Inc. and/or its affiliates in the U.S. and internationally and are used herein with permission. All rights reserved. Gartner does not endorse any vendor, product or service depicted in its research publications and does not advise technology users to select only those vendors with the highest ratings or other designation. Gartner research publications consist of the opinions of Gartner's research organization and should not be construed as statements of fact. Gartner disclaims all warranties, expressed or implied, with respect to this research, including any warranties of merchantability or fitness for a particular purpose. For the third consecutive year, Accenture is named a Leader in the IDC MarketScape: Asia/Pacific SAP Implementation Services 2024 Vendor Assessment (August 2024, IDC #AP51467624) The IDC study assessed 18 SAP implementation services providers in the Asia/Pacific region on the strength of their current SAP implementation service capabilities and their ability to grow the adoption of SAP solutions with sound strategies. In the report, Accenture is positioned as a Leader for both "Strategies" and "Capabilities". * The IDC MarketScape highlighted the following Accenture strengths: Per the report, "Accenture is a good fit for enterprises looking for an implementation partner in Asia/Pacific with experience in handling large IT-led business transformations, strong partnership maturity with SAP, and a certified local talent base to support complex SAP implementation or migrations." More information on the assessment can be found here. Copyright IDC 2024 *The research methodology utilizes a rigorous scoring methodology based on both qualitative and quantitative criteria that results in a single graphical illustration of each vendor's position within a given market. The Capabilities score measures vendor product, go-to-market and business execution in the short-term. The Strategy score measures alignment of vendor strategies with customer requirements in a 3-5-year timeframe. Vendor market share is represented by the size of the circles. Accenture is positioned in the Leaders category in The Forrester Wave: Workday Services Q2 2024 report. The Forrester Wave™ Adobe Services, Q3 2024.pdf (July 29, 2024). The research conducted by Forrester evaluated 12 Adobe services providers, across 25 criteria. In the report, Accenture received the highest scores in the Current Offering, Strategy and Market Presence categories. The report states that Accenture: According to the evaluation, "Reference customers chose Accenture primarily for its ability to successfully translate vision into measurable outcomes, highlighting its prowess in execution excellence and go-to-market speed. Accenture is well-suited for firms requiring both strategic guidance and large-scale implementation across various Adobe

products." A complimentary copy of the evaluation can be found here. Accenture has been named a leader in The Forrester Wave™: Innovation Consulting Services for Q2 2024. In the report, Forrester analyzed 10 top service providers in the field, focusing on their ability to offer insight-driven innovation, strong innovation ecosystems, and sophisticated culture change playbooks. Per the report, Accenture drives business reinvention with repeatable playbooks and proprietary IP; offers a full suite of innovation services with multidisciplinary teams, paired with a deep partnership ecosystem; embraces a rigorous approach to portfolio derisking; and continues to invest in accelerator assets and emerging tech (e.g. gen AI, quantum, space tech, and bio innovation) to speed up related innovation for client organizations. The report also states that "Accenture maintains the largest network of innovation labs among the companies in this assessment, offering a diverse set of prototyping capabilities, supporting clients in ideation and experimentation phases. Clients that seek end-to-end innovation advice, especially when coupled with complex transformation initiatives, will find a good partner in Accenture." Accenture's Innovation Services approach is proven to meet clients wherever they are in their innovation journey through a portfolio of initiatives, across the entire innovation lifecycle. We are differentiated by our fusion of strategy with execution: insight and value-driven, experimental, and adaptive. Accenture has been named a leader in The Forrester Wave™: Cybersecurity Incident Response Services for Q2 2024. This recognition comes from Forrester's rigorous analysis of 14 service providers in the field, focusing on their ability to handle and mitigate cybersecurity incidents effectively. The report noted the following about Accenture: Additionally, the report states that "Accenture is a good fit for security and risk leaders at organizations in need of executive buy-in assistance and global response capabilities." We believe this ranking as a leader underscores Accenture's robust incident response capabilities and its commitment to global and client-focused cybersecurity solutions. Accenture recently announced its collaboration with Mandiant, part of Google Cloud, to help organizations more efficiently detect, investigate, respond to and recover from cyberattacks. The partnership brings further scale to Mandiant's Incident Response insights by leveraging Accenture's global presence and industry expertise in crisis response and business recovery. Accenture has the second highest market share of all security services in 2023 and its growth was twice the market average in the Market Share: Security Services, Worldwide, 2023, by revenue in Gartner® research. According to the report, Accenture had the highest revenue for the Security Professional Services sub-segment at $3.76 billion with a 29.73% growth rate, and for the Managed Security Services sub-segment at $2.23 billion with a 29.8% growth rate in 2023. Overall, Accenture was ranked second based on revenue of all security services in the Gartner report, Market Share: Security Services, Worldwide, 2023. Gartner noted that the worldwide security services spending market grew by 13.6% in current USD, reaching $65.6 billion in revenue in 2023 from $57.7 billion in 2022. The report also shared that Accenture's security services revenue grew by 26% in 2023, increasing its market share to 12.3%. Accenture's security revenue can be categorized into three areas: Accenture and Mandiant, part of Google Cloud, recently announced that they are teaming up to collaboratively deliver cyber resilience services to help organizations more efficiently detect, investigate, respond to and recover from

cyberattacks. As part of the partnership, Accenture will utilize Mandiant Threat Intelligence, a comprehensive and actionable platform, and Mandiant expertise in its Cyber Resilience services. Palo Alto Networks and Accenture recently announced an expansion of their long-standing strategic alliance. New offerings will combine Precision AI™ technology from Palo Alto Networks and Accenture's secure generative AI services to help organizations embrace the potential of AI with unparalleled cybersecurity. Gartner, Market Share: Security Services, Worldwide, 2023, Shailendra Upadhyay, Rahul Yadav, 22 May 2024 GARTNER is a registered trademark and service mark of Gartner, Inc. and/or its affiliates in the U.S. and internationally and is used herein with permission. All rights reserved. Gartner does not endorse any vendor, product or service depicted in its research publications and does not advise technology users to select only those vendors with the highest ratings or other designation. Gartner research publications consist of the opinions of Gartner's research organization and should not be construed as statements of fact. Gartner disclaims all warranties, expressed or implied, with respect to this research, including any warranties of merchantability or fitness for a particular purpose. Based on IDC's vendor analysis and assessment of the 2024 AI services market through the IDC MarketScape model, Accenture has been positioned as a leader—in the IDC MarketScape: Asia/Pacific (Excluding Japan) AI Services 2024 Vendor Assessment. (IDC Doc #AP51031923e_Accenture) This study covers the full life cycle of business and IT services delivered to enable clients to deploy AI solutions. For technology buyers of AI services, the IDC MarketScape report addresses vendor selection, use case development, talent and skills, and regulatory and compliance issues. The IDC MarketScape highlighted the following Accenture strengths: The report noted, "Accenture combines its deep domain knowledge, data, and AI experience, and reusable cloud ecosystem innovation to unleash the commercial value of data." Further, "With its Responsible AI approach, which takes AI's ethical implications into account, Accenture continues to help clients build AI trust and compliance readiness." More information on the assessment can be found here. Copyright IDC 2024 *The research methodology utilizes a rigorous scoring methodology based on both qualitative and quantitative criteria that results in a single graphical illustration of each vendor's position within a given market. The Capabilities score measures vendor product, go-to-market and business execution in the short-term. The Strategy score measures alignment of vendor strategies with customer requirements in a 3-5-year timeframe. Vendor market share is represented by the size of the circles. Accenture is positioned in the Leaders category in The Forrester Wave: Application Modernization and Migration Services, Q1 2024 report. (March 18, 2024) This Forrester Wave report evaluated 15 application modernization and migration services providers across 25 criteria, including service capabilities, vision, pricing flexibility and transparency, and innovation, among other criteria. Accenture received the highest score in the Strategy category. Accenture's vendor profile in the report states: According to the report, "Accenture is a good fit for a program-level initiative that requires both modernization and migration skills, including customers that need Accenture's trademark balance of technical and business acumen." Accenture provides a full spectrum of services focused on modernizing applications across an enterprise to boost agility, fuel

innovation and increase resilience and continuity. Accenture is positioned in the Leaders category in The Forrester Wave: Workday Services Q2 2024 report. (April 3,2024) The research conducted by Forrester evaluated 12 Workday services providers across 25 criteria, including Workday Human Capital Management, Workday Financial Management, Workday Extend and cloud platform, Workday Adaptive Planning, and Workday Analytics and Reporting (Prism). In the 2024 report, Accenture received the highest score in the Current Offering category, and among the highest scores in the Strategy and Market Presence categories. The report states that Accenture: According to the evaluation, "Reference customers rated Accenture as excellent in delivery, and they rated its resources as outstanding in depth and breadth of Workday expertise and experience." A complimentary copy of the evaluation can be found here. Accenture is named a Leader in the Gartner® Magic Quadrant™ for Outsourced Digital Workplace Services in the January 2024 Report. In the Magic Quadrant report, Gartner assessed 18 providers for digital workplace outsourcing and defines the outsourced digital workplace services market as the capabilities required of a provider to deliver consulting, implementation, or support services to end users of technology who utilize end-user devices or applications to conduct business. Accenture placed furthest on Completeness of Vision axis in the Magic Quadrant report and scored in the highest five for 4 out of 7 Use Cases in the Critical Capabilities report: Integrated Global ODWS, User Experience Transformation, Service Desk Support, User Support — Europe Use Cases. Accenture's Digital Workplace services bring together the three dimensions of the modern work experience: physical, human and digital. Gartner, Magic Quadrant for Outsourced Digital Workplace Services, Karl Rosander, Biswajit Maity, and 2 more, 11 March 2024 Gartner, Critical Capabilities for Outsourced Digital Workplace Services, Biswajit Maity, Karl Rosander, and 2 more, 12 March 2024 GARTNER is a registered trademark and service mark of Gartner and Magic Quadrant is a registered trademark of Gartner, Inc. and/or its affiliates in the U.S. and internationally and are used herein with permission. All rights reserved. Gartner does not endorse any vendor, product or service depicted in its research publications and does not advise technology users to select only those vendors with the highest ratings or other designation. Gartner research publications consist of the opinions of Gartner's research organization and should not be construed as statements of fact. Gartner disclaims all warranties, expressed or implied, with respect to this research, including any warranties of merchantability or fitness for a particular purpose. Accenture is positioned in the Leaders category in The Forrester Wave™: Cybersecurity Consulting Services in Europe, Q1 2024. Forrester evaluated 12 cybersecurity consulting services providers in Europe across 32 criteria. Accenture received the second highest score in the Current Offering category, and the third highest score in the Strategy category. The report describes Accenture as a purpose-driven consulting services firm that aims to "Secure the World" by connecting macro-economic and customer-specific challenges to its client security programs. Other findings in this report include: More information on this assessment can be found here. Industry Analyst Firm Everest Group has positioned Accenture as a Leader in its Next Generation Quality Engineering Services PEAK Matrix Assessment 2023. Accenture was highest in terms of Market Impact and furthest to the right in terms of Vision and Capability. For this competitive report, Everest Group assessed 35 Quality Engineering (QE)

service providers. The scope of research included tools, IP, and delivery capabilities across multiple dimensions such as market success, IP/tools, scope of services and investments. According to the report, Accenture's strengths include: Everest Group also noted that "C Everest Next Generation Quality Engineering Services PEAK Matrix 2023lients value its [Accenture's] thought leadership in the QE market, where Accenture has positioned itself as a trusted QE partner." More information on the assessment can be found here. ©Copyright Everest Group Source: Everest Group Next-Generation Quality Engineering Services PEAK Matrix® Assessment 2023 Accenture has been named a Leader in Everest Group Pega Services Peak Matrix® Assessment 2024 out of a total of 23 providers. Accenture ranked highest in both Vision & Capability and Market Impact. According to Everest, leaders in this report are characterized by their ability to successfully execute large-scale, complex, end-to-end Pega services, underpinned by their strong global delivery network and robust partner ecosystem. Everest highlighted several strengths including: Everest Group also noted that leaders have helped enterprises with their advisory capabilities to navigate the business transformation and have leveraged a mature suite of in-house and Pega-certified industry solutions to accelerate time-to-market for their clients.. According to IDC, Accenture has been positioned as a Leader in the IDC MarketScape: Worldwide Blockchain Services 2024 Vendor Assessment. (IDC #US49434623, January 2024). For this research, IDC assessed professional services and IT consulting providers that are considered "full stack," offering professional, advisory, and/or IT consulting services that address every layer of the "blockchain stack." Accenture is positioned as a Leader for both "Capabilities" and "Strategies." According to the report, "Accenture's key points of differentiation are the company's abilities to convene industry-leading companies, create new business models, invest in and partner with client firms, and provide domain expertise and blockchain talent." The IDC MarketScape also highlighted the following Accenture strengths: Key to Accenture's approach is the company's focus on using blockchain for business transformation and to improve underlying processes, with over 1,200 blockchain projects/engagements (550+ of which are live) Accenture has strong partnerships across protocols and consortiums, to name a few: R3, Digital Asset, Ripple, World Economic Forum (WEF), Hyperledger, Digital Dollar Project, Global Blockchain Business Council (GBBC), OpenWallet Foundation (OWF), Digital Pound Foundation (DPF), Confidential Computing Consortium (CCC), International Organization for Standardization (ISO), International Committee for Information Technology Standards (INCITS), International Air Transport Association (IATA), Trust Over IP (ToIP), and many more. More information on the assessment can be found here. Accenture's Blockchain practice has capabilities across spatial computing, blockchain for social impact, financial services infrastructure, decentralized digital identity and blockchain for supply chain.   Copyright IDC 2023 *The research methodology utilizes a rigorous scoring methodology based on both qualitative and quantitative criteria that results in a single graphical illustration of each vendor's position within a given market. The Capabilities score measures vendor product, go-to-market and business execution in the short-term. The Strategy score measures alignment of vendor strategies with customer requirements in a 3-5-year timeframe. Vendor market share is represented by the size of the circles.

Accenture is named a Leader in the 2023 Gartner® Magic Quadrant™ for Cloud ERP Services for Service-Centric Enterprises and is recognized as one of two highest-ranked vendors in all Use Cases in the November 2023 Critical Capabilities for Cloud ERP Services for Service-Centric Enterprises Report.   In the Magic Quadrant report, Gartner assessed 16 cloud ERP service providers and defines cloud ERP services for service-centric enterprises as services provided by third-party systems integrators in their ability to assess needs, implement solutions and evolve platforms that are transforming back-office systems via the implementation of cloud-based ERP solutions. Service-centric enterprises are organizations that typically focus on service (nonproduct) industries. In the Gartner Magic Quadrant for Cloud ERP Services for Service-Centric Enterprises, Accenture placed highest in Ability to Execute. Per Gartner, Leaders are performing well today, gaining traction and mind share in the market. They have a clear vision of market direction and are actively building competencies to sustain their leadership position in the market. Service-centric enterprises engage services for cloud ERP applications to modernize their ERPs and drive better business outcomes. IT leaders should use the Magic Quadrant to evaluate vendors of cloud ERP services as part of a composable ERP strategy. Accenture was recognized in this report based on its Completeness of Vision and Ability to Execute.   GARTNER is a registered trademark and service mark of Gartner and Magic Quadrant is a registered trademark of Gartner, Inc. and/or its affiliates in the U.S. and internationally and are used herein with permission. All rights reserved. Gartner does not endorse any vendor, product or service depicted in its research publications and does not advise technology users to select only those vendors with the highest ratings or other designation. Gartner research publications consist of the opinions of Gartner's research organization and should not be construed as statements of fact. Gartner disclaims all warranties, expressed or implied, with respect to this research, including any warranties of merchantability or fitness for a particular purpose. According to IDC's inaugural analysis for this market, Accenture is a Leader in the IDC MarketScape report for Worldwide Systems Integrators/Consultancies for Cybersecurity Consulting Services 2024 Vendor Assessment. (IDC #US50463423, January 2024) This IDC MarketScape provides insights into the current capabilities and future strategies of 17 global systems integrators (GSI) as well as consultancies. "A clear competitive advantage of Accenture is its ability to invest at scale. The number of acquisitions they made over the past quarters have helped the company to enhance its capabilities, footprint expansion and local delivery," says Cathy Huang, Research Director, Worldwide Security Services, IDC. "These investments, along with the commitment to create 360-degree value for its clients are reflected in clients' feedback captured throughout this study, citing 'Accenture has been flexible and accommodating to their needs and a trusted relationship [with Accenture]'," she adds. Additional Accenture strengths highlighted by the IDC MarketScape: Accenture was also named a Leader in the inaugural IDC MarketScape: Worldwide Cybersecurity Risk Management Services 2023 Vendor Assessment (doc #US49435222, October 2023). According to the IDC MarketScape, Accenture should be considered when large multinational organizations need a holistic view of cybersecurity, from program to processes to capabilities. Accenture's talent pool possesses knowledge in multiple disciplines and across a global presence, with the ability to provide critical thinking to any stratosphere of

problem or if the organization is looking to create a new strategy for cybersecurity calling for different outcomes that have alignment from senior executives. Copyright IDC 2024 *The research methodology utilizes a rigorous scoring methodology based on both qualitative and quantitative criteria that results in a single graphical illustration of each vendor's position within a given market. The Capabilities score measures vendor product, go-to-market and business execution in the short-term. The Strategy score measures alignment of vendor strategies with customer requirements in a 3-5-year timeframe. Vendor market share is represented by the size of the circles. Accenture has been positioned as a Leader in the IDC MarketScape: Asia/Pacific Cloud Security Services 2023-2024 Vendor Assessment. According to the report, "Accenture's commitment in its customers is underpinned by its ability to craft a personalized risk-managed road map through the cloud continuum. Accenture is a strong believer that DX is a continuous journey and hence is dedicated to deliver client-centric solutions for its customers each and every step of the way. Customers have voiced their appreciation for the diligence and proactivity of Accenture's professionals in achieving desired outcomes. This has fostered a collaborative atmosphere that has contributed to outstanding results." The report highlighted, "Furthermore, clients highly value the extensive knowledge and profound expertise that Accenture brings to the table. This goes beyond mere scloud estate management and extends to comprehensive guidance and support throughout the entire trajectory of their cloud transformation journey." The report also noted, "Accenture aligns well with enterprises seeking comprehensive end-to-end capabilities, bolstered by its extensive reservoir of expertise, worldwide presence, and profound industry knowledge." This IDC MarketScape evaluated 12 vendors that offer cloud security services in the highly competitive and maturing Asia/Pacific market. The participating firms were assessed using the IDC MarketScape model, which reviewed the vendors' capabilities and strategies against an extensive list of scoring criteria and parameters. These include the comprehensiveness of their offerings, portfolio benefits, market execution, market presence, innovation, partnerships, customer satisfaction, and employee management. Accenture's strengths: About IDC MarketScape: IDC MarketScape vendor assessment model is designed to provide an overview of the competitive fitness of ICT (information and communications technology) suppliers in a given market. The research methodology utilizes a rigorous scoring methodology based on both qualitative and quantitative criteria that results in a single graphical illustration of each vendor's position within a given market. IDC MarketScape provides a clear framework in which the product and service offerings, capabilities and strategies, and current and future market success factors of IT and telecommunications vendors can be meaningfully compared. The framework also provides technology buyers with a 360-degree assessment of the strengths and weaknesses of current and prospective vendors. Everest Group has positioned Accenture as the overall Leader in its Healthcare Payer Digital Services PEAK Matrix® Assessment 2023. Accenture is a Leader on both the Vision & Capability and Market Impact axes, attaining full score for the vision and strategy, innovation and investment and market adoption capabilities. Everest Group assessed 32 services providers for this competitive report. According to the analysts, Accenture "excels in the payer value chain, with a focus on care and claims management. Accenture offers

Accenture Health Insights Platform, a robust data analytics platform that helps state Medicaid, public health, and other agencies harness the power of data to rapidly generate insights and accelerate decisions-making." Other strengths highlighted are: The report noted that "though cost and efficiency improvements have been major drivers, adoption of value-based models, changing consumer expectations, and hyper-personalization are also adding to the need for adopting digital technology". Everest Group estimates the payer digital services market "is expected to grow at a CAGR of 12% between 2022 and 2025". Accenture has been positioned as a leader in the Forrester Wave: Cybersecurity Consulting Services in Asia Pacific, Q4 2023. In this Wave report, Forrester assessed the top 10 service providers that matter most and how they stack up based on 31 evaluation criteria across Current Offering, Strategy and Market Presence. To determine the strength of each provider's Current Offering, the analyst firm examined the alignment with client CISO needs, customer centricity, engagement personnel and team allocation, localization of services, cybersecurity strategy and vision capabilities, engagement delivery, security and risk culture capabilities, threat and incident response, and extended service capabilities, among others. As for Strategy, they assessed the provider's vision, innovation, talent strategy, partner ecosystem, community, and pricing flexibility & transparency. Findings from Accenture's vendor profile Reference customers noted that "the firm brings global perspectives to local engagements. It was one of the few vendors in this evaluation to cite examples of where it assessed the risks of genAI on clients." According to Westlands Advisory's evaluation, Accenture has been positioned as a Leader for the second consecutive year in Westlands Advisory Navigator Industrial Security Consulting and Managed Services 2023. The vendor's position in the Navigator is calculated by assessing several criteria, including evaluation of open-source information, sentiment analysis, discussions with ecosystem partners and customers, and vendor interviews. Accenture strengths highlighted include: Accenture acquired Innotec Security recently, a privately held company specializing in cybersecurity-as-a-service, cyber resilience and cyber risk management, expanding its capabilities and footprint in Spain. Founded in 2002 and headquartered in Madrid, Spain, Innotec Security is one of the most prominent cybersecurity service providers in the Spanish market. Another recent acquisition was MNEMO Mexico, a privately held company specializing in managed cybersecurity services. The company's portfolio includes advanced cyber defense and response capabilities, a cyber intelligence platform powered by generative AI and other advanced technologies and a 24/7/365 security operations center in Mexico City. This IDC study represents the vendor analysis and assessment of the 2023–2024 Asia/Pacific cloud professional services (CPS) market through the IDC MarketScape model. The CPS market includes elements from four of IDC's services foundation markets, specifically: IT consulting, systems integration (SI), custom application development (CAD), and network consulting and integration services executed in the service of an enterprise's migration or modernization into public, private, or hybrid cloud environments. The IDC MarketScape noted, "Accenture's Total Enterprise Reinvention model envisages the use of cloud (and cloud-powered digital technologies) to transform enterprise operations across three layers — infrastructure and security, data and AI, and platform and applications." The report also called forth, "Accenture has long-standing

partnerships with and strong technical capabilities across a broad set of hyperscalers (AWS, Azure, Google, Oracle Cloud Infrastructure [OCI], Alibaba, IBM), hybrid cloud platforms (VMware, Red Hat), and ISVs (Salesforce, ServiceNow, Workday, Pega, Snowflake, and so forth)." The IDC MarketScape pointed out that "Accenture's experience with cloud transformation projects, codified into its platforms, processes, and templates, allows it to execute cloud migration and modernization exercises in a quick, consistent, and repeatable manner." Accenture's strengths: "Consider Accenture when you are looking for a cloud transformation partner with the expertise, assets, and experience to help transform your large, complex IT estate into an optimized, cloud-centric business and operational model." About IDC MarketScape: IDC MarketScape vendor assessment model is designed to provide an overview of the competitive fitness of ICT (information and communications technology) suppliers in a given market. The research methodology utilizes a rigorous scoring methodology based on both qualitative and quantitative criteria that results in a single graphical illustration of each vendor's position within a given market. IDC MarketScape provides a clear framework in which the product and service offerings, capabilities and strategies, and current and future market success factors of IT and telecommunications vendors can be meaningfully compared. The framework also provides technology buyers with a 360-degree assessment of the strengths and weaknesses of current and prospective vendors. This IDC study assesses Microsoft Business Applications implementation vendors in the Asia/Pacific region on both the strength of their current implementation service capabilities and how well placed they are to grow the adoption of Microsoft Dynamics 365 and Power Platform solutions with their respective sound growth strategies. Microsoft's business applications solutions aim to provide cloud-based line-of-business (LOB) solutions for financial management, enterprise resource planning (ERP), customer relationship management (CRM), supply chain management (SCM), and application development platforms for enterprises of different sizes and digital maturity. IDC pointed out that "Accenture, Avanade, and Microsoft continue to build on the "power of 3" relationship aimed at enabling transformative outcomes and fueling innovations for clients in the Asia/Pacific region". For Accenture's and Avanade's strengths, IDC firstly called forth "Alignment with the goals of IT buyers. Accenture and Avanade showcase a deep understanding of the root causes that push customers to invest in Dynamics 365 and Power Platform solution". The analyst also cited our "Strong talent base in Asia/Pacific" and how we apply "AI as a business model", including Accenture's plans to double down on AI to build value-based engagement models and repeatable solutions for Microsoft Dynamics and Power Platform customer base in Asia/Pacific. In fact, Accenture and Avanade are the only participants whose AI capabilities are being evaluated as a strength. According to Everest Group analysis, Accenture is designated as the highest Leader in Everest Group's Cloud Security Services PEAK Matrix® Assessment 2023. The global report assessed 18 leading cloud security providers for market impact and vision & capability. Accenture received the top score for market adoption, portfolio mix, value delivered, vision and strategy, scope of services offered, innovation and investments, and delivery footprint. The scope of this research comprises consulting/assessment services, design & implementation, and managed services for the following cloud security

services across public cloud, private cloud, and multi/hybrid cloud: cloud application and runtime environment security, cloud identity and access management, cloud data security, cloud governance and compliance, and cloud foundation security. Accenture strengths highlighted include: Accenture acquired Innotec Security recently, a privately held company specializing in cybersecurity-as-a-service, cyber resilience and cyber risk management, expanding its capabilities and footprint in Spain. Founded in 2002 and headquartered in Madrid, Spain, Innotec Security is one of the most prominent cybersecurity service providers in the Spanish market. Another recent acquisition was MNEMO Mexico, a privately held company specializing in managed cybersecurity services. The company's portfolio includes advanced cyber defense and response capabilities, a cyber intelligence platform powered by generative AI and other advanced technologies and a 24/7/365 security operations center in Mexico City. Accenture recently released "The Cyber-Resilient CEO" report, which found that three-quarters (74%) of CEOs are concerned about their organizations' ability to avert or minimize damage to the business from a cyberattack—despite the fact that 96% of CEOs said that cybersecurity is critical to organizational growth and stability. According to Everest Group analysis, Accenture has been positioned as a Leader for the second year in a row in the Everest Group - Cloud Services PEAK Matrix Assessment 2023 - Europe - Focus on Accenture. The scope of this research includes consulting, design/build, cloud modernization, private cloud hosting, cloud operations, and cloud security services; and assesses 27 cloud service providers. In the report, Accenture is recognized for its end-to-end cloud solutions, including innovative strategy, and design and enablement of cloud technologies. Accenture has improved its positioning on both Vision and Capability year-over-year. Accenture strengths highlighted include: Enterprises will benefit from an integrated approach across infrastructure, applications, data, AI and security owing to its broad partner ecosystem and end-to-end solution suites. Accenture's 360-degree value framework, talent-transformation embedded delivery model, and recent acquisition of Cloudeasier can help enterprises increase their value realized from their cloud investments. Enterprises can accelerate their cloud sustainability and sovereign cloud-driven, end-to-end cloud transformation and management mandate with Accenture's myNav solution suite. With its recent acquisition of Wabion, Avieco and Sentia, Accenture has fueled its capabilities to support clients in the fields of consulting, DevOps, public cloud transformation and sustainability. Clients have highlighted Accenture's thought leadership, long-standing relationship and talent's expertise as key differentiators. According to IDC analysis in this inaugural assessment, Accenture has been positioned as a Leader in the IDC MarketScape: Cybersecurity Risk Management Services, 2023 Vendor Assessment. The IDC MarketScape evaluated vendors that provide CRM services throughout the world and those included in the study had to meet certain criteria such as geographic and sales presence, customer base, revenue, and CRM services capability. The IDC MarketScape notes Accenture's cyber-risk and regulatory service is made up of five core sub-services: The IDC MarketScape highlighted our strengths including: Per the IDC MarketScape, Accenture should be considered when large multinational organizations need a holistic view of cybersecurity, from program to processes to capabilities. Accenture's talent pool possesses knowledge in multiple disciplines and across a global

presence, with the ability to provide critical thinking to any stratosphere of problem or if the organization is looking to create a new strategy for cybersecurity calling for different outcomes that have alignment from senior executives. "The cybersecurity practice is responsible for embedding cybersecurity and risk management throughout Accenture's global business where clients reap the benefits of the company's expertise, talent, and comprehensive programs and services." © Copyright IDC Source: IDC MarketScape: Worldwide Cybersecurity Risk Management Services 2023 Vendor Assessment Accenture recently released "The Cyber-Resilient CEO" report, which found that three-quarters (74%) of CEOs are concerned about their organizations' ability to avert or minimize damage to the business from a cyberattack—despite the fact that 96% of CEOs said that cybersecurity is critical to organizational growth and stability. ISG, a leading global research & advisory firm, named Accenture a Leader in its Provider Lens™ reports for three distinct cybersecurity areas (Strategic Security Services, Technical Security Services, and Managed Security Services - SOC) within seven markets (Australia, Brazil, Germany, Malaysia & Singapore, Switzerland, United States, and US Public Sector). ISG has recognized Accenture as a leading professional service provider with leading digital, cloud, and security capabilities, robust technical security service capabilities, and strong security vendor partnerships. ISG highlighted Accenture's strengths for each cybersecurity area: Strategic Security Services: Technical Security Services: Managed Security Services: Accenture recently released "The Cyber-Resilient CEO" report, which found that three-quarters (74%) of CEOs are concerned about their organizations' ability to avert or minimize damage to the business from a cyberattack—despite the fact that 96% of CEOs said that cybersecurity is critical to organizational growth and stability. Accenture has been positioned in Horizon 3, which is the strongest positioning in the HFS Horizons Report – Services for the Platform Economy, 2023. This indicates that Accenture can drive an established practice or business unit for the platform economy across multiple organizations with common objectives around driving new sources of value. This recognition follows a highlight report published in May where HFS Research acknowledged Accenture's success with platform businesses, noting its depth and experience in this space, capitalizing on an early-mover advantage, tailored offerings, an agile mindset, and management consulting skills. The report evaluates the capabilities of 7 service providers which are ranked across either Horizon 1, 2, or 3 based on the "Why" (value proposition), "What" (solutions and capabilities), "How" (the Go-to-Market strategy and investments), and "So What" (market impact in terms of mindshare and wallet share) of enterprise innovation. HFS highlighted Accenture's strengths: "Accenture has multi-industry platform clients across the spectrum – emerging, mid-size, and large. The service offerings are meticulously crafted, considering the unique characteristics of platform businesses such as network effects, scale-at-speed requirements, and multi-sided clientele. These offerings are well complemented by Accenture's consulting competence, scale of operations, and geographic presence." - Ashish Chaturvedi, Practice leader, HFS Research. Also noted in the report: According to Everest Group analysis, Accenture has been positioned as a Star Performer and a Leader in both Market Impact and Vision & Capability in the Everest Group Network Transformation and Managed Services PEAK Matrix® Assessment – System Integrators (SIs) 2023. The scope of this

research includes consulting, design and build, and managed services across both traditional and next-generation network services; and assesses 19 leading system integrators. In the report, Accenture is designated as a Star Performer which is a title given to providers that have achieved the greatest year-on-year positive movement on the PEAK Matrix – highlighting that Accenture's leading position in the market has strengthened. Accenture strengths highlighted include: Accenture is positioned as a Leader in the 2023 Gartner® Magic Quadrant™ for Data Center Outsourcing and Hybrid Infrastructure Managed Services, Worldwide. The scope of this research assesses a complex set of data center capabilities and services that is increasingly based on managed virtual private cloud services plus hyperscale public cloud services. It is managed via a mix of RIM services leveraging traditional tools, cloud management platforms (CMPs), and intelligent automation and/or hyperautomation; and assesses 20 leading DCO & HIMS vendors. Accenture was recognized in this Magic Quadrant last year in 2022, where it was also positioned as a Leader. Accenture has been recognized for its ability to execute and completeness of vision in both the Magic Quadrant reports. This Magic Quadrant evaluates service providers' ability to deliver DCO/HIMS managed services on a global scale. Sourcing, procurement, and vendor management leaders can use this analysis to help select the best provider for their strategic initiatives. Accenture is recognized among the four highest ranked vendors in three of the six Use Cases in the 2023 Gartner Critical Capabilities for Data Center Outsourcing and Hybrid Infrastructure Managed Services, (DCO & HIMS) Worldwide. These three Use Cases are Cloud-Driven DC Transformation, Europe DCO/HIMS and Asia/Pacific DCO/HIMS Deal Use Case.   GARTNER is a registered trademark and service mark of Gartner and Magic Quadrant is a registered trademark of Gartner, Inc. and/or its affiliates in the U.S. and internationally and are used herein with permission. All rights reserved. Gartner does not endorse any vendor, product or service depicted in its research publications and does not advise technology users to select only those vendors with the highest ratings or other designation. Gartner research publications consist of the opinions of Gartner's research organization and should not be construed as statements of fact. Gartner disclaims all warranties, expressed or implied, with respect to this research, including any warranties of merchantability or fitness for a particular purpose. Accenture has been positioned as a leader for the second consecutive year according to the IDC MarketScape: Asia/Pacific Oracle Application Implementation Services 2023 Vendor Assessment, authored by Rijo George Thomas. According to IDC, "Accenture hinges its differentiation in the Oracle application implementation service market on its ability to enable Total Enterprise Reinvention which is centered around building a strong digital core for the enterprise to drive growth and optimize business operations." IDC also mentions that "Accenture is an ideal partner for large and complex multigeography deployments of Oracle Cloud solutions in Asia/Pacific. Additionally, clients will find Accenture's depth of industry solutions and functional transformation experience a value-add when scaling Oracle-led modernizations." This IDC study assesses Oracle application implementation vendors in the Asia/Pacific region on both the strength of their current implementation service capabilities and how well placed they are to grow the adoption of Oracle application solutions with their respective sound growth strategies. For Accenture's strengths, IDC cited its

"strong local practice in Asia/Pacific", "full spectrum of transformation services" as well as our "mature relationship with Oracle". The analyst highlighted that "by combining its regional delivery strength with decades of industry and process expertise, Accenture can provide highly localized Oracle-led IT transformations for clients in the Asia/Pacific region". It also called forth that "Accenture maintains a deep relationship with Oracle that transcends multiple layers of its service lines and industry groups", "Accenture was the launch partner of many strategic joint investment programs with Oracle", and discussed the expansion of this relationship which "now extends across multiple fronts, such as product development, marketing, and solution advisory". About IDC MarketScape: IDC MarketScape vendor assessment model is designed to provide an overview of the competitive fitness of ICT (information and communications technology) suppliers in a given market. The research methodology utilizes a rigorous scoring methodology based on both qualitative and quantitative criteria that results in a single graphical illustration of each vendor's position within a given market. IDC MarketScape provides a clear framework in which the product and service offerings, capabilities and strategies, and current and future market success factors of IT and telecommunications vendors can be meaningfully compared. The framework also provides technology buyers with a 360-degree assessment of the strengths and weaknesses of current and prospective vendors. © Copyright IDC. Source: IDC MarketScape: Asia/Pacific Oracle Application Implementation Services 2023 Vendor Assessment Accenture has been named a Leader in the IDC MarketScape: Worldwide Artificial Intelligence Services 2023 Vendor Assessment (doc # US49647023, May 2023) The report evaluated the capabilities of providers of services including AI-related business consulting and BPO services, and IT services including IT consulting, systems and network implementations, IT outsourcing, application development and management, IT deploy and support, and IT education and training related to AI applications and infrastructure spending. The IDC MarketScape report noted, "According to customers, Accenture's strengths are the company's ability to showcase and codevelop relevant use cases for AI solutions, use next-generation tools and methodologies to deliver AI services, and deliver AI center of excellence services. IDC considers Accenture's strategies around next-generation tools and methodologies, client adoption, sales and distribution, alliances, innovation and R&D, and technology and business skills as key strengths." Additional Key Findings from the Report Include: The report, authored by Mukesh Ranjan, Zachariah K Chirayil, Kaustubh K, Deepti Sekhri, Bharanidharan SP, Praharsh Srivastava, and Aastha Chakrawarty, positions Accenture as a Leader for the second year in a row. The scope of this research includes consulting, design/build, cloud modernization, private cloud hosting, cloud operations, and cloud security services; and assesses 32 cloud service providers. Accenture was also included in the last version of this report in 2022 and was positioned as a Leader. Accenture has improved its positioning on both Vision & Capability year-over-year. Everest Group notes Accenture's strengths include its "end-to-end solutions suites, integrated approach across infrastructure, 360 value framework, talent-transformation embedded delivery model, and broad partner ecosystem." Everest Group also highlights that Accenture is a proactive and innovation partner. Accenture is designated the highest Leader in Everest Group's

Identity and Access Management (IAM) Services PEAK Matrix® Assessment, 2023. The global report assessed 21 leading IAM providers for market impact and vision & capability. Accenture received the top score for market adoption, value delivered, vision and strategy, innovation and investments, and delivery footprint. The scope of this research comprises consulting/assessment services, design & implementation, and managed services for the following IAM services: authentication, authorization, identity governance and administration, advanced identity services, directory services, privileged identity management/privileged access management, and compliance & audit. "Clients have appreciated Accenture for its ability to deliver complex IAM engagements and its deep domain and technical expertise. They see it as a strategic partner in cybersecurity." © Everest Global, Inc. Source: Everest Group Identity and Access Management (IAM) Services PEAK Matrix®, 2023: Report by Kumar Avijit, Arjun Chauhan, Prabhjyot Kaur, and Nishit Meswani, July 2023. Accenture strengths highlighted include: Accenture has been strongly positioned as the Overall Leader in both Vision & Capability and Market Impact in the Everest Group Microsoft Dynamics 365 Services PEAK Matrix®, 2023. The Vision & Capability axis measures vision and strategy, scope of services offered, innovation and investments, and delivery footprint; while the Market Impact axis measures market adoption, portfolio mix, and value delivered. Everest Group highlighted our strengths including: "Accenture is a preferred service provider for large enterprises, seeking end-to-end services for complex, multi-continent Dynamics applications engagements." © Everest Global, Inc.Source: Everest Group Microsoft Dynamics 365 Services PEAK Matrix®, 2023: Report by Yugal Joshi, Abhishek Mundra, AS Yamohiadeen, Sangamesh Kadagad, Arun Prateek, and Kartik Verma, June 2023. Accenture has been named the highest in the Leader category in Everest Group's PEAK® Matrix Assessment for Enterprise Blockchain Services, positioned ahead of all competitors in both Market impact and Vision & capability. The report includes profiles of 24 leading Enterprise Blockchain service providers. Everest Group highlighted the following as our strengths: Everest Group's Enterprise Blockchain Services PEAK® Matrix Assessment 2023 is available here. Accenture has been named a Leader in open finance IT services in a report by industry analyst firm Everest Group. In the report, titled "Open Finance IT Services PEAK Matrix® Assessment 2022," Accenture is positioned as a Leader for both Market Impact, which assesses service providers against criteria such as market adoption, portfolio mix and value delivered to clients; and Vision & Capability, which measures firms' strategy, scope of services, innovation & investments, and delivery. According to Everest Group, Accenture has been driving open finance strategies for banks and market participants and collaborating with regulators globally to shape the open finance agenda. The report notes that Accenture has dedicated partnerships with fintechs, data providers and ecosystem players; innovative solutions for deploying open finance platforms; and a focus on developing talent through relevant training and certifications. "Accenture has bolstered its open finance capabilities through a mix of acquisitions, talent investments, and development of accelerators," said Pranati Dave, practice director, Everest Group. "Clients referenced Accenture's strong open finance expertise and initiatives, as well as its wide partnership ecosystem and innovation labs, which have helped it earn recognition as a Leader." More information on the assessment can be

found here. Accenture has been named a Leader in The Forrester Wave™: Global Adobe Services Partners, Q3 2022. The report identified, researched and evaluated the 10 most significant Adobe partners offering implementation services based on three categories: Current Offering, Strategy and Market Presence. According to the Forrester report, Accenture received the top scores in both the "Strategy" and "Current Offering" categories. The report states that "Accenture stands out for its comprehensive ability in Adobe transformation," and that, "the firm has a strong vision to help clients on their Adobe transformation journeys, supported by deep commitment and investment in innovation as well as a solid partner ecosystem." The Forrester report also notes that, "the centerpieces of Accenture's roadmap include broadening and deepening its Adobe capabilities with industry-tailored solutions powered by Adobe, scaling Adobe Experience Platform (AEP) and data-powered solutions, and capturing the midmarket in addition to its current focus on enterprises." The full Forrester Wave™: Global Adobe Services Partners, Q3 2022, can be accessed here. Accenture has been recognized as a Leader in enterprise blockchain services for the second consecutive time by industry analyst firm Everest Group. The report, "Enterprise Blockchain Services PEAK Matrix® Assessment 2022," analyzed 23 blockchain service providers in global enterprise blockchain services, including blockchain ecosystem management services, application and business logic services, middleware services, protocol services, and infrastructure services. According to the report, Accenture is positioned as a Leader in both Market Impact, which measures impact created in the market through market adoption, portfolio mix and value delivered to clients; and Vision & Capability, which measures a firm's ability to deliver blockchain services successfully through roadmap and strategy, scope of services, innovation & investments, and delivery. According to Everest Group, Accenture continues to demonstrate leadership in key areas of blockchain such as central bank digital currency (CBDC), decentralized finance, digital identity and supply chain solutions. In 2020, Accenture partnered with the Digital Dollar Foundation to form the Digital Dollar Project, a non-profit organization focused on advancing exploration of a United States CBDC, or "digital dollar." Ronak Doshi, a partner at Everest Group, said, "The frenzy of blockchain proof-of-concept launches and the debate on moving away from proof-of-concept to production has radically subsided in the last 18 months, as the industry made great progress on pragmatic blockchain use cases focused on immediate value generation potential. The market has shifted toward using a combination of emerging technologies, including distributed ledger technology, to build inter-enterprise and, in some cases, inter-industry networks. Accenture has an executive-level focus on building ecosystems and investing in accelerators, partnerships, and thought leadership assets to drive faster value realization for clients. Accenture's focus on expanding its blockchain talent pool, its initiatives in key use cases, and its emphasis on exploring emerging themes such as CBDC, decentralized finance, and digital identity has led it to secure a Leader position on Everest Group's Enterprise Blockchain Services PEAK Matrix® 2022."

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Elevating the buyer experience in industrial B2B

In brief Why Industrial BX falls short—and how to fix it The six main drivers of exceptional BX It's time for bold action Navigating complexity Reliability Quality Convenience Transparency Responsiveness Proactivity WRITTEN BY Current Country: United States RESEARCH REPORT How to create a buyer experience that matters 5-MINUTE READ November 13, 2024 As competition in the B2B industrial landscape intensifies and growth becomes more elusive, delivering a positive buyer experience (BX) is now crucial for companies to succeed. Changing customer needs have further unbalanced this equation, leading to a growing demand for reinvention of traditional sales channels and tools. However, many industrial companies still have significant progress to make, despite their efforts in recent years to enhance buyer experiences. In short, the industrial B2B buying journey is ripe for reinvention. The complexity of industrial buying journeys makes it difficult to elevate BX. The customers' buying journeys are generally far lengthier and more complex than those of a B2C business. They often require continuous interaction with multiple services and sales touchpoints. Moreover, the services and products themselves are technical, highly customized and often bundled to meet specific customer needs. To better understand what needs to change and how to make those changes, we studied the complexities of the B2B buyer experience. We interviewed industrial buyers about their preferences along two buying journeys: purchasing products (i.e. standardized industrial components) and purchasing solutions (ie. industrial machine bundled with a service contract). Our research revealed over 1,600 customer pain points along the B2B buying process, emphasizing the need for industrial companies to reassess and improve buyer experience to gain a competitive edge in the future. The insights also confirmed six main drivers that make for an exceptional BX. The consistency and dependability of a supplier, indicating that they can be trusted to deliver as promised. The standard or grade of a product or service, where high quality is often associated with durability, performance and satisfaction. The ease and simplicity with which a customer can interact with the supplier, navigate processes or use offerings. The openness and honesty of a supplier about product features, service scope, pricing and risks to foster trust and confidence. The speed and effectiveness of a supplier in responding to customer inquiries or issues. The extent to which a supplier correctly identifies customer needs and then reaches out with solutions before the customer asks for any. These drivers aren't and shouldn't be surprising. Similarly, the relative importance of each driver may vary based on the buyer's role. For example, one of the most direct ways to improve the product-buying journey is to focus efforts on buyers in functional roles, as these professionals encounter most of the pain points. A closer look reveals specific opportunities for improvement and, critically, differentiation. Nearly two-thirds of the pain points occur in the product-buying journey, mainly due to issues related to reliability and convenience. In the solutions-buying journey, quality emerged as the

primary source of pain points, causing significant frustration, particularly when it comes to service delivery and fulfillment. Additionally, reliability and transparency were key contributors to a negative BX. Initially, services and solutions were secondary considerations, but over time, they became a crucial strategic pillar for the company. Ultimately, it's the service that sells the second machine. Research respondent An enormous opportunity for B2B industrial companies is there for the taking. Reinventing the BX today will be key to leading tomorrow. By attaining a far more granular understanding of their customers' unique demands, industrial companies can set a course for transforming their BX from a persistent challenge into a strategic advantage. A stepwise approach is necessary, starting with identifying where to prioritize investments to get the basics right. Furthermore, industrial companies should align their IT investments with customer needs, ensure seamless system integration, and equip employees with the training and tools required to address customer challenges effectively. The future belongs to companies that seamlessly blend technology with empathy, creating personalized experiences that over-deliver on buyers' expectations. Not only will these organizations gain a sustainable competitive edge, but they will also redefine industry standards. The path to an extraordinary buyer experience is clear—what's needed now is bold action. Christian Wurmdobler Senior Principal – Accenture Song, Industrial Lead Austria, Switzerland, Germany Thomas Wrana Principal Director – Accenture Strategy & Consulting, Industrial CX Lead, Austria, Switzerland, Germany Matthias Wahrendorff Senior Thought Leadership Principal – Accenture Research, Global IIoT and Industrial Research Lead Andreas Egetenmeyer Manager – Accenture Research, Industrial © 2024 Accenture. All Rights Reserved. =====================

Break through functional silos for speed, agility

----- Arcticle source ----- https://www.accenture.com/us-en/insights/strategy/operating-model-agility ----- In brief Hurrying evolution Stopping the silo spread Hurrying evolution Contributors Related capabilities Building the intelligent enterprise to create agility and resiliency Redefine work Enable teams with AI and analytics Redefine end-to-end processes MORE ON THIS TOPIC Operating Models Competitive Agility Strategy JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Marketing. Sales. Finance. Human resources. Run as distinct silos, these and other functions are too big, too slow and too expensive to be effective.   They can be barriers to speed, agility and decisiveness as each area, in turn, weighs in on key decisions. It's something incumbents understand more and more each day: Only 25 percent believe their company's operating model has evolved quickly enough to align to their strategy. Innovators, startups, and disruptors organize around customer experiences and value propositions and bring in functional skills as needed, eschewing the sequential and gaining speed in the bargain. Innovators, startups, and disruptors organize around customer experiences and value propositions and bring in functional skills as needed, eschewing the sequential and gaining speed in the bargain.

Given the speed at which business is moving, incumbents can no longer afford to group skillsets solely within an organization in functional silos. Because the lapsed time from idea to action has shortened too dramatically to accommodate sequential processing, and companies can no longer afford planning approaches that take weeks or months to design. "To make decisions quickly, skills must be embedded in our front-line management teams, not in Finance, HR and Marketing silos." "To make decisions quickly, skills must be embedded in our front-line management teams, not in Finance, HR and Marketing silos." It's a natural tendency: as businesses grow, they tend to adopt more traditional structures which leads to centralized functions and divisions. Over time, organizations respond according to their internal needs over those of the market and the customer. And silos spread, ultimately inhibiting collaboration and innovation. The trick comes in breaking them down by redesigning work to redefine end-to-end processes. Then giving employees the right tools for what's most important: driving a relevant customer experience. Given the speed at which business is moving, incumbents can no longer afford to group skillsets solely within an organization in functional silos. Because the lapsed time from idea to action has shortened too dramatically to accommodate sequential processing, and companies can no longer afford planning approaches that take weeks or months to design. Empower market-facing teams to make decisions that break down functional silos and embed functional expertise in multi-disciplinary teams. Agile companies provide employees with a suite of digital tools to enhance job performance. Integrate functional capability at the optimal point in the process; execute short sprints to prove value; and rapidly scale to build momentum. Managing Director – Accenture Strategy, Consumer Goods & Services, EMEA, Africa, and Latin America Till helps executives drive better strategic outcomes, with an emphasis on operating model development, growth strategy and cost competitiveness. Senior Managing Director – Operating Model & Organizational Design, Global Lead Paul helps organizations design, implement and optimize large-scale integrated operating model and business services transformation programs. Managing Director – Operating Model & Organizational Design Kent works with executives to drive growth through enterprise-wide business transformations that enhance customer experiences and efficiencies. BENJAMIN GAUNT Senior Manager – Accenture Strategy SANAM GILL Senior Manager – Accenture Strategy Samuel Holmes Managing Director – Consumer Goods & Services, Operating Model & Organisation Design, Global Lead The right operating model can reinvigorate even the largest of legacy companies. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved. =====================

Unlocking the potential of the creator economy

----- Arcticle source ----- https://www.accenture.com/us-en/insights/software-platforms/unlocking-creator-economy-potential ----- New game, new rules... Who are the creators? 1 | Activate ordinary users 2 | Build symbiotic

relationships 3 | Create new business models Get it right….and everyone's a winner WRITTEN BY Current Country: United States Research Report 5-MINUTE READ August 4, 2022 In the social commerce world, literally anyone can become a creator. It's a radical shift in the balance of market power as more people realize the opportunities of monetizing their creativity, influence and networks. For platforms and brands, this people-powered commerce represents an extraordinary growth opportunity. But, and it's a big but, to take advantage they have to recognize just how different the new dynamics are – and, crucially, that their success will hinge on empowering and supporting this new breed of creators. Bottom line? If these creators succeed, so will both platforms and brands. To make this happen, they will have to adapt their strategies and business models for the social commerce ecosystem. From a beauty influencer in China making $20 million a month from livestreaming to his nearly 63 million followers to the leader of a group-buying network coordinating orders from network members and placing them with a reseller, creators are nothing if not diverse. But they share one vital characteristic – the authenticity that creates trust. For enterprises, this is what makes creators so valuable. To bridge this gap and optimize the social commerce opportunity, enterprises need to understand the three main types of players—influencers, creators and resellers—and recognize that they'll need to develop different strategies to engage with each of them: These three types of creators also vary in relative maturity. The larger the follower base, the more sophisticated their business and potential earnings. But there's also a trade-off. The more followers they have, the more difficult it becomes to engage personally and authentically with their networks. Along with these creators, there is another market segment that, given its size, has the potential to be the most valuable of all: ordinary users – sometimes called "inadvertent creators" – on social media. They have small, focused networks and know many of their connections personally. Authentic sellers in these networks provide enterprises with an opportunity to get "in the know" by joining their groups on channels like WeChat, Weibo and Little Red Book. Given that our research shows personal recommendations from friends and family hold more weight with shoppers than recommendations from people they don't know personally, there's significant value in getting ordinary users involved in social commerce, and onto the "entrepreneurial" ladder. All of this underlines that the social commerce ecosystem is extraordinarily diverse. As well as understanding who the key types of players are, brands and platforms need to work out how to support each of them – and, in doing so, build mutually beneficial relationships. So how should they go about it? The short answer is by championing and empowering the individuals at the heart of these vibrant new marketplaces. Let's take a closer look at how enterprises can engage with and activate the key players. Individually they may have the smallest number of followers, but collectively ordinary users are the largest group in the social commerce ecosystem. Activating these users as creators could further turbocharge the social commerce phenomenon. 46% of all social media users are already making some sort of income through social commerce. If you think about it, that's 1.4 billion people worldwide. While most of these are in China or India today, others look set to follow. For example, American teens identify "professional streamer" as their dream job. So we can expect the number of creators to grow dramatically from here. What can enterprises do to get things moving:

When creators, influencers and sellers succeed, so do the enterprises they work with. It's a virtuous circle that brands and platforms can keep spinning by targeting the type of support creators require – depending on how advanced they are on their journey and what their ambitions are for their business. There are three main segments to address: There's currently a "match problem" in the micro segment. That's to say, it's hard for creators to find the right brands. And it's hard for brands to find the right creators. For the mid-tier and, of course, the mega-creators, advertising agencies can play matchmaker for large brands. However, a gap still exists in the micro-segment, which presents an opportunity for platforms to develop matching tools leveraging data and AI from users who have designated themselves as creators. One example? Amazon launched an influencer platform allowing creators of all sizes to curate goods from Amazon Marketplace sellers and earn a commission, similar to the old affiliate marketing model. This type of platform allows creators of all sizes to work with businesses, no matter how large or small. However, there's still a long way to go to optimize the matching experience between social media platforms and brands to fully unlock the potential of social commerce. In addition to matching, we see four main areas where enterprises can deliver the targeted support that creators need to achieve their goals: upskilling; increasing influence & relevance; commercialization and holistic services that provide additional business and personal back-up. It's important to note that the support creators need to become more successful will evolve as they grow in sophistication and scale. Enterprises also need to rethink business models to directly address the unique contribution of creators. With the right approach, these can not only reward creators, but also serve as a source of inspiration for brands and platforms as they develop new products and services. By enabling brands to place their ads against the most popular 4% of content, TikTok Pulse creates benefits for brands, creators and the platform. Brands get the exposure of culturally relevant content and the creators are paid a share of advertising revenue. The platform itself benefits from attracting brands and improving the content that, in turn, draws in more users. Or take Volition Beauty. It's harnessing the power of the micro-creators to innovate and inspire new products that meet needs often overlooked by bigger companies, with over 4,000 new ideas coming from its social program in just a few years. Users vote for their favourite products to go into production, and those who submit successful ideas are rewarded with commission. Newer business models will also start to emerge as the web changes. Social Finance (or SocialFi) is arriving at the same time as Web3, marking a decisive shift in data ownership from platforms to individuals. Creators will be able to receive direct monetary benefits by earning tokens from creating or engaging with content, for example on a service like Influencio, which is the first dedicated blockchain influencer marketing platform. Or creators can mint non-fungible tokens (NFTs) that make it possible to precisely track the impact of their brand-related communication and the value it delivers, which will lead to greater transparency in how they charge for their influence and creativity. Brands will need to include the resulting insights in their negotiations with creators going forward, for enhanced visibility on engagement KPIs and ROI. For enterprises, getting to know and understand all the key players in the social commerce ecosystem is an essential move. Social commerce's growth trajectory makes this a market that no-one can afford to miss out on.

However, to reap the benefits, they have to be ready and willing to play by new rules. The rise of creators is changing the balance of power. But it's nothing to fear. Approached in the right way, everyone stands to win. Robin Murdoch Managing Director – Corporate Strategy, Global Oliver Wright Senior Managing Director – Global Consumer Industries Group Lead Karen Fang Grant Managing Director – Industry Networks & Programs, Global Research Lead Kevin Collins Managing Director – Software & Platforms, Innovation & Offerings, Global Laura McCracken Managing Director – eCommerce & Payments, Global © 2024 Accenture. All Rights Reserved.
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Embracing change as a constant in chemicals

----- Arcticle source ----- https://www.accenture.com/us-en/insights/chemicals/chemicals-best-2021 ----- Chemical companies require innovative solutions to seize growth opportunities – from net zero to new products and more. What's trending in chemicals Awards and recognition Our leaders Chemicals careers Chemical industry now How to reinvent chemicals Leader for SAP S/4HANA® Application Services for Fourth Year A Leader in Smart Manufacturing Services Dr. Bernd Elser Ojas Wadivkar Current Country: United States 65% of chemical executives say inflation and price volatility are the most pressing challenge 87% of chemical CXOs say their organizations are currently undergoing compressed transformation 58% of chemical executives have adopted a deliberate enterprise-wide strategy to reinvent all functions and business units 94% of chemical executives are either very or extremely inspired by the new capabilities offered by AI foundation models To meet rising sustainability-related demand and spur growth, chemical companies must boost stagnant labor productivity. How? By reinventing roles and reshaping the workforce to adapt to technology. Discover key strategies. Digital technologies and generative AI are revolutionizing chemical research and development, driving new levels of innovation. Uncover the path to transforming innovation for R&D. Growing demand for sustainability-related products will create a US$200 billion opportunity for chemical companies—if they can reinvent themselves around sustainability and solidify their positions in tomorrow's value chains. Uncover insights and actions to accelerate your journey to net zero. We share lessons learned on how chemical companies can unlock the full value of digital technologies with a modern SAP S/4HANA system. Accenture examines the cybersecurity shortcomings in the chemical industry and what can be done to raise maturity levels. Helping a petrochemical giant meet its net-zero commitment. A cloud-based, user-friendly, connected-worker solution has made manufacturing safer and more efficient, with people using real-time production information to make faster, more accurate decisions. Accenture is continually recognized as a best-in-class technology services provider by independent, third-party networks and research organizations. Accenture is named a leading service provider of Industry X & Digital Smart Manufacturing and Operations services by HFS and IDC MarketScape. Senior Managing Director – Global Lead for Chemicals and Natural

Resources Managing Director – North America Chemicals Lead Use innovation-first thinking to help chemical companies drive sustainable growth. © 2024 Accenture. All Rights Reserved.
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Banking Technology Vision 2021

Research report Frequently asked questions Related capabilities In brief Masters of change at a moment of truth 2021 tech trends Stack strategically Mirrored world I, technologist Anywhere, everywhere From me to we The ultimate guide to banking in the metaverse Accelerating transformation Banking Top 10 Trends for 2022 MORE ON THIS TOPIC What is new in banking technology? What technology is used in banking? Why is banking going more digital? What is next in digital banking? Banking Technology JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA The COVID-19 pandemic was a stress test of unprecedented proportions for banks, putting their technology architecture, strategy and workforces under immense pressure. For most, the crisis was a sobering experience that dispelled any illusions about how far they had progressed with their cloud migrations and digital transformation. Yet amid the many challenges of the pandemic, silver linings could be found in how quickly banks were able to adapt to a new reality. Most worked fast to rebuild their business with a digital core that could support a more flexible workforce, a more agile operating model and a range of emerging customer needs. Banks worldwide have generally weathered the crisis well, playing a key role in channeling unprecedented public-sector stimulus, displaying flexibility on payments holidays and short-term credit, and rapidly deploying remote interaction solutions to make up for the lack of face-to-face engagement. Their next challenge, after making technology and business model changes in a matter of months, will be to sustain the agility and innovation beyond the pandemic. The leading banks understand that the pace of change isn't likely to slow down anytime soon—and they also know that COVID-19 has accelerated changes that would otherwise have taken years to materialize. The Banking Technology Vision for 2021 identifies the emerging technology trends that hold the greatest potential to disrupt the industry beyond the pandemic. The cross-industry survey sample includes some 700 banking IT and business executives from around the world to get their perspectives on the technology trends shaping the world of finance. 68% of banking executives say the pace of digital transformation for their organization is accelerating 93% agree that organizations are operating with a renewed sense of purpose In this report, we identify five Technology Vision trends that resonate for banks. In the years ahead, banks will compete on their architecture. The winners will be those that build and wield the most competitive technology stack. Banks will be able to create living models of product lifecycles, customer behaviors and journeys, market scenarios and more. Natural language processing, low-code platforms, robotic process automation and more put capabilities in the hands of those closest to the business. Beyond the pandemic, leading banks are considering how to transform remote work from an accommodation to

an advantage. Banks are rethinking how they operate in the context of multiparty systems, Open Banking regulation and open data. Leaders will set themselves apart from the laggards in the banking industry by using the COVID pandemic as a springboard—with the winners embracing leading-edge technology to evolve and transform their business. Leaders will set themselves apart from the laggards in the banking industry by using the COVID pandemic as a springboard—with the winners embracing leading-edge technology to evolve and transform their business. COVID-19 catalyzed the biggest reinvention of banking since the global financial crisis. Now, senior leaders at banks are focusing on compressing what had been decade-long transformation agendas into two-to-three-year sprints. They know they cannot fall back on old practices if they are to get on the right side of the digital achievement gap. Banks with a clear-eyed perspective are continuing to expedite their digital transformations, reimagining everything from their people and their data to their architectures and ecosystems. A new age of banking competition is dawning—one where architecture matters, and leaders will be decided not just on the success of their business plans, but on the ingenuity of their technology choices. Michael Abbott Senior Managing Director – Global Banking Lead Fabrice Asvazadourian Senior Managing Director – Banking, Europe DANIEL LANIADO Managing Director – Banking, Latin America Tomorrow's leaders are looking at how they can build technology architectures that they can wield as a competitive weapon. The Tech Vision research for 2021 shows that 89% of banking executives agree that their organization's ability to generate business value will increasingly be based on the limitations and opportunities of their technology architecture. Amid the growing diversity of technology capabilities across the stack, banks are determining which combinations of technologies enable them to develop one-of-a-kind offerings for their markets. Cloud strategies and microservices are playing a key role as banks look to create an adaptive technology foundation and avoid being weighed down by their legacy systems. Most banks have moved some enterprise applications, data & analytics and surrounding architecture to the cloud. However, many still rely on the same core banking systems that have powered their operations for decades. These legacy platforms are constraining banks' agility in keeping up with the speed at which digital innovations, new regulations and rising customer expectations are reshaping the market. Forward-thinking banks are thus evaluating how they can hasten the pace and mitigate the risks of migrating to the cloud and including their core systems. The rewards for those that succeed are significant. They will be able to drive down costs, achieve greater speed and agility, and create platforms that can support their innovation efforts. The COVID-19 pandemic prompted accelerated adoption of digital banking and payments tools and platforms among banking customers. A sharp rise in demand for remote services, frictionless payments, and new ways of building trust exposed what had been left undone with banks' existing digital transformations. Leading banks are moving fast to close this digital gap. Digital payments, mobile banking apps, and online banking experiences meet consumers' functional needs, yet the customer experience across most is broadly similiar and, often, emotionally void. The challenge leading banks are working on solving is how to create a differentiated experience, innovative propositions and a human connection when banking is in danger of becoming a faceless, price-sensitive commodity. To set themselves apart,

customer-facing banks need to be able to inject humanity at scale into their digital experiences. They need the capabilities to leverage internal and external data, and to engage digitally with clients in an empathetic way across multiple channels. An alternative approach is to become a utility that provides banking products and services that are embedded into other companies' digital customer experiences. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. Visit our Subscription and Preference Center © 2024 Accenture. All Rights Reserved. =====================

Open Banking

----- Arcticle source ----- https://www.accenture.com/us-en/insights/banking/open-banking ----- Build a thriving digital future Turn Open Banking threats into opportunities Open Banking insights Featured blogs Meet the team Partnerships are required Four strategies for consumer payments growth in 2023 Drive treasury and capitalize on fintech rise What's next for payments? 5 takeaways from Sibos Amit Mallick Edlayne Burr Eleanor Scott JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA It's a revolution. Tech + regulations are unlocking the banking value chain. How a bank acts now will shape its future to lose or win. Explore how to spur growth and regain market share Open Banking—driven by regulatory, technology and competitive dynamics—calls for banks to use APIs to make certain customer data available to non-bank third parties. The innovation is both evolving the industry toward hyper-relevant, platform-based distribution and giving banks a rich opportunity to expand their ecosystems and extend their reach. Traditional, vertically integrated banks will need to become what they've never been before: savvy bilateral traders. Those that treat Open Banking as a strategic growth priority will position themselves to deliver the seamless and engaging digital experiences customers want—and potentially boost revenues by upwards of 10 percent. Our collection of experience-driven insights can help banks navigate their way to a thriving, open, digital future. Named Top Leader in open finance IT services 29% Of banks' traditional retail products-based revenue streams are at risk. 10% Increase in overall organic banking growth expected by most bankers. 55% Boost to banking revenue expected by 2020 from new opportunities created by open API-enabled services. Open Banking value will initiate mostly in retail channels. Strategic partnerships within larger, mutually beneficial ecosystems will position banks to be visible and present to sell their offers whenever and wherever there's an opportunity. Read our latest research and insights relevant to Open Banking. Our study reveals key strategies to spur commercial payments growth and regain market share. Our research outlines a path to growth for payments amid rising consumer expectations and innovative competition. As Open Banking apps, initiatives and APIs gather momentum, our report details how banks can lead in the open data economy. Accenture research highlights how payments leaders outgrow the competition in the face of disruption and evolving customer needs. Embedded finance sees some of the world's most powerful digital platforms taking aim at the SME banking market. Explore the hurdles banks must clear on their migration to ISO 20022—and the opportunities it will unlock.

Our leaders share insights on how banks can maximize Open Banking opportunities. Payments Sulabh Agarwal presents key insights from our global Consumer Payments Study. Commercial Banking Banks are facing more competition in treasury services. Jared Rorrer and Margaret Weichert reveal the latest customer research findings. Payments Sulabh Agarwal shares what he thinks payments leaders are focused on—see his Sibos 2022 takeaways. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. Visit our Subscription and Preference Center © 2024 Accenture. All Rights Reserved. =======================

The force of change in the travel experience

----- Arcticle source ----- https://www.accenture.com/us-en/insights/travel/changing-travel-experience ----- Travelers' demands What does this mean for travel brands? The takeaways Related capabilities The force of change in the travel experience 1. Creativity to inspire. 2. 0-Channel distribution. 3. Tech-empowered. 4. Data as guidance. 5. Sustainability, the north star. MORE ON THIS TOPIC Travel consulting Traveler experience The responsible travel company JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA The last couple of years have rewired what travelers care about and how they act. In fact, half of consumers say that the pandemic caused them to rethink their personal purpose and re-evaluate what's important to them.1 This reveals a massive white space for travel brands—an opportunity to differentiate themselves and follow new paths to accelerate and grow their business. The place to start? Understanding the new traveler today. The pandemic forced travelers—en masse—to shift their expectations completely and more rapidly than we've seen at any other time in history and caused them to rethink their purpose. Travelers are now channel-less, contact-less, time-less and audience-less. We explore the shift in travelers' demands and the critical accelerators that will help travel companies drive growth through the travel experience. To help companies respond to these new travel preferences, we have identified critical accelerators to drive market differentiation and improve the travel experience: Driving differentiation with scalable communications and innovative experiences will allow travel brands to meet rising motivations and ignite growth. Learn more. Travel brands need to adapt to new liquid demand in the distribution landscape to achieve better return on investment. The right technology foundation for recovery and growth requires incremental transformation with agility, innovation and resilience at the heart. Learn more. The combination of cloud and data expertise makes it possible to experiment with new loyalty initiatives, booking flows, customer care and experience. Learn more. Travelers are attracted to companies with a track record of green operations, so travel brands need to build sustainability into their DNA. Learn more. Travel companies have important choices ahead. It's one thing to be aware of how the acceleration of new travelers' demands is pressuring the industry. It's another to see the opportunities in of all this change—and seize them. We can help you. Let's

begin with these takeaways: Source: 1 Life Reimagined: Mapping the motivations that matter for today's consumers Managing Director – Products Lead, Iberia MANAGING DIRECTOR – SONG CONSULTANT – SONG ANALYST – SONG Accenture helps travel companies outmaneuver uncertainty in a new era of travel. Traveler needs have changed, and experiences must change with them to bring back customers and regain trust. We help travel companies act effectively on ESG goals to achieve a sustainable recovery. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. Visit our Subscription and Preference Center © 2024 Accenture. All Rights Reserved. =====================

Improving sustainability in tourism & hospitality

----- Arcticle source ----- https://www.accenture.com/us-en/insights/travel/sustainability-aviation ----- Changing priorities, new opportunities Can the sector afford sustainability? Investing in decarbonization Responsible hospitality gets started Social impact—local communities Positive social impact begins inside the business Decarbonization target corridors Building sustainability into hospitality's DNA The sustainability opportunity Related capabilities Frequently asked questions Destination sustainability A net zero roadmap for travel & tourism MORE ON THIS TOPIC Becoming a sustainable travel company Sustainability services Travel consulting What are the benefits of sustainable tourism and hospitality? How can hotels be more sustainable? What are the main environmental impacts of the hospitality industry? Why is sustainability important in the hospitality industry? JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Hospitality has been among the sectors hit hardest by COVID-19 shutdowns. But with travel beginning to return in parts of the world, many hotels are springing back to life. The agenda for recovery cannot simply be about getting 'back to normal,' though. The travel market has changed—permanently. Leisure and business travelers alike have new priorities and needs. In both segments, sustainability is a bigger priority than ever before—especially but not only when it comes to carbon emissions. Hospitality has a unique opportunity to take the lead on sustainability across all dimensions of ESG—environmental, social and governance—and build it into the core of the way the sector works. The industry players that thrive will be those who meet their customers' demands for more sustainable travel options. Those who fall short risk being left behind. For many business travelers—a critical segment for many hospitality brands—the pandemic put an abrupt stop to their travel. Having been forced into an extended experiment with remote working and online meetings, many corporates are reconsidering their travel policies. What's more, businesses are under growing pressure to cut their emissions: When it comes to consumers, the key dynamic is a deep rethinking among consumers about what matters in life. Some 50% of consumers globally have reassessed what's important to them as a result of the pandemic, according to Accenture's Life Reimagined research among 25,000 people.

Sustainability is high among their priorities. Consumers are increasingly ready to switch away from brands that don't align with their values—but the research also suggests they're increasingly prepared to pay a premium for those that do. In the post-pandemic battle for market share, winning customer sentiment and loyalty increasingly means meeting the new expectations on sustainability. In the post-pandemic battle for market share, winning customer sentiment and loyalty increasingly means meeting the new expectations on sustainability. Despite the rising importance of sustainability to both leisure and business travelers, some in the travel sector still struggle to make the business case for it. "Resources are limited —especially right now," says Daniel Kowalewski, Managing Director at Accenture. "Companies are in a tight spot. They're trying to be as prudent as they can." That is a real predicament when cashflow has been so disrupted by the pandemic. But the question should be less whether the sector can afford greater sustainability—and more whether it can afford to fall behind its customers' evolving expectations. Recent Accenture research has found that 83% of 25- to 34-year-olds are willing to pay more for sustainable travel options.1 Any hospitality business that struggles to align with its customers will find itself vulnerable to greener competitors. And the return on investment for hotel decarbonization could be substantial, relatively quickly—one study found that such investments could yield internal returns of 38% after five years.2 Some pro-sustainability switches can be made with minimal expense. India-based Chalet Hotels has committed to using 100% renewable energy by 2031.3 "In a lot of countries, you can move to renewable electricity and it's actually no more expensive than non-renewable electricity," says Jesko Neuenburg, Managing Director and Global Travel & Aviation Sustainability Lead at Accenture. The Sustainable Hospitality Alliance has calculated that hospitality needs to reduce per-room carbon emissions by at least 66% by 2030, and 90% by 2050, based on 2010 levels.4 That level of decarbonization will require some investment—but the cost:benefit ratio is changing rapidly. With rising interest in green standards for hotels, and Google and Booking.com adding eco-certifications to search results, more and more customers are likely to make lower-carbon choices. Some hospitality companies already have bold ESG strategies for tackling a wide range of priorities besides carbon emissions. Waste is a key priority and food waste is particularly important: 500M bottles expected to stop going to landfills every year. By replacing single-use toiletry bottles in rooms with larger pump-topped bottles, Marriott International has made waste a key priority.5 50% of Accor's generated waste and largest contributor to its biodiversity and water footprint comes from food—so it's made food a priority in its latest sustainability strategy.6 263K tons of food waste were diverted from landfills by MGM Resorts, repurposed into animal feed and converted into biofuel.7 RELATED: Explore travel's changing realities in The Guide digital travel magazine For the hospitality sector, impact on local communities is another critical dimension—especially in fragile natural ecosystems and in developing economies, where tourism can play a major economic role. Everyone suffers when unique destinations are damaged. Hospitality also needs to engage closely with the communities where it operates. Supply chains are key. Procuring goods and services such as food locally can have a positive social impact—as well as cutting carbon emissions. Ensuring high labor standards is another priority. And global travel firms have a key role as

local employers too, creating jobs and providing development opportunities in areas where they may otherwise be limited. Truly sustainable businesses don't only take action to reduce and mitigate their external environmental impacts. They also take responsibility for their role as employers in addressing major social questions. If employers don't act on today's prominent social issues—be it increasing the number of women in leadership roles, reflecting racial and ethnic diversity or implementing fair labor standards in their supply chain—customers will quickly lose trust. Hilton Hotels plans to achieve gender parity in its leadership roles globally by 2027 and increase ethnic diversity among its US leadership roles to 25%.8 Its approach has earned it the number one spot on DiversityInc's 2021 Top 50 Companies for Diversity list.9 Social impact also extends to the sector's critical role in the fight against human trafficking. Progress has been made on this issue in recent years: It needs to remain a priority. Marriott International, for instance, launched an enhanced version of its human-trafficking awareness training in July 2021, to help its people recognize and respond to the warning signs.10 Pandemic recovery, future growth and sustainability go hand in hand. There are two critical spheres for organizations to act in to meet changing customer demands and capture the opportunities of growth and a sustainable future. The first is picking up the pace on decarbonization. A recent report from the World Travel & Tourism Council (WTTC) in collaboration with the UN Environment Programme (UNEP) and Accenture—A Net Zero Roadmap for Travel and Tourism—proposes a new roadmap framework for net zero. It sets out three different decarbonization target corridors, recognizing that some sectors will be able to move faster than others. The first step is setting the right baselines and emission targets now for 2030 and 2050 goals. That needs to be followed by monitoring and reporting on progress. The report also proposes collaboration within and across industries—a rich opportunity for hospitality businesses as a part of the broader travel industry, and for collaboration with local partners wherever they operate. Hospitality companies need to be strategic about sustainability—and to do that they need to understand why it is so important. "What's frequently missing is the why," says Andrew Maliszewski, Business Strategy Senior Manager at Accenture. To truly understand those business drivers and how they can be translated into an effective sustainability strategy, Accenture has developed a new framework for Sustainability DNA. It identifies Five Elements of Sustainable Leadership and 21 management practices, systems and processes spanning all dimensions of sustainability—from improving conditions and creating inclusion for employees, to building a learning culture and engaging in the development of local learning ecosystems. As many hospitality brands operate a franchise-based business model, it's vital that brands and owners work together closely as they adopt the Sustainability DNA framework. The landscape for hospitality has changed permanently. The sector has a unique opportunity to lead the way on sustainability as it gets back to growth. The benefits for hospitality are clear: aligning with consumers' values and desire to be able to travel sustainably; winning back business travelers as corporates bear down on their carbon emissions; capitalizing on the growing willingness of consumers to pay a little more for sustainability; and playing its part in the global effort to limit temperature rises and avoid catastrophic climate change. Thriving in the new world means putting sustainability at the heart of your strategy for recovery. For more on how hospitality can get

back to growth more sustainably than ever—and our model for Sustainability DNA—read the full report: Mapping the Road Ahead: How can travel companies achieve a sustainable recovery? SUSTAINABILITY IN AVIATION Sources 1 Accenture Traveler Sustainability Preferences Survey, August 2021 2 Transforming Existing Hotels to Net Zero Carbon 3 Chalet Hotels becomes first hospitality company globally to join Climate Group's RE100, EP100 and EV100 initiatives 4 Global Hotel Decarbonisation Report 5 Marriott International To Eliminate Single-Use Shower Toiletry Bottles From Properties Worldwide, Expanding Successful 2018 Initiative 6 With Planet 21, Accor aims to provide a positive hospitality experience 7 Did The Pandemic Sabotage Hotel Sustainability Trends? 8 Hilton Sets Leadership Diversity Goals Ahead of Hotels Jobs Revival 9 Hilton Ranked #1 on DiversityInc's Top 50 Companies for Diversity List 10 Marriott International Launches Enhanced Human Trafficking Awareness Training Managing Director – Global Travel & Aviation Sustainability Lead Jesko is leading Accenture's global travel sustainability center of excellence. Managing Director – Travel Industry, North America Results-driven executive with over 20 years of experience focused on revenue management, pricing and strategy formulation. We help travel companies act effectively on ESG goals to achieve a sustainable recovery. We help organizations embed sustainability into every area of their businesses so they can create new sources of value—and deliver on their values. Accenture helps travel companies outmaneuver uncertainty in a new era of travel. The landscape for hospitality has changed permanently. The sector has a unique opportunity to lead the way on sustainability as it gets back to growth. The benefits for tourism and hospitality are clear: aligning with consumers' values and desire to be able to travel sustainably; winning back business travelers as corporates bear down on their carbon emissions; capitalizing on the growing willingness of consumers to pay a little more for sustainability; and playing its part in the global effort to limit temperature rises and avoid catastrophic climate change. Thriving in the new world means putting sustainability at the heart of your strategy for recovery. Hospitality has a unique opportunity to take the lead on sustainability across all dimensions of ESG—environmental, social and governance—and build it into the core of sector operations. The industry players that thrive will be those who meet their customers' demands for more sustainable travel options. Those who fall short risk being left behind. Research by the Sustainable Hospitality Alliance has found that hotels need to reduce carbon emissions by at least 66% per room by 2030, and by 90% by 2050, compared with 2010 levels, to keep pace with the 2°C cap set out in the Paris Climate Agreement. Improving building efficiency will need upfront investment, but the cost: benefit calculation is changing. One study has found that decarbonizing hotels could yield internal returns of about 38% after five years. With rising interest in green standards for hotels and the addition of eco-certifications to search results, more and more customers are likely to make lower-carbon choices. Of all the challenges facing the travel and tourism industry as it becomes more sustainable, decarbonization is the biggest. Greenhouse gases related to travel are one of the most significant contributors to our environmental footprint, along with the electricity we use in our locations. Additionally, the travel industry's impact on its stakeholders across the societies where it operates is significant—especially in many developing nations, where tourism plays a major economic role. Tackling environmental

initiatives is not simply limited to energy sources, but also its social impact on communities. This includes ensuring high labor standards that advance diversity in the workplace, create sustainable supply chains, cut carbon emissions, and drive economic development opportunities. The UN Global Compact and Accenture report published in November 2021, Climate Leadership in the Eleventh Hour, found that 73% of global CEOs feel increasing pressure to act on climate change. Fifty-seven percent are prioritizing action as part of their pandemic recovery. This explains why more than 5,000 businesses have joined the UN-backed Race to Zero, committing to achieving net-zero carbon emissions by 2050 without using offsets. More than 200 companies have signed the Climate Pledge to achieve net zero by 2040. That pressure on CEOs will not just change their companies' operations—it will filter through to their supply chains. Leadership teams need to convert their organizations' sustainability goals and values into behavioral change at all levels, which means building sustainability into the DNA of the organization. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. Visit our Subscription and Preference Center © 2024 Accenture. All Rights Reserved. =====================

Re(de)fining resilience

----- Arcticle source ----- https://www.accenture.com/us-en/insights/energy/refining-resilience ----- In brief The future-ready refinery Connected and optimized operations The journey to resilience starts here Related capabilities MORE ON THIS TOPIC Energy services Accenture Strategy Refining operations services JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Oil and gas refiners—regardless of whether they are pureplay operators or downstream segments of integrated oil companies—are facing pressure from all sides. They've been struggling for years, with business and operating models that haven't changed in generations. As the global energy system expands and the energy transition accelerates, so do the challenges they face. Overcoming the obstacles in their path requires a new operating approach aimed at building resilience—and maintaining relevance—in the energy transition. Strengthening, connecting and optimizing operations can deliver margin improvements of $0.5-1.5/bbl, which could translate into yearly profitability gains of $60-180 million for the average refiner. Strengthening, connecting and optimizing operations can deliver margin improvements of $0.5-1.5/bbl, which could translate into yearly profitability gains of $60-180 million for the average refiner. Refiners' operating environments will likely be characterized by increasing pressures on margins, operational performance and safety, and diminishing talent pools as existing workforces are pushed to their limits. Winners will stand out by activating four levers of resilience: Resilience = Adaptability + Responsiveness: A resilient refiner adapts to new conditions and seizes new opportunities to grow in the energy future. Resilience = Adaptability + Responsiveness: A resilient refiner adapts to new conditions and seizes new opportunities to grow in the energy future. We have seen resilient refiners achieve up to: 10% improvement in production yields 20% improvement in working capital 20% reduction in maintenance costs 20%

reduction in asset lifecycle costs We believe connecting and optimizing operations is the prerequisite for the resilience that's now required to successfully navigate the energy transition. Piecemeal solutions are no longer enough. Unlocking competitive advantage—and the full value potential of the organization—calls for an end-to-end approach. There are three primary components that underpin a fully connected and optimized refiner. We believe refiners looking to build resilience should take the following six steps: Once refiners have addressed these issues, they can move forward to develop an execution blueprint, with projected milestones and metrics. Communications, governance and change management programs will be critical to managing the change—and generating value—over the long term. SENIOR MANAGER – STRATEGY & CONSULTING, ENERGY Aiding downstream and retail energy segments with a range of experience from operating model design to digital transformations. MANAGER – STRATEGY & CONSULTING, INDUSTRY X Creating value-add opportunities in performance optimization of assets, operations, work process and field workers in the energy industry. The future of oil and gas? Safer, smarter and digital. See how we help energy companies across the value chain. Determine clear, actionable paths to competitive agility with new thinking or business and technology. Using digital technologies and real-time data to build, operate and maintain refinery assets with greater safety and efficiency. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved. =====================

The reinvention of beauty: Built for people, backed by science

----- Arcticle source ----- https://www.accenture.com/us-en/insights/consumer-goods-services/reinvention-of-beauty ----- In brief Opportunities for growth require fundamental change Growth at the intersection of beauty and science Wellness categories are expected to outpace beauty's growth The money is following the science Transforming beauty brands from the inside out Four steps to a science-led future WRITTEN BY Current Country: United States PERSPECTIVE 4-minute read $3.1T The total global health and wellness market will almost double by 2030 $0.9T The evolved global beauty category will account for approximately one-third of the global health and wellness market by 2030 People are thinking about their beauty and wellness in a more holistic way and are seeking science-led products that enhance beauty from the inside out – even choosing products endorsed by scientists themselves. Within health and wellness, newer beauty categories are driving growth. By 2030, devices and non-invasive aesthetic treatments will drive growth of 25.1% and 12.4% while more traditional beauty categories experience 3-5% growth. 2.5x As much venture capital funding is gained by brands focused on science-led claims versus those focused on natural or sustainable claims 9x R&D investments as a percentage of revenue by pharma companies are 9x that of beauty companies 7x More spend by beauty companies on advertising and promotion than pharma spends on R&D Consumers are people who have different wants and needs

depending on the role they are playing in the moment. For beauty companies, being equipped to rapidly adapt to individual needs is crucial to gaining market share. Those embracing this approach are boundaryless in their aspirations and they cut across silos to embrace new capabilities, skills and ways of working. They build on their experience to continuously reinvent who they are and reimagine how they can succeed. They rely on a strong digital core to generate data insights that allow them to better understand and anticipate people's multifaceted and ever-changing needs. And they build cultures that are laser-focused on perpetual innovation and ongoing reinvention. These four steps can help put beauty companies on a path to growth in this science-led future: Beauty has a new look and it's centered on human needs and backed by scientific discovery. Is your business ready for its beauty makeover? Audrey Depraeter-Montacel Managing Director, Global Beauty Lead, Consumer Goods & Services Alessandra Zanetti Managing Director, Strategy, Consumer Goods & Services Clara Duggan Senior Manager, Strategy, Consumer Goods & Services © 2024 Accenture. All Rights Reserved.
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Reimagine your organization to drive growth

----- Arcticle source ----- https://www.accenture.com/us-en/insights/consulting/networked-scaled-agile ----- What you can do What you'll achieve What's trending in operating model & organization design Accelerate your journey Our leaders Why operating model & organization design matters Embrace AI and gen AI and reinvent your next generation operating model Evolve to more agile ways of working with product and platform operating models Optimize your global talent strategy with Global Capability Centers (GCCs) Transform your processes and experiences with Global Business Services (GBS) Grow, resiliently Unlock new ways of working Improve speed and agility Intelligent org accelerator SynOps Paul Jeruchimowitz Cherene Powell Sam Holmes Steve Giles Current Country: United States 200% rise in the level of disruption in the past 5 years. 94% of C-suite executives say their operating model puts their organization's growth and performance at risk. 75% of business leaders agree that current operating models will be unrecognizable in the next 5 years. 10% long term EBITDA growth advantage from "truly agile" companies compared to non-agile companies. Help your business keep pace today and be ready for tomorrow by designing an aligned, healthy and dynamic organization where talent thrives. Put your operating model at the heart of reinvention. This means embracing data, AI and gen AI while designing customer-centric operating models with the right balance of agility, scale, growth and efficiency required by today's complex strategies. Evolve to a product and platform based operating model which enables effective collaboration across the organization and drives accountability for customer and business outcomes in order to achieve the ultimate objective - true enterprise agility. Optimize your global talent strategy so all parts of the business have access to digital-first talent at scale. Set up global capability centers to catalyze reinvention, provide a

foundation for innovation and to serve as hubs for emerging talent. Align your function and shared services models with your strategy to accelerate your growth. Use data and technology to break down functional silos, transform ways of working and accelerate business outcomes. Build a sustainable and resilient organization, uncover the data and insights you need to define impactful interventions and deliver new growth to exceed shareholder expectations. By identifying and building distinctive capabilities you can achieve ambitious business results, reduce unrewarded complexity and enable new ways of working. With an operating model that has the right balance of agility and scale you speed up decision-making, ensuring a rapid response to changing market conditions. See how to access a global pool of top talent equipped with the latest technology and training needed to be ahead of industry trends, continually innovate and create sustained growth. Accenture details 5 key steps to help companies unlock the full value of their data and technology investment. Five imperatives the C-suite must address to reinvent in the age of generative AI. Gen AI will transform entire value chains—and the very nature of work itself. Leaders need to lead and learn in new ways to drive business performance and more productive, creative and meaningful work for everyone. Global food manufacturer digitizes its Talent and HR operations and reshapes the employee experience to meet customer needs. Accenture reveals the characteristics of the most resilient companies and offers a playbook for CEOs seeking to build their companies' capacity to withstand disruption. Continuous change is the new reality. Leaders can see the pressing need for change but lack the confidence to deliver. Discover our new blueprint for excellence in change that can lead to higher, better and faster returns. While advances in tech and gen AI promised to boost productivity, our analysis indicates most companies are falling behind. Find out what productivity leaders do differently to drive value and gain a competitive edge. Our organization analytics platform supports your operating model and org design work across enterprise, functions, cost, productivity, zero-based organization and M&A use cases. Use machine intelligence to help you find where automation can free up people to focus on higher-value work, helping reinvent your business operations for sustainable growth. Senior Managing Director Talent & Organization, Operating Model & Organization Design, Global Lead Managing Director – Talent & Organization, Operating Model & Organization Design, Americas Lead Managing Director – Talent & Organization, Operating Model & Organization Design, EMEA Lead Managing Director – Talent & Organization, Operating Model & Organization Design, Asia Pacific Lead © 2024 Accenture. All Rights Reserved. ======================

Reinventing retirement recordkeeping

----- Arcticle source ----- https://www.accenture.com/us-en/insights/capital-markets/reinventing-retirement-recordkeeping ----- In brief Navigating challenges and opportunities Strategic transformation for recordkeepers How to drive reinvention – starting now Three key requirements to stay ahead WRITTEN BY Current Country: United States RESEARCH REPORT

10-MINUTE READ September 10, 2024 The retirement recordkeeping industry is presented with both significant challenges and opportunities for transformation. This dynamic environment calls for strategies that could include scaling up or targeting specific market segments, delivering comprehensive financial advice services, and introducing personalized products. By leveraging emerging technologies such as generative AI, and building a strong digital core, recordkeepers could achieve a lean cost structure and adapt to the changing and consolidating landscape. Today, recordkeepers are pursuing different strategies to compete. Scale organizations have accumulated significant scale as measured by assets and number of participants. Large-plan specialists cater to very large plans and often offer holistic workplace offerings. Small-plan specialists efficiently serve extremely small plans, leveraging protected distribution channels. Product specialists deliver specific capabilities to unique plans and have competitive advantages in serving niche market segments. But no matter the size or focus, recordkeepers need to navigate a rapidly changing landscape. Achieve a competitive cost structure through outsourcing, leveraging emerging tech like generative AI and modernizing legacy systems. Unlock new revenue opportunities with in-plan advice, wealth-retirement convergence, and tailored products & services for participants. Evaluate engagement in retirement ecosystem, understand stakeholders, enhance value, navigate competition, collaborate, adapt to regulations. In the face of transformative changes in the retirement recordkeeping industry, recordkeepers need to embark on a journey of reinvention to thrive in an evolving landscape. It is essential for them to address strategic questions, embrace emerging technologies, and redefine their business models. Progress lies in navigating challenges, seizing opportunities, and adopting a mindset of continuous reinvention. Without strategic reinvention, retirement recordkeepers risk becoming obsolete in a rapidly consolidating industry. Tim Hoying / Managing Director – Accenture Strategy We invite you to reach out and engage with us to delve deeper into the insights presented in this paper. By collaborating and sharing ideas, we can collectively drive innovation, shape best practices, and advance the retirement recordkeeping industry forward. Contact us today to explore new possibilities together. Tim Hoying Managing Director – Accenture Strategy David Mallett Senior Manager – Accenture Strategy Dean Edwards Managing Director – Capital Markets Schira Lillis Research Principal Director – Capital Markets © 2024 Accenture. All Rights Reserved. =====================

Organizational culture: From always connected to omni-connected

----- Arcticle source ----- https://www.accenture.com/us-en/insights/strategy/organizational-culture ----- Our devices may be always on. But do people feel highly connected—in a human sense—at work? Make the (omni) connection Accenture Foresight App What is an omni-connected experience? Why this matters now How to build a strong organizational culture at work Roadmap:

building organizational culture with omni-connection 01 Instill modern leadership: Lead with empathy, transparency and trustworthiness 02 Grow thriving culture: Nurture culture norms that prioritize purpose, authenticity and psychological safety 03 Enable the agile organization: Take flexibility further and scale new ways of working 04 Empower people through technology: Provide access to a robust foundation and the ability to experiment What about front line workers? Our change journey in action Get the essentials Related content Inclusion and diversity makes us us. And everything that makes you you is welcome here. Current Country: United States Creating value for people and business through omni-connected experiences 10-MINUTE READ Only one in six people feel highly connected to their organization and the people they work for and with. Only one in five people feel comfortable sharing problems or raising conflicts with colleagues. Only one in four report that leaders are responsive to their needs, communicate regularly and feel that team members are treated equally. In other words, just a small fraction of any team—your team—feels like they are getting what they need and truly connecting on a human level. When people feel highly connected to each other, their leaders and their work, their companies stand to gain a 7.4% revenue growth boost per year. Organizations enjoying the advantages provide what we call omni-connected experiences. Omni-connection levels the playing field so people can fully participate and have an equitable experience. (Omni-connection does not mean always on or connected 24/7. Quite the opposite.) Through these experiences people are able to forge relationships, create both personal and business value and impact, and grow their careers. The four key actions to create value through omni-connected experiences are: In fact, organizational culture and the impact of the pandemic on culture was a topic in 53% of company earnings calls we analyzed between January 2020 and April 2022. And one in two CEOs are investing to unlock talent to drive their business transformations. However, many people are fundamentally re-thinking their relationship with work—out of choice or necessity due to the mental health epidemic, isolation, social upheaval, widening equity gaps, the global impacts of the war in Ukraine, supply chain disruptions, rising inflation and more. It's all taking a toll on people's resilience. People are not only experiencing a new world of work but living in a new world. Unfortunately, too many conversations about organizational culture are still anchored to space and place. Omni-connected experiences that result in a heightened sense of personal—and measurable business—impact truly thrive through vibrant, human relationships. Leaders generally overestimate the connectedness of their people by 2x. Only 17% of the people we surveyed felt they were benefitting from omni-connected experiences at work. However, when companies put omni-connection at the heart of employees' experiences and their culture, people and the business both benefit in meaningful ways: Omni-connected companies experience a 7.4% revenue growth premium per year. People benefiting from omni-connected experiences are 29% more likely to experience a deeper level of trust toward their organization and team. Where there's greater trust, there's a stronger likelihood of people delivering high-quality work and nurturing work relationships that, among other things, foster innovation. Being omni-connected accounts for 59% of an employee's intention to stay. When the cultural norms of the company have people feeling that they work for a purposeful organization, that they can create value and be effective in their

team, they're more likely to stay. These all matter more than a slightly bigger paycheck. Of employees who benefit from omni-connected experiences, over 90% say they can be productive anywhere—and that's not just perception. In a 2021 study by the University of Chicago and the Mexico Autonomous Institute of Technology, 40% of respondents found their work-from-home productivity to be greater than when they're on-site (just 15% felt the opposite). Our Net Better Off framework uncovered the six human needs that contribute to unlocking two-thirds of a person's potential at work (see figure 1). Leaving people net better off is by far the most important predictor of successful omni-connected experiences. Figure 1 Net Better Off addresses fundamental human needs. The majority of organizations invest most in Financial & Employable—a job and a paycheck. Yet what matters more to unlocking potential are the Emotional & Mental, Relational and Purposeful dimensions. A strong sense of inclusion and tools to support mental resilience are also critical to helping people feel net better off at work, yet there's a gap in what people need and what leaders provide. We developed insights from 1,100 C-level executives and 5,000 workers working in multiple roles and ways—front-line and fully on-site, hybrid and fully remote—in 12 countries. In doing so, we've identified the key actions companies can take to create value for people and business through omni-connected employee experiences. Create connections in safe places. It's one thing to make people feel safe and able to share their ideas and perspectives. It's another thing entirely to ensure that leaders return that honesty with compassion and trust. Organizations need to invest in developing leaders who make individuals feel safe and respected. No one should feel diminished because they chose to speak up or show vulnerability. Be transparent to build trust. Feeling out of the loop, not understanding how your work contributes to company goals or lacking constructive feedback causes significant disconnection. Leaders must be willing to communicate openly and with compassion all the time, not just in times of crisis. Not only must they role model this themselves, they must foster it in their teams. Listen, learn and act. To inspire trust, leaders need to listen, learn and act— individually and collectively. Start with a robust listening framework to make sure all voices are heard, then turn those insights and ideas into action. When people trust their leaders to listen, act and be transparent about progress and feedback, more and better ideas will follow. Connect people to purpose. The more that people understand how the work they do is aligned with the company's greater purpose (beyond boosting the bottom line), the more fulfilled and driven they will be. People become even more engaged when they can expand their skills and grow. Investing in people's development and helping them achieve their aspirations is a clear signal to them that the work they do has meaning. Make it safe to be yourself. When people can demonstrate their strong sense of self, they forge stronger connections with their team. But this assumes leaders are creating safe spaces for people to be heard and seen—and demonstrating that different ideas and experiences matter to the success of the organization. Along with providing mental resilience resources and tools, leaders must be willing to show their own vulnerability and focus on self care, which gives their team agency to do the same. Look beyond where—to what, when and how. After two-plus years of remote or hybrid work arrangements for millions of people, it's easy to confuse the commute from the bed to the desk with the notion of flexibility. They're not one and the same. Location is only one small

piece of the larger idea of flexibility, which should also consider what people work on, when they work and how. Today, fewer than one-fourth of workers surveyed feel they have permission to be flexible and have the autonomy to manage their time to be most productive. Create a flexibility framework. Flexibility will have a different definition or set of boundaries at every organization and for people in different roles. One size never fits all, not even most. It's up to leaders to gain a clear understanding of where, when and how people work. From there, they can build a flexibility framework—moving away from rigid structures and hierarchies and designing instead around people and connectivity. They can then apply the framework based on people's responsibilities to reach the best solution for the role and the individual. Redefine what it means to 'come to work'. The entire notion of "coming to work" is ready for a refresh. That means figuring out how teams can maximize the benefits of both time together and time apart—and what matters most to people to make their commute worthwhile. It also requires thinking ahead and designing for people across multiple types of work locations and arrangements. And just like individuals, the entire organization must be able to pivot quickly, given that work and world circumstances will remain fluid. Establish a robust technology foundation. Companies that use cloud to build a seamless technology and capability foundation are able to support the ever-changing needs of the business by meeting the ever-changing needs of people. At the start of the pandemic, business continuity for many companies depended on people's equal access to stable internet service and the power of cloud to keep them connected and collaborating. This robust technology foundation is essential to help people work in new ways, wherever they need to be. Think like a technologist. Armed with access and tools, the next step is to empower people with collaboration technology like Teams, Zoom or WebEx, along with a decent Bluetooth headset. These are still vital, but access isn't empowerment. Companies need to encourage their people to think like technologists and experiment—using the data and tools in their hands to discover new processes and solutions in their work. When people have this level of autonomy, a stronger sense of connection will take hold along with new levels of innovation. Look beyond the tools of today. Those companies that are expanding their people's technology toolbox, along with their agency, are seeing the benefits. Our research found that 86% of workers surveyed who claim to experience omni-connection also reported upgrades to their company's technology and skillsets, allowing them to work in new ways. That means looking at the upside of emerging technology—like the metaverse—to support equitable opportunities to participate and contribute. It's also worth exploring the promise of human-machine collaboration. By allowing seamless collaboration between humans and machines, people can contribute to higher-value work and experience a greater sense of purpose. Whether it's health practitioners, grocery store clerks or delivery drivers, an estimated 2.7 billion front-line essential workers keep our world working. And while they may not have a choice in work location, there are other areas of flexibility that companies can explore to provide more autonomy in their work experiences—through the tools they use, decisions they make, benefits they select and schedules they keep. It's also an opportunity to take a more nuanced look at the roles and tasks which may offer greater flexibility when you apply an omni-connection lens. In one example, lab workers were expected to work fully onsite. Yet after analyzing their different

responsibilities, they found that certain tasks—like recording lab notes or writing research grants—could be done productively outside the lab. That is, we preach the power of omni-connected people because we've seen the benefits for ourselves. But it's important to remember that the work of being omni-connected and strengthening culture doesn't end—it evolves. As we embrace continuous change, the journey involves listening to your people, gauging progress and acting with intention to close gaps. Below is just a snapshot of our recent efforts toward improving our own sense of belonging and connection. All of this was achieved against the backdrop of implementing a new growth model in nine months during the pandemic and, in 2021, we promoted a record-high 120,000 people and welcomed 100,000 more to our Accenture family. Omni-connected employee experiences meet leaders' goals for growth, speed and sustainability—and employees' needs for flexibility, equity and meaning. To do so, they must be envisioned and executed with trust at heart and value at the core. Companies that embrace this opportunity strengthen culture strategically, unlock people's potential and move their organizations forward, by design. Most CEOs would agree that the past two years can be defined as an equal mix of unpredictability and tough decisions. Working toward omni-connected experiences, however, is the opposite. It results in lasting, positive outcomes for people and the business alike. That, of course, makes it one of the best investments a leader can make.   Accenture Growth It Comes Down to Experience.pdf We work together across the globe to make a world of difference. Explore the transformation of how, where and why we work. Accenture research reveals insights into what workers expect in the future of work and how CEOs can adapt their strategy now. Helping people connect, contribute and know they belong. Building trust will enhance employee potential and leave your people and your business Net Better Off. © 2024 Accenture. All Rights Reserved. =====================

Securing strategic advantage for defense companies

----- Arcticle source ----- https://www.accenture.com/us-en/insights/aerospace-defense/securing-strategic-advantage-defense-companies ----- In brief Navigating regional challenges Supply chain challenges persist Manufacturing under pressure Shaping the industry's future About the Accenture international defense market insight report Related aerospace and defense insights WRITTEN BY Current Country: United States RESEARCH REPORT 5-MINUTE READ August 26, 2024 Heightened geopolitical tensions and conflicts are propelling international defense spending to new heights. 2023 saw record levels — $2.4 trillion – of defense spending around the world. 2024 and beyond look set to surpass this, with forecasts suggesting significant increases in many key markets over the next three years. However, defense suppliers face a number of challenges to fulfilling such burgeoning demand. Some of these are familiar, such as navigating political considerations and keeping pace with the growing demand for innovative defense capabilities. Yet others are relatively new, including the urgent need for rapid delivery and inventory replenishment

and the emergence of new competition from manufacturers in countries such as Turkey, Brazil and South Korea. Defense equipment manufacturers are also having to keep pace with the growing demand for innovative defense capabilities. As defense companies ramp up and redirect investments to meet new demand, they also have to address regional challenges including new competitors, evolving customer expectations and a complex regulatory landscape. In many markets, there are also calls for greater localization of production — with countries seeking more national autonomy and higher economic benefits, as well as supply chain resilience. Defense companies are responding by engaging local partners, but finding and developing a local workforce with the necessary skills and expertise remains challenging. New competition is emerging in some markets, with local manufacturers offering competitive pricing. Established manufacturers are responding by improving their costs, diversifying products and services and expanding into new markets. Executives cite a number of threats to their supply chains, with natural disasters, political instability, pandemics and trade restrictions as the most significant current dangers. Looking further ahead, leaders also highlight rising costs for raw materials, components and talent, along with communication and collaboration challenges as major threats. Supply chain challenges (today and beyond) Technology will be key to addressing present and future threats to effective supply chains. Digital tools, AI, automation and manufacturing optimization all have a critical role to play, as do material substitution and shaping products for local market needs. Helping suppliers to weather difficult conditions is also essential, and major manufacturers are extending both financial and technology support to their supply chain partners. This is not only bolstering suppliers' financial resilience but also helping to create an overall more secure, innovative and efficient supply chain. Direct threats to manufacturing operations are also keenly felt by executives. They point to cybersecurity and rising labor costs as the major challenges today, but they are also concerned about their ability to keep pace with rapid advances in technology. Here too, innovative technology is offering the solution to these challenges and more. Leaders are investing in AI, robotization and automation, as well as placing a strong emphasis on cybersecurity, with a particular stress on multilayered measures and employee training. Rising global defense spending creates major opportunities for defense companies. But to take advantage, they must take a proactive approach to addressing the challenges they face. They need to tailor their offerings to the specific needs of local markets. They must embed disruptive technologies such as AI and autonomous systems into their operations. And they will need continuous reinvention to address fast-evolving supply chain and manufacturing vulnerabilities. Those companies that address all these imperatives will not only achieve competitive advantage today, they will also chart the course for the industry's future. The Accenture International Defense Insight Report combines analysis of primary and secondary research on both demand and supply sides of international defense market with the focus on three regions of growth: Asia Pacific, Europe, as well as Middle East and North Africa. Primary research covers interviews with experts, including current and former military and defense industry officials, while a survey was conducted with executives at major defense industry companies from North America, Europe, and Growth Markets. The research provides a unique perspective on existing and future trends and drivers in

international defense market, covering a wide range of areas, from capability and technology needs to entry barriers and supply chain and manufacturing headwinds. We conducted interviews and the executive survey in 2Q 2024; views are subject to considerable change as geopolitical conditions can rapidly evolve. The latest edition of our Commercial Insight Report indicates that global revenues will surpass pre-2019 levels, fueled by a surge in long term demand for both new aircraft and aftermarket services. Accenture explains how Aerospace and Defense organizations are on a decisive path to a cloud-enabled future as part of their technology strategy. Five imperatives the C-suite must address to reinvent in the age of generative AI. This is the New Sky Economy, and it fundamentally changes how we use the sky. John Schmidt Senior Managing Director – Aerospace & Defense, Global Julio Juan Prieto Senior Managing Director – Aerospace & Defense, EMEA © 2024 Accenture. All Rights Reserved.
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DHL Supply Chain: Making digital supply chain a reality

----- Arcticle source ----- https://www.accenture.com/us-en/insights/industrial/people-meet-markus-voss ----- Trends, innovations, and insights you need to know Our take Previous editions Current Country: United States Live Interview The Industrialist: An interview with Dr. Markus Voss, Global CIO and COO of DHL Supply Chain 5-MINUTE READ October 24, 2023 The Industrialist is your essential guide to the industrial industry. Each month, discover how Industrial companies create and compete, the new business practices and trends to watch, and which individuals are shaping the future of the industrial sector. For this edition, we talked to DHL Supply Chain's CIO and COO Markus Voss about digitalizing supply chains, and how his team is leveraging data and advanced technologies such as robotics solutions, machine learning and generative AI, to enable his clients' businesses to become more resilient. Tomas Tichy, Managing Director and Accenture's Freight and Logistics lead for Europe, talked to Markus Voss about how DHL Supply Chain is responding to continuous disruptions of supply chains while advancing its digitalization agenda, and how he sees the future of contract logistics. Subscribe to The Industrialist and discover the latest industrial industry innovations, ideas and insights. Digitalization is instrumental for getting the visibility into the supply chain to respond to unforeseen changes. Dr. Markus Voss / Chief Information Officer and Chief Operations Officer, DHL Supply Chain From the latest trends and tools to ground-breaking technologies and innovations impacting the manufacturing and industrial arena, Innovate is designed to keep you up to date. This month, read about a new consortium to manufacture semiconductors in Europe, an electronic vehicle control system promising a new era of responsiveness and stability, and the conversational AI program developed for plant and construction sectors, and more. Read this month's Innovate Insights and advice on how to reimagine your business and operations by capitalizing on new technologies: Hitachi Energy's CIO Michael Loechle talks about re-building the company's IT estate from the ground up, and

prioritizing its cybersecurity and data. Caterpillar's Chief Digital Officer, Ogi Redzic, talks about how he is driving continuous digital innovation and services growth at the company. Earl Newsome, Chief Information Officer at Cummins, talks about how adoption of composable strategy is powering business reinvention. SAP's Global VP Industrial Manufacturing, Georg Kube, talks about the manufacturing industry's reinvention agenda and its challenges. Kian Mossanen, Chief Information Officer at Siemens Energy, talks about digital´s role in the company's mission to become carbon-neutral by 2023. Read about the latest innovations, the ground-breaking technologies and the industry-shaping investments that are transforming the industrial sector. Stay ahead of change. Download the Accenture Foresight thought leadership app today. © 2024 Accenture. All Rights Reserved.

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The empowered consumer

----- Arcticle source ----- https://www.accenture.com/us-en/insights/consulting/empowered-consumer ----- In brief People are overwhelmed by noise and choice Shaping the ultimate in consumer empowerment Fundamental shifts across the consumer journey Be data-powered and delightfully human Success requires fundamental shifts across 3 phases of the consumer journey 01 Discovery 02 Conversion 03 Loyalty WRITTEN BY Current Country: United States RESEARCH REPORT The key to deeper consumer relationships: reducing the noise around decision-making. 10-MINUTE READ April 29, 2024 In the last quarter of 2023, 74% of consumers surveyed for Accenture's Consumer Research 2024 walked away from purchases simply because they felt overwhelmed. Despite focus on customer-centricity and personalized experiences over the past few years, most people (71%) see no improvement — or even see an increase — in the time and effort required to make a purchase decision. Information overload is impacting people's confidence in their purchase decisions across the board, from small things like moisturizer to big ticket items like a washing machine. But there's good news both for consumers and the companies seeking to serve them: new and emerging AI tools can help companies deliver hyper-personalized experiences that not only cut through the noise, but also simplify decision-making, deepening loyalty in the process. Consumers are on track to adopt conversational AI at scale over the next two years, as they increasingly seek to lighten their workloads associated with making purchases. Ultimately, we expect this shift to trigger the largest reconsideration in decades of what and how consumers buy. Companies that effectively harness technology to empower consumers with easier decisions will earn deeper loyalty, leaving competitors behind. 74% of consumers abandoned purchases because they felt overwhelmed 73% of consumers feel overwhelmed by the volume of available options 51% of consumers are open to using conversational AI solutions Search is a critical component of how consumers start the purchase journey, and generative AI is upgrading search from simple to semantic, and from overwhelming to transparent. In different contexts, a consumer may want to browse independently, obtain expert advice, or even outsource the decision completely. Emerging technology offers companies the chance to collect and use granular, life-

centric knowledge about each individual consumer to curate uniquely personal experiences. As consumers rely more on AI-powered tools to decide what to buy, the tech will learn more about them — even if their preferences change — and become increasingly relevant and sophisticated. Generative AI is becoming a vehicle for empowered decision-making. Empowering consumers will transform how they think about brands such that they become a part of life beyond a single purchase. To remain relevant into the future, companies must rapidly build deep and hyper-personalized relationships — generative AI will enable them to do this on a scale never seen before. That's why early movers can capture a distinct competitive advantage. Companies that watch and wait are unlikely to catch up. From confusion to clarity Tailor advice for consumers so they have the facts and insights to make decisions confidently. From transactions for anyone to experiences for someone Design personalized experiences that influence consumers to act. From brand purpose to human purpose Create a partnership that's human by design to build trust and earn loyalty 75% of consumers wish they could identify options that meet their needs more quickly and easily. Whether as intuitive digital services or human agents, generative AI-powered advisors are an incredibly accessible way to access the hyper-personalized advice that consumers crave. We expect the rise of these tools to fundamentally redirect the role of consumer marketing away from mass advertising and toward evidence-based information. Generative AI-powered advisors can calm the confusion consumers feel by helping them compare options based on the metrics they care the most about — whether those are benefits, sustainability credentials, nutrition labels or something else. A European auto giant is developing an AI-powered sales tool that would draw on what the company knows about consumers' lives and personalities to help sales agents personalize the interactions and services they offer. Insights like these can change the style and content of conversations that sales agents have with consumers, as well as evolving the sales role and shifting the focus from transactional to strategic. 63% of consumers have had the frustrating and disappointing experience of attempting to buy a product only to find that it is out of stock (on average across categories) Conversion comes down to what happens at the point of purchase and consumers don't all share the same expectations. For consumers seeking independence, multi-modal search engines imitate the flexibility and agility of the human mind to create more accurate search results. For companies, analyzing search semantics allows an understanding of the intent and context behind a user's search rather than simply matching keywords to recommendations. This could make the shopping experience significantly more personalized, adding value and easing the information gathering workload. Alcoholic beverage company Brown-Forman Corporation is using AI to shift consumer messages on product display pages across its brand portfolio by aligning the messages it shows to each stage of the purchasing journey. These brand-led, creative messages provide the information consumers need to complete their purchases with ease. 78% of consumers say it is important for conversational AI advisors to recognize them and remember their preferences Companies can cultivate loyalty by sharpening the value exchange with consumers, such that it's worth sharing more usable data in return for hyper-personalized experiences. Because of how they understand consumers, generative AI tools make it possible for organizations to design experiences based on human purpose, not brand

purpose. This is a profound shift. It enables companies to create "human" relationships with consumers that extend beyond a single purchase, so they become embedded in people's lives. L'Oréal's Beauty Genius is an AI-powered advisor that analyses consumers' skin to recommend what they need, using discovery as an engagement tool. When consumers use Beauty Genius, learning about products isn't just informative — it's highly engaging and inspires them to return time and time again. The key to truly understanding and engaging consumers is being data-powered and delightfully human. Companies need a robust data foundation — including structured, unstructured and synthetic data — in unified data platforms to maximize the potential of generative AI. At the same time, they should make decisions with the human experience as the touchstone. Instead of focusing solely on removing the pain points of the journey to purchase, organizations should also consider what gets consumers excited about the process. Consumer-facing companies have always been grounded in relationships with consumers, and those relationships are constantly changing. Right now, consumers want a lighter load and a quieter experience when making purchases. Ultimately, companies that empower the consumer with simpler experiences will drive loyalty and breakthrough growth. Technology that is human by design has tremendous potential to transform the buying experience — and people are increasingly open to it. This is a huge shift, and it's happening now. James Crowley Global Products Industry Practices Chair Jill Standish Senior Managing Director – Global Lead, Retail Emily Weiss Senior Managing Director – Global Industry Sector Lead Travel Oliver Wright Senior Managing Director – Global Consumer Industries Group Lead Emma Blackburn Research Senior Manager – Consumer Insights © 2024 Accenture. All Rights Reserved. =====================

eMobility accelerated

----- Arcticle source ----- https://www.accenture.com/us-en/insights/utilities/emobility-accelerated ----- In brief The new eMobility customer journey Improve customer experience Restore confidence in charging infrastructure Current Country: United States PERSPECTIVE {0}-MINUTE READ March 31, 2023 A seamless user experience is the vision for eMobility in the near-future. But delivering it relies on the entire ecosystem working in harmony. It relies on an interoperable infrastructure that supports collaboration between automotive, the power system and charge point networks. Friction within the ecosystem leads directly to poor user experience. Therefore, excellent user experience relies on significant improvements to device and vehicle interoperability. And as the deadline looms for internal combustion engine (ICE) bans, the industry needs to transform quickly. This cannot be done with one foot in the past. Each part of the value chain needs to undergo total reinvention. A robust digital core is the foundation for a much deeper cross-industry collaboration. One where silos are broken down so that organizations can embrace the art of the possible and develop a more customer-centric future. Early adopters' experience needs to be improved across the entire customer journey. It starts from the moment a customer begins thinking about buying their first EV. Greater education is needed as customers transition to EVs. Often delays occur in home charge point

installations, too few public charge points which can be slow to charge and often out of service, and range of payment systems that are incompatible with each other. On the move, drivers cannot easily access real-time data on where public charge points are, their capacity, their availability, or the cost to charge their vehicles. There is a profusion of different eMobility apps, creating confusion and frustration among drivers. And a lack of data sharing means there is no single source of information on the complete charging network. Charge point installations can be delayed by months, waiting for permitting approvals, for suppliers to deliver the charging hardware, and for distribution operators to connect them to the grid. Four key attributes create a positive customer experience: simplicity, transparency, trust, and affordability. If the eMobility industry gets all four right, across the customer journey, confidence will improve. The industry needs to make it easier to choose the right vehicle, install a charger at home, and access and pay for charging in public. Customers should also trust that an EV's battery range can support daily routines. In addition, new charge points delivered on time, installers available to fit the equipment, and distribution network operators able to ensure that grid connections are timely and any required grid upgrades are performed on time. eMobility app functionality has to improve, to provide clearer, more complete, and real-time information on public charging infrastructure, including availability and cost. =====================

Driving change, leading with the SAP ecosystem

----- Arcticle source ----- https://www.accenture.com/us-en/insights/technology/sap-technology-vision-2021 ----- In brief Accenture Technology Vision 2021 for SAP solutions Five technology trends defining business opportunities Don't wait for the new normal, build it with SAP technologies Related capabilities How the SAP ecosystem can help you manage change Stack Strategically Mirrored World I, Technologist Anywhere, Everywhere From Me to We MORE ON THIS TOPIC Accenture and SAP Innovate with SAP Accenture myConcerto JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA The maxim that 'every business is a technology business' has never been more relevant. The lines between technology strategy and business strategy are blurring while the gap between the digital leaders and the rest grows by the day. In this new world, change is a constant and organizational inertia an existential threat to the business. It demands that enterprises become Experts at Change who prioritize technological excellence and innovation as part of the core business strategy. Organizations running SAP solutions have a huge opportunity to capitalize on this moment of truth by leading with technology.

  In this report, we explore five trends that define how the consumer, business, and technology landscape are changing in the post-pandemic world. And we show how SAP solutions can support the greater flexibility, agility, and organizational speed that are now essential. The imperative is to accept that change is inevitable and continuous—and needs expertise. This is why this year's Technology Vision calls on leaders to become Experts at

Change. The imperative is to accept that change is inevitable and continuous—and needs expertise. This is why this year's Technology Vision calls on leaders to become Experts at Change. The sheer number of technology options and customizations across the technology stack means it's now a key opportunity for competitive advantage. Massive networks of intelligent digital twins enable businesses to simulate, predict, and automate what they do like never before. Accessible digital technologies can spark "grassroots innovation" by enabling people to build technology solutions at the point of need. The biggest shift in ways of working in living memory creates new opportunities for people to drive change from anywhere and everywhere. From supply chains to digital ecosystems, connecting via multiparty systems will be essential in finding new growth in a complex world. #1 Stack Strategically—Architect for change and use SAP technology as a source of competitive advantage.   Today's businesses operate in a rapidly changing multi-cloud technology landscape. This has created a new competitive reality: competition between enterprises is now as much a battle between their technology stacks as anything else.   SAP customers can leverage API-driven architecture, interoperable containers, and microservices to enable platform independence. This can be achieved via a flexible "plug and play" multi-cloud architecture enabled by SAP Business Technology Platform.   They can also accelerate speed to market by adopting agile development practices and get faster real-time insight with organization-wide data governance complemented with SAP S/4HANA embedded analytics, SAP BW/4HANA data warehousing, and SAP Analytics Cloud. 77% of executives say their technology architecture is becoming very critical or critical to the overall success of their organization 77% of executives say their technology architecture is becoming very critical or critical to the overall success of their organization #2 Mirrored World—Bridge the digital and physical worlds with massive networks of digital twins. As the number of digital twins grows, and as more artificial intelligence is layered in, organizations are creating massive networks of intelligent twins capable of modeling entire systems. This mirrored world lets businesses gather, interpret, simulate, and dynamically respond to data across the lifecycle of physical assets, enhancing the resilience of supply chains. SAP customers can respond by creating a "digital thread" with real-time connectivity that provides end-to-end visibility across the supply chain. That enables digital continuity by connecting engineering, manufacturing, operations, and partner organizations via SAP solutions and technologies. Enterprises can also enhance forecasting and predictive capabilities by mirroring the flow of materials and information with SAP's integrated demand-driven material requirements planning capabilities. #3 I, Technologist—Spark a grassroots innovation revolution across the organization Today's advanced digital technologies are far more accessible—and it's now possible to spark "grassroots innovation" across the business by enabling people to build technology solutions at the point of need. SAP customers can start breaking down barriers between business users and technology by enabling "no code" real-time work management with SAP Ruum, drag-and-drop application building with SAP AppGyver, and self-service insights with SAP Analytics Cloud. Enterprises can also build consumer-grade work interfaces and experiences by using point-and-click customization tools and SAP Fiori In-App extensibility. And greater levels of automation and intelligence can be infused into business processes thanks

to SAP Intelligent RPA and AI solutions. #4 Anywhere, Everywhere—Take advantage of the greatest shift in ways of working in living memory The COVID-19 pandemic may lead to a tipping point in the shift to flexible remote working and virtual collaboration. The upshot? Companies can now choose how best to capitalize on the newly equipped virtualized workforce, enabling their people to drive change from anywhere and everywhere. SAP customers can respond by scaling up flexible work environments to let people work wherever they want, while making human-machine interfaces consistent, simple, and user-centered (such as by using immersive collaboration platforms and Microsoft Teams' forthcoming integration with SAP's solution suite). They can also use Qualtrics solutions to better understand and act on employee sentiment about user experiences and use SAP Business Technology Platform to enhance workforce collaboration. #5 From Me to We—Renew the business for the post-pandemic world with multiparty systems The pace of change and complexity of today's business landscape means enterprises need to collaborate, coordinate, and coinvent to drive change at an industry level. Multiparty systems—blockchain, distributed ledgers, and similar technology capabilities—will be a crucial enabler. To respond, enterprises should be looking to keep abreast of the emerging multiparty systems in their industry. That will entail looking beyond the four walls of the enterprise and working with strategic partners to understand the opportunity. SAP customers can also consider new solutions like SAP Business Network to enable better collaboration and greater supply chain responsiveness, and GreenToken by SAP to get visibility and transparency of complex raw materials supply chains. 90% of executives agree that multiparty systems will enable their ecosystems to forge a more resilient and adaptable foundation 90% of executives agree that multiparty systems will enable their ecosystems to forge a more resilient and adaptable foundation This is a pivotal moment. Companies must decide how to respond to a business environment that is more demanding than ever, but also full of unprecedented opportunity. The five trends described in this Technology Vision for SAP Solutions will guide those decisions and determine which organizations are best able to use SAP technologies and solutions to their advantage—and which will emerge as winners and become experts in continuous change. Senior Managing Director Lead – SAP Business Group Global Lead – SAP Innovation & Sustainability, Accenture MANAGING DIRECTOR Senior Principal – Global Technology Thought Leadership Surya Mukherjee is a Senior Principal and thought leader who explores the transformative impact of technologies on industries, companies, and brands. He is also the head of Technology Research in Europe. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved. =====================

The future of government

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with us Kristen Vaughan Christina Bone Kyle Michl MG (R) George Franz David Dalling Jr. Next gen cyber security Digital government innovation Federal human capital consulting Tweet from JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Building tomorrow's government will require innovative practices, adoption of emerging technologies, and fresh ways of thinking about big problems. "Just imagine what we can do when we can scale innovation across more of the government." Our world is changing at a speed that has never been seen before. Powered by new and rapidly-evolving technologies, and accelerated by complex world events, we are witnessing a profound reshaping of how we work, consume, interact, and live. The speed of change is creating new opportunities—as well as unique threats and challenges—for our government. Ensuring that federal agencies can keep pace will be essential for the continued success of their missions and our nation. In this series, we've partnered with Government Executive to look at some of the ways our government is successfully rising to meet the moment, as well as the approaches that will help meet the missions of tomorrow. The federal government has always been a target of adversarial cyberattacks, but with threats on the rise, cyber resilience is key to protecting critical data and systems. To stay ahead of emerging threats and to keep up with the speed of detection, federal agencies will need to evolve their cyber approaches to shift their focus from recovery to continuity of operations, and look beyond securing their four walls to protect their supply chains, enterprises and operations, ultimately safeguarding their entire ecosystem. READ THE FULL ARTICLE Buoyed by the accessibility of cloud services, the increased pace of technological change is fueling a golden age of innovation as the times create more demand to fundamentally rethink how government delivers its missions. By putting an outcome-driven approach into action, government agencies can harness the power of new and emerging technologies to drive mission success and meet the diverse and rapidly-evolving challenges our country faces. Learn more about how an effective innovation architecture can work at government scale and deliver change that matters. READ THE FULL ARTICLE The COVID-19 pandemic has changed the experience and expectations of federal employees in ways that will far outlast the current crisis. Today, agencies are working to support a highly disparate workforce, as remote work has become a new way of life for millions of employees. It's a change in experience and expectations that will alter the nature of work far beyond the current crisis. The move to an increasingly virtual workplace has emphasized the need for agencies to adopt modern HR approaches that prioritize the candidate and employee experience. By building on proven commercial best practices and harnessing the possibilities of new tools and technologies, HR leaders can play a pivotal role in serving their employees and the mission. They can also help meet growing calls for a more diverse, equitable, and inclusive work environment. READ THE FULL ARTICLE Learn more about the work we're doing that is changing the future of government. @AccentureFed Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. Visit our Subscription and Preference Center © 2024 Accenture. All Rights Reserved.
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The GeoTech Center

Our partnership with the GeoTech Center The GeoTech report The urgency of change Related insights Blogs Related capabilities Meet the team Tech Vision 2022: Meet me in the Metaverse The Future of Work 2022 The sweeping executive order on cybersecurity and what it means Stress testing federal supply chain resilience Technology Security Accenture Federal Services Federal applied intelligence services John Goodman Ira Entis Paul Daugherty Deborah Santiago Bill Marion MG (R) George Franz Kristen Vaughan Christie Smith JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Creating positive change and growing trust and resiliency in the GeoTech Decade. Accenture is a founding partner of the Atlantic Council's GeoTech Center. The GeoTech Center is dedicated to providing a greater understanding of data and emerging technologies and develop strategies and policies that ensure the use for good—to benefit people, prosperity, and peace and build trust. The explosion of data and the convergence of cloud computing and emerging technologies like artificial intelligence, 5G, quantum computing, blockchain, and extended reality are transforming every aspect of our lives and disrupting industries, economies, institutions, and society. As the velocity of change increases, it is critical for the public and private sector to act now to better harness the value and manage the unintended consequences, while improving equity, transparency, and resiliency for all. LEARN MORE Drawing on research and the foresight and insights of leading global industry experts, academics, former high-ranking government leaders, and members of the US Congress, the GeoTech Commission report lays out the immense opportunities and challenges of this new decade—the GeoTech Decade. The report provides a roadmap for organizations, institutions, and the workforce around the world to thrive. This inaugural report presents findings and pragmatic, actionable recommendations in seven areas to benefit the competitiveness and resilience of countries, economies, and society in the years ahead. READ THE REPORT "We are living in a time of rapid change, where new technologies like AI, blockchain, cloud computing, quantum computing and extended reality are changing how people work and live… Bringing together leaders across the public and private sectors to go beyond understanding these changes and working together to chart a path forward to make a positive impact in the world is why Accenture is proud to be a founding partner of the GeoTech Center." – John Goodman, CEO, Accenture Federal Services and Co-chair, Atlantic Council GeoTech Center GeoTech Center launch, March 11, 2020 The continuum of technology and experience reshaping business. Accenture analyzes how the future of employment has shifted while sharing insights on hybrid working & the future of remote work tailored to needs. Innovative stories from our leaders – a place where new ideas come alive. This order raises the security bar—improving resilience for U.S. companies and as a result, the resilience of America to cyber attacks. A better understanding of supply chain vulnerabilities could drive new levels of resiliency. Where human ingenuity and the latest technology come together to create incredible things Accelerate change across your enterprise to create lasting value. Wherever your business goes, whoever it works with, you need cybersecurity that

covers it all. See how we help federal agencies innovate to deliver more impact and transform experiences for customers and employees. We help federal agencies unlock value from their data, improve visibility and performance, enhance decision-support, and deliver mission outcomes. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. Visit our Subscription and Preference Center © 2024 Accenture. All Rights Reserved.

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Futureframe: Human-centered design at societal scale

----- Arcticle source ----- https://www.accenture.com/us-en/insights/us-federal-government/human-centered-customer-experience ----- In brief Why the federal customer experience matters Deliver better federal customer experience and outcomes Apply human-centered design at societal scale Futureframe methods and techniques for better federal customer experience About the Authors Get the essentials Related capabilities Futureframe: Human-centered design at societal scale A federal perspective on Fjord Trends 2021 Co-creative Integrated Experiential Ethnographic research Surveys Data and design exploration Emerging trends and vectors STEEP factor analysis Future scenarios planning Rumbles Rapid prototyping MORE ON THIS TOPIC The big read Futureframe: Human-centered design at societal scale Short on time? Futureframe guide Executive summary Accenture Federal Studio Digital government innovation Applied Intelligence JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Government agencies cannot pick and choose which customers to serve. By improving their understanding of the diverse people they serve—and crafting a more personalized and convenient experience for those customers—government agency leaders can achieve better mission outcomes. Accenture's Futureframe is a model designed to help agencies implement transformative change and sustainable improvements across complex programs that serve diverse audiences. Futureframe infuses a futurist perspective into the process of human-centered design. And it helps agencies define a future vision—and then articulate the building blocks required to bring those experiences to life. Futureframe is for leaders who want to bring simplicity into complex environments; who want to actively design for resilience and sustainable change; and who are committed to forging a better future. The Futureframe process guides agencies through the following: Futureframe's methods and techniques are by their nature inclusive, focused on uncovering customers' needs and bringing stakeholders together to draw from their wide range of experiences and perspectives to solve the problem at hand. It is a "whole of government"—indeed, "whole of everyone"—approach that leads to more effective, equitable solutions and better outcomes. Because it is inclusive, it enables human-centered design across agencies and at societal scale. Coined by Accenture's design consultancy Fjord, "liquid expectations" is the notion that customers set their expectations based on their best experiences across any number of industries. What someone experiences with Disney or

Uber can set their expectations for providers as diverse as mobile carriers, grocers and quick service restaurants. The benchmark for federal agencies is not necessarily a public sector peer, but rather, the most innovative and customer-focused firms in the world. For commercial enterprises, becoming an experience leader can help drive profitable growth. The opportunity for federal agencies is much larger and more important. By becoming experience leaders, federal agencies can better meet the demands of their missions—from striving to cure cancer to protecting the food supply and working to alleviate child poverty. Better experiences also help rebuild trust in government. Kathy Conrad and Tim Irvine, co-authors for "Futureframe: Human-centered design at societal scale," share a summary of the report. Accenture was midstream in developing and testing Futureframe when the pandemic hit in 2020. COVID-19 underscored why embracing an approach like Futureframe is more urgent than ever: The post-COVID era presents a once-in-a-generation opportunity to rethink how government agencies meet their missions. Thinking about the next few years, how might we redesign customer experience to empower people not just to persevere but to prosper and grow? By codifying best practices and techniques, Futureframe provides a structured and meaningful way to address that central question. With its focus on learning and discovery, design thinking has established itself as a powerful problem-solving approach for developing new ideas and fostering innovation. It helps users answer "what if" questions and explore the "art of the possible" in detail. This makes it especially well-suited for solving complex challenges with unknown interdependencies. With a broad objective or desired outcome in mind, design thinking teams work iteratively to better understand constraints and requirements and then to create, test and improve potential solutions. Human-centered design applies design thinking principles to solve the real-world challenges of everyday people. Given that individuals often don't fully recognize the limitations they face or where they need help, it also emphasizes contextual observation to understand specific needs, challenges and potential solutions. Futureframe is a human-centered design methodology for tackling the multifaceted challenges government agencies face in serving large, diverse populations. Futureframe applies the creative methodology of the Accenture Federal Studio to facilitate a collaborative effort among an extended group of stakeholders. The methodology is: Engaging customers and stakeholders throughout the project Drawing upon the best of Accenture across federal and commercial Creating experiences, visual artifacts and tangible prototypes to bring the cutting-edge vision to life Futureframe builds upon two well-established disciplines—service design and systems design—to develop sustainable solutions that can operate at societal scale: Service design is a fresh take on traditional business process management that reimagines the end-to-end service experience from the point of view of both recipient and service provider. It aims to create a consistent, empowering user experience across the multiple touchpoints comprising an extended user journey, alleviating pain points, addressing barriers and providing seamless delivery across complex ecosystems. This co-creative process succeeds by ensuring the needs and constraints of all stakeholders—from the customer to those who play a role in creating, enabling or delivering the service—are met.   Systems design examines the components and interactions that come together to create a whole. In the case of federal agencies, a "whole" may be a cross-agency or cross-government function or

outcome. This discipline aims to rethink and redesign the "whole" while considering its component elements, examining how these elements interact with each other, and optimizing interactions to produce a streamlined and improved future state. While it is an effective approach for addressing immediate and near-term constraints, it is especially valuable when guiding the longer-term evolution of capabilities and services toward a common goal. Both service design and systems design are fundamental components of Futureframe. Data-driven research also plays a critical role in human-centered design and Futureframe. Whether qualitative or quantitative, data-driven research enables a more holistic understanding of current experiences and opportunities to design more effective experiences in the future. It also defines the baseline as well as the aspiration or future state. As such, these insights support the process of testing, proving and refining hypotheses. To better understand user pain points and needs, Futureframe brings together a broad toolkit of discovery and design-based methods and techniques drawn from service design and systems design. These activities help drive the vision, objectives and specific performance metrics for testing and refining new ideas, products and services. Next, explore a complex federal use case that Futureframe can help reimagine – federal benefits, assistance and insurance programs. Elaine Beeman Senior Managing Director – Accenture Federal Services, Chief Leadership Officer & Civilian Portfolio Lead Tim Irvine Managing Director, Lead – Accenture Federal Studio Chris Zinner Managing Director – Accenture Federal Services, Civilian Innovation Lead Vanessa Godshalk Senior Managing Director – Accenture Federal Services, Civilian Portfolio Lead Futureframe is a human-centered design methodology for tackling the multifaceted challenges government agencies face in serving large, diverse populations. Explore the full research below. 25 minute read Our full report exploring how agencies can use human-centered design to implement transformative change. 10 minute read A step-by-step guide to the Futureframe federal framework. 15 minute read A shortened version of the full report highlighting the main findings. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved. =====================

Uncovering opportunities

----- Arcticle source ----- https://www.accenture.com/us-en/insights/us-federal-government/futureframe-uncovering-opportunities ----- Workforce frustrations Automation opportunities Barriers to better experience About the Authors Get the essentials Related capabilities MORE ON THIS TOPIC The big read Futureframe: Human-centered design at societal scale Short on time? Futureframe guide Executive summary Accenture Federal Studio Digital government innovation Applied Intelligence JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA To bring Futureframe to life, the Accenture team chose to focus on an area that crosses many missions and agencies: federal benefits, assistance and insurance programs. Combining human-centered design with a futurist perspective, we took a closer look at today's experiences and began to explore how they could be reimagined for the future. In fiscal year 2019,

Social Security, Medicare, Medicaid, CHIP and marketplace subsidies, along with federal benefits and additional safety net programs, represented approximately 64% of the federal government's $4.4 trillion annual budget. Beyond the sheer size of these expenditures, each of these hundreds of programs has its own eligibility and participation requirements—many defined by Congress with little consideration for their impact on other federal programs. In fiscal year 2019, Social Security, Medicare, Medicaid, CHIP and marketplace subsidies, along with federal benefits and additional safety net programs, represented approximately 64% of the federal government's $4.4 trillion annual budget. In fiscal year 2019, Social Security, Medicare, Medicaid, CHIP and marketplace subsidies, along with federal benefits and additional safety net programs, represented approximately 64% of the federal government's $4.4 trillion annual budget. Given the diverse stakeholders, fragmented delivery models and often conflicting policies, administering these programs encompasses significant complexity. These aren't programs with ad hoc, quickly addressed transactional interactions, such as paying a parking ticket. These programs are defined by their often long-term and continuing relationships with the audiences they serve across many levels of government. These relationships may involve complex deliberations, ongoing compliance or performance monitoring, and active efforts to foster growth or improvements. As part of the research for this Futureframe initiative, Accenture and Government Business Council surveyed federal leaders who manage federal insurance, benefits and assistance programs to explore their perceptions, attitudes and experiences. When this process works well, administrators report measurable impact and pride in seeing positive outcomes change people's lives. When it doesn't work well, it can erode the interconnected web of public health, safety and quality of life, as well as the trust and confidence people place in government. Those who deliver these programs feel undervalued and underequipped. 53% say they require better tools or less frustrating processes 41% say their office is understaffed 40% feel their work isn't valued or appreciated Better tools and data would have a positive impact on the work of delivering benefits. 35% say better tools and data would make their work significantly more enjoyable 32% say better tools and data would make their work moderately more enjoyable Using Futureframe discovery methods and techniques, we also examined the broader ecosystem of federal benefits, assistance and insurance programs to identify the entities, relationships and constraints that could be subject to positive disruption and innovation. Most programs involve seven key phases: learn, qualify, apply, process, decide, deliver and appeal. Through Futureframe methods and techniques we identified six key barriers endemic in the current system. These barriers fall into three main categories – click the tabs below to explore each category: Service design and systems design can orchestrate and optimize interactions across each step of the journey, delivering a more consistent, empowering experience and result for both individuals and administrators. Each phase of the journey has distinct challenges and constraints. Indeed, the overall process of applying for, delivering and managing benefits, assistance and insurance programs is complex and time consuming. Next, learn how to apply Futureframe to create a North Star Vision for reimagining federal benefits delivery. Elaine Beeman Senior Managing Director – Accenture Federal Services, Chief Leadership Officer & Civilian Portfolio Lead Tim Irvine Managing

Director, Lead – Accenture Federal Studio Chris Zinner Managing Director – Accenture Federal Services, Civilian Innovation Lead Vanessa Godshalk Senior Managing Director – Accenture Federal Services, Civilian Portfolio Lead Futureframe is a human-centered design methodology for tackling the multifaceted challenges government agencies face in serving large, diverse populations. Explore the full research below. 25 minute read Our full report exploring how agencies can use human-centered design to implement transformative change. 10 minute read A step-by-step guide to the Futureframe federal framework. 15 minute read A shortened version of the full report highlighting the main findings. We put people first to design and deliver services, solutions and products that radically simplify how we engage with government. Meeting 21st-century challenges will require federal agencies to innovate more, deliver better citizen experiences, and operate more effectively. Use Applied Intelligence to streamline operations, improve citizen outcomes and reimagine the mission. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. Visit our Subscription and Preference Center © 2024 Accenture. All Rights Reserved.

===================== ----- Arcticle source ----- https://www.accenture.com/us-en/insights/us-federal-government/tech-vision-2020-robots ----- Are agencies ready for robots? Get the Essentials Trend Report Full Report Infographic JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Potential use cases and opportunities may be evident, but there can be little progress without a receptive organization. Are agencies' cultures and leadership ready for robots? How about their stakeholders? And do they possess the skill sets needed?   Our research suggests there will likely be sizeable hurdles for some agencies considering forays into robotics. Three-quarters of federal executives surveyed said they expect their employees would resist any near-term moves to adopt robots; 73 percent said they expect their customers would resist; and 71 percent said they expect society would resist it.   Moreover, 57 percent of federal executives say their employees will be challenged to figure out how to work with robots, while 43 percent believe their employees will easily figure out how to work with robots. Getting the right skills in place to execute and sustain robotic endeavors can also present challenges. There have been large increases in demand for robotics technicians (a 121 percent increase since 2017) and for data scientists (an 88 percent increase between 2018 and 2019).   A good way to start is by launching discovery initiatives to understand the state of robotics capability —and limitations—as it relates to an agency's missions and operations. Although autonomous capabilities offer many exciting possibilities, they cannot match the human brain's breadth of intelligence and dynamic, general-purpose learning. Instead, focus robots on well-scoped purposes, particularly for automating routine or 3D human tasks.   Agencies can bring needed focus by assembling a cross-functional working group, led by a senior departmental executive, to identify, explore and pilot opportunities that will deliver compelling business outcomes. They should craft strategies for building, buying, or partnering with the right organizations to develop needed skills, expertise, and capabilities. Along the way, it will be critical to proactively solicit and address the concerns of affected stakeholders, including employees, through robust interactions and communications. To more easily scale these efforts, agencies should consider establishing

centers of excellence to concentrate capabilities, maximize visibility, and address regulations and standards that can ease wider adoption and applicability. 15 minute read Explore Trend 4: Robots in the Wild to prepare your agency for what's next. 60 minute read Read the entire Accenture Federal Technology Vision 2020: Five Trends Defining Post-Digital Government to get the full story on each of our five trends and how they interact to set the technology agenda for the next three years. 5 minute read An overview introducing our five key trends, their implications for the federal government, and key research findings. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings.

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Sustainability: The next growth area for high tech

----- Arcticle source ----- https://www.accenture.com/us-en/insights/high-tech/sustainability-strategy ----- In brief Industry context Emerging technologies and their sustainability impacts The journey to zero net carbon Actions for high tech to enable the transition Conclusion Related capabilities 5G IoT Blockchain & bitcoin Let no crisis go to waste Bridging the gap MyNav Green Cloud Advisor-reduce carbon emissions Johnson Controls and Accenture team for sustainability Analytics for process control Digital twins Circular design MORE ON THIS TOPIC Sustainability services High tech Semiconductor JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Across the globe, the dialogue around sustainability is changing rapidly. Companies are now being held accountable not just by regulators but by investors, customers and even prospective employees. For high tech players, the sustainability imperative provides a unique opening to create new products and services to help customers in their own journeys and to establish a leadership position in an emerging market. With the value of global sustainability assets rising above $220 billion, it is increasingly evident that investing in sustainability is not just morally responsible but financially savvy. High tech companies are innovators, continuously creating the next generation of products and services to improve the lives of their customers. New technologies unlock new use cases for the smart, connected devices, exponentially increasing the uptake of electronics products and the supporting infrastructure. High tech players need to address the issues of massive surge in energy consumption, water usage and CO2 emissions, and develop sustainable products and services to help customers in their own sustainability transformations. The transition to greater sustainability presents a tremendous revenue-generating opportunity for the companies that act quickly to both develop and adopt greener technologies. In this new technology landscape, high tech companies are experiencing unprecedented levels of demand for their products. While this bolsters the balance sheets, it also unfortunately exacerbates the sustainability issue. Improvements in speed, connection density and latency will pave the way for new use cases, resulting in a steep rise in global energy usage. Energy consumed by the estimated 50 billion

new IoT devices is huge. Also materials used like tungsten and cobalt are difficult to recycle or reclaim. New technologies like blockchain & bitcoin leverage semiconductor chips and the manufacturing of these chips has an enormous carbon footprint. The environmental crisis is global in nature. Companies can look to COVID-19 for the essential techniques for tackling a crisis of this magnitude. Many high tech companies have made sustainability goals. Achieving these objectives is not easy, few COOs can give an accounting of their ESG impact. Any project needs to begin with a comprehensive sustainability analysis, with as broad a scope as possible. Microsoft has estimated that 90% of the impact a company has is either upstream or downstream of its core operations. To get ahead of the curve on sustainability, high tech players need to focus their efforts on three key areas to not just meet but also exceed their sustainability targets while building a better balance sheet: 1. Shift to green cloud The transition to the cloud is not enough to meet sustainability goals due to the exponential growth of cloud adoption among consumers. Green cloud is focused on optimizing the energy usage and efficiency of cloud resources. To make cloud workloads greener, customers should shift workloads to run in geographic regions with more renewable energy. There should also be a focus on choosing the most effective coding language to minimize inefficiencies, as well as configuring applications to run specifically on the cloud. 2. Smart buildings Presently, the total energy consumption of residential and commercial buildings accounts for about 40% of total U.S. energy consumption or 20% of global consumption. To meet greenhouse gas reduction targets such as those laid out in the Paris Climate Agreement, energy-squandering facilities around the world will need to be transformed into high-efficiency smart buildings, that reduces energy consumption, optimizes space utilization and minimizes the environmental impact. High tech innovators can develop smart building products and services to sell into this market while also testing them and using them to achieve their own sustainability goals. 3. Smart manufacturing Semiconductor fabrication is a complex, exacting, highly automated process that patterns dozens or even hundreds of devices on a single wafer. As a result, even small process issues can decimate yield and unscheduled downtime can cost millions of dollars per hour. To this, add the sustainability issues already mentioned, as well as the use of expensive and often toxic materials and it's clear that semiconductor processing presents a target of opportunity for intelligent manufacturing techniques. Companies can analyze data to implement predictive maintenance programs, identifying developing defects in advance to prevent unscheduled downtime. Digital twin technology enables semiconductor companies to optimize throughput, yield and cost with a fast ramp time while minimizing inefficiencies. By designing for repair and longevity, high tech manufacturers can save money and create new revenue streams while reducing their carbon footprints. High tech companies are in a time of challenge and opportunity. It's important to note that they are not on their own in this effort, however. An unprecedented amount of public financing is available to accelerate transformation programs in all industries for which sustainability and innovation are essential. Sustainability requirements are changing—can your strategy keep up? Connect with us to build your new green cloud and technology businesses, and to realize the opportunity in sustainability. Senior Managing Director – Sustainability Services & Strategy, North America Lead Vikrant guides leaders in the

design and implementation of transformation programs that reduce costs and improve performance. Senior Manager – Strategy & Consulting Senior Manager – Strategy & Consulting Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved.

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Humans are reinventing the consumer goods and services industry

----- Arcticle source ----- https://www.accenture.com/us-en/insights/consumer-goods-services/cpg-cso-sales-performance-research ----- In the age of digital commerce, it is hard to predict what consumers will buy – and why, when and where they buy it. To stay ahead of uncertainty, think like a consumer and focus on building strong relationships. How to reinvent consumer goods and services What's trending in consumer goods and services Partners in change Awards and recognition Our leaders Consumer goods careers Consumer goods and services now Are you delivering winning consumer and customer experiences? Are you delivering winning consumer and customer experiences? The future of CPG is in data – make sure you use it The future of CPG is in data – make sure you use it Define the role your commerce strategy plays beyond just profitability Define the role your commerce strategy plays beyond just profitability Maximize operating margins and boost revenue with gen AI Maximize operating margins and boost revenue with gen AI Prioritize net-zero and meet the growing demand for sustainable products Prioritize net-zero and meet the growing demand for sustainable products How to generate enduring value and hedge against economic uncertainty? How to generate enduring value and hedge against economic uncertainty? Segments we support HFS Ranks Accenture No. 1 Tech Services Provider to Retail and Consumer Packaged Goods Companies A Leader in Digital Strategy Consulting Services - IDC For Fourth Consecutive Year, Named a Leader in Data and Analytics Services - Everest Oliver Wright Marc van der Net Ed Stark Mauro Rubin Current Country: United States 47% of consumer goods executives aspire to set a new standard for the industry – or even outside of it 78% of consumer goods companies identify the omni-connected consumer as a top priority 56% of companies are prioritizing integrated business planning over demand-driven inventory supply From planting to processing and even connected cows, enable the entire food value chain with 5G technology. Use data and AI to create beautifully connected experiences that meet demand for personalized services. Design, build, distribute and scale for a sector at the center of society. Feed changing tastes and deliver delicious, scalable food experiences. Enable smarter, more connected lives—from personal care and hygiene to home care products and appliances. Consumers are experiencing decision stress. Find out why and how you can tackle the challenge by creating generative AI-enabled experiences. Consumer experiences that combine groundbreaking technology with authentic human touch can lift

sales by over 20%. Explore how leading brands are reinventing the consumer journey through AI-powered personalization. An end-to-end value chain can boost efficiency and drive innovation. Discover the mega processes reinventing the consumer goods industry and unlocking unprecedented value. Accenture has expanded its strategic partnership with Unilever to simplify its digital core and apply generative AI to drive efficiencies and improved business agility. The consumer goods industry is on the brink of profound change. We expect companies to reinvent every part of the value chain within five years. Those who reinvent will reframe the enterprise around end-to-end mega processes. Decision stress is impacting people's confidence in their decisions—big or small. Read on to understand why consumers are overwhelmed and how to cut through the noise. Accenture helped Mondelēz International on their journey to be a more data-driven and AI-enabled company. Information overload is impacting people's confidence in their decisions — big or small.   AI tools can help companies deliver hyper-personalized experiences that cut through the noise, deepening loyalty in the process. Helping you unlock the value of your SAP application portfolio with the power of intelligence, innovation and industry. Reimagining human experiences that reignite growth and accelerate the path to value The largest global Microsoft practice. Eighteen-time Microsoft Global Alliance SI Partner of the Year. Powered by Avanade. Runs on Microsoft. Unleash empowering human-centric design and Google's innovative tech. Unleash the power of unforgettable customer experiences. Senior Managing Director – Global Consumer Industries Group Lead Managing Director – Consumer Goods & Services Lead, EMEA Senior Managing Director – Consumer Goods & Services Lead, North America Managing Director – Consumer Goods & Services Lead, Growth Markets Find human-centric solutions to meet the ever-changing needs and demands of people—from product innovations to new ways of working that put people at the center. © 2024 Accenture. All Rights Reserved.
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Integrating your virtual workplace

----- Arcticle source ----- https://www.accenture.com/us-en/insights/us-federal-government/technology-vision-2021-virtualized-workforce ----- In brief How government agencies can prepare for today's "bring your own environment" world The federal implications of today's BYOE paradigm The stakes for getting it right Get the essentials Related capabilities Care to do better 1. Fortify Collaboration Tools Upskilling Employee experience Security 2. Extend 3. Reinvent Recognize that BYOE is a work in progress Be careful about divides emerging in the workforce Tend to the disparities Train managers to properly lead distributed items Listen to your employees Decision points MORE ON THIS TOPIC The full report Five trends for post-pandemic leadership Short on time? Trend report Federal IT modernization Next gen cyber security Digital government innovation JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA When the pandemic hit in spring of 2020, billions of people around the world changed behavior virtually overnight. Businesses and government agencies alike sent their people to work from home and doubled down on technology solutions

to keep them productive. A vast majority of federal executives — 79 percent — surveyed by Accenture in early 2021 agreed that their organization's employees had just faced the largest and fastest human behavioral change in history due to COVID-19. Many organizations approached these changes as short-term solutions to a temporary disruption. But it is increasingly clear that, post-pandemic, no one is going back to work as they remember it. Instead, we are all moving into a new future where work can be done from anywhere. "Because we've got everything connected, because we've got this workforce that can now work from wherever they are, whenever they want, it's changed the paradigm on how we're going to do work," Air Force Vice Chief of Staff Gen. Stephen Wilson remarked recently. Forward-looking agencies will seize this future to address persistent challenges and take advantage of the many new opportunities that today's virtual workplace paradigm affords. In other words, it is time to transform remote work from an accommodation to an advantage by rethinking what the organization looks like and what it can achieve with a virtualized workforce model. In the early days of the "bring your own device" (BYOD) movement, employers had to fashion new, flexible policies and technology solutions to accommodate a wide spectrum of devices while also mitigating the many information security risks that accompanied this new paradigm. This gave employees a chance to be more productive and have a better work experience. Now we've moved beyond BYOD and into BYOE: Employees are bringing entire environments to work. They may be working on a company laptop, but that laptop is connected to a personal home network that also hosts smart speakers, security cameras, gaming consoles, and more — the average U.S. household already averages 10 connected devices. The laptop itself is sitting on the kitchen island between the day's mail and the kids' homework. And in the middle of all that is the employee — leaning heavily on technology to meet the demands of her job while surrounded by the demands of her life. Moreover, remote work environments aren't limited to the home. Employees in the post-pandemic era will most likely be working in multiple locations throughout the work week: at home, the office, the airport, an enterprise partners' offices, a field location, or somewhere else. For workers needing to be onsite to support classified programs, there's even a question of how can they bifurcate their work lives so some projects can be completed remotely. The reality is that BYOE is here to stay. Employees have spent a year experiencing the flexibility and benefits of working from home and elsewhere; many will be reluctant to return to offices. Likewise, many agencies have discovered that large-scale remote work can reduce energy, facility, and commute costs and even boost employee productivity. For some, that will mean going back to the office; for some it will mean going 100 percent remote; and still others will want a mix.   Leading organizations were already moving toward workforce decentralization before the pandemic, eyeing benefits like the ability to recruit from non-traditional locations or offering their people more flexibility and freedom. The demonstrated ability of cloud-based platforms and collaboration tools to fully support remote workers — and the resulting productivity improvements — will only accelerate this trend.   Today's BYOE paradigm will certainly outlast the pandemic, which means organizational leaders will need to reassess the size and purposes of the physical office. In the future, successful organizations will be the ones who resisted the urge to race everyone back to the office in favor of rethinking their workforce model.

87% of federal executives agree that leading organizations in their industry will start shifting from a Bring Your Own Device (BYOD) to Bring Your Own Environment (BYOE) workforce approach. Federal agencies have been experimenting with remote work for decades, but until the pandemic occurred, only a few agencies, including the U.S. Patent & Trademark Organization (USPTO), NASA, the General Services Administration (GSA), the Nuclear Regulatory Commission, and the National Science Foundation (NSF), had embraced it on a large scale. Prior to the shutdown, only 55 percent of the 907,813 telework-eligible federal employees were working remotely to any extent, underscoring potential obstacles in doing so. So, what have we learned so far, having more than a year of wide-scale remote work under our belt? And what are the opportunities for government that lie ahead as leaders weigh their next steps?   Big, rapid change is doable. Agencies and their employees discovered they are nimbler than they might have thought. Agencies had to loosen restrictions on where employees can work, equip them with the tools to do so, support them both professionally and personally, and then figure out how to achieve their mission objectives virtually — all in short order.   It's time to re-imagine traditional work structures. It turns out many meetings simply aren't that necessary (imagine that!). What's more, that standard eight-hour shift may not be optimal for everyone and sitting at a desk doesn't always translate into productivity. In fact, many federal leaders found that moving to a remote work model yielded productivity levels that were the same or better than before the pandemic.   Long-term success requires stakeholder engagement. Agency managers will need to engage their many stakeholders, including federal unions, to re-calibrate workplace policies and practices, affecting everything from performance appraisals and job descriptions to interoffice communications and recruiting.   BYOE augurs big changes for recruitment. As more and more positions become remote-enabled, recruiting efforts can be freed up to expand from a local focus to a more national focus, dramatically widening the available labor pool for many positions. Workplace and work time are changing. It's not just the workplace that's become more fluid with BYOE – it's also the workday itself. This means agencies will need to think about how to adjust workplace policies and protocols to fit today's more fluid schedules. Policies need to keep pace. Existing policies and work rules may unnecessarily inhibit virtual work. For example, many experts contend that too much government information is overclassified; a critical implication of this, besides cost, is the increased difficulty in working virtually with classified information. Also, today's BYOE paradigm is occurring in tandem with another momentous workplace trend changing the nature of federal work: the increasing adoption of artificial intelligence, machine learning, and automation technologies. Amid these transformations, it behooves agency managers to review federal job descriptions to ensure they have the flexibility needed to accommodate current and future changes in how work gets done.   More IT modernization is needed. The technology piece of BYOE needs further refinements to be successful over the long haul. Virtual private networks, telework tools, and training, for example, will need to be re-assessed and upgraded to ensure virtual work is done securely, fluently, seamlessly across organizational boundaries, and with fairness and equity in mind for all employees wherever they work. Paper-based processes will need to be digitized and many IT services and capabilities should be made available as

a self-service. Finally, interoperability is key so that collaboration tools can connect federal employees with their inter-agency, intra-agency, and even non-federal colleagues and stakeholders. Employees need more technical training. Whether it's about having a working fluency with the latest collaboration tools or knowing how to mitigate security risks, employees will have continuing needs for upskilling. As agency leaders define what their workplaces will look like in the post-pandemic era, it is clear there are many factors they will need to weigh. As the commercial world moves deliberately into this new era of remote work, government agencies will need to keep pace — not only so they can deliver on their missions, but also so they can recruit and retain the new talent they will need in the future. Workplace flexibility is increasingly an expectation across the job market and federal agencies will need to get this right as they compete to attract and retain talent in the future. 87% of federal executives believe the remote workforce opens up the market for difficult to find talent and expands the competition for talent among organizations. This was clearly one of the driving forces behind the release in early 2021 of a "Future of Work" concept paper by the Army's Combat Capabilities Development Command (DEVCOM), which encourages employees to work where and when they are most productive. "We know people are most productive when they're happy with their life, and for a lot of people that's location based, that's family based, that's geography based," said John Willison, deputy to the commanding general of DEVCOM. "So in a job announcement, I can say, 'Here's the expectation: every so often, you're going to have to come in and work with the team.' And that will be different for different positions, but we now open up our ability to attract and recruit talent to so many different sources that we haven't been able to have before, because we stipulated a duty location." Similarly, the Securities and Exchange Commission (SEC) introduced remote work options prior to the pandemic to improve retention and protect the substantial training investments it makes in its workforce. In doing so, the SEC found that the more days an employee teleworked, the less likely he or she was to consider leaving the agency within the next year. Not surprisingly, agencies that offer employees greater flexibility in their day-to-day work environments also typically enjoy greater employee satisfaction and loyalty, as shown in the annual Best Places to Work in Government surveys. "By looking at teleworkers within the Best Places to Work framework, managers can see how telework positively influences overall job satisfaction," wrote the Partnership for Public Service. "Just having that option available, regardless of whether it is actually used, can have a positive impact on employee satisfaction, and ultimately on job performance." When executed well, remote work environments can deliver many other benefits as well. Lower energy and real estate costs, fewer employee sick days, reduced commuting for employees, greater resiliency and continuity of operations — all of these are associated with more flexible work environments. Going forward, the strongest and most resilient organizations will be physically distributed, creatively connected, empowered by technology, and able to innovate from anywhere. While the specific balance will vary by agency and employee, the BYOE model drives real value when smartly deployed. Going forward, the strongest and most resilient organizations will be physically distributed, creatively connected, empowered by technology, and able to innovate from anywhere. Going forward, the strongest and most resilient organizations will be physically

distributed, creatively connected, empowered by technology, and able to innovate from anywhere. From patchwork solutions to permanent strategy The pandemic kicked off fresh new waves of technology investment for many agencies so they could accommodate remote work on a greater scale. In our survey of federal executives, sizable percentages said their organizations invested in digital collaboration tools (47 percent) and cloud-enabled tools and technologies (41 percent) to support their remote workforces during COVID-19. Other investments targeted productivity management tools, remote monitoring technologies, home networking equipment, training, and more.   As agency leaders look to improve upon their BYOE capabilities further, there are four areas of focus that can help: ensuring collaboration tools work well together; upskilling employees where needed; committing to a satisfying employee experience; and getting security right. The tools used by one organization may not interoperate with those of another organization, even within the same agency. Or they may interoperate, but they produce uneven experiences. "One of the things that we're really focused on is making sure that we don't have a disparity of experience," said Vaughn Noga, chief information officer at the Environmental Protection Agency. To address this, the EPA is placing greater focus on fine-tuning its collaboration technologies — updating videoconferencing equipment, beefing up network bandwidth, and emphasizing more training around the technology — so everyone has the same experience, whether working from home or not. Also, there are promising new advances in collaboration tools that agency managers may consider. For example, extended reality platforms can now offer immersive experiences that transport remote workers to virtual environments where they can interact with systems and coworkers in real-time. As Noga from the EPA said, "It's not always the IT or the technology. It's how you train and support folks who may not be IT folks to use this technology." He added that EPA "spent a lot of time on training to make sure people understand on their terms." As new technologies enter the workplace, it is critical that employees are prepared to benefit from them. Without that training piece, troubling misalignments can emerge between employees and their tools. When workers were in the office, it was easier to spot problems with the employee experience. With BYOE as the new future, employee experience is more important than ever, but it is obscured behind miles of distance, shifted schedules, and potentially disparate time zones. Analytics tools can be helpful here, but so can simply being more proactive in engaging your staff, talking to them about what they are experiencing, and involving them in the solutioning process. Agencies need to accept that, in many cases, their employees' environments are a permanent part of their own enterprise attack surface and adjust accordingly. Security was a pain point for enterprises long before the company attack surface expanded to include employees' homes and their connected TVs, speakers, smart home devices, and security cameras. This increased uncertainty is likely to render traditional "moats and castles" perimeter-based security strategies unsustainable. Rather, agencies will want to accelerate their move to zero trust architectures interlaced with automation and intelligent tools to identify potential bad actors hiding in the everyday back and forth.   The payoff is worth the investment. As the Army DEVCOM states in its "Future of Work" concept document: "To maximize our potential and impact, our Command must embrace a future of work environment that is different from the past." By embracing greater flexibility in where and when work gets

done, the command argues it can "shift from reactively filling vacancies to proactively building the talent needed to execute the DEVCOM mission now and in the future." Agency leaders already understand their greatest assets are their people — taking these steps and making these investments will help ensure they attract and keep the people they need to be successful in the future. New workspace, new opportunities A few pace-setting agencies were trailblazers in BYOE well before the pandemic. A case in point is the U.S. Patent and Trademark Office (USPTO), which demonstrated that significant benefits are possible when organizations thoughtfully push the boundaries of remote work. The agency grew its program over two decades, and by 2019, more than 11,000 employees were teleworking weekly, with more than 7,000 employees relinquishing USPTO workspace to work from home four to five days per week. By greatly expanding the scale of its remote work program, USPTO was able to completely re-imagine the utility of its office building infrastructure and significantly shrink its real estate footprint. It moved to a hoteling model, called the Patent Hoteling Program, for much of its office space and reaped impressive gains in response. The agency claimed in a 2020 report that it avoids more than $50 million in costs annually by not having to provide office space to employees due to its full-time telework programs. The benefits of more flexible work were not just in terms of real estate savings. When USPTO began offering patent examiners not just a work-from-home (WFH) option but also a more expansive, work-from-anywhere (WFA) option, in which employees could have the geographic freedom to live wherever they wish, it led to a 4.4 percent increase in productivity. Other agencies have followed suit. The General Services Administration similarly expanded its remote work program, allowing it to re-imagine its real estate needs and install a hoteling program at its renovated headquarters. This helped reduce real estate and office costs by $24.6 million. Telework helped the Department of Justice save more than $5.5 million in office space, improved productivity, lower absenteeism, lower commuting costs, employee attrition, and more. Likewise, the Homeland Security Department saved about $2.3 million in real estate and desk sharing. The ramifications of this are truly staggering. Imagine for example, how this might benefit the Defense Department, which not only has enormous real estate holdings, but also spends billions of dollars annually moving personnel from one base to another. "I would see us not going back to some of the models, right?" said Air Force Deputy Chief of Staff for Manpower, Personnel, and Services Lt. Gen. Brian Kelly. "Not just telework in the location where you live, but imagine us now being able to hire somebody in Arizona who works in the Pentagon, and then never leaving Arizona — maybe occasionally coming TDY [temporary duty travel] to the Pentagon, but staying in their home. [And] for certain staff jobs, our military members, not PCSing [permanent change of station] because they're able to effectively telework." Clearly, the benefits of BYOE are vast. In the long run, embracing BYOE isn't just about accommodating a benefit your people have gotten used to, or even about increasing resilience against future disruptions. It's an opportunity to reimagine what you do and what you can offer to the employees who help you deliver it. The benefits are vast: true national access to talent; having a workforce that's constantly "on" by virtue of coverage across time zones; even delivering on sustainability goals by right-sizing office spaces and cutting down on polluting, energy-consuming employee commutes. Embrace the new work culture There is a

big difference between the BYOD movement that swept across many federal agencies a decade ago and today's shift to BYOE. With BYOD, the challenges were primarily limited to tech functionality and security. When we use the word "environment," however, we are talking about people's lives. A person's environment is more than just devices and WiFi networks. It's kids, pets, the construction happening next door, the sick relatives they're supporting, their stress levels — the humanity of the equation. None of these challenges are new for any of us as people, but "going to work" used to provide some separation that kept them largely out of the employer's purview. No more.   The enterprise must accept that the employee environment is now part of the "workplace," and accommodate for people's needs just as they would for people's technical requirements. This will be a large, slow-to-emerge cultural shift, but there are some tips to help you find your footing: Commit yourself to continued improvement. We see this, for example, in the way the EPA is upgrading its tools and training to ensure employees are getting a similar level of end user experience. In government, there will always be a sizable portion of the workforce that comes to the office each morning. Especially at national security agencies, many employees simply cannot work from home because the classified information they work with is only accessible in secure facilities. Still other employees feel more productive in an office setting and enjoy the in-person camaraderie that offices offer. Workers in different roles will benefit from the best work environment for their needs, but without careful implementation it could lead to a divided workforce where in-office and remote workers struggle to collaborate and become demoralized or feel unsupported. Take steps to ensure a level playing field for all employees, regardless of where they work. For example, the Government Accountability Office encourages agencies to hold teleworkers and non-teleworkers to the same performance standards. Training programs can help ensure employees and managers are on the same page. And agencies should ensure access and security challenges in their technology offerings are well addressed. They will need to learn how to manage employees based on their results and outcomes, and less on the processes used to produce that work. Setting and measuring goals in distributed teams is different. They will have to trust their employees to do the right thing and make sure their team has the support, information, training, and tools they need to get it done. They will have to learn how to communicate effectively and be comfortable with an indirect line of sight into what employees are doing in their adapted and adopted work environments. Be proactive in addressing their concerns. Leaders and managers will need to 'lean in' to their teams to make this work. They will need to handle conflict faster and more directly, so it doesn't fester out of sight. And they will need to spend a different type of quality time with their teams and team members listening deeply and asking appropriate probing questions when seeking to understand a situation or concern. When your workforce is distributed geographically, you can't simply wait for their problems to show up at your doorstep — it may be too late by then. Engage your people and make two-way communications a priority. Optimizing your organization for a BYOE strategy is a moving target and best practices are still evolving. But one thing is certain: Waiting to act isn't an option. To create an organization that attracts the best talent and keeps employees engaged, enterprises will need to constantly experiment with new solutions, pursuing and supporting cultural changes like these

across the organization. Fortify: How is your agency making remote work sustainable, seamless, and secure? Extend: How are your people responding to remote work? Reinvent: How are you thinking about the purpose of place moving forward? MANAGING DIRECTOR, LEAD – ACCENTURE FEDERAL STUDIO MANAGING DIRECTOR – ACCENTURE FEDERAL SERVICES, OPERATIONS GROWTH PLATFORM LEAD SENIOR MANAGER – ACCENTURE FEDERAL SERVICES, HUMAN CAPITAL DEFENSE LEAD MANAGING DIRECTOR – ACCENTURE FEDERAL SERVICES, LEARNING SERVICES LEAD The Accenture Federal Technology Vision 2021 builds upon unprecedented research to offer federal leaders direct insight into the five emerging technology trends most likely to transform and disrupt how agencies operate over the next three years. 60 minute read Read the entire Federal Technology Vision 2021 to explore the five trends and how they interact to set the technology agenda for the next three years. 15 minute read Explore our fourth trend, Anywhere, Everywhere: Integrating Your Virtual Workplace. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings.

Federal edge solutions: Extending IT to the mission's edge

In brief When milliseconds matter Federal use cases for edge solutions Meeting the security challenges for federal edge solutions Getting started with edge technology Off the edge Related capabilities Localized computing Internet of Things (IoT) 5G and other networking What you need to know about edge computing 1. Reimagine your mission at the edge 2. Harness the power of 5G+ 3. Architect a platform-based approach 4. Capitalize on commercial innovations 5. Secure by design MORE ON THIS TOPIC Cybersecurity: Maximize resilience Federal cloud consulting Applied intelligence for federal JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA How does Disney deliver an exceptional, immersive user experience for guests at its legendary theme parks? The same way that BP ensures the safety of remote workers operating in some of the world's most dangerous environments. Like many other industry leaders, both organizations are using edge computing to bring the power of the cloud to users operating at the

network's last mile. Once viewed primarily as a network accelerator for field-based sensors, edge computing is emerging rapidly as an intelligent orchestrator of more complex processes and applications operating beyond the traditional perimeter. Given the need to execute a highly distributed mission – whether patrolling the battlefield, protecting our borders, or optimizing transportation networks and monitoring the environment – the U.S. federal government is especially poised to benefit from these maturing technologies. Once viewed primarily as a network accelerator for field-based sensors, edge computing is emerging rapidly as an intelligent orchestrator of more complex processes and applications operating beyond the traditional perimeter. To seize this opportunity, federal IT leaders should actively assess how their architectures and networks can enable and capitalize on edge computing. And program leaders should consider how data generated by Internet of Things (IoT) devices like cameras and sensors can be enriched in the field to enable smarter, more autonomous operations. Already, federal leaders have high expectations, according to Accenture research, with more than 9 in 10 saying that edge solutions are very or extremely important to meeting their agency's mission needs. Edge computing enhances the value of the growing number of smart devices operating at the network perimeter by enabling more complex data processing at the point of collection. For some use cases, it makes more sense to process and analyze this data locally rather than relying on centralized resources. Primary drivers include the need to accelerate data processing or otherwise overcome latency and network capacity and availability issues, with potential cost-savings, better security, and improved compliance as additional benefits. A key growth driver is the increasing quantity of data being created and consumed at the edge. According to IDC, data creation at the edge is expected to grow 33 percent (CAGR) through 2025, accounting for 22 percent of all digital data being created, captured, and replicated globally.1 And Gartner predicts that, by 2023, "over 50% of the primary responsibility of data and analytics leaders will comprise data created, managed, and analyzed in edge environments." To effectively take advantage of edge solutions, government needs to think beyond piecemeal solutions and one-off fixes. Rather than solving individual problems – and risk duplicating their efforts – agencies need to look toward integrated, platform-based solutions and strategies. Then, they can begin to build the common infrastructure needed to support the mission across a range of edge use cases. There's a window of opportunity to put in place a shared set of building blocks to support edge needs across the enterprise. Accenture surveyed 115 federal technology leaders to understand how they are using or planning for edge solutions. This report shares that data, as well as uses cases, challenges, and next steps for agencies. Edge solutions are especially valuable where real-time decision-making is critical, and quick response times with low latency are needed. Another essential edge capability is compensating for poor or unreliable network connectivity, where systems need the ability to operate independently or off the grid. Likewise, edge computing can be the right solution when too much data is being generated, such as video surveillance, to transmit effectively to a centralized site. Finally, security or compliance concerns dictate that data should be kept and processed locally in some instances. Edge solutions have three primary components: Distributed compute and storage that brings processing closer to where needed to enable more autonomous operations. Smart devices to

sense, communicate and act on information. Offers the lower latency and higher bandwidth needed to take advantage of this data. The growing ubiquity and capacity of IoT devices, coupled with the introduction of 5G networks, has brought edge computing to an inflection point for government agencies, making it viable for an increasing number of new use cases. Specifically, 5G connectivity supports dramatically more data, including video, with lower latency for real-time decision support and action. This enables massive scaling of existing infrastructure to support a far greater number of devices, increasing the fidelity and control of these networks. And while simpler, rules-based decision-making can be valuable, edge computing's most significant potential is in bringing advanced analytics, machine learning (ML), and artificial intelligence (AI) to the network edge. This can enable smarter systems that can operate more independently while also parsing data being shared upstream to reduce bandwidth and storage needs. RELATED: Learn how Accenture has partnered with ESPN to explore how 5G, AR/VR, and mobile edge computing can create innovative experiences for sports fans and athletes. In our research, federal technology leaders shared this perspective, predicting that edge solutions will have the most impact on: For example, AI and ML can facilitate automated monitoring and management of remote facilities and locations, going beyond simple rules-based alerts to identify meaningful changes in the environment warranting closer inspection and responding accordingly. It can also aggregate sensor data with other information sources to provide more complex analysis and insight at the point of need. Supporting applications requiring low latency is one of edge computing's principal value propositions. For example, processing at the edge can eliminate lag in virtual reality systems operating in the field, such as those used by deployed troops or remote workers. Likewise, edge solutions can also operate autonomously in environments with poor or unreliable network connectivity to enterprise systems, such as an offshore windfarm. Another critical benefit of edge computing is enabling more intelligent data sharing – for example, uploading only unique data – to reduce networking and storage requirements and costs (and analyst fatigue). At the same time, this approach can improve security and compliance by limiting the amount of data that is collected and transmitted across the network. Edge solutions build on cloud capabilities, providing a common control plane for both centralized and distributed computing. They are the next step on a connected continuum that will allow powerful data processing capabilities from the core to the edge – within the IT perimeter and in the field. While many federal agencies are still in the exploratory stages when it comes to edge solutions, others have seen this moment of opportunity and have begun using edge solutions to enhance key aspects of the mission. Accenture found that the top agency use cases for edge solutions right now include: 63% Security and law enforcement 51% Safety 43% Healthcare 40% Smart communities 35% Connected workers What's clear is that edge solutions can address use cases as diverse as the many missions of the U.S. federal government. Safety and connected workers. AI and computer vision can enhance workers' performance when deployed via edge solutions. For example, consider how edge solutions can be used to combat forest fires more safely and effectively by tracking resources and teams in remote locations, allowing integration with existing firefighting resources, and offering recommendations. FEMA has already used edge computing for

disaster response. For example, the agency "can set up a portable tactical network that is satellite-based, and can use it to collect visual data from drones before they send human rescue attempts forward." Warehouse and industrial settings. Agencies can leverage edge solutions to improve efficiency, replacing human eyes-on-scene with machine-driven capabilities. For example, how does the U.S. Postal Service identify packages in their wide network? In 2020, USPS handled roughly 7.3 billion shipments. The agency cannot efficiently scan and identify this volume of shipments from one location; the distributed nature of the postal network requires a different approach. For the past two years, the USPS has worked on the Edge Computing Infrastructure Program, or ECIP, implementing edge compute capabilities in key distribution centers around the country. This GPU-based compute provides computer vision capabilities at the edge for reviewing packages. The result is an immediate ability to identify packages and take action. Healthcare and telemedicine. Imagine, for example, a dynamic, high-volume medical center, where staff is tasked to keep track of patients and critical equipment and supplies. In such an ever-changing medical environment, edge solutions could help to optimize scheduling or to pre-position equipment where it's needed most. Edge also supports medical robotics. Accenture recently leveraged edge solutions to prototype robot-assisted surgery. In this use case, technology at the edge coordinates with the cloud to determine which controls are deployed on the robot, what data is used, and what information is ultimately transmitted back to the cloud. Edge solutions also are seeing increased usage in telemedicine. Home medical devices can track patient progress and report back to medical practitioners, easing the travel burden for patients and alleviating volume at busy medical facilities. Field inspections. Agricultural inspections, environmental oversight, infrastructure evaluations – all could be augmented using intelligent edge solutions. These tasks require flexible, mobile IT capabilities since they often happen in remote locations or are spread out geographically. USDA is leveraging edge computing and IoT to better monitor and analyze conditions on farms. For example, the agency funded a North Carolina State University project to use a network of low-cost sensors, called a "StressCam system," to take photos of crops at intervals throughout the day. The cameras use a Raspberry Pi computer to run a simple machine learning algorithm, analyzing the images for drought stress signals. Then, data is sent to a web platform for further analysis. The military, meanwhile, has been aggressive in seeking ways to bring computing power to those on the front lines. The Air Force, for example, has said it plans to turn some of its first KC-46 tankers into flying "hotspots" to offload new data to F-22 and F-35 fighters at the same time they're being refueled. COVID-19 has increased remote work in the federal government, bringing new urgency to the need for technology solutions at the edge. Our research found that 60 percent of federal technology leaders say the pandemic has increased their agencies' interest in, and adoption of, edge solutions to enable remote work. For federal agencies looking to embrace edge computing, there are potential hurdles. Accenture's research found that agencies' top obstacles to increasing adoption of edge solutions are: Edge solutions raise cybersecurity and privacy concerns because mission-critical data may be generated and analyzed outside the traditional IT perimeter. Nearly 9 in 10 federal technology leaders believe that by bringing data storage and processing closer to the end-user, edge solutions will

increase security vulnerabilities for their agency. More broadly, the emergence of edge computing is another element in the continued convergence of operational technologies (OT) security, such as those safeguarding industrial control systems, with traditional IT security systems. A recent National Security Agency (NSA) alert highlighted the risk from "…stagnant OT assets and control systems installed and used throughout the USG and DIB, many of which are past end-of-life and operated without sufficient resources." According to the agency, "…system administrators should ensure only the most imperative IT-OT connections are allowed, and that these are hardened to the greatest extent possible." In this context, it is important to remember that edge solutions can actually reduce and consolidate the number of independent endpoints interfacing with core computing resources, limiting the amount of data traversing the network and ultimately allowing for more responsible data management. At the same time, the use of common control planes and security controls across both cloud and edge computing can work to standardize the security posture throughout the entire environment. Edge solutions can reduce and consolidate the number of independent endpoints interfacing with core computing resources, limiting the amount of data traversing the network and ultimately allowing for more responsible data management. Edge computing systems should be managed with the same care and rigor as any information management system. By taking effective approaches, a potential liability can be turned into a building block for a zero-trust architecture providing in-depth defense. Agencies should carefully plan their edge computing strategy early in their efforts to better ensure success down the line. Even as agencies build out their small-scale proofs-of-concept, they can be putting in place the building blocks for long-term larger-scale implementations. Agencies can take a few key steps to develop a platform-based approach and avoid future issues: Focus on how field operations can be transformed through faster or more complex data processing as and where it's being generated. Look for areas where data can be enriched with added context or where systems could potentially operate with greater autonomy and intelligence. The impetus for edge deployments should position mission owners in equal partnership with IT: Mission owners can help to determine the potential mission and operational benefits for processing outside the perimeter. Business line owners will typically be best situated to understand how emerging edge solutions can be leveraged to drive more effective outcomes, whether in support of the citizen, the soldier, or the front-line federal worker. Discovery and facilitation models associated with human-centered design (HCD) can be used to uncover these unmet needs and to build consensus and prioritization for potential solutions. Understand how solutions can be optimized for specific networks. High-speed, low latency networking, such as that offered by 5G, is critical to edge computing. According to our research, 98% of federal executives agreed that "widespread 5G network coverage will increase my agency's ability to integrate edge solutions into operations." 5G networks encompass a host of technologies that are generally designed to work together but with each offering unique strengths and drawbacks. A careful assessment is often needed to optimize the performance of a proposed solution for the strengths of a specific network. Likewise, a similar review can be used to identify untapped capabilities within an existing 5G network that can be unleashed to support new, transformative services, such as in a Smart City model. We

also shouldn't limit our thinking to just 5G for our edge network as several complementary technologies may have a role to play. For example, WiFi 6's bandwidth and latency performance are similar to 5G, with the added advantage of providing strong coverage of enclosed spaces like warehouses. Other technologies like LoRaWAN are differentiated by their low power consumption, which is especially important for remote implementations, such as pipeline sensors, where you may only want to change the battery every 10-to-15 years. And for genuinely remote locations, satellite connectivity, such as Starlink or Iridium, may be needed to cover the gaps in existing 5G and LTE footprints. For these reasons, federal agencies need a comprehensive 5G+ network strategy that selects and seamlessly integrates 5G and other heterogeneous technologies, optimizing them to the use case requirements. Ideally, you will operate smoothly across all of these wireless technologies by taking advantage of communications gateways that dynamically mix & match protocols based on changing environmental conditions. Likewise, it is also important to work closely with telecommunications providers as they expand their 5G networks and make their spectrum available for private network deployments. Take advantage of modular, "plug and play" interoperability. Edge solutions build upon a number of core cloud computing concepts, such as serverless architectures, application containers, and microservices, deployed in a localized environment. Taking advantage of this more modular, "plug & play" interoperability can make it simpler and faster to develop mission or agency-specific edge solutions using a platform-based approach. It also creates a more extensible architecture that can be easier to maintain in the long run. So even as agencies build out small-scale proofs-of-concept, they should be putting in place the components for long-term, larger-scale implementations. This means federal agencies should consider edge computing as an extension of their existing enterprise architecture and develop standards accordingly. Gartner predicts that through 2022, "a lack of standards or broadly accepted architectures for edge computing will ensure that over 85% of enterprises will deploy multiple, incompatible technology stacks."2 A platform-based approach to edge will help agencies to sidestep this potential pitfall. Create an edge ecosystem. Edge solutions require many technologies and services to operate effectively in the field. Fortunately, a growing number of technology vendors are investing significantly in their offerings to support and advance edge computing. To take advantage of this innovation, federal agencies will need to create their own edge ecosystem. These strategic partners may include network equipment providers, telcos, hyperscalers, specialized software companies, and traditional compute providers. The challenge for many agencies will be integrating these innovations, as they stem from many disparate fields, in both individual solutions and a sustainable architecture. This makes the role of a system integrator, like Accenture, critical to the program's success. In fact, when asked whether their agencies would solicit support from industry to assist with edge solutions in the coming year, 98 percent of federal technology leaders agreed. Adopt a zero-trust mindset. While many agencies have relied historically on perimeter-based security, they are increasingly shifting towards a zero-trust architecture. The emergence of edge computing is just one reason why. Specifically, with more computing taking place outside of the traditional secured environment, new approaches are needed to safeguard both the deployed edge solution and core enterprise

systems and data. Given that edge solutions often run autonomously, they should be developed using zero trust principles. Zero trust assumes that no component is to be implicitly trusted and that we need to authenticate, authorize, and protect all data and communications. Agencies should seek to ensure that their edge solutions are secure by design. Every building block – from hardening the operating systems for IoT devices and securing connectivity through safeguarding the edge compute and distributed data and protecting backend cloud systems – should be addressed from the start. Edge computing must also be tightly integrated into the enterprise's cybersecurity fabric. Grounded in a zero-trust mindset, this perspective reflects the need to recognize the convergence of traditional IT-focused cybersecurity with OT to ensure the security of medical devices, military applications, and other mission-critical edge implementations. The value proposition and imperative for edge computing are clear – making data more valuable and actionable at the point of use while making systems more intelligent and autonomous. Given the need for many of its missions to operate outside of the traditional network boundary, government is particularly well-positioned to benefit from edge computing. Federal agencies can embrace a platform-based approach to edge computing by building upon existing cloud architectures and taking advantage of commercial innovations. This approach simplifies the process of developing specific solutions while ensuring the overall architecture is sustainable, scalable, extensible, and secure. It also enables a more agile adoption model, including integration of future advancements as they become available. The promise is real: Edge will empower agencies to reimagine mission execution by extending compute resources and emerging tools such as AI and machine learning from the cloud and large data centers to the edge, increasing the availability and quality of data collection, and leveraging enhanced network reliability and bandwidth in the most mission-critical situations. 1 (Reinsel, Rydning, & Gantz, Worldwide Global DataSphere Forecast, 2021–2025: The World Keeps Creating More Data — Now, What Do We Do with It All?, 2021) 2 (Gill, 2021 Strategic Roadmap for Edge Computing, 2020) Chief Innovation Officer – Accenture Federal Services Managing Director Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. Visit our Subscription and Preference Center © 2024 Accenture. All Rights Reserved. ======================

Cultivating skills to thrive in the digital future

----- Arcticle source ----- https://www.accenture.com/us-en/insights/us-federal-government/cultivating-skills-for-digital-future ----- In brief Howard University partnership – Immersive lab Howard University partnership - Hackathon Related capabilities Howard University partnership – Immersive lab Howard University partnership - Hackathon Applied intelligence for federal Digital government innovation JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA 2-MINUTE READ At Accenture Federal Services, we're always innovating to find new ways of

creating and building more inclusive career pathways, so everyone has access to sustainable careers. These initiatives include engaging with key community partners such as Howard University in Washington, DC. Through programs like semester-long immersive labs and hackathons, Accenture aims to cultivate great talent interested in applying innovation, technology, and entrepreneurship to make a difference. "We are helping bring the next generation of consultants, leaders, and entrepreneurs through this [program]." We believe that when the next generation of talent is equipped with future-ready skills, they will thrive in the digital era. That's why we are investing in creating new opportunities and pathways to help people learn and embrace new ways to change the world for the better. "Accenture's responsibility, and in turn my responsibility, is to provide a path for students to increase skills that can make them successful." Managing Director – Accenture Federal Services SENIOR MANAGER – CONSULTING MANAGER – ACCENTURE FEDERAL SERVICES, TECHNOLOGY STRATEGY Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. Visit our Subscription and Preference Center © 2024 Accenture. All Rights Reserved.
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How to keep customer experience going strong in 2024 and beyond

----- Arcticle source ----- https://www.accenture.com/us-en/insights/us-federal-government/customer-experience-2024 ----- In brief Putting people first Taking a closer look The Department of Homeland Security The Internal Revenue Service Defense Agency What to do next Accenture Life Trends 2024 WRITTEN BY Current Country: United States PERSPECTIVE 5-MINUTE READ May 31, 2024 Customer obsession is falling in the private sector, according to the Accenture Life Trends 2024 report. One reason: Economic considerations have forced many companies to reduce their workforces, increase their prices, and provide less robust customer service. The result? Customers feel disappointed and less valued. They trust less the brands they once relied on. At the same time, public trust in the government continues to be at historic lows. Yet across the federal government, the government's maturity in applying human-centered design and enhancing customer experience continues to accelerate. The momentum behind it and latest data shows real results. Since the executive order on transforming customer experience more than two years ago, the federal government has made big strides in improving the design and delivery of its services. Federal leaders have embraced the opportunity to prioritize customer experience, from providing essential health services at the U.S. Department of Veterans Affairs to helping students with financial aid at the Office of Federal Student Aid to easing taxpayer services at the Internal Revenue Service (IRS) and beyond. When the government provides people with a good experience, one that's equitable, accessible, and efficient, it can make a huge difference, particularly for those who have been historically underserved. Numerous federal agencies among the High Impact Service Providers have created a chief customer experience officer or chief digital experience officer position.

Many have built new technological infrastructures, engaged in human-centered design projects, prioritized digital-first experiences, and tracked their department-wide impact with measurable outcomes, and accountability and transparency. While there's still work to do to build trust, there is similar opportunity to advance a "whole of government" approach and inter-government collaboration essential to serving life experiences. And now's the time to address it. Of course, we know that rapid changes (like the combination of rising generative AI, shifting values, and accelerating innovation) will increase the importance of human-centered design and customer experience. So, looking ahead, it will be critical to build out a future workforce that believes in its mission and is enabled with modern, streamlined, experience-oriented tools to build and grow trust. Here, we highlight how some federal agencies have already become employers of choice, leveraging experience strategies to successfully meet people's needs, and how any organization—wherever they are on their digital journey—can apply similar approaches to prepare for the future. At its core, successful customer experience is rooted in the concept of designing for, by, and with the people who use the products and services, including the most vulnerable populations who rely most on those services working successfully. As more organizations work to improve equity, accessibility, and efficiency in their service design and delivery, we can learn lessons from agencies that are already leading the way. Historically, navigating the immigration process has been a long, complicated, and highly consequential journey for millions of applicants every year. Between taking pains to provide the most accurate information on immigration forms, to responding to correspondence in a timely manner, to successfully completing the immigration interview, the whole process can feel weighty and burdensome. Since 2016, however, the U.S. Citizenship and Immigration Service (USCIS) has invested heavily in improving the experience of applicants to build a more seamless online filing and digital adjudications process. Now, in 2024 with the backing of recent executive orders, policy guidance, and the newly established DHS CX Directorate, USCIS is doubling down on providing effective customer experience to the broad swath of USCIS's customers. As a part of that journey, Accenture Federal Services works with USCIS to design and develop a suite of digital self-service tools such as secure messaging to address complex case questions, change of address for previously filed immigration applications, and personalized processing times for pending cases. These tools, alongside expansion of online filing and other CX advancements, meaningfully improve the critical moments that matter along the immigration journey and enabled over 3 million online filings for new forms in FY23, all while reducing the burden and complexity of applying for and tracking immigration benefits cases. 3M+ applications of newly available forms were filed in FY23 through the streamlined online process Over the past few years, the Internal Revenue Service (IRS) has worked proactively with taxpayers, particularly in underserved communities—by providing more customer-centric education, outreach, and digital tools. In one example of this work, Accenture Federal Services partnered with the agency on a large-scale engagement to support the multilingual community. Using a human-centered, impact-focused design approach, we went beyond typical demographic factors to understand behavioral insights so that we could design a system that truly serves all customers. For instance, we worked to understand who multilingual taxpayers are, what languages they

speak, where they live, and how they access tax information, whether in person through tax centers, online, or over the phone. Once we discovered the overwhelming need for Spanish, we worked with the IRS to ensure taxpayer materials were available in Spanish across every mode (in-person, online, and over the phone). We then identified the most commonly used forms and most commonly searched information on IRS.gov and helped the agency develop a plan to translate this content into six languages, which enabled the agency to reach 81% of multilingual taxpayers. Finally, we helped the IRS to stand up a multilingual, interagency working group of federal employees that could share resources and ensure commonly translated phrases were the same across agencies, helping to build trust through consistency. With a vision of providing multilingual taxpayers more meaningful access to the tools, knowledge, and resources necessary to fulfill their tax obligations, IRS's ultimate goal is an improved experience for all. 81% of multilingual taxpayers were reached through a revamped online service that included the translation of tax documents into six languages. Attracting and retaining the most qualified talent isn't easy for any organization in today's increasingly competitive job market. But the task becomes especially challenging when you need to recruit people for roles essential to national security or mission-readiness. To help federal agencies become employers of choice, Accenture Federal Services develops recruitment marketing strategies that communicate clear employee value propositions to the right people. After conducting thorough audience research and gaining relevant insights, we work with clients to co-create a brand identity that speaks to the employee value proposition, mission, and direct career opportunity. Smart media targeting allows us to bring right messages and visuals, to the right audience, on the right channels to attract highly qualified, likely interested candidates. By repositioning messaging to amplify motivators, address barriers, and drive action, we can drive application volume and increase application quality. A strong recruitment marketing strategy continues throughout the hiring process and even after someone accepts a role, because the employee value proposition is developed not only to attract talent but to continue building a great employee experience—motivating people to stay and build their career in a federal agency. Stay obsessed with improving the customer and employee experience. Looking ahead, several trends will play a role in how federal agencies approach the next phase of progress in customer and employee experience. But one thing is certain: Putting people first is essential for the government. So, how to best do that in the coming years? Embrace the interface shift while focusing on tailored experience design. As technology continues accelerating and evolving, with GenAI no doubt becoming more prevalent in the private and public sectors, rooting your mission in experience design is smart way forward. The federal government has to be even more thoughtful than the private sector about how it uses GenAI when it comes to providing essential services and information. As you experiment with GenAI, early and often, keep in mind that technology is only powerful when it's designed by, for, and with the people who will use it. Understanding the different ways that people interact with Gen AI-enabled products, services, and embedded communications is critical for the federal government to maintain accountability, transparency, trust, and inclusivity. Keep in mind that customer experience designers are really good at standing up pilots and test scenarios, enabling customers and employees to

try new technologies while measuring what works and what doesn't. Questions to consider in experience design pilots might include: What are the second order impacts of this scenario? Was this fair to everyone? Did we have an inclusionary lens? Who trained this data? Designers and data scientists can work together to bring questions like these into play, thinking about desirability, viability, and feasibility, while also incorporating risk mitigation along the way. Reimagine what's possible with digital-first experiences, but not digital only. Because the government serves everyone, including the most vulnerable populations, it has to offer services that ensure accessibility, inclusivity, responsibility, and accountability. So, while embracing the latest technologies like GenAI, federal agencies must also continue to offer innovative and inclusive experiences, in-person and by phone. That reality is what will help the government uncover new potential for reinventing experiences. With that in mind, consider how to do things differently, particularly with long-term scenario planning. We believe that investing in the right talent, namely people who can hone creative skills to craft something excellent, will be increasingly valuable in the future. Where there's a void of novelty, there's opportunity—in a sea of familiarity, originality truly stands out. Play a meaningful role at life milestones. As fundamental societal shifts happen, it's an optimal time for the government to better understand evolving customer mindsets and what motivates their interactions with federal agencies. With a deeper, data-led understanding of what works and what doesn't, the federal government can better prepare to help the now and the next generations navigate what's ahead at pivotal life moments—healthcare, education, housing, and more. By building trust in each touchpoint, agencies can mature and amplify the positive customer experiences, at scale across departments and ecosystems. The next phase of the federal customer experience journey will focus on the customer's full journey across products, experiences, and channels, and across organizations. Frictionless experiences, with clear communication, will be essential to inspiring participation and meeting people's needs. Thank you to Isaac Brody, Kayleigh Kulp, Cindy Nguyen, Kara Roney, Kylee Talwar and Ben Cannon who also contributed to this perspective. Learn more about the five trends that will give commercial and government organizations alike new ways to navigate change in the next 12 months and beyond. Michael R. Gavin Managing Director – Accenture Federal Services, Experience Practice Lauren Oliver Principal Director – Accenture Federal Services, Experience Practice © 2024 Accenture. All Rights Reserved.
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Can the government sustain its current pace of digital transformation?

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Federal extended reality: Merging the real and virtual world

----- Arcticle source ----- https://www.accenture.com/us-en/insights/us-federal-government/extended-reality ----- In brief Key concepts in XR How XR can transform federal government XR's momentum in government Federal use cases for XR XR increases the efficiency, effectiveness of training XR augments field operations with critical skills, improved collaboration XR advances situational awareness XR brings digital twins to life Federal XR pioneers in action Challenges to federal XR adoption Agencies' top obstacles How to get started with XR Looking ahead Related capabilities 1. Training 2. Field operations 3. Situational awareness 4. Digital twins Meeting the new reality with immersive learning Programmable world: Our planet, personalized Extending IT to the mission's edge 1. Determine where XR is needed most 2. Build out teams 3. Ensure a strong foundation 4. Integrate human-centered design 5. Monitor and iterate MORE ON THIS TOPIC Federal IT modernization Digital government innovation Federal cybersecurity JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA 25-MINUTE READ Over the next five years, federal agencies will need to master an entirely new world – the virtual one. Fueled by advances in artificial intelligence (AI), 5G, and miniaturization, extended reality (XR) technologies are poised to become more powerful and more commonplace. For example, the U.S. Army is planning to acquire up to 120,000 Microsoft HoloLens headsets worth almost $22 billion to improve soldiers' situational awareness and training. Marco Tempest, a creative technologist with NASA's Jet Propulsion Lab and Accenture Luminary for XR, notes that these technologies allow organizations to "invent the impossible" by bringing the virtual world to life. All of this raises an important question for federal leaders – what should this virtual world look like and how can they use it to advance the mission and serve the interests of the American public? In today's complex, digital-first world, XR will redefine how government trains its workers, delivers services to customers, and operates remotely. With disciplines like digital engineering, telehealth, and data fusion taking center stage, the ability to work virtually in a digital world has never been more important. XR is helping federal agencies reimagine how they can operate while making data more accessible and digestible: As

agencies seek to recruit and reskill workers for increasingly diverse roles, XR can deliver training that is more efficient, effective, and engaging. XR can improve field operations by precisely and intrinsically guiding workers through remote processes and bringing together expertise from anywhere to collaborate. XR can advance situational awareness and improve real-time decision-making through more impactful, data-driven visualizations. Finally, XR can bring digital twins to life, with immersive experiences enhancing understanding of virtual models. These tools are already enabling federal agencies to reimagine how they deliver on their missions. For example, a large federal agency used mixed reality headsets that project 3D images into a physical space to overcome travel constraints created by COVID-19. In this case, U.S.-based members of the agency conducted real-time visual inspections of facilities on the other side of the world, supported by visual data delivered by an on-site inspector — a vivid demonstration of the power of XR to enhance government operations regardless of geographic limitations. In the post-pandemic world, federal agencies cannot afford to be followers when it comes to XR, and they no longer have the luxury to wait and see. Government will need extended reality to meet mission needs. To better understand XR's potential for federal government, Accenture surveyed 115 federal technology leaders to understand how they are using or planning for extended reality; this report shares the findings, as well as XR use cases, challenges, and recommended next steps for federal agencies. In the post-pandemic world, federal agencies cannot afford to be followers when it comes to XR, and they no longer have the luxury to wait and see. To make the most of this opportunity, federal leaders need to consider how XR will impact and can enable their mission, and what technologies and skillsets are needed to master this new domain. They can begin by looking at their current business challenges, and exploring new ways of enabling services for employees and customers using the latest technologies. Leaders must begin a process of cultural change, looking for opportunities to leverage XR in support of increasingly diverse mission needs. Extended reality is an umbrella term covering a range of immersive experiences. All represent digital extensions of the real world, but their uses may vary. Among federal agencies already working in the XR space, Accenture found 60 percent have used augmented reality, followed by mixed reality at 54 percent, and virtual reality at 41 percent. VR can be especially useful in cases where the user needs to engage fully in a scenario that might be difficult to create in the real world. For example, when training for dangerous or highly unusual missions, it may be easier, safer, and more cost effective to ramp up a simulated digital experience than to pursue conventional training. In addition, VR can enhance remote collaboration by bringing geographically disparate groups together with less cost and travel. AR can be valuable when you need to execute complicated procedures with specialized equipment, knowledge, or experience. In this scenario, the workers' real-world efforts can be informed and guided by a digital overlay, with contextual data and other key content made available in real time to increase operational efficiency and adherence to procedures. This can include on-demand remote collaboration and digital step-by-step guides that bring the expertise required to complete complex tasks. Now is the time for federal agencies to explore XR. The devices and technologies that support XR are fast becoming more affordable; you can buy VR headsets for just a few hundred dollars. At the same time, the simulations themselves are

increasingly sophisticated, with a depth of detail and physical realism that mirrors the real world ever more closely. The commercial world is already racing to XR. Research firm IDC reports that worldwide spending on AR and VR will see strong growth, forecasting a CAGR of 66.3% over the next five years. Over this period, spending by federal and central governments is forecast to grow by 90.5% CAGR.1 Stacey Soohoo, research manager of Customer Insights and Analysis at IDC, wrote in November 2020: "2020 has become a major turning point where enterprises and organizations across all verticals are embracing the unarticulated need for augmented, mixed, and virtual reality." Most in government already recognize the need for bold action when it comes to integrating XR and see the application of XR expanding over time. 78% of federal technology leaders say XR is very or extremely important for meeting agencies' mission needs. 86% of federal technology leaders say it will be very or extremely important by the end of 2026. Empowered with tools to extend the human senses and reshape our relationship to our physical environments, government has the opportunity to dramatically enhance its performance through XR. The technology can be a powerful enabler of training, bring digital twins to life in complex ecosystems, and empower workers to increase their expertise, speed, and precision. From field inspectors to warfighters, the potential benefits extend across a range of federal missions. The best way to understand the moment we're in is to view it as similar to the advent of the smartphone. No one at first predicted how disruptive a portable computing device would be; yet today, smartphones support the federal government in any number of areas, driving business processes that support ever-higher levels of productivity. In the future, will we always carry a smartphone to perform many day-to-day functions, or will that interface be replaced by simple, smaller headsets that expand our interactions using XR? The impact of XR promises to be just as far-ranging and equally disruptive, revolutionizing the employee experience. Digital simulations will give workers new tools in support of their efforts, while simultaneously empowering those same workers to deliver vastly improved services. In the "new normal" — at a time when remote connections are essential — agencies can leverage XR to maintain critical business operations and services where they are needed. Digital experiences will loosen the shackles of geography, freeing federal workers to access information from anywhere; to collaborate through tangible, hands-on interactions; to interact with each other and with citizens in profoundly powerful new ways. Government leaders have begun to envision or adopt new use cases for XR, with successful implementations already driving enhanced employee and customer experiences. Accenture found that 59 percent of federal technology leaders use XR for remote work and collaboration, while 53 percent use it for operations/inspections, and another 53 percent for security and surveillance. Federal use cases underscore XR's potential, making clear that: Faced with a potential looming wave of retirements, and under pressure to increase their pipelines for talent, federal agencies can leverage XR to transform the way they deliver training. Virtual experiences offer the promise of higher-value learning experiences, especially in scenarios that are inherently dangerous or difficult to recreate. Personnel can learn without having to worry about making mistakes that would be costly in the real world and can even come together virtually to train regardless of geographic distance. XR training also represents a potential cost savings: It cuts down on travel time and

reduces the expense associated with setting up and executing training experiences. Moreover, XR training is immersive, and it can be easily repeated. These traits tend to make it highly effective. Research from Stanford University and Technical University Denmark found learners recall more when using virtual teaching methods than with traditional methods, resulting in a 76 percent increase in learning effectiveness. Evidence from a range of industries support these findings. The Society for Human Resource Management reports on a financial services firm that used VR tools to train its customer service teams, thus reducing the average time customers spend on hold by 50 percent. Harvard Business Review points to a supermarket chain that used VR to impart its core values to employees. The result: 48 percent of VR trainees learned all six key concepts perfectly, versus just three percent who trained using traditional methods. At the University School of Medicine in Atlanta, VR-trained surgeons make 40 percent fewer mistakes than surgeons who are conventionally trained. Immersive training makes the trainee an active participant, driving deeper levels of learning and retention. And it doesn't just benefit individual training but provides a more powerful approach for team training as well. Imagine a critical program milestone or emergency team deployment where virtual team members can come together in their target environment from anywhere in the world to meet, collaborate, and even practice likely scenarios they may encounter in a physical deployment together. The potential to integrate these teams virtually and practice in a digital world provides a foundation for improved outcomes and mission success. XR training provides "in-the-moment" immersive experiences XR training can also be a powerful tool for encouraging empathy. "The immersiveness of extended reality (XR) can help employees see things from one another's perspective in even more vivid ways," according to the authors of a Forrester report.2 For example, Accenture teamed with Goodwill Industries International to develop an innovative virtual experience called Project Overcome, designed to support people impacted by the criminal justice system who want to enter the workforce. It delivers a simulated interview experience in which users speak face-to-face with a human resources manager and hear from individuals who overcame challenges they faced when seeking and earning employment after incarceration. The same approach could be used to help federal workers be more responsive in their own interactions with customers. For example, Accenture supported virtual training to help social service case workers respond to a range of possible scenarios. With storytelling and interactive voice-based branching scenarios, these virtual tools help front-liners identify their own biases and sharpen their decision-making abilities, improving their ability to fulfill their jobs. The U.S. federal government supports diverse operations in the field, including in remote locations and around the world. In many cases, these activities depend on specialized skill sets, often deployed in unpredictable ways. XR can empower local employees with the missing expertise needed to execute complex functions, such as triaging a wound or fixing machinery. For example, Accenture supported Airbus in creating a wearable XR system with smart glasses that display crucial information for manufacturing operators. The system improved production time on the A330 aircraft, enabling operators to mark seat placements six times faster and reducing errors to zero on the final assembly line. The Department of Veterans Affairs is using 5G-enabled augmented reality to help doctors analyze and manipulate large imaging

files, like MRIs or CT scans. Called Project Convergence, the work so far has mainly centered on training, education, and pre-surgical planning. However, the same technology is starting to be applied today during patient procedures to make them safer and more effective by providing advanced surgical 3D visualization and navigation. There's a powerful "over the shoulder" potential here as well. Picture a scenario in which a subject matter expert can virtually step into a situation and help to execute on a challenging aspect of the mission. In this way, XR can support complex tasks, integrating expertise where and when it is needed, in a way that is at once deeper and more tangible than what could be delivered in a mere phone call. Imagine this in the context of an aircraft mechanic or a heart surgeon: There's compelling potential here to drive significantly higher levels of performance when XR enables real-time, hands-on collaborative encounters. By redefining the way data is presented, XR can improve insights and deliver actionable intelligence in real time, heightening situational awareness and enhancing environmental visuals. This can have immense benefits for defense, law enforcement, and public safety agencies or any user seeking enriched perception for more effective and rapid decision-making. Visual representations can lower the cognitive load for the user. From a first responder to a front-line warfighter, information shared through XR can be more digestible and accessible, enabling faster and more informed decisions when it matters most. For example, the Drug Enforcement Administration is using AR to provide contextual information in the field by overlaying data such as street names, addresses, parcel data, business names and important landmarks directly over live video. And the Army is developing its Integrated Visual Augmentation System (IVAS) to address capability gaps in the dismounted close combat force. Soldiers can use the system to "see through" a vehicle in order to access what the external sensors are seeing, thus dramatically enhancing their situational awareness. Digital twins, or virtual models of objects, processes, and ecosystems fed with real-time data, are improving government's ability to understand and predict outcomes. XR can bring these models to life as immersive, 3D digital twins in both live operational environments and simulated exercises with synthetic data used to model any number of scenarios. Consider how a digital twin of a warehouse's manufacturing processes or a city's transportation networks could be made more interactive through XR – allowing users to step into the model, view from different perspectives, and potentially even interact. These visualizations can include representations of both the physical and the digital. An AR-supported digital twin could, for example, be used to visualize an IT system to bolster cybersecurity. "While a system's imminent failure due to attacks might not be visible to an operator's eye on site, adding additional information from the [digital twin] via an AR device might reveal previously invisible misoperations," write researchers in the Journal of Cybersecurity and Privacy. "Moreover, AR-[digital twin]-intertwined devices might display visual representations of the system's logs or network traffic between systems imposed on the physical devices, enabling visual and contextual intrusion detection right next to the physical systems…" This allows for direct intervention with them. A variety of other early use cases demonstrate how agencies with a broad range of mission sets are already leveraging XR. The VA is using XR to treat PTSD. It is leveraging virtual reality to deliver "prolonged exposure therapy," which involves recalling a traumatic memory

while talking through the nuances of that memory with a therapist. VA reports it is easier for some veterans to confront their memories and talk through their experiences in a virtual space. In addition to PTSD, the VA is leveraging XR as a possible means to treat anxiety, depression, and chronic pain. The Veterans Health Administration is using XR at more than 50 sites, with over 200 VA employees actively involved with the effort. Meanwhile, NASA has tapped virtual reality to drive scientific discovery. Their VR study of groups of stars has revolutionized the classification process, helping us to better understand how our galaxy evolved. We also see a wide range of uses emerging in the national defense and homeland security sectors: While emerging use cases help to demonstrate the promise of XR, there are still technical and cultural challenges that need to be overcome in order to achieve its widespread implementation. In Accenture's research, federal leaders raise a number of key concerns with increasing their XR adoption. 52% Existing IT policy restrictions/compliance 52% Security and privacy concerns 41% Insufficient network bandwidth/processing power 33% Lack of enterprise-grade hardware/software partners In terms of policy, IT teams should be thinking now about the ramifications for security and device management. XR technologies including goggles and headsets represent yet another endpoint in the ever-expanding galaxy of devices. They'll need to verify that those devices are secure, and they will need to implement policies and procedures for device management — ensuring devices are all accounted for and up to date. A robust device management plan ensures devices can be appropriately distributed, patched, maintained, and wiped if necessary. Agencies have a head start here: The same practices that currently support vast inventories of agency-issued mobile devices likely will extend into the XR realm. Bandwidth considerations also come into play. Agencies deploying XR will need to ensure users have ample connectivity in support of an immersive experience. Depending on the volume of XR experiences deployed in a given location, network management may require some special attention. Agencies should be looking now at 5G network connectivity to deliver the low latency and high bandwidth needed to enable XR in edge and remote scenarios. Finally, the race is on for the next wave of hardware and software. Companies like Facebook, Microsoft, HTC, and Varjo are heavily investing in the space which will drive out smaller, more flexible headsets. Apple and Google are other examples of companies that continue to invest in XR, including expanding software capabilities like ARKit and ARCore. It's significant that we are seeing the presence in the market of such major players. They and others are delivering software development kits for building AR capabilities, with ready-to-deploy applications already on the market. And the hardware constraint is rapidly disappearing: With XR no longer a niche space, there are commercial products available that can be made government-friendly for federal implementations. For federal agencies looking to leverage the emerging power of XR, strategic investments today can help to set the stage for tomorrow's successes. They can begin with some key steps: Build a three-year roadmap aligning potential use cases with emerging capabilities. Agencies can begin their XR journey by defining the mission cases where it will be most impactful. The time is ripe to initiate a culture shift from leadership out to the field, with all stakeholders encouraged to identify likely use cases for this powerful new capability. On the training side, the low-hanging fruit is any experience that is prohibitively expensive or dangerous to recreate. In terms of field

operations, agencies can be looking for areas where more immersive data visualization can improve job performance and decision-making. Situations like these are ripe for XR enhancements. For advancing situational awareness, agencies can explore which information should be brought together in new, visual ways to make the data more actionable or digestible. It's helpful to think of this process in a three-year timeline. This scope allows agencies to map out how their missions can be transformed both in the near- and long-term, while still allowing flexibility to integrate not-yet-realized technologies beyond the three-year mark. Iteration is key here. Rather than revamp an entire work process, it may make sense to carve off some small piece, to look for an area that is most readily fixable. It helps, too, to find areas where progress is most easily measurable, where metrics show that key procedures aren't being met, or where there are high-value assets at risk. Rich data builds the business case for future XR investments. Establish a Center of Excellence with requisite skillsets. Agencies should begin investing in people: They can start to build the teams they will need to support widespread XR adoption. One first step is establishing a Center of Excellence (CoE) that can lead XR strategy, development, and program management for the agency. This group can bring together the business and IT side to explore how this emerging technology can be applied for the agency. Like with any new technology, people need to understand the realm of the possible to reimagine how they execute their agency's mission. The CoE will need traditional IT skills such as infrastructure, network, and application developers, as well as systems engineers and project managers, who understand how these skills can be adapted for XR development and deployment specifically. However, XR also requires new skills in addition to IT, including: To build these teams, like with every other new technology, there's an element of upskilling your people. The CoE can begin now to socialize with employees what the XR landscape looks like and how it can benefit the mission. Agencies may need to recruit outside of their traditional pipelines. They can look to the video game industry as both a source of inspiration and as a potential talent pool; bringing XR to life will require the storytelling skills and experience with 3D engines such as Unity and Unreal Engine that have long been prevalent in this field. Implement XR technology architecture and infrastructure. Agencies need the appropriate technology architecture and infrastructure to support XR adoption. Cloud, edge computing, and 5G networking will all play a key role in enabling XR. Widespread, successful XR deployments will require future-ready compute capabilities and network infrastructure, with the ability to support high-performance, high-definition operations both within the traditional perimeter and at the edge. For example, leaders need to assess the bandwidth impacts of these devices on networks and may need to consider 5G implementations where WiFi is not viable but high bandwidth and low latency is still needed for a high-quality XR experience. When data processing needs surpass network capacity, agencies can still provide a high-fidelity experience by offloading compute intensive programs to the edge. Ultimately, understanding how an agency's technology architecture can intersect to provide an impactful XR experience, regardless of bandwidth, location, or use case, will be key to long-term success. In terms of hardware, agencies can assess if their XR implementations can be viewed in 2D on existing screens, or if they want to invest in 3D experiences that require more specific devices, such as headsets. For those that are exploring

headsets and goggles, it's important to understand that the available options are rapidly evolving. These should not be viewed as long-term or permanent investments, but rather as an opportunity to take advantage of the best of the market at this point in time. Lastly, XR leaders must understand how the technology will integrate within an agency's existing cybersecurity framework. Now is the time to put in place the foundational elements, best practices, and security policies so that as new and better hardware and software emerges, IT will be able to upgrade seamlessly and securely. Take a human-centered approach to XR deployment Critical to the success of XR is the use of human-centered design as a means of ensuring XR experiences are engaging and effective. This requires an understanding of users' needs, and a program in place to train workers how to interact with and interpret XR technology and data. As deployments scale, agencies must ensure they are equipping users with the appropriate knowledge and skills to make the most of their investment. For example, the user experience for XR can differ dramatically compared to what people are used to from web or mobile interactions. Agencies should plan to onboard capabilities incrementally when it comes to XR, particularly for more immersive experiences, to avoid sensory overload. It is important that agencies bring together the right skills to create the content and experiences – including experts in spatial cognition understanding, 3D experiences, designers, and the subject matter at hand. Co-creating the XR experience with its users across all levels of the agency early and often will be critical not only for a successful outcome but also to increase confidence in the usability and value of XR overall. Even with the right expertise creating and deploying XR, though, it is equally important to have the right analytics and measurements in place to validate the outcomes. Track, assess, and improve performance. XR is an emerging technology with rapidly evolving software and hardware. Given that, agencies should be constantly monitoring and iterating on their XR deployments to ensure they are effectively meeting mission needs and optimizing use of available tools. Continuous feedback can be a valuable tool for measuring success at the user level. With sensor-enabled devices, it may be possible to collect real-time feedback, which in turn can be leveraged to continually fine-tune the user experience. In practice this means program leaders should engage with the employees, soldiers, and other end users either via discussion or questionnaire after each XR experience. They need to explore functionality: Could users see the images? Did the flow of the experience make sense? They can also ask about impact: Did this experience help them more effectively complete a task, for example? This human feedback loop can inform future iterations and provide a greater understanding of which technologies or visualizations are most useful in a particular scenario. Agencies also need to consider results: Did the XR experience fulfill its intended function in terms of either training or mission support? By monitoring metrics including retention of training materials, productivity, speed of decision-making, or quality of customer service interactions, agencies can better understand how the addition of XR is improving mission outcomes. XR is rapidly advancing and will transform how enterprises operate. Federal agencies should move forward now on this powerful technology or risk being left behind. They have the chance today to move the needle on training, customer service, field operations, knowledge sharing, and situational awareness, with virtual experiences elevating performance across diverse missions. Given the rapidly evolving XR

landscape, agencies should consider teaming with a partner that has a depth of experience in the field, and a track record of delivering needed technologies, particularly at scale. Prototyping and testing technology is one facet of the process, but for a robust federal implementation, scalability and sustainability over the long term will be the hallmarks of success. Agencies will want to team with industry partners who have successfully navigated that territory. XR will add new dimensions to how the federal government can operate, with enhanced insights and immersive experiences improving how employees can train, execute in their jobs, and interact with customers and each other. And the truth is – XR is becoming increasingly ubiquitous and the convergence of edge and cloud architecture with high-bandwidth, low-latency 5G networks will further accelerate the widespread adoption of XR experiences. Agencies can't ignore it and should look now at how it can best be integrated in their missions. By adopting this emerging technology earlier on, agencies will be able to experiment with and evolve their usage as new capabilities emerge and XR's momentum builds. 1 Source: IDC, Worldwide Augmented and Virtual Reality Spending Guide2 The Extended Reality Opportunity Today: Your Employees, Forrester Research, Inc., February 21, 2020 Chief Innovation Officer – Accenture Federal Services Senior Manager – Accenture Federal Services, U.S. Federal and Defense XR Lead EJ helps clients derive value by designing, developing and deploying immersive experiences using emerging technologies. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved. ======================

Rearchitecting government for what's next

----- Arcticle source ----- https://www.accenture.com/us-en/insights/us-federal-government/technology-vision-2021-stack-strategically ----- In brief Decision points Get the essentials Related capabilities Enterprise success and failure increasingly hinges on technology architectures The federal imperative to stack strategically Modernize with impact Viewing architecture as strategy There are challenges aplenty (but don't let those stop you!) Modernizing financial aid Explore further 1. Fortify 2. Extend Considerations when re-architecting What you need to know about edge computing 3. Reinvent MORE ON THIS TOPIC The full report Five trends for post-pandemic leadership Short on time? Trend report Federal IT modernization Next gen cyber security Digital government innovation JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA A new era is dawning for today's federal enterprises – one where the strengths and capabilities of their technology architectures define more than ever how they execute their mission. To succeed, agencies will need to think about technology differently, making their business and technology strategies inseparable if not indistinguishable. In short, the agency's technology architects can no longer be supporting cast — increasingly, they are feature performers from a strategic perspective. Amazon's business strategy uses low costs, vast selection and fast delivery as an often-unbeatable competitive differentiator.

The company had long invested in a technology architecture to deliver upon this value proposition. When the COVID-19 pandemic shifted the nation to online shopping in an unprecedented way, the company was able to continue to scale its business to meet skyrocketing demand with the world's largest retailer growing an incredible 37 percent and adding over 250,000 employees in 2020. Amazon's success underscores the extent in which technological capabilities can both define and embody an organization's strategy. It also reinforces the value of enterprise agility achieved through digital transformation. In contrast, some state governments were forced to call for volunteers with COBOL programming skills to help update their unemployment systems to meet a surge in applications. Accenture's Kyle Michl and Sara Abiusi discuss Federal Technology Vision's Trend 1: Stack Strategically. While enterprises anticipated this shift to digital, many of them miscalculated the speed in which it would arrive. As a result, few actually approached their technology and business strategies as one. Now, that's all changing. In response to the COVID-19 pandemic, companies and government agencies alike made rapid digital transformations, accelerating their journeys to the future. But as enterprises modernize at pace, they are realizing all too well that technology is no longer one-size-fits-all — there are far more commercially available technology options than ever before and the choices they make today can radically alter their value propositions for tomorrow. From the distribution of cloud deployments, types of AI models, and wide range of edge devices, to the design, or even basic physics, of hardware and computation — each layer of the stack is expanding into new dimensions. The abundance of "as a service" solutions, improvements in technology standards, and the proliferation of growing cloud foundations taking root across government make it possible for agencies to design and assemble stacks of technological capability customized to their unique mission and business needs. This range of options presents both opportunity and risk. The opportunity for government agencies is to tailor and optimize every layer of their technology architectures for mission success. The challenge is that many federal organizations remain encumbered by outdated infrastructures and are struggling to recalibrate their strategies and architectures to take advantage of this abundance of choice. Government and commercial enterprises are now at a critical decision point. To achieve their mission and competitive ambitions over the long term, they must start designing and optimizing their technology stacks in a way that they can harness data and emerging technologies to become smarter, more resilient, more responsive, more efficient, and more capable in their day-to-day operations. As they make investments in cloud, data analytics, and emerging technologies, they will need to think about the long-term impact these choices may have — either limiting or propelling them in the future. While the challenge of stacking strategically may fall to the CIO and other IT leaders in the agency, it is critical that mission and business leaders play an active role as well. They must educate themselves about emerging technologies and how they can propel the agency's mission and business operations so they can actively collaborate with IT leaders in making key architectural decisions. But they also must understand the strengths and constraints of their current architectures so they can leverage those capabilities effectively. In this era where architecture matters more than ever, leaders will be decided not just on the success of their mission and business plans, but by the ingenuity of their technology choices. 90% of

federal executives agree that their organization's business and technology strategies are becoming inseparable — even indistinguishable. The government's mission needs change constantly. And as technology advances and information swells and accelerates, those mission needs adjust and grow more complex at an increasing pace. Congress regularly passes laws that change or create government programs. Industries continue evolving in their practices and technologies, requiring oversight agencies to keep pace. Complex national crises emerge and morph, forcing agencies to pivot quickly. To adjust successfully to these challenges, agencies require rapid, tailored, technology-enabled responses. The problem is that many agencies today lack infrastructures that are sufficiently robust and versatile to meet the challenge. Their IT environments impede the rapid transfer and processing of data wherever it might be needed and the easy insertion of new technologies. Agencies find themselves unable to quickly deploy new applications or adjust existing ones or scale them to accommodate expanding needs. Many struggle at incorporating automation and incubating emerging technologies like machine learning (ML) and artificial intelligence (AI) to make their operations faster, smarter, and less expensive. These challenges bring the concept of technical debt to the forefront. Technical debt refers to the constraints created by deferred technology modernization. This leaves many federal organizations working around their IT infrastructures to accomplish mission objectives. Instead, federal agencies need to build technical wealth where it becomes an asset by establishing a clear path to move away from static, unadaptable legacy systems and toward more flexible systems that can adjust to changing requirements. 30% of federal executives say that technology drives their organization's overall strategy and goals. So what does stacking strategically mean in this context? First, it means ensuring that the agency is thinking strategically about technology and data and that it has developed a clear sense of how to weave technology and data into its organizational DNA. This is where the military finds itself today with the development of its Joint All-Domain Command and Control (JADC2) concept. And across government, this process must include educating mission and business leaders to the strengths and constraints of the current architecture, including the possibilities and opportunities inherent in it. All of this may require that we reimagine the role of the enterprise architect (EA) to start. Historically, the EA was entrusted with ensuring technology investments supported the mission and were sustainable. The challenge is that they often lacked real-world authority to implement their enterprise-wide vision. Without an effective EA program, agencies can find themselves mired in technology sprawl — with an incongruous aggregation of disparate, domain-centric infrastructures — that slows or even conflicts with the agency's broader technology ambitions. Today's EA needs to adapt more readily to the demands of technology systems that are continuously evolving with added functionality and managed as "products" with defined lifecycles. These systems will increasingly rely on self-learning AI and distributed edge computing operating across a highly-fluid multi-cloud environment with hundreds or thousands of third-party managed services and platforms. With all of this occurring, there is a growing need for a single function within the enterprise to manage that complexity and ensure it is aligned with and serves the agency's larger goals. 87% of federal executives believe that their organization's ability to generate business value will increasingly be based

on the limitations and opportunities of their technology architecture. Everyone knows it's hard to upgrade an airplane while it's flying. So how do agencies start stacking strategically when they already have expansive, heterogeneous IT environments in place, comprised of both modern and legacy systems, that are critical to the agency's operations? And how do they transition from a position of technical debt to one of technical wealth? The U.S. Department of Education's Office of Federal Student Aid (FSA) overcame these challenges when it modernized a mission-critical suite of applications that process federal financial aid for those seeking postsecondary educations. These efforts reflect FSA's commitment to benchmark itself against leading commercial financial service providers. It realized that only by decoupling its applications from a mainframe environment and moving to a more modern architecture could it deliver a more consistent user experience across multiple channels and employ emerging technologies, such as AI-enabled chat bots, for improved customer service. To achieve this vision, FSA re-architected a suite of mainframe-based applications — collectively known as the Common Origination and Disbursement (COD) system — to a fully automated, modern technology stack hosted on a FedRAMP-authorized cloud service provider, AWS GovCloud. The results speak for themselves. COD applications more than doubled from 40 to more than 80, and test environments grew ten-fold, from four to more than 40 — all due to the use of automation, containerization, and a flexible cloud architecture. To accommodate frequent architecture and application changes arising from new legislative requirements or business-driven enhancements, a fully automated DevSecOps platform supports continuous integration/continuous deployment (CI/CD) pipelines with new deployments occurring weekly during peak change periods.   Enabled by the DevSecOps model and an everything as code approach, the system architecture expanded to support new programs after the initial cloud transition. These focused on new patterns based on microservices with an API first approach for development. These scaled to include over 50 microservices providing data services for front ends to support borrowers and schools within the student loan process.   Transitioning COD from mainframe to cloud not only renovated the application's technology stack, it also drove the retooling and growth of its architecture, operations, and security teams. And this success has encouraged FSA to transition other core systems to the cloud as well — by the end of 2021, 60 percent of FSA's enterprise systems are expected to be running in the cloud. 74% of federal executives say their technology architecture is becoming critical to the overall success of their organization. Creating technical wealth.   It is possible to reduce technical debt and build technical wealth at the same time, as FSA's example shows us. Specifically, a strategic approach towards digital decoupling — in which legacy systems evolve towards a modern architecture at a sustainable pace for the agency — can generate the cost-savings needed to help fund modernization. This thinking is what spurred creation of the federal government's Technology Modernization Fund. But another key take-away from the FSA example is that it is not enough to simply migrate applications to the cloud. When agencies "lift and shift" applications en masse to the cloud without also re-imagining the intended outcomes and the applications themselves to take advantage of the modern tools and capabilities the cloud offers, they are missing out on a huge opportunity that can have carry-over effects benefitting other applications

and projects. The emergence of these cloud-native architectures is poised to create a world of haves and have-nots across the enterprise landscape. Those that have embraced microservices, containerized, and serverless architectures to create more modular, plug-and-play applications can now innovate and adapt at digital speed. For example, the U.S. Department of Agriculture (USDA) is a collection of 29 agencies with nearly 100,000 employees. To create a more integrated, insight-led agency operating under one version of the truth, USDA implemented an API architecture using Mulesoft's integration platform that allowed it to consolidate operations within eight mission areas, maximize technology ROI through decoupling and reuse, and provide more integrated customer service. Just as with applications, agencies should likewise view their data as a huge opportunity to create technical wealth. This requires looking at your data assets through a broad lens and reimagining other potential consumers and purposes for that data. For example, how might your data assets add value when correlated with other data sets? What about making data more available to queries from agency stakeholders and other third parties or from a wider base of consumers within the agency or across agencies? Could connecting disparate datasets via APIs add greater functionality to existing applications? How will incorporating AI or ML layers into your data processing help position certain mission operations on a more proactive or even predictive footing. These are the questions that leaders should be asking. The military services are reimagining their use of data. "The power in the data connected is something that Army senior leaders need," said Lori Mongold, chief of strategic operations enterprise in the Army Management Office. To that end, the Army imposed a governance structure to promote more data sharing. It created an Army analytics board, an Army data board, and mission-area data officers focused on how to better leverage data to advance major mission categories such as the Business Mission, Warfighter Mission, Defense Intelligence Mission, and Enterprise Mission. Through these efforts, Mongold notes, "I see the gap closing between our ability to have a seamless data exchange and a seamless approach to the Army's ability to make more sound, risk-informed decisions, and defeat our adversary in a domain where we probably have lacked our ability to do that." Another important point here is that stacking strategically can be done one step at a time. Don't try to boil the ocean. Establish an architecture, implement it incrementally, be agile throughout, and drive mission value while you're doing it. In this way, you can deliver mission value very quickly. When you do migrate to the cloud, use an architectural approach instead of moving data or an application as-is and then re-architecting it later. Adding mission value through technology. With a technology foundation built for change, enterprises will unlock the true value of aligning technology and business strategies – tapping into today's wide range of technology options. The extraordinary array of technology capabilities emerging today is yielding far greater variety in business tactics and solutions. Enterprises no longer need to approach problems in the same ways everybody else does, and their unique technology solutions will be their edge in advancing mission success. So how can agencies position technology to have a bigger impact on the mission from a strategic perspective? As we saw from the FSA example, one of the best ways to do this is by connecting the mission clients within the agency to the cloud. Increasingly, the real power of the cloud is no longer rooted in elasticity

alone — it's also in the rich variety of tools that cloud service providers (CSPs) offer to develop and deliver innovative services. Most CSPs approved for government use, including AWS, Google, Oracle, and Microsoft, offer robust suites of tools and automated processes for developing, testing, securing, and deploying microservices and containerized applications. Increasingly, the real power of the cloud is no longer rooted in elasticity alone — it's also in the rich variety of tools that cloud service providers (CSPs) offer to develop and deliver innovative services. Increasingly, the real power of the cloud is no longer rooted in elasticity alone — it's also in the rich variety of tools that cloud service providers (CSPs) offer to develop and deliver innovative services. In taking this approach, more and more agencies — such as the Homeland Security Department, the Treasury Department, and the CIA — are embracing multiple CSPs. This multi-cloud approach has numerous benefits, such as creating greater parity; the opportunity to tap into multiple, best-of-breed platforms and applications; a lower reliance upon a single vendor; and limiting an agency's exposure to costly bid protests. But there may also be downsides, such as higher cost, the need for broader workforce skillsets, and proprietary barriers when performing operations across different CSPs.   It's important to point out that making the cloud — or even multi-clouds — available across an organization may not be sufficient. The client organizations charged with executing the agency's missions may not know what to do with all that capability.   This is where organizational adjustments can be helpful. For example, agencies should ensure their IT leadership — including the CIO, the CTO, the chief data officer, and the enterprise architect — are in alignment on the enterprise IT strategy and the need to build technical wealth across the enterprise. Also, empowering the enterprise architect within the agency and positioning it as a true adviser to the mission owners can help expose mission program teams to the art of the possible: How can edge computing dramatically transform the way agency operations are done today? What value can distributed ledger technology bring to the agency's financial operations? And how can AI and ML save our agency millions of dollars in maintenance and logistics costs or remove our case backlogs?   These are the types of questions and conversations that can be occurring when the EA is aligned more tightly with the mission side of the agency. An empowered, centralized EA function also would help ensure the agency benefits from operational synergies through the sharing of tools, data, managed services, resources, security, and applications.   Enterprises increasingly will be moving toward multi-cloud environments, so agencies will need to architect accordingly. For example, if an agency has multiple cloud vendors, it will need to think carefully about where it stores its data and where it processes that data because it may be impractical to store a large dataset in one CSP and process that same data in another CSP. These considerations revolve around the concept of data gravity. Data doubles roughly every two or three years — at this growth rate, data quickly becomes immovable in a practical sense, requiring compute and processing capabilities to be proximate to the data. This emphasizes the growing need for edge computing in the future — and architectures will need to accommodate that shift. In fact, around 10 percent of enterprise-generated data is created and processed outside a traditional centralized data center or cloud, according to Gartner. By 2025, Gartner predicts this figure will reach 75 percent, in part because of the proliferation of maturing IoT solutions and 5G connectivity. The lesson here

is that, too often, agencies place a lot of focus on their applications architecture and migrating their apps to the cloud and not enough focus on their data architectures — and that oversight could leave them in a bind. The U.S. Postal Service exemplifies this trend. The agency was already using AI for address resolution within its mail handling system. However, processing 230 packages every second across nearly two hundred distribution centers created latency constraints for more complex analysis of the 20 TB of imagery generated daily. By implementing a Nvidia-based computer vision system at the periphery of the network, the Postal Service could capitalize on existing imagery to locate lost packages. Estimates suggest that this new system can accomplish in twenty minutes calculations that previously would have required two weeks to complete, reducing the time required to locate lost packages from days to hours. Another trend shaping the way IT architectures are evolving is the changing nature of hybrid cloud, which is also driven largely by the data gravity problem. Traditionally, hybrid clouds have been thought of as cloud extensions of an on-premises data center. But because of the increasing need to bring processing power to the edge where much of the data is being generated, cloud service providers are offering clients the ability to extend cloud services to on-premises locations at the edge. AWS Outposts, Azure Stack Hub, and Google Anthos are examples of this.   In general, data is becoming an ever-larger concern for enterprise architects. They must work with their CDOs to develop a solid understanding of the data they are responsible for — where it resides, where it needs to go for processing, and the costs of egressing that data, if necessary — as well as the network bandwidth and latency considerations around that data transmission and then find efficient solutions to those challenges. A new generation of technology and business. One of the big payoffs from digital decoupling is creating distinct services that can be reused across multiple applications. In doing so, this functionality shifts from working within a known environment and context to operating more autonomously with less visibility into how it is being used. This means that we often need to take more proactive steps to ensure appropriate use, as what was once understood must now be made explicit. Fortunately, government agencies are acknowledging the need for added responsibility, especially as it concerns AI and ML applications, which have attracted heavy scrutiny because of their potential to encode bias in their algorithmic models. A number of agencies, including the departments of Homeland Security, Health and Human Services, and Justice, for example, have issued AI strategies and policies that place a high priority on "responsible" or "ethical" AI use, but those strategies generally don't detail what that will mean in practice. Responsible or ethical AI generally refers to a variety of steps that can be taken during the development and deployment of an AI or ML capability that aim to manage, monitor, and mitigate biases that may be intentionally or unintentionally embedded in the data being used.   Most agencies still have far to go in fleshing out protocols and steps that will enable them to design responsible AI systems and architectures in a systematic way. For example, a 2020 report by the Administrative Conference of the United States found that none of the numerous federal agencies it reviewed had established systematic protocols for assessing the potential for an AI tool to encode bias. "The upshot here, as earlier, is that developing internal capacity to rigorously evaluate, monitor, and assess the potential for disparate impact will be critical for trustworthy deployment of

AI in federal administrative agencies," the report concluded. Even the National Artificial Intelligence Research and Development Strategic Plan, issued by the White House in 2016, highlights the need to design architectures for ethical AI. And while it describes a variety of considered approaches for doing that, the strategy leaves the challenge with individual researchers to figure out.   The Defense Department, which has been more aggressive than any federal agency in pursuing AI- and ML-enabled applications, has also been the government's pacesetter in adopting a responsible AI posture by formally adopting in 2020 a series of ethical principles concerning the use of AI. The recommendations came after 15 months of consultation with leading AI experts in industry, government, academia, and the public. The DoD's AI ethical principles apply to both combat and non-combat functions and encompass five major areas. For example, they require DoD personnel to minimize unintended bias in AI capabilities, employ methodologies to ensure the AI they are using is transparent and auditable, and maintain an ability to detect and avoid unintended consequences and the ability to disengage or deactivate deployed systems that demonstrate unintended behavior.   Privacy and other ethical concerns follow many of the technologies emerging in the marketplace, not just AI. To help address this, the National Institute of Standards and Technology released in 2020 a draft privacy framework that sets an ethical foundation for data usage for technologies such as AI, biometrics, and the Internet of Things. "Getting privacy right will underpin the use of technologies in the future, including AI and biometrics, quantum computing, the Internet of Things and personalized medicine," said NIST Director Walter Copan. "These technologies all will be a big part of our future."   While these steps are helpful, federal agencies in particular will need to give far greater thought to ethical considerations as they explore and expand their use of new technologies because of the highly sensitive nature of federal data and because of the government's significant impact on almost every aspect of our lives. In the case of AI, for example, there's a significant effort by DoD's Defense Advanced Research Projects Agency (DARPA) to flesh out how to make AI systems more understood and explainable to the people using them (as well as to others, such as courts and regulators that will have to make judgments about their efficacy, legality, and suitability). This is a critical concern for many government agencies that operate in the law enforcement, medical, security, and other arenas. Agencies will need to give far greater thought to ethical considerations as they explore their use of new technologies because of the sensitive nature of federal data and because of the government's impact on almost every aspect of our lives. Agencies will need to give far greater thought to ethical considerations as they explore their use of new technologies because of the sensitive nature of federal data and because of the government's impact on almost every aspect of our lives. The appearance of U.S. Department of Defense (DoD) visual information does not imply or constitute DoD endorsement. Government agencies will need to develop a firm understanding of emerging technologies not just because they will need to evaluate them and use them — they also are increasingly being called on to regulate them as they proliferate across virtually every industry. Take distributed ledger technology (DLT), for example, which is being used or explored by a wide variety of industries — including finance, insurance, healthcare, agriculture, logistics, travel, and much more — to

improve the transparency and veracity of transactions. The Government Accountability Office called out the lack of regulation over DLT as a key challenge for some oversight agencies. The great diversity of technology capabilities available to government agencies and businesses today is creating limitless possibilities — but also new challenges. As agencies accelerate their innovation strategies to meet today's and tomorrow's mission demands, they need to be strategic — the technology choices they make today will have far-reaching impact. The architectures that federal agencies build today will determine their future. Fortify: Is your agency prepared to be a technology leader? Extend: How are you creating an edge for achieving mission success with your technology choices? Reinvent: How will your relationship with your agency's stakeholders be reshaped by next-generation technology? Managing Director – Accenture Federal Services, Quality & Risk Lead MANAGING DIRECTOR – ACCENTURE FEDERAL SERVICES, CLOUD, INFRASTRUCTURE, & EDGE SOLUTIONS LEAD Managing Director – Accenture Federal Services, Chief Architect Nilanjan is a senior technology director at Accenture Federal Services, helping agencies strategically adopt emerging technologies. MANAGING DIRECTOR – ACCENTURE FEDERAL SERVICES, EMERGING TECHNOLOGY CAPABILITY LEAD The Accenture Federal Technology Vision 2021 builds upon unprecedented research to offer federal leaders direct insight into the five emerging technology trends most likely to transform and disrupt how agencies operate over the next three years. 60 minute read Read the entire Federal Technology Vision 2021 to explore the five trends and how they interact to set the technology agenda for the next three years. 15 minute read Explore our first trend, Stack Strategically: Rearchitecting Government for What's Next. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved. =====================

Take the mission further with multiparty systems

----- Arcticle source ----- https://www.accenture.com/us-en/insights/us-federal-government/technology-vision-2021-multiparty-systems ----- In brief Decision points Get the essentials Related capabilities 32-MINUTE READ The power of multiparty systems in an era of epic disruption Multiparty systems: Combining trust and collaboration to reformulate federal operations Many agencies are already exploring multiparty systems Explore further 1. Fortify 2. Extend 3. Reinvent The future of digital currency is here MORE ON THIS TOPIC The full report Five trends for post-pandemic leadership Short on time? Trend report Federal IT modernization Next gen cyber security Digital government innovation JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Federal agencies have long collaborated with stakeholders and outside partners to achieve specific mission or business outcomes, whether to ensure quality in supply chains, share health records, administer benefits, exchange data, or track funds, just to name a few. Agencies typically approach these collaborations as the authority, responsible for everything from collecting, managing, and

maintaining the necessary data to issuing regulations and policy and enforcing compliance among all stakeholders. Today, however, we are beginning to see this paradigm give way to a new model in which multiparty collaborations achieve their objectives by relying upon an underpinning of mutual trust in shared data and a shared data infrastructure whose immutability and transparency are assured. The advancing state of blockchain, distributed ledger, distributed database, tokenization, and other similar technologies and capabilities make this pivot possible. But at the core of MPS is the realization that the capabilities of a single agency can only stretch so far — business and mission outcomes that would otherwise be unattainable or attainable only at great expense require the combined capabilities and expertise of multiple organizations working in collaboration on a basis of trust. This trend is occurring in great haste across many commercial sectors, such as banking and finance, supply chain management, healthcare, and real estate, among others. But we also see many federal agencies exploring multiparty system (MPS) approaches and putting them into practice as a way to bring greater efficiency, transparency, accountability, security, interoperability, and confidence to their transactions and processes.   Accenture's Kyle Michl and Marty Hebeler discuss Federal Technology Vision's Trend 5: From Me to We. There are countless use cases where federal agencies can employ MPS approaches to deliver significant benefits. But to do so, agency leaders will need to re-examine their traditional practices and approaches. At the height of the COVID-19 pandemic, Singapore introduced a blockchain-based medical record system. The "Digital Health Passport" let individuals store medical documents in a secure digital wallet. At a time when monitoring the spread of the virus was crucial, the system allowed the government to easily track the levels of infection and eliminated the need for paper records — all while maintaining individuals' privacy. It also gave people verifiable test results and the hospital discharge papers they needed in order to be cleared for work. In other words, it put a clean and trusted bill of health right at everyone's fingertips — and was used more than 1.5 million times in its first four months alone. This isn't an isolated story. From contact tracing to frictionless payments, governments and companies around the world have doubled down in exploring and investing in MPS approaches. With the benefit of hindsight, the rapid adoption of multiparty systems isn't all that surprising. COVID-19 made it clear that organizations can't navigate through disruption and uncertainty alone. One of the biggest impacts of the pandemic was how it unveiled global enterprise fragility, leaving companies and government agencies alike cut off from their partners, scrambling for answers, and needing to build new, trustworthy relationships.   75% of federal executives reported their organization faced a moderate to complete supply chain disruption due to COVID-19. For instance, the pandemic demanded that enterprises develop deeper insight into how people and things were moving, without sacrificing privacy or efficiency — a capability that existing systems were not ready to meet. Across many areas, multiparty systems quickly shifted from ambitious undertakings to desperately needed solutions.   Take, for example, the global airline industry, which has the common goal of resuming airline travel in a safe, controlled, streamlined way as more people get vaccinated against COVID-19. To accomplish this, the International Air Transport Association (IATA), representing almost 300 airlines around the world, launched the IATA Travel Pass, a mobile app that

enables travelers to store and manage verified information on their COVID-19 tests and vaccines. Alan Murray Hayden, IATA's head of airport, passenger, and security products, noted that there are two main issues with confirming whether people wanting to fly have been tested or vaccinated: confidence and scalability. "When people do get tested, they turn up with a piece of paper and people don't have confidence in that. And the second point is that agents still need to check these paper documents. And that's what we are really trying to solve with this solution," Hayden said in an interview published in Future Travel Experience. The IATA Travel Pass, which employs blockchain technology, is a tool for travelers, but — because it relies upon open standards, an important ingredient for MPS interoperability — it also communicates with governments, airlines, test centers, and vaccination providers to get verified information to those who need it in a safe and secure manner. "This is the beauty of the technology we're using; it puts the passenger in complete control of their data. There's no central database and nobody can hack it. The passenger owns their data and they share it with the airline," Hayden said. IATA hopes the new app will help mitigate bottlenecks that may arise once passenger numbers bounce back. "Replacing the paper documents with electronic version[s] and using the verifiable credential will allow airlines to push all of this off airport[s], so passengers arrive completely documented," Hayden added. Trials with the IATA Travel Pass demonstrates a key value of multiparty systems, which is that each party to the arrangement is responsible for a function for which it is highly qualified, either because it alone possesses authoritative data critical to the MPS functionality or it has needed domain expertise or both. The result is a capability and value that would be very difficult, if not impossible, for one organization to achieve on its own. For example, an individual passenger with the Travel Pass app would scan the chip on their passport to retrieve passport information, enter their flight information, and be provided a list of nearby verified lab centers where they can get a COVID test. Those test results are then uploaded to the app by the lab. IATA's Timatic database and rules engine then automatically correlates that information with the COVID travel restrictions in place at the traveler's destination and verifies whether that passenger is authorized to travel. That verification can then be presented to the airline upon arrival at the airport. Each participating party — the passenger, the passport, the lab, IATA, and the airline carrying the passenger — engages in an interoperable, decentralized trust framework that revolves around a secure data foundation. In the post-COVID era, government and commercial enterprises face an imperative to forge a resilient, adaptable, and trustworthy foundation for their existing and future partnerships. There's opportunity here: Disruption has upended our expectations for ecosystems and ambitious enterprises are creating new standards for industry. Coordinated, strategic ecosystem partnerships will set government agencies and companies up to address today's disruptions and be better prepared to weather new ones, but they'll also enable ways to create new interactions and tackle complex problems. It takes a lot of time, energy, and resources to manage something as complex as, say, a supply chain for electronic components for military weapons systems. It requires dedicated staff, IT resources, and budgets. The data at the center of it must be continuously updated, reconciled, backed up, and verified. Even then, it can be hard to trust the data due to gaps, irregularities, human error, or even outright

tampering. Visibility into that data can also be challenging — stakeholders may have to synchronize their data to make sure they are all tracking accurate, up-to-date information. Multiparty systems offer federal agencies a way to achieve business and mission outcomes that would otherwise be unattainable or attainable only through great expense in staff, budget, and time resources. While the benefits of MPS arrangements can be significant, it's important to understand that they begin with the core understanding that those benefits are attainable only by pooling the resources and contributions of many organizations. Take, for example, the Defense Logistics Agency, which has a need to counter the threat of counterfeit and nonconforming parts entering the Defense Department's supply chain. For this purpose, DLA created the Counterfeit Detection & Avoidance Program (CDAP), which aims to ensure that critical electronic components are procured from reputable vendors and manufacturers. To do this, the program relies upon a pre-qualification of vendors and a post-award review process to inform decisions about whether components are safe to procure. These processes are highly manual and require a great deal of correspondence with vendors.   In 2019, DLA saw the potential to achieve these same goals using digital processes that would deliver greater automation, efficiency, and anti-fraud protections. But to do this, DLA leaders realized they needed to start by assembling a larger ecosystem of organizations that have a mutual stake in the outcome and obtain their participation. A diverse stakeholder group was formed that included CDAP representatives; DLA's warehousing team in Warren, Ohio; a test laboratory team responsible for inspecting electronic microcircuits received through the CDAP process; Applied DNA Sciences, a third-party contractor that helps execute portions of the DNA marking process employed at DLA's Product Test Laboratory; original equipment manufacturers (OEMs) and original component manufacturers (OCMs); and distributors and resellers. Together, these organizations formed a Trusted Working Group, which drafted a vision for an improved, more efficient method of collaborating to complete CDAP requirements.   As with the DLA example, any MPS arrangement begins first with a focus on thinking outside of one's organizational boundaries for solutions to thorny, complex challenges. It's about asking, "where do I fit in the ecosystem of my mission outcomes, where do I contribute to other organizations' mission outcomes, and how do I form those partnerships to get needed efficiencies to deliver better value to my constituents?" It is these partnerships and assembled ecosystems that will allow agencies to make challenging business and mission outcomes more easily and quickly attainable with less expense. But there are other key benefits that come from MPS approaches as well: There are myriad other benefits as well, depending on the use case involved. For supply chain traceability, for example, it dramatically accelerates the time — from several days down to a few seconds — to identify an impacted product, whether tainted lettuce or a recalled drug, and alert downstream partners. For supply chain integrity, it improves safety and security. For grants management, benefits include greater transparency, reduced financial burden, and improved customer experience.   MPSs accomplish all this by enabling federal agencies to shift their approach from managing the complex process by themselves to orchestrating an ecosystem that manages the process together as a shared, trusted, transparent undertaking. Put simply, MPS help us trust the data we rely on and trust the transactions we

conduct without having to centralize it all into one big system that we manage ourselves. Multiparty systems help us trust the data we rely on and trust the transactions we conduct without having to centralize it all into one big system that we manage ourselves. Multiparty systems help us trust the data we rely on and trust the transactions we conduct without having to centralize it all into one big system that we manage ourselves. The appeal is pretty clear: Orchestrating an ecosystem — especially when using automation and artificial intelligence — takes a lot less time, energy, and resources than managing the whole process and all of the underlying systems and data. For example, DLA ultimately designed and implemented a prototype application, called Blockchain Traceability for the Counterfeit Detection and Avoidance, that enabled CDAP and its vendors to collaborate closely on the same platform. The application included several novel features, including: a near real-time credential verification button; immutable records of vendor qualifications and related documentation; and a process for onboarding vendors with a blockchain-based decentralized identifier. These features, along with several other quality of life improvements such as automated email services, field-level validations, and help text provided the CDAP stakeholders with a greatly enhanced digital process compared to the current state.   As with all MPS arrangements, once all of the participating parties contribute their respective domain expertise and data, much of which is done automatically, the MPS uses data analytics to automate the intended outcomes. Those outcomes could include spotting an anomalous component in a supply chain, streamlining an administrative process, or verifying someone's eligibility for benefits. Moreover, the result is more trustworthy, transparent, and accountable than with traditional approaches.   Those features — trust, transparency, accountability — are a byproduct of the technology underlying any MPS. These technologies include distributed databases, distributed ledgers, and digital tokens. Of these, blockchain — a type of distributed ledger technology — is by far the most widely used. While there are many varieties of blockchain, it is, at its core, an immutable and encrypted ledger system that is distributed across a decentralized network of independent computers which can update in near real time. The beauty of a distributed ledger system is that it allows any participating user to prove the record is uncorrupted. Think of it as a strongly encrypted, verified, shared Google Document in which data can be added but never changed and in which each entry depends on a logical relationship to all preceding entries and is agreed upon by everyone who has access to it.   Because it operates as a shared, synchronized and geographically disbursed database with no centralized data storage, the system is designed to remove the "single point of failure" risk present in many other systems. Plus, blockchain is intrinsically a highly secure architecture. Each data entry creates one block within a chain of blocks, and each block is hashed by a set of unique characters derived from information contained inside that block. Every block of data added to the chain has its own unique hash. If any unauthorized changes to the data are made, it becomes immediately apparent to all participating parties. 18% of federal executives report their organizations are scaling their multiparty systems this year with another 15% beginning to experiment. Many federal experts see tremendous promise in blockchain and other MPS technologies as a tool to advance government business and mission needs. "Data sharing through a blockchain can increase trust in detailed accounts, improve

seamless communication, reduce data variation and mitigate friction points when information transfer needs to be timely and actionable," wrote Brig. Gen. Mark Simerly, commander of the Defense Logistics Agency Troop Support in Philadelphia, and Dan Keenaghan, then-process compliance director for audit and process improvement at DLA Troop Support, Philadelphia, in an article about the value of blockchain in military logistics. In broad terms, MPS arrangements excel at tracking assets, exchanging data, and automating processes. Consequently, we see them in practice most frequently with use cases that involve many federal tasks and functions: accounting, auditing, data provenance, supply chain management, finance, titling, Internet of Things (IoT) management, and digital identity, among others. Given the many benefits of MPS approaches, it's easy to see why so many organizations are exploring their use in addressing a wide array of complex challenges. For example, Customs and Border Protection (CBP) conducted a successful proof-of-concept to demonstrate blockchain's ability to help border agents rapidly and cost-effectively determine whether imported products are infringing on the intellectual property rights (IPR) of American companies. The proof-of-concept showed that blockchain connected product data correctly to the product and to the product license, resulting in fewer physical examinations of products being imported, according to CBP. Seven companies participated in the test and were able to communicate with other participants using their unique blockchain, regardless of different software used by each party, due to the program's open global standards and approaches. This demonstration may offer new tools in CBP's fight against imported counterfeit goods.   Similarly, the Treasury Department has been working since 2017 on a project to test how blockchain can improve the grants payment process. Treasury has been working with the National Science Foundation, which has a large research grant portfolio, San Diego State University, and Duke University. In this project, Treasury creates a digital asset (or token) that is embedded in a blockchain that contains the details and payments found in letters of credit that are sent to grantees. So rather than having to rely on regular reporting from the prime and sub-grantee recipients, NSF can use the blockchain to track the grant payments and ensure that the terms of the grant are being followed and that the whole transaction is more secure. This frees up grantees of some of their reporting requirements. The Health and Human Services Department pioneered the federal government's first use of blockchain in 2018 when it received an authority to operate a blockchain- and AI-powered tool called HHS Accelerate. The tool uses blockchain to link together and affirm the integrity of current data from multiple contract-writing systems and about 100,000 contracts that represent nearly $25 billion in annual spend and updates that data every 24 hours. The tool's purpose is to create full visibility into the prices the department pays vendors for products and services so it has greater negotiating power to reduce its procurement spend. Pulling together and analyzing the data needed to negotiate a department-wide strategic sourcing procurement used to take months of work — with Accelerate, it takes seconds. By 2020, the Accelerate tool had saved the department an estimated $30 million over five years with just one large procurement and more savings were anticipated with other large procurement deals in the works. These are just a few examples. But many other agencies are also incorporating blockchain and other MPS technologies for various use cases. To list a few: When clouds

collide Rapid digitalization during the pandemic has paved the way for enterprises to rethink partnerships. The intrinsic capabilities of the cloud — the scale, the API-enabled connectedness, the advanced cloud-native applications — have long been gateways to deep collaboration, and now that enterprises of all stripes have accelerated their cloud transformations all at once, there is an abundance of potential partners. Simultaneous and accelerated change is creating a network effect that will lead to new services, business models, and value generation. As organizations interconnect their cloud assets in exciting new ways, new partnerships will be forged and traditional boundaries challenged. The most immediate step federal agencies need to take is to make sure they have the foundation needed to participate in and lead the new digital ecosystems that are already emerging. A good example of this can be found at the Homeland Security Department. The department's first blockchain proof-of-concept (POC) was conducted in 2018 by CBP, which tested whether the technology could assist border agents as they process imported goods subject to the North American Free Trade Agreement (NAFTA) and Central America Free Trade Agreement (CAFTA). The POC was a joint effort that also had significant participation from importers, CBP auditors, import and entry specialists, CBP legal and policy personnel, technology companies, and suppliers. The POC proved 100 percent successful, demonstrating that blockchain technology can be implemented in a U.S. customs environment, improve the processing and tracking of trade documents, facilitate interaction with multiple entities, enable better auditability, reduce paperwork, and expedite processing. But that success — and the success of numerous other MPS proof of concepts to follow — owes itself to DHS laying the needed groundwork with a capable, flexible cloud foundation; open, pre-defined standards for easier integration; and needed in-house and contracted technical expertise. "Historically, when new technologies or solutions are incorporated into legacy systems, there are obstacles that create slowdowns as workarounds are developed so that the systems mesh properly," said Anil John, technical director at DHS' Silicon Valley Innovation Program, which is part of the department's Science and Technology Directorate (S&T). "However, through the use of globally acceptable and implemented specifications and standards, we are addressing and removing those interoperability hurdles before deployment. That way our industry partners and government components can hit the ground running." That spadework was critical because the integration challenge to make the POC possible was considerable: The resulting blockchain integrated with 10 different systems and three different types of blockchain software. In addition, trading partners participating in the POC relied upon different operational environments — some ran their systems on Amazon Web Services, others in the IBM Cloud, others in custom Docker environments, and still others in Open Stack environments. Engineers with DHS' Digital Bazaar worked through these challenges and achieved interoperability using HTTP API connections. After CBP's successful demonstration, S&T helped the U.S. Citizenship and Immigration Services test blockchain's ability to improve the way it issues citizenship, immigration, and employment work-status authorization documents to be faster, more accurate, and more secure. It also helped the Transportation Security Administration explore whether blockchain could help secure, automate, and speed up the credential validation process at checkpoints. In general, commercial sectors

are outpacing federal adoption of MPS technologies such as blockchain — but not in every case. CBP noted in its after-action report following the POC that many trading companies had not yet adopted blockchain, which "may prevent rapid adoption of this technology." But this relative immaturity of the marketplace presents federal agencies with a golden opportunity. "If government entities join the blockchain revolution early on, they have an opportunity to drive the change, rather than to react and adapt to systems established by others," wrote Svetlana Angert in her 2019 thesis examining the lessons learned of the CBP proof of concept while at the Naval Postgraduate School in Monterey, Calif.1 She noted that DHS' early effort to set the interoperability specifications and standards for blockchain was critical to success, and she urged other agencies to take the initiative in doing this as well. "CBP can facilitate future coordination, implementation, and creation of global blockchain standards necessary in international trade," she wrote. As the DHS example demonstrates, the cloud is fundamental to unlocking the power of MPS. In addition to the growing number of blockchain platforms emerging in the marketplace, many of the larger federal cloud services, including AWS, Microsoft, and Google, offer blockchain services. Also, many of the major enterprise resource planning (ERP) vendors have begun adding blockchain capabilities to their offerings. The Defense Department's Defense Information Systems Agency (DISA) is going even further by creating a Blockchain-as-a-Service (BlaaS) offering that can be used by DoD support agencies and military services to streamline the path to production for blockchain systems in the future. As partners combine their digital efforts, the resulting ecosystems are generating novel solutions, just as we saw with CBP's free trade agreement blockchain demonstration. Successful leaders are adopting an ecosystem mindset that feeds through business and technology strategy, eschewing the traditional organizational boundaries of the past. MPS makes clear that technology-based ecosystems are the foundation for future growth and leadership, and agencies will need to invest in the needed platforms to set those ecosystems motion. 91% of federal executives agree that to be agile and resilient, their organizations need to fast forward their digital transformation with cloud at its core. Natural federal use cases for multiparty systems Having a cloud foundation is key to benefiting from the value of MPS approaches, but so is the need to shift one's thinking to better envision the vast possibilities MPS can bring to federal mission and business operations. Again, DHS offers a good example here. Technologists there had been tracking the progress of distributed ledger technology for years and saw significant promise in its applications for many DHS business and mission operations. "Throughout the HSE [Homeland Security Enterprise], agencies issue entitlements, attestations and certifications," said a July 2019 press release issued by the department's Science and Technology Directorate. "The holders of those credentials might be an individual, organization or product, but from the HSE perspective, they all have at least one thing in common — the documentation must be quickly verified, extremely robust and resistant to tampering. Paper-based, manual verification solutions are slow, non-centralized and pose a greater risk of forgery and counterfeiting. Blockchain is tailor-made to address and mitigate these security and speed issues." It was this insight that drove the department to launch a string of proof of concepts with blockchain. 91% of federal executives say multiparty systems will enable their ecosystems to

forge a more resilient and adaptable foundation to create new value with their organization's partners. Perhaps the broadest category of MPS use cases can be found where federal agencies are already engaged in collaborations, networks, and consortiums, either with external organizations or other agencies or both. These can include ecosystems that revolve around supply chains and logistics, financial services, disaster response and assistance, industry regulation and inspection, transportation, research and development, and more. Numerous agencies are already exploring whether MPS arrangements can help them prevent counterfeit components in supply chains, secure military communications, accelerate recalls of tainted food and pharmaceuticals, and dispense disaster assistance more rapidly. "More than 62 million power grid items were provided to Puerto Rico in the wake of the Category 5 Hurricane Maria," said DLA's Simerly and Keenaghan of DLA Troop Support in Philadelphia in their October-December 2019 issue of Army Sustainment. DLA supports FEMA and the U.S. Army Corps of Engineers by leveraging hundreds of contracts to mobilize millions of equipment pieces that support humanitarian assistance and disaster relief efforts. "Although the mission was a success, an assessment of the end-to-end processes uncovered multiple delays, miscommunications, excessive travel costs, a lack of comprehensive end-to-end visibility, and many wasted hours for manual corrections. Research suggested the possibilities for adaptation and innovation through blockchain could increase effective communication of requirements, planning movement and flexibility, monitoring third party delivery and in-transit visibility timelines, compliance with regulatory demands, and transparency for audit. Cost reductions are anticipated in regards to information lags, duplication, personnel, movement times, storage, and inventory losses. These efficiencies enabled through blockchain technology would provide real, measurable savings and increase the efficacy of life-saving and recovery efforts." Another example of how MPS approaches fit naturally into many existing ecosystems can be found in the world of unmanned aerial systems, or UASs. The commercialization of UASes is exploding — there are already nearly four times as many UAS as registered manned aircraft. And many federal agencies, along with the fast-growing UAS industry, are aggressively exploring how blockchain and other MPS technologies can address the many challenges being anticipated with the rapid growth in commercial UAS operations. According to a 2020 Department of Transportation report, companies and federal agencies are considering embedding blockchain and other distributed ledger technologies into a wide assortment of UAS functions and activities to make them secure, transparent, trackable, authenticated, and trusted. These include identity management, traffic management, conflict management, flight authorization, flight data recorders, insurance, regulation compliance, fleet security, and cybersecurity. "Blockchain is poised to transform the way we think about and analyze safety data," said Regina Houston, Chief of the Aviation Safety Management Systems Division, U.S. DOT Volpe National Transportation Systems Center. "This is particularly exciting for unmanned aerial vehicles. Blockchain can be part of the solution to collecting and sharing reliable data about drones. When you combine machine learning with the data blockchain can provide on UAS registration, accountability, and tracking, an entire world becomes available for drone safety analysis, decision making, and even regulation." In short, areas where policy,

regulatory, and governance frameworks cross over federal organizations and commercial industries are prime venues for MPS applications. A big part of getting MPS off the ground is having disparate organizations agree upon a governance framework on how things will operate; but, in many cases, those already exist in many federal environments, which gives federal agencies a distinct advantage in getting started, finding common ground, and bringing those ecosystems together. A new perspective on value It helps when enterprises embarking on MPS undertakings have a fuller sense of the value that partnership can bring. Consider an area where MPS is having extraordinary impact: money. The first large-scale popular implementation of an MPS technology was Bitcoin in 2009. A decentralized digital currency that is not controlled by a central bank, Bitcoin can be exchanged from one user to another through a peer-to-peer network without the need for intermediaries. Bitcoin transactions are verified by network nodes through cryptography and recorded in a blockchain. Its success has touched off a wave of similar cryptocurrencies, all built on decentralized peer-to-peer networks — today, there are more than 4,000 cryptocurrencies in existence, including Ethereum, Litecoin, Cardano, Polkadot, Bitcoin Cash, and Stellar, to name a few. While many of them have little to no following or trading volume, some are immensely popular among dedicated user communities and investors. This brave new world of cryptocurrencies is prompting many federal agencies to study the potential ramifications they may have on their missions and business operations. For example, numerous federal investigative organizations — including the Treasury Department's Office of Global Targeting, the IRS Criminal Investigation (IRS-CI), the Postal Inspection Service, and the Army Criminal Investigation Command — are reviewing their procedures and exploring solutions that can help them track digital currency transactions that involve individuals, entities, and organizations that are blocked from conducting business with Americans or that are potentially criminal in nature. But the flood of new cryptocurrencies has also catalyzed many governments and central banks around the world to think anew about the need to update their government-backed currencies for the digital age. As of January 2021, 86 percent of the world's central banks were considering issuing "Central Bank Digital Currencies" (CBDCs), according to a report by the Bank of International Settlements (BIS). A CBDC is a digital form of a country's fiat currency; instead of printing money, the central bank issues electronic coins or accounts backed by the full faith and credit of the government. Because CBDCs are the liability of the central bank, the government must maintain reserves and deposits to back it up. CBDCs are attractive to central banks for many reasons. First, being digital, the maintenance and handling expenses of CBDCs — printing, managing, and transferring, for example —are far less than for hard currencies. Also, people can have access to money on their smart phones, making it more accessible and safer. And because there is a digital track record for every unit of currency, there is greater transparency and more checks on illicit activity. But there are risks as well: our regulatory processes, financial transaction systems, and payment systems are not updated to deal with these new forms of money. Also, the proliferation of digital currencies could hamper the ability of policymakers to track cross-border monetary flows, presenting challenges concerning the use of sanctions and economic policy tools. In October 2020, the International Monetary Fund (IMF) began working with the Group of 20 to establish a set

of standards for CBDCs. Accenture has been working with central banks across the globe as they explore their digital programs and it is likely we will see the first CBDCs come to fruition in the next 12 to 24 months. For instance, The Digital Dollar Project — a non-profit partnership between Accenture and the Digital Dollar Foundation — is advancing a collaborative framework for developing a CBDC in the United States, and the central bank in Sweden, the Riksbank, is piloting the e-krona to test its viability. The project will launch at least five pilot programs over the next 12 months with interested stakeholders and DDP participants to measure the value of and inform the future design of a U.S. CBDC, or "digital dollar." CBDC efforts worldwide demonstrate why businesses need to have multiparty systems at the forefront of their innovation agenda — and also why leaders need to take a considered approach with their efforts. People are at the center of these ecosystems, and the technology needs to support their ambitions — not overshadow them. Recognizing this, the World Economic Forum, along with Accenture, established a set of guidelines called the Presidio Principles to help guide experimentation with multiparty systems. The guidelines span four categories and include the principles that every participant should have rights to information about the system; that individuals should be able to own and manage their data, and have their data protected in accordance with recognized technical security standards; and that participants should have the information they need in order to pursue effective recourse. The goal of these principles is to ensure that multiparty systems are providing for a more equitable and inclusive future. At their zenith, MPSs will transform the world. If you've hesitated to explore a full ecosystem approach, now is the time to recognize the opportunity; if you've already been exploring, it's time to move beyond small-scale implementation and become a leading partner in shaping tomorrow's government operations. Fortify: How are digitally led partnerships driving value for your enterprise? Extend: Is your agency ready to participate in multiparty systems? Reinvent: Which business relationships will be transformed by the growth of multiparty systems? 1 Angert, S. (2019). Blockchain Technology Implementation in the U.S. Customs Environment [Master's thesis, Naval Postgraduate School]. Homeland Security Digital Library. MANAGING DIRECTOR – ACCENTURE FEDERAL SERVICES, ARMED FORCES TECHNOLOGY LEAD The Accenture Federal Technology Vision 2021 builds upon unprecedented research to offer federal leaders direct insight into the five emerging technology trends most likely to transform and disrupt how agencies operate over the next three years. 60 minute read Read the entire Federal Technology Vision 2021 to explore the five trends and how they interact to set the technology agenda for the next three years. 15 minute read Explore our fifth trend, From Me to We: Take the Mission Further with Multiparty Systems. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. Visit our Subscription and Preference Center © 2024 Accenture. All Rights Reserved. =====================

Immigrants and refugees: Untapped data science potential

In brief Immigrants and refugees: A robust source of data science skills Data science skills: No longer just an IT need An open mind and creativity: Tapping into the immigrant and refugee community A new model: Filling the data science talent pipeline Berkeley Institute for Data Science (BIDS) Success stories demonstrate the power of collaboration Call to action: A creative and effective approach to employment Contributors Related capabilities Improving interview skills for a Java role Building on advanced degrees for data analyst job Enhancing networking for a data scientist role Preparing for a data engineer position MORE ON THIS TOPIC Artificial intelligence Data-led transformation Solutions.AI for talent & skilling JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Companies everywhere are looking to dramatically improve their operations by boosting their use of artificial intelligence (AI) and data. The problem is, finding the people with the skills to deploy and use these powerful tools is difficult—there just aren't that many individuals out there with them. Or are there? A collaboration among Accenture, Upwardly Global, and the Berkeley Institute for Data Science (BIDS) at the University of California shows that these in-demand skills can be found in what many companies might consider unlikely places—including the U.S. immigrant and refugee communities. These groups have hidden skills that, with some targeted training, could serve as a strong foundation for building new data science, engineering, analytics, and AI skills. All we need is an open mind and a little creative thinking. With the use of AI and data becoming increasingly critical in companies across a diverse cross-section of industries, the demand for related skills is skyrocketing. In fact, many occupations outside of the IT and data science fields now require skills in data analysis, engineering, and modeling. The Global Emancipation Network (GEN) is just one example of how companies now use data science to solve problems and bring value to their operations. GEN partnered with Accenture, Splunk (the provider of the Data-to-Everything ™ Platform), and technology partner Graphistry in 2019 for a pro bono pilot project to develop a human trafficking content classifier powered by AI, focused on the illicit massage industry in the state of Florida. The GEN contact classifier collated public records, such as business license databases, adverse filings, and online reviews related to the target industry and territory, and used machine learning to analyze data and indicators for potential illegal activity. By doing so, it could identify businesses and individuals most likely involved in human trafficking activity and send alerts to law enforcement agencies. When the pilot tool was used in cooperation with investigators to identify potential perpetrators, more than 400 businesses scored the highest level of risk—suggesting a likelihood of being engaged in illegal trafficking activity. Knowing which were high-risk, investigators were able to discern which facilities should be monitored most closely and needed further human-led investigation. Empowered to move at the same pace as the perpetrators, investigators have been given the potential to help save more lives and bring

more criminals to justice. Many members of the immigrant and refugee communities have hidden skills that, with some targeted training, could serve as a strong foundation for building new data science, engineering, analytics, and AI skills. There are thousands of applications at work, in our car, and in the machines and consumer devices we operate that collect and use data to improve performance. The continued growth in those applications has led to increasing numbers of highly skilled and specialized employment areas that require skills in data analytics, machine learning, decision science, data engineering, and other related areas, as well as in foundational tools such as Python, R, SQL, and TensorFlow. Recent Accenture research confirms just how strong this demand is—and how big the gap is between companies' needs and the supply of such skills. An Accenture analysis of labor data from Burning Glass—a jobs market analytics tool that offers labor market trends—found that between October 1, 2020, and September 30, 2021, the numbers of job openings, by occupation, requesting data scientist and data engineer skills were 8,791 and 8,162, respectively. Overall, as measured by total job postings among major metropolitan areas of interest, the New York (59,720) and Washington, D.C., metro areas (47,447) have the strongest demand for jobs requiring data science and data engineering skills, followed by the San Francisco (42,447) and Chicago (29,4630) metros. And these are well-paying jobs, with a median annual salary of around $100,000 in these areas. From an industry standpoint, the Professional, Technical, and Scientific Services sector leads the way in demand for data science and data engineering skills, accounting for 30% of the total job openings. Finance and Insurance (21%), Information (14%), and Manufacturing (9%) also demonstrated strong demand. Targeted reskilling of immigrants and refugees can have a big impact on both a company's ability to fill critical roles and new arrivals' opportunities to restart their careers in the U.S. With the need for these and other skills critical to the use of AI and data growing, and their supply still scarce, employers need to get creative in their search for talent. Often, that includes looking at talent sources that don't immediately come to mind as hotbeds of data science skills. One of the biggest, and most promising, of these sources is the immigrant and refugee community, which recently has experienced a major influx of Afghan refugees resettling in the United States. Many members of this community have hidden skills that, with some targeted training, could serve as a strong foundation for building new data science, engineering, analytics, and AI skills. However, despite the potential, they face numerous cultural and systemic barriers that inhibit their full participation in the U.S. workforce and economy. Immigrants and refugees are part of what we call the "hidden worker" —skilled people who struggle to find work even when companies are desperate for talent. In fact, millions of people are eager to work, if only employers could find them. Why do such workers remain hidden? Accenture, in partnership with Harvard Business School's Project on Managing the Future of Work, did a study to find out. The research identified several categories of people who became hidden workers, including people who are caregivers, veterans, immigrants and refugees, those with mental health or developmental/neurodiversity challenges, those from less-advantaged populations, people who were previously incarcerated, and those without traditional qualifications. Among the biggest reasons companies have trouble identifying and considering such workers as candidates to meet their skills needs are a widening

training gap, inflexibly configured automated recruiting systems, and failure to recognize the value these "hidden workers" can potentially bring to the business, hence preventing them from elevating this business case. 44% Companies that hire hidden workers are 44% less likely to face challenges finding workers with the necessary skills and 35% less likely to face challenges meeting diversity goals. 59,720 The number of job postings in the New York metropolitan area requiring data science and data engineering skills, between October 1, 2020, and September 30, 2021. The benefits of tapping into this workforce are significant. According to our research, companies that hire these hidden workers are 44% less likely to face challenges finding workers with the necessary skills and 35% less likely to face challenges meeting diversity goals. Once hired, hidden workers outperform their peers across six key criteria: attitude and work ethic, productivity, quality of work, engagement, attendance, and innovation. Although rethinking best practices in hiring and rewiring human and technology processes will be a steep climb, it's clear that hiring hidden workers is not only a social imperative, but also good for business. Recognizing the challenge, Upwardly Global has stepped in to make a difference. It's an internationally recognized nonprofit organization whose mission is to eliminate employment barriers for skilled, college-educated immigrants as well as refugees, and to help integrate these populations into the professional workforce. Upwardly Global addresses barriers such as knowledge gaps, skills, and training through a combination of soft skills training, employer engagement, and labor market-driven technical skills training to prepare participants to fill the highest-demand roles in industries with the highest projected growth—including data science, machine learning, and data engineering. Within the past year, 242 individuals completed just under 700 total data science/data engineering courses within the organization's career skills program. Nearly half (101) of them found jobs, 18 of whom were placed in a data science or data engineering role—illustrating the both the untapped potential in this group and the selective nature of this field. Thirty-five more individuals are currently actively seeking data science-related jobs. Of the 18 people who were placed (including one with Accenture), 14 already had some direct experience in or knowledge of the IT industry or data science. However, three did not: a former marketing and sales professional, a business analyst and scrum master, and a healthcare industry professional. These three individuals were able to build on adjacent skills (e.g., project management, sourcing and procurement, enterprise analysis, and data analysis) to develop new skills that helped them land data science-related jobs. It's clear that such intentional, targeted reskilling of immigrants and refugees can have a big impact on both a company's ability to fill critical roles and new arrivals' opportunities to restart their careers in the U.S. And that's what spurred Accenture, Upwardly Global, and the Berkeley Institute for Data Science (BIDS) to collaborate on a formal, scalable program to build greater awareness among immigrants and refugees of career opportunities in data science and related roles; identify the skills these professionals have—as well as those they need—and train them to prepare for these roles; and ultimately help them find opportunities to put their new skills to work for employers that need them. This collaboration, launched in the autumn of 2020, is a cross-sector effort: It brings together a private-sector company, a higher-education institution, and a non-government organization to find

solutions to a critical problem that both employers and immigrant and refugee job-seekers have. As a global professional services company with leading capabilities in digital, cloud and security, Accenture brings a unique perspective to the team. Accenture works with clients to help them scale AI by embedding AI-powered data, analytics and automation capabilities into business workflows. The company initially conducted the labor market research mentioned earlier on a pro bono basis to quantify the extent of the gap between the demand for and supply of critical data sciences-related skills—which helped inform the design and strategy of the collaborative program. Accenture also provides industry-based mentors working in data analytics, intelligent automation and AI to coach the individuals who've completed their training with Upwardly Global and BIDS and help them through the job-seeking process. And, as an employer, Accenture is in a position to hire individuals from the program to work in the company's Applied Intelligence practice, where data sciences skills are fundamental to Accenture's services. Upwardly Global's invaluable contribution to the partnership is its connection to internationally trained immigrant and refugee professionals who are restarting their careers in the United States. These educated, skilled, talented, and experienced individuals: Upwardly Global also supplies the training programs to help job-seekers who already have data sciences skills advance those skills, as well as to help those with adjacent skills build the relevant new skills to prepare them for data sciences-related roles. BIDS brings to the table the organization's extensive experience working with a diverse and active data science community of domain experts from the life, social, and physical sciences, as well as methodological experts from computer science, statistics, and applied mathematics. As part of this joint effort, BIDS is working with Upwardly Global and Accenture's Applied Intelligence practice to produce a series of webinars to help immigrant and refugee job-seekers with college degrees from their home country learn more about data science, how to interpret and understand related job descriptions, and answer key questions including: What do various job positions in data science look like? How can job-seekers prepare for interviews for such roles? What kinds of skill sets and tools do they need to be successful in these jobs? These webinars provide vital guidance to job-seekers, as the terminology for data science jobs, the specifics of what these jobs entail, and the definitions of particular roles have been evolving significantly in the past 10 years and are often difficult to navigate. Working together, Accenture, Upwardly Global, and BIDS have helped numerous professionals prepare for and find work in new data sciences roles. Here are just a few examples of success. Idris Askarov was referred to Upwardly Global's program in May 2021. He relocated to Texas from Kazakhstan, where he worked as a Java developer for large banking institutions. As he began his job search in the U.S., he was focused on refreshing his technical skills in Java. He worked closely with Upwardly Global's program to prepare for interviews, connected with volunteers for technical interview preparation, and worked with an Upwardly Global volunteer for language coaching. All of these interactions and Idris's skill building increased his confidence. In only a few months, he began receiving more interviews, including one for a Java developer role at Accenture, where he is now employed. Frederic Gomes came to the U.S. from Senegal with two master's degrees and big dreams, but quickly hit hurdles in putting his education and experience to work here. "Upwardly Global helped me go

from barely surviving with two jobs to thriving in a new job at Accenture," he says. "I'm proud to work for a change-making organization that values diversity and delivers results." Frederic, who was Upwardly Global's 50th placement with Accenture, is currently an Accenture digital business integration senior analyst. One person, referred to Upwardly Global in August 2019, had relocated to New Jersey from his home country (Turkey), where he worked as a research engineer and data scientist. After a year of searching for a data scientist role with little success, he applied to join Upwardly Global's program. He worked closely with his advisor on crafting an updated resume, conducting mock interviews, and stepping up networking online and through events and volunteer connections. He also took data science courses to develop his data science skills in machine learning, Python, and big data. Armed with an updated resume and newfound confidence in his additional skills gained through the program, he eventually landed a job as a data scientist with a large American retail chain. Another person learned of Upwardly Global in his home country (Algeria), where he had a background in computer science. Upon joining Upwardly Global, he received guidance first on narrowing down his career plans, which ultimately took him to data science. He then learned how to prepare for behavioral interviews and network effectively, and was introduced to several employer partners, which gave him valuable knowledge and experience in the U.S. interview process. He also took additional coursework that focused on data science skills such as SQL, Python, and data visualization. These new skills enabled him to apply for a fellowship and, despite the pandemic slowing things down, land his first full-time job as a data engineer at a U.S. grocery retailer, where he currently works. The more than 2 million unemployed or underemployed immigrants and refugees in the U.S. face a daunting challenge in looking for work. These include the thousands of refugees newly arrived from Afghanistan, who hold higher education and impressive experience and are ready to join the professional workforce. From finding opportunities, applying for jobs, and interviewing, to encountering cultural barriers and developing an understanding of how to promote themselves to potential employers, this community continues to struggle to find rich, rewarding jobs in their new country. At the same time, these individuals are highly skilled, with a minimum of a four-year degree and international experience, and are fully authorized to work in the U.S.—meaning, they represent a major untapped source of talent who can fill a variety of in-demand roles, especially those in the data sciences field. Immigrants and refugees who find themselves in this situation can benefit from the Accenture, Upwardly Global, and BIDS collaboration. Working together, the three organizations can connect newcomers with pathways to professional success—providing the education, training, and mentoring they need to build critical new skills and navigate the job-seeking process to ultimately find work in a high-demand, high-impact field. A good start for job-seekers is to apply for Upwardly Global's free program and watch the BIDS-Upwardly Global webinar series. For employers, this collaboration could be a model for how, at a high level, to create more inclusive hiring practices and champion programs and policies that advance equity and inclusion. When it comes to data sciences skills specifically, it's a way to think out of the box—to tap into a community and talent source that traditional recruiting approaches likely will overlook. Teaming with Upwardly Global and BIDS can help employers see the value

immigrants and refugees can bring to their organization by focusing on individuals' professional experience and transferrable adjacent skills—and appreciating their different cultural norms that can add valuable new perspectives to employers' workforces. This approach could be particularly effective and timely in helping recent Afghan refugees find work in their new homes. Companies are also invited to participate in FutureofU, a collaboration of businesses (including Accenture) that connects candidates with employment opportunities by building new skills for roles such as in AI, data science, digital, and more—all at no cost to candidates. As the use of AI and data only becomes more pervasive, the demand for relevant skills will continue to grow. The immigrant and refugee communities are ready to help meet that demand and contribute to companies' ongoing efforts to use data to improve their business and the world. Strategy and Consulting Senior Manager – Accenture Federal Services Wendy works extensively with public and private sector clients on strategic planning, organizational transformation and more. Senior Manager, Applied Intelligence Fernando develops artificial intelligence solutions with leading Silicon Valley partners and academic institutions. Manager – Marketing and Communications, Applied Intelligence DR. ALEXANDRE DE SIQUEIRA BIDS Data Science Outreach Lead MARSHA FENNER BIDS Communications/Program Manager DR. CIERA MARTINEZ BIDS Biodiversity and Environmental Sciences Lead Jennie Murray Upwardly Global Vice President of Programs Fahad Alnimah Upwardly Global Program Manager Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved.
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A game changer for advertisers

----- Arcticle source ----- https://www.accenture.com/us-en/insights/software-platforms/advertising-playbook ----- In brief Building an intelligent foundation for navigating the attention economy The risks of inertia in the face of change are clear Seven key actions to thrive in a cookieless world No choice but change in a fast-evolving market Current Country: United States Research Report 5-MINUTE READ May 30, 2023 Since 2020, the phasing out of third-party cookies, along with digital content innovation, has forced advertisers to rethink how they engage with audiences and measure success. As the world contends with the latest economic turmoil and technological advancement, advertisers have more on their plates than ever and can't afford to be left behind. The time to act is now. Advertising is at a major inflection point The migration of advertising from offline to online, caused by the dominance of entertainment platforms, has created intense competition for consumer attention and targeting of the most valuable audiences. This dizzying shift has created a complex environment for advertisers needing to continually generate ROI.   As a result of this evolution of marketing, two-thirds of advertisers are feeling the pressure to keep up with the growing and increasingly complex demands of their audiences1, A. However, tracking audiences and measuring how ads perform across the omnichannel audience journey has been further complicated by privacy changes introduced by governments and tech

companies. These changes restrict the use of third-party identifiers (also referred to as "signals" or "cookies") - which used to be essential to retarget audiences and gauge intent. Around half of advertisers have already seen privacy changes negatively impact their campaigns. Just as many expect upcoming privacy changes and challenges to reduce campaign effectiveeness[1]. To help advertisers determine how they can optimize their ad strategies today and de-risk their ad spend for the future, Accenture has conducted in-depth research on SMB and enterprise advertisers. Our findings are informed by real advertiser performance data[2,3] and enriched by multiple surveys (fielded by Dynata) of 500+ advertising decision-makers[1,6,B], as well as interviews with a range of advertising, data privacy and marketing-measurement leaders. Advertisers have the opportunity to evolve faster We discovered that 45% of US and UK advertisers have been using the same approach to advertising for the last five years, and 71% of this group don't plan on changing their strategy in the next year[C], leaving 32% that will continue to use outdated advertising playbooks[1]. 71% of US and UK advertisers who have not changed their approach in the last five years still don't plan on changing in the next year[1]. But if they want to succeed in today's fast-changing market, advertisers have to evolve. Those that are lagging behind face serious risks if they don't catch up: These are the four common barriers impacting advertisers: Many advertisers don't realize that there are some 'no regrets' actions open to them all. For instance, we found that, globally, advertisers on Pinterest using strategies that do not rely on third-party identifiers, like interest and keyword targeting, run no risk[F] to their return on ad spend or conversion rates when compared with retargeting alone[2,G]. And when using the most granular interest-based targeting, advertisers globally saw 45% higher ROAS than advertisers leveraging retargeting alone across a 30-day attribution window[2,H]. To help them evolve with the market, we have identified seven key actions for advertisers. These will ensure that advertisers have a strong foundation for success in the new, fast-moving – and soon-to-be cookieless – advertising landscape. Some advertisers are already well on their way. Others need to take stock of their own progress in this journey. 1. Centralize and fortify in-house customer and audience data: As advertisers unify and build out their customer data across marketing, sales and product, they'll be able to see the full customer – their values, needs and behaviors – without overly relying on third-parties. Establishing interoperable customer data is essential not only to create the 360° experiences that customers expect but also the impact measurement that executives demand. While it might sound familiar, this recommendation bears repeating for good reason: it establishes a critical foundation for advertisers to make informed decisions about when, where, and how to engage current and potential customers. For large and mid-sized advertisers, this means getting cross-functional C-suite support to build the right data repositories (e.g., integrated warehouses, CDPs), pathways and protections. For smaller advertisers, it means holding someone accountable for maintaining and mapping all customer data. 2. Test resilient targeting solutions without disrupting current strategies: To mitigate the impacts of privacy changes and drive even more relevant audience targeting, advertisers should ramp up their experimentation with new audience-based solutions (e.g., unified ID and customer-matching solutions) and strategies that don't rely on third-party-identifiers at all but lean on the context of the site or the user's onsite intent (e.g., contextual

and interest-based targeting). These are among the most readily accessible strategies that even the smallest businesses can deploy - and many platforms have enriched their user data to help advertisers better gauge intent. 3. Use revenue-based ROI as the core metric: To ensure advertisers and the business are on the same page, both sets of teams and leaders need an agreed definition of ROI that's tied to revenue. This means that "success" isn't just measured by reach, but by actual dollars returned. And that's for every campaign, channel and strategic decision. This cultural shift lays a critical foundation for advertisers' ability to identify the data, tools and leader support they need to succeed. 4. Build or enhance resilient measurement and attribution capabilities: Today, 65% of US and UK advertisers are still using last-click attribution to optimize ongoing campaigns1,I. Not only is this method prone to inaccuracy, but it also depends heavily on third-party identifiers that will fall away with privacy changes. Instead, to measure impact and inform channel and platform spend decisions, advertisers need to align their measurement strategies toward incrementality. They need to invest in better marketing-mix models (MMM) with more frequent data refreshes that update at the tempo of business decisions. More advanced advertisers can embed AI into their models to accelerate speed to insights (including optimization recommendations) and greater granularity. To address gaps in more immediate campaign measurement and optimization, advertisers can also explore additional publisher solutions (e.g., conversion/server-side APIs, clean rooms, etc.). 5. Diversify content development and activation strategies through AI and creators: Advertisers should also look to enhance their content development and activation strategies with Generative AI and the new wave of content creators. AI has never been as accessible as it is right now. We expect that advertisers who embed AI into their core operations – to create initial copy language, image ideas, soundbites, etc. and/or drive more real-time optimization of audience cohorts, ad personalization, etc. – will drastically improve efficiency. Advertisers should also explore content-creator partnerships. Around three-quarters of advertisers do this to tap into what already resonates with audiences and drive deeper connections7. We have seen companies create stronger relationships with their audiences, drive significant efficiencies, and exercise whole new levels of creativity in the last few months by embedding these approaches into their content and campaign strategies. 6. Invest in identity resolution capabilities: To truly measure incrementality across different campaign tactics and channels, advertisers need comprehensive 360-degree visibility into their customers' and audiences' non-linear purchase journeys. Identity resolution solutions allow advertisers to match identifiers across devices and touchpoints to a single profile. This is absolutely essential for verified attribution and incrementality measurement to optimize marketing spend. There are a number of identity resolution solutions on the market, so it's important that advertisers find the right one for them – some include data clean rooms, ID graphs that integrate multiple data sources, and direct connections to other marketing platforms. By building out these capabilities, advertisers not only solve for privacy changes, but they also create new opportunities to build deeper and more transparent relationships with their audiences. 7. Redesign the organization to drive shared full-funnel accountability: Advertisers should reevaluate their operating models to align them better with business needs. Today, over 70% of US and UK advertisers are only focused on one or

two parts of the funnel1. But these overly siloed "awareness" and "performance" campaigns and teams need to become a thing of the past. From now on, they must work together to provide a holistic, full-funnel view of customer and business value. To that end, advertisers need to build cohesive, connected teams and KPI strategies so that every marketing team and every campaign is unified by shared business goals and measurement. Our market analysis highlights essential steps that advertisers need to ensure are effectively embedded into their ad strategies to optimize their advertising performance and de-risk spend in the new, cookieless advertising landscape. Advertisers – especially the nearly one-third operating with outdated playbooks – can't afford to sit on the sidelines. The time for action is now. Sources: 1. Accenture Proprietary Research, State of Advertising Survey (N=505, US & UK, Feb 2023) 2. Pinterest Ads Measurement Analysis conducted by Accenture (N=20,000+, Global, Jan 2021 – Dec 2022) 3. Accenture Proprietary Research, Third-Party Cookie Loss Case Study, 2021 4. World Federation of Advertisers 2023 Media Budgets Flash Survey Results, 2022 5. MarketingWeek + LinkedIn Research, Majority of CMOs under pressure to prove short-term ROI, 2022 6. Accenture Proprietary Research, Signal Resilience Survey (N= 653, US, UK & Brazil, Jun 2022) 7. eMarketer, Creators are becoming a serious business for brands, 2021 Footnotes: A. Two-thirds of advertisers feel under pressure to "keep up" with at least one of the following trends: marketing content innovation (e.g., AI, creators and Web3), growing content demands and shifting customer behavior and preferences. B. "advertising decision-makers" / "advertisers" refers to people involved in social, web, and/or search advertising strategy decisions (e.g., platform selection, spend allocation, audience targeting strategy). The 2023 study includes 236 SMB (<500 employees) advertisers and 269 enterprise (500+ employees) advertisers with social, search, and display ad spend levels ranging from less than $10K to $1M+; the margin of error is +/- 4.4%. The 2022 study includes 327 SMB advertisers and 326 enterprise advertisers spanning a similar spend range; the margin of error is also close to +/-4%. C. 58% of all advertisers surveyed do not plan on changing their strategies within the next year. D. 'preparedness' for privacy changes is determined by a company's implementation of both first-party and second/third-party data solutions – in accordance with subject matter expert guidance. E. Only 8% of marketers understand at least 75% (6 of 8 assessed) policy changes. F. No statistically significant difference between interest-based targeting with retargeting and retargeting alone was found for all groups tested (regions, company size, etc.), suggesting there is little to no risk to incorporating this strategy on top of existing retargeting strategies. G. These results reflect those of advertisers that layer interest and keyword targeting onto existing CRM-based and/or 3rd party-based retargeting strategies compared to those using 3rd party-based retargeting strategies alone. H. Higher volume of clicks and conversion volume was found based on median differences between targeting strategies used in a 7-day attribution window. I. 71% of advertisers that use marketing mix modeling for platform budgeting are optimizing campaigns on last click attribution, resulting in a misalignment in how budget is being optimized.
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Positive energy in the metaverse. A new era of efficiency

----- Arcticle source ----- https://www.accenture.com/us-en/insights/energy/ metaverse-era-efficiency ----- In brief Delivering growth through a digital core Revolutionizing new realities through experiences and ownership Unlock value with the metaverse Where to start your journey towards a more sustainable, immersive, and innovative future. WRITTEN BY Current Country: United States Research Report The world around us has undergone a transformation, and the energy industry has embraced this metamorphosis to emerge safer, more efficient and focused on net- zero ambitions. 5-MINUTE READ August 29, 2023 As adoption of the metaverse grows, it's crucial to understand its implications and the opportunities created within the energy industry. Over the past decade, many energy companies have begun foundational technology deployments, on which their future will be built. It's part of a strategy to develop a strong digital core that drives growth and optimizes operations. Over the next decade, the industry will enhance this foundation by continuously integrating many more innovative technologies such as digital twins and generative artificial intelligence (AI). 72% of executives in the energy industry believe that primary metaverse technologies are already inspiring their organization's vision or long-term strategy. 97% of energy executives agree the convergence of digital and physical worlds over the next decade will transform their industry. 87% of energy executives report AI is inspiring their organizations' vision or long-term strategy. There are three evolutions within the internet which will impact this revolution. Spatial Experiences – an emerging version of virtual environments that provide a sense of space and belonging, Digital Ownership – shared infrastructure that is distributed enabling trust and security, and accelerating content development through Generative AI. These enable us to create new realities by intelligently fusing people's digital and physical world to amplify experience, engagement, and productivity. Early adopters are already generating significant value, especially in four areas. There is no better time than the present to start your metaverse journey. According to the IEA, in 2022 the industry's profits jumped to $4 trillion from an average of $1.5 trillion over recent years. Now is the time to invest in the industry's future. Every energy company's journey will be unique, and this is why we embrace the term "continuum." The metaverse is not one single strategy or technology, but a continued evolution of connected experiences. Each innovation will add value to your investment in a sustainable and resilient future. No matter where you are in your metaverse continuum journey, you will quickly unlock the value and benefits of these new technologies. Energy companies can move forward by keeping three key rules in mind: The Metaverse Continuum defines the next era of the industry's digital transformation. In the end though, it comes down to people. As the continuum evolves, it will encourage an ecosystem of players to work toward common goals that swiftly change the world, much like the internet of the past. Creating positive energy for all. Stuart Brown Resources Technology Lead Krista L. Taylor Energy Industry, Global Metaverse Lead Khadija Siddiqi Manager – Metaverse Strategy Lead,

Energy Shruti Shalini Senior Principal – Accenture Research © 2024 Accenture. All Rights Reserved. =====================

Bringing back the brand

----- Arcticle source ----- https://www.accenture.com/us-en/insights/digital/bringing-back-brand ----- Related capabilities Build more muscle Mix up the teams Connect to create MORE ON THIS TOPIC Accenture Interactive New propositions, products, services Marketing, content and engagement JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Brands need a unified story that brings the brand into the entire shopping experience. For years, companies have viewed digital marketplaces in largely transactional terms—as channels to sell products, not to deliver brand experiences. Creative was here. Commerce was there. This mindset no longer plays in a world where people are spending less time consuming traditional media and Gen Z has such different consumption patterns and brand preferences. To harness all the value that brand experiences bring—promise, purpose, differentiation and inspiration—brands have to be where consumers are. And that is in digital marketplaces. Bringing brand experiences to marketplaces is a literal white space. Success starts with these fundamentals: Think big, not in silos, and build skills, alignment and capabilities across the organization. Use external resources to become more data-driven. Form teams that unite the best in creative, e-commerce and technology to create compelling experiences across all properties, including marketplaces. Collaborate with channel partners to conceptualize what's possible within the required templates. Leverage mutual interests to attract consumers. These are significant structural, cultural and strategic changes, no doubt. Through it all, brands must stay true to their purpose. Because it is the heart and soul of brand experiences that move consumers to purchase—and keep them coming back. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved. =====================

Reinvention in the age of generative AI

----- Arcticle source ----- https://www.accenture.com/us-en/insights/banking/total-enterprise-reinvention-banking ----- In brief Reinvention is the strategy for success Disruption meets its match Reinvention landscape Why generative AI shouldn't be underestimated Reinventing today to lead tomorrow Where could reinvention take your business? We predict that over the coming 12-24 months there will be a significant uptick in companies who embrace generative AI as a catalyst for reinvention. Many organizations are keen to reinvent — some are further along in their journey than others. We expect Reinventors to grow the value gap significantly in the next three years. Generative AI in action Lead with Value Roche: Dissolving boundaries to deliver data-driven cancer care Understand and develop an AI-enabled,

secure digital core Southeast Asian national oil company: Simplifying volumes of data Reinvent talent and ways of working Biopharmaceutical company: A reinvention to match its ambition Close the gap on responsible AI Monetary Authority of Singapore: Operationalizing a ground-breaking responsible AI program Drive continuous reinvention Industry perspectives WRITTEN BY Current Country: United States Research Report 10-minute read January 11, 2024 Why is generative AI different from other technological innovations we've seen in recent years? This technology has the power to reinvent every facet of an organization. This is new. Through our work, we see empirical evidence that this trend is already in motion, particularly as generative AI rapidly disrupts every industry. Organizations are still operating in an unsettled landscape. The annual Accenture Pulse of Change Index found the rate of change affecting businesses has risen steadily since 2019 — 183% over the past four years. In response, 83% of organizations have accelerated the execution of their transformation since last year. Disruption is up 33% year-on-year Accenture Pulse of Change: 2024 Index A small number of "Reinventors" (9%) have already met the high bar of building the capability for continuous reinvention. They're making swift progress in executing their strategy and setting out to define a new performance frontier with technology at the core of their reinvention journey. Among the largest companies, especially those with revenues over US$50bn, the number of Reinventors has quadrupled in the past year. Industry giants are not standing still. Unlike the digital revolution, the largest companies are taking an early lead, leveraging their substantial investment in building their digital cores and talent. Two industries saw double-digit increases in the number of Reinventors: in software and platforms the figure is up 34 percentage points to 43%, and in life sciences it's up 13 percentage points to 20%. Most organizations are still at the beginning of their reinvention journey, with few reinventing at scale today. Similar to last year, the majority (81%) are "Transformers." Transformers should keep going. They are taking many of the right steps toward reinvention — however, they are less likely to be building sustainable capabilities to reinvent continuously and may be missing the speed and cost efficiencies from a connected strategy of reinvention. And we see a financial performance difference, with Reinventors pulling ahead. The remaining 10% of "Optimizers" are organizations where reinvention isn't currently a priority. Reinventors are creating an imperative for others to act. Source: 2019-22 = CAGR based on actuals. 2023-26 = self-reported expectations from the Accenture reinvention survey, stress-tested vs. analyst expectations. In the past several decades, we haven't seen any other technology with the potential to materially impact every aspect of a company — this is why we connect generative AI and reinvention. The only way to realize generative AI's full potential is to embrace the need to reinvent processes and talent, while managing the technology through a new capability commonly referred to as responsible AI — and with a digital core that has a data and generative AI backbone. Generative AI has become an extraordinary force in enabling reinvention and accelerating organizations' progress toward a new performance frontier. Some understand this potential and are taking action. We're seeing this among Reinventors, and also among a group of Transformers that we expect to leapfrog today's leaders by applying generative AI more intensively to their business. What Reinventors know: A government agency responsibly used

the latest digital technologies to deliver automations at speed and scale, saving three million operational hours. A bank delivered 16 million hyper-personalized offerings to customers within three months of building a generative AI-powered marketing solution. An insurer is reinventing the entire workflow of underwriting with the potential to increase revenues by 10%. Shift the focus from siloed use cases to prioritizing business capabilities across the entire value chain, based on an objective assessment of the business case, enterprise readiness and the corresponding return on investment. Companies can pursue generative AI investments in two categories: "no regrets" investments that offer productivity improvements and "strategic bets" that offer truly novel competitive advantage including reshaping how industries operate. 1 Understand the potential to reinvent your value chain and develop end-to-end capabilities powered by generative AI and new ways of working.   2 Be value-led in every business capability you choose to reinvent with generative AI. 3 Identify strategic bets where the technology creates differentiated sources of value that can't be easily captured by competitors.   4 Reorient your organization from siloed functions to end-to-end business capabilities and decision-making through a unified data architecture and cross-functional teams. Realizing the potential for tailoring care to each person requires a new way of working that breaks down barriers across the lifecycle of care that a patient receives. Roche is building platforms that aggregate data from disparate sources. One such platform is its oncology hub, which securely makes sense of all patient data and gives clinicians a central workspace for collaboration. This helps to get patients into treatment faster in a field where time can save lives. Companies need to elevate IT for the age of generative AI. Connect disparate data sets and technologies via an AI-enabled, secure digital core. Generative AI requires a fundamentally different enterprise architecture in which data is more fluid, and unstructured and synthetic data become much more important. It places higher demands on infrastructure, and IT operating models will need to change. Reinventors prioritize their digital core as a key competency. Explore our new "Reinventing with a Digital Core" research report to learn more about the benefits of a reinvention-ready digital core. 1 Understand what "digital core" means for you and look at your technology objectively to understand where your digital core is — relative to the industry, and most important, relative to what is needed to use generative AI.   2 Understand the new capabilities required for a data and generative AI backbone and what it will take to build them.   3 Ensure your CIO is embedding cyber security practices early in the lifecycle across technology and that you have a strong security culture to prioritize resiliency.   4 Understand your current technology and advisory ecosystem, and refresh your strategy on how you will work with them to compress the reinvention cycle.   5 Rigorously measure the progress toward ensuring more than 50% of your technology investments are targeted at building the new. This client has huge volumes of data in different formats — and generates more daily. After taking a holistic look at the issues, it deployed generative AI and cognitive search to realize the true value of its data and drive new growth. Its new knowledge base incorporates more than 250,000 documents with structured and unstructured information, surfaces the desired information and converts it into a chosen format. The new, integrated setup makes information discoverable with minimal effort, automates the knowledge-gathering process for different roles across the

organization and helps reduce accidents. Success with this latest tech revolution requires leaders to set and guide a vision for reinventing work, reshaping the workforce and preparing workers for a generative AI world. Companies must quickly clarify how work needs to be reinvented and reshape the workforce accordingly. This will require skills-based HR and continuous learning across all levels of the workforce, including the C-suite. Success requires putting people at the heart of change, and it will mean leaders with different skills. As leaders acquire necessary new skills for the age of generative AI along with the workforce, they can better drive reinvention across entire value chains and business processes. 1 Create a talent strategy that identifies how work will change, documents the impact to roles and assesses what skills are needed for every generative AI use case. 2 Build strong people-centric change competencies that are the same across functions and business processes to fully understand the impact of generative AI on people and their experiences. 3 Develop, either organically or with partners, the continuous learning capabilities needed to support reinvention. Prepare workers for generative AI, actively involving them in change and ensuring they have market-relevant skills. 4 Review HR capabilities and invest in the competencies and technology needed to support the reinvention vision. HR is a core part of the business strategy. 5 Review your employee value proposition and ensure that it makes employees feel Net Better Off for working at your company, and that your use of generative AI is consistent with your commitments. Aspiring to be the premier research-intensive organization specializing in the science of discovering and developing new therapies, this client is developing new types of leadership training and experiences to help foster the entrepreneurial mindsets and new ways of working that support its ambitions. This includes involving people properly in the design process, a program to upskill thousands of people to make them experts on generative AI, and bringing in the right talent at the right times. Design, deploy and use AI to drive value while mitigating risks, including bias and harm, liability and compliance, unreliable outputs, confidentiality and security, sustainability, and workforce transition. Given generative AI's speed of evolution and adoption, these risks need to be a focus now to avoid challenges later, including regulatory costs. The vast majority (96%) of organizations support some level of government regulation around AI, but just 2% of companies have self-identified as having fully operationalized responsible AI across their organization. Closing the gap requires a plan that moves from commitment and frameworks to action on the ground. 1 Agree and adopt responsible AI principles with clear accountability and governance for design, deployment and usage of AI. 2 Conduct AI risk assessment. Understand the risks of your organization's existing AI use cases, applications and systems through qualitative and quantitative assessments. 3 Perform ongoing, systematic testing of AI for fairness, explainability, transparency, accuracy and safety using the best available tools, and enable mitigations. 4 Establish ongoing monitoring of AI systems and oversee responsible AI initiatives while executing mitigation and compliance actions. 5 Engage cross functionally to address workforce impact, compliance with laws, sustainability and privacy and security programs across the enterprise. The Monetary Authority of Singapore (MAS) is one of the first financial regulators to have a responsible AI program. MAS established Veritas, an industry consortium, to help financial services

institutions (FSIs) evaluate their AI and data analytics solutions against the principles of fairness, ethics, accountability and transparency. A core team within Veritas developed a methodology framework to operationalize those principles. This helps FSIs gain value from AI responsibly while building a fairer future for billions of consumers worldwide. Change is constant, so reinvention never ends. Leaders cannot approach reinvention as a contained effort undertaken every few years. They must build the capability to continuously reinvent. Enterprises that not only survive disruption but come out on top are those that are in perpetual motion. Companies must constantly build their organizational agility. It's a switch to a state of openness to new thinking, requiring a cultural and operational mindset for continuous change, powered by a flexible digital core that supports generative AI at pace and at scale. Enabled by generative AI, reinvention offers consumer goods companies the ability to deliver improvements in operating margin, while also driving growth and disruptive innovation. The integration of intelligent technologies like generative AI and next generation computing could significantly reduce the time and cost associated with bringing new medicines to market. Retail leaders are proactively increasing their investments in generative AI, recognizing its potential to revolutionize every aspect of the industry—from inventory management to customer interaction. New technologies, from generative AI to augmented reality, are key to reinventing a more sustainable, customer-centric and profitable future. Our industry-specific diagnostics help organizations shape a blueprint for successful reinvention and define how best to use generative AI across the enterprise. Proprietary tools, such as our AI Navigator for Enterprise, a generative AI-based platform, can help you on your reinvention journey and drive value responsibly. Visit one of our generative AI studios around the world to explore ways to reinvent your business through the responsible use of generative AI applications. Read our report for more detail or contact us. Jack Azagury Group Chief Executive – Consulting Muqsit Ashraf Group Chief Executive – Strategy Oliver Wright Senior Managing Director – Global Consumer Industries Group Lead Karen Fang Grant Managing Director – Industry Networks & Programs, Global Research Lead Mike Moore Principal Director – Accenture Research © 2024 Accenture. All Rights Reserved. ======================

Automotive customer experience rebooted

----- Arcticle source ----- https://www.accenture.com/us-en/insights/automotive/reinventing-the-automotive-customer-experience ----- Automotive CX challenges & opportunities Automotive customer demands are on the rise Sales model at risk Dealers and OEMs Roadmap to the future The future of in-car human machine interfaces Conclusion Key factors are expected to double New factors critical for a positive CX Digital experience Findings —a fragmented relationship WRITTEN BY Current Country: United States RESEARCH REPORT Pivoting toward the automotive industry's future success 5-MINUTE READ December 5, 2021 When it comes to purchasing and using vehicles, today's buyers are setting higher standards for OEMs

and dealers. The demand is shifting from vehicle performance, design and price toward more connected, virtual and responsible experiences. What does this mean for OEMs? How can they compete in a marketplace where consumers are accustomed to an interactive, personalized experience? To better understand the customer experience (CX) challenges and potential benefits in the automobile market, Accenture conducted extensive research, including surveys with 7,500 car-owners and 203 dealers across six countries, interviews with more than 20 experts, executives and industry insiders and analysis of more than 1.5 billion social media posts and 300 investment transcripts of leading automotive companies. We found that forming relationships and developing intra-industry ecosystems would help secure manufacturers' future. 7.5K car-owner surveys conducted Our findings point to two critical steps automotive manufacturers can take to improve sales and increase customer loyalty: utilizing consumer data and strengthening their relationships with dealers. Today's consumers are setting higher standards for OEMs and dealers for a greater customer experience, increasing the complexity of the sales process, and requiring coordination among multiple parties. Three factors to watch in the next three years: While vehicle performance, design and price will remain important, five other factors will become critical for a positive customer experience. A majority of customers (62% – 65%) expect online, virtual and real-time response experiences from their automotive OEMs and dealers. Our research points to a gap between OEM and consumer priorities, increasing challenges to build customer loyalty and generating more sales. While automotive executives are focused on future-related issues such as new energy vehicles, consumers are more concerned with practical, everyday considerations such as repairs and maintenance. What's more, loyalty is at the bottom of priorities for both OEM executives and customers. This disconnect and disengagement, among other issues, puts the entire sales model at risk for the automotive industry. More important, it leaves the traditional approach that OEMs and dealers have taken with customers—and each other—over the last century at considerable risk. To face this challenge, most OEMs realize they need to take a more data-driven approach to sales and aftersales. 39% of customers perceived that their OEM is not prepared to provide a relevant experience 46% of customers would switch to a different OEM if it delivered better customer experiences 47% of customers think about changing their automotive brand after a company fails to deliver a relevant customer experience Aside from OEMs, dealers face challenges of their own, including a lack of organizational processes or an inconsistent, outdated IT infrastructure. However, many challenges are external—born from their fragmented relationships with OEMs. For example, dealers are not able to keep up with the pace of OEMs' digitization efforts. Perhaps most frustrating for dealers is that, although they contribute up to two-thirds of the entire customer lifecycle experience, OEMs are still not giving them the autonomy to act accordingly. It's the dealerships that are building a seamless and appealing customer experience in the purchasing and post-purchasing periods (as they own the physical and digital contact with customers)—a complex process requiring close and seamless coordination with their OEMs. In essence, there isn't a uniform understanding of what 'customer experience' means. For the OEM, it is about tracking the entire customer journey; but for the dealers, it is only about aftersales. Customer Relations Executive / A Major Global OEM Data-

driven services and the corresponding customer experience are going to be the next battlefields for the automotive industry. To win and keep customers, OEMs should not only closely analyze the data, but also consider changing the entire dynamic with their dealers. Communicating and working with dealers more collaboratively and transparently to gain their understanding and support. OEMs should work with dealers to find the preferred sales model depending on the dealer's strengths. Establish trusted relationships, develop a work plan, and focus on budget, reach, data and system integration. Moving from a linear customer journey and process toward a modular toolbox of applications that dealers can pick and choose at will. Consumers' desire for vehicles that respond dynamically to changing lifestyles and growing sustainability concerns is already changing the automotive industry's business model—but there's much more to come. A significantly more personalized human machine interface (HMI) is emerging, responsive to the needs and desires of individual users. This is the promise of My(H)MI - a personalized universe of digital interactivity between humans, vehicles, and the environment. Quality data is only the starting point to derive real customer insights. A structured analysis and interpretation methodology should follow any data collection initiative. Also critical is a strong, overarching, company-wide data management system and utilization strategy. Serving customers today, and into the future, is no longer only about meeting their mobility needs. Beyond engine power and vehicle features, OEMs must discern what customers really want. Today, OEMs (together with their dealers) have an opportunity to transcend their role as a mobility provider to become a long-term partner to their customers. This involves rethinking their entire ecosystem, particularly their relationship with dealers, engaging customers across all touchpoints with an intelligent data-driven approach and building agility across every facet of their operations. 92% of dealers surveyed see CX as extremely important to their future growth Teodoro Lio Market Unit Lead – ICEG Alberto Sernia Managing Director, Automotive Customer Experience Offering Lead Joel Van Durme Accenture Song Sales Lead DACH © 2024 Accenture. All Rights Reserved. =====================

Health equity under the microscope

----- Arcticle source ----- https://www.accenture.com/us-en/insights/public-service/health-equity-under-microscope ----- The art and science of equity-focused analytics Related capabilities MORE ON THIS TOPIC Public sector health analytics Behavioral Health Solution Public sector health JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA This piece was originally published in the April 2022 issue of Policy & Practice magazine. Health inequity remains a significant problem in the United States. While COVID-19 did not create the inequity, the pandemic dramatically exposed and compounded the disparities. Addressing the needs of populations historically disinvested is the prerequisite for a fair and thriving society. There is growing recognition that the status quo is unacceptable and increasingly urgent calls for change at the federal and

state levels. The root causes of health inequity are challenging to address. In addition to being couched in neutral language or binary terms of "right vs. wrong" or "good vs. bad," the root causes are laden with hidden judgments against people who are already disadvantaged. Simply because a policy or process exists does not mean that it is right or just. Consider a common managed care process: prior authorization. When a patient needs specialized services, their doctor may need to confirm that the health plan is willing to pay for these services. If the insurance company rejects the request, the patient has the right to appeal that decision with the support of the physician. When a person with Medicaid appeals a decision, they may also have the option to request Continuation of Benefits. Checking that box on the paperwork helps ensure that their services continue while the health plan reviews the appeal. But amid complex legal language and explanations for the denial, patients may not recognize their right to continued care. Some may not even understand what "Continuation of Benefits" means. This is one of many examples where equity-focused analytics can help. To explore the question — Is this policy further marginalizing certain populations? — equity-focused analytics would pull data to measure differences in appeal decision times when Continuation of Benefits is selected. This exercise also would help identify whether certain groups or demographics are less likely to select Continuation of Benefits and therefore less likely to have equitable access to care. If there are differences, what might account for them? When we examine patients who do not select Continuation of Benefits, is there a correlation based on their primary language? Are there differences based on patients' disability groups, race/ethnicity or age? If the answer to any of those questions is "yes," there is a strong case that this policy is imposing barriers to continuous care and needs to be changed or removed. As the Continuation of Benefits example illustrates, equity-focused analytics can help reveal where a policy is causing unintended consequences. They also can enable states to take a more targeted view, revealing where seemingly unrelated variables are fueling inequity. From our work in this space, we have identified several factors that contribute to success. Achieving health equity is essential to a strong, vibrant and just society. Solving the myriad of problems that have created and perpetuated inequity will not be simple or easy. But it can and must be done. Actively listening, analyzing data in new ways and then translating insights into action can support and sustain progress toward that goal. Achieving health equity is essential to a strong, vibrant and just society. Solving the myriad of problems that have created and perpetuated inequity will not be simple or easy. But it can and must be done. Achieving health equity is essential to a strong, vibrant and just society. Solving the myriad of problems that have created and perpetuated inequity will not be simple or easy. But it can and must be done. Managing Director - Health & Public Service, Public Health Kristin leads our public health practice, helping entities drive innovation and leverage technology to improve core operations. Managing Director – Applied Intelligence, Public Service, North America Joseph leads our Analytics practice for state and local government, helping clients succeed with service delivery transformation. SENIOR MANAGER – DATA SCIENCE, PUBLIC SERVICE, NORTH AMERICA Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved. ===================== ----- Arcticle source ----- https://www.accenture.com/us-en/insights/travel/digital-

The Federal Catalyst

----- Arcticle source ----- https://www.accenture.com/us-en/insights/us-federal-government/federal-catalyst-podcast ----- Can government master the metaverse? Web3 puts me in the metaverse Personalizing our physical world AI's synthetic data paradox What comes after Moore's law? Keep listening with the Federal Innovator podcast Capabilities Connect with us Federal Innovator podcast Accenture federal studio Artificial intelligence Digital government innovation Cyber resilience Federal IT modernization Tweet from: JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA The Federal Catalyst with Accenture Federal Services is a podcast series addressing critical management and technology issues for federal leaders. Episode 1: Can government master the metaverse? – Federal Technology Vision The Accenture Federal Technology Vision is our annual big picture look at the top technology trends poised to disrupt government over the next three years. This year's report examines an emerging technology landscape created following the compressed transformation enterprises pursued in their response to the COVID-19 pandemic. Technologies, including extended reality, blockchain, 5G, the internet of things, quantum computing, synthetic data, and smart materials, are converging into the Metaverse Continuum. What's surprising to some is how the federal government is leading this charge in many cases. In this episode, Accenture Federal Services' Terrianne Lord speaks with Chief Technology Officer Chris Copeland and Chief Innovation Officer Kyle Michl about the Accenture Federal Technology Vision 2022: Government Enters the Metaverse. They are the lead authors for this year's research, and Lord is a contributor to Trend 1: WebMe report. Episode 2: WebMe: Putting the me in metaverse – Federal Technology Vision The Accenture Federal Technology Vision 2022: Government Enters the Metaverse looks at four technology trends poised to disrupt government over the next three years. Trend 1: WebMe – Putting the Me in the Metaverse examines how today's internet is being reimagined. The COVID-19 pandemic accelerated a long-standing trend where individuals invest more time and energy into their digital lives. The emerging metaverse aspires to make these environments and interactions more lifelike, while Web3 technologies give individuals greater agency in these new worlds. In this episode, Kyle Michl, chief innovation officer for Accenture Federal Services, talks with two of the report's coauthors, E.J. Dougherty and Dave Dalling. In this wide-ranging discussion, they share how they define the metaverse, what to consider when designing virtual worlds, and what gaming can teach us. Episode 3: Personalizing our physical world – Federal Technology Vision The Accenture Federal Technology Vision 2022: Government Enters the Metaverse looks at four technology trends poised to disrupt government over the next three years. Trend 2: Programmable World – Our Planet, Personalized considers

how we can bring the best of our digital lives to the material world. This trend is driven by the convergence of 5G, ambient computing, augmented reality, smart materials, and other technologies infusing unprecedented control, automation, and personalization into our physical environment. Joining Chris Copeland, Accenture Federal Services CTO, for this episode are Jessica Bannasch and Rick Driggers, coauthors of the Trend 2 report. They discuss the importance of 5G in delivering the interactivity users expect, how federal agencies are employing digital twins, and managing the security risks created by a fabric of sensors. Episode 4: AI's synthetic data paradox – Federal Technology Vision The Accenture Federal Technology Vision 2022: Government Enters the Metaverse looks at four technology trends poised to disrupt government over the next three years. Trend 3: The Unreal – Making Synthetic, Authentic examines the paradox that synthetic data presents for AI. Artificial intelligence requires data, with computer-generated data filling significant voids like privacy concerns to fuel continued innovation. However, this synthetic data can also be used to create deepfakes, bots and other forms of disinformation that erode trust in AI. As AI-generated data and synthetic content convincingly mimic what is "real," authenticity is emerging as the new north star. Kyle Michl explores this with Marc Bosch-Ruiz, PhD. and Shauna Revay, PhD., co-authors of the Trend 3 report. They share examples of how federal agencies fuel innovation with synthetic data and a new framework for authenticity in defining data. Episode 5: What comes after Moore's law? – Federal Technology Vision The Accenture Federal Technology Vision 2022: Government Enters the Metaverse looks at four technology trends poised to disrupt government over the next three years. Trend 4: Computing the Impossible – New Machines, New Possibilities explores where computing goes once Moore's Law reaches its physical limits. Quantum, biologically inspired, and high-performance computers are each asserting their unique strengths, allowing federal agencies to tackle grand challenges that are at the core of their mission. As these technologies move into the mainstream, government leaders must reimagine core assumptions about their organization. Chris Copeland joins Garland Garris and Mary Lou Hall for this conversation. As co-authors for Trend 4: Computing the Impossible, Garris and Hall share how federal agencies can prepare for this disruption, such as the need for post-quantum cryptography to protect national secrets. The Federal Innovator podcast is a program for and about the innovators taking on the biggest challenges in the federal government. Join co-hosts Accenture's Tim Irvine and the Atlantic Council's Stephanie Wander as they talk with the change agents that are disrupting how the federal government operates. A podcast for and about the innovators taking on the biggest challenges in the federal government. See how we are designing digital solutions, accelerating AI capabilities & deploying rapid prototype solutions so agencies can deliver great impact. Here's how we help agencies use AI, big data analytics, and intelligent automation to improve mission success. Our experience in IT modernization, cloud computing, and digital services enable more agile, citizen-centric, and secure services. Shift to cyber resilience to continuously deliver the intended outcomes despite adverse cyber events. Disruptive forces are reshaping our wold, and federal agencies need new ways to meet their mission and delivery goals. @AccentureFed Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. Visit our Subscription and Preference

Building next-generation public health surveillance

In brief Related capabilities RESEARCH REPORT Current methods of public health surveillance Common sources of public health data Typical flow of public health data Current efforts to modernize public health surveillance Making synthetic, authentic A holistic strategy for next-generation surveillance a reality A scalable, federated data infrastructure Data interoperability: From data push to data pull Expanding interoperability with intelligent systems Unleashing the potential of a modern data infrastructure Reducing the burden on public health workers with intelligent automation Overcoming clinical burdens An action plan for alignment and governance 1. Plan 2. Partner 3. Govern A vision for the future of public health surveillance MORE ON THIS TOPIC Applied Intelligence Federal Health Civilian JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Surveillance has long been the cornerstone of public health practice. The collection and dissemination of surveillance data informs individuals' health behaviors, public policy, national security, and global economies. Led by the CDC and implemented by all 50 states and more than 3,000 local jurisdictions and territories, public health surveillance in the United States spans the monitoring of infectious diseases, chronic diseases, injuries, and mental health conditions, as well as social determinants of health. Surveillance can capture data on every aspect relevant to the cause or spread of disease – behavioral risk factors, preventive actions, cases, program or treatment costs, and more. The COVID-19 pandemic put public health surveillance – and its urgent need for modernized systems and methods – in the spotlight. To identify, contain, and prevent outbreaks, state and local public health agencies undertook the massive task of tracking cases, variants, vaccinations, and hot spots and sharing that data with federal agencies. This was no simple task – for example, Politico reports that "in Washington state, health officials went from tracking 30,000 disease lab reports a month in 2019 to 30,000 a day during certain points in 2020." This sharp increase in demand strained what were already significant gaps in public health surveillance data infrastructure and methods, including: Hospitals, healthcare providers, and laboratories use a variety of systems to collect data – some required by law, others on a voluntary basis. Typically, they report data to state and local public health agencies, which share the information with CDC and other federal agencies. Agencies aggregate, deidentify, synthesize, and disseminate the information to inform policymaking, public awareness, and research – a process that can often take months or years after the data was initially collected. Many current systems rely on disease-specific monitoring and manual data entry, which places a substantial burden on federal data partners. State and local reports to CDC are often delayed because the systems and data are not

interoperable. CDC encourages standardization, but it lacks the authority to receive data directly without establishing a data use agreement with each state and local jurisdiction. As a result, the agency must manually clean the data before conducting the analyses needed to provide a national, aggregated picture of public health. This can significantly delay the sharing of data with providers and other trusted partners with important roles in public health response. Sample flow of public health data In addition to CDC's core surveillance activities, more than 100 separate, standalone systems managed by multiple agencies track specific diseases and events. For example, the U.S. Food and Drug Administration (FDA) monitors the safety of regulated medical devices, and the National Cancer Institute tracks cancer trends and statistics. These data are disseminated through agency-specific reporting channels and, in some cases, made available for research in data hubs. With more modernized data infrastructure, public health leaders can better identify and contain outbreaks, understand disease burden, guide policy changes, evaluate and improve prevention and control strategies, and target research investment. With more modernized data infrastructure, public health leaders can better identify and contain outbreaks, understand disease burden, guide policy changes, evaluate and improve prevention and control strategies, and target research investment. The United States has made major advancements in notifiable disease reporting, syndromic surveillance, mortality reporting, and electronic lab reporting in the past decade. Building on these efforts, CDC recently launched a comprehensive Data Modernization Initiative (DMI) and a dedicated Center for Forecasting and Outbreak Analytics (CFA). These initiatives are many years in the making and, taken together, they are leading the charge to transform our public health surveillance system into one that is connected, resilient, adaptable, sustainable, and response-ready. In its first year, DMI achieved significant advancements in real-time data collection, cloud-enabled services, and automation across its core systems. While still in its pre-launch phase, CFA successfully predicted the COVID-19 Omicron surge and has since produced models and analyses as part of our nation's response to outbreaks of polio and monkeypox. CDC's efforts are bolstered by the Office of the National Coordinator for Health Information Technology (ONC)'s work to define standards and practices for interoperable data sharing and inform the incentives driving their adoption. Chief among ONC's accomplishments: Advancing the Fast Healthcare Interoperability Resources (FHIR®) standard and publishing the Trusted Exchange Framework and Common Agreement (TEFCA) to establish a universal floor for interoperability across the country. While the focus of ONC's efforts to date has been care coordination, attention is shifting to the need for bi-directional exchange with public health agencies and elimination of one-off connections to public health reporting systems. As our nation defines and implements the next round of investments to modernize public health surveillance, agency leaders need a holistic strategy and an unwavering focus on the end goal. Defining and implementing a solution for real-time, actionable data and rapid, accurate insights will require a massive acceleration of efforts across lead agencies and data partners. As they advance public health systems, agencies will need to simultaneously expand, coordinate, standardize, and streamline data collection and sharing. They can do so by adopting a scalable, federated data mesh infrastructure and further expanding data interoperability. With a stronger technological

foundation and a greater volume of usable data, agencies can then deploy powerful analytical tools at scale that can provide a comprehensive, decision-ready picture of a given public health threat or situation. At the same time, public health agencies must pursue intelligent automation tools to ensure that the benefits of surveillance modernization do not create additional burdens on already-strained public health workers. Our nation's existing network of siloed, disease-specific systems creates significant redundancies and inefficiencies and – equally important – cannot scale to support the level of data aggregation and access that public health agencies need. To meet the demands of a modern public health data ecosystem, federal agencies need a scalable, federated data mesh. To meet the demands of a modern public health data ecosystem, federal agencies need a scalable, federated data mesh. By leaving data ownership decentralized, a data mesh allows those who are most knowledgeable to control their data. In a public health context, this means health agencies, insurers, academic partners, and others act as nodes in a network. Rather than reporting directly to CDC, state and local agencies would make their data products – EHR data, laboratory reports, genomic sequencing information, immunization records, etc. – available via the mesh. Using a self-service platform powered by robust metadata, search features, and a data catalog, authorized data consumers can find, access, aggregate, and analyze the data. They can also access pre-built algorithms and create new data products and reusable algorithms. CDC would serve a crucial governance and stewardship role – developing and enforcing implementation guidelines and standards, establishing a data catalog, and executing a privacy layer. Using a privacy-preserving record linkage (PPRL) technology, the privacy layer would maintain HIPAA compliance by enabling patient matching even with deidentified data. For example, PPRL employs hashing to convert names, birthdates, and addresses into encrypted tokens that preserve the original values. CDC currently has an initiative underway that employs PPRL to further public health and research priorities related to COVID-19. Linking data at the patient level gives a comprehensive view of a person's health, allowing researchers to answer questions that would otherwise require extensive primary data collection or complicated data use agreements. By operationalizing PPRL with standardized FHIR data components, public health agencies would be able to ingest and collect data from multiple sources and feed those data into scalable analytics and modeling tools. With appropriate governance, a data mesh would provide access to analysis-ready data products, eliminating the bottlenecks typically associated with centralized reporting and dissemination. As a result, public health agencies could accelerate data aggregation and analysis – and public warnings and outreach – which is particularly critical for fast-moving threats such as infectious diseases. However, data infrastructure is only as successful as the volume and quality of inputs that feed into it. Achieving America's public health goals hinges on widespread adoption of application programming interface (API)-based data standards to accommodate the data volumes necessary for rapid digital reporting in a scalable way. To that end, public health agencies, surveillance programs, and health information exchanges (HIEs) and their network participants must continue progress toward full adoption of FHIR – and specifically, its RESTful API functionalities such as Bulk FHIR. With FHIR and Bulk FHIR-enabled APIs, public health agencies could shift from a "push" paradigm that relies on providers to send data.

Instead, agencies could adopt a query or subscription-based model ("pull" paradigm) to receive automated case updates. Currently, only EHR data and social determinants of health (SDOHs) are interoperable via the established standard – aka the United States Core Data for Interoperability (USCDI). These data can and should be augmented by structured health data siloed in other agency systems, as well as data from other, relevant sources, including: By layering additional data from currently siloed health systems and non-health sources, public health agencies can enrich the baseline USCDI data for truly robust insights. Recent efforts have demonstrated the value of multilayered data to track the spread of COVID-19, understand the effects of social distancing, and predict obesity rates, for example. These results are encouraging but limited in scope. The lack of interoperability across data sources makes it impossible to scale such approaches for real-time, actionable surveillance. While ONC continues to advance and expand USCDI in collaboration with CDC and other stakeholders, this process is incremental by design. In the meantime, CDC must pursue alternate approaches to bring more data into public health models and simulations. Machine learning feature stores have strong potential to fill in the gaps. This novel tool provides the flexibility required to ingest data – via direct connection or high-throughput API – from sources that use varying data standards. Once ingested, a ML feature store can harmonize that data with FHIR, making it usable in public health models and simulations. By extending interoperability and connecting the universe of rich, relevant data, public health agencies can boost the accuracy of prevalence estimates, counter-balance biases in traditional data collection, effectively target control and prevention strategies, and better allocate resources. Data solutions should follow best practices such as the FAIR guiding principles – which help ensure that data are Findable, Accessible, Interoperable, and Reusable – for scientific data management or stewardship. Data solutions should follow best practices such as the FAIR guiding principles – which help ensure that data are Findable, Accessible, Interoperable, and Reusable – for scientific data management or stewardship. Citation: FAIR guiding principles. With a federated data mesh infrastructure that allows access to high volumes of rich, interoperable data, a modernized public health surveillance system can deploy advanced analytics and novel technologies to optimize efficiency – all at sufficient scale to produce accurate, real-time insights. A tremendous volume of valuable health data is buried in imaging files, lab reports, and clinical notes. Relatively recent advances in natural language processing (NLP) make it possible to analyze these types of unstructured data. NLP enables computer systems to understand and interpret human language through topic modeling, sentiment analysis, and other techniques. By capturing complex linguistic relationships, NLP goes well beyond keyword searches to identify common themes or attitudes towards a particular topic from medical record notes, as well as social media data and other large, unstructured data sets. In recent years, the performance of NLP has improved significantly through what's known as transfer learning – that is, taking a well-honed model and using it to train a new model for a related task. Massive pre-trained language models such as Google's BERT and OpenAI's GPT-3 are driving the state of the art across the full range of NLP's capabilities, enabling the development of more powerful models with less training data and computing resources. To date, public health researchers have successfully employed NLP models to

monitor flu-like symptoms mentioned on Twitter, identify public sentiment related to the COVID-19, and pursue other exciting studies. These applications only begin to scratch the surface of NLP's potential – particularly when combined with a federated data infrastructure and extended interoperability – to revolutionize how public health surveillance is conducted on a national scale. Agent-based modeling (ABM) is a computational method for simulating actions and interactions between people and their environment. Public health researchers use ABM to model disease transmission, social influences on health, health behavior outcomes, and evaluate the efficacy of interventions. The utility of ABM depends on how well the environment and rules that govern agent behavior are understood. With more and better data, ABM simulations can be used to model increasingly complex scenarios. For example, public health officials could: Powered by sufficiently rich data such as demographics, social determinants, vaccination status, geographic and other environmental data, sophisticated agent-based models can predict risk and outcomes, allowing agencies to effectively allocate resources in the interest of public health. Greater data collection and more advanced analysis is crucial to furthering our understanding of – and therefore improving – public health. However, surveillance modernization efforts cannot become another burden on the public health workforce. Public health agencies at all levels already face a dire shortage of workers, with roughly 44 percent considering leaving their jobs within the next five years. This makes the adoption of tools such as intelligent automation (IA) an essential step in this journey. In public health surveillance, IA could significantly improve infectious disease reporting by automating the collection and transfer of relevant health information from EHRs. When a health worker records a particular symptom or disease case in a patient's EHR, the IA system could automatically send the data directly to CDC or other agencies, eliminating the administrative burden currently required for reporting. IA systems could also scan and interpret lab reports or clinical notes to uncover disease cases that might otherwise elude health officials and trigger reports to state and local authorities. IA not only automates predefined, repeated tasks, but also allows the system to learn and adapt. Powered by artificial intelligence and machine learning, an IA system for extracting data from unstructured text can go beyond simple optical character recognition, leveraging NLP to understand context, reduce noise, and improve accuracy. By employing IA solutions, public health agencies can produce more complete and accurate assessments of disease burden and trends while simultaneously enhancing operational efficiency – eliminating manual, repetitive work and allowing human workers to focus on higher-value tasks. As federal agencies define and implement a public health surveillance system that integrates rich, interoperable data to power robust analytical tools and IA solutions at scale, long-term success will hinge on alignment with key data partners and clear governance. They can take these initial steps: Define one or more discrete, priority use cases to demonstrate the value of data solutions. Select data partners whose data sources can be integrated into a data mesh solution. Create a participatory governance framework to address policy, technical, and operational considerations. By including state and local agencies, HIEs, data aggregators, laboratories, and/or other data partners and focusing on discrete use cases, federal public health leaders can pursue an iterative approach to defining and testing solutions – while simultaneously supporting effective change management

across public health stakeholders. As public health agencies integrate – and act on – lessons from the COVID-19 pandemic, strengthening America's surveillance system represents the highest priority. By investing in next-generation infrastructure and expanding the universe of available and interoperable data, agencies can establish an analytical pipeline with unprecedented robustness. This pipeline would fuel models and simulations with sufficient power to derive real-time insights – for better policy and programs focused on prevention, control, and response. Armed with the power of intelligent automation, public health agencies can implement these advances without further taxing the workforce – effectively doing more with less. These strategic investments hold the key to real-time surveillance data and insights that allow our leaders to understand disease burden, predict future risk, develop and evaluate prevention and control strategies, and – ultimately – save lives. Managing Director – Accenture Federal Services, Health Data & AI Lead Manager – Accenture Federal Services, Health Analytics Unlock value from data, enhance decision-support, and deliver mission outcomes. Accelerate change to deliver unmatched customer service and meaningful outcomes. Serving the nation with purpose. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. Visit our Subscription and Preference Center © 2024 Accenture. All Rights Reserved.

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Preparing military community for high-tech careers

----- Arcticle source ----- https://www.accenture.com/us-en/insights/us-federal-government/military-community-impact-hiring-workforce-development ----- In brief Military community – impact hiring Military community - workforce development Related capabilities Military community – impact hiring Military community - workforce development MORE ON THIS TOPIC Mission-ready for military hiring JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA 2-MINUTE READ In 2020, Accenture exceeded a milestone goal of hiring 5,000 veterans by 2020. Accenture Federal Services is proud to be part of this effort through our Impact Hiring & Workforce Development programs where we train and hire qualified transitioning military members, veterans, and military spouses, and as a result, continue to rank highly as an organization where those individuals want to work. "[The program] leveled the playing field for a novice in Cyber security like me who did not have the years of experience that other candidates had." By engaging the military community in various programs, we equip participants with in-demand skills and resources needed to pivot to careers in the high-tech field. As an active partner in programs such as Apprenticeship in Training Programs, Internship Programs, Employer Consortiums, and Corporate Citizenship give-back programs, transitioning military members, veterans, and military spouses are finding meaningful careers at Accenture Federal Services. By highlighting their stories, we hope to inspire the next group of military community individuals in technology at Accenture. "The work we do is work that matters. We're

involved in programs that uplift our community, uplift the military community and effect change across the federal government." Learn more about the Veteran Employment Through Technology Education Courses (VET TEC) program, where we partner with the U.S. Department of Veterans Affairs to drive meaningful employment for Veterans. Listen as VET TEC staff, an employer recruiter, and a VET TEC graduate share the impact this program has had on their lives. Learn more: VET TEC: Driving Meaningful Employment for Veterans RELATED: Data reveals new trends in how Service members, Veterans, and their families interact with education benefits and approach education overall. MILITARY RECRUITING LEAD – ACCENTURE FEDERAL SERVICES Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved. ======================

Designing for equitable and trusted customer experiences

----- Arcticle source ----- https://www.accenture.com/us-en/insights/us-federal-government/government-people-2021 ----- 34-MINUTE READ In brief Harnessing the momentum The challenges: Distrust in government and inequity in service provision Customer experience feedback: Average ratings across agencies, Oct. 2020-March 2021 Four key recommendations 1. Inclusive and ongoing customer research and listening 2. Integrate services for a more seamless customer journey Customer experience feedback 3. Improve access and reduce burden by designing from the customers' perspective 4. Strengthen the organizational capacity for equitable, accessible and customer-centered work Conclusion Overview of 15 federal services Related capabilities Transforming the federal customer experience Simplifying financial aid Example: Addressing customer needs from the start The problem? The solution? The problem? Fjord Trends for federal government The solution? Human-centered design at societal scale The problem? The solution? The problem? The solution? High impact service providers taking center stage MORE ON THIS TOPIC Digital government innovation Federal workforce transformation JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Public trust in federal institutions is near historic lows at a time when people's expectations of our government are increasingly high and evolving rapidly. Experience with best-in-class commercial peers has set a high bar for how customers interact with government services, and the urgent needs of the COVID-19 pandemic have made the situation more acute. For the past two years, Accenture and the Partnership for Public Service have documented government's progress on customer experience through our "Government for the People" report and profiles of agencies' high-impact services. Federal leaders have built a solid foundation of customer experience policy, practices and guidance— with pockets of notable excellence and innovation—in their efforts to better understand customers and build services with a customer lens. With momentum prompted by the new administration and the changes generated by the pandemic, federal leaders should also take a hard look at what's needed to enable lasting change. The public's expectations and trust are

fragile, shaped by experiences people have interacting with an array of services. Families applying for financial aid for college, neighbors seeking assistance after a hurricane, colleagues filing for retirement benefits, and friends going through security in an airport are the only lenses through which many people see our government in action. Positive experiences build goodwill and trust, but even a single negative interaction can have a lasting impact on people's faith in government and democratic institutions. This year's report makes the case that the government should reset its relationship with the public, taking a holistic view of the services it provides and focusing on the customer journey, rather than individual touchpoints or transactions. It suggests such a focus should be equitable and inclusive of all customers, particularly those who may need services most or struggle hardest to access them. This will require agency leaders to expand their perspectives beyond the most visible symptoms of customer experience challenges to address the root causes, a critical step to generating lasting trust and real positive change. For our research, we interviewed more than 50 leaders who oversee federal services and examined customer feedback data on high-impact services collected by agencies across service channels. In addition, we conducted an informal survey of the government community, seeking a better understanding of government's ability to improve equity in federal services. Our work was informed by input from our quarterly customer experience roundtables as well as by leading commercial practices. Accenture's Kathy Conrad and Loren DeJonge Schulman with the Partnership for Public Service share key findings from this year's report. Improving the customer experience with government services has been a White House priority for a decade, reflected in successive Presidential Management Agendas and among agency leaders' priorities. Through its first executive order, the Biden administration emphasized its intent to further harness the power of government to "advance equity to provide everyone with the opportunity to reach their full potential." A series of administration policies have set an ambitious new bar, offering a much-needed path forward to assess and tackle equity and access challenges. Agency leaders and employees from the executive level to the front lines of service have proven to be remarkably innovative and resilient in the face of COVID-19 over the past two years, and are poised to bring these policies to life: Federal agencies have two primary opportunities to fulfill the promise of a "government for the people." First, though the public may be satisfied with some individual services, trust in federal institutions has been at historic lows for years. Lack of public confidence in government has affected and been affected by: Trust and customer experience are complex. Academic literature shows much of the public does not associate many federal services with government, and indeed, indirect service providers often make it difficult for people to recognize that many services actually originate from the government. Thus, people often believe "good" service comes only from the private sector. Even when government "works," its reputation can suffer when people believe it is not working for them. But perceptions of government performance are a key ingredient of trust. Can we better square perceptions with reality? "When we don't meet their expectations, it actually undermines their trust in government. We undermine trust both in our competence and the extent to which we understand and care about those in need of our service." Today, customers on average rate their personal satisfaction with services higher than their trust in the program or agency.

Though higher than measures of overall trust in government, measures of trust in programs and agencies are still the lowest-scoring element in newly published federal surveys on high-impact service providers. These surveys request customer feedback on overall satisfaction with a service, trust in that program, and five categories of "drivers" that shape experience. This disparity suggests agencies' customer experience efforts are not capitalizing on the opportunity to improve trust. This data, though still in early days, echoes Partnership for Public Service findings in an ongoing public opinion study of trust: Although individuals may appreciate the parts of government they interact with frequently, such as the U.S. Postal Service and the Transportation Security Administration, these beliefs do not yet affect their views of the federal government overall.1 *Weighted to account for differences in the number of customers providing feedback on each service channel. Channels with more survey respondents contribute more to the average. See methodology (in "View Full Report") for more details. The second major opportunity centers on improving equity in federal services. Equity is the "consistent and systematic fair, just, and impartial treatment of all individuals," according to the executive order on racial equity. It recognizes customers have unique interests, histories, starting points and barriers that limit access to services or increase the need for them. We see such disparities in many federal services. Due to historic inequities, some people in Black and Hispanic communities are less likely to be vaccinated against COVID-19, and small businesses in communities of color had unequal access to federal COVID-19 relief. Inequities can result from failure to reach customers where they are. Individuals and communities may lack access to the internet, transportation to reach federal facilities or legal services to help navigate federal programs. Many federal service providers presume everyone is familiar with their jargon and tailor their offerings to longtime customers, or do not fully appreciate relevant inconsistent history of engagement with marginalized communities that has lasting effects on equity, trust and participation in government programs. "Equity isn't additional work. Equity is actually meeting our respective mission." The executive order on racial equity gave a much-needed push for prioritizing equity in the context of public services. But understanding service equity is a process that will require time and determination. In July and August of 2021, the Partnership for Public Service and Accenture conducted an informal survey of government officials to gauge their views on equity in federal services (see methodology below for information on how the survey was conducted). The overwhelming majority of our respondents (80%) "agreed" or "strongly agreed" delivering services more equitably should be a top priority for their agency. However, less than a third (27%) reported having the resources needed to do so, including funding, technology and staff expertise. PolicyLink, a national research institute focused on advancing equity, found similar gaps: Its survey of federal officials found 42% felt "prepared" or "extremely prepared" to address racial equity. Some of our respondents brought up the need to think broadly about equity and access, such as adjusting for people who are not comfortable using digital channels. For some agencies, understanding these barriers is a natural process; for others, the lens of equity is unfamiliar and, in some cases, reveals uncomfortable truths. As PolicyLink advises, understanding agencies' roles in equity, their histories of bias and disparity, and the root causes of inequity requires serious and sustained focus—and these efforts

are well aligned with customer experience principles of deeply understanding and designing for individual customer perspectives. Achieving lasting change and impact in federal services requires the federal government to address the root causes, rather than the symptoms, of customer experience challenges. To do so, government needs to center its efforts on the customer—all possible and eligible customers, with an emphasis on those most in need of assistance—when designing and delivering services.   Agencies are often drawn to the symptoms of bad customer experience because they present clear visible to-do lists. This has generated extensive remedial activities over the past decade. Agencies have upgraded poorly designed websites, automated complicated processes, translated forms from jargon, and invested in traditional customer satisfaction surveys and transactional feedback platforms that provide information on what people say but do not reveal what they do or why. As successful as these efforts can be, they often miss the issue of why those activities were needed, failing to identify or address the underlying issues from the perspective of the customer. This game of whack-a-mole offers the potential for success only on the margins. Leaders supporting the design and experience of Recreation.gov found they had a large and growing help center on their site for newer users, who reported lower-than-average satisfaction with their use of the popular site. In a key shift, designers are moving some of the most frequently referenced help center content to the primary webpages, so users do not have to constantly refer to a frequently asked questions page or other resources. And a new, simpler landing page welcomes first-time users. These moves, driven by new-user testing, are welcome. The opportunity now: how can Recreation.gov evolve to address customer needs from the start, and how might the underlying issues that diminish the experience be addressed? The good news is the Biden administration made its intentions on trust and equity clear, and federal agencies have proven resilient and innovative through almost two years of COVID-19. Four approaches—some new, some building on agency success—can help fulfill this commitment. Federal agencies too often fail to include underrepresented or marginalized voices in their customer research. Agencies may be receiving generalized, limited or biased input and feedback when they: Agencies may start with openness in their customer listening, welcoming all feedback, but fail to "hear" underserved communities. Consequently, agencies may orient their customer experience approaches in favor of those with the fewest barriers to access, or neglect to recognize unique needs among distinct and evolving customer populations. Or agencies may fail to perceive that their customer listening activities rely on a built-in presumption of trust: that feedback will be heard, that past discrimination will be mitigated, that insights will not result in repercussions, or that the engagement and intention is genuine. These limitations could further marginalize those whom the agency needs to hear from the most. Agencies should create and implement comprehensive, ongoing and inclusive "listening" and research strategies for the customer experience. Such strategies should follow the following principles: Approaching "listening" from this angle shifts the focus from a symptom-centric approach—how do my current customers feel about my current offerings?—to a root-cause-centric approach—what are the specific public needs from my agency, what do I need to know to meet them, how might these vary across groups or over time? Biden administration policy and

guidance strongly supports this approach. The executive order on racial equity acknowledges the institutional harm of ignoring underserved communities. And the Equitable Data Working Group is currently assessing missing, inaccessible and underused customer data. Several agencies have found success through proactive and inclusive listening. Throughout the COVID-19 pandemic, the Department of Agriculture used targeted outreach and trusted community partners to hear from small farmers on how the crisis was affecting them. Insights from these sessions identified gaps in how these farmers were receiving aid under the American Rescue Plan. To address disparities, USDA reconceived programs such as Pandemic Assistance for Producers, proactively engaging key stakeholders to better understand their needs and barriers to access. "That front-end engagement is really critical to improving customer experience because you get a better product," said Zach Ducheneaux, administrator for the Farm Service Agency. The USDA has also recently announced the Equity Commission to advise USDA on addressing "barriers to inclusion or access, systemic discrimination." The Federal Emergency Management Agency has examined why specific populations were not applying for disaster assistance. "The first thing we have to do is really understand who the survivors [in a disaster] are," a senior disaster assistance official at FEMA noted, "and who among them are applying for assistance. Without that, we're moving blindly." For example, individuals with disabilities have historically been underrepresented in the data FEMA collects about assistance recipients. FEMA's targeted outreach identified several real and perceived barriers to indicating disability on applications for assistance, such as lack of clarity on what constituted a qualifying disability. Addressing those barriers enabled FEMA to better understand the needs of these populations and how agency policies affected them, and led to more targeted outreach to educate people on what benefits are available—for example, on when accessibility needs such as wheelchair ramps are not impacted by assistance caps. Such customer-centered work is essential to resetting agency approaches, and expanding data and analytics work across agencies will help accelerate progress. The Partnership and Accenture's informal survey on equity explored to what extent agencies collect data to understand the experience underserved populations have when they seek services from government. Though only an initial picture, the responses showed agencies have a long way to go until data and applied intelligence become effective tools for advancing equity and transforming experience. Some 35% of respondents reported their workplaces collect "none" or only "a little" relevant data. In cases where any amount of data was collected, 36% of respondents indicated their agencies "rarely" or "never" use that kind of data to modify or redesign services to improve equity. Several respondents elaborated on their answers: one sharing that "data collection is in its infancy at the moment," and another reporting "a severe lack of people who know how to collect and analyze this type of data." Federal agencies often focus on improving individual services or service channels, rather than integrating them into a seamless customer journey across channels, programs or levels of government. Individuals facing a crisis, making a significant life change or simply trying to manage a planned event like a change of address do not start with the question of "what government agency can help, and what's the best way to reach it?" They start with their needs. Agencies can better address those needs by better integrating customer engagement with

separate channels within individual services, such as applying for benefits in person, online or over the phone. They can also improve how customers work with intersecting programs they may encounter, particularly during priority life events2—both those that are planned, such as retirement, and those that are not, such as food insecurity. During the pandemic, agencies made gains in broadening the number of channels customers can use to access services. These channels can range from in-person consultations, mobile applications and contact center phone calls to automated online chat, social media, web-based self-service and more. Multichannel or omnichannel approaches, done well, are a critical element of consistent, equitable and accessible service delivery, and OMB encourages them in its latest A-11 guidance. Still, some agencies continue to struggle to deliver consistent and personalized services across channels, due to programmatic siloing or lack of access to digital programs and modern technology. Different channels may offer disparate levels of service or inconsistent information—for example, an online self-service application may use more formal terminology than a contact center employee who can gauge a person's mindset during a conversation. Or they may present different capabilities, such as when application statuses can be determined only over the phone. If customers struggle to connect with agencies for services, it can lead to reduced trust in government, particularly if physical, emotional, social, psychological or economic concerns led them to seek assistance. This potential disconnect grows more complex when customers navigate across several programs within an agency, or even across agencies and levels of government. To a customer, a "priority life event"3 does not come with a federal organizational chart or a roadmap. Regardless of an agency's strategy for engaging with customers, it may find that customers' trust can vary by different customer groups and the channels they choose, as well as their experiences with government to date. Although the pandemic led agencies to increase investments in online service, agencies' customer feedback data reported to OMB for the first half of 2021 shows people have less trust and confidence in government's digital and self-service options than they do when connecting directly with an agency representative.4 Average trust ratings by channel type, Oct 2020 to March 2021. 63% Online average 68% Online weighted average* 71% Phone/in-person average 79% Phone/in-person weighted average* *Weighted to account for differences in the number of customers providing feedback on each service channel. Channels with more survey respondents contribute more to the average. See methodology (in "View Full Report") for more details. For example, though the Transportation Security Administration worked to improve the utility of its website, many customers first find information on TSA.gov and then reach out through other channels to confirm what they are reading is accurate. TSA staff believe that what they are seeking is reassurance for high-stakes decisions, and are exploring options like automated chatbots on their website to address this need. Understanding why customers have different levels of trust in channels, and investing accordingly, is critical for all agencies. Agencies may be inadvertently diminishing trust in the services they deliver across channels and programs when they: Agencies should ensure equitable service delivery across channels and over the course of a customer's journey, especially for priority life events, following these principles: Today, OMB's A-11 guidance encourages developing multichannel solutions, with a balance of traditional and digital methods. As progress

occurs, agencies should not overlook seemingly minor distinctions in service across channels. For example, the Social Security Administration provides customers with benefit verification letters, which they may need to share with other parties to qualify for services. These letters can be requested in person, over the phone and online, but SSA found many people would go to field offices to obtain these letters, even if it took longer, because they had a different, more official-looking design. In 2020, SSA standardized these letters so that regardless of channel, they all look the same. The agency expects this change will lead to more people accessing the letter online, and is collecting data to determine if that is the case. "We're looking at all of our services from an omnichannel perspective. Whereas in the past we might have created individual solutions for each channel, that would breed discrepancies between the outputs." This year, Center for Medicare and Medicaid Services focused a great deal of effort on improving the customer experience for those who are new to Medicare, looking at the experience holistically across the many ways people can interact with and get information from the service. They launched an improved "Get Started with Medicare" section on Medicare.gov that helped new enrollees find and follow the information needed to make decisions about their coverage. CMS also began a pilot at the 1-800-Medicare call center where new-to-Medicare beneficiaries and first-time callers are being offered a "concierge"-style callback that will help them with confusing first-year decisions and tasks. They also made improvements to the Initial Enrollment Period (IEP) package that is mailed to beneficiaries roughly three months before they turn 65 (or otherwise become eligible) and includes their Medicare card, a letter describing their options and a booklet about coverage choices. These refined communications channels provide easy-to-understand information about how to make coverage decisions that are best for the beneficiary. By addressing this experience across many channels, CMS hopes to alleviate some of the confusion new-to-Medicare beneficiaries face. Integrating different agencies' work across related programs is more complicated. As a start, OMB has collaborated with an initial set of service providers to develop cross-agency customer journey maps for three complex experiences: military service members transitioning to veteran status and seeking employment; disaster survivors seeking assistance; and transition to adulthood for individuals with intellectual disabilities. It is also committed to providing resources on designing for priority life events. Some agencies, such as the departments of Defense and Veterans Affairs, are already collaborating closely on facilitating customer journeys across more than one service or agency. But some of the burden for such a fundamental shift will fall on Congress due to statutory requirements in program design. People may face excessive barriers to access government services, and federal agencies do not fully consider these administrative burdens. Scholars Don Moynihan and Pamela Herd define administrative burden as the "costs that people encounter when they search for information about public services (learning costs), comply with rules and requirements (compliance costs), and experience the stresses, loss of autonomy or stigma that comes from such encounters (psychological costs)." These barriers and points of friction emerge for a range of reasons—politics, bureaucracy, security—but ultimately because government services have been set up from the perspective and preferences of government. Barriers may result from procedures aimed at public stewardship, or they may be due to the real need

to prevent waste, fraud and abuse. They may result from real or perceived disparities in service experiences, such as security screening based on behavioral cues. Or they may be the result of measures that limit eligibility for government services, such as income caps or work requirements for federal benefits. Regardless, administrative burden can have a profound impact on equitable service delivery, and federal agencies are only beginning to develop methodologies for identifying, measuring and mitigating it. Agencies may be placing administrative burden on eligible customers when they: Focus on the full range of customers when designing and delivering services by using human-centered design practices, and measure the impact of efforts to reduce administrative burden. Current federal policy suggests agencies take a human-centered approach to service delivery and asks that agencies regularly assess their capacity to perform at this level. Recent updates to OMB's A-11 guidance require agencies to measure customer experience feedback, equity and burden. And the executive order on racial equity requires agencies to complete equity assessments that detail administrative burden and create an investment plan to address the barriers they find. Taken together, these policies offer a generational opportunity for remarkable progress in advancing agencies' capacity to serve all people equitably. But policy and intent are only the first steps. Agencies face real tradeoffs and challenges in addressing the glut of administrative burden embedded in federal programs. The administration's study of methods to assess equity notes the work of equity is not undertaken in a few speeches or budget years but "typically involves complex, long-term change management." Agencies should prepare themselves to invest in the long-term change management required to reduce administrative burden and increase accessibility of their services by applying the following principles: Centering service design on how customers approach needs will go a long way toward addressing root causes of administrative burden, as will understanding such barriers are often systemic, not superficial. As agencies make these shifts, they can benefit from several success stories. The experience of the COVID-19 pandemic proved to many agencies it was possible to rapidly stand up secure and widely available online services. The IRS is one of many agencies with strict online identity verification requirements aimed at reducing errors, fraud and abuse. But these requirements have prevented many customers from accessing the IRS' online services—in fiscal year 2020, only 42% of taxpayers attempting to verify their identity and register for a new online account were able to meet IRS' authentication standards, which may require credit card or mortgage account information. Recognizing this burden, the IRS is now testing the Secure Access Digital Identity program, which will provide additional options for people to verify their identity, such as using utility bills or driver's licenses. If successful, other agencies could pursue similar methods of verification. "We think it's just good government. It is a way for us to be able to again make sure that we are protecting that data, but also offer that opportunity for people to be able to authenticate." Many organizations have recognized the burden posed by agencies' inability to provide status updates and processing times to customers, particularly in multistep processes that have a significant impact on customer livelihoods. U.S. Citizenship and Immigration Services has, as a rule, presented processing times for most applications as broad ranges, in many cases months or years—a significant point of stress for customers. But in a recent reform, the agency made

personalized, analytics-based processing times available for some forms, for applicants with online accounts. These updates enable customers to plan ahead with the assurance that their application is moving forward. The information also reduces the need for applicants to call USCIS. More broadly, federal agencies should be completing their own calculations of inequity driven by policy barriers and administrative burden, based on guidance in the executive order on racial equity. Agencies should also take advantage of the executive order's requirement to prioritize investments necessary to tackle these challenges in their upcoming budget proposals. Agencies may have the right customer experience policies and mindsets, but lack organizational structure, talent and technology to design customer-focused services from the beginning. Federal leaders can stand behind the groundbreaking customer experience and equity policy and guidance of the current administration, but if they do not provide resources to their agencies' engine rooms of listening, design and delivery, they will struggle to implement that policy. Attention to agency leadership, skills and organizational design is particularly important for the Biden administration priority on equity in service delivery. A critical point in the administration's study on methods to assess equity is to center on the customer, but it is not simply a matter of creating a new office or adding to the staff. It is a fundamental mindset shift on several fronts, demanding strong leadership to embed that mindset into core agency functions. And, based on our informal survey of the government's current capacity for equity, at many agencies the talent, technology and resources needed remain in short supply. Agencies should be concerned about their organizational capacity for customer experience work if they: Agencies should incorporate customer experience and equity principles into their core processes and functions, reviewing talent, technology, strategy and organizational processes and structures. To set themselves up for success, agencies should embrace the following principles: Several agencies have recognized the need to invest in themselves to advance the customer experience mission. At Federal Student Aid, a key factor behind recent increases in customer satisfaction has been the agency's enhanced capability to conduct user research to inform design and product management. FSA made a point of hiring experts for a new directorate with this mission, recognizing it needed staff members with deep expertise in product design and user research who could work full time in those areas. The new directorate also formalized the processes FSA uses to build and launch new products, creating consistency and cohesion. "Having a team that is accountable for this work is very significant," Jessica Barrett Simpson, former manager for the digital and customer care program, said, enabling FSA to ensure the agency creates products with customer needs in mind from the beginning. And improvements can be rolled out more quickly, according to FSA officials. The Veterans Health Administration is redesigning clinical contact centers with veterans' experiences in mind. The redesign, aimed for launch at the end of the year, will enable contact centers to transfer some medical questions to providers, while contact center staff members address basic administrative, scheduling and pharmacy questions. This move brings veterans closer to their medical care objective in a single call. Medical providers can help triage these customers' needs, addressing urgent issues over the phone and saving trips to the emergency room. This is a good example of VA's model for designing "easy, effective and emotionally resonant experiences that build trust," Jennifer Purdy, executive

director for patient experience, said. To help achieve this, the VHA is transitioning the clinical contact centers away from a facility-based model toward a consortium model that brings together several contact center teams. This will help enable the department to manage demand across the VA more effectively. Government will be successful in tackling the big challenges facing our country only with the public's trust and a fundamental reset of the relationship it has with the people it serves. Federal leaders have made sustained progress in improving the customer experience with government services, increasingly conducting customer research, simplifying complex processes and dedicating agency resources toward customer experience efforts. But it is now time for the next stage of government's customer experience evolution. The principles outlined above —inclusive and ongoing customer research, integrated services to create seamless customer journeys, services designed from the customers' perspective and increased organizational capacity—provide a blueprint for how government should approach the customer experience in this new era. Government must center its focus on the customer experience, making it a central tenet of all services from the beginning and explicitly prioritizing equity and trust. It will require serious and public commitment across government, from the senior officials to the frontline employees who serve customers every day, to live up to the promise of a government for the people. Our report profiled 15 high-impact service providers who often set expectations for all of government as they impact the broadest number of Americans. This report and associated agency profiles examine customers' experiences with 15 federal services that are among those with the highest volume of direct contact with the public. Read the profiles below on the Partnership for Public Service's website: 1 Average percentage of respondents rating services four or five on a five-point Likert scale. Averages are for 21 service channels across 10 federal services. Customer experience drivers from OMB A-11 guidance. See methodology for more details. 2 OMB defines "priority life events" as events that require members of the public to navigate a service (or services) across the boundaries of multiple Federal programs, agencies and/or levels of government. 3 As defined by A-11 guidance, these are events that require members of the public to navigate a service (or services) across the boundaries of multiple federal programs, agencies and/or levels of government. Examples might be retirement or food insecurity. 4 Average percentage of respondents rating services four or five on a five-point Likert scale. Web averages are for 10 service channels across seven federal services; phone/in-person averages are for eight service channels across six federal services. Customer experience drivers are from OMB A-11 guidance. See methodology for more details. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. Visit our Subscription and Preference Center © 2024 Accenture. All Rights Reserved.

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TMT: Agency-wide collaboration, simplified

----- Arcticle source ----- https://www.accenture.com/us-en/insights/us-federal-government/tmt-agency-wide-collaboration-simplified ----- Simplify task management from delegation through approval Accelerate efficiency Delivering meaningful results Before and after TMT deployment Is TMT right for your mission? TMT in Defense Related capabilities Task Management Tool (TMT) Demo Accenture TMT – Doing the Good Work Microsoft Power Apps in IL5: TMT in the cloud Accenture | Task Management Tool TMT Tasker, Correspondence & Approval Automation MORE ON THIS TOPIC Digital Government Transformation Cyber Resilience JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Federal agencies manage a massive volume of tasks and approvals every day. More and more organizations are leveraging enterprise technology capabilities to replace outdated processes —and many are learning that not all task management systems are equal. Accenture Federal Services' Task Management Tool (TMT) is proven over a decade to help federal agencies improve staff efficiency and reduce missed deadlines. Provides a comprehensive view of tasks from beginning to end Supports enterprise-wide collaboration Manages and communicates status updates   Powered by Microsoft Dynamics 365 and Microsoft SharePoint Proven to scale to accommodate large organizations Move beyond never-ending sticky notes to seamless collaboration and communication—with a 30% reduction in missed deadlines. Accenture TMT is here to help our nation's government do the work that keeps our country going strong. With automation, secure information exchange, and seamless enterprise-wide collaboration, TMT simplifies task management and accelerates leaner, more robust mission delivery.1 Before After To assess whether your agency can benefit from adopting TMT, ask yourself these questions: 1 "Twice the results in half the time: A breakthrough in enterprise collaboration," Accenture article, 2015. 2 "Knowledge Operations (KO) Tools Cost Benefit Analysis (CBA)," Headquarters, Air Combat Command, Directorate of Communications, Warfighter Technology Division, Knowledge Operations Branch, Langley AFB, VA, page 30, September 2011. MANAGING DIRECTOR – ACCENTURE FEDERAL SERVICES, MICROSOFT POWER PLATFORM CAPABILITIES Managing Director – Accenture Federal Services, Army Lead Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved. =====================

Accenture Federal Services: Your mission at the forefront of change

----- Arcticle source ----- https://www.accenture.com/us-en/insights/us-federal-government/federal-cfos-leading-through-change ----- Staying ahead of change is essential to ensure your agency can take on the mission, mandate,

or moment—so the US federal government can keep doing the extraordinary things it takes to make the nation stronger, safer, and life better for everyone. What's trending in federal Partners in change Federal services now How to reinvent your digital core Deliver true cloud agility Putting data at the heart of the mission World-class cybersecurity for federal agencies Deliver more productive services to people and employees alike Putting talent at the center of the mission Move your mission and people forward Sectors we serve Contract vehicles Small Business Partners ASM Research Current Country: United States 100% of US Federal Government executives agree AI foundation models will play an important role in their organizations' strategies in the next 3 to 5 years. 99% of US Federal Government executives agree investments in emerging technologies will help their organizations remain resilient on the global stage. 39% of all working hours for the public sector will soon be supported or augmented by language-based AI. 92% of U.S. federal government executives agree it is more critical than ever for their organizations' data governance strategies to balance both control and transparency. Seize new ways to solve mission-critical imperatives with agility, speed, and scale by combining the most advanced R&D, the latest technologies, and human-centered design with proven commercial innovation drawn from leaders in nearly every industry. With our proven tools and services, we combine commercial innovation and federal domain expertise to power secure and highly scalable cloud delivery for the federal government. We combine industry-leading development and engineering capabilities with agile practices and human-centered design. We use these capabilities to develop and migrate cloud-based enterprise systems, helping agencies develop in-house capabilities, toolings and development frameworks. We offer world-class systems engineering, specialized cloud management technologies and innovative best practices to manage, optimize and secure complex cloud environments. We deliver AI innovation to help federal agencies unlock value from data, automate operations and enhance decision support to achieve mission outcomes. Actionable insights power data-driven transformation from AI and ML, Generative AI, data science and visualization. By combining AI, analytics and intelligence solutions, we help the federal government streamline operations to more efficiently solve its toughest challenges. Our end-to-end cybersecurity services and skilled professionals enable agencies to build the cyber resilience needed to maintain mission assurance. We help federal CISOs build resilience and manage risk through integrated strategies and operational excellence. We combine analytics, automation and best practices to identify and defeat cyber-attacks faster and more confidently. We help federal agencies accelerate transformation and lower costs by designing and delivering scalable, user-centric digital platforms. We combine our human-centered design methods with platforms solutions to help federal agencies build transformative digital experiences. Our practice is made up of the largest network of skilled and certified professionals across the digital platforms ecosystem to help scale federal agencies' digital transformation. We help clients reimagine business, empower the workforce to accelerate change, create meaningful employee experiences and transform HR. We evaluate and design efficient and effective human resource functions to put people at the heart of decision-making. With our help, implement an enterprise approach to prepare federal agencies for large-scale transformation and empower a resilient and change-ready workforce. Your

mission, services and the world are more connected—and complex—than ever. Get ahead of new demands and opportunities in a whole new way at The Forge®. Take on the toughest challenges facing your agency and create greater value and outcomes for your people, partners and customers. Fuse together R&D, emerging technologies and industry expertise to create, test, launch and scale solutions. See productivity, verified outcomes and value in weeks. Scale transformation while managing change and disruption. Our rapid, iterative approach helps you turn innovative ideas into mission-ready solutions at lightning speed. Tap into our vast network of partners to find the right technologies that create lasting value and accelerate change across your agency. Outpace adversaries with intelligence that moves seamlessly from mission command to operators at the edge. Create advantage, enhance mission readiness and accelerate outcomes across domains. Deliver greater mission impact to serve people everyday, and in their most urgent moments. Protect, preserve, and advance the nation's people, ideals, infrastructure and future. As global trends like generative AI, shifts in customer values, and accelerating innovation continue to transform society, it's more important than ever for federal agencies to keep their focus on putting people first. Company launches Health Portfolio to deliver specialized mission solutions Emerging technologies are laying the foundation for a new reality—one in which the divide between the physical and digital worlds is narrowing. Here's how U.S. federal agencies can successfully fuse these two realms together. Combining cloud and workforce transformation for lasting success. Department of Education transforms customer experience for over 40 million borrowers. Find us on these Indefinite Delivery/Indefinite Quantity (IDIQ) contracts and other contract vehicles. Join our network of small, veteran, and minority-owned companies dedicated to meeting a wide range of client needs. Our subsidiary, ASM Research, brings additional resources and expertise in application development, cybersecurity and IT management to the mission. Bring your ingenuity, curiosity and big ideas - work with us at the heart of change. © 2024 Accenture. All Rights Reserved. ====================== ----- Arcticle source ----- https://www.accenture.com/us-en/insights/us-federal-government/tech-vision-2020-customer-experience ----- JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved. ======================

Virtual First: A prescription for federal healthcare providers

----- Arcticle source ----- https://www.accenture.com/us-en/insights/us-federal-government/virtual-first-healthcare ----- In brief Positive patient reactions to virtual care Positive provider reactions to virtual care Transforming healthcare: If not now, when? Virtual First: A structured framework for care transformation enabled by technology and data Mature & integrated model example The federal government as a catalyst of change Meeting the Quadruple Aim Technologies that power a Virtual First strategy Technology

implementation and adoption Virtual visits / telehealth projected use: % of medical appointments performed virtually Adoption rates of other virtual technologies: % of providers that have adopted technologies Implementing Virtual First: New architectures and operating models institutionalize change Virtual Health Maturity Model Getting started: Bridging the physical and virtual care worlds Related capabilities The five tenets of Virtual First Government for the people 2021 Improved patient experience Improved clinician experience Lower costs Enhanced population health & readiness Telehealth Remote patient monitoring Wellness and self-care Patient engagement Change management Process reengineering Technology integration and governance MORE ON THIS TOPIC Federal health Digital health Health experience JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Healthcare providers long have lamented that time-constrained patient encounters impact their ability to fully assess patients' health and well-being. Virtual care and telehealth can increase the number of interactions and are now proven to enable a more personal, convenient, holistic, and effective model of care. But even with the COVID-19 uptick in virtual medical appointments, patients and providers alike enjoyed only modest benefit. Legacy regulations, healthcare payment models, logistical constraints, caution, and simple inertia have hindered more significant use and transformation of this sector. When the pandemic struck, the status quo changed as healthcare delivery organizations, including federal providers, embraced virtual health at scale essentially overnight. This shift encompassed largely video and telephonic engagement with expanded remote patient monitoring. It allowed providers to continue to treat patients, make more efficient use of limited resources (including clinicians, treatment facilities, and personal protective equipment), and avoid unnecessary risks. However, use was largely disconnected and without strategic focus. This experience demonstrated the incredible agility and innovation possible in healthcare today. More specifically, we learned that virtual care and telehealth were scalable, trusted, adaptable, and often preferable for patients and clinicians alike. For an industry in need of transformation, it was what the doctor ordered. During the COVID-19 pandemic 80% of adults say the issue they were primarily concerned about was resolved through e-visits1 44% of millennials say they may switch providers if telehealth isn't offered in the future2 90% of adults were satisfied with the quality of their telehealth care1 45% of patients say that telehealth was equal to or better than in-person care2 65% say convenience was a reason for preferring telehealth2 During the COVID-19 pandemic 79.5% believe their patients were highly satisfied with telehealth visits3 95.5% report they would like telehealth to represent 25% of their practice in the future3 Virtual care is here to stay, but what exactly does that mean for federal health agencies? It means they have the unprecedented opportunity to reshape healthcare into a truly outcomes-based, patient-centric endeavor. Most healthcare professionals agree that incremental change is not enough to achieve the care improvements the country requires. A recent study by the Commonwealth Fund found that the U.S. ranked last for access to care, administrative efficiency, equity, and healthcare outcomes among 11 high-income nations studied. This is happening despite the fact that the U.S. pays significantly more for care than any other developed country, with care costs currently making up nearly 20% of the U.S. GDP in 2020. What's clear is the need to make fundamental change, shifting away from reactive medicine to

proactive and preventative care, wellness, population health, and better support for chronic conditions. There is a need to use provider and patient time more efficiently. Telehealth and virtual care have demonstrated their ability to serve as catalysts and enablers for this transformation. However, adopting telehealth technology and simply using it as an alternate way to deliver the same type of care patients receive isn't going to change outcomes drastically. It will not address the growing doctor and nursing shortage. It may provide another avenue of convenient health access, but it will be yet another technology implementation that falls short of its promise unless it is accompanied by a true outcomes-based strategy. It's time to think Virtual First. The predominant fee-for-service financial model largely defines the current U.S. healthcare system. This model codifies certain practices within the workflows of electronic health records (EHRs) and other clinical systems, enforcing a series of checks and balances between payers and providers at the frequent exclusion of patient priorities, care efficiency, and outcomes. Too often, this has created a care model where providers are incentivized to provide direct, in-office care instead of utilizing the best mode available to address the specific patient's needs. Accenture Federal Services believes that the increasing maturity of virtual care and telehealth is an opportunity to transform healthcare delivery, reimagining current practices and processes to focus on outcomes and to create a more patient-centric care model. We call this model Virtual First. Virtual First is the strategic framework to transform patient experience and healthcare outcomes using data-driven innovation. Virtual First is the framework for reimagining healthcare with a focus on outcomes. The approach leverages digital transformation and data to create new standards, processes, and practices that do not distinguish digital from in-person care. It will create a new and enhanced health support model driven by evidence based on outcomes. Virtual First requires those responsible for the design and delivery of care to consider use of the full spectrum of synchronous, asynchronous, digital, and data-driven solutions to improve value in healthcare and healthcare operations. It forces strategy decisions related to workforce/ staffing, facilities, technologies, and policy based on data and outcomes. A Virtual First approach uses remote, digital engagement as the default care delivery method whenever appropriate to improve patient and provider experiences, reduce costs, and improve outcomes. Virtual First does not replace today's in-person ambulatory and critical care when applicable. Instead, multiple factors help determine the appropriate mode of care for the situation. It matches the means of care delivery to the case, factoring in the specific patient, their condition, the urgency, and the needed staff. By reimagining the approach, Virtual First builds on and transforms the value of in-person care by layering in iterative digital interactions and the use of digital products and services. It leverages new processes, technologies, and data to help provide more comprehensive patient monitoring, diagnosis, treatment, and care management capabilities. Virtual care provides new opportunities for clinicians to consult with patients regularly and outside of traditional care settings. It allows for more effective monitoring and interventions. Using virtual care, a provider's ability to impact patient health is no longer bound by the limited time spent interacting with patients in medical offices, nor is it constrained by a lack of data. Virtual First solutions operate synchronously and asynchronously to enable patient support, remote care delivery, monitoring, and self-care.

Therefore, it also has the potential to capture a great deal of additional patient data – including from remote patient monitoring solutions – and combine the data from all care interactions to feed data-driven care improvements. Accenture's Virtual First paradigm proposes rearchitecting the delivery model around patient and clinical needs, identifying and implementing the right technologies to create a more proactive, convenient, and integrated approach to care delivery. VIEW THE INFOGRAPHIC Changing the approach to healthcare outcomes and business operations will usher in a new level of patient engagement – one not bound by the walls of a clinical setting. Federal healthcare providers, including the Defense Health Agency (DHA), Veterans Health Administration (VHA), and Indian Health Service (IHS), are uniquely positioned to lead this transformation. These agencies serve a large percentage of the U.S. population, have the needed mission imperatives, and their financial models are different from commercial healthcare, allowing them to disrupt the status quo. Because federal agencies operate as more integrated healthcare systems, they can more readily implement policy, procedural changes, change management, and the enabling technology needed to achieve a Virtual First transformation. This means they can minimize and manage potential disruption while seeing a faster bottom-line impact on improved outcomes and performance. Furthermore, they can more quickly capture cost savings and other efficiencies for reinvestment to expand adoption and improve care quality and convenience. Ultimately, Virtual First will help them shift investments from fixed assets to more agile, adaptive resources to better address specialized and dynamic needs more efficiently. Most agencies have already been pursuing virtual care and have made significant investments. But they will be able to accomplish more by tying those investments to a Virtual First strategic plan. For example, VHA's Connected Care program has been a pioneer and innovator in using video visits at scale. In 2021, the VHA conducted more than 750,000 virtual visits per month. These impressive results are a solid foundation to build upon using a broader Virtual First approach that expands to other modes and outcomes from utilization. Virtual First advances all aspects of the Quadruple Aim, making it critical to the long-term viability of federal healthcare: Virtual First puts patients in charge with significantly improved access to information and treatment, and care is delivered more often when and where it is most convenient to the patient. Patients can take a more active role in their recovery and wellness, directly monitoring and measuring the impact of treatment and lifestyle choices on their health and well-being. Virtual First can also deliver better healthcare outcomes by enabling more effective treatment, monitoring, earlier intervention, and greater wellness. According to the Centers for Disease Control & Prevention (CDC), 90% of U.S. healthcare expenditures are related to chronic conditions and mental health, meaning that solutions like remote patient monitoring and virtual therapy can have a widespread impact. A Virtual First approach can provide clinical teams with greater flexibility, allowing them to join other Americans in working remotely, either occasionally or frequently, improving retention. It also helps to limit unnecessary exposure to contagious patients. Longer term, it can enhance career satisfaction by improving clinicians' abilities to engage with patients and monitor their treatment and recovery. Given their increased patient focus, telehealth and virtual care applications often boast better, digitally native user experiences, helping counter the burnout many

clinicians report from repetitive data entry into EHRs. Virtual First can reduce the cost of routine care through greater clinical efficiency, expanded use of team-based approaches, and decreased need for physical infrastructure. Beyond providing more accessible care, virtual care can reduce reliance on more expensive alternatives, such as emergency rooms, and enable cost-saving approaches like hospital-at-home. Over time, technology will allow more care to be conducted virtually. However, providers must not create parallel care processes that increase care use but do not lower total cost or improve outcomes, nullifying potential cost savings. More consistent and widespread patient engagement is key to sustainable improvements in population health. For example, the enhanced ability to reach underserved populations and offer more equitable access to specialized resources can broadly enable better outcomes. And a richer understanding of longitudinal health can provide new insights and faster alerts, especially in response to a pandemic or widespread health crisis. This can have a similar benefit for organizations like DHA that are focused on force readiness, allowing them to manage military personnel fitness more collectively and quickly identify emerging healthcare or readiness concerns. More than just video visits, Virtual First encompasses a host of digital technologies that allow healthcare to be delivered remotely. These technologies work both actively and passively, in real-time or independently, to engage and connect providers and patients. This section details a variety of virtual, digital, and data solutions that enable a Virtual First strategy. Technologies will continue to evolve, and not all organizations will need the full suite of capabilities to achieve their missions. But all organizations need a Virtual First strategy to get the most out of their technology investments and improve patient outcomes. Four primary use cases are poised to power Virtual First technology adoption today: Telehealth includes provider-to-provider and provider-to-patient virtual visits, either synchronously or asynchronously. Common telehealth purposes include digital clinical interactions and specialty consults. Core technologies: Video, phone, live chat, file transfer, text messaging, survey/forms, clinical decision support, intake systems, electronic health records Remote patient monitoring enables clinicians to remotely monitor the health and clinical signs of a patient. This is achieved through technologies' transmittal of clinical data directly from medical and consumer devices and patient forms and surveys. Core technologies: Medical devices/sensors, consumer monitoring devices (wearables), surveys/forms, clinical decision support, remote diagnostics, virtual health assistants, smart pills Wellness applications allow consumers to manage and monitor aspects of their care proactively. These applications cover everything from fitness and nutrition to mental health and disease management. Core technologies: Wellness apps, mental health apps, medical apps, personal health wearables Patient engagement comprises various technologies that provide patients with easy, 24/7 access to non-emergency care and healthcare administration functions. Providers can reach patients remotely to answer questions and curate a more complete healthcare experience by proactively providing information relevant to the patient's specific health needs. Core technologies: Chatbots, secure chat/messaging, video, patient portals, scheduling systems Accenture Research projects that more than 50% of health services will be delivered virtually. While telehealth applications play an essential role in a Virtual First strategy, other applications are likely to have an even more significant long-term impact on

clinical performance. According to analysis by Accenture and others, remote monitoring applications are likely to see more widespread adoption. iBased on EPIC data. Note: does not include remote patient monitoring, diagnostics, or provider-to-provider consults. iiAccenture Research Implementing Virtual First at the enterprise level is a multiyear journey, but initial value can be quickly realized while planning for an ever-evolving future state. Successful adoption will be achieved iteratively, building competency, capacity, and confidence as providers layer on additional capabilities. But every journey starts with a single step, and step one should be building your agency's Virtual First strategy. Transformation begins with the end in mind. Your Virtual First North Star can evolve as follows: Today, many virtual care and telehealth efforts can be characterized as a set of promising-but-disparate tools and initiatives. The challenge for providers is transforming these efforts into a pervasive, integrated, Virtual First strategy that complements, enhances, and where appropriate, replaces traditional in-person care. This outcome requires investments and commitments to: Training is required on using and prescribing these new devices/services, interpreting their data and findings, and engaging with patients virtually. In many cases, healthcare providers must consider new roles to take optimal advantage of their capabilities. Similar training and education are needed for patients, helping them navigate a more self-directed care model and building their trust and preference for the new model. Providers must redesign and decouple many existing practices from current standards of care, EHR systems, and economic models. In addition to shifting from a provider-based to a patient-centric care model, systems and procedures will need to expand beyond just human or simple rules-based decision-making to accommodate more dynamic, machine-learning-based business processes. As one benefit, these richer insights may help alleviate today's false alarms that contribute to alert fatigue. Necessary data integration and enterprise governance are needed to ensure virtual care applications operate securely and protect privacy, interoperate with other systems to support the end-to-end patient journey, and empower users through intuitive design and usability. Many organizations will benefit from a platform of platforms approach including specific virtual care platforms and a data integration and management layer within their architecture. They should also consider establishing technical centers of excellence that can work at the faster pace required for the market's rapid evolution. Accenture has created a Virtual Health Maturity Model to help healthcare providers map and monitor their transformation journey. It is designed to guide investments in capacity building, ensuring steps are performed in the optimal order to maximize impact and minimize risk. It also specifies the use cases most effectively adopted at different levels of maturity. Our Virtual Health Capability Model complements the maturity model by mapping capabilities to specific use cases. It identifies underlying contingencies and requirements and uses data to drive improvement from specific implementations, not just for virtual care, but the ongoing transformation of healthcare. The COVID-19 pandemic shows that Virtual First is not just possible but preferred in many cases. To continue the momentum and scale current success, federal healthcare providers must focus on value and the opportunity to reimagine care. Each agency's Virtual First strategy will be different due to its unique organizational requirements, patient needs, and existing technology infrastructures. But there are specific steps any agency can take to move

forward successfully: These steps will position federal health agencies to capitalize on the significant technical, marketplace, and patient expectation changes afoot. 1Bipartisan Policy Center, Telehealth Visit Use Among U.S. Adults, August 2021 2HIMSS and Accenture Research, State of Healthcare 3Telemedicine Journal and e-Health, Clinician Satisfaction with Rapid Adoption and Implementation of Telehealth Services During the COVID-19 Pandemic, December 2021 CHIEF MEDICAL OFFICER – ACCENTURE FEDERAL SERVICES Dr. Moody is the Chief Medical Officer at Accenture Federal Services. He's a retired Army Colonel who served for over two decades. PRINCIPAL DIRECTOR – VIRTUAL HEALTH LEAD Greg focuses on people-centered digital and virtual health capabilities impacting health providers, payers, and life science organizations. Senior Manager – Accenture Federal Services, Virtual/Mobile Health Strategy and Delivery Lead MANAGER – ACCENTURE FEDERAL SERVICES Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. Visit our Subscription and Preference Center © 2024 Accenture. All Rights Reserved.
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Exploring AI in Government Podcast

----- Arcticle source ----- https://www.accenture.com/us-en/insights/us-federal-government/explore-ai-podcast ----- Sneak preview: Introducing the program The state of federal AI Intelligent automation in government Responsible AI, federal impact Bonus episode with Alex Measure AI for citizen service Bonus episode with Michael Kanaan AI in the workforce The future of federal AI More Accenture Federal Services podcasts The Federal Catalyst Federal Innovator podcast JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Join us as we talk one-on-one with the leaders and pioneers defining the future of Artificial Intelligence (AI) in the federal government. Subscribe: Host Dominic Delmolino and Guest Analyst Kathleen Walch share what to expect in the Exploring AI in Government podcast. Learn about the specific topics that they will be investigating over the next six episodes and the questions that they hope to ask a cross-section of federal AI leaders. The federal government has declared artificial intelligence (AI) a strategic priority but now what? In episode 2 – our first full program – we assess progress-to-date as well as the emerging strategies being used across government. Sharing their expertise is Congressman Will Hurd (R-TX) and Dr. Mona Siddiqui, Chief Data Officer for the U.S. Department of Health & Human Services. [Episode 2] Federal agencies are turning to intelligent automation to streamline business processes and empower their workforce to tackle more complex issues. However, preparing bots for life in the office takes foresight and planning. In this episode, we are joined by Gisele Holden, Financial Systems Branch Chief and iTRAK Program Manager at the National Science Foundation, and Craig Fischer, Innovation Program Manager for the Bureau of the Fiscal Service. They share their experience leading automation programs at the enterprise level, including building the business case, implementing the technology and

preparing the workforce for successful adoption. [Episode 3] Ensuring the ethical and accountable use of AI is a particular concern for federal agencies. Not only do they face significant scrutiny over their decision-making, but they now have the opportunity to influence global AI practices through their behavior. We talk with Michael Karlin, Team Lead – Data Policy for the Canadian Department of National Defence, to learn how our neighbors to the north are navigating this landscape. We also speak with Dr. Eric Daimler, a former Office of Science & Technology Policy lead for AI and robotics, to learn what steps the U.S. government might take. [Episode 4] Federal agencies are looking for potential AI use cases that can be implemented today and deliver real value. In this bonus episode, we look at how the Bureau of Labor Statistics (BLS) is using machine learning to help automate analysis of workforce data to deliver new insights faster. Our guest is Alex Measure, an economist that has led the adoption of various AI techniques to automate classification of hundreds of thousands of Survey of Occupational Injuries and Illnesses fillings annually. The system currently assigns almost 85% of these classifications at better than trained human accuracy. In this discussion, we learn about the BLS' journey to date and what's next. [Episode 5] The U.S. government and agency leaders have the distinct challenge of finding ways to serve all people and meet their diverse needs. Taking advantage of AI can be a gamechanger for resource-constrained agencies, enabling improvements in customer experience by providing more seamless interaction through digital transformation. What is the current state of customer experience in the federal government? How can agencies use AI to improve performance? What are the challenges in using AI for customer service? [Episode 6] As artificial intelligence (AI) advances, it has the potential to dramatically impact government systems, operations and most importantly employees. It should be no surprise that the U.S. Air Force views an AI-ready workforce as a strategic priority. However, the military's unique structure encompassing both enlisted and civilian members can complicate these efforts. How important is getting AI "right" for the Air Force? What skills will future airman need to support the mission going forward? And what steps has the military taken to provide new training and opportunities?   In this episode of the Exploring AI in Government podcast, hosts Dominic Delmolino, chief technology officer at Accenture Federal Services, and Kathleen Walch, principal AI analyst at Cognilytica, explore these challenges with Captain Michael Kanaan, co-chair of the U.S. Air Force's AI cross-functional team. This team is responsible for developing and implementing the agency's integrated AI strategy. [Episode 7] Artificial intelligence (AI) has already shown significant potential to transform how we work, empowering employees to be more productive and effective. However, when it comes to realizing AI's full potential, it will require that industry and government provide the workforce with the right skills to leverage the technology effectively. It also means building foundations of trust for employees who might have AI as a potential coworker.   In this episode of the Exploring AI in Government podcast, hosts Dominic Delmolino, chief technology officer at Accenture Federal Services, and Kathleen Walch, principal AI analyst at Cognilytica, examine how the government can build these foundations of understanding in AI with the aim to benefit the workforce. As an outspoken proponent for the convergence of AI and people, Dorothy Aronson, CIO of the National Science Foundation explains how to engender trust and foster "explainability" around the

technology's use in the workforce. Presidential Innovation Fellows Justin Koufopoulos and Jeff Starr bring a practice-focused approach to the technology, as they detail their work on an AI Playbook that takes an in-depth look at how AI might impact the workforce at large. [Episode 8] Artificial Intelligence (AI) is already having a real impact within government, as we have spoken with a number of federal leaders regarding their innovative use of the technology. They have made a compelling case for AI in government, leaving one remaining question—what's next for federal agencies adopting AI? To conclude this season of the Exploring AI in Government podcast, hosts Dominic Delmolino, chief technology officer at Accenture Federal Services, and Kathleen Walch, principal AI analyst at Cognilytica, look at where AI is headed. Dr. Tim Persons, GAO's chief scientist, talks about the technology's evolution and how policies may need to change to accommodate. The Department of Veterans Affairs newly appointed AI lead, Dr. Gil Alterovitz, discusses how AI can transform healthcare and the potential public-private partnerships needed to make it happen. [Episode 9] Listen directly to our professionals and other experts sharing critical insight, provocative thinking, and real-world best practices for federal leaders. The Federal Catalyst with Accenture Federal Services is a podcast series addressing critical management and technology issues for federal leaders. A podcast for and about the innovators taking on the biggest challenges in the federal government. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved.
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Digital twins report for duty

----- Arcticle source ----- https://www.accenture.com/us-en/insights/us-federal-government/technology-vision-2021-digital-twins ----- In brief Get the essentials Related capabilities 25-MINUTE READ The federal imperative for digital twins Federal use cases for digital twins Asset optimization Assessing products and systems remotely Troubleshooting and diagnostics Predictive maintenance and analyses Route and traffic optimization Explore further 1. Fortify 2. Extend 3. Reinvent Decision points MORE ON THIS TOPIC The full report Five trends for post-pandemic leadership Short on time? Trend report Federal IT modernization Next gen cyber security Digital government innovation JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA The growth and convergence of technologies like the cloud, AI, machine learning, 5G, and IoT are propelling digital twins to the forefront as a critical tool for managing the enterprise. At their core, digital twins replicate the performance of individuals, physical assets, and processes in a virtual environment to help us understand how these objects might behave under a variety of circumstances. Digital twins can even simulate complex scenarios in countless new and unimagined ways — using machine learning — to capture insights and present options and possibilities that might otherwise be missed. This network effect creates a mirrored world where our physical world's often chaotic interactions can be digitally modeled, analyzed, and optimized. Leaders are starting to interconnect massive networks of intelligent twins to create living models of entire

workplaces, warehouses, product lifecycles, supply chains, ports, mission spaces, and even cities. As enterprises build out these digital reflections of our working world, these capabilities will grow exponentially. Leaders will be able to make data and intelligence the primary orchestrators of the agency's business, increasing real-time agility at scale, and overhauling their innovation processes and potential. Digital twins are already upending the way federal agencies plan, operate, and make decisions. Digital twins are already upending the way federal agencies plan, operate, and make decisions. As with many of today's innovations, the federal government has historically fostered many of the concepts underlying today's intelligent twins. This includes fueling much of the early growth in computer simulation technology by modeling nuclear reactions, weather forecasting, car crash assessments, drug interactions, and flight simulators. But it was NASA's innovative use of simulators in 1970 to diagnose and repair the damaged Apollo 13 spacecraft from 200,000 miles away that served as the most salient precursor to today's digital twins. The digital twin concept was first introduced in 2002, but the technologies needed to make the concept widely accessible have only recently reached a tipping point. Key enabling technologies — data storage, computing power, cloud-based interoperability, wireless networks, machine intelligence, and miniaturized sensors — have now reached the level of maturity and price points needed to support the use of digital twins for enterprise applications. While computer simulation was once the primary domain of supercomputers, today's digital twins are accessible to any enterprise thanks to the scalable, more cost-effective compute capabilities of the cloud. Digital twins build upon the computer-assisted modeling capabilities that have become staples of modern product development and systems engineering centers for two decades. But today's advances in AI, ML, and real-time data connectivity have advanced upon that concept by creating virtual models that are seamlessly and continually updated across a product's entire life cycle. The virtual model can now support the physical product's operation through direct linkage and representation of its more readily captured operational data. Changes experienced by the physical object now are reflected in the digital model — and the insights mined from the digital model now support decisions for optimizing the physical object. Commercial companies utilize digital twin technologies to improve planning and decision-making in many sectors, including oil and gas, retail, logistics, manufacturing, infrastructure and transportation, and life sciences and healthcare, among others. But many federal agencies are employing digital twins in a variety of ways, including: A future replete with digital twins is now being built, and today's initiatives signal that it isn't far off. The mirrored world will soon be the foundation on which enterprises form and test new strategies, collaborate with partners, operate faster and with more confidence, and more — in short, it's becoming their new mission control. 91% of federal executives report that their organization is innovating with an urgency and call to action this year. Three things make digital twins highly compelling as a decision-support tool, whether in government or industry. The first, as discussed, is that they mimic the real world with unprecedented precision and accuracy due to their ability to rely upon real-world, real-time data. "It's not a new idea to construct a model of a physical system and run a simulation that emulates how it actually works," said then-U.S. Air Force Chief Scientist Richard Joseph. "With the development of computer technology, we've been able to

do a better and better job to get closer and closer fidelity to the actual performance of the system." The second is that they operate as mathematical models — and models carry considerable power because they allow the decision-maker to change any number of variables and conduct unlimited 'what-if' analyses to model likely outcomes and effectiveness. Because they employ models, digital twins can modify an overall process with any number of variables — such as various resource allocations; the inclusion of automation, data analytics, or AI/ML; business process re-engineering; and policy changes — to see which combinations produce the most optimal outcomes. A third feature that makes digital twins helpful to decision-makers is that they can remove blind spots. They identify potential points of contention, points of failure, early indicators of bottlenecks or subpar performance, vulnerabilities, inefficiencies, and spot where there's room for improvement. By layering machine learning algorithms onto a digital twin, the tool can analyze countless variables to model a vastly expanded range of potential scenarios that can impact the business or mission — including many scenarios that decision-makers may not be considering. In this way, digital twins can help agencies pivot to a more proactive posture on risk awareness and mitigation. These many features help explain why digital twins are becoming pervasive across so many industry sectors. This has forced many federal agencies to take notice and learn how they work and the many ways they can be applied. For example, General Electric and Boeing were early pioneers in using digital twins to develop aerospace products, and this has prompted one of their biggest customers, the Defense Department, to aggressively explore their potential for improved mission readiness, product development, supply chain integrity, and more. Another example of this can be found in the health sciences arena. Commercial medical device manufacturers are increasingly using digital twins to model both devices and patients to better design devices for people with specific conditions. Some companies are using CT scans and MRI images to create three-dimensional computational models of individual patients that will help doctors decide on and prepare for surgeries or other procedures. And this is prompting the Food & Drug Administration to examine how to regulate these products. The agency is even exploring how digital twins might play a role in its own regulatory processes. The FDA, for example, is collaborating with the French company Dassault Systèmes to conduct an in silico (computer simulation) clinical trial to evaluate whether a simulated three-dimensional heart can be used to test and evaluate new devices for the heart. "Modeling and simulation can help to inform clinical trial designs, support evidence of effectiveness, identify the most relevant patients to study, and assess product safety. In some cases, in silico clinical trials have already been shown to produce similar results as human clinical trials," said Tina Morrison, deputy director of Applied Mechanics at the FDA's Office of Science and Engineering Labs. The Interagency Modeling and Analysis Group (IMAG), which has members from roughly a dozen federal agencies, has acknowledged the considerable impact of digital twins on health sciences and is exploring the implications for federal healthcare and science agencies. "The healthcare industry is currently being disrupted by digital twin technology, where digital twins can represent diverse elements of the treatment process, ranging from medical devices to patients to healthcare delivery systems and other aspects of patient care," notes the IMAG website. "Tailoring treatment options based

on the response of each individual patient is expected to be one of the biggest benefits. Another is the ability to detect and warn of an impending health issue before it occurs. Digital twin technology may also transform how treatments are deployed, unifying existing monitoring technologies into an integrated platform that can rapidly diagnose an individual's disease state and then evaluate treatment options based on knowledge of not only characteristics of the various therapeutic options, but also estimates of the patients current and future pathological condition. Therefore, digital twins will not only result in faster, safer, and more efficient healthcare delivery to patients, but also improve our definition and image of a healthy patient." Digital twins deliver value to an enterprise in many ways. Common use cases include: With digital twins, leaders can subject a product, a system, or a business process to various modifications — such as the inclusion of an automated or AI-enabled component, for example — to see which delivers the best outcomes. It can inform managers how they can reduce their energy footprints, improve productivity, and reduce risk in their supply chains. Digital twins help visualize and analyze the status of physical assets that are not easily accessible, such as a satellite, a military asset on the battlefield, or a wind turbine. Employing analytics and machine learning, digital twins can suggest probable root causes of problems and run countless simulations to help select a plan of attack for repairing a problem. The likely future state of a product or system, such as an aircraft component or an industrial facility, can be predicted based on innumerable scenarios. This capability helps ensure components that are at risk are inspected and replaced before they fail, improving maintenance and reliability. It also enables maintenance operations to shift from calendar-based, prescriptive inspection regimes to more data-informed, condition-based inspection models. Whether it is optimizing the flow of ground vehicle and aircraft traffic at an airport, vehicle traffic at a border station, maritime ships out at sea, car traffic in a smart city or military installation, or an agency's fleet or mail or delivery vehicles, digital twins can help agencies achieve greater efficiency and safety. Many federal agencies are already employing digital twins to provide invaluable decision support for all of these use cases. For example, the U.S. is Navy employing digital twins for asset optimization on a large scale as it embarks upon a 20-year, $21 billion effort to modernize its four aging public shipyards, a program called the Shipyard Infrastructure Optimization Program, or SIOP. "This really is an … industrial manufacturing optimization program with a focus on productivity in the shipyards and how that affects the overall national defense," said Steve Lagana, SIOP program manager. "How do we get submarines in and out of shipyards as efficiently as possible, so the fleet commanders have the assets they need to do their mission?" Stephanie Douglas, executive director for logistics, maintenance, and industrial operations at Naval Sea Systems Command, said digital twins "allows us the opportunity to figure out how to optimize flow, not only within the shops, but around the yards to provide the most efficient and productive layout for operations within the shipyard." This is a large-scale example, but agencies can apply a similar approach to individual facilities or business processes. For example, agencies can use digital twins to model and optimize their facilities' carbon footprints or model options for rationalizing physical office space for the post-pandemic era. The Office of Management and Budget (OMB) released guidance in March 2021 directing agencies to develop annual performance goals and track their progress to improve the

delivery of government services and programs in key priority areas. With digital twins, agencies can accomplish this with greater speed, precision, and confidence. Supply chain optimization and resiliency is another growing use case for digital twins. The shocks of the COVID-19 pandemic and the March 2021 maritime interruption at the Suez Canal underscored the importance of resilient supply chains for both commercial and government enterprises. Commercial companies have been the pacesetters here, but federal agencies are following suit. A February 2021 executive order directs agencies to prioritize identifying and shoring up vulnerabilities in their critical supply chains and making them more resilient to potential shocks. By creating virtual replicas of their supply chains — consisting of hundreds of assets, warehouses, logistics, and inventory positions — agencies can use advanced analytics and machine intelligence to identify areas where real or potential value loss, risk, volatility, and uncertainty reside and where optimization is possible. Digital twins can inform logistics managers of potential scenarios and equip them to be more proactive, risk-aware, and evidence-based in their decision-making. By creating virtual replicas of their supply chains, agencies can use advanced analytics and machine intelligence to identify areas where real or potential value loss, risk, volatility, and uncertainty reside and where optimization is possible. By creating virtual replicas of their supply chains, agencies can use advanced analytics and machine intelligence to identify areas where real or potential value loss, risk, volatility, and uncertainty reside and where optimization is possible. Along these lines, the Air Force is looking to digital twins to help secure the semiconductors and microelectronics that supply the military. The Air Force Research Laboratory (AFRL) is working with BRIDG, a Florida-based public-private-partnership, to develop a secure digital twin for semiconductor (SDTS) capability that will enable end-users to validate the integrity of a chip or assembly of multiple chips. The effort will apply digital twin manufacturing concepts to develop data-driven, quantifiable security standards and methodologies for the fabrication of microelectronics. This should better protect the military's microelectronic components from malicious function insertion, fraudulent products, intellectual property theft, and reliability failures. Many agencies rely on distributed field operations that collect and generate large volumes of data, whether it's mail being processed, customs transactions at ports of entry, federal building operations, or depot maintenance activities. Digital twins can provide a framework for that data that can then be used to improve the effectiveness and efficiency of those operations dramatically. Intelligent digital twins are driving a step-change in how federal agencies operate, collaborate, and innovate. And enterprises that get left behind will struggle to remain relevant in their mission areas as the industry sectors they oversee and collaborate with evolve technologically. Government agencies that start today, building intelligent twins of their assets and ecosystems, piecing together their first mirrored environments, will be far better positioned to succeed in a more agile and intelligent future. 89% of federal executives believe their organization requires a central intelligence hub to gain insights into complexities and model their organization's processes, people and assets. Unleash the power of data To gain the organizational insights and greater agility the mirrored world promises, you first need a comprehensive and robust data foundation for your twins. When intelligent twins are connected in mirror environments, they are a powerful way to turn data into

actionable, big-picture insights. But incomplete or incorrect data will lead to false conclusions. High-quality historical data is critical for intelligent twins — it's what the twin uses to monitor real-time machine performance, build models of business processes and high-value assets, and more. But COVID-19 has made historic data increasingly unreliable. Everything from traffic and shopping patterns to energy consumption and international travel changed abruptly due to the pandemic. These anomalous changes in behavior and activity patterns have sent many machine learning models that have been trained on "normal" behavior off course, impacting supply chains, inventory management, marketing, and more. Going forward, enterprises cannot rely on historic data blindly — they need to check and correct their models as the world changes. On top of historical data, federal agencies need a strategy for real-time data collection, or they'll miss out on the real-time analytics intelligent twins can provide. There are two sides to this: investment in sensors and IoT devices to collect data and the tools to prepare, analyze, and visualize the massive amounts of information gathered. Today, many agencies are already investing in IoT devices and sensors, but some struggle to fully utilize the data these devices generate. New cloud-based services and platforms are being developed to bridge this gap and help enterprises achieve real-time insights. Snowflake, for instance, which Barron's recently described as a "growth juggernaut," offers clients data warehousing as a service, which can load continuously generated real-time data, requires no manual effort, and can even digest semi-structured data. From there, intelligent twins can make real-time data actionable in the moment, as many of the examples above illustrate. Going even further, some enterprises are starting to explore how multiple intelligent twins, connected in mirror environments, can use real-time data to safely increase autonomy. GEMINA (Generating Electricity Managed by Intelligent Nuclear Assets) is a U.S. Department of Energy program funding research projects that use AI and digital twin technology to increase the flexibility and autonomy of nuclear reactor systems and reduce operation and maintenance costs. Two of the projects to receive funding are tied to GE Hitachi's BWRX-300 boiling water reactor design. GE Research intends to move from time-based to condition-based predictive maintenance, which will lead to significant savings. To make this possible, they will develop an array of digital twins for continuous monitoring, diagnostics, prognostics, and early warnings for the reactors. They will also develop a "Humble AI" framework that defaults to a safe operation mode when confronted with situations the algorithm does not recognize. In doing so, the system ensures the secure handling of uncertainties and increases the feasibility of more autonomous operations. As they continue building out their mirrored worlds, agencies will also need to think about data integration across multiple twins or multiple sub-components that feed into a single twin. API connections can help achieve that data synchronization, enabling different twins or components to connect and interact. 24% of federal executives report their organization is experimenting with digital twins this year. 13% of federal executives report their organization is scaling up digital twins this year. When built on comprehensive, compatible, and trusted data, intelligent twins and mirrored environments can help enterprises optimize operations, detect and predict anomalies, pivot to prevent unplanned downtime, enable greater autonomy, and dynamically adjust their designs and strategies with every new piece of data they collect or new test that they run. While each of

these capabilities can save money and increase efficiency, their true value lies in what they represent together: a new way of understanding the agency's business and running it. A risk-free playground for innovation Intelligent twins have powerful simulation capabilities, and with your data foundation in place, they will let you reimagine your innovation process. They are, essentially, a low-risk playground to explore new product ideas, strategize for many possible futures, and explore limitless "what-if" scenarios. While the adoption of digital twins is gaining steam in sectors such as energy, manufacturing, healthcare, defense, and logistics, many examples still tend to be more experimental and small in scale. But the capabilities they are demonstrating will only become more valuable when enterprises can tap into multiple twins in fully mirrored environments. For instance, intelligent twins can completely transform product development. They enable AI-driven generative design, where human workers and AI systems iteratively work together, shrinking design and manufacturing timelines significantly. And they allow enterprises to complete more product testing in simulation, meaning they can put off physical manufacturing for much longer, saving time and money. And this is precisely what the Air Force has in mind. The service successfully used digital twins to design, prototype, and conduct initial testing on its latest jet trainer aircraft, the eT-7 Red Hawk, thereby avoiding the time and expense of building a prototype. Former Air Force Secretary Barbara Barrett even boasted that the plane had flown "thousands of hours before it [took] off," and was "assembled hundreds of times before any metal [was] even cut." The Air Force now intends to use digital twins to develop and test weapons and is building an online "Colosseum" in which vendors can show off their virtual weapons. Col. Garry Haase, head of the Munitions Directorate at the Air Force Research Lab, said AFRL plans to stage regular competition events in the Colosseum, each dealing with a different technology area. For the Air Force, this isn't just a new, better way to build and acquire weapons systems. It amounts to a total transformation of the military's entire approach to modernization, says Will Roper, the Air Force's recent assistant secretary for acquisition, technology and logistics. Digital twins will play a central role in what Roper is calling his Digital Century Series concept for developing future combat aircraft. The idea of the 'Digital Century Series' is not about building aircraft that are different, but about building aircraft differently," he said. "The key tenet is a new 'holy trinity of technologies that would flip the pace of building new things and the price we pay for them." Those technologies include agile software development; modular, open-systems architecture; and digital engineering, including the use of digital twin technology. When all aspects of a new weapon system — such as the aircraft design, all the components, the assembly line, the tooling — are digitally modeled, they can be easily optimized. "You can get expensive tooling out if you can find a better substitute. You can change a process from requiring an artisan with years of training to one requiring a lower skill level. The idea is to find a better way of assembling things, and raise the learning curve in the digital space, before you ever build the first aircraft," Roper said. "The ambition — which I think is completely achievable — is building the first airplane as if it was the hundredth." 63% of federal executives expect their organization's investment in intelligent digital twins to increase over the next three years. This new concept, he said, aims to overhaul the decades-long approach the Air Force has used to acquire weapons. "With the Digital

Century Series, we want to give profit in design, keep production rates low, never go to 'full rate' production, not by hundreds or thousands of things so that we can keep upgrading and modernizing, and re-competing who builds the next aircraft every few years. If we do this well, and digital tools become common industry practice, you don't have to be a producer of thousands to be a competitor. You can be a competitor as a great design company. And if this sounds like science fiction, it's already happened in the automotive industry. If we do it, we can start building cutting-edge aircraft every few years, and we can build satellites this way, as well." From generative design to personalization to security, intelligent twin simulation is about bringing the right data and the right AI models together and exploring various possibilities, futures, and strategies from the safety of a twin. Soon, the mirrored world will bring this future-focused intelligence and agility to bigger stages, with more significant impact. Build the big picture Today's federal agencies are not self-contained; they rely on partnerships, co-experimentation, and collaboration with other agencies, academia, industry partners, and stakeholder groups, and this must be reflected in the mirrored world. It's not always enough to have a real-time view of what's happening within your own organization. The full picture includes what's happening with the supply chains, vendors, research organizations, and interagency partners that you rely on too. Europe is demonstrating one way that the mirrored world can increase big-picture visibility with its DigiTwins initiative, which aims to revolutionize healthcare by creating digital twins of individual patients that will enable healthcare decision-makers to identify optimal therapies, preventions, and health maintenance programs. The idea is to use digital twins of individual patients to safely simulate many treatments and outcomes, cheaply, and quickly before critical decisions are made. To do this, the DigiTwins initiative — which is supported by more than 200 partners from 118 academic and clinical research institutions and companies in 32 countries — is leveraging the vast knowledge base of its participating subject matter experts and organizations. Here in the U.S., the Department of Energy's National Renewable Energy Laboratory (NREL) has developed a modeling and simulation toolkit that can create a digital twin of an urban area to assist researchers and city planners in quantifying the advantages and disadvantages of various transportation options. The Automated Mobility District (AMD) toolkit can create digital twins of the transportation systems in selected urban districts with which it can assess the mobility and energy impacts of various transportation options. "The AMD Toolkit moves past the basic analysis of connecting point A to point B," said NREL researcher Stan Young. "We are looking at accessibility of resources in the district — such as food, healthcare, entertainment, and employment — to its inhabitants and to outside visitors." In one example, the toolkit analyzed the impact of deploying a half-dozen shared automated vehicles (SAVs) at Clemson University's International Center for Automotive Research in Greenville County. The study found that adding the electric-powered SAVs would result in fuel savings of between 11 percent and 38 percent. But it also found that the addition of SAVs didn't improve the vehicle miles traveled, occupant-free miles traveled, or travel time. 87% of federal executives agree digital twins are becoming essential to their organization's ability to collaborate in strategic ecosystem partnerships. As more organizations digitize their physical operations and systems with intelligent twins, they will be able to share designs, information, and

insights easily across silos and across ecosystems, virtually test how future products might work together, and conduct business in ways that were not possible before. How will your agency evolve when the power of comprehensive visibility, unlimited simulation, and safe experimentation is at your — and your partners' — fingertips? Fortify: Is your business prepared for the mirrored world? Extend: How can digital twins transform your innovation process? Reinvent: How will your enterprise engage wider ecosystems of digital twins? Managing Director - Accenture Federal Services, Applied Intelligence Chief Data Scientist Managing Director – Accenture Federal Services, Defense Portfolio Growth & Strategy Lead and Air & Space Force Lead Managing Director – Accenture Federal Services, Defense Growth & Innovation Lead The Accenture Federal Technology Vision 2021 builds upon unprecedented research to offer federal leaders direct insight into the five emerging technology trends most likely to transform and disrupt how agencies operate over the next three years. 60 minute read Read the entire Federal Technology Vision 2021 to explore the five trends and how they interact to set the technology agenda for the next three years. 15 minute read Explore our second trend, Mirrored World: Digital Twins Report for Duty. Federal agencies need new ways to meet their mission and deliver better citizen experiences. Our end-to-end skilled professionals enable federal agencies to build cyber resilience. 21st-century challenges require federal agencies to innovate and operate more effectively. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. Visit our Subscription and Preference Center © 2024 Accenture. All Rights Reserved. =======================

Kids have the power. Let's give them the tools!

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encouraging continuous learning throughout every stage of life. Through skills-building activities designed for today's students, like Hour of Code, we aim to inspire belief in the power of technology and to foster the ability to wield it to improve the way the world works and lives.   LEARN MORE We're celebrating the makers and creators, the planners and the dreamers, because they're the next generation of technology. 67% of all new jobs in STEM in the US are in computing 11% graduates of STEM bachelor's degrees in the US are in Computer Science 9 OUT OF 10 parents in the US want their child to learn Computer Science ONLY 47% of high schools in the US teach Computer Science Coding can be a whole lotta fun and anyone, anywhere can take part in the Hour of Code. Volunteer today or start by learning to code yourself with tutorials available in over 45 languages. Let's fuel kids' curiosities with the engine of coding! "Coding pays back completely. When I saw young children who came barefoot to the classroom and started cracking Hour of Code courses with so much excitement, enthusiasm and collaboration, I saw so much talent to explore, and I just realized that I'm getting much more than I'm able to give them." Work at the heart of change At the heart of every great change is a great human. If you have ideas, ingenuity and a passion for making a difference, come and be a part of our team. Every day around the world, we work with exceptional people, the latest and greatest tech and leading companies across industries. Together, we work to harness meaningful, powerful change. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved. =====================

Meet Sandra Horning

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was a great experience. I have to say when it came to my clinic and I looked at my patient load and how that had been transformed from one single drug, it made me hungry for more. It was an incredible experience. The second is that, you know, personally, I lost my father before I went to medical school of a really devastating advanced cancer. And I realize that I spent most of my professional life, you know, kind of trying to save my father, my choice to go into oncology and then go into industry where I had hopes and enjoyed the results of great impact. Stuart: Sure you you're, you know, able to count on some level the number of lives and birthdays and graduations and moments, you save for people with the work you've done. So, on behalf of all the patients I'm sure if they got together and said, thank you, there would be a lot of thank you cards. But you've, you've made a difference. Maybe I could switch to what has been the passion for the entire world for the last four months, which is which is this crisis we have with pandemic. And of course, in amongst all the other great things you've done, you're on the board of Moderna. Moderna, which is a relatively young company in industry terms, just 10 years old. It must have been quite a remarkable moment as a board member to be there as Moderna, which you work in cancer vaccines. You know, an extraordinary area of research. Something I think we're all hoping will be a successful research platform, seeing great data come out to the phase of study, but diverting yourself to take the genetic sequence of sars-cov-2, and working on a vaccine and having something ready within the 12 months, of course, you know, just unbelievable speed. Most industry people thought it was undoable within a year and you've done it in 10 months. What must of, kind of, to the extent you can tell us, what was it like in the boardroom working with Stephane on the team as you made those decisions to direct the focus to sars-cov-2? Sandra, MD: Well, I first I think I should say that I have been really privileged as well as exhilarated to serve on the board of Moderna, and to be supportive of just extraordinary leadership, scientific acumen and then execution, which is quite remarkable for a young company. And, you know, I think the twists and turns along the way. The willingness to take risks and to really telescope, you know, everything. The manufacturing prowess is just, I think, breathtaking. And, of course, we enjoyed really beautiful data. It's really been an incredible experience. And, you know, furthermore, we're not done. There are more twists and turns with this, with this virus. We still need to see durability data from the vaccine as well as safety in large populations. The probably most interesting is really wrapping ourselves around the epidemiology of Covid-19 and getting it to a place where, you know, we're going to be on top of this pandemic and then have a sustainable and stable way to deal with it in the future. But it's been, you know, just awesome to work with this group of people both on the board, but especially the team at the Moderna. They're terrific. Stuart: That's great. And with that, I think as a world we all say thank you for the hard work you put in. I'm sure as a board you had some interesting risk, risky moments like, you know, do we support the management in this in this endeavor when the you know, oh well, the executive isn't going to leave the room unless the board have a discussion. I'm pretty sure you had some, are we behind this, are we going to, you know, is this the right thing as we responsible shareholders? Sandra, MD: I can tell you we had a lot of meetings and a lot of individual investment points. And, you know, it was investing at risk. It was also some really incredible partnership with the with the government and in the NIH in particular.

Stuart: It's a good point on collaboration. I think, you know, another conversation I saw JPM this year was the questions that many of the big pharma, big biotech CEOs were asking, like hey we collaborated in a way on this that moved at the speed of the science that we never moved out before. If we were to able to collaborate on some of the tougher problems that we also have, what can we do? Do you get a sense of that collaboration coming out of your experience as a board member there?   Sandra, MD: Yeah, I think that's an absolutely essential lesson of the pandemic, where people realized actually it was easier to collaborate than perhaps, they had thought before. And, of course, there's nothing like necessity to push that along. But that the fact that it has been done and been done in a compressed time frame, I think really encourages people to think about how this can be done better and more frequently in the future.   Stuart: Yeah, certainly orthodoxies that we long held have been broken, and now our challenges as leaders is to make sure that we don't go back on those orthodoxies. I'd like to switch topics, you know, to something that the near and dear to your heart mind is, is how do we build a more diverse and inclusive industry? And you yourself, of course, have grown up an industry where, you know, we've, you know, like many companies have had to really start to think about how we do a better job of building more diverse and more inclusive organizations. I think the benefits of being parts of client organizations, and my own organization, that have over previous years have start to set targets. And those through the targets we built a more inclusive and diverse organization. And we're seeing the benefits of that in the real results of our business, not just in terms of the metrics we were after. Kind of, I'd love your perspective on how you think our industry, Life Sciences, is doing?   Sandra, MD: Well, I think that what you've said is, is just so important in terms of being intentional. This is what we must do. And, you know, when I first joined Genentech Roche, we did have targets and some people didn't think that was so great as it relates to women and women in leadership and the rise of women in senior positions across Roche and particularly at Genentech was just extraordinary in the ten years that I was there.   Stuart: I'm very excited about what you do at EQRx. You know, I did quite a bit of reading on it as, you know, when it first came out and have subsequently, you know, I think, you know, the we as we thought about the billions to millions kind of lessons learned. We tried to say, you know, we keep on...you've taken what we call a zero base mindset to thinking about how to build up a drug program. So, the validate mechanism is great, but you've taken it to here like, what do we need? And what I see, and maybe this is true from your history at Roche and Genentech, you go how do I take a 300 million dollar phase three program and make it smaller? And by starting with the whole and trying to make it smaller, you're lucky if you get 20 percent out of it. But if you start with zero and say, what do I need to add to get the answer I need, I think you come out with a different, a different approach. And we've been talking about, you know, how do you take the mindset, the EQRx have, of building up from zero rather than trying to squeeze a three hundred million or fifty million dollar phase two into something slightly smaller? And I think that mindset is part of what I think of why I think EQRx would be so successful. I don't know whether that resonates for you?   Sandra, MD: Yeah, it definitely does. One of the things that intrigued me from the very beginning is this whole disruption and the opportunity to contribute not just to EQRx, but to sort of change the industry as a consequence. And I think the timing is also ripe to think about

how we, how we develop beyond the traditional clinical trials and what would be, you know, kind of pushing the boundaries and the abilities to do that. And also, the acceptance.   Stuart: If you could get crisis level speed out of the FDA for some of your asset approvals and reviews, then it takes out that kind of extended time of, OK, we submitted, you know, questions and stats. Eventually we get to the point where, you know, the different advisory committees, outcomes and then we get an approval. If you could, if we could maintain the hurdles of safety and quality that we want or somehow get a different performance out of the FDA, I think we would also be able to dramatically change cultures.   Sandra, MD: It's interesting, the FDA is just like everybody else. You know, if they've been part of the solution, they think this is a good solution, right. So, the engagement, and even, you know, I mean, today, this morning before I spoke with you, we're having those same discussions. How are we engaging in and doing this as a partnership to make this happen? And what can we do even among the global regulatory agencies?   To think about, you know, to think about the speed component and to maintain that quality and safety as part of this and how you package that all together. But I would say that one of the things that's been really interesting about the Moderna experience is at the very beginning, we were worried about the advisory committee and Verpack and all other issues, and all of that faded away. So, you know, there's nothing like good data and probably a crisis to get people to think about what's really important and work together.   Stuart: I've got no other questions, you know, other than just to say thank you for all the work you've done, both in terms of the medicines you brought to market is incredible set of medicines. Your contribution to making sure that as a board member at Moderna that you got behind the decisions that the management made to bring a drug to market. What you've done in terms of furthering diversity and inclusion. And I sincerely hope that you're utterly successful with EQRx and bring some extraordinary different pricing to the market in a way that brings more affordability, more access and ultimately can have more impact with patients. I can't thank you enough for the time today. It's been brilliant talking to you. I hope that we are all soon able to meet in person rather than through the strange screen process. And the success of Moderna in chasing down the variance, as well as the core vaccine around the original sars-cov-2 will be successful. Thank you, Sandra. It's been great.   Sandra, MD: Thank you so much. It's been a pleasure. Market Unit Lead – Us Northeast Stuart is a strategic leader with more than 26 years in the biopharma sector. CO-FOUNDER AT EQRX Discover how we're helping companies deliver better patient outcomes through differentiated platforms, consulting... Helping our pharmaceutical and biotech clients solve for patients A platform that enables insights and collaboration across the life sciences enterprise. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. =====================

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The state of cybersecurity resilience 2021

----- Arcticle source ----- https://www.accenture.com/us-en/insights/security/invest-cyber-resilience_msm_moved ----- About the Authors Related capabilities MORE ON THIS TOPIC Elevating the cybersecurity discussion Give CISOs a seat at the top table Be threat-centric and business aligned Get the most out of secure cloud Secure Cloud Cyber defense Applied cybersecurity MORE ON THIS TOPIC JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA In our annual survey among 4,744 global respondents around the current state of cybersecurity resilience, we found 85% of CISOs agree or strongly agree that the cybersecurity strategy is developed with business objectives, such as growth or market share, in mind. Yet, 81%, also said that "staying ahead of attackers is a constant battle and the cost is unsustainable" compared with 69% in 2020. Cyber attacks are up: There were on average 270 attacks per company over the year, a 31% increase over 2020. Third-party risk continues to dominate: successful breaches to the organization through the supply chain have increased from 44% to 61%. 31% Increase in the average number of attacks per company since 2020 Security investment continues to rise: More than 80% of our survey respondents say their budgets have increased in the last year. IT security budgets are now up to 15% of all IT spending, 5 percentage points higher than reported in 2020. 82% Report budget increases Cloud still has a complex relationship with

security: Despite most respondents believing in secure cloud, 32% say security is not part of the cloud discussion from the outset and they're trying to catch up. Reasons preventing take-up of the cloud revolve around security issues: about one-third of all respondents say poor governance and compliance is a problem, that cloud security is too complex and that they do not have the internal skills to structure a proper cloud security framework. 32% Security is not part of the cloud discussion The escalating cyber threat landscape illustrates the urgent need to alter the approach to cybersecurity. CEOs need to lead this change by challenging how cyber risk is treated, monitoring security investments and leading culture change on security. There's money on the table. Organizations stand to reduce their cost of breaches by 48% to 71% if they increase their performance to Cyber Champion levels. There's money on the table. Organizations stand to reduce their cost of breaches by 48% to 71% if they increase their performance to Cyber Champion levels. We also continued to explore how winning organizations tackle cyber resilience, evaluating their responses based on the following performance criteria: they stop more attacks, find and fix breaches faster and reduce breach impact. Click on the arrows to explore how organizations perform. Cyber Champions demonstrate that, with the right balance of alignment between business strategy and cybersecurity, organizations can achieve strong business performance while maintaining superior cyber resilience. Cyber Champions: By drawing on the experience and insights of the wider leadership team, CISOs can gain a broader perspective that serves the whole business well. Security leaders must closely align with the business as partners in driving down risk. This alignment helps to embed security into business priorities. Organizations should seize the opportunity to reset their security posture, earlier and more effectively to the cloud—like our Cyber Champions do. Organizations that focus solely on business objectives are missing out on the benefits of cyber resilience. By aligning their cybersecurity efforts with the business strategy, organizations can not only achieve better business outcomes, but also seize the advantage in the race to cyber resilience.   The authors would like to thank Edward Blomquist, Julia Malinska, Anna Marszalik, Eileen Moynihan, Vincenzo Palermo and Ann Vander Hijde for their contributions to this report. Working with an ecosystem of partners to accelerate public cloud resilience for fast, scalable, proactive and... Helping clients achieve a resilient cyber defense posture to continue operating their businesses regardless of the... Proven solutions, global teams and technology-forward tools to enhance security in cloud, infrastructure, data... Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved. =====================

Creating a mirrored world

----- Arcticle source ----- https://www.accenture.com/us-en/insights/technology/creating-mirrored-world ----- In brief Digital continuity is a powerful way to connect diverse business The power of digital continuity Making it happen About the Authors Related capabilities 3-MINUTE READ MORE ON THIS TOPIC SAP S/4HANA® Rise with SAP. SOAR with

We're in a world of constant change. Markets are evolving. Customer demands are shifting. And a new era of consumerism is dawning. To thrive in today's business environment, companies must be more agile than ever before. They need to reinvent their business models to offer everything as-a-service. And they must meet consumer demands for greater product personalization. But longstanding issues are holding them back. Some examples? Organizational siloes. Data split between disparate systems. Broken data flows. And a lack of customer centricity. To overcome these challenges, companies must redesign their businesses, data architecture, processes, capabilities and technology. The aim is to achieve digital continuity, with a robust process and data flow that create a closed loop. Digital continuity can connect the entire business. What does this look like in practice? Product design is informed by IoT data from existing products, combined with deep insights into customer requirements. Engineering teams use collaborative virtual prototyping to accelerate time-to-market. Customers can virtually try out and configure products before they buy them. And maintenance evolves from a cost into a value-added service. How is all of this possible? Through profound technology advancements. Digital twins are powerful tools. But until recently, they've been limited to mirroring, monitoring and simulating discrete devices. Now, as the number of digital twins increases and more AI is layered in, organizations are building massive networks of intelligent twins that can model complex systems like products, factories and supply chains. This is creating a mirrored world that businesses can use to optimize the lifecycle of physical assets, answer "what-if" questions, and test new products without building them physically. We've converted continuity from an ideal into a path. We've used sophisticated SAP solutions to develop a reference architecture. It shows how clients can build their own mirrored world to connect their diverse business functions. We've verified every part of the digital thread. For instance: Our reference architecture can support companies on their journey toward digital continuity. It can help companies shape new business models and reimagine their offerings. And it fosters business agility, to help organizations prepare for whatever the future brings. Eric Mestre Lead – SAP Business Group, Europe Stéphanie Guimbellot Global Lead – SAP Innovation & Sustainability, Accenture Marco Paletti Manufacturing Industry SAP Lead Jean-Christophe Ledoux Managing Director – Accenture Daniel Gonzalez Principal Director – Accenture SAP Business Group Silvio Del Ninno Principal Director – Accenture SAP Business Group Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved. =====================

State of Texas and Accenture - DBITS

----- Arcticle source ----- https://www.accenture.com/us-en/insights/public-service/state-texas-accenture-dbits ----- Accenture contracted with the Texas Department of Information Resources (DIR) to offer creative, deliverables-

based IT solutions (DBITS) to DIR customers. Related capabilities Technology consulting JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Overview DBITS: Deliverables-Based IT Services Contract DIR-CPO-4923 Accenture offers deliverables-based information technology services (DBITS) through its contract with DIR under its DIR Cooperative Contracts, specifically: Technology Category 1: Application Development, Maintenance, and Support, Technology Upgrade, Migration, and Transformation; and Enterprise Resource Planning (ERP); Technology Category 2: Business Intelligence (BI), Data Management, Analytics, and Automation, including Data Warehousing; Technology Category 3: IT Assessments, Planning, Independent Verification and Validation (IV&V), and Market Research, Procurement Advisory, and Contract Implementation Services; and Technology Category 4: Project and Program Management. This contract is for services ONLY. No hardware or software products may be sold through a DBITS contract. Resellers are not available for this DBITS contract. For more information on the DIR program, please visit the DIR Cooperative Contracts program website. About the Contract There are four service offerings (Technology Categories) included in the new DBITS Contract No. DIR-CPO-4923. Please find a specific breakdown of each Technology Category below: Technology Category 1: a. Application Development, Maintenance and Support: b. Technology Upgrade, Migration, and Transformation: c. Enterprise Resource Planning (ERP) Technology Category 2: a. Business Intelligence (BI), Data Management, Analytics, and Automation, including Data Warehousing Technology Category 3: a. IT Assessments, Planning, Independent Verification and Validation (IV&V), and Market Research, Procurement Advisory, and Contract Implementation Services Technology Category 4: Information Technology Project Management DIR Ordering Process and Placing Orders Step 1. Customers must complete a Statement of Work (SOW) that must be in the form contained in Appendix C. Step 2. Use the Statement of Work template above and include the minimum suggested items such as: Step 3. Per Texas Government Code Section 2157.0685, State Agencies are required to submit SOWs for DIR review and approval prior to solicitation to Vendors (award value over $50,000). DIR must review and sign the final SOW before it becomes valid and any money is paid to a vendor. State agency customers (not including institutions of higher education) must also follow the purchasing thresholds specified in Texas Government Code Section 2157.068. Step 4. Vendors provide a written response. Step 5. Customers should negotiate pricing of deliverables directly with vendor. Step 6. Customers and vendors may work together to improve the SOW. Step 7. Customers may negotiate the terms and conditions of a SOW to suit their business needs, as long as the SOW terms and conditions do not conflict with or weaken the terms of the contract. Click to learn more about Effective SOWs for DIR. Step 8. Customer issues a purchase order (PO) based on the negotiated specifications in accordance with the SOW, and Vendor begins work upon receipt of PO. Vendor then invoices Customer. (DIR Contract Number DIR-CPO-4923 must be referenced on the PO.) SOWs can be sent via email, fax or regular mail. To obtain a quote, place a purchase order with, or seek warranty information with Accenture for services under the DIR contract, please contact: Meg Hare Accenture 323 Congress Avenue Austin, TX 78701 Phone # +1 512 732-5148 Fax # +1 512 476-7765 Email Meg Hare Contract Manager: Madison Cottingham Services

Warranty and Return Policies Vendor and Order Fulfiller will adhere to the Vendor's then-currently published policies concerning services warranties and returns. Such policies for Customers will not be more restrictive or more costly than warranty and return policies for other similarly situated Customers for like services. Contract number: DIR-CPO-4923   Contact Us Primary Contact: Meg Hare Accenture 323 Congress Ave Austin, TX 78701 Phone # +1 512-299-6420 Fax # +1 512-476-7765 meg.hare@accenture.com Contract Manager: Madison Cottingham madison.r.cottingham@accenture.com Raise your business to the next level with groundbreaking strategy, fresh technologies and innovation advisors that help drive business value. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. Visit our Subscription and Preference Center © 2024 Accenture. All Rights Reserved. =====================

Powering our purpose

----- Arcticle source ----- https://www.accenture.com/us-en/insights/us-federal-government/power-your-purpose ----- Elevating refugees' stories and contributions Impactful hiring and workforce development Pathways that empower the workforce of tomorrow Using robots to develop tomorrow's leaders Fueling our passion to give back Connect with us A personal passion to reshape the refugee narrative Preparing military community for high-tech careers Cultivating skills to thrive in the digital future Infinite possibilities with innovation & teamwork A shared passion for helping the next generation Accenture Federal Services Twitter Accenture Federal Services LinkedIn Accenture Instagram JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Discover how our people deliver on the promise of technology and human ingenuity in our communities. "When we're dedicated, when we believe in our mission, when we use our creativity to make things happen—we can achieve anything." Meet Wendy Chan, co-founder of One Journey, an organization dedicated to changing the refugee narrative by celebrating the talents, stories and contributions of refugees and other displaced people around the world. We are proud to sponsor One Journey and support Wendy and her team of volunteers across Accenture Federal Services and Accenture who are helping build enduring allies for refugees and use cultural and technological tools to create human connections between refugees and their host communities. Learn more about our commitment to helping refugees and how we partner with local and global organizations to create lasting impact. Accenture employee Wendy Chan shares her personal passion to break the status quo and reshape the refugee narrative. At Accenture Federal Services, we provide transitioning military members, veterans, and military spouses with the support, skills and resources needed for a smooth transition to the next chapter in their career. Accenture employees share their stories about how they gained the skills needed to smoothly transition to the next chapter in their careers. At Accenture Federal Services, we're always innovating to find new ways of creating and building more inclusive career pathways, so everyone has access to sustainable careers. These initiatives include engaging with key community partners -- such as

Accenture's partnership with Howard University in Washington, D.C. Accenture employees share their commitment to equipping the next generation of talent with future-ready skills. At Accenture Federal Services, our people have a passion for helping shape tomorrow's leaders in science, technology, engineering and mathematics (STEM). That's why they are ardent supporters of programs such as FIRST, a nonprofit organization dedicated to inspiring young people to lead and innovate in science and technology. Accenture employees share their commitment to STEM to inspire today's youth to positively change how the world works and lives in the future. At the Accenture Federal Digital Studio, our team is purpose-driven to change the way the world works and lives—not just today, but in the years to come. Our people mentor and coach the next generation of designers, developers and innovators through our Skills to Succeed programs that include summer internships and special events like Black Girls Code. These programs introduce students from underrepresented communities to careers in technology and design while providing mentorship and guidance from the Digital Studio team. Accenture employees Bill Klavon, Crystal Goliday and Jasmine Rogers share what drives their passion to mentor and coach students. Follow us for the latest trends in Federal Services. Connect with us for our latest research & insights. Follow us to see what's happening in Accenture. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved. =======================

5G private network – Innovation Center Garching

----- Arcticle source ----- https://www.accenture.com/us-en/insights/industry-x-0/accenture-private-campus-network ----- In brief The time is now LTE/ 5G-ready private campus networks Meet the team Network performance Reliability Security Coverage Enables critical communications Seamless with public networks MORE ON THIS TOPIC Claus Friedl Jürg Matweber JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Research organizations and a few large companies around the world are already testing applications on their own private LTE/5G-ready campus networks. Recently, Accenture teamed up with Nokia as part of The Nokia Accenture Business Group to be among the first professional services companies with its own private LTE/5G-ready network as a testbed, experience center and playground for clients. Clients from all industries are invited to test their equipment and applications at Accenture's live demonstration site. Located in Garching, Germany, the Garching Industry X Innovation Center is set up as an industrial "shop floor" where clients can design, prototype and test digital solutions for their businesses and customers. Clients can see how their solutions run in a live, end-to-end setting and test how they react when using solutions from different providers, such as different cloud providers. Across 1,400 square meters of industrial shop floor space, clients can experiment with dozens of industry-relevant use cases. The new LTE/5G-ready testbed is run on a standalone

private campus network using dedicated spectrum licensed from the German Federal Network Agency. It is completely independent from public networks. The network is based on the Nokia Digital Automation Cloud (NDAC), a leading 5G-ready private campus network technology. For companies, the new technology will make it possible to overcome the hurdles which have prevented IIoT projects from being implemented at scale. In the past, these hurdles have kept applications from delivering the promised cost reductions, higher productivity and new revenue streams. Hurdles include insufficient integration between the shop floor and the "top floor," no single database, and no single source of the truth about the associated process, such as production or inventory. The new technology will make all of these things easier and enable more flexible, efficient, reliable and secure connectivity of devices on the shop floor. LTE/ 5G-ready private campus networks represent an evolution in mobile network technology, not just through their reduced latency. One key part is that all equipment involved in an implementation can be under the physical control of the client and can be configured exactly to the client's needs. Higher bandwidth and lower latency compared to Wi-Fi. Relevant for: Augmented/Virtual Reality, video based systems control For IoT devices and seamless handovers of highly mobile devices. Relevant for: driverless vehicles in ports, warehouses, and on factory floors SIM-based authentication, strong air interface ciphering, IPSec. Relevant for: video surveillance, transfer of sensitive data in hospitals High ranges in outdoor and indoor environments due to lower frequency spectrum. Relevant for: industrial campuses, airport aprons, cities Communication (voice and data) also possible when public network is down. Relevant for: all mission/business-critical communications Same features when handed over to/from a public network. Relevant for: public venues, e.g. stadiums and convention centers With private 5G wireless networks, companies can run critical applications on their industrial sites and in their field area networks, connecting a large number of devices with secure, ultra-reliable, low-latency, high-bandwidth connectivity. Schedule your visit today to one of the first 5G-ready private campus networks to test your solution Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved. =====================

Empowering innovators in the workforce

----- Arcticle source ----- https://www.accenture.com/us-en/insights/us-federal-government/technology-vision-2021-democratization ----- 33-MINUTE READ In brief Now we're all developers Democratized tech is a game-changer for federal agencies The considerable ripple effects of "I, Technologist" Saying goodbye to shadow IT The role of IT: What's left for IT departments to do? Training: A new urgency for digital fluency across the enterprise Explore further Decision points Get the essentials Related capabilities Exploring AI in government How to navigate the world of low-code/no-code 1. Fortify IT as a reskilling leader for federal agencies 2. Extend Articulate an overarching innovation vision Make sure agency leaders are visible

throughout Dedicate time for innovation and training Include innovation in everyone's job description 3. Reinvent MORE ON THIS TOPIC The full report Five trends for post-pandemic leadership Short on time? Trend report Federal IT modernization Next gen cyber security Digital government innovation JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA As we learned all too well this past year, technology is vital to the mission. And this requires that technology be democratized and accessible across the agency. Democratized technology means that everyone — not just the IT department — must appreciate technology's vast potential and be empowered and proficient in deploying it to achieve new levels of capability to advance the government's varied missions and businesses. This has already begun. We see federal employees of all stripes employing a wide variety of emerging, mostly cloud-based platforms and tools to create custom dashboards, run data analytics, launch low-code or no-code applications, and even introduce automation and AI into their workstreams. Going forward, these technologies will empower individual employees to determine their own individual requirements for fixing problems and improving processes, select the right technologies and tools, for the task, and then address those requirements as a self-service. But this trend brings with it sweeping implications for agency leaders to think through. A big one is that the role and function of IT will have to adjust accordingly. No longer can IT be the gatekeeper for all things IT. Rather, it must shift to becoming more of an enabler, a governor, a collaborator, and an advisor to the mission and business sides of the agency as they assert greater autonomy in deploying technology. Increasingly, successful IT departments will need to make this shift core to their missions and strategies. Accenture's Kyle Michl and Christina Bone discuss Federal Technology Vision's Trend 3: I, Technologist. Another implication when technology is democratized is that, even as our day-to-day work platforms and tools get easier for everyone to use, there remains a great need for federal agencies to educate their workforces to be savvy users and consumers of the technologies available to them. Whether they are advancing the agency's mission out in the field or tending to the back-end business side of things, all employees will need a foundational level of technical and data literacy going forward. In the longer term, expect "I, Technologist" to evolve the agency's culture. As employees grow more comfortable and competent with employing technology tools and re-engineering their work processes, they will foster a culture that is far more adaptable, nimble, and confident in meeting the challenges of the future. In July 2020, OpenAI asked for help exploring the capabilities of GPT-3, the third generation of the organization's deep learning language model which can generate human-like text. Using a private beta version of the model, developers got to work, discovering and experimenting with its ability to write short stories, songs, guitar tabs, an article about itself, and even software code. Each new discovery and demonstration sent waves of excitement and awe across tech workers, reporters, and business leaders alike. When one developer testing the model was able to tweak it to produce code, demonstrating that he could create webpage layouts by giving the model written prompts like "the Google logo" or "a blue button that says Subscribe," many wondered if this was an opportunity to make programming more accessible. With the help of a tool like GPT-3, could anyone become a developer? They weren't far off. An undeniable shift is

underway: Powerful technology capabilities are being put into people's hands, usable without highly specialized skills. It's not about a single tool or service, but the culmination of an array of democratizing technologies. Natural language processing, low-code platforms, and robotic process automation (RPA) are just a few of the capabilities and services making technology more accessible. They each have different and unique applications, but all are bringing the innovative power of machines into the hands of people with as little friction as possible. An undeniable shift is underway: Powerful technology capabilities are being put into people's hands, usable without highly specialized skills. An undeniable shift is underway: Powerful technology capabilities are being put into people's hands, usable without highly specialized skills. Democratized technology lets people optimize their work or fix pain points on their own. Without needing to request major IT projects, people can create a custom dashboard for a group's finances, build an app to approve and automatically fulfill purchase orders, and much more. Suddenly, the power to create technology solutions is entering the hands of people across the enterprise.   This doesn't remove IT from the equation. IT will still lead big implementations, scaling successful programs, and refreshing technology used by the agency. But this does require a shift in the role of IT departments. More than ever, they will need to collaborate with business and mission teams to identify and integrate innovative new technologies and ensure they are using and developing new tools and platforms securely and efficiently.   This shift is every agency's opportunity to make their employees a core part of their digital transformation effort. But to do so successfully, leaders will need to extend the innovation imperative across every business unit. It's not just about giving people access to new tools; agencies must actively teach their people to think like technologists. This doesn't mean turning everyone into an engineer, but rather enabling them to solve problems with technology. By empowering everyone, those closest to a problem can be the ones to create solutions, keeping the agency in lockstep with rapidly changing needs. Regardless of what your federal job title is, consider yourself a GS-2210! (That's an "IT specialist" for readers who are not federal employees.) Technology is simply so pervasive and so fundamental to getting the government's work done that every federal employee may soon have technology in their job description. Take Alex Measure, for example. Measure is an economist at the Bureau of Labor Statistics whose job was to manually classify data to help statisticians figure out things such as what are the most dangerous occupations and what are the most common injuries in those occupations. Measure decided he could save countless hours of time by automating the analysis and classification of hundreds of thousands of Survey of Occupational Injuries and Illnesses filings annually — so with the approval and support of his managers he went ahead and did it! "Well, I got started out of personal interest as a new economist," he shared on the Exploring AI in Government podcast. "It was my job to review some of this data by hand and to classify it by hand and it's not the most glamorous thing to do. So that got me interested in machine learning and then that got me interested in learning about these techniques and applying these techniques. And so, it sort of went from there." It helped that there was a pretty solid business case driving him to think like a technologist. "In the case of the survey of occupational injuries and illnesses, each year we're collecting 300,000 written descriptions. We have dozens of people around

the country that are manually reading through each of these descriptions. And obviously that takes a lot of effort. We estimate it takes about 20,000 hours of labor. Each year is equivalent to about 10 full time employees working on nothing else. So, you know, clearly there was a very real resource cost there," he said.   But what made the task of automating this part of his job possible was the ease of the available tools, he said. "The advances in the tools have been amazing over the last 10 years. And I think if you went back 15 to 20 years, it was actually very hard to implement these systems. And now you have libraries like the scikit-learn library and Google TensorFlow, AWS Pytorch, that make a lot of these things much easier to build and implement. So, one of the things I spend a lot of time on in my current role is actually teaching my colleagues how to implement these systems and many of them have gone on to implement various successful systems."   Not bad for an economist. But the power of Measure's story is that similar examples of grass-roots tech creation are happening all over and becoming the new norm. A tectonic shift is occurring today in the way enterprises develop and deploy applications that run the business, modernize operations, and serve customers. And this shift arises out of an unabated appetite for new software by people who are trying to keep pace with their growing mission and business demands by harnessing data analytics, AI, and automation tools. That appetite has now far outstripped the capacity of traditional code-based programming approaches. Traditional code-writing simply takes too long, is too expensive, requires qualified programmers that are in short supply, and yields products that too often fail to satisfy specific end users' needs. Conversely, low-code tools, robotic process automation (RPA), and other democratized technologies are proliferating rapidly, offer enterprises a more compelling option for building powerful capabilities than traditional software development because they solve the problems of scale, speed, equity, and customized requirements at the individual level. Low-code tools, robotic process automation, and other democratized technologies are proliferating rapidly, offering enterprises a more compelling option for building powerful capabilities than traditional software development. Low-code tools, robotic process automation, and other democratized technologies are proliferating rapidly, offering enterprises a more compelling option for building powerful capabilities than traditional software development. Sensing the enormous appetite for grassroots tech, just about every major cloud and software vendor has obliged with new tools that are now ubiquitous: Microsoft Power Platform on Office 365 and Azure (even Windows 10 now includes Power Automate Desktop that can apply RPA to automate tasks), Amazon Honeycode on AWS, AppSheet on Google Cloud, Lightning on Salesforce, APEX on Oracle, and Appian are just a few. Many of these tools offer visual interfaces with a simplified drag-and-drop approach to building business application software instead of traditional computer programming. And, in most cases, all components of the software, such as frontend and backend code and configuration files, are generated automatically using industry best practices.   Grassroots tech creation — that is, encouraged and sanctioned by managers — is happening in greater abundance across the commercial sector. According to market research firm Gartner, 41 percent of non-IT employees customize or build IT solutions, with business buyers expected to represent more than half of low-code clients by 2025. And as illustrated by the example of Alex Measure at the BLS, this trend is taking root in the

federal market as well. 89% of federal executives believe technology democratization is becoming critical in their ability to ignite innovation across their organization. Most things are in place for democratized tech development to become commonplace in government: the demand, the tools, the business cases. What's not yet in place, however — largely because this is moving so quickly — is the consistent leadership, planning, skilling, and governance needed for agencies to capitalize on it. This is where agency leaders need to strike a careful balance. What's most attractive about democratized tech is that it enables the agency to dramatically improve productivity, mission performance, and business performance despite existing challenges around large-scale IT modernization and shortages of IT talent in the ranks. But there's a threatening aspect to this as well: agencies must ensure that all this grassroots activity is adequately secured, understood, and integrated into an enterprise framework set forth by the agency's IT leaders. For agency leaders, there's urgency in figuring this out. Just as apps like Excel and SharePoint empowered employees to more effectively collaborate, track and manage data, and share and convey information, so too are today's development tools allowing them to automate, streamline, analyze, and accelerate their job tasks for improved performance and service delivery. There are valid and serious concerns that must be addressed, but simply saying no to grassroots tech is not really an option — employee expectations are shifting rapidly and people won't remain where they're not enabled to succeed. Specifically, we see three big implications of "I, Technologist" that agency leaders will need to give careful thought to: Shadow IT — that is, hardware and software that is not sanctioned or provisioned formally by the agency — has long been a challenge to agency IT departments. Mission and business team members install shadow IT because it helps them meet specific work-related needs that their agency-sanctioned hardware and software does not. And IT departments understandably guard against shadow IT because it can pose significant cybersecurity and other risks to the enterprise. So unsurprisingly, the concept of democratized technology poses big, vexing questions for agency IT shops: people now have an increasing temptation to circumvent their IT departments by downloading cloud-based, drag-and-drop tools that allow anyone to custom-build whatever business capability they might need, whether it's to analyze data, automate a process, or infuse artificial intelligence into a business task. Many agencies are still trying to understand what these new tools mean for them and have yet to formulate guidelines for their use. If "I, Technologist" is managed well, agencies can minimize their shadow IT problems by enabling their business and mission teams to develop needed capabilities using agency-approved platforms and tools, all with the aid and support of their IT departments. To accomplish this, agencies leaders must balance and harmonize these two powerful and valid competing interests within their enterprises. IT departments must work more in tandem with their mission and business colleagues to ensure they have the tools and platforms they need to get their work done. And mission and business teams must work within the confines outlined by their IT departments. Agencies can minimize their shadow IT problems by enabling their business and mission teams to develop needed capabilities using agency-approved platforms and tools, all with the aid and support of their IT departments. Agencies can minimize their shadow IT problems by enabling their business and mission teams to develop needed capabilities

using agency-approved platforms and tools, all with the aid and support of their IT departments. For this to work, IT shops must work much more closely with their mission and business customers to understand their needs and be responsive in providing the capabilities to address those needs. Cloud-based natural language processing, low-code platforms, RPA and other accessible tools and platforms make this kind of relationship possible because they are so easy to use, scale, and configure to meet agency policies. Success will rely not on mission and business teams doing their own thing, but rather on IT departments and their mission and business customers developing a more constructive synergy so the legitimate needs of all parties are met.   The Department of Veterans Affairs is taking a novel approach by offering employees a wide array of easy-to-use applications that are pre-vetted for security and interoperability. "You have to give your customers options. If they don't feel like they're getting serviced properly from the central IT function, they'll go find their own way, because they've got a mission to execute," says Dominic Cussatt, the VA's principal deputy chief information officer. Cussatt said the VA is creating portfolios of services that customers can shop from and utilizing a Systems-as-a-Service platform that will enable employees to access and shop for things like a customer relationship management tool or call center option, using their own funds to access them. Similarly, agencies can whitelist various low-code and no-code development tools and platforms for their agency business teams to use and experiment with.   In other words, agency IT departments will need to collaborate more with their business and mission end users, supporting and enabling them as they explore and experiment with tools available in the marketplace. IT shops can do this by ensuring those tools are sufficiently monitored, optimized, and secured, and then, as those tools and resulting applications prove their business value, they can help scale them across the agency enterprise as needed to benefit others. IT departments might even consider establishing centers of excellence within their agencies (several have) so business and mission teams can learn best practices, find inspiration, and adopt previously successful approaches.   If done well, there is no reason for there to be shadow IT — instead, the needed tools and platforms are properly integrated into the network ecosystem. This is far better, from an IT department's perspective, than not knowing what's being used at all.   Another important piece of this strategy is an acknowledgment that mission and business teams often know better than the IT department what they personally need. As with Measure at the BLS, the mission and business teams must be allowed to experiment — safely and securely — with available tools and platforms to fashion capabilities that are tailored to their specific needs. Finally, the capabilities that are developed for business and mission use cases through this collaboration must be viewed as transformative technology initiatives that are continuously in need of monitoring, optimization, and advancement. This requires agile approaches both on the part of IT departments and the business and mission teams that create and use them. Agency IT departments can take other steps to better address the challenge of shadow IT, such as: Ultimately, the goal is to have the organization consider IT a trusted resource that can help achieve business and mission objectives quickly and innovatively, while saving money and protecting the company from risk. Many agency IT departments have multiyear plans in place to modernize their infrastructures and processes, to streamline and automate

and tear down silos, and, eventually, to become more agile and responsive. "I, Technologist" now allows IT's customers to avoid some of this wait and go it alone, using IT-sanctioned tools and platforms. It augurs a new era in which the business and mission customers of IT have the wherewithal to quickly spin up DIY tech solutions that address their specific needs and pain points. Where does this leave IT? At its core, this challenge is about re-inventing how IT and non-IT employees work together to embrace secure, agile innovation at all levels that advances the mission and the business. This can happen, in part, if IT departments put guardrails in place to ensure a safe zone for the business and mission units to experiment and create. This will require some strategic stacking (see Trend 1), such as creating data lakes that people can access to extract insights that will help them succeed or secure enclaves where employees can experiment safely. Other guardrails could include: Because platforms and technologies are constantly changing, those guardrails will need to change at pace and be well communicated to maintain transparency with the technology user community. Another way some agencies are promoting greater collaboration and alignment between IT and business teams is by shifting from a project-based mindset to more of a product-based mindset focused on product development and lifecycle management. The U.S. Patent and Trademark Office, for example, organizes its IT projects across four product lines — patents, trademarks, enterprise, and infrastructure — and they range from new software for internal use to products for patent and trademark applicants. The way some organizations are doing this is by emphasizing different performance metrics for IT — for example, putting less focus on things like IT throughput and efficiency and more on business outcomes. Other important new roles that IT departments will need to play going forward include: This new era of democratized tech will raise important questions about how IT departments can best support their agencies. But it's important to understand that, while the role and function of IT departments may shift, these organizations can become even more critical to the success of the agency. Here's a helpful way to think about "I, Technologist": There's long been a divide between the business and mission parts of an agency and IT simply because IT is so specialized and technical. As technology becomes more synonymous with the business and the mission, it is critical to close that divide. In short, there are two ways to bring people and IT together into a productive working relationship. The first way is to make technology accessible to all employees via user-friendly tools. The second way is to skill people up to work with these technologies and establish a closer working relationship between that business unit and IT. Most of the progress bringing us to "I, Technologist" falls in the former category. But there's still a big need for the latter. While we can mask some of the complexity associated with creating applications, an understanding of the underlying basics is still needed to apply these tools effectively and do so securely. For example, we still need to know how to think about the data we're working with so we get to our desired outcomes. In short, we can't just be technologists because the tools are easier to use, we also need to think more like technologists. So, what do federal employees need to learn? In short, they need to know enough about what current technology is capable of so they can formulate clear ideas about how to improve their business. Whether it's a smartphone, edge computing, RPA, AI, or something else, people can't conceive of how the latest technologies can help them

until they understand them sufficiently. And that understanding must exist at all levels — leadership, managers, supervisors, and employees — for true innovation to take root across the enterprise. We call this digital fluency. Digital fluency encompasses a wide range of skills and knowledge, to include: 89% of federal executives agree that for tools of technology democratization, organizations need to ensure that training strategies include a focus on security and data governance. A few federal agencies are offering digital fluency training to their employees. Perhaps the most fully formed example of this is at the U.S. Air Force, which launched the Digital University in 2020 to advance the service's Digital Air Force initiative. The program offers more than 12,000 courses from Udemy, Pluralsight, and Udacity at no-cost to all Air Force and Space Force professionals.   Another example is the U.S. Department of Agriculture. The agency's CXO Dashboard program integrates data from systems spanning 29 agencies and staff offices into a comprehensive suite of self-service dashboards spanning seven administrative functions. However, providing managers with sufficient data literacy is critical to making best use of this powerful tool. The agency's acting Chief Data Officer for Rural Development, Jim Barham, launched an effort to enhances the digital fluency of his staff, working to identify current skill gaps and developing targeted training to best leverage this platform. 81% of federal executives agree their organization must train their people to think like technologists — to use and customize tech solutions at the individual level, but without highly technical skills. All federal agencies are struggling to hire people with digital and data literacy, which makes the task of reskilling and upskilling existing employees so critical. And the escalating pace of technological change means that demands for skilling will only grow. Bypass the skills gap For years, many government agencies have had great ambitions for their digital transformations, but they've struggled to recruit and keep the highly technical workers needed to bring those plans to life. Seven in 10 IT leaders surveyed from the federal government and industry say that continuing IT skills gaps have a high or medium impact on their agencies' ability to execute missions, one recent report found. Among the skills that survey respondents said were most needed over the next two to three years: cloud application development (53 percent) artificial intelligence (49 percent), and data analysis (47 percent), software development (32 percent), and RPA (22 percent). The demand for rapid digitization in response to the COVID-19 pandemic threatens to push those numbers even higher. Many government agencies and companies may have been looking at this problem too narrowly. Even as specialized technical skills remain in high demand, enterprises can increasingly lean on technology democratization to circumvent the skills gap in many areas, including all of the skill areas mentioned above. It's a parallel strategy that will further close the disconnect between workforces and the technologies needed to deliver the most creative solutions in today's market. RPA, for instance, allows people with different types of skill sets to automate repetitive tasks. Instead of having a team of software developers writing software packages to automate particular business functions, NASA is using easy-to-use RPA tools to automate hundreds of business tasks across the agency through a shared services center. As of November 2018, NASA had more than 300 automation projects in the pipeline — mostly in human resources, procurement, financial management, enterprise services, and agency business services — and more than 10 projects were

operational, according to Kenneth Newton, director of service delivery at NASA's Shared Services Center. What's important is that these projects were all suggested by the employees performing those functions, Newton said.   These democratized technologies may be new ground for many organizations, but there's good news on that front too. With the shift to cloud underway, you're headed in the right direction, and may even have access to these tools already. Existing cloud solutions offer a stepping stone into these spaces. Amazon's Honeycode, for instance, is an AWS service that lets people build mobile and web apps without writing a single line of code. Salesforce's Lightning App Builder is a point-and-click tool for creating custom pages on the Salesforce app. For the many organizations migrating their people to Microsoft Teams, Power Apps can be directly embedded. These tools, and many others, offer an incredible opportunity to bridge the gap between complex technology and workers at every level of the organization.   It's easy to see these examples as a story of speed and efficiency alone. But there is a far more profound message underneath. When access to powerful technology capabilities reaches throughout an organization, every employee can be an active and vital part of the digital transformation effort. People can pick and choose for themselves what to automate, allowing them to focus on the things they do — and like doing — best. They can create solutions for their own work processes and for their customers right at the point of need. They can help to improve both the customer and the employee experience — not by gathering feedback to send to a team of tech experts for consideration, but by putting technology to work themselves. 51% of federal executives report creating scalability and resilience as a benefit their organization derives from tools of technology democratization. 49% of federal executives report accelerating solution implementation and interconnectivity as a benefit. The fact is, even though many agencies struggle with shortages in IT skills, they have plenty of employees anxious to solve problems and meet their business needs through technology. With the right technologies, in many cases you have the people you need. From startups hoping to quickly establish themselves among more seasoned competitors to legacy organizations working to complete their digital transformations, enterprises can use democratized technology to reduce the impact of their skills gaps. Leaders in the future will be the ones who rethink their approach to meeting their skills needs. It's no longer just "who can I hire?" but "how can I empower?" Activate grassroots transformation Agencies and businesses are already using the tools of democratization to speed up and automate work processes and enable greater agility in one-off or limited instances. But it's not enough simply to have the tools and the training in place. To truly capitalize on today's capabilities for technology democratization, agencies also need to build a culture of innovation and collaboration so their people feel encouraged to put their tools and digital fluency into practice. Federal agencies, as a group, have had mixed success with this.   No two agencies are alike, so tactics and strategies will vary and approaches that work well in one agency may not work at another. Things like rewards, incentives, gamification, competitions, and dedicated innovation time during the work week, can all play a role. But what's most important is that employees feel safe and encouraged to experiment, fail, and try again. To do this, agency leaders need to create safe zones for experimentation, risk-taking, creativity, and, yes, failure. Creating agency-wide forums and venues of collaboration are

also critical so your people don't feel alone in taking risks and experimenting and can share their experiences and learn from each other. Agency leaders need to create safe zones for experimentation, risk-taking, creativity, and, yes, failure. Agency leaders need to create safe zones for experimentation, risk-taking, creativity, and, yes, failure. The appearance of U.S. Department of Defense (DoD) visual information does not imply or constitute DoD endorsement. "Innovation takes time and energy for an organization, but when leaders provide their employees the space to experiment, they can often tap into their employees' passions for their work and the product," Brian Fox wrote in a blog when he was the Systems Development Branch Chief at the U.S. Geological Survey's National Geospatial Technical Operations Center (NGTOC). Fox, currently a strategist with the 18F digital services delivery team at the General Services Administration, emphasizes that experimentation is an essential ingredient of innovation: "Most innovations aren't planned, and companies like 3M know this, allowing substantial time for their employees to experiment on their own (15% of their time!). The 3M Post-It notes that are probably on your desk as you read this are a great example of this 'freedom to experiment' — a 3M engineer determined on his own that an adhesive that failed in its initial development could be used on the back of paper to create a great way to tag and keep small notes. Another critical piece of innovation is collaboration, not only within the agency but also with other agencies, industry partners, non-profits, or academia. For example, there are many federal organizations that regularly assist agencies with their innovation efforts, including: Some additional tips that will be helpful for any agency striving to promote grassroots innovation include: Each agency will need to think of what innovation means in the context of their set of missions and business. It is important to define what that will look like so all employees understand where they are heading and why it's important. And that vision should have linkages to every employee so they understand how they fit into that picture and what is expected of them. Government workspaces have historically not embraced concepts such as experimentation, creativity, and acceptance of failure. But these are all important to establishing a culture of innovation, so it's important that people see their leaders as actively encouraging this by attending and speaking at innovation events and promotions. Government employees don't have a lot of free time in their workday. So, agencies may need to carve out dedicated time during the work week for training and innovation so employees feel safe including that time in their schedule. Innovation doesn't happen when an organization creates a chief innovation officer responsible for making innovation happen. It happens only when everyone understand that innovation is embedded as part of their job and they will be held accountable for it. Power your new innovation engine The value of technology democratization and wide-scale technology training will only grow over time. Leaders in this area are unlocking more freedom and exploration for employees. Consider, for example, the impact that just one segment of democratized technology — RPA — is having at agencies across government. A low- to no-code commercial-off-the-shelf (COTS) technology, RPA can automate repetitive, rules-based, low-value tasks, such as data entry, data reconciliation, pre-populated responses to customer inquiries, scheduled communications, spreadsheet manipulation, automated data reporting, and analytics, to name a few. "Nearly two years after the first

Robotic Process Automation (RPA) application was deployed in the federal government, RPA has become a widespread process automation tool," said the November 2020 State of Federal RPA report, published by the Federal RPA Community of Practice (CoP). The report found that overall RPA program maturity increased significantly in fiscal 2020 and that RPA programs have reported strong demand for automation solutions within agencies. A use case inventory posted on the RPA CoP website documents more than 300 RPA use cases — mostly in resource management, administrative, and business areas such as logistics, human resources, financial management, IT, and procurement. The use cases cut across the federal government, including the Defense Department, Treasury Department, Veterans Affairs Department, the Centers for Medicaid and Medicare Services, the Food & Drug Administration, and many other agencies.   Just in the period between 2019 and 2020, the number of automations deployed at federal agencies increased from 219 to 460, a 110 percent gain. The impact of these initiatives are far more impressive: annualized hours saved by automations increased from 285,651 to 848,336, a 197 percent increase. Moreover, the average hours of annualized capacity created per automation increased from 1,335 hours per automation to 1,708 hours.   At the National Science Foundation, for example, an employee had an idea to save time: a bot that automates so-called nag notes, which are notes that remind people of upcoming public meetings. Because the agency plans thousands of meetings a year, the agency estimates the bot will save 25,000 hours a year in administrative staff time. The NSF's CIO, Dorothy Aronson, said in an interview that she was delighted to see how an NSF employee who didn't have much prior technical training was able to employ a technology-enabled solution that ultimately benefited the whole agency. "By working as a partner with the IT shop, she learned a lot about how IT people think, so that partnership was really important in her personal growth," Aronson said.   The pace of transformation will no longer be limited to how quickly IT teams can roll out new solutions, nor will the scope of transformation be limited by non-IT workers' expertise with tech capabilities. Enterprises equipping their people with democratized technology are building the foundation for greater agility and ability to scale now and in the future.   Without taking steps to empower your people in this way, you'll be holding back your own digital transformation. Government agencies and industries are adapting and transforming around you, and your employees' and customers' expectations are evolving accordingly; your organization must evolve in kind. Fortify: Is your enterprise poised to take advantage of technology's growing democratization? Extend: How are you training your workforce to think like technologists? Reinvent: How can democratized technologies make IT groups more effective — and vice versa? Managing Director – Accenture Federal Services, Human Capital Capability Lead Britaini leads the Human Capital practice at Accenture Federal Services. MANAGING DIRECTOR – ACCENTURE FEDERAL SERVICES, PORTFOLIO TECHNOLOGY AND INNOVATION LEAD Managing Director – Accenture Federal Services, The Forge® Lead The Accenture Federal Technology Vision 2021 builds upon unprecedented research to offer federal leaders direct insight into the five emerging technology trends most likely to transform and disrupt how agencies operate over the next three years. 60 minute read Read the entire Federal Technology Vision 2021 to explore the five trends and how they interact to set the technology agenda for the next

The case for truly transforming federal contact centers

----- Arcticle source ----- https://www.accenture.com/us-en/insights/us-federal-government/contact-center-modernization ----- In brief Momentum is strong behind federal CX improvement A mismatch between federal CX ambitions and investments Data underscores agencies' high aspirations Few investing in true contact center transformation The hallmarks of transformation for today's federal contact centers Components of contact center transformation The roadmap to transformation Get the essentials Related capabilities How to design for equitable customer experiences Expanded multi-channel CX approaches Contact deflection capabilities Contact avoidance and pre-emption capabilities Transformation in action: Simplifying financial aid Digital self-service solutions Customer engagement Agent-assist tools Agent desktops Common knowledge base Re-imagined customer experiences Transformation in action: Single point of contact MORE ON THIS TOPIC The full report Answering the call? Short on time? Infographic Digital government Applied intelligence JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Federal contact center leaders are under tremendous pressure to meet a surge in customer demands with better, more effective customer experience (CX) that builds greater trust in government while lowering cost-to-serve. Our latest research found the desire to improve CX overwhelming (87%), with a significant majority (64%) of federal executives saying this focus has increased over the past three years. At the same time, a similar percentage (81%) identified reducing cost-to-serve as strategically important, with over two-thirds (69%) saying this emphasis has grown over the same period.   As agencies pursue these dual objectives, efforts to improve CX are too often focused on growing contact center capacity and improving customer service representative (CSR) productivity. In contrast, commercial CX trailblazers are making greater use of a wide array of intelligent, digital tools to preempt requests for assistance or information and empower customers through self-service applications that can deliver greater convenience and effectiveness at a reduced cost.   Our experience also finds that expanding contact center capacity, as many federal agencies are doing, isn't sustainable or cost-effective, nor will it lead to significant improvements in overall customer satisfaction. The federal government has the unique mission of serving all Americans. This requires a more diverse engagement strategy to optimally address each customer's need. By deflecting or preempting common requests and enabling more self-sufficient customers, human agents at contact centers can focus on the most demanding cases and people who require human assistance. This will deliver better customer and employee experience and be more sustainable and cost effective. The mark of a true

contact center transformation and customer experience improvement is when a call is not made because the customer already has the information they need. The mark of a true contact center transformation and customer experience improvement is when a call is not made because the customer already has the information they need. It's about anticipating what customers need and getting that information to them on their own terms, either through proactive outreach or self-service features that utilizes a wide array of engagement channels. Appropriate measures of a modern, effective CX strategy should focus on how customer needs are met, with an emphasis on reducing reliance on contact centers and increasing the use of self-service channels. Customer experience (CX) is front and center for federal agency leaders today, and the momentum to improve CX for government services has never been greater. Consider these recent proof points: The latest President's Management Agenda vision has made improved CX a cornerstone priority. The Office of Management and Budget broadened and expanded its Circular A-11 guidance for how agencies will serve customers and be held accountable for measuring improvements and taking action to understand and address gaps—putting CX metrics on par with agencies' measures of financial and operational performance. And the President's recent Executive Order, Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government, establishes dozens of CX commitments across 17 federal agencies that address long-standing gaps and will enhance the experience of nearly all Americans as they engage with the government. The momentum isn't only coming from the top levels of government — it's also coming from a public that is increasingly used to having a wide array of modern, responsive service options available to them. The COVID-19 pandemic significantly increased the public's demand for government services and information. Since many commercial companies responded to COVID by dramatically improving their digital services to reflect evolving customer needs, everyone, including citizens and other stakeholders, have higher expectations when interacting with federal agencies. This sustained, high-level priority on CX is spurring agency leaders to action. Many are conducting customer surveys, modernizing their websites, launching mobile apps, developing streamlined digital services, and investing in their contact centers. These initiatives are positive steps. However, a critical question remains: will these investments get agencies closer to their goals of elevating their customer experiences, reducing costs, and — as President Biden put it in his December 2021 CX Executive Order — "us[ing] technology to modernize Government and implement services that are simple to use, accessible, equitable, protective, transparent, and responsive for all people of the United States"? A new Accenture Federal Services survey of two hundred federal contact center and CX decision-makers tells us that most clearly aspire to transform their customer operations by incorporating: These include live agent chat or web forms, so that customers can easily interact using their preferred channel and obtain consistent, high-quality experience at their convenience. These enable customers to get the services or information they want on their own terms through self-service channels such as websites and portals, online knowledge bases and FAQs, and AI-based virtual agents. These proactively anticipate customers' information needs before they realize they have a question and push out information to them through email or SMS, for example. 58% of federal contact center and CX decision-makers believe

expanding service channels should be a priority over the next two years. 73% say increasing self-service capabilities for federal customers should be a focus. 52% say reducing number of contacts (avoidance/prevention) should also be a priority. But the same survey suggests that planned investments don't support these ambitions and will leave federal agencies ill-equipped to reduce costs and accommodate citizens' wide-ranging information- and service-delivery preferences. 12% of federal contact center and CX decision-makers say they will significantly invest in modern agent desktop technologies. 9% are planning significant investments in contact deflection and prevention. 6% say they will significantly invest in developing consolidated, multi-channel customer experience knowledge bases. 3% say they will significantly invest in customer-facing virtual agents. So where are federal CX and contact center investments going? Respondents continue to focus on well-worn activities that will not sufficiently advance them toward achieving their transformational aspirations: expanding capacity (71%), such as by adding additional agents, improving workforce productivity (71%), improving compliance (68%), and decreasing operational costs (67%) through strategies such as decreasing handle times or reducing overhead. In summary, the focus of most agencies has been on growing contact center capacity and improving efficiency to respond to rising call volumes. In summary, the focus of most agencies has been on growing contact center capacity and improving efficiency to respond to rising call volumes. To be sure, these investments will improve responsiveness for customers who call in. However, they will fall short of helping federal agencies achieve three critical goals of a modern, best-in-class customer experience: 81% of all customers across all industries attempt to solve their issue before reaching out to a live representative, according to the Harvard Business Review. In other words, investing in contact centers to grow capacity and improve productivity relegates agencies to continue the same decades-old service models that fall short of today's commercial best practices and, more importantly, fall short of their customers' high expectations. So why does this mismatch exist between federal CX ambitions and investments? The leaders and programs associated with different CX channels — whether contact centers, websites, mobile apps, virtual agents, field service offices or others — often face organizational obstacles to working in an integrated or even a coordinated fashion. As a result, they may frequently find themselves working at cross purposes where the objectives of digital CX channels are not aligned with those of the contact center. In this environment, it can be difficult to mobilize an overarching strategy that calls for standing up best-in-class digital CX capabilities that can reduce large portions of a contact center's workload through pre-emption and self-service interactions while also delivering measurable increases in customer experience.   This problem of organizational silos is a hard one to solve. One way of addressing it is to create a common, integrated CX vision and set of objectives that span all channels across the agency, regardless of how they line up organizationally. These common objectives should include defining and prioritizing improvements in customer experiences, cost reductions (including through fewer contact center agents), and improved efficiencies.   To achieve these shared objectives — and break through those organizational silos — senior agency leaders need to harmonize the day-to-day activities and investments of all channels, including shared accountability and metrics, aligned incentives, and common data.   Ultimately, federal agencies will need to shift

their strategies if they intend to achieve the government's twin goals of improving customer experience while also reducing the cost to service those customers. 70% of survey respondents say their cost to serve has increased in the last three years while the American Customer Satisfaction Index reported the lowest score ever for the federal government in 2021. Simply put, achieving these twin goals requires that lower-cost and intelligently-designed digital experiences assume a greater burden of servicing customers in place of increasingly costly human agents. This is why leading CX providers today are taking a broader view of their contact centers and transforming them with capabilities to shape and implement customer experience in harmony with an integrated omni-channel CX operation.   This is demonstrated by a quote we heard from a federal civilian executive managing an external contact center: "Becoming more cost-efficient means we are doing a better job, which leads to a better customer service experience . . . If we do things [to become] more cost efficient, it's never with an eye to taking something away from the claimant. It's with an eye to improving the function overall, which better serves the claimant. That's the way we work." Modern contact centers today are critical components within an enterprise's integrated CX operation, and they are designed to do far more than answer incoming calls. Contact center transformation occurs when: The mark of real transformation in today's contact centers is when a call into a contact center is averted because that customer already has the information they need, delivered in a way they prefer. Appropriate metrics of a successful CX strategy should include a shrinking pool of contact center agents and a more satisfied customer base. Appropriate metrics of a successful CX strategy should include a shrinking pool of contact center agents and a more satisfied customer base. "[O]ne thing that we know is that most of our customers do not require live service," said a federal civilian leader responsible for an external contact center. "And we know this from surveys, we know this from talking to people. What they're really looking for is reassurance to speak to a human being to know what they already know. We've tried to limit that; we've tried to really influence behavior and push folks to self-help tools."   Of course, human agents still have a significant and indispensable role to play in today's CX. Some questions and information requests that customers have are complicated or case-specific and beyond the means of digital tools to handle satisfactorily. In addition, not all customers are comfortable or able to interact with digital assistants or to rely on digital channels for their information needs and they still want to talk to a human being. But today, the reality is that the majority of customers are comfortable with — and, in fact, prefer — digital interactions, and enterprises need to be prepared for digital communication channels to be their primary way of engaging with customers.   In fact, in a recent Verizon survey of more than 5,600 people across 16 countries, 56% of respondents said they are comfortable with fully automated interactions, and just 16% expressed discomfort. Almost half of the respondents (47%) have grown more positive about such interactions in just the past two years. So, what types of investments will best achieve these transformative results? We believe further investments are needed in: Intelligent, customer-facing digital services offer self-service and deflection capabilities; they include virtual agents, customer portals, and integrated, accessible online knowledge with basic FAQs that help obviate the need for people to call in. These may also include customer forums, where customers

can ask questions about each other's experiences. Anticipatory outreach capabilities, fueled by intelligent data and analytics — such as email campaigns, earned media, paid campaigns, and social communications — offer agencies an effective way to proactively communicate and connect with those populations they serve. These tactics can include AI-enabled capabilities such as social listening, sentiment analysis, and qualitative research to inform agency leaders about how their customers truly view the agency and its services. Digital tools can work with agents to more efficiently and effective serve customers. Intelligent IVR and chatbots can preempt queries, answering common questions or capturing information needed by an agent to resolve issues more quickly. Furthermore, virtual assistants can proactively advise and guide agents with relevant scripts, templates, and knowledge articles for specific requirements. Modern agent desktops provide a single platform that enables easy access to the suite of applications and information agents need to resolve customer inquiries. This includes omnichannel contact center solutions, Customer Relationship Management (CRM), and ordering, fulfillment, and billing systems. With ready access to customer data, including prior interactions and other relevant history, agents have a 360° customer view, which is critical to best serving their needs. The data underlying customer-supporting information platforms can often be fragmented into many silos, leading to inconsistent and subpar customer experiences. This can hamper an agency's ability to achieve its CX goals. A synchronized, integrated CX operation must rely upon a centralized knowledge base — a single source of truth that is accurate and regularly reviewed and updated with every customer interaction, highly secure, and accessible online. This centralized knowledge base not only supports contact center agents as they handle customer calls, it also should be driving the agency's digital self-service options, chat bots, and other CX channels. With insights derived from customer interactions, agencies can zero in on root cause issues that reveal opportunities for improvements across touchpoints and channels, using human-centered design to reimagine customer service experiences, deliver omni-channel personalization, and more. Even when all of these components are present, if incentives are not aligned and accountability is not shared across all CX channels within the agency, true transformation cannot occur. That's because different CX channels will still be working at cross purposes. They simply must operate as a cohesive team. To accomplish this, agencies must realign incentives and accountability for both outsourced contact centers and insourced contact centers where the contact center agents are federal employees. For example, contact deflection rates and call volume reduction trends should be considered as KPIs to gauge contact center performance. When these components of transformation are integrated into a holistic, omnichannel contact center model, and operating in harmony across all CX channels through shared, calibrated incentives and accountability, the benefits are many: Getting to lasting transformation requires the right ingredients and approaches. To achieve this, federal CX and contact center leaders must shift their sights from accommodating rising call volume demands to proactively getting the right information to the right customers through the right channels so that call volumes decrease. Transformation cannot happen when there is little emphasis placed on reducing call volume. That should be a central goal as CX initiatives move forward across government. To modernize government contact centers, it's time to

challenge old assumptions and old-world solutions. Instead, ask questions that are consistent with where the world is today, what's possible and how to get there. MANAGING DIRECTOR – ACCENTURE FEDERAL SERVICES, CIVILIAN INNOVATION LEAD SENIOR MANAGER – ACCENTURE FEDERAL SERVICES, SERVICE TRANSFORMATION LEAD We engaged with Market Connections, a leading marketing research firm with a deep focus on the federal government market, to provide insight on the state of the federal contact center market. 15 minute read Our full report on how to truly transform federal contact centers. 2 minute read Featured insights from the report. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. Visit our Subscription and Preference Center © 2024 Accenture. All Rights Reserved. =======================

Consumer behavior in the metaverse

----- Arcticle source ----- https://www.accenture.com/us-en/insights/software-platforms/metaverse-that-matters ----- In brief Why businesses are missing what consumers want today Ready, consumer one Delivering the future, today: working out in the metaverse The metaverse. It's personal… Three no-regret moves to engage consumers About the research WRITTEN BY Current Country: United States Research Report 5-MINUTE READ January 6, 2023 There's huge industry buzz and excitement around the metaverse. The evidence? More than 100,000 articles published in the last year alone. However, too many businesses are talking about the metaverse in terms of what the technologies can do, not what end users want. Only 15% of all those articles actually touch on consumer needs. Accenture wanted to change that, and really listen to what consumers want. So we surveyed approximately 9,000 people and found that more than half of them (55%) want to become active users of the metaverse. And 90% of those consumers want to engage within the next year. Of course, gaming is still a big draw for many people (59% of consumers look forward to playing games in the metaverse), but only 4% of consumers see the metaverse as only that. Instead, they see it as an essential tool that, when integrated into their daily lives, can streamline how they complete tasks and increase their productivity. As one US consumer expressed it, "I wish that the metaverse could solve how we do our day-to-day tasks, like paying bills, learning how to cook meals or accessing mental-health professionals." We're at a point where consumers know what they want, so businesses must make sure they're listening to – and building things for – consumers. While promoting the art of the possible may be great at generating buzz and excitement, those who bring the art of the tangible to life will capture both consumer mindshare and, crucially, market share. Consumers are very much prioritizing function over form. Easy-to-use interfaces (70%) and a wide variety of applications (69%) are among the top metaverse features they care about, 15 percentage points ahead of flashy headsets (55%) and the ability to personalize avatars (55%). Consumers want access to a broad set of simple but effective solutions that help them with the everyday, rather

than looking for futuristic tech and features that, while cool, aren't that useful. Beyond gaming, consumer demand for metaverse solutions is already taking shape in five areas: media, fitness, retail, health and travel. Top industry areas consumers want to engage with in the metaverse Source : Accenture Proprietary Research, Metaverse Consumer Study 2022 What's more, consumers not only know where they want to use the metaverse, they also know what they want to get out of it...and those wishes are practical: connect with friends and family, save time, access consumer services, and complete everyday tasks. Businesses that are able to deliver at the intersection of "where" and "what", with solutions that address consumers' expressed needs, will gain early-mover advantage in a rapidly-forming metaverse industry. So what does that look like? Let's dig a little deeper. Looking specifically at fitness, the second most popular metaverse area after media, our study showed that the majority (~60%) of consumers want a solution that improves their home workouts. When asked to list their top features for a solution like this, consumers said they want: personalized workouts (48%); intuitive and engaging instruction (39%); the ability to easily track and monitor progress (27%) and connect to their other fitness devices and equipment (26%). Finally, we wanted to understand the primary drivers for adopting a metaverse fitness solution. The top-three were: data/ privacy protection (77%); affordability (77%) and ease of use (75%). Notice how none of these touched on the technology? That's because consumers don't think in terms of tech. They care about outcomes and experiences. It's up to businesses to bring the technology together to deliver what consumers want. While being consumer-led is critical, it's important to keep in mind that not all consumer segments are the same. As an example, when looking by age bands across the five areas where consumer metaverse demand is growing, we see that younger consumers (<55 years old) are more interested in fitness and media (ranked #1 and #2 respectively) while older consumers (>55 years old) are more interested in medical and travel. Source: Accenture Proprietary Research, Metaverse Consumer Study 2022 Taking this one step further, consumers' level of interest in specific areas directly translates to their willingness to adopt and use metaverse solutions for those purposes. That's why businesses need to be tactical about engaging with the right consumers to inform what they need to build. Here are the three no-regret moves that business need to take to truly engage consumers: Running through all of this is the need to start thinking about the metaverse as something that will become as ubiquitous in consumers' day-to-day lives as the internet and mobile devices are today. Accenture conducted an online survey of 9,156 consumers aged 18+ across six countries (Brazil, India, Japan, China, United Kingdom, United States) to understand widespread attitudes toward the metaverse – familiarity and usage, preferences and priorities, and perspective on specific use cases. The survey was designed to be nationally representative within each of the six countries. To achieve this, all survey starts were balanced by age and gender, although the final completes for these demographics may vary slightly (both for the global sample, and by country). Fieldwork was conducted entirely in October 2022. Kevan Yalowitz Managing Director – Software & Platforms, Global Lead Dwight Lee Managing Director – Strategy, Internet, Software & Platforms Kevin Collins Managing Director – Software & Platforms, Innovation & Offerings, Global Stephanie Gorski Managing Director – Accenture Strategy, Software & Platforms Paul Johnson

Senior Principal – Accenture Research Brennan Torres Consultant –
Accenture Strategy, Software & Platforms

The world of DoD finance is changing fast: How to prepare

----- Arcticle source ----- https://www.accenture.com/us-en/insights/us-federal-government/world-dod-financial-management-changing-fast ----- In brief The path ahead Areas of focus for DoD finance organizations now Steps forward Related capabilities Big data analytics and reporting Finance robotics, machine learning, and applied intelligence CFO at the table Reskilling the workforce Next generation ERP Modernize with impact MORE ON THIS TOPIC Federal finance consulting Federal cloud consulting JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA One of the three pillars of our National Defense Strategy is to "reform the Department for greater performance and affordability." The strategy makes clear that current bureaucratic processes and functions are not serving the military's needs as it modernizes for future battlefield challenges. More to the point, the strategy implores Defense Department support organizations to "shed outdated management practices and structures while integrating insights from business innovation."   We've heard calls for management reform before throughout the Defense community. But today, they carry a pronounced urgency because the stakes are so high given the rapid pace of innovation and shifting global security landscapes we see around us.   In the federal financial management community, the imperatives for reform seem all too obvious. Consider these factors: Today's financial tools and business systems are increasingly outdated and straining to keep up with the fast-paced needs of our military. They are costly and difficult to operate and sustain, they are not integrated, and they cannot easily deliver the data-derived insights that planners need to make smart resource decisions that will shape the future.   Expectations on the financial management community are growing. Defense planners and military commanders need better insights and information, and they need them faster to respond to a more complex, dynamic world. As the National Defense Strategy puts it, the Defense Department needs "a management system where leadership can harness opportunities and ensure effective stewardship of taxpayer resources." Abundant data exists on enterprise resources, their costs, and how they're consumed and used; but CFOs and their organizations are unable today to fully leverage that data to better understand, manage, and improve costs.   The nature of financial management work will change dramatically in the next half-decade. Accenture research tells us that, on average, federal financial management employees spend four out of five days a week collecting data, maintaining spreadsheets, and developing reports. With the advent of artificial intelligence (AI), big data analytics, and robotic process automation (RPA) technologies, we will see much of this backward-looking, transaction-based financial work go away. Accenture research suggests that between 60 percent and 80 percent of process-oriented work for finance and budget staffs can be automated and that as

much as 40 percent of the federal financial workforce will be repurposed to perform higher skill-level work, such as analysis and strategic-focused work, that is more directly aligned to adding value to the mission. Enterprise resource planning (ERP) systems, as we know them, are about to change dramatically. Current ERP systems will stop being supported by their vendors — SAP, Oracle, and Workday — on or around 2025, forcing Defense organizations to upgrade to new systems that will be cloud-based and embedded with a range of new capabilities powered by AI and machine learning, data analytics, and other emerging technologies. These next-generation ERP (NextGen ERP) systems will go beyond performing record-keeping functions and backward-looking diagnostics to delivering more real-time analytics and forward-looking predictive intelligence to assist with strategy and planning. These trends and factors — many of which are technology-driven — will lead to foundational shifts in how Defense financial management teams operate, manage risk, and contribute to their organizations and missions in the not-too-distant future. Consider the implications of this for future CFOs and their teams. Many tasks they do today — for example, tracking transactions, accounting, auditing and control, compliance, and reporting — will be automated soon, freeing them up to concentrate more on higher-value responsibilities. These higher-value responsibilities include things like: In addition, standard finance department activities will look differently. More time and critical thinking will be spent on using analysis to reduce costs, optimize productivity, and improve value and mission performance for the agency. But again, this is where CFOs want to go. Our own research tells us that 81 percent of CFOs globally see "identifying and targeting areas of new value across the business" as one of their main responsibilities. And 77 percent of them believe it is within their purview to drive business-wide operational transformation. Our clients tell us they are excited about the data analytics and mobile computing capabilities that the NEXTGEN ERPs will bring. The integration and speed of the data allows employees to more easily obtain data and process, format, and mine it in a way that they have never been able to do before, such as sending data to a co-worker or customer in a dashboard format on the fly. The possibility of working from anywhere versus being tied down to a desk is also a benefit. Mobile computing will be more and more critical to attract the future workforce. So how do we get there? Broadly speaking, we believe that this transformation journey will require Federal finance leaders to re-align their priorities around five critical areas of focus: Financial data is available at an unprecedented level across the Defense Department enterprise and widespread efforts to accomplish financial statement audits have done much to cleanse and consolidate that data. As Federal finance organizations continue automating routine accounting, control, and compliance tasks, they must shift their focus on value creation. Through enhanced dashboards and data analytics, DoD organizations can now take information to another level through more in-depth analysis, reporting and forecasting. The standard to-do list of the finance shop will continue to shift dramatically as automated processes are adopted to reduce cost, improve productivity, and allow employees to use critical thinking and creativity to drive value. Moreover, predictive analytics tools will allow finance teams to exploit data and enable more impact analysis than has been possible with traditional historic analysis. Federal finance and budget leaders have long been responsible for producing the numbers and obtaining resources. But as

the capabilities of financial management tools advance, that role will shift rapidly to have greater impact across the organization. Within the next decade, we expect DoD's top tier of finance officers to be considered strategic enablers, going beyond a supportive role to a proactive one. Additionally, many jobs we consider today as 'finance' jobs will transition to something more like business partner positions where financial needs can be self-serviced. Federal finance leaders will need to shift their hiring and talent development criteria so the next generation of finance managers can flourish in this expanded role. Soft skills, such as collaboration and communication, will be as vital as traditional hard skills are today. As the DNA of finance talent pools evolve, Federal finance leaders will need to establish and cultivate hubs of deep expertise. Technology advancement will continue to accelerate, so finance leaders will need to leverage opportunities to improve service and reduce costs through adoption of new technologies and the modernization of ERP systems. For example, migrating ERP operations to the cloud and employing next-generation ERP capabilities will help them improve financial capability, timeliness, and financial compliance. In addition to placing greater priority on these areas, finance organizations can also take some proactive steps in the near term to get them on their way: The first of these is to optimize existing operations by doing things like: Steps like these will produce a wide array of benefits, including process efficiencies, reduced operating costs, a migration to DevOps, and an improved posture for migrating to NextGen ERP. A good example of how organizations can optimize existing finance operations can be found at the Defense Logistics Agency (DLA). As with many organizations, DLA experiences interim document (IDoc) exceptions, which are errors that sometimes occur in SAP ERP systems when a file, document, or other data is sent from one part of the system to another. These IDoc exceptions are lengthy and mundane to process. And because they are typically performed manually — each process may require over 60 steps across multiple screens and forms — processing them has the potential to introduce errors. This results in frustrated users and backlogs in processing IDoc exceptions that can stretch up to a month. To address this, DLA leveraged RPA technologies to reduce exception processing times down to four days for first-occurring exceptions and down to several hours for repeat exceptions. The result was a dramatic reduction — 67 percent — in exception processing times. This translated into 8,400 fewer hours per year dedicated to IDoc exception processing and $1 million per year in cost savings. Moreover, DLA finance was able to extend these automated tools to address more than 50 other IDoc exception processes.   67% Reduction in exception processing times 8400 Fewer hours per year dedicated to IDoc exception processing $1M Per year in cost savings Going forward, DLA plans to focus on automating all remaining IDoc exception processes and explore other possible activities outside of IDoc exceptions that may be ripe for automation.   Another step that DoD finance organizations can take is to add advanced capabilities onto their existing ERP systems. There are many tools and capabilities available now that can get you some of the benefits of NextGen ERP right away. An example of this is to move all or portions of your organization's ERP system to the cloud. Doing so can dramatically speed up capability and enable a broader view of data across the enterprise. In addition, once the ERP system is in the cloud, it can more easily employ things like RPA, machine learning, artificial intelligence, advanced data analytics, and mobile technologies.

Another option for DoD organizations is to simplify how they use ERP systems through third-party service design providers, such as ServiceNow, Salesforce, and Appian. Delivering or customizing functionality from traditional on-prem ERP systems is time-consuming and complicated. Service design modules, by contrast, enable organizations to quickly and easily design services that meet their specific needs in ways that are far more intuitive, streamlined, and value-added.   Once advanced capabilities are added to an existing ERP, they can be applied and reused to benefit many aspects of the finance operation with better analytics and insights, more flexible work environments, and more intuitive user experiences.   A good example of this is at the State Department, which invested in a third-party service design provider to provide enterprise service management across customers, service providers, and department leadership. Before doing so, employee requests on the ERP were requiring significant effort to manage, fulfilment times for requests were longer than desired, and the processing of transactions related to employee requests required the use of multiple applications.   The State Department's new enterprise service management capability modernized the IT systems and processes that support requests and fulfillment of services. Accessibility was improved, data was centralized, customer experience was streamlined, and disparate processes were integrated. Today, the new service management platform supports the full enterprise — including HR, finance, operations, travel, security and technology — and it manages more than 130 unique services, reducing fulfillment times and increasing efficiency.   State Department finance leaders are now considering whether to move the ERP application solution to the cloud and assessing next-generation Software-as-a-Software (SaaS) ERP products and services.   The third step organizations can take is to migrate to NextGen ERP systems. The major ERP vendors are already making them available to commercial clients — public sector versions of these new systems are not expected to be available for several years. Building on years of successfully implementing financial systems, some of our clients are planning for the future by recruiting the best and the brightest, putting processes and infrastructure in place now to ensure a smooth transition. These clients believe people are the key factor to success and are putting interim steps in place prior to migration to improve the user experience. User adoption is critical and buy-in can be achieved by engaging the workforce early and often, throughout the system development life cycle. Strong leadership support at the top and a robust change management program are also vital to success.   Other commercial-like government entities, such as the Army's non-appropriated fund operations and the Federal Prison Industries' Unicor operation, are already making the move to NEXTGEN, anticipating benefits such as enhanced analytics, reduced cycle times, enhanced speed to analytics, and more. The important thing to keep in mind is that every organization's roadmap and strategy will be different. There is no plug-and-play. Instead, each organization will need to assess their current state, define where they want to be, and then develop a sound strategy for bridging the divide in a sensible way that delivers maximum return on the investment made. Many DoD finance organizations, understandably, are not thrilled with the idea of having to invest constrained budget resources into a modernization that will upend processes and operations, even if they are not efficient. But many of these steps we suggest are becoming less and less optional with time. Technology is moving fast,

and it will change the way we all do business and manage our operations, sooner or later. The best medicine is to be proactive in shaping how your organization adapts to these trends and changes to gain the best advantage. It is also important to realize that there is real benefit to taking these steps in the form of real return on investment. Typical ROI categories include: But even more important than ROI are the broader benefits of transforming the finance operation to be more streamlined and, ultimately, more valuable to the organization and its missions. This is about realizing the vision outlined in the National Defense Strategy of transitioning to a culture of performance where results and accountability matter and where leadership can more effectively harness opportunities and ensure effective stewardship of taxpayer resources. A version of this article – The World of DoD Finance is Changing Fast — Here Are Some Ways to Prepare – originally appeared in the Summer 2020 edition of the Armed Forces Comptroller journal. Managing Director – Accenture Federal Services Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved. ===================== ----- Arcticle source ----- https://www.accenture.com/us-en/insights/us-federal-government/tech-vision-2020-innovation-dna ----- Related Capabilities Federal IT modernization Applied Intelligence for federal: Real... Accenture Federal Digital Studio JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Disruptive forces are reshaping our world, and federal agencies need new ways to meet their mission and deliver... Accenture Federal Services helps agencies use Applied Intelligence to streamline operations, improve citizen... Learn how government agencies foster cross-channel capabilities by employing digital solutions and strategy to... Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved. =====================

Government's physical-digital convergence

----- Arcticle source ----- https://www.accenture.com/us-en/insights/us-federal-government/technology-vision-2023 ----- In brief Explore the trends Consider these agencies' recent progress: An opportunity—and a test—for federal leaders The trends re-shaping agencies' new reality Trend 1: Digital Identity Trend 2: Your Data, My Data, Our Data Trend 3: Generalizing AI Trend 4: Our Forever Frontier WRITTEN BY About the Research Current Country: United States Research Report The foundational technologies shaping our new reality 3 Minute Read August 30, 2023 Federal agencies today operate in two parallel realities—the physical and the digital. Customers can interact with government services in person or through a website. Federal employees work and collaborate at their worksites or remotely. And federal agencies routinely create digital or virtualized representations of the physical world—everything from spreadsheets and data-driven dashboards to advanced digital twins—to help them plan and execute their mission objectives in the real, physical world. We pivot between these realities

frequently, but they are not seamlessly integrated. In fact, transitioning between them can be challenging, confusing, or downright impossible, in ways both large and small. But this is changing. Emerging technologies are laying the foundation for a new reality—one in which the divide between the physical and the digital is narrowing. The next decade of federal innovation will be defined by how agencies successfully fuse these two realms together. Veterans Affairs Department doctors now consult with 3D-printed organs ahead of time to lower cost and risk during surgeries. The Army's Medical Research and Development Command uses extended reality to train medical staff, providing training anywhere and anytime. FEMA is creating a real-time data-sharing platform, enabling a more proactive stance against threats posed by natural disasters. Defense Department personnel can wear AI-enabled health monitoring devices that help predict infections many days before symptoms appear. The convergence of our physical and digital worlds holds high potential for federal agencies. These technologies will become increasingly central to how agencies conduct their day to-day operations, whether it's supporting employee collaboration across fluid workplaces; delivering personalized services to customers seamlessly across all channels and venues; or tracking dynamic, complex activity—such as supply chains, traffic patterns, migrations, fraud activity, or the next pandemic—with far greater accuracy and fidelity. At the highest level, this digital-physical convergence means federal leaders can no longer view their portfolios of responsibility through a single lens that is either physical or digital in nature. Activities, operations, experiences, and interactions with customers, colleagues, and stakeholders are occurring in both worlds, and it is important that leaders focus on reducing the many points of friction that often arise at their intersections. Agencies will need to strategically integrate new technologies and data architectures into their operations to take full advantage. 97% of U.S. federal government executives agree the convergence of digital and physical worlds over the next decade will transform their industry. The 2023 Federal Technology Vision explores four technology trends that are enabling the physical-digital convergence, and the steps U.S. federal agencies will need to take to thrive in it. Explores digital identity's suite of distinct but interrelated new technologies and concepts, including distributed ledgers and blockchains, Verifiable Credentials and tokenization. Learn more. Explores how, as the quantity of data being collected grows and new pathways to utilizing it evolve, there is a greater understanding that data can no longer be sealed off in siloes. Learn more. Reflects on how we've hit a new inflection point for the speed and scale at which AI can learn and adapt—and what that means for federal leaders. Learn more. Gives agencies a window into what lies farther down the line, as scientific advances give way to new technological advances. Learn more. Federal agencies are on the front lines of a changing world that holds both new opportunities and new challenges. As the gap between the physical and digital worlds narrows, the bounds of possibility expand—and agencies will need to reorient their operations appropriately to take full advantage of the new capabilities we see emerging to solve our toughest problems and achieve greater mission success. Kyle Michl Chief Innovation Officer – Accenture Federal Services Accenture Labs and Accenture Research collaborate on the annual research process, which this year included input from the Technology Vision External Advisory Board, a group of more than two dozen experienced individuals from the public and private

sectors, academia, venture capital, and entrepreneurial companies. In addition, the Technology Vision team conducts interviews with technology luminaries and industry experts, as well as many Accenture business leaders from across the organization. Accenture conducted a survey of 4,777 C-level executives and directors across 25 industries – including 200 U.S. federal government executives – to understand their perspectives and use of emerging technologies across their organizations. The surveys were fielded from December 2022 through January 2023 across 34 countries. © 2024 Accenture. All Rights Reserved. ======================

Technology vision 2024: High tech's perspective

----- Arcticle source ----- https://www.accenture.com/us-en/insights/high-tech/technology-vision ----- In brief The relationship between humans and technology is at an inflection point Positive engineering: Our technology crossroads A match made in AI: Reshaping our relationship with knowledge Meet my agent: Ecosystems for AI The space we need: Creating value in new realities Our bodies electronic: A new human interface The opportunity is here now: Learn and lead at the same time. WRITTEN BY Current Country: United States RESEARCH REPORT Human by design 5-MINUTE READ June 27, 2023 In the upcoming years, businesses will have access to more advanced technology. This will include machines that can perform tasks on our behalf, including intelligent tools that will change how we use information and software, and the integration of digital and physical worlds. Even futuristic concepts like brain-computer interfaces are already being used in the business world. One common thread among all these technologies is their increasing human-like capabilities. High tech companies have a unique role in this area. As adopters, they will use it in their own organizations, showcasing their innovation to others. As enablers, they will assist in building the necessary ecosystem to provide personalized solutions to their customers quickly and on a large scale. Our report, Technology Vision 2024, reveals that leaders in all industries see a chance to make technology more human, which can lead to greater human potential. High tech companies must consider how to create the necessary infrastructure to power technology while also prioritizing its human aspect. 91% of high tech executives believe that making technology more human will greatly benefit all industries. 92% of high tech executives agree that in this age of fast technological progress, it is crucial for organizations to innovate with a clear purpose. People are asking generative AI chatbots for information – transforming the business of search today, and the futures of software and data-driven enterprises tomorrow. According to 92% of high tech executives, there will be a shift in the way we interact with data. Instead of just searching for information, we will be able to ask questions and get immediate answers. This is expected to have a major impact on how businesses operate. In addition, 86% of high tech executives believe that within the next 3 years, this technology will greatly impact their organization's processes. As our interaction with information changes, high tech companies will need to update their technology systems with a strong

digital core. Most leaders in the industry agree that generative AI will force businesses to modernize their technology. This presents a great opportunity for the high tech industry. 94% of high technology executives agree that generative AI will compel their organization to modernize its technology architecture. AI is taking action, and soon whole ecosystems of AI agents could command major aspects of business. Appropriate human guidance and oversight is critical. AI is transitioning from being generators of ideas to agents that can act together and complement humans to accomplish specific tasks. 95% of high tech executives agree that the capabilities of AI are expanding, moving from assisting to acting independently. This will lead to the emergence of agent ecosystems, where autonomous AI agents will work together to achieve organizational goals. High tech executives also agree that leveraging these agent ecosystems will bring significant opportunities in the next three years. 94% of high technology executives agree that leveraging AI agent ecosystems will be a significant opportunity for their organization in the next three years. The spatial computing technology landscape is rapidly growing, but to successfully capitalize on this new medium, enterprises will need to find its killer apps. Spatial computing allows us to create exciting experiences by combining our separate realities and merging the digital and physical worlds. According to 90% of high tech executives, spatial computing can create immersive experiences that feel like real spaces, offering a realistic alternative to in-person experiences. Companies that incorporate 3D digital interactions and user-directed experiences can gain a competitive edge through spatial computing. 90% of high technology executives agree their organization plans to create a competitive advantage leveraging spatial computing. A suite of technologies – from eye-tracking to machine learning to BCI – are starting to understand people more deeply, and in more human-centric ways. Emerging technologies can understand and adjust to people, instead of people having to adjust to them. According to 92% of high tech executives, human interface technologies can help us understand human behavior and intentions, which will change how we interact with machines. It is essential for high tech companies to consider the significance of this trend during the R&D process, as they play a vital role in developing safe and credible human interface technologies that enhance the customer experience with their products and services. 95% of high technology executives agree that human interface technologies, if built safely and credibly, are an opportunity to build more natural interactions with our products and services. The world is currently at a significant turning point in technology. The high tech industry has revolutionized our world and has the potential to shape the future of business. As companies continue to grow and innovate, they must also consider the potential negative consequences, such as a rise in fraud, misinformation, and security breaches. Creating tools without human intelligence or conscience can not only harm profits, but also have a negative impact on society's well-being. In the age of technology, enterprise products and services have great potential to impact lives and communities. This creates a delicate balance between acting quickly and carefully, considering potential competition and differing regulations. As we make technology more human-friendly, we must view security as a means of building trust rather than a limitation. This approach, known as "positive engineering," requires us to consider ethical concerns such as inclusivity, accessibility, sustainability, and more. Ultimately, we must find a balance

between what we can achieve with technology and what we desire as individuals. The high tech industry has the potential to lead this revolution. It holds a unique position as both the driving force behind its adoption and the global computing infrastructure that is shaping our future today. Padampreet Singh Managing Director Global Data & AI Lead for High Tech Industry Harish Natarahjan Senior Manager – High-Tech Matthew Haggerty Manager – Research, High Tech Lead © 2024 Accenture. All Rights Reserved. =====================

Embrace new connected energy business models

----- Arcticle source ----- https://www.accenture.com/us-en/insights/utilities/embracing-connected-energy-business-models ----- In brief The value of new connected business models About the Authors Related capabilities RESEARCH REPORT A diverse menu of connected energy services Charting a path with eMobility and DER eMobility accelerated Making new business models a reality MORE ON THIS TOPIC Utilities Energy retail and customer services Energy transition services JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Our findings suggest connected energy business models could yield between €7.2 billion and €8.8 billion of total EBITDA across the industry within 10 years. This report explores those connected energy business models centered on DERs and eMobility across six key European countries: Spain, Italy, France, Germany, the Netherlands, and the United Kingdom. Through our assessment, we identify where we believe value will exist in 2030 and lay out pathways for energy companies to make these new business models a reality. Connected energy business models offer the potential for significant growth over the next 10 years. For the core of our analysis, we examined four strategic plays energy companies can consider as they look to the future. The "Connected Energy Services Provider" play focuses on emerging energy business models nearing their tipping point. Here, energy companies can offer future-forward products and services in areas like eMobility, DERs, energy management and flexibility. The focus for eMobility is on business models related to EV charging infrastructure and services. DER business models focus on rooftop solar, battery storage and smart heating applications such as smart heat pumps and smart water heaters. For batteries and smart heating, energy companies can also offer flexibility services that allow customers to tap into the devices' storage capabilities, which in turn helps to improve their efficiency behind the meter and aggregate and sell the flexibility externally in the markets. Retail energy management services are included as components of several models such as rooftop solar + storage, standalone storage and smart water heating, which rely on these services to operate and create value. Several of these business models can be offered via two distinct, but not mutually exclusive, approaches to asset ownership—Buy and Lease/Rent. Both can play a part in an energy company's portfolio of services to suit different customer needs. In addition, in some cases, such as public EV charging, the asset is simply "Used" by the customer rather than bought or leased/rented. The key questions quickly become: Which are the optimal growth models to

pursue? What are the appropriate products and/or services to offer alongside existing ones, and how should they be bundled? The ideal path forward for energy companies will naturally depend on market and business context as well as target customer segment characteristics, but will likely reflect a mix of eMobility and DER business models, with potential for both Lease/Rent and Buy approaches. eMobility pure-play services The value opportunity for eMobility is projected at approximately €5 billion in 2030 for the six countries we assessed. We estimate that more than 40% of this value will be in home and fleet charging for B2B and B2C applications. Nearly 30% of the total value is projected to come from the sale of additional electricity needed to meet the demands of the growing number of EVs. Value opportunities also come from charging on the go, roaming charging and demand-side flexibility. Distributed energy resources pure-play services In 2030, value opportunities for DER business models are projected to represent approximately €3 billion for the six countries we assessed. These business models can be considered "by technology," or alternatively "by service." By technology, the DER opportunity can be viewed in two key categories: rooftop solar and battery storage, and electrified heating. By service, about three-quarters of projected value is associated with the Lease/ Rent asset ownership approach—subscription services primarily for standalone rooftop solar and rooftop solar + storage models. Standalone rooftop solar contributes 54% of the total EBITDA market for DERs in 2030, and rooftop solar + storage represents most of the remaining potential (45%), with only limited opportunity from electrified heating. Bundling for greater benefit Bundling across multiple business models could offer value greater than the sum of its parts. We see great untapped potential for energy companies here. The opportunity for energy companies to offer true end-to-end bundles could represent a strong differentiating factor against other entrants competing in the energy services space. When considering the pursuit of future energy business models, timing is key. We see three value pathways that can help structure planning and execution: one that is currently viable, and two that are likely to become more broadly viable at scale in the future. For energy companies, the window of opportunity is open, but time is of the essence. Toexecute effectively, the shift from a commodity-centric business to a digital energy servicescompany will be part "evolution" (leveraging and building on existing capabilities to play to competitive advantages), and part "revolution" (rapidly developing the new capabilities necessary for successful execution). Navigating these challenges will not be easy, but the energy companies that do so can successfully position themselves to execute and capture value as the energy transition continues to accelerate. Wytse Kaastra Senior Managing Director – Sustainability Services EMEA Lead Sander Van Ginkel Managing Director – Utilities Strategy, EMEA Sanda Tuzlic Managing Director – eMobility Lead Lasse Kari Senior Principal – Accenture Research, Energy GABRIEL GROSSMAN Offering Development Principal – Energy Transition Services

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Reimagining insurance: The new cloud imperative

----- Arcticle source ----- https://www.accenture.com/us-en/insights/insurance/cloud-migration ----- In brief Insurers are seeing indicators that the time to go big in the cloud has come. What is optimal cloud cover for your business? Meet the team Related capabilities Cyber threats and breaches are on the rise The revenue landscape is shifting Digital distribution draws customers and capital What is cloud technology? Why move to the cloud? What are the benefits of cloud computing? What are the challenges of cloud computing? MORE ON THIS TOPIC Kenneth Saldanha Daniele Presutti Jim Bramblet Naoyuki Shibata Life insurance services P&C insurance services Cloud services JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA In the wake of COVID-19, digital products and services enabled by the cloud quickly elevated customer expectations beyond what insurance products have traditionally offered. As the pandemic subsides, those heightened expectations are here to stay. Customers are looking for protection from injury and loss. To meet those demands and grow revenue, insurers need to move beyond risk indemnification and reimagine insurance as continuous customer engagement that helps mitigate and manage risk. That calls for a cloud-powered strategy for future-ready technology and operations. Engaging key business stakeholders to identify their pain points and business challenges ahead of any technology challenges can help elevate the cloud conversation. Cyber threats are pushing insurers to the cloud with urgency. Legacy systems are no match for today's ransomware and cyber security breaches. Going big in the cloud now may also help insurers gain first-mover advantage on emerging revenue opportunities. Customer-facing innovations enabled by the cloud, especially those focused on product distribution, are attracting the attention of investors. Insurance CIOs are looking for opportunities to diversify beyond one cloud provider for their in-house infrastructure and technology needs. But having multiple clouds operating around the enterprise and managing an optimized multi-cloud environment are not the same. At Accenture we help our insurance clients migrate, accelerate, grow and innovate in the cloud. We would appreciate the opportunity to talk with you and your team about accelerating the cloud transformation for your business. Cloud refers to the use of various services, such as software development platforms, servers, and storage, over the internet, to enhance efficiency and collaboration. For insurers, new solutions and services in the mitigation and management of risk are now enabled by technologies, such as artificial intelligence (AI), the internet of things (IoT), automation, and the cloud. To succeed in a markedly changed competitive landscape, insurers must embrace the cloud or, if they have employed cloud value propositions already, reimagine their cloud strategy. This will give insurers the infrastructure they need to create customer-facing, cloud-powered innovations that enable reimagined usage- and behavior-based insurance offerings. Cloud migration in insurance is intrinsically linked to securing an insurer's future in a rapidly evolving market. Our report identifies and solves the following common challenges for insurers looking to migrate to the cloud: Senior Managing Director – Insurance Lead, Americas Senior Managing Director – Accenture

Technology, Financial Services Senior Managing Director – Insurance Lead, North America As a Consulting leader, Jim is focused on large-scale clients and transformation programs in P&C and life insurance.
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The value of predictive customer service

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Scientific innovations for more sustainable growth

----- Arcticle source ----- https://www.accenture.com/us-en/insights/life-sciences/sustainablegrowth ----- In brief Understanding the shift Four growth pathways Where does the analysis take us? About the Authors Related capabilities 1. Builder 2. Architect 3. Ecosystem 4. Controller Here's why tech is so important to the M&A genome MORE ON THIS TOPIC Mergers and acquisitions strategy consulting JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Biopharma companies have relied heavily on M&A for growth, with more than 60% of their marketed assets coming through acquisitions over the past 15 years.1 However, when we explored those patterns, multiple factors were revealed to be eroding the sustainability of an inorganic growth strategy: Three factors are causing the shift: Through our analysis, we identified four growth pathways for biopharma companies. By understanding these pathways, we can better anticipate trends toward innovation and success: Biopharma's traditional way of bolstering pipeline assets by bolting on late-stage acquisitions. Early-stage asset acquisitions—often with a biotechnology platform (bio-platform)—that enable companies to expand their pipeline across therapeutic areas. Acquisition of know-how and capabilities to innovate faster or reach customers in a new way i.e., through analytics, AI, new devices, etc. Geographic expansion or vertical integration i.e., growth markets, control supply, or points of sales. 70% of all deals over the past 10 years were Builder and Architect pathways, but the traditional Builder pathways approach is becoming less appealing. 30% increase in Architect pathways over the past five years compared to the previous five year period. 16% of the total volume of M&A deals focus on Ecosystem pathways. 14% of deals focus on geographic expansion or vertical integration (Controller pathways).

Deals announced early in 2022 support our predictions. Sanofi's collaboration with Exscientia, an AI-drug discovery company, is an example of the Ecosystem pathway whereas Pfizer's with Beam Therapeutics is an example of the Architect pathway. Deals announced early in 2022 support our predictions. Sanofi's collaboration with Exscientia, an AI-drug discovery company, is an example of the Ecosystem pathway whereas Pfizer's with Beam Therapeutics is an example of the Architect pathway. Deals announced early in 2022 support our predictions. Sanofi's collaboration with Exscientia, an AI-drug discovery company, is an example of the Ecosystem pathway whereas Pfizer's with Beam Therapeutics is an example of the Architect pathway. We identified three key actions companies should take in this new era of innovation and growth: With the pace of innovation accelerating and the expectation of companies to keep pace, the future of growth and M&A is set to transform. From shifting trends in partnerships to new models of thinking required to support acquisitions, we are deeply entrenched in a period of transformation for the biopharma industry—a transformation that will have a lasting impact on the future of treatments and patient outcomes. 1 Accenture Research leveraging evaluate Pharma data. March 2022. 2 Ibid. 3 Ibid. 4 Accenture Research leveraging Evaluate pharma data. April 2022. 5 New Science: A new economic reality for innovation and growth. Accenture 2021. Petra Jantzer, Ph.D. Senior Managing Director – Global Life Sciences Lead Stuart Henderson Market Unit Lead – US Northeast SELEN KARACA-GRIFFIN Senior Principal – Life Sciences, Research Global Lead KEN MUNIE Global Life Sciences Strategy Lead Austin Corbett Managing Director – Accenture Strategy, Mergers & Acquisitions Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings.

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Rebooting Autonomous Driving

----- Arcticle source ----- https://www.accenture.com/us-en/insights/automotive/rebooting-autonomous-driving ----- In brief Wrangling a late-blooming disruptor Restarting the race for incumbent OEMs Imperatives for incumbent OEMs Related capabilities Connectivity Autonomous Driving (AD) Shared Mobility Electrification AI Software-defined Fleet analytics AD Partnerships About the Authors MORE ON THIS TOPIC Automotive Artificial intelligence services JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA While Autonomous Driving (AD) has not lived up to the promise of its most ardent promoters, it still has big transformational potential. As it looks today, the market will be shaped by evolutionary approaches, not a big bang disruption. Evolution is in line with the strengths of established vehicle manufacturers rather than disruptive tech startups—if they play their cards right. Four trends in the automotive market are forcing original equipment manufacturers (OEMs) to rethink their products and business models: Connectivity, Autonomous Driving (AD), Shared Mobility and Electrification. Connectivity is considered the prerequisite for everything from new business models to customer experiences. Technical progress is taking longer and investments are higher than previously expected for level 4 and level 5 autonomy. Cautious

consumer behavior and social distancing practices have a disruptive impact on shared mobility in the short and medium term. Core drivers of electric vehicle (EV) adoption continue to be purchase incentives and charging infrastructure availability. Out of all these megatrends, arguably, AD—combined with car sharing—has the most far-reaching potential to substantially disrupt the traditional automotive business model. "AD has a lot of uncertainties coming from sensing or sensor data. That's the biggest flaw." If unrestricted driverless cars were to become a reality, the current car ownership model would lose commercial viability. Similar to the market disruption that online streaming caused the video rental business, today's ownership model would endure a significant shakeup. In mobility's case, ownership of individual assets would be replaced by access to managed devices. A fleet of autonomous vehicles could permanently circle through metropolitan areas, picking up and dropping off passengers or goods as needed. However, full AD (the kind envisioned in futuristic books and movies) is still a long way from becoming a reality—if it ever happens. Daunted by complex technical and regulatory challenges—not to mention staggering investment needs—many OEMs have scaled back research and development in recent years. At the same time, abandoning AD altogether risks misreading the market and missing out on a strategic opportunity. This situation presents complications. While full AD is far off, the disruptive potential can still unleash its power of "creative destruction" in smaller increments by reinventing selected operational areas like logistics or valet parking. Such innovations could completely reshuffle these market segments within a few years, and vehicle manufacturers would lose their grip on monetization if their products could not cater to the right use cases. It is highly likely that the established, ownership-based automotive business model will remain intact, especially without fundamentally eliminating the human factor from the driving process. There will arguably be no access-based business model disruption in the foreseeable future. This forecast also applies to the market outlook for autonomous vehicles in terms of yearly new vehicle sales. While vehicle sales are likely to grow over the coming decades, it's anticipated that vehicles equipped with advanced driver assistance features (Level 1 and Level 2) will take the majority share. Today, the market share of Level 2 vehicles is only about 15%. In the next generation, every fourth new vehicle sold will be capable of Level 2 driving. By 2030, Level 2 cars are expected to comprise 60% of the market. At the same time, Level 3 and Level 4 vehicles will only account for a cumulated share of about 5% of the total market by 2030. This disparity in market share is because Level 3 functionality is largely restricted to the highest premium vehicle space, which is relatively small. Beyond 2030, the advanced technology will spread into lower market segments, helping commoditize the respective hardware and software technologies. 15% Current market share of Level 2 vehicles. 1OUT OF 4 New vehicles sold in the next generation will be capable of Level 2 driving. 60% Level 2 vehicle market share by 2030. 5% Level 3 and 4 vehicle market share by 2030. "Standalone AI technology will not make real AD come true. Infrastructure is needed—otherwise it cannot be 100% safe and intelligent. Even L3 or L4 is very hard to be achieved in high degrees of complexity like high speed." The road towards software-defined vehicles will not end in a major business model disruption for incumbent OEMs, but a process disruption that will turn current organizational and technological structures upside down.

Manufacturers will have to transform themselves into software companies, building up data knowhow and enabling closed loop vehicle updating processes. Mastering this challenge can hardly be achieved alone. This is one reason for OEMs to form alliances and establish partnerships—so they can share development efforts and build up specific capabilities along their transformational journey. There are five essential, practical measures OEMs can take—and principles to observe—to start down the road toward autonomy: Start investing iteratively in AI. Get the preconditions right by becoming software-defined. Use fleet analytics to develop relevant big data and edge cases. Actively develop and define the AD market based on the insights from analytics, big data and edge cases. Form partnerships to help speed time to market and reliability. The AD market will likely develop in small increments—drivers are not seeking higher levels of autonomous driving. On the contrary, the consumer climate ranges from deep skepticism to outright opposition. Car manufacturers will have to work to actively develop the market, which is much easier by deploying driver-assistant systems with incrementally increasing capabilities. Gabriel Seiberth Managing Director – Digital Automotive, Industry X.O and Innovation Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. Visit our Subscription and Preference Center © 2024 Accenture. All Rights Reserved.
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Aerospace sets sights on sustainability

----- Arcticle source ----- https://www.accenture.com/us-en/insights/aerospace-defense/aerospace-sustainability ----- Related capabilities Unlocking the secrets of space data MORE ON THIS TOPIC Aerospace and defense Sustainability operations JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA April 15, 2022: Commercial aviation is going through another existential moment, this time about environmental concerns, with sustainability the overarching goal. What lies ahead and what controversial culture changes need to be made? Aviation Week talks with Accenture aerospace leaders, who unveil a new industrywide gameplan on how commercial aviation will get there. View Transcript If asked to name sustainable industries, aerospace and defense might not be the first to come to mind. However, the industry is evolving and embracing a sustainability agenda that goes far beyond reducing aircraft emissions and extends to reducing environmental impact across the entire value chain. Aerospace and defense executives recognize the need to transform how their products are designed, manufactured, and serviced. Still, even those who have started to deploy digital technologies to reduce environmental footprints often struggle to measure and message these gains. By focusing on specific, strategic steps, aerospace and defense companies can accelerate—and evangelize—their efforts across enormously complex value chains. Profit and purpose are not mutually exclusive, and the aerospace and defense companies that transform how they source, design, manufacture, distribute and recycle their products will have an advantage. 63% of executives

anticipate up to 1/3 of their revenues coming from more sustainable products or services in the next 5 years, driven by efficient designs and new sources of fuel and advanced materials. Turning anticipation into action—at speed—will require adopting fundamentally different strategies: 1. Sustainability, by design There is vast potential for innovation in design and engineering. Gains can be achieved at this stage by pursuing a more sustainable product and by making the design process itself more resource and energy efficient. Airbus created a lighter, stronger "bionic" partition to separate the passenger compartment from the galley in the A320 aircraft. Installing these bionic partitions across the entire cabins of A320s could reduce up to 500 kg of weight, resulting in CO_2 emissions reductions of up to 166 metric tons per aircraft per year. 2. Sustainability, made to order Adopting a connected factory model can significantly improve resource and energy management at the manufacturing stage. For example, IoT-enabled smart meters have the potential to reduce energy consumption in aircraft production by 20%. In addition, utilizing renewable energy at manufacturing facilities helps in lowering the environmental impact of production operations. Boeing runs its factories in Renton, Washington and Charleston, South Carolina through solar, wind and hydropower, and its renewable energy procurements reduced greenhouse gas emissions by 10% in 2020. 3. Sustainability, every step of the way Technologies such as digital twins—virtual representations of objects or systems—allow for preventative maintenance, minimizing aircraft downtime and substantially increasing environmental performance. Reducing "reactive maintenance" in this way also lowers costs and reduces the energy and materials required for repairs. Rolls Royce has created digital twins of their engines, where the company collects real-time data to assess engine performance, ultimately saving 22 million tons of carbon. Ecosystem plays offer the opportunity for faster and further scaling of sustainability-based business models, as well as deeper impact. For example, 98% of aerospace and defense executives agree that it will be essential to engage with and scale sustainability ecosystem partnerships over the next two years. The following strategies can help companies harness the ecosystem to unlock value: 1. Sustainability, from the source Aerospace and defense companies must evaluate sourcing and procurement to ensure that sustainable methods and processes are employed to extract and transport materials. 64% of aerospace and defense executives say that the unsustainable extraction of commodities and materials is one of the impacts of industrialization their company is actively addressing. 2. Sustainability, a supply chain reaction Sustainability touches nearly all aspects of the supply chain, and digitization of the supply chain remains the key priority for aerospace and defense companies in order to extract greater efficiencies, reduce risk, enhance visibility and integrate business processes. Most of these gains not only translate into higher profits but also reduce waste during production. 3. Sustainability, start to finish Aircraft manufacturers estimate that more than 40% of the global fleet will reach end of life in the next two decades. Therefore, dismantling products to maximize reuse and recycling is vital to ensuring sustainable end-of-life aircraft management. Airbus and Tarmac Aerosave have established a proven method for decommissioning, dismantling, and recycling the aircraft in an environmentally sustainable way, with up to 90% of aircraft eligible for reuse or recycling. Airbus and Tarmac Aerosave have established a proven method for decommissioning, dismantling, and recycling the aircraft in an

environmentally sustainable way, with up to 90% of aircraft eligible for reuse or recycling. A sustainability agenda isn't sustainable unless everyone is on board, and communicating results to the workforce, investors, communities and other stakeholders is critical. 49% of aerospace and defense executives believe that it will be imperative for their company to measure, incentivize and communicate sustainability performance 3 years from now, compared to just 22% today. Building a framework of sustainability KPIs to measure environmental gains across the value chain—alongside efficiency and revenue gains—is crucial to gain momentum and support to drive further progress. Sustainability, sharing the story Aerospace and defense executives expect a dramatic near-term shift on what is measured and communicated for sustainability, adding sustainability alongside the usual financial and customer performance elements. Sustainability-related goals as part of the organization's strategy and monitoring the progress on those objectives is expected to be a crucial criterion for compensation of C-level executives. Safran introduced key performance indicators such as percent of R&D investment focused on environmental efficiency and has already made progress by completing 20% of the emission reduction actions required to achieve the 2025 targets for these metrics. Safran introduced key performance indicators such as percent of R&D investment focused on environmental efficiency and has already made progress by completing 20% of the emission reduction actions required to achieve the 2025 targets for these metrics. Tomorrow's strongest-performing businesses will be powered by the twin engines of technology and sustainability, working hand-in-hand. And aerospace and defense companies must integrate a thoughtful sustainability strategy into everyday decision-making for both operations and products. It's time to take flight. Senior Managing Director – Aerospace & Defense, Global John is Accenture's Aerospace and Defense Global Industry lead. Senior Managing Director – Aerospace & Defense, EMEA Marc is Accenture's Aerospace and Defense Europe Industry lead. Accelerate digital transformation to drive new growth. Accenture and SAP share a commitment to a sustainable future. Our partnership helps transform our clients into truly sustainable businesses. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved. ======================

NGOs: M&A for innovation and impact

----- Arcticle source ----- https://www.accenture.com/us-en/insights/strategy/ngos-ma-innovation-impact ----- In brief M&A: Change accelerator, value creator Starting in your own backyard Three considerations for NGO leaders Related capabilities Case study: Model of health for primary care 01. Envision the impact you want to make 02. Consider your existing network first 03. Determine the right partnership model MORE ON THIS TOPIC Development partnerships Accenture Strategy Mergers & acquisitions JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA NGOs are evolving to amplify their role in progressing the United

Nations Sustainable Development Goals (SDGs). This means building speed, scale and innovation into their everyday operations. From social impact to a greater return on investment, there's so much room to add value. Using M&A, a strategic tool previously underutilized in the international development sector, NGOs can create more holistic change, faster than ever before. Unlike the for-profit sector, which focuses on valuations and multiples, the primary purpose of M&A for NGOs is to expand impact. The speed and scale M&A provide are crucial. As the world enters the decade to deliver, the time to act is now. Moving the needle at the pace and scope required means NGOs need to try a new, more impactful strategy. NGOs cannot go it alone and still achieve outcomes at the speed and scale necessary. A modern M&A strategy can create growth, amplify impact, improve efficiency and shore up financial diversity and sustainability for NGOs. Organizations can start by considering partners within their existing network to merge with or acquire, capitalizing on shared purpose, complementary capabilities, and more. That is what happened when Corus International formed from two existing NGOs with complementary purposes. Accenture Development Partnerships was able to help the organizations merge, bringing our NGO and M&A experience together for the transformation. Ambassador Daniel Speckhard, president and CEO of Corus International, shared his post-merger reflections from an NGO CEO's perspective in the full report. The benefits of one integrated organization through a merger or acquisition include: Several factors are driving the need for NGOs to explore M&A Current partners will be a good fit for shared purpose, while providing complementary capabilities and donors. However, before beginning to identify good potential partners to merge with or acquire, NGO leaders need to clearly define the intent of the deal. We see three major deal types in the NGO space: Funding play. A complementary funding model brings advantages. For example, an organization primarily funded by restricted grants can benefit from combining forces with an NGO that emphasizes individual, unrestricted donations. Geography play. Scale is becoming increasingly important not only for holistic change but for NGO survival. When scale is combined with speed, meeting SDGs within the next decade is within reach. Domain play. Many NGOs have focused on a specific sector or domain, but combining complementary ones boosts speed, scale, and holistic change. A health NGO and an agriculture NGO, for example, can be more effective together in creating a synergistic cycle of good for populations in need. As NGO leaders investigate M&A as an option for growth and innovation, we recommend three key areas of consideration: Leaders should review their organization holistically with an objective eye, consider the impact they desire, assess that impact against their organization's capabilities, strengths, and weaknesses. NGOs should look to their current network of partners first, beginning conversations to determine if deepening the relationship via M&A can benefit all parties. A foundation of collaboration and trust helps smooth the inevitable culture, operations, and talent issues that can arise. There is no one-size-fits-all solution. NGO leaders should consider the "fit-for-purpose" partnership model and integration strategy that best meets both organizations' gaps and strategic vision. MANAGING DIRECTOR – ACCENTURE DEVELOPMENT PARTNERSHIPS Managing Director, Global Health Lead – Accenture Development Partnerships Senior Managing Director – Accenture Strategy, Transaction Advisory, Global Lead J.'s role focuses on working with leading

clients on global M&A transformation deals to address the critical issues facing their businesses. SENIOR MANAGER – ACCENTURE STRATEGY, MERGERS & ACQUISITIONS Sonia supports clients in their growth strategy, operational improvement and transformation. =======================

Reinventing M&A with generative AI

----- Arcticle source ----- https://www.accenture.com/us-en/insights/strategy/reinventing-m-and-a-with-generative-ai ----- In brief Generative AI: revolution and evolution for M&A See the forest for the trees Five imperatives for generative AI-enabled M&A The opportunity for generative AI in M&A WRITTEN BY Current Country: United States Research Report 5-minute read March 18, 2024 Digital technology has been a crucial consideration for dealmakers for decades. On the one hand, acquiring digital capabilities is a frequent deal goal. On the other hand, technology is also a tool to streamline and accelerate the processes associated with M&A. Despite embracing technology to generate and accelerate M&A value, the stark reality for M&A executives is that a majority of them say that more than half of their transactions have failed to achieve or exceed their synergy targets in their committed timeframes.1 So, while technical advances to date have been important, they certainly haven't been a panacea for ensuring M&A success. What's needed now is a reinvention of M&A approaches. Executives understand this imperative as well: They ranked Strategy and M&A third in order of functions they intend to fundamentally reinvent in the next two years.2 Executives confirm that technology is the top lever for reinvention for 98% of organizations, and generative AI is now seen as one of the main levers for 82% of those organizations, so the opportunity for reinventing M&A with generative AI is now. The advent of AI and, most recently, generative AI is a big step forward in the digitization of M&A, and executives feel particularly optimistic about the potential value it can deliver. In Accenture's most recent survey of 750 global C-suite executives with decision-making authority in M&A, we found that nearly three quarters (64%) of them expect generative AI to revolutionize M&A deal processes more than other recent technological advancements—this due to its ease of use, the expanding relevance of the technology, and its application fully across M&A dealcycles. 64% of executives expect generative AI to revolutionize M&A deal processes more than other recent technological advancements 70% of executives believe generative AI will help them generate higher alpha on their transactions Notably, but not surprisingly, the allure for executives is the end game, with 70% of them saying generative AI will help them create higher alpha (excess return) on their transactions. Yet they admit that significant barriers exist to realizing that vision, chief among them being a lack of clarity on where to focus and an inability to execute a formal strategy. The development of a single end-to-end generative AI solution is unlikely for M&A. So, making the most of generative AI will

require dealmakers to develop strategies and chart an informed course for end-to-end investments to reap the rewards generative AI can contribute to M&A deal outcomes. Just one third of executives say they are investing heavily in generative AI specific to M&A activities, with 57% saying they are investing in pockets. Despite this, executives say they have significantly higher value expectations of generative AI in specific deal activities than their current investments would indicate. Our research comparing executives' value expectations against their generative AI investments reveals that executives have a bias toward pre-deal activities in particular (see figure). This indicates an overriding need to unlock imagination and underscores the need for a holistic strategy. To take advantage of generative AI's potential, executive teams need to continue to learn about the technology, identify areas within the M&A lifecycle in which generative AI can provide the greatest benefit, and evaluate the effectiveness of their supporting infrastructure. Focusing on five imperatives can help dealmakers define and implement the best strategy. Executives have recognized that their Strategy and M&A functions are ripe for transformation. And now, with the advent of generative AI, they have the tools to accelerate their reinvention journeys. As they set off, they'll need to unlock their imaginations. Generative AI presents a tremendous opportunity for dealmakers looking to set themselves apart in the M&A space. However, unlocking lifecycle value won't happen immediately. The world of M&A is in constant flux. The technologies that support reinvention are steadily advancing. Necessary skills are continually evolving. 1Accenture Strategy, M&A CEO CIO Survey, December 2021, n=1,000. 2Accenture, "Total Enterprise Reinvention," February 10, 2023. J. Neely Senior Managing Director – Accenture Strategy, Mergers & Acquisitions Global Lead Austin Corbett Managing Director – Accenture Strategy, Mergers & Acquisitions Markus Rimner Managing Director – Accenture Strategy, Mergers & Acquisitions Nayanjyoti A. Paul Associate Director – Data & AI Kevin Millan Senior Principal – Strategy & Sustainability, Accenture Research © 2024 Accenture. All Rights Reserved. =====================

The sustainable last mile

----- Arcticle source ----- https://www.accenture.com/us-en/insights/consulting/sustainable-last-mile-delivery ----- In brief Faster. Cheaper. Greener. Local fulfillment is promising Think outside the box to deliver the box Top actions for today Drive the sustainable last mile Get the essentials Related capabilities Why convergence is good news for public service Incentivize greener choices Rethink asset use Harness data and analytics Retail fulfillment—thinking local, acting local Retailers Delivery companies Governments Consumers MORE ON THIS TOPIC The big read The sustainable last mile Short on time The short report Accenture Logistics Platform Freight and logistics JOIN US EXPLORE JOBS WHO WE ARE HOW WE'RE ORGANIZED IN THE U.S. USA Something unexpected happened to last-mile delivery during the pandemic—it got greener. When supply chains started moving again, the ecosystem adapted fast, as people purchased more and different products online. Stores became fulfillment centers. Ship from store and curbside pickup emerged. Parcel drop density rose. The

sustainability gains that came from the pandemic were unintentional. Now it's time to get intentional and make the last mile more efficient, less expensive and more eco-friendly. The whole last-mile ecosystem—post and parcel organizations, retailers, delivery companies, governments and consumers—is at a tipping point. Go one way, and it can create a truly sustainable last mile—faster, cheaper and greener. Go the other way, and things worsen unchecked. No single entity can create the sustainable last mile alone. It will take all ecosystem players working together in ways they never have before. The pandemic radically accelerated local or market-based fulfillment, permanently altering supply chains where inventory is placed closer to customers than ever before. This opens up exciting possibilities for post and parcel and logistics organizations to create a more sustainable last mile. To understand this potential, in 2020 Accenture developed a robust econometric model of the impact of local fulfillment centers for e-commerce using data from London, Chicago, and Sydney. The model estimates the impact on outputs such as emissions and traffic congestion, based on inputs including local fulfillment centers prevalence, population density, average distance travelled per parcel, delivery vehicle mix and consumer demand projections. The analysis is revealing. The last-mile supply chain made possible by local fulfillment centers could lower last-mile emissions between 17 and 26% through 2025. This improvement is broadly consistent across all three cities. Using local fulfillment for even half of e-commerce orders between 2020 and 2025 could lead to significant impacts. 20% Delivery van emissions saved in Chicago. 17% Delivery van emissions saved in London. 16% Delivery van emissions saved in Sydney. It's critical to work across the ecosystem to understand the unseen costs of last-mile delivery and pursue change. This means investing smartly in innovative technologies and balancing high- and low-impact opportunities. Three fundamentals are key to any plan, and success involves coordinated investment and creative—even unconventional—ecosystem cooperation. Develop incentives and "choice architectures" that encourage consumers to receive deliveries in more sustainable—yet convenient—ways. Repurpose, retrofit and share assets like stores, infrastructure and fleets—while investing in green technology and evolving regulations to support these innovative approaches. Act on real-time insights into consumer preferences and purchasing patterns to innovate and optimize inventory and route management for a lower last-mile carbon footprint. Real change toward a more sustainable last mile takes coordination and collaboration across the ecosystem. Every player can start to make a difference with these priority actions. There's no turning back from the changes that the pandemic made to the last mile. Consumers' shopping habits are different. Supply chains are different. Retail footprints are different. The last mile can be different too—much, much greener—if the ecosystem comes together to act on sustainable last-mile practices. Everyone has a part to play. What will yours be? Discover in depth the three key areas that ecosystem players must focus on to achieve a sustainable last mile. 20 minute read An exploration of the issues and opportunities for transforming last-mile delivery. 5 minute read An at-a-glance view of how to make the last mile faster, cheaper and greener. Please enable Advertising and Social Media Cookies to be able to see this content. Click here to update your cookie settings. © 2024 Accenture. All Rights Reserved. =====================