# Internet of Clouds

**Walled Gardens are tumbling down:
Are you getting the most value from a
highly interoperable Cloud landscape?**

2023

# The path to business resilience is through reinvention

**The past few years have shown that global economic, social, and environmental changes have created substantial uncertainty.**

This level of disruption demands that all businesses transform.

Enterprises are reinventing themselves by the means of compressed transformations where a digital core is the primary source of competitive advantage, leveraging the power of cloud, data and AI.

Building a Digital Core is not a one-time project. It must be a continuous endeavor to incorporate new technologies and business capabilities through an interoperable set of applications and platforms across the enterprise that allows for rapid development of new capabilities.

Here, Cloud is foundational and ubiquitous and when it comes to getting to the cloud, hybrid and multi-cloud are the new normal.

# Building a Digital Core is a continuous endeavor enabled by an interoperable set of applications and platforms

We surveyed 4,000+ C-suite respondents from mid- to large companies. We found that in the last two years alone, one in two have had to transform multiple parts of their business at the same time or execute a single large transformation much faster than ever before. We call this **compressed transformation.**
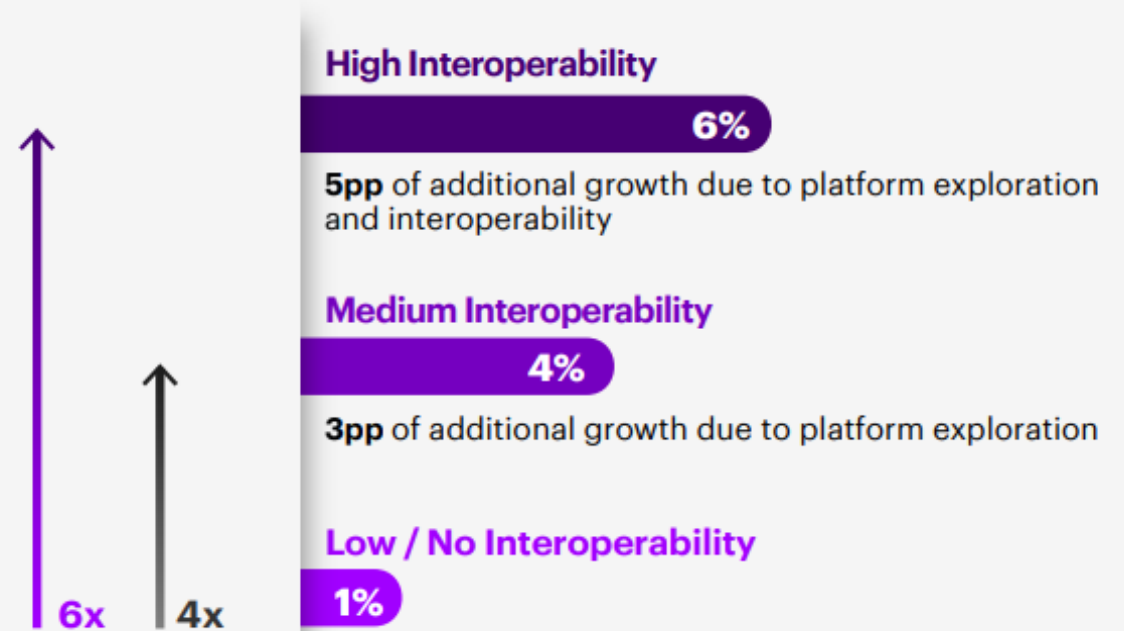
We found that companies with **high interoperability** grew revenue **6X faster** than their peers with low interoperability and are set to unlock an additional five percentage points in annual revenue growth.

Companies that successfully improve their interoperability start by moving existing applications to the **cloud** and investing in new, cloud-based enterprise applications (SaaS).

But more importantly, they use the cloud to connect data and experiences across applications, creating one version of truth.

Our research found that nearly 72% of companies with high/ medium interoperability adopted public cloud. Only 60% of low/no interoperability companies have adopted public cloud, a 12% lag.
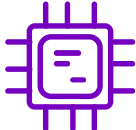
### Average revenue growth last FY (in %)

**High Interoperability**

**6%**

**5pp** of additional growth due to platform exploration and interoperability

**Medium Interoperability**

**4%**

**3pp** of additional growth due to platform exploration

**Low / No Interoperability**

**1%**

6x  4x

**Source:** Accenture Research based on Survey data.

# Cloud is the operating system of the future enterprise

Getting to cloud is essential to building a strong digital core that every enterprise needs to thrive—now and in the future

**1** | **Cloud Security** | Instances of cybercrime have increased on average 30% year on year according to Gartner Top Security Trends 2021. Providers are finalizing security acquisitions to address cloud security concerns and improve their cybersecurity posture. Over half (53%) of organizations have experienced a cyberattack on their cloud infrastructure within the last 12 months, according to Netwrix's global 2022 Cloud Security Report.

**2** | **Industry Cloud Platforms** | Industry cloud platforms are designed to meet the specific needs of vertical industry segments inadequately served by generic solutions. Industry cloud platforms will enable enterprises to rapidly adapt their industry processes and applications. Gartner estimates that 50% of organizations will use industry cloud platforms to accelerate their digital business initiatives by 2027.

**3** | **Cloud + Leading Technologies** | Cloud + leading technologies is about harnessing the power and scalability of the Cloud to power numerous resource intensive technologies. In varied degrees, blockchain, virtual reality (VR), augmented reality (AR), cloud computing, and AI are gaining center stage in how businesses conduct their digital operations. From 2022 to 2030, leading technologies such as blockchain, AI, and AR/VR are expected to grow at a compound annual growth rate (CAGR) of 85%, 38%, and 41%, respectively as per Grand View Research Reports.

**4** | **Cloud-Native Applications** | Cloud-native applications are the future of application development. Born in the cloud, these applications are more resilient and easily managed, granting organizations the ability to scale rapidly. As per Gartner research, by 2025, cloud-native platforms will serve as the foundation for more than 95% of the new digital initiatives — up from less than 40% in 2021.

**5** | **Data Sovereignty & Cloud Cost** | The top two drivers of multi-cloud strategies in enterprises are data sovereignty (41%) and cost optimization (40%). multi-cloud strategies give enterprises more control over where and how their data is stored and used, while also ensuring businesses can control the costs of their cloud operations by adjusting which services they use from different providers(451 Research, part of S&P Global Market Intelligence).

# Achieving full cloud value is at a tipping point

Most companies are still addressing the more complex elements of their cloud transformation

**Nearly 6 in 10 companies report that their cloud efforts are ongoing.**

There's work to be done in terms of getting more business-critical applications migrated and unlocking the cloud's full potential.

60% of workloads remain on premise. Most are "mission-critical"

Many mission-critical workloads have highly complex & monolithic architectures, keeping costs high and rigid, limiting the speed and ability to digitally transform.

Typically, these workloads have more stringent requirements:

- Service Levels (availability, performance & manageability)
- Security, data sovereignty and regulatory compliance.

**IT Enterprise Workloads**

**Deployment**

Cloud ■    On Premise ■

**Peripheral Workload** — 36%

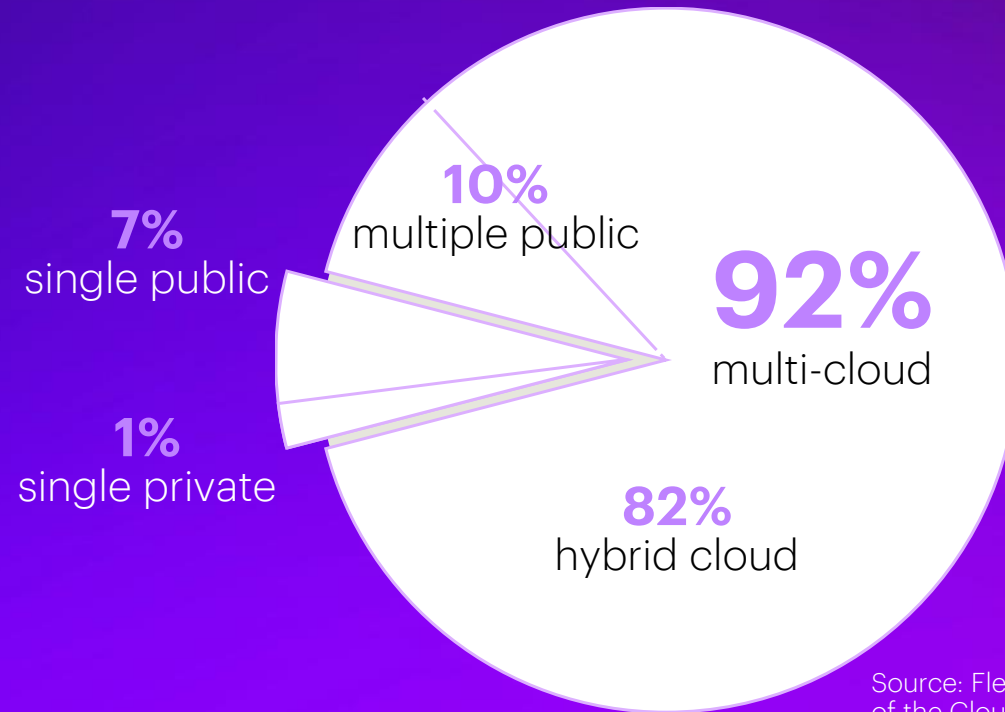75%    25%

**Mission Critical** — 64%

20%    80%

60%

Source: Flexera 2021 State of the Cloud Rep

# We are living in a composite cloud world

Most enterprises are using five different clouds on an average

## Enterprise cloud strategy
% of enterprise respondents (N=750)

**10%**
multiple public

**7%**
single public

**92%**
multi-cloud

**1%**
single private

**82%**
hybrid cloud

Source: Flexera 2021 State of the Cloud Report

# Storm of Clouds Ahead

While using multiple clouds offers attractive advantages, building and running services across more than one cloud brings fresh challenges that need to be navigated carefully.

**86%** of companies increased the volume and scope of their cloud initiatives over two years.

The data concerning where workloads reside, reinforces this trend: On average, **50%** of workloads are committed to the public cloud, compared to **35%** in early 2021. Private clouds are the destination for **32%** of workloads on average (including both private and virtual private models.)

Business and IT leaders vary substantially in their views on the state of their companies' cloud journeys: **44%** of business leaders consider their journeys complete vs. **27%** of IT leaders. Meanwhile, **45%** of IT leaders consider their cloud journeys evolving vs. **34%** of business leaders.

Heavy adopters continue to outperform, with **47%** reporting fully achieving their outcomes.

The most respondents, **43%**, indicated that they would allocate additional funds to "enhanced data analytics and AI."
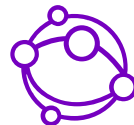
Top barriers to cloud value are "security and compliance risks" and "complexity of business and operational change," with **41%** placing them in their top three overall. "Legacy application modernization" follows closely at **39%**.

Source: Flexera 2021 State of the Cloud Report
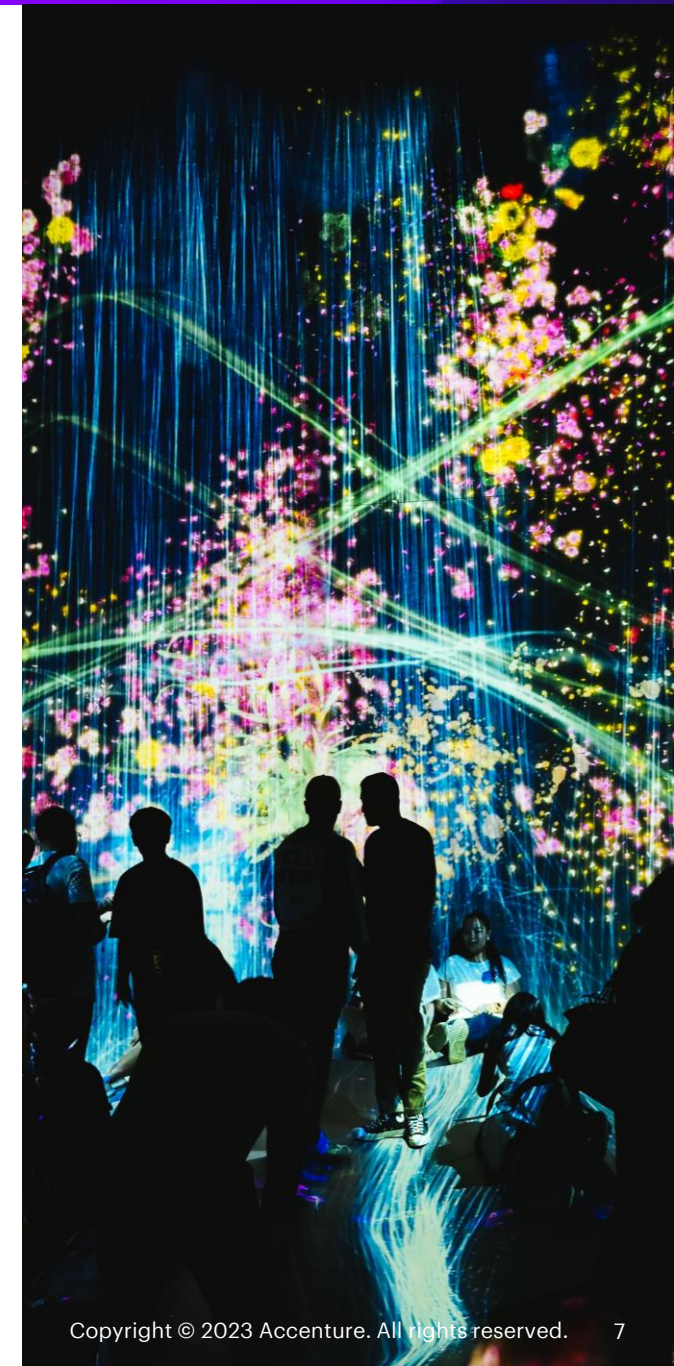
**Siloed apps on different clouds is the most common multi-cloud implementation.**

**However, data integration between clouds is picking up pace and more than one third of respondents are also using more advanced architectures.**

## Multi-cloud architectures

% of all respondents (N=750)

Apps siloed on different clouds
**49%**

Data integration between clouds
**45%**

Workload mobility between clouds
**42%**

Disaster recovery/fallout between clouds
**34%**

Individual apps span public and private clouds
**34%**

Workload bursting (cloud-bursting)
**31%**

Intelligent workload placement
**29%**

Cloud brokering
**22%**

Source: Flexera 2021 State of the Cloud Report

# Walled Gardens are tumbling down!

> "The clouds should be interconnected. And you can mix and match services from multiple clouds. Customers choosing the service that best meets their needs. The garden walls come tumbling down. "

[Oracle Co-Founder and CTO, Larry Ellison](#)



From walled gardens to **connected gardens**

Limited multi-cloud vision

Current clouds are like walled gardens

**If different cloud offerings are adopted in an unsystematic way, companies can end up with workloads operating in silos.**

**Data and applications cannot be migrated easily outside their platform stack, hindering the organization's ability to scale cloud adoption and realize the full business benefits.**

# The Internet of Clouds aims at giving our customers the ability to choose application and infrastructure technology from multiple clouds and then have those different clouds co-exist and interoperate gracefully, with a seamless movement of data and applications

**1**

Not all workloads perform equally on all clouds. Choosing a multi-cloud approach allows businesses to deploy workloads where they run most efficiently from both a price and a performance perspective.

**2**

Multi-cloud interoperability is an important step in the evolution of cloud computing and demands closer collaboration between CSPs.

**3**

Using multiple clouds can bring compelling benefits. However, if not planned properly, they can cause costs and complexity to soar.

**4**

When cloud resources from multiple providers are connected, orchestrated and secured in a harmonized way, workloads run in unison to drive business agility, reduce costs, and harmonize processes—making the multi-cloud a valuable place for businesses to be.

**Accenture and Oracle are here to help; meeting where you are, giving you the ability to choose and have different clouds co-exist and interoperate.**

# Oracle Cloud is foundational for the Internet of Clouds

**Oracle Cloud Infrastructure (OCI) was** engineered to run any data center workload with highly differentiated enterprise capabilities to achieve superior price performance outcomes. Its flexible service and business model allows customers to deploy the technology which and where serves them best - either Public cloud, or dedicated regions, or Cloud@Customer.

OCI has designed its infrastructure to avoid oversubscription to drive performance. The OCI elasticity model, coupled with Oracle's license-based charging, allows for a simple ad hoc rationalization of the Oracle license estate.

Oracle has a unique value proposition focusing on multi-cloud and Distributed Cloud which involves:

- **Running Oracle services on other public clouds (such as Oracle MySQL HeatWave on AWS and Azure).**
- **Implementing interoperability layers over multiple clouds including networking, data sharing and identity and access (for example, OCI–Azure Interconnect).**

Oracle has a complete hybrid environment for sharing data and enabling migrations to the cloud.  OCI allows up to 10TB monthly free egress for all customers and has the lowest per TB charge of all hyperscalers.

# Where Cloud is Sovereign

Oracle has a strong focus on addressing the data privacy/sovereignty challenges of public clouds with a new, differentiating service called **Dedicated Region Cloud@Customer** that allows OCI customers to run the full OCI service on-premises in their own data center using a consumption-based pricing model.

These sovereign regions offer "Everything Everywhere"— the same cloud services as Oracle's other OCI regions.

Oracle is providing its EU Sovereign Cloud offering soon and a new platform called Oracle Alloy, which is a private-label OCI solution for partners.

Oracle supports on-premises deployments and Oracle Exadata Cloud@Customer with disaster recovery in the cloud via Exadata.

Oracle Exadata Cloud@Customer supports both Autonomous Data Warehouse and Autonomous Transaction Processing.

# Thanks to its Oracle Cloud Infrastructure distributed model, Oracle offers a unified strategy and set of tools for making the most of these assets in a highly interoperable environment

## Multi-Cloud
- Oracle Interconnect for Azure
- Oracle Database Service for Azure
- Oracle MySQL Heatwave on AWS
- Oracle Cloud Observability & Manageability Platform
- VMWare
- ServiceNow
- Equinix

## Public Cloud
41 regions; in 22 countries and many more planned
12 Azure Interconnect Regions



**Oracle Sovereign Cloud**
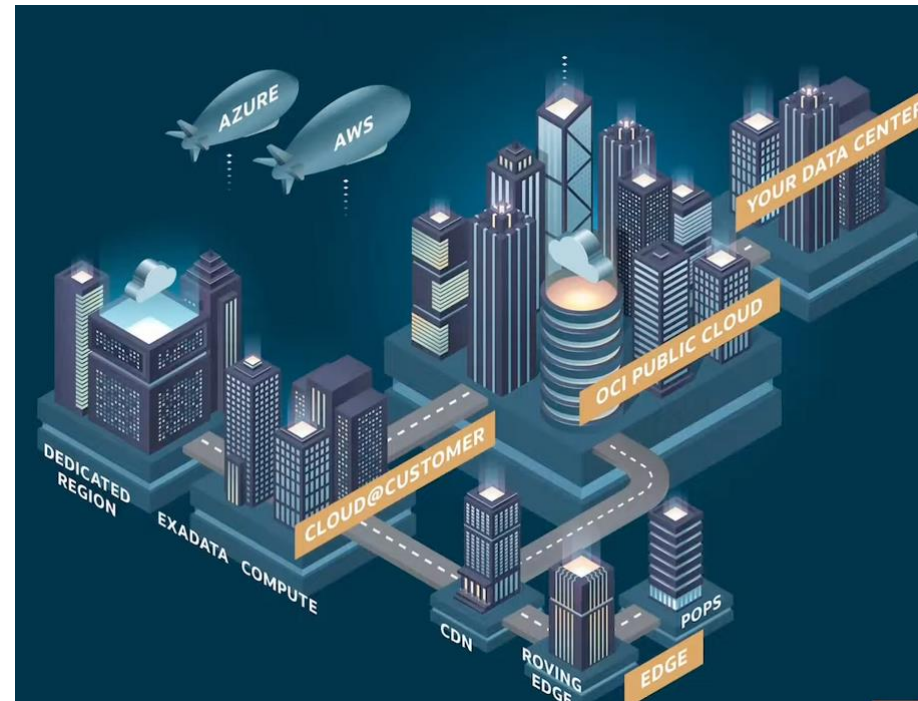
## Dedicated Cloud
- OCI Dedicated Regions
- Oracle Cloud Isolated Region
- Oracle Alloy

## Hybrid Cloud
- Oracle Exadata Cloud@Customer
- Oracle Autonomous Database on Exadata Cloud@Customer
- Oracle Roving Edge Infrastructure
- Oracle Compute Cloud@Customer

# Together with Oracle, Accenture activates the potential of data, innovation and cloud for clients so they can drive enterprise-wide change and unlock new possibilities

**Accenture's Oracle Business Group** combines value-led and technology agnostic approaches to deliver cloud solutions at speed and scale. We help enterprises find new and better ways to leverage cloud, from migration to cloud management to the evolution of your cloud estate. This allows organizations to realize the full promise of cloud for driving innovation and sustainable growth.

Accenture uses proprietary assets - such as **Accenture myConcerto** and **myNav** to assess, architect, configure and deploy your own cloud solutions.

Our **Green Cloud Advisor** helps our clients address sustainability imperatives as they migrate to cloud by assessing the carbon footprint of their existing DCs and applications and simulate the reduction potential from cloud adoption.

This allows us to determine which Oracle solutions best fits your business requirements and to optimize your operational model to accelerate your cloud transformation and drive better and sustainable business outcomes.

# As cloud environments become more complex, time to value combined with the ability to control spending, becomes more critical

Business enablement is the most realized outcome, with 45% reporting they've fully achieved the expected value. That's a nine percentage-point increase over 2020. Business enablement offers the greatest value upside: unlocking core digital capabilities and ongoing innovation needed to exploit new opportunities.

Meanwhile, cost savings remains the most elusive of the outcomes. Only 39% reported fully achieving their expectations in that department—a mere two percentage-point increase over 2020. While this is perhaps the most frustrating finding for many, as cost effectiveness was one of the early selling points for cloud, it may not be unexpected.

The lag can be attributed, at least in part, to the rapid investments that most have undertaken—immediate costs, but not necessarily instant savings. In order to achieve cost benefits, organizations must modernize to a more cloud-native mindset.

This includes modern architectures and operating models, utilizing FinOps and a Continuum Control Plane to provide transparency and the means of managing today's complex IT environment.

Accenture recently worked with a leading retail company that had big cloud ambitions: We partnered with Oracle to move 80% of their critical applications to the cloud. In parallel, Accenture cloud advisors worked to optimize the company's operating expenses and meet their cloud goal of 27% cost reduction and payback within 16 months.

**Shopping for Cloud Transformation | Let there be change (accenture.com)**

# True multi-cloud connectivity requires close collaboration between cloud providers

**Recognizing that reality, Oracle is forging a pioneering cloud ecosystem that brings together best-of-breed solutions from leading technology providers including:**

**Microsoft, AWS, VMware, ServiceNow throughout Oracle's partnership with Equinix.**

Microsoft and Oracle have built a high-speed interconnect between Microsoft's Azure Cloud and the Oracle Cloud. The purpose of this multi-cloud interconnect is to enable Azure customers to directly use the very latest Oracle Database technology even if their application is running in Azure. In other words, customers can now use any combination of Microsoft and Oracle cloud services together as if they were in one cloud.

Now with Oracle Database Service for Azure (ODSA) the Oracle Database services in Oracle Cloud Infrastructure are provided as managed

services directly to Microsoft Azure customers through the OCI Azure Interconnect.

MySQL HeatWave is the only service that combines OLTP, analytics, machine learning, and machine learning-based automation within a single MySQL database. AWS users can now run transaction processing, analytics, and machine learning workloads in one service.

Oracle and VMware have a partnership allowing for VMware workloads to be run natively on OCI, with clients retaining their VMware administrative access. Oracle also will provide support. This is giving them scale and agility while continuing to use the VMware technology they know and trust.

Integration of ServiceNow's IT Operations Management (ITOM) Visibility with OCI provides a single dashboard that makes it easier for joint customers to view and manage all of their public cloud resources from Oracle, as well as other major cloud providers.

Through our partnership with Equinix we can offer direct access to Oracle's full suite of IaaS and PaaS solutions—enabling applications, workloads and data to operate seamlessly in public and private multi-cloud environments over secure, scalable, and low-latency connections.

# Combining Services to Innovate at best

**Oracle and Microsoft have designed their cloud interoperability partnership around several core capabilities; facilitating businesses to seamlessly use multiple clouds with more ease and effectiveness.**

**This allows Oracle workloads or databases to intertwine with workloads running on Azure, creating stronger capabilities.**

**Fast cloud-to-cloud connectivity.** Direct interconnection between Oracle's and Microsoft's clouds delivers fast access to cloud-based apps and data. Closer cloud resources mean less latency, which facilitates better data transfer and application interaction between clouds and helps support a broader spectrum of workloads using resources on both sides.

**Low-cost data exchange.** Oracle's competitive pricing makes data egress easy and cost effective for customers to move data between clouds and out to other enterprise systems while minimizing data lock in.

**Collaborative support.** Businesses can leverage their existing Oracle or Microsoft customer relationships and processes to simplify support requests. Customers can contact either Microsoft or Oracle, open a ticket and both companies will work together to resolve the issue.

# Elevating Operations

A telecom giant in Brazil was quick to seize the opportunity presented by Oracle and Microsoft's alliance. It decided to perform a full lift and shift of 6,000 servers to a multi-cloud environment, deploying workloads across Microsoft Azure and Oracle Cloud Infrastructure.

As the company's strategic IT provider—and the sole systems integrator recommended by both Microsoft and Oracle—Accenture designed an optimal migration strategy that helped reduce cost, migration time and risk for the telco. Accenture worked with Microsoft and Oracle to secure an exclusive migration investment through Accenture Services, enabling the company to move to the new multi-cloud environment at greatly reduced cost.

Beyond the immediate cost savings, taking advantage of Oracle and Microsoft's combined capabilities allows the company to allocate applications where they can deliver the best performance at the lowest cost, while also improving availability and reliability.
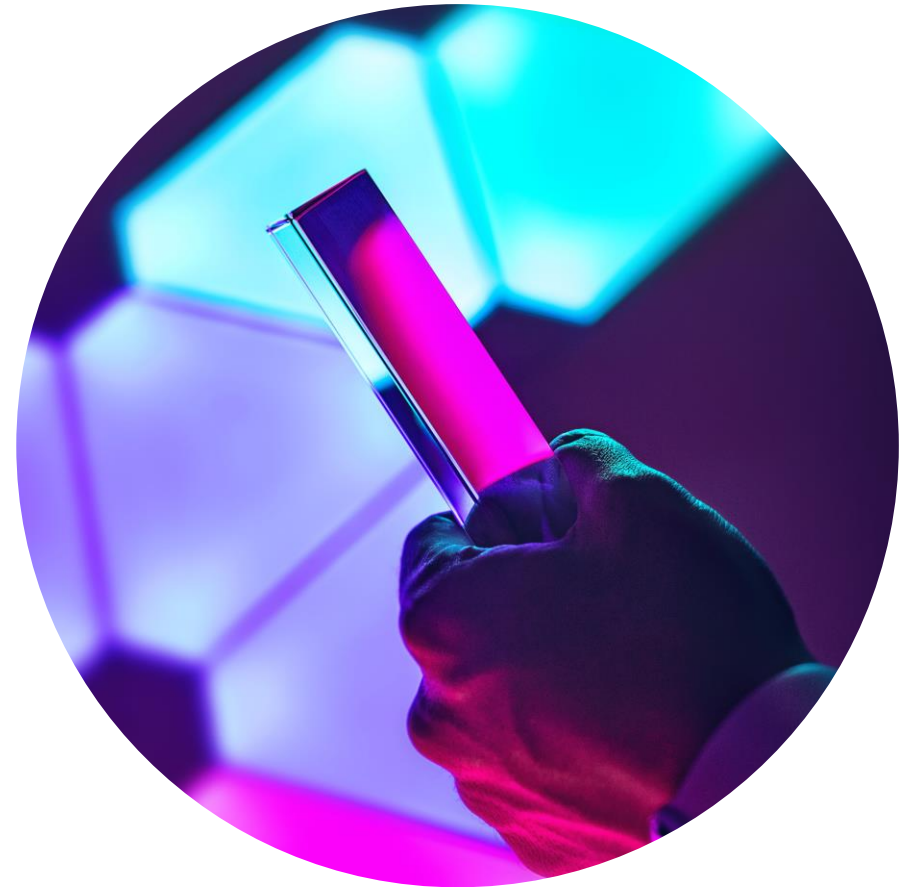
# Oracle Cloud is the best place for a strategic use of data, advanced analytics, and AI

## Many business-critical and mission-critical databases run on Oracle. That's why.

As more and more organizations move that data—and the workloads that rely on it—to the cloud. It is vital to ensure that it is used, managed, and secured in the best way.

OCI offers a high-performance I/O platform to speed up the Oracle Database. Autonomous Database can tune databases automatically, update and patch the database management system (DBMS) without downtime and provide strong DBMS security. This technology not only reduces the necessity for manual operation, but also reduces cost and increases performance of the DBMS service.

Running Oracle Database on OCI offers customers the best performance and the best price for that performance—a fact that's backed up by recent tests.

Using OCI, Accenture was able to execute online transaction processing (OLTP) transactions up to 7.8x faster, compared to another leading cloud provider.

It is also 97% cheaper per query to run Oracle Database on OCI using nonvolatile memory express for solid-state drives (NVME SSD) storage, compared to other clouds' SSD.

The bottom line is that Oracle Cloud technology allows companies to access the performance they need to handle the large, high-powered database workloads that are fundamental to critical enterprise applications.

## Accenture is ready to help enterprises unlock their full scale potential.

Our specialists in the Accenture Oracle Business Group brings 30 years of experience with Oracle solutions, in-depth knowledge of industry-specific needs, and an extensive background in cloud initiatives.
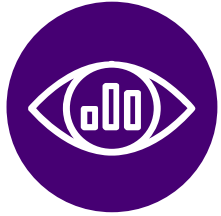
# Data on the Cloud has taken on a new life, growing in importance and attention

**Companies, now having an opportunity to break data free from silos, are poised to activate more advanced AI/ machine learning (ML).**

That begins with building a modern data foundation for extracting data's intrinsic value or fundamental value. This is the critical precursor of accelerated and exponential value through AI.

Our survey of 700 organizations shows that, right now, fewer than one in five companies are adept at unlocking the intrinsic value of their data.

## But... there is a but.

The difficulty of migrating data between clouds poses perhaps the biggest barrier to a successful multi-cloud strategy.

A report by Omdia revealed that the inability to move workloads between clouds is slowing cloud computing adoption among 52% of businesses surveyed.

This challenge arises due to a phenomenon known as data gravity. The idea is that data and applications are naturally attracted to each other, primarily because the closer apps are to data, the more they can avoid latency and increase throughput.

It is similar to the attraction between objects that is explained by the Law of Gravity. As datasets grow larger (and gain more "gravity") they pull more applications, services and processing power into their orbit.

Consequently, as you amass more data in one cloud, and more of your apps and services rely on that data, it becomes increasingly difficult, not to mention costly, to move that data to another cloud.

However, data gravity doesn't have to be a dead end for multi-cloud adoption.

With the right strategy—and partners supporting it—organizations can realize the key benefits of multi-cloud: sourcing best-of-breed solutions from trusted providers, architecting a flexible, high-performing digital infrastructure, and governing the entire landscape effectively.

# Accenture offers a full spectrum of services to help companies maximize these benefits

Today, cloud is much more than a mandate for operating in a digital world—it is the operating system of the future enterprise, where breakthrough innovation and transformation take place.

It has evolved into a dynamic continuum of powerful capabilities, from public to edge and everything in between.

Today's companies must ask themselves not only what business problems can be solved using cloud, but what new possibilities cloud can open up for their businesses.

Getting full value from the cloud requires a commitment to continuous reinvention, supported by advanced **Cloud Continuum** practices. This means learning new skills, embracing new technologies, becoming savvier in cloud strategies.

A continuum mindset is needed to stay ahead of competitors and take advantage of ever evolving opportunities.

Accenture can help put cloud to work for your business with solutions from one of our leading providers – Oracle.

# Accenture is ready to accompany you on the journey to an Internet of Clouds with a dynamic approach, through three dimension of changes, to yield value faster

## Getting to Cloud

Getting data and application workloads securely to their optimal cloud location, whether public, private or at the edge.

## Utilizing Power of Cloud

Redefining how businesses operate and create value using cloud, data & AI and tapping into the platform economy.

## Operating on the Cloud Continuum

Modernizing IT operations to enable the right experiences and business resilience—through a Control Plane and cloud-native ways of working.

# Getting to Cloud

**This dimension of change is focused on getting data and application workloads securely to their optimal cloud location, whether public or private leveraging on Oracle Cloud Infrastructure & Oracle Database.**



By migrating to cloud computing, companies can dissemble and modernize aging applications (such as mainframe systems) and technical/infrastructure architectures to build a modern on-demand data, digital and technology foundation.

In the early stages of cloud, companies tend to move smaller, less critical workloads that are easier to manage. Now that companies are further along on their adoption journeys, they are moving and modernizing more critical applications at the very core of their businesses. Migrating the business-critical workloads—and knowing where to place them to deliver the most value—is often the most challenging, not to mention time and resource intensive.

But to get this right, it is critical that the business and IT are aligned on the target operating model and business objectives. Consensus over streamlining standardized processes leads to clear decisions over "what" and "when" legacy systems should be retired.

This migration frees up capital by moving workloads to infrastructure on the cloud. Savings can be redirected from run to change and get the other dimensions of change activated on the basis of a stable data platform.

# Utilizing the Power of Cloud
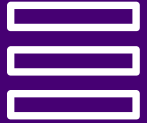
**This dimension of change is to redefine how businesses operate and create value using Oracle cloud, data and AI and tapping into the platform economy.**

Getting to cloud is the opportunity to restructure your architecture, applications and data for the cloud and manage change to evolve your workforce and operating model to accelerate experimentation and achieve faster the time to market.

Alignment across the business around business process, data models and integration strategy is critical to ensure a solid architecture for rapid change and continuous innovation. It is important there is an enterprise architecture that puts guardrails around cloud proliferation and considers a strong data model and integration framework.

Data harmonization and data quality are both critical to success as they are the foundation of unlocking the value of democratizing data and imbed AI from the front to the edge in every function. Understanding the current challenges for enterprise data is the first step to provide insights and draw out productivity. A solid data strategy encompassing data quality, data migration, data platform and AI exploitation should be developed before systems are retired, or re-hosted or re-platformed to the cloud.

With a solid enterprise architecture and a holistic data strategy a company can move its enterprise business process applications to create their strong, integrated digital core such as ERP to Oracle ERP Cloud to get advantage of the intensive level of process automation or Oracle on-premises applications run on an Oracle Cloud Infrastructure and Autonomous Database to gain a substantial performance improvement.

# Operating on the Cloud Continuum

**This dimension of change is where companies explore Oracle Cloud native capabilities to modernize their IT operations to enable the right experiences, business resilience, and cloud-native ways of working.**
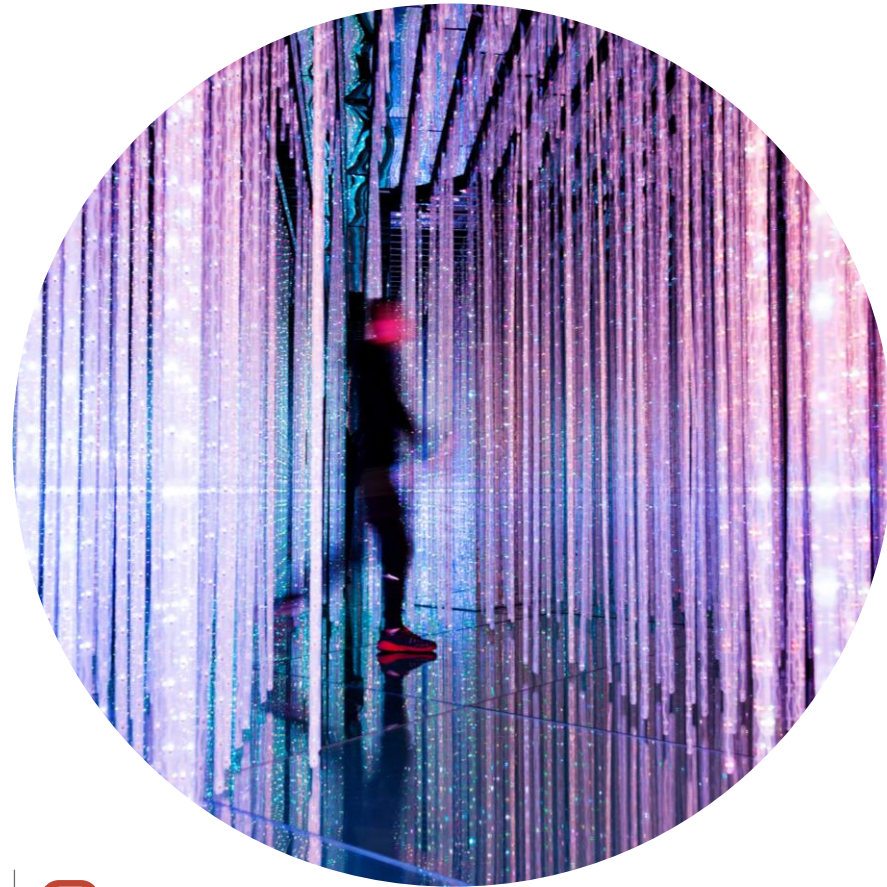


To unlock the full value of cloud investments, organizations should look beyond technology adoption—anticipating new needs and introducing new ways of working to reinvent their businesses.

A strong, integrated digital core e.g. Oracle Supply Chain Management Cloud is a foundational move toward a more agile and integrated cloud-native architecture.

This is about more than just migrating applications. Experience can be reimagined together with products and services. Processes can now be transformed, and automated, and applied intelligence can be leveraged, taking advantage of a solid enterprise data platform.

This transformation involves redefining enterprise' processes and adopting new ways of working to leverage the value of applied intelligence and automation.
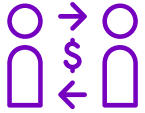
With Oracle Cloud native applications, companies can pilot and scale new business models at speed with the ability to continue to conduct rapid innovation with data-driven insights. This is where Accenture sees leading organizations reimagining their business. Companies can launchpad potential venture capital and/or lending to serve as a new venture accelerator.

**Cracking the reinvention value code: We've identified five practices that help companies extract maximum value from cloud, with business and industry advantage**

Unleashing value from data and artificial intelligence

Designing and orchestrating the Cloud Continuum

**Pursuing business and industry advantage**

Reimagining operating models and talent

Mastering cloud economics

# Actions For Getting It Right

## Pursuing Business & Industry Advantage

- Realign your cloud investments with your business strategy—i.e., your growth priorities.
- Show your leaders how cloud technology can help the business innovate faster.
- Conduct innovation exercises that identify industry-specific use cases.
- Adopt a mindset of building differentiated intellectual property on top of cloud services.
- Create new types of partnerships, and innovative B2B and B2B2C business models, that weren't possible before cloud.

## Designing & Orchestrating The Cloud Continuum

- Define the business needs and drivers for the full suite of Cloud Continuum architectures.
- Develop and implement a Continuum Control Plane to coordinate workloads across multiple venues.
- Design modular and reusable architecture blueprints.
- Automate security and regulatory controls as code.
- Pursue open-source packages that can augment and replace proprietary software.
- Re-engineer and automate legacy processes and adopt continuous integration, delivery and deployment.

## Unleashing Value From Data & AI

- Incorporate external and real-time data sources.
- Implement robust data governance processes to improve data quality, lineage, ethics and interoperability.
- Establish a trusted, democratized and reusable set of data products.
- Deploy automated workflows for AI/ML model training and deployment.
- Promote ways of working that drive reuse of AI/ML intellectual property across the business.
- Evaluate and adopt AI "shortcuts" to solve specific industry problems.

## Reimaging Operating Models & Talent

- Create a 360-degree view of how cloud can enable both internal and external stakeholders.
- Build the required digital skills through structured learning pathways.
- Evolve the operating model to reflect the new roles and ways of working enabled by cloud.
- Adopt and scale Agile, DevOps and DataOps processes.
- Create new talent pipelines with academic and engineering institutions.
- Allow teams to make rapid, real-time decisions and embrace a culture of calculated risk-taking and learning from failure.

## Mastering Cloud Economics

- Define an economic North Star for cloud adoption.
- Determine how cloud adoption will be funded to avoid "cloud-stall".
- Partner financially with cloud and professional service providers to access the upfront capital and skills.
- Implement modern tools and FinOps capabilities.
- Modernize investment, funding and portfolio management processes.
- Redefine technology procurement processes to reflect the greater power of developers.

# The path to business resilience is through the enterprise reinvention

**Cloud provides the foundation for that reinvention in a sustainable way.**

Companies that re-platform at scale and embrace cloud as a new operating model will outpace their competitors and gain business-critical flexibility and agility to continuously adapt to business needs and an ever-changing market.

The path to Internet of Clouds success isn't always straightforward, but businesses don't have to walk it alone.

Organizations that make use of demonstrated multivendor solutions and leverage the experience of their partners will be best placed to build, migrate, and manage solutions that span clouds with ease.

Whether your business is already immersed in a multi-cloud environment, or just starting to test the waters, getting your strategy right is essential to unlocking the true promise of multi-cloud operations—greater resilience, more agility and fresh opportunities for innovation.

Accenture and Oracle are here to help. Together we are redefining the rules of our partnership to accelerate the path to sustainable value for our clients.

**Make your move!**

# About Accenture

Accenture is a global professional services company with leading capabilities in digital, cloud and security. Combining unmatched experience and specialized skills across more than 40 industries, we offer Strategy and Consulting, Technology and Operations services and Accenture Song — all powered by the world's largest network of Advanced Technology and Intelligent Operations centers. Our 710,000 people deliver on the promise of technology and human ingenuity every day, serving clients in more than 120 countries. We embrace the power of change to create value and shared success for our clients, people, shareholders, partners and communities. Visit us at www.accenture.com.

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# References

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7 [Ever-ready for every opportunity: Cloud Continuum Research 2023](#)
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