AFTER DIGITAL, WHAT’S NEXT?

Get Ready for the New Enterprise Reality with SAP® Technologies and Solutions

Accenture Technology Vision for SAP Solutions 2019
FOREWORD

After Digital, What’s Next?

Following decades of exponential innovation, companies are facing a future in which technology is so seamless, so interwoven in the fabric of the enterprise, that it becomes almost indistinguishable from business innovation and strategy.

In this post-digital world, enterprises work differently and achieve new things. Goods are produced, and services are delivered with unprecedented speed and agility, made possible thanks to a smart blend of human and machine intelligence.

But this world also creates digital saturation. If every company has access to virtually limitless resources, then consumers, employees, and business partners alike come to expect the avalanche of choices that digital can deliver. Then, digital itself is no longer differentiating. It’s just a cost of doing business.

With the innovation-led research, deep insights, and powerful examples we set out in this Accenture Technology Vision for SAP solutions 2019, we aim to help enterprises around the world succeed and grow in this new era. We identify four post-digital themes across Accenture’s Technology Vision 2019, Fjord Trends 2019, and Living Business reports that are impacting businesses today. We explain how new SAP solutions and technologies can help companies capitalize and respond to these trends through its intelligent suite, digital platform and intelligent enterprise solutions and technologies.

Solutions such as SAP S/4HANA®, SAP C/4HANA®, SAP Cloud Platform, and the SAP SaaS solutions portfolio can help increase agility and accelerate time to market. They create real-time open architectures that can connect with internal and external ecosystems of customers, business partners and even competitors, harnessing the power of the crowd. And their flexibility means the transformation can be shaped to support future business and technology trends and allow unlimited customization.

The post-digital era offers tremendous opportunities and value for businesses who rise to the challenge and proceed responsibly.

**We look forward to supporting your digital and post-digital initiatives and helping you unleash the true potential of your intelligent enterprise.**

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ARE YOU READY FOR THE POST-DIGITAL ERA?

Accenture’s Technology Vision 2019 reveals the technology trends that are rapidly taking businesses into a post-digital world, one in which technology can adapt and tailor itself to fit every moment.

The Technology Vision calls on business leaders to look beyond completing their digital transformations and start thinking about what it means to succeed in the post-digital era, focusing on specific opportunities, redefining co-operation, mastering social, mobile, analytics, and cloud, and moving on to DARQ technologies – distributed ledgers, artificial intelligence, extended reality, and quantum computing.

Here are the technology trends set to change your business over the next three to five years – and how new SAP solutions and technologies can help you find the right response.

#1 Innovate with Emerging Technologies

What’s happening? New technologies keep emerging, and the pace of change is getting faster. So, what’s coming next? We think it’s DARQ. That is, distributed ledger technology (DLT), artificial intelligence (AI), extended reality (XR) and quantum computing (QC). Combined with existing mobile offerings and technologies that can (re)act in real-time, innovative delivery systems (such as drones), and easy payment gateways, DARQ technologies will create future competitive differentiation.

What’s the response? Leverage the combinatorial power of both core and emerging DARQ technologies on a trusted platform, such as SAP’s, to drive the most value from adoption.

#2 Harness Digital Identities and Spend Quality Time with Customers

What’s happening? In the post-digital era, companies have an opportunity to understand the next generation of consumers in unprecedented detail and create individualized, experience-based relationships. How? By focusing deeply on experiences: taking a holistic, ongoing view of customers’ digital activities, technology capabilities, and preferences. But getting this right needs a responsible, nuanced approach. It’s not about being big, bold and noisy.

To avoid being ignored – or worse, abandoned – organizations need to focus on designing products and services that reduce the clutter in their customers’ lives and meet consumer needs in just the right way at just the right moment.

What’s the response? Elevate the customer experience (CX) with a digital CX transformation powered by SAP C/4HANA and Qualtrics.
#3 Build a Tech-Augmented Future Workforce

**What's happening?** Today's workforces are incorporating technology-driven capabilities alongside their existing skills and experience. It's letting them do new kinds of work, in new ways. This is the reality of working in the post-digital age. Companies must now adapt their workforce technology strategies accordingly.

**What's the response?** Activate the future workforce with Accenture's Intelligent Talent and HR solution, building on the people engagement dimension of SAP's intelligent suite.

#4 Invest in Security, Trust, Responsibility, and Ethics

**What's happening?** The number and variety of ecosystem connections that modern businesses create increase their exposure to risk. So, just as they collaborate with their ecosystems to deliver best-in-class products, services and experiences, leaders are now recognizing the need to collaborate on security as well. Trust – both with consumers and between partners – is equally important. That means designing responsibly for transparency, enabling consumers and partners to better understand how and where their data is stored and used.

**What's the response?** Rethink trust and security for today by protecting not only your own business, but your entire ecosystem, with SAP's security solutions.
EMBRACING THE NEW WITH SAP SOLUTIONS

SAP provides three essential components to support these calls to action (see Figure 1):

1. **Intelligent Suite.** This is an intelligent and integrated set of applications that enable you to automate your day-to-day business processes and better interact with your customers, suppliers, and employees. These applications are industry-specific, global, and applicable to enterprises of all sizes.

2. **Digital Platform.** This enables data-driven intelligence and innovation. SAP Cloud Platform and the SAP HANA® Data Management Suite facilitate the collection, connection and orchestration of data, as well as the integration and extension of processes within the intelligent suite.

3. **Intelligent Technologies.** Allows embedding of technologies such as IoT, machine learning, distributed ledger and advanced analytics into your core processes and applications to extend their capabilities and to develop new capabilities that drive new business models by industry.
Figure 1: SAP solutions and technologies for the intelligent enterprise (Source: SAP)\(^4\)
Wave after wave of new technologies have catalyzed change, offering businesses radically new and enhanced capabilities. Next up? It’s DARQ: distributed ledger technology, artificial intelligence, extended reality, and quantum computing.

DARQ technologies will spark the next business step change, enabling enterprises – even entire industries – to reimagine what they do and how they operate. And these technologies are no longer far off on the horizon, they’re with us in the here and now. The evidence: 89 percent of respondents in the Technology Vision 2019 survey5 said they were already experimenting with one or more DARQ technologies.

Shining a Light on the DARQ with the SAP Digital Ecosystem

SAP intelligent technologies connect people, businesses, and things intelligently through a holistic digital innovation system which seamlessly integrates future-facing technologies and capabilities into SAP Cloud Platform (see figure 2).

DARQ capabilities like AI and blockchain let clients become truly intelligent digital businesses by reimagining, redefining (and in some cases eradicating) existing processes (see figure 3). For example, the ability to link SAP S/4HANA-based finance and supply chain systems with SaaS solutions like SAP SuccessFactors® for HR or SAP C/4HANA for CX and enhance or extend their capabilities with DARQ technologies is an integral part of the SAP portfolio.

Or what about creating a truly intelligent employee experience by managing payroll in the SAP S/4HANA system? A portal on SAP Cloud Platform could let employees use voice commands, an AI chatbot, or a mobile app to access HR systems, enabling them to perform everyday actions like updating a holiday calendar in SAP SuccessFactors in a simple, fast, and intuitive way.
Gaining Combinatorial Effects

As businesses explore new capabilities, some of the DARQ technologies will be more immediately relevant than others. All four technologies will be powerful in their own right. But, just like the social, mobile, analytics, and cloud technologies (SMAC) which have powered the present digital era, it’s the combinatorial effect of the DARQ technologies that will enable businesses to truly differentiate their products and services in the post-digital future. Indeed, 69 percent of respondents in the Technology Vision 2019 survey said it’s the combination of DARQ technologies that will transform their organization extensively during the next three years.

Take the Smart Fleet application, developed by the Accenture Liquid Studio for SAP Solutions. This application, which began by using IoT and mobility technologies to facilitate on-site fleet management, has been extended with predictive analytics to identify problems and perform proactive maintenance. It has also been combined with extended reality technology to empower field technicians by providing repair instructions directly in their field of vision through an XR device.

What made it possible? DARQ technologies on SAP solutions, in a single platform. Companies can start using any of these technologies rapidly and easily extend as needed. This creates competitive differentiation, organizational agility and accelerates time to market – while staying future-proof with the latest capabilities.
Powering the Intelligent Enterprise

Which of the DARQ technologies will have the greatest impact on enterprises over the next three years? Two in five (41 percent) of executives surveyed in the Technology Vision 2019 put AI number one, more than for any of the other DARQ technologies.

That’s why Accenture and SAP are embedding AI technologies across their application portfolios. Already, over 30 percent of Accenture applications with SAP intelligent technologies combine components of AI or machine learning. And this number is growing fast.

SAP, structured to manage AI at scale, has proposed a unified machine learning and data science experience to infuse AI in every process step for a full lifecycle management integrated with the SAP portfolio. SAP is also investing heavily in the AI and machine learning space through acquisitions such as Contextor7 and Recast AI8.

SAP leverages a host of AI tools, languages and libraries, while SAP Data Intelligence enables a business to better understand and orchestrate even the most disparate and distributed datasets.

Transitioning to Next-Generation Computing

SAP clients are often large organizations with long change management and control process timescales, making the setup of new business models associated with DARQ technologies a significant challenge.

Now, by leveraging distributed ledger or blockchain capabilities, enterprises can streamline the launch of new business models and drive better internal collaboration within their ecosystems.

The first combined SAP blockchain solutions are already appearing. In utilities, Accenture is co-creating a new energy business model and solution leveraging blockchain with a utility consortium. In pharmaceuticals, the Pharmachain application9 (developed by the Accenture Liquid Studio for SAP Solutions) offers a new way to ensure that every patient receives a genuine product and that the pharmaceutical supply chain is fully secure, from producer to patient.

Quantum computing, meanwhile, has the potential to address key business challenges in simulation and estimation. When combined with an SAP landscape, quantum opens the possibility of new solution domains such as applied supply chain simulation.
**WHAT?**

**Combinatorial Effects**

SAP Intelligent Technologies extend social, mobile, analytics, and collaboration (SMAC) with DARQ technologies to create combinatorial effects – which deliver more than the sum of parts.

**HOW?**

- Exploit combinatorial effects as a journey – starting with one and subsequently adding new technologies – as opposed to a big-bang approach. Move at a pace you are comfortable with.
- Undertake this extension journey with an agile approach.
- Use the open SAP Cloud Platform to explore a wide range of technologies, including from third parties.

**AI & Machine Learning**

The SAP portfolio can manage AI at scale. SAP invests heavily in AI & ML (e.g. acquisition of Contextor and Recast AI) and is committed to keep AI open, scalable, and actionable.

**HOW?**

- Use SAP’s unified machine learning & data science experiences to infuse AI deep into your processes and manage the full lifecycle.
- Use AI in SAP solutions that exploit native accelerators such as data intelligence, predictive analytics, deep learning, in-database machine learning and open source languages and libraries (e.g. R, Python, Sci-kit, Tensorflow).

**Blockchain & Quantum**

The SAP portfolio accelerates your journey to business value by making it easier to adapt business models in line with new technology. This simplifies integration between business and technology domains.

**HOW?**

- Learn how SAP is enabling early adoption of blockchain solutions and explore how this lets you collaborate beyond company boundaries. SAP’s Blockchain initiatives are helping consortiums handle a wide range of contributors – from individuals to large enterprises.
- Learn how SAP is integrating quantum simulation and estimating with their architecture to open new solution domains such as supply chain simulation, and explore how this could help your business.

Figure 3: DARQ in an SAP context
#2 Harnessing Digital Identities and Spending Quality Time with Customers

Digital identity is the means to an end – to create meaningful personal connections and making the customer a part of the company’s strategy.

The first step? Move away from static, point-in-time, KPI-driven legacy approaches and look to form a holistic picture of customer needs. That means understanding the ever-changing continuum of those needs by analyzing all aspects of the consumer’s digital footprint. And using this rich data about their digital identity to provide hyper-relevant customer experiences that deliver something just right, at just the right moment.

What differentiates the leaders in post-digital customer experience? It’s their undivided focus on three enablers – connected commerce, living marketing, and intelligent customer engagement (see figure 4).
WHAT?

Connected Commerce

Activate connected growth sources with ecosystem partners to create new digital selling models and intelligent omnichannel customer journeys.

Living Marketing

To deliver cost optimization and value realization, focus on providing relevancy with the help of data insights and agile platforms.

Intelligent Customer Engagement

Transform the customer service experience to drive sales with innovative omnichannel experiences, AI-powered customer engagement, intelligent predictive services and seamless field services.

HOW?

• Incentivize your sales workforce, save time and guesswork to accelerate sales with SAP Sales Cloud and AI.
• Leverage new digital selling models leveraging SAP Commerce and SAP Billing to sell services instead of products.
• Orchestrate ecosystem partners with SAP Cloud Platform and SAP Intelligent Technologies (IoT, blockchain).
• Provide a superior and personalized omnichannel commerce experience with SAP Commerce and Marketing.

• Turn anonymous visitors into loyal customers with SAP Customer Data Cloud and offer them a hyper relevant customer experience.
• Manage consent and give data control to customers to build trust.
• Leverage SAP Marketing Cloud and AI to manage the complexity of hyper-relevant experiences.
• Enable customer feedback & powerful analytics with Qualtrics.
• Rethink customer value and strategy by tying experience data with operational data, using the unique combination of Qualtrics, SAP C/4HANA and S/4HANA.

• Develop an elite team of skilled experts with SAP Service Cloud (knowledge management, analytics, AI).
• Develop crowd service capabilities to meet real-time service expectations.
• Create a unified service experience by tying data coming from different sources and different channels (social, physical, commerce).
• Deliver the next generation of self-service with SAP Customer Portal (mobile-ready, intelligent bot to guide client).
• Deploy IoT and predictive service management with SAP Service Cloud and SAP Intelligent Technologies.

Figure 4: Customer experience in an SAP context


**Connected Commerce**

Every single interaction with a customer, employee, or business partner is an opportunity to create a truly impactful, relevant, and memorable moment. To capitalize on this “market of one”, companies should ensure their commerce offerings are ubiquitous across the myriad possible touchpoints the post-digital world creates. That’s true not only in its own offerings, but also in those with ecosystem partners.

This takes a business beyond “consistent omnichannel experiences” (which are simply table-stakes in a post-digital world) and instead helps them create truly differentiated, customized, in-the-moment experiences.

But e-commerce cannot succeed in a silo. It needs deep integration with the sales environment to ensure the salesforce is accurately incentivized, especially amid shifting customer priorities. With SAP S/4HANA and C/4HANA at the core, organizations can use SAP Commerce and SAP Billing together, better supporting the salesforce (and resellers/partners) as they create new digital selling models, such as converting services to productized services, or offering products as services.

**Living Marketing**

A post-digital marketing function is digitally native and dynamic at its core. It both feeds into and leverages sophisticated marketing attribution analysis to understand customer and influencer actions throughout entire ecosystems. The result? Companies are far better placed to gauge the value of each marketing campaign and identify additional levers to cost-effectively unlock trapped value.

SAP’s recently acquired Qualtrics platform provides companies with real-time insights into their brand, product, customer, and employee experience. The combination of traditional operational data in, for example, SAP S/4HANA or C/4HANA and real-time experience data is extremely powerful and is the key to understanding each customer’s unique digital identity. Moreover, using SAP C/4HANA Marketing Cloud, companies can go beyond simply “learning” and start taking actions with real impact.
Intelligent Customer Engagement

Innovative and intelligent customer service is central to the post-digital customer experience. Powered by AI, companies can build deeper and more meaningful customer engagement, using intelligent predictive services that anticipate needs as well as a “boundaryless” after-sales service.

But to do so, they need a unified platform that can bring together events from myriad different channels and avenues (social, physical, commerce, CX, and operational). Intelligent customer engagement needs capabilities which are scalable, which operate in real-time, and which can deliver individual experiences to a market of one. It needs predictive service management, AI, and in-memory platforms – all of which are a core part of SAP C/4HANA and SAP Service Cloud. (see figure 5).

Figure 5: SAP now offers a unique combination of experience data (X-data) + operational data (O-data). Source: Accenture and SAP
In the post-digital world, businesses will have to find new ways to equip and empower their talent. The vision? To find the perfect blend of human and machine capabilities that pushes each to new heights and delivers more than the sum of its parts.

How? By redesigning the technology environment around people (“human-centricity”) and engendering a culture of change and experimentation that enables the workforce to both do things differently and do new things altogether (see figure 6).

These “radically human” post-digital systems encompass a design mindset which puts humans at the center of systems development and augments their capabilities. They focus on “invisible” interfaces, elegant and simple user experiences, and machines that adapt to human needs, rather than the other way around.

Technologies like natural language processing, computer vision, voice recognition, and machine learning are equipping systems with the ability to talk, listen, see, and understand the way people do. Companies can now reimagine systems to empower new human–machine relationships with natural conversation, simple touches, and abundant personalization.

Accenture’s HERBOT application, for example, is a big step forward for user-friendly digital experiences when interacting with HR. This application uses AI, machine learning, and robotics to support a conversational chatbot, offering employees a quick and intuitive way to access HR data by voice or text.

Culture is just as important to this kind of outcome as technology. Companies should be embedding a culture of end-to-end ownership, developing the skills of the future workforce, and aiming to ensure positive employee experiences every time. Post-digital systems will thrive on and generate incredible amounts of data. Leaders will use this data to identify employee sentiment, job clusters, the transferability of skills, training needs, and opportunities for augmentation and automation by technology.
WHAT? Learning “on demand” to acquire skills in the moment; what you studied is almost irrelevant. Create learning on/off ramps for continuous learning.

HOW?

- Use SAP SuccessFactors Learning Management Solution for learning pathways and SAP Intelligent Technologies to connect open online courses, LinkedIn learning etc.
- Assign learning budgets for employee discretionary use.
- Discover employee interests.

Future Learning Platform

Social Listening Using social technology to identify “T-shaped” (curious) people and understand networks to support open innovation. Embed feedback and insights into everyday processes. Offer a diversity of channels and tools to do this which in turn drives the digital profile.

- Use Qualtrics in high-touch processes such as onboarding and performance management, and SAP Jam® to discover collaborators.

AI as the Talent Scout Discover untapped talent through creative recruiting. For example, to address gender imbalances (so-called “Pink Jobs v Blue Jobs”) focus on attributes and complementary skills instead.

- Use SAP SuccessFactors Recruitment and Onboarding for user experience and SAP intelligent technologies to apply AI to mine external sources of data for discrete talent.

Extend the Talent Pool Use XR in the hiring process to remove unconscious bias but also assess employee curiosity in problem solving. Partner with providers to source beyond the campus and create sub-baccalaureate pathways into business.

- Remove bias from recruitment with SAP Intelligent Technologies to apply machine learning to examine job postings and introduce gamification.

Intelligent Moments Bring in sources of external data to create a fuller, more intimate profile of the employee. Set expectations on how this data will be used and how employees will benefit. Use the SAP ecosystem of partner apps to deliver value-add services.

- Use SAP Cloud Platform to integrate external, unstructured data with internal data to build a picture of the employee and the SAP App Center to leverage partner services.

Figure 6: Human + worker reimagined in an SAP context
#4 INVESTING IN SECURITY, TRUST, RESPONSIBILITY, AND ETHICS

Security and trust in an ecosystem-driven, post-digital world is about more than just protecting yourself. It’s about protecting everyone.

How? By realizing that trust is a key currency in the post-digital world, treating trust as an asset and integrating security as a vital part of every transformation.
An ecosystem-driven business depends on its interconnectedness. But as the number of connections increases, so does the exposure to risk. And when businesses start to collaborate with entire ecosystems to deliver best-in-class products, services and experiences, they come to realize that being more open and more digital needs a completely different security mindset.

Trust is equally important here – both with consumers and between partners. In a post-digital world, trust is a significant business asset and competitive differentiator. For consumers and business buyers alike, a company’s approach to trust and security is increasingly determinative of purchasing decisions. Systems therefore need to be designed responsibly for transparency, enabling consumers and partners to better understand how and where their data is stored and used.

Accenture’s Technology Vision 2019 demonstrates just how important trust and security are becoming for ecosystem partners. Overall, 87 percent of executives agreed that to be truly resilient, organizations must rethink their approach to security in a way that defends not just themselves, but their ecosystems too.

**Putting Trust and Security at the Center of your SAP Implementation**

SAP systems are at the heart of the interconnected business, where the risk exposure is dramatically increasing. It is therefore critical to embed security deeply at every stage of implementation (see figure 7).

### Vulnerability Management
- Secure app development with DevSecOps
- Ethical hacking for breach diagnosis
- Scanning and monitoring of KPIs

### Data Privacy Management
- Data masking
- Database encryption
- Governance & stringent monitoring of access and data

### Digital Transformation for Governance
- Digital governance
- Simplification of security landscape
- Cloud security

Figure 7: Three key considerations to embed security at every implementation stage

In doing so, there are three key considerations: vulnerability management, data privacy management, and security in the SAP S/4HANA roadmap (see figure 8). In all of these, it’s important to remember that security shouldn’t have to come at the expense of customer experience. To be most effective, security must be embedded in the natural flow of the customer journey and appear effortless for the user.
<table>
<thead>
<tr>
<th>WHAT?</th>
<th>HOW?</th>
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<tbody>
<tr>
<td><strong>Vulnerability Management</strong></td>
<td>• Use experts to diagnose and provide long-term plans to reduce attack exposure.</td>
</tr>
<tr>
<td>Integrate vulnerability management in your security management practices to deter even the most sophisticated attacks. Protect all digital surfaces.</td>
<td>• Adopt continuous security monitoring and regular patching reviews to secure the IT environment from latest attacks.</td>
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<td></td>
<td>• Embed secure development in your system integration practices with code hardening, code scanning and policy enforcements.</td>
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<tr>
<td><strong>Data Privacy Management</strong></td>
<td>• Assess and monitor your compliance to internal data policies with SAP GRC.</td>
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<tr>
<td>Implement a proactive approach to collection, use, and retention of data to comply with regulation and prevent data breaches.</td>
<td>• Centralize privacy management and distribute responsibility.</td>
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<td></td>
<td>• Manage consent and give data control to the stakeholders to build trust.</td>
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<td></td>
<td>• Leverage the suite of SAP data-centric products to implement dynamic management of data access and classification.</td>
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<tr>
<td><strong>Security in your SAP S/4HANA Roadmap</strong></td>
<td>• Invest in SAP GRC skills.</td>
</tr>
<tr>
<td>Don’t let security become a burden for end-users. Use a simplified, integrated approach with user-oriented apps to involve every user of your organization in your compliance process.</td>
<td>• Upgrade to the latest versions to take advantage of the SAP S/4HANA ruleset and integration with SAP cloud solutions.</td>
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<td></td>
<td>• Use accelerators for migration of authorization rulesets to SAP S/4HANA, adapting to setup changes.</td>
</tr>
<tr>
<td></td>
<td>• Take advantage of SAP Cloud Identity and Access Governance to streamline single sign-on in cloud environments.</td>
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Figure 8: Security management in an SAP context
LEADING IN THE POST-DIGITAL FUTURE WITH SAP SOLUTIONS AND TECHNOLOGIES

In the past, business ambitions often outpaced technology’s ability to deliver. This is changing fast. Technology now offers virtually unlimited opportunities for reaching customers and making a unique difference in each moment of their lives through the products and services they consume.

But not all businesses are currently ready to thrive in this post-digital era of near-unlimited possibility. As technology becomes ever more seamlessly interwoven throughout the fabric of the enterprise, it’s time to look beyond traditional digitization initiatives and prioritize business innovation and reinvention.

Businesses should start thinking about how SAP’s intelligent enterprise solutions and technologies can prepare their organizations for the post-digital future and how to drive their transformation journey at pace.

The leaders in the post-digital world will be those who:

1. Leverage the combinatorial power of core and emerging technologies on a trusted platform such as SAP’s to drive the most value from adoption.

2. Elevate the experience with SAP C/4HANA and Qualtrics.

3. Activate the future workforce with Accenture’s Intelligent Talent and HR solution, building on the people engagement dimension of SAP’s intelligent suite.

4. Rethink trust and security for today by protecting not just their own organizations, but their entire ecosystems, using SAP’s security solutions.
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