The Post-Digital Era is Upon Us
ARE YOU READY FOR WHAT’S NEXT?
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AS A SOCIETY WE ARE NEARING A TURNING POINT IN DIGITAL ENTERPRISE, WHERE MORE BUSINESSES WILL HAVE COMPLETED THEIR DIGITAL TRANSFORMATIONS THAN NOT.

Digital-era technology, which began as a differentiating advantage years ago, is now expected from every business, but its impact is still changing the relationship between businesses and society, and the expectations of individual people. Spearheaded by communications companies, businesses are taking their first steps in a new world where products, services, and even people’s surroundings are customized, and where businesses cater to the individual in every aspect of their lives, shaping the very realities they live and work in.

What is enabling—and driving—this reality-shaping shift?
The emergence of a post-digital world.

The digital saturation of services has given communications companies the potential for exceptional capabilities. They can understand their customers with a new depth of granularity. They have more channels than ever to reach those consumers. And with companies in every industry heavily investing in digital technologies, there are more digital ecosystems and more potential partners to help companies create holistic experiences. But these capabilities and advantages are now available to every organization. As they look towards the post-digital era, communications leaders need to ask how they will set themselves apart.
WHAT DOES “POST-DIGITAL” MEAN FOR COMMUNICATIONS COMPANIES?

Our Technology Vision research found that 94 percent of communications executives surveyed report that the pace of innovation in their organizations has accelerated over the past three years due to emerging technologies.¹

Figure 1. Technology’s impact on the pace of change.

Global Sample n=6672; Communications Executives n=565
The longevity of most Communication Service Providers (CSPs) is both an opportunity, thanks to long-standing trust developed with customers, and a risk owing to technical debt in legacy systems and operating models. To progress, they need to accelerate completing their digital transformations to extract the greatest value from their investment, while simultaneously turning a strategic eye toward what’s next. By shifting the company’s focus to opportunities (or opportunity targets), finding a place among the ecosystems of the post-digital era, and mastering digital investments with a view toward the post-digital future, leaders position their organizations for success for years to come.

It’s a tall order, and many CSPs are at different stages in their digital transformation journeys. But, thanks to the power of now post-digital expectations, the next era will be one of massive customer, employee, and societal development. It’s an era of tremendous possibility: to deliver services for any moment in any reality.

Today, many CSPs are focused on optimizing their core business to reduce costs. While this is a sensible practice, digital transformation leaders recognize the importance of reinvesting those savings to fuel future growth in new ways of operating to grow their core and innovative business models to scale to the new. The cost of failing to act and prioritize transformation is likely to be highest if and when CSPs find themselves without those capabilities expected in a post-digital world.
CSPs are looking to become Multi-Sided Platform Providers or Connected Industry Orchestrators, business models that enable and monetize new B2B and B2C opportunities. To achieve that ambition, CSPs need to pivot their technology strategy and capabilities.

CSPs need to **build open and decoupled platforms** while embedding delivery methodologies—such as Agile and DevSecOps—and exploit cloud-native software engineering.

To get to know their customers **better** as they gather more and better data, the CSP’s entire organization needs to become data-driven as an “intelligent omniscient enterprise” that uses data to improve both customer and enterprise operations. This closed loop data is central to enable modern product and service fabric for CSPs.

Smart machines need to become **part of the workforce**, with cognitive computing supporting employees at every level to enrich new products and services. The new products need to come from a digital factory to drive speed and value, with the development of the digital skills and culture to support an intelligent workforce that can deliver engineering and technology dominance.

CSPs must **cultivate a rich ecosystem** that can integrate into their own workflow, collaborating with others to drive industry standardization and forming alliances and relationships that will help them move towards a platform-based business.
This year’s Accenture Technology Vision highlights five emerging trends that will shape businesses over the next three to five years.

Each trend shows how digital saturation is raising expectations, abilities, and risks across industries, and how businesses are seeking new ways to differentiate themselves as the world moves toward the post-digital era.
TREND 1
DARQ POWER
UNDERSTANDING THE DNA OF DARQ
As the world moves into a post-digital era, communications companies are setting their sights beyond their organization’s digital transformation, moving toward shaping how business partners, employees and individuals interact with the world through technology. To succeed, future-minded leaders know that, in addition to using every digital tool in their current arsenal, they'll also need new ones.

The next set of technologies every company will need to master:

- Distributed Ledger Technology (DLT)
- Artificial Intelligence (AI)
- Extended Reality (XR)
- Quantum Computing

In other words, “DARQ” matters.
Individually, each of these four technologies represent opportunities for communications businesses to differentiate their products and services. Collectively, they will open unimagined new pathways into the future.

Across DARQ technologies, investments and adoption are rising steadily. VR and AR saw a 12 percent increase in investment between 2016 and 2017, reaching $3 billion that year; in the first three months of 2018, companies invested $750 million in AR/VR startups. Distributed ledger investments are exploding, with blockchain and cryptocurrency-focused startups alone collecting almost $3.9 billion in investments in the first three quarters of 2018—nearly three times the total for all of 2017.
91 percent of communications executives are already experimenting with one or more DARQ technologies, expecting them to be key differentiators.

Each technology is at a different point on the adoption curve, but companies are already using DARQ technologies to drive differentiation.

Figure 2: Organization’s stage of adoption for each of the following emerging technologies today.
Artificial Intelligence

When asked to rank which of the DARQ technologies will have the greatest impact on their organization over the next three years, 43 percent of communications executives ranked AI number one.

CSPs are using AI to optimize their networks and customer support/sales. Wireless companies like Sprint are investing in AI, where virtual assistants now handle up to 30 percent of chats and cover transactions such as scheduling payments, managing wallet and upgrade support.4

AI capabilities are also enabling CSPs to identify and score network and device health problems, then act before poor performance causes customer churn. To extend AI capabilities that will enable them to operate as truly intelligent enterprises, CSPs must scale the new IT by moving beyond pilots and proofs of concept.

Blockchain

Over half (55 percent) of communications executives surveyed indicated that their organizations have adopted or piloted blockchain/distributed ledger. Blockchain is no longer just in the aspiration or learning phase. Many proofs of concept and pilots are underway, consortia have collaborated to develop industry use cases and the implementation of platform solutions is in progress.5

Telefónica, for example, played an important role in the International Telecoms Week Global Leaders’ Forum, including helping with the successful completion of a blockchain POC aimed at settling voice transactions between multiple carriers. According to Enrique Wong Lam, Telefónica’s Head of Voice Wholesale Product Marketing, the POC was all about creating trust. “Of course, we have very good relationships and partners, but, at the end of the day, business is business,” he says. “We use blockchain to bring trust to the process.” Telefónica is now looking to widen the scope of the PoC, and is evaluating the end-to-end settlement of any kind of voice agreement, from contracts through to payment.6

Blockchain also has an important role to play in combination with other technologies. AI, for example, won’t reach its full capabilities without taking blockchain into consideration. Blockchain’s ability to securely expand an AI solution’s access to data across organizations will drive a whole new set of insights and value.7

CSPs can become the enablers of these new technologies by making use of the increased bandwidth and computing power that will be enabled by 5G. For example, the Internet of Things (IoT) will connect any and all devices, and with 5G’s increased bandwidth and the corresponding growth in computing power, data management will be critical. Merging device connectivity with device management through a blockchain will offer the security to manage personal, corporate, and operational network information. It’s the combinatorial impact of technologies that will empower the network operator: blockchain enables secure data sharing and AI supports new ways to manage that data.
Extended Reality

The arrival of 5G will usher in a new world of extended reality experiences that will change all sectors, from entertainment to industrial. Augmented reality enabled field force workers are able to optimize time and supplement their expertise on installation and maintenance tasks. Some communications companies are already experimenting with the possibilities in the consumer space as well. For example, AT&T is working with NVIDIA and Arvizio to test network speeds and the user experience when using VR for gaming and visualization of complex 3D models. The company is also shaping XR for the consumer market, in partnership with Magic Leap, selling the Magic Leap One in its flagship stores, demonstrating the technology with an interactive experience.

Quantum Computing

While 19 percent of communications executives surveyed indicated that quantum computing will have the greatest impact for their organizations over the next three years, well-proved use cases and the mature technology to execute them, might still be some way off for communications businesses. However, companies can prepare today for the quantum future of tomorrow by completing their journey to the cloud, enabling more flexible platforms to support their future computing power.

Overall, DARQ will enable the post-digital era of business and technology, and those looking to lead in that era must start now.
TREND 2
GET TO KNOW ME
UNLOCK UNIQUE CONSUMERS AND UNIQUE OPPORTUNITIES
As the world moves into the post-digital era, communications companies are beginning to build new products and services that shift the one-off, transactional exchanges between businesses and consumers to an ongoing, customized relationship.

The technologies people choose to use are now so integrated into their lives that they have become a part of consumers’ identities, and communications leaders are using those identities to create a new generation of offerings.

Technology identities are part of an emerging enterprise feedback loop, one that first began to show its potential with the personalization efforts of the digital era. Through digital technologies, communications companies gained new, direct touchpoints with customers. They used the resulting “snapshots” of insight into customer needs and goals to deliver personalized products and services, which, in turn, gave them even more insight into their customers.

Now, that technology-driven feedback loop is about to kick into overdrive.
86 percent of communications IT and business executives believe that digital demographics give their organization a new way to identify market opportunities for unmet customer needs.
CSPs are moving beyond personalized products to individualized experiences, creating a one-to-one relationship with each customer where technology plays the starring and ever-present role.

Partnering with each customer

If CSPs leverage this data effectively, they will be able to own the customer relationship to a greater extent than they do today by providing experiences that are meaningful for each customer on an individual basis.

The legacy challenge

There are challenges to creating these new, digital experiences, not least of which is connecting legacy systems. However, some leaders are already pivoting to new platforms that can support more nimble and agile digital delivery. Swisscom, for example, has created an API-first commerce platform that intermediates between the customer experience layer and systems of record like ERP, CRM, inventory or supply chain. Swisscom marketers and merchandisers can now use their new platform to create digital customer experiences at a pace that meets market needs.

The trust advantage

One clear advantage that CSPs possess is the trust that has been built up with customers over the course of long-standing relationships. This offers a big opportunity to differentiate their offerings, particularly against the digital natives, when building out holistic digital identity platforms. Now more than ever, CSPs must work hard to preserve that trust. Accenture research shows that as the public becomes more aware of how companies use their personal data and emphasize the importance of keeping it safe, there is a growing correlation between data protection and trust. Responsible use of data and compliance with regulations such as GDPR are both important to maintain that trust and to secure customer loyalty.

The struggle between privacy and the delivery of individualized experiences is the most pressing piece of the growing consumer technological identity, but it is far from the only consideration for CSPs looking for sustainable growth opportunities. As communications businesses look to deliver rich, technology-driven experiences, they must understand and then capitalize on the devices and digital channels each consumer has access to. This ability is driven at the product level, to ensure that technology-led products and services are meeting customers’ individualized expectations. Comcast, for example, is using the data from its digital home platform to not only ensure that customers get a great service, but to identify new opportunities for innovation that can further enrich the customer experience through new products.
TREND 3
HUMAN+ WORKER

CHANGE THE WORKPLACE OR HINDER THE WORKFORCE
77 percent of communications executives agree that increasing employee velocity has increased the need for reskilling in their organization.
Today’s workers are equipped and empowered by technology, incorporating it to perform existing tasks in new, post digital roles. The workforce is becoming “human+”: each individual is empowered by their skillsets and knowledge, plus a new, constantly growing set of capabilities made possible through technology.

As the line between employees and the technology they use blurs, a new divide is emerging. The workforce is evolving at a rapid pace, incorporating new technology-driven abilities and skills to deliver value for the company—while the enterprise itself is still optimized for the workforce of the past. Seventy-two percent of communications executives agree their employees are more digitally mature than their organization, resulting in a workforce “waiting” for the organization to catch up. Talent-finding and knowledge management strategies are out of sync with the capabilities of human+ workers, and investments in learning and reskilling are far short of where they need to be for the high rate of employee transitions to different roles or companies.

The bottom line for communications companies? Adapt the technology strategies that successfully created this new workforce to empower them even further. Through AI, extended reality (XR) and sentiment analysis, communications companies can propel their workforce forward, blazing a trail for the company’s continued growth.

Communications businesses have not been going through their digital transformations alone.
Need for new skills

CSPs must focus on the new skills they need to support operations in the post-digital era. Developing new products will require the development of new skills, as well as looking to the wider ecosystem for opportunities to collaborate. That’s what Deutsche Telekom does: the company focuses on innovation and new product development through their Telekom Innovation Laboraties T.I.L. as it partners with learning institutions such as Technische Universität Berlin to shape the future of communications services.

CSPs should also consider the IT skills their organizations will need to drive their digital transformation journeys. While enacting new delivery methodologies and processes such as Agile and DevOps, developing new human+ roles should occur in tandem. And while developing the “hard skills”, communications companies should also consider the consistent need for workers who can marry technical expertise with ‘soft skills’ such flexibility, adaptability and leadership that enable them to work collaboratively across functions.
Measuring employee performance in this new human+ model will also change. Metrics, expectations, and incentives for employees will need to reflect how well they are partnering with technology to achieve new outcomes. For example, a customer service agent will no longer be evaluated on on turn and churn, but now will be expected to utilize customer data and AI decision engines in order to identify who might be at risk of churn and take proactive steps to mitigate the risk. Companies are already using AI and natural language processing to augment customer service. Take Verizon, and its Digital Customer Experience, for example. The platform combines four AI-powered components—virtual agent, live agent, knowledge assist, and social engagement—to improve customer support outcomes. It connects customers to support agents while providing those agents with useful context, including history of prior interactions, conversation details, and browsing status. It can scan internal and external data sources as well as contextualize that information with customer history data.

To lead in the human+ era, communications companies must invest in their workforces through learning and reskilling strategies that prepare employees for changing roles.
TREND 4

SECURE US TO SECURE ME

ENTERPRISES ARE NOT VICTIMS, THEY’RE VECTORS

COMMUNICATIONS TECHNOLOGY VISION 2019: THE POST-DIGITAL ERA

#TECHVISION2019
As orchestrators across the value chain, CSPs have a key role to play in securing devices operating in the rapidly expanding IoT world that 5G will drive. It’s a role that the GSMA15 (which includes 750 operators with almost 400 companies in the broader mobile ecosystem) is promoting with the development of IoT Security Guidelines and IoT Security Assessment.

Today’s ecosystem-dependent business world amplifies the impact of cyberattacks: incidents that cripple one enterprise can grow rapidly and expand to threaten a company’s partners, industry, and beyond. While communications companies find rich opportunity in working with others, they are simultaneously extending, and absorbing, the risk and vulnerabilities of their partners.

The future development of the communications industry will also need a renewed focus on security. For example, 5G will require advanced thinking about security as providers extend their networks to include additional IoT devices.
Threat actors see ecosystems as an ever-widening attack surface, while most businesses still look at cybersecurity as strictly an individual effort.

Only 28 percent of communications executives report that they know their partners are working as diligently as they are to be compliant and resilient to security.

Figure 5. Only 28 percent of communications executives know their ecosystem partners are working diligently to be compliant and resilient with regard to security.

Global Sample n=6672; Communications Executives n=565
Interconnectedness increases companies’ exposures to risks, and leading communications businesses are recognizing that while they already collaborate to deliver best-in-class products, services, and experiences, it is high time security joins that effort as well.

To respond to this dichotomy, organizations must include growing ecosystem dependencies as part of their own security posture and make security a cardinal component of how they build partnerships.
Security beyond borders

Historically, communications companies have invested heavily in network security. As they collaborate with more, new and deeper partners, they are allowing those partners to cross the established boundaries of the network. As that happens, it’s critical to create robust security governance models to develop (and maintain) the strategies that will provide the assurance that the network remains well protected. It’s important to bear in mind that establishing ecosystem security processes is not a ‘one and done’ exercise. All participants must be responsive to these challenges to ensure that they are future-proofing as they develop.

If enterprises hope to collaborate on security across their ecosystem, the first step is reframing their understanding of threats and the subsequent risk those threats pose. In a recent Accenture survey, 71 percent of IT and business executives felt that cyberattacks were a “black box” and did not know how they would affect the organization. If communications leaders cannot assess the impact of an attack on their own organization, how will they understand the risk posed to their ecosystem partners—or the risks they are accepting through those partnerships?

To show what that looks like in practice, take the case of Strava, a fitness app, that had to suspend services after it was discovered that the app’s anonymized activity map was inadvertently uncovering classified US military sites as soldiers tracked their workouts. The data did not present significant risk to Strava or any privacy risk to individuals, as it was aggregated and not personally identifying. But it was this very aggregation, coupled with free access to the information, that generated substantial risk for a subset of the company’s customer base—and, in fact, for a large group of non-Strava users as well.

New ecosystems, new threat models

One way communications leaders can better understand the risk they and their partners face is by expanding their approach to threat modeling. Threat modeling across an entire ecosystem will help companies expose and understand immediate enterprise and ecosystem risk. Businesses do not stand still—and neither does risk. Yet as these business relationships change or grow, the new security risks they introduce are often overlooked. Only 38 percent of businesses report including the chief information security officer (CISO) when considering new business opportunities. Making sure that leaders across the business in many different roles are aware of potential risks is essential.

That’s what AT&T aims to achieve with its Security Advisory Council. This is a board of cross-functional business and security leaders who meet regularly to discuss the most pressing issues facing the organization.

Making sure that leaders across the business in many different roles are aware of potential risks is essential.
TREND 5
MY MARKETS
MEET CONSUMERS’ NEEDS AT THE SPEED OF NOW
Companies, workforces, consumers, and industries are now inextricably connected, and being digital is no longer enough for a communications business to differentiate itself. But it does give communications organizations a foothold for their next big opportunity: capturing moments.

With direct digital access to customers and increasingly powerful analytics capabilities, communications companies can understand their current and potential markets better than ever before. And with sophisticated backend technology that can reorient the business quickly, they can deliver for those momentary markets faster than ever before. Put those capabilities together and every moment is a chance to deliver a new product or service designed not just for a specific customer, but for their needs at a specific point in time.
Operating in the moment

Eighty-four percent of communications executives agree the integration of customization and real-time delivery is the next big wave of competitive advantage. But before companies in the sector can deliver for a given moment, they have to know that the opportunity exists. While many already do demand planning and forecasting on a large scale, in the era of momentary markets, forecasts and predictive models won’t be limited to long-range planning or major trends; they will be used for everything to anticipate key opportunities.

To anticipate these moments of opportunity, communications companies must dramatically improve the granularity of their forecasting, and the first step is turning to AI. It is not a question of collecting more data; communications companies already have information on supply chains, customer sentiment, stock, transit times, and even the weather. The challenge? No team can tackle this deluge of information alone.

To demonstrate successful information management and analysis, take for example Accenture’s work with KPN. The two are working together to enhance the KPN customer experience by providing new ways to deliver video and related services, giving KPN the ability to continue to scale its video business while providing new capabilities to accelerate innovation in an increasingly competitive market.

Accenture Digital Video will implement and run for KPN the latest version of its digital video platform, AVS 6. AVS 6’s web-scale solution enables KPN to continuously innovate on the platform, providing data-driven, micro-service capabilities to test, build, and scale highly personalized experiences that promote customer loyalty while optimizing costs across KPN’s entire business.

The need for speed

Identifying moments of opportunity is just the first step. The other piece of the puzzle is being able to compete for those moments when they arise. To do that, businesses must deliver precisely what people want, with increasingly specific personalization for the circumstances of the moment. Responding rapidly to customer demand is critical.

Take the telecom equipment provider Infinera, for example. It used to take up to 36 hours to provide its enterprise customers with accurate quotes on prices and inventory availability. The delay gave customers the opportunity to find competing quotes, lose interest, or otherwise move on. By using an AI platform to integrate inventory, scheduling, and pricing data, Infinera has created dynamic real-time insight into order availability. Their sales teams can now quote prices instantly, with more accurate delivery windows, improving customer conversion and satisfaction.

Every CSP is at a different place on their journey so it is important to also consider leveraging the capabilities of partners to execute on-demand experiences. Telstra, Australia’s largest telecommunications company, used MATRIXX Digital Commerce to drive its Digital First Transformation. Using MATRIXX Digital Commerce, Telstra was able to provide customers self-care channels to purchase roaming and other services on-demand, deliver real-time information, and meet aggressive implementation timelines.
MISS THE MOMENT, AND THERE IS NO SECOND CHANCE.

When unsatisfied, 76 percent of customers believe it is easier than ever to simply take their business elsewhere. But opportunity awaits the businesses that are prepared to capture the moments when they come. Their ability to remain continuously relevant—a living business in the face of constantly changing customer, partner, or employee needs—will set them apart in a way that was not possible before.
84 percent of all business and IT executives believe that 5G will have a significant impact on their industries within the next five years.

The new momentary world will be built on the burgeoning IoT market. Each device is a new channel, a new source of data, and a new way to identify and reach a momentary market. Communications companies will provide the catalyst that will boost IoT to its long-awaited full potential through 5G networks. The speed, reach, and decreased latency of 5G will put long-standing concerns around connectivity and bandwidth for IoT devices to rest. 5G will provide the basis for a truly intelligent network of cars, robots, drones, and more—all of which will be able to communicate and react in real time, wherever people need them. Communications companies’ significant investments in building 5G networks will make pervasive, real-time intelligence a possibility everywhere, allowing companies the technological capabilities to spot moments of opportunity before they come—and capture them before they go.
CONTACTS

GEORGE NAZI
Communications & Media Industry Lead
gеоре.nаzі@ассеnturе.соm

ADRIANO POLONI
Accenture’s Tech Lead for Communications & Media
аdriаnо.роlоnі@ассеnturе.соm

STAY CONNECTED

Accenture Comms and Media

Accenture Comms

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Every year, the Technology Vision team partners with Accenture Research to pinpoint the emerging IT developments that will have the greatest impact on companies, government agencies, and other organizations in the coming years. These trends have significant impact across industries, and are actionable for businesses today.

The research process begins by gathering 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 nearly 100 Accenture business leaders from across the organization.

Each year, the research process also includes a global survey of thousands of business and IT executives from around the world, to understand their perspectives on the impact of technology in business. Survey responses help to identify the technology strategies and priority investments of companies from across industries and geographies.

As a shortlist of themes emerges from the research process, the Technology Vision team reconvenes its advisory board. The board’s workshop, a series of ‘deep-dive’ sessions with Accenture leadership and external subject-matter experts, validates and further refines the themes.

These processes weigh the themes for their relevance to real-world business challenges. The Technology Vision team seeks ideas that transcend the well-known drivers of technological change, concentrating instead on the themes that will soon start to appear on the C-level agendas of most enterprises.
SURVEY DEMOGRAPHICS

20 Industries:
1. Aerospace and Defense
2. Automotive
3. Banking
4. Consumer Goods and Services
5. Chemicals
6. Communications
7. Energy
8. Healthcare
9. Industrial Equipment
10. Insurance
11. Life Sciences
12. Media
13. Metals and Mining
14. Public Service
15. Retail
16. Semiconductors
17. Software and Platforms
18. Transportation
19. Travel
20. Utilities

Revenues (USD):
1. $50 billion or more
2. $20-$49.9 billion
3. $10-$19.9 billion
4. $6-$9.9 billion
5. $1-$5.9 billion
6. $250-$999 million

Roles:
(50 percent Business Executives/50 percent IT Executives, Director Level and Above)

- Chief Information Officer
- Chief Mobility Officer
- Chief Technology Officer
- Chief Marketing Officer
- Chief Finance Officer
- Chief Operating Officer
- Chief Security Officer
- Chief Information Security Officer

- Chief Strategy Officer
- Director of Technology
- Director, IT
- Director of Business Function (Non IT-related)
- Director, Line of Business (Non IT-related)
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About Accenture

Accenture is a leading global professional services company, providing a broad range of services and solutions in strategy, consulting, digital, technology and operations. Combining unmatched experience and specialized skills across more than 40 industries and all business functions—underpinned by the world’s largest delivery network—Accenture works at the intersection of business and technology to help clients improve their performance and create sustainable value for their stakeholders. With 469,000 people serving clients in more than 120 countries, Accenture drives innovation to improve the way the world works and lives. Visit us at www.accenture.com.

About Accenture Labs

Accenture Labs incubates and prototypes new concepts through applied R&D projects that are expected to have a significant impact on business and society. Our dedicated team of technologists and researchers work with leaders across the company and external partners to imagine and invent the future.

Accenture Labs is located in seven key research hubs around the world: San Francisco, CA; Sophia Antipolis, France; Washington, D.C.; Shenzhen, China; Bangalore, India; Herzliya, Israel and Dublin, Ireland; and 25 Nano Labs. The Labs collaborates extensively with Accenture’s network of nearly 400 innovation centers, studios and centers of excellence located in 92 cities and 35 countries globally to deliver cutting-edge research, insights and solutions to clients where they operate and live.

For more information, please visit www.accenture.com/labs.

About Accenture Research

Accenture Research shapes trends and creates data driven insights about the most pressing issues global organizations face. Combining the power of innovative research techniques with a deep understanding of our clients’ industries, our team of 300 researchers and analysts spans 20 countries and publishes hundreds of reports, articles and points of view every year. Our thought-provoking research—supported by proprietary data and partnerships with leading organizations, such as MIT and Harvard—guides our innovations and allows us to transform theories and fresh ideas into real-world solutions for our clients.

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