Transforming the industry that transformed the world

High Tech industry narrative

Copyright © 2021 Accenture. All rights reserved.
Eight trends are triggering a new Industry Paradigm for High Tech

Revealed in the 2021 Accenture High Tech industry study

As traditional markets mature, pressure to exploit industry convergence points to expand revenue streams.

Supply chain volatility due to global chip shortage & COVID-19 disruption.

Growth in 5G-enabled solutions due to increased demand for streaming content, gaming, and connected experiences.

Shift to AAS business models to create more long-term value for customers.

Accelerated need for cloud transformation to sustain hybrid workforce solutions.

Explosion of smart devices & edge computing applications.

Push to integrate AI & ML everywhere along the value chain to spur top-line growth and support the bottom line.

Heightened macro-level instability due to geopolitical tensions & new trade policies.

Copyright © 2021 Accenture. All rights reserved.
Evolving customer needs and macro-level shifts spur the need for technological evolution and operating model re-invention

<table>
<thead>
<tr>
<th>Technological evolution</th>
<th>Op model re-invention</th>
<th>Macro-transformation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cloud-powered innovation</td>
<td>Rise in smart devices</td>
<td>Embedding AI &amp; ML</td>
</tr>
<tr>
<td>Major migration to cloud, accelerated by COVID-19, creating opportunity for new types of innovation</td>
<td>Proliferation of smart devices and platforms that are connected to IOT and AIOT</td>
<td>AI/ML solutions accelerating and enabling both top and bottom line opportunities</td>
</tr>
<tr>
<td>Sales of new cloud semis &amp; solutions + internal efficiency and innovation opportunities</td>
<td>Reinventing the core product offering and creating new types of devices</td>
<td>Sales of new types of AI/ML semis &amp; solutions + internal use of AI/ML to increase operational efficiency</td>
</tr>
</tbody>
</table>

**Triggers for a New Industry Paradigm**
High Tech CXOs are tasked with five key imperatives

01 Shift to as-a-service
Adoption of new recurring revenue subscription models to sustain top-line growth & meet customer demand

02 Expand industry boundaries
Acceleration of tech-driven industry convergence & blurred industry lines to unlock new growth potential

03 Reinvent the portfolio
Investment in connected ecosystems & cutting-edge technologies to deliver hyper-customized experiences

04 Modernize the enterprise
Enablement of new business models, processes, and technologies to support strategic vision and reduce operational cost and complexity

05 Build resilient supply chains
Repurposing of supply chain resiliency (as a result of global chip shortage and COVID-19 pandemic) to mitigate risk and protect revenue

High Tech companies must modernize their core...

... to modernize the world through new business models, new products, and new markets
Shift to as-a-service

**As-a-service (AAS)**

Departure from traditional product-only business model to subscription-oriented, bundled **product + service + platform-based business model**

**High Tech relevance**

Existing hardware-centric business models fail to enable customer preferences for **dynamic, integrated, seamless experiences**

High Tech companies can mobilize their deep footprint and install base to leverage **AAS as an avenue for differentiation in a hyper-competitive High Tech landscape**
High Tech as-a-service trailblazer

Snapshot into Apple’s evolution

Apple is the quintessential boundary pusher. Over the past decade, Apple has cultivated obsessive brand loyalty through sustained breakthroughs in both hardware and subscription-based software offerings. No other company better exemplifies adoption of AAS as a vehicle for profitability and revolutionary customer experience.

<table>
<thead>
<tr>
<th>Year</th>
<th>Market cap</th>
<th>Services as % of net sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>2001</td>
<td>$7B</td>
<td>N/A</td>
</tr>
<tr>
<td>2011</td>
<td>$377B</td>
<td>5.8%</td>
</tr>
<tr>
<td>2016</td>
<td>$609B</td>
<td>11.3%</td>
</tr>
<tr>
<td>Jan 21</td>
<td>$2.2T</td>
<td>19.5%</td>
</tr>
</tbody>
</table>

Source: Accenture Research, Yahoo Finance, Apple 10-K
Subscription-based revenue streams are key to meeting customer demand & sustaining top-line growth

Proven success of AAS in Software & Platforms has unlocked Pandora’s box for High Tech to do the same

Companies that have adopted subscription-based models have created 5x more enterprise value per dollar of revenue earned

Global AAS market is skyrocketing, with a projected CAGR of 24% or $344.3B by 2024

Apple’s Services (incl. Fitness+, News+, iCloud) business expected to top $50B in profit by 2025

Where are we today?

High Tech players recognize that adopting an as-a-service business model is not a matter of if, but when. Amid growing customer demand for curated Product + Service + Platform solutions, High Tech firms are quickly reaching the limits of value that can be captured through existing business models. Nevertheless, they struggle to adopt the financial models, supply chains, and sales organizations required to enable AAS.

What should we do tomorrow?

Reinvent the relationship between the company and the customer to establish a more predictable, recurring revenue stream and create customers for life

Assess potential for vertical integration across the stack by exploring Product + Platform + Service + Experience bundling to differentiate in an increasingly saturated market

Source: Accenture Research, P&S Intelligence, Forbes
Leaders are betting on as-a-service to deliver

High Tech leaders are laser-focused on revenue growth as their #1 priority. High Tech leaders are placing strategic bets on as-a-service as fuel for long-term scale.

Top C-Suite goals for the next 2–3 years:
- 59% | Revenue growth
- 46% | Creating operational efficiencies
- 42% | Profit / EBITDA growth
- 40% | Improved data security

Benefits of transitioning to an AAS model:
- 32% | Reduced time to benefit
- 64% | Ability to scale
- 47% | Easy integration
- 27% | Easy to use & build POCs
- 30% | Lower CapEx
- 32% | Access to new SW upgrades / releases
- 35% | Pre-built functionalities & use cases

Source: Accenture 2021 High Tech C-Suite Survey
1. Over the next 2-3 years, what are the top goals for your company?
2. What are the top benefits of transitioning to an -AAS model for externally sourced capabilities / solutions?

Copyright © 2021 Accenture. All rights reserved.
To effectively adopt as-a-service, High Tech companies should take five fundamental actions:

1. **Shift to as-a-service**
   - Revamp go to market strategy and sales organization
     - Upskill and enable the sales organization to launch new bundled offerings. Reassess how to go to market to effectively deliver on the value proposition, enhance customer experience, and achieve financial objectives.

2. **Reinvent and expand the ecosystem**
   - Develop strategic partnerships to reach build-partner-buy decisions and jointly develop, market, and commercialize offers.

3. **Build foundational business transactions, process, and tools**
   - Invest in secure enterprise system capabilities and develop scalable architecture to enable new business transactions with a frictionless user & customer experience.

4. **Redesign the operating model**
   - Ensure the right cross-functional capabilities are in place to support the Go to Market strategy in a more sustainable and responsible way, with clearly defined roles & responsibilities.

5. **Unify product and platform strategy**
   - Develop a shared platform of common, base services that allow product teams to rapidly innovate and experiment.
Expand industry boundaries

Industry convergence
Pivot from core competency area (e.g., hardware component) to creation of high-value, cross-industry experiences (e.g., hardware-powered solution that includes software and services).

High Tech relevance
High Tech players are today’s leaders in ecosystem carryover, leveraging their existing foothold, loyal customer base, and distribution channels to secure a competitive position in new industries. From Automotive to Health, High Tech firms are quickly becoming respected rivals in adjacent industries.
High Tech industry boundary trailblazer

Snapshot into NVIDIA’s evolution

From graphic chip startup to end-to-end industry solution activator, NVIDIA is redefining what it means to be a High Tech player. NVIDIA capitalizes on its full-stack expertise to rewrite industry borders and co-design the smart-X ecosystem.

Market cap

<table>
<thead>
<tr>
<th>Year</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>$8B</td>
</tr>
<tr>
<td>2016</td>
<td>$57B</td>
</tr>
<tr>
<td>Jan 21</td>
<td>$321B</td>
</tr>
</tbody>
</table>

FROM
GPUs in electronic gaming & PCs

TO
Breakthrough end-to-end (E2E) industry solutions

E2E hardware, software, and service industry solutions

**Autonomous vehicles**
- Self-driving cars and virtual simulations
- Next gen last-mile delivery robots

**Smart city metropolis**
- Incident detection
- Humanitarian & disaster relief
- Traffic management

**Intelligent stores**
- Asset protection
- Personalized in-store experience
- Autonomous shopping

**Smart hospitals**
- AI patient assistant
- Automated PPE & hospital inventory checks
- Smart devices

Source: Accenture Research, Yahoo Finance, NVIDIA
The Company + Customer paradigm continues to shift as High Tech players face inward and outward convergence

High Tech companies who orchestrate strategic industry collisions are better positioned to meet growing customer expectations for on-demand, curated hardware + software + service solutions.

73% of health consumers reinforce the market opportunity for wearables, stating wearables that monitor glucose, heart rate, physical activity, and sleep as beneficial to understanding their health

$78B Global automotive software (e.g., ADAS, infotainment) market is projected to reach $78B by 2030

$2T Consumer Tech companies (e.g. Samsung, Apple, Google) will continue to expand into Global Payments, as revenue will reach $2T by 2025

Where are we today?

High Tech companies are spearheading a historic wave of tech-driven convergence, investing outside of their core industries to unlock new growth. As industry boundaries blur, new competitive forces emerge, as well as ambiguity on where to strategically play.

What should we do tomorrow?

Examine how industry convergence poses a threat to existing market share & impacts the competitive landscape

Explore cross-industry expansion opportunities to heighten economies of scale, optimize efficiency, expedite R&D productivity / discovery, and stimulate revenue growth

Source: Accenture Research, P&S Intelligence
87% of execs agree: convergence is a growth enabler

Majority of C-suite Executives believe that industry convergence is a core enabler for long-term growth.1,2

Illustrative examples of High Tech industry convergence opportunities

- **Smart mobility**
  - Autonomous boats, cars, trucks, drones, public transportation, military vehicles

- **Connected infrastructure**
  - Edge- and 5G-enabled smart buildings, smart grid, energy/utilities management

- **Digital health**
  - AI-powered smart hospitals, fitness wearables, COVID-19 contact tracing & wallet apps

Source: Accenture 2021 High Tech C-Suite Survey

How strongly do you agree with the following statements:

1. “Industry convergence has increased the level of competition within my industry”?
2. “My company is well-prepared to meet the new challenges and opportunities that come with industry convergence.”?
High Tech players have four pathways to unlock value into new industry ecosystems

**Leapfrog through mergers & acquisitions**
Acquire new capability sets (e.g., intellectual property, talent, distressed tuck-in, strategic bets in growth markets) to reinvigorate existing portfolio and accelerate entry into new spaces.

**Build based on demand sensors**
Pivot from a “sell what you build” mindset to building what customers actually need. Approach R&D and product development from a customer-centric lens to build bespoke solutions.

**Forge strategic alliances**
Design and operationalize an Alliance Innovation Hub to fuel experimentation and commercialize market-relevant joint offerings at scale, without cannibalizing existing offerings.

**Capitalize on installed base to expand into adjacent areas**
Leverage deep device footprint and expansive product capabilities to explore new territories that align with demand sensors (e.g., digital health, sustainability-focused technologies).
## Reinvent the portfolio

With the proliferation of **cloud, 5G, edge, IoT, and AI/ML**, High Tech companies can derive faster insights and develop **hyper-connected customer experiences** catered to limitations in different environments. Product portfolio reinvention is needed to capture growing market opportunity and deliver on evolving customer demands.

<table>
<thead>
<tr>
<th>Portfolio reinvention</th>
</tr>
</thead>
<tbody>
<tr>
<td>Given the explosive growth in these technologies, High Tech companies are forced to <strong>redefine what to build, reassess what assets</strong> (e.g., data) can be monetized, and <strong>reconfigure how to go to market</strong>.</td>
</tr>
</tbody>
</table>

---

Copyright © 2021 Accenture. All rights reserved.
High Tech connected portfolio trailblazer

Snapshot into JCI’s evolution

JCI’s growing investments in emerging technologies have made the company a pioneer in smart building solutions. From thermostat titan to sustainability leader, JCI’s competitive position in smart, secure, and sustainable buildings is continuously enabled by edge computing, advanced analytics, and the connected ecosystem.

Market cap

<table>
<thead>
<tr>
<th>Year</th>
<th>Market Cap</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>$32B</td>
</tr>
<tr>
<td>2016</td>
<td>$38B</td>
</tr>
<tr>
<td>June 21</td>
<td>$47B</td>
</tr>
</tbody>
</table>

FROM
electric room thermostats...
TO
building control systems...
TO
leader in smart building solutions

COVID-19 flexible infrastructure
Fire and security services
Touchless buildings
Sustainability predictive analytics
OpenBlue digital platform
PKI cybersecurity

Source: Accenture Research, Yahoo Finance, JCI

Copyright © 2021 Accenture. All rights reserved.
The High Tech company of the future will harness digital enablers to reengineer its market positioning

High Tech organizations are well-positioned to capitalize on the growing market opportunity for digital disruptors if they are willing to reimagine their product offerings.

**$13T**

5G will yield approximately $13.2T in global economic value by 2035

**$251B**

Global edge computing market is projected to reach $251B by 2024, with a CAGR of 12.5% from 2019–2024

**56B**

By 2025, there will be roughly 56B connected devices worldwide, 75% of which will be connected to an IoT platform

**Where are we today?**

High Tech companies have begun to acquire startups, develop alliances, and integrate IoT/edge capabilities within their portfolios, but many have yet to commercialize at scale. Only few have leveraged these cutting-edge capabilities to enable top-line growth.

**What should we do tomorrow?**

- Refresh product and technology roadmap to encompass strategic digital enablers
- Integrate connected ecosystem into value chain
- Assess market opportunities and potential to pilot cutting-edge technologies through strategic partnerships

Source: IHS Markit, Accenture Research, IDC
Leaders see these digital enablers as the future

High Tech firms are in a race to meet growing customer demand for custom solutions...

...and are investing in the following digital enablers to bring these solutions to life¹

Illustrative example of customer-centric solutions

- Choose your own stadium adventure
  - Powered by 5G

- Dynamic smart home assistance
  - Powered by edge sensors

High Tech C-Suite Executives prioritize AI/ML capabilities and 5G as most important

Source: Accenture 2021 High Tech C-Suite Survey

1. What will be the biggest technological tipping points that will unlock the full potential of smart devices and edge computing to maximize return on investment?
High Tech companies are five steps away from reimagining their portfolios and offering hyper-personalized customer experiences

**Discover the art of the possible**
Identify customer problems (use cases) to solve leveraging cutting-edge technologies (5G, edge, AI/ML, and cloud) as applicable

**Shape the go-to-market strategy**
Assess how to deliver on the value proposition achieve competitive advantage with new product offerings

**Digital innovation factory**
Provide a customizable set of end-to-end digital execution capabilities which combines multi-disciplinary skills to accelerate product launch at scale

**Redesign the value chain**
Consider launching a distinct innovation arm to drive use case design, accelerate execution, and own delivery

**Develop new product introduction strategy**
Determine the value proposition, target audience, and differentiating capabilities that earn your organization the right to win

Reinvent the portfolio
Modernize the enterprise

Core modernization
Reinvention of core technology systems, data architectures, operating models, and operational processes to adapt to new business model

High Tech relevance
High Tech players power the modern economy, but many have yet to modernize their own enterprise. Cue the era of modernizing the core, wherein High Tech firms rebuild their foundation to enable new business models, new market entry, and new product introduction
High Tech core trailblazer

Snapshot into Lenovo’s evolution

Lenovo’s record of innovation is fueled by a history of continuous technology, process, and workforce transformation. Lenovo’s multi-decade journey of reinvestment in the enterprise now affords the company the opportunity to penetrate new markets and transition from a device+ to intelligent solutions company.

Source: Accenture Research, Lenovo Investor Day Reports, Yahoo Finance

FY20 revenue $51B
May 21 market cap $15B

ERP Overhaul
Partner experience & channel transformation
IT op model redesign
Finance transformation
Manufacturing joint ventures
Smart supply chain powered by big data, AI, AR, 5G, IoT & blockchain

Core modernization
Without investing in enterprise transformation, High Tech companies risk leaving billions on the table

High Tech firms will struggle to recover from disruptions and fail to meet changing customer needs unless they get serious about business and op model reinvention, core tech transformation, and provide new value to customers.

60% of organizations lack the capabilities & organizational model to sustain a liquid, modular, and agile organization

40%
Companies can reduce CapEx by 40% by migrating to virtualized, cloud-based architectures

30%
of High Tech executives fear transitioning to the cloud due to nebulous strategic value

Where are we today?
High Tech players have begun to modernize their business as a reactive response to COVID-19. However, adapting their business models to enable more resilient operations, agile ways of working, and cutting-edge capabilities remains an operational challenge.

What should we do tomorrow?
- Refresh technology stack and next gen ERP to optimize operating models supported by cloud to drive growth
- Conduct workforce skill gap analysis and create talent development plans with enterprise transformations

Source: Accenture Research, Morgan Stanley, Bank of America, Nasdaq
AI & Cloud: clear benefits, unrealized potential

High Tech Executives are clear on the benefits of deploying AI & ML within their organizations:

- 79% Ability to drive cost efficiencies
- 58% Ability to drive revenue growth
- 37% Maintain competitive edge in market
- 33% Free up labor for higher-value activities
- 32% Opportunity to upskill labor force
- 18% Stay in line with competitive pressures

Cloud has been pivotal to sustaining a distributed workforce throughout the pandemic. Yet, many High Tech companies have yet to fully unlock the potential of their cloud investments.

High-Tech Executives believe further investment in Cloud can achieve the following:

- 56% IT modernization
- 48% Improved efficiency
- 44% Increased agility & innovation
- 39% Improved productivity
- 30% Cost savings

...but they must first overcome two core challenges around cloud adoption:

- Undeveloped cloud strategy
- Lack of internal cloud expertise

Source: Accenture 2021 High Tech C-Suite Survey
1. What are biggest benefits / reasons for deploying AI/ML solutions within your org? 2. What are the top outcomes your organization is looking to achieve through investments in cloud solutions? 3. What are some of the biggest internal roadblocks in the investment in & adoption of cloud infrastructure solutions?
Modernize the enterprise

High Tech players should take a five-pronged approach to modernize the core of their enterprise

**Redesign the operating model**
Ensure the right, secure structures are in place to activate an intelligent, agile op model that enables fluidity across people, process, technology systems, and assets

**Create a digital foundation powered by next gen ERP & new data strategies**
Leverage next gen ERP and automation to build a digital core that heightens agility, helps real-time decision making, and fuels robust omni-channel experiences. Build a data-powered enterprise through bold big data strategies and AI/ML solutions

**Industrialize operational agility**
Free up human capital to focus on higher-value work through process efficiency, continuous improvement, and centralized data/analytics capabilities

**Unlock the potential of people**
Activate the workforce of the digital future by equipping employees with in-demand skills. Facilitate cultural transformation through increased commitment to Inclusion & Diversity, optimized employee experience, and continuous learning

**Offer a differentiated & personalized customer experience**
Deploy AI-powered customer care solutions to decrease service costs, optimize back-end sales motions, and meet customers where they want to be met

**Copyright © 2021 Accenture. All rights reserved. 24**
COVID-19 and geopolitical tensions have disrupted global supply chains, creating an urgent need to address the crisis while building greater supply chain resilience for the future.

High Tech companies are searching for new ways to infuse agility and intelligence into supply chains to better withstand future crisis.

The flexible, integrated supply chains of the future will help sustain competitive advantage and accelerate growth.
High Tech supply chain trailblazer

Snapshot into Samsung’s evolution

Samsung has become a dominant player in the global semiconductor supply chain by securing a **competitive edge in cost, delivery, and technology**. Through supply chain network diversification and investments in intelligent supply chain capabilities, Samsung’s **supply chain emerges as a core differentiator**.

**Market cap**
- 2011: $134B
- 2016: $218B
- Jan 21, 2021: $487B

Source: Accenture Research, Samsung Investor Relations, Yahoo Finance, Forbes

Copyright © 2021 Accenture. All rights reserved.
In times of disruption, those with agile, intelligent, and resilient supply chains would have the competitive advantage

High Tech firms that can rapidly strengthen their supply chain resilience would be better prepared to adopt as-a-service business models, manage immediate crisis, and anticipate future disruption.

94% of Fortune 1000 companies continue to experience supply chain disruptions due to COVID-19

10 of 12
Major companies in 10 of 12 global sectors state the need to shift a portion of their supply chains from current locations due to tariffs, automation, and national security concerns

#1
In a recent Allianz survey of global executives, business interruption was ranked the #1 most important business risk factor

Where are we today?
COVID-19, natural disasters, and geopolitical tensions have accelerated supply chain disruption. Several manufacturing plants remain closed and shipping options remain limited. As the global chip supply crisis continues, every downstream emerging tech sector is focused on protecting their revenue and supply chain against risk.

What should we do tomorrow?
Invest in intelligent supply chain analytics capabilities to lower disruption response time and minimize costs

As part of AAS adoption, strengthen quality of supply chain services (e.g., same-day delivery of spares, hardware return logistics) to deliver superb customer experience

Infuse enhanced visibility and sustainability within supply chain reduce long-term risk

Source: Accenture Research
The C-Suite’s top priority: Digitizing the supply chain

Companies are prioritizing **digitalization** of supply chain activities to transform their supply chain models.

C-Suite Executives across the board are aligned on the **urgency** of developing **future-proofed** supply chains.

---

### Not Important

<table>
<thead>
<tr>
<th>Benefit</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enable demand-driven supply chain</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
<tr>
<td>Optimize supply chain lead times</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
<tr>
<td>Utilize ‘just-in-time’ decision-making techniques</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>[ ]</td>
</tr>
<tr>
<td>Reduce product markdowns, overstock, and out-of-stocks</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
<tr>
<td>Improve cash flow and cost management</td>
<td></td>
<td></td>
<td></td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
<tr>
<td>Improved reliability &amp; decreased delays &amp; downtime</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
</tbody>
</table>

---

### Source

Accenture 2021 High Tech C-Suite Survey

1. How important are each of the following benefits your organization would hope to achieve through digitalization of supply chain activities?
To build more resilient supply chains, High Tech organizations must shift their focus towards these five activities:

1. **Secure and expand the supply base**
   - Assess the potential for flexible production and co-manufacturing. Consider flexible storage, distribution, and fulfilment opportunities to strengthen network flexibility.

2. **Expand the risk framework through digital twin**
   - Mirror supply chain operations to analyze the robust supply chain for known and unknown risks to the supply base (e.g., InfoSec, regulatory, geopolitical, climate change).

3. **Integrate the value chain through advanced analytics**
   - Leverage integrated network planning, disruption scenario modelling, and digital manufacturing analytics capabilities to enhance real-time visibility, reduce time-to-recovery, and drive sustainable manufacturing practices.

4. **Strategically stage inventory**
   - Use AI-based web crawlers to evaluate customer behavior/sentiment and predict demand shifts by channel/geography. Simulate where on-hand, in-transit, and on-order inventory is now vs. where it needs to be to meet demand.

5. **Assess and embrace failure mode**
   - Segment root causes of supply chain failure by origin, type, and uncontrollable elements (e.g., shift in demand). Apply Failure Mode & Effects Analysis to pinpoint systemic issues.
Survey demographics

Our 149 C-Suite survey participants span global High Tech companies

<table>
<thead>
<tr>
<th>Industries represented</th>
<th>Geographic distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>34%</strong> Consumer technology</td>
<td><strong>34%</strong> North America</td>
</tr>
<tr>
<td><strong>28%</strong> Semiconductor</td>
<td><strong>19%</strong> Western Europe</td>
</tr>
<tr>
<td><strong>26%</strong> Enterprise technology, network equipment &amp; communications</td>
<td><strong>10%</strong> Asia: China</td>
</tr>
<tr>
<td><strong>11%</strong> Medical technology</td>
<td><strong>3%</strong> Sub-Saharan Africa</td>
</tr>
</tbody>
</table>

**Company size**

- >$200B: 5
- $150.1-200B: 1
- $100.1-150B: 3
- $50.1-100B: 5
- $25.1-50B: 17
- $10.1-25B: 25
- $1.1-10B: 69
- $750.1MM-$1B: 18
- $500.1MM-$750MM: 6
High Tech industry narrative team

Contacts

David Sovie
Global High Tech Industry Lead

Marc Gelle
Europe High Tech Industry Lead

Arun Khurana
North America High Tech Industry Lead

Ryosuke Sato
Japan High Tech Industry Lead

Vik Viniak
North America High Tech Strategy Lead

Hongbiao Yu
Greater China High Tech Industry Lead

Syed Alam
Global Semiconductor Industry Lead

Sam Panda
North America High Tech Strategy Managing Director

Tawfik Jarjour
North America High Tech Strategy Senior Manager

Harman Ahuja
North America High Tech Strategy Managing Director

Contributors

John Kinnaman
Hiroyuki Okabe
Xiaoxiao Guan
Yasuhsia Azegami
Guido D’hert
Taylor Guo
Harvey Kim
Vanessa Naik
Geoffrey Hills
Cody Crook
Farah Ahmed
Cathy Chen
Aishwarya Saluja
Shaden Alsheik
Shaan Mahbubani
Andy Kohok
Tim Chu
Ivan Huang

Copyright © 2021 Accenture. All rights reserved.
About Accenture

Accenture is a leading global professional services company, providing a broad range of services in strategy and consulting, interactive, technology and operations, with digital capabilities across all of these services. We combine unmatched experience and specialized capabilities across more than 40 industries—powered by the world’s largest network of Advanced Technology and Intelligent Operations centers. With 537,000 people serving clients in more than 120 countries, Accenture brings continuous innovation to help clients improve their performance and create lasting value across their enterprises. Visit us at www.accenture.com.

Disclaimer: This content is provided for general information purposes and is not intended to be used in place of consultation with our professional advisors. This document refers to marks owned by third parties. All such third-party marks are the property of their respective owners. No sponsorship, endorsement or approval of this content by the owners of such marks is intended, expressed or implied.