

HOW ACCENTURE IS OUTMANEUVERING UNCERTAINTY

VIDEO TRANSCRIPT

Leah McGann Hare: In the last few months, businesses have had to figure out how to pivot quickly to adjust to this ever changing situation. And this brings to mind, a quote for me by Tony Shea, CEO of Zappos. A big business is like a ship. There's lots of amenities, and it can go further, but it's harder to turn quickly. Well, imagine that you're at the helm of leading a 500,000 person company and you have a workforce and clients all over the world while a global pandemic is unfolding. Well, that's the position today's guest found herself in this spring. But she stepped up and she handled it with the three C's: compassion, care and confidence. Good morning. I'm Leah McGann Hare and welcome to another one of our live weekly conversations as part of our Leading Through Change series. A chance for you to hear from business leaders who are doing their best to navigate through this COVID-19 pandemic. Now, before I turn it over to our awesome host today, Salesforce Chair and CEO Marc Benioff, I want to preview the next hour. Now, Marc will be interviewing Julie Sweet, the CEO of Accenture and how she is helping to maneuver her 500,000 person company with agility during this crisis and helping customers turn massive challenges into meaningful change. Now, while we'll also have a special presentation on how you can reopen your business and your community safely with the help of work.com. And finally, we'll conclude with a special performance by

Alicia Keys exclusively on Salesforce Live. So for those of you watching on Twitter, you're going to want to join us at salesforce.com/live to see that portion of the show. Now, as we do every week, we want to make sure on leading through change, we are working to help those that need it the most. So millions of people are already relying on United Nations Food program for their food to survive, and COVID-19 is making these conditions even worse. This pandemic could double the number of people suffering from severe hunger by the end of the year. We don't want a food pandemic to a hunger pandemic. So to help prevent it, please join us in supporting the World Food Program and they're trying to reach at scale 100 million people across 86 countries with lifesaving support. Now, if you can please go to salesforce.com/wfp and join us in ensuring that the world's most vulnerable people can have enough to eat during this crisis. Now through July 31st 2020 Salesforce will be matching donations up to \$150,000. Again, that's salesforce.com/wfp. With that over to you, Marc.

Marc Benioff: Hello, everybody. And it's great to be back with you on leading through change. This is an amazing series. It's been watched now by tens of millions of people around the world.



Incredible. And look, I want to especially thank you Leah for what you've been doing on this series, bringing us all together and hosting us. You've done that just a phenomenal job with the series so thank you so much for your incredible energy and inspiration and vision and everything you're doing. And you're right, today's show is fantastic. We have three amazing people who are going to be joining us today for the next hour, and that includes Julie Sweet, the CEO of Accenture. We're also going to be joined by Jujhar Singh of Salesforce and, of course, the incredible Alicia Keys. And for the Alicia Keys portion, as Leah said, we're going to be shifting over to salesforce.com/live. So make sure that you shift over with us to hear the amazing music of Alicia Keys. But let me tell you right now we have an amazing guest, a great friend, a great partner, a good friend of mine, and she is just an amazing leader. I'm so happy to see her as the CEO of Accenture. Julie Sweet. Julie and I have so many things in common, and we also spend too much time working to guide our customers and our partners in their digital transformations. It's been so much fun to team up with her to do incredible things. But I'll tell you, truly are common values that have really guided us and especially the deep commitment that she has had to quality, diversity and inclusion at Accenture. Julie has been called by many different organizations the most powerful female CEO in corporate America, and I would have to agree with that. But the truth is she's one of those powerful, inspiring leaders, probably in the whole world. So Julie, we're so happy to have you with us today.

Julie Sweet: Thanks, Mark. Thanks for having me. And those are way too kind words. But, you know, you've been a real inspiration to me. I became our global CEO not that many months ago. And as I was,

kind of learning and changing over the last few years, your leadership, you know, which is just so well exemplified by today's program, which is bringing people together, but it's also supporting organizations in the community. And that's one of the things that I think you've actually helped change. You know, the whole way that corporate America and corporate across the globe thinks about our roles. So, you know, lots been talked about stakeholder capitalism, and I mean this sincerely. And I've told you this off camera as well. So this is just, you know, your example of how you've led the company and how you've done your investments and what you talk about, I think has been an important part of the movement and is never more important than right now where we need to all make sure that we're finding purpose. And that were not letting things like equality and sustainability lose focus as we move forward as a world.

Marc Benioff: Well, Julie you're right. You know, CEOs have a choice. They can choose to kind of reflect and be part of the mantra of Milton Friedman. The business of business is business. That is kind of stakeholder capitalism's, I would say, greatest challenge. Stakeholder capitalism is really the business of business, is improving the state of the world. And kind of these two thoughts that you're either about shareholders or you're about stakeholders? Well, I think in many cases it's just a false choice. And I have to say, Julie, it's really your leadership that has illuminated that. You have inspired so many CEOs to become stakeholder CEOs, to think about bigger world. How they are going to see their role in the world is not just generating a tremendous earnings per share corporate profit, which



you've done, but also using your business as such a great platform for change. How you have done that at Accenture has really inspired me. So let me just ask you, you know, look, this has been such a challenging time, you know, we're facing just an unprecedented moment. What has guided your response to this crisis?

Julie Sweet: Well, one of things I'd say at the very beginning, one of the things that we had to rapidly do was to start focusing on the future because there's a tendency to mourn what's lost. And to give you some sense of it, when the pandemic was just declared March 11th we just finished our second quarter, we have a different fiscal year. It was the biggest sales quarter in our history. I did earnings eight days after the pandemic, right? No one asked me about Q2, like that because it was something else. And it was one of those things where, you know, new leadership team, all of these exciting things that we were doing and we had to say, look, we need to face where we are and embrace the future and move forward and bring our organizations along. And I think it's important. It's true in our personal lives. It's true. You know, my daughter is graduating from sixth grade and isn't having our little graduation, which is, think of all the high school students and the college students, and it's a really, really tough time and just as a leadership team and with our people making sure that we can embrace a future and there's a very tough reality now. But at the same time, you see so many great things happening around the world and people coming together. You know, the work we're doing in the state of Massachusetts, where for the first time ever, at the state of the first movers were to create the contract tracing and we brought this together. And it was just such an example of people coming together quickly. So I think there's, it's really important to do that. And

then the other thing I just do as a leader is I remember that my job is not to put stress in the system, and so being calm at this time is really important because we are facing tough things and so that's one of things that I constantly tell myself as a leader is, my job is not to add to the stress.

Marc Benioff: Well, Julie, you know you're right. We are mourning the past. And you know, we've all walked through a door into the future, and I think for many of us we think that the past is coming back somehow. That this is going to be magically over. Everything is going to be back exactly as it was, but it's not. It is quite a bit different here in the future than it was just a few months ago. And it feels like we're in very much of a digital world right now. And then that's evidence by this program. We're not doing this on a stage in San Francisco with thousands of people. We're doing this over Zoom, you know, we're in a digital first world, and also we're in a federal work anywhere world. I'm in my home. You're in your home. We're doing these things, you know, and kind of anywhere we want to be and we're using the technology to augment this. And I know that's been such a huge vision for you and your company to help companies make that leap from the past and into the future and to be a digital first company and to help them create, you know, these work anywhere environments. Let me ask you, Julie, what has been your greatest challenge and helping companies or organizations? I think you're also working with, you know, a lot of public sector organizations. I know we're doing some of that work together. You know, during this time what, what has been your biggest challenge to helping organizations make



that leap?

Julie Sweet: Well, you know, Mark, I think in many ways what I thought would be the biggest challenge was how companies operate, I think what's been is not actually occurred. And it's been incredible to see. In fact, many CEOs are saying to me, I don't want to go back because they have seen how the entire organization can move really fast. But there is something happening. And you know, a lot of people are talking about digital acceleration, and it can become in danger of becoming a bit of a cliché. But there's something real that's happening. So if you take what we're doing together with a bank pre-crisis Salesforce and Accenture were helping a major bank move from being all about products to be all about customers. A familiar story, right? Big transformation. Well the crisis hits. And all of a sudden that bank's small businesses and their people, they have questions. How do they access the relief program? How do they get their checks posted? Quickly. The bank was overwhelmed and together very quickly, with the power of all of us we were able to use the Einstein bot to put in something, a virtual agent to answer the questions rapidly overnight. And then, on top of that, I remember when you announced Dreamforce, the fact that Salesforce would now be able to connect into AWS Connect in the fall. Remember that, right? Well, all of a sudden you had to have the agents, they were going to still answer calls, work from home. And so we were doing all of that. Now I will tell you pre-crisis, we would have said that was a challenge. But here is a bank that had been investing, who had good partners, and we worked together. And now what's happening? Cause we're moving out of response to rethink transformation. Working with that same bank to say, look what we achieved. Can we think about that same program that we were working on pre-crisis

and now do it in smaller increments to drive faster value because we just experienced how to do it. And I think what companies are really finding, and it's true as well in the public sector is that you can actually achieve faster. Now transformation still is a longer path. If we could transform in 90 days, we would have done it. But how you get there is different. And so I think it's really exciting to see the opportunity of how we come together and had a great outcome because, you know, for our people together who worked on that, what they're talking about right now is how they helped small businesses get what they needed. And then now it's say, well what else can we do together to transform quickly and with more value?

Marc Benioff: Well, Julie, that is such a great story, and you know, it's so powerful. And I know we've done so much work with these banks just in the last 90 days and helping them to issue, for example, all these amazing loans that they have been doing. And also participating in these government programs and working with partners that we have, like Encino and others, that such a powerful moment to see them and have to spin up and create systems instantly that have really affected, you know, our entire economy. Has that surprised you?

Julie Sweet: Well, you know, in terms of the surprise, it's, it's less about the surprise and more about the scale. I think that what it's really done is, we've always talked about partnerships in the power of technology. But the scale at which we did it and that speed has been really, really fantastic. I also think what we're seeing is how, what agile really means. If you take



the work that we did first starting in Massachusetts and now creating the emergency response management program that I know Jujhar is going show later. That was a spin it up, test, learn and continue to do features, it's sort of the epitome of the cloud, right, but very, very rapidly, known as we've expanded it to different states in California, Louisiana, you guys continue to have new features that we're working on together, and we're seeing that even in how companies are now reopening. So we're starting manual, we have lots of lots of companies we're working with right now who can't wait for the technology to be implemented, even if it's short. But then we're taking those learnings, and we're building it in with you guys into work.com so that we can quickly implement it. And you're seeing that in so many different places, you know, in the health care where you know they're learning and testing it, telemedicine and so on. And I think it's putting us on a different path and the speed at which that change, is surprising because we were all talking about agile organizations and how you test and learn and do that. And now you have over, almost overnight organizations embracing it, as a new way of working. And I think it's, you know, I talk a lot about the need for resolve, because what we don't want to have happen is the hardest part of the crisis passed, the first stage of response, and then we do go back, you know, and many of the CEOs they're saying we don't want to. And so what does that mean? It means that we all need to think about how do we make decisions and how do we institutionalize these changes as we move forward? And I think that's part of the next phase of what we all need to do to capture the good of how we've responded together.

Marc Benioff: Julie, I think that's so interesting. And I'll tell you why it it's so

powerful for me, which is that, you know, if you had asked me 90 days ago what contact tracing was I didn't really know. I mean, I know that we worked on something five years ago, and that was for the CDC when SARS was happening. Never got deployed because SARS basically got extinguished. And then all of a sudden to get the phone call from so many states and so many organizations, that we would have to deploy contact tracing because it's a critical way of extinguishing the virus. We need to wear a mask. We need to practice social distancing. We need to wash our hands and we also need to use contact tracing in coupling with testing so that we test and then also we have the opportunity to contact people who maybe have been with somebody who has had a positive test and now to see so many states, like, especially the ones that you've mentioned and many, many others basically say we need immediately to scale up a contact tracing system that will kind of create a whole contact tracing portal for hundreds of thousands, you know of people who are going to be able to do that all over the country. That's amazing to me. I would never have thought that in a million years we could actually build and deploy that, you've been such a key part of that in the development of work.com. Has that surprised you as well?

Julie Sweet: It has. It really has been, you know, amazing. Particularly because it's not something that you simply do. As you said 90 days ago, we would have said a million? You know, You know what? What exactly is that? And to do that, it really takes, you know, a group of people who understand the help component, who understand how the public sector operates. Who understand how the



private sector operates, who gets privacy concerns. I mean the way that it's been built, so that in fact people can both protect their privacy and yet we can achieve these public health outcomes has really been extraordinary. And that is something I think, that we should all be surprised at and learn from right because what you just described happening was incredibly complicated and yet done very, very rapidly. And you know, so it's exciting and it's this part of, like, embrace the future. Just think about the other things, like take the hunger, you know what Leah started with. I mean, as you know, right now, we're working together with a new organization, Not Impossible Labs under the Hunger Not Impossible, and we built together an app that allows us to connect people who are hungry with restaurants where there's prepaid food, and we've now rolled that out together with this organization in three cities, you know, very rapidly, this was done in days, right, and I believe that it's those kinds of solutions that are being inspired by these larger things that people are seeing. So now let's start to think about, you know, education and the new opportunities where we can come together both in our businesses to help our clients and do the very important things, but also to find more answers to areas that have been a bit intractable in in the past. And that's where I think, we talk about you need to face the reality that we're in. We have a very tough reality. We're going to have some tough times ahead, right? Well, health and economics. But there is also some extraordinary opportunity to work together as society as governments and as businesses to make lasting improvements.

Marc Benioff: Well, I think you're so right. When I think about over the last three months, if you had asked me what we would be doing at Salesforce, I would have never possibly imagined what was happening. I

mean, one of my most shocking moments was we received a phone call from Sam Hawgood who's the chancellor of UCSF here in San Francisco's, our major medical system in university. And Sam basically said, hey, I want to help. I want you to get involved in something. I said, what is it, Sam? He's like you need to understand we're running low on PPE. I'm like I don't know what is PPE? I had never heard of a PPE before. Well, of course, that's masks. That's gloves, that's gowns. And what had happened is because of all the increased activity of emergency rooms, he was already starting to get quite low on PPE in March before anything had really started. And I said, all right, well, I'll help you and I'll make some phone calls and I was very fortunate to find one of our common friends. You know, Daniel Zhang the CEO of Alibaba who said, oh, I'm going to make sure that you are prioritized and will make sure that you get PPE and we've, of course acquired now more than 60 million pieces of PPE, distributed that to more than 300 hospitals in the last couple of months. If you had asked me that we would be involved in the matter, that we'd have to make that a priority for our organization, I wouldn't have thought it would be even be possible. And then you look at this other part of it which, is so many organizations, non-profit organizations like we're talking about, public sector organizations, commercial organizations having to rapidly build and deploy applications and technology to help them manage information in the middle of a crisis. Well, I was surprised we had to get involved with 11,000 of them and do something really critical for them. And we had built a whole program around that called Salesforce Care, to help them rapidly deploy these systems. That was amazing



to me. And then the third thing which you know, we've been so deeply involved with you, which is to help companies now get back to work safely. So companies want to do things like contact tracing. So if they have an employee who gets a positive PCR test, they want to let other employees know who have been with that employee that day, hey, you know you want to get checked yourself because you know, your colleague had a positive test.

Or shift scheduling because not every company is going to be able to bring back the entire workforce, you know, at one time in the same day. I know that's even going to be true for schools, that our schools are thinking about to try to, you know, make density in classrooms not as high. They're going to have kids in school and shifts. So of course you might have Team one. Team two, Team three. And on Monday, Team one is in, on Tuesday Team two is in and on Wednesday, Team three, is in. And then all of a sudden, you know, turns out there's somebody who has a positive infection on Team one. Well, Team one is off and now only Team two and Team three are coming in. And Team one is quarantined for 14 days. That's an application I never even thought of before. I can't even believe that there is going to be such a thing. And of course, we have this other one. We have this very nasty thing in San Francisco at Salesforce Tower called elevators. So we're not going to pile 20 people into our elevators when they come in for work. They're going to have queue up. So the night before you're going to take your temperature. You're going to tell us you're coming in. We're going to say to you hey, guess what? You're queued for the elevator at 10:15 you know, then you're going to get up to the seventh floor. You're probably not going to move around or move between multiple floors. That's also that if all of a sudden again, if somebody ends up with

positive infection, you could at least tell everyone on floor seven, hey, you're not coming in tomorrow, but floors 8, 9 and 10 they can. So these are things where technology is going to augment our experience to help us get back to work safely and that's an exciting project that we've been able to work on with you because I do want to help everyone get back to work safely, get the economy going again. And I think information technology can help a surrogate not quite having a vaccine yet. So that's something that I'm excited that we're partnered with. And tell me, how are you thinking about that?

Julie Sweet: Well, actually, we're excited, too, because it feels great to be a part of helping companies get back to work, right? And, I know our teams are super thrilled to be doing that, and, you know, one of things that we're really been thinking through with you is that while the issues are common like we need to do contract tracing, you know, regardless of industry. But how do you do that within the industry? And what's the need of the manufacturer versus a service company versus a retailer versus a school? And how you can build this backbone and then implement it? You know, for the different industries, right, using what's common but having that kind of real understanding of how it's going to be different. And one of the things that has been helpful is as we've helped people start to do this in a manual way, the relief to know that the technology is going to be here because, no matter what people understand this is not temporary, right? We are looking at a fair amount of time. And, you know, I think one of things that were also seeing is that many of this is going to have applicability even beyond the vaccine, because it's



also helping bring efficiencies to how you manage people, the way you look at things, automating and, you know, bringing information together in ways that you could only dream of before. And so I do believe that, you know, taking mental possession of the fact that this isn't temporary and that we need to think about it, you know, from a longer term and make it easier on people is also a part of the embracing of the future. On one thing I just want to add Mark, is that not only was it extraordinary what you did with PPE and working with Daniel in that but you know, some of things that people don't know, like I remember the call, we're both members of the Business Roundtable. We get our, which in the US is kind of 200 of the biggest companies, and we get together every week to talk and share. And I remember early on when you made that offer to all of us to say, look, I've got this and for those of you who are struggling in the early days of the crisis, have essential workers, need to keep, you know, things open, let me know, and let me give you what we have, right, because in those early days, it didn't matter who you were right. We needed and our health care workers needed, but we needed, you know, we still had some manufacturing open. We had people out in the field we had not yet, you know, my mother is amazing. She's making tons of masks, you know, for people now. But that was, you know before then and it was just great. And I think it shows you some of the incredible things that are coming out of this. I could also not have imagined that call, right? Hey here. If you need it, let me know. Right? And I know people took you up on it because they did need it. And I do think you've got a new level of collaboration between companies, between competitors, you know, really to say, how do we solve, you know, together for what's happening. So thank you for that.

Marc Benioff: Well, Julie, you know, today is a Time magazine, which is a double issue that I'm so excited about, is about generation pandemic. And my heart has really been with all these kids who have not been able to go to their graduations and not go to school for last couple of months. And, you know, our cover talks about a global crisis that's changed their lives and how they're responding. And also how they respond will change the world because I think so much of the future will actually be influenced by these kids who are going through something that I never went through before. This is my first pandemic. But for these kids who are now going to school on, you know Zoom, where they're going through a graduations ceremony virtually you know, their life has been interrupted. And I think that when we look at these kids, when we look at teens, you know, we're hearing their words and how they're looking at this and how they're looking at the future quite differently. Has that impacted you?

Julie Sweet: Well, so you know, I have a niece who was graduating from high school, and not only is she not graduating, but she doesn't know if school's starting in the fall. You know, my daughter, who's in sixth grade, so it seems so small, but they have this really special graduation that, you know, she saw her sister do the year before, and now she doesn't get to do it. And of course it seemed in many ways so small, when you see the suffering of the people who are out of work, you know the lines, you know what the food pantries in that. And, I think is a parent we try to get a lot of balance, in our lives to sort of, say to acknowledge what that feels like, as the sixth grader, but to also educate. And I



know that's been a struggle my daughters are 12 and 13 and early on I think we sheltered them more because we didn't want them to be afraid. But as the size of the pandemic and the suffering has come, we've found ways to really talk about it with our children because to your point, they will be our future leaders. And I think learning at this time, understanding, growing their compassion, we asked our daughters to select places where we could give, find ways we can volunteer and have them lead it because we want them to connect with it in a different way and not just have it my generation. So, there's a lot of discussion and worry frankly about those going into the workforce now and what the effect is. But I do think there's an opportunity for all of us to build in this compassion and empathy to be a part of how our children grow up. And so that's one of things I am trying to get that right balance for them not to be afraid, but for them to learn. And so to be part of a different world going forward.

Marc Benioff: Well, Julie we're a few minutes away from hearing Alicia Keys. You know that she's one of my very favorite artists in the whole world. I'm really looking forward to hearing her, and she's going to, we're going to switch over to [Salesforce.com/live](https://www.salesforce.com/live) in a moment, we're going to have an opportunity to hear from her. But you know, she has a famous song. And you know when I hear that song, I always think about you, Julie, because here you are. You are at the helm. The CEO of one of the very largest companies in the world. You are perhaps the most powerful CEO in the world. And when I hear Alicia sing that song, I always think about you and everything that you are doing, in your life and it's so powerful to see your leadership. So, Julie, now that you've become this incredible chief executive officer of Accenture, can you tell us what has

inspired you in your career and what is your advice for women like yourself? Who are becoming the leaders that we need going forward?

Julie Sweet: Well thanks that's way too kind. But I'll tell you I'm actually really inspired by my parents. My mom graduated from college when I was a freshman in college. My father never graduated from high school. And when I left for college, my dad said to me, don't be afraid to embrace new things. Just never forget where you came from. And I really think of that in my new life as a CEO as don't forget our people. And we talk a lot about Accenture. It's human plus machine. People first, but right now you know that lesson from my dad and my parents used to say we don't have money, but we have time. So we always, we grew up serving. I think all of us as leaders and no matter what we do, whatever level of leadership, we just have to remember its people first and to show the compassion and the empathy. And so I think as leaders, that's what, men or women that we have to remember. Never forget where you came from. Don't forget the people. So, I'm very fortunate with what I've done in my life, and I have incredible leaders. And I guess I'll close with one story. When the Philippines was closing, we had to get people enabled from home. They had to people who stayed and helped with workers. And then they all looked around and 50, 60 people and they couldn't get home because they'd stayed to be enabled, cause they knew their clients needed them. But all the transportation was done and two of the people had cars and they drove all night for hours, driving people home, you know? And, in all of this. It's not the leaders like us, right? It's the people on the front lines who are



really the heroes. And so that's what inspires me every day. Thanks again, Mark. For your leadership for having this and for the privilege of getting to hear Alicia Keys and her great work. So thank you.

Marc Benioff: Well, thank you so much, Julie. And, you know, I was watching an incredible program last night about Cesar Chavez, and what you said is something that he always said, which is always about people. And I really resonate with those words of vision and leadership and values from you and the inspiration that you're leaving us with. Thank you so much for everything. And we are, we're about to hear from Alicia Keys on [salesforce.com/live](https://www.salesforce.com/live). But before we do, we're going to see an amazing project that we've been working on with Accenture, which is building this incredible new service called work.com. We're all trying to get back to work safely. And one of the most important ways to get back to work safely is having the information technology that's going to let us rapidly get back into our offices while being safe at the same time. I'm delighted to have an expert on that with us today, which is a Jujhar Singh. Jujhar welcome. You know, you have been extraordinary over last several months and how you've responded to the crisis has just been incredible. And I just would love for you to tell us a little bit about how we should think about getting back to work safely. And what are some of the things that we can do in our offices that are going to help us to make that happen now?

Jujhar Singh: Thanks, Mark. I'm calling from my home office where I've been since March, and I look forward to reopening very quickly. As businesses are trying to reopen, they're looking for tools as well as best practices. And this is where the Salesforce team has been hard at work in work.com, trying to build

these applications. I'm going to preview a few of them. Work.com is a central place with party leadership articles, best practices, data as well as tools are there. And incredible partners like Accenture are actually building a lot of those products and applications too. Thanks to Julie and team, we actually have co-developed a product. As communities are trying to look for reopening, they're constantly asking about contact tracing. Marc you also pointed that out. But we have to look at contact tracing, not in isolation but in a much more holistic fashion. This is where we have built emergency response management for public health, launched it on May 19th. So let's dig in and look at that. The first part about reopening is all about data, understanding the data, where are the hot spots? Understanding it at the macro level is key. But not only that. Making the actual people, the individuals responsible and making them a proactive part about their own journey. So Lucia Hernandez is an individual who's feeling sick. She starts our journey on the website. As she starts her journey, Einstein bots kick in. They actually help her self-triage. Think about how much impact and less pressure will go on our health infrastructure. It helps us scale much better. The information collected then is brought back where the healthcare professional can actually look at it. They go through a guided process flow informed by CDC guidelines and lo behold, Lucia is now symptomatic. At this point of time, she's worried, where can I get tested? The system at this point of time actually suggests the next best action. That on site testing would be great. With a few clicks, Lucia actually can schedule a test appointment, and unfortunately, she's COVID-19 positive. At this stage, the healthcare worker actually



can see a complete picture of her health, her pre-existing conditions, the medications she's taking. The healthcare worker actually can see that she is quarantined. They've got the proper care management protocols. But at the same time, understanding the impact of Lucia on the whole ecosystem is equally important for reopening. So this is where we hand over the baton to the contact tracers. The contact tracers in a visual fashion can understand, both sides, on the one hand, understand the households, but also the interactions that she has had with the community. Understanding those interactions is extremely key. In a visual way, you can understand people who are quarantined, who are being monitored, and with this whole thing, you can add new encounters extremely quickly whether they're individual encounters or group encounters. At this point, it is also equally important for us to understand Lucia's social barriers. So Lucia in this particular case is a single mother, quarantined. She needs essential to be brought to her. This is where the emergency service managers can look at a cluster of these requests, use Salesforce maps and assign them to field workers. The field workers can actually see all these requests show up on their map and with a few clicks, they deliver the essential commodities to Lucia at home. So you saw how a holistic approach to contact tracing makes the reopening extremely easy. Quick test schedules, getting the individuals in ward, getting contract tracers to understand the impact and then finally delivering the essential commodities to everyone in place. That's the power of what we are delivering. We'll accelerate the reopening. We are going to be out in the open very soon, but that if you need more tips as well as tools, go to work.com. Back to you, Leah.

Marc Benioff: Okay, well, I want to ask you one question Jujhar. You know, having

someone like you online with us is so powerful. We have Julie. Now we have you. We're about to have Alicia Keys. Jujhar I want to ask you this question. You know, we hear about contact tracing and of course, we also hear about it in some Asian countries where it's quite automated, you know where we don't have the same kind of privacy and civil liberties and rights that we have here in the United States. So all of a sudden, if you get a positive test, everyone that you've been with automatically is notified, you know? Well, that's not how it goes here in the United States. Right? So when you're talking about contact tracing, it's not automated like that. You're talking, it sounds like you're talking about contact tracing that is technology coupled with human tracers. So that's going to almost create this contact tracing core of hundreds of thousands of people maybe here in the United States who are going to be employed to be contact tracers, you know, helping to communicate how to take care of each other as a community. Is that the right way to think about it? Help me understand contact tracing automated versus manual.

Jujhar Singh: Absolutely Mark. I think for what we are delivering out of the box is the manual contact tracing. Salesforce through the work.com is a relationship with the company. We understand all the impacts and our firm belief is that the privacy of any individual is equally important. And our belief is the automated process, actually may not be the right way. Bringing the humans and the empathetic approach in manual contact tracing is extremely important, so that's what we are investing in. But as I mentioned, it's not just the contact tracing piece. It's getting those individuals



involved at a personal level, getting their consent and then tying it back to making them taking care all off the social barriers. We see all of them as one holistic picture driven by privacy but very empathetic at the course.

Marc Benioff: Well, Jujhar thank you for everything that you're doing. You have been a critical leader over the past several months, and I know you've also recently been promoted to be a major executive in the company. So congratulations as well on your promotion. We're all so delighted for you, but your leadership has just been inspiring, and it's saving lives as we see your technologies have been deployed in so many states, including Rhode Island and California and others, and to see what you've done, it's been just incredible. Thank you, Jujhar and thank you, Julie Sweet. It's been an incredible leading with change program. You know, I was so inspired by Julie and how she is using her business as a platform for change and now also hearing from Jujhar on his tremendous leadership and how he and his team have really helped so many, both public and private institutions reopen safely. Well, I'm going to introduce you now to such a special guest on the program. She has been someone who has inspired us every single day. We've heard her at Dreamforce. We've heard her everywhere we go. She lights us up inside. She lets us remember who we really are, and she lets us see the future not only for ourselves but society, her message, her thoughts and what's happening around us. It's, I'm sure everyone knows she's a 15 time Grammy Award winning singer, songwriter, producer. That means between me and Alicia Keys, we have won the Grammys 50 times. Awesome. She is a New York Times bestselling author. If you haven't read a new book, by the way, it's incredible, More Myself, I hope to talk about

that. She's done so much for philanthropy, I'm glad that she's here. Alicia welcome, thank you for being here with us.

Alicia Keys: Thank you for having me. How you doing?

Marc Benioff: I'm doing wonderful. I'm, you know, in my home. How about you?

Alicia Keys: Yeah. Same.

Marc Benioff: I'm looking forward to not being in my home, but I'm still in my home. San Francisco we're still pretty much closed down. There's some things open here, you know, some supermarkets are open, You know, the mechanic down the street, gas stations open. But not that much, other than that is open quite yet. But I'm hoping that that's going to change very shortly.

Alicia Keys: Yeah, it's definitely a whole new world. It's a new thing for everybody. That's the one thing that I keep saying is powerful is that for the first time ever, we can all relate to what's happening simultaneously. And that is doing something to us that that's important.

Marc Benioff: Do you feel like that is kind of a message in this virus that of unity? How it's all coming at us, you know, at the same time?

Alicia Keys: Yeah. I mean, I think that's the opportunity in it. You know that we get the chance to look at it from a perspective of empathy and from understanding. That's where normally, you know, we're looking at someone situation across the sea or someone you know in another state. And we're like, you know, we feel badly but we don't personally understand



it. And in this moment, we can all personally understand the same thing and I do think that's an opportunity.

Marc Benioff: One thing I also notice is that this virus really has amplified so many inequalities we have, especially here in San Francisco, when we looked at different parts of our Bay Area, it's handled different counties and different ZIP codes differently so we can see. For example, we tested every single person through UCSF, which is a beach community here and there was not a single infection. But we tested everyone in the Mission District, which I know you've been in here in San Francisco with us, right by the Mosconi Centre, incredible part of San Francisco, but we saw 7 percent of everyone in the Mission District had the virus. Next community our African American community, we saw more or infections there. You know what's your perspective on that and the kind of the health inequalities that we're seeing the virus expose?

Alicia Keys: Yeah. I mean, you know, unfortunately, there are a lot of inequality issues in America. We know this. This is, you know, this is not a new situation. It's not a new circumstance. I wish that we could look at this time and expose the inequities and really recognize you know what? Things have to change. It's time for us to look at things differently. It's time for us to create new systems. It's time for us to start erasing this system and the systemic racism that we, you know, that are built in. I mean, they're literally built in. I saw a post on the other day. My friend did where, you know, in New York, you know, kind of a Westside Upper East Side that the police were nicely handing out masks and gloves and, you know, we know in other areas, if a young brown or black man comes out with a mask on he's harassed. You know what I mean? So it's like, What are we going

to do with this information? We see it plain as day. Ahmad Aubrey, Plain as day. It's constantly coming at us plain as day. What are we going to choose to be? Who are we going to choose to be? And so I do think it starts, it starts with us as individuals and definitely not being lackadaisical for who we're electing and we want to represent us in this country. Because, man, I mean, this is a time for change.

Marc Benioff: I think it is. You know what, exactly what you're saying, it makes, it illuminates these issues. And, you know, it also demonstrates that we're all connected, that we are all, that there is no separation between individuals, and especially when you have a virus in a pandemic, we know that we're all connected. And that's why things like health, how equity are so important and all equality is so important. You know, that's one of the reasons that I always love having the opportunity to talk to you, to hear your music because it just shines through your vision for a greater world like we're talking about more greater unity. Yeah, I'll tell you one thing that I've seen a good thing that's happened in this virus. When I walk outside, I don't know what your experience has been. The air is so much clear, the water is so much clearer. It's kind of amazing. I see more wildlife, you know? So there it seems like we're having a little more harmony with the planet. Is that what you're seeing this well?

Alicia Keys: It definitely feels like so many people have shared with me that they also feel like Mother Earth was just like reset, start again. And it does seem like a theme. It really is a theme. We have the opportunity to reset on multiple levels.



And yes, it is, you know, not seeing 100,000,001,000 planes in the sky. You know the amount of pollution is down. It's amazing. And in fact, that kind of makes me think too that I'm one of those people that take a lot of planes. How do I want to rethink the way that I'm interfacing with the planet and the world, even through my business. So you know, it's just deep really, really gives us a chance to think about who do we want to be personally, as a community, as a global family, you know, And it's powerful. Man it's really something.

Marc Benioff: It is. You know, what do we want to be is a global family. What are the values in our family, you know, Are we going to have unity? Are we really going to have more harmony? And one thing is, are we going to have more balance? I think people like me and you were on airplanes a lot. You know, we're going to talk thousands of people all the time. You're performing the huge stadiums. You know, you're not usually doing performances from your home. That's like a whole new door, right? That has probably been a long time since you have the opportunities to be home for a while, you know? How has that impacted you? And do you find more balance in your life? Is that something you want to keep? Or do you want to get back to a little bit more of the case that we've all been living at? How do you get it?

Alicia Keys: I know it. It's something. I mean, you know, unfortunately, I had to announce the postponement of my world tour today. And you know, of course, it's as an artist. You want to reach your people, you want to be with your people and we need each other and especially now, more than ever, we need each other. But there is this really powerful way that we're able to connect. Technology has its positives and negatives, but on the positive side, it's so incredible that we can connect and not even

be near each other. And look, look at this whole program we have today is like it's bananas is literally, you know, is literally as if we were together. And so I think that there is, there is something there that at least we don't have to sacrifice it or leave it behind. But of course, there's nothing like the human connection, and that's also important in the balance and figure out how are we going to find our ways? But of course it step by step, you know. But, you know, I'm with my children, I'm able to be the one home-schooling them and making sure that they're finishing their work and their projects and a lot of time, just by nature, they would be in school and they come back. And every time I ask, How was your day? Like they never really share, you do get a chance to be a little bit more hands on and involved and together and closer and that's something that I would like to continue to take into our future.

Marc Benioff: Well, it's amazing. We've already had more than 3.2 million viewers on today's program and I think that that is also just starting on the net. And if you had asked me that there was such a way to communicate that scale, that level of content a few months ago, I wouldn't have thought it was really possible. But, it's incredible. But anyway, Alicia I was wondering if you might be able to inspire us with some of your music today.

Alicia Keys: Yeah, I would love to. You know, I was thinking with everything that we're talking about. One of my favorite songs that I just recently put out is called Underdog and Underdog has specifically been really resonating with people just because it's something that we all are in some way or another, there's been a time in all of our lives where we had a dream.



We wanted to achieve something. We wanted to get to a new place, find our way through. We've been told that we couldn't, that it'll never happen for you. And if you have the tenacity and the grit, you can truly find your way and you can defy the odds. I love this song for that. I wrote it also for my mother, who raised me as a single mother. She defied the odds. I'm defying the odds, we, as a global community are defying odds right now. And so I'd love to sing this song Underdog, if you know it definitely sing along with me.

Marc Benioff: Oh, yeah, really great. Thank you so much. Alicia that was amazing. We couldn't be more happy to have you with us. How you inspire us and remember who we really are. And how to open up.

Alicia Keys: Thank you so much. We inspire each other, remember that. It's crazy.

Marc Benioff: Well, I want to thank everyone for coming to today's event, and I especially want to thank you for being here and Leah, Jujhar and Julie as well. And you know, before we leave, is there anything you'd like to say or do?

Alicia Keys: Yes, I was thinking If I can play one more song?

Marc Benioff: You can do whatever you want, we can just keep this channel open all day. That will be fine with me. You know how I feel. I'm ready to go all day.

Alicia Keys: Thank you, man. Thank you. But I was thinking, you know, we're all experiencing this new normal experience in this new world and to your point, even just joining with everybody here today. And as we go on, there's just nothing like the connection we have as people you know. And we get the

opportunity to just really appreciate each other and really love each other and feel like we know that this all doesn't happen without each other, you know? I mean, the whole all of it. And so I think if we can, just, what I love about this song that we can go out with is that it always reminds me that if I don't have you, like, what does it matter? And if we could look at that for each other in this time, you know, it can feel really good, and it can remind us of what we want to be. So we got into this one.

Marc Benioff: Thank you Alicia that was just beautiful, wasn't that beautiful Leah?

Alicia Keys: Thank you so much Marc for this beautiful opportunity to continue and to really hear different perspectives and what's happening in different people's lives and what you're working on, what we're all working on because obviously we're here to do it together. So you know your beacon of that. And I really, really, really cherish your spirit.

Marc Benioff: Thank you so much Alicia. And I hope you'll join us again in leading change. And, hopefully we'll all be together in person again shortly. God bless you, Alicia. All right Leah it's back to you.

Leah McGann Hare: All right. Oh, that was so awesome. So much greatness. Thank you, Julie Sweet from Accenture. Dropping knowledge, you know, calm, cool, collective, confident. Leading through, leading through change in such an amazing way. And Jujhar I am so inspired by work.com and Alicia dropping knowledge and singing, gracing us with your gifts. What a beautiful, what a beautiful experience and thank you Marc



for creating the space for this to happen. Now you can find more about leading through change stories at salesforce.com/blog, and before we wrap up, one more reminder to join us in making sure millions of people worldwide do not go hungry during this crisis. If you can, just whatever you can give, please go to salesforce.com/wfp and join us in helping this organization. Through July 31st 2020 Salesforce will be matching donations up to \$150,000 US, again that's salesforce.com/wfp. Now we'll be back with more shows after the holiday weekend, so enjoy your weekend. Stay safe, take care of yourself and each other.

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