

Survey insights | Companion deck | July 2021

Ever-ready for every opportunity

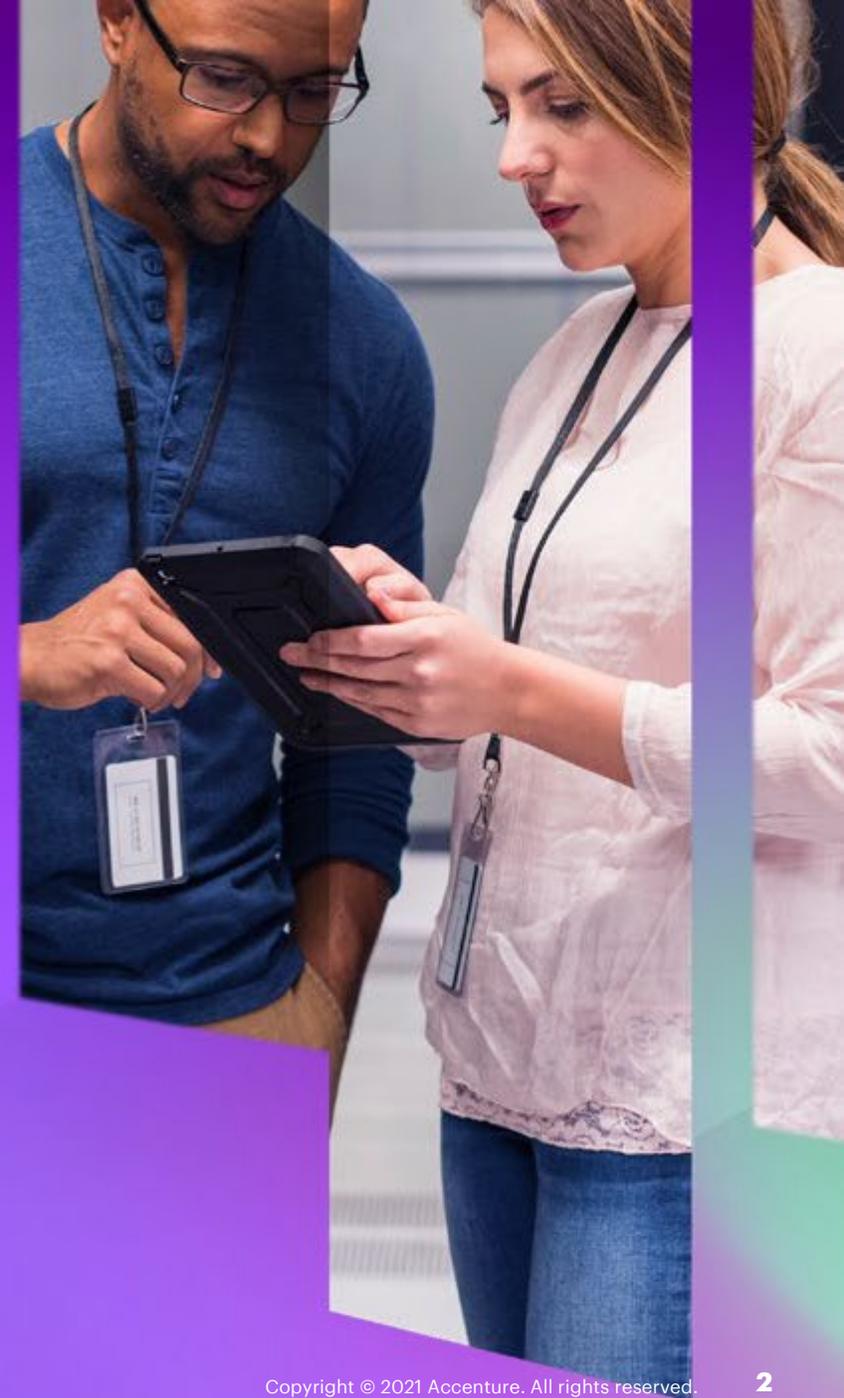
How to unleash competitiveness
on the Cloud Continuum

Organizations are reimagining their futures in extraordinary circumstances

Change is the new normal for business.

It's why so many companies are migrating applications and reimagining their businesses on the cloud.

And they're doing it while their industries and business are in flux. It's akin to a ship rebuilding its engine and retraining its crew, while somehow maintaining its speed and course through a ferocious storm.

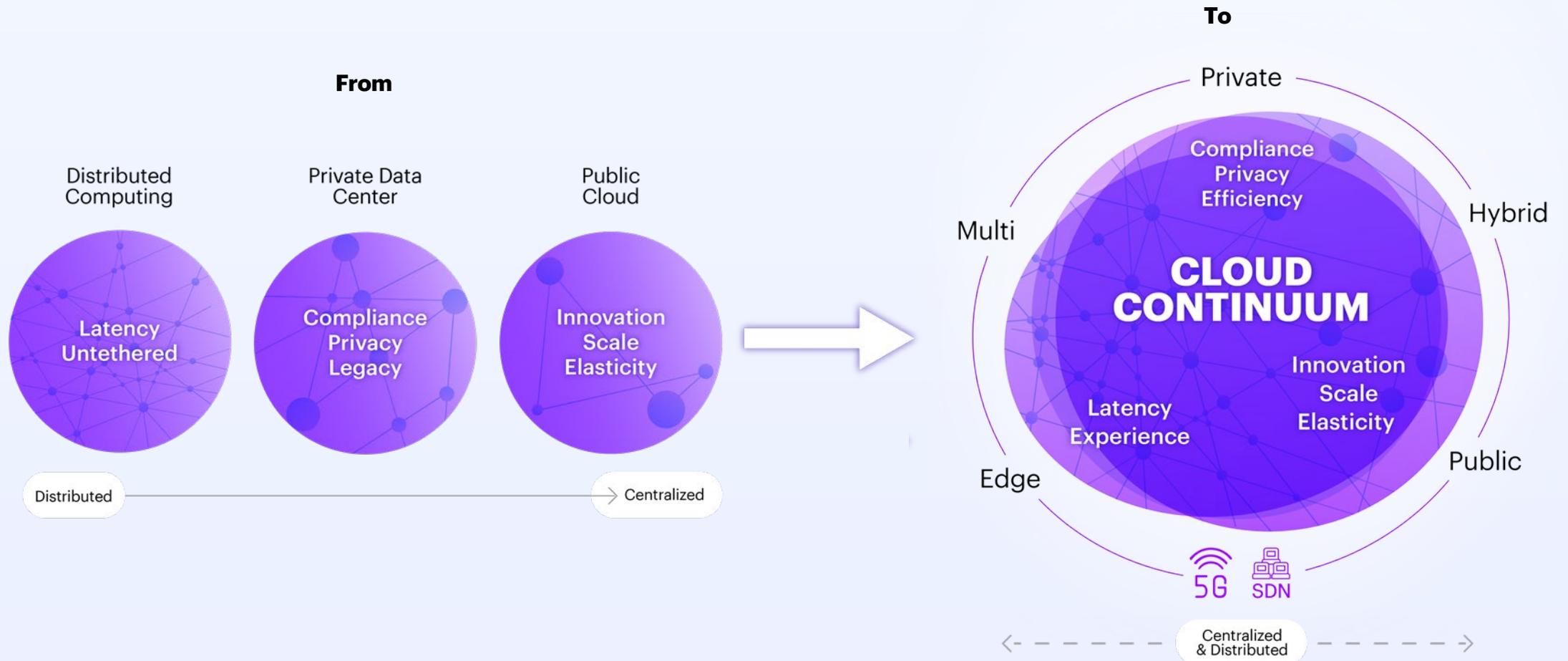


Change is constant on the cloud too. Cloud has become a dynamic continuum of capabilities.

Innovations that used to be exclusively in the public cloud can now be found in multiple locations—from public through edge and everything in between.

Cloud and innovation with the Cloud Continuum

In an era of compressed transformation, organizations can realize more value from cloud by using it as a continuum of seamless—not siloed—capabilities for the ever-changing business

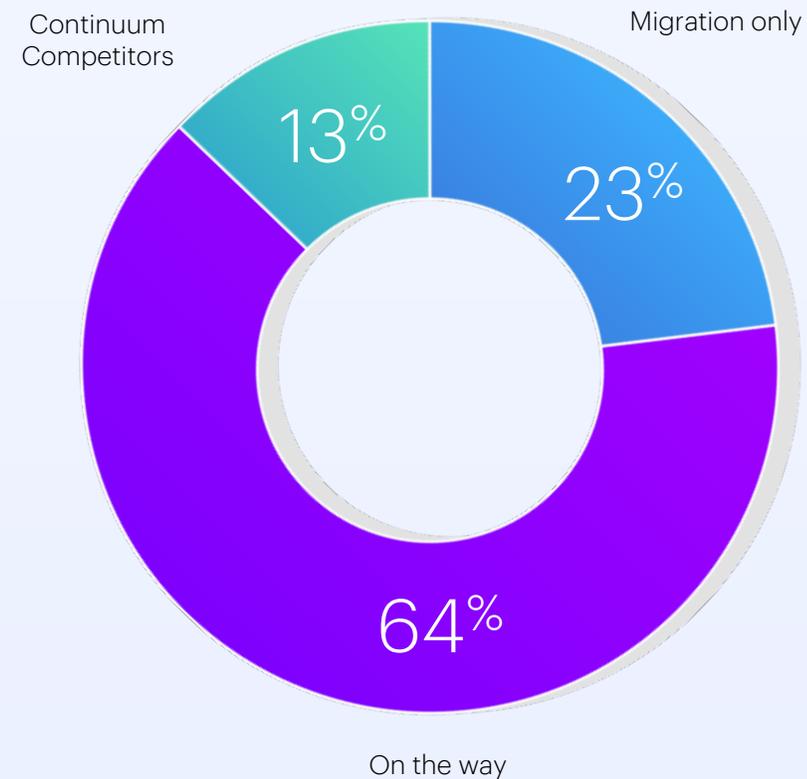


Future competitiveness hinges on cloud choices being made today

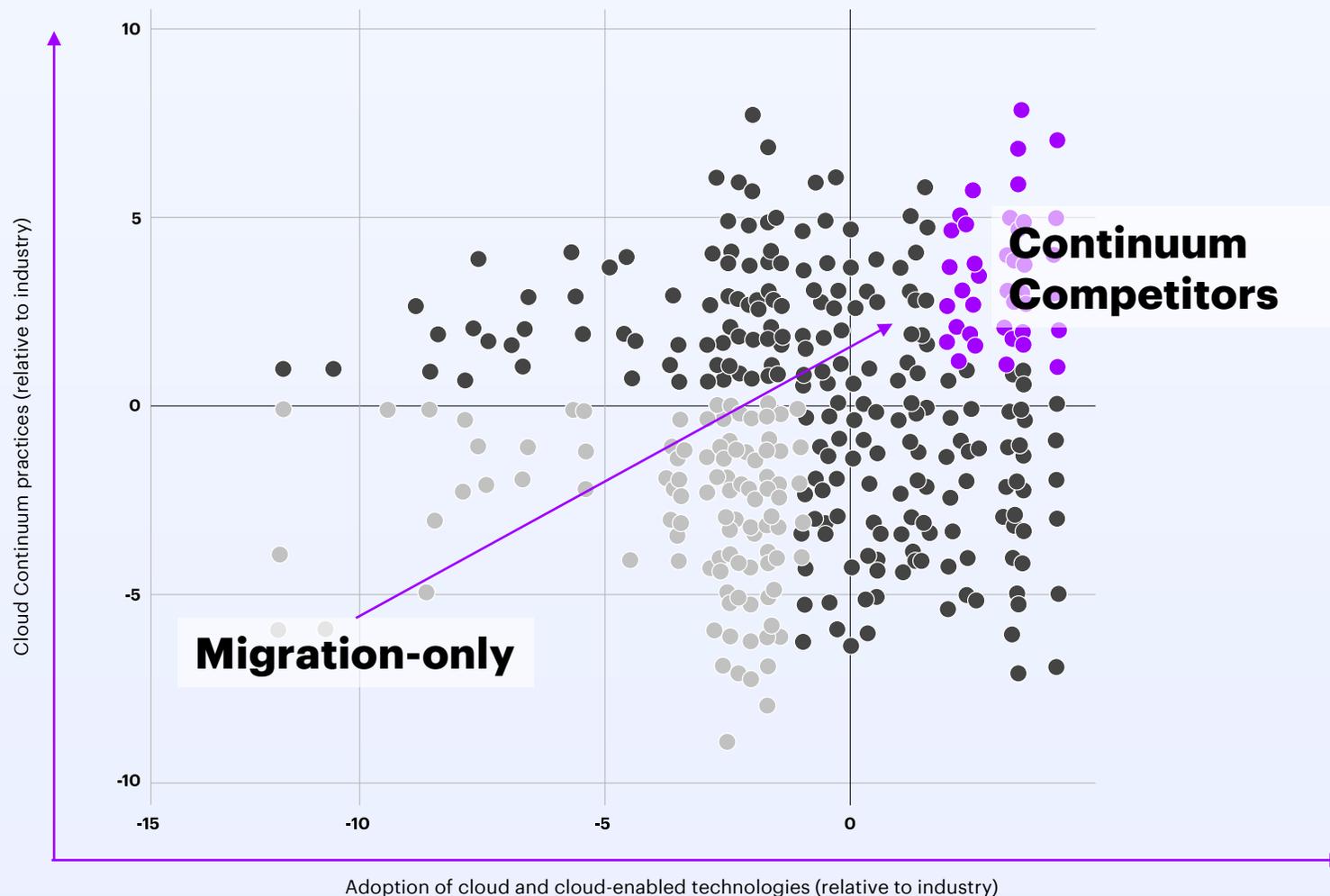
Just **13%** of companies are using the cloud strategically today.

They embrace the cloud as a continuum and treat cloud as an operating model for innovation.

Meet the Continuum Competitors.



Continuum Competitors secure their advantageous position in two ways



■ Migration-only ■ On the way ■ Continuum Competitors

Base: Total sample N= 3,863

First, they choose the right types of cloud and cloud-based services.

Second, they implement advanced practices to leverage those technologies.

Continuum Competitors adopt up to 80% more cloud technologies by following at least 4-5 out of 6 Cloud Continuum practices. For a description of the technologies and practices surveyed, see the appendix.

Continuum Competitors set more ambitious goals and produce a wider range of better outcomes

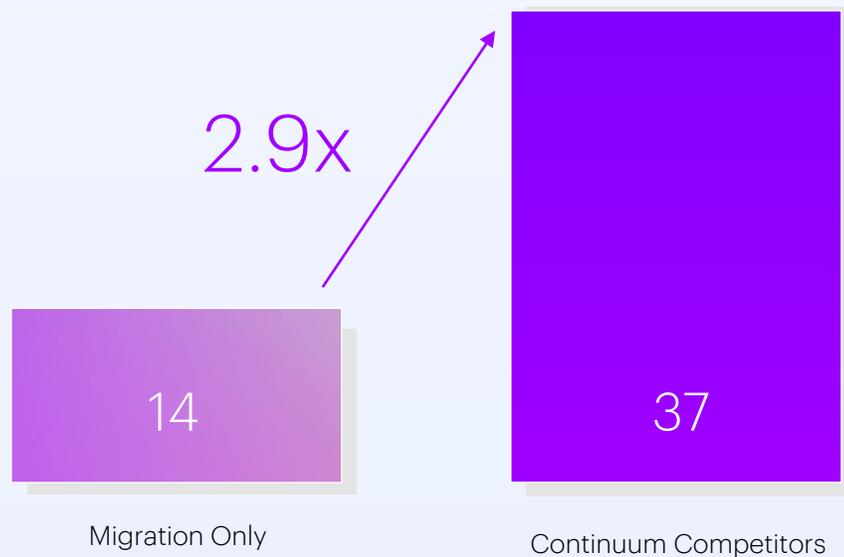
Continuum Competitors are

2 to 3X

more likely to innovate and re-engineer knowledge work



Continuum Competitors are almost three times more likely to use cloud to reach sustainability goals



Percentage of organizations that target two or more sustainability goals

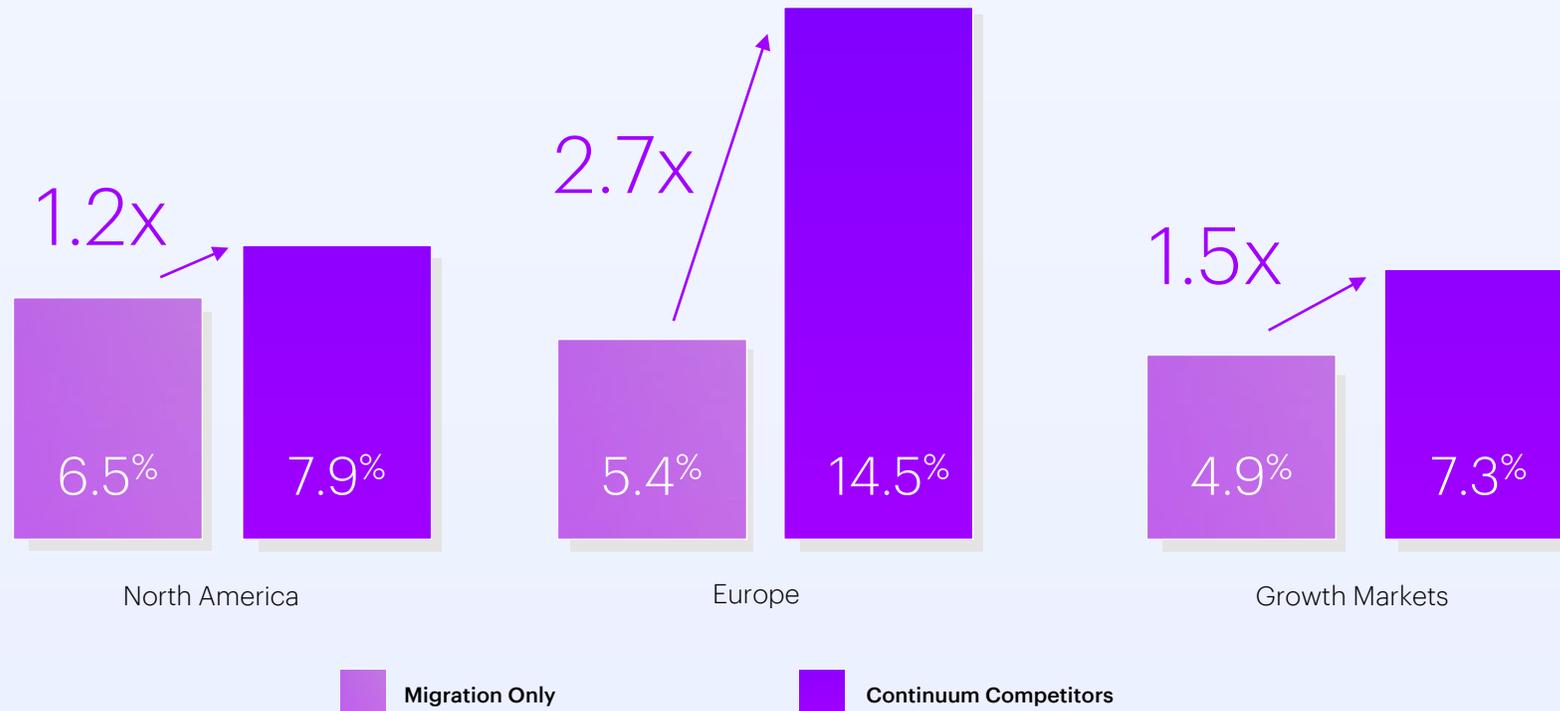
Base: Total respondents N= 3,863

Sustainability goals

Use cloud to:

- Do more with less servers
- Use more efficient servers
- Architect for greener IT than on-premises
- Reduce carbon footprint
- Use green energy sources for IT

Although cost isn't their primary driver, Continuum Competitors in every geography realize greater cost reduction



Percent cost reduction for organizations on the continuum

Base: Total respondents by country
NA: N= 1,460; EU: N= 1,135; GM: N=1,250

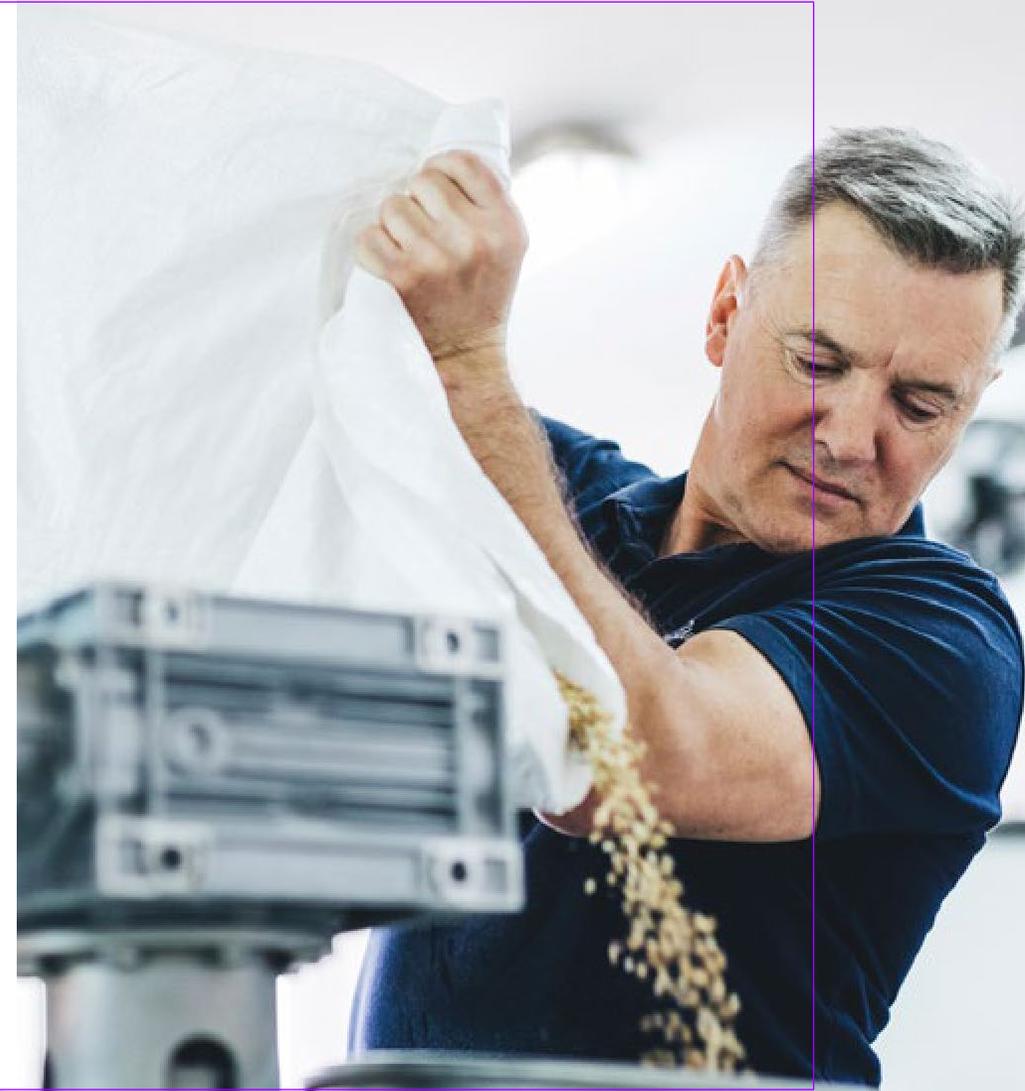
In depth: The cloud gives Carlsberg the freedom to innovate and experiment

Danish brewer Carlsberg's Sail '22 project—a strategy to cut operational costs by one-third and invest those savings in future growth— illustrates how to advance on the continuum, with clear priorities, unwavering commitment to migration and heavy involvement of top leaders

“With cloud, our network capacity is 10 times what it was, which means our users experience much less latency,” says Carlsberg CIO Sarah Haywood.

“The use of self-service and bots, which respond to natural-language questions, is far beyond what we had before.

All this means our people get to focus their brainpower on those things that make a difference for our customers and consumers. And that is closing the gap between our technology and our business.”



Many of the world's breakthrough innovations are happening on cloud.

Harnessing those innovations requires a commitment to permanent reinvention.

Continuum Competitors actively manage the technology, human and business dimensions of cloud change

Current state practices

Disconnected Agility

Waterfall Goals

Cloud-last Apps

Makeshift Talent Strategy

IT Conservation

Scale Inflexibility

Cloud Continuum practices

Feed-it-forward Agility

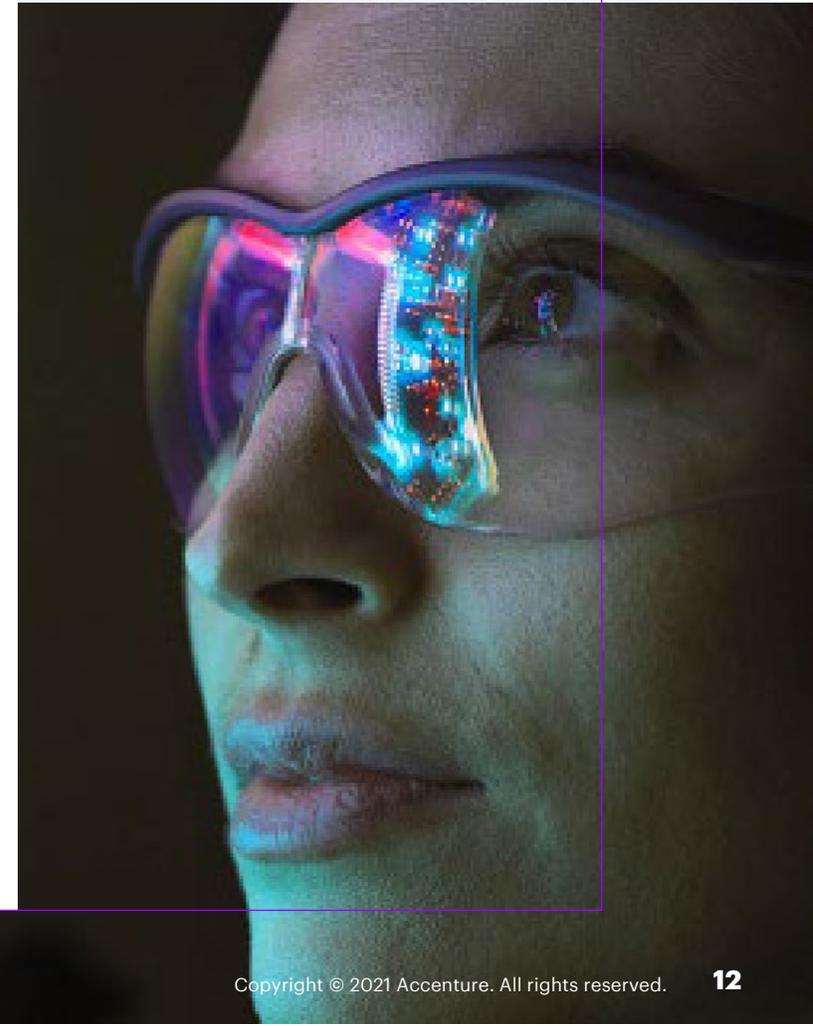
Continuous Goals

Cloud-first Apps

Talent Transformation

IT Experimentation

Scale Awareness



Agility-plus:

How Starbucks perfectly blends practices and technology



1/ Continuous Goals

Starbucks uses the cloud to capture incremental feedback and adapt goals continuously to achieve maximum outcome—the business is aligned with its innovative IT division. The company is using data to continuously improve the experience for customers and partners.

2/ Cloud-first Apps

As customer experience is the most frequently tested metric for Starbucks, the company created an AI-driven recommendation platform called Deep Brew. The platform supports 100 million weekly customers, offering personalized recommendations—effectively turning every Starbucks menu into a smart, cloud-enabled edge device.

3/ Talent Transformation

Starbucks is testing Natural-Language Processing (NLP) for heads-up ordering so baristas can maintain eye contact with customers. AI-driven espresso machines allow baristas to focus on personalized crafting of the coffee, and predictive maintenance of the machines reduces downtime and facilitates repairs.

4/ IT Experimentation

Starbucks' culture of experimentation includes hackathon-styled app development. The goal is to churn out as many ideas as quickly as possible. Among those ideas is digital traceability from bean to cup via blockchain, an in-app feature for customers and suppliers alike.

5/ Scale Awareness

Starbucks' reach is far and growing, serving 80 markets with more than 30,000 stores. This sort of scale requires clear understanding of compute power and its ability to accommodate next-generation products and services across those 30,000 locations with near simultaneous results.

How to become a Continuum Competitor

Have a clear vision of where you want the Cloud Continuum to take you

Embrace Cloud Continuum practices, which provide the means and discipline to change

Focus on delivering great experiences above all else

Secure leadership commitment



Ever-ready for every opportunity

[Accenture.com/CloudContinuum](https://www.accenture.com/cloudcontinuum)



Appendix

About the research

We employed a multi-method research approach. Specifically, the research program included surveys, interviews, and case study research, and economic and modelling.

Organization size

3863 executives, global
50% of respondents with **IT role**
50% of respondents with **non-IT role**
C-level only

Our dataset contains a range of organizations from very high-growth (16%+) to those witnessing declining revenue and margins, and many in between.

Average margin growth: **-0.14%**
 Average employee growth: **1.38%**



16 Industries

Financial Services

Banking (357)
 Insurance (252)

Communications, Media & Technology

High Tech (193)
 Software and Platforms (326)

Resources

Utilities (295)
 Energy (Oil and Gas included) (95)
 Chemicals (188)
 Metals and Mining (182)

Health & Public Service

Health (288)
 Public Services (143)

Products

Retail (100)
 Consumer Goods and Services (356)
 Travel (299)
 Industrial Equipment (334)
 Life Sciences (277)
 Automotive (178)

25 Countries

Argentina (67)
 Australia (100)
 Brazil (67)
 Canada (200)
 Chile (66)
 China (200)
 Colombia (25)
 France (200)
 Germany (200)

India (100)
 Indonesia (50)
 Ireland (51)
 Italy (201)
 Japan (200)
 Malaysia (50)
 Mexico (50)
 New Zealand (100)
 Nordics (Denmark, Finland,

Norway, Sweden) (100)
 Saudi Arabia (37)
 Singapore (50)
 Spain (201)
 Thailand (50)
 United Arab Emirates (38)
 United Kingdom (200)
 United States (1260)

25 Technologies

enabled by the Cloud Continuum

A spectrum capabilities and services from public through edge and everything in between

Cloud

- Cloud SaaS
- Cloud IaaS
- Cloud PaaS
- Hybrid Cloud (mixed computing, storage, and services environment made up of on-premises infrastructure, private cloud services, and a public cloud)
- Serverless Computing
- Cloud Native Applications
- Containers
- Microservice Architectures
- Multi-cloud

Real-time Data Capture and Analysis

- Data Lakes (data repository)
- Streaming/real-time data
- Big data analytics

AI and Automation

- Deep Learning
- Physical Robots
- Vision Systems
- Natural Language Systems
- Tiny ML
- Federated Learning
- RPA (Robotic Process Automation)

Security

- Cyber Threat Intelligence (CTI)/Active Defense
- Endpoint Detection and Response:
- SIEM (Security Information and Event Management):
- Trust-based Architectures

Internet of Things

- Internet of Things (IOT)
- Edge/Fog Computing

Six Practices

for the Cloud Continuum

Continuum practices - cloud as a permanent commitment to reinvention

Feed-it-forward Agility: Speed time to future markets, again and again

Continuous Goals: Alignment is continuous, not episodic

Cloud-first Apps: Cloud's the developers' default

Talent Transformation: Compress transformation continuously

IT Experimentation: Unremittingly upgrade experiences

Scale Awareness: Predict the power requirements for new generation of Cloud-AI Services

