



USING TECHNOLOGY TO OUTMANEUVER UNCERTAINTY

VIDEO TRANSCRIPT

Penelope [00:00:04] So covid-19 one of the greatest disruptions the world has seen in decades. And it was no less so for us. We had to, in a very short period of time, change our work pattern from five hundred thousand Accenture people that we supported with technology and applications around the globe in client offices and our own offices. Five hundred thousand people working out of their homes. And a lot of the progress that we've made over the last decade really helped us rise to that challenge beautifully. I'm incredibly proud of all the innovations that we did during the Cold War period, including the net new development of twenty-five applications to help us solve point problems during that period of time.

Ramnath [00:00:47] Extremely present. Very clearly our research, Accenture research, tells us that only 10 percent of organizations were ready and resilient to take care of things of this scale and nature and communities. What do you think Accenture did right pre-covid, not during the covid, but pre-covid to be able to manage effectively through this crisis?

Penelope [00:01:12] So I think there were two core foundational things we had in place that really allowed us to move rapidly during the period.

Penelope [00:01:19] And the first one is the elastic digital work force structure that we had put in place for Accenture as a whole. And in case anyone hasn't read about the elastic digital workforce, please check it out on [Accenture.com](https://www.accenture.com), some pretty compelling reading.

But our ability to get the entire company collaborating on a Microsoft centric suite powered up by Teams in fairly short order was absolutely essential to preventing business disruptions for ourselves and our clients. And just to demonstrate the power that we consume almost a billion minutes, a month of audio conferencing in pursuit of the work that we do for clients. It's quite a challenge. The second thing that I would put out there is a core foundational capability is cloud and platforms. I think, you know, but we had Accenture are ninety five percent in the cloud now. And all of our major business processes are backboned on core platform solution. That level of cloud-based activity allows us to be incredibly nimble and flexible as business circumstances change and we can respond with a speed that simply wasn't possible in the on prem world.

Ramnath [00:02:31] Those are really some big, impressive numbers. The change in volumes, it wasn't over a long period of time, it pretty much shifted overnight. So, it's been, it's been impressive. Now, one of the things that you spoke about was ninety five percent of the cloud and cloud provides us with a lot of flexibility. Can you also throw a little bit of light on what does it do to our commercial construct with a shift from CapEx to OpEx?

Penelope [00:02:55] Sure. I think the greatest gift a CIO can give her company is the gift of optionality, the ability to respond on a dime to what's happening in the market and to shift things internally to pursue new markets through our cloud based architecture, backed by



platforms and moving into the Dev Sec Ops and micro services world. We're able to do that for Accenture, and it's a real competitive differentiator around this.

Penelope [00:03:21] So if I can ask, I've been doing a lot of talking. Why don't you tell me, given your greater viewpoint across the company and out in the marketplace, what do we see happening in the world and what advice would you give to me as a CIO for the coming year?

Ramnath [00:03:37] In my mind, the the crisis is really provided an opportunity to do some very sharp, quick things. And I would highlight that in three specific topics.

Ramnath [00:03:50] One. Take a very good, long look at what the current technical architectures of your systems landscape, technology landscape, and make sure that you're prioritizing things that are making you a little bit, making you not so dizzy. You very quickly put that list together. Second, dry, hyper automation, drive productivity in nature that you're extracting value from the existing investment to flow back into things that are immediate needs that you want to invest in. And third, leverage that ecosystem partnership in a far more effective manner and drive more and more towards an asset light strategy to make sure that you're leveraging the bottom of what you spoke as OpEx driven construct and bring that to life.

Penelope [00:04:37] And we were already looking at how to continually stay ahead of the market on our security posture and how stay

ahead of the market on data insights that we provide to our leadership. So, we'll be working with your organization or planning for the upcoming year and both of them.

Ramnath [00:04:53] Thank you, Penelope. That's a very, very apt point to the perfect way to bring this conversation to an end. Thank you for taking time out and hopefully we'll have another conversation soon. Take care.

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