

A photograph of a man with a beard and short dark hair, wearing a grey crewneck sweater, sitting on a couch and smiling while looking at a tablet computer. The image is layered with several semi-transparent rectangular overlays in shades of grey and black, creating a modern, tech-oriented aesthetic.

BETTER TOGETHER: PUTTING THE US IN TRUST

Applying the New with
Oracle Technologies Now

Foreword

Technology is the x factor: the single biggest variable in enabling how people work and live today—in both the *virtual* and *physical* world. The ability to quickly evolve and adapt increasingly depends on it. While people value technology’s central role in their lives, they are equally wary—and want more visibility and say in how their data is handled and used.

We are pleased to present the Accenture Technology Vision for Oracle 2020, our annual forecast of technology innovation. This year’s vision, “Better Together: Putting the Us in Trust,” shares our latest research insights into the key trends influencing business leaders during the next three years. We’ll explore the opportunities and impacts of these trends and how we’re addressing client needs into the future with Oracle Cloud.

In a world where digital is now everywhere and data is driving everything, trust has become the currency of value. To trust is human. It’s through that invisible human bond that all business and societal relationships are developed and sustained. In our relationships with people, trust is a choice based on both tangible and intangible criteria. In our relationship with technology, trust is an initial leap of faith based on a desire for access. We can’t look our router in the eye—yet without it, we can’t connect to the internet. When trust is broken, by people or technology, it’s very difficult and often impossible to earn back. Without trust, business has no future.

This Technology Vision is all about *us*—as post-digital people working in concert with technology and each other through trust to drive innovation with greater value. And never has trust been more important than at this time of *virtual everything*. Our vision outlines a human-centered approach rooted in collaboration for responsibly evolving tech-driven business models to address people’s needs and expectations in alignment with their values.

Companies must evolve their models in a more responsible way—as a new basis for competitive differentiation and growth.

COVID-19 has escalated this business priority, revealing both strengths and weaknesses across the digital landscape. To help ensure trust for our clients today, Accenture is partnering with Oracle to deliver innovative cloud solutions at scale and speed with security. Oracle provides a comprehensive, integrated platform that is both enabling and protective—with solutions across software as a service, platform as a service and infrastructure as a service.

In this Technology Vision, you can learn how today's agile and resilient leaders are co-creating success in their industries using Oracle Cloud. We look forward to sharing our insights and helping you create your way forward through trust.



A stylized, handwritten signature of Pat Sullivan in black ink.

Pat Sullivan
Lead
Oracle Business Group,
North America



A stylized, handwritten signature of Samia Tarraf in black ink.

Samia Tarraf
Managing Director
Oracle Cloud Business,
North America

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Executive Summary

To trust is human

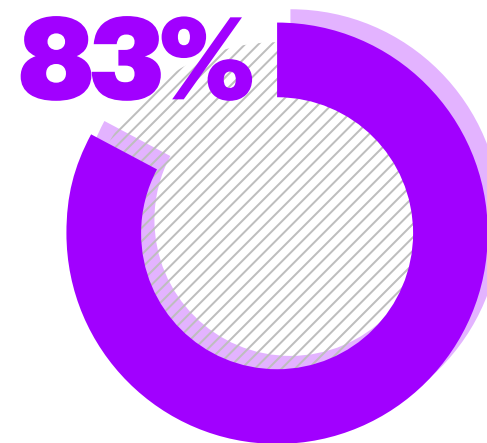
The more technology is central to our lives, the more people expect from it. Technology is also key to innovation and resilience, both critical for survival. Yet we have reached a point where technology is keeping pace with our imagination. As we continue to innovate, we must build on the truly human foundation of trust.



Of the 2,000 consumers Accenture surveyed globally, 70 percent expect their relationship with technology will be more prominent or significantly more prominent in their lives over the next three years. And 83 percent, among the more than 6,000 business and information technology (IT) executives Accenture surveyed globally, acknowledge that technology has become an inextricable part of the human experience.¹

Digitalization has served as the critical catalyst for innovation and growth. We are imagining solutions and quickly pivoting on technology through disruption to make them a reality. Just look at how quickly industry leaders have adapted with virtual solutions and are innovating their way through the COVID-19 pandemic.

As technology, and the businesses that shape it, become more intertwined in people's lives, the expectations for what it will—and won't—do are increasing. To stay relevant, leaders are creating a new way forward by evolving their tech-driven business models with a human focus.



of business and IT execs acknowledge that technology has become an inextricable part of the human experience.



We have reached a pivotal juncture today in our increased reliance on technology and greater expectations for its use. A company's very survival and future depends on an agile ability to use technology to address evolving business needs while respecting people's boundaries and continually earning their trust."

**Julie Sweet,
Chief Executive Officer,
Accenture**



Oracle provides customers with the choice, security and performance they rely on to succeed. Together, Oracle and Accenture will continue to deliver scalable, autonomous cloud offerings to help businesses grow."

**Safra Catz,
Chief Executive Officer,
Oracle**





Co-creating the way forward

Inventing a better future for people requires a virtuous circle of trust, data and deeper experiences.

Accenture and Oracle are co-creating a new way forward to drive greater value for our clients into the future. We are creating digital trust with the human spirit in mind. Oracle provides an agile technology platform for data-driven innovation and deeper experiences with digital trust, which is both enabling and protective.

Oracle's roots began in data. The company has since evolved into one of the world's largest software companies and a leading enterprise cloud provider through the breadth and depth

of its applications offerings. Today, more than **430,000 customers** in **175 countries** trust their businesses to run on Oracle technologies.²

Oracle offers a comprehensive suite with Oracle Fusion Cloud Applications for Sales, Service, Marketing, Human Resources, Finance, Supply Chain and Manufacturing—with the highly automated and secure Oracle Generation 2 Cloud Infrastructure, self-driving Oracle Autonomous Database and new Oracle Dedicated Region Cloud@Customer solution offering. The Cloud@Customer offering enables Oracle to now also deliver *all* its public cloud services on premises in customers' own datacenters.

Together, Accenture and Oracle tackle the biggest business challenges to help clients apply the New now. Our relationship with Oracle spans 30 years and is built on a powerful framework for joint innovation and solution delivery. Accenture offers in-depth experience collaborating with clients across a range of industries in guiding their Oracle Cloud journey—from solution strategy and development through testing and implementation.



From tech clash to trust

To move forward, businesses must first acknowledge the essential role technology plays in people's lives today.

More than half the world's population—a whopping 4.5 billion people—have access to the internet.³ People are ever-connected on every type of device, globally spending an average of 6.4 hours online daily.⁴

Many current models, however, fail to account for the growing impact of our technology use, resulting in a tech-*clash*—a collision between old models and people's current expectations. Leading in the future will demand rethinking core assumptions about how an enterprise works and redefining the intersection between people and technology.

Driving value with values

The success of next generation products and services will rest on companies' abilities to elevate the human experience. While everyone is working from the same blank slate, there is an overall guiding light: companies should look to align with people's core values to drive greater value with new technology-based business models.

People will no longer be bystanders when it comes to technology and their data. Customers expect to gain greater visibility into systems and to provide more input on how their data gets used through a truly bidirectional relationship.

Given the starring role technology is playing in our lives, we're taking it rather personally and expecting much more from it going forward.



Embracing five key technology trends

To truly bring a human touch to the next decade, the new technology-based business models that enterprises build must be rooted in collaboration. As technology's level of impact on society grows, successful businesses will leverage these new models to build trusted relationships. Our team of co-authors explores the five key post-digital trends that are unfolding and how they are shaping businesses toward this end.

Learn how Accenture and Oracle are collaborating with clients to turn this vision into a reality based on these trends.

76%

of execs agree, organizations need to dramatically reengineer experiences that bring technology and people together in a more human-centric manner.



Nish Patel

Managing Director
Oracle Business Group

Specialized in making strategy
a reality and Oracle Cloud—
SaaS, PaaS & IaaS



The I in Experience

Choose your own adventure

Redesign digital experiences with new models that amplify personal agency. Turn passive audiences into active participants by transforming one-way experiences into true collaborations.

Accenture is enabling businesses for collaboration with both their employees and customers. Oracle Customer Experience Cloud suite enables the delivery of connected experiences through connected data and intelligence.



AI and Me

Reimagine the business through human and AI collaboration

Take a new approach that uses artificial intelligence (AI) to bring out the full power of people. Move beyond deploying AI for automation alone and push into the new frontier of co-creation between people and machines.

Accenture and Oracle are helping enterprises evolve the full scope of human-AI collaboration capabilities as an agent for change. And the AI-infused Oracle Autonomous Database delivers self-driving, self-securing and self-repairing cloud services for database management.



The Dilemma of Smart Things

Overcome the “beta burden”

Address the new reality of product ownership in the era of “forever beta.” Transform pain points into an opportunity to create an unprecedented level of business-customer partnership.

Accenture is working with Oracle to turn customers into partners based on trust, mutual benefit and opportunity for change and continuous enhancement. Delivering applications via a subscription-based cloud model enables Oracle to continuously evolve its offerings for customers with new capabilities and better features.



Robots in the Wild

Grow the enterprise’s reach—and responsibility

Build new models of interaction and impact as robotics move beyond the walls of the enterprise. Companies in every industry will unlock new opportunities by introducing robots to the next frontier: the open world.

Oracle has delved into robotics, helping to push out the path as the potential benefits seen in manufacturing and adjacent industries are becoming available to more companies. Oracle Cloud applications are enabled for autonomous systems with internet of things, blockchain, machine learning and AI already integrated.



Innovation DNA

Create an engine for continuous innovation

Tap into the unprecedented scale of disruptive technology available today. Build the capabilities and ecosystem partnerships necessary to assemble the organization's unique innovation DNA.

Accenture and Oracle are collaborating with clients, who are leaders in their industries, to define and enable new ways of working. Accenture myConcerto for Oracle provides the insight-driven, digitally integrated platform to enable and power that innovation.

To truly bring a human touch to the next decade, the new technology-based business models that enterprises build must be rooted in collaboration.



Leaders making the journey with Oracle Cloud

A global design, engineering and management consulting firm

was on a fast track for growth through a merger and acquisition strategy. Operating with many disparate local applications, the company sought to harmonize its business operations and achieve a common global view. The company worked with Accenture to implement an Oracle CX Sales and Marketing solution to focus on more profitable opportunities and increase win rates. The client further leveraged Accenture's help to redesign both commercial and back-office enterprise processes, which included the development of a global template and rollout across 40 countries. Oracle Analytics Cloud was used to integrate data across all domains. To help enable the client to continue leading in the market, an innovation program is also under way. Accenture is helping to assess the use of emerging technologies, such as immersive reality, artificial intelligence, machine learning, parametric and computer-generated design, and big data.

A global diversified health care company

, based in North America, was focused on unifying its clinical expertise, forward-looking view of technology and data usage to make its health system work better for everyone. Partnering with Accenture, the company set out to drive significant improvements across the employee experience and workforce innovation and total rewards programs, implementing an Oracle Fusion Cloud Human Capital Management (HCM) solution. The implementation enables the delivery of a top-tier employee experience that addresses people's diverse, individualized needs throughout their career life cycle. Accenture helped the client roll out the Oracle Cloud HCM solution across 14 countries for approximately 200,000 employees, converting 8 million rows of employee data in the process. Key benefits delivered include an overall modernized human capital function for improving the employee experience with enhanced mobile capabilities and human resources management with standardized processes.

Trend 1: The I in Experience

Choose your own adventure



**1****The I in Experience****2****3****4****5****6**

Putting the I in Experience is about customers and employees choosing their own adventure by shaping their interactions in cooperation with a business or entity. To help tailor their digital experiences, they must provide personal data. That's where trust comes into play, and the opportunity to build loyalty is won or lost.

In evolving today's tech-driven business models for cooperation, it's critical to consider connections with customers and employees. Industry leaders are focused on transforming these relationships to become collaborative partners in experience creation, not just providers of it. Businesses, however, must proceed with caution, treading a fine line for trust. Digital loyalty is only as good as the digital trust that is provided and agreed upon between partners in the experience creation process.

Business leaders are also enhancing their employee experiences. They are evolving their capabilities for seamless cooperation

with platform-as-a-service (PaaS)-based cloud models that provide employees with more control over their workplace and human resources (HR) experience.

The use of virtual HR agents offers a personalized interactive experience with employee self-service capabilities. For example, employees can make updates to their personal information, apply for leaves and check balances through a modern, intelligent interface. These intelligent interfaces are making the individual—in this case the employee—an active and necessary contributor to their own personalized experience.



Neha Lamba
Senior Manager
Oracle Business Group
[Specialized in Oracle Sales Automation](#)

85%

**of execs believe,
to compete in a post-digital
world, organizations need
to elevate their relationships
with customers as partners.**

**1**

The I in Experience

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Opportunities in experiential marketing

People have come to expect customized experiences. The change is that now they also expect enterprises to act as partners in experience delivery. More than just creating personalized touchpoints for their consumers, businesses are building long-term partnerships and loyalty with them. This shift means sharing in the relationship control and power.

Oracle is helping businesses transform digital experiences into true collaborations. Take, for instance, a large **US telecom company** that is working with Accenture to introduce a cooperative element. The company aims to give its customers more control over their marketing experiences, using an Oracle CX Marketing solution that enables seamless experiences and hyper-personalization

plus data streaming and analytics, helping marketers harness the power of big data in real time to increase online conversion rates and enhance digital experiences.

Using Oracle CX Marketing with Oracle Content and Experience solutions provides marketing teams a comprehensive toolset to enable relevant, engaging experiences—across devices, channels and life cycles. Empowering customers with the ability to make their own relevant choices that drive their experiences helps increase engagement, turning passive audiences into active participants.



**1****The I in Experience****2****3****4****5****6**

Today's customer experience programs are subsequently transforming from one-way streets into dynamic and responsive collaborations.

A major **airport in Southeast Asia** is using Oracle Responsys to deliver more engaging customer experiences. The airport collaborated with Accenture on a Customer Personalization Program that included the implementation of Oracle Responsys to enable digital marketing automation and the delivery of targeted customer experiences across channels and touch points. The resulting 360-degree view of the airport's customers enables it to run hyper-relevant, near real-time campaigns for delivering personalized and timely messages to passengers and customers through their preferred digital channels. The airport's data analysts and business stakeholders are now

further empowered with enhanced, data-driven insight development and decision-making capabilities.

Choose-your-own-adventure stories, customization with live user input and tools that let people design their own experiences, are all ways that businesses are embracing cooperative experiences to deliver business value that aligns to customers' values.



More than just creating personalized touchpoints for their consumers, businesses are building long-term partnerships and loyalty with them.

**1****The I in Experience****2****3****4****5****6**

All connected: data, intelligence, experiences

At the heart of any transformation is data. The Oracle Customer Experience (CX) suite provides an enterprise-grade platform for connected data and intelligence to enable the delivery of connected experiences across sales, marketing, service and commerce—with industry solutions.

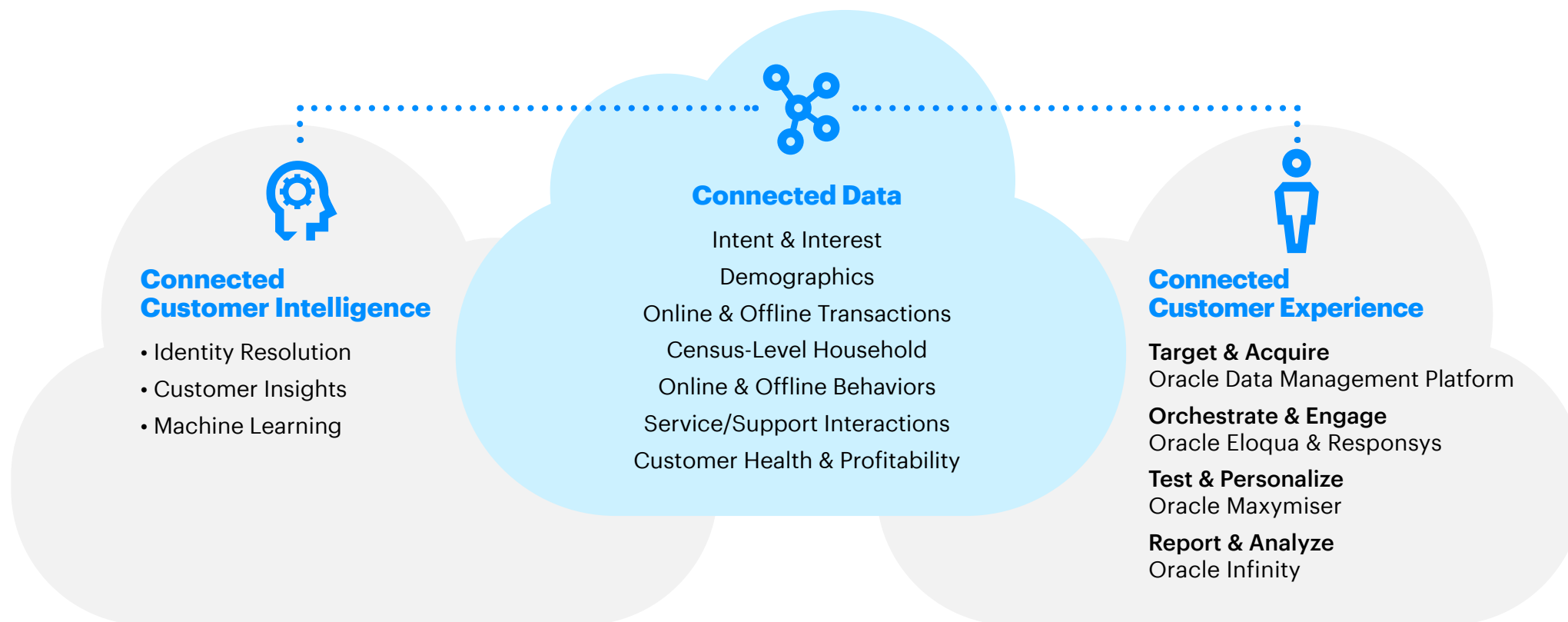


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ORACLE CX MARKETING PUTS DATA AT THE CORE



**1****The I in Experience****2****3****4****5****6**

A global industrial company had embarked on a multi-year strategic journey to improve end-to-end customer experiences, updating service technology and processes. The project involved the digital transformation of the company's entire service operations—from their call centers to their engineers in the field. Key capabilities such as automated work scheduling were introduced while service processes were harmonized across the company's business units. Accenture worked closely with the company to implement Oracle B2B Service and Oracle Field Service to create the unified service platform—one of the largest implementations of Oracle Field Service to date.

From an industry perspective, Accenture has also built and delivered a solution for utility companies that uses Oracle CX apps with Oracle Utilities Customer to Meter and additional Oracle Utilities solutions. The modern CX as a service solution is being deployed at a **Fortune 200 North American electric utility** to support more than 1,500 employee users across its corporate office and six contact centers serving a number of its operating companies. The aim is to lay the foundation for enabling a 360-degree view of the customer and more personalized interactions to improve overall service delivery and satisfaction. The solution is also designed to improve revenue-generating activities and cost efficiency through better optimized applications, streamlined marketing and sales processes, and real-time access to customer insights. Leveraging a new digital

marketing tool with standardized processes, the utility expects to bolster its self-service marketing capability, achieving a 15 percent open rate on an average of 1.4 million emails sent weekly. The managed service solution will also help decrease its overall spend on vendors. The future solution delivery includes plans to further augment with chatbots.

**open rate on an
average of 1.4 million
emails sent weekly**

**1****The I in Experience****2****3****4****5****6**

With Accenture's help, a leading southeastern **American gas and electric utility company** is embarking on an Oracle CX transformation. The focus of this technology is on delivering greater insight about the customer and delivering better personalized care and offerings to drive improved revenue generation. To address the client's challenge, Oracle CX and Oracle Integration were leveraged, including Oracle's Engagement, Marketing, Eloqua, Analytics and Data Management Clouds. A single Oracle B2B Service and CX Marketing instance allows this utility to standardize its go-to-market processes, strategically leverage Oracle B2B Service's mobile capability to drive adoption, share customer information more organically and gear itself toward an agile delivery capability. The solution is increasing business transparency across the organization

and streamlining reporting. It also empowers employees with enhanced digital capabilities, and adoption of mobile technology enables sales reps to be more productive by reducing back-office administrative work.

As enterprises engage in the delivery of cooperative experiences, they can anticipate a new set of technology challenges. Forward-thinking leaders are therefore already seeking out new types of partnerships in exploring and crafting ways to help guide their employees and customers through dynamic, personalized experiences.

Trend 1

Key Takeaways

With Oracle Fusion Cloud Customer Experience:

Give consumers more say over experiences.

Drive experience creation in cooperation.

Balance personalization with digital trust.

Trend 2: AI and Me

Reimagine the business through human and AI collaboration





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Businesses today are realizing only a fraction of their artificial intelligence (AI) potential. Leaders got to a point of advantage by plugging AI and other tech tools into existing workflows, focusing on automation and execution. But simply using AI to make their organizations run faster and cheaper is limiting its impact.

Now, leaders are leveraging the potential of AI systems to transform not just *how* businesses do work, but also *what* they actually do. While AI is becoming an agent of change, it can't reinvent a business on its own.

To tap into the unique strengths of the technology, businesses will rely on people's ability to steward, direct and refine AI's use across their organizations. Enterprises will need to engineer the opportunity for human employees to couple their unique talents and knowledge with the limitless capacity of machines to explore new possibilities.

Those that do so successfully will build the next generation of intelligent businesses—where humans and AI systems work together to reimagine what's possible.

The Accenture Intelligent Data Platform for Oracle leverages machine learning (ML) technology to support Oracle Fusion Cloud ERP migrations by quickly profiling and quantifying the existing ERP data in relation to the formats expected for Oracle Fusion Applications. Armed with this information, conversion teams can tactically target areas for data cleansing, dramatically reducing the time required for ERP conversion.



Cody Fincher
Senior Manager
Accenture Enkitec Group

Specialized in data
architecture, migrations
to Oracle Cloud and
complex programs



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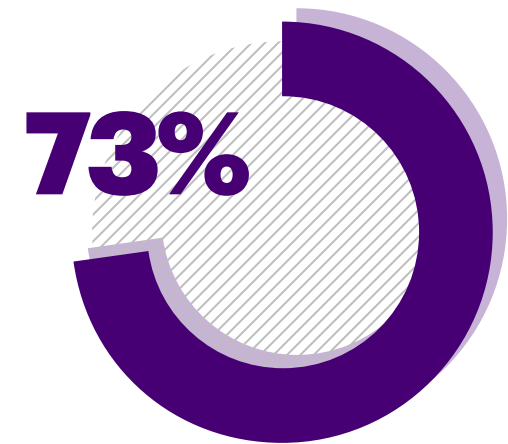
In another use of AI technology, Accenture worked with a **technology company** to implement Oracle Integration as a middleware platform to enable the integration of Oracle Fusion Cloud ERP with other enterprise applications. To facilitate low-code rapid integrations, the Oracle Integration platform uses AI to make decisions for data mapping with full visibility into systems data. The platform provides visibility into the decision making of mappings by allowing the end user to see and rate the output of each mapped data element. It then uses the ratings to facilitate future integrations.

AI/ML is changing the landscape in system operations and management as well. Oracle Cloud Management Services are an example of this evolution. Accenture implemented Oracle Cloud Management Services at a large **oil and gas customer**

to manage, monitor and tune a large-scale Oracle E-Business Suite (EBS) environment. Using the native AI forecasting and anomaly detection capabilities, it was possible to rapidly identify system stability issues. In two months, overall incidents related to Oracle database and middleware components dropped by more than 50 percent, and incidents related to batch job performance fell to nearly zero.

To start reimagining the organization, enterprises need to facilitate and enable true human-AI collaboration.

They must think beyond a linear “command and response” relationship and engineer an interactive, exploratory and adaptable experience. This type of change requires an innovative set of capabilities that most enterprises aren’t actively building today.



of organizations report, piloting or adopting AI in one or more business units.



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From automation to human-AI collaboration

While automation requires skills to get a job done, collaboration demands the ability to communicate and iterate with partners.

To foster human and AI collaboration, businesses will need to explore and master the tools and advancements that enable humans and machines to better engage each other. Natural language processing (NLP), explainable AI and extended reality (XR) will all unlock new ways for humans to interact with machines and for machines to interact with us.

And collaboration can't just be one-way; companies must build the capabilities that allow humans to better understand machines too so that people can correct or fine-tune AI, for example, as needed. The growing field of explainable AI is letting humans de-mystify the output of previously black-box AI systems—making human-machine collaboration possible even if the AI wasn't designed to explain its decision-making process.





The Accenture Intelligent Data Platform for Oracle, mentioned earlier, is an example of where this shortened, interactive feedback loop provides value for Oracle Fusion Cloud ERP conversions. How clean is our data right now? Where should we start our cleansing efforts? How much historical data do we need to load? Having clear and timely answers to such questions can shave off months from a migration schedule and reduce the total number of conversion cycles required to go live.

Once enterprises enable the full scope of human-AI collaboration, they can jump on the new opportunity before them—employing AI as an agent of change. Competitive advantage is no longer about finding a faster and lower-cost way to do what’s already being done, but by being able to rapidly and continuously change and adapt. Leaders will be using AI to reimagine everything—from the way their organizations are structured to the way they approach work and to the value their enterprise creates. Oracle is enabling this evolution through AI innovation for database management.

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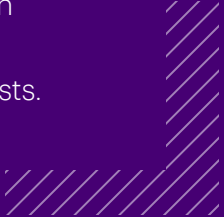
Autonomous everywhere—Oracle Public Cloud + Cloud@Customer



The new Oracle Dedicated Region Cloud@Customer solution offering delivers *all* of Oracle's second-generation public cloud capabilities and services—including the Oracle Autonomous Database and Cloud applications—on premises in customer datacenters. An industry first, this offering spans a major public cloud and on-premises, private cloud gap—delivering the full range of Oracle cloud services wherever customers need them. Businesses have been clamoring for a true cloud experience in their data centers, and Oracle's breakthrough Cloud@Customer offering is delivering on that need today. For Oracle customers in highly regulated industries and where compliance is of particular concern, the offering represents a pivotal opportunity for modernizing their operations. They can now address

complex business compliance needs while taking advantage of the performance, economies of scale and agility benefits afforded through cloud computing.⁵ What's more, Oracle Cloud VMware solution makes it even easier for customers to move their VMware estates to this new offering—or to any of the global Oracle Cloud Infrastructure (OCI) commercial regions.

Accenture is proud to partner with Oracle on this new offering and have the experience to deliver migrations to the OCI Dedicated Regions fully virtually. An example of the powerhouse combination of Oracle technology and Accenture expertise is the solution we delivered for **State of Texas**. By migrating to OCI, Texas transformed its ERP landscape while significantly cutting costs.





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An Autonomous advantage

At the core, Oracle Autonomous Data Warehouse is a cloud data warehouse service that aims to eliminate the complexities of operating a data warehouse and securing data. It automates provisioning, configuring, securing, tuning, scaling, patching, backing up, and repairing of the data warehouse. Unlike other “fully managed” cloud data warehouse solutions that only patch and update the service, it also features elastic, automated scaling, performance tuning, and security, and a broad set of built-in capabilities that enable machine learning analysis, simple data loading, and data visualizations. These features add up to a huge benefit. In our tests, ADW can allow for up to a 4x smaller database footprint that is 99 percent cheaper per query than the competitors!⁶

Similar to ADW, Oracle Autonomous Transaction Processing (ATP) is a cloud database service that eliminates the complexity

of operating and securing highly available and high-performance databases. Using the same technology that powers ADW, the service automates provisioning, configuring, tuning, scaling, patching, encrypting and repairing databases. Additionally, the service includes all of Oracle’s advanced database options, such as RAC, Multi-tenant, Partitioning, In-Memory, Advanced Security and Advanced Compression.

Both ADW and ATP have a single-core free tier and the Application Express development utilities built in. This allows you to increase or decrease the database processing power as needs arise. With the ability to scale on-demand, the service is built to support everything from simple web apps to large applications that are critical for business operation.

Trend 2

Key Takeaways

With the journey to Oracle Autonomous Cloud:

Discover a greater human-AI potential.

Employ AI as an agent of change.

Reimagine everything, expand the possibilities.

A man with a beard, wearing a blue shirt, is shown in profile, interacting with a large digital screen. He is pointing his finger at a circular gauge on the screen. The gauge has a needle pointing towards the 360-degree mark. The background is a blurred office or library setting with bookshelves. The entire image is overlaid with a semi-transparent blue layer that contains the text.

Trend 3: The Dilemma of Smart Things

Overcome the “beta burden”



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The Dilemma of Smart Things

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Enterprises are beginning to design products with the capability to develop and expand both services and experiences over time. As things live on, companies have the potential to respond to the changing demands and expectations of customers at a moment's notice.

The design of products together with expandable services and experiences sets the stage for feedback loops that support true partnerships. Customers can see the value and utility of products grow and change over time rather than remaining static.

But when customers buy products today, do they completely own them? As companies introduce this “forever beta” state, they are challenging traditional perspectives on product ownership. Without proper care, this living connection can quickly drift from a wellspring of opportunity to products that feel completely beyond the control of the people using them.

The risk is customers constantly having to play catch-up, not knowing if the next system update is bringing exciting new capabilities, a critical security refresh, a new user interface to learn or a dramatic change to functionality. Call it the beta burden: the unintended consequences when products, and their contained experiences, are constantly in flux.



Ian Staff
Manager
Oracle Business Group

Specialized in Agile solutions, custom and integration architectures, development and operations architectures, and product innovation

74%

of execs say, their organization's connected products and services will have more, or significantly more, updates over the next three years.

The onus of product ownership

The concept of ownership has changed beyond all recognition for modern, smart products. In the old model, a customer buys a product—be it a thing or an app—and expects very little to change over its lifetime. There were many certainties afforded about the product's overall usefulness and life in this model. At the end of the product's useful life, the customer may then often choose to replace it with a new alternative that fits their needs at that point in time.

The new reality of product ownership removes many of the old certainties and sets expectations for a longer-term relationship between the customer and business or supplier.

The customer may buy an internet of things device or license to use an application while the business administers and maintains it—effectively retaining ownership over part of what makes a product valuable. This is a huge departure from the past, where what you bought is what you got. In the new model, the product continues to evolve over time based on user expectations and as technology develops. The evolving digital experience is designed to differentiate and extend the usefulness and life span of a product.



The matter of product ownership and the beta burden are really two sides of the same coin.



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Forever beta

The shift to a cloud-based model is an example of forever beta, as providers continuously evolve their offerings for customers with new capabilities and better features.

Moving its applications to the cloud and offering them via subscription has enabled Oracle to serve as a trusted business partner that can better support customers' changing needs and continued growth through regular updates to its applications and products.

One of the technologies that is proving its worth is chatbots. This technology can have a big positive impact on many business interactions, enabling an enhanced customer experience and automating activities that previously required staff interaction.

Oracle Digital Assistant has built on the chatbot concept by developing a service that is modular and context aware and equipped with libraries to support rapid development for conversational user interfaces.

Oracle continues to develop digital assistant services that integrate directly with Oracle Cloud. Oracle customers are able to augment and turn on these digital assistant capabilities and build custom ones, enabling them to bring this technology to their entire portfolio including offerings not supplied by Oracle.



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Turn customers into partners

Oracle also provides the capability for customers to build the kinds of products and services that can help them turn their own customers and even their employees (as we saw in Trend 1) into partners.

One example of this kind of approach is **Accor**, the largest hotel company in Europe with more than 5,000 hotels and 33 hotel brands in 111 countries. The company is embracing the cloud with Accenture's help to develop and roll out an employee-centric platform, leveraging the capabilities of Oracle Cloud Infrastructure services and Oracle Cloud Human Capital Management. The mobile solution is designed to serve as a digital companion in employees' pockets and includes information on: My Career opportunities, My Performance and Feedback, My Team and My Learning. The digital companion was designed to look

and feel familiar to other devices and apps employees use in their daily life. It's also intended to be the preferred channel for connecting with and empowering employees who are "deskless" and mobile throughout their workday. The platform further supports Accor's key HR functions and offers a range of support services to hotel managers. And in the wake of COVID-19, Accor is using the learning features of the platform to help train employees on its elevated hygiene and safety measures.

Collaborating with clients as true partners and leveraging cloud-based platforms enables fast, efficient development and implementation of new capabilities. It also facilitates smoother user adoption and transition. Reimagining the organization to support these products' new lifecycle is how leaders will bring that potential to life.

Trend 3

Key Takeaways

With the Oracle Cloud-based model:

Develop more rewarding relationships via shared product ownership.

Evolve products as needs and expectations change over time.

Benefit from expandable products and service experiences.

Trend 4: Robots in the Wild

Grow the enterprise's reach and responsibility





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Robots in the Wild

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The robots are on the move—and it's time to make way for many more of them. Advances in robotics, sensors, speech recognition and computer vision are combining with shrinking hardware costs to make robots accessible for companies that haven't traditionally used them.^{7,8}

IDC predicts that the global robotics market will reach \$210 billion by 2022; only half of that will be in manufacturing, the traditional mainstay of robotics sales.⁹ At the same time, the rollout of 5G networks will unlock opportunities for all industries to extend their autonomous capabilities outside of contained settings like warehouses and production facilities—and into the open world.

A large, stylized graphic of the number 72% in blue. The '7' and '2' are solid blue, while the '%' symbol is a lighter blue outline.

**of execs agree,
5G networks will
expand opportunities
for robots to operate
in uncontrolled
environments in
their organizations.**



Faisal Siddiqui

Managing Director
Oracle Business Group

Specialized in Oracle Cloud
Supply Chain Management and
Human Capital Management



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These technologies are setting the stage for a massive robot migration, beyond controlled environments into uncontrolled spaces and from specialized industries to every industry. The significance of this transition cannot be understated.

Even with a cursory knowledge of manufacturing, it's clear the advent of robotics radically changed the economics of the industry, allowing companies to scale and transform in unprecedented ways. And as the sophistication of the machines grew, what the enterprise was able to accomplish did as well.



**The advent of robotics
radically changed the
economics of the industry.**



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Pushing out the path

Now, the same benefits and advances seen in manufacturing and adjacent industries are coming available to more companies. Advanced robotics are offering a path to push the intelligence of the digital world out into the physical one, and a chance to further expand the capabilities of the organization.

Oracle has delved into the robotics realm, teaming up with **Waypoint Robotics**. The initial collaboration includes a basic assembly line simulation for demonstrating automation potential through the use of mobile robots. Equipped with autonomous driving, parts inspection and real-time decision-making capabilities, these robots are designed to enable improvements in

assembly line quality control and efficiency. Parts inventory and defect updates are automatically relayed through the cloud between the robots and system database.¹⁰

There are opportunities to program such multi-function robots for use in different industries and capacities on a manufacturing floor and for delivery to the fleet. Oracle Autonomous Database can help too for key data points, as it runs on Oracle's highest performing hardware, Exadata—and can provide the performance and scalability needed to process the vast amounts of data collected.

An **end-to-end provider of services, software and hardware for the financial and retail industries** is also experimenting with robots.

Following a transformation journey to migrate globally to an Oracle Fusion Cloud ERP solution for finance, supply chain and service applications, the company is further leveraging Oracle Cloud to help with the use of robotics to automate testing of their ATM software on a 24/7 basis. The robot takes into account common human user errors and facilitates faster releases of new software and patches. Collecting the test results data in Oracle Fusion Cloud Applications aims to help reduce errors, increase product life cycle management efficiencies and bring to life innovations at record speed.



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Migrating into the open world

While companies have already seen the benefits of robotics in controlled spaces—from lower production costs to higher productivity and increased capacity for analytics—open world autonomy will amplify these benefits further. But, as robots become feasible in more industries, the challenges and limitations that *only* robotics companies have dealt with in the past are now obstacles and opportunities every enterprise must consider.

The first major challenge will be the necessary talent investments. The global mobile robotics market is projected to grow to nearly \$31 billion by 2025—a 361 percent increase from \$8.58 billion in 2016—and those fleets of robots won't deploy or maintain themselves.¹¹ Savvy businesses are investing in robotics hiring today, driving a 121 percent jump in demand for robotics technicians since 2017.¹²



+121%

jump in demand for robotics technicians since 2017



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Enabling the way

Oracle Fusion Cloud Applications come enabled for autonomous systems, integrating key technology components, like internet of things (IoT), blockchain, machine learning (ML) and artificial intelligence (AI). Specifically, in the supply chain arena, IoT and blockchain technologies enable real-time product tracking from start to finish. This traceability provides not only great insights into the quality, cost and speed to market of products, it allows companies to view how end consumers interact with their products.

Building on the shared product ownership concept introduced in the previous trend, businesses can effectively leverage continuous feedback loops through the formation of supply chain partnerships. There is an inherent capability of realizing the echo system of things as they exist in the world—where they are and how they work. ML and AI capabilities allow companies to then apply predictive

analytics to make smarter decisions on how to evolve their products or pull different business levers to improve supply chain efficiency.

The four pieces (IoT, blockchain, ML and AI) of the autonomous puzzle come together in Oracle Autonomous Database. The scalable database is easy to set up and has self-tuning capabilities enabled with ML for continuously optimizing performance. Consider the example of a delivery robot. To perform its functions, the robot needs to know the geography of its delivery area, traffic patterns, hazards and any special delivery instructions. All this information has to be accessed instantaneously, which is where Oracle Autonomous Database plays a major role in removing boundaries and enabling the robot migration.

Autonomous systems are capable of digesting, analyzing and continuously learning to make decisions in real time, responding

faster to ever-changing conditions. Oracle is advocating autonomous database solutions development in a broad range of industries, including construction, retail, agriculture, transportation, healthcare and public service. As an example, self-operating bulldozers are already at work on remote construction sites, blazing the way for increased adoption of autonomous solutions in other industries.¹³

One of the best-known examples highlighting Oracle's role is **Pepper the robot**, developed by Softbank Robotics. Businesses in various industries can use SoftBank Robotics' Pepper robot, enabled with Oracle CX Service, to support their marketing and sales strategies.¹⁴ The multi-use humanoid robot, Pepper, interacts socially with humans through its conversational and touch screen capabilities. Pepper can also identify people's faces and even read their emotions on a basic level.¹⁵



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Gaining an early explorer edge

Experimentation with solutions today will give leaders a dramatic edge as technological advances make it possible to incorporate robots on city streets, university campuses and construction sites. Far outside the walls of the enterprise, machines are already contending with variable operating conditions, including spaces populated by people and even other autonomous devices. Companies that get started today will position themselves to take the lead as robot migration becomes a major driver of value and growth.



Trend 4

Key Takeaways

Oracle Autonomous Database, IoT, blockchain, ML and AI capabilities:

Robotize and modernize the enterprise.

Unleash capabilities and opportunities beyond the enterprise walls.

Experiment today, lead tomorrow.

Trend 5: Innovation DNA

Create an engine for continuous innovation





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Comprehensive innovation is an imperative for companies looking to not just meet but also exceed expectations in the coming years. With mounting pressure from competitors and customers alike, the enterprise cannot afford to stand still—and incremental change won't be enough.

The world is evolving at an ever-faster pace, in part because of the trends we have cited above. Disruption is a matter of survival; opportunities for technological advancement, competitive market threats and unforeseen forces drive us to continuously change. COVID-19 disrupted everything—from businesses and healthcare systems to schools and communities to our families and home life. Despite, and because of, all the new challenges, innovation is thriving.

76%

of execs believe, the stakes for innovation have never been higher—getting it right will require new ways of innovating with ecosystem partners and third-party organizations.



Steve Foster
Managing Director
Oracle Business Group
Specialized in Oracle
Customer Experience



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To remain viable and thrive into the future, the enterprise must fully embrace change.

Companies today can enable greater agility and resilience by driving innovation throughout the entire organization, leveraging the opportunities yielded by an unprecedented range of technologies with their own unique business capabilities. The big challenge lies in pairing continuous innovation and experimentation—using that combination to help set a strategic course for where the company will go next. The ability to quickly pivot and constantly adapt is foundational for a “never normal” world.

A transformation of this magnitude won’t be easy, but it at least starts in a familiar place. The path forward begins with a renewed focus on the technology building blocks that have allowed companies to get to this point of opportunity in the first place. To build a technology-powered engine for driving enterprise transformation, businesses must first assemble their unique innovation DNA. Just as human DNA determines individual traits, with chemical building blocks combining to set much of the course for who people will be as individuals, innovation DNA will define an enterprise as it grows into the future.





An experience-led approach

For years, evolving consumer expectations have driven the design of technology, making it simple and easy to use. This has created a need for focused and relevant communications that depend on greater personalization of the user experience. What's more, a desire to seamlessly pick up where one left off has created expectations for a unified omnichannel experience. These consumer expectations are now carrying over into the business workplace and prompting innovative thinking.

Front- and back-office processes are increasingly converging into a consolidated set of activities, requiring the need to rethink the overall desired user experience. Imagine an employee experience where all internal websites are enabled with digital assistants, helping everyone from finance and human resources to sales and supply chain with questions, searches and basic processes. Or what about servicing business-to-business customers through a fully automated process, such as logging service tickets via internet of things devices. The process is simple enough to adapt. Such devices can inform the ticketing system of any failures. And smart dispatching systems can schedule the best qualified technicians, all without customers ever having to lift a finger.



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Assembling the building blocks

Innovation is an ongoing endeavor. Success in the future means constantly exploring what's ahead, around and inside of the business. Leaders can seize business opportunities, assembling four foundational building blocks to form their own unique innovation DNA sequence:

| **Experience** – Innovation starts with experience. Customers, employees and suppliers all have specific needs that define their experience. Enabling people to interact on their terms, they can experience the moments that matter most to them.

| **Data** – It is the key for fueling the innovation engine and driving transformation across the enterprise through automation, insights and intelligence. Now is the time to connect, enhance and make it accessible.

| **Process** – The convergence of the front and back office is enabled through connected processes. All customer touchpoints are unified across the business.

| **Intelligence** – Combined with digital automation capabilities, intelligence helps make all aspects of a business simpler, easier and more seamless in operation. Embracing digital capabilities further enables a culture for continuous improvement.

Accenture clients are embracing these cornerstones for enabling continuous innovation and succeeding on Oracle Cloud. With Accenture's help, a **global industrial company**, has embraced the Oracle Cloud for a connected business process across their Commercial, Installation and Service lines of business. Oracle Cloud services enable a connected business process to create orders, schedule installations and manage ongoing service logistics. The next step in their journey will focus on enabling the use of Oracle Fusion Cloud ERP for completing the full quote-to-cash process. This transformation will drive not only modernization of systems but enable a long-term digital innovation capability.



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While implementing Oracle Cloud is the foundational step for enabling continuous innovation, the challenge for enterprise organizations will then be to keep pace with technology advancements.

Rapid solution development is enabled with the Oracle Application Express (APEX) platform on Oracle Autonomous Database. APEX is Oracle's strategic low code tool for creating data-driven applications. Low code enables citizen developers to build their own data-driven applications and solve business problems while simultaneously enabling professional developers to be more productive and deliver apps faster.

Oracle also helps cloud customers keep pace with its quarterly release updates and patches, delivering new and enhanced functionality at each step. Part of innovation DNA is being able to quickly evaluate and introduce new functions, as well as allow for experimentation.

Trend 5

Key Takeaways

With Oracle Cloud and Oracle APEX low-code development on the Oracle Autonomous Database:

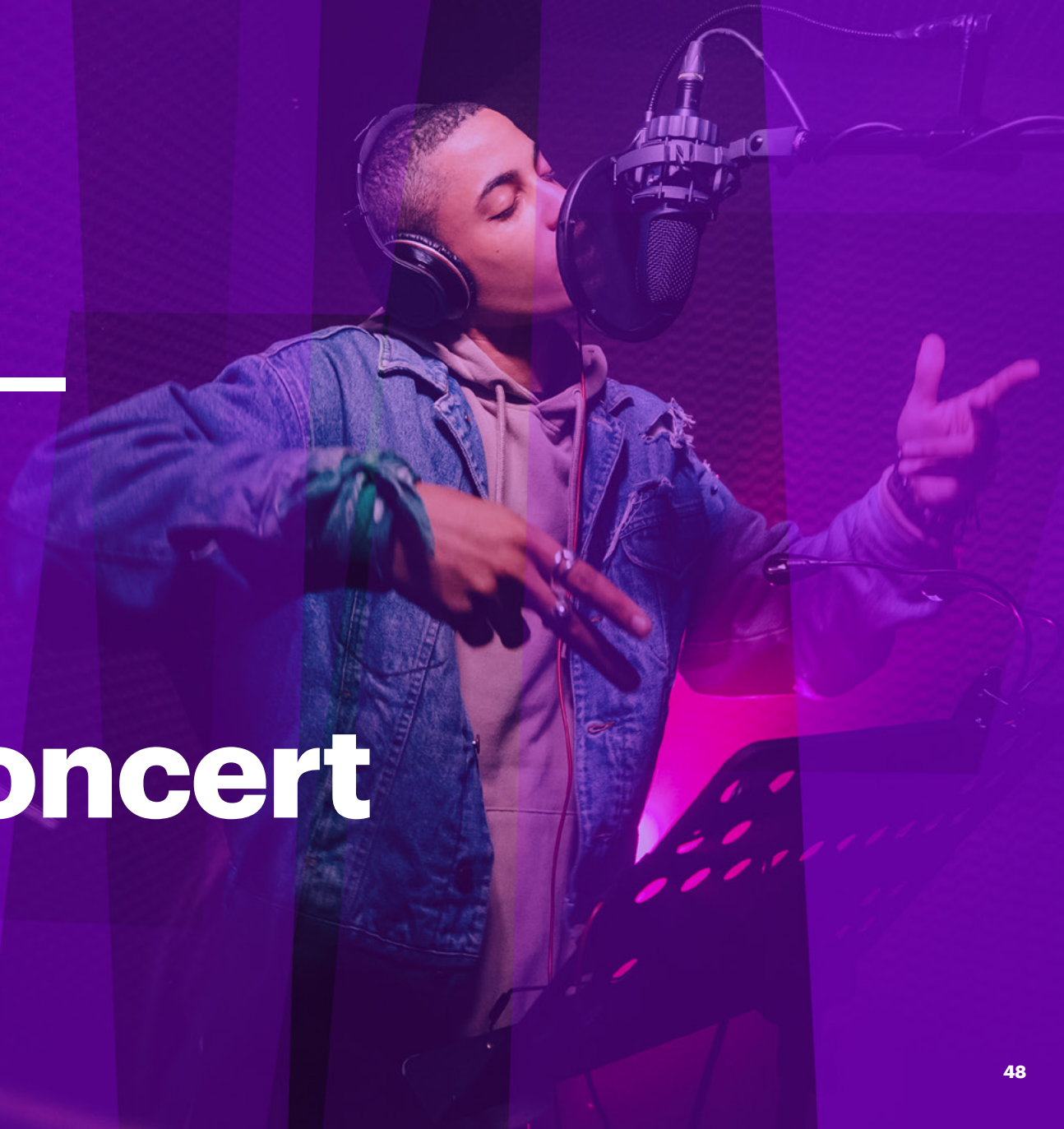
Embrace change with an agile ability.

Enable constant innovation and experimentation.

Keep pace with technology advancements.

Bringing It All Together

**It's about us—
people and
technology
working in concert**





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Bringing It All Together

Accenture myConcerto for Oracle

Powering the innovation model is Accenture myConcerto for Oracle, which provides the insight-driven, digitally integrated platform that we use to help clients envision, innovate, develop and deliver end-to-end solutions with Oracle technologies.

At its heart, myConcerto collects all of the experience, thought leadership, assets, accelerators, tools and offerings into a single integrated platform. With myConcerto, Accenture offers the capability to chart a personalized course, leveraging the advanced capabilities of Oracle Cloud and delivering return on investment at every stage in the transformation journey:

- | **Intelligence** – Using both experience and data collected from each client engagement, myConcerto provides a personalized and holistic guide to lead business and industry transformation. This approach is further validated using intelligent diagnosis at every stage.
- | **Industry** – MyConcerto is tuned to the needs of industry at every level, offering pre-built processes and accelerators so the solution harmonizes with clients' businesses.
- | **Modular** – The platform is connected but also modular in that the best of Accenture's offerings may be selected for each individual client transformation, including thought leadership, pre-built solutions, methodologies, tools and accelerators.
- | **Integrated** – While bringing together all of Accenture's capabilities for Oracle Cloud, myConcerto also integrates as a single connected platform additional tools and methodologies, like our business case and road mapper, digital delivery platform and automated migration tools.
- | **Digitized** – As well as bringing all our Oracle technology-based solutions together, myConcerto acts as the unique customer digital hub for engagement and delivery.



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Bringing It All Together

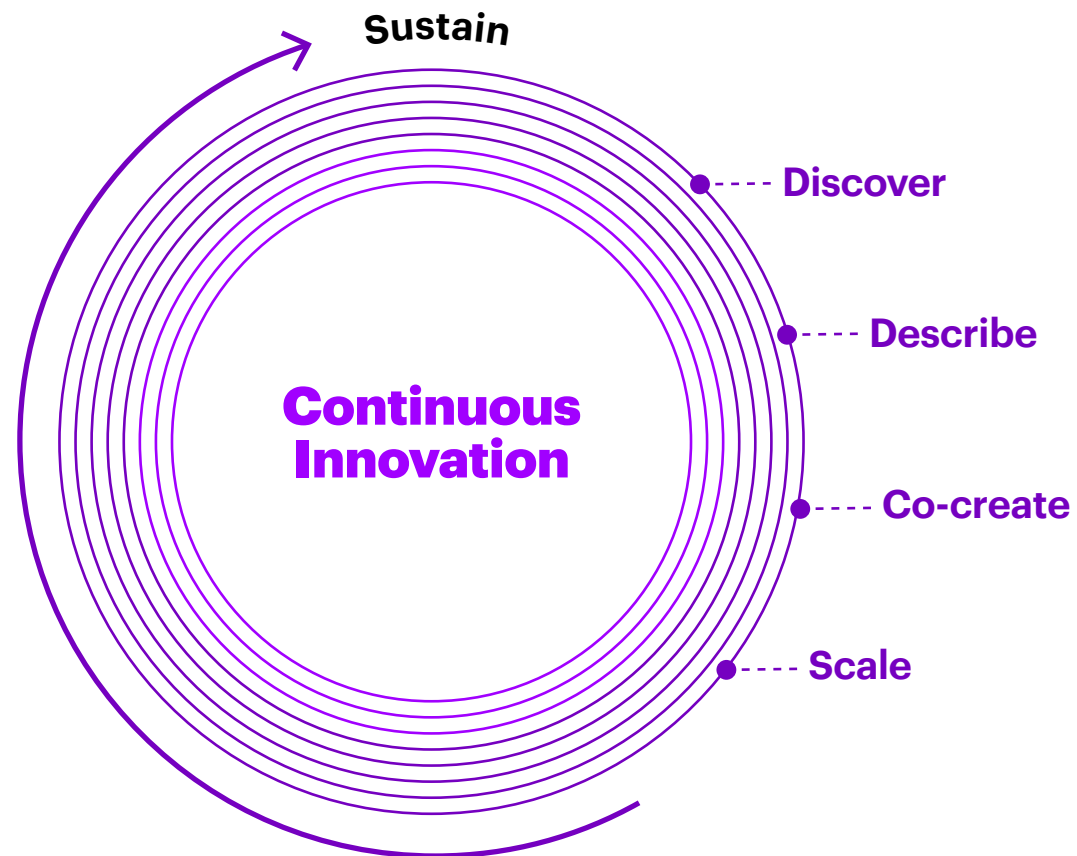
Accenture myConcerto for Oracle augments the power of next-generation solutions with Accenture's industry and functional experience to create exceptional business outcomes. In short, myConcerto puts knowledge, resources and expertise for powering intelligent enterprise transformation at clients' fingertips. MyConcerto is designed to integrate and complement Accenture's delivery methodology, which helps support return on investment at every level and stage.

myConcerto for Oracle by the numbers:

10 Live Industry Solutions

1800+ Oracle Assets & Tools

330+ Clients Supported FY20 To Date





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Bringing It All Together

Into the New we go—together

As aging technology-based business models increasingly collide with people's needs and expectations for technology, companies must set out to create something wholly new. None of the steps on the journey are incremental changes, nor are they as simple as finding the next technological tool to do what you're already doing today.

Leading in the future will demand rethinking core assumptions about how an enterprise works and redefining the intersection between people and technology. Rethinking and redefining begins with thinking and acting more human.

Applying a human-centric approach will be essential in addressing people's changing needs and expectations for technology to build trust. In a connected world that runs on data, companies need to operate from a solid business foundation of trust and accountability.





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Bringing It All Together

Exciting new opportunities exist for competitive differentiation and growth into the future for companies that proceed responsibly.

Trust will serve as the basis to deliver deeper, more meaningful experiences for connecting and building mutually-rewarding relationships with customers, employees and business partners. Companies must ensure that the use of technology and data in their business interactions is in service toward this goal. Through trust-based relationships, companies can take advantage of increased opportunities for collaboration to inspire innovation with impact.

Successfully collaborating with our clients to address their evolving business needs on a foundation of trust begins and continues with careful listening and empathy. With the foundational Accenture myConcerto for Oracle platform, Accenture meets clients where they are on their cloud journey. Oracle Cloud is purpose-built for enabling and powering the journey forward, providing an agile and scalable technology platform for continuous data-driven innovation with digital trust.

Key Takeaways

Work in concert with technology and each other to adapt, evolve and succeed:

Integrate end-to-end capabilities.

Think and act more human.

Build on a foundation of trust.

Collaborate to innovate.

Drive value with values.



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