



SAP SAPPHIRE 2022 – RISE X SOAR FOR LARGE ENTERPRISE SESSION VIDEO TRANSCRIPT

Good afternoon, everybody. Thank you for joining us here today. I have the pleasure to be with our CIO Penelope Prett and David Weisman, head of the commercial corporate development with SAP and my name is Robert Wickel. I'm looking after our Global SAP S4 and SAP Cloud business that you're doing together. So, we're here and I hope you enjoyed the keynote this morning. I'm seeing our CEO, Julie Sweet and Christian talking about, amongst other things, our rise collaboration. And we're here today to bring to life a little bit, um, how Accenture's journey in the cloud actually looks like and how our collaboration with SAP is actually supporting our journey. But let me start with a little reality buster. I mean, when we were starting that discussion kind of 12 months ago, you told me, Robert, I think you're missing the point. And to be precise, she said you are completely missing the point. So, I felt okay, that's not a very good discussion starter. Then to talk about rise, what you said is, in order to make it work for me, rise needs to be more than rise. And if you look at the facts, Accenture is the large enterprise, like many of you, work in, your specific challenges as it relates to talking about or executing a transformation of our ERP domain with SAP at the core.

We are in a state of hybrid and multi-cloud on infrastructure and application level with an increasing share of cloud native and Multi-Tenant SaaS products which need to be kept in sync from innovation perspective, from an upgrade perspective and all that. So that already is complex, part of a journey. Visit on architecture designed couple of years back for accompany which we had in mind would be Accenture in the twenties. Now, we would not have fought at this point in time you're thinking about, okay, how would a 500 thousand people company look like? They didn't know? Today it's 700 thousand people. We would not have imagined that we are the largest digital agency on planet Earth, which now is essential song. And would not have imagined that we actually buy on average accompany per week globally that needs to be integrated at speed. So, the architecture that we are talking today is actually not really fit for purpose for what Accenture is today and even less so for what accenture will aspire to become. And then last but not least, we're all facing, I think the same challenges from an operations perspective over the last two years with unforeseeable events that nobody could have predicted. So, Penelope, really, I don't want to be in your shoes to be honest in telling of all that complexity. So how do you look at that discussion?



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How rise can support you in your objectives as CIO and how you, how you look at Accenture as transformation. So, as we talk about this whole journey, There's actually two distinct pieces to it. Let me focus on the first part, which is the rise journey. I'm a CIO. I don't know how many CIOs we have in the audience, but we are inundated every day with the concept of compressed transformation, right? What worked for us before COVID? It doesn't work anymore. Business is turning over and changing at a rate that is infinitely faster than it was four or five years ago. So, when we think about the things that I as a CIO on behalf of my company who, as you mentioned, north of 20 percent growth, right? 700 thousand people banging on my technology landscape every day, acquiring accompany a week, diversifying our business lines, manufacturing products. When I started with Accenture 30 years ago, that was not a conversation we were having about what we were going to be when we grew up. So, we have to think about how to set up a technology landscape that allows us to do a couple of things. Number one, operate securely in the Cloud, distributed data seamlessly at a reasonable cost profile. But also, that allows us to stay on the latest wave of the technology without a lot of intensive effort on the part of my shop.

Because where I want my team to focus, I see Eli Lambert, my lead for this area. Where I want my team to focus with their highly specialized, deeply develop skills in how our business sits on SAP. I want them focused on that business transformation, continually reinventing how we run our individual processes, both in silos but also as a cohesive whole business to propel the next wave of Accenture growth. So, when I think about the rise part of this proposition for me, it is being in the cloud, being continually current, being in a security framework which I'm sure you will talk about it, right. And being able to draw on SAP continually to make sure that I'm staying constant with the market in terms of both security framework and functional. Technology is being offered to me. So that's the first part, okay? So, if you look at the transformation of the part, so we go to, right? So, we essentially, we have a frame book called soar that actually offered to our clients and also be started discussing give you hope would soar helps. So, what's your perspective on the north star? So when you want to move that shop to, this is where it really gets interesting, I think for all of us because my company is no different than your companies were being asked to constantly reinvent ourselves.



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And the only thing we know for certain is that what we're going to need for our companies to achieve the next wave of growth and capture the next real tranche of market share that we don't currently possess to do something completely different, whether it's adjacent or completely nonadjacent to the business we run today. So, when I think about the sword journey, what that is giving us an opportunity to do is to re-examine ourselves. We think of ourselves as a good company, even a great company, right? The greater than logo is in our brand in terms of how you combine human ingenuity and technology to drive continual change and transformation across the globe. But coming up with practical ways to do that, that doesn't disrupt the business growth patterns is very challenging. And that's part of what we're able to do with the soar journey that I also think David's going to talk about in a minute. We are looking inside the actual running of our business area by area, process, by process. I give a very specific example. We close our global books in five days, and he beat that.

Now what if we can introduce predictive analytics based on not only our own data patterns which are building internally but purchase data patterns market about socioeconomic conditions in every corner of the globe to help predict what's going to happen in the next closing of the books and get out in front of that. So, it's how do you step from where you are to what the next wave is going to be to enable that company growth. And the soar process causes you to step very rigorously through all of the things you do with that mindset of how we can change and how can more fully embrace the current cloud capabilities to take you that completely new level of business performance. Okay, before we talk about the rise within just one question, therapy on, on culture. So, you talk about change. If you talk with our finance colleagues, might Casey, our CFO, how did, how do they look at this journey? Because effectively they need to do something different tomorrow and work differently compared to today. So what's the state of discussion? Well, we are very fortunate. I think both of us to work for professional services company in part of our job is to analyze the market, understand what our clients need and bring that forward.



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And so, our own understanding of where the world is going, how it impacts us, but more importantly, how it impacts a very broad base of companies around the world. It keeps us constantly in the churning mindset. Who could I use that at home? Ooh, what can I do with that, right? So, I count myself among a very few and very fortunate CIOs to pair with business partners who are willing completely to embrace the change with me. What they do demand that I don't think is any different than what all of you have to do to answer your business constituents? I have to lay out a risk pattern for how we adopt those changes. That does not disrupt market growth, particularly now when shares out there to be captured, right? We have to have seamless integration of the new capabilities while maintaining the old ones and continuing to power our business. So, in talking with our CFO, Casey McClure, the conversation is not about should weigh it is how will we get there without interrupting today's business? What is the pattern of adoption we're going to use, which is becoming uncovered to us through the soar process and the analysis we're doing in conjunction with SAP that allow us to get there, but not to in any way impede what Casey is doing now. Thank you.

Now David, Penelope started with a couple of challenges. So, if you are missing the point and you need rise to be more than rice. So how did this collaboration inform your perspective on the rise? Add a laugh a little bit when you said missing the point because I remember when we're talking to Penelope about why rise, she said, what's the value prop? Team hands me a deck. It's like 38 slides of every possible outcome of what we could do for her as a customer. And she says, but David, what's the value of I is why would I want to do it? I remember going back and thinking about in a simple term, what does rise really provide to our customers? I like to think of it into two aspects, run versus build. On the run side, we allow you to offload your risk while providing you with cost certainty. And the way that we do that is through standardization and operational guidelines. And so, when you think of some of those components, Penelope mentioned one of the very important ones is a common security framework. The framework is based on our security framework and best practices at SAP uses over all of our cloud properties. And so, what that allows us to do is deliver a fully monitored solution that is hardened and scalable to ward off any wide range of potential attacks, we're going to take that risk on for you next. Standardized architecture.



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Together, SAP in a center, I've worked with thousands of different customers. We know quite a lot about how they operate their environments. Putting together standardized reference architecture allows us to build a solution that's both scalable, but also maximizes uptime and provides our customers with a cost certainty Adoption Framework. You heard Brian talked a little bit about that in his keynote earlier today. It's really a set of guidelines that helps outline the steps that you're going to need to take within your journey. And the roles and responsibilities of the different parties are going to play as they go through that journey. When you combine all those elements together, what it really comes down to is being able to provide a service level agreement is based on up-time, right. And so, we're able to provide a best-in-class SLA. And not only can we provide that SLA, but we're willing to stand behind it. If in the event that a system where to go down, we're willing to reimburse our customers based in the cloud subscriptions they pay in the event that that goes down. And that's a lot different than what you'll get if you go to a SLA that's based at like an infrastructure level, we're able to bring that all the way up to the application level and ensure that your application will be up and running.

You need it. So, as Penelope said to me when I gave that presentation, those are those are table stakes, right? That's moving to the cloud and that's what is important to move to the Cloud and you're right. And so, by offloading that run component, what you're able to do is now focus on the build component. So, you offload your run on to rise. And that's going to allow you to focus on PS4 and building out that transformation journey. And so why, why did we decide to do this together? And I think this idea we probably started about eight months ago, took a little while to get through building that we really said. What if we were to take the combined experience of SAP and the experience of the center and really design an offering that's built for our large enterprise customers. What would that look like? What unique capabilities do we have as organizations to deliver that? And so, through that process, we were able to really come up with a framework that allows us to not only jointly participate in the transformation journey, but also participate in the operating of that environment that's going to provide our customers with both continuity as well as accountability. And I think that's really what this is about, is helping to ensure that success together for our customers. Your expectations against that new proposition.



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Now see, so are we on the right track with that? Yes. I will say that one of the things that's been great about working with SAP is those expectations as we talked about at the start, right in that phrase is going to come back to haunt me for the rest of my career, mature. But table stakes, we know what good looks like in a SaaS model because that's the business that we both do all the time. What's important is what can you unlock on the part of large enterprises? Because for those of you like me, who are CIO for a large enterprise, the challenges you have in marshaling workforce, bringing investment around to the right curve to put in the programming, moving other things off the plate without damaging other parts of your business. Those challenges are infinitely more complex in the large enterprise than the smaller enterprise, which might be a bit more nimble, bit more streamline in terms of it just hasn't grown as broader to as global a footing. And so, what I've loved about this process is being able to pair creatively with SAP to think about how we are going to help all of you as large enterprises sold the same challenges, so I am doing it first. We're going to learn from that process and see how we can streamline the experiences we hope all of you have on the same journey. So what the combined model of David's rise by soar for large enterprise. So how does that work for us?

So actually, I gotta give you a small corrects, right? We talked a lot about riots plus or and when we I remember spending time with the branding teams talking about how we're going to name this solution. And we said rise plus, or it doesn't actually accurately reflect what we're doing. We need to replace the plus with the multiplication side, right? Its rise time. So, it really, to us, it's about amplifying that value. I think when you combine the expertise of both organizations, it's about understanding where your customers ultimately want to land, right? So, you're landing position in your starting position where two very different ones than we often see. I don't know if you want to talk briefly about when we talk to you, you started public cloud infrastructure, newer already heavily down the path of cloud, but where you ultimately want to be is somewhere completely different. I don't know if you want to comment briefly on that. Yeah. Just one clarification. Rights. What I want for my company given how far advanced beyond our Cloud position we are, we have every piece of real estate where I'm going to put in the Cloud, in the Cloud. And now what I have to do is help my company along the journey from being in the Cloud to consuming Cloud capabilities. It's an entirely different mindset, just two words, but it's entirely different mindset.



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And how you approach partnerships, what you want to drive in terms of a business outcomes and business transformation riding on top of the cloud. So, I want to consume from my SaaS partner the full stack. I do not need to spend my time watching what you're going to do on the infrastructure layer right now, even though I am in a public cloud, I run my own instance, it's my problem. And so, what I wanna do is offload those things to you because you'll have an industrialized business of it. And I want to focus with Eli and my team on how to take the business to greater heights. And for those of you who have to run IT workforces, acquiring that talent capable of doing that is a very tough slog. And when you get it, you want to preserve it. And once you get the talent, one of the best ways to preserve that talent is to continually put them innovation on change. I'm looking to the future, rotating to the next set of tack that SAP is going to bring us. And I think my team has responded beautifully to that and the feedback from them about getting to take this direction with their job as we'll get these other capabilities to SAP has been really positive for Eli and I. Thank you for providing that perspective. And I think that the next step we're going is to look at it also from, and you heard a lot about it today about from a sustainability perspective, how we can support actually the frees time. So, for large enterprise from that and how we look at it from a diversity perspective and how we can expand it to really talk to the 360 degree value creation, we need in order to unfold actually, the value potential that sits on an SAP future, future SAP run on rise of SAP and supported by soar with Accenture. That thank you both for being here with me today and if there are any questions, feel free to contact us. Thank you.

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