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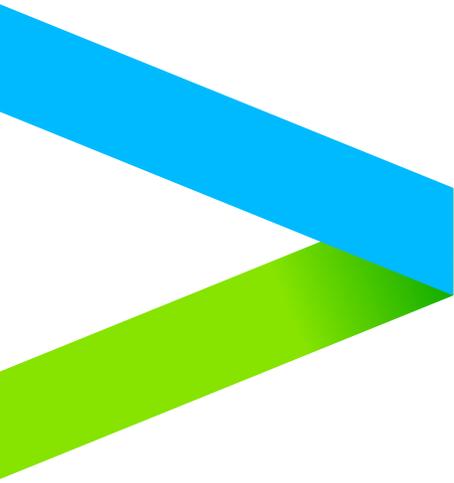
TREND 3
**WORKFORCE
MARKETPLACE**

Accenture and Oracle's work together, showcased in this Accenture Technology Vision for Oracle 2017, demonstrates how organizations now have the vision and the means to turn the tables on new, would-be disruptors, and truly become disruptors themselves.

AMPLIFY YOU

Accelerating digital advances are creating a people-centric technology environment in which the power is shifting to people to shape technology for themselves. The world of enterprise IT increasingly has the same design principle at its core. So what does that mean for Oracle technologies and the way Accenture helps clients to harness their power for transformational outcomes?

It's clear that the enormous potential of new technologies like artificial intelligence (AI), machine-learning, advanced analytics and virtual reality has barely begun to be realized. And, for the first time ever, even technology pundits are overawed by the surging speed of technology change. Think about it: 2.5 quintillion bytes of data are now being generated every day.¹



**More than ever before,
we as humans control our
own destiny. But the reasons
why may surprise you.**

This accelerated pace of change is the driving force behind the five trends we introduce and analyze in this year's Accenture Technology Vision for Oracle. These trends — AI is the New UI, Ecosystem Power Plays, Workforce Marketplace, Design for Humans and the Uncharted — are based on how Accenture sees Oracle's technologies driving the future business environment. Just as today, it's a future in which Oracle solutions and Accenture's delivery and implementation will be right at the heart of change and innovation.

Instead of being disrupted by technology developments, the big shift is that technology is now adapting to us. As this gathers momentum, organizations will increasingly be equipped to empower their people and enable them to reach new heights. As this report demonstrates, Accenture and Oracle are together working to help realize this new symbiosis between people and technology.

WORKFORCE MARKET PLACE

Invent Your Future



By Carrie Brennan

The future of work has already arrived, and digital leaders are fundamentally reinventing their workforces.

Driven by a surge of on-demand labor platforms and online work management solutions, legacy models and hierarchies are being dissolved and replaced with workforce marketplaces. This resulting on-demand enterprise will be key to the rapid innovation and organizational changes that companies need to transform themselves into truly digital businesses.

There's no getting around the challenge that this new paradigm presents. To illustrate how different the future workforce will be, a World Economic Forum report forecasts² that 65 percent of children entering primary school today will work in jobs that don't even exist yet. Tried-and-tested approaches to addressing this new marketplace for talent will not work.

Those who can rise to meet this challenge have been identified in this year's Accenture Technology Vision as leaders who are "fundamentally reinventing their workforces." Taking a step back from this trend to look at how Oracle Human Resources (HR) technology customers are responding to the fast-changing workforce marketplace, we're seeing four key changes to the workforce, each one enabled by digital technologies. These are:

- **How services are being delivered:** Cloud services quickly deliver consumer-type applications into the enterprise to drive greater agility. Success comes from focusing on employee experiences. As discussed in Trend 4, 'Design for Humans', the key is to put the human experience in the center of the services being delivered.
- **How things are discovered and connected:** By providing tools for collaboration across sites and geographies, social platforms improve employee engagement and enable communities to form and coalesce.
- **Who performs the work:** As robotics and artificial intelligence take on HR roles, HR resources have more time to focus on high value activities. As Trend 1 states, AI is the new UI and nowhere is this more relevant than in interactions between employees and HR.
- **How insights are created:** Analytics built on big data enables HR to extract more information and insights from both internal and external data, driving significantly better workforce performance.

Oracle clients are developing new and innovative ways to take advantage of these technology enablers. While this is by no means without challenge, there are three powerful motivators driving the need to change. First, competitive pressures to extend innovation to the workforce and wider organization. Next, the need to step beyond an HR application implementation to achieve truly transformational promises from SaaS applications. And finally, the ability to access in demand highly skilled workers. It remains true the technology industry faces an acute talent shortage. To address this, companies will need to take a workforce marketplace approach to fill critical roles — for which they don't have internal resources or candidates in the recruiting pipeline — on a project-by-project basis. The same approach applies to meeting sudden surges in demand.

There's nothing new about innovation driven by competition. Building a better widget for less relies on innovation in manufacturing. The same principle can be applied to workforce transformation. Attracting and retaining talent requires innovation. Even as early as 2011, a study by Cisco Systems, Inc.³ showed that 56 percent of millennials would not accept jobs from companies that ban social media. It follows that the experiences employees receive from HR technologies play a key role in attracting and retaining talent.

Additionally, all businesses are driven by a need to continue HR technology transformation journeys beyond SaaS implementations. In the aftermath of the often long and costly journey to implementing a SaaS solution, many companies are still struggling to realize the full benefits of the transformation on which they embarked. As a result, some are questioning if the cloud is more of a fashion item than a must-have. The cloud is fundamental, of course, but only where it is incorporated in a wider HR technology ecosystem that includes some or all of the four enablers we itemize above. In essence, we have to go beyond the cloud and make the 'R' work for the 'H' in HR.

KEY HR **TECH NOLOGY ENABLERS**

Let's take a closer look at these key HR technology enablers and how they are propelling Accenture's Oracle clients in their transformation journeys.



We see four key areas of technology combining to enable the development of a new approach to sourcing, managing and training workers. Together, they will support the emergence of the Workforce Marketplace.

1. Cloud

Simply implementing a SaaS application will not deliver true HR transformation. All too often, companies experience repeated challenges in user adoption of their newly implemented SaaS systems.

One reason for this is the lack of focus on customer experience. Customer experience is key to being able to provide an HR system that employees are able to use, and actually want to use.

Employees expect the same experience when they access their HR system as they receive when shopping online or using an app on their smartphone. For example, employees want experiences that are personalized, seamless and on-demand.

Personalization/customer insights

Customers now expect that all data stored about them will enable companies to precisely target their needs or personalize what they experience. Employee expectations are no different. Their HR system should provide them with a personalized experience, whereby the system knows all about them and can intuitively target what they may need, rather than requiring the employee to enter information only to receive a generic answer.

Seamless customer experience

Employees also expect a similarly seamless work experience across all of the channels, echoing their consumer experience. They don't want to have a different experience when they view their paycheck statements, change their address, or make a request. They want a single point to access the system, and a consistent look and feel across all transactions. Oracle's 'Glance-Scan-Commit' approach to user experience across its products is based on the ability of users to glance to make sure there are no urgent tasks, scan for more details if something comes up, and commit to fully engaging with an app only when a task requires it.

On demand services and information

The availability of up-to-date and on-demand information is a given in the digital world. It is understandable that employees would want this in the workplace, too. They want to be able to log absences at night and over the weekend. They want answers to questions and information when they're needed, and they don't want to wait for the system to catch up with their data. Oracle's ability to provide a fully-mobile user experience, with access to real-time data, is critical to our Oracle customers in all industries. Within the past three years, we have seen mobility move from a "nice to have" requirement to a "must have" as part of their solution. On-demand also refers to how organizations can access the talent they need. For example, Accenture's Oracle specialists are constantly evolving what can be achieved by integrating new tools, like Upwork, into Oracle HCM Cloud.

To adapt to these new demands from employees, Oracle is making rapid progress in its new releases to continue improving the user experience. This includes working with new technologies like wearables to discover and develop the user experience of the future. In much the same way, Fjord, part of Accenture Interactive, is designing employee-centered user interfaces for SaaS applications that create more human and consumer-like experiences. Achieving this requires a focus on the following features:

- **Segmentation of services and channels:** By identifying the moments that matter for employees, the steps or processes with greatest value receive the most focus. The moments that matter differ from employee

Mobility has moved from a "nice to have" to a "must have" in the past three years.

to employee, and are mapped via the segmentation of services and channels. This approach improves the quality of service for each employee.

- **Integrated architecture:** A seamless experience is more and more important to employees. In the case of Oracle applications, this means that all cloud modules should be integrated architecturally. The employee shouldn't even notice which specific function is involved in any step or process.
- **Outcome-based measures:** Focusing on employee experience leads to measurable improvements, with a direct correlation between increased engagement and increased revenue. Engagement means employees focus on their jobs and what they do best. Research⁴ has shown that every five percent increase in employee engagement correlates to a three percent uplift in revenue for the organization in that year.

2. Social platforms

Social platforms result in improved employee engagement because they enable communities to develop by promoting collaboration across sites and geographies. In last year's Accenture Technology Vision for Oracle, we spoke about Oracle Taleo Social Sourcing Cloud Service. This module helps organizations tap into the power of social networks and media by automating talent sourcing across multiple social channels.

Getting employee experiences right democratizes processes and empowers people. Social platforms enable these processes, allowing employees to co-create talent processes with HR, further improving their engagement and experience. These start with onboarding employees using social media — for example, posting videos explaining their jobs and the company culture to others. Having employees explain their team and activities not only has a better chance of describing the true experience, but instantly makes the new joiner feel like part of the team. More effective learning can also be delivered using social tools. For example, Oracle's new Learning Cloud enables employees to share learning content, including videos. They're able to use familiar social tools such as 'liking' content and sharing their own views and experiences of the materials they have used.

Employees can use internal social platforms to guide career counselors about how best to advise them, instead of relying on HR to provide this advice. Certain behaviors can be encouraged. Sports clothing and accessories company Under Armour, for example, has a focus on innovation and change that is so engrained in its culture that employees reported in 2015 that the only words they could be sacked for saying are: "That's the way we've always done it."⁵ Employees are rewarded each time they come up with a different way of doing something that leads to a new HR process or a new way of configuring the system to avoid costly extensions.

3. Robotics and Artificial Intelligence

Who performs the work is changing. Robotics and artificial intelligence are taking on HR roles, enabling people to devote more time to more stimulating and higher-value activities. AI could be anything from a simple line of code that executes automatically to a physical robot or interface that appears on screen and engages with a user. Robotics and AI are found in all applications within the HR technology ecosystem and have been around for some time. Simple keystroke replacement tools have been in use for several years, but the latest developments go further, and involve cognitive computing that interacts, adapts and learns behavior.

In research for the Accenture Technology Vision 2017, 73 percent of executives we surveyed reported corporate bureaucracies are stifling productivity and innovation. Of course, companies can address this issue by changing organizational structures — and the Accenture Technology Vision 2017 describes several instances of this.⁶ But organizations can also innovate without changing the organizational structure.

To illustrate, a large financial services company in the UK is conducting a proof of concept trial using robotics to perform tasks normally carried out by HR resources. In one use case, the client is piloting the use of robotics to carry out tasks that could otherwise have been addressed by creating an automated integration. Resources would be needed to design, build, test, and support the integration, resulting in unneeded cost and complexity. In contrast, a robotics solution is surprisingly simple. It not only replaces a more expensive technical approach, but it also frees up resources in situations in which a technical approach would not have been possible to start with. Imagine taking that solution and replacing 30, 50 or 80 percent of both automated and manual integrations. The cost savings from this simple solution rise exponentially.

4. Business intelligence and big data

We've been talking about big data and analytics for some time. Analytics has a spectrum that moves from tactical to strategic. Starting with simple tactical reports that require very little business intelligence and provide little or no competitive advantage, the further businesses travel up the analytics maturity curve the greater the competitive advantage they are able to capture. However, this journey is far from easy and while businesses see the advantages, they are often hampered by technology that fails to keep pace with the need to process the rapidly expanding amounts and complexity of data available.

The trends we see in analytics begin with the ability to solve the challenges of delivering insights from complex data in real time. Once that's achieved, those that can identify the data providing the best insights, with the most value, will be able to improve the performance of their workforce and secure clear competitive advantage.

For example, hospitals are dependent on their staff — doctors, nurses, therapists, technicians, janitors and many more. Scheduling the right staff to ensure the right coverage for the unknown every day of the year for a service that never closes is complicated. Accenture worked with a client to not only leverage historical data to understand trends based on seasons, weather and types of ailments, but also to vastly reduce the amount of time it took the systems to process staffing and the ever-changing needs of a 24/7 business from hours to minutes. Data matters and when the business is saving lives, people come first.



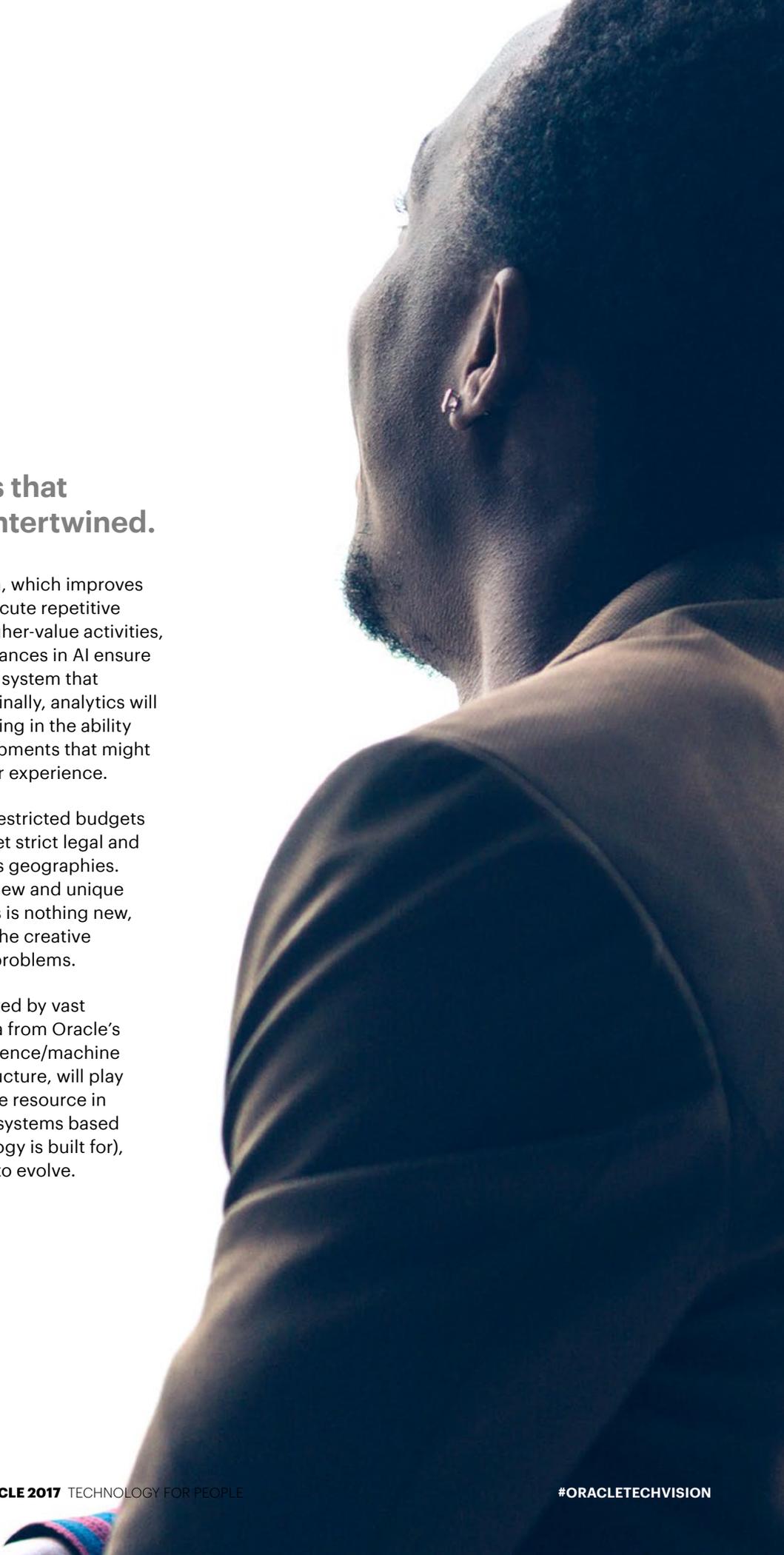
BRINGING IT
ALL
TOGETHER

The technology enablers that we've described are all intertwined.

Social platforms encourage collaboration, which improves user experience. Robotics and AI can execute repetitive tasks, allowing employees to focus on higher-value activities, which in turn improves engagement. Advances in AI ensure that the quality of interaction with the HR system that employees expect is not degraded. And finally, analytics will help HR understand the workforce, resulting in the ability to identify and correct trends and developments that might lead to a lack of engagement or poor user experience.

Businesses face many constraints, from restricted budgets and limited manpower to the need to meet strict legal and regulatory requirements that differ across geographies. These constraints drive them to identify new and unique ways to develop and use technology. This is nothing new, as innovation has always been driven by the creative impulse to find new solutions to familiar problems.

Oracle's Adaptive Intelligent Apps, powered by vast quantities of consumer and business data from Oracle's Data Cloud, by sophisticated decision science/machine learning, and by a scalable cloud infrastructure, will play a pivotal role in establishing data as a core resource in HR. And Accenture's focus on delivering systems based on what users want (vs. what the technology is built for), will ensure that these solutions continue to evolve.



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FOR MORE INFORMATION

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