Accenture’s IT organization drives an ambitious agenda to transform Accenture into a digital enterprise.
Accenture’s internal IT organization is charged with driving the company’s digital agenda. Building on the legacy of a notable IT transformation, the organization is focused on three key roles: aligning IT with business priorities, enabling a digital Accenture and driving down the cost of IT. Accenture must put in place the technologies that provide its approximately 373,000 employees with access to the information and capabilities to be a high-performance business.

**Opportunity**

Digital technologies are changing the world like never before. For Accenture, this major technological change is a time of reinvention, propelling the company to become more digital, more disruptive, more innovative and more diverse in order to remain relevant, differentiated and competitive as a company. Behind this reinvention is Accenture’s internal IT organization, which is evolving Accenture’s IT strategy to not only transform Accenture into a digital business, but also position it at the leading edge of digital.

“For Accenture, digitization is not just about applying digital technologies to existing business capabilities, but rather about transforming the way Accenture operates, improving the employee experience and helping clients become more capable digital businesses,” says Accenture CIO Andrew Wilson. “This means changing services and products, business models and all the processes that support them. It will mean developing new skills and changing behaviors such as learning different, collaborative and more agile ways of working across ecosystems composed of loose, partner-based collaboration. And it will mean focusing differently on people, such as carrying out new ways of investing in their development, managing them and helping them adapt and embrace change.”

**Solution**

“Accenture has positioned itself for digital disruption by strategically investing in social, mobile, analytics and cloud (SMAC) technologies sooner than most organizations,” says Merim Becirovic, managing director—Accenture Internal IT. “But we won’t consider ourselves a digital organization if all we do is SMAC. We need to extend across other dimensions.” These other dimensions are captured in a digital strategy of six core dimensions that include: cost—deciding how and where to invest in technology; identity—developing a strong Accenture IT identity; diversity—delivering to a set of diverse businesses; teams and individuals—serving teams and users; social—being socially centric; security—ensuring security, and priorities—staying focused on priorities. While the digital strategy sets the direction for moving forward, it is also intended to evolve real time to stay in sync with changes in the market and Accenture’s objectives.

An essential aspect to Accenture’s digital strategy is working with business stakeholders, who are much more diverse than in the past. Historically, the internal IT organization engaged with the corporate teams and responded to their needs. The IT organization is now shifting to having an equal emphasis across stakeholders who include individuals and clients, as well as corporate. This shift reflects the move to the consumerization of the enterprise and to a more consumer- and role-based approach to technology adoption.

Another important aspect of the strategy is addressing the increasingly sophisticated ecosystem in which the IT organization operates. “Accenture has, for example, clients who are also service providers. And it has clients who are also service providers, providers we buy from and sell to,” notes Rockwell Bonecutter, managing director—Accenture Internal IT. “Our IT organization has to balance those relationships, and is playing a very pivotal role in a multidimensional equation about Accenture’s own identity in the broader ecosystem and digital world.” As such, the IT organization is in the midst of transforming into a digital operator—an ecosystem sourcing orchestrator capable of delivering carrier-grade, military-grade and broadcaster-grade services.

“We are literally driving transformational change everywhere,” points out Becirovic. “In driving Accenture’s digital agenda, IT has to have a clear agenda, a clear road map, know what we are going to do when, and what the enterprise is ready for based on its ability to digest the change, its ability to afford the change, and what elements of technology will bring the most value the quickest to Accenture’s agenda in order to deliver client value and transformation.”

To support a changing, more digital Accenture, the internal IT organization is focusing technology initiatives across the following areas:

**Digital capabilities**

Developing digital capabilities centers on reimagining, automating and enabling self-service for all types of processing work that was previously manual. With these objectives in mind, IT is innovating business capabilities. One major initiative is the development of a next-generation reporting and analytics capability. This is an Accenture-wide program of transforming current reporting with a new information and data architecture and common platform. The new framework will enable management portals, interactive dashboards, self-service tools, and more; transforming the way information will be delivered and consumed across Accenture.

**Digital employee experience**

Accenture is becoming more responsive to its people’s needs and empowering them to collaborate and operate more effectively and in different ways. “People value the consumer IT experience, and that’s what the IT organization is intent on bringing to the enterprise,” says Becirovic. To this end, IT is advancing beyond one-size-fits-all, PC-centric hardware standards, and moving into a digital future marked by flexible freedom. The organization is accelerating
the expansion of BYOD, or Bring Your Own Device program, and bringing apps to Accenture to give its 100,000 BYOD employees different experiences. The apps are modular, task-specific tools that do what employees need, when they need it, along with making use of cloud storage—and doing it all securely. Life at Accenture will be a series of “moments,” such as approving, learning, posting, Skyping, chatting, reporting and evaluating, and even recording and sharing videos. The work experience will be seamless and simple.

Client teams
A prescriptive focus on client team capabilities led to the reinvention of the end-to-end client relationship management process and the deployment of a new digital client CRM solution, Manage mySales. This solution digitally enables end-to-end sales visibility, processes and methods onto a single platform. Following the development of this new digital capability is another—New Business Management, a transformed way of thinking on how Accenture approves work. New Business Management provides real-time visibility and analytics that generate insights, eliminating the need to wait for reports to be run. Other initiatives are focusing on moving away from multi-system data sources to simplified user views using visualization and moving from multiple reports to more real-time digital forms that are mobile enabled.

Social
As a services company, Accenture has long recognized the importance of connecting people to experts, communities, documents and ideas. Accenture’s IT has capitalized on capabilities inspired by the consumerization of technology to enable employees to effectively collaborate. To do so, IT has developed an array of Accenture-only social enterprise capabilities that are extensible to all applications that are being built that provide access to tools such as Accenture People—an internal people profile tool, Media Exchange—a video repository, the Stream—a Facebook-like social networking tool on the Web and as a mobile app, and collaborative online communities called Circles. Social capabilities support purposeful collaboration that is needed to work in a globally connected world, matching the way people live. Social vehicles are woven into the work Accenture people do every day by integrating with processes and business applications.

Collaboration
Collaboration is the way Accenture people work, and collaboration across Accenture globally is one aspect clients say sets Accenture apart. Accenture’s entire workforce is enabled with Skype for Business, allowing for secure, real-time connections with instant messaging, voice and video conferencing—even on their mobile devices, on the go. Teams can easily connect across the globe with SharePoint sites and Circles, while online Communities of Practice and the Knowledge Exchange, a document repository, quickly bring expertise into the hands of Accenture people. Internal publishing capabilities like blogs and the Media Exchange allow all employees to easily share and collaborate in new, more digital ways.

Video and broadcast
As a global company with offices and operations in more than 200 cities in 55 countries, Accenture requires a wide range of videoconferencing capabilities. These capabilities blend existing videoconferencing rooms with conference room “pop-in” TV studios and a premier facility in Chicago equipped with an immersive green screen, virtual sets and IP-controlled studio cameras, all leveraging the same infrastructure creating a global network of studios. Cloud technologies allow Accenture to put on and control these capabilities from anywhere. In addition to the Chicago facility, two other Accenture Broadcast Control Centers located in Delhi and Prague tie the studio network together.

Broadcast-quality live shows and edited recordings are created through the customization and automation of high-definition digital video components usually found in television broadcast production control centers. This capability allows Accenture to deliver global live events at scale with predictability and efficiency. It is growing and extending Accenture’s video and broadcast services to address increasing demand and need for more scale and TV-like qualities. A bigger vision is to build a full TV network and channels construct to continuously transmit program content on channels to offices, delivery centers and secure streaming.

“Increasingly, our people have the desire to create high-impact videos and share with a small group, their global teams or even all of Accenture,” says Jason Warnke, Accenture Social Enterprise Lead. “Just as YouTube has spurred the creation of an almost limitless array of video content in the consumer world, our people, with the tools available to them, are creating and sharing stunning and impactful videos that we could have never imagined, all as an alternative to drafting e-mails, white papers or PowerPoint decks.”

Talent
IT is initiating a "digital HR," beginning with making investments in the areas of common demand, a careers marketplace, learning boards, connected classrooms and a new Performance Achievement process. An enhanced Accenture Portal—employees’ starting point to Accenture—was launched, providing new and current employees with a primary point of entry for information, experts and tools, and a modern performance workspace. The portal aggregates various content sources, draws on profile and preference information to present tailored information and incorporates live, line of business information to present timely, personal and actionable content. It works easily between laptop, tablet and mobile phone. A future
HR agenda envisions enabling digital learning and an integrated supply chain of matching demand, supply and forecast for Human Resources.

**Infrastructure**

Accenture is transforming its network with new investments that have led to a newer carrier-grade network globally. This transformation includes carrier-grade architecture and capabilities to load balance appliances, switches, firewalls and updated routers and provides 99.99 percent uptime. It is also changing the bandwidth available in the network to improve experience and is accelerating Wi-Fi deployment all on demand.

Accenture is also in the midst of an enterprise-scale program enabling agile, scalable cloud usage and services across Accenture to move toward a place of digital provisioning and operation. The program is establishing a new, robust, cloud IT infrastructure, driving transformative enterprise change across multiple dimensions to enable Accenture to implement digital services and capabilities. Supporting Accenture's diverse businesses and ecosystem is fortified, secure and resilient technology. Although Accenture has a separate Information Security function, the IT organization operates hand in glove with Information Security on security efforts.

**Company**

Accenture's diverse businesses do not all have the same technology needs, nor are their needs the same as what they were in the past. For this reason, enabling Accenture with technology is no longer "one-size-fits-all." IT is evolving to offer flexible solutions for Accenture's portfolio of businesses.

Accenture is also evolving its digital ERP, a critical business asset but one that needs to be changed, enhanced and developed. The next stage is to develop a digital ERP using SAP Business Suite on HANA and Business Warehouse on HANA, helping Accenture to continue building digital capabilities and improving ERP operations and support for a more differentiable set of businesses.

The digital ERP will be further enhanced by S/4HANA Finance (formerly called Simple Finance). Separately, Accenture's face to the world, accenture.com, became more digital with the launch of a new website that makes use of leading technology and digital trends.

### Results

"Technology and how we use it is critical for Accenture, which explains why our IT organization is both a digital enabler and a digital disrupter," says Wilson. The internal IT organization has pushed Accenture's digital agenda forward by putting in place digital tools to support client teams, more employee mobile apps, collaboration tools, a new accenture.com, cloud storage, a careers marketplace, social media, video and broadcast content services, and other capabilities. These initiatives were implemented as Accenture continued to scale, with the number of users reaching around 400,000. Highlights of results include:

- **In the first five months of deployment, nearly 20,000 Accenture people in 50 countries were using Manage mySales, with the solution in use by approximately 6,700 client account teams.** With more than 1,000 account plans, and over 7,000 opportunities and approximately 1,000 contact edits per week, client account teams are harnessing the full strength of Accenture's digital CRM solution.

- **In one year, Accenture's cloud footprint increased from nine percent to 55 percent of all business applications.** To further accelerate the adoption journey, more than 90 percent of all newly provisioned environments are being provisioned directly in the cloud. In the first seven months of the program, optimization of server size resulted in an expected annualized benefit of $2.6 million.

- **Network transformation replaced the entire Accenture core network with a high-performing, 99.99 percent available network and deployed next-generation network technology to all offices globally.**

- **Nearly all Accenture conferencing—99.8 percent—now takes place over Skype for Business.** That activity amounts to more than 210 million audio minutes per month. Additionally, more than 520 Accenture clients are federated with Skype for Business.

- **More than 400,000 "events" are created on the Stream and nearly 2,500 blog posts are created each month.**

- **Approximately 150 broadcast events occur monthly, aided by three global control centers that allow for around-the-clock coverage of event production.**

- **The launch of accenture.com on a new digital platform generated a 34 percent increase in traffic.**

The numerous digital initiatives are taking Accenture on an evolutionary path to different states of operating. At the same time, Accenture as a company is thinking differently about how to approach work, when to work and where to work. "It should be noted that being digital is not a finish line...we have a long list of things we want to do next," says Wilson. He goes on to add, "In addition, the role of technology in serving the enterprise has and will continue to transform, and with it needs to transform not only the role of the internal IT organization, its shape, its structure, its processes, but also the role of the CIO."

Accenture's drive to digital is adding up to a different enterprise, one that is constantly advancing as technology enables greater capabilities, analytics-driven decision making, and agility and speed to respond to opportunities and change.

### About Accenture

Accenture is a leading global professional services company, providing a broad range of services and solutions in strategy, consulting, digital, technology and operations. Combining unmatched experience and specialized skills across more than 40 industries and all business functions—underpinned by the world's largest delivery network—Accenture works at the intersection of business and technology to help clients improve their performance and create sustainable value for their stakeholders. With approximately 373,000 people serving clients in more than 120 countries, Accenture drives innovation to improve the way the world works and lives. Visit us at www.accenture.com.