Application Services Innovation Forum

Digital Evolution
Reinventing application support for the digital world
Why are we talking about “Digital Evolution”?

- **Elasticity**: Consolidated and modernized service delivery for 20,000 users.
- **Innovation**: Enabled agile work environment for 24x7 world.
- **Speed**: Innovative end-to-end supply chain risk management solution for 20 risk categories.
- **Efficiency**: Automated business processes on single platform.
- **Growth**: HR system enables mobile, flexible workforce across 14 countries.
- **ROI**: CRM solution adoption rate 70% and boosts cross-selling 20%.
- **Agility**: More effective, efficient employee lifecycle management deployed to 10,000 employees in 10 countries in 14 months.
- **Automated business processes to increase IT service quality 130%.**
Discussion

Your views on the main differences between...

“Traditional” application management VS “Digital” application management
“Traditional” application management

- Buyer, decision maker is IT
- Clear and stable requirements
- Solution is based on scope-based requirements
- Defined scalability needs
- On-premise solutions
- Mature products (e.g., SAP, Oracle) and vendors
- Staffing is volume-based and/or static
- Waterfall delivery and standard architectures
- Standard technology skills in demand

VS

“Digital” application management

- Buyer, decision makers is Business
- Evolving and constantly changing requirements
- Solution is dictated by time to market
- Scalability needs are unknown
- Cloud based, as-a-service models
- Ecosystem of evolving products (AEM), Open Source, Startups
- Dynamic staffing with frequent spikes
- Agile, DevOps delivery with complex architectures
- Digital native skills in demand (e.g., creatives, architects)
Support organization should be scalable and able to deliver short burst projects

Clearly define support roles and verify alignment with SaaS requirements

Equip support organization with the right technology skills and agile methodology

Use global solution factories to support the entire suite of SaaS applications

Use intelligent tools that harvest previous experience to achieve productivity benefits, quality control, and operational improvement.

Create an organizational framework for continuous improvement that can harness ongoing SaaS innovations

Accenture has discovered **critical success factors** in delivering application management for SaaS.
**Liquid delivery model**
An optimal mix of Liquid Application Studios and Digital solution factories

**Digital native workforce**
A digital workforce of the future that incorporates more creative roles and orchestrators

**Ongoing service design**
Embedded capability, methods and environment to drive ongoing service design with client stakeholders

**Rapid solutioning**
Faster solutioning process and specialized estimators and solutioning models

**High Performance Delivery Platform for Digital**
A digital specific HPDP platform with specialized assets, architecture, code and data libraries

**As-a-service ready**
Out of the box capabilities to provide flexible “as a service” models for business requirements
Liquid delivery model
An optimal mix of Liquid Application studios and industrialized cost-effective solution factories

Agile Liquid Application Studios supported by a Digital Solution Factory = best of both worlds

Greater on-shore presence to develop client intimacy and business relevance

What to keep in mind?
• More collaborative way of working, higher degree of business involvement
• Don’t wait to fully understand the market, or try to have the full design completed
• Working in iterations, shorter time to market, even if not perfect yet
• Liquid App Studio opening in Paris (September 2016)
Liquid delivery model
An optimal mix of Liquid Application studios and industrialized cost-effective solution factories
Running the Digital Marketing Platform at RBS

Accenture runs the Adobe Experience Manager (AEM) platform for the RBS, NatWest and Ulster Banks. We deliver monthly releases of enhancements, new functionality, interactive tools and calculators.

In addition to this, Accenture provides the Project Management & Testing services for CAO suite.

Key highlights
• Multi-brand support
• End-to-end program management
• Agile delivery: Moving towards Kanban methodology

Our Services
• Digital program management
• Web and mobile development
• End-to-end testing services
• Platform support
• Functional support desk

-50% in defect injection
-25% in UI test effort
+40% in test coverage
+30% in additional browsers covered
+15% Effort Savings in Functional Testing
5 FTE reduction

Automation test framework created

Oct - Nov 2015
Dec - Jan 2016
Feb - Mar 2016
Apr-16
Ongoing service design
Innovation workshops for service design as part of service delivery and management process

What to keep in mind?
• Focus on your end-consumer and make them participate in the design of the ‘service’
• Consider ‘gamification’ to engage your customers/employees to become part of your ongoing innovation challenge?
Ongoing service design
Innovation workshops for service design as part of service delivery and management process
Design thinking in business processes to improve customer service at Toyota

**Ideation and Collaboration**
Assembled a cross-functional team of call reps, software engineers and change management agents to design a new software for the reps
Created a learning space for reps to access training materials, which also provided a place for designers and engineers to observe them and learn more about their needs

**Prototyping**
Placed a working prototype of the new system in the “learning space” where reps could see how it was changing on an ongoing basis

**Testing, Iterating and Implementing**
Hosted games to encourage reps to “play” with the prototype; technical associates captured feedback and engineers made immediate changes
What to keep in mind?

- Alignment between cost & revenue i.e. pay for what you use/get
- Focus on time-to-market a.o. avoid lengthy RFP process, try & decide
  IPAS (Accenture Insight Platform: analytics); CPAS (Accenture Connected Platform: IoT)

Platform as a service

- End-to-end Technology
- Flexible Commercials
- Typical Zero-day Provisioning
- Expertise in Industry and Domain Application Development
- Best Practice Security
- 24x7 Global Support

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<td>Simple contracts</td>
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<td>Pay only for what you use</td>
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<td>3</td>
<td>Limited capital investment</td>
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<td>Scale as you grow</td>
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<td>Support in addition to software</td>
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<td>On-demand - turn it on and off, as required</td>
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Accenture is working with Fiat-Chrysler Automotive (FCA) to develop the next range of connected vehicle services for its uConnect systems in Europe, the Middle East and Africa.

Accenture Connected Vehicle Business Services utilized the Connected Vehicle Program (CVP) platform to develop the uConnect solution, which includes on-board and back-end systems that enable connected vehicles to integrate with content providers and transmit real-time vehicle diagnostic data.

in 8 months we accomplished…

80k Uconnect Live! Enabled vehicles sold to drivers

15k Active subscribers (with increasing penetration rate)

30 Target Services by Brand/Model to stay relevant
Digital evolution for you: Next steps

Questions to consider

- Digital application portfolio
  - Do you have the complete view of digital initiatives (IT/business) as part of your digital agenda/journey?
  - Do you have view/plan on upcoming releases (vendor driven) and projects?
- Organization/skills/methodology
  - Support organization with flexible capacity e.g. rapidly changing ecosystem, agile led delivery
- Test & try
  - Service design concept
  - Liquid delivery model / apps
  - PAAS
Thank you