CIO 24/7 PODCAST: ENTERPRISE INSIGHT

VIDEO TRANSCRIPT

MIKE MARESCA: Take that siloed, disconnected, offline data and put it online and embed that into every process.

JASON WARNKE: I'm Jason Warnke, part of the Accenture Internal IT Organization. I'm glad to be here today with my friend, Mike Maresca, to talk about Accenture's transformation to an intelligent enterprise with Enterprise Insights. Thanks for joining me today, Mike. Let's get into it, shall we?

MIKE MARESCA: Hey, Jason, how are you? Thanks for having me. Sure, this is a great, fun, strategic topic, so let's go for it.

JASON WARNKE: Perfect. Mike, let's to start off, maybe we start with what was the challenge Accenture faced as we look to transform into an intelligent enterprise?

MIKE MARESCA: Yeah, that's one of the first questions I've been asked by some of our leadership that, you know, how are we going to transform? What's the first step? What's the second step? And really you have to look at where we started from. We operate in silos. We have a lot of data. When you think about it, we have close to 460,000 employees and we operate five businesses, five industries and we generate a significant amount of data. And what we're trying to do is take that siloed, disconnected, offline data and put it online and embed that into every process that Accenture, every part of our business that Accenture does. .

We've developed use cases with the business and a set of digital products that are now embedded with the business. So they're actually using them day in, day out, for instance, in the sales process. We're actually using predictive analytics to assess the probability of a sale. And that's had a tremendous impact on the sales process as an example.

JASON WARNKE: Wow, you mentioned just the sheer scale and complexity of our organization and it comes to mind just how much data there really is that in the past, because it was fairly siloed, we haven't been really leveraging to the greatest extent possible. So it is a challenge, but super exciting. So tell me about the strategy for accomplishing the transformation across these diverse sets of businesses that you mentioned?

MIKE MARESCA: Well, first, it is about the data. So we installed Accenture's own Insight Platform to drive that transformation. It's a platform we use with our clients. We have close to 50 terabytes of Accenture's Enterprise data hosted on that platform and a variety of tools and a great team that is working with the business and we're aligned by business function. So we are currently now working quite heavily with HR, Finance, Sales and Pricing. So most of the big functions at Accenture we're working with in driving use case by use case along the spectrum of, you know, providing them reports real time about the current status of the business. But also, introducing predictive

analytics to help the businesses, that's what could happen and take corrective action before it does.

JASON WARNKE: That's fascinating. I was going to ask you about some of the tools and products you implemented to achieve the goals. I know that in my – one of my areas, the Digital Workplace, your team did a fantastic job helping our business that manages the workplaces around the world understand utilization of the space and the technology in that space, which was a super cool way to see what you're describing come to light. Can you list a few other examples of tools and products you've implemented for Enterprise Insights in these various businesses?

MIKE MARESCA: Yeah, that was a fun project on then workplace, trying to understand how our buildings are used by our people. Some other ones are Manage My Business, which is our new Insight Management Content Delivery Platform. We have worked with the business in driving mostly Financial, HR and our quality metrics to our business leadership. In FY18, in little over a year, we saw the usage of that grow 5X. So the businesses are really starting to embrace these metrics, these insights that we're giving to them to allow them to operate better.

Another one is our Travel Expense Compliance Detection Tool, which we've used for auditing expenses as they come in from our nearly 460,000 employees. As you can imagine, we have to audit how we expense, not only our internal work, but the work and the expenses that we charge to our clients, make sure that's compliant with Accenture and client policies. And that's a very manual task or it was. Now we have Advanced Analytics that helps us detect patterns to make sure that we can be compliant with our expense policy.

And then Workplace Inclusion and Diversity, we've developed a scorecard that we're looking at across our workforce to make sure that we are living up to our values around inclusion and diversity and that was a great partnership with HR. So some really neat products that we've

already worked with the business and the business is actively using to manage Accenture.

JASON WARNKE: You did a thing that you mentioned about the business embracing your capabilities and tools, I think is a bit of an understatement from what I've seen that business is as soon as they get their hands on these dashboards, data and insights, they really never had their hands on in such a, you know, easy way to consume and modify and see different aspects of the business. It really unlocks all kinds of big ideas. So that, first, I can remember when that first dashboard was completed for the Workplace Utilization. The first sprint, if you will, and the business just went crazy. They were so excited to have that and it just spurned so many great ideas for the next phases of it which I think is really what really drives this transformation because the business has had these ideas without the data, without the insights for so long and now you guys are unlocking this. It's super cool.

So my final question to bring it home, where are we at with the transformation and how will this continue to evolve going forward?

MIKE MARESCA: So I call it as early days. We just finished our first year. So Enterprise Insight had it's one birthday last quarter. Our analytics products are advancing. It is a big change management effort, I think as you were kind of just saying. When the business does embrace these tools for the first time, there's a lot of discovery on their part in terms of what they're looking at and how they will best use that to drive kind of business outcomes, which is ultimately the goal. It's not the clicks or the logins, it's really how are they driving more – you know, driving towards better outcomes for the business? And that's a change management effort.

So looking ahead this year, we are going to continue to build out what we call a customer success capability, which is focused on taking what we're doing with Enterprise Insight and bringing it home for the business and driving value, which is really all about change

management, value realizations. So that's an important part of what we'll be doing more of this fiscal year.

And then we're going to continue to drive more data on the platform, so it's our goal to go from 50 terabytes to 100 terabytes and that will start pulling in data from our security, our marketing and several other corners of the business which we don't serve today. So we're going to expand our customer base. And then we're going to continue to pivot from offline to online. And really, I think the key there is embedding it in the business process, so that it's there making recommendations or allowing the business to actually understand more on what the data is and then also as we kind of move into more predictive making recommendations to assist our teams, leaders, employees on making better decisions for Accenture. and I think that's going to be a very powerful combination this year.

JASON WARNKE: Awesome. I love the work that you and your team are doing here. I think it's super innovative, it's out front leading the way, leading the business and creating a bunch of excitement in the business, as you said, to drive business value, which is what this is all about. So thanks for the work that you're doing and thanks again for joining me today.

MIKE MARESCA: Thanks for the invite. My pleasure. Thank you.

SPEAKER: Thank you for joining today's podcast. Be sure to subscribe to the Accenture CIO Podcast Series on iTunes for all episodes.