

Accenture Technology Vision 2015

# Digital Business Era: Stretch Your Boundaries

A large, solid orange chevron shape pointing diagonally upwards and to the right, positioned to the right of the main title.

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## INTRODUCTION

Accenture's 2015 Technology Vision report introduced the arrival of digital ecosystems:

Welcome to the  
"We Economy"



In 2015, the big issue for enterprises is no longer about digital transformation. It's now about what business leaders will do with their digital advantage—and how they can and will stretch their boundaries to increase that advantage.

It's no longer about a few instances of cloud here, analytics there. Accenture's Technology Vision 2015 report reveals that pioneering enterprises are doing far more than just flexing their digital muscles. In aggregate, they're creating a hyper-connected world where companies, consumers and everyday objects have instant capabilities to act and interact with each other digitally across the globe.

Together, Accenture and Pega see leading enterprises quickly mastering the shift from "me" to "we," tapping into a broad array of digital businesses, digital customers, and digital things at the edge of their networks. Front-runners are using this broader digital ecosystem to place bets on a grand scale—looking to shape entire markets and change the way we work and live.

In keeping with last year's approach, we've built the story in this report around the five key themes in Accenture's latest Technology Vision—trends that are set to transform businesses over the next three to five years:

- Internet of me: One world, personalized
- Outcome economy: Hardware producing hard results
- Platform (r)evolution: Defining ecosystems, redefining industries
- Intelligent enterprise: Huge data, smarter systems—better business
- Workforce reimaged: Collaboration at the intersection of humans and machines.

In this Pega overlay of these trends, we'll show how Accenture and Pega are applying their unique strengths to enable organizations to work effectively across company and industry boundaries in the "We Economy."

Next year the story will be different once again, reflecting the breakneck pace of change in the digital era. Already, 62 percent of organizations polled in Accenture's Technology Vision 2015 survey are investing in digital technologies, and 35 percent are comprehensively investing in digital as part of their overall business strategy.

Now, having spent the past few years leveraging social, mobile, analytics and cloud (SMAC) to transform their enterprises into truly digital businesses, the challenge has become: what will business leaders do with their business advantage?

## Succeeding in the "We Economy"

The digital era doesn't just make big bets possible. It makes them increasingly necessary. The Internet of Things (IoT) is increasingly driving new innovation and new opportunities by bringing every object, consumer, and activity into the digital realm. At the same time, leading businesses are making similar changes within their enterprises by digitizing every employee, process, product, and service.

Taken in aggregate, enterprises find themselves connected to a digital fabric that has the potential to touch all aspects of their business, their customer relationships, and the world around them. This fabric has already provided enterprises with the ability to connect and scale in unprecedented ways.

More and more, however, companies are beginning to see that these connections are not limited solely to their employees and customers. They also have the potential to tie themselves into a global network of businesses, individuals, and things from every industry around the world. This grand network of connections and its transformational power introduce a new era in the digital age—the age of "digital ecosystems."

## The power of collaboration

This year's Technology Vision shows leading companies recognizing that as every business becomes a digital business, together they can effect change on a much bigger stage. By collaborating, they can shape experiences—and outcomes—in ways never before possible.

These pioneering businesses see great potential to make a difference—and to make a profit—by operating as ecosystems, not just as individual corporate entities. By mastering the shift from "me" to "we," these leading enterprises are shaping a new economy—the "We Economy." Ordinary businesses can now tackle challenges that were previously well beyond their scope: an opportunity to help design and create smart mega-cities of the future...a chance to radically rebuild centuries-old modes of transportation...a solution to raise the quality of healthcare by tackling it holistically.

These are the types of "epic" opportunities that excite customers, inspire employees, galvanize long-term suppliers—and present the opportunity of big rewards to investors. The new power brokers will be the master orchestrators that place themselves at the center of these digital ecosystems.



## TREND 1

# The Internet of Me: One world, personalized

Digital channels now reach deep into people's lives. To gain control over these points of access, forward-thinking businesses are creating highly personalized experiences that engage and delight consumers—without breaching their trust.





The internet enables each of us to personalize our lives in multiple ways—from playlists, prompted recommendations based on past behavior and product customization through to smart metering and connected homes. But now digital technology is pushing personalization far further and faster—toward a true “Internet of Me.”

Accenture's Technology Vision 2015 report shows how leading enterprises are actively creating connected worlds where their customers' preferences, habits, and contexts are woven together to make daily experiences simple, delightful, and unique to them. Although many companies can already mimic customer intimacy—the online ads that pop up to reflect users' latest searches, for example—the new frontier of personalization brings something much more meaningful to the individual.

This signals a wholesale change in how businesses should design applications. The focus now has to be squarely on experience. Forward-leaning companies are already moving fast in this direction. In Accenture's Technology Vision 2015 survey, 81 percent of respondents placed personalized customer experience in their organizations' top three priorities, with 38 percent reporting it as their top priority.

Accenture and Pega are working together to ensure that companies succeed in the new “Internet of Me.” For example, using Pega Marketing as a centralized “customer decision hub,” companies can bridge across all available channels to pinpoint the “next best action” to take with each customer.

By enabling a customer-centric (rather than product-centric) approach, this allows them to engage in a direct customer dialogue and provide highly personalized experiences for each of their customers. Self-learning, adaptive models mean companies can adjust in real time to customers' needs with relevant actions that help them retain their customers' trust.

**REAL-WORLD EXAMPLE:** Facing slowing revenue growth, a large EALA telecommunications company needed to identify new sources of revenue while sustaining and enhancing the value of its existing customer base. Accenture worked with the company to clarify its strategy and business objectives, and provided a new business service, powered by Pega Marketing, to transform the telecom's Customer Value Management department and applications. The goals were to generate incremental revenue, improve the customer experience and strengthen customer loyalty. Accenture leveraged Pega's platform to create a "single marketing brain," enabling consistent marketing strategies across communication channels for both outbound and inbound calls. The Accenture service enabled more than 2,400 call center agents and 800 shop agents, covering more than 10 million customers with a portfolio of more than 230 offers. The telecom was able to institute aggressive up-sell and cross-sell initiatives that significantly increased revenue while driving an expansion in the product portfolio from mobile to DSL offerings.

**REAL-WORLD EXAMPLE:** A large European wireless telco needed to optimize direct marketing campaign results to improve customer satisfaction and increase revenue. It set out to achieve these goals by automating direct marketing campaigns and integrating inbound and outbound campaign management. Building and sharing the same offering portfolio across multiple communication channels and a common customer interaction would unify the telco's marketing. Unified marketing would, in turn, help bring more relevant offers to customers with speed and unity. Achieving these goals demanded an approach that combined traditional marketing elements with operational, campaign and next-best-action automation. Using Pega Marketing, the telco has been able to make its offers consistent across all channels and contact directions (outbound/inbound). Automated outbound campaign management, customer segmentation and offer calculation has increased the efficiency of marketing campaigns, with fewer errors, better customer service and increased customer satisfaction. With improved efficiency and consistency in its marketing, the telecom is equipped to make customer offers more relevant due to the information gathered from previous customer interactions, which will drive improved customer engagement and lead to optimized revenue.

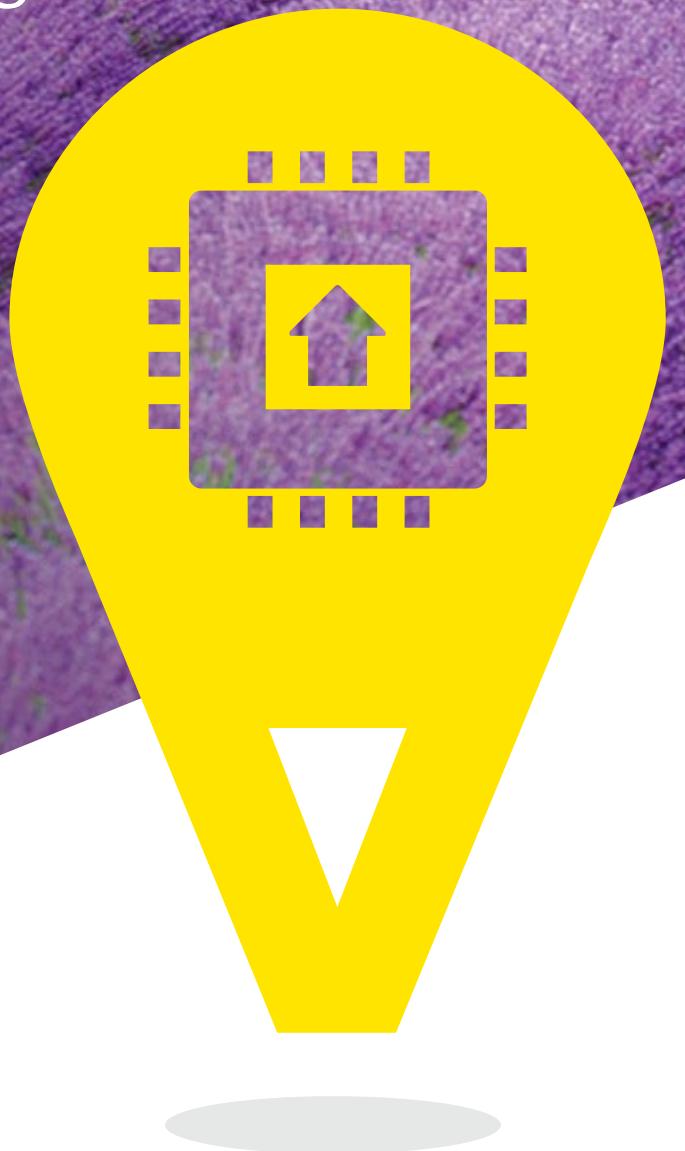
Businesses in almost every sector will increasingly find value in the ways they personalize their products or services. Today, highly personalized customer experiences represent a wide-open opportunity for competitive differentiation. Before long, however, they will be recognized as a precondition for doing business in the digital economy.

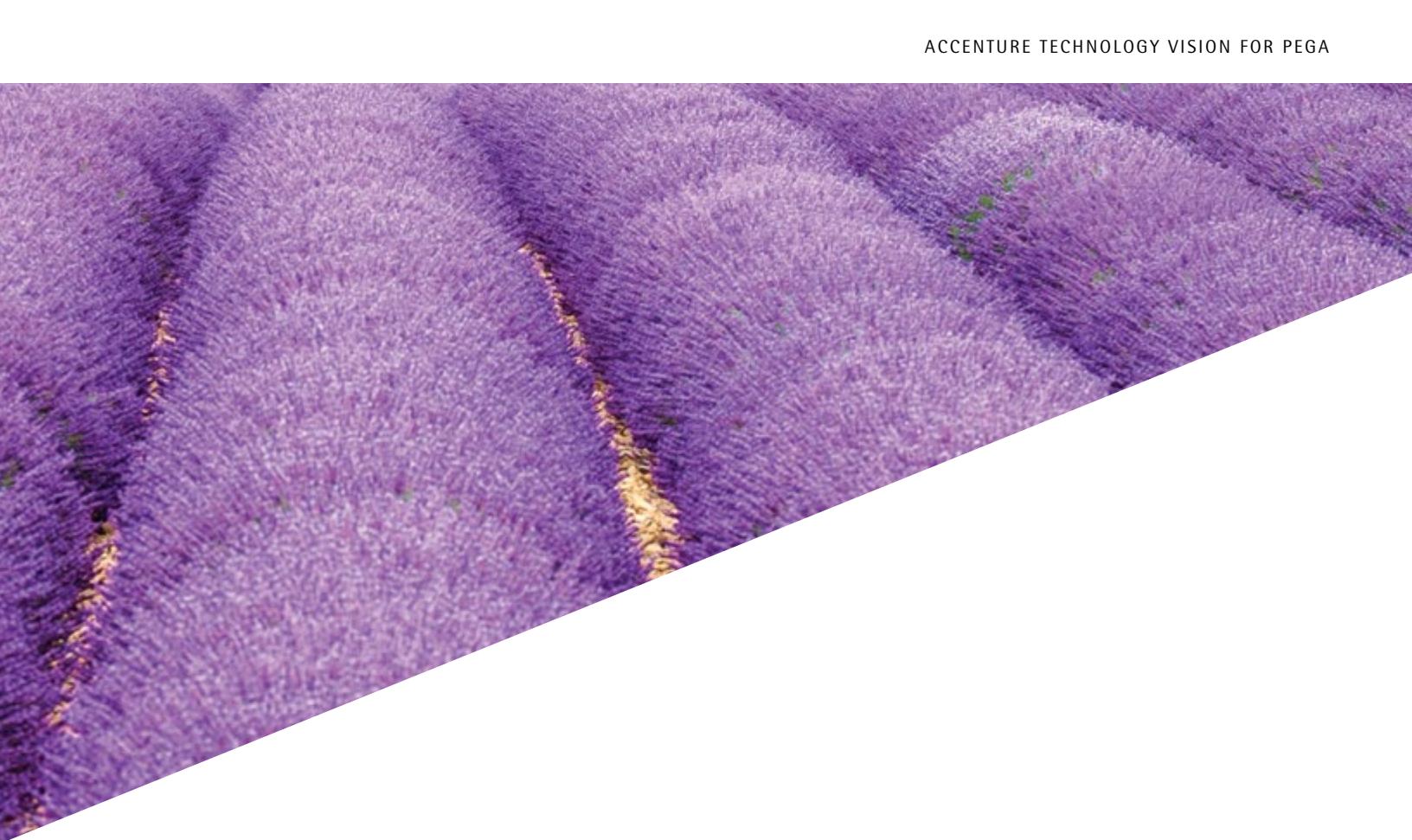


## TREND 2

# The Outcome Economy: Hardware producing hard results

The IoT creates opportunities for embedding hardware and sensors into companies' digital toolboxes. These highly connected hardware components can be used to give customers what they really want: not more products or services, but more meaningful outcomes.





There's an apocryphal story about a Harvard University marketing professor who told his students that people didn't want quarter-inch drill bits—they wanted quarter-inch holes. The professor was ahead of his time in depicting what's now referred to as the "outcome economy," where digital businesses increasingly sell solutions and results, not just products and services. Accenture, in its Technology Vision 2015 report, says the outcome economy is defined by companies' ability to create value by delivering solutions that lead to quantifiable results.

Of course, marketers have long talked about selling solutions rather than products. But the outcome economy has been elusive because it has been challenging to determine what customers really want, day in and day out. Now, however, it's become feasible thanks to increasingly intelligent

hardware, which extends far beyond the Internet of Things to include wearables, connected vehicles, and smart buildings. Today's leading businesses are using hardware at the edge—where digital and physical worlds intersect—to get closer to their customers as a differentiator, and as a way of entering new markets.

Eighty-seven percent of organizations polled in Accenture's Technology Vision 2015 survey see more intelligent hardware leading to a shift from selling products or services to selling outcomes. And Pega's ability to easily integrate with other systems, to handle complex event processing, and to leverage industry-leading business rules and processes is helping to accelerate this trend—enabling organizations to leverage hardware and sensors to produce results.

**REAL-WORLD EXAMPLE:** General Motors (GM) is making a broad cross-industry ecosystem play with its "connected car" platform. The company has evolved its OnStar system from a standalone safety and concierge service to a connected-car platform that includes multiple partners and a wide range of innovators. Its emerging connected car platform includes features such as real-time diagnostics, safety/emergency, infotainment, navigation, insurance modules, multiple third-party apps, and mobile connectivity. Using the decision management capability of the Pega 7 Platform, GM is now able to manage business rules that drive decisions across all channels through which subscribers interact with OnStar, including contact center, web self-service, mobile applications, and the in-car head unit, while enabling business users to take direct control of their business rules.<sup>1</sup>

**REAL-WORLD EXAMPLE:** A large pharmaceutical company designed a research and development initiative to capture real-time understanding of the quality of clinical trial data—as well as to identify and mitigate risks—at clinical study sites. It uses Pega's solution to manage and analyze the data derived from those studies. This helps the company to quickly identify potential risks, accelerating time-to-market for new products that are inherently safer and more customer-friendly.

**POTENTIAL SCENARIO:** With Pega's Customer Decision Hub, a utility company could use data from a security system indicating that a business customer's windows or doors had been opened, matching it to data that flags the consequent increase in that customer's energy usage. The system would then automatically send an SMS message to the business, not only alerting them to the open window but also suggesting better ways to conserve energy.

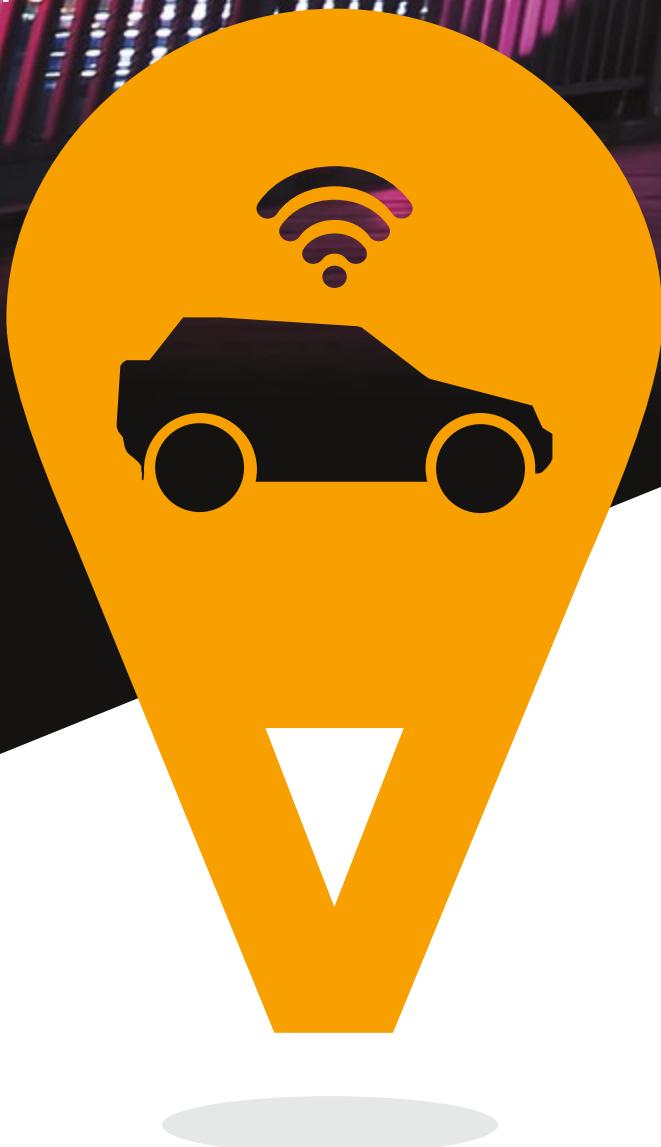
The outcome economy upends long-held notions of how superior products and services are defined. Hardware at the edge is a competency that business leaders must strive to attain, no matter the industry. From now on, hardware will no longer be an afterthought—it will be part of every business's DNA. This new capability in hardware will not just add another layer of insights, but will also help businesses better understand the context in which their customers are operating. This will empower managers to make decisions that directly impact customer outcomes. However, the rapid expansion of the outcome economy can only happen when there are solid IT infrastructure foundations with which to handle the vast surge of data that is inevitable as intelligence moves to the edge.



## TREND 3

# The Platform (R)evolution: Defining ecosystems, redefining industries

Enabled by rapid advances in cloud and mobility, platform-based companies are capturing more of the digital economy's opportunities for growth and profitability across industries and geographies.





Increasing numbers of companies are moving to deploy a new weapon to grow their business: the digital industry platform. Thirty-nine percent of executives surveyed for Accenture's Technology Vision 2015 are using industry platforms to integrate data and applications with digital business partners and enable collaboration. Underpinned by the latest wave of digital technologies—social, mobile, analytics, cloud, and the Internet of Things (IoT)—these platforms are comprised of a well-defined technical architecture, firm governance, and set of technology services all focused on enabling the creation of new industry-specific applications.

Designed to be the blueprint for how companies will build, connect, and deliver applications specific to industry problems, the digital industry platform serves as a pool of reusable functionality and capabilities to make building and evolving these applications fast and easy—and to help companies ultimately achieve better business outcomes. In the digital economy, these platforms also serve as business model strategies that create competitive differentiation. The key characteristic of a platform-based business is that others outside the company are creating value for the enterprise—in many cases enabling entirely new digital models for the company.

Digital technologies are coalescing into ever more powerful platforms, accelerating the pace of change, and becoming the core foundation for the next major wave of digital disruption. According to research firm IDC, one-third of leaders in virtually every industry will be disrupted by competitors by 2018—newcomers and established—that leverage platforms to innovate new offerings, reach new customers, radically expand supply and go-to-market networks, and disrupt their industries' cost and profit models.<sup>2</sup> An example of this trend is the Pega 7 Platform, an application platform built to support strategic business applications. Available in the cloud or on-premise, the platform supports multiple geographies and product types, can scale rapidly, and is able to accommodate change. Innovative companies now view platforms such as these as a way to increase their capabilities to attack bigger opportunities and to solve bigger problems.

**REAL-WORLD EXAMPLE:** Asked what comes to mind when they hear the words "John Deere," most people think of the company's farm tractors. But that's not how John Deere executives think about their company. They talk about *platforms* for meeting the needs of all those linked to the land—from farmers and ranchers to grocers and shoppers. They're not referring to *equipment* platforms such as specific combine-harvester models. They mean *industry technology* platforms that will increasingly create new kinds of products, value, and differentiation for buyers and sellers across the entire supply chain. A case in point: in 2012, the company launched its MyJohnDeere platform to push into "precision agriculture" that would improve productivity, efficiency and yield. Leveraging its new digital partnerships with leading companies in the biochemistry and agricultural hybridization sectors, Deere is helping farmers to consolidate the management of equipment information, production data, and farm operations—and ultimately to improve the bottom line.<sup>3</sup>

**POTENTIAL SCENARIO:** Accenture is building on Pega technology to create a prototype patient-care management platform. This will enable healthcare providers to deliver timely advice and guidance by allowing them to accurately and easily follow diabetes and high-cholesterol patients during the first months of their treatment. Businesses could deliver potential benefits to patients that may include more accurate assessment of their condition, more timely treatment and better adherence to medical regimens. The platform could also detect adverse events and connection to Pega pharmacovigilance, to potentially reduce the risk of patients stopping treatment, provide caregivers with improved tracking and follow-up on patients, and help build a stronger patient community through the sharing of educational content.

**POTENTIAL SCENARIO:** Home appliances represent a key opportunity for service providers to develop a Pega-based support tool for three reasons. First: convenience. The idea of enabling customers to turn on their heaters as they leave work (so they come back to a warm home) is not new, but it's only part of a point solution. Second: savings. Imagine integrating that solution into one that helps homeowners track energy costs, so they can intelligently reduce power consumption based on real-time results. Third: reliability. Imagine being able to connect sensors into major applications such as heaters and boilers to identify when they need servicing, or are simply not running at peak capacity. Using Pega technology, service providers can collect the data from all of these sensors and feed it back into a dashboard homeowners can use to help track and manage maintenance and repairs, as well as recommending the best replacement appliances when upgrades are due.

**POTENTIAL SCENARIO:** Mobile devices are becoming integral to business processes, allowing customers and employees to leverage device-native features such as cameras and GPS systems to send rich information about everything from insurance claims to municipal infractions. Pega Mobile allows developers to extend Pega applications to mobile devices, rendering a mobile interface that interacts directly with the business logic in Pega applications. Clients across multiple industries are looking at better engaging with their customers using Pega Mobile applications, whether employees working at sites across the world, or upper-level managers.

Beyond question, the platform age is here. Four out of five respondents (81 percent) in Accenture's Technology Vision 2015 survey believe that in the future industry boundaries will dramatically blur as platforms reshape industries into interconnected ecosystems. Industry leaders with staying power are already moving in this direction and the increasingly urgent challenge for global players must now be to quickly determine which platforms will give their organizations a competitive advantage—and enable them to define their roles in the digital economy.

As they penetrate more industries and prove their ability to disrupt so many sectors of global economies, cyber-physical systems such as these are featuring on more and more boardroom agendas. The same improvements that manufacturers have made to drastically improve safety, operational efficiency and, in some instances, to augment scalability are now expanding to every industry. Today's cyber-physical systems range from chef robots that can serve a custom burger every 10 seconds to smart-grid technologies that can identify individual appliances and their discrete energy consumption—by simply installing a single device on a smart meter that can read, analyze, and decipher complex electrical frequencies.

Disruption will begin—as it always does—by changing users' expectations of what is possible. The businesses that proactively alter users' experiences will be the disrupters. They will need to ask questions about how truly intelligent automation will change interactions with their customers and other stakeholders, as well as challenging their expectations. Will it open up new business opportunities? Will it change the productivity equation in the workplace? Will it materially change how we plan our use of resources? Will it simplify our organizational structure?

## TREND 4

# Intelligent Enterprise: Huge data, smarter systems— better business

Business and technology leaders must now view software intelligence not as a pilot or a one-off project, but as an across-the-board functionality—one that will drive new levels of evolution and discovery, propelling innovation throughout the enterprise.





The smart enterprise is rapidly becoming a reality. We've entered the era of software intelligence—with applications and tools taking on more human-like capabilities, driving better informed decisions, freeing up managers for more strategic tasks, and propelling innovation throughout the enterprise. This is emphatically borne out by the survey findings in the 2015 Accenture Technology Vision: 91 percent of respondents now believe software intelligence will be critical to simplifying IT functions.

Enterprises understand that it is to their strategic advantage to simplify and streamline many aspects of their operations. Consider the complexity being created by rising data volumes. In the 2015 Accenture Technology Vision survey, a majority of organizations (55 percent) indicate a significant degree of challenge in managing data. Out of necessity, increasing numbers of them are automating many of their tasks to keep up.

For decades, rule-based algorithms have been the norm to enable businesses to make more decisions, faster. They help enterprises deal with their growing data and IT systems by translating business logic into programmable rules. These types of algorithms automate basic processes—such as filtering unwanted email into a spam folder or monitoring corporate networks for problems—adding much-needed horsepower to longstanding data challenges. Rule-based programming continues to be used by new applications that address modern technical challenges. Just look at what is happening in today's data centers, which are becoming far larger and more complex than ever in order to handle Big Data. The setup, configuration, and management of these massive systems are so cumbersome that open-source tools are proving invaluable for automating and simplifying the necessary IT infrastructure tasks. These types of solutions provide the speed and scale necessary to realize and capitalize on data insights throughout the enterprise.

Together, Accenture and Pega are working to enable the intelligent enterprise. With a focus on operationalizing Big Data analytics in real time, Pega provides native adaptors for Big Data sources such as Hadoop and HANA. More importantly, Pega helps drive better decision-making by giving enterprises the ability to leverage predictive and adaptive models based on data from such sources. For its part, Accenture's proven capabilities in cloud computing, and across the digital realm are benefiting businesses intent on realizing the vision of the "exceptionally intelligent organization," where competitive edge comes from pervasive use of data to drive decisions.

**REAL-WORLD EXAMPLE:** British Airports Authority (BAA), which runs the UK's Heathrow airport, started a major program to replace a number of aging, custom-built airport operations systems and comply with forthcoming European Union regulations. During its initial research, BAA realized that it could accommodate many of its requirements not with aviation-specific software, but with business process management software technology. Using Pega software, it developed its Airport Collaborative Decision Management (A-CDM) system, the first piece in a larger program to completely replace all operations systems at Heathrow. The state-of-the-art implementation addresses real-time optimization of airport resources to create and manage schedules for flight turnarounds. The system brings together both human participants (from multiple organizational teams and departments) and information systems to minimize flight turnaround times, saving BAA and airlines money and improving passenger satisfaction. Following the implementation of

A-CDM at London's Heathrow Terminal 5, on-time departures increased from 60 percent to 85 percent, while improved resource planning has increased passenger throughput in the terminal, and increased the efficiency of overall terminal operations.<sup>4</sup>

**REAL-WORLD EXAMPLE:** Accenture and Pega are helping customer service and retail representatives of a large NA telco to make more informed treatment decisions for their customers. By using adaptive analytics to adjust predictive models in real time, this is providing proactive, relevant and personalized treatments. The approach implemented by Accenture using Pega Marketing is customer centric and uses call context, customer information and a set of business rules to determine the one or many treatments for which each customer is eligible at the moment of interaction. These are prioritized and optimized to propose the best treatment for every customer. The benefits could include improved cross-sell, upsell and reduced churn.

**REAL-WORLD EXAMPLE:** Accenture and Pega are helping a large North American bank to transform its sales processes to provide better value and service to customers through sophisticated decisioning and guided flows. By utilizing advanced score-carding and analytics to determine the ideal customer basket that is also risk assessed, limit allocated and priced, the bank has been able to develop a highly flexible sales process that allows for selling and originating products of varied lifecycles. It has also built a componentized application that allows for portability of individual functions across multiple channels.

**REAL-WORLD EXAMPLE:** Key to ANZ Bank's growth strategy is to become a super-regional bank, expanding across the Asia-Pacific market. To achieve this, the bank needed to streamline and industrialize the operational infrastructure required to provide outstanding customer experience while efficiently enabling business growth and leveraging global scale. ANZ is working with Accenture to deploy solutions that would provide end-to-end process orchestration, case management and rules-based decisioning across key operational areas such as payments operations and commercial servicing. To support these outcomes, ANZ has designed an enterprise-wide platform in Pega. Wide-ranging benefits for ANZ from this implementation include 72 percent year-on-year reduction in resolution time for payments investigation, 64 percent year-on-year reduction in payment error rates and minimizing operational losses.<sup>5</sup>

Used wisely and carefully, the power of software intelligence can give companies the operational excellence and innovative edge they need—because machines have the speed and scale, and now the intelligence, to make decisions that will have a real impact on the business. Companies will start by automating many of the tedious manual processes that inhibit agility as they pursue the data-driven enterprise. And once achieved, they will realize it is just the beginning—the truly intelligent enterprise will unlock many more opportunities. Machine-learning technologies will pave the way for intelligent software to evolve itself to keep pace with technology. They will also make novel discoveries that enable companies to adapt to the ever-changing digital world. Cognitive computing will go one step further to capitalize on its unique reasoning capabilities to address questions that were once unanswerable due to their ambiguity and lack of clarity.

Put simply, businesses that harness the power and potential of software intelligence will run more efficiently, innovate more rapidly, and serve customers more effectively. Visionary companies will find new ways to get smart software out of the lab and into as many practical scenarios as possible, thereby spurring innovation and raising the bar of operating performance across their organizations.

## TREND 5

# Workforce Reimagined: Collaboration at the intersection of humans and machines

The push to go digital is amplifying the need for humans and machines to do more, together. Advances in natural interfaces, wearable devices, and smart machines will present new opportunities for companies to empower their workers through technology.





From now on, successful businesses will recognize the benefits of human talent and intelligent technology working side by side in collaboration—and they will embrace them both as critical members of the reimagined workforce. At the same time, they will identify ways of overcoming the new challenges that will arise from managing a collaborative workforce composed of both people and machines. According to 77 percent of the executives surveyed for the 2015 Accenture Technology Vision, within three years companies will need to focus on training their machines as much as they do on training their people (e.g. using intelligent software, algorithms, and machine learning).

When people and machines work together, they have the potential to produce better outputs than either could separately. Businesses must recognize that technology is no longer just a set of tools—it is now a partner within the workforce.

The new world we are describing is not limited to robots that amplify people's physical capabilities. Nor is it confined to already familiar devices such as Android smartphones, Apple watches, and Fitbit fitness trackers. Rather, it extends to include a dizzying variety of sensors, voice recognition systems, and artificial intelligence tools.

This reimagined workforce—one that will enable more work to be done better—will raise many new issues. Which jobs should be assigned to humans and which to humans working with machines? What governance systems are in place to help us decide? How do we deliberately and strategically decentralize decision-making so that machines can carry more of the load—sometimes literally? How can the human workforce be trained for this new blended work environment? How do we rethink the skills for hiring human talent—should we emphasize more or less specialized knowledge? Researchers are continuing to probe into these kinds of questions.

For business and IT leaders, however, the biggest question may be how to recognize and then respond to the fact that business processes—indeed, the entire value chain of business operations—are starting to shift from a labor-driven and technology-enabled paradigm to a digital-driven and human-enabled model.

As machines and humans work ever more closely together, systems that can support this intersection are in high demand. We're already seeing how Pega 7's unified platform can enable enterprises to leverage the best of case management, decisioning, and business process management capabilities to improve the collaboration of humans and machine to get "work" done.

**REAL-WORLD EXAMPLE:** Accenture is working with a government entity to deploy an online system that captures citizens' requests via a variety of digital channels. This helps it be more responsive to citizens' needs in issues as varied as answering simple questions, logging requests for road repair, and identifying public safety and health concerns. The government in turn can analyze requests to quickly identify which are most pressing and which require more detailed information to be provided online.

**REAL-WORLD EXAMPLE:** Accenture developed a software solution (Network Deployment Optimizer) on Pega's foundation to optimize deployment and activation of new network rollouts for fixed and mobile telecom operators and network equipment providers. The process of rolling out new network capabilities involves many manual tasks, approval steps, and activities that are often outsourced to third-party companies. Telecom operators and network equipment providers need solutions to industrialize the end-to-end rollout process, minimizing user touchpoints and enforcing business rules via strong workflow/process automation to improve the overall data quality. End-to-end control down to site level is essential in order to monitor progress and KPIs,

proactively address issues that arise, reduce roadblocks, optimize the process and increase efficiency.

The Network Deployment Optimizer is a cloud solution (as-a-service or on-premise) incorporating a central operational view that acts as a "single version of the truth" for all participants, accessible through both desktop and mobile devices with real-time processing in order to apply role-based access to specific tasks. The solution, which is also powered by a business-rule engine to create workflow logic and milestone measurements across rollout projects, enables management of complex processes with a decomposition into simpler specialized, interdependent activities. It allows the site or network elements geolocation with map view and can leverage a large degree of flexibility to integrate with external systems, using several types of protocols such as ERP, Document Management System and Network Inventory. The Network Deployment Optimizer also offers a comprehensive and flexible UI dashboard to report and alert on deadlines, costs and vendor performance, with data-browsing in multiple dimensions enriched by social collaboration features.

Leading companies are already beginning to explore the world of the augmented workforce. They are starting to think about the combinations of intelligent technology and training that can enable and optimize human-machine efforts, accomplishing more than either could on their own. They are looking anew at core business activities to identify those tasks that can be better suited to involving machines. And they are beginning to give thought to what type of people they should be hiring in the future.

Human and machine, each on its own, won't be enough to drive business in the decades to come. Tomorrow's leading enterprises will be those that reimagine their workforce and effectively blend humans and technology as partners.



## CONCLUSION

# Implications

Becoming a digital business is no longer simply about incorporating these technologies into an organization—it's about using digital technology to weave businesses into the broader digital fabric that extends to customers, partners, employees, and industries.





The findings in Accenture's Technology Vision 2015 are extremely significant. They show that large enterprises have moved into the driver's seat of the digital economy. Two years ago, the Technology Vision signaled that "Every business was becoming a digital business" and chronicled many of the characteristics needed to excel in this new digital era. In 2014, the report declared that "Big is the Next Big Thing"—meaning that large and often long-established companies were starting to use technology as a driving force for how they grow.

And that's precisely what we're seeing now. These new "digerati," with their deep resources, huge scale, and process discipline, are busily rewriting much of the digital playbook. They're not waiting for the next wave of technology to wash over them. Nor are they waiting to see what Google, Facebook or Pinterest are doing. Crucially, many of their new moves are directed externally—no longer toward improvements in their current operations and

business processes, but rather geared to leveraging a broader ecosystem of digital businesses as they conceive and plan for the next generation of products, services, and business models.

Leading companies are no longer thinking solely about using technology to transform themselves into digital businesses. They're envisioning how they could combine their industry expertise with the power of digital technology to reshape their markets and define their new roles in a "We Economy." The vital questions are now: How will your organization exercise its digital advantage? What will your company do to grow and expand to take on greater challenges? And—ultimately—what will our future be, together, as enterprises in the "We Economy?"

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## Notes

<sup>1</sup> ©2015 Pegasystems Inc. PegaWORLD 2014

Presentation: How OnStar is Leveraging Business

Driven Decisioning in Telematics to Improve

Customer Experiences in Vehicles—See more at:

<http://www.pega.com/insights/resources/pw-2014-presentation-how-onstar-leveraging-business-driven-decisioning-telematics>;

Video: <http://www.pega.com/insights/resources/pw-2014-video-how-onstar-leveraging-business-driven-decisioning-telematics>

<sup>2</sup> © Copyright IDC. Source: "IDC Predictions 2015:

Accelerating Innovation—and Growth—on the 3rd Platform," December 2014, Doc # 252700.

<http://www.idc.com/getdoc.jsp?containerId=252700>

<sup>3</sup> Copyright © 2015 Deere & Company. "John Deere Launches MyJohnDeere Web Portal as Customer Resource," John Deere press release, June 29, 2012.

<sup>4</sup> ©2015 Pegasystems Inc. Best Practice Insight Case Study: BAA," MWD Advisors, February 2011.

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<sup>5</sup> ©2015 Pegasystems Inc.

Video: <http://www.pega.com/insights/resources/anz-enabling-super-regional-operations>

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