



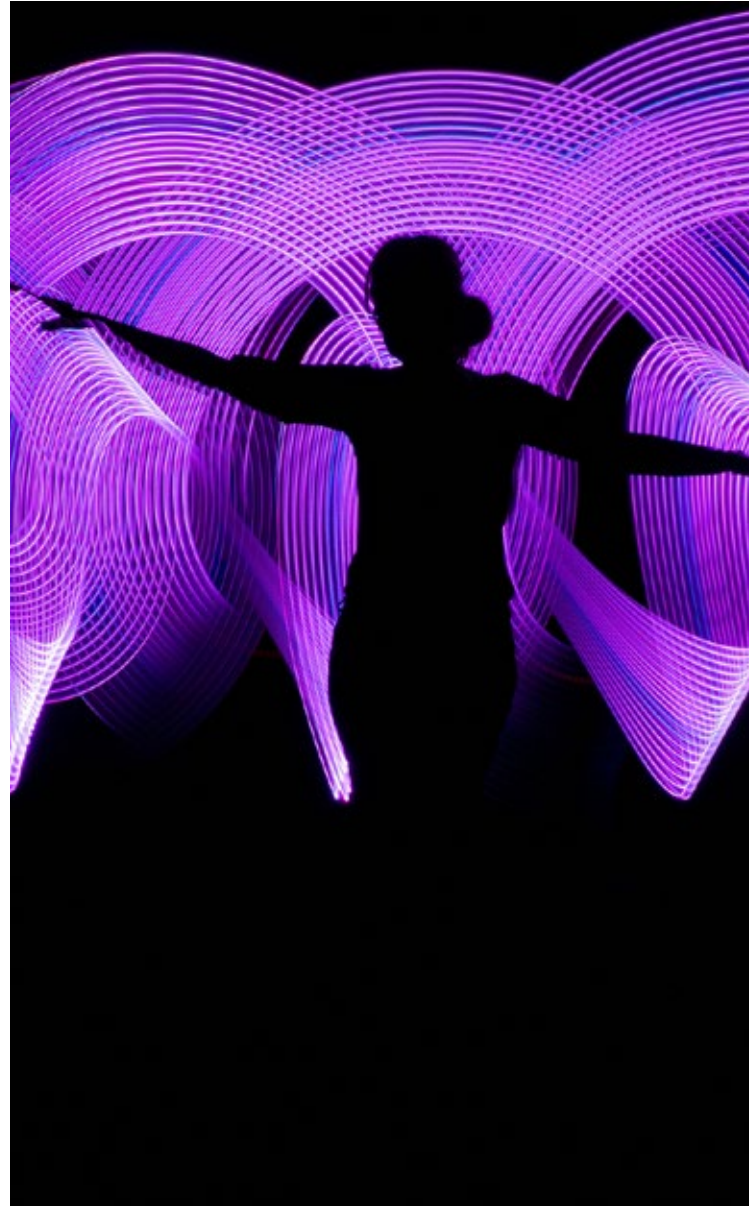
# Innovation Strategy & Vision

accenture



**Accenture is recognized worldwide as an innovative company. Creating value and solving business and societal problems through technology is at our core.**

Our purpose is to deliver on the promise of technology and human ingenuity with the goal of helping our clients embody change for the common good. This purpose serves as our North Star and brings our strategy to life: Delivering 360° value by embracing change. That is, value for clients while benefiting all stakeholders. Therefore, it is abundantly clear that Accenture thrives on innovation and that this is a topic of the utmost importance for us. This document aims to formalize a strategy aligned with Accenture's purpose, brand and vision, as well as the local reality, with the goal of generating maximum value for all stakeholders.



# **Innovation Strategy & Vision**



## Embracing change

The world is changing faster and faster, and Accenture is also constantly evolving to keep relevant actions and in the right direction. In this sense, the strategy is not something definitive or that limits innovation activities, but a tool that guides the organization in a common direction. It will be flexible and revised annually or whenever justified as a result of the outputs and indicators of the system itself and innovation activities, as well as the constant vigilance on the evolution of the surrounding context. Strong skills in information analysis and structuring, and projection of trends based on this analysis, are among Accenture's most important global assets. Reports such as Tech Vision or Fjord Trends serve as a reference and guide for the largest organizations worldwide, but also represent work of great relevance for Accenture itself, a foundation for defining our strategy. Accenture Portugal plays an active role in this analysis, promoting the participation of their people in the global forums for the development of these reports as well as sharing these reports for its stakeholders.

The core of our growth strategy is delivering 360° value to our clients, people, shareholders, partners and communities. We bring industry specific solutions and services as well as cross industry expertise and leverage our scale and global footprint, innovation capabilities, and strong ecosystem partnerships together with our assets.

Accenture has leading-edge skills and resources globally that support continuous innovation. Our more than 721,000 Accenture people, serving several clients in more than 120 countries and a robust innovation architecture that covers all phases of the innovation process are a continuous source of value creation for our clients, employees, shareholders, partners, and communities.



**+721,000**  
Accenture people



**120**  
countries



## Accenture Portugal

**It is in this ecosystem that Accenture Portugal, part of Accenture Iberia, is inserted. We have been in the Portuguese market for more than 30 years, working side by side with clients and the community to leverage the best that Accenture has to offer in terms of innovation at a global level, with a deep knowledge of the Portuguese market and national industries.**

On the other hand, Accenture Portugal works continuously to feed this ecosystem, working closely with universities, the national startup ecosystem, and other relevant partners, carrying out specific initiatives tailored to the needs of the national market, to promote innovation in key industries or cutting edge technologies. Both the capitalization and application of Accenture's existing resources, and the generation of innovation itself, are only possible through the best people. This is our greatest asset. Accenture Portugal can be proud of gathering the best human capital, attracting the best talent from the best universities, namely those with a higher technological component, developing relevant skills externally and, above all, internally, providing a wide range of resources for its support and continuous nurturing.

## Support Structure

An Innovation Management System management team is defined to ensure dedication to planning, management, monitoring, and improvement of the system. This team has the responsibility of maintaining the system and has the sponsorship of functions at the highest organizational level, in Portugal and Iberia, in terms of innovation, as well as the organization as a whole.

## Our strategy

Our innovation strategy matches the Accenture growth strategy of delivering 360° value to our clients, people, shareholders, partners and communities. We bring industry specific solutions and services as well as cross industry expertise and leverage our scale and global footprint, innovation capabilities, and strong ecosystem partnerships together with our assets.

**We help our clients to capture the best of modern technology and processes to drive enterprise-wide transformation, which includes:**

- Building their digital core— such as moving them to the cloud, leveraging data and artificial intelligence, and embedding security across the enterprise;
- Optimizing and innovating their operations—such as helping our clients digitize faster, access digital talent and reduce costs as well as through digitizing engineering and manufacturing; and



- Accelerating their revenue growth—such as through using technology and creativity to create personalized connections, experiences and targeted sales at scale, leveraging data and AI, transforming content supply chains and marketing and commerce models and helping create new digital services and business models.

Similar to Accenture's leadership in the digital revolution—embedding digital technology into all our products and services, as well as creating new and distinctive offerings—we are now systematically embedding environmental, social and governance (ESG) capabilities into our client-facing offerings and assets across our core business. This includes our suite of Sustainability Services, which are focused on helping our clients advance their sustainability goals. But more than that, we are working to put sustainability at the heart of every asset, offering across our core business and promote innovation with sustainability as its foundation.

**Our managed services have become increasingly strategic as companies seek to move faster and leverage our digital platforms and talent as well as reduce costs.**

## Our vision

In line with the global strategy and the vision of the national market, Accenture continues to strengthen its focus on the next generation of application and experience: Smart Products & Services, Blockchain, Robotics, 5G, Edge Computing, Metaverse, Quantum Computing, Artificial Intelligence, among others.

In the coming years, the current context of European aid is expected to be particularly relevant, which includes excellent opportunities for financing transformational and innovative projects with high socio-economic impact. Accenture has identified five forces that companies who wish to be leaders in the next decade must harness:

- **Total Enterprise Reinvention:** Servitization initiatives are forcing industrial companies to accelerate Total Enterprise Reinvention. The changing landscape requires a reinvention of industrial enterprises and their value chains. An intelligent digital core acts as a key enabler and foundation for any enterprise-wide reinvention, providing new levels of competitiveness and agility. Examples of themes to pursue: Computational creativity, Smart manufacturing, Data-driven Security
- **Talent:** Industrial products, assets, & processes are becoming more software- and data-driven, putting more demands on the workforce. Industrial enterprises need more diverse talent to meet the demand for innovation and the evolving needs of customers. New digital related skills in areas such as software engineering, data science, and experience design are crucial. Examples of themes to pursue: Human + robots, Metaverse learning, Neuroscience



- **Sustainability:** Embedding sustainability into how companies and governments operate will not be optional. In addition to their own journeys to become more sustainable enterprises, industrial organizations have a unique opportunity: creating products, services and solutions to help their customers meet their sustainability commitments and grow. Examples of themes to pursue: Green computing & operations, ESG and Sustainable data, Sustainable life product
- **Metaverse continuum:** The industrial metaverse will have a tremendous impact on industrial enterprises, spanning over product design and engineering, production and supply chain simulations and B2B commerce—all at the core of applications to be brought into the metaverse. Examples of themes to pursue: Trustworthy metaverse, Multisensory experience
- **Ongoing technology revolution:** Intelligent products and services, digital twins, cloud-based platforms, artificial intelligence and high-performance computing are at the core of the tech revolution for industrial enterprises. These new technologies enable data-led enterprises and customer insight driven experiences and will lead to further waves of innovation and stretch the imagination. Examples of themes to pursue: Bio-innovation, 5G and new generation infrastructure

At Accenture Portugal, we aim to be consistently recognized as one of the most innovative and modern companies in Portugal given our strong commitment on innovation of these initiatives, namely those that aim to respond to the socio-economic effects of the pandemic (European Union Recovery and Resilience Plan), promote sustainability and energy transition (ESG initiatives and European Green Pact) and digitalization (Digital Europe Program), represents a great opportunity for Accenture and its stakeholders. Aligned with Accenture global, Accenture Portugal has the goal of using innovation to unlock the potential of our people to giving us access to more great talent, which we believe will create an environment where all of our people have an opportunity to feel they belong, advance and thrive. Challenging our assumptions and applying innovative principles to business and technology problems is what drives Accenture to become a reference in the Portuguese, European and Global market.

**Accenture Portugal has a public aid technical office, aiming to capture public investment for Accenture and its clients. We are committed at the highest level to support our clients and partners in exploring these opportunities to leverage innovation so that together we can create value for society and help Portugal and Europe to keep growing and being innovative, as 2 of our core 2 principles demonstrate:**

- 1. have the courage to change**
- 2. actively innovate**

Looking at Accenture's purpose of "delivering on the promise of technology and human creativity" and as a company driven by talent and innovation, we know that we are a people-based business, and we rely heavily on the creativity and innovative spirit of everyone who is part of this great company.



A handwritten signature in white ink, appearing to read "José Gonçalves". The signature is fluid and cursive, with a long horizontal stroke at the end.

José Gonçalves  
President & Country Managing Director  
of Accenture Portugal

**November 2022**

