Transformation beyond the technology

A PwC perspective: Learning from our internal digital transformation journey

Within the fourth industrial revolution and in the wake of the recent global pandemic, the need for digital transformation has never been so critical.

Successful organisational change goes deeper than the technology; it requires the alignment of people-centric initiatives with a well understood change story. It's about building an integrated programme of digital transformation initiatives, all working together to realise the business objectives. It has the power to change behaviour and lead people along the envisaged transformational journey.

Acknowledging the need to change for a digital world

Set a vision to transform

- Digital transformation was placed at the centre of our vision and strategy.
- We defined digital change objectives and key results to support the vision.
- We refreshed our brand and introduced more collaborative values.

Market Areas in

- West Market Area
- South Market Area
- East Market Area

Strategic enterprise change

- We told our change story to our people.
- · A formal change office with access to the CEO and led by a cross business unit SteerCo was set up.
- Strategic transformation projects were approved and tracked at executive level.

Staff across Africa

Migrating to the cloud

Moving the back and front office to the cloud enabled an agile and cost-efficient operating model

Migrating to cloud Business Operating Solutions

- · Google's G Suite
- Oracle Finance and Projects
- Salesforce CRM
- Workday HRM

Virtual way of working with colleagues across

Collaboration on G Suite (Gmail. Calendar, Meet, Chat, Drive, Docs, Sheets, Slides)

Learning new skills

We upskilled and enhanced digital knowledge across our market-relevant essential technologies. Only seven technologies (E7) were selected to help us drive deeper focus and subsequent transformation into the business.

We believe that the E7 will impact our world, and the way we do business, most significantly.







Intelligence







Drones

things (IoT)

Robotic process automation (RPA)

Blockchain

Chatbots

Data analytics (D&A)

We upskilled our people by:

- · mass virtual upskilling across the network on data analytics, visualisation and robotic process automation for all staff
- regular digital events and meetups
- making curated learning content available on:
 - PwC's Digital Fitness App
 - internal, online Digital Hub
 - Knowledge bursts communications



Building new value

With new skills and access to technology, we are reimagining how we deliver our work. Our people now work with advanced technologies, independent of disparate support units.



Applying digital skills and building assets in the cloud

- Google Apps Script
- Azure
- Google Cloud platform.

Uncovering early stage technology-enabled solutions with PwC's Global Innovation Challenge.

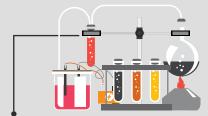
Deploying chatbots into the business to provide on-demand first level support.

Sharing digital assets across our business

A virtual space in which to collaborate and share digital assets.

We showcase, discover and share success stories by colleagues and technology type across our global business.







Enabling a culture of community builders

Open sharing and collaboration in digital communities allows us to harness new technologies to solve business challenges. We work as one firm, tapping into our collective knowledge.

Share questions and get feedback on the Google Currents communities:

- Data Analytics & Visualisation
- Robotic Process Automation
- Artificial Intelligence

Real-time meetings with Google Meet enable teams to share presentations and videos. Chat Rooms on Google Chat let teams and groups collaborate in real-time.



The Digital Change Agent network is a community of like-minded people who lead and support the firm as we digitise our business.

To learn from our internal digital transformation journey, consult our thought leadership article, Transformation beyond technology - A PwC perspective found on the pwc.co.za site.

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