

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.



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.

3 Market Areas in Africa

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

17 Countries across Africa

10,000+

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

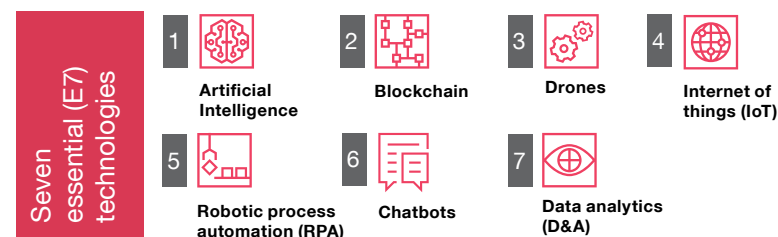
157 countries

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.



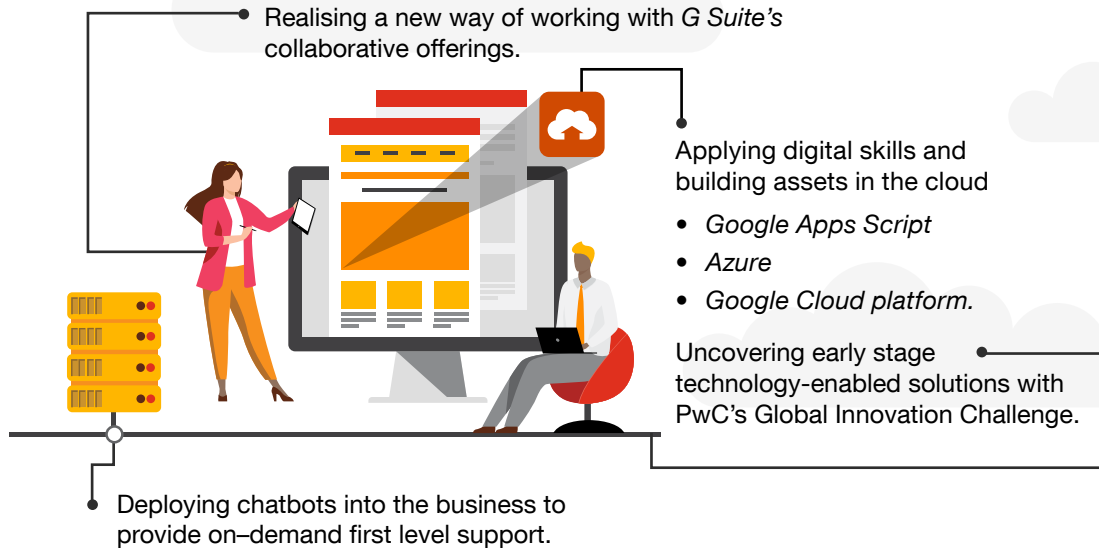
We upskilled our people by:

- 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



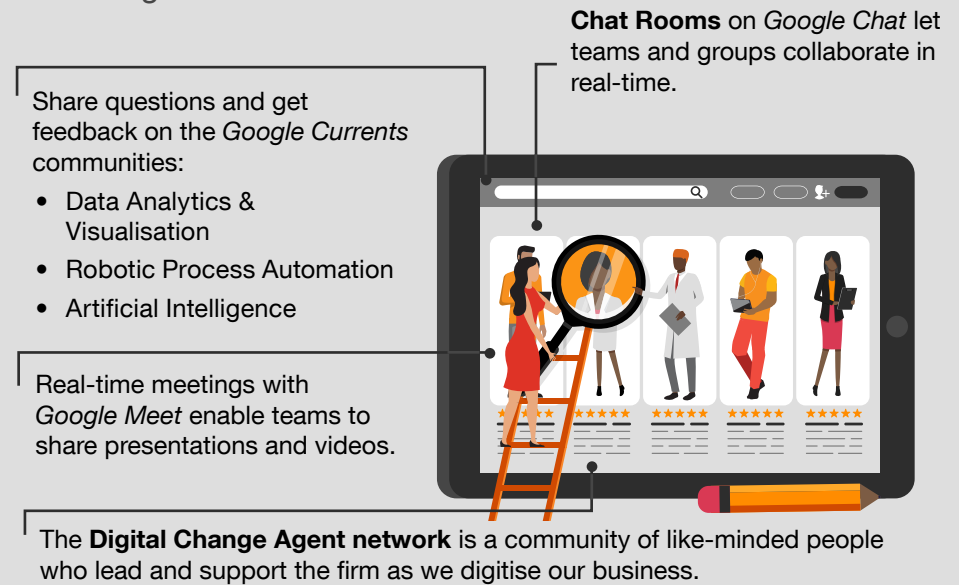
Building new value

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.



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.



Sharing digital assets across our business

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



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.

Contacts



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