



PLEASE WELCOME ACCENTURE GLOBAL SALESFORCE BUSINESS VIDEO TRANSCRIPT

Good morning, Dreamforce. It's a great morning. We're going to have an amazing session. I've got some of my favorite customers up here. Salesforce are going to be joining me. I'm on stage with Einstein and a goat. I don't think anything can possibly go wrong this morning. And I'm so excited because we're going to be here talking about the reinvention of customer care through empowering our employees, our co-workers. And that's a pretty exciting proposition because it's about putting that accountability and the pride as to how we serve our customers into the hands of our people. I wanted to start with a story. I had a fabulous summer holiday this year. I went with my three teenagers, we went to Guatemala and Belize. And we crossed over the border into Belize on foot. We got dropped off in a taxi on the Guatemala side, had to go through all the palaver of crossing on land, get to the other side. And there's a gentleman there, I called Ed, waiting to meet us. And he greets us with a warm Belizean welcome. And he said, is everything OK? And we were like, yeah, yeah, we're fine, fine, all good. And he's like, oh, I've been waiting here three hours. I was really worried something was wrong. And we were like, no, no, and he's bundles us into the taxi. And he goes, so you must all be hungry. And two of my teenagers, boys, and of course,

they're always hungry, and we go, yes. And he goes, let me fix that. Let's go to the barbecue. I know just a place and he drives us to a place where they knew him. They treated us like family. And it became one of the highlights for my -year-old, the rice, the beans, the pork chop, the barbecue, the whole experience.

A week later, I'm back in London. I'm trying to get home. I'm watching a small dot on my smartphone as a little car symbol goes back and forth along a street, does a U-turn, goes back, goes back, goes back, because of course I'm on one of these car apps trying to get the taxi to come and pick me up. And I was reflecting on the difference in the customer service. And we use digital because we think it's going to make it better. And technology can empower what we do and can help us provide a customer experience. But at the end of the day, it's how somebody makes you feel. It's about giving people the chance to create something that's really unique. We did some research. And what we've discovered is that % of consumers wish companies would respond faster to meet sorry, consumers wish that companies would be responding faster to meet their needs. But at the same time, % of executives think their customers are expecting



that change just happened so fast they can't keep up.

That's a bit of a gap, and it's a bit of a scary gap. And we've been taking a bit of a look at that and wondering why we're here. And I would argue that there's three big reasons for being here. One is the macro-level disruption. Now Accenture, like all companies like us, we like to do our research. And we've come up with this notion of the disruption index. And if you take the five years from to , and we apply our disruption index which takes into account socio economic changes, it takes war, it takes pandemics, it takes technology advancements, and all these different things which cause us, as businesses, to have to respond and that index with impact over those five years was just %.

If you take the next five years from through the end of the last calendar year, that index measured %. That's the first of the things that we're really leaning in and facing into as businesses at the moment, and it's moving the expectations of our consumers really, really quickly. The second factor is that whole technology advancement. Years ago, our CTO at Accenture announced every business was going to be a digital business. And some of the analysts thought we were a little bit crazy. And now, that seems like you can't even believe there was a question on it.

This year, with the launch of ChatGPT , we've suddenly taken generative AI into the mainstream with a level of quality that we didn't think was going to happen. And these waves are just getting closer and closer together. And the expectation of being able to adapt and leverage them becomes more impactful for all of us, and we have to be ready to do that. And the third thing that's happened, during the pandemic, as we were coming out, organizations recognized a need to transform quickly and to really get ahead of where they so they could be more agile better able to deal with the next pandemic, the next crisis, whatever it might be, have more agility.

And those transformation efforts, when we

asked over , clients and S&P enterprises, % of them said that those transformation programs had only reached % of the goals that they'd set.

But the smart ones who said, actually, we got to %, recognized it wasn't about transforming and being done and that journey ending, it was about really thinking about that continual evolution. And by doing that, they had to reinvent where they were at.

So we broadened out the research that we did. And for Davos last year, we came up with this notion of a deliberately deliberate strategy around reinvention as the organization thinking wholesaling differently, anchored in technology. Create that digital core so that you can be cloud-based, have all of that data and AI, and be in a position to plug and play as new technologies came along. And the second key thing, once you got to that strategy, you've got that digital core, the next big thing was thinking about how you became people enabled, people led, not about process change, not about process refinement, but putting people in the driving seat. Through that, we really anchored on this notion of total enterprise reinvention. It sounds very grand, but actually, it's what many of us are going through right now.

Accenture himself is going through reinvention right now. And you lead with that strategy, thinking differently, building out that digital core, using platforms like Salesforce to help create that enterprise, common enterprise platform, and setting new benchmarks within the industries that you operate in. They like the top line. What we're going to delve into a bit more today is the bottom line here, really thinking about the experience, thinking about our people.

There's a financial services client I work with, and they decided they were going to go all in on being agile. And so they're fully adapted. They have these wonderful cross-function teams they pull together.



They've broken down all the silos of the organization, of the old operating model. But they're struggling because what's happened to the employees is they

just feel they're constantly under pressure to put out a new release, to drive a new product, and actually what they haven't given them is enough talent transformation.

There isn't enough raw engineering capability sitting within those teams. That's not a core, that was a legacy skill within the bank. It's a very interesting problem they've now got because they've broken down the silos, but the people don't feel empowered. They just feel burdened. So that's how that whole break the op model has to be accompanied with that talent rotation. And if you can do that, then you can start to get to that opportunity that sits ahead, and unlock if you will that new performance frontier.

So how does all of this play into this notion of empowering employees to reinvent customer experience? Well, if we've got that strategy, that digital core and the ambition, then we can start to think about how people can be empowered to help serve our customers better. I did some work with a client who were going through a big enterprise platform transformation, so really in the IP space. And we sat down with them, and we talked to them about their overall ambition. And they said their most important goal was to actually get their people, their whole enterprise, in the boat with them. So what they wanted their deployment plan to look like, they wanted to front load all of the releases within the deployment that were going to impact people first. And that's a really interesting approach because most organizations, they will say, we're going to take this jurisdiction because it's a mini version of everything, and we can test all the problems, and off we go. But think about it putting the people first, being empowered, making those employees feel like they're empowered, and giving them the training to help move them forward.

So if step one is about empowering employees, about helping them be trained, about breaking

down those barriers, then step two needs to be about the consumer. And is it that simple? Do you just get a happy customer? Well, customer experience, it's not your grandmother's customer experience anymore. My -year-old son, the same one that was all excited about the barbecue, he loves his sneakers. I love my sneakers too. And interestingly, it's somewhere I connect with him. That's very special to me of a mother of a -year-old still having something that I can connect with him on. But the customer experience, we get connected into the entire community around buying sneakers. I find myself putting in a bid on a pair of shoes that I haven't even tried on. My mother would think I was insane. You have to try them on and make sure they fit, make sure they're comfortable. But what it's doing it's allowing me to have an experience, which is connecting into the complexity of my life, making me feel like I'm part of something with my son. And actually, that's a really simple example about how consumers are expecting so much more.

What we've seen is that customers who are really thinking about customer service in a new way, they're starting to they are able to really think differently about how that helps them drive revenue growth. It's not just a quick path to sell, a quick path to the wallet. It's about really understanding the consumer and the complexity of life in that experience. And actually, that doesn't cost a lot. basis points to access some of that accelerated growth, but only one in five companies are there today.

Salesforce, they're ahead of this. Think about it. They put Customer . They draw the picture every single time with customer in the heart, at the core of what they're doing. That connection, when we get that customer experience right, when we create that connection, when every interaction with your customer is an opportunity to strengthen or weaken the position that your brand has.



And that doesn't matter whether you're a big services organization like Accenture or whether you're a very small company selling something much more pocketable. It's a chance to generate emotion and provide connection, and it's a chance to recognize and connect on that complexity of the life of your customer. This just gets richer and richer, and the tools are there to help us.

We're working with Salesforce at the moment, and you can go to our booth and you can experience some of what we're doing to bring what we know about industry in. The industry we're going to dig into today is utilities, and I'm super excited that we're going to be joined on stage by two of our clients from Ameren who are a utilities company operating out of Missouri and Illinois. They have over . million electricity customers and nearly , gas customers. So if anybody knows how important customer and customer service is it's these guys, but they've done it through the lens of really focusing on how do they enable their employees to help get them there. So what I'm going to do is I'm going to invite Bhavani and Joe to join me on stage. We're going to have a little bit of a conversation. But to give you a little bit more of an idea of what Ameren do, we're going to play a video.

[VIDEO PLAYING]

Brilliant. Please give a warm Dreamforce welcome to Bhavani Amirthalingam and Joe Solari from Ameren. Thank you. Thank you. Thank you. Brilliant. Please take a seat.

So Bhavani, maybe you could start with a quick intro, and tell us a little bit about Ameren, and why you're excited to be with me today.

Bhavani: Thank you. Thanks, Emma. It's a pleasure to be here. So thank you for the opportunity to come in and share our story. As you alluded, we're in the energy industry, electric and gas utility. It really is an exciting time to be in the energy industry.

So I want to just start there. I will say that the industry is going through a lot of change. I'm going to connect it back to what you introduced

with how much disruption there is over the last five years just across industries, and I will say it's true for us. And I will say we probably have seen more change in the last five, and we'll see in the next compared to the last years.

I probably want to just start with touching on maybe a few key drivers that's really driving the change for us in our industry. And I think about it in the context of three D's. I say it's decarbonization, decentralization, and digitization. So I just want to spend a minute giving you a little bit of context on that. We think about decarbonization, there is the clean energy transition that's happening, which is really the investments in renewables, wind, solar, nuclear across our entire footprint, across the industry, and really doing that in a reliable and affordable manner is the top priority for us, whether it's Ameren and the rest of our industry. So really decarbonization and making that happen for our customers, as you think about customer behaviors is greater electrification happening. They have electric cars. So there's electrification happening on the industrial side. So the reliability needs and drivers are even more today than they've ever been before. So that's the decarbonization piece.

The second piece is around decentralization. For years, we've always generated electricity in centralized power plants, transmitted, distributed. And you can see that customers are moving from being just consumers of energy to prosumers, producing and consuming energy, and really evolving to be transumers, or transacting energy on the grid. And so with that evolution, you've got a lot of change in technology happening at the edge for customers with rooftop solar, electric vehicles, electric heaters, and so making sure that the grid and the customer experience can integrate these decentralized distributed energy resources is extremely important for us. So that's kind of the second driver.



And then the last one is digitization. I think we think about the impact of digitization in the lens of three things. One, the grid. We've got millions of connected devices going on to the grid and the ability to manage, optimize, and orchestrate the grid is a really important priority for us. And digitization plays a key role there. And then it's around the customer and the co-worker, or the employee. And so it really is around how do we use digital technologies to provide that exceptional distinctive customer experience as our customers engage with us and how do we do that for our co-workers and our employees so they can provide the best experience for our customers. So really, it's around the grid, the customer, the co-worker, when we think about digitization for us. So bottom line, when I think about just our industry, where it's headed, what it means for Ameren, during this transformative time, in order to thrive, we have to put the customer at the center of our strategy. And so that is really in terms of how we think about the future, and then how we think about our investments. That's probably the core to it.

Emma: So I love the way you talked about that connection between the grid and the customer because I think this is what we're seeing across so many industries where the core of the business is inextricably completely like it's meshed in with the customer and the customer experience. I mean, that must really have influenced the way you're shaping out your customer strategy.

Bhavani: Yeah, that's exactly right. One of the examples there is just I think about all our smart meter technology that we've deployed across the footprint, which is a significant part of the extension of the grid touching the customer. But it really helps us understand customer consumption behavior and then really give them data and tools to be able to manage that. So really when you think about the strategy, we think of it as three key components of our overall customer strategy, and you think about how that ties back to the Ameren strategy. We think about it in the context of providing just top quartile, sustained customer satisfaction, co-worker engagement, employee satisfaction, and really we call it customer affordability.

But it really is about running the most efficient, effective operations. So you really streamline how you run your business. It's good for your customers. It's good for your shareholders. So in a simple way that's how we think about the customer strategy.

Emma: Brilliant. Joe, let's bring you into the discussion. VP of Customer Experience. If there's anybody who'd understand customer experience in the room, it's you. How is Ameren thinking about creating that differentiated customer experience that Bhavani is talking about?

Joe: Thanks, Emma. It's great being with everybody here. So I'll say for the last five years or so, we at Ameren, we've really been focused on the customer experience and really focused on those key moments that matter with our customers. So things like outage, when they're without power, when our customers need us the most, how are we communicating more effectively with them, giving them information about their power outage, so they know what actions they can take. Our billing and payment, and making it easy for our customers to pay through guest pay services, or pick a due date allowing them to pick a different day of the month that they want to pay their bill, and in our service order processes. So as customers want to turn on power with us or turn off power using our website or mobile app, we want that to be an awesome experience with our customers. Quite honestly, that's the first impression for many of our customers. We want to knock that out of the park. So we've really focused a lot on the customer experience and those key moments of truth over the last five years.

But Emma, that's not enough. I think where we're really driving and continuing to drive on that customer experience side is with our co-workers. And what products are we providing to our co-workers? Because quite honestly, they're the ones that interact directly with our



customers. And we truly believe that if we provide them with a great experience, that experience will translate into a very positive experience with our customers as well. So we're very focused on that. We're leveraging Salesforce for our big piece of this. And we're having really positive results from that. We're also working hand in hand. We have a new organization. We have digital and customer experience, so the business and digital together in the same organization. And that relationship is paying dividends too for that customer experience and that co-worker experience as well. So those are a couple of the ways that we're actually transforming the customer experience.

Emma: So I love the way you described there how technology is somewhat empowering, helping empower that journey that your co-workers are on in order to serve your customers. Salesforce is a big part of that. CRM has been a big part of enabling that whole customer strategy. Can you put a bit more color on that for us?

Joe: Yeah. So I'd be happy to. So when I think about a CRM here, the first and foremost, the big change for us, the big shift is we're moving from an account to a customer. And what I mean by that is today our customer system, it's built on a very basic formula. And that formula is the customer plus the premise equals the account. And everything's about the account, it's all about the billing and credit collections processes, when a customer moves outside of our service territory, and they come back into our service territory, we actually create a new account for that customer. And all that history is really kind of lost. We start that customer brand new. But now with Salesforce and CRM, customer is the center of that model. And we're keeping that history throughout that whole experience. So we know that whole life journey with our customer. And that will allow us to provide the right product, the right service at the right time to the right customer. And that's key for us. I also think about it from a people, process, and technology standpoint. When I look at it from a people standpoint, we have many of our CSRs, our contact center reps,

coming in Ameren today as the new hires that are actually younger than the system that they're using. So that system, our CSS system was implemented in . It was created probably in the early 's. We too have a and just think about the technology changes. Quite honestly, that have changed since the 's. It's radical. And we too have a mascot for that system. It's not as cool as the goat or Einstein, but it's a mouse, a rodent. It's a good looking mouse. But when you launch the CSS application, which is our main customer system, the mouse comes up. The mouse's name is Clicker. So back in the 's, we were really getting our co-worker excited about using a mouse with their customer system.

So that gives you a little perspective for this solution compared to our CRM application today and the technology shift. And nothing against the CSS system, it's been awesome. I know a lot of people that worked on it, and they're great people, and it's a great solution. So anyway, some of that people piece and also we have high attrition in our call centers. Part of that's a good thing in that our call center reps tend to get other jobs in our company, so they have that great experience with our customer that they bring to those other jobs that helps Ameren get even better. But we're also focused on how do we make that experience for our co-workers, the call centers, really easy, make it really easy to understand that process, and CRM helps us tremendously with that. So we can actually reduce our training time, make it a much more efficient for our co-workers to come online. So that's the people piece of this.

The process side, we're doing this whole optimization of our processes. We're not simply lifting up the CSS processes and bringing them into CRM. We're actually transforming those processes. We're optimizing them, bringing consistency across our call centers as well in process because we know that will actually lead to better average handle time, better first call resolution, and even better customer satisfaction.



So the process piece is key to this as well. And then you can't really do the process side without the technology. And we're really doing that from an iterative process, an iterative deployment process. We're actually releasing functionality as we go. So we're preparing our co-workers for that new process.

We're training them on that, and then we're coaching them afterwards if it's not as successful as we thought it could be. And we're also innovating on that we're making it even better that process. So we have this whole iterative model that we're going through as we're releasing that new functionality and moving from the CSS application to the new CRM application.

Emma: I love that. And I love this notion of iterative and having to keep going and continue to innovate. But I'm also minded that we're on stage with the goat. And I think maybe you can replace the mouse with the goat because Ameren working with Salesforce and Accenture, it's got to be the greatest of all time. It's beautiful, match made in heaven. Brilliant.

Bhavani, I'm going to pop up a slide here, which I think is a nice connection to what Joe was just talking about. But what advice do you have for others who are trying to drive a successful customer experience transformation like you've been running here?

Bhavani: Maybe I should start with good luck. No. I think Joe touched on some really important things and probably bring it back to those. A lot of times we anchor on the technology. It's exciting. There's just the opportunity for change through it is really exciting. And then people tend to anchor on the process. And we are doing we are going through and consolidating the customer organization across our service footprint. And as part of that and part of this transformation, we're driving the consistency in process as Joe referred to. But I think a lot of times what gets missed out is the importance of the change for the people. And so if I have to think about just advice or insight, I will just say that double down on what it's going to take for the change for your people and making sure

that you have process and mechanism in place because first, you need to know for we have clarity on what winning looks like. So having your end in mind is very important and then having a value realization framework around it as in an iterative manner where you can actually look at it and say, am I getting to where I need to get to? And doing it, we talked about iterative delivery that Joe touched on, it's really important. And that's not just technology deployment.

I loved what you introduced when you said you had a financial services customer, you get into this burnout mode. I think what is really important is making sure you have an iterative approach to how you're absorbing the change. And so we think about it as I call it the three-legged stool. So assume you've got your process in place. You've got your technology in place. And then you think about it in terms of the first leg is really around change management and training. Do you have effective change management and training in place, so you can really skill the people and whether it's your customers, it's your employees, as they go through this transition?

Two, the second leg is really do you have the quality and coaching, the processes around that that can have a closed loop feedback mechanism where you know that what you're deploying is really working and what type of feedback loop do you need to give your co-workers and continuously improve that process?

And then the third leg is really around workforce planning and optimization, when you're thinking about how do I realize the benefits. A lot of times you have you can do all of these, but if you're not realizing the value and the benefits of the transformation, that comes from also being very iterative about it. So those I would say are the three-legged stool that I would say folks should make sure you're thinking about it. I think I loved how you said continuous reinvention.



So I mean, today's wow is tomorrow's norm. And so I think it's really important that you continue to raise the bar, and you're looking at what does it take to make it even better. And I think building and putting platforms in place Joe touched on how the last five years, we've done a lot of investment around transforming the customer experience at the edge for our customers around key moments. But as we did that journey what we were very mindful about is putting systems and process, and a mechanism in place that can sustain as things evolve for our customers that the platforms are going to evolve with them. And that's the same approach and mindset we're taking with this.

And so I think it's important that as you're thinking about these transformations that you're putting that, the process and the system of management in place that can sustain as change and customer behaviors evolve that your systems and processes are enabled.

Yeah. I think completely aligned with that because it's giving you that core to really focus on that sustainability at the core. That's then allowing you to rapidly iterate on the edge for that customer experience. That's right. And we talked about this yesterday. I think that's such an important position to have to really enable you then to absorb, to get, to not disappoint clients, customers because you're not quick enough but really be able to iterate on the edge. That's right. I mean I'm really proud of the work the team has done in this space. While we could have had just great technology, great process, one of the things that we're very proud of what the team has done is we actually got recognized by the Brandon Hall Awards. And to give a few little context, it's really in the HCM space. They recognize leaders in leadership talent management and learning. And so the two areas they actually recognize the work that our team has done around this customer transformation is in the space of how we do performance support and blended learning. And so I do think it is something that we've really doubled down on, and it is helping us realize the value as we go through this journey. Brilliant. So Joe, if we take a move one slide forward, can you talk to us a little bit about some

of the results you've seen, some of the big successes that you've had to date?

Emma, I'd be happy to. So I'll just share a few of the successes that we've seen so far. And it's a journey. So we're getting the successes over time. We're actually delivering value as we go, which is really great. When I think about one of the big successes this year, we actually moved the stop service process from our customer service system to CRM. That's when customers call up and they want to have their service disconnected. So that service, that new process that we optimized in the CRM solution, we went from clicks to do that for one customer in our CSS application to in CRM. So we've seen an average handle time reduction just for the stop service process in CRM of over % which is pretty incredible. Also, within a month of rolling that new stop service process out, we had % adoption by over of our reps which is pretty amazing. So we're deploying as we go here. We're monitoring how successful we are, and then we're adjusting as well, which is pretty great.

The other thing I want to share is we also did something that we looked at our overall call flow from a process standpoint. So the greeting, the body of the call, to the wrap-up of the phone call with the customer. And we really looked at it from a standpoint of how can we shift that to really put our CSR more to lead that conversation versus the customer, and really streamline that. And it's been absolutely incredible. We have four pilot teams through our call centers using this new call flow. And we've seen a -second reduction in average handle time through that. We've seen over % first call resolution, and our customer satisfaction is still remaining top quartile, which is extremely important to us. It's not about shortening the call and having a worse customer experience. We believe we can do both of those things for our customers, and that values their time, which is awesome as well.



So I'm really excited about that call center optimization effort. We're going to roll that out probably through the end of the year, through early next year we'll finish the deployment of that across all of our teams. But the other big and really neat piece of that effort is our call center reps actually work with their supervisor, and they determine what their stats are going to be, what their targets are going to be for the next week. So they talk about their average call, their average handle time, their after call work, what target they want to get. So we're engaging the co-worker, our CSRs and setting their own targets. And I think that's a huge shift for us as well. So I think the call center optimization, some of the stop service, what we're seeing there, we're expecting that same kind of result when we release start service in CRM later this year. But we're hearing some wonderful feedback from our co-workers through this process. One, they want us to move faster and get all the processes in CRM quicker. They love the new solution, which is great. But we're also hearing things like the call with the customer is easier. The customer is happier through the process, which is great.

And one last comment I want to share on this is we actually had one of our call center reps say, I don't go home as tired as I used to. And that was super powerful for me. I hear them, the customer guy and customer's the center of our strategy without a doubt, but I truly believe our co-workers are our greatest asset. And what we're doing here is really impacting them and making it easier for them to interact with our customer and ultimately have a better experience, and that's outstanding. So those are just some of the results that we've seen so far.

Emma: That's brilliant, and I love that comment from your co-workers saying they're less tired. Less tired, they're less stressed. It's easier to have great customer conversations. Perfect. So Bhavani, to finish off maybe a little bit this section, how is this investment enabled you for the future? And I love the way both of you have repeatedly talked about people, but how are you how is it really helped you position for the future?

Bhavani: Yeah. Great, great question, Emma. I think I go back to big part of this investment while there is the investment in the platform, the technology. I'm excited about all the capabilities that it gives us not just for today, but for the future that we can continue to build on. I think a really important change that is happening is really this culture of continuous improvement and innovation. And that is both with our process and with our people. As we are going through this journey, it really is setting up the stage for where we're reskilling as we are going through this journey.

Joe talked about how we have brought not only the customer organization together, but we brought the customer and technology organization together. It's fascinating to watch these teams work together. Our technology teams understand the customer better than they ever have, and the empathy for the customer, and the customer experience. And it's fantastic to watch our customer teams. They understand the technology better than anybody, and they know how to leverage this. And the lens that they wear when they think about process change is really unique now.

And so really, as I think about the future, and we talked about how our customer behaviors are going to continue to evolve their expectations are going to continue to evolve really having the skills, the culture, the people, and the platform as foundations that can continue to build on I think is fantastic. And I referred to some of the foundational work we've done like on our smart meter deployments, on some of our other technology deployments. And we see today how those investments are paying off. And so I really believe that we're seeing a lot of value and benefits today from what we're putting in place. But I think it gives us a great platform for the future. We have, some field co-workers that use other Salesforce tools today at the edge to do our field service work. And I really do think in the future, we have



opportunities to really provide that full view for our field co-workers on what's happening with the customer and for our customer care teams on what's happening in the field. So just the opportunities are endless as I think about the future, but I do want to maybe close with transformation end of the day is led by people empowered by technology. And I think it's really important to keep that in mind if you truly want to drive the value and the benefits for the organization.

Emma: Fabulous. Fabulous. Well, transformation powered by people, empowered by tech, not just any tech, Salesforce was the platform of choice. I'm really excited to invite up on stage to join us, Bhavin Shah, who's the AVP of Service Cloud. Could we please welcome Bhavin up?

Bhavin: Hey. Thank you.

Emma: So Bhavin, we thought it would be really great for you to give us a little bit of clarity as to how the Salesforce platform was such a key part of the technology empowerment for the people transformation that Ameren had been through?

Bhavin: Yeah, absolutely. First of all, thank you all for being here at Dreamforce. Really appreciate you guys investing time over the next couple of days. And thank Accenture for being such a great partner in the transformation with Ameren and so many of our customers.

And then round of applause for Bhavani and Joe once again.

Quick little story and Joe, last night, I was sitting at dinner with him, and we were talking about today's event, and he said, if I do a bad job, I might get fired. I don't think he's getting fired. Are we OK? All right, we're good. Good job. Thanks, Bhavin. So look, we've been on this journey with Ameren and Accenture for many years. And I think there's several things that I'd like to point out. One, they've really embraced the platform and thinking about customer first. And I think that that's just the lesson for all of us is if you use the lens of customer first, you're

going to create just great results. And I think just pushing the envelope over and over on speed, agility, and continuous transformation is tremendous.

Look, I've got a couple of takeaways from what I think the team here said today as well as Accenture said. One is, look, I'm what they call a prosumer. So I actually have a Tesla solar roof. I both produce energy, and I consume energy. And I think in every industry, as this energy transformation is happening, it is affecting every industry in unique ways. And everybody is different than they were three, five years ago. And so the expectations of a consumer, a producer, and the expectations of the provider are transforming and changing so drastically that we have to be ahead. We have to continue to re-innovate, reinvent ourselves, transform and continue to do that because consumers expect a lot. The second thing I think that is really important that I think Ameren is doing a great job and many of you guys are doing a great job, keep pushing the approach of meeting the customer where they want to be. Because at the end of the day, look, my kids and I assure many of your kids, they don't pick up the phone when I call them. They literally do not pick up the phone. They will answer texts immediately in two seconds. So I call them, and they don't answer. And then I text them, I said, why didn't you pick up the phone? And they said, dad, nobody picks up the phone. And so look, where consumers are going is going to continually change. And so the processes and the things that you do via phone needs to be processes that you do in all the digital channels. And they have to be consistent because otherwise you get channel surfing. You'll work on one channel. You don't get your stop-start done on the web, then they're going to call you. And now we're creating duplicative work and inconsistency.

So continue to press the envelope on channel of choice. I loved what you guys said about co-workers.



Look, I think a lot of people take a journey around the customer and forget to talk about their employees and really focus on their employees. And I think that that's one of the significant things that get missed in technology and digital transformations. And I love that Ameren is really focused on the co-worker because bringing your care center, your field workers into the fold about what's important and what's going to make change and what's going to make their lives easier is going to get a ton of buy in. And when you get buy in, you get more acceleration. So I think everybody needs to really focus on that change and that co-worker. And then I wouldn't we wouldn't be at Dreamforce if we're not talking about AI. My fundamental belief is this is I've been here years. This is my th Dreamforce, believe it or not. And when I joined Salesforce, I joined them because I saw this change from client server technology to the cloud. And I could see what that was going to mean for the industry. We are at that same pinnacle today. AI is going to change the way we do work, the way our customers want to receive requests and information. And I think everybody should start some sort of pilot. Do something simple. Test it out. Have an AI mindset and an AI thinking and AI design approach. And then just fall back to other things if it doesn't work, but continue to push the envelope. And I think that would be great.

Final thing I would say is we have a Service Cloud keynote at : AM which is an hour away, and then we have a Field Service keynote that's up this afternoon at I think :. So we'd love to have you guys join us over there, but thank this great audience and this great partnership we have with both Accenture and Ameren. I really do appreciate it. Thank you. And thank you very much to all of you for listening. Thank you.

[APPLAUSE]

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