

## EXECUTIVE SUMMARY

Due to the emerging technologies to the industry, PwC asked our team to identify best course of action for them to evolve with the market and service their Canadian clients. This action was to propose a solution either by following a pure-play service model or embrace other potentially feasible models.

Based on the initial problem statement provided, our group identified 3 objectives as to how PwC's current service-based model performs. This was then compared to the performance of a hybrid model and finally conceptualize the proposed solution with the help of an example – Integrated Healthcare Network 4.0. The need for a shift into a more technologically involved solution was created through the emergence of Industry 4.0. This fourth industrial revolution has digitization and automation at the core of this revolution. Artificial Intelligence was chosen to be our main focus as there is an apparent and immediate demand for this technology in business application and there has been a substantial increasing investment to industrialize this technology. Therefore, the scope of this project is to propose a solution for PwC identify an effective way to leverage the technology of Artificial Intelligence to meet the demands of changing market.

After reviewing the performance of PwC's in their advisory capabilities with the Service based model over the last 9 years, it is apparent that PwC is still one of the leading members in world with their current service-based model. As the firm's global aggregated revenue from auditing services continuously increases, its position as one of the Big Four accounting firms in the world remains strong. So, the question now has become, can a pure play service-based company be qualified to give advice on technical implementation without using said technology. The answer would be no. Without technical knowledge, consulting companies lose credibility when offering advice on technology they themselves have no experience with. Due to market shift towards industry 4.0, more clients were reported seeking advice of accounting firms such as PwC on topics such as data analytics and cybersecurity. This creates a demand for traditionally service-based companies to make a shift into a hybrid solution where some level of technical implementation is necessary.

As Artificial Intelligence technological are still in its infancy, there are a lot of issues exist in terms of gap in knowledge, industrialization, scaling, adoption and implementation. Additionally, there are already lots of AI specialized technical consultant firms or big tech giants, such as Google and Amazon that offer the exact services. Instead of opening up competition against these companies who have already built their reputations in this field. We recommended that PwC work on finding industry implementations of existing AI technology by the use of a consolidated platform that would invest in people and talent to bridge the gap between existing AI technology and industry applications. Universities, super clusters, and startups have been dedicated to creating specific and specialized AI products with very little market impact, the solution proposed to PwC allows them to target that very problem and deliver a means for successful industry implementation. The solution can be better understood with an example of how PwC can implement the proposed model in healthcare industry. We chose healthcare because it is the third largest Canadian industry and Canada's aging population will create a huge demand for automation with assistance of AI in the near future.

An action plan has been created with recommended short-term and mid to long-term implementations is discussed in the report. In the short-term, PwC should develop a 'one roof' platform for all PwC's Artificial Intelligence services to ensure better outreach. It should also set up a specialized department that focuses on AI exclusively in Canada. The mid to long-term

strategy includes growing the said platform and populating it with talented people who keep up with emerging AI tech and can recognize business use cases, provide more efficient product-based solution by collaborating with exclusive AI based startups to solve complex, unique issues, with the eventual possibility of PwC acquiring these firms. And finally, they are to develop programs that facilitates interaction with promising AI talent that can be implemented to solve business problems.