

## Season Finale: Looking back on Tech Reimagined

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BRADLEY HOWARD (BH): It's almost a year to the day since we launched Tech Reimagined and it's been an adventure to be your host.

I'm Bradley Howard, and over the last 34 episodes we've had some great guests on the show, who've discussed how technology has changed our lives over the past two decades and the impact that it's likely to have on the future.

We've reimagined some amazing topics, from shopping experiences, healthcare, and the future of sports to how we work, the role of AI – that's 'artificial intelligence' - and how we pay for goods and services.

Today, I want to share some of my favourite bits, topics, and predictions.

Now we're going to ban the word 'interesting' in any of the links, otherwise it's too easy to overuse that. So let's dive right in!

First off, I really admired Tony Whitehorn's approach in the very first podcast, to leadership and the attitude that he encouraged everybody in Hyundai to have, and I'll admit that I've used this phrase several times before.

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Tony Whitehorn (TW): Okay. One thing that - I've already said about being flexible in work, that's a key thing. But the other thing is this, is that as you go in your career, always remember this: Nobody works for you. Now, that's an unusual one coming from someone from the C-suite, but I've always tried to hold onto that mantra. No one works for you. When I was at my previous company, I always used to say to people, "You don't work for me. We all work for Hyundai. We just have slightly different jobs.' The minute that you put that on the table is the minute the agenda changes, because therefore everybody is trying to do best for the company, not try and curry favour with me. That's irrelevant. I would therefore say on that basis, whenever we would have any meetings, it was almost an agnostic view of people's position, because we're all trying to do best for the company, and that is a very good ethos to try and cultivate.

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BH: It's fascinating that when we recorded this a year ago, in that time, the Electric Vehicles market has grown so much. Tesla stock is about five times more valuable now than when we recorded the podcast, and Jaguar Land Rover and Ford have both announced they're going to be all electric by 2025 and 2026.

I remember the topic coming up a few times during various episodes. Tony helped us see that when considering electric vehicles, we need to look at the whole production line not just the usage once we start driving it as a consumer.

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TW: So, I'm going to be a bit provocative here, because what's happened is that the world has jumped on the E.V. (electric vehicle) bandwagon. And if you look at from 'well to wheel', which is the whole production cycle of an E.V. vehicle. If you compared an E.V. vehicle to the exact same diesel vehicle, the E.V. vehicle would have to have driven 60,000 miles before it comes exactly the

same level as CO2 as the diesel vehicle, because in the production of an E.V. vehicle, the level of CO2 is enormous.

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BH: Towards the end of the series, Endava's very own Chief Executive, John Cotterell, also spoke about the exciting world of autonomous electric vehicles. And he specifically focused on the knock-on effects that it will have to other industries.

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John Cotterell (JC): Yes, almost certainly one of those areas where the long-term impact's going to be much deeper than what we imagine at the moment. I think, so for me the technology that I get excited about is autonomous vehicles. I think you can see the stepping stones for that. Things like Uber and drone deliveries and so on will slowly build momentum, but then the impact of truly autonomous vehicles is going to blow those changes out the water. You can imagine, we only need to build 20% of the cars that we've had before, because they don't need to park up and the driving professions are going to change, distribution and the way in which things are distributed will be completely changed, there'll be new monetization models, electric as opposed to internal combustion becomes truly affordable and so on. So - now that's probably a 20- or 30-year cycle to get there, but when you think of the depth of change that's going to drive across society, I think it's one of those big ones that's going to come through.

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BH: And now for our final highlight on cars, with our own VP of Strategy Acceleration Jeremy Mayes, who made an on-air confession to having just bought a Tesla. Also on the show was Thomas from Mondelez, and this sparked a little banter from Thomas between all of us:

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Jeremy Mayes (JM): I'm also a big Tesla fan. I picked up a model three earlier this year, and I'm still in love with it, I think that they've really thought a lot of parts of the driver experience in very positive ways.

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Thomas Beetschen (TB): And can I ask you a question on this?

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JM: Sure.

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TB: On the Tesla experience, there was some news in the UK, where people were saying, one of the things which is, they don't know whether it's good or bad, is they're getting overnight updates to the car that fundamentally change the way the car behaves, now on one hand its brilliant because you don't have to go to the dealer anymore for the servicing and stuff like that. On the other hand, it was like bordering the unexpected change of behaviour of a product that I bought earlier, where do you sit on that as a Tesla kind of user and owner?

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JM: I think its an excellent question, I'll tell you that I think my experience, and I think I've sort of become part of an online Tesla community, I think it's generally the experience is very positive, I think people look at it like, I don't know, when you get excited about an update maybe for iOS, or Android or something, that brings in new features and new capabilities.

Sometimes they're really great. I do think there is, I think, Tesla tends to live fast and take chances sometimes, which might be a little terrifying when we're talking about the safety of passengers in a car. But, you know, I think that it's a different experience.

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BH: I think we could talk about your Tesla all day now.

Back to March 2020, and we had to shift to a 100% remote working environment. Being equipped for working virtually, all of our staff were able to remain fully connected, and our infrastructure suffered no issues. We recorded this next highlight at the start of the first lockdown, so it's interesting to be hearing about flexible working 10 to 12 months later. Now I'd caught Covid a week before, and so we asked Seth, a colleague of ours, to host the show. Seth starts with the first question to Peter Newhouse, from Unilever at that time.

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Seth Clifford (SC): Peter, do you have any ideas on that? The split between offices and remote work, given what we're going through right now?

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Peter Newhouse (PN): Yeah, I mean, I very much agree with what Justin said. I think, you know, a lot of these things are the acceleration of trends that we've already embarked upon. I don't think there's going to necessarily be anything that suddenly is totally new—but certainly, acceleration of this trend to work from home in the first place. So, those companies that have been more familiar with that approach are going to adopt that approach even more vigorously than before and make a success of it. I think those companies who haven't done much of that in the past, for whatever reason, they're going to have to adjust quite quickly. But there'll always be businesses and activities that won't really work like that. So, we're going to have a mixture of things as we always have.

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SC: Yeah. I mean, one of the things we've seen a huge uptick in, obviously, is collaboration tooling and, you know, the stuff that we use internally, the stuff that the rest of the world is using, it's all centred on connecting individuals as closely as possible. But there is something about that dynamic of being in a room with people and, you know, being able to see them and gauge their reaction and see body language and things like that that just can't really be replaced over remote tools.

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BH: Having to rely on technology to step in where human interactions used to be isn't always easy. However, it doesn't mean that we can't find ways to use technology and creative thinking to drive innovation. Like we did with Thomas Beetschen from Mondelez, when he told us what his dream job was and clearly still is.

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TB: So, the interesting piece is, and I'll tell you in a sec, but that's still my dream job, OK. So, I wanted to be, and I still want to be a Lego inventor. Fundamentally, looking at a lot of different, you know, components and finding very, very innovative ways to assemble together to something that wasn't done before, is what I wanted to do, I was doing it when I was five, six, seven, I remember taking photos of the models and sending them to Lego and, by the way, they still haven't replied. So, the CRM system is not that great there but, really, really ... that's what I wanted to do, and I think what I've ended up doing is, is try to replicate this in the corporate world. So, what I do is I

look at components and those components are a piece of technology, the talent and then all of those things that are available in the computer in the corporate world, and try to bring them together to invent something new. But it's still my dream job, so Lego if you're listening, I'm on [www.giveusajob.Beetschen](http://www.giveusajob.Beetschen), at any time I am listening.

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BH: There was also that awkward time that Andrew Cronyn from FanHub Media was talking about his career in the sports industry and how he's offered me a job a few times along the way.

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Andrew Cronyn (AC): Before I started in the sports industry, I was actually working for myself. Growing up the son of a farmer, I'd always sort of had that instilled as me as being a master of my own destiny, my own boss type thing. So, that was always eating at me at the back of my mind and it was always something that I aspired to do and what I saw myself doing in the long term. So, as it eventuated, I was working for WW in Australia. I was in the Sydney office and they were looking to move their Asian activities up to Singapore. I was looking to return to Melbourne, so that presented an opportunity for me to break out by myself. And it was the best thing that I've ever done.

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BH: Other than working with me.

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AC: That's true. That's true. Despite the many job offers that are given to you over the years, Bradley, it's great to see you remain loyal to Endava. I'm sure part of that factor is the offer of working for me for free is not that attractive.

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BH: We had the chance to talk about emerging technologies, trends and even make a few predictions during most of our episodes. While discussing automation and human & machine as a market trend, Paul Kay from Jupiter Asset Management shared what he considers to be a technology that truly delivers tangible value in the investment management industry. And it might not be what you think.

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Paul Kay (PK): I would kind of say cloud, cloud, cloud, cloud, cloud. And I've been saying that for a couple of years now. It might sound quite simplistic, but if I think if – let's say the three of us, if we started a business tomorrow, there's no way we're going to go and lease some space in a data centre, buy some servers, rack them, you know, configure them, etc. We're just going to go provision services. And then if I look at Zoom, right? If you kind of think about Zoom from the standpoint of the company itself – overnight, the demand for their product and service, you know, skyrocketed and they're able to scale their business because they're in the cloud. And then if you look at it in terms of, you know, people adopting it – so, our company, maybe Thomas' company, other companies – we don't have to deploy that into our data centre on premise, right? We can just stand it up immediately. Very, very little time to do so. Maybe a little bit complexity if you want to integrate it into your own platform, maybe with, you know, Microsoft AD. But basically, you're up and running. So, I think it's cloud, cloud, cloud, cloud, cloud.

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BH: I'm happy to say that we've tackled more than just technology on our podcast, having the opportunity to discuss issues of diversity, gender imbalances and the hurdles that women face while working in technology. We've had some great discussions with leading female CIOs. I found Helena Nimmo's perspective about how she adjusted as a working mom in the UK totally inspiring.

And Helena, you've worked in Finland and the UK. Have you seen differences between how women are treated in both these two countries?

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Helena Nimmo (HN): Absolutely. I found it a real eye opener when I came back to the UK because in Finland there is—you work. Everybody works. There was nobody when I was growing up in my peer group. In my family, all of the women work. So, there was not a not a single stay-at-home mom. So, it was very natural for everybody to be working and that work to be part of your contribution to be part of society. And then you come to the UK and you've got the whole school gate thing, which I found really, really odd. And that's something obviously as a full-time working mom, that was not something I ever participated in. So, yes, it's very, very different how the gender and how females at the workplace are treated.

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BH: And how did you adapt to that?

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HN: Not very well. [Laughs] I have to admit, I didn't at all. I went through a period of self-doubts, as in, are my values that I have learnt from when growing up, are they valid or have I completely misunderstood the role of a woman in society? And I decided that I hadn't. So, it did make for some very, very tough conversations. And I have to say that I was known at school being the mom who is never there. None of the coffee mornings or anything else. But I just stuck to my values and decided that that was the right thing to do.

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BH: And that's a wrap for Season 1 of Tech Reimagined! Please, join us in June for Season 2 with an all-new format, an exciting list of guests and even more great topics. Until then feel free to binge Season 1 everywhere that you listen to your podcasts.