How reinvention-ready companies are driving growth and relevance with gen AI
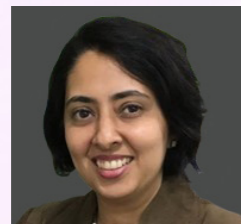
Reinventing Enterprise Operations

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Preface

"We're in a period of profound change." These are opening words from our 2023 report on how intelligent operations are absolutely key to a reinvention strategy that sets a new performance frontier.

What's changed since then? The now measurable impact of generative AI—for every business, in every industry.

To thrive in today's landscape, organizations must undergo transformative change, with gen AI playing a pivotal role. And a gen AI-powered journey to Intelligent Operations is absolutely essential to creating value from these transformations.

Intelligent Operations represent the pinnacle of operations maturity, anchored by a digital core designed for perpetual adaptability. A purpose-built digital core enables organizations to meet their evolving needs while seamlessly integrating the latest emerging technologies.

Through our extensive experience in driving $39 billion in P&L impact for over 2,000 clients, we have identified that a comprehensive operations strategy including Talent, Assets & Platforms, and Methods & Processes is crucial. And our new research underscores that while many companies have accelerated their shift to more sophisticated operations, only the top performers are effectively leveraging generative AI to drive significant value. These frontrunners are reinvention-ready, moving faster by leveraging their digital core to put hyper-automation and AI to work and amplify their impact across the business.

We anticipate that companies will take on even more meaningful reinventions to cultivate sustainable, mature, Intelligent Operations with the support of gen AI—and achieve remarkable gains in growth, productivity, and profitability.

The time is now to become reinvention ready.

In this report

What's at stake:
Competitive
relevance

New technologies, consumer expectations, climate change, hybrid work and other factors are driving massive structural shifts in how organizations operate today. And the changes are happening at lightspeed. More than ever, enterprises must reinvent, quickly and continuously, to stay relevant and competitive in this evolving landscape.

That, in short, is the prize for reinvention: Competitive relevance—and all that goes with it. Growth. Profitability. Innovation. Market dominance. A foundation for the future.

The stakes are that high, and most executives know it. Our research shows that 92% of C-suite leaders recognize the urgent need to reinvent and know that generative AI is key to reinventing at scale and at speed.[1] Eighty-one percent of executives believe that rapid experimentation is key to scaling gen AI across their enterprises over the next six to 12 months. And seven out of 10 (71%) say they need to be less risk-averse when it comes to scaling gen AI use cases.[2]

Clearly, a majority of executives understand the urgency of reinventing with gen AI. But are their enterprise operations ready to support such reinvention?

The business case for Intelligent Operations

Our 2024 survey was structured with that question in mind. We spoke to 2,000 senior executives (57% C-level or equivalent) across 15 industries and 12 countries (Figure 1). Our goal was to assess the extent to which enterprise operations are prepared to drive business outcomes with gen AI.

Figure 1: Survey demographics

Share of survey respondents by country

Country	Share
China	15%
Japan	13%
India	10%
Australia	5%
Brazil	5%
United States	20%
Canada	5%
United Kingdom	7%
Germany	6%
Spain	5%
Italy	5%
France	5%

Share of survey respondents by industry

Industry	Share
Automotive	5%
Banking	10%
Chemicals	7%
Communications	4%
Consumer Goods and Services	10%
Healthcare	5%
High Tech	10%
Insurance	7%
Life Sciences	8%
Media	5%
Oil and Gas	5%
Retail	5%
Software and Platforms	5%
Travel	7%
Utilities	5%

n=2000

Share of survey respondents by organizational function

Function	%
CEO	10%
Finance	8%
HR	7%
Supply Chain	8%
Procurement	8%
Strategy	11%
Operations	8%
Technology	11%
Marketing	5%
Sales	5%
Customer Service	5%
Legal, Risk and Compliance	7%
Sustainability	4%
Other*	2%
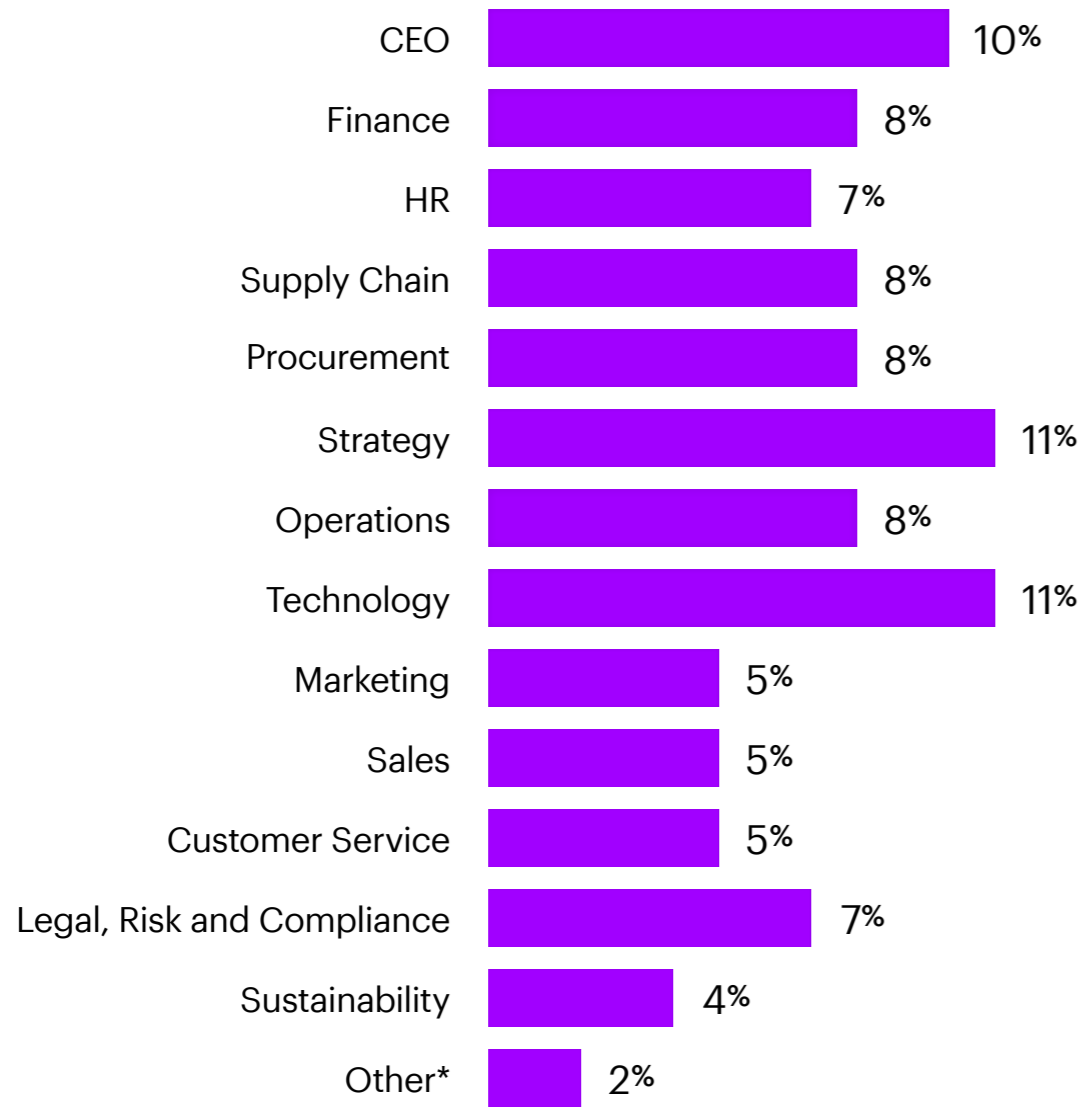
Share of survey respondents by role level

43%
21%
36%

- C-Level
- Director Level
- VP Level
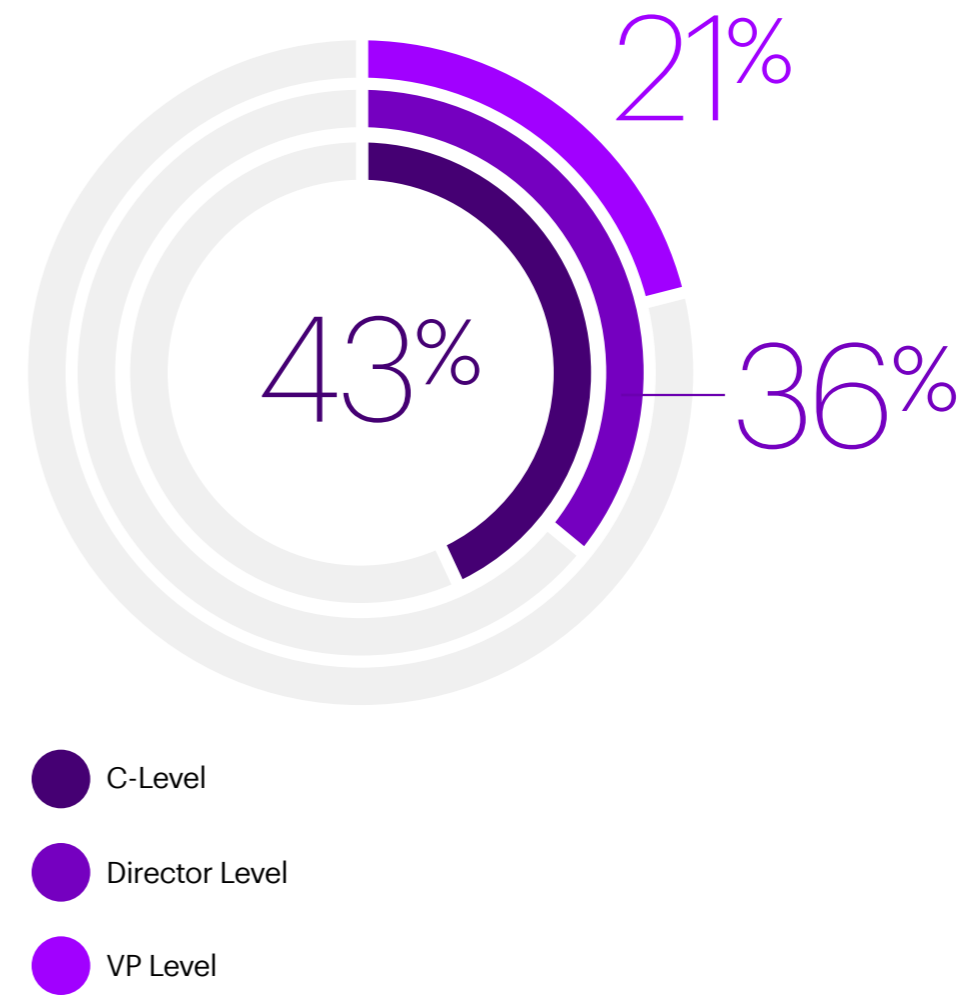
n=2000

Note: (*) Other includes GBS Heads and Global Process Owners

Organizations were evaluated across four criteria of operations readiness to assess where they are on the Intelligent Operations continuum (Figure 2). Organizations characterized as "Foundational" are in the earliest stages of their journey while those assessed as "Reinvention-ready" have fully modernized, AI-led processes.

01 Foundational

Foundational assets that drive cost optimization and basic SLAs

02 Automated

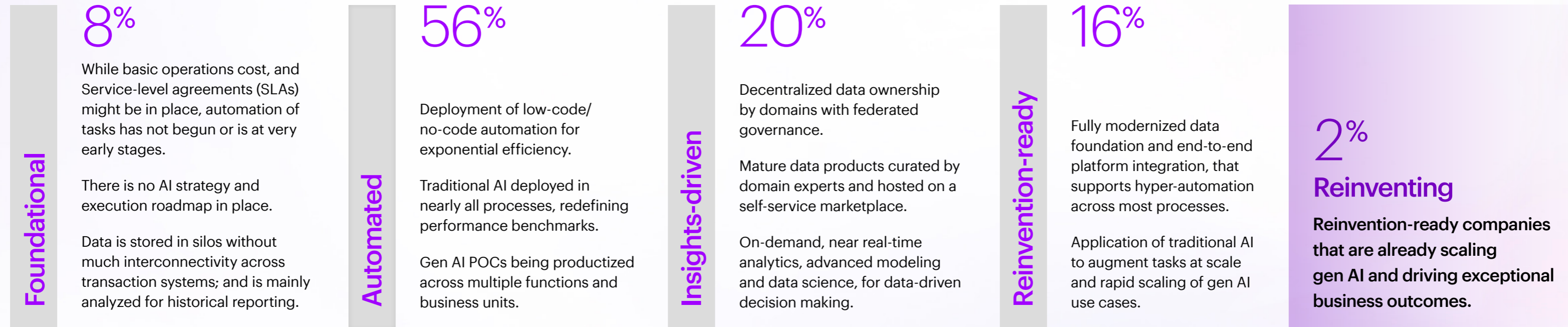Automation and adoption of descriptive, predictable AI

03 Insights-driven

Fully modernized data geared toward customer experience

04 Reinvention-ready

Hyper-automation and AI at scale to drive business outcomes

Figure 2: How we assess Intelligent Operations

8%
Foundational

While basic operations cost, and Service-level agreements (SLAs) might be in place, automation of tasks has not begun or is at very early stages.

There is no AI strategy and execution roadmap in place.

Data is stored in silos without much interconnectivity across transaction systems; and is mainly analyzed for historical reporting.

56%
Automated

Deployment of low-code/ no-code automation for exponential efficiency.

Traditional AI deployed in nearly all processes, redefining performance benchmarks.

Gen AI POCs being productized across multiple functions and business units.

20%
Insights-driven

Decentralized data ownership by domains with federated governance.

Mature data products curated by domain experts and hosted on a self-service marketplace.

On-demand, near real-time analytics, advanced modeling and data science, for data-driven decision making.

16%
Reinvention-ready

Fully modernized data foundation and end-to-end platform integration, that supports hyper-automation across most processes.

Application of traditional AI to augment tasks at scale and rapid scaling of gen AI use cases.

2%
Reinventing

Reinvention-ready companies that are already scaling gen AI and driving exceptional business outcomes.

Talent
Specialized talent fully prepared for AI-led enterprise reinvention. Strategic workforce planning, role reinvention and continual upskilling, and flexible talent sourcing to meet talent needs.

Assets & platform
Technology and business teams jointly own how assets, platforms and products are developed, with ecosystem partners to leverage descriptive, predictive and gen AI assets for business outcomes.

Methods & process
Rule-based and advanced processes have gone through end-to-end transformation to achieve high levels of standardization. Process mining and benchmarking drive "best-in-class" performance.

Four criteria—and learnings from thousands of client assessments—are used to assess organizations across the Intelligent Operations journey.

A lot has changed since we last assessed organizations on Intelligent Operations back in 2023. Over the past year, the number of Reinvention-ready companies has nearly doubled from 9% to 16%. These are organizations that have modernized their data foundations to support strong business outcomes, achieved end-to-end platform integration and are hyper-automating most of their processes. They are also successfully applying traditional AI to augment tasks at scale and are rapidly scaling gen AI use cases to drive new growth.

Compared to their Foundational counterparts, Reinvention-ready organizations have:

2.5x
higher **average revenue growth**

2.4x
greater improvements in **productivity**

3.3x
higher likelihood to succeed at **scaling high-value gen AI** use cases

Furthermore, a small but elite subset of Reinvention-ready companies— just 2%—are already deploying gen AI at scale and are reporting exceptional returns on their investments.

These organizations do not have a secret weapon or special superpower that allows them to achieve these outcomes. They have modern, mature operations that are held up by three critical enablers.
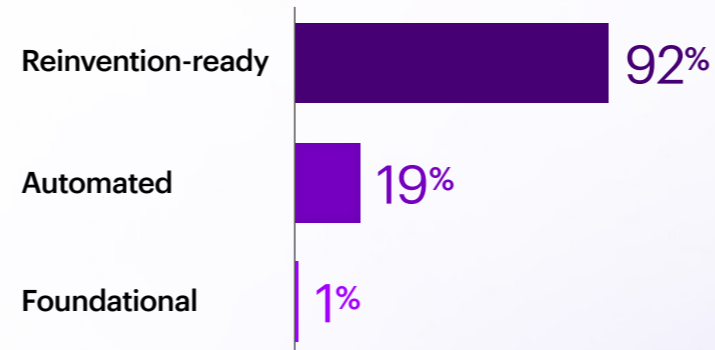
The enablers of Intelligent Operations

To achieve Intelligent Operations, organizations must address how they transform Talent, Assets & Platforms, and Methods & Processes. Our 2024 research shows that organizations have begun to take a more holistic view of reinventing enterprise operations and are paying equal attention to the three enablers of Intelligent Operations. They're making all three a priority. This is a departure from 2023 when many organizations focused on just one or two enablers at a time. Organizations now realize that the three enablers are like the legs of a three-legged stool: each plays a crucial role in supporting reinvention with gen AI.
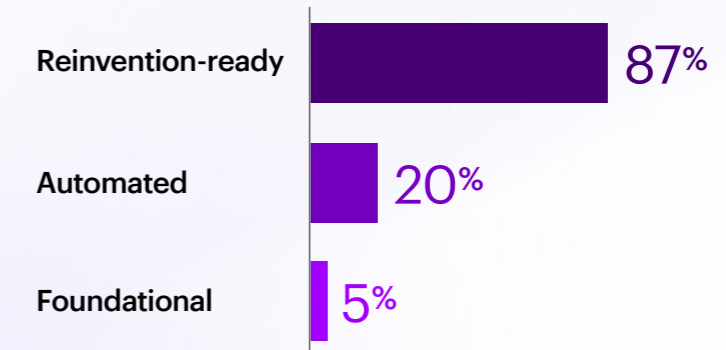
Reinvention-ready companies excel at developing all three enablers in parallel and applying them in unison (Figure 3a).

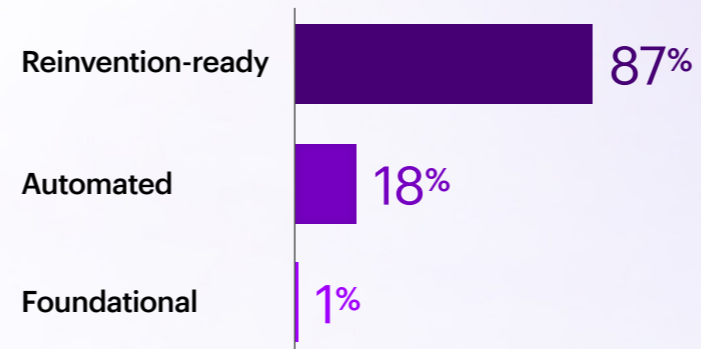## Figure 3a: The enablers of Intelligent Operations

Talent is fully prepared for tech-led enterprise reinvention

Reinvention-ready	92%
Automated	19%
Foundational	1%

Extensive collaboration to reinvent **assets and platforms**

Reinvention-ready	87%
Automated	18%
Foundational	1%

Methods and processes are applied across all business functions

|	
Reinvention-ready	87%
Automated	20%
Foundational	5%

By comparison, organizations at the Foundational and Automated levels struggle to successfully apply the three enablers (Figure 3b).
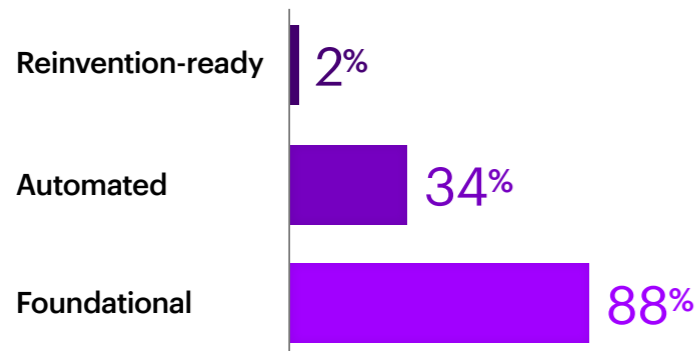
Figure 3b: The enablers of Intelligent Operations

Talent is relatively inflexible and unprepared for tech changes

Reinvention-ready	1%
Automated	31%
Foundational	82%
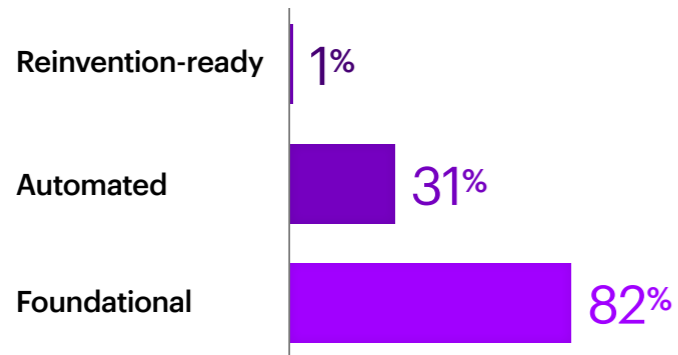
Methods and processes are in limited use or not applied at all

Reinvention-ready	1%
Automated	30%
Foundational	78%
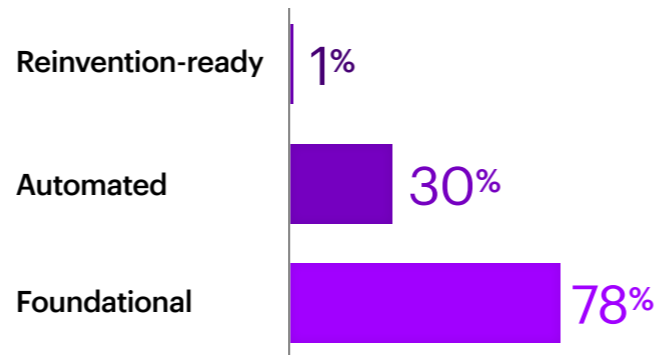
Collaboration to reinvent **assets and platforms** is limited or non-existent

Reinvention-ready	2%
Automated	34%
Foundational	88%

While all three enablers are critical to reinvention, and all three should be pushed forward in unison, it's important to note that each phase of the Intelligent Operations continuum has a primary enabler (Figure 4a).
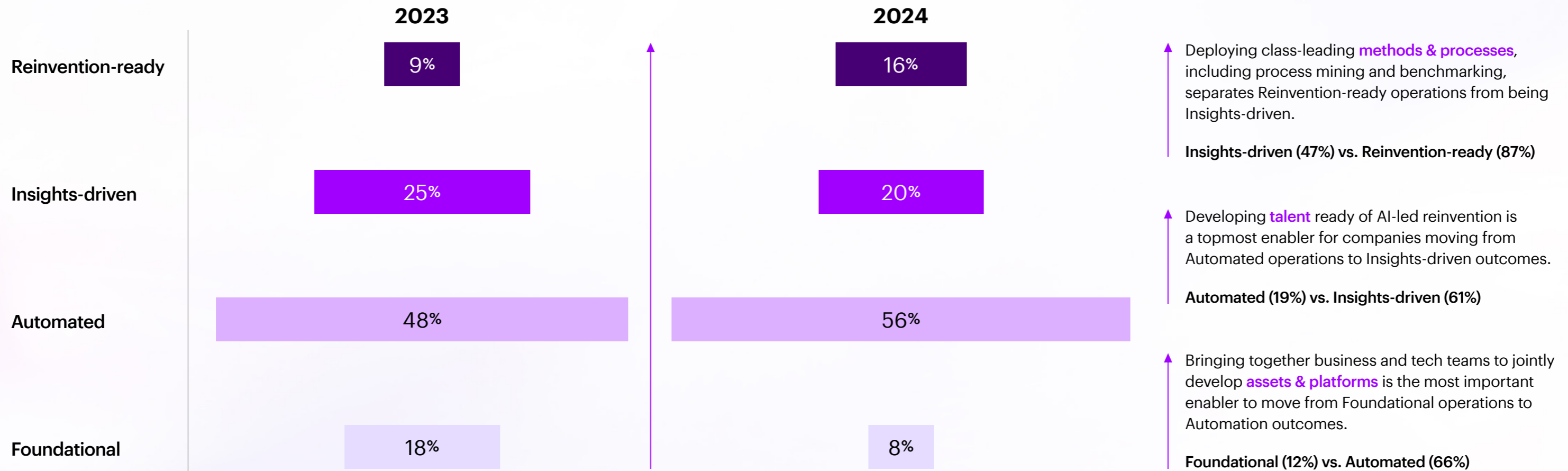
For example, Assets & Platforms is the primary enabler for companies that are looking to transition from Foundational to Automated operations. A key ingredient at this stage is a governance model for key automation projects with feedback loops for business needs. Companies that empower business and tech teams to jointly create assets and platform development roadmaps are the ones that graduate successfully to Automated operations.

Similarly, Methods & Processes is a primary enabler for organizations at the Reinvention-ready stage. Compared to organizations at the Insights-driven level, Reinvention-ready companies are able to execute process mining as well as internal and external benchmarking to drive best-in-class performance. Their processes have been transformed end-to-end with a high level of platform integration and hyper-automation. Almost nine out of 10 (87%) of Reinvention-ready companies excel at developing Methods & Processes compared to only 47% of those at the Insights-driven stage (Figure 4b).

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Figure 4a: Primary enablers in the journey to Intelligent Operations

	Foundational	Automated	Insights-driven	Reinvention-ready
Talent	Employees are restricted to their respective functions and processes. Talent strategies are relatively inflexible, and teams continue to be measured on traditional SLAs of productivity and output.	Machines (automation, technology, analytics) automate parts of human roles for some business processes. The organization is beginning to promote talent movement across functions.	Machines automate and augment human work for major business processes. The organization uses an internal talent marketplace for on-demand collaboration where dynamic project teams can rotate on and off projects as per strategic needs.	Machines augment human work in nearly all processes. Organization is equipped with specialized talent to accelerate AI adoption. Strategic workforce planning, role reinvention and continual upskilling ensures a strong talent pipeline aligned to strategic priorities.
Assets & platforms	Technology and domains/business functions make siloed decisions on transformation programs. Governance over key projects is ad hoc, with limited joint executive sponsorship from technology and business functions.	Governance models for key projects have been established with feedback loops for business needs and technology priorities. Joint products roadmaps developed for select domains/functions.	Technology and business functions collaborate across some functions to drive focused investments and deployments. Joint governance models for key projects allow the organization to quickly adapt to changing business needs.	Technology and business teams, partner to drive organization's strategic roadmap and integrate ecosystem partners. Technology and business experts, partner to identify, create and scale AI + Automation use cases.
Methods & processes	Fragmented, non-standard processes that have gone through very few lean/process improvement cycles. Internal benchmarking data is unstructured and dated.	Leading practices and internal benchmarking data is used to measure some processes. Moderately rule-based processes that have gone through basic improvements with point solutions.	Advanced standardized processes with policies and practices that are largely aligned. Process mining and internal benchmarking data is used to drive process improvements.	Process mining as well as internal and external benchmarking is used to drive "best-in-class" performance. End-to-end transformed processes with high level of platform integration and hyper-automation.

## Figure 4b: Primary enablers in the journey to Intelligent Operations

	2023	**2024**
Reinvention-ready	9%	16%
Insights-driven	25%	20%
Automated	48%	56%
Foundational	18%	8%

Deploying class-leading **methods & processes**, including process mining and benchmarking, separates Reinvention-ready operations from being Insights-driven.

Insights-driven (47%) vs. Reinvention-ready (87%)

Developing **talent** ready of AI-led reinvention is a topmost enabler for companies moving from Automated operations to Insights-driven outcomes.

Automated (19%) vs. Insights-driven (61%)

Bringing together business and tech teams to jointly develop **assets & platforms** is the most important enabler to move from Foundational operations to Automation outcomes.

Foundational (12%) vs. Automated (66%)

# A modernized data foundation: The gateway to gen AI

In addition to addressing all three enablers, Reinvention-ready organizations also have much higher levels of data modernization than their counterparts at other levels. They recognize the imperative of having the right data strategies and core digital capabilities in place to effectively leverage gen AI. Their **data assets** are designed for gen AI use cases, they have clear roles defined for data governance and they are able to trace all of their data throughout the lifecycle, all the way back to the source. Our research shows that a modern data foundation is yet another threshold separating Reinvention-ready companies from their peers (Figure 5).
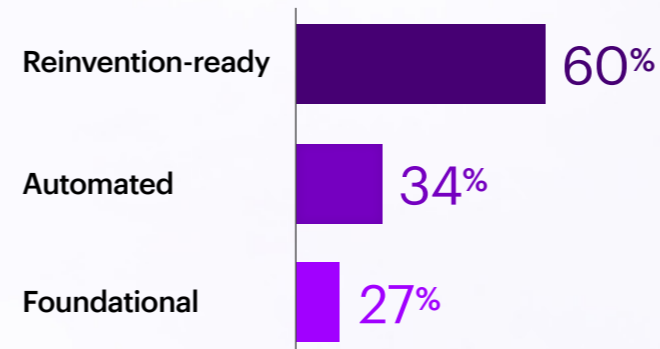
Figure 5: Momentum from modernized data

Data assets are modernized
for gen AI use cases

Reinvention-ready	61%
Automated	40%
Foundational	29%
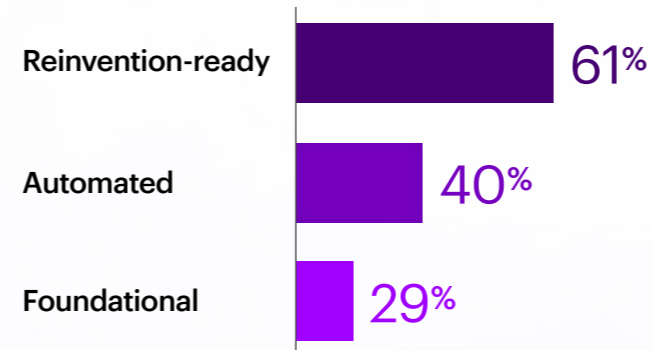
Organizations have clear
data governance roles

Reinvention-ready	62%
Automated	37%
Foundational	29%
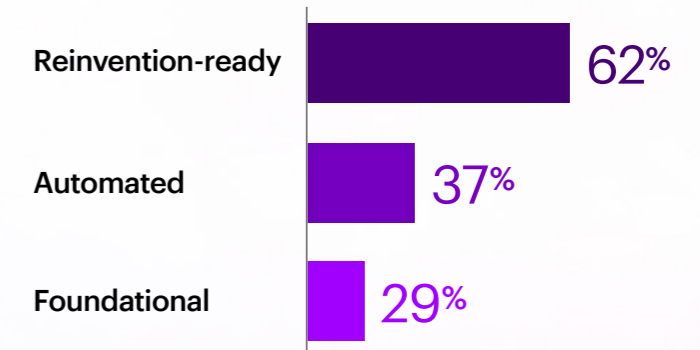
Organizations can trace data from
the source through the lifecycle

Reinvention-ready	60%
Automated	34%
Foundational	27%

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The path to
Intelligent Operations

Our 2024 research as well as anecdotal evidence from more than 1,000 completed gen AI projects show a correlation between an organization's investment in Intelligent Operations and its ability to scale gen AI. We're finding that companies with Intelligent Operations are able to accelerate their use of gen AI, which then drives the evolution of their operations, which then extends their use of gen AI and so on. It's a virtuous but co-dependent cycle.

Our research indicates that the number of organizations with Intelligent Operations is increasing each year.

But charting out a well-defined roadmap continues to be one of the biggest challenges they face. What's the best path forward? What are the non-negotiable elements that must be addressed at each stage of the journey? Here are four actions organizations should take to chart a course, identify gaps and move forward with Intelligent Operations.

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01 ___

## Implement a domain-centric approach to data modernization

Reinvention-ready companies have centralized data governance and a domain-centric view of data modernization. This creates a strong data foundation that is ready for AI-led reinvention.

One way to evaluate a data foundation is to evaluate how the three enablers—Talent, Assets & Platforms, and Methods & Processes—interact with data on an everyday basis. Do people have a clear understanding of how to create, handle and consume data? Are processes and tools connected across functions so different teams—sales, supply chain, service, HR, finance, R&D—all have access to the same data and analytics using their favorite tools? Is data structured in a standardized way, with security and accessibility baked in, using common data formats that allow it to be accessed by AI tools across the business?

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These are the hallmarks of a modern data foundation. And it's where most companies struggle. Modernizing the data foundation takes a significant amount of time and resources. Our research shows that 71% of Foundational organizations have a data foundation that isn't modernized enough to get the full value of gen AI across the organization.

Access to quality data is a key consideration. More than one in three Reinvention-ready organizations enable high-speed access to quality data and metadata assets that are free of inconsistencies and redundancies. This is made possible by placing equal responsibility on business teams and domain experts to modernize the data foundation (Figure 6).

Figure 6: Error-free data assets with supporting metadata

15%
19%
35%
26%

● Reinvention-ready ● Automated
● Insights-driven ● Foundational
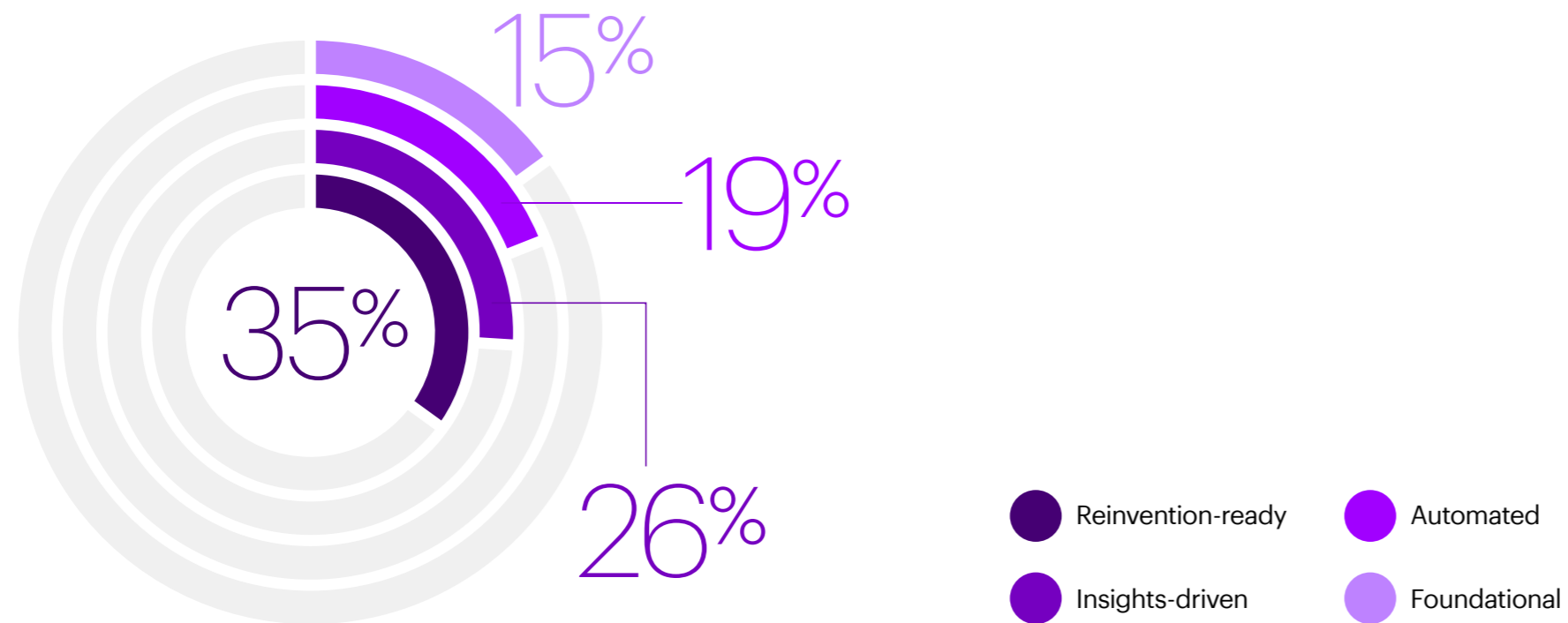
> "
> I think understanding the data governance process is so critical. Communicating that across the organization requires a lot of education which should not be underestimated even though it may be obvious."
>
> **Chief Data Officer,
> Global Real Estate Services Provider**

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Client story

New data foundation drives $70M in new growth

This industrial giant that manufactures tools and industrial equipment has grown rapidly by placing the right bets—not only on new products and ways of working but also on digital technologies to optimize its finance operations. Digital transformation and growth initiatives were crucial to the company's ability to integrate acquisitions and support rapid growth. Accenture collaborated with the company to develop an agile and resilient finance operating model, centralizing key processes like Procure to Pay (PTP), Order to Cash (OTC), Record to Report (RTR) and customer service.

New managed service centers based on the SAP S/4 HANA platform are now used to deliver the processes. The company also implemented a new data foundation—which involved a revamp of data strategy and governance—alongside a Center of Excellence to boost analytics capabilities. Using Accenture's AI-powered SynOps platform, this client has streamlined its operations, centralized 80% of its accounting processes, improved efficiency by 47%, achieved 50% touchless transactions and generated up to $70 million in new business value.

02

Embrace a talent-first reinvention strategy

Leading organizations put people at the center of reinvention.

In the age of AI, that means reshaping the workforce so that new roles align to business needs as the technology evolves. It means offering comprehensive training to workers so they can thrive in their roles and take full advantage of the power of gen AI. It means reinventing work and rethinking processes and entire workflows to gain a clear view of where gen AI can have the most impact in serving customers, supporting people and achieving business outcomes.

This deep dependency on people is often overlooked while planning for gen AI-powered reinvention. Our research shows that 82% of Foundational organizations do not have a talent reinvention strategy in place. They're not planning ahead to meet workforce needs, acquire new talent or train and upskill workers to prepare them for gen AI-led workflows.

By comparison, 92% of Reinvention-ready organizations have a well-defined talent strategy to address workforce planning, role reinvention and continual upskilling (Figure 7). This ensures they have a strong talent pipeline that is aligned to their strategic priorities.

Talent strategy must go beyond skills development. Programs and policies must be in place to ensure employees are physically, emotionally and financially safe, that their work is meaningful and their everyday goals motivate them. This has the added advantage of attracting new hires with different backgrounds and lived experiences who can bring cognitive diversity and informed perspectives to the continuous journey of reinvention.

A strong talent strategy will also address upskilling and learning. Training programs for non-technical teams should focus in three areas: AI literacy programs should teach the basics of gen AI including its capabilities, limitations and risks. Practical applications training should use workshop and sandbox environments to demonstrate how AI can enhance specific business functions like marketing, customer service and operations.

Change management programs should be designed to help teams adapt to new workflows and embrace AI-driven process innovations.

Figure 7: Organizations investing in a three-pronged talent strategy

1%

19%

92%

61%

● Reinvention-ready   ● Automated

● Insights-driven   ● Foundational

"
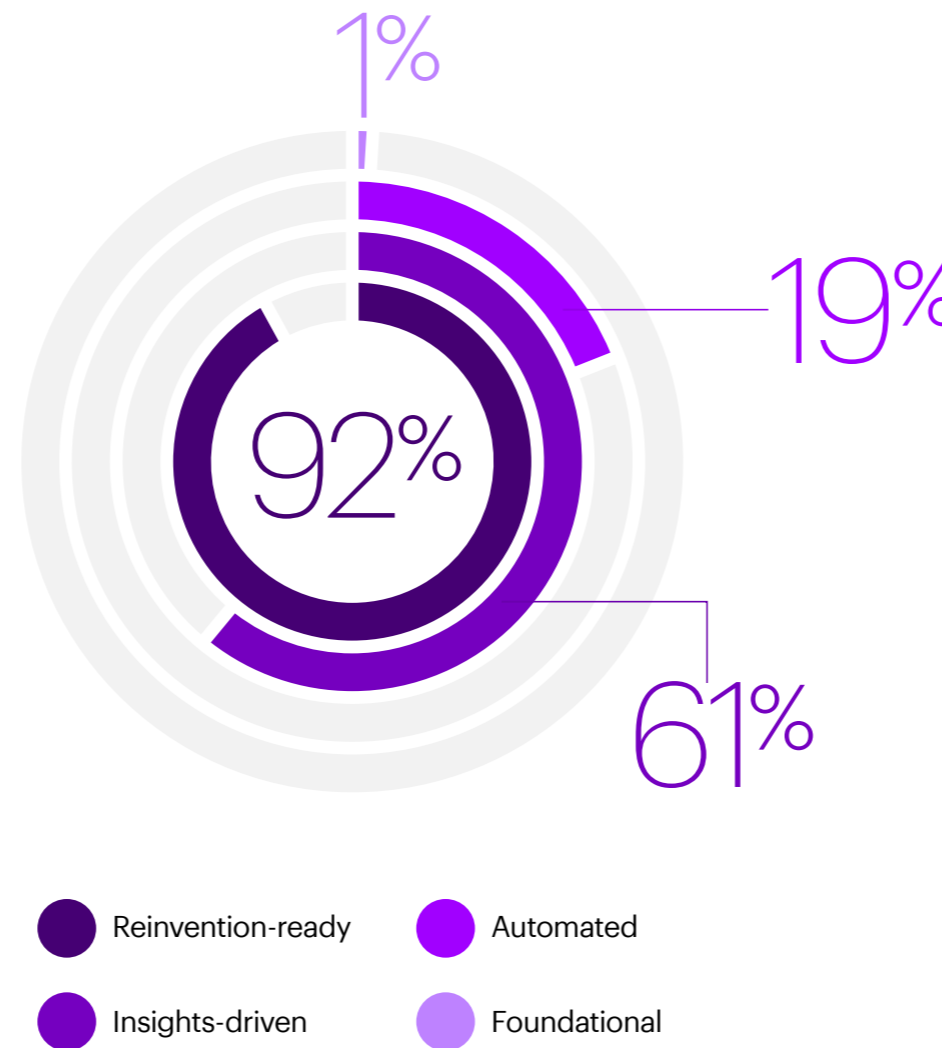
A key measure of success is productivity and reducing repetitive tasks that give our people more time to spend with our customers and working on dealing with the more interesting parts of their role. Project specific measures include improving code quality and simplifying processes so that the bank can reduce servicing times for customers."

Group Executive Digital, Data and Chief Operating Officer, large financial institution in APAC

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Client story

## Reinventing HR services and employee experience

HSBC, one of the world's leading financial institutions, launched a global initiative to enhance employee experience and increase productivity with the goal of boosting shareholder returns and customer satisfaction. This transformation required HSBC to modernize and digitize its HR function to address the challenges posed by manual, fragmented legacy processes across different countries.

Accenture helped HSBC implement technology and change management solutions including experience design, global process configuration and localization to comply with country-specific regulations. The overhaul introduced digital HR solutions from SAP, ServiceNow and MuleSoft to streamline HR processes and improve service accessibility. HSBC employees are now able to instantly access information to make informed decisions and can access HR services and support faster than ever before. The improvements encompass core services such as payroll and workforce administration as well as new capabilities in talent management, career development and performance management. With faster access to data-led insights, HSBC leaders are better equipped to make strategic decisions regarding their teams and personnel.

Intelligent Operations enables gen AI, which improves Intelligent Operations, which further advances gen AI. It's a virtuous but co-dependent cycle.
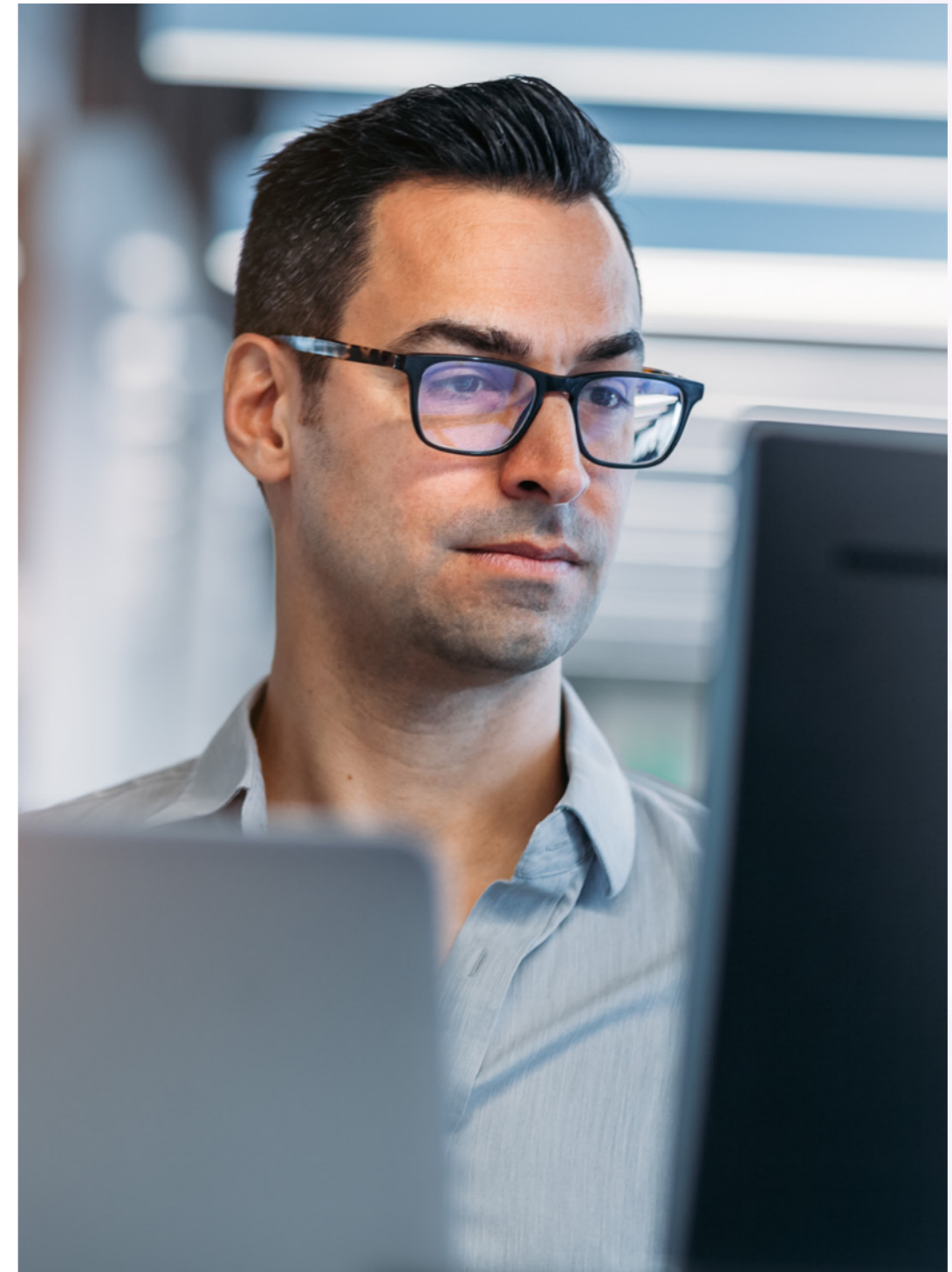
03

Link business and tech teams to co-own reinvention

Gen AI is more than a technology. It's the driver of a cultural shift that affects the entire enterprise.

So it's vital that tech and business teams co-own outcomes and work together when making decisions around gen AI. That means reimagining how teams collaborate and design solutions.

This is one of the starkest differences between Reinvention-ready and Foundational operations. In our research, 87% of Reinvention-ready companies stand out for "extensive collaboration" between their tech and business teams. These organizations have created a culture of cross-function collaboration where formerly siloed teams work together to identify and prioritize gen AI use cases that align to the organization's strategic goals. Collaboration between teams then drives innovation as both teams jointly own how assets, platforms and products are developed to leverage the full capabilities of gen AI across the enterprise.

By comparison, 88% of companies with Foundational operations say there is little or no collaboration between their tech and business teams. This hinders their ability to adopt modern data, automate processes and deploy AI.

At the end of the day, gen AI is a technology, so tech teams play a vital role in merging it with the organization's digital infrastructure. Tech teams must assess and select from among various AI technologies that can be integrated into the existing tech stack. They need to manage the technical aspects of integration, including software development, system configuration and data integration and then maintain the overall performance of the tools. They also must ensure that ecosystem partners and applications are seamlessly integrated and help assess ongoing performance to make sure gen AI solutions remain up to date and effective. All of this should happen with direct input from business teams. Together, business and tech teams create the gen AI roadmap, share decision-making authority and define goals and outcomes.

An organization's CEO should take a leading role in fostering cross-departmental collaboration, prioritizing resources and nurturing a culture of innovation. Under the CEO's leadership, tech and business teams should be assigned equal responsibility for identifying the path forward for gen AI adoption. The CEO's influence breaks down silos, streamlines decision-making and reduces internal resistance to change. CEO oversight also signals the project's importance to stakeholders, boosting morale and commitment across the organization. Organizations that are Reinvention-ready understand this and are driving large gen AI-powered transformation programs directly from the CEO's office (Figure 8).
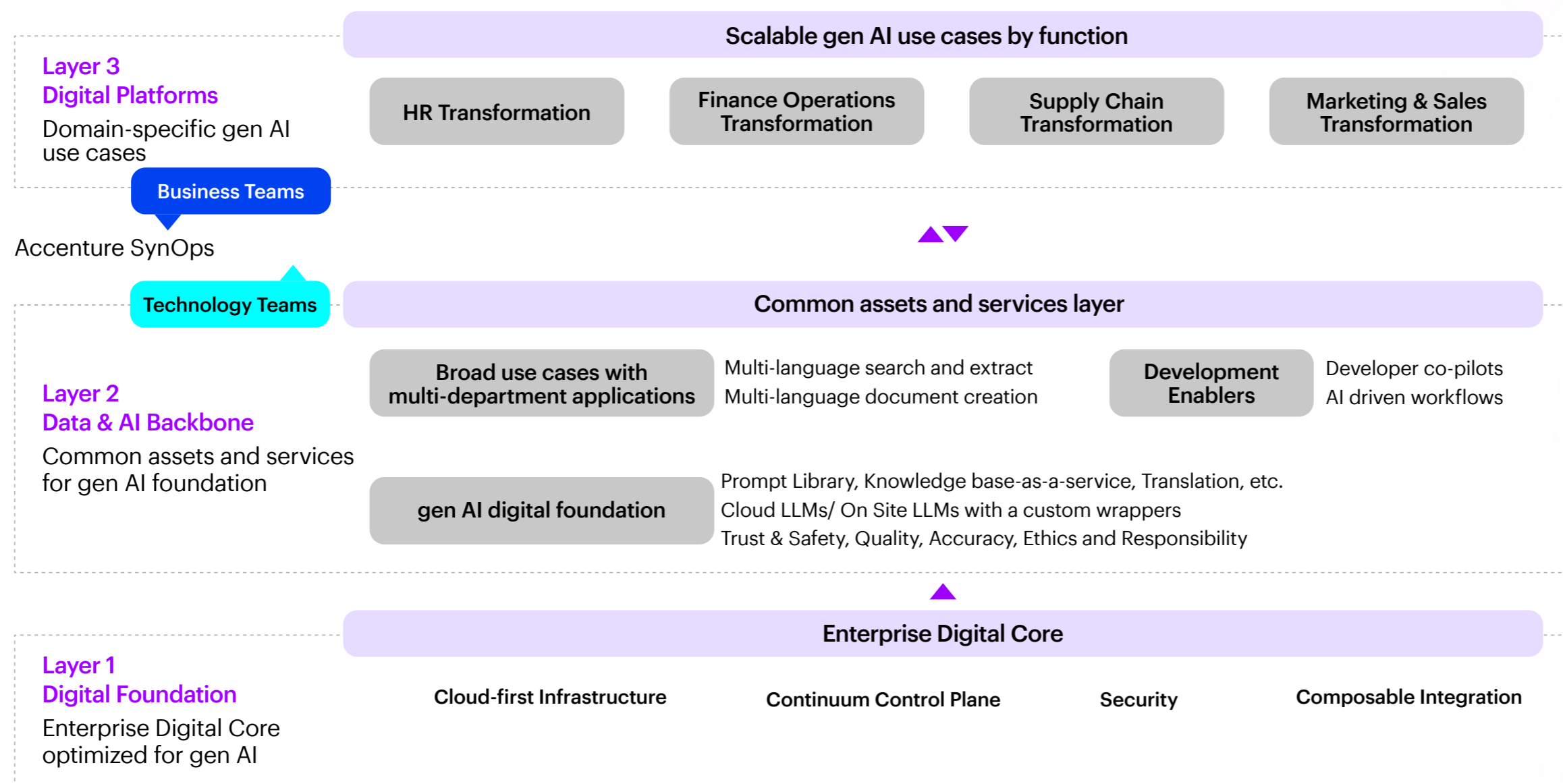
Figure 8: Tapping CEOs to lead adoption

- 27%
- 36%
- 47%
- 53%

Legend:
- Reinvention-ready
- Automated
- Insights-driven
- Foundational

"
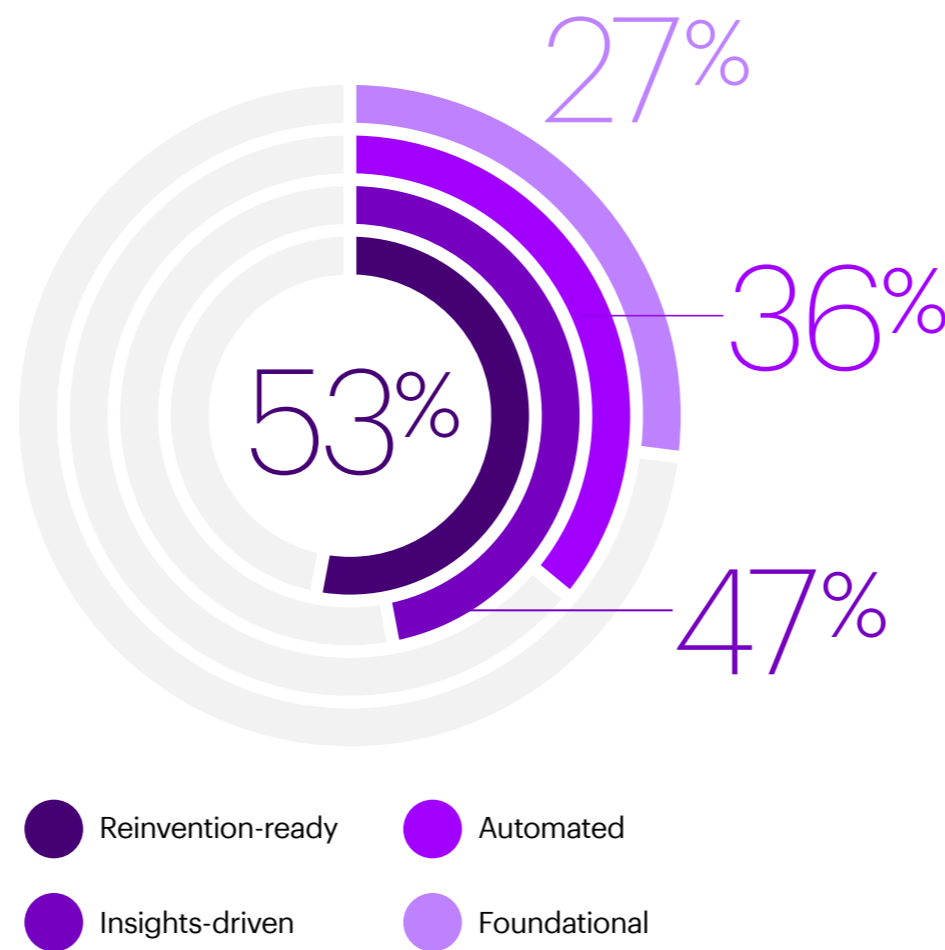
As you start with a large transformation program there is always a capability gap. Take time to select the right team from business and technology, and let collaboration bridge the capability gap."

**Chief of Revenue Growth,
Global Personal Care and Cosmetics Company**

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Accenture story

Accenture links business and tech teams to co-develop gen AI assets and platforms

Layer 3
Digital Platforms
Domain-specific gen AI use cases

Layer 2
Data & AI Backbone
Common assets and services for gen AI foundation

Layer 1
Digital Foundation
Enterprise Digital Core optimized for gen AI

Accenture SynOps

Business Teams

Technology Teams

Scalable gen AI use cases by function

| HR Transformation | Finance Operations Transformation | Supply Chain Transformation | Marketing & Sales Transformation |

Common assets and services layer

Broad use cases with multi-department applications — Multi-language search and extract / Multi-language document creation

Development Enablers — Developer co-pilots / AI driven workflows

gen AI digital foundation — Prompt Library, Knowledge base-as-a-service, Translation, etc. / Cloud LLMs/ On Site LLMs with a custom wrappers / Trust & Safety, Quality, Accuracy, Ethics and Responsibility

Enterprise Digital Core

Cloud-first Infrastructure   Continuum Control Plane   Security   Composable Integration

"We have set up a transformation office under the CEO. It tackles the multiple mobilization challenges that require a dedicated effort. It is like a SWAT team handpicked from Operations, HR, Finance, and other enterprise functions."

VP, Strategy & Business Transformation, Tier-1 Automotive Supplier

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04

Adopt leading processes to drive business outcomes

According to our research, 87% of companies that are Reinvention-ready say they have applied leading cloud-based practices to business processes and process mining and have enabled internal and external benchmarking to drive performance. By comparison, only a small minority of companies in the Foundational and Automated tiers of Intelligent Operations— 5% and 20% respectively—have done the same.

Cloud-based process mining calibrates internal and external benchmarks so it's easier to visualize process gaps. This can speed gen AI adoption by providing clear insights into operational inefficiencies while flagging opportunities for improvement. Organizations get the data they need to analyze their processes and identify areas where AI can add the most value. With accurate benchmarks, organizations can set realistic targets and simulate the impact of AI interventions using digital twins. This data-driven approach ensures that AI initiatives are aligned with strategic goals to improve decision-making and drive exceptional business outcomes at scale.

None of this can happen without clean, readily available data. Companies that are Reinvention-ready stand out for their ability to access that data at speed (Figure 9).

Centralized data governance is key, allowing faster iteration when training gen AI models. By streamlining processes for data retrieval, organizations reduce latency and give AI models immediate access to vast, diverse datasets. This accelerates training cycles and allows for more frequent updates and refinements. Faster iteration enhances the accuracy and performance of AI models, allowing broader experimentation and more accurate results.

Centralized data governance also ensures data consistency and integrity, providing quality inputs—and therefore quality outputs—regardless of the choice of data architecture. Metadata provides essential context, enhancing discoverability and usability. Lack of redundancy means models are not trained on repetitive or conflicting information that can skew results.

Figure 9: Speeding access to clean data
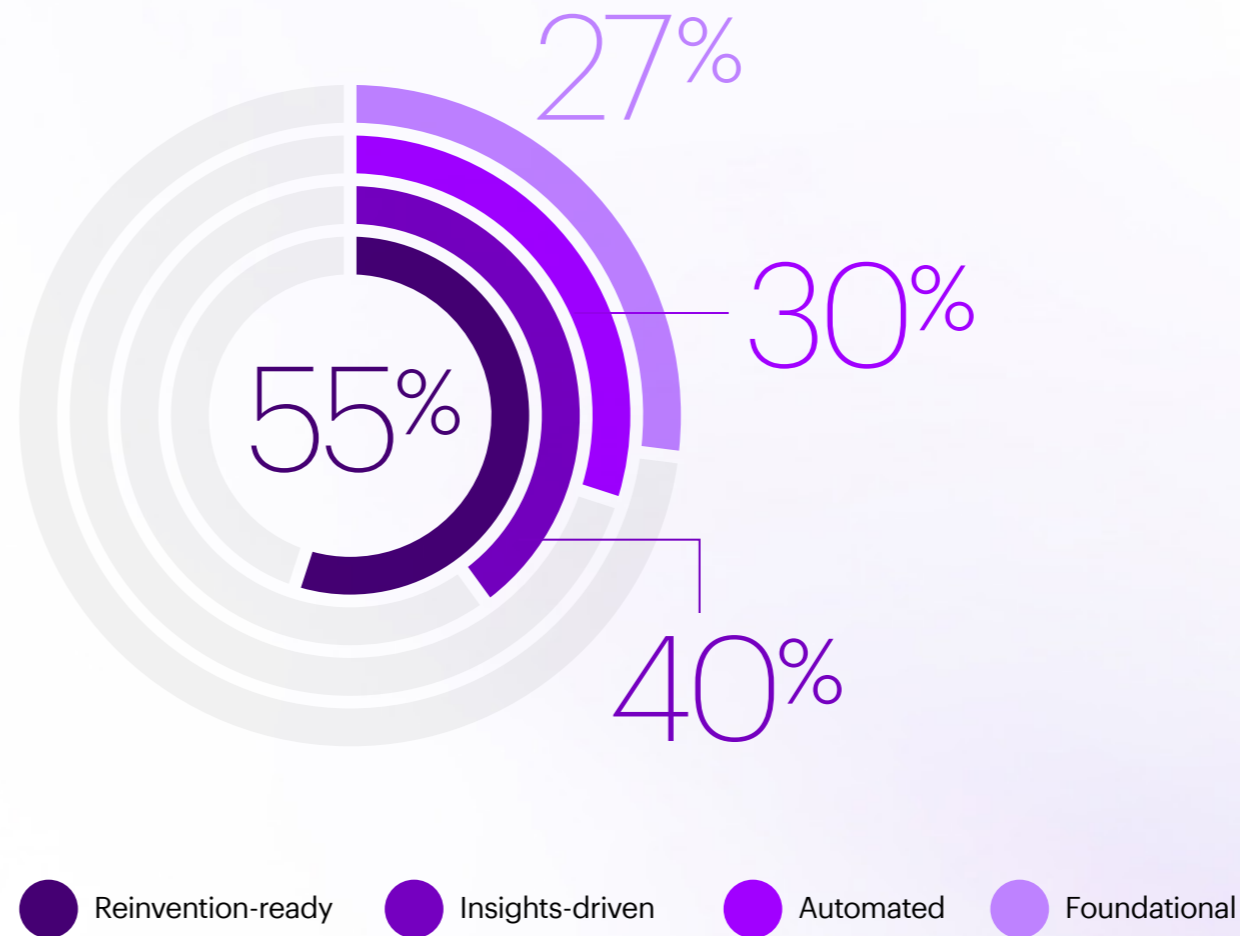
27%

30%

55%

40%

● Reinvention-ready ● Insights-driven ● Automated ● Foundational

Looking ahead:
Organizing for
reinvention

As businesses race toward a future that is wildly different from the one they were designed to operate in, they are quickly recognizing that operations readiness is a key to thriving in this new world. And they are seeing that the critical enablers of Intelligent Operations—**Talent, Assets & Platforms, and Methods & Processes**—are interconnected and fully dependent.

Generative AI introduces a new dimension for these organizations as they pursue Intelligent Operations.

Gen AI transforms collaboration between people and machines, across business operations and across the enterprise. Looking ahead, companies will embrace ever more profound reinventions to develop sustainable, mature business operations, aided by gen AI. The organizations that get it right will see profound impacts on growth, productivity and profitability.

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To get there, many companies are making "no regret" AI investments and seeing some early wins in areas like software coding, automated content creation, financial reporting and knowledge retrieval. A smaller but growing number of companies are making longer-term strategic investments that offer truly novel competitive advantages for driving business growth and reducing operating costs.

The real standouts—the ones who are leading the pack—are going further, transforming their digital core and modernizing their data foundation to super-charge their use of gen AI across the organization. **These Reinvention-ready organizations are deploying gen AI everywhere and transforming the value chain in R&D, HR, legal, supply chain, marketing, customer service, engineering design, manufacturing and other core functions.**

Gen AI is the catalyst for Intelligent Operations, which is the catalyst for enterprise reinvention. It's the power behind many of the world's leading organizations as they reinvent for a future that looks very bright indeed.

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Arundhati is the Group Chief Executive
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We would also like to thank the following individuals for their contributions:

To learn more

Reinventing Enterprise Operations, May 2023

Reinvention in the age of generative AI, January 2024

Accenture Pulse of Change report, March 2024

Reinventing with a Digital Core, July 2024

Change Reinvented, July 2024

References

1. Accenture Pulse of Change Research Report, March 2024

2. Accenture Intelligent Operations Survey, 2024

Research methodology

Econometric analysis

Dependent variable

For this analysis we leveraged as our KPI a metric based on a combination of answers to the survey questions on functions' concentration of gen AI use cases and the value that comes from the adoption of gen AI use cases. First, we created an index reflecting how successful companies are at scaling high-value gen AI use cases over the past 12 months. Then we flagged companies belonging to the top quartile of this index and used this flag as our KPI.

Logistic regression

We analyzed the relationship between the maturity of a company (Intelligent Operations group flags were used) and the probability to be in the top quartile of our valuation index. We found that while there is only a 12% chance of being in the top quartile for organizations in the Foundational group, there is a 40% chance for those in the Reinvention-ready group. Therefore, Reinvention-ready companies are 3.3 times more likely to be successful at scaling high-value gen AI use cases over the past 12 months than Foundational companies.

Financial performance analysis

The revenue growth comparison was done by leveraging financial performance data for companies in our survey (for companies with available data and after performing appropriate QA of the data). For each Intelligent Operations group we looked at overall revenue in a given fiscal year and, based on this metric, calculated the group revenue growth ratio. We tested various time horizons.

In-depth interviews analysis

For the interview analysis, we leveraged the power of LLM and gen AI. First, we cleaned and transformed each interview into a machine-readable format, where both interviewer and interviewee were clearly identified. Then we asked GPT 3 to summarize the discussion and answer a series of questions using a dedicated prompt we developed. We finally produced a global summary of key themes discussed during the interviews.

Earnings calls analysis

We conducted the analysis based on the S&P Global Transcripts dataset. As a first step, we developed a list of 107 targeted terms related to Artificial Intelligence technologies, next we tracked the earnings calls of companies within our survey sample and identified all paragraphs where a term was mentioned. The timeline considered was 2010-2023. This allowed us to track the evolution of discussion on the topic over time and to produce text analytics on the discussions.

In the extension of this analysis, we also tagged AI-related paragraphs (as per above approach) that were discussing these technologies in the context of an investment. For that we leveraged gen AI by developing a dedicated prompt to tag each paragraph one by one.

About Accenture

Accenture is a leading global professional services company that helps the world's leading businesses, governments and other organizations build their digital core, optimize their operations, accelerate revenue growth, and enhance citizen services—creating tangible value at speed and scale. We are a talent and innovation led company with 750,000 people serving clients in more than 120 countries. Technology is at the core of change today, and we are one of the world's leaders in helping drive that change, with strong ecosystem relationships. We combine our strength in technology with unmatched industry experience, functional expertise, and global delivery capability. We are uniquely able to deliver tangible outcomes because of our broad range of services, solutions and assets across Strategy & Consulting, Technology, Operations, Industry X and Accenture Song. These capabilities, together with our culture of shared success and commitment to creating 360° value, enable us to help our clients succeed and build trusted, lasting relationships. We measure our success by the 360° value we create for our clients, each other, our shareholders, partners, and communities.

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