

Accelerated speed to market is a clear ask of Industrial C-Levels and their customers

How can I swiftly fulfill customer demand with the right product, at the right time, at the right place?

How do we produce more goods in less time (with lower costs)?

How can I sense and **respond rapidly** to disruptions and operate
with agility?

How do we leapfrog competitors in sensing market trends and rapidly align our portfolio plans?

How do we **compress** our Product Development & Engineering **cycle times for both hardware and software?**

How do I build more flexibility into my operations to **respond faster** to a dynamic market?

Speed to Market How long it takes a business to develop &

test a product, manufacture and have it in customers' hands.



Accenture conducted a benchmarking study on speed to market

Which industrial enterprises are the fastest in speed to market and accelerate the most? And what technologies can turbocharge speed to market?

Accenture surveyed ...



1,200 experts in R&D and Engineering, Manufacturing, Supply Chain & Logistics and IT/Digital Strategy

Representing companies from four industry segments



Industrial & electrical equipment



Heavy equipment



Industrial suppliers (incl.

automotive suppliers)



Consumer durables

Across 13 countries



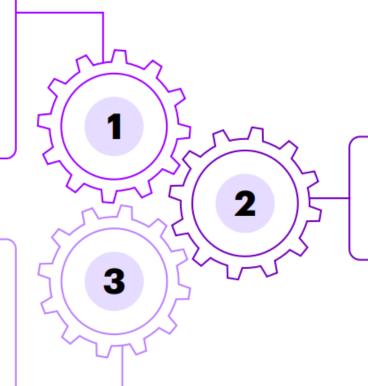
To better understand the main drivers of speed to market, the survey is structured along three processes

Idea to Product

- Initial design to first prototype
- First prototype to design validation
- Design validation to production

Demand to Deliver

- Demand planning
- Order management
- Production scheduling
- Outbound logistics
- Installation

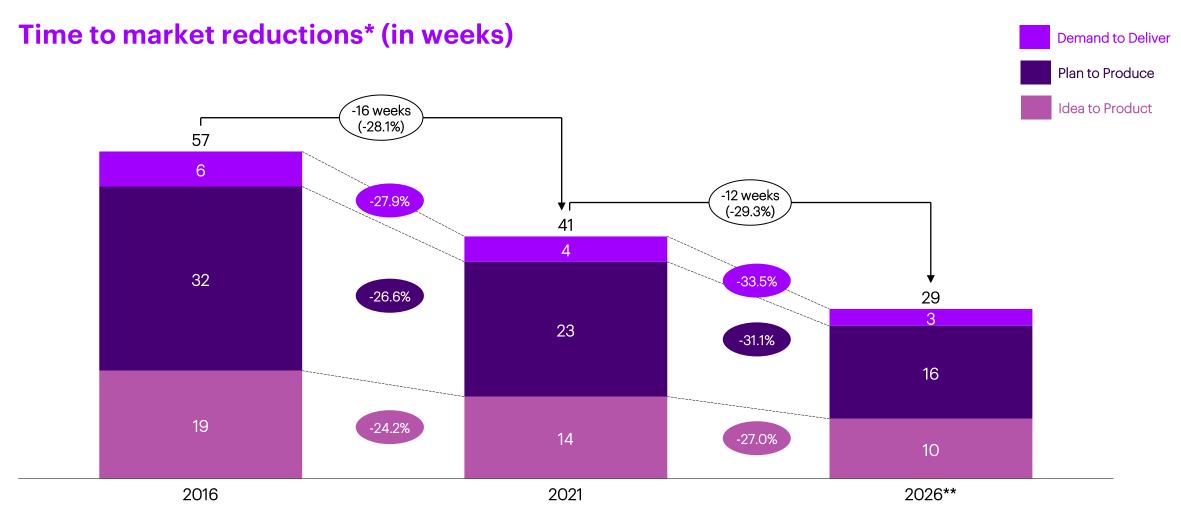


Plan to Produce

- Production planning
- · Production execution



Industrial companies reduced their time to market significantly and plan for further reductions



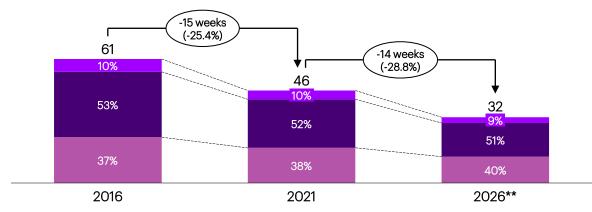


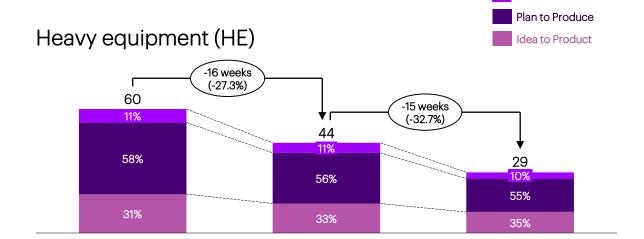
^{**}Projections based on survey participants

Time to market varies across segments – heavy equipment with largest past and planned reductions

Time to market reductions* (in weeks)

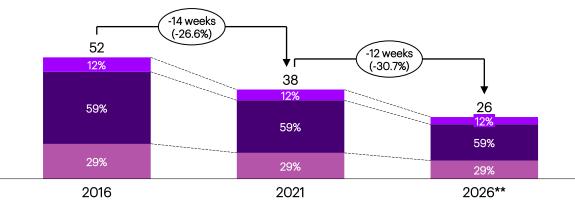
Industrial & electrical equipment (IEE)





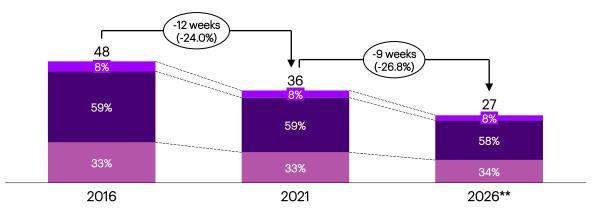
2021

Industrial suppliers (IES)



Consumer durables (CD)

2016



Demand to Deliver

2026**

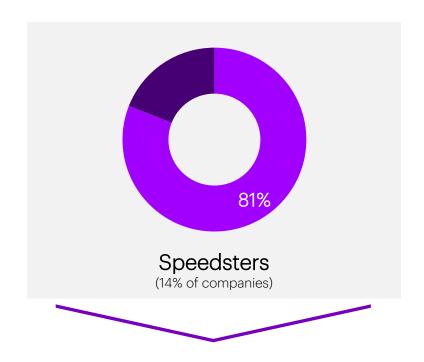
^{*}IEE: n=396, HE: n=306, IES: n=369, CD: n=129
**Projections based on survey participants

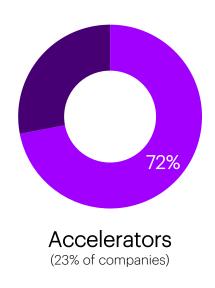
Is there a direct link between speed to market, the use of technology and company performance?

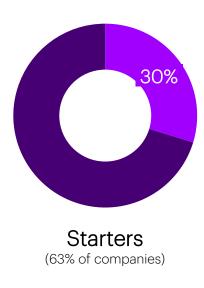


The Speedster advantage 1. Strongest technology leverage

Share of time reduction between 2016 and 2021 realized by leveraging technology*







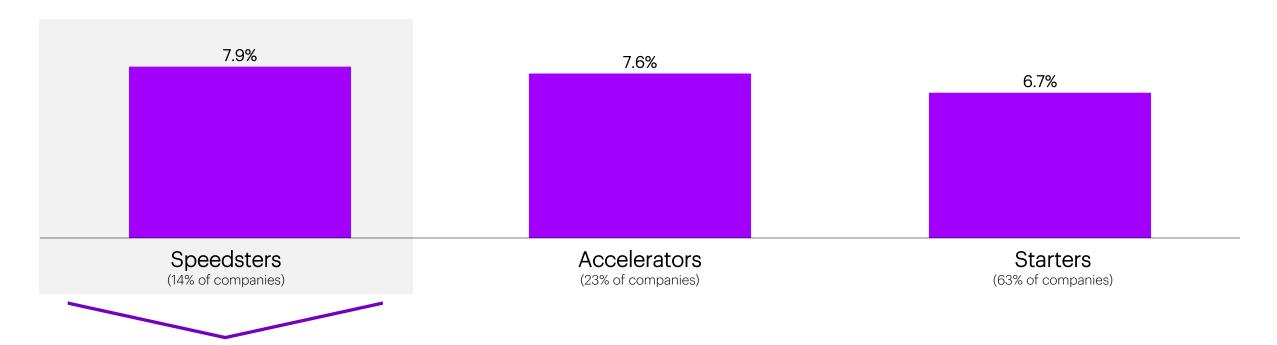
The fastest Industrial companies (Speedsters) achieve their higher time and cost reductions due to a significantly higher technology leverage in all three speed to market processes.

*n=1200; three speed to market levels have been defined (Speedsters, Accelerators and Starters) based on three criteria in each Speed to market process (I2P, P2P, D2D): criteria 1: time to market time 2016 and 2021, criteria 2: achieved time reduction 2016–2021, criteria 3: achieved cost reduction 2016–2021



The Speedster advantage 2. Highest topline growth

Annual revenue growth (CAGR 2016–2021)*



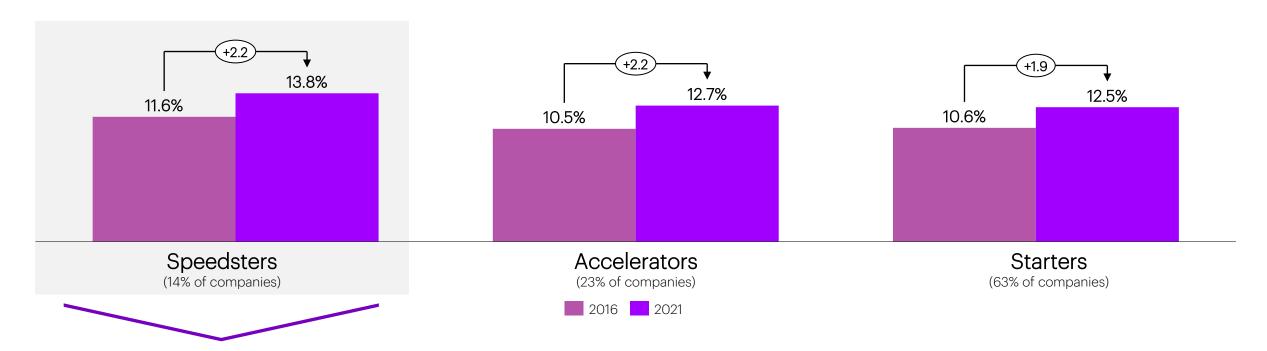
The fastest Industrial companies (Speedsters) have achieved the highest topline growth compared to their peers.

^{*}n=1200; three speed to market levels have been defined (Speedsters, Accelerators and Starters) based on three criteria in each Speed to market process (I2P, P2P, D2D): criteria 1: time to market time 2016 and 2021, criteria 2: achieved time reduction 2016–2021, criteria 3: achieved cost reduction 2016–2021



The Speedster advantage 3. Highest profitability

Operating margin (2016–2021)*



The fastest industrial companies (Speedsters) have achieved the highest operating margins and the strongest margin improvements from 2016 to 2021.

^{*}n=1200; three speed to market levels have been defined (Speedsters, Accelerators and Starters) based on three criteria in each Speed to market process (I2P, P2P, D2D): criteria 1: time to market time 2016 and 2021, criteria 2: achieved time reduction 2016–2021, criteria 3: achieved cost reduction 2016–2021



Industrial companies can turbocharge their speed to market with a focus on technology and transformation

Technologies to be evaluated

Idea to Product

- Collaborative cross-domain engineering on Product Lifecycle Management (PLM)/Application Lifecycle Management (ALM) platform leveraging the cloud
- Agile and model-based engineering with over-the-air product updates
- Closed loop engineering with feedback from digital product twins & connected products
- Al-driven engineering automation, leveraging high performance computing
- Engineering in the industrial metaverse

Plan to Produce

- Production engineering, simulation & virtual commissioning concurrent to product engineering
- Holistic supplier integration for planned quality & logistics processes
- **Digital production twin** for Overall Equipment Effectiveness (OEE), yield & efficiency optimization
- Al-enabled predictive control tower for supply chain & production
- Extended Reality (XR) worker training in the industrial metaverse
- Al-enabled production simulation in the industrial metaverse

Demand to Deliver

- PLM & ERP integrated CPQ tools
- Sales & Operations process synchronization to offer "Available-to-Promise" forecasts
- Distribution & supply chain process harmonization
- AI-enabled RfP/RfT processing
- Digital sales in the commercial metaverse



How to turbocharge your speed to market

Next actions

- Lay the foundation for change via a data and process improvement model
- Design and leverage the technology and transformation roadmap across the enterprise
- Create a culture that fosters Human + Technology



About Accenture

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