Innovation Maturity Index 2021
Middle East

Governing innovation

The strategy to intensify innovation
Executive summary

In an age of disruption, innovation matters — a claim repeatedly affirmed in each annual iteration of Accenture’s Middle East Innovation Maturity Index, which debuted in 2018. Companies that fall on the winning side of disruption take a deliberate approach to mastering innovation.

The Innovation Maturity Index comprises an exclusive framework designed to measure the innovation maturity capability of enterprises across industries. It is composed of two pillars: ‘Innovate by Design’ shows how to deliberately build the innovation structures—innovation strategy, architecture, and a culture that sets companies up to innovate; while ‘Innovation Practices’ measures businesses’ adoption of the key innovation practices that innovation leaders apply, such as being technology and data-driven, hyper-relevant, and talent-rich.

This year, we didn’t witness a large uptake in adopting these two pillars as we might have expected, given the urgency the Covid-19 pandemic triggered to embrace new ways of working and doing business. However, we found that 14 percent of companies surveyed, this year’s Innovation Champions, have embedded the innovation framework within their businesses and also adhere to a set of 12 innovation habits that govern their innovation, allowing them to intensify their innovation investments. The benefits are significant.

Between 2014 and 2019 this group of companies experienced both higher employee productivity and higher profitability than companies that have adopted less than six of these habits. And they have a very positive business outlook. By 2025, Champions expect to more than double their profitability over the Rest, and we believe they will experience even higher employee productivity by continuing to practice extensive innovation governance.

This iteration of the Innovation Maturity Index outlines an approach for companies to intensify their innovation and make greater strides in their business transformation by adopting these 12 innovation habits.
Innovation Maturity Index results

There has never been a more critical time for businesses to accelerate the adoption of innovation. Today, to digital disruption, we must add climate change, conflict, trade volatility, and now, unexpectedly, contagion. The global COVID-19 pandemic, which defined 2020, has impacted the current and future trajectory of businesses, consumer patterns and the overall trajectory of economies worldwide.

The impacts of the COVID-19 pandemic underscore how important it is for businesses to be both agile and resilient to respond effectively to rapid and unexpected change. Companies with a strategy for innovating across the business types within their portfolio—i.e. across core, new and emerging business—will have greater success in weathering the storm.

As disruption accelerates, the gap is growing between leaders and those unable to keep pace, transforming their businesses with the same vigor and foresight.

The Innovation Maturity Index measures the maturity of companies’ innovation capabilities (See Box 1) and helps identify winning approaches that companies can use to close gaps, beat and potentially go on to lead disruption.

In line with previous iterations, we surveyed C-level executives from 200 large companies in Saudi Arabia and the United Arab Emirates between August and October 2020 to understand the extent of innovation maturity currently. See About the Research for more information on the methodology.
The Innovation Maturity Index measures the maturity of companies’ innovation capabilities across two pillars:

**Innovate by Design**

**Strategy:** High-growth firms aim for disruptive advances, not just incremental improvements. They tend to build concentrated innovation functions, not dispersed teams. And they almost always quantify their innovation while balancing it between old and new.

**Culture:** High-growth companies reward creativity, ideation and new thinking.

**Architecture:** High-growth firms create clear processes for moving innovation from ideation and R&D to mass-market commercialization. They deploy both internal and external innovation capabilities.

**Innovation Practices**

**Data driven:** The most innovative firms generate, share and deploy data to deliver product and service innovations safely, securely and efficiently.

**Hyper relevant:** They become—and stay—relevant by sensing and addressing customers’ changing needs.

**Talent rich:** They create flexible workforces augmented by artificial intelligence to gain a competitive advantage in fast-changing markets.

**Asset smart:** They manage assets and operations as efficiently as possible to free up capacity for innovation.

**Inclusive:** They adopt an inclusive approach to innovation and governance that incorporates a broad range of stakeholders.

**Network powered:** They harness the power of ecosystem partners to bring the best innovations to customers.

**Technology propelled:** They master leading-edge technologies that enable innovation.
This year, Middle East companies’ overall Innovation Maturity Index results show a marginal increase (Figure 1). Although the overall Innovate by Design scores remain unchanged from last year at 60 points, Innovation Strategy scores have rocketed up from 57 points overall last year to 71 in this year as businesses were compelled to seriously review their current and future strategies because of the pandemic. Everything from supply chains to operations was dramatically affected overnight, forcing organizations to strategize what their businesses would look like in a changing world. Coupled with existing disruptors such as climate change, one-third of executives indicated that they are investing ‘to a significant extent’ to develop responsible supply chains in the next five years.

The marginal decline in Innovation Architecture scores and the seven-point drop in Innovation Culture scores also reflect the dichotomy in the region between new ways of working enabled by technology and traditional ways of doing business, which often requires a physical presence.

The rapid implementation of country-wide lockdowns forced workers to set up home offices and highlighted that companies in the region lag in equipping their employees to work flexibly in this new environment. While many companies worked to recalibrate their businesses quickly, most still need to adopt new ways of working as we continue to navigate the pandemic.

78 percent of executives indicated that they had made no effort to virtualize their workforce (e.g., adopt ‘work from anywhere’ tools such as Slack or Teams) in the last five years. Moreover, 57 percent indicated that they have no plans to address this in the next five years. Today, only 5 percent of companies can be described as agile when it comes to their workforce’s flexibility to work from anywhere.

For the second pillar, scores for Innovation Practices rose by an average of two points. One bright spot in Innovation Practices’ scores is companies’ improvement in being ‘technology propelled’ – moving from 50 points on the Index last year to 55 in this time around. In lockstep with the local governments’ “cloud-first” strategies, more companies are bringing leading-edge technologies into their businesses, such as the cloud, to enable the adoption of other emerging technologies like blockchain and artificial intelligence. 67 percent of Middle Eastern executives indicated that they have moved to modernize their existing technology infrastructure (moving from data servers to cloud storage) in the past five years. In the next five years, this figure increases to 86 percent.

Accordingly, ‘asset smart’ and ‘data driven’ scores each improved by 4 points as companies continue to enhance the necessary practices to increase innovation maturity.
Figure 1. Middle East Innovation Maturity Index scores, 2021
Overall Innovation Maturity Index scores for the Middle East show a marginal improvement in 2021, and a pocket of growth when looking at the indicators that make up the innovate by design and innovation practices scores.

This year, within these otherwise muted results, we recognized a small group of companies, 14 percent of our sample, that were able to actively innovate with higher intensity across their business portfolios, using all types of innovation—disruptive, breakthrough, and incremental. (Figure 2).

Figure 2. Innovation Intensity – Champions versus the Rest
Champions are investing the most in breakthrough and disruptive innovation in their emerging businesses – compared to the Rest, Champions are innovating 5.6 times higher in emerging businesses and 2.3 times higher in growth businesses.
Consider this: Champions’ innovation intensity across their emerging businesses is 5.6 the rate of the Rest—the other companies within the sample—and they are also innovating at the rate of 2.3 and 2.2 times higher innovation intensity across all innovation types for their growth and core businesses, respectively.

Most importantly, Champions focus most of their disruptive and breakthrough innovation in their emerging businesses, at 4.5 and 11 times, respectively, while allocating incremental innovation investment to their core businesses, which are the most mature and often provide steadier cash flows. With this, Champions carve out profits to direct investment into disruptive and breakthrough innovations in their growth and emerging businesses.

With the help of a technology partner, nearly 20 percent of Middle Eastern executives indicated that they have invested in artificial intelligence and machine learning technologies in the last three years. Previous research found that intelligent technologies are required to build an innovation economy, and they offer Middle Eastern countries a once-in-a-generation opportunity to equip domestic talent with the skills required for the future. Only when new technologies are coupled with human skills and experiential learning will companies achieve the growth promised by these new technologies.
Leading Middle Eastern Bank

On the digital transformation path, a leading Middle East Bank recognized that the people dimension is a crucial part of the transformation. The bank wanted to use data-driven insights to determine the bank’s talent strategy, ultimately creating a future workforce.

With the help of a technology partner, the bank embarked on delivering a proof of concept to determine the potential for automation, what the future workforce could look like, and identified opportunities for upskilling for a cross-section of jobs in a specific business unit. Utilizing a new artificial intelligence tool- New Workforce Solutions- the bank could project what the ‘Future of Work’ in a truly digital age would look like and model how they can get ahead. Overall, this future-focused proof of concept serves as a model for how companies can leverage their core to invest in new technologies to put them ahead of the disruption curve.

Figure 3. Innovation Champions, 2021
Champions have established stronger innovation governance structures, enabling them to innovate with higher intensity indicative of a 7-point gain over the Rest in their Innovate by Design score on the Index.
Unsurprisingly, with the pandemic compelling companies to re-visit the processes they have in place to adapt, Champions have deepened their focus on building deliberate structures to govern innovation. As a result, we have seen an increase of seven points in their ‘Innovate by Design’ scores over the Rest of the market.

Champions saw 42 percent higher employee productivity and 27 percent higher profitability than companies with less extensive governance structures in place.

It is not just Champions’ ability to create an innovation structure that puts them ahead; it’s how they govern their innovation. These companies excel at innovation because they have established a governance structure that supports their efforts and investments in innovation. And that pays off. In the last five years, Champions saw 42 percent higher employee productivity and 27 percent higher profitability than companies with lower governance structures in place.

Get ready to govern more — not less

Results from our survey reveal that very few companies govern their innovation effectively. Currently, 86 percent of companies oversee or govern their innovation selectively and realize this needs to change, with 75 percent indicating a shift in focus of governing their innovation more extensively in the next five years.

By understanding how Champions govern their innovation capabilities, other companies in the Middle East can govern more extensively, increasing their ability to innovate more intensely.
Barriers to governing innovation

Three key challenges inhibit the majority from governing their innovations more extensively and, as a result, dragging down their ability to Innovate by Design.

Figure 4. The three key challenges most companies face in governing innovation
The Rest encounter three challenges in governing their innovation, leading them to govern haphazardly.

Challenge #1
67% on average, are unable to build an inspiring innovation strategy

Challenge #2
86% on average, lack the ability to ideate and experiment effectively

Challenge #3
87% on average struggle to scale new initiatives

How can companies govern their innovation capabilities more extensively to enable them to innovate with higher intensity across their entire business portfolio?
The Innovation Champion approach to governing innovation

12 governance habits that intensify innovation

Accenture has identified 12 key Innovation Habits, across four phases, that Champions adopt to effectively govern their innovation investments with our earlier research and this year’s survey results. (For more information, see About the Research). This is how they are doing it.

Figure 5. The four areas of innovation governance
Within these four areas are 12 Innovation Governance Habits, which Champions are using to increase their innovation intensity.

Inspiration

1. Place innovation at the center of corporate strategy
2. Communicate the innovation agenda to employees and the investor community
3. Build a culture of innovation

Ideation

4. Generate ideas from the entire workforce to improve existing offerings
5. Generate ideas from a team of experts for brand new offerings

Experimentation

6. Identify disruptive ideas with the help of technology partners
7. Create room for experimentation investments as part of the budgeting lifecycle
8. Fund experimentation investments gradually
9. Conduct experimentation with the help of an innovation factory

Scaling

10. Scale with technology partners
11. Scale with talent partners
12. Scale through an innovation factory
Innovation phase one – Inspire

The first phase of innovation is inspiration. The C-level owns the innovation narrative and guides the organization through the “North Star”. To lay the groundwork and create the environment within the organization for innovation, innovation needs to be at the center of corporate strategy. It needs to be built into the business culture, everyday processes, and decisions; and become a fundamental part of how the company and its workforce identifies, internally and externally.

Figure 6. Inspire

By 2025, nearly 100 percent of Champions expect to be masters at inspiring their organizations to innovate.

<table>
<thead>
<tr>
<th>Place innovation at the centre of our corporate strategy</th>
<th>Currently</th>
<th>By 2025</th>
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<tbody>
<tr>
<td>Champions</td>
<td>85%</td>
<td>100%</td>
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<tr>
<td>Rest</td>
<td>32%</td>
<td>74%</td>
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<table>
<thead>
<tr>
<th>Communicate the innovation agenda</th>
<th>Currently</th>
<th>By 2025</th>
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</thead>
<tbody>
<tr>
<td>Champions</td>
<td>70%</td>
<td>96%</td>
</tr>
<tr>
<td>Rest</td>
<td>31%</td>
<td>67%</td>
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<table>
<thead>
<tr>
<th>Build a culture of innovation</th>
<th>Currently</th>
<th>By 2025</th>
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</thead>
<tbody>
<tr>
<td>Champions</td>
<td>82%</td>
<td>97%</td>
</tr>
<tr>
<td>Rest</td>
<td>32%</td>
<td>63%</td>
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Putting innovation at the core of your business

Artificial intelligence (AI) is a key element in Saudi Arabia’s tech ecosystem and will play a leading role in innovation and progress in the Middle East. As the orchestrator of Saudi Arabia’s national AI ecosystem, the National Center for AI (NCAI) in Saudi Arabia puts AI-driven innovation at the core of its work, leading efforts to help the AI agenda across priority sectors. NCAI is engaging with ecosystem partners to drive AI use cases from idea to scale in health, energy, education, mobility and government. NCAI is also experimenting with AI technology in collaboration with leading national and international research institutes to drive global AI advancement efforts. With innovation as the driving force of the organization, an environment of innovation is created within the organization, inspiring others to put change at the core of their business.

**Innovation phase two – Ideate**

The next phase of innovation is ideation—generating the ideas upon which innovation of all kinds (incremental, breakthrough, and disruptive) is built. This requires putting formal structures in place to encourage and ensure ideation by, among others, the customer-facing workforce, new product development teams, and within ecosystems with partners. Within Innovation Champion organizations, more people have the capacity and opportunity to generate new ideas, and there is an especially strong focus on identifying disruptive ideas in collaboration with tech partners through the ecosystem.

**Figure 7. Ideate**
The Rest struggle most prominently in the ideation phase, although many identify this as an area for improvement over the next five years.
Omni-channel travel—incremental innovation for a new world

Almosafer, the leading omnichannel travel brand in Saudi Arabia, successfully deployed a fully integrated travel booking experience featuring new interactive stores in key cities across the Kingdom. The retail concept was designed to tailor a customer’s journey from the moment they embark upon creating it, and the first step toward that is providing an interactive experience that includes an in-store queuing management system, travel inspiration through multi-media city guides, digital video walls, and screens showcasing the latest travel packages. Using digital signage and tablet devices, Almosafer can engage customers with inspirational content about potential destinations while waiting in line, creating a unique set of experiences for each customer. By capturing behavioral data across devices, travel advisors can access the customer’s browsing history, understand what the customer is looking for, give travel advice and recommendations, curate tailored and seamless travel experiences based on their profiles, and make their own post-visit communication more personalized. Through the transformation of its retail user journey, Almosafer was able to maximize its overall performance, increase efficiency and reduce costs while leading the way in innovation to create a more personalized customer journey.

Figure 8. Experiment
Champions actively regularly invest toward experimentation and use the wider ecosystem to help bring their ideas to life.

<table>
<thead>
<tr>
<th>Case study</th>
<th>Innovation phase three – Experiment</th>
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<tbody>
<tr>
<td>Almosafer, the leading omnichannel travel brand in Saudi Arabia, successfully deployed a fully integrated travel booking experience featuring new interactive stores in key cities across the Kingdom. The retail concept was designed to tailor a customer’s journey from the moment they embark upon creating it, and the first step toward that is providing an interactive experience that includes an in-store queuing management system, travel inspiration through multi-media city guides, digital video walls, and screens showcasing the latest travel packages. Using digital signage and tablet devices, Almosafer can engage customers with inspirational content about potential destinations while waiting in line, creating a unique set of experiences for each customer. By capturing behavioral data across devices, travel advisors can access the customer’s browsing history, understand what the customer is looking for, give travel advice and recommendations, curate tailored and seamless travel experiences based on their profiles, and make their own post-visit communication more personalized. Through the transformation of its retail user journey, Almosafer was able to maximize its overall performance, increase efficiency and reduce costs while leading the way in innovation to create a more personalized customer journey.</td>
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<tr>
<td>To validate, test, and iteratively develop ideas or innovations, investment in experimentation is essential. Companies may approach this in different ways—as part of the budgeting cycle, via investment that may start with seed funding, or by investing in an innovation lab or digital factory. Champions ensure investment allocation for experiments is ‘fit for purpose’ and formalized.</td>
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<table>
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<tr>
<th>Create room for experimentation investments as part of the budgeting lifecycle</th>
<th>Fund experimentation investments gradually</th>
<th>Conduct experimentation with the help of an innovation factory</th>
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<tbody>
<tr>
<td>My company makes investment decisions for experimentation with ideas that rely heavily on new technologies formally, as part of the budgeting cycle.</td>
<td>To allocate investment for experimentation, my company releases seed funding initially, and then increases over time based on the results from experiments (e.g., pilot testing of a minimum viable product).</td>
<td>My company manages experimentation with ideas that rely heavily on new technologies through a specialized organizational entity, which serves the needs of all business units (e.g., an ‘innovation lab’ or ‘digital factory’).</td>
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<tr>
<td>Champions Rest</td>
<td>Champions Rest</td>
<td>Champions Rest</td>
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<td>Currently</td>
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<tr>
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<td>56%</td>
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Experimenting with disruptive technology in banking and finance

Digital currency assets and blockchain technology are being explored in various parts of the world. However, Saudi Arabia and the United Arab Emirates will be among the first to launch such innovation at the level of central banks. Project Aber is a joint initiative by the Saudi Arabian Monetary Authority (SAMA) and the UAE Central Bank (UAECB). The Project aims to develop a digital currency for both countries to use in financial settlements between the two countries using blockchain and distributed ledger technologies. This disruptive solution can reduce transfer times and costs between banks and serve as an experiment for the direct use and application of technologies such as distributed ledgers.

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### Case study

**Innovation phase four – Scaling**

Scaling innovation is one of the most challenging parts of the innovation lifecycle. Working with the right ecosystem partners can accelerate the scaling of the most promising ideas. Champions know how to capitalize on these mechanisms, and they do it frequently.

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**Figure 9: Scaling**

Champions know how to leverage the ecosystem to scale promising ideas.

<table>
<thead>
<tr>
<th>Scale with technology partners</th>
<th>Currently</th>
<th>By 2025</th>
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<tbody>
<tr>
<td>Champions</td>
<td>54%</td>
<td>89%</td>
</tr>
<tr>
<td>Rest</td>
<td>11%</td>
<td>51%</td>
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<table>
<thead>
<tr>
<th>Scale with talent partners</th>
<th>Currently</th>
<th>By 2025</th>
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<tbody>
<tr>
<td>Champions</td>
<td>29%</td>
<td>85%</td>
</tr>
<tr>
<td>Rest</td>
<td>15%</td>
<td>47%</td>
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<table>
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<tr>
<th>Scale through an innovation factory</th>
<th>Currently</th>
<th>By 2025</th>
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<tbody>
<tr>
<td>Champions</td>
<td>47%</td>
<td>89%</td>
</tr>
<tr>
<td>Rest</td>
<td>13%</td>
<td>54%</td>
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A multinational oil & gas company delivers on the promise of Industry 4.0

Digital transformation at a large energy and chemical producer in the Middle East has led to exciting business growth potential for the company. It developed advanced operations systems for managing its manufacturing output within its downstream business. The solution, configured on top of commercial off-the-shelf technologies, is a set of integrated applications with advanced automation and decision support modules that support selected business processes. The output is designed to solve information and automation gaps typically found in Manufacturing Execution Systems (MES), Refinery Information Systems (RIS) and Manufacturing Operations Systems (MOM).

The solution’s design and development was a collaborative effort between all company stakeholders, from management to engineering, operations, and more. The multi-year project, supported by a technology partner and a host of technological solutions, allowed this producer to lead with an enhanced operation that increases efficiency and output.

Extensive innovation governance pays off

Accenture’s research shows that more disciplined, extensive governance of innovation across a business portfolio correlates with higher revenue growth.

Champions that adopt six or more habits today, which we describe as “extensive innovation governance,” are achieving much higher employee productivity and profitability than companies that adopt fewer innovation governance habits.

Between 2014 and 2019, these leaders saw 42 percent higher employee productivity and 27 percent higher profitability than companies that adopted less than six of these habits.

By 2025, Champions expect to more than double their profitability to 58 percent and expect to experience 31 percent more employee productivity than other companies by continuing to practice extensive governance.

Figure 10. Profitability of Champions over the Rest
Over the last five years, extensive governance earned Champions 27 percent higher profitability than their peers—in the next five, Champions can expect that rate to double to 58 percent.
Start your innovation journey now

Today, in this rapidly changing environment, companies are asking many questions. What will the future of my industry look like? How can I rapidly test and build my idea? How do I embed and lead a culture of innovation within my organization? How should we best use emerging technologies?

Innovation Champions apply innovation governance across four phases to uncover and realize value from their innovation investments. There are key steps needed to achieve this. To transition from selective to extensive innovation governance, companies need to enhance their internal functions and external capabilities.

Where do you start?

Begin internally. Assess the status of your innovation objectives and capabilities. Strategy and innovation leaders need to receive CEO/board sponsorship and identify the right governance rituals to ensure the company’s innovation investments can generate the desired value, either financial or intangible one (e.g. talent retention, societal impact, …)

Ideate widely. Study relevant consumer, industry and technology trends in order to prioritize new ideas or identify new ways of executing traditional processes

Experiment! Develop prototypes with an internal innovation factory or ecosystem players to be tested in the market

Scale. Evaluate pilots results and hand over successful prototypes to internal business and it functions for scale-up with the support of technology partners

Figure 11. The innovation journey

Over the last five years, extensive governance earned Champions 27 percent higher profitability than their peers—in the next five, Champions can expect that rate to double to 58 percent
Innovation partner checklist

**Innovation strategy**
- Assesses and designs suitable business and operating models to maximize value creation.
- Supports and helps strategize cultural change.

**Innovation research and experimentation**
- Accelerates the development of new ideas through proprietary tools and demos.
- Provides the know-how and skills to develop prototypes for all emerging technology.
- Offers the ability to co-design and run innovation spaces.
- Ability to measure value creation.

**Ecosystem management**
- Identifies and can get you engaged with ecosystem players that can support or partner with your business to create or accelerate innovation, including research capabilities extended by partners such as university, expert networks, data centers and a global repertoire of knowledge and insights.
- Ability to connect to the best startups offering cutting-edge services.
About the research

This report combines multiple streams of proprietary research using both outside and in-house survey-based research methodologies.

This report is supported by a survey of 200 companies in Saudi Arabia and the United Arab Emirates, which ran from August to October 2020. The companies cut across different industries, including oil and gas, banking, insurance, retail, infrastructure, transport and travel, tourism and hospitality, and consumer goods and services sectors. Of the companies surveyed, 30 percent have annual revenues of over $1 billion, 40 percent over $500 million, 20 percent over $100 million, and 10 percent below $100 million.

The research sought to uncover insights on how large Middle Eastern companies (across the UAE and Saudi Arabia) are responding to disruptive change: To what extent are they improving their innovation capabilities to unlock trapped value? To what extent are they governing their innovation investments and efforts? Are they utilizing different types of innovations across their entire business portfolio? The answers to these questions are outlined in this version of Accenture’s Middle East Innovation Maturity Index.

By studying innovation-related approaches, practices, and processes of high-growth companies globally, we designed the Accenture Innovation Maturity Index framework. This included gathering demographic and financial information about our survey respondents as well as evaluating the extent to which respondents applied 49 innovation factors and 26 structural processes that—as determined by an extensive review of existing empirical literature—underpin their ability to release trapped value. When we refer to high-growth companies, we are classifying those who self-report revenue growth and profitability above the industry median over 2014-19 and expect this to continue from 2020-25. Innovation Champions are defined as high-growth companies scoring one standard deviation above the mean score on the Index.

Our supplementary analysis on innovation governance stems from other Accenture Research work done on the same topic for the Asia-Pacific region. Over 20 in-depth interviews with experts in the corporate, non-corporate, and academic arenas across various regions and industries were done to better understand the contemporary perspectives on innovation.

The case studies included in this report are examples of some of the work Accenture has carried out with its Middle Eastern clients and with the help of the Global Innovation Network.
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Accenture Research shapes trends and creates data-driven insights about the most pressing issues global organizations face. Combining the power of innovative research techniques with a deep understanding of our clients’ industries, our team of 300 researchers and analysts spans 20 countries and publishes hundreds of reports, articles and points of view every year. Our thought-provoking research—supported by proprietary data and partnerships with leading organizations such as MIT and Harvard—guides our innovations and allows us to transform theories and fresh ideas into real-world solutions for our clients.

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About Accenture’s Global Innovation Network

The Innovation Network spans 92 cities and 52 countries. With over 300 patents granted and more than 50 client pilots launched and tested in the last 12 months alone, Accenture offers a network that is exclusively dedicated to driving change.

Through the use of our innovation capabilities, which include an array of offerings from a ventures ecosystem to a full suite of research and intelligence possibilities, Accenture is able to use a “One Accenture, One Innovation” approach to deliver 360-degree value to our clients, such as the case with many of the examples showcased within this report.

- **Accenture Research** creates cutting-edge and thought-provoking thought leadership pieces to identify market, technology and industry trends.

- Through **Accenture Ventures and Open Innovation**, we partner with and invest in the next wave of disruptors through an open innovation approach, delivering solutions that solve today’s problems and capitalize on tomorrow’s opportunities.

- **Accenture Labs** incubates and prototypes new concepts through applied research and development projects so clients can see ideas come to life.

- Our Data Studios, Innovation and Delivery Centers build and scale the right innovations for our clients.

- Our vast ecosystem of partners includes AWS, Google and Microsoft.

Together, Accenture’s Innovation Network realizes the promise of one global team working together across the company’s services and innovation capabilities to create extraordinary value.

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