



# Reinventing Enterprise Operations

How optimizing operations can help to access  
a new performance frontier



## **We're in a period of profound change.**

Technology, consumer preferences and climate change are driving massive structural shifts in how the world operates. These extraordinary times call for an unprecedented response and a reinvention of the enterprise.

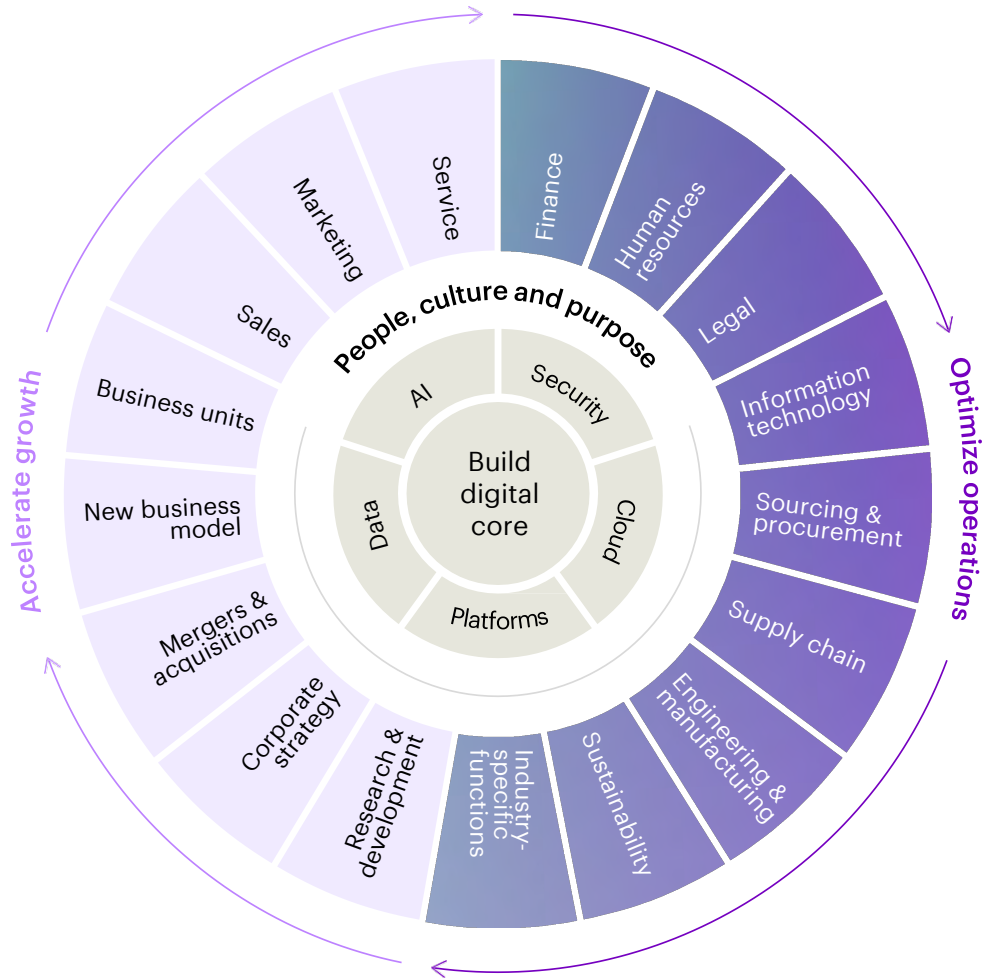
# Only 8% of organizations are moving to Total Enterprise Reinvention

Total Enterprise Reinvention is a deliberate strategy that aims to set a new performance frontier for organizations and in most cases, the industries in which they operate (Figure 1).

Optimizing operations is an essential step. Our latest research finds a handful of organizations are already rising to the challenge.

**Figure 1**

Total Enterprise Reinvention



# Accelerate reinvention and enable growth

By balancing six capability measures of operations maturity, organizations can accelerate the move to reinvention and enable growth for the whole enterprise.

**We found that some organizations are leading the way,** while others have stalled in the early stages of their journey.

9%

of organizations  
—we call them operations  
reinventors—have a  
unique ability to reinvent  
enterprise operations and  
drive 360° value (up from  
7% in [2021](#))

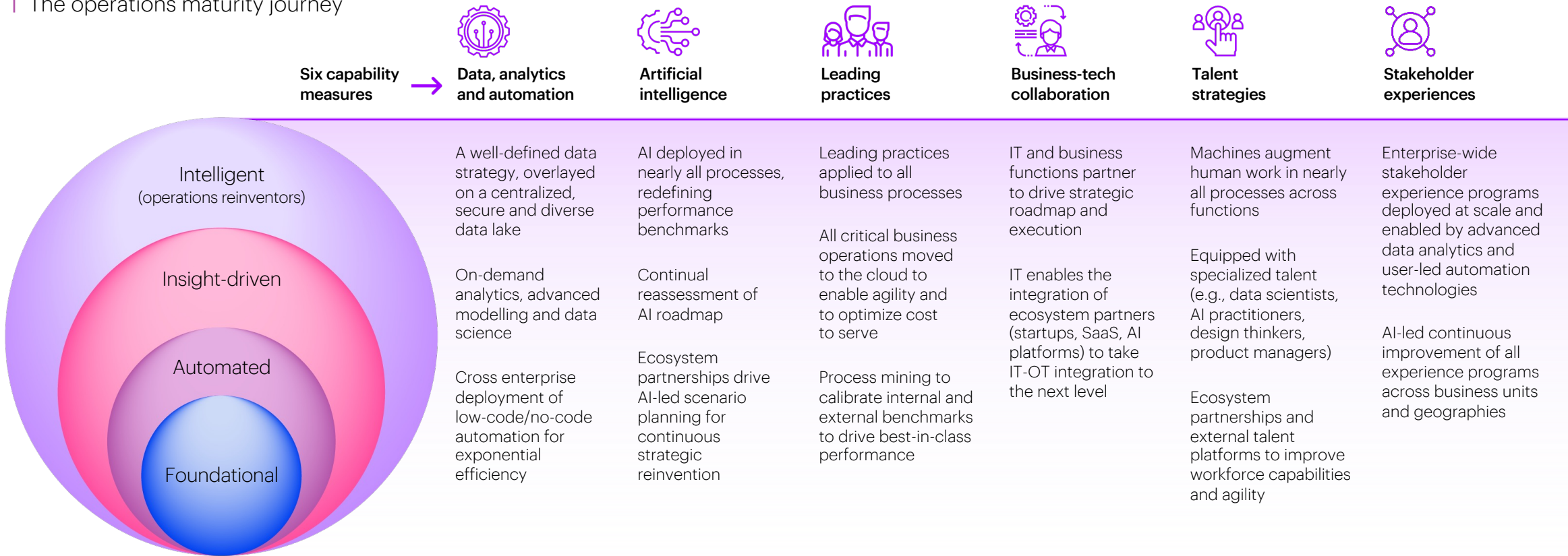
18%

of organizations  
remain in the lowest  
levels of maturity with  
limited incremental  
optimization

We surveyed 1,700 executives from 1,657 organizations across 15 industries and 12 countries. We plotted organizations against four stages of operational maturity, from least to most advanced—**foundational, automated, insight-driven and intelligent**<sup>1</sup>. We outlined how organizations could use six key capability measures of **operations maturity** to achieve better business outcomes.

**Figure 2**

The operations maturity journey



Source: Accenture operations maturity survey, 2023

1. Identified in the 2021 report as stable, efficient, predictive and future-ready

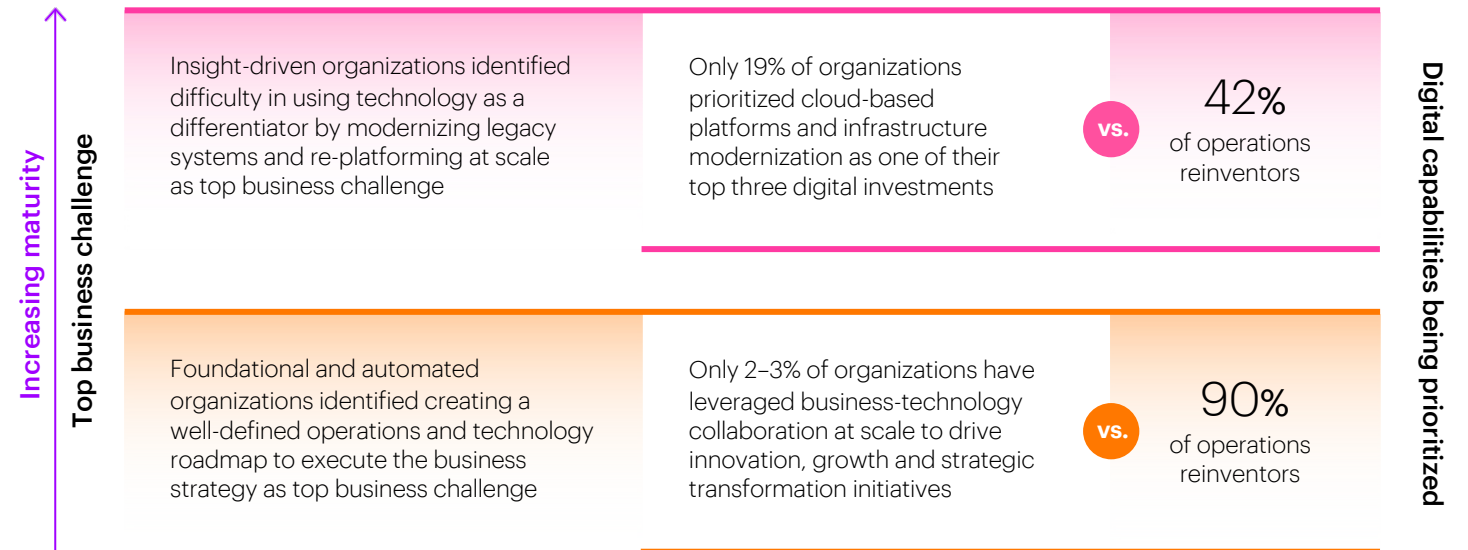
# Challenges

Responses show:

- Investing more in digital technologies, such as AI, does not guarantee higher operations maturity.
- There's a mismatch between digital investments and key business challenges.

**Figure 3**

Business challenges and how they are being met by digital capabilities



Source: Accenture operations maturity survey, 2023

# What we found

Responses show:

- Operations maturity is far from being a sequential or linear journey.
- How each organization reaches operations maturity milestones is unique.
- Operations maturity depends on integrating all six capability measures of operations maturity.

14.2x ↑

**Apply the six capability measures in an integrated manner and the probability of moving up maturity levels increases more than 14 times.**

Source: [The Value Multiplier | Accenture](#)

-7% ↓

**Failure to apply talent strategies appropriately in combination with data, analytics and technology (such as automation and AI) and the top-line productivity premium drops from 11% to just 4%.**

Source: [The CHRO as a Growth Executive | Accenture](#)



# Operations reinventors realize higher value



Organizations lagging in operations maturity today can quickly adopt the capabilities that can enable them to access a new performance frontier.

## Enablers to reinvent operations:

- **Scale capabilities** using a strong digital core by making the right investments in the six capability measures to generate 360° value—looking beyond financials to long-term, sustainable value for all stakeholders across the enterprise.
- **Choose the right strategic partners** who can enable wider access to specialized talent, industry expertise and leading automation platforms to help deliver continuous reinvention, customized to an organization's needs.



# Five ways to reinvent operations

01

Seek out 360° value as a North Star

02

Commit to data decisiveness across the enterprise

03

Innovate processes for enhanced performance gains

04

Humanize automation experiences at scale

05

Employ an agile talent strategy





## Seek out 360° value as a North Star

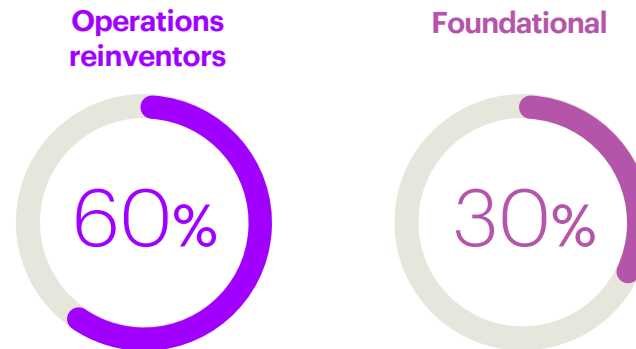
Organizations are re-examining major sustainability issues through a new lens that combines physical sciences and digital technologies.

### What operations reinventors do...

- Look at value creation holistically using data-driven insights.
- Apply the six capability measures of operations maturity differently to recalibrate their operations.

**Figure 4**

“We implement processes and platforms to track greenhouse gas emissions, waste disposal and resource circularity across functions and locations relative to less mature counterparts.”



Source: Accenture operations maturity survey, 2023

“Everything in this globally integrated economy has an impact on everything else. That's why, if somebody can build an accurate tool to help us measure all those environmental, social and corporate governance (ESG) intricacies and assess the impact our operations have across stakeholders, that would be very compelling.”

Chief Finance Officer,  
US investment bank



## Commit to data decisiveness across the enterprise

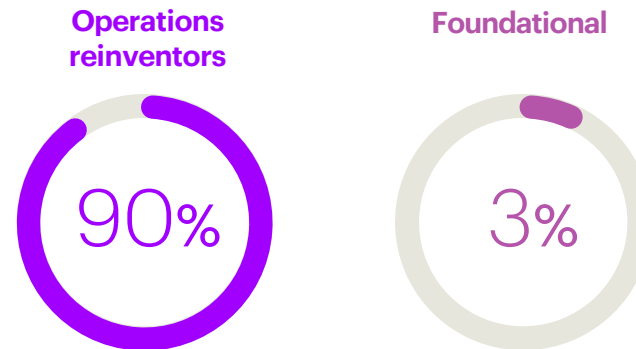
Even with investment in leading data architectures, organizations may fail to validate, index and organize data with precision.

### What operations reinventors do...

- Maintain a strategy that governs how data is created, collected, connected and enriched.
- Establish a culture that encourages debate around which data to use, where to use it and how to use it.

**Figure 5**

“We have a well-defined data strategy that is aligned with the business strategy and have a centralized, secure data lake that powers data-driven decision making across the enterprise.”



Source: Accenture operations maturity survey, 2023

**“You can't just bring in your own data from your own sources to make your own argument, and then spend weeks arguing why one data is different to another and whose version of the truth is right.”**

**Chief Operating Officer, multinational telecommunications company**



## Innovate processes for enhanced performance gains

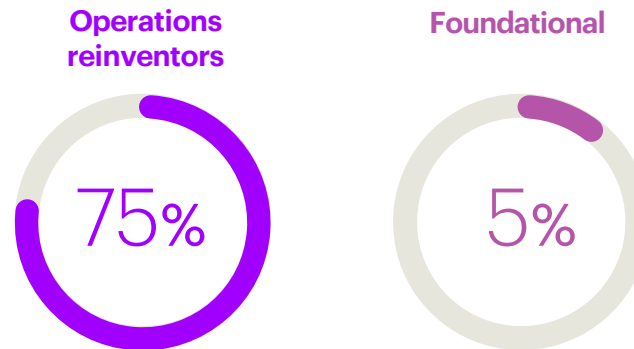
Business processes can become complex over time. Organizations add people and ad-hoc technology solutions, which only makes process mining more cumbersome.

### What operations reinventors do...

- Use virtual representations to visualize the as-is process and discover inefficiencies.
- Identify process gaps, user-specific views for daily operations management and low-code automation to give an outside-in view.

**Figure 6**

“We adopt process mining as well as internal and external benchmarking across all business processes to drive “best-in-class” performance.”



Source: Accenture operations maturity survey, 2023

**“Rather than innovate a process, people tend to automate the old process. The system doesn’t really add value then, because then it throws out the same data as always. Organizations need to be open enough to innovate processes and be able to implement them.”**

**VP Supply Chain & Procurement, multinational integrated energy and petroleum company**



## 04

## Humanize automation experiences at scale

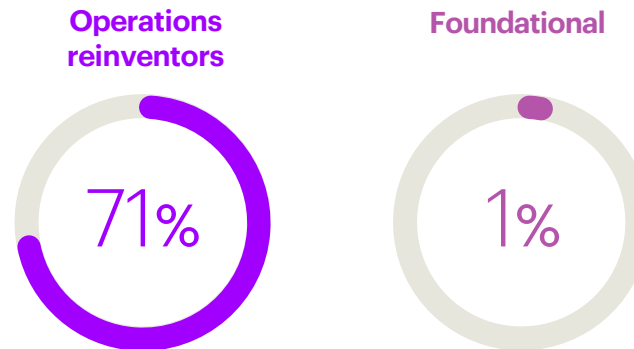
Many organizations have mature automation across processes, such as invoicing, payroll, vendor management or reconciliations. But often, introducing automation in new areas can be met with resistance.

### What operations reinventors do...

- Explore new use cases to make automation user-centric and simplify the relationship with technology.
- Lean on the full capabilities that generative AI and next-gen AI provides and measure experience-related outcomes.

#### Figure 7

"We deploy AI and automation for customer, employee and partner experience management solutions at scale."



Source: Accenture operations maturity survey, 2023

**"Whenever we spend millions of dollars in getting an apparently super system in place, simplicity is lost. At every stakeholder level there is an input that must be given for the system to function properly. Training people to get this input in the desired manner is the biggest challenge that we've faced."**

**Head of Marketing, India, multinational automobile manufacturer**



## Employ an agile talent strategy

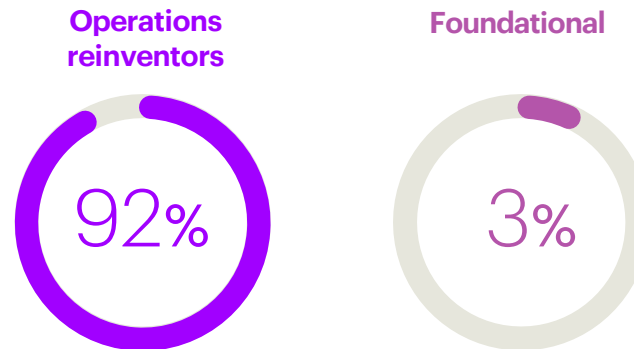
The next wave of business transformation is a shared reality that converges the physical lives we've been leading with the digital ones we've been rapidly expanding. But different levels of capability within the talent pool can complicate the transition.

### What operations reinventors do...

- Make the most of organizational diversity and enable people with a choice of technology tools.
- Introduce a talent management and HR information system that can deliver hyper-personalized employee experiences.

**Figure 8**

"We have an agile talent strategy where machines augment human work in nearly all processes, inspiring fluid collaboration and employee movement across functions."



Source: Accenture operations maturity survey, 2023

**"We have put systems in place that help us measure our thinking time, so we can do more strategic thinking rather than spending time on the nitty-gritty. We free up time to think about issues that really matter for our future—such as how can we make each of our brands more sustainable."**

**Head of Digital Marketing for Australia and New Zealand, multinational conglomerate**

# **As change accelerates, finding new value can't wait**

The reality remains that for organizations currently at lower operations maturity levels, the gap between them and the highest level of operations maturity is widening. Organizations seeking to transform quickly and reinvent themselves can employ strategic managed services to gain access to capabilities necessary for a modern digital core, process expertise and the deep pool of specialized talent to deliver outcomes at scale.

**As businesses race toward a future that is wildly different from the one they were designed to operate in, accelerating operations maturity can help to access a new performance frontier.**

[accenture.com/reinventingoperations](https://accenture.com/reinventingoperations)

## Appendix

### Research methodology

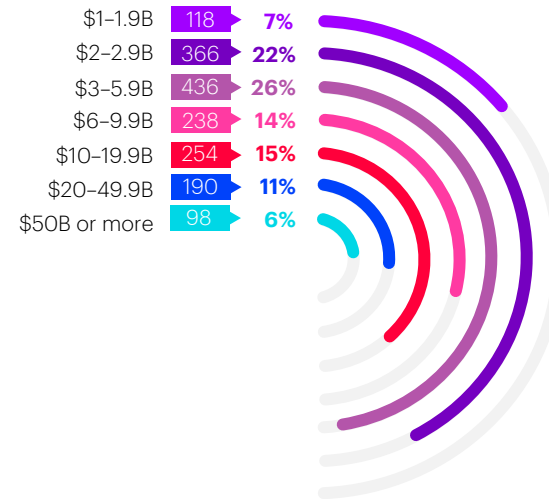
#### | Survey demographics

Throughout April and May 2022, we surveyed 1,700 executives globally—72% C-level or equivalent—across 15 industries and 12 countries. We also conducted 27 in-depth interviews with executives across countries and industries.

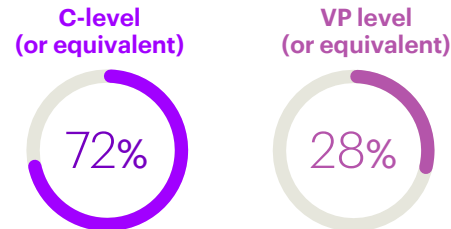
##### 12 Countries

Australia	<b>63</b>	India	<b>81</b>
Brazil	<b>37</b>	Italy	<b>59</b>
Canada	<b>99</b>	Japan	<b>210</b>
China	<b>205</b>	Spain	<b>30</b>
France	<b>54</b>	United Kingdom	<b>100</b>
Germany	<b>170</b>	United States	<b>592</b>

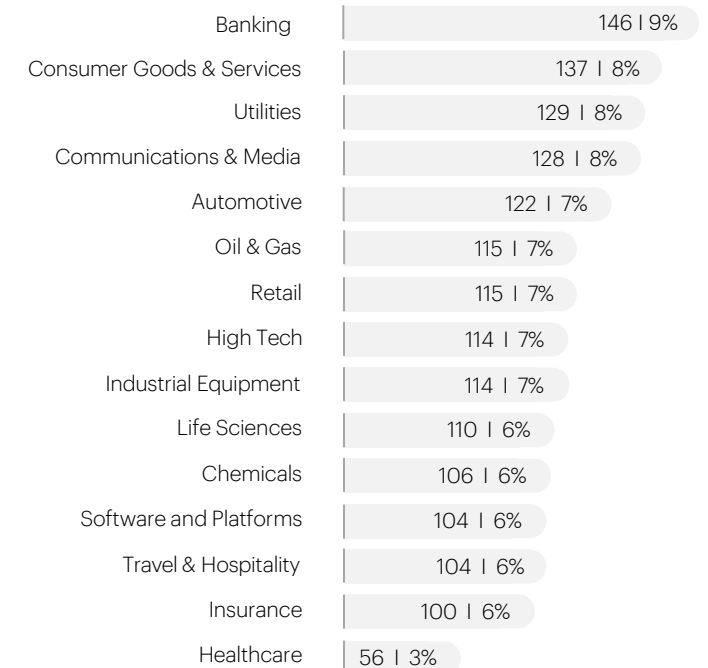
##### Revenue (in US dollars)



##### Roles (to nearest equivalent)



##### 15 Industries





## Glossary

**360° value** delivers the financial business case and unique value a client may be seeking. Accenture partners with our clients to achieve greater progress on inclusion and diversity, reskilling and upskilling their people, achieving their sustainability goals and creating meaningful experiences for their customers, employees and communities.

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**Digital core** is fundamental to all other strategic needs of an enterprise. Amplifying the role of technology in reinvention means shifting from a technology landscape of static, standalone parts to interoperable pieces intentionally integrated and leveraging the cloud. The digital core consists of three layers: an infrastructure and security layer; a data and AI layer; an applications and platforms layer. Building a strong digital core is not a one-time project. It must be continuous to incorporate new technologies and business capabilities.

**Total Enterprise Reinvention** is a deliberate strategy that aims to set a new performance frontier for companies and in most cases, the industries in which they operate. Centered around a strong digital core, it helps drive growth and optimize operations. It requires a strategy for continuous, dynamic reinvention. It becomes a unifying force, across the C-suite and every function and business area, because, by definition, all are involved and accountable for its success. It demands an outside-in perspective that connects what's happening at the organization with what's happening in the world. And it requires new skills and an increased depth of understanding of technology, change management, communication and how to work with partners to achieve results faster.

## Authors



### Yusuf Tayob

Group Chief Executive,  
Operations

[yusuf.a.tayob@accenture.com](mailto:yusuf.a.tayob@accenture.com)

Yusuf Tayob is group chief executive of Operations. His team of more than 219,000 professionals works with our clients to solve their most complex business problems and to deliver sustainable growth and competitiveness. Operations delivers a comprehensive portfolio of enterprise business process services, including Research and Development (R&D), procurement, supply chain, finance, HR, marketing and sales, customer service and support, and trust and safety, as well as industry-specific business services in banking, insurance, capital markets, telecommunications, utilities, software and platforms, and health and life sciences. He is also a member of the Accenture Global Management Committee.



### Vipin Gairola

Growth and Strategy Lead,  
Operations

[v.gairola@accenture.com](mailto:v.gairola@accenture.com)

Vipin Gairola is growth and strategy lead in Operations and a member of the Accenture Global Leadership Council. He has more than 23 years of experience in helping global brands move to intelligent operations and digitally transform across multiple industry sectors. He is also responsible for building asset-led solutions for organizations using data, technology and AI. His work includes building future-ready workforces to fuel innovation, streamline delivery and improve experiences.

## 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 738,000 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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## About Accenture Research

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 trends research—supported by proprietary data and partnerships with leading organizations such as MIT and Harvard Business School—guides our innovations and allows us to transform theories and fresh ideas into real-world solutions for our clients.

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