A handful of organizations are operations reinventors

We surveyed 1,700 executives—72% C-level or equivalent—from 15 industries and 12 countries and found:

<table>
<thead>
<tr>
<th>Higher levels of operations maturity</th>
<th>...but those at lower maturity levels risk being left behind</th>
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<tbody>
<tr>
<td>9% of organizations have a unique ability to reinvent enterprise operations and drive 360° value (up from 7% in 2021)</td>
<td>18% of organizations remain in the lowest levels of maturity with limited incremental optimization</td>
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The four levels of operations maturity

<table>
<thead>
<tr>
<th>Automated</th>
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<tbody>
<tr>
<td>25%</td>
</tr>
<tr>
<td>Insights-driven</td>
</tr>
<tr>
<td>48%</td>
</tr>
<tr>
<td>Foundational</td>
</tr>
<tr>
<td>18%</td>
</tr>
</tbody>
</table>

9% of organizations are at the highest level of operations maturity.

Five ways to reinvent operations

01 Seek out 360° value as a North Star
Operations reinventors look at value creation holistically.

02 Commit to data decisiveness across the enterprise
Operations reinventors establish a clear data strategy and culture.

03 Innovate processes for enhanced performance gains
Operations reinventors improve processes with an outside-in view.

04 Humanize automation experiences at scale
Operations reinventors explore new use cases for automation with their ecosystem partners.

05 Employ an agile talent strategy
Operations reinventors enable hyper-personalized employee experiences.

Operations reinventors implement processes and platforms to track greenhouse gas emissions, waste disposal and resource circularity.

Operations reinventors have a well-defined data strategy that is aligned with the business strategy and have a centralized, secure data lake to support that alignment.

Operations reinventors adopt process mining and internal and external benchmarking across all business process.

Operations reinventors are better at deploying AI and automation for customer, employee and partner experience management solutions at scale.

Operations reinventors have an agile talent strategy where machines augment human work in nearly all processes.

Reinventing Enterprise Operations

How optimizing operations can help to access a new performance frontier.

Operations reinventors create greater 360° value

1.4x higher operating (EBIT) margins.
2.2x greater total shareholder return (three-year).
42% better at agile product and process innovation.
34% better at reducing energy consumption and greenhouse gas emissions.
30% better at driving customer engagement while ensuring customer data privacy.
25% better at providing equal opportunities to women and minorities in the workforce.
19% better at driving talent management programs that ensure better employee engagement.

Operations reinventors are better at driving talent management programs that ensure better employee engagement.

Humanize automation experiences at scale
Operations reinventors explore new use cases for automation with their ecosystem partners.

Employ an agile talent strategy
Operations reinventors enable hyper-personalized employee experiences.

Seek out 360° value as a North Star
Operations reinventors look at value creation holistically.

Commit to data decisiveness across the enterprise
Operations reinventors establish a clear data strategy and culture.

Innovate processes for enhanced performance gains
Operations reinventors improve processes with an outside-in view.

Download report

access.reinventingoperations.com

Read the report to find out how you can become an operations reinventor and access a new performance frontier.