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Reinventing enterprise models in the age of generative AI

AI is the new digital—and its impact will depend largely on the pace at which we adapt ourselves and our organizations. Generative AI (gen AI) is more than just a new technology; **it represents a fundamentally different way of working**. As work evolves, gen AI raises bigger questions about organizational structure and workflows.

This transformation mirrors the industrial era, when we learned to effectively harness machines, production lines and factories. The AI revolution challenges us to rethink how we use technology, data and AI to redefine how we live and work. While the parallels lie in discovering new ways to integrate technology and design organizations, the key difference is the unmatched speed and intensity of change that we're seeing today.

Across industries and regions, gen AI is helping organizations become more intelligent, reshaping jobs and transforming how we develop skills and talent. Yet critical—and often underexplored—questions remain: How do we adapt our current organization and workflows to fully capture value? Will we need fundamentally new approaches to organizational design? How can we better prepare our people to work in new ways, at scale?

When compiling this study, we drew on our extensive, firsthand experience delivering AI-powered reinvention: from reinventing Accenture's own internal corporate functions and from our experience helping clients deploy gen AI to unlock new sources of value, innovation and growth. We also consulted a range of luminaries and academics for their insight on what future enterprises will look like in the age of gen AI. The result is a four-lens framework that can help leaders think through the practicalities of creating a future-ready enterprise: amplified intelligence, dynamic skills, fluid boundaries and adaptable structures.

The world around us is not static, nor is technology. The ability to adapt talent and organizations and to deliver continuous change will be a real source of value creation in the future. Is your organization reinvention ready?

In the two years following the launch of OpenAI's ChatGPT platform in December 2022, gen AI has rapidly captured our imagination and hit the top of the executive agenda. Across industries and regions, organizations are investing in gen AI experimentation and use cases, with some already realizing impressive, tangible value.

Accenture research found that 97% of executives believe this technology will fundamentally transform their companies and industries[1] and the vast majority (93%) report that gen AI investments are outperforming other investments.[1] The value at stake is tremendous: organizations successfully pursuing AI-fueled reinvention have already delivered top-line performance 15% higher than their peers between 2019 and 2024. That figure could double by 2026.[2]

While the level of investment is important, so is getting from proof of concept to real scale and, therefore, larger returns. More than half (65%) of executives we surveyed say they themselves lack the technological expertise required to lead gen AI / AI transformations.[1]

Furthermore, there's a significant trust gap brewing between leaders and workers. For instance, most employers (63%)[3] say skills gaps are a major barrier to business transformation, but most workers (82%)[1] believe they grasp the technology and 94% are confident[1] they can develop the skills needed.

To fully unlock the potential of gen AI, the C-suite must also grapple with a bigger set of questions. While having a new "digital coworker" is a compelling start, the real value lies in thinking more deeply about how traditional workflows, functions and jobs will be redefined across the value chain. This involves reimagining not only how tasks are executed, but also how new capabilities can be scaled to create a transformative operating model—one that holistically integrates technology, talent and processes to deliver sustainable value.

We are stepping into uncharted territory where new forms of intelligence could redefine what's possible. As Wharton School Professor Ethan Mollick told us: "Radical will become not radical." Gen AI enables enhanced collaboration between humans and machines, raising the collective intelligence of organizations. This will create entirely new jobs and ways of working, and call for a fundamental shift in how we think about talent and skills. Traditional boundaries will be challenged, paving the way for innovative organizational structures to emerge.

> "Radical will become not radical."
>
> *Ethan Mollick, Ralph J. Roberts Distinguished Faculty Scholar and Associate Professor, Wharton School, University of Pennsylvania.*

We've been studying the impacts of gen AI-driven reinvention through our work with global clients and our firsthand experience scaling it within the walls of Accenture. We also actively engage with leading voices in academia, industry and technology to shape our perspective on what future enterprises may look like. Here's what we found:

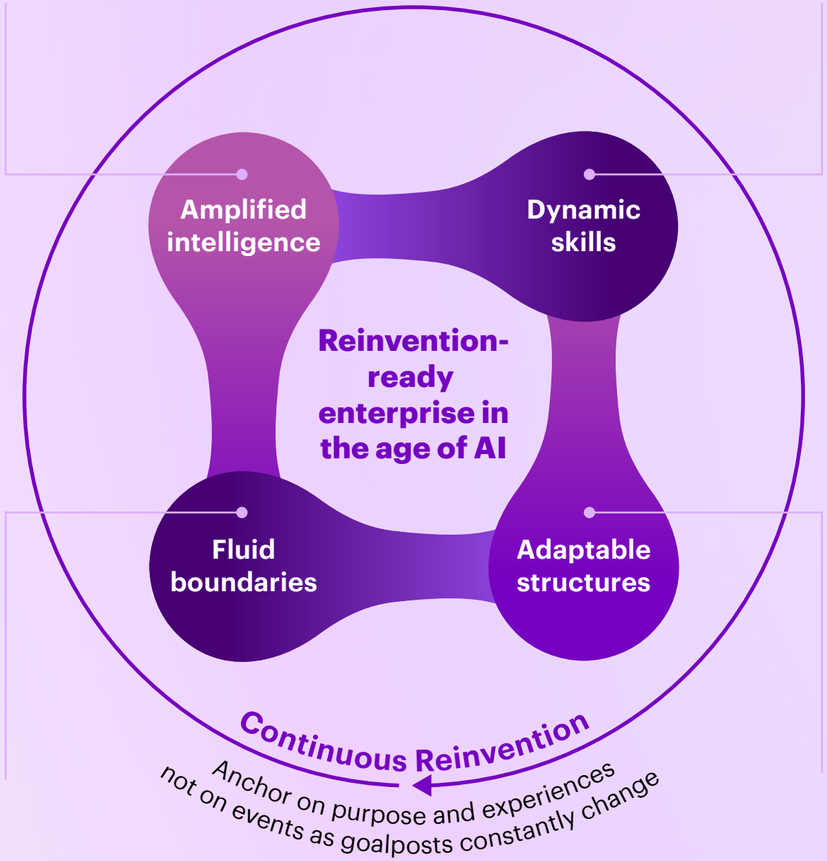
Amplified intelligence: The integration of human+machine capabilities will unlock new levels of intelligence and innovation. To see the full potential, organizations must reconsider how they structure workflows to enable new connective intelligence tissue: a network of interactions that connects humans and gen AI agents. For example, if functional interfaces are largely managed by intelligent agents with human supervision, could they open new possibilities for running end-to-end processes, such as integrated business planning, in more efficient and dynamic ways?

Fluid boundaries: Traditional boundaries and silos will be challenged and completely reshaped. As work is reimagined, organizations should rethink traditional workforce structures and constructs. For instance, contact centers could evolve into intelligent operations hubs, organized in entirely new ways to better align with the demands of a changing workforce.

Dynamic skills: The skills half-life will plummet, placing a premium on continuous human and AI agent learning. We will see more co-learning between people and intelligent agents as they begin to innovate together. How do you create the structures and incentives to harness this innovative nature of co-learning? What are the implications for corporate learning?

Adaptable structures: Radically different organizational structures and teaming models will emerge as intelligent agents become increasingly embedded in work processes. As people collaborate with gen AI agents, the structures they work within must adapt. For example, will the core unit of an organization become a human+machine partnership rather than a full-time equivalent (FTE)? How will traditional metrics like spans and layers or shared services and global capability centers (GCCs) evolve? Could this be the moment when platform-based organizational models, pioneered by tech companies, become the standard?

The integration of human+machine capabilities will unlock new levels of intelligence and innovation



The skills half-life will plummet, placing a premium on continuous human and AI agent learning

Traditional boundaries and silos will be challenged and completely reshaped

Radically different organizational structures and teaming models will emerge as intelligent agents become increasingly embedded in work processes

We are still in the early days of the next major transformational technology. The world around us is also constantly changing – therefore organizations will need to become "reinvention ready" to navigate a period of constant change. The ability to adapt structures and skills will be a source of innovation and growth. At a strategic level, that means anchoring change on purpose and experience rather than adhering to a fixed set of transformation goals and roadmaps.

In this paper we will explore the future of enterprises through each of the four lenses and conclude with a set of practical considerations for how organizations can become "reinvention-ready."

Amplified intelligence

The integration of **human+machine** capabilities will unlock new levels of intelligence and innovation.

Amplified intelligence

Key insights:

- Adding gen AI agents to the workforce will amplify collective intelligence.
- Gen AI agents can act as "intelligent colleagues," enhancing collaboration and decision-making.
- These advancements ignite innovation by rapidly spreading ideas and solutions across the organization.

Gen AI introduces a new dimension to human+machine collaboration. Previously, human+machine interactions were mostly limited to query-response exchanges intended to retrieve data and information. The generation of ideas, insights and content, by contrast, remained strictly the domain of humans.

Gen AI upends this paradigm by facilitating unprecedented, fluid collaboration between technology and humans. This can even include guiding humans to execute intelligence-requiring activities. According to Vegard Kolbjørnsrud's research, individual and collective intelligence can be amplified by adding more "intelligent actors", or gen AI agents, into the mix.[4] Yet, flooding an organization with gen AI agents is not sufficient, akin to expecting more tech tools to make people more productive. Two critical ingredients are required for collective intelligence to amplify and drive impact.

"We used to think of human-machine interactions as a technology problem. But if we think of intelligent tech as digital actors who can automate or augment challenging work, it is meaningful to organize in a way that enables such human-machine collaboration."

Vegard Kolbjørnsrud, BI Norwegian Business School, Oslo, Norway

Amplified intelligence

First, people must accept gen AI agents as a new type of “intelligent colleague” with novel capabilities that are different from their own. Imagine an entirely new workflow, where individuals can interact with someone else’s gen AI agent, or a group of gen AI agents collaborating with one another to collect insights for their “human partner” to help enhance decision making.

Second, organizations need to form and nurture a new connective intelligence tissue: a network of interactions that connects humans and gen AI agents, allowing knowledge, insights and innovation to flow seamlessly across individual, team and organizational levels.

Take innovation, a job typically assigned to a center of excellence (CoE) and often tightly managed. What if innovation were not prescribed to a place and time, but rather bubbled up from the edges of the organization, where individuals and teams have direct insights into customer needs? With gen AI, it’s already possible for almost anyone to go from an idea to a customer-tested product concept, complete with a marketing campaign and a website in less than a day. Gen AI agents could then disseminate the idea and product concept amongst one another and advise human colleagues to join a team to progress it. Furthermore, domain experts working with their own gen AI agents could continuously scan thousands of emerging ideas to ensure the most promising ones are prioritized for testing and funding.

“Currently, enterprises operate with designated teams, processes and places where innovations should happen. Instead, with connectional intelligence, we will have systems of aggregated individual and team innovation that will propagate at speeds we cannot imagine.”

Dr. Saj-nicole Joni, CEO Cambridge International Group Ltd.

Amplified intelligence

The gen AI agents and connective intelligence tissue will equip employees at every level of an organization to make better decisions by providing contextually relevant information and actionable insights. The employees will then need to develop new skills to better work with these capabilities, integrating them into their everyday working practices. Organizations, meanwhile, will need an entirely new way of enabling employees to acquire and apply these skills—quickly and continuously.

> "In the future, many of us will find that our professional success depends on our ability to elicit the best possible output from large language models (LLMs) like ChatGPT—and to learn and grow along with them."

Jim Wilson, Global Managing Director of Thought Leadership & Technology Research, Accenture
Paul Daugherty, Senior Technology Advisor, Accenture

Dynamic skills

The half-life of skills will plummet, placing a premium on continuous **human and AI** agent learning.

Dynamic skills

Key insights:

- Job architectures based on dynamic skills will become more prevalent.
- Predictive workforce planning will be critical as the nature of work, tasks and skills continuously evolves.
- A new talent model will prioritize curious and inquisitive individuals with strong learning agility and an ability to fuse human and machine skills.
- A reimagined approach to learning and development will foster dynamism in jobs and associated skills.

Gen AI is already dramatically impacting the traditional currency of skills. The time it takes for a skill to lose one-half of its value (its "half-life") is shrinking at an increasing pace. This phenomenon underscores the growing need for dynamic job architectures, predictive workforce planning, new engines for developing talent and a new approach to pervasive learning and apprenticeship – all of which can be enhanced and supported by gen AI.

Consider an accelerated cycle of job changes as the nature of work is impacted by AI. Many workers will be expected to learn new skills, train AI agents to automate those skills and then re-imagine and redefine their own jobs. As AI automates aspects of both routine tasks and advanced skill-based tasks, the remaining work will be reconstituted into new jobs. This evolving job architecture means organizations will need to plan their workforce based on predicted career pathways—possibly helped by AI—rather than relying on traditional, predefined paths. As Ethan Molick observed: "In the AI future, HR becomes your R&D department."

> "In the AI future, HR becomes your R&D department."
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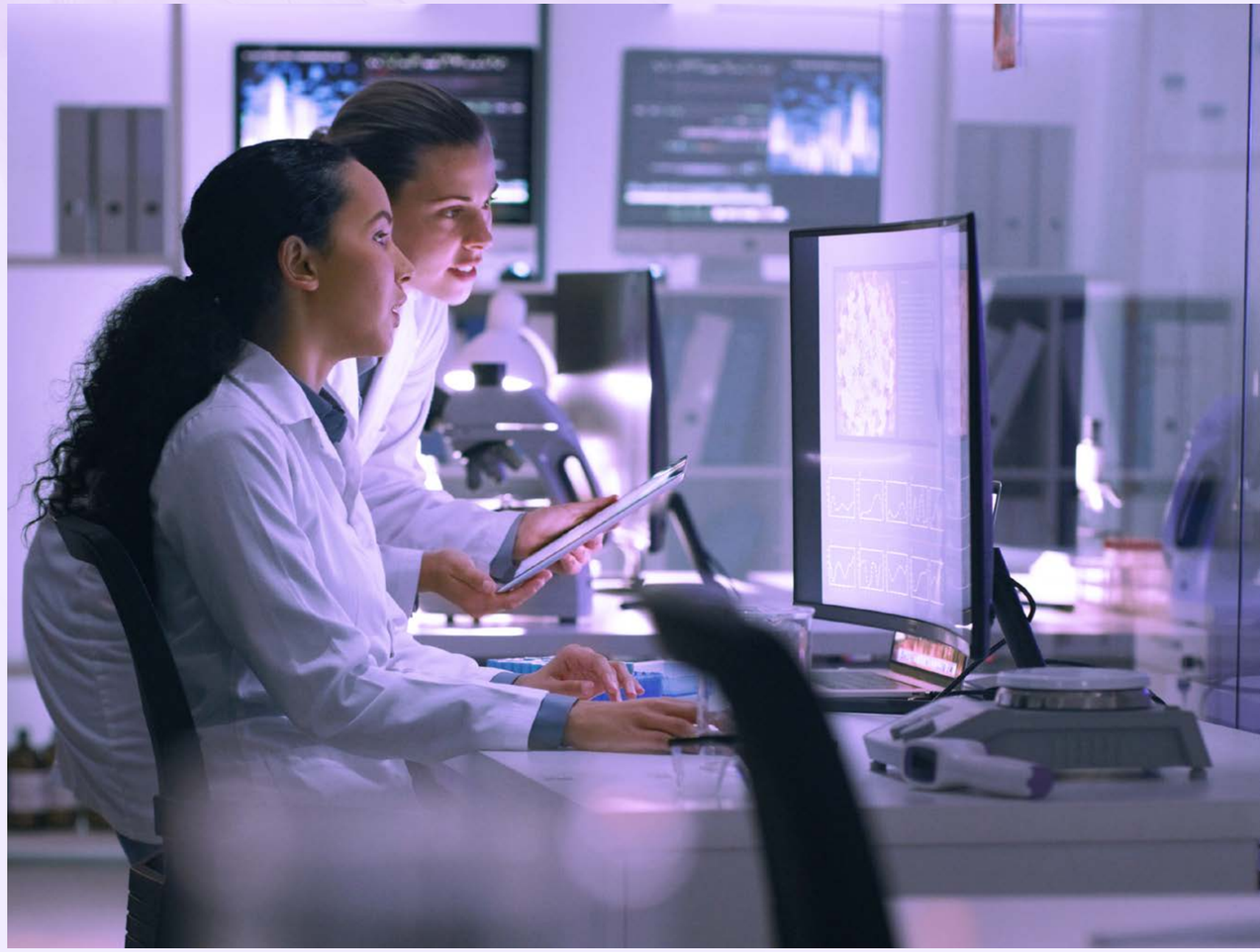
> *Ethan Mollick, Ralph J. Roberts Distinguished Faculty Scholar and Associate Professor, Wharton School, University of Pennsylvania.*

Dynamic skills

To accommodate this accelerated job cycle, a new approach to talent acquisition and development will be essential. Organizations will favor talent who thrive in such dynamic environments: curious and inquisitive individuals with a high aptitude for continuous learning and a strong appetite for change. Additionally, companies will increasingly expect new joiners to come with a commitment to lifelong learning and a readiness to reinvent themselves throughout their careers.



> “Imagine a future when students graduate together with their AI assistants, who know everything that students have learned and their preferences for learning, critical thinking and connecting. How useful would such assistants be on the first day at a job?”

Dr. Saj-nicole Joni, CEO Cambridge International Group Ltd.

Dynamic skills

In the context of future jobs and talent, many debate if “generalists” or “specialists” will become obsolete with the rise of AI-augmented work. We believe that both will remain essential, as organizations will require a high degree of ambidexterity: expanding the possibilities of gen AI, while cultivating uniquely human expertise in specialized domains. For example, some employees will become highly proficient in selecting fit-for-purpose LLMs, setting up systems to train and continuously update the models and pre-training gen AI agents. Others, augmented by AI agents, will exercise deep domain expertise to create better products and services. One thing is clear: Whether one is a “generalist” or a “specialist,” the ability to fuse human and machine skills will be essential.

“Marketing organization transformation with gen AI”

A global software company achieved very high levels of automation and productivity in the marketing function through the use of gen AI (for example, creating marketing search campaigns in hours versus several weeks). The Chief Marketing Officer recognized that the secret sauce lay in the ability to put together gen AI capabilities (models, data, marketing stack) that enabled marketing specialists to exercise the human craft. The CMO ensured that both capabilities were brought in-house: “We can do so much more and faster ourselves now. We also did not want to ‘leak’ what is unique to our organization to competitors by training third parties and their AI models.”

Former EVP and Chief Marketing Officer at Global Software Company

“Transforming performance management with gen AI at Accenture”

Like many companies, Accenture believes that continuous feedback is critical to quality performance management and individual development, but it lacked high-quality, regular feedback. By developing its gen AI-enabled Feedback Coach, Accenture supercharged the regularity and quality of employee feedback by providing suggested phrases and sentences directly in Microsoft Teams and Workday, based on input from the writer. After much success with this Feedback Coach, Accenture expanded it to support employees in writing self-reflections in an objective way, with clarity and relevance. Results have been impressive: an 89% increase in completed feedback, 95% of writers saved time and 76% of receivers rated the feedback quality as good or excellent.

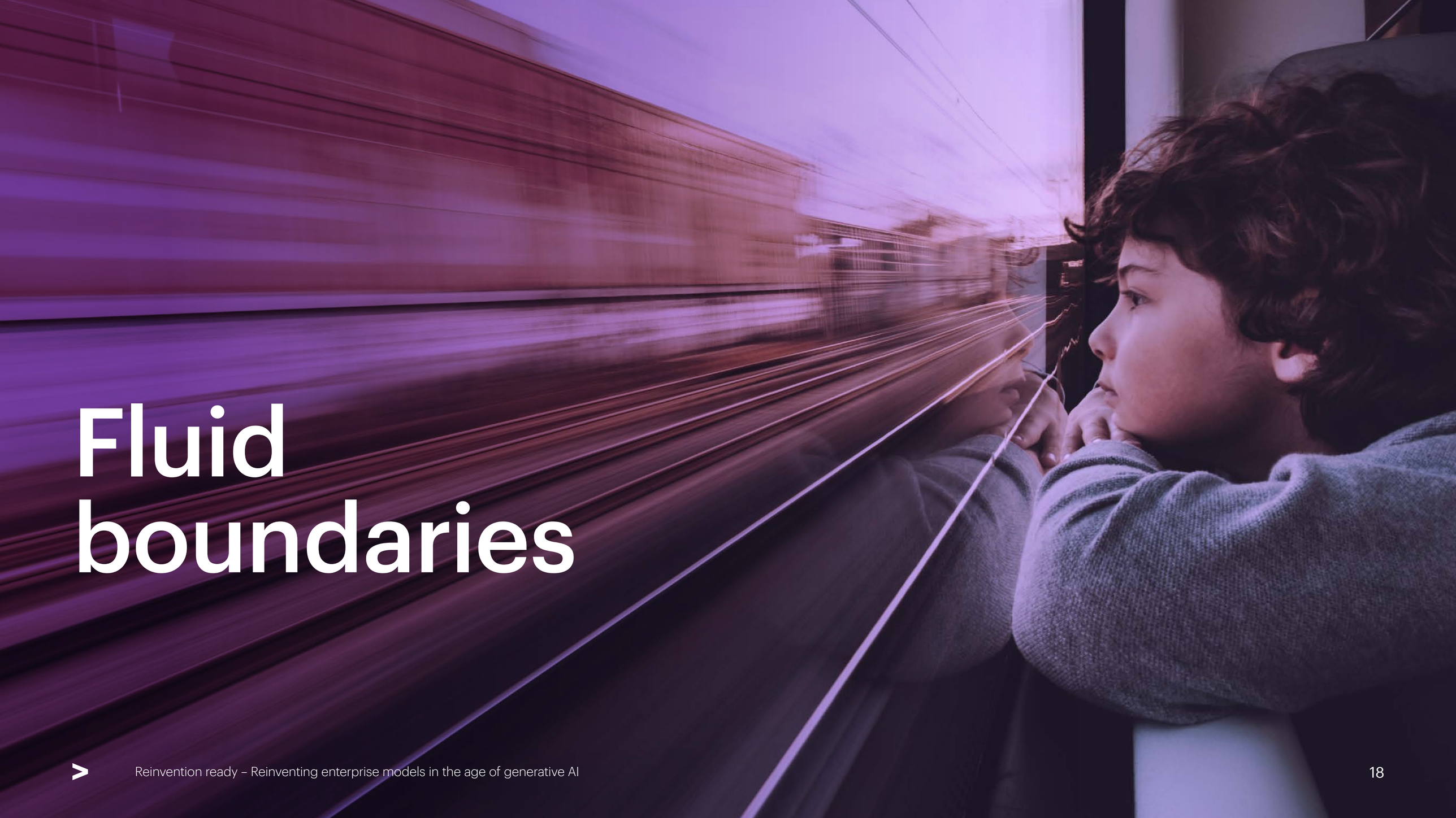
A reimagined approach to learning and development is essential to support employees and foster dynamic skills and roles at both individual and organizational levels. People will receive real-time feedback and information on their performance, skill relevance and learning opportunities, moving away from the traditional, infrequent assessments conducted by managers or HR that commonly led to the prescribed curricula from static content. Even the more recent trend toward democratized, on-demand self-service learning falls short of what will be required because it lacks personalized guidance tailored to an individual’s role, context and learning preferences.

Here, a personal gen AI learning agent can be an invaluable companion. Aware of an employee’s changing role, experience and ambition, the agent could proactively suggest upskilling / reskilling paths that are highly tailored to the individual’s professional goals, needs and unique learning preferences.

To enable this new way of learning, the Learning & Development (L&D) function will look completely different. Its focus will shift from pre-configured learning programs and content to providing gen AI learning companions and LLMs trained on internal and external skill learning content that is closely and continuously aligned to the changing nature of work and required jobs. Additionally, the L&D function will be responsible for nurturing continuous and pervasive learning by embedding it holistically into the job roles. This requires close collaboration between business and HR leaders, and we expect the L&D function to gain prominence within the C-suite, following a similar trajectory as IT and digital functions when they became integral to business strategy.

The ability to dynamically evolve one’s skills for the task at hand (and longer-term strategic goals) will enable people to work across disciplines and functions, which is a catalyst in dissolving the traditional boundaries within organizations. Leaders must cultivate “human fluency”—the ability to adapt talent and practices to maximize the potential of technology. The human side of AI is critical, starting with leadership and cascading through every level of the organization. With 57% of employees wanting greater clarity on what gen AI means for their careers[1], it’s essential for leaders to prioritize transparency, training and open dialogue to guide their people through this transformation.

Fluid boundaries



Traditional boundaries
and silos will be challenged
and completely **reshaped**.

Fluid boundaries

Key insights:

- Workflows will transcend traditional organizational boundaries as gen AI automates routine work and augments human activities.
- Transparency will increase exponentially, with gen AI helping to quickly disseminate information and insights across organizational siloes.
- Working across disciplines will be easier as the base level of expertise becomes more accessible through well-synthesized information by gen AI.
- Many organizational and operating model constructs will be completely reshaped: C-suites will be de-siloed, functions will compress in size and converge, CoEs will evolve into capability-building teams and the boundary between tech and business will become translucent.

As gen AI automates more routine work across end-to-end processes, humans will focus on more fulfilling, strategic work, such as highly creative tasks or resolving exceptions in AI-automated workflows. Such work will, by definition, transcend traditional organizational boundaries and require people, augmented by gen AI, to work together in new ways and in more cross-functional teams.

Furthermore, transparency will radically increase as gen AI eases and accelerates the flow of information and insights across the organization, including geographies, time zones, languages and regulatory jurisdictions. This will further challenge and reshape the boundaries of traditional hierarchies in which resources and information are tightly orchestrated through managerial layers in siloes.

Finally, the base level of expertise can be lessened as specialists across disciplines—for example, R&D, marketing and sales—can work together in ways that were previously more challenging. This is driven by the ease of interacting with gen AI to quickly access a synthesis of information and rich insights across disparate and unstructured information sources.

To deepen our understanding of these trends, let’s examine the ramifications of fluid boundaries on select organizational and operating model constructs, starting at the top.

C-suites are the pinnacle of information aggregation and, ultimately, decision-making. Yet, organizational siloes often originate at the top, cascading downward as business units and functional divisions are structured around various power dynamics that include information flows. Imagine instead, a de-siloed C-suite where a gen AI agent can provide holistic visibility across the organization in just a single prompt. C-suite leaders could ask questions and instantly gain insights into any part of the business without needing to be deep experts in those areas.

Fluid boundaries

For example, a chief marketing officer at a life sciences company might quickly inquire about emerging clinical trial outcomes to proactively plan a future marketing campaign for a particular drug. The orientation of such a C-suite could pivot from managing mostly in siloes to identifying critical company-wide issues and forming sub-teams to solve them. A leader's deep domain and functional expertise would still be required to make decisions and run the organization. However, some domain expertise could become more easily interchangeable among leaders skilled in using gen AI agents. A multinational financial services organization is already experimenting with this idea by temporarily swapping C-suite roles, for example, asking its CIO to become its CHRO and vice versa.

Corporate functions will also look different as gen AI takes on many traditional tasks. These departments will be leaner and staffed by employees who are adept at fusing their specialized skills with gen AI capabilities. This allows for the essential cross-functional collaboration needed to achieve business objectives. Consider the potential for Go-to-Market, HR, Learning & Development, Risk and Strategy functions to jointly make real-time AI-supported decisions about the shape, skills and size of the company's sales workforce, considering new offerings, emerging competitive dynamics and changing regulatory or political environment.

Likewise, CoEs—a long-standing bastion of enterprise centralization—will undergo a fundamental shift and take the form of Capability Building Teams (CBTs) that will extensively use gen AI technologies. The CBT mission will be to form and facilitate multi-disciplinary teams focused on specific challenges, including the pre-training and onboarding of gen AI agents for a challenge at hand. CBTs will also aggregate and distribute ideas, insights and best practices by embedding such knowledge into proprietary large language models for anyone's use through widely accessible gen AI agents.

"Breaking down silos with gen AI to drive agility and sustainability"

Currys Plc, a leading international omnichannel retailer of technology products and services, provides a vivid illustration of a cross-functional way of achieving business outcomes. By leveraging gen AI and a unified cloud platform, the company has dismantled traditional silos between procurement, customer service and sustainability teams. This integration allows real-time collaboration, aligning inventory decisions with customer demand insights while simultaneously tracking sustainability impacts. The result is greater agility, improved customer satisfaction and a stronger commitment to sustainability—demonstrating how gen AI can enable fluid and adaptive collaboration across corporate functions.

Fluid boundaries

"Improve customer service by embedding gen AI into customer service"

Accenture is helping Radisson Hotel Group to make gen AI technology a seamless part of customer service to review and publish millions of guest reviews weekly. This saves hotel staff from repetitive tasks, thereby allowing them to focus on enhancing guest experiences.

Using Microsoft technologies and OpenAI's large language models, the system manages customer requests and cancellations, and drafts responses to guest feedback, learning from each interaction to improve over time. In essence, gen AI is simply part of the customer service tasks and workflow, not a separate technology tool or system. This solution not only enhances employee satisfaction by reducing their workload but also supports Radisson's goal of becoming a tech-driven business that anticipates customer needs.

The boundary between business and technology will continue to erode and become increasingly translucent. The natural language interface of gen AI tools will make this boundary largely irrelevant, allowing people without specialized tech skills to to easily query and interact with data, synthesize information and generate insights—a trend that will only continue to accelerate. This will allow organizations to seamlessly embed technology into workflows without the need for extensive technology development projects. While the IT/Tech function will remain essential, its focus will be building and managing scalable, company-wide infrastructure and platforms.

Lastly, the ecosystems of partners will increasingly experience the fluidity of evolving boundaries among them. Many products and assets, both digital and physical, are already enriched with data and information from multiple sources. Gen AI will further enhance these products with intelligence, driving deeper process and data integration across ecosystem boundaries in secure, regulatory-compliant ways. Consider a modern car already equipped with navigation, streaming services and soon, autonomous driving capabilities.

The power of gen AI holds a lot of promise to create the fluidity across boundaries, but it's not sufficient. As we have learned with other technological waves, it takes human intent, resolve and stamina to transform the ways we work, collaborate and organize.

Adaptable structures

Radically different organizational structures and teaming models will emerge as **intelligent agents** become increasingly embedded in work processes.

Adaptable structures

Key insights:

- Unit of organization and work capacity will evolve to include human+machine partnering.
- Organizational structures will continue to flatten and become more flexible with self-organizing human+machine teams.
- Adoption of platform-based organization models will rise as global capability centers and business services scale gen AI across workflows.
- Traditional performance evaluation and funding systems will evolve to incentivize and measure human+machine productivity and effectiveness.

What organizational wiring will enable the fluidity of boundaries as people and gen AI agents work together? Answering this requires rethinking how organizational and operating constructs evolve at all levels: from the basic unit (employees) to teaming methods, reporting hierarchies and platform-based models. Additionally, performance evaluation and funding systems must evolve to incentivize and measure the inputs and outcomes of human+machine collaboration to capture its transformative potential.

When using gen AI agents becomes a necessity to perform one's job, partnership between an employee and AI agent(s) will become the base unit of organizational structure and capacity. This will require a significant mindset shift, requiring leaders to rethink:

- how employees interact with their colleagues and gen AI agents
- how managers assign tasks and build teams by quickly augmenting employees' skills and capabilities with one or more gen AI agents
- how managers and HR define job requirements

A boost to organizational agility can be achieved by allowing more freedom for teams to self-organize, aided by gen AI agents and guided by simple rules, such as ensuring alignment to organizational objectives. This is particularly true for accelerating innovation, as discussed in the Amplified Intelligence section. With information transparency from gen AI, employees can find ideas of interest and commit their time to teams that share common goals. As a result, the reduced need for managing information flow, team formation and their work will naturally lead to flatter hierarchies.

Adaptable structures

"Increased collaboration will require different organizational architectures underpinned by simple protocols and rules for how to self-organize and behave, as well as by transparency of information flow. For example, contrast the rigid organizational structures with the Internet whose shape is not important: protocols and routers efficiently propagate the information, allowing interested actors to self-organize around a common purpose and goals."

Vegard Kolbjørnsrud, Associate Professor, BI Norwegian Business School, Oslo, Norway

Adaptable structures

This is also the time to seize a massive opportunity for scaling differentiated capabilities and operational workflows. Platform-based organizational models, once pioneered by tech companies, are now more feasible through modern AI-enabled global capability centers (GCC), providing at-scale access to global talent and enterprise-scale services.

Many of our clients' GCCs and GBSs are already successfully implementing gen AI to enhance the end-to-end service delivery through AI-enabled service excellence and integrated help. For example, service excellence is improved through hyper-automation and gen AI that enable better orchestration of human-machine work, predict SLA achievement and proactively recommend interventions. Similarly, integrated help is enhanced by adopting gen AI in self-service, knowledge and request management and learning & development.

Alongside structural and operational changes, performance measurement and funding systems must adapt to incentivize and measure outcomes of human+machine collaboration. Individual productivity targets, such as those for sales associates, should reflect AI-driven efficiencies and enhanced customer satisfaction. At the organizational level, marketing teams should track improvements in campaign cost, speed and effectiveness as they integrate AI. However, rising performance expectations must be matched with investments in AI training and funding for the AI agents.

At the same time, traditional input-based metrics will become less relevant as organizations scale the AI agents quickly and cheaply. Promotion criteria, for instance, will shift away from the number of employees managed, as workers oversee dozens or even hundreds of AI agents. Similarly, hours worked will lose significance as AI agents perform tasks with minimal human oversight.

Reinvention on the rise

For senior business leaders looking to propel their companies into a future dominated by AI and advanced technologies, investing in GCCs offers a clear path to scaling transformation and unlocking unprecedented business value.

The rise of GCCs as reinvention engines marks a pivotal shift in how companies can harness talent and technology for transformative growth. By centralizing talent and resources, these centers enable companies to swiftly adapt to market changes, drive continuous innovation and maintain competitive advantages.

That means modern organizations need a modern GCC. As Julie Sweet, Chair and CEO of Accenture, says, "To succeed in the next decade, organizations need to reinvent every part of their enterprise with technology, data and AI—and access, unlock and create great talent. Modern GCCs are a smart, powerful way to accelerate this strategy."

Opportunities for action

Opportunities for action

This report has explored four lenses through which leaders can rethink enterprise models, drawing on our leading work in gen AI. While it's still early days and much remains unknown about how these technologies will scale, one thing is clear: **operating model and organizational design are critical enablers of unlocking value**.

This is a pivotal moment in the evolution of gen AI. The actions business leaders take today will shape the future of their organizations and industries, presenting a unique opportunity to reimagine work and unlock new frontiers of performance.

As a compelling example, consider how we, at Accenture, have leveraged gen AI at scale to reinvent our Marketing + Communications (M+C) function. By addressing multiple dimensions—including new ways of working, technology integration, workforce upskilling and structural redesign—we are demonstrating the transformative impact of a holistic approach to using gen AI that is already unlocking tremendous value.

Here are key actions leaders can take now:

Reflect on your current gen AI ambition. Are you thinking deeply about future needs of your business, like new ways of working, talent and skills and organizational / operating model implications? Consider the four dimensions we've shared.

Focus on early opportunities to scale gen AI. Are you addressing the implications for organizing work differently? Without reshaping work, processes, tasks and required skills, it's difficult to fully realize gen AI's value at scale.

Prepare your organization to be "Reinvention Ready." Our research shows that Reinventors consistently set new performance benchmarks and continuously adapt talent and ways of working to sustain momentum.

Invest in trust and engagement. Build skills and learning infrastructure, foster responsible AI practices and prioritize transparency and dialogue with your people so your organization can grow through change.

Accenture's M+C Reinvention: A story of innovation and human potential

Accenture's own Marketing + Communications (M+C) function provides a case study in how AI-driven reinvention can support business growth and enhance employee engagement while concurrently improving operational efficiency.

The challenge

As Accenture scaled to nearly 800,000 employees, our M+C function faced our own reality: We have a complex organization of five service groups, thirteen industry groups, in three markets and dozens of market units which created a proliferation of marketing activities. We didn't have a clear sense for where M+C professionals were spending time and the degree to which that time was aligned with Accenture's strategic priorities. The creation of a marketing campaign could take upwards of 150 days. We sought to ensure that we knew every step involved in order to reinvent the process for today. Our KPIs varied by teams within M+C, inhibiting our ability to know if our content and campaigns were having an impact in the market. We needed better transparency into the work and the impact it was having on our clients and the markets in which we operate. It was time to rethink the entire function—everything we do, why we do it and for whom we do it—all centered around creating greater brand differentiation tightly aligned with our business strategy.

The solution

Accenture M+C began by looking closely at the reinvention of work. We went deep into understanding where time was spent and what outcomes it produced. We centralized our data. We redesigned our processes. We broke down silos and minimized duplication of projects. We leveraged the Accenture workbench asset—SynOps—to create a single source of truth. SynOps provides a clear view of all campaigns, creating a clearer view into the distribution of resources against our most strategic initiatives. In this first wave of our reinvention, we reduced internal communications by 60% and external content by 50%, all while improving our external brand value by 25%. It was a testament to doing fewer things better.

Opportunities for action

- **Reimagining work with AI agents and people**
  M+C designed new processes that leveraged the strengths of both humans and agents.
  - **AI Refinery integration:** At the heart of this transformation is Accenture's AI Refinery, built with NVIDIA technology. We are using 14 specialized AI agents to handle complex tasks for 2,000+ marketers around the world. This is one of the largest implementations of its kind. Each agent has a people lead who onboards, trains and provides important feedback for the agent's development.
  - **Task automation and analysis:** Specialized agents handle tasks ranging from routine automation to advanced data analysis, freeing marketers to focus on more strategic and creative efforts.
- **Reshape skills and talent**
  To ensure that marketing talent can work effectively alongside AI, we took a responsible, transparent and data-driven approach that focuses on continuous upskilling to ensure people are ready for workforce changes.
  - **AI upskilling and learning:** A structured training program prepares employees to collaborate with AI agents, leveraging role-specific learning. Change specialists support marketers through the transformation.
  - **A culture of experimentation:** A process of continuous learning and interaction helps ensure that feedback is timely and 2-way: agent to marketer and marketer to agent. This approach helps ensure that gen AI enhances—not replaces—human capabilities and helps foster a trusted partnership where humans+AI can innovate, learn and improve together.

The results
In addition to improving our external brand value by 25%, we have contributed to improved profitability. We have reduced manual tasks by approximately 30% and we have improved speed-to-market in the range of 25-55%. Lastly, we eliminated $80M in SG&A costs—some of which went to the bottom line and some of which was reallocated to strategic growth initiatives.

The takeaway
Accenture's M+C reinvention provides a blueprint for how organizations can redesign work and reshape the workforce to support people and AI agents in working together effectively. Accenture's M+C function has evolved into a more dynamic, data-driven growth engine for the business, while freeing marketers to unleash their full strategic and creative potential.

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Karalee is Accenture's Global Lead for the Talent & Organization practice and a member of the company's Global Management Committee. She is dedicated to reinventing work, driving change and enhancing the employee experience to boost productivity, drive growth and make work more meaningful.

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Kestas leads topics of AI impact on the future of enterprises and enterprise agility. He is dedicated to helping clients achieve business value from investments in AI, data and technology. He is passionate about bringing thought leadership into practice in collaboration with academia and experts.

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