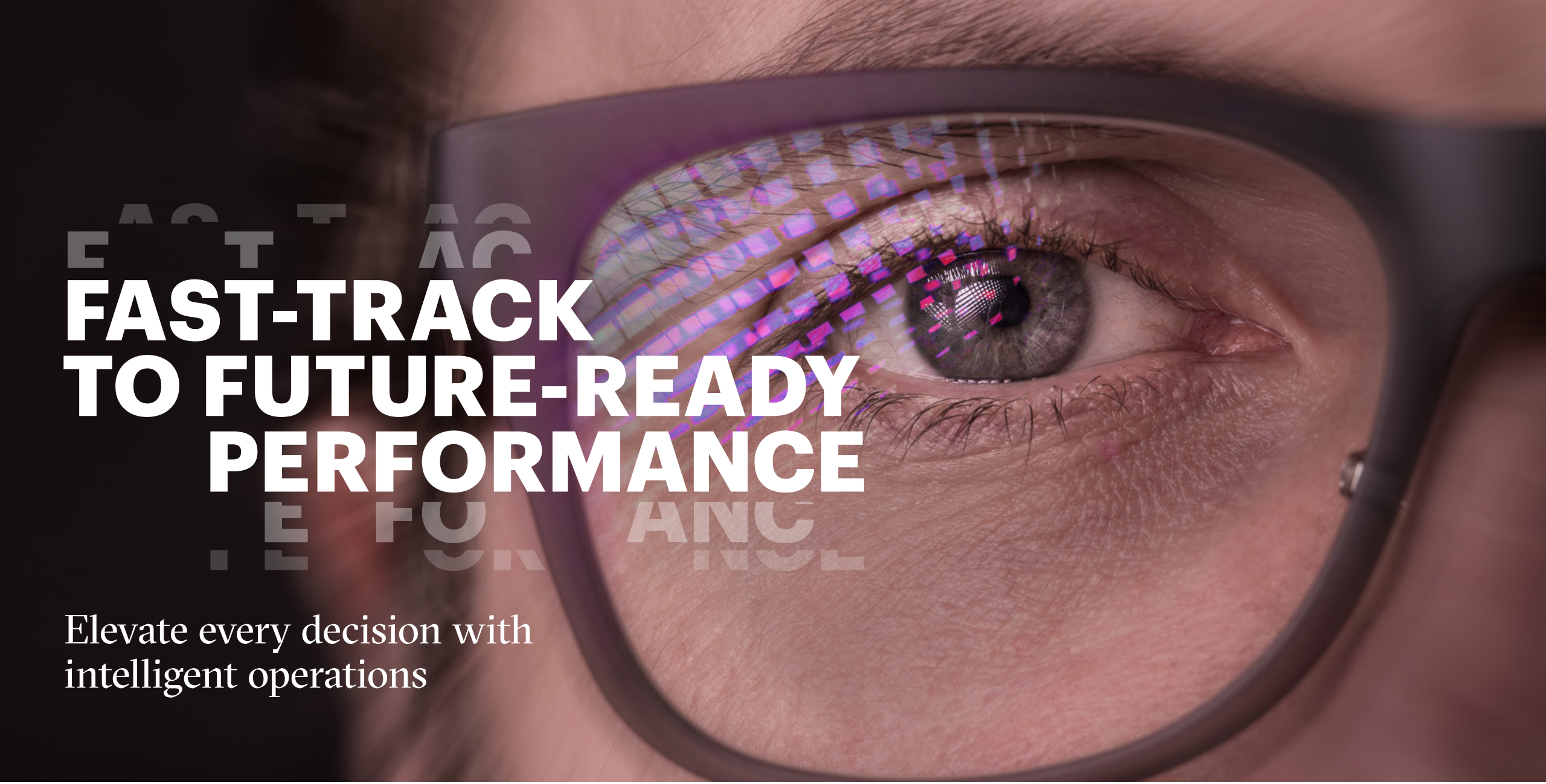
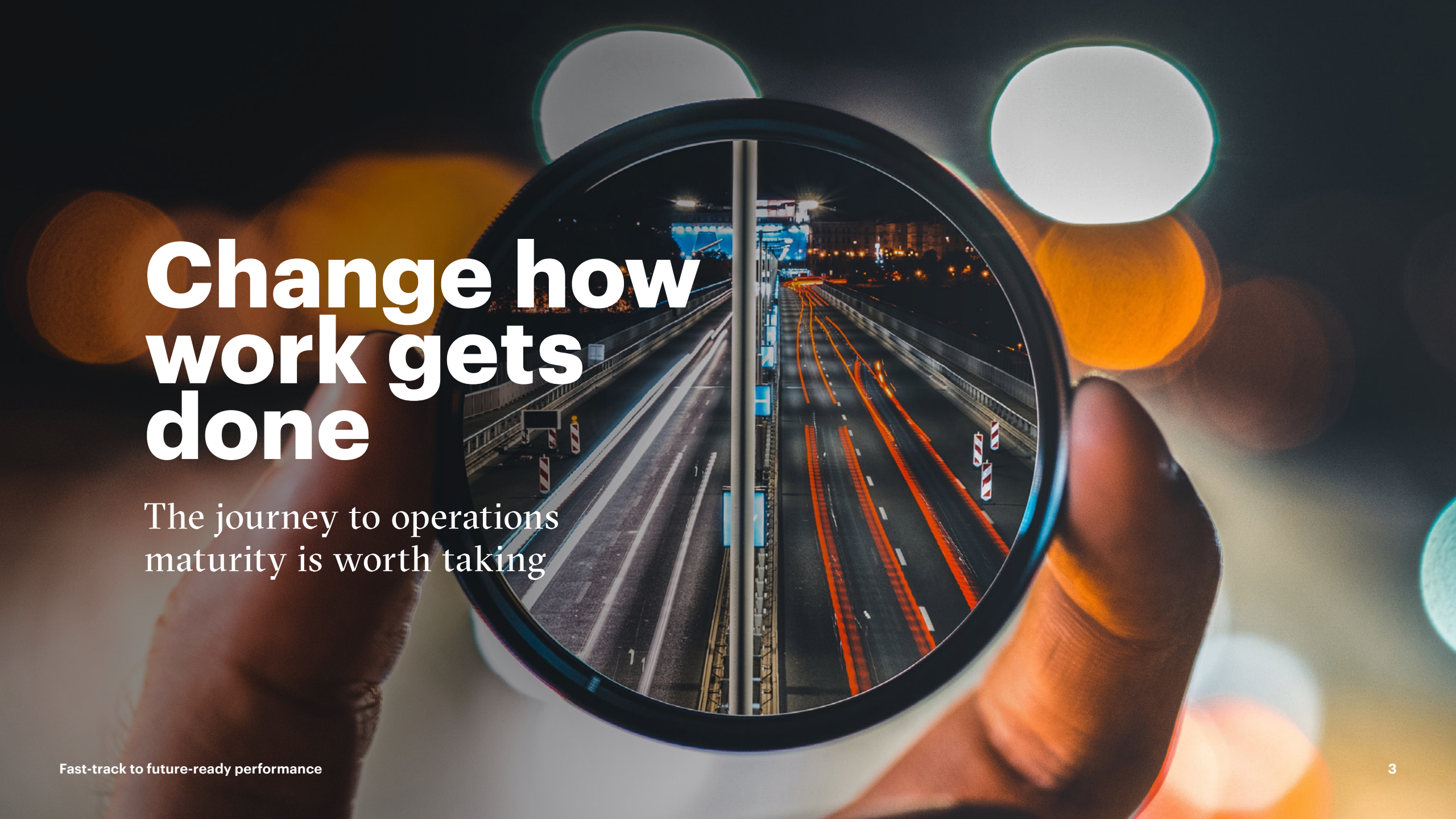


# FAST-TRACK TO FUTURE-READY PERFORMANCE

Elevate every decision with intelligent operations

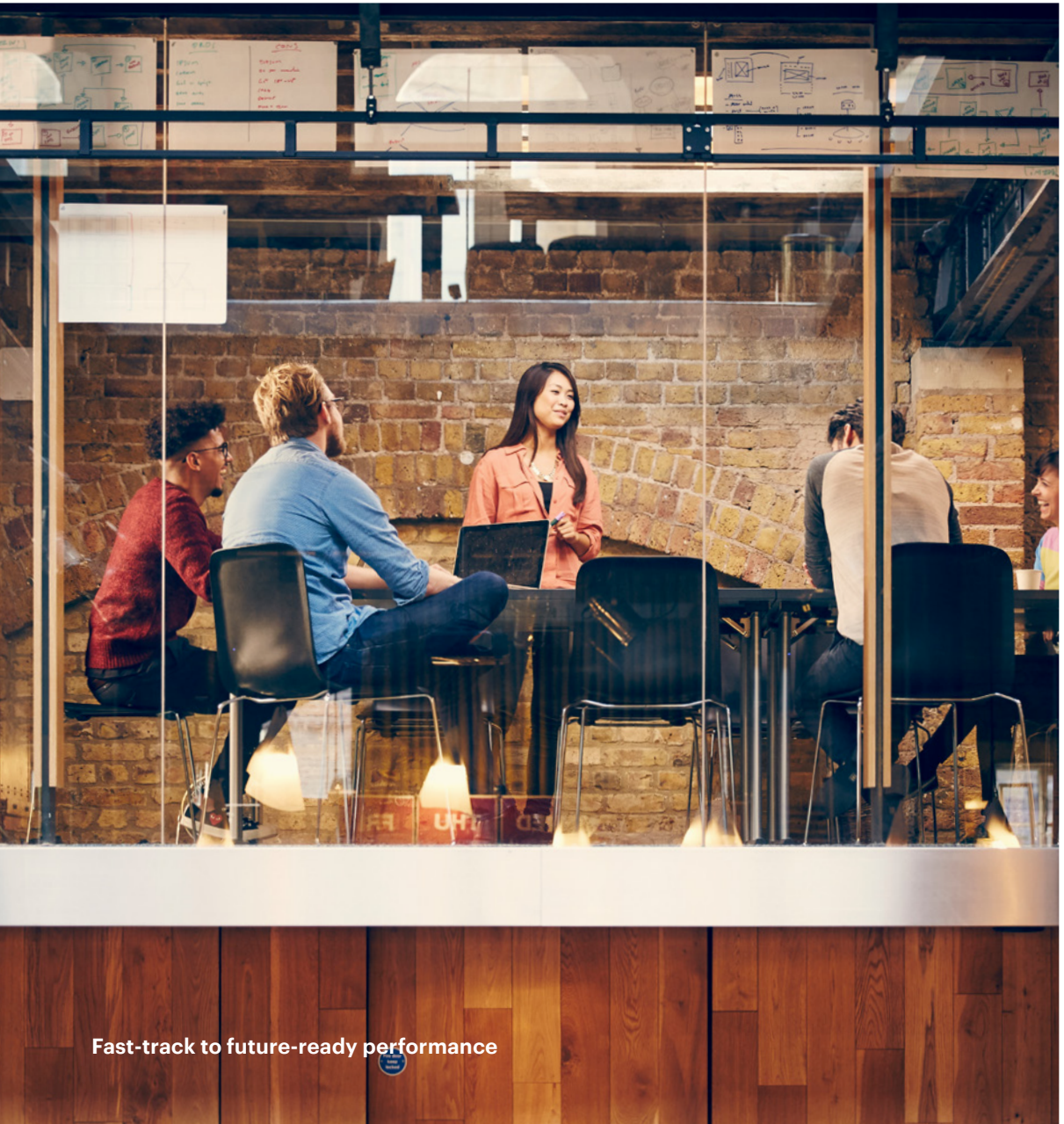
# Contents


| | |
|---|---|
| Change how work gets done | **03** |
| Choose smarter, act faster, win sooner | **06** |
| Transform business performance | **08** |
| Three ways to become future-ready | **15** |
| Outsmart, outperform, outpace | **30** |
| About the authors | **32** |



# Change how work gets done

## The journey to operations maturity is worth taking



Fast-track to future-ready performance

# For every organization, the path to operations maturity has distinct milestones. Yet, ultimately, each journey is unique.

It's a journey well worth taking. Being more operationally mature can translate into tech-savvy ways to fulfill orders, acquire customers faster or discover new streams of revenue growth. Organizations can simultaneously improve employee engagement and retention, all while heading confidently into the future.

Adding intelligence to the journey—by applying a strategic approach to advancing the operating model and transforming the business through technology, processes and people—eases and speeds up an organization's race to the top.

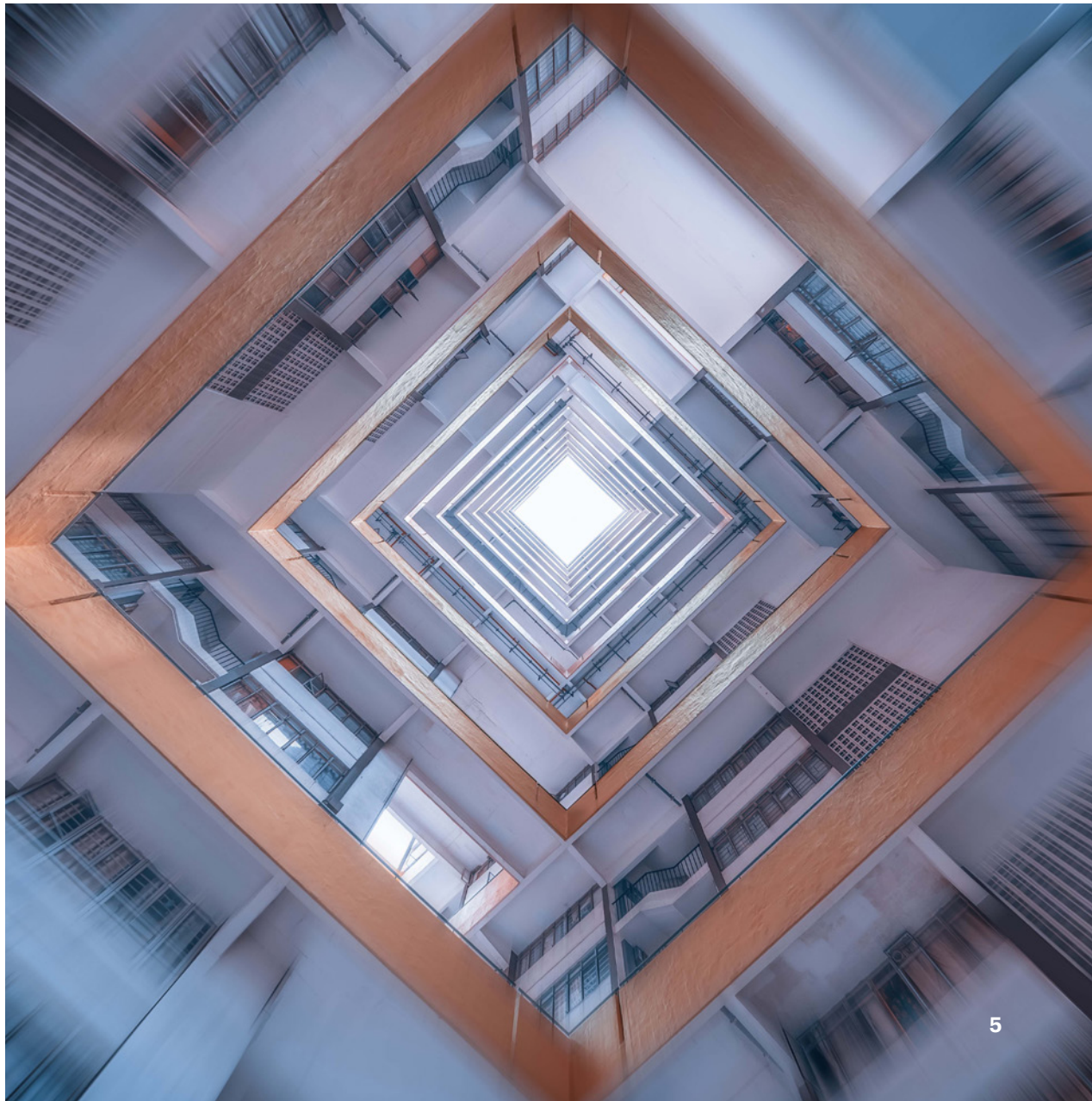
> **Where are organizations on their operations maturity journey today? And how can they speed it up to realize new value for their businesses?**

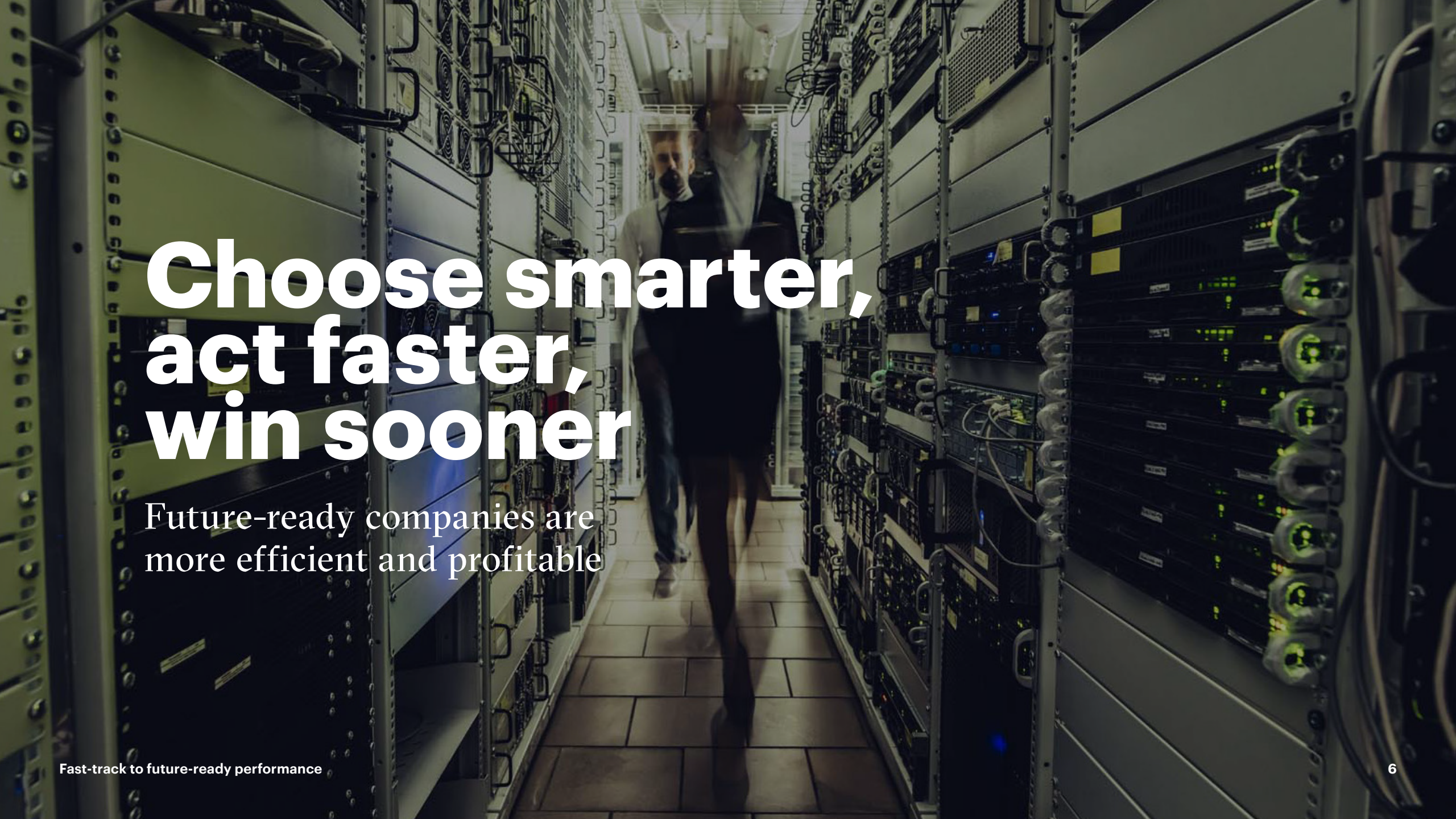
Accenture's global research reveals that many organizations are making slow, steady and incremental changes in their business operations—or more specifically, their core systems, processes or service management capabilities.

But they're often failing to change how the work gets done. And they're not acting, or scaling, fast enough.

Our research uncovers a powerful incentive to fast-track operations maturity. We show that applying tech-driven operational intelligence across the organization correlates to greater profitability.

**Achieving the highest level of maturity possible means some organizations become "future-ready." These leaders benefit from greater productivity and efficiency today. They also gain the agility and resilience to keep generating greater overall business value.**





# Choose smarter, act faster, win sooner

Future-ready companies are more efficient and profitable

## To understand the connection between business operations maturity and performance, in 2020, we surveyed more than 1,100 C-suite and VP-level executives across 11 countries and 13 industries.

Our research combined these survey responses with externally validated financial performance data. Based on our experience, we identified four levels of operations maturity: **stable, efficient, predictive** and **future-ready**.

**2.8x**

**average boost in corporate profitability for future-ready organizations**

**1.7x**

**higher efficiency levels for future-ready organizations**

## We found that:

- **Maturity progress increases efficiency and profits:** Organizations that were one maturity level higher between 2017 and 2020 were, on average, **7.6%** more efficient (lower operating expenses per dollar of revenue) and **2.3 percentage points** more profitable (EBITDA as percentage of revenues).[1,2]

- **Being future-ready has added advantages:** On average, organizations we found to be future-ready showed a **2.8x** boost in corporate profitability and **1.7x** higher efficiency than at lower maturity levels.[3]

  Organizations in the stable and efficient levels that reached future-readiness by 2020 gained a **2.1x** boost to operational efficiency and a **4.1x** boost to profitability, compared to their peers that made more moderate maturity gains.

- **Operations maturity can boost global profits:** Our modeling analyses indicate that if all organizations around the world moved from the stable, efficient or predictive levels to become future-ready by 2020, this would equate to **US$5.4T** in added global profitability.



# Transform business performance

Each of the four levels of operations maturity is underpinned by a set of technologies that drive efficiency, insights and increasing capabilities

## Stable

**Organizations concentrate mostly on core process improvements and on strengthening quality and compliance controls.** They have not yet developed the ability to gain strategic insights from diverse data streams.

## Efficient

**Organizations become more productive.** They incorporate tested methods, such as Lean Six Sigma and process standardization. They also deploy robotic automation tools and other automation technologies.

But they are unable to blend data to the point where it generates forward-thinking insights. Nor can they quickly create and deploy teams of people with specialized expertise.

## Predictive

**Organizations focus on how analytics can drive predictive insights and augment human ingenuity.** They deploy technologies and leading practices with that goal in mind.

They discover ways to make operations more of a source of insight while improving efficiency and reducing costs. They begin to use blended data from former siloes (as well as data from partners throughout their value chains) to anticipate and position for market shifts. And they start to assemble and regroup high-performance teams on demand.

# Future-ready

The organizations at this highest level of the journey to **intelligent operations** see better business outcomes than others, including increased efficiency and profitability and improved shareholder experiences. They are more **agile** than others.

By breaking down siloes and using advanced technologies, they realize greater speed-to-market, product/service innovation, improved revenues and improved talent mix through automation and workforce capabilities.

They're **resilient** because they can combine and coordinate data, analytics and artificial intelligence (AI) capabilities.

In turn, that helps them increase workforce engagement, retention, and contribution—even under stress.

Focused on enterprise-level gains, their leaders use workers' specialized talents when they need them. They also allocate resources to support coordination and communication across technology investments.

**Future-readiness is not an end state.** It is part of an operations maturity journey that is constantly evolving. It helps an organization adjust to fluctuating conditions and make internal connections to power innovation and enable performance gains.[4]

Our analysis also included an assessment of what we call **transformational value,** which characterizes the future-ready state. It explains how future-ready organizations are primed to capture continued performance gains across efficiency and profitability, as well as deliver excellent customer and employee experiences.

## What's transformational value?

Transformational value is based on proprietary modeling and experience-based investigation. It combines hard measures (such as survey statistics and financial performance) and soft measures (such as leadership characteristics) to generate a scientific, holistic calculation of value.

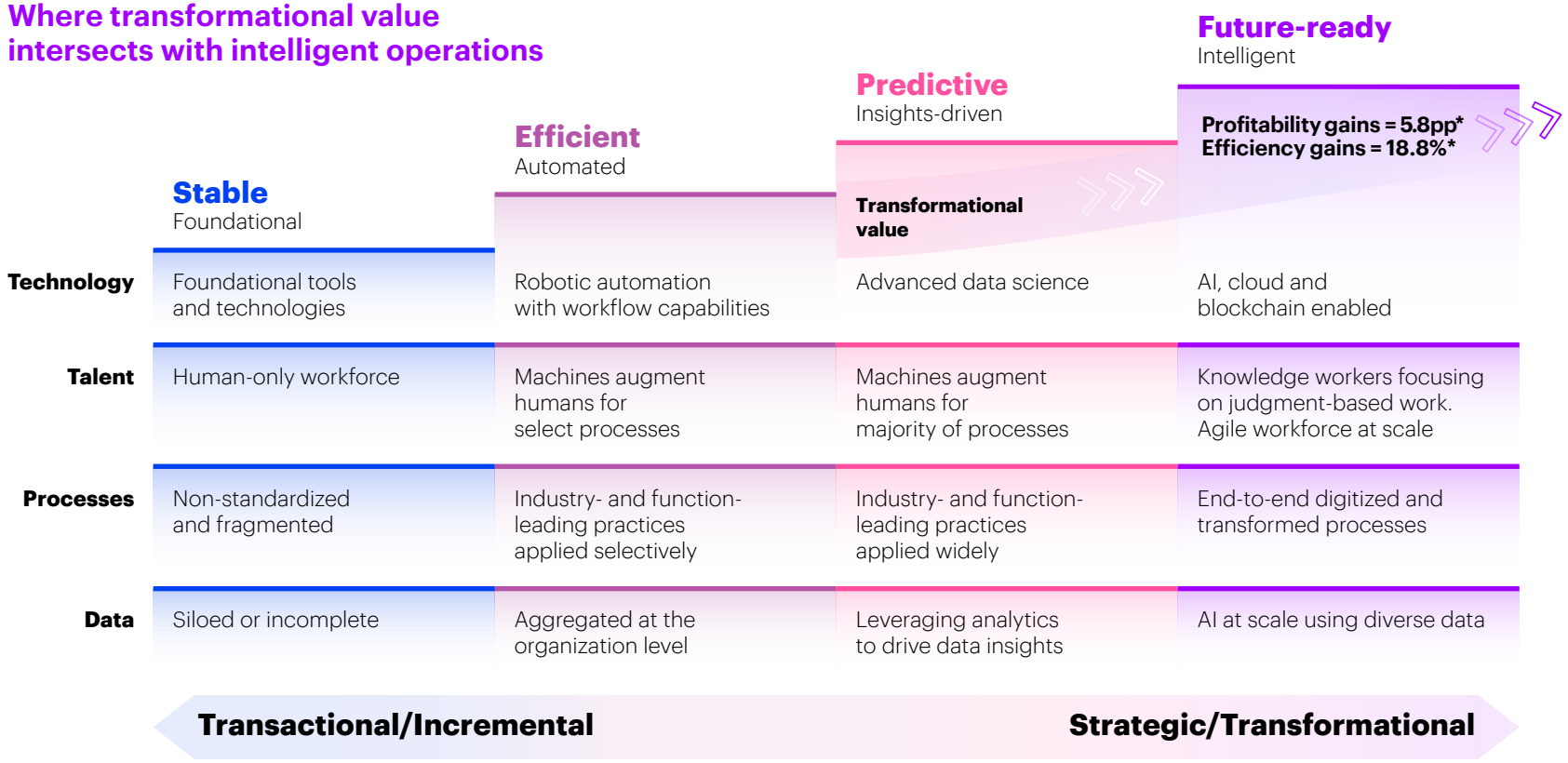
Figure 1 shows the average profitability and efficiency gains—**5.8 percentage points and 18.8%, respectively**—achievable as a result of moving up from the predictive to the future-ready level.

And our experience working with more than 400 leading organizations across 20 countries and 18 industries attests to productivity and efficiency gains up to 50%.

up to **50%**

**productivity and efficiency gains**

**Figure 1.**
**Where transformational value intersects with intelligent operations**




*Accenture Research and Oxford Economics Intelligent Operations Survey, 2020

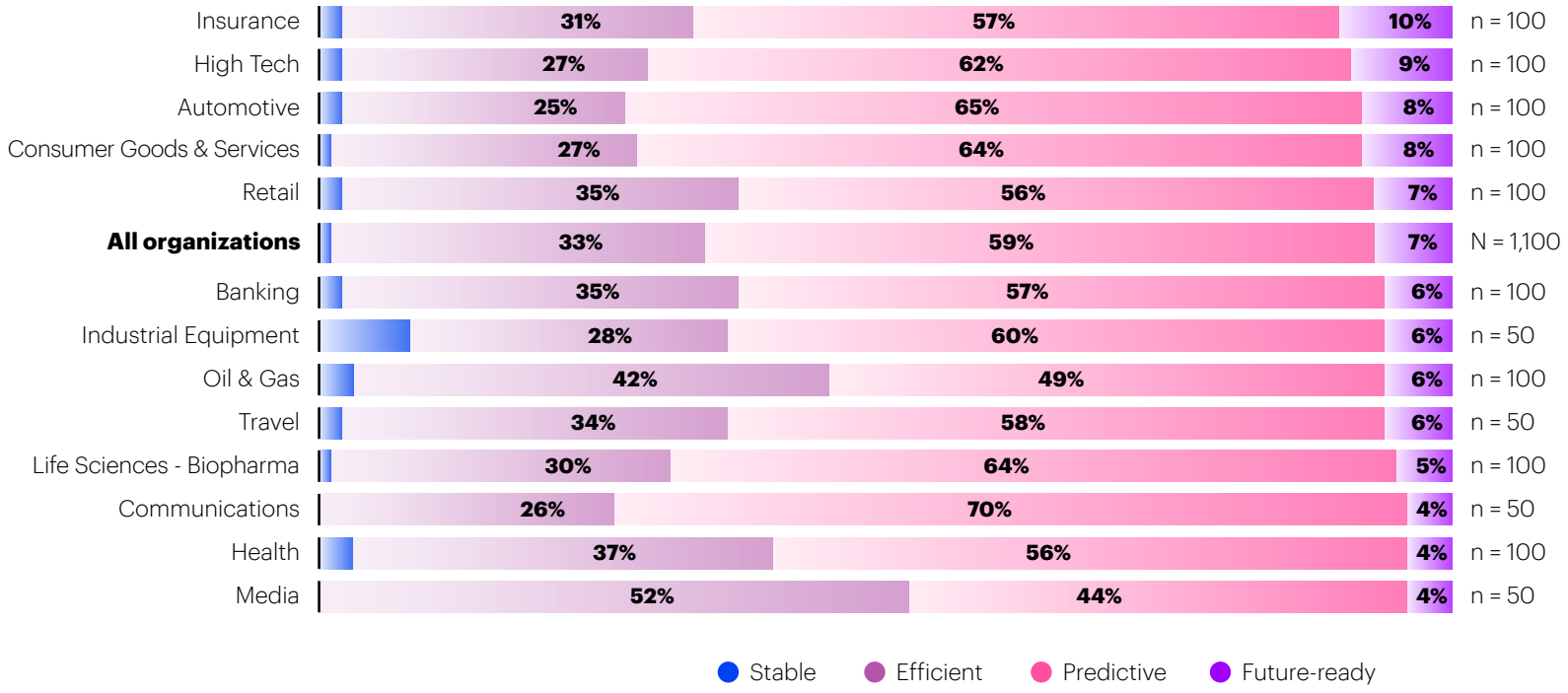
Accenture experience shows that additional productivity and efficiency gains up to 50% can be seen in organizations displaying future-ready characteristics.

**Our research revealed:**

Organizations are currently at different levels of operations maturity in all industries. Those in insurance and high tech generally reported higher levels of maturity than others (see Figure 2).

**Surprisingly, only 7% of respondents fall into the future-ready category.**

**Figure 2.**
**Operational maturity level by industry today**




Source: Accenture Research and Oxford Economics Intelligent Operations Survey, 2020

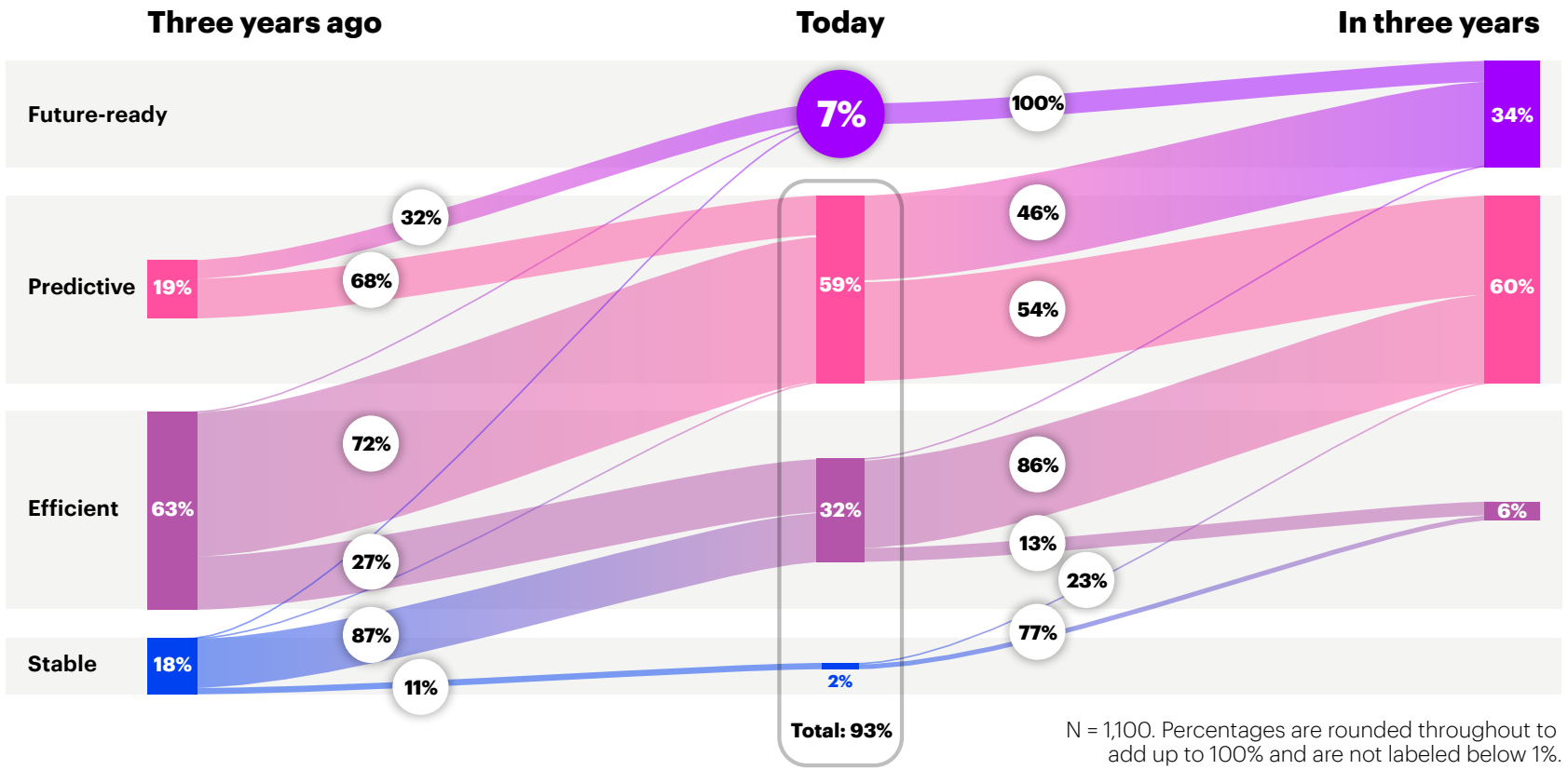
A majority of organizations have made dramatic progress toward next-level maturity over the past three years. But most (93%) have further to go (see Figure 3, middle column).

Most organizations, but not all, are committed to dramatically improving their capabilities and reaching a higher level of maturity in the next three years (see Figure 3, right side).

**93%**

**of organizations have further to go toward next-level maturity**

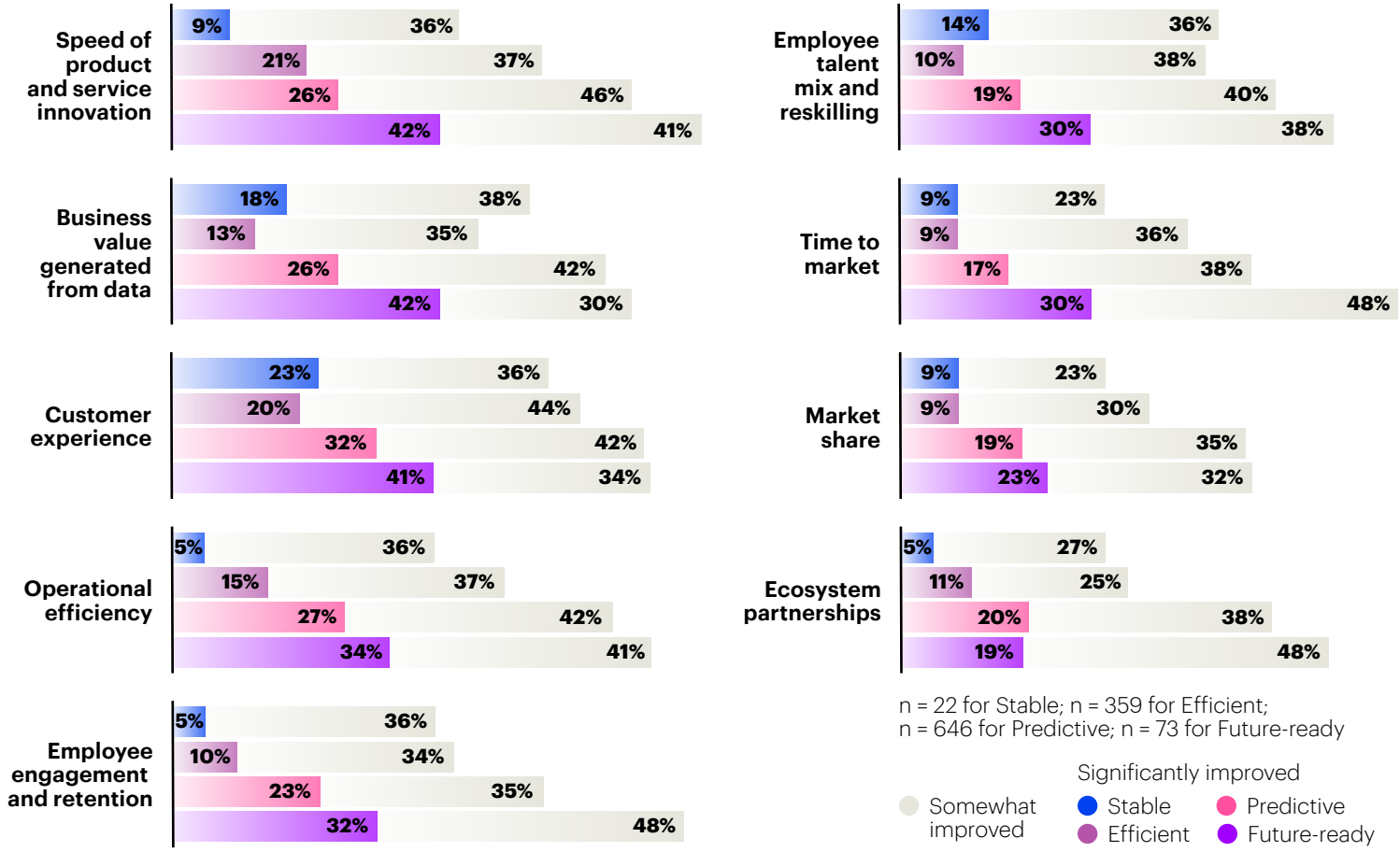
**Figure 3.**
**Maturity levels of survey respondents: three years ago, today and three years from now**




N = 1,100. Percentages are rounded throughout to add up to 100% and are not labeled below 1%.

Source: Accenture Research and Oxford Economics Intelligent Operations Survey, 2020

**Figure 4.**
**Performance benefit improvements by operational maturity level over the last three years**




Source: Accenture Research and Oxford Economics Intelligent Operations Survey, 2020

The largest organizations in our survey (those with revenues more than US$20B) reported greater improvements in operational efficiency. Seventy-three percent said their performance somewhat or significantly improved over the past three years, compared with 62% of those with revenues between US$2B and US$20B.

These businesses were also more likely to report improvements in their employee talent mix and reskilling efforts, employee engagement and retention and ecosystem partnerships.

**We expect small and medium enterprises to quickly catch up.**

There are benefits beyond financial measures as the maturity level increases. Organizations that advanced a level in the past three years improved their speed of product and services innovation, time to market, market share, and customer experiences. They also strengthened their ecosystem partnerships (see Figure 4).



# Three ways to become future-ready

The path to progress

**We found three things organizations must know to become future-ready:**

01 **Know the ultimate goal**

02 **Know the key steps**

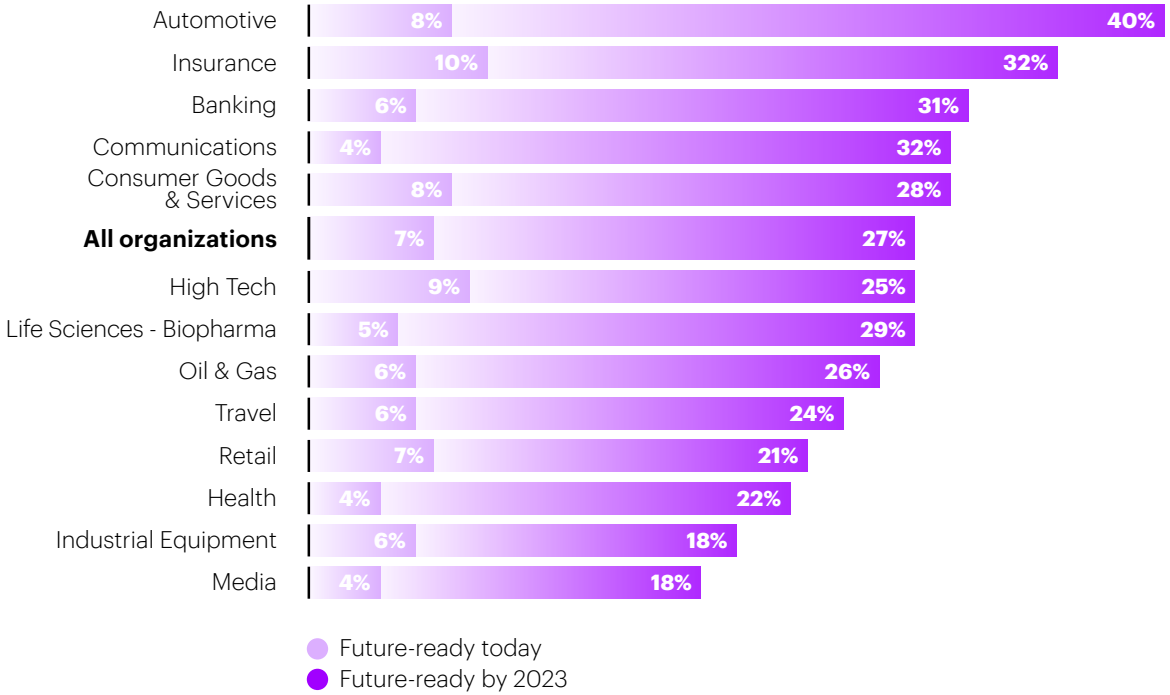
03 **Know how to leapfrog maturity levels**

Since only 7% of the organizations in our study are at the future-ready level, how can others get there quickly?

The path to becoming future-ready is not necessarily linear. Even stable organizations can accelerate their journeys by moving up more than one maturity level. Each organization will take a unique approach to attaining future-readiness as it aligns technology, talent, data and processes with business strategy to improve operating models.

The journey is influenced by industry, too. Today, relatively few industries are at the future-ready level. However, in three years, we expect quite a number of sectors to leap ahead, particularly automotive, insurance and banking (see Figure 5).

**Figure 5.**
**The future-readiness of industries**




n = 50: Media, Communications, Travel, Industrial Equipment;
All other industries: n = 100

Source: Accenture Research and Oxford Economics Intelligent Operations Survey, 2020



01

# Know the ultimate goal

Think big and define aspirations

82%

**of future-ready organizations expect to scale leading practices across the enterprise within the next three years**

86%

**of future-ready organizations expect business and tech functions to fully collaborate in three years**

## Organizations tend to approach operations improvements too incrementally.

Counter the tendency by thinking big and starting with the end goal in mind. Conceptualize what a future-ready state looks like. For instance, what advances in operations would new technologies enable? Set that point as an aspirational goal.

Then, consider the bold moves it would take to close the gap in between (something our research shows many don't do).

Among the future-ready organizations in our study, 82.2% expect to scale leading practices across the enterprise within the next three years. And 86.3% of them expect business and technology functions to collaborate fully during that period. That's up from the 54.8% that say they do so today.

By comparison, 27.9% of efficient organizations expect to realize such levels of collaboration in three years. Just 3.3% say they are doing so now.

**Recognize that there will be more to come. Part of being future-ready means seeing what intelligent operations (driven by new and advancing technologies) will be able to do in the coming years.**

US $1B

**in savings using intelligent operations**

**Case study**

A transnational consumer packaged goods giant set out to digitize its organization and transform procurement on a global scale—standardizing, simplifying and industrializing its processes.

Moving to an intelligent procurement function, the company deployed intelligent automation which led to increased efficiency and let team members focus on higher-value activities like analytics and insights.

By creating an environment of continuous innovation, the team can dedicate time to strategic thinking, more process enhancements and future growth.

With this new model in place, e-tendering has delivered more than US$1B in savings, which will be reinvested in technology-led growth across the business.



02

# Know the key steps

Automate, augment and be data-driven

There are many steps between one level of maturity and the next, but some can't be skipped. Here are three that Accenture recognizes as crucial:

## Automate at scale

By 2023, nearly five times as many company executives expect their operating models to run end-to-end digitized processes compared to today.

Among organizations with future-ready operations, 38.4% are scaling AI, with 63% planning to have scaled AI in three years' time. In stark contrast, just 1% of efficient organizations are currently scaling AI, and 19.5% expect to have scaled AI in three years' time.

only **1%**

**of efficient organizations are scaling AI today**

**72%**

**reduction in transactional tasks**

**Case study**

After a series of acquisitions, a global medical device manufacturer was left with highly fragmented finance operations.

The company harnessed human+machine talent, data and intelligent insights to transition its finance services to an intelligent finance operating model.

It overhauled its processes, introduced new systems and became more responsive to customers and suppliers. Finance professionals decreased their time on transactional tasks from 89% to just 17%, that is, a reduction of 72%.

Efficiencies, control, visibility and process performance all rose across global operations, improving the company's balance sheet integrity within just two years. Specifically, it gained approximately US$77M in working capital.

The company is well positioned to navigate any future operational challenge or threat to business continuity.

## Augment human talent with technology

By fostering a human+machine workforce where technology helps people (not the other way around), organizations can allocate work to realize efficiencies. Then, people will be freed up for more creative and critical thinking—the best way to identify new sources of value.

More than one-third (34.2%) of future-ready organizations have already adopted an agile workforce strategy at scale. They can tap into ecosystem partners to mobilize people with special skills as needed.

In three years, that figure is expected to rise to 71.2%. But only 2.5% of organizations at the efficient level have adopted agile workforce strategies at scale. Just 28.1% expect to reach this goal in three years.

**Chief Enterprise Architect, US-based automotive company**

**"It's always [the combination of] people, process and technology, right? That's what really changes something dramatically in the organization."**

**Case study**

Cultivating a powerful combination of machine learning and knowledge engineers helped one large telecommunications provider streamline customer operations and enhance customer satisfaction.

This company's customer database was rapidly growing. With a human+machine team in place, the company was able to digitize chat operations and improve chat forecasting accuracy to more than 90%. It also reduced the manual effort needed to analyze chat content by up to 90%.

All told, the company realized more than US$65M in additional value and pushed consumer satisfaction rates above 90%.

US $65M

**realized in additional value**

## Commit to data-driven decision-making—using better, more diverse data

Experience and intuition are vital and irreplaceable. However, as business complexities have multiplied, so too has the need for comprehensive, high-quality data to inform decision-making.

By using diverse data (structured and unstructured, internal and external, value chain vs. siloed) and elevating data quality, executives will be able to combine the best of both in a continuous feedback loop.

More than half (52.1%) of the organizations with future-ready operations are already using analytics at scale. Just 2.5% of efficient organizations say the same.

**Case study**

A global leader in enterprise application software wanted to deepen its reach and develop a pipeline of consistent, qualified sales opportunities.

A digital inside sales team introduced an outbound revenue acceleration program using product, customer-related data, analytics and insights. The team comprised technical, local language specialists who qualified sales opportunities. A digital command center gathers, optimizes and disseminates sales performance goal setting and performance monitoring.

The team achieved 115% performance against its goals and sales conversion performance of 120% against its goals. Buoyed by its early success, the software provider was able to expand its demand generation program across global markets.

120%

**sales conversion performance against goals**

**Bart Talloen, a vice president at Johnson & Johnson, explained how new ways of operating are contributing to better and faster customer solutions:**

**"As our supply chain has leaned heavily on data science to anticipate consumer demands and bottlenecks, it has become clear that patients, consumers and customers alike have benefited from its quick response."[5]**

**33%**
**increase in productivity**

**15%**
**boost to forecasting accuracy**

## Case study

With 17,000 items on promotion in 1,200 stores each week, a North American retailer's promotional business is worth US$9B a year.

Getting inventory allocation right matters. It greatly affects the customer experience and the bottom line. With a new AI-powered forecast analytics and allocation solution, the retailer can fine-tune promotions and allocate inventory to stores more accurately, even overseas.

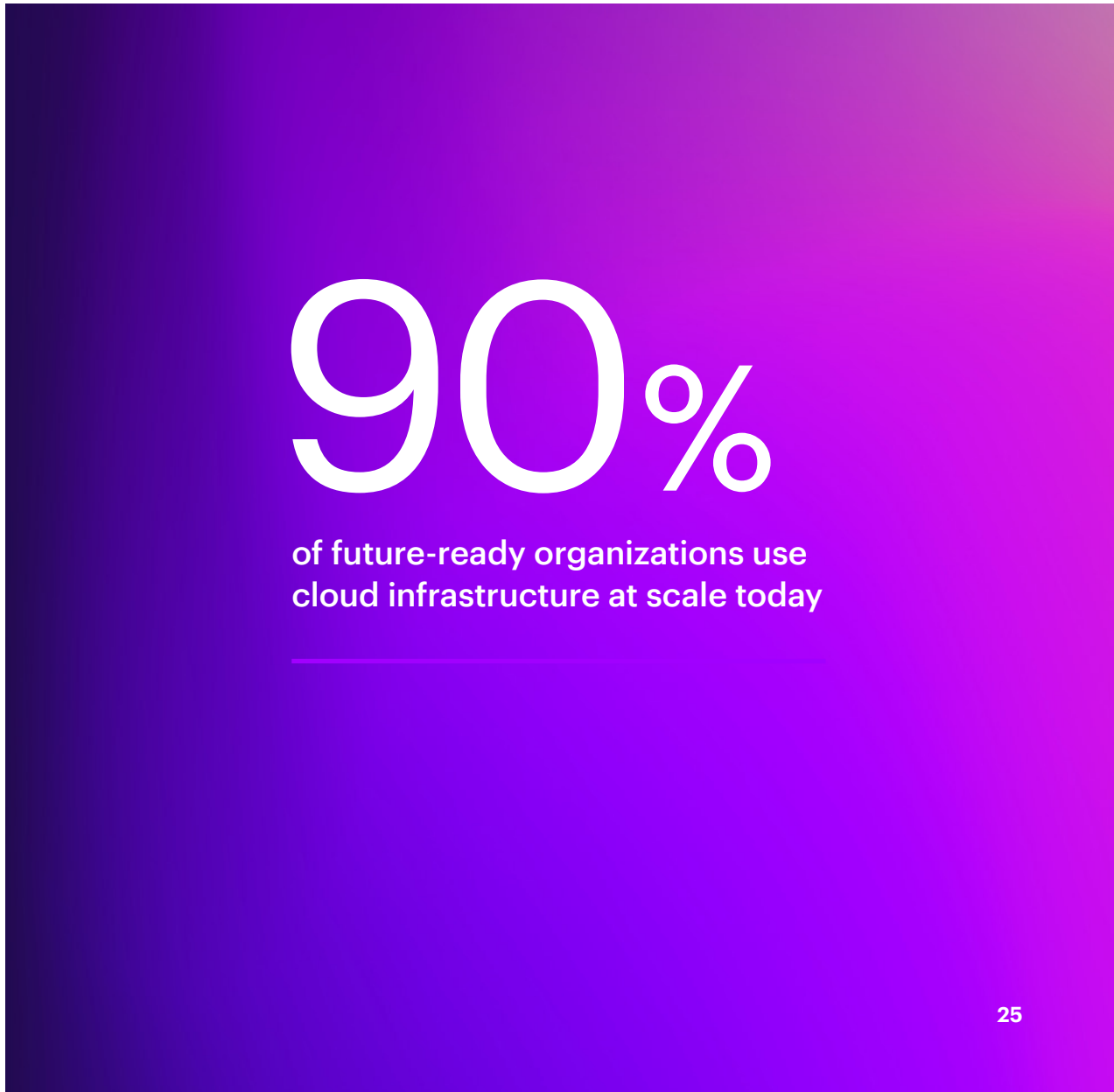
Machine learning models forecast demand up to eight weeks in advance while analytics reveal each store's contribution to promotional sales. Promotions teams have left behind one-size-fits-all models to build a truly customer-centered supply chain.

As a result, the company has streamlined operations and boosted performance. It has seen a 33% increase in productivity, a 15% boost to forecasting accuracy and a 30% reduction in inventory.

## In the past, it would have taken organizations at least three years to advance even a single operations maturity level.

But now, moving ahead is much easier to accelerate thanks to the cloud and how it enhances data and analytics. Future-ready organizations reveal an impressive degree of maturity (90.4%) when it comes to using cloud infrastructure at scale for their existing processes today. And more than 78% are already planning to explore new areas for scaling cloud and maximizing value in the next three years.

It's no longer necessary to requisition IT hardware and software, which was time-consuming and came with the risk of under- or over-estimating needs. With today's cloud services, organizations can pay as they go, ramping their capacity use up or down as necessary.





03

# Know how to leapfrog maturity levels

## Advance with ecosystem relationships

## Future-readiness brings organizations a competitive edge and agility. But efficiency and profitability in the short term are not enough.

Being future-ready requires a flexible operating model—an optimized combination of multidisciplinary teams and technologies on demand that work across a broad ecosystem of partners. The goal: Deliver exceptional business outcomes at scale, from anywhere, anytime.

Ecosystem partnerships bring complementary skillsets and more diverse data. Together, they foster continuous evolution instead of one-time, project-focused improvements and offer advanced technologies such as AI and blockchain.

Critically, they also spark innovation. Partnership models, anchored by a shared vision and mutually beneficial commercial terms, help deliver transformational value and experiences.

Future-ready organizations are clearly focused on the end rewards. More than three-quarters (76.7%) expect to further their stakeholder experience/ecosystem partnership strategies at scale within three years (up from 31.5% today).

In contrast, 22.3% of the efficient organizations expect to scale in three years, up from 2.8% today.

**77%**

**of future-ready organizations expect to scale ecosystems in three years**

**22%**

**of efficient organizations expect to scale ecosystems in three years**



## Case study

Some organizations show how making progress with operations maturity can involve complex combinations of hybrid operating models.

Take one of the largest telecommunications companies in the Asia Pacific region. It has established its own global services centers where it cultivates the latest technology skills, guiding its talent toward new and relevant capabilities, roles and ways of working.

It also uses strategic partners to provide complex data, reporting and analytics support. This ecosystem gives the telco access to intelligent automation expertise and provides critical services to drive growth, innovation and optimization.

**Chief Sales Officer, US-based consumer packaged goods company**

**“We understand technology is getting updated every day and has made manual work redundant. But we make sure that with any upgrade in technology, our employees are well trained so they don’t miss out on any opportunity. [It’s critical] to increase the skills of our workers for their better future.”**

US $120B

**collected in cash annually by credit and collection services**

**Case study**

Embracing its strong growth mindset, one leading technology firm wanted to showcase how its intelligent operations could provide real-time insights that help improve decision making.

Drawing on the expertise of its strategic partnerships, the tech giant paired innovative technologies and approaches with its own cutting-edge solutions to simplify global processes and policies.

Credit and collection services, for example, are now streamlined across 150 countries and 30 languages, collecting US$120B in cash annually. Using AI-powered assets, the company has already realized significant savings that have helped its leaders maximize investments.




# Outsmart, outperform, outpace

The journey to becoming future-ready by applying intelligent operations isn't straightforward. Nor is it the same for everyone

## Now is the time to make your move to intelligent operations. Here's how:

- **Think** big and go beyond incremental change
- **Enhance** intuition with the highest-quality, diverse data
- **Scale** automation and analytics, AI and integrated solutions with leading practices
- **Foster** a human+machine, specialized workforce
- **Put** a cloud infrastructure at the heart
- **Build** complementary third-party and ecosystem relationships

**Our research has shown, if you fast-track the journey, your operations can become a true catalyst for competitive advantage. And, along the way, you can elevate your business decisions to realize tangible, sustainable, transformational value and growth.**

# About the authors



**Manish Sharma**
*Group Chief Executive,*
*Accenture Operations*
manish.sharma@accenture.com

Manish Sharma is group chief executive of operations services and a member of the Accenture Global Management Committee. He leads a team of more than 145,000 professionals providing a portfolio of business process services for specific business functions, including finance, procurement and supply chain, marketing and sales, as well as industry-specific services, such as banking, insurance and health services.



**Kaushal Mody**
*Growth and Strategy Lead,*
*Accenture Operations*
kaushal.m.mody@accenture.com

Kaushal Mody is a global business leader in Accenture Operations and a member of the Accenture Global Leadership Council. He has around 25 years of experience in consulting, transformation and intelligent operations across multiple industry sectors. He acts as a strategic advisor to several *Fortune* 500 clients. His work focuses on acquisitions, alliances and strategic investments.

## Acknowledgments

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Project Team
**Susan Austin, Regina Maruca, Paul Nunes, Tomasz Sloniewski, Praveen Tanguturi, Ph.D., and Jonathan Thomas**

## We defined the four levels of operations maturity based on respondents' assessments of eight characteristics:

### Analytics

Covering the discovery, interpretation and communication of meaningful patterns in data to provide superior insights for business decision-making. Analytics includes multiple levels from basic descriptive reporting to more predictive and prescriptive actions which can be applied to business processes.

### Automation

Sets of technologies that perform repetitive rule-based tasks. Robotic process automation (RPA), one of the most frequently used examples, increasingly includes multiple solutions such as workflows, platforms and software-as-a-service that further digitize the process.

### Data

The quality, scope and depth of structured and unstructured data (for example, video, Web content, voice memos, and so on) from diverse internal and external sources, including what is embedded in internal processes.

### Stakeholder experiences

The overall engagement experience across all stakeholders of an enterprise including customers, end clients, suppliers, partners and employees.

### Artificial intelligence

The ability of a machine to perform cognitive functions like sensing, comprehending, acting and learning. AI capabilities (for example, natural language processing, machine learning) enable computers to make decisions and identify patterns and insights for future decision making.

### Business-technology collaboration

Comprising IT and business functions with joint governance models, enabling integrated ecosystem partners and driving the organization's strategic road map.

### Functional and industry leading practices

Ways of doing business within a function, organization or industry that are recognized as enabling best-in-class performance.

### Workforce agility

Encompassing two key elements: on-demand, collaborative workforce strategy and a work environment where humans and digital machines work together to drive the best outcomes.

# What we did

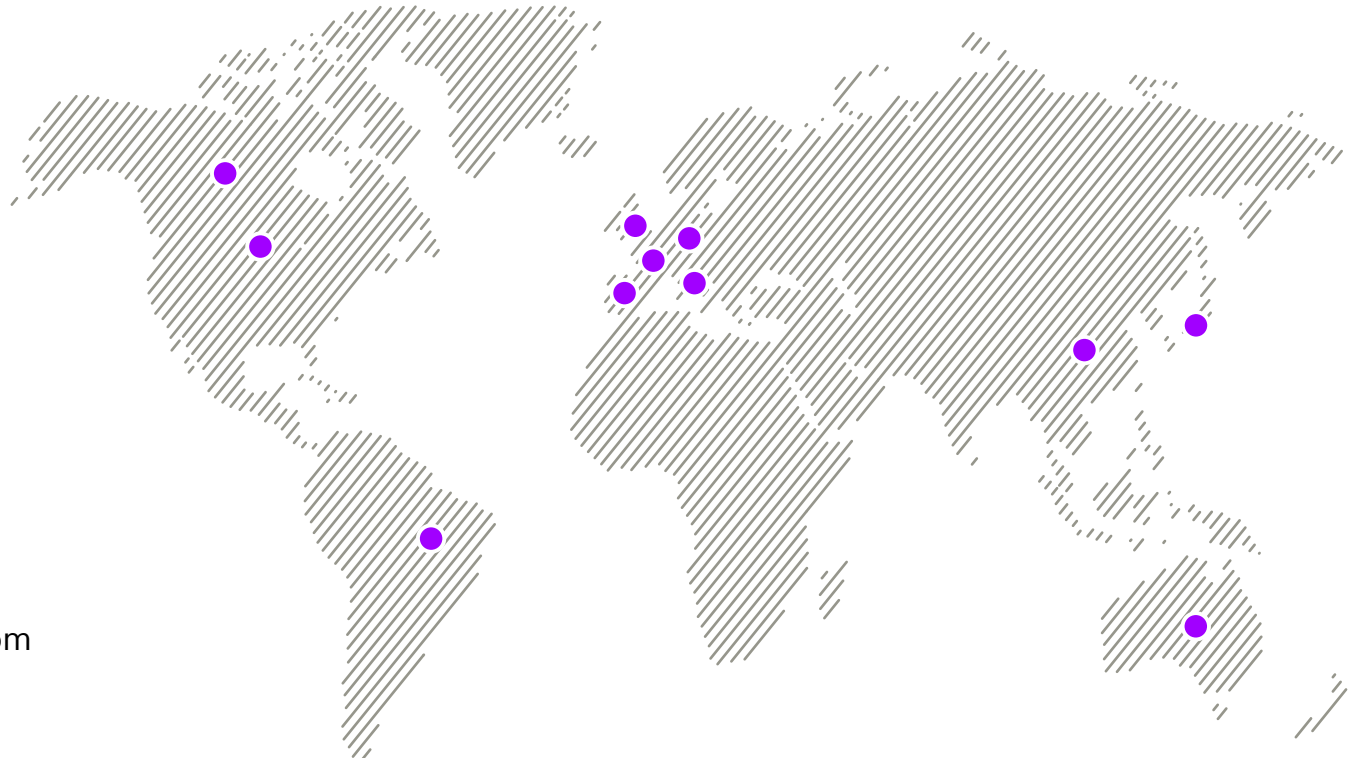
## Primary research

Accenture Operations and Accenture Research undertook a 2020 survey, run by Oxford Economics, among 1,100 executives globally—44% of whom were C-level or equivalent—across 13 industries and 11 countries. Oxford Economics also conducted 12 in-depth, off-the-record interviews with executives across countries and industries.

## 11 countries

| | | | | | |
|---|---|---|---|---|---|
| **125** | Australia | **50** | France | **50** | Spain |
| **50** | Brazil | **50** | Germany | **125** | United Kingdom |
| **50** | Canada | **50** | Italy | **375** | United States |
| **50** | China | **125** | Japan | | |

**Figure 6.**
**Survey demographics** Part 1



Source: Accenture Research and Oxford Economics Intelligent Operations Survey, 2020

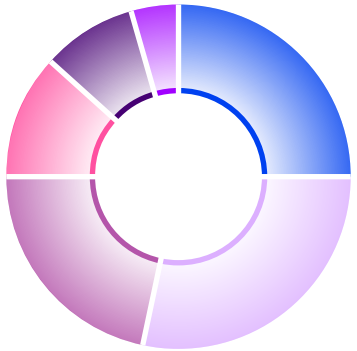
## Figure 6.
## Survey demographics Part 2

### 13 Industries

| | |
|---|---|
| 100 | Automotive |
| 100 | Banking |
| 100 | Consumer Goods & Services |
| 100 | Health |
| 100 | High Tech |
| 100 | Insurance |
| 100 | Life Sciences (Biopharma) |
| 100 | Oil & Gas |
| 100 | Retail |
| 50 | Communications |
| 50 | Industrial Equipment |
| 50 | Media |
| 50 | Travel |

### Revenues

| | |
|---|---|
| 275 | US$2B to US$2.9B |
| 313 | US$3B to US$5.9B |
| 237 | US$6B to US$9.9B |
| 131 | US$10B to US$19.9B |
| 97 | US$20B to US$49.9B |
| 47 | US$50B or more |



### Roles (to nearest equivalent)

C-level 487 | 613 VP level

| | | | |
|---|---|---|---|
| 20 | Chief Procurement Officer | 45 | Chief Technology Officer |
| 21 | Chief Sales Officer | 52 | Chief Executive Officer |
| 23 | Chief Supply Chain Officer | 59 | Chief Information Officer |
| 30 | Chief Human Resources Officer | 76 | Direct report to Chief Executive Officer |
| 37 | Chief Marketing Officer | 79 | Chief Financial Officer |
| 45 | Chief Operations Officer | | |

## Economic modeling

Our modeling is based on data from the 2020 Accenture Research and Oxford Economics survey. Each participant was asked about their company characteristics (for example, industry, employment and revenues) and past, current and expected level of operating maturity. Financial data from 2017 to 2019 for each public company was matched from S&P Capital IQ including EBITDA, revenue growth and total shareholder return.

We identified a group of future-ready organizations based on their operating model maturity and analyzed the key underlying factors and operational maturity actions that differentiate these organizations from their peers. This involved developing and implementing econometric models of the relationship between organizational differences in operating maturity position (based on four categories: stable, efficient, predictive, and future-ready, which identify increasing levels of operational maturity) and key financial outcomes. See Figure 7.

The modeling framework also controls for background differences across firms such as geographic location, industry and size. Using our model, we were able to assess the nature and magnitude of the connections between operating maturity, business investments and business outcomes. For example, we found that companies that were just a single step higher up the ladder of operational maturity in 2019 exhibited, on average, better returns. Moreover, investments in leading practices AI and automation were most strongly linked with improved performance.

Scenarios: Using our model and secondary data from S&P Capital IQ, we assessed the implications of hypothetical scenarios of companies raising their maturity level. For example, if all companies were to take a one-step improvement (for example, from stable to efficient) then global profitability, captured by EBITDA, could rise by as much as US$1.9T (17%). If they were all future-ready, then profits could be US$5.4T higher (48%).

**The report includes case studies and stories from our own experience of guiding 400 clients on the journey to intelligent operations—33% of *Fortune* 500 companies or 60% of *Forbes* G2000 companies.**

We have helped organizations in 20 countries (Australia, Belgium, Brazil, Canada, China, France, Germany, Greater China, India, Ireland, Italy, Japan, Netherlands, Singapore, Spain, Sweden, Switzerland, United Arab Emirates, United Kingdom and United States) and 18 industries (Automotive, Banking, Capital Markets, Chemicals, Consumer Goods & Services, Communications & Media, Energy, Health, High Tech, Industrial, Insurance, Life Sciences, Natural Resources, Public Services, Retail, Software & Platforms, Travel and Utilities) to achieve intelligent operations.

## Figure 7.
## Measures of financial performance

The tables below describe the various financial metrics used in our modeling:

| Financial metric | Alternative variants of the financial metric |
|---|---|
| **EBITDA, % of revenue** | Change (total and average) in metric since 2019 vs 2016 |
| **Operational efficiency (OPEX per dollar revenue)** | Three-year average metric 2017 to 2019 |
| Revenue growth | Metric in 2019 |
| Total return to shareholders | Dummy variable identifying companies in the top percentile of revenue growth, profitability and efficiency |
| Changes in market capitalization | |
| Productivity (revenue per employee) | |
| Return on invested capital, % | |
| Operating profit, % of revenues | |

We were only able to find robust, statistically significant relationships for **profitability** and **operational efficiency.**

**Figure 8.**
**Identifying the links between operational maturity and financial performance**

**Regression framework**

$$Y_i = X_i\beta_1 + \text{Maturity Score}_i\beta_2 + \mu_i$$

**Financial indicator in 2019**
(i.e. EBITDA as % of revenue, operational efficiency, revenue growth)

**Firm background factors**
(i.e. country, industry, employment in 2016, past values of Yi)

**Reported level of operating model maturity in 2019**
(of which there are four categories)

β1, β2 - model parameters to be estimated and capture the impact of each covariate on financial performance μi - error term. β2 >0 indicates the positive impact of a one-level increase in maturity score on the financial indicator. A similar framework is used to capture the relationship between future-ready status and financial performance. The models are estimated by Ordinary Least Squares with robust standard errors.

## Figure 9.
## Empirical relationship between operational maturity and financial performance

| | Profitability | Efficiency |
|---|---|---|
| **Impact of one-level climb in operational maturity in 2019** | **2.3** | **-7.6** |
| Controls for industry, country, employment & past financial performance | Yes | Yes |
| | **Profitability** measured as the change in EBITDA as % share of US$ revenues in 2019. The estimated coefficient indicates that companies that are 1-level higher on the maturity scale have, on average, **2.3 percentage points higher EBITDA as a share of revenues** than similar-sized companies in the same country and industry. | **Efficiency** measured as the change in operating expenses per US$ revenues in 2019. The estimated coefficient indicates that companies that are 1-level higher on the maturity scale have, on average, **7.6% lower OPEX per US$ revenues** than similar-sized companies in the same country and industry. |
| **Impact of being future-ready vs. other operational maturity stages in 2019** | **6.4** | **-13.1** |
| Controls for industry, country, employment & past financial performance | Yes | Yes |
| | **Profitability** measured as the change in EBITDA as % share of US$ revenues in 2019. The estimated coefficient indicates that companies that are future-ready in 2019 have, on average, **6.4 percentage points higher EBITDA as a share of revenues** than similar-sized companies in the same country and industry that are not future-ready. | **Efficiency** measured as the change in operating expenses per US$ revenues in 2019. The estimated coefficient indicates that companies that are 1-level higher on the maturity scale have, on average, **13.1% lower OPEX per US$ revenues** than similar-sized companies in the same country and industry that are not future-ready. |

## How we estimated transformational value

The **transformational value** concept is based on proprietary modeling and experience-based investigation that combines hard measures (such as the survey statistics and financial performance) and soft measures (such as leadership characteristics) to generate a scientific, holistic calculation of value. Transformational value maps these measures with performance to create a more rounded expression of value.

# References


1 Earnings before interest, taxes, depreciation, and amortization

2 Based on Standard and Poor's Capital IQ 2019 financial data

3 Future-ready businesses exhibited 6.4pp higher profitability and 13.1% greater efficiency, on average

4 How data and AI are redefining business processes. Accenture, 2020. https://www.accenture.com/us-en/insights/applied-intelligence/redefining-business-process?c=acn_glb_scalingenterprilinkedinelevate_11310050&n=smc_09200

5 Changing on a Dime, *Industry Week*, October 5, 2020. https://www.industryweek.com/technology-and-iiot/article/21143039/changing-on-a-dime

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## About Oxford Economics

Oxford Economics is a leader in global forecasting and quantitative analysis. Our worldwide client base comprises more than 1,500 international corporations, financial institutions, government organizations, and universities. Headquartered in Oxford, with offices around the world, we employ 400 staff, including 250 economists and analysts. Our best-in-class global economic and industry models and analytical tools give us an unmatched ability to forecast external market trends and assess their economic, social and business impact.

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