Making Reinvention Real with Gen AI

From experimentation
to impact

accenture

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Making Reinvention Real with Gen AI: From experimentation to impact

Twelve months ago, in Reinvention in the Age of Generative AI, we forecasted that 2024 would mark a shift from "education and experimentation" to building the foundation for generative AI (gen AI) and delivering measurable value. We also introduced five imperatives—key areas for organizations to prioritize as they seek to harness gen AI and create material impact (see call-out box).

Since then, we have analyzed over 2,000 gen AI projects delivered to clients, conducted surveys with more than 3,000 C-level executives and drawn on insights from our own practitioners (see 'About the research' for further details). This research reaffirms the enduring importance of the five imperatives, showing that organizations acting across all five are 2.5x more likely to realize enterprise-level results.[1]

Yet many still struggle—only 36% of surveyed executives say they have scaled gen AI solutions, and just 13% report creating significant enterprise-level value.[2] Challenges around data readiness, process redesign and a lack of C-level sponsorship continue to hinder progress.

But perhaps the biggest barrier concerns talent. Our research found that 3x more gen AI budgets are spent on technology than on people.[3] While technology anchors any transformation, it's the alignment of people, processes and technology that drives reinvention.

In this context, how can organizations overcome these challenges—and make reinvention truly real—in the age of gen AI? This report reflects on the lessons we have learned from the past year of gen AI project delivery and provides actionable insights for leaders working to implement and scale this epochal technology.

Just 13% of executives report creating significant enterprise-level value.

The five imperatives—one year on

1 | Lead with value

Definition: Focus on bold, high-impact initiatives and business cases that drive reinvention in core processes.

What's new: Gen AI's ability to "hack workflows," tackle organizational silos and disrupt traditional business models and value chains can help to unlock growth from new services, channels and experiences. By driving integrated, mega-process transformations, these capabilities help organizations address core challenges in innovative ways and deliver greater end-to-end impact across processes.

2 | Reinvent talent and ways of working

Definition: Guide a vision for reinventing work, reshaping the workforce and preparing employees for a gen AI-powered world.

What's new: AI agents are transforming how AI and employees collaborate, enabling organizations to embed AI as "digital colleagues" and reimagine workflows, roles and capabilities.

3 | Build an AI-enabled, secure digital core

Definition: Build the infrastructure needed to scale gen AI effectively while creating differentiation.

What's new: Agentic architectures and modular AI platforms are unlocking new levels of scalable, always-on intelligence across the enterprise.

4 | Close the gap on responsible AI

Definition: Embed governance, ethical frameworks and monitoring to balance innovation with accountability.

What's new: With regulatory scrutiny of AI intensifying across the globe, the stakes are higher than ever. Organizations must be "responsible by design" to build trust, mitigate risk and safeguard sustained innovation.

5 | Drive continuous reinvention

Definition: Build organizational agility to adapt quickly and stay ahead of disruption.

What's new: Rapid advancements in inferencing capabilities, AI agents and physical AI are making continuous change an enduring capability. This shift underscores gen AI's role as a critical enabler of reinvention at speed across industries.

Urgency to act

The incentives to invest in scaling gen AI are clear. Leaders in IT, customer service and marketing, for example, are deploying cross-functional solutions that streamline operations and elevate customer experiences. Seventy-three percent of gen AI investments focus on these functional areas, with high-impact results in technology delivery lifecycles (TDLC), contact centers and marketing personalization.[4]

Meanwhile, in industries like banking, insurance and life sciences, domain-specific gen AI applications are driving measurable ROI. Overall, 34% of organizations have scaled at least one industry-tailored solution for a core process in their value chain (such as risk, claims, underwriting and R&D). These organizations are 3x more likely to have delivered ROI that exceeds their expectations.[5]
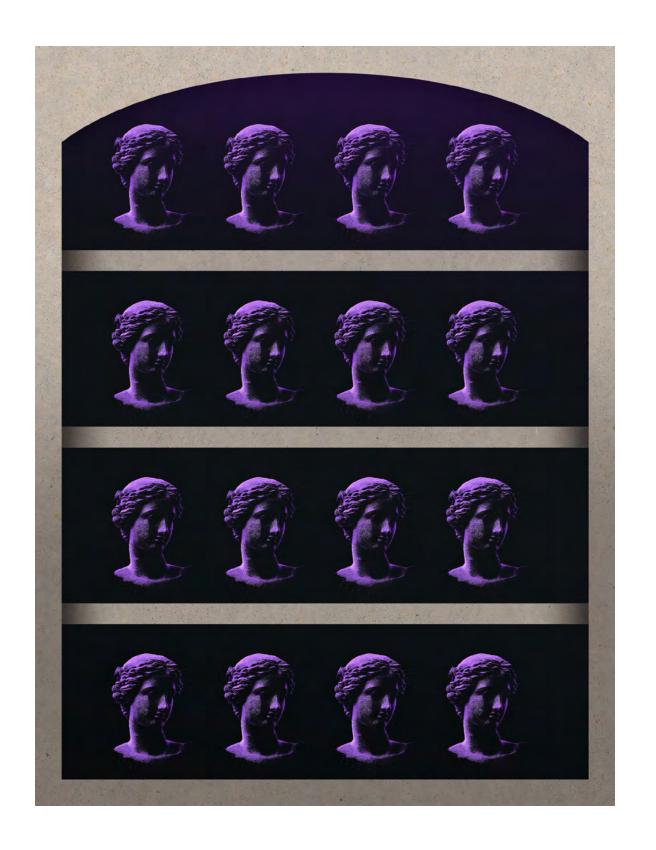
Innovation on the horizon is equally compelling. Small language models (SLMs), fine-tuned for specific domains, are helping organizations boost gen AI value at scale. Agentic architecture, featuring AI agents capable of reimagining entire workflows, will enter the mainstream in 2025, with 3x as many organizations planning to invest in these capabilities compared to 2024.[6] These technological advancements help explain why 83% of executives now believe gen AI's potential for positive business outcomes exceeds their initial expectations.

The urgency to act could not be clearer: Companies already delivering enterprise-level value are 4.5x more likely to have invested strategically in agentic architecture and are 6x more likely to significantly increase their gen AI investments in 2025. These companies are positioning themselves to compound their advantage; those still hesitating risk slipping further behind.

In the sections that follow, we revisit the five imperatives—evaluating the progress organizations have made in adopting them and exploring how these lessons can help organizations across industries overcome persistent challenges and achieve lasting value.

4.5X
Organizations scaling gen AI successfully are 4.5x more likely to invest in agentic architecture— building the foundation for continuous reinvention.

Looking back to move forward:
Lessons learned from the five imperatives

1. Lead with value

Leading with value means prioritizing bold, high-impact initiatives that tackle core business challenges by reinventing processes end-to-end.

Organizations need to:

Lead from the top and align leadership with strategic goals
CEO sponsorship is critical—companies with executive buy-in achieve 2.5x higher ROI.

Provide targeted executive education
Leaders at organizations achieving enterprise-level value are 6x more likely to deeply understand gen AI. Tailored programs bridge knowledge gaps, build confidence and accelerate scaling.

Focus on bold ambition with clear, traceable targets
Tackle core business challenges. Set measurable targets for 360° value—financial and non-financial outcomes that impact the P&L or balance sheet.

Redesign work by tackling processes across silos
Use gen AI to reinvent entire domains, processes and journeys rather than launching narrow use cases. Gen AI can "hack" workflows by analyzing data to reduce inefficiencies, minimize manual steps and uncover opportunities missed due to biases or siloed thinking.

6x
Leaders at organizations achieving enterprise-level value are 6x more likely to deeply understand gen AI.

Ecolab:
Reinventing an end-to-end value chain with AI agents

Ecolab is a global sustainability leader offering water, hygiene and infection prevention solutions that protect people and the resources vital to life. After more than 100 years of driving growth and innovation, Ecolab has launched the "One Ecolab" program to unlock even greater market share and set themselves up for the next century of growth.

Ecolab is focused on cross-sell opportunities, a digitally enabled customer experience and a simplified overall associate experience, including among their large team of sales and service representatives.

The Ecolab team started their journey with key questions: How can we help give our sales and services representatives more time in their day to sell even greater value to customers? How can we remove manual tasks from our teams so they can focus on bringing best-in-class solutions to our customers? How can we supercharge our ways of working with AI agents and leading-edge technology?

Of course, they're focusing on areas that deliver maximum value. So instead of looking at AI use case pilots, optimizing for a specific pain point, or simply looking at one function at a time, their commercial and functional leaders selected an end-to-end value chain approach to unlock trapped value across business and functional domains—quickly tapping into the full value potential with AI.

Ecolab analyzed an end-to-end process, called "Lead to Cash," through the lens of AI reinvention. The Lead to Cash (L2C) process across the enterprise includes Lead to Order, Order to Invoice, and Invoice to Cash and was selected because it has the greatest impact on the overall customer experience and the associate/sales representative experience.

Their journey is only beginning, but includes to-date:

Process Reinvention: They have assembled a cross-functional team to start to explore how AI could enable parallel processes, process acceleration, process rationalization and enhanced data flow. The goal is to reimagine the process to remove current pain points and accelerate outcomes.

AI Agents: Ecolab is thinking through how they could use AI agents to enhance collaboration and seamless execution:

Utility agents automate routine, high frequency tasks, such as order validation, credit checks and invoicing, reducing manual effort and error rates.

Super agents combine insights from multiple functions to optimize workflows like sales order management, billing accuracy and fulfillment planning.

Orchestrator agents oversee end-to-end processes, bridging silos across sales, fulfillment and collections to drive collaboration and efficiency throughout the L2C cycle.

Talent and Building New Capabilities: Ecolab is investing to build their service management capability within their global business services organization to continue evolving their AI capabilities.

Operating Model: Ecolab developed a new AI operating model enabled through a collaboration between their Digital and Global Business Services (known as GBS+) teams.

The Takeaway

Ecolab is ahead of the curve by setting a new benchmark on how to deliver innovation and sustained growth by reinventing an end-to-end value chain. By combining the power of AI agents, reimagining ways of working and investing in new capabilities, they are well on their way to achieving their desired results:

Best-in-class customer experience

Improved associate/sales representative experience

More time to focus on customers

Establish the core data and AI foundation

2. Reinvent talent and ways of working

Securing real value will require fundamentally changing work and learning how to work differently. Last year, we reported 44% of working hours will change as a result of gen AI.[7] Our work with leading clients on talent and skills substantiates this.

Many organizations still view gen AI as a technology to deploy rather than a catalyst to think differently about talent. Only 35% of executives report having a roadmap for how gen AI will reshape their workforce.

Of the five imperatives, this one shows the least progress and emphasis. And yet it is fundamental to value creation. Talent and ways of working stand out as the greatest differentiator among the five imperatives. Those organizations delivering enterprise-level value scored 88% higher in terms of their actions to reshape their workforce and redefine ways of working than those with limited business impact.[8]

To keep pace, organizations need to:

Reimagine work with agents + people

Reinvention begins with redesigning processes and how we work with this new technology. Look for opportunities to leverage agents operating across three levels:

Utility agents: Perform routine, high-frequency tasks that enhance operational efficiency.

Super agents: Combine multiple functions, synthesizing data to drive strategic workflows.

Orchestrator agents: Oversee end-to-end processes, breaking down silos and enabling seamless collaboration.

This progression facilitates AI integration into daily operations, allowing businesses to reimagine workflows and create new efficiencies.

Reshape skills and talent

The rapid pace of technological change has reduced the half-life of skills to less than five years, demanding a shift from static job roles to dynamic, skills-based strategies. Leading organizations are aligning talent strategies with the reinvention of work—adopting skills-based workforce management, recruiting for potential and investing in broad-based AI upskilling. AI-driven, personalized learning is helping close skills gaps, delivering tailored development that empowers employees to thrive in AI-augmented environments.

Redesign organizations

Finally, as jobs change, so will organizational structures. The real value comes in redefining jobs and rewiring organizations to support fundamentally different processes and ways of working. This includes addressing bigger questions on organization design—such as resetting and lowering boundaries, leveraging new multi-agent capabilities and supporting dynamic skills—all of which are critical to creating value from AI.

3X
more gen AI budgets are spent on technology than on people.

Accenture:
Reinventing marketing and communications to fuel innovation and free human potential

As organizations seek to realize the promise of AI, many are viewing it as a tool to automate or augment the existing work routines. The real power of AI, including gen AI, comes when we think of it as a catalyst to reinvent work routines in their entirety.

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.

In the second wave of our reinvention, we went all in on gen AI. This included:

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 enabling our 954 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.

Reshaping 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%.

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.

3. Build an AI-enabled, secure digital core

A strong digital core is essential for gen AI deployment, but achieving differentiated value requires organizations to design advanced, adaptable digital ecosystems.

To transform their digital cores, organizations need to:

Build an adaptive stack of AI capabilities supported by agentic architecture
Advanced platforms like Accenture's AI Refinery™ enable organizations to orchestrate workflows across complex processes by integrating AI into their operations. By processing structured, unstructured and synthetic data, these systems create new levels of operational intelligence and scalability.

Invest in proprietary data to establish competitive advantage
Proprietary data sources, refined and tailored into core data products, are critical for achieving breakthrough insights and long-term differentiation. They form the foundation for advanced AI applications that drive operational excellence. Organizations that are creating enterprise-level value are 2.9x more likely to have a comprehensive data strategy to support their gen AI efforts.

Develop flexible, modular architectures
Tools such as "the switchboard" within Accenture's AI Refinery provide an ability to seamlessly select the right LLM for the right task, future-proofing systems for rapid deployment of gen AI functionalities.

2.9x

Organizations that are creating enterprise-level value are 2.9x more likely to have a comprehensive data strategy to support their gen AI efforts.

Sempra: Building a secure, AI-enabled digital core to deliver cleaner energy

Scaling AI for enterprise-wide impact requires a robust and secure digital core. Sempra's two California utilities, SoCalGas® and San Diego Gas & Electric®, demonstrate how modernizing core applications, leveraging proprietary data and implementing responsible AI governance can unlock transformative outcomes. Their journey highlights the critical role of an adaptable digital core in driving efficiency, improving safety and advancing the transition to cleaner energy.

The Challenge

The Sempra utilities faced a critical challenge: scaling AI to meet the demands of a rapidly evolving energy economy, while continuing to deliver clean, reliable and affordable energy. Legacy systems, siloed data and strict regulatory requirements are challenges to implement AI solutions at scale. To unlock enterprise-wide value, SDG&E and SoCalGas needed a secure, modern digital core to drive transformation while ensuring compliance and business impact.

The Solution

Sempra's transformation was anchored in a cloud-based digital core designed to scale AI securely and responsibly:

Data mesh and proprietary data: Sempra developed a secure environment for data products, making curated datasets available to the business and enabling advance AI analytics and better decision making.

Responsible AI governance: A governance framework facilitated secure and ethical deployment of AI. The framework included guidelines for model selection, data approvals and sign-off processes, fostering rapid yet responsible innovation.

Modernized core applications: Critical systems, such as customer billing and field work management solutions, were updated to seamlessly integrate AI capabilities, enabling intelligent customer service and asset inspections.

The Results

By modernizing its digital core, Sempra has achieved transformative outcomes:

Accelerated analysis: AI-driven models are significantly reducing time required to analyze and generate insights, sometimes up to ~90%.

Enhanced operational efficiency: AI tools identify asset anomalies remotely, enhancing the quality of assessments and improving asset reliability.

Improved customer experience: Generative AI-powered chatbots and assistants expedite issue resolution and improve accuracy in handling customer service requests.

Productivity gains: AI initiatives have delivered significant efficiency boosts in key processes and created the foundations to focus on high value activities and enhance employee experience.

The Takeaway

Sempra's story illustrates how a secure, AI-enabled digital core can drive measurable enterprise value. By leveraging proprietary data, implementing responsible AI governance and modernizing core applications, Sempra has set a benchmark for innovation in the utilities sector. This transformation is powering cleaner energy delivery, improving public safety and enhancing operational efficiency, all while positioning Sempra as a leader in the energy transition.

4. Close the gap on responsible AI

Responsible AI is often viewed as a compliance requirement or a regulatory obligation. But its benefits go far beyond risk mitigation, accelerating decision-making and value creation. Organizations that are creating enterprise-level value are 2.7x more likely to have responsible AI principles and governance in place across the gen AI lifecycle.

To turn responsible AI into a source of value, organizations need to:

Be responsible by design
Embed AI practices into applications and operations from the start.

Adopt a platform approach
Operationalizing responsible AI requires a platform to monitor, test and remediate compliance issues enterprise wide. Accenture's Responsible AI Platform, for example, provides a unified view of assets, open-source tools and industry standards.

Lead with a value mindset
Regularly measure the impact of responsible AI to demonstrate that it is not just a cost but a key driver of growth.

Foster ecosystem collaboration
Engage with policymakers, industry leaders and public institutions to develop shared frameworks and establish best practices. Collaboration fosters innovation and accountability, amplifying progress.

2.7X

Organizations that are creating enterprise-level value are 2.7x more likely to have responsible AI principles and governance in place across the gen AI lifecycle.

Leading bank: Scaling responsible AI for enterprise-wide value

A leading bank is transforming the banking experience by integrating gen AI across its operations to streamline processes, improve productivity and enhance customer outcomes. Responsible AI principles and governance frameworks have underpinned the secure, ethical and compliant deployment of these transformative technologies, helping the bank achieve significant enterprise-wide impact.

The Challenge

The bank faced several challenges in scaling gen AI responsibly across its organization:

Complexity and scale: With over 200 potential gen AI use cases identified, the bank needed a clear framework to prioritize and scale impactful initiatives.

Regulatory demands: Operating in a highly regulated industry required robust governance to mitigate risks and align with ethical standards.

Workforce hesitation: Concerns about job displacement and the complexity of AI technologies created resistance among employees.

Security risks: Ensuring data privacy and secure deployment of AI solutions was critical to maintaining trust and compliance.

The Solution

The bank partnered with Accenture to implement gen AI across key areas, supported by responsible AI frameworks that enabled secure, compliant and effective deployment.

Embed responsible AI into the digital core

Ethical secure integration: The bank embedded safety and security into the foundation of its gen AI platform. By integrating gen AI into its strategic data infrastructure, the bank ensured the technology is robust and aligned with its commitment to data governance and protection. This "security by design" approach not only safeguards customer information

but also facilitates seamless adoption across teams.

AI guardrails from the start: Comprehensive AI guardrails were applied at every stage of deployment, embedding governance and ethical use principles into the development process. The bank's AI Security Questionnaire identified potential risks early, helping to prioritize and implement targeted mitigation strategies.

Streamlined governance processes: Detailed guidelines for AI design, development and usage allowed the bank to navigate the complexities of AI system deployment effectively. By proactively addressing security and compliance challenges, the bank reinforced trust while accelerating innovation.

Reimagine work with gen AI

AI integration: The bank tested and scaled over 40 enterprise-grade AI pilots, prioritizing impactful use cases such as automating legal document reviews, streamlining credit assessments and generating high-quality content at speed.

Ethical oversight: Responsible AI guardrails, including the AI Security Questionnaire and Data Ethics Principles, provided governance for secure and ethical AI deployment.

Upskilling programs: Training initiatives equipped employees with the skills to use gen AI tools effectively, fostering a culture of collaboration and innovation.

The Results

The bank's transformation has delivered measurable value, including:

Enhanced productivity: Legal review times reduced from three days to one, credit assessments 80% faster and software development productivity improved by 18%.

Significant cost savings: AI-driven efficiencies have contributed to $200M+ in annual productivity gains.

Stronger governance: Responsible AI frameworks have ensured compliance with regulatory requirements, reinforcing trust and mitigating risk.

Improved employee sentiment: Over 80% of employees reported increased confidence in using gen AI tools, reflecting successful adoption.

The Takeaway

The bank's adoption of gen AI demonstrates how integrating governance, ethical principles and workforce engagement can support transformational value. By prioritizing security and fostering collaboration, the organization has set a benchmark for innovation and trust in the highly regulated banking sector. This illustrates that embedding responsible AI principles as part of broader transformation strategies not only mitigates risks but also strengthens the foundation for innovation and growth.

5. Drive continuous reinvention

Change will be continuous as both humans and intelligent agents learn. Fostering collaboration between people and AI requires leadership and a cultural shift. The conventional models that most companies rely on are not sufficient for the magnitude and continuous nature of gen AI-enabled reinvention.

The ability to change—and to learn and work differently—will be a key differentiator between those accelerating reinvention and those struggling to keep pace. Companies with advanced change capabilities are 2.1x more likely to achieve successful transformations.[9]

In the era of gen AI, organizations need to:

Recognize the change delta is significant
Set a clear ambition, linked to purpose and goals for value creation.

Build continuous change as a core capability
Revamp your continuous change muscle—invest in experience design and two-way communication. Use data and behavioral approaches to understand and improve engagement.

Put people at the heart of reinvention
Change the narrative about AI from automation and job loss to the opportunity to grow, innovate and differentiate in both customer and employee experience.

2.1X

Companies with advanced change capabilities are 2.1x more likely to achieve successful transformations.

Large electronics retailer: Driving continuous reinvention to meet evolving customer needs

A large electronics retailer demonstrates how continuous reinvention—anchored in leadership, culture and AI-driven innovation—can drive sustained value and customer satisfaction.

The Challenge

As customer needs evolved and expectations grew, the retailer faced increasing pressure to deliver seamless, personalized and efficient service across its digital and physical channels. Legacy processes and workflows created inefficiencies, slowing response times and hampering both customer and employee experiences. To remain competitive, the company needed to:

Transform workflows: Combine AI capabilities with human ingenuity to deliver seamless service and greater operational efficiency.

Foster a culture of continuous improvement: Empower its workforce to dynamically adapt and embrace innovation across operations, ensuring alignment with evolving customer needs.

The Solution

The organization reimagined its operations, enabling collaboration between humans and intelligent AI tools to enhance both customer and employee experiences:

AI-powered virtual assistant: A gen AI-powered assistant now offers self-service support across the retailer's website, app and customer support calls—resolving issues and managing orders faster.

Empowering agents: Customer care agents are equipped with real-time AI tools, including sentiment analysis and instant access to product documentation. This allows them to focus on high-value interactions and resolve issues efficiently.

Workforce transformation: AI tools are embedded into workflows to improve task efficiency and collaboration. The company redesigned customer experience flows to integrate AI capabilities seamlessly, enabling teams to adapt to new ways of working and deliver enhanced value.

Modern digital core: By developing a scalable AI platform on a modern infrastructure, the retailer established a future-proof foundation for continuous innovation and rapid deployment of AI-driven solutions.

The Results

The organization's focus on continuous reinvention delivered measurable improvements across customer engagement, efficiency and workforce satisfaction:

Understanding the customer (intent identification):
- 14% improvement in chat
- 35% improvement in Interactive Voice Response (IVR)

Serving the customer digitally (intent containment):
- 70%+ improvement in chat
- 100%+ improvement in IVR

Enhancing agent productivity (agent assist improvement):
- 30 million summaries generated
- 38-second reduction in average chat handle time
- 30-second reduction in average voice handle time

The Takeaway

The transformation of this large electronics retailer highlights how continuous reinvention—powered by leadership, adaptable processes and advanced AI—enables organizations to thrive amid change. By fostering collaboration between people and AI, embedding a culture of innovation and modernizing its digital core, the company has not only enhanced customer satisfaction but also equipped its workforce to deliver ongoing value at scale.

Conclusion:
Getting started on the path to enterprise-level impact

As the findings in this report make clear, most organizations are still at the starting blocks with gen AI. Yet, for those looking to move from isolated experimentation to tangible outcomes, our research and client work highlight four key short-term actions:

1

Lead with CEO sponsorship

Ensure leadership sets the vision, secures the investment and aligns the organization. CEO-sponsored gen AI-enabled enterprise reinvention typically delivers 2.5x more value.

2

Enhance knowledge of technology and AI among leadership and stakeholders

Provide boards, executives and line managers with a deeper understanding of technology, data and AI—along with potential business applications—to instill confidence in bolder initiatives and accelerate decision-making at scale.

3

Reimagine high-value processes

Transform key, high value, integrated mega-processes, such as Lead to Cash, using human + agent design. This can lay the groundwork for larger, enterprise-wide transformations moving forward.

4

Establish data as the foundation

Elevate focus on building a robust data foundation across different modalities and types—structured, unstructured and synthetic data—so the organization can access not just information but actionable knowledge and context to power reinvention.

By taking these steps, organizations can begin to shift from experimentation to impact, ensuring gen AI investments are guided by strong leadership, a prepared workforce, robust data and targeted action.

About the research

Accenture Pulse of Change survey

Unless otherwise stated, all data in this report refers to the Accenture Pulse of Change, a quarterly survey of C-suite executives exploring how business, talent and technology trends drive change.

The latest survey, conducted between October and November 2024, includes responses from 3,450 C-suite leaders from organizations with revenues exceeding $500 million, spanning 22 industries and 20 countries. The sample has a margin of error of +/- 1.7%. This edition focused on the adoption and application of gen AI.

Analyzing value creation and the impact of the five imperatives

The survey clustered respondents by the scale and speed of their gen AI adoption and the value generated from these initiatives. Among them, 13% of organizations reported creating significant enterprise-level value. These leaders cited:

Scaled deployment of gen AI solutions

Material enterprise impact from gen AI investments

Faster-than-expected progress in gen AI development

This group was compared against organizations delivering limited business impact, typically restricted to pilot projects.

Using logistic regression analysis, we examined how acting on all five imperatives increases the likelihood of achieving significant value. Organizations addressing all five imperatives were 2.5x more likely to be in the high-impact group of those creating significant enterprise-level value. The analysis controlled for company size, industry and HQ location.

Analysis of over 2,000 gen AI projects

To better understand these trends, we also analyzed over 2,000 Accenture client projects, including:

A database of high-impact projects where gen AI solutions were in production, being adopted by the target users and delivering business benefits

A survey of client account leads and opportunity directors

Discussions with leaders and practitioners from our Strategy, Consulting and Data & AI service lines

All case studies featured in this report are based on Accenture client engagements.

Acknowledgements

References

1   Probability premium multiplier derived from logistic regression analysis using data from the C-suite Pulse of Change survey. A respondent is considered to have acted on the imperative if they strongly agree with related survey statements.

2   The 13% are organizations that self-report having: scaled deployment of gen AI solutions; delivered 'significant' enterprise value from their gen AI investments; developed gen AI at their organization faster than initial expectations.

3   Based on a survey of 170 Accenture client account leads and opportunity directors conducted in November 2024.

4   Based on a survey of 170 Accenture client account leads and opportunity directors conducted in November 2024.

5   Respondents reported scaling a "strategic bet," defined as a significant, long-term investment aimed at leveraging gen AI to drive efficiency, productivity, innovation and growth. Scaling refers to expanding AI implementation across the enterprise, integrating it into business processes and workflows, ensuring adoption and improving key performance metrics to achieve broader impact. In contrast, "table-stakes" are foundational, lower-impact gen AI use cases that enable broad adoption but deliver only incremental value. Findings are based on a survey of 2,000 executives (including CxOs, Chief AI Officers and data science leaders) from ten industries, conducted in June–July 2024, with ROI self-reported by respondents.

6   Based on a survey of 170 Accenture client account leads and opportunity directors conducted in November 2024.

7   Work, workforce, workers: Reinvented in the age of generative AI (2024, January 16). Accenture: www.accenture.com/us-en/insights/consulting/gen-ai-talent

8   Based on a survey of 170 Accenture client account leads and opportunity directors conducted in November 2024. Respondents were asked to evaluate clients across the five imperatives using a five-level capability scale.

9   Change reinvented: A new blueprint for continuous, meaningful, successful change (2024, July 23). Accenture: www.accenture.com/us-en/insights/consulting/change-reinvented

About Accenture

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