

A woman with blonde hair is shown in profile, looking out of a car window. The scene is bathed in the warm, golden light of a sunset or sunrise, with the sun low on the horizon. The car's interior, including the steering wheel and dashboard, is visible in the foreground, partially obscuring the view.

Reinvention in the age of generative AI

Executive summary

Authors



Jack Azagury
Group Chief Executive –
Strategy & Consulting



Muqsit Ashraf
Global Lead –
Accenture Strategy



Oliver Wright
Senior Managing Director –
Consumer Goods & Services,
Global Lead



Karen Fang Grant
Global Research Lead –
Industry Networks & Programs



Mike Moore
Principal Director –
Accenture Research



For many companies, the next 12 to 24 months will be a moment of truth: Among those who have invested over the years in new technologies, skills and ways of working, return on those investments has varied. The advent of generative AI presents businesses with unparalleled potential to leapfrog their competitors.

Will they seize that opportunity and accelerate their reinvention to set a new performance frontier?

Or will they fall further behind in the ongoing technology revolution?

The generative AI revolution will require boards, the CEO and entire C-suite to understand this technology at a level not previously seen — and that is despite the fact that the digital revolution has already reshaped the C-suite to be tech literate.

This is not your average technology revolution.

Reinvention as the strategy for success

In 2022, [we predicted](#) that companies that embrace reinvention as a strategy using technology, data and AI would lead in the coming decade.

In early 2023, [we set a baseline](#) for where companies were against that ambition of becoming Reinventors and the extent to which they were expected to outperform the rest. At the same time, generative AI — and specifically ChatGPT — exploded onto the scene.

At the time of writing in early 2024, based on our client experience and research, we predict that over the coming 12-24 months there will be a significant uptick in companies that embrace generative AI as a catalyst for reinvention.

Why is generative AI different from other technological innovations we've seen in recent years? This technology has the power to reinvent every facet of an organization. This is new. We expect that new Reinventors will emerge and some of the current ones may be displaced, with the number of Reinventors growing overall. Through our work, we see empirical evidence that this trend is already in motion, particularly as generative AI rapidly disrupts every industry.



Reinventors are pulling ahead

Let's start by looking at the most recent evidence that reinvention is becoming the default strategy for the world's leading organizations.

A small number of "Reinventors" (9%) have already met the high bar of building the capability for continuous reinvention.

They're making swift progress in executing their strategy and setting out to define a new performance frontier — with technology at the core of their reinvention journey. While this is a relatively small rise from 8% last year, we see bigger change when examining the data in closer detail. Among the largest companies, especially those with revenue over US\$50bn, the number of Reinventors has quadrupled (increased by 14 percentage points from 4%) in the past year. Industry giants are not standing still. Unlike the digital revolution, the largest companies are taking an early lead by leveraging their substantial investment in building their digital core and resources.

Most organizations are still at the beginning of their reinvention journey, with few reinventing at scale today. Similar to last year, the majority (81%) are "Transformers."

Transformers should keep going. They are taking many of the right steps toward reinvention. However, they are less likely to be building sustainable capabilities to reinvent continuously, may be missing the speed and cost efficiencies from a connected strategy of reinvention and need to accelerate progress on generative AI or otherwise fall further behind. The remaining 10% of "Optimizers" are organizations where reinvention isn't currently a priority.

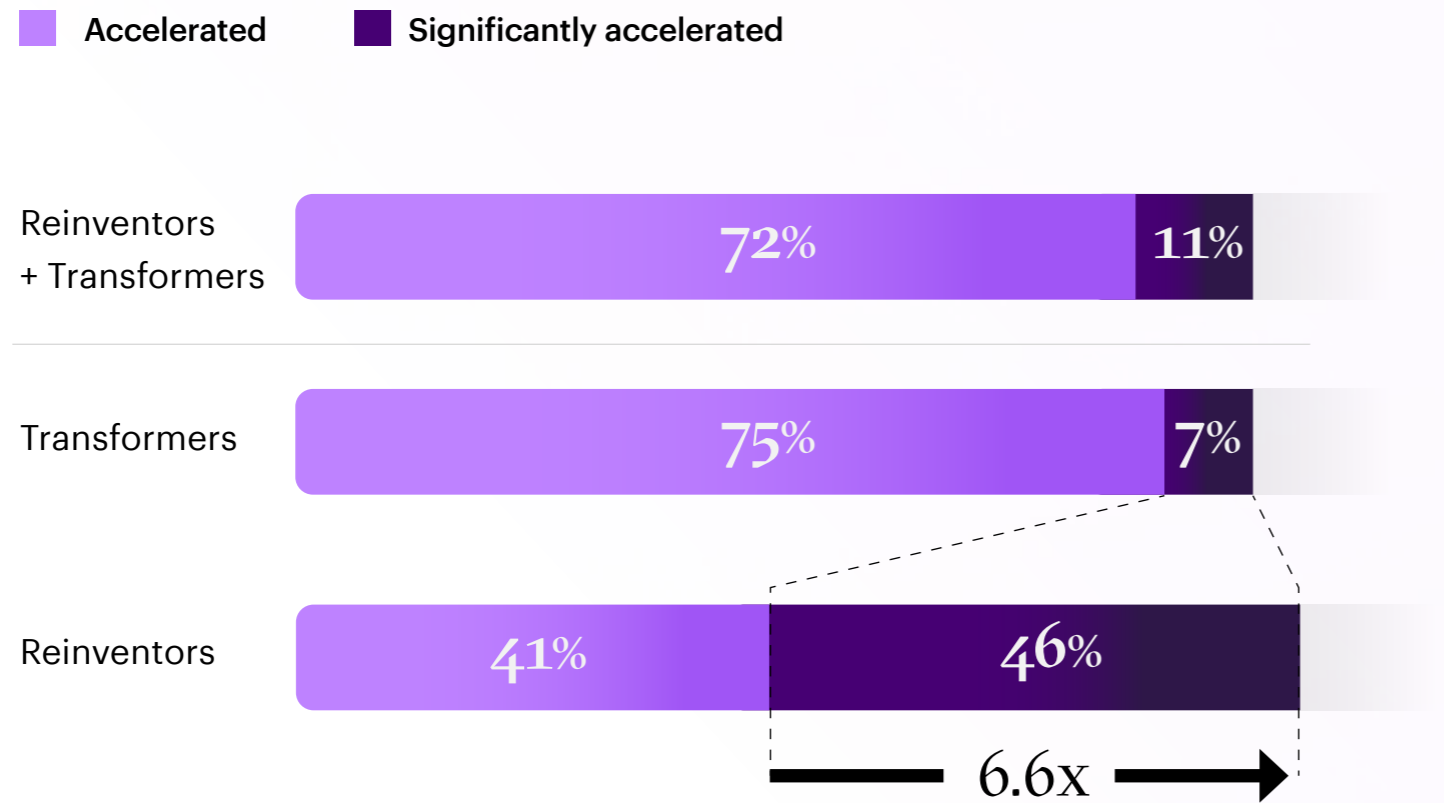
Two industries saw double digit increases in the number of Reinventors: software and platforms up 34 percentage points to 43%, and life sciences up 13 percentage points to 20%. This corresponds with what we see at Accenture. Across our more than 700 generative AI engagements, software and platforms and life sciences are among the most active industries. For these companies, embedding generative AI into their solutions and R&D capabilities respectively is a matter of survival.

Regardless of where they are on their journey, all companies face disruption. The annual Accenture Pulse of Change Index found the rate of change affecting businesses has risen steadily since 2019 — 183% over the past four years and 33% in the past year alone.¹ In response, 83% of organizations have accelerated the execution of their transformation since last year.

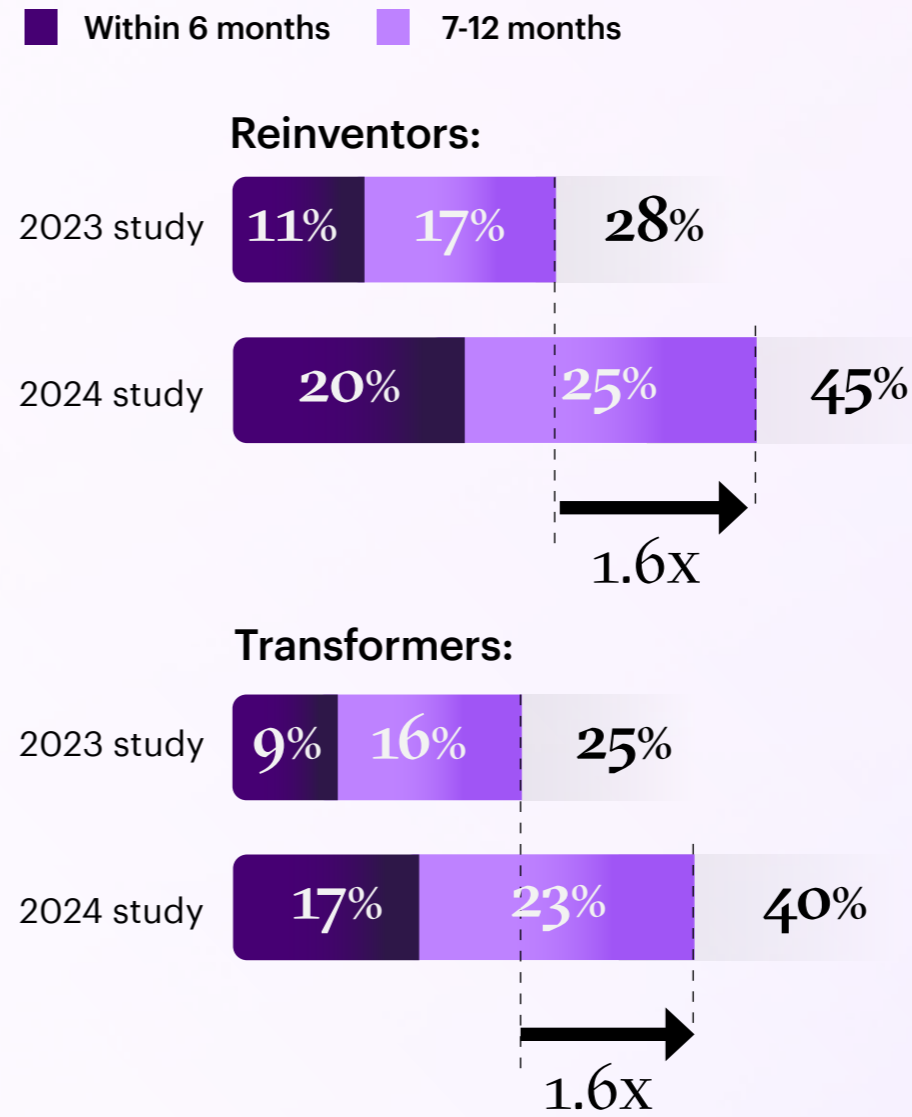
Despite this stated desire for acceleration, Reinventors continue to outpace the rest and extend their leadership position. Almost half (46%) of Reinventors have *significantly* accelerated the execution of their reinvention strategy, compared to the 7% of Transformers that have significantly accelerated their transformation program. And Reinventors expect 20% of the value from reinvention to be released within six months and 45% within 12 months — a 1.6 times increase in pace from just a year ago (see Figure 1).

Organizations are accelerating the execution of their reinvention strategy or transformation program and delivering results quicker — but Reinventors continue to outpace the rest.

Has your organization’s reinvention strategy and/or transformation program accelerated or decelerated over the past year in response to external disruption? (% of respondents¹)



What proportion of the financial value from your reinvention strategy and/or transformation program have you or do you expect to be delivered in each time period? (% of financial value released)



¹) Data not shown for significantly decelerated, decelerated or no impact. Source: Accenture reinvention survey, Oct-Nov 2023. Sample size: Total, 1,500; Reinventors, 136; Transformers, 1,210.



Figure 2

Reinventors expect to grow the value gap across financial indicators

Reinventors' revenue growth is projected to outpace that of all others. Accenture's analysis found that Reinventors increased revenues by 15 percentage points more than the rest of the survey respondents between 2019 and 2022. We expect the gap in revenue growth between Reinventors and the rest to increase by 2.4 times to 37 percentage points by 2026 (see Figure 2).

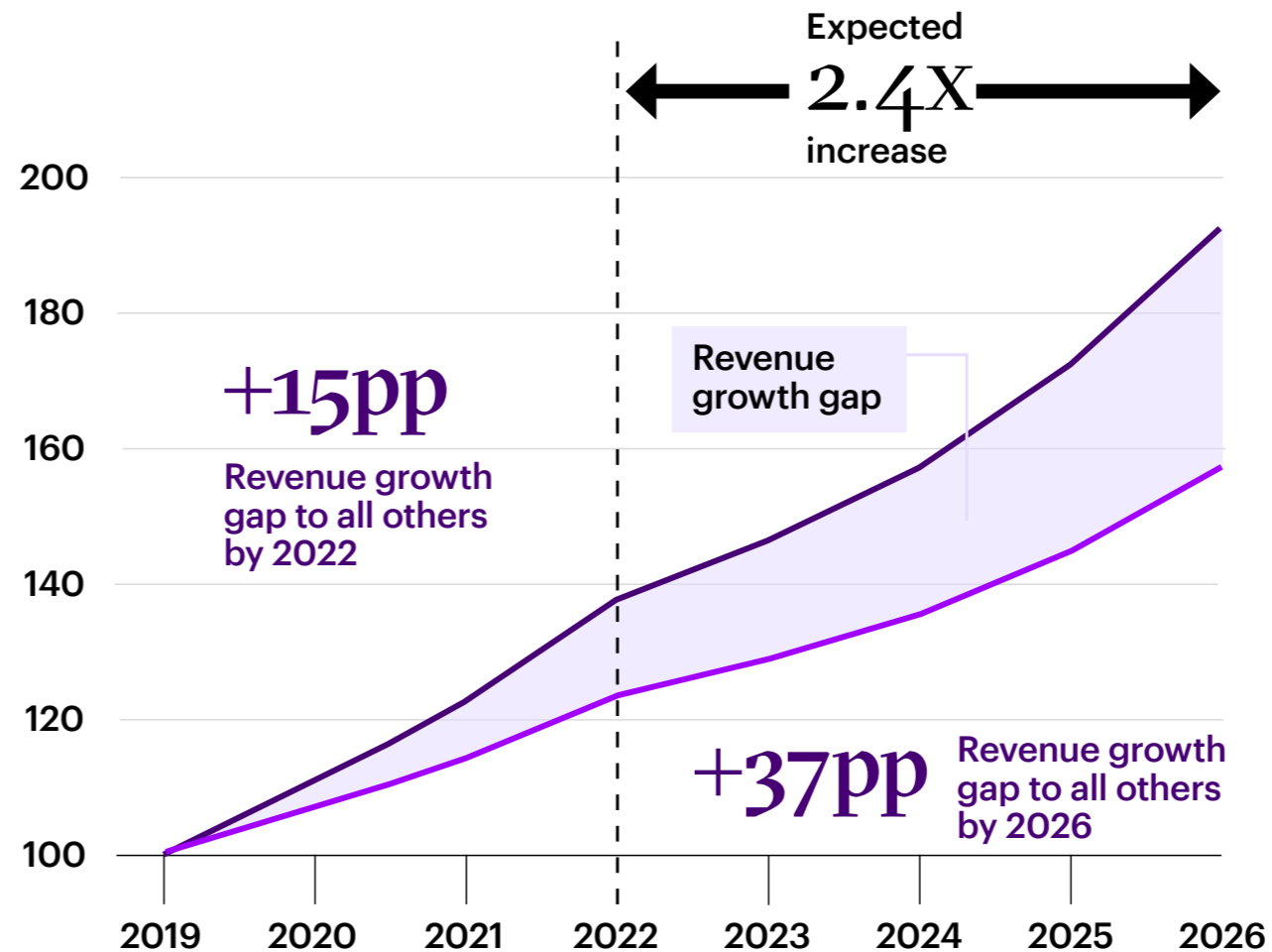
The growing performance gap creates an imperative for other organizations to find new ways to further accelerate their reinvention.

Reinventors are also more profitable. Their average profit margin (EBITDA/revenue) between 2019 and 2022 was 5.6 percentage points higher than the rest. Our modelling estimates that, for the average Reinventor, each year following the adoption of a reinvention strategy is linked to a 2.9 percentage point uplift in margin relative to those that are not pursuing reinvention.

Financial value gap

Revenue growth, indexed (2019 = 100)

Reinventors All others (Transformers + Optimizers)



Profitability (EBITDA/revenue)

+5.6pp

Higher margins for Reinventors compared to all others from 2019-22

+2.9pp

Uplift in margins each year following adoption of a reinvention strategy vs. those not pursuing reinvention

2019-22 = CAGR based on actuals. 2023-26 = self-reported expectations stress-tested vs. analyst expectations. Average EBITDA margin based on actuals for 2019-22. Panel data model tests the relationship between # of years of reinvention (from year respondents report adopting reinvention strategy) and EBITDA margin, controlling for industry, geo and company size. Financial services companies are excluded. Source: Accenture reinvention survey, Oct-Nov 2023. Sample size: Total, 1,500; Reinventors, 136; Transformers, 1,210; Optimizers, 154.

BBVA: A bold new future

Banco Bilbao Vizcaya Argentaria (BBVA) has reinvented itself from a traditional neighborhood bank into a digital powerhouse.

BBVA launched an agile transformation program to break down organizational barriers and enable cross-functional collaboration. Coaches worked with BBVA's people to embed agile principles throughout the business. Today, the bank has a flexible talent pool from which people can be assigned to the highest-priority projects or processes at any given time.

BBVA is using Amazon Web Services to create a new data platform that will be deployed globally, providing all business units with a unified view of their data and access to more efficient data processing, analysis and insights. The use of bank-wide data and AI delivers a holistic view of the current and lifetime profitability — and likely behavior — of every customer. It has also enabled BBVA to evolve from simply offering digital services to developing and selling new digital banking products and offering leading financial health tools. For example, BBVA Valora provides users with recommended purchase or rental prices for a specific property. Two out of three mortgages sold by BBVA are to customers that used BBVA Valora.

BBVA is also able to offer “one-click loans,” which provide personalized and contextual pre-approved loans and potential same-day funding for both customers and non-customers. And BBVA's client onboarding process now takes just a few minutes (versus a few days at most other banks). This has contributed to a 150% growth in new customers.

Today, nearly 50 million BBVA customers interact with the bank through digital channels, and seven out of 10 sales are made digitally. Cost-to-income has dropped to 43% (17 percentage points under the European average) and it's been named Best Global Bank of the Year by The Banker.

Thanks to its strong digital core, BBVA is set up to continue reinventing with generative AI. BBVA is staying ahead of the curve by continuing to reinvent its business model with generative AI. For example, it has built a generative AI-powered financial coach assistant to disrupt customer centricity in banking.



Generative AI enables and accelerates reinvention

Generative AI can deliver value at scale

Generative AI is not your average technology revolution. In the past several decades, we haven't seen a technology that has the potential to materially impact every aspect of a company — this is why we connect generative AI and reinvention. Those companies that deploy this technology to its full potential will reinvent themselves. At the same time, the only way to deploy it to its full potential, is to embrace the need to reinvent processes and talent, while managing the technology through a new capability commonly referred to as responsible AI and with a digital core that has a new layer — a data and generative AI backbone.

And some understand this potential and are taking actions to win. We are seeing this among the Reinventors, and also among a group of the Transformers.

Our research shows that most companies apply generative AI in a way that is focused on those well-known, no-regret moves like content generation or customer care,

with limited focus on novel, strategic bets. But a smaller fraction of companies take a more balanced view, focusing generative AI on those no-regret areas, but also putting significant focus on strategic scaled bets.

What Reinventors know:

- Generative AI is unique in its ability to impact the entire value chain and drive both productivity and growth in a way that can reset the performance frontier.
- Achieving reinvention through generative AI is only possible by developing end-to-end business capabilities, rather than the more common function-by-function focus on individual use cases.
- Developing end-to-end capabilities requires extensive and coordinated changes across processes, people and technology. Processes need to be redefined, people need to be reskilled and a data and generative AI backbone needs to be built into the digital core.

Generative AI has become an extraordinary force in enabling reinvention and accelerating organizations' progress toward a new performance frontier. Technology is the top lever for reinvention for 98% of organizations, with generative AI now seen as one of the main levers for 82% of those organizations.

We saw that 2023 was the year of education and experimentation with generative AI. Moving forward, 2024 is the year of strengthening the foundation for generative AI and delivering value at scale. An overwhelming majority (97%) of executives believe generative AI will transform their enterprises and industries, and will play a major role in their strategies over the next three to five years. Of those, only 31% have already made “significant” investments in their AI initiatives, but 99% plan to amplify their investment in this technology.²



The proliferation of AI in business — generative AI in particular — is accelerating both the potential of and the need for reinvention. This is due to its capacity to allow organizations to redefine their reinvention ambitions, and its potential to drive fundamental disruption within every industry.

Across more than 700 client engagements, we see software and platforms, banking, communications and media, and life sciences as among the most active industries. Our clients are most frequently applying generative AI today for content creation, IT and assisted software development, knowledge retrieval, and customer service and contact centers. And Reinventors are going further, using generative AI to reinvent more strategic areas of the business. New capabilities are being introduced at an unprecedented pace. Across the tech ecosystem, new foundation models are introduced almost every week, leading to heightened client interest and adoption.

It's hard to overstate how significant generative AI's contribution to the world might be. It can make the previously impossible, possible — including bigger and bolder reinvention and formerly unimaginable opportunities for productivity, innovation, experiences, decision-making and growth. Our modeling shows that 44% of working hours in the US are in scope for automation or augmentation by applying the technology.³ Furthermore, generative AI can help build connective tissue across enterprises by unlocking data, organizational and process siloes through its ability to seamlessly connect and process a large volume of structured, unstructured and even synthetic data.

Scale deployments are already delivering step-change results as the following examples illustrate:



3M hours saved

A government agency responsibly used the latest technology to deliver automations at speed and scale, saving three million operational hours, while helping a workforce of nearly 90,000 people better serve more than 20 million citizens.



16M customer offerings

A bank delivered 16 million hyper-personalized offerings to customers within three months of building a generative AI-powered marketing solution.



+10% revenues

An insurer reinvented the entire workflow of underwriting — from automatically routing emails to creating insurance quotes based on policyholders' specific needs — with early results indicating that a revenue increase of up to 10% is possible.

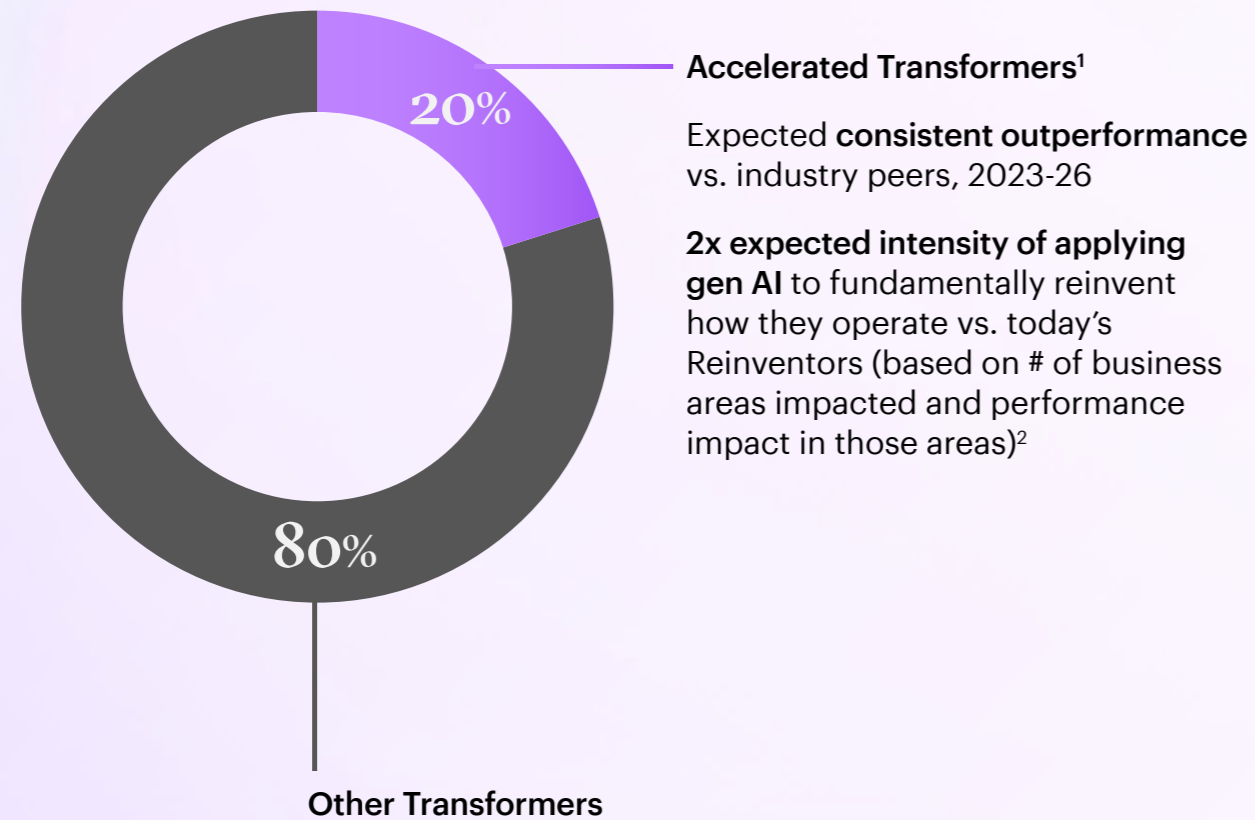
Generative AI is predicted to enable companies to leapfrog today's leaders over the next five years.

Among Transformers, a small, highly motivated group of "Accelerated Transformers" plans to apply generative AI twice as intensively as today's Reinventors. This means that they plan to use generative AI to reinvent more of their functions and business areas across the enterprise. These companies are projected to derive a much more significant performance impact from their deployment. In fact, these future Reinventors are on a path to catch up and even overtake the revenue growth rate of today's Reinventors within the next five years (see Figure 3).

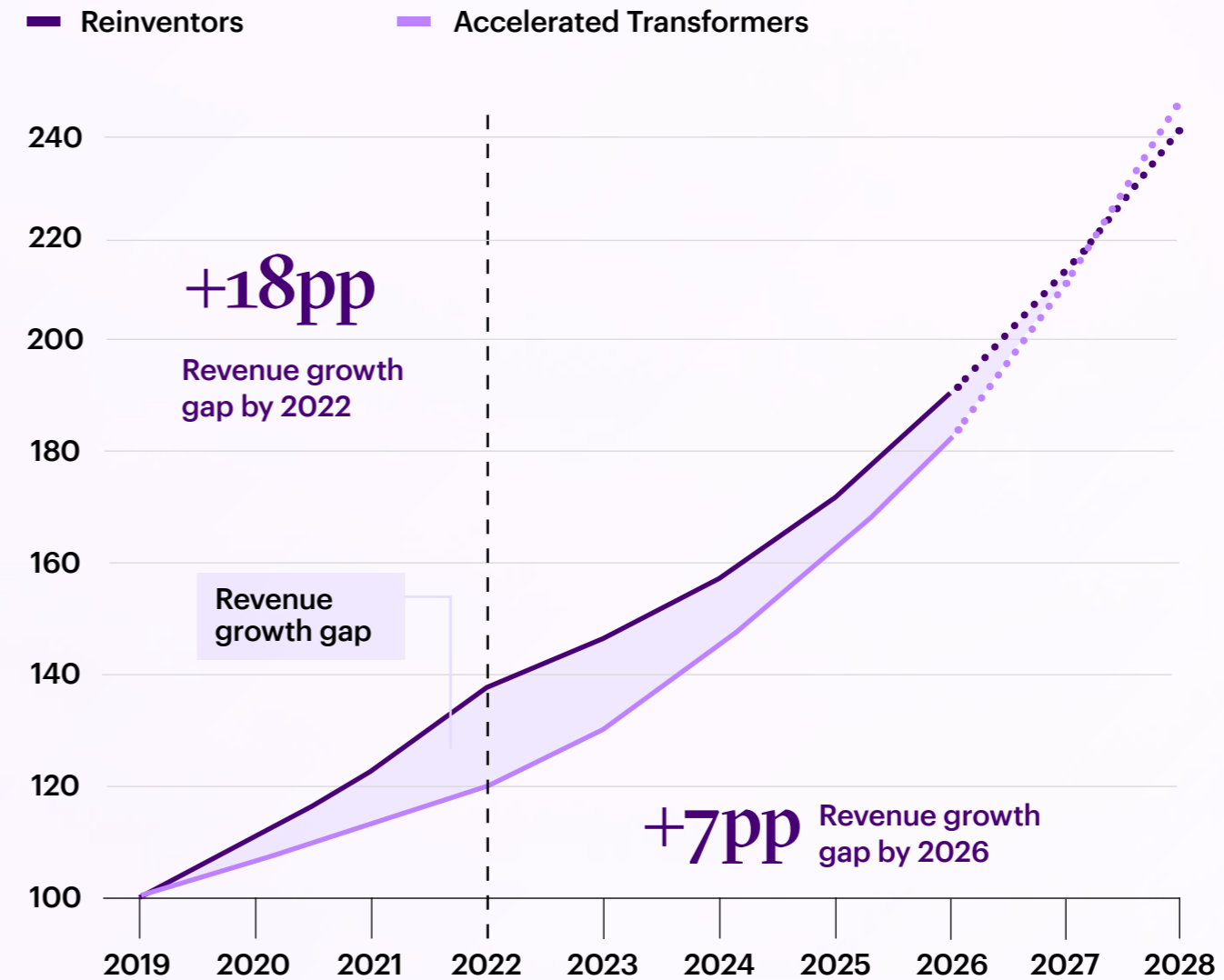
Most executives grasp the scale of the opportunity this presents; however only 15% see generative AI as a threat. This asymmetry is concerning. Organizations need to be ready to capture the generative AI opportunity but not underestimate how this technology will upend their industry and competitive advantage.

Generative AI can act as a catalyst for change, enabling a subset of Accelerated Transformers to close the value gap to today's Reinventors

Identifying Accelerated Transformers



Financial value gap between Reinventors and Accelerated Transformers³ (Indexed revenue growth (2019 = 100))



1) Identified based on expected outperformance vs. industry peers from 2023-26. 2) Measured based on the number of functions / business areas expected to be fundamentally reinvented using gen AI and the extent of performance impact in those areas. 3) 2019-22 = CAGR based on actuals. 2023-26 = self-reported expectations stress-tested vs. analyst expectations
 Source: Accenture reinvention survey, Oct-Nov 2023. Sample size: Total, 1,500; Reinventors, 136; Accelerated Transformers, 243.



The picture of success and how to achieve it



Companies must be able to use generative AI to reinvent. It is by no means the only technology and will not be the last technology breakthrough. It is clear to us, however, that it is table stakes for success, and companies will compete on how fast they are able to harness and deploy it to create material value. This is a reality that not everyone has yet embraced.

Success will require an objective, unemotional approach by every CEO and her or his team to assess where they are today in their competitive set, and then systematically execute a reinvention strategy with five imperatives that can be broadly applied. Here we describe them only in the context of generative AI with client examples.

Note that today, we generally find clients at the C-suite focused on leading with value and talent. There is not enough understanding of the digital core beyond the CIO, and we see a gap in focus, investment and speed on responsible AI. Generally, only Reinventors are embracing continuous reinvention as their strategy and building the capabilities to enable it with urgency.

01/

Lead with value

02/

Understand and develop an AI-enabled, secure digital core

03/

Reinvent talent and ways of working

04/

Close the gap on responsible AI

05/

Drive continuous reinvention

Imperative 1:

Lead with value

Shift the focus from siloed use cases to prioritizing business capabilities across the entire value chain, based on an objective assessment of the business case, enterprise readiness and the corresponding return on investment.

Companies can pursue investments in two categories: "no-regrets" investments that offer productivity improvements and "strategic bets" that offer truly novel competitive advantage including reshaping how industries operate. For those without a strong digital core, the first option will be a must do, leveraging generative AI built into their existing platforms while they rapidly accelerate their digital core build out. For those with a strong digital core, they will need to evaluate the pace of both — there is no “easy” button to apply generative AI, whether it is for productivity or more strategic uses.

Actions

- Understand the potential to reinvent your value chain and develop end-to-end business capabilities powered by generative AI and new ways of working. Be intentional in executing on the roadmap versus the more common function-by-function focus on individual use cases individual use cases.
- Be value-led in every business capability you choose to reinvent with generative AI. Too many organizations have pilots and proofs of concepts with no C-suite approved mechanism to evaluate business value. Rapid interventions are needed to move from hype to material value, and choices need to be made.
- Identify strategic bets where the technology creates differentiated sources of value that can't be easily captured by competitors. Evaluate whether you can achieve your strategy or are at risk of your competitors getting there first because your digital core or organization — including talent — is not ready. Then plan according to where you are.
- Reorient your organization from siloed functions to end-to-end business capabilities and decision-making through a unified data architecture and cross-functional teams. This will enable you to unlock opportunities within the value chain and open new value pools for the enterprise.

Roche: Dissolving boundaries to deliver data-driven cancer care

Today, the combination of new developments in science, data and AI have created the potential for care to be tailored to each person.

But realizing this potential requires a new way of working that breaks down barriers across the lifecycle of care that a patient receives.

Healthcare professionals typically haven't been able to access all the patient data they need because it has been spread across different systems that aren't integrated. Roche is tackling this challenge by building platforms that aggregate data from disparate sources. One such platform is its oncology hub, which securely makes sense of patient data from various sources and serves as a central workspace where clinicians can collaborate. This hub enables physicians to get patients into treatment faster, in a field where time can save lives.

Imperative 2:

Understand and develop an AI-enabled, secure digital core

Invest in technology that runs seamlessly and allows for continuous creation of new capabilities.

Generative AI requires a fundamentally different enterprise architecture. Data is more fluid and unstructured and synthetic data become more important. That's why 67% of Reinventors believe their companies will need to make significant changes to their data strategy to make the best use of generative AI. With new foundation models being released every week, companies need to use the right models to support each capability. AI-ready applications with a flexible architecture open access to a range of foundation models in partnership with ecosystems. Reinventors prioritize their digital core as a key competency. Relative to the rest of the organizations we surveyed, 1.8 times more Reinventors have a best-in-class digital core capability. They are 1.4 times more likely to expect to make significant changes across their IT estate to benefit fully from generative AI in their organization.

Actions

- Understand what “digital core” means for you and look at your technology objectively to understand where your digital core is — relative to the industry, and most important, relative to what is needed to use generative AI. Make a plan from there that is tied to the biggest potential to win in reinvention based on where you are.
- Understand the new capabilities required for a data and generative AI backbone, and what it will take to build them. Develop new data capabilities for unstructured and synthetic data and an architecture that can integrate multiple foundation models.
- Ensure your CIO is embedding cyber security practices early in the lifecycle across technology and that you have a strong security culture to prioritize resiliency.
- Understand your current technology and advisory ecosystem, and refresh your strategy on how you will work with them to compress the reinvention cycle. Consider whether you have the right risk and reward relationships. Challenge whether you can co-create more with partners to go faster.
- Rigorously measure the progress toward ensuring more than 50% of your technology investments are targeted at building the new.

Southeast Asian national oil company: Simplifying volumes of data

Like many others in the oil and gas industry, this Southeast Asian national oil company has huge volumes of data in different formats, and generates more daily.

With no efficient way to access and search its data, decision-making was only getting slower, while the risk of accidents due to missing data points kept growing. Staying on top of pipeline maintenance and repairs was time-consuming, as technicians and engineers had to comb through pages and pages of historical documents to predict where issues may come up.

After taking a holistic look at the issues, the company deployed generative AI and cognitive search, and can now realize the true value of its data and drive new growth. Its new knowledge base incorporates more than 250,000 documents with structured and unstructured information, surfaces whatever information the user is looking for and converts it into the desired format. On the front end, a new search engine simplifies and accelerates the way people find important

information, allowing them to “chat” with the company’s data to find what they need in a quick and conversational way, speeding up decision-making and giving people confidence to act.

The speed at which the right information can now be accessed is also helping avoid equipment downtime as historical data can be accessed almost instantly, like finding out how long it’s been since a piece of equipment was serviced or had a fault. It’s also speeding up onboarding by replacing dense logbooks with a simple search engine to teach complex knowledge. Ultimately, the new, integrated setup makes information discoverable with minimal effort, automates the knowledge-gathering process for different roles across the organization and helps reduce accidents.

Imperative 3:

Reinvent talent and ways of working

Set and guide a vision for how to [reinvent work, reshape the workforce and prepare workers](#) for a generative AI world.

One of the most likely reasons companies will fail to succeed with generative AI is their inability to reach clarity fast enough on how work needs to be reinvented and reshape the workforce accordingly. This will require a new kind of HR that supports a skills-based HR and continuous learning across all levels of the workforce, including the C-suite. Another reason is a common lack of core competencies in change, and in focusing on how to unlock the potential of people. Success requires putting people at the heart of change. And it will mean leaders with different skills.

Reinventors are two times more likely than other organizations to anticipate productivity gains of more than 20% in the next three years. And two out of three strongly agree that, with generative AI, work will become more fulfilling and meaningful. Of all the executives we surveyed, 95% agree that generative AI will in fact create net new jobs in their workforce.

Actions

- Create a talent strategy that identifies how work will change, documents the impact to roles and assesses what skills are needed for every generative AI use case. Make business decisions on how to address freed up talent capacity with transparency.
- Build strong people-centric change competencies that do not change by function or partner and that put people at the center so that you understand the impact of generative AI on all aspects of people and their experiences.
- Develop, either organically or with partners, the continuous learning capabilities needed to support reinvention. Prepare workers for generative AI, actively involving them in change and ensuring they have market-relevant skills.
- Review HR capabilities and invest in the competencies and technology needed to support the reinvention vision. HR is a core part of the business strategy.
- Review your employee value proposition and ensure that it makes employees feel Net Better Off for working at your company, and that your use of generative AI is consistent with your commitments.



Leaders need to start with their value chains to determine how core processes and the work itself needs to change. Compared with the other groups, Reinventors spend more time considering how they will reinvent work. More than half (52%) strongly agree their company is already engaging in efforts to redesign work to incorporate emerging technologies like generative AI. And almost three-quarters (74%) rate their engagement with employees in the design of their new roles and activities as strong. In doing so, they make change a core part of company culture by giving people a voice in the process. Companies will accelerate their progress if they bring people — employees, customers and stakeholders — along as owners of and evangelists for change.

Skills must keep pace with changes across the value chain. This requires a skills-driven talent strategy, and talent roadmaps that are just as precise as technology roadmaps. Our research found that 86% of Reinventors say they have a strong talent roadmap to build the workforce and skills they will need in the next three years (vs. 63% of Optimizers). AI can help organizations become skills-driven, mapping people into new roles in which they will excel and develop their careers. Most Reinventors (56%) say they have “very strong” capabilities in using AI to identify talent gaps and provide personalized upskilling opportunities for their workforce (versus 16% of Optimizers) and 42% are even using AI to create the right team structures and composition.

Biopharmaceutical company: A reinvention to match its ambition

A biopharmaceutical company aspires to be the premier research-intensive organization specializing in the science of discovering and developing new therapies.

It has worked to reinvent the business by diversifying from a small-molecule and vaccine business to become a multi-platform, large-molecule pharmaceutical leader.

This transformation requires new techniques to examine cells and proteins and how they interact, plus high-performance compute capability to analyze complex biomechanical pathways. It also means involving more new and more diverse partners to execute an ambitious clinical agenda. The company's reinvention has seen significant investment in modernizing the technology that underpins its digital core. The company also has put people at the heart of its reinvention strategy.

The company is developing new types of leadership training and experiences to help foster the entrepreneurial mindsets and new ways of working that support the organization's ambitions. This includes making sure people are properly involved in the design process. Additionally, they are working on a program to upskill thousands of people over the next year and make them experts on generative AI, not just knowing what it is, but actually able to develop and create solutions or integrate gen AI into existing solutions. In addition, this company is committed to bringing in the right talent at the right times and has been recognized for its apprenticeship program focused on offering opportunities to military veterans, people transitioning their careers and individuals without traditional four-year degrees.

Imperative 4:

Close the gap on responsible AI

Design, deploy and use AI to drive value while mitigating risks.

Making responsible AI pervasive and systematic will be key to avoid scaling unintended consequences enterprise-wide. It is also necessary to be well prepared for emerging regulation. European Union officials, for example, have reached a provisional deal on the world's first comprehensive laws to regulate the use of AI. Fines for organizations that do not comply with the rules could be as high as 7% of global annual turnover for violations of banned AI applications.⁴

Today, however, there is a big gap between responsible AI intention and action. The vast majority (96%) of organizations support some

level of government regulation around AI.⁵ But just 2% of companies have self-identified as having fully operationalized responsible AI across their organization. And only 31% expect to do so in the next 18 months.⁶ When asked the simple questions “Do you know every place in your organization where AI is being used?” and “Do you know what the risk is, and how you are managing that risk?”, many CEOs answer “no” to the first question, and, if you get to the second question, answer “in process”. Closing the gap requires more than a responsible AI framework for risk management and ethical, sustainable use of AI – it requires an actionable plan that moves from commitment and frameworks to action on the ground.

Actions

- **Establish AI governance and principles.** Agree and adopt responsible AI principles with clear accountability and governance for design, deployment and usage of AI.
- **Conduct AI risk assessment.** Understand the risks of your organization's existing AI use cases, applications and systems through qualitative and quantitative assessments (e.g., fairness, explainability, transparency, accuracy, safety, human impact, etc.).
- **Enable systematic responsible AI testing.** Perform ongoing testing of AI for fairness, explainability, transparency, accuracy and safety leveraging best of breed responsible AI tools and technologies, and enable mitigations.
- **Establish ongoing monitoring of AI systems and oversee responsible AI initiatives while executing mitigation and compliance actions.**
- **Engage cross functionally to address workforce impact, compliance with laws, sustainability and privacy and security programs across the enterprise.**

Monetary Authority of Singapore: Operationalizing a ground-breaking responsible AI program

In today's financial services industry, companies are increasingly relying on AI to provide exceptional customer service while keeping operations lean and costs low.

The Monetary Authority of Singapore (MAS), the central bank and financial regulatory authority of Singapore, recognized the benefits AI provides to financial services institutions (FSIs). But it was also aware of the potential impact of unintended consequences from AI on the industry. These risks could include AI models incorrectly rejecting proportionally more people of a certain sex, race or religion for credit card applications, or people from a certain neighborhood being charged higher insurance premiums when the claims rates don't justify it. MAS knew that as FSIs tackled these issues, they would face complex questions around ethics, accountability and transparency.

As one of the first financial regulators to have a dedicated responsible AI program, MAS is enabling FSIs to evaluate their AI and data analytics solutions against the key principles of fairness, ethics, accountability and transparency (FEAT). MAS established and led Veritas, an industry consortium that now has more than 25 members, to increase the adoption of FEAT principles and enable FSIs and tech firms to enhance their governance around them. To ensure a holistic assessment of FEAT principles throughout the AI and data analytics software development lifecycle, the comprehensive checklist encompassed:

- Defining a new Ethics and Accountability Assessment Methodology to provide a framework for articulating ethical commitments, concepts of justice and principles.
- Extending and refining the Fairness Assessment Methodology, enabling FSIs to define their systems' fairness objectives, identify attributes of individuals and bias and develop mitigation strategies.
- Defining a Transparency Assessment Methodology to help FSIs determine whether and how much transparency is needed to interpret machine learning models predictions.

The methodology has been tested against several use cases, such as: predictive underwriting, customer marketing or fraud detection. Veritas also introduced the first responsible AI toolkit for the financial industry – an open-source, extensible code with easy-to-use features and user-friendly interface, to support responsible AI assessment and adoption.

MAS has become the first regulator to publish a framework of this depth relating to FEAT, and its guidance gives FSIs the ability to move from principles to practice, helping FSIs gain value from AI responsibility and building a fairer future to benefit billions of consumers worldwide.

Imperative 5:

Drive continuous reinvention

Change is constant, so reinvention never ends. Leaders cannot approach reinvention as a contained effort undertaken every few years.

They must build the capability to continuously reinvent and make the ability to change part of the organizational DNA, so that they can continue to both operate and reinvent the organization without unduly stressing it.

Companies must constantly build their organizational agility and make change management a core competency. It's a switch that places an enterprise into a state of openness to new thinking, requiring a cultural and operational mindset for continuous change, powered by a flexible digital core that supports generative

AI at pace and at scale. Over twice as many Reinventors as Optimizers rate their organizations as being very effective in executing on new strategies and performance goals continuously, in response to changes in the business environment.

Generative AI has democratized artificial intelligence and made technology much more human-like. This means the pathway to reinvention is much faster than we envisaged even a year ago as the technology has the potential to redefine entire value chains. Organizations that make bold bets to reinvent and recognize the importance of blending technology with people's ingenuity will capture long-term value and build lasting resilience.



A woman wearing a white hard hat and an orange high-visibility jacket with reflective stripes is walking on a dirt path in a grassy field. She is holding a tablet or clipboard. In the background, several wind turbines are visible against a sunset sky. The scene is illuminated by the warm, golden light of the setting sun.

**Are you ready for
reinvention in the age
of generative AI?**

Charting your path to reinvention

- Do you have a clearly defined vision for reinvention — a north star — to achieve a new performance frontier? How are technology and AI — including generative AI — underpinning your reinvention strategy and where are they expected to unlock the largest pools of value?
- How do you intend to scale AI and generative AI across your enterprise? How will you use these technologies in a boundaryless manner to drive enterprise reinvention?
- Do you have an assessment of your digital core strength? How are you going to enhance that strength? Do you have the technology acumen at all levels to do so?
- Are you radically rethinking your work, workforce and workers to complement the technology? Do you have a talent roadmap that helps you deliver on reinvention and makes your employees feel Net Better Off — today and tomorrow?
- Do you understand where AI is — and will be — used in your organization and what the potential risks may be? Do you have a roadmap and ongoing resources for proactively building systemic responsible AI capabilities to ensure that the reinvention of your enterprise through AI is human by design, fair, transparent, safe, accountable, secure and sustainable?
- How do you plan to enhance your change management capabilities to drive continuous reinvention?

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Accenture is a leading global professional services company that helps the world's leading businesses, governments and other organizations build their digital core, optimize their operations, accelerate revenue growth and enhance citizen services—creating tangible value at speed and scale. We are a talent and innovation led company with 743,000 people serving clients in more than 120 countries. Technology is at the core of change today, and we are one of the world's leaders in helping drive that change, with strong ecosystem relationships. We combine our strength in technology with unmatched industry experience, functional expertise and global delivery capability. We are uniquely able to deliver tangible outcomes because of our broad range of services, solutions and assets across Strategy & Consulting, Technology, Operations, Industry X and Accenture Song. These capabilities, together with our culture of shared success and commitment to creating 360° value, enable us to help our clients succeed and build trusted, lasting relationships. We measure our success by the 360° value we create for our clients, each other, our shareholders, partners and communities. Visit us at www.accenture.com.

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References & Methodology

1. [Accenture Pulse of Change Index: 2024](#)
2. [Accenture Pulse of Change Quarterly C-suite survey, October 2023](#)
3. [Accenture Work, workforce, workers: Reinvented in the age of generative AI, 2024](#)
4. [European Commission, Commission welcomes political agreement on AI Act \(europa.eu\), December 9 2023](#)
5. [Accenture Pulse of Change Quarterly C-suite survey, October 2023](#)
6. [Accenture AI CEO survey, August-September 2023](#)

All other data is from our Total Enterprise Reinvention research. Accenture Research conducted a survey of 1,500 C-suite executives in October-November 2023. Respondents were asked about their organization's approach to business transformation and reinvention strategy, as well as about their specific programs and success factors. We conducted the survey in 10 countries and respondents represented 19 industries. For financial performance, we analyzed the revenue growth for the three groups of companies (Reinventors, Transformers and Optimizers). For the historical period 2019-22, we used actual revenue growth (CAGR) from S&P Global. And for the 2023-26 period, we applied the self-reported expectations in respective time horizons from the survey and used trend data extrapolation for missing values. We reviewed the self-reported expectations of respondents against analyst forecasts to test for consistency.

All non-sourced stories are based on Accenture client engagements.

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