# Reinventing Enterprise Operations

How optimizing operations can help to access a new performance frontier

## A handful of organizations are operations reinventors

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

**Higher levels of operations maturity can access better performance...**
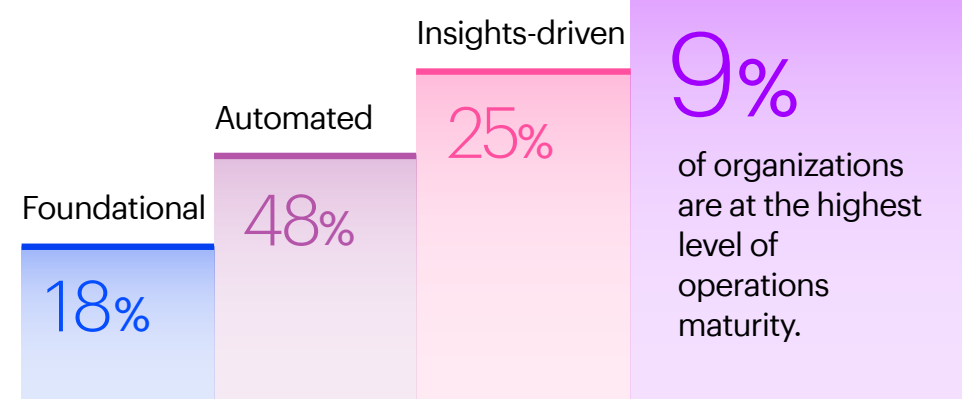
**9%**
of organizations have a unique ability to reinvent enterprise operations and drive 360° value (up from 7% in 2021)

**...but those at lower maturity levels risk being left behind**

**18%**
of organizations remain in the lowest levels of maturity with limited incremental optimization

### The four levels of operations maturity

Foundational **18%**
Automated **48%**
Insights-driven **25%**
Intelligent (operations reinventors) **9%** of organizations are at the highest level of operations maturity.

## Operations reinventors create greater 360° value

**1.4x** higher operating (EBIT) margins.

**2.2x** greater total shareholder return (three-year).

**42%** better at agile product and process innovation.

**34%** better at reducing energy consumption and greenhouse gas emissions.

**30%** better at driving customer engagement while ensuring customer data privacy.

**25%** better at providing equal opportunities to women and minorities in the workforce.
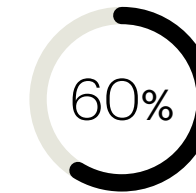
**19%** better at driving talent management programs that ensure better employee engagement.

## Five ways to reinvent operations

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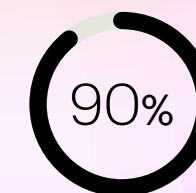Operations reinventors look at value creation holistically.

**60%** Operations reinventors implement processes and platforms to track greenhouse gas emissions, waste disposal and resource circularity.

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

**90%** Operations reinventors have a well-defined data strategy that is aligned with the business strategy and have a centralized, secure data lake to support that alignment.

**03 Innovate processes for enhanced performance gains**
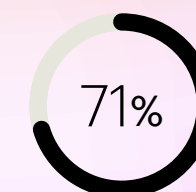Operations reinventors improve processes with an outside-in view.
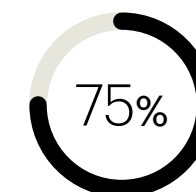
**75%** Operations reinventors adopt process mining and internal and external benchmarking across all business process.

**04 Humanize automation experiences at scale**
Operations reinventors explore new use cases for automation with their ecosystem partners.
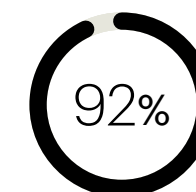
**71%** Operations reinventors are better at deploying AI and automation for customer, employee and partner experience management solutions at scale.

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

**92%** Operations reinventors have an agile talent strategy where machines augment human work in nearly all processes.