

Reinvention in an era of permacrisis: Navigating disruption to drive value

Change has never been this fast;
it will never be this slow again

79%

of CFOs expect external disruptions to increase over the next 24 months.

73%

anticipate technological advancements to be the main disrupter.

86%

say the speed to deliver transformations is faster or significantly faster than in the past.

64%

have a finance transformation underway or planned for the next 12 months.

“

We are entering a highly disruptive decade, thanks in part to the quick pace of technological developments.”

Michael McMurray
Executive Vice President and
Chief Financial Officer
LyondellBasell

For larger companies, change is a bigger concern:

“

Volatility is here to stay and companies that are not able to move at the speed of the marketplace are going to be left behind.

And I am a fundamental believer that the more volatile the business, the more finance needs to raise its game.”

Rui Barbas
Chief Financial Officer - Zone North America
Nestlé

90%

have three or more external factors disrupting their business.

95%

have three or more transformation programs planned or underway.

To create value from reinvention, a company's transformation ambition must match the level of disruption faced

Focusing on value creation from the outset of a transformation can be a game changer. Organizations that prioritize value creation at the start of their transformations are 2x as likely to achieve desired benefits and successful outcomes. CFOs more focused on value also feel less paralyzed and are more satisfied with the outcome of their transformation efforts.

11%

of CFOs have a high-level of transformation ambition.

81%

of these ambitious CFOs begin their transformations with a clear focus on value.

“

Transformation is hard and there's nothing easy about it. And doing it right is even harder.”

Kevin Mitchell
Executive Vice President,
Chief Financial Officer
Phillips 66

“

One of the changes in our business environment is the acceleration of digitalization and the development of AI and other technologies. This change could be a threat to us, but it also entails opportunities.”

Tatsuaki Seki
Representative Director, Senior Managing Executive Officer, Chief Financial Officer, Chief Compliance Officer, Chief Corporate Communications Officer, Chief Sustainability Officer
Seiko Epson

Four actions to unlock value and future-proof the business:

- 1 Use a North Star strategy for value creation
- 2 Move generative AI from the playground of experimentation to the company's digital core
- 3 Accelerate reinvention with technology + data + people
- 4 Use collaboration to unlock the multiplier effect of reinvention

Read our report to find out more on creating more value from your finance transformation and enterprise reinvention: [accenture.com/cfoforwardstudy2024](https://www.accenture.com/cfoforwardstudy2024)