

Living Business

Rewiring your organisation to
amplify human potential.





What's going on?

THE **PACE OF CHANGE** WILL NEVER BE AS **SLOW** AS IT IS TODAY

Matthew Bishop
The Economist



THE **DIGITISATION** OF ABSOLUTELY EVERYTHING

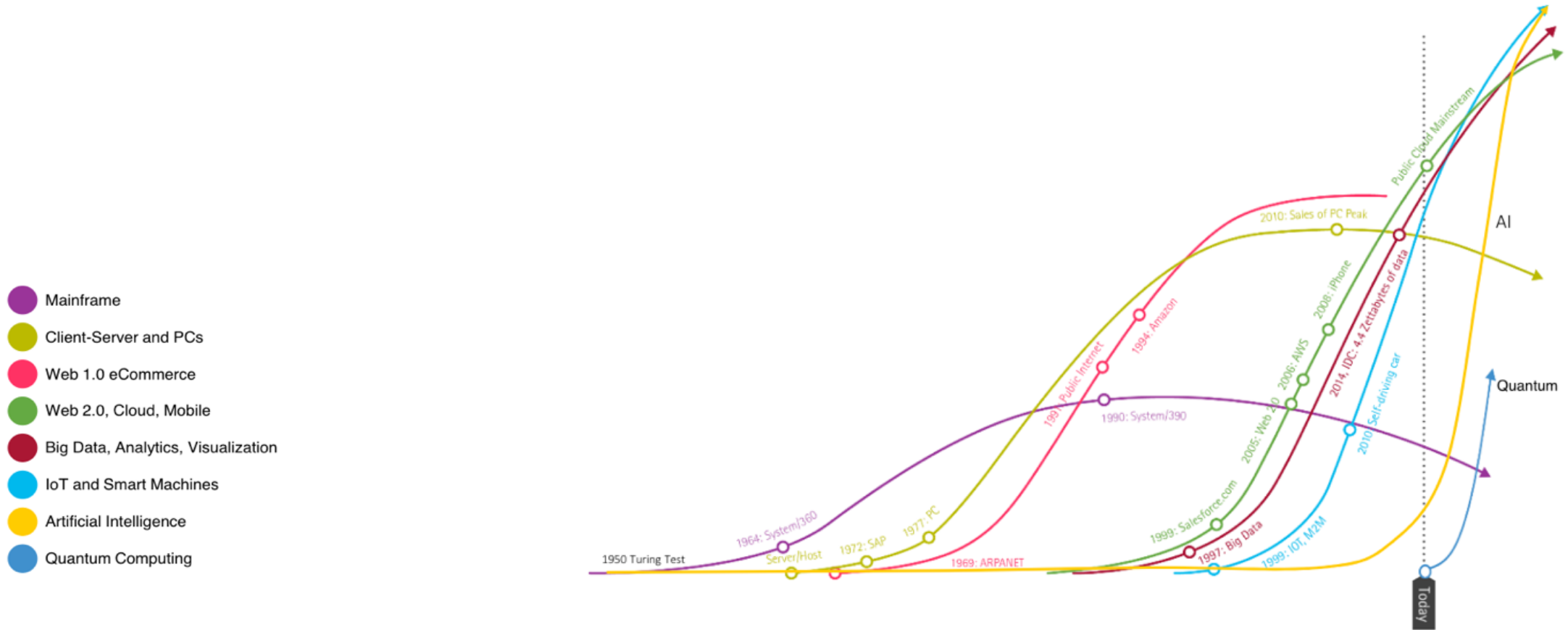
RISING **CUSTOMER EXPECTATIONS**



GROWING **EMPLOYEE DISENGAGEMENT**



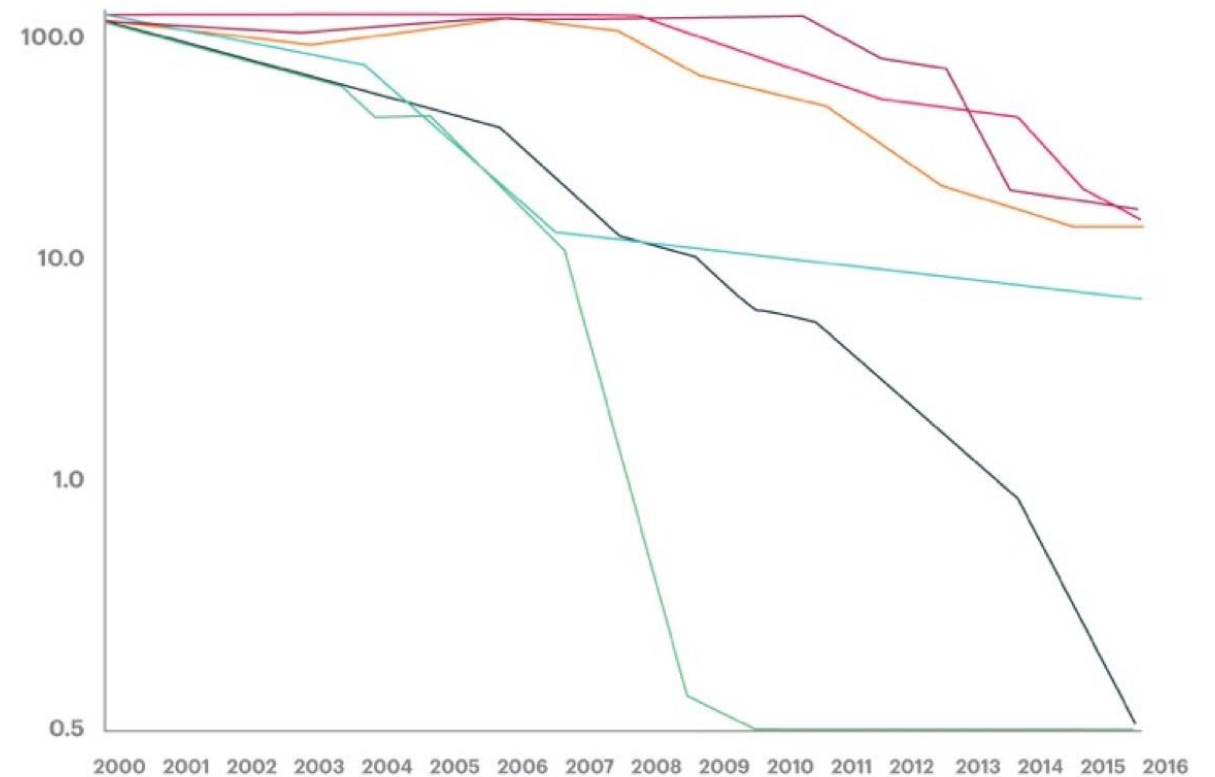
AS NEW TECHNOLOGY EVOLVES



AND COSTS DECREASE

Cost index, 2000 = 10

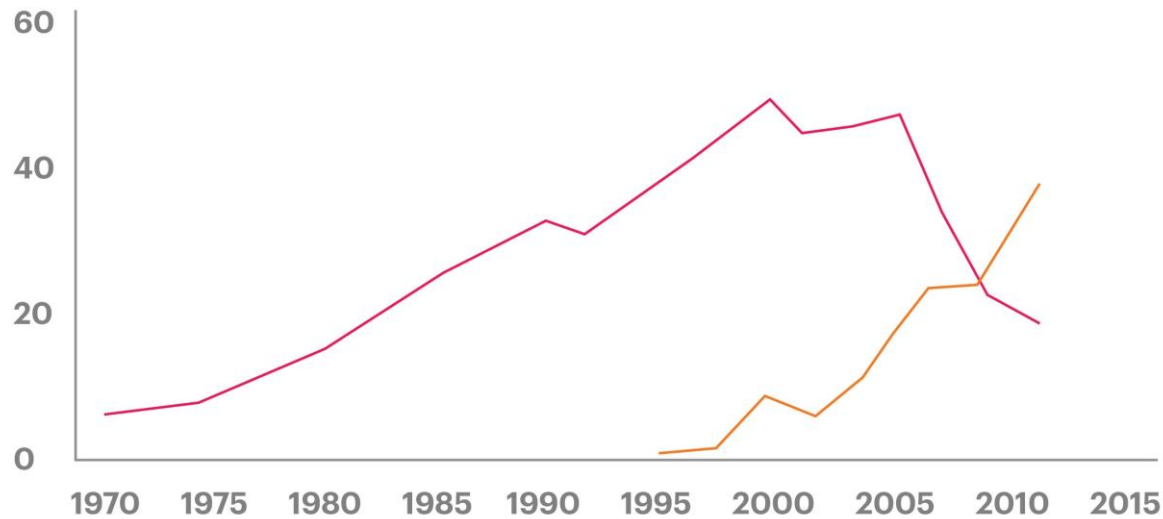
- Cloud storage costs (\$US/GB per month)
- Electric vehicle battery pack (\$US/kwh)
- Genome sequencing cost (\$US/genome)
- 3D printing machines (\$US/machine)
- Global bandwidth costs (\$US/1000 mbps)
- Global PV module prices (\$Us/w)



INDUSTRIES ARE BEING DISRUPTED

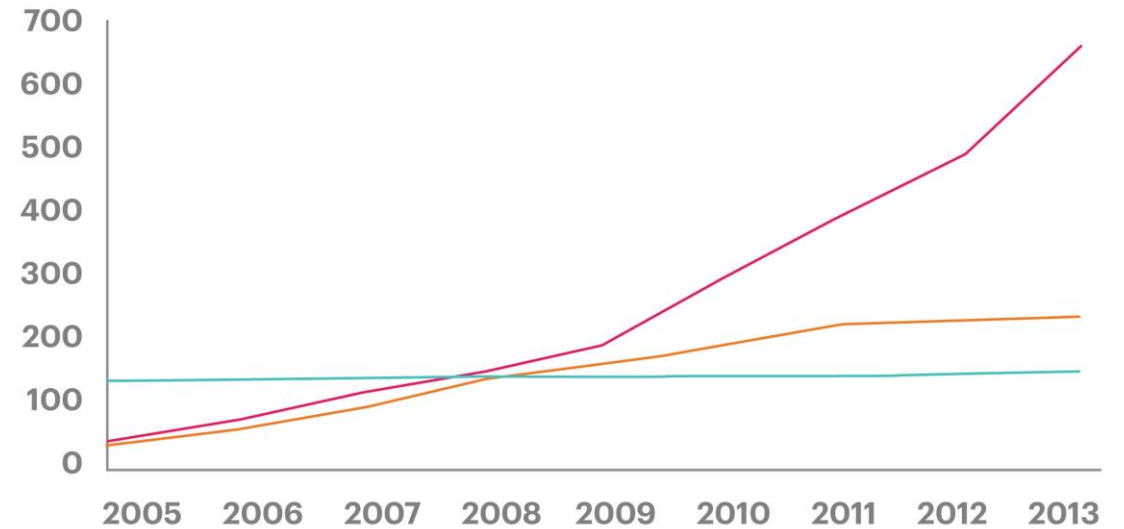
Big bang disruption

Print media advertising revenue \$bn



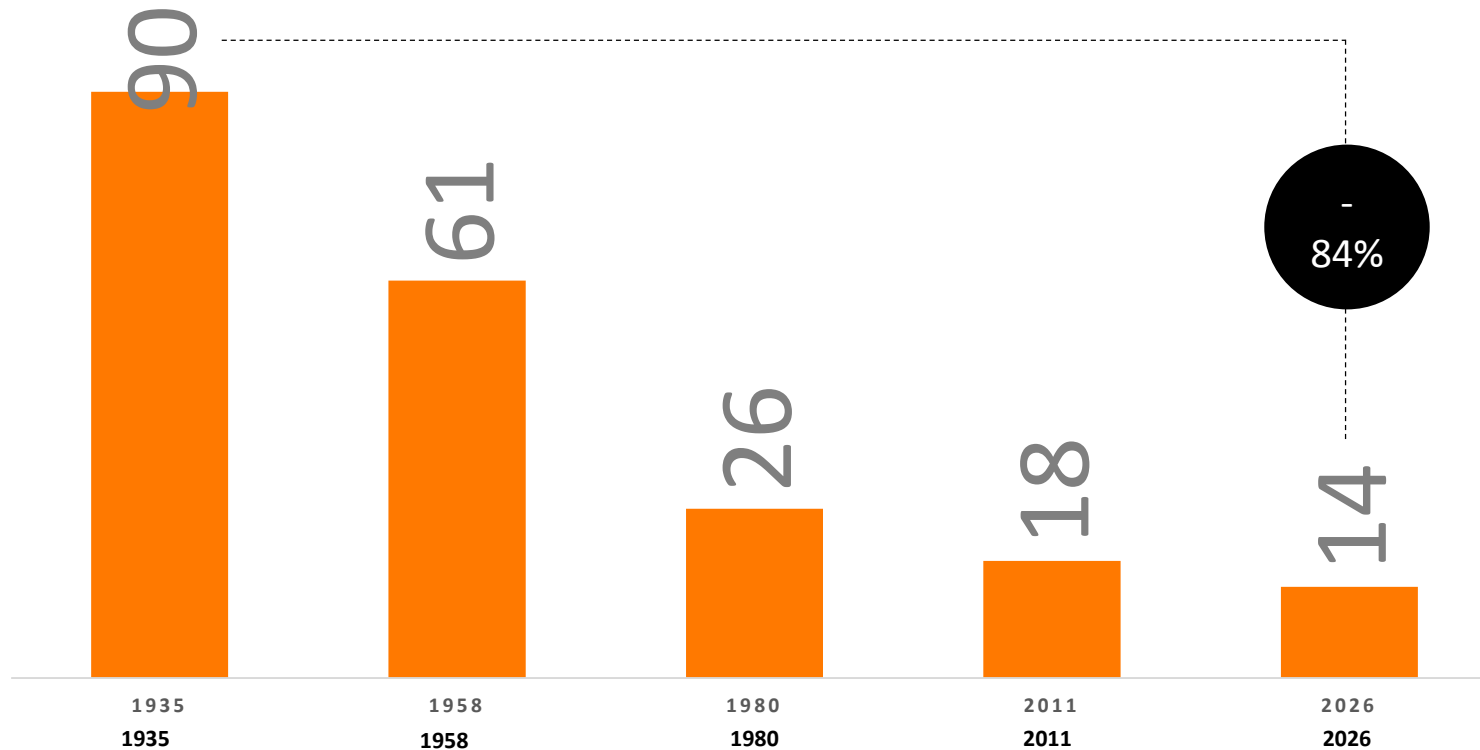
Compressive disruption

Desktop computing device shipments, unit, M

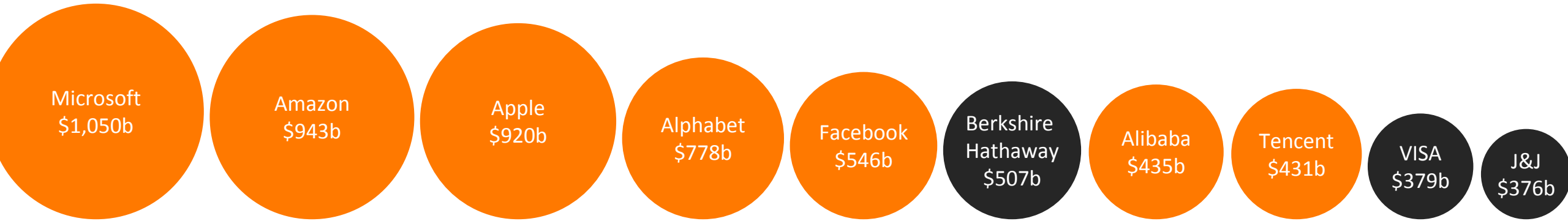


CREATING A SURVIVAL OF THE FITTEST

Average company lifespan of the S&P Index in years

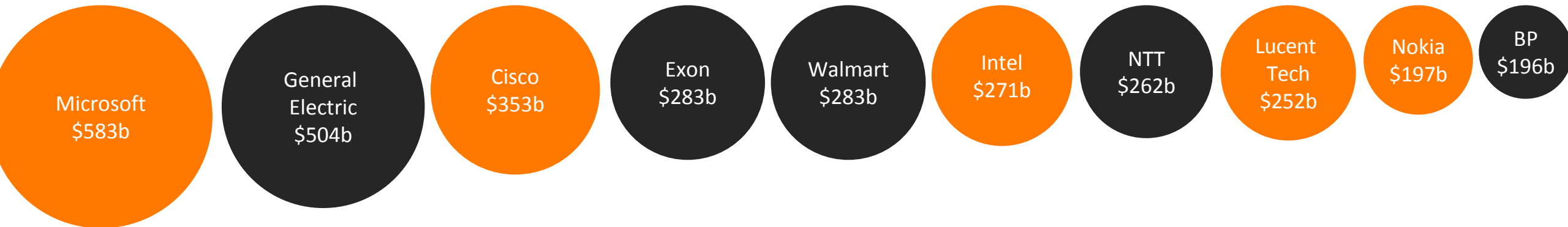


THE NEW DIGITAL FIRST PLAYERS



2019

1999



THOSE WHO ARE DIGITALLY MATURE, EXPERIENCE:

26% MORE PROFIT

9% MORE GROWTH

9% HIGHER MARKET VALUATION

ONLY 30% OF DIGITAL TRANSFORMATIONS **SUCCEED**

DUE TO THE PACE AND COMPLEXITY OF CHANGE



Legacy IT systems



Slow to move in growing markets



Commercialise ideas

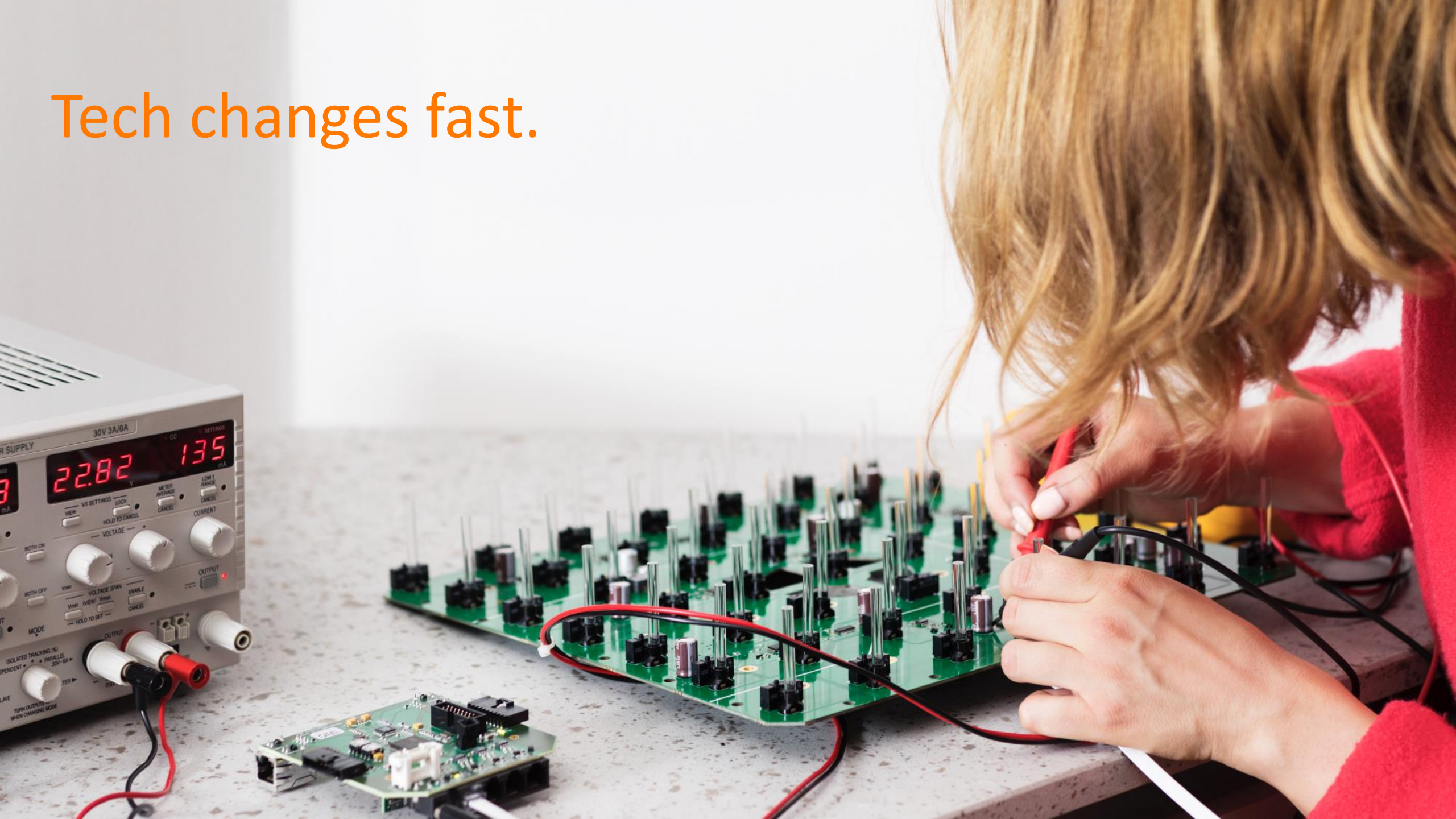


Identify where to invest

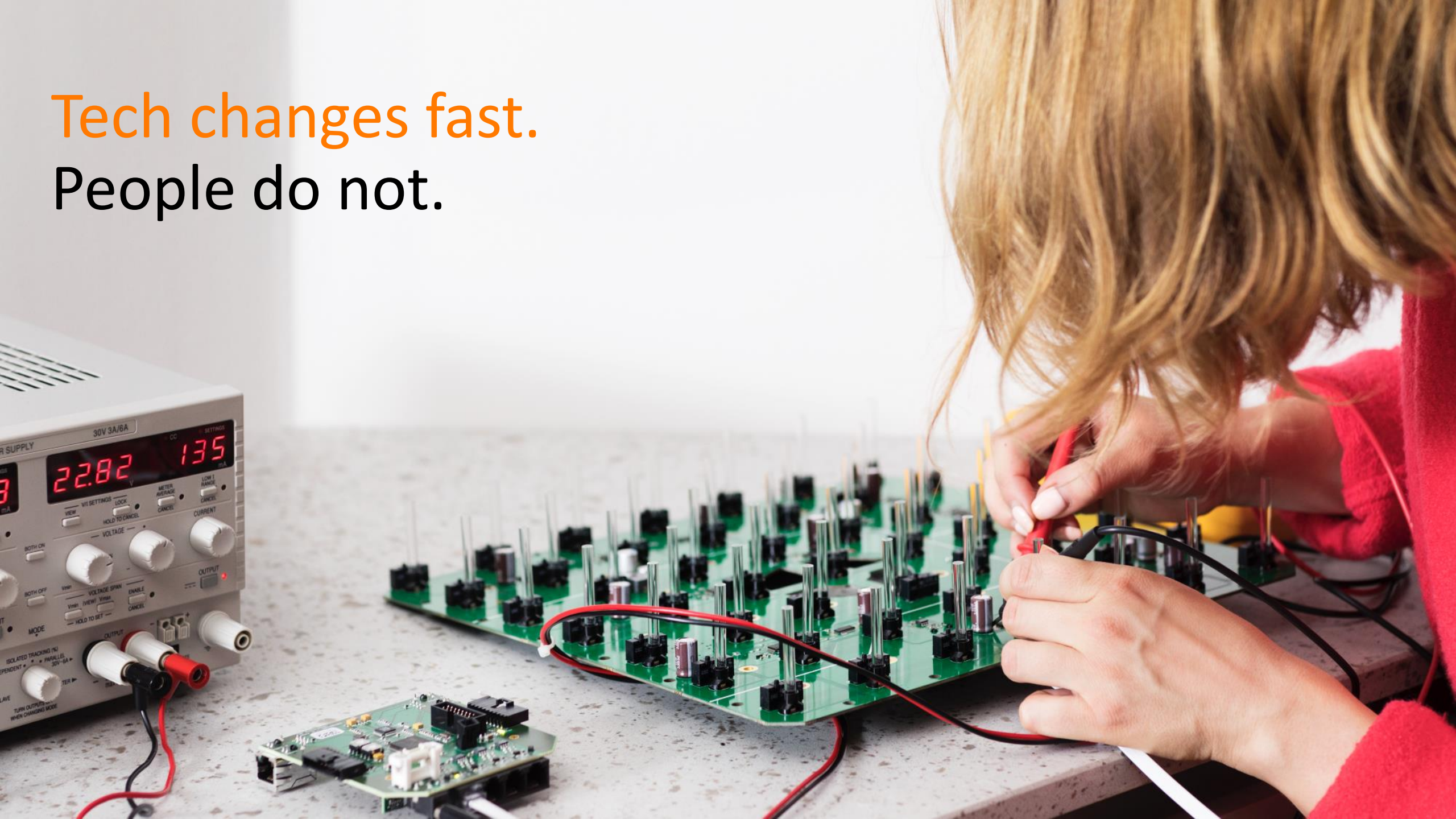


Fail to see they are being disrupted

Tech changes fast.



Tech changes fast.
People do not.



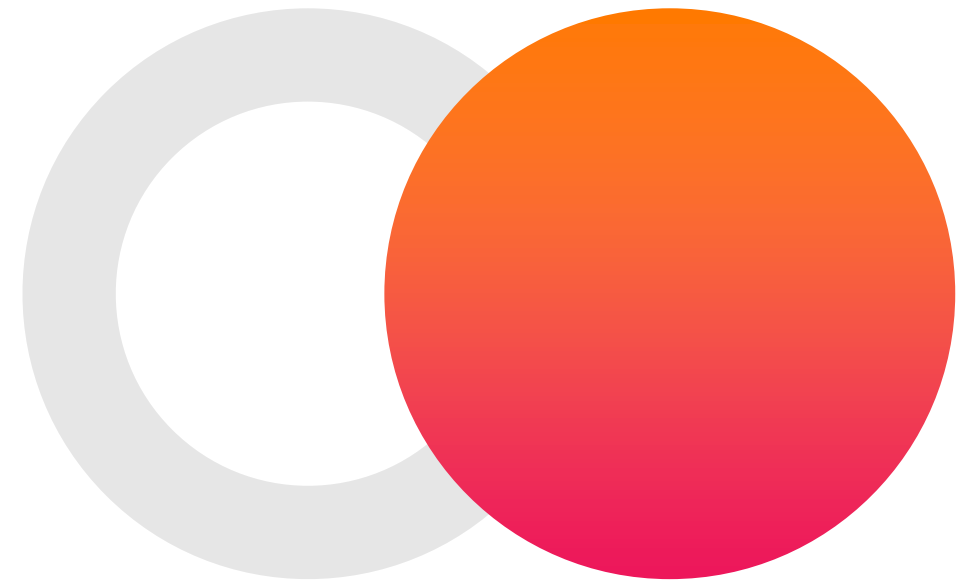
**To unlock the power of
technology, organisations need to
become a Living Business**



Living Businesses unlock
sustained growth by
continuously adapting to the
evolving needs of their
customers

Living Businesses understand
that they can't just transform
experience. They must
transform the business itself.

The hallmark of a Living Business: it's all about people



**Outstanding
employee
experiences**

**Customer-centric
approaches and
organisational
structures**

**Culture that
encourages
innovation at every
level**

T-Mobile

**TEX delivers outstanding
employee experience**





T-Mobile

TEX delivers outstanding employee experience

- 71% decrease in transferred customer calls (from 14% to 4%)
- 48% drop in annual attrition amongst call center reps (from 42% to 22%). This reflects the more rewarding shift from factory floor to knowledge work environment
- 13% drop in cost to serve

This all stems from engaging employees differently and in more meaningful ways.

Amazon

**Culture that encourages
innovation at every level**



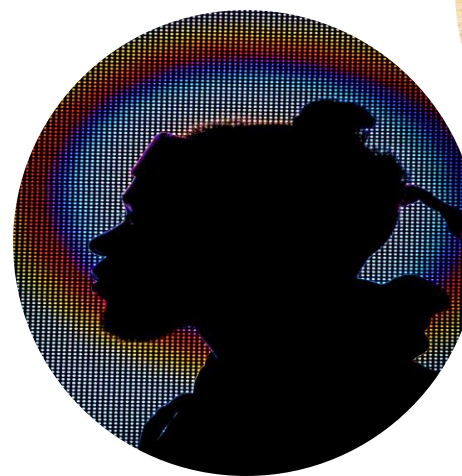


What are the traits of a Living Business?

A living business has what we would consider human characteristics – responsive, emotive, and ambitious.

It is constantly ready to pivot in response to change.

We believe a **Living Business** is one that demonstrates signs of vitality.



Accenture studied over 1,000 companies

To better understand the drivers and performance impact of vitality.



**C-LEVEL SURVEY
COMPANY DATA**



**195 CEOS
1000+C-SUITE**



20+ COUNTRIES



10 INDUSTRIES

Test hypotheses around growth obstacles and relevance imperatives

Validate importance of the five capabilities to drive relevance

Correlate self-reported performance (= vitality score) to self-reported and financial company data

Derive insights from what distinguish companies with high vitality and performance levels



70% of organisations said
**traditional approaches to
reinventing themselves** have
become increasingly **irrelevant.**

**For many organisations, growth is elusive
and much harder to achieve.**

Past success is just not replicable, and confidence is shaken.

What distinguish companies with
high vitality and performance
levels?

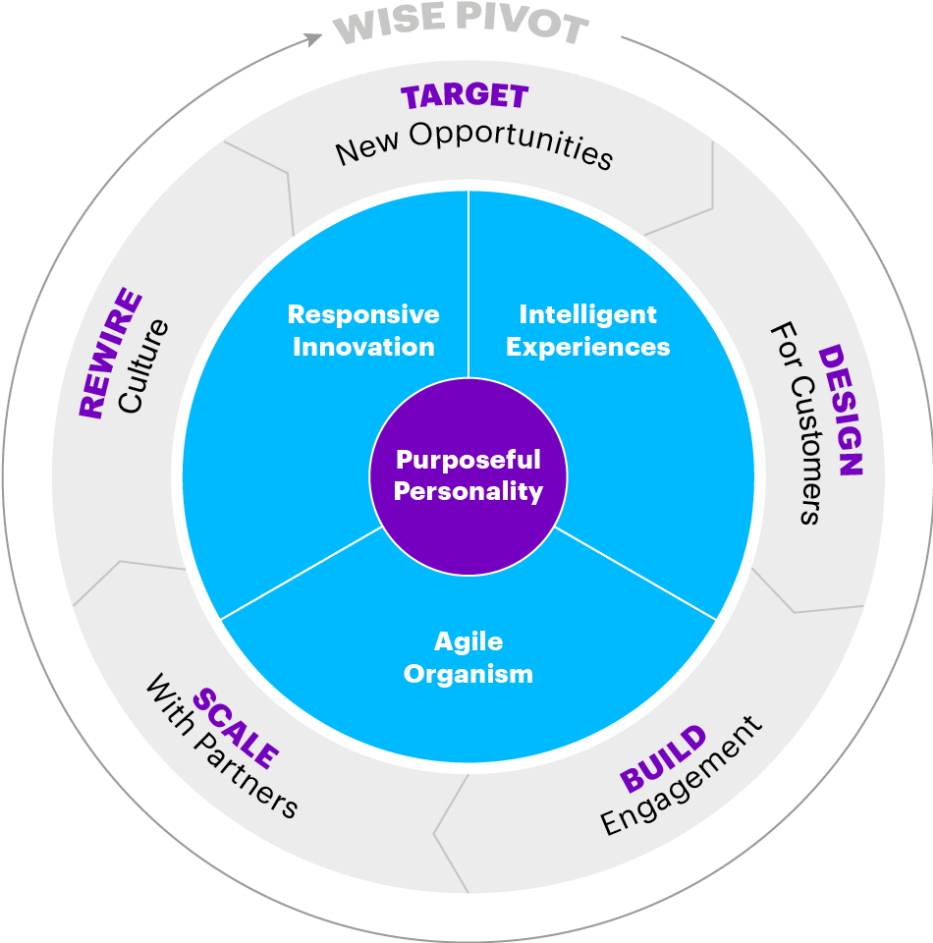
A purposeful personality as the **North Star**

Living Businesses set a clear and focused purpose that underpins organisational behaviors and guides them, as they evolve.

The behaviors, beliefs, and values shape the experience of your company. The core purpose and mission directs the whole organisation's activities.



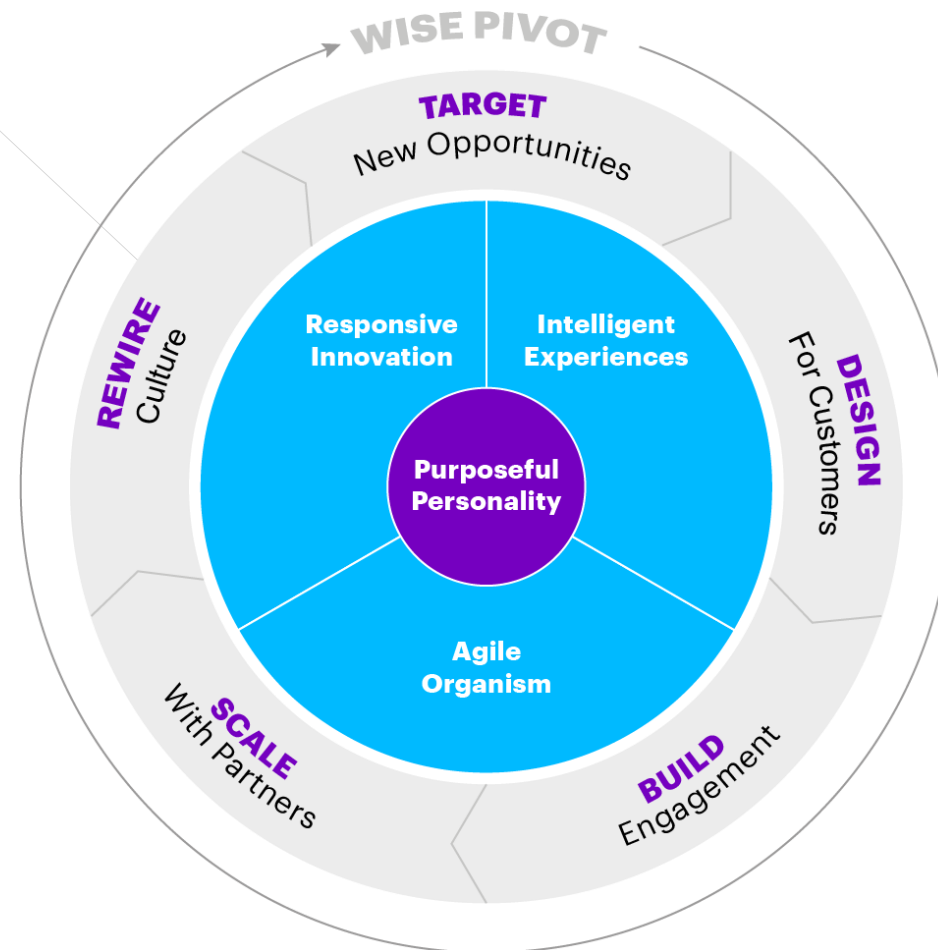
We uncovered five pathways to become a Living Business



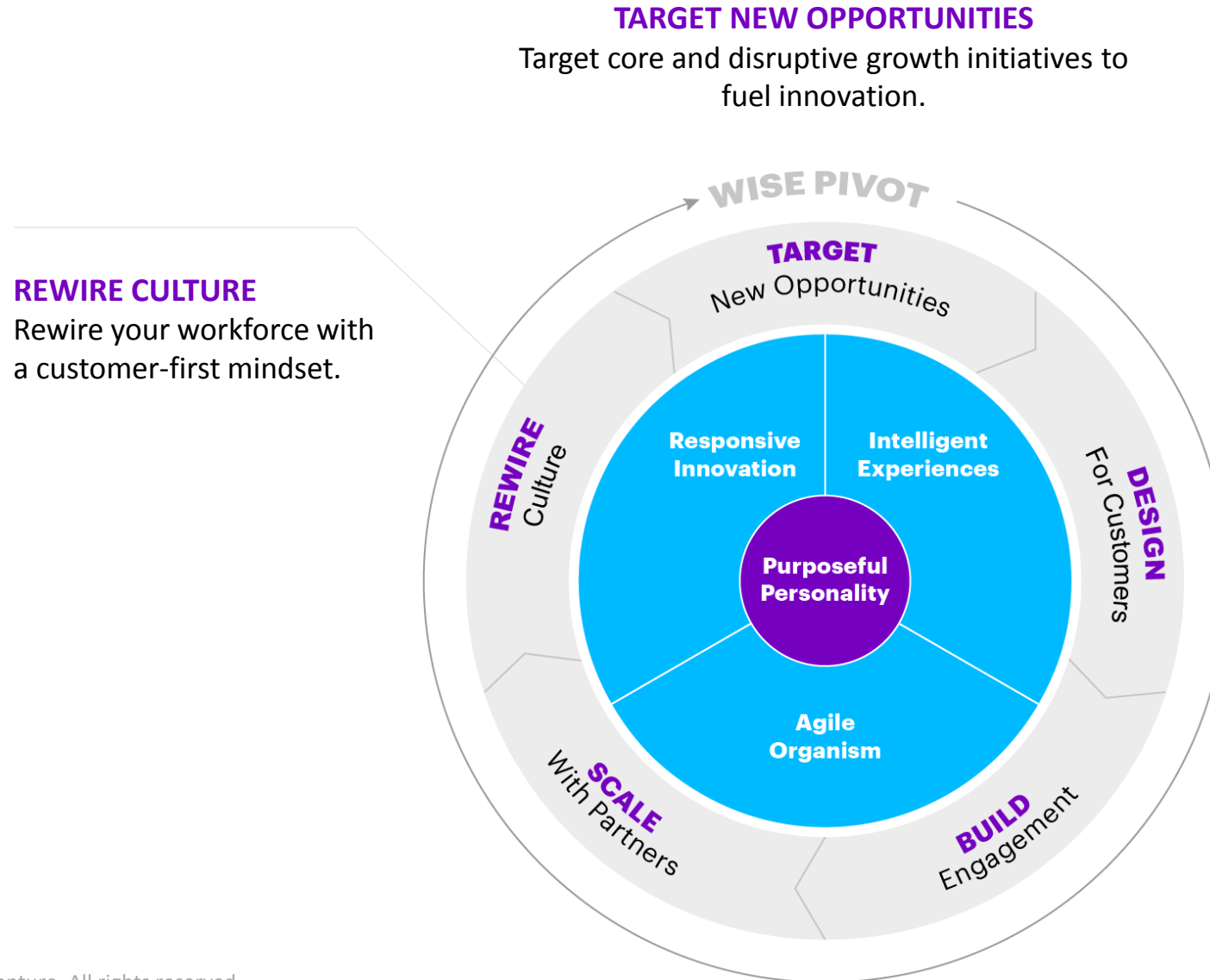
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REWIRE CULTURE

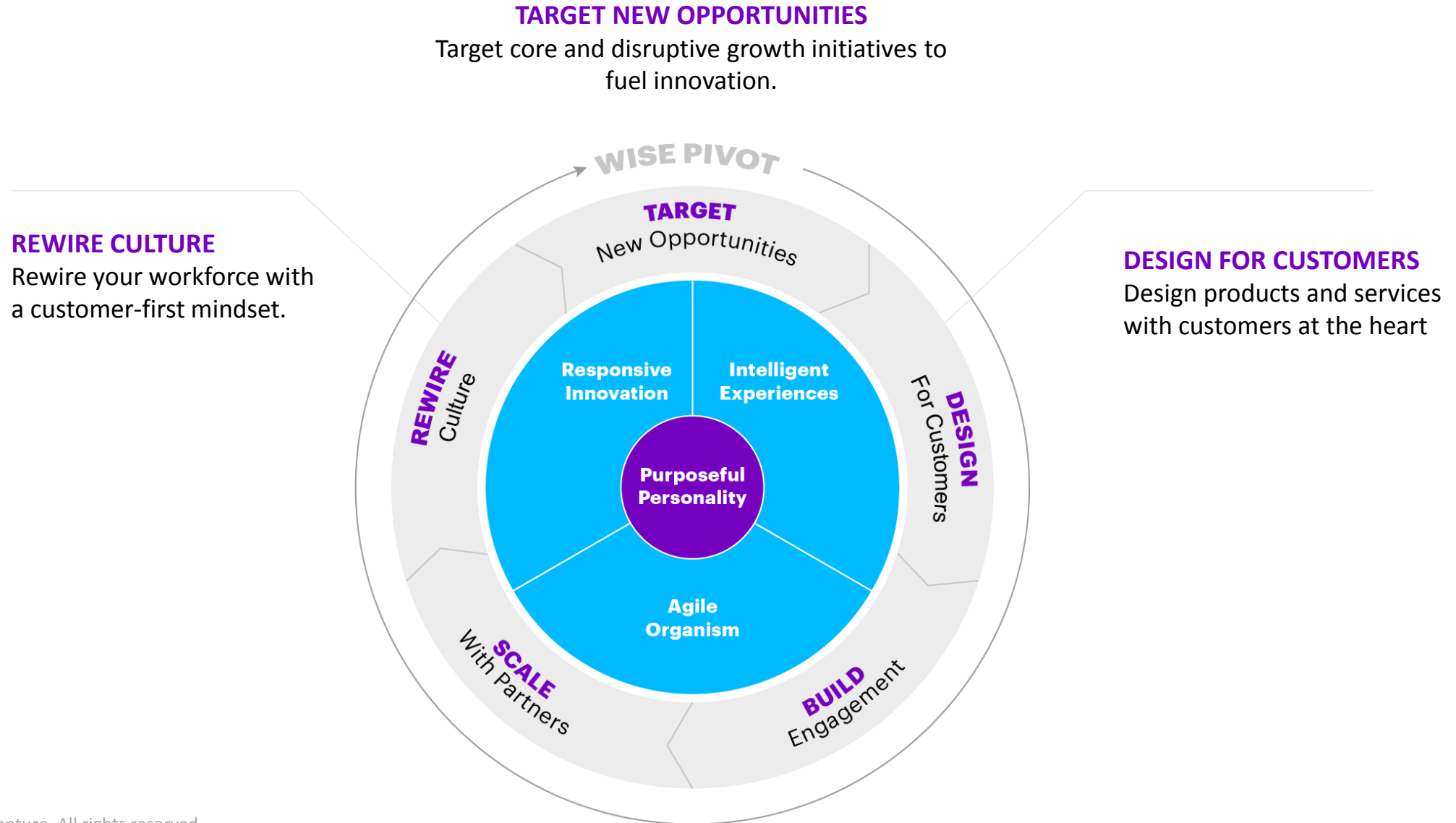
Rewire your workforce with a customer-first mindset.



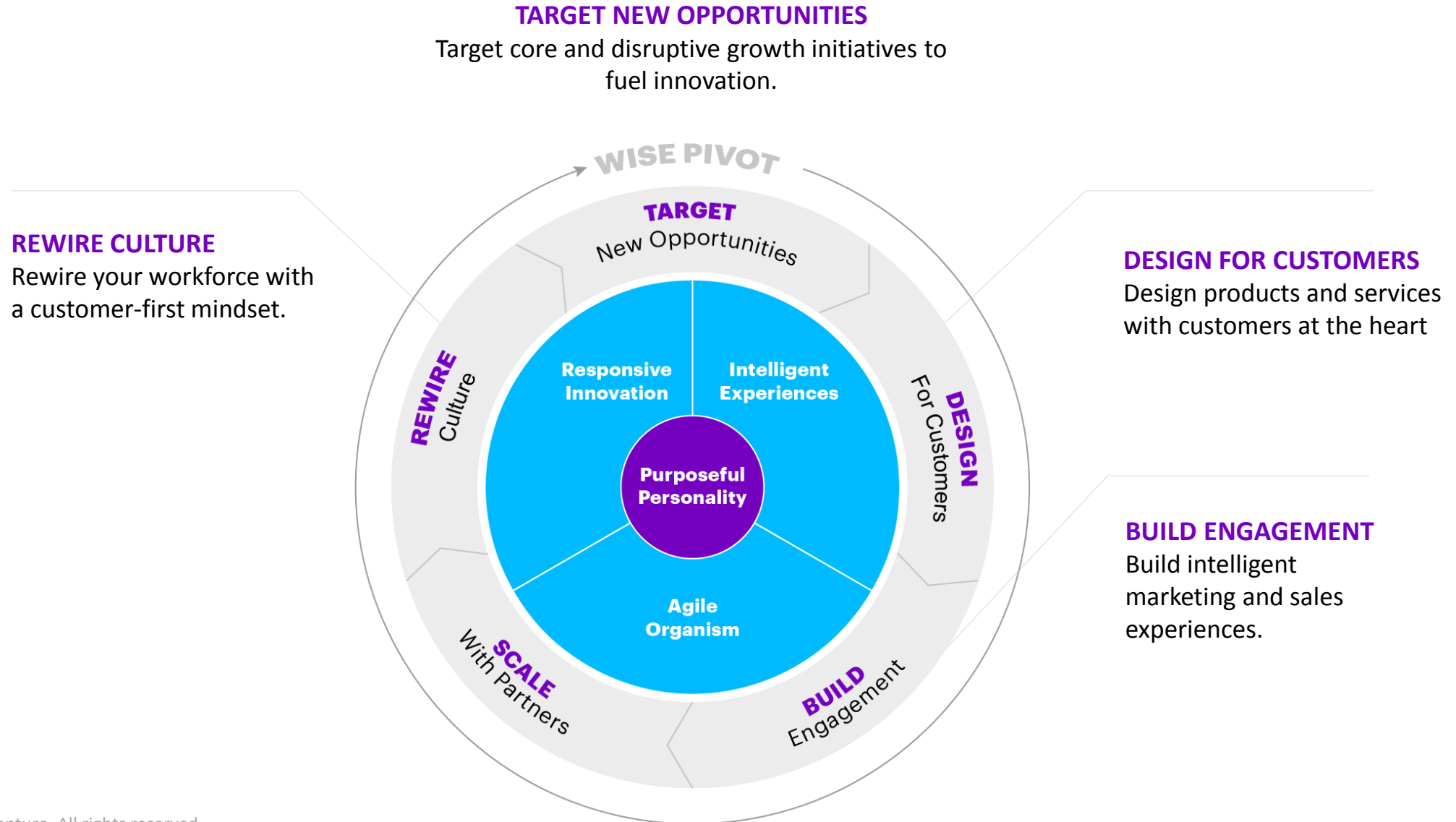
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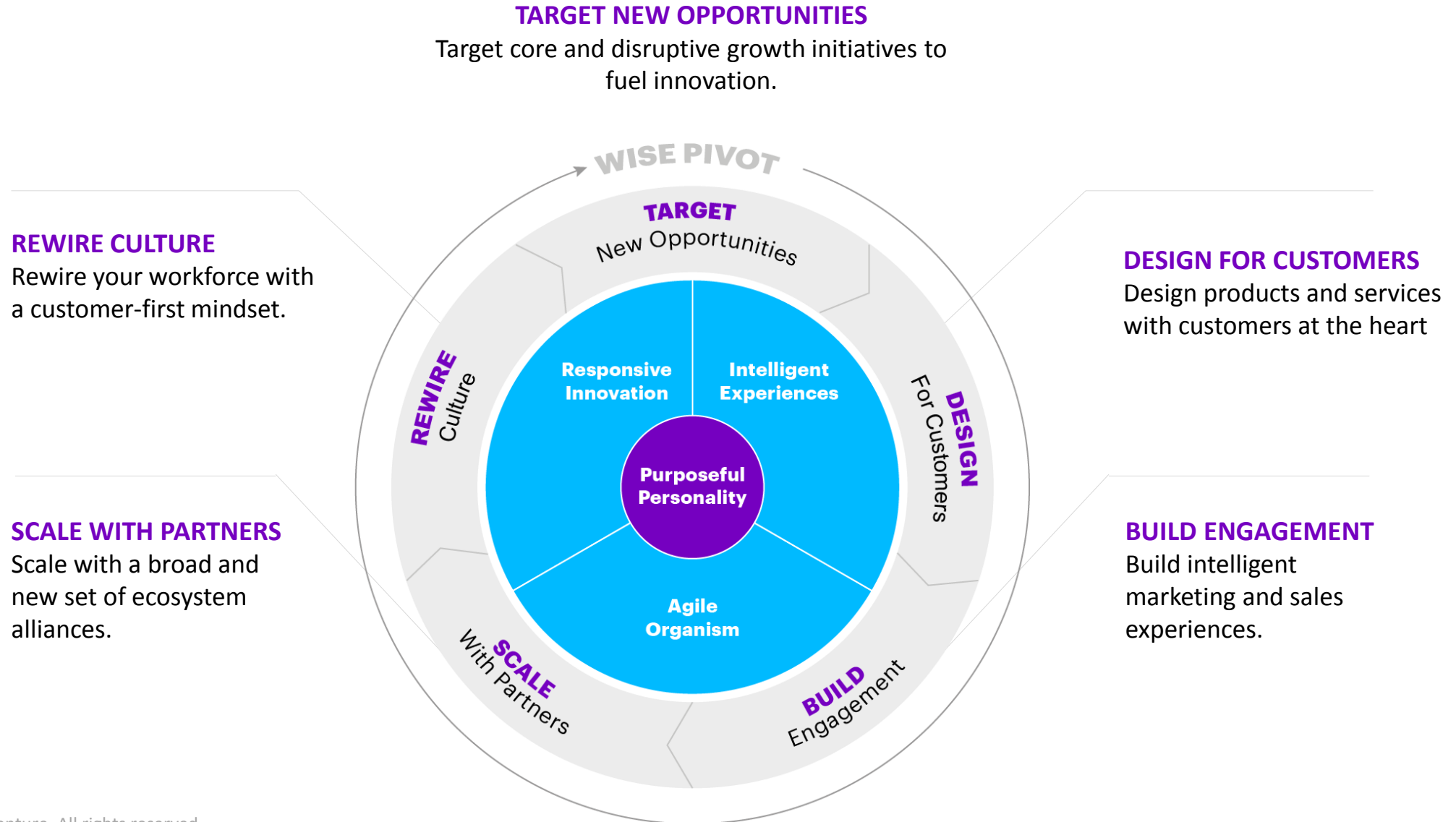
We uncovered five pathways to become a Living Business



We uncovered five pathways to become a Living Business



We uncovered five pathways to become a Living Business



Living Businesses excel beyond their peers and across all capabilities

VITALITY BY CAPABILITY

TARGET
NEW
OPPORTUNITIES

Understand changing digital needs of customers
Pivot growth strategies to profitable areas beyond the core
Fund new growth by optimizing costs elsewhere

DESIGN
FOR
CUSTOMERS

Innovate compelling new experiences
Maximize relevance of products, services, and experiences
Act on insights derived from advanced customer analytics

BUILD
ENGAGEMENT

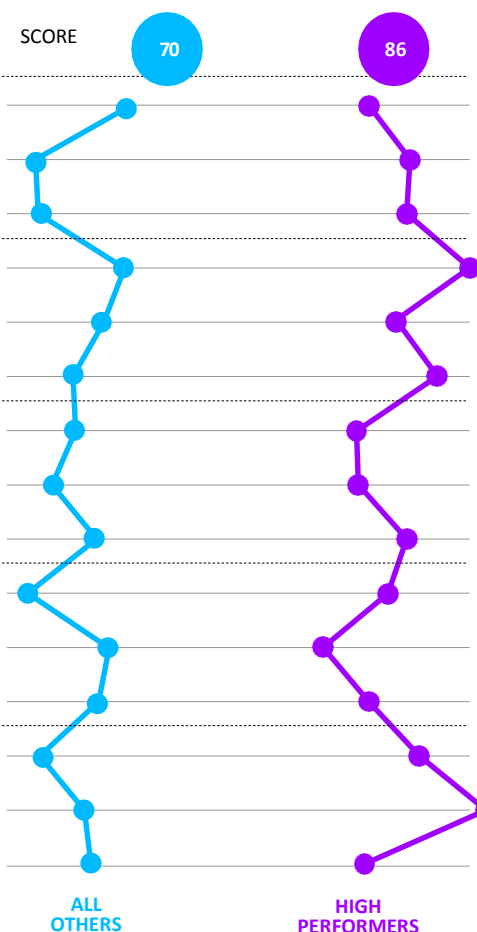
Use agile tech platforms and prototyping for new experiences
Rapidly scale execution of new growth initiatives
Optimize operations for a dynamic execution across channels

SCALE
WITH
PARTNERS

Collaborate with partners beyond traditional boundaries
Connect employee/partner with customer data via cloud
Ensure customer data moves fast, seamlessly, and securely

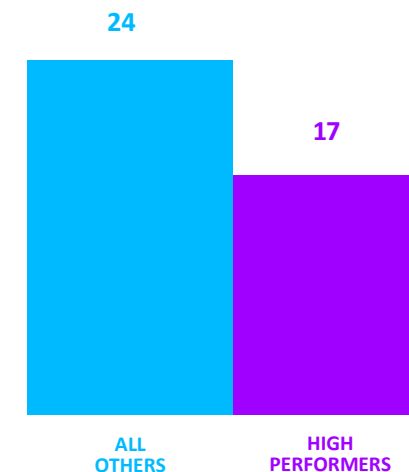
REWIRE
CULTURE

Foster a culture that continually seeks better customer relevance
Rewire organization structures around customer focus
Augment workforce with flexible tools to enhance relationships



High Performers show more consistent performance across the five capability sets.

AVG. PERFORMANCE VARIABILITY (MAX-MIN) ACROSS ALL FIVE AREAS (SCORE 0 TO 100)





How do you become a Living Business?

**No-one ever wakes up
and thinks...**

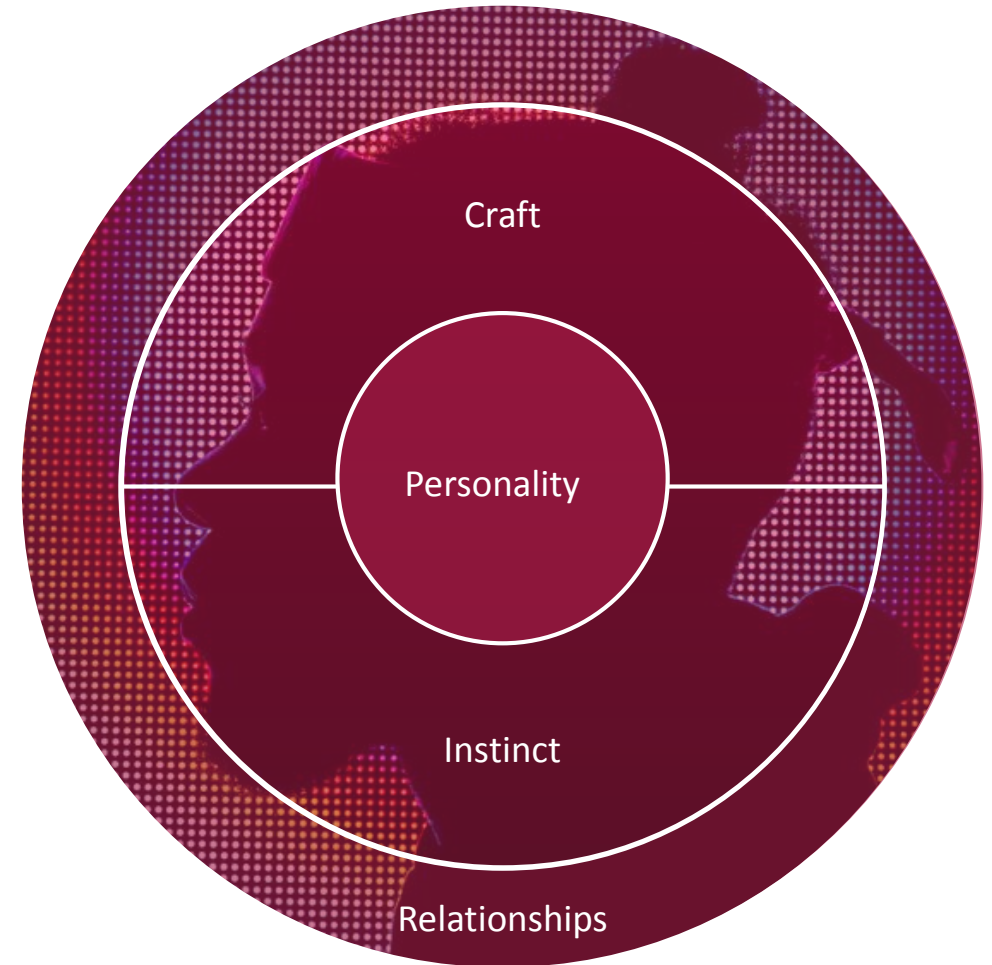
**“We need to become
a Living Business”**

**But thinking about organisational
problems in a more people-centric way
can have a profound impact on your
business transformation**

A Living Business balances four Vital Signs

Personality

The behaviors, beliefs, and values that shape the experience of your company. The core purpose and mission that directs the whole organization's activities.



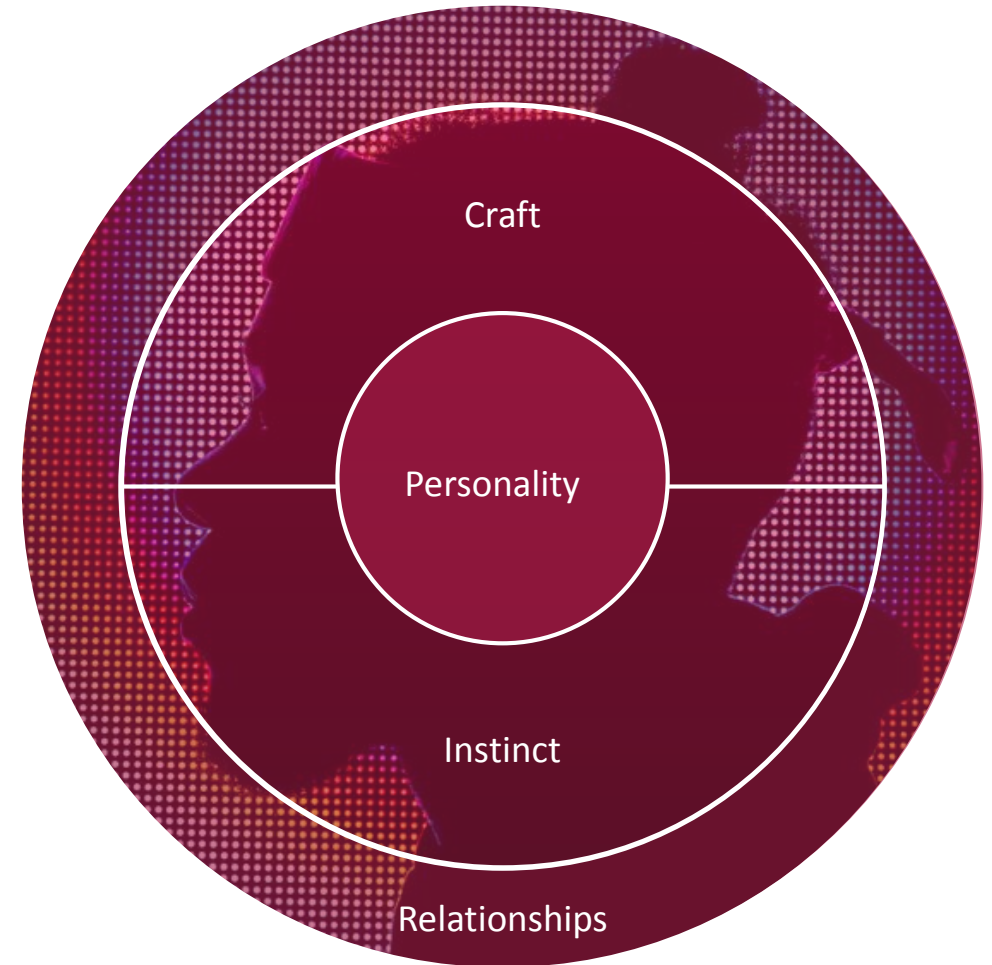
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Craft

The essence of what your business does, and what each person within the business contributes. It's about the combination of skills that make its offering unique.



A Living Business balances four Vital Signs

- Personality** The behaviors, beliefs, and values that shape the experience of your company. The core purpose and mission that directs the whole organization's activities.
- Craft** The essence of what your business does, and what each person within the business contributes. It's about the combination of skills that make its offering unique.
- Instinct** The internal wiring of the organisation that empowers people to operate and make decisions autonomously; this increases the speed of change and innovation.



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- Instinct** The internal wiring of the organization that empowers people to operate and make decisions autonomously; this increases the speed of change and innovation.
- Relationships** The strength of the relationships within your business's ecosystem; including each colleague, customer, partner, and wider society.



Let's check your vital signs...

Which of the following six
statements describe your
organisation?

Go to www.menti.com

Enter code **34 98 9**



Go to www.menti.com
Enter code **34 98 9**

#1

You have a clear and compelling brand purpose that any employee could readily recite.



Go to www.menti.com
Enter code **34 98 9**

#2

You leverage a solid foundation of customer insights to inform product design and it is frequently refreshed.



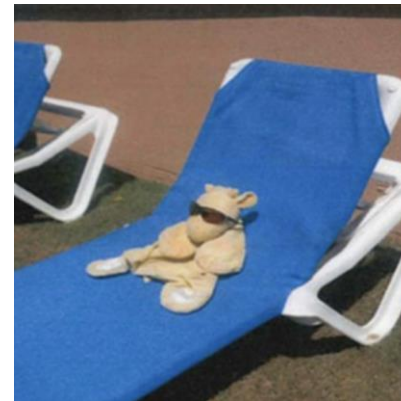
Go to www.menti.com
Enter code **34 98 9**

#3

Your employees are trusted and empowered to act with autonomy in the best interests of the customer.



THE RITZ-CARLTON®



Go to www.menti.com
Enter code **34 98 9**

#4

You measure and incentivise activities that drive to improved customer outcomes.

Haier

Go to www.menti.com
Enter code **34 98 9**

#5

You have a system for capturing innovative ideas from all corners of the organisation.



Department
for Work &
Pensions

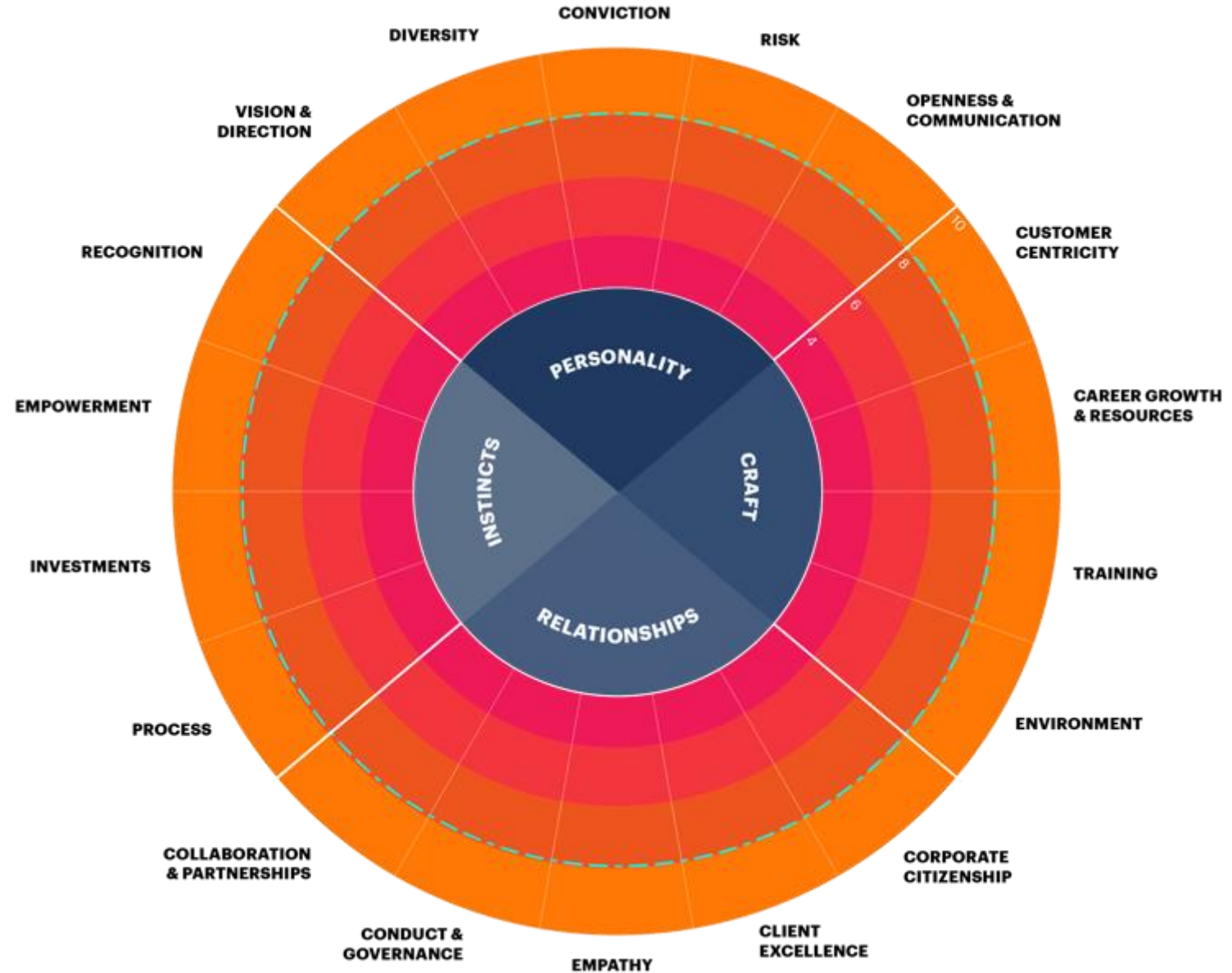
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#6

Your culture embraces risk and a fail forward mentality.

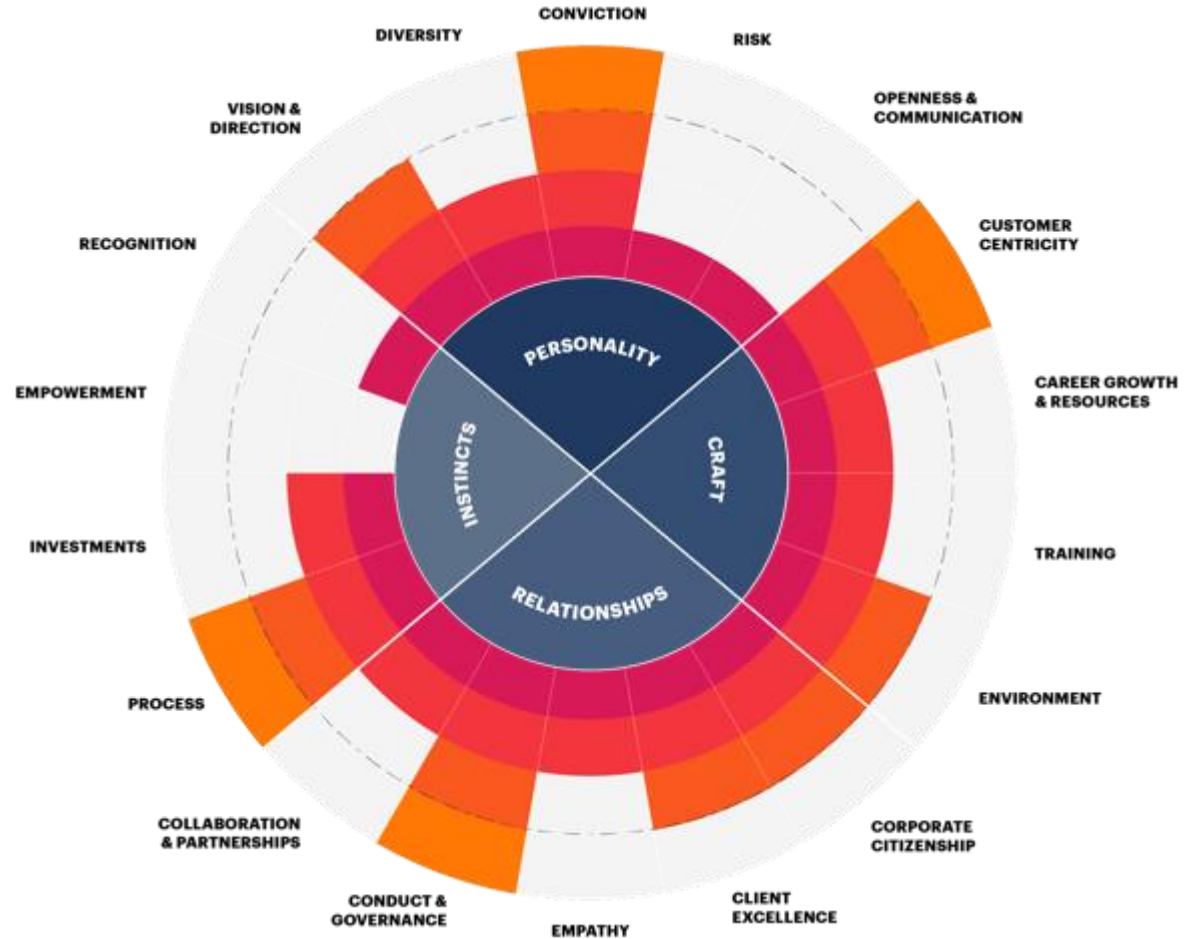


Vital Signs Audit



Vital Signs Audit

This chart highlights where the culture of a traditional bank scores in each of the Vital Signs' Factors.

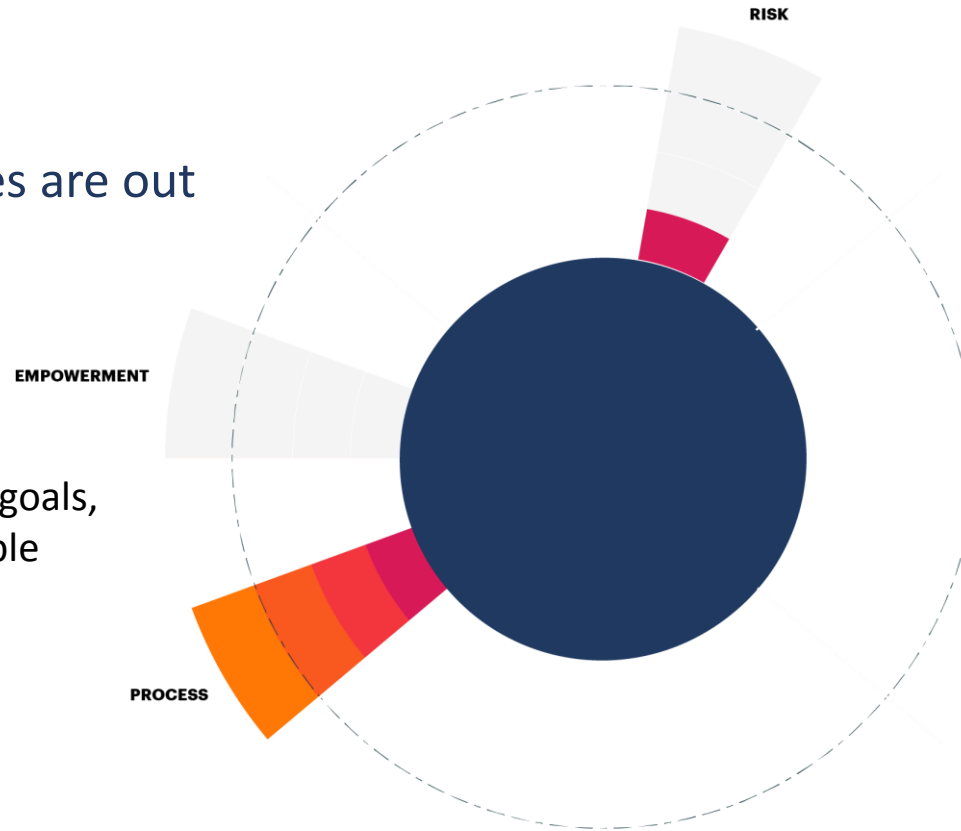


Vital Signs Audit

Key Tension within the Bank

Risk, Empowerment, and Processes are out of balance

For the Bank to achieve its transformation goals, they need to be able to balance a reasonable amount of risk-taking.



What kind of **business impact** can you expect from becoming a living business?



Living Businesses are **50% more likely** than others to report **strong readiness** to weather disruption

Living Businesses that demonstrate
high 'vitality' are 3 times more
likely to achieve **above average**
revenue and profit growth

Note: Accenture research as based on a survey of 381 global organizations across the consumer goods, retail, and financial services industry. Accenture measured 'vitality' across 5 dimensions - Sustaining, Targeting, Designing, Building/Iterating, Connecting.

“The way to get started is to quit talking and begin doing.”

-- Walt Disney



Thank you

Bronwyn van der Merwe
LinkedIn: Bronwynvdm

www.accenture.com/livingbusiness

Accenture PEGA Design System

The dashboard features a top navigation bar with the Accenture logo, a search bar, and a user profile icon. The main content is organized into several sections:

- Weather:** Cards for 'Today' (Monday, 66°F, cloudy with 10% chance of rain) and 'Tomorrow' (Tuesday, 72°F, 90% chance of thunderstorms, with a 'Cancellation recommended' alert).
- Global net sales this month:** A line chart showing sales trends for 'Regional' data across five weeks. Data points include \$4K, \$8K, \$10K, \$11K, \$14K, \$16K, \$19K, \$25K, and \$27K. A legend indicates \$22K for US and \$25K for Europe.
- Manager Notifications:** A message: 'Please do not feed the squirrels in the garden behind the office building as they attracting stray cats and other vermin. Thank you!'
- Quick Tips:** A tip: 'Consider looking at a mirror when talking to customers to maintain positive energy and high spirits!'
- Open Cases:** A list of cases categorized by priority: Gold (April Ludgate - Gold member, Service inquiry; Oscar Martinez - Gold member, Customer complaint), Silver (Leslie Knope - Silver member, Service inquiry; Donna Meagle - Silver member, Service inquiry), and Bronze (Tom Haverford - Bronze member, Service inquiry; Jake Peralta - Bronze member, Service inquiry). Each case card includes a profile picture, name, member level, case type, and contact icons.



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Build for Change[®]