

A black and white photograph of a child riding a bicycle on a road. The child is wearing a dark jacket and light-colored pants, and is riding away from the camera. The road has white lane markings that curve to the right. The background is a clear sky.

accenture

BREAKING THROUGH DISRUPTION

Embrace the power of the wise pivot

 INTO
THE NEW

AT A GLANCE

Disruption is an inescapable challenge for all industries. And when companies face it, they typically make cautious moves. They raise barriers to entry instead of extending themselves outward. They rely on what's worked for them in the past, in lieu of seeking deep change on the inside. They double down on efficiency, rather than committing to real innovation.

But while these are instinctual and understandable choices, they don't work. They keep companies in survival mode and away from actively shaping their future. In fact, playing it safe amid disruption is very risky: Our analysis of 10,000 companies shows that \$41 trillion in enterprise value is already exposed to disruption today.¹

There is a better path: We studied how a select group of companies confronted disruption in an unconventional way, by pushing themselves outside of their comfort zone.

They took charge of their own destiny, by making what we call an "innovation pivot" to truly change their position, with long-term impact in mind.

How can today's companies chart a successful future? It starts with understanding the distinctive nature of disruption in their industry. And from there, more ambitious, bold innovation moves must replace protective reactions.

To make a [Wise Pivot](#), companies need to reallocate their financial, innovation and talent resources towards businesses of the future, but without neglecting their legacy. In this report, we show how successful companies deploy an innovation pivot to manage disruption effectively, over time.

ABOUT THE AUTHORS

Our team is at the forefront of helping organizations navigate a path through disruption to become leaders in the New.



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CONTENTS

At a glance	02	Time for courage	31
About the authors	03	The disruptability index	32
Decoding disruption	05	What the disruptability index measures	33
The new normal	08	How the disruptability index was built	35
Playing it safe—and faltering	11	References	36
How to boldly break away and start your innovation pivot	13	About Accenture	37
Create your next cutting edge	15		
Fund your future bets	19		
Find partners to scale with	23		
Disrupt from the inside	27		

DECODING DISRUPTION

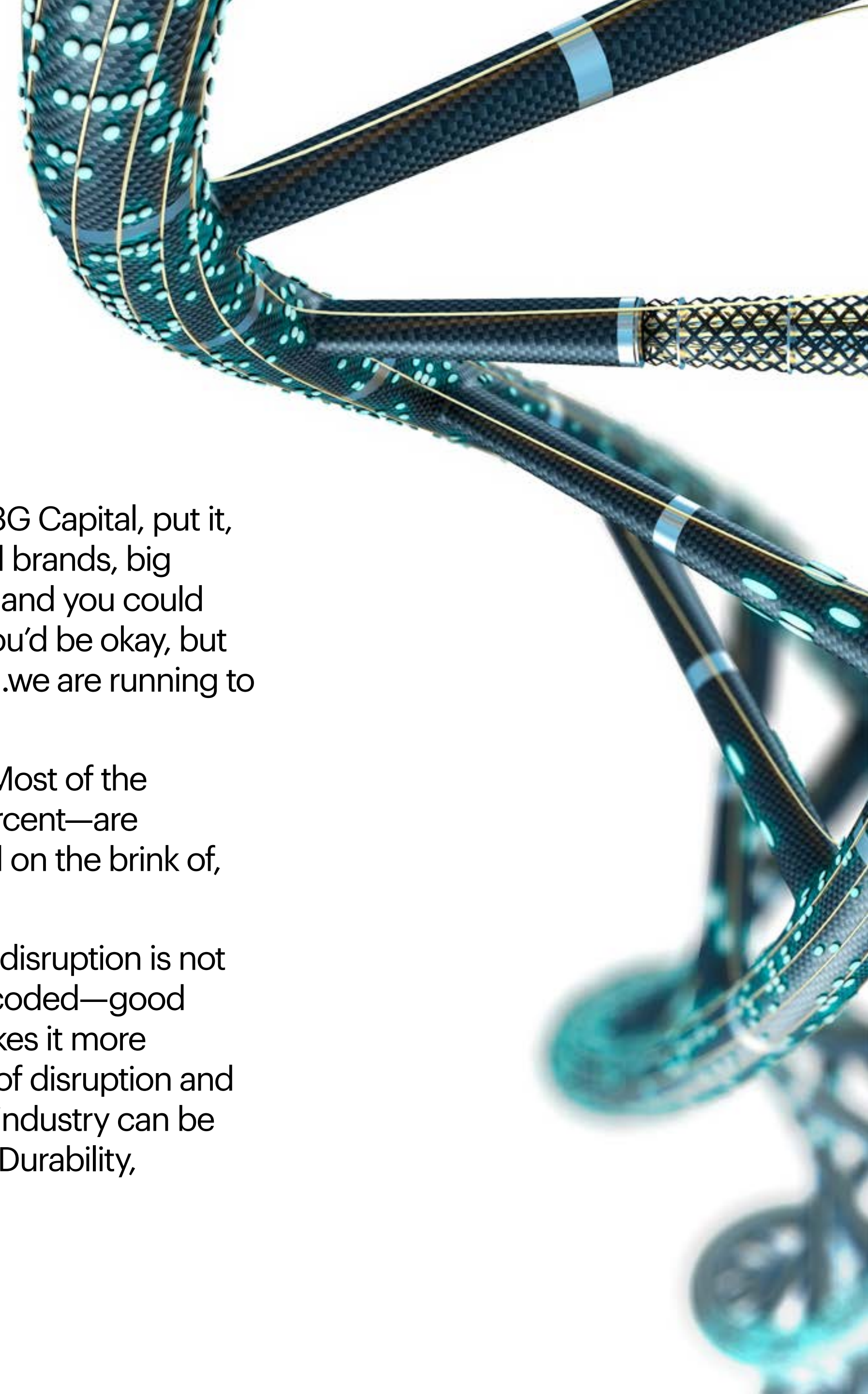
At-home augmented reality car shopping. Silicon-based storage systems for renewable energy that can power cities even when the sun isn't out. Smart speakers that know which products consumers need, even before they do. The way we live today is driven by new innovations that we scarcely could have dreamt of a mere generation ago. While consumers are demanding more personalized and flexible services, business leaders are left to navigate an ever-changing landscape.

C-suite mentions of “disruption” during earnings calls, investor conferences, and company announcements have increased significantly over the past decade. And with it, the anxieties of executives across industries.

As Jorge Paulo Lemann, co-founder of 3G Capital, put it, “I’ve been living in this cozy world of old brands, big volumes, nothing changing very much, and you could just focus on being very efficient and you’d be okay, but now we are being disrupted in all ways...we are running to adjust.”²

Top executives are right to be worried. Most of the 10,000 companies we analyzed—71 percent—are currently either in the throes of, or stand on the brink of, significant disruption (see Figure 1).³

In our [previous research](#), we found that disruption is not completely unpredictable, it can be decoded—good news, since understanding it better makes it more manageable. Based on its current level of disruption and susceptibility to future disruption, each industry can be located in one of four distinct periods—Durability, Vulnerability, Volatility or Viability.



DURABILITY

Industries in the period of Durability demonstrate broad resilience and achieve consistent performance, while disruptors remain a distant threat, for now. But instead of purely sustaining the status quo, this is the period where companies have a great opportunity to seek and experiment with new business ideas.

VULNERABILITY

In the period of Vulnerability, acute weaknesses in industries, from a lack of innovation to insufficient investment, become apparent. It is in this period where incumbents benefit from the continued presence of high barriers to entry; instinctively many rely on these defenses to fend off disruption. This blind spot distracts many from a great opportunity: scaling up new ideas and venturing into new markets.

VOLATILITY

In the period of Volatility, old sources of industry strength become weaknesses, as large disruptors enter to unlock new sources of value. Most companies focus on resolving pressing issues in the core business; what's much harder is redirecting investment capacity to grow new businesses.

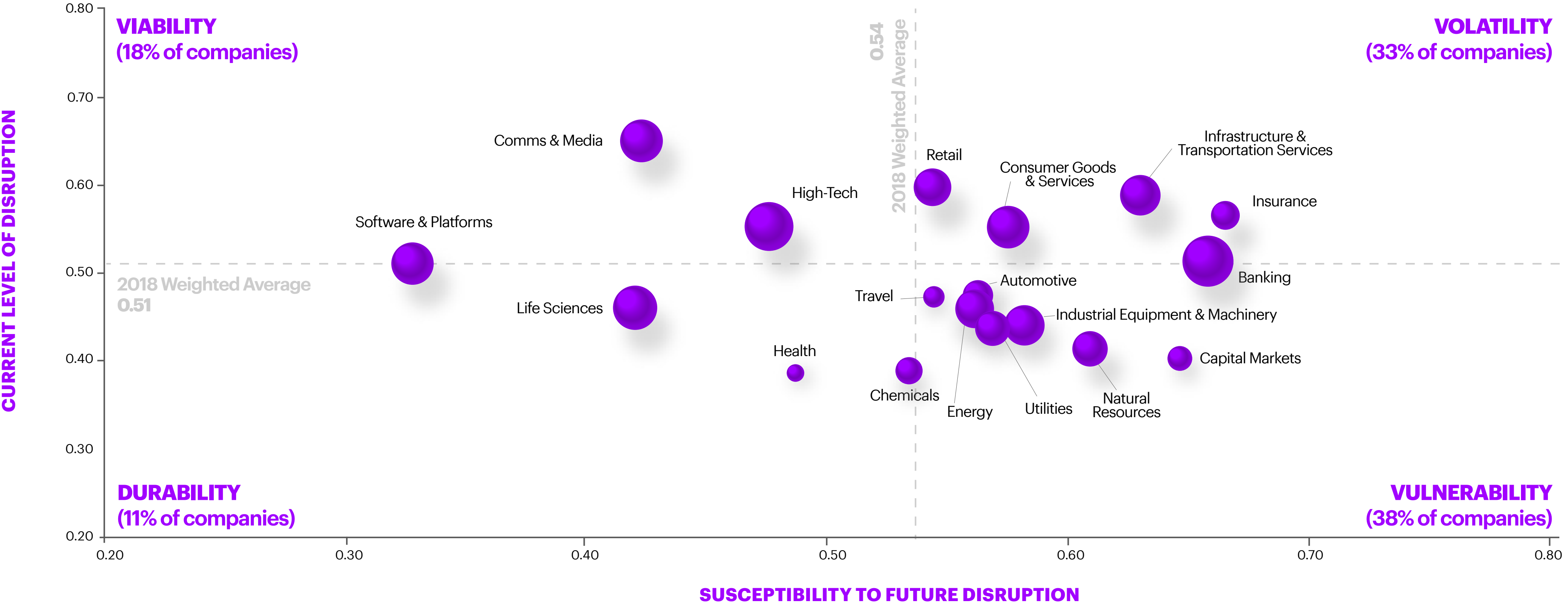
VIABILITY

In the Viability period, embryonic or reborn industries try to sustain high rates of innovation and enjoy only short-lived competitive advantage as new disruptors constantly emerge. Here the opportunity lies not only in growing the core business by offering new products in existing markets, but also in expanding the footprint of existing products to new markets.

FIGURE 1. MOST INDUSTRIES ARE EITHER EXPERIENCING DISRUPTION OR ARE SUSCEPTIBLE TO IT

Disruptability Index Industry Sector Matrix – 2018 results


0-1 scale (1 = most susceptible/disrupted)



THE NEW NORMAL? LONG-TERM DISRUPTION

This year, we created the Disruptability Index 2.0 to understand how the nature of disruption evolved between 2011 and 2018 for 18 industry sectors.

Our longitudinal research reveals that industry disruption is a persistent condition—not short-lived.



83%
**of industry sectors
we analyzed spent
at least five years in
the same period of
disruption between
2011 and 2018.**



Extended exposure to persistent disruption comes with serious casualties, no matter the industry. Between 2011 and 2018, 3,217 U.S. companies from across the 18 sectors went bankrupt.⁴

Retail, which has been in the period of Volatility throughout 2011 to 2018, was hit especially hard, with 43 corporate bankruptcies recorded in 2018. Examples range from 125-year-old Sears to Nine West⁵, which is exiting its struggling shoe business, having missed the shift to athletic shoes and sneakers.

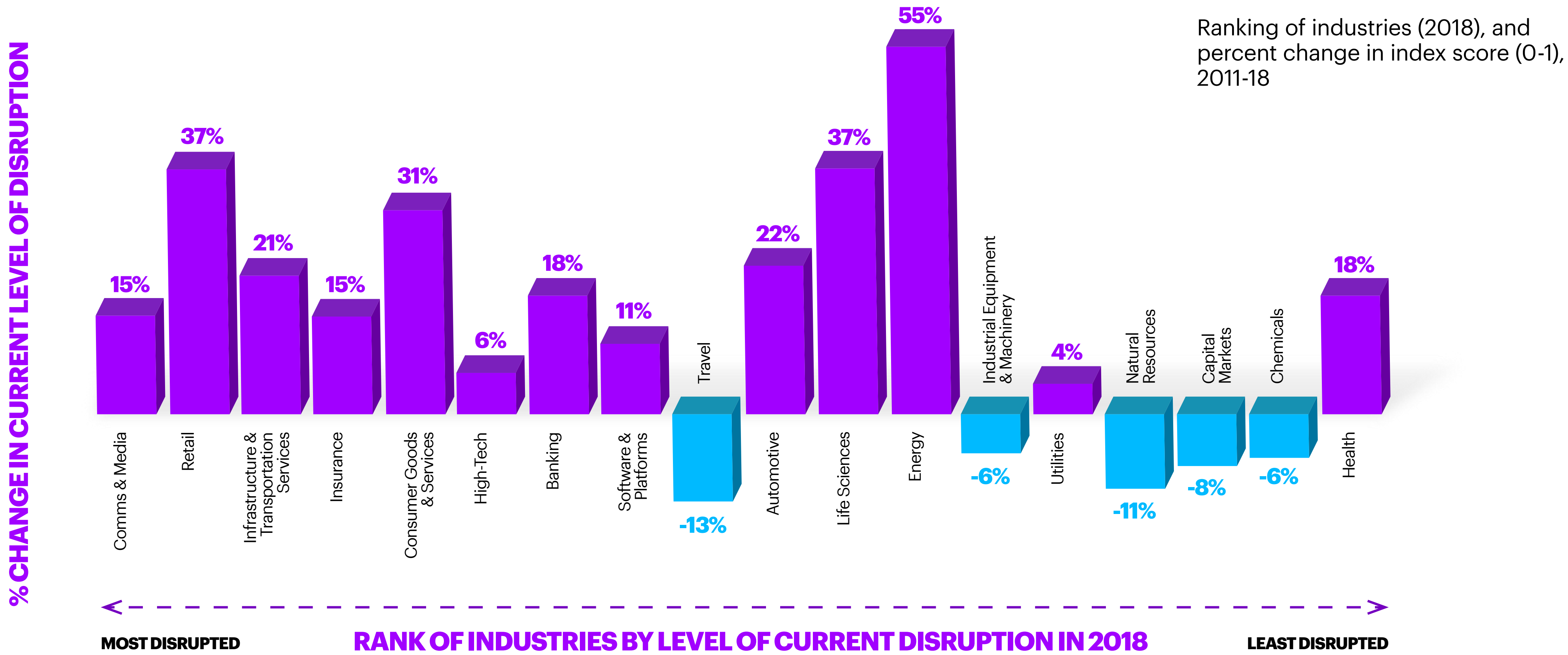
As these companies discovered firsthand, disruption is measurably on the rise (Figure 2).

Looking at incumbents, we find evidence of volatile and declining financial performance, with average 5-year revenue growth lower in 2018 than in 2011 for 10 out of 18 industries.

And in examining disruptors, we see competition increasing as venture-backed companies (amongst others) take market share. Aggregate VC funding across all industries increased almost 5-fold between 2011 and 2018.

For example, both the Consumer Goods and Services and Retail sectors, experienced more than a 30 percent increase in their level of disruption between 2011 and 2018. This was based on an almost 500 percent increase in the number of unique VC deals between 2011-18, with total VC funding of just under \$12 billion in 2018.

FIGURE 2. LEVELS OF DISRUPTION HAVE INCREASED CONSIDERABLY SINCE 2011





PLAYING IT SAFE— AND FALTERING

Industry participants are acutely aware of the threats posed by disruption. But how are they responding? We addressed this question by assessing an industry's susceptibility to future disruption; we looked at whether its players are becoming more efficient, or more innovative, or whether they are building stronger defenses. All industries are focused on building greater resilience, with the biggest improvers being the Health and High-Tech sectors. They did this through a range of activities, from cutting operating costs, to improving innovation commitment and saving for a rainy day.

Companies in High-Tech, for example, shaved on average 2.6 percentage points off their COGS/Revenue and increased the value of their cash and short-term assets by 40 percent. But they continued to see an increase in actual disruption, due to financial performance pressures and the merciless influx of disruptors.

What explains this paradox? Over time, incumbent companies have built up a reservoir of assets and routines and, unsurprisingly, they lean on those when responding to disruption, rather than staking out new terrain. This leads them down familiar paths. They double down on efficiency. They get defensive.

For example, as oil prices collapsed following supply- and demand-side innovations like new drilling techniques and energy-efficiency technologies, companies in the Energy sector focused heavily on reducing their asset and transaction intensity. The value of fixed assets (measured as property, plant and equipment) relative to revenue averaged 207 percent in 2016; by 2018, this had fallen to 165 percent. Other industries, such as Infrastructure and Transportation Services, sought to strengthen their defenses, increasing the value of their intangible assets and building cash stockpiles.

The proven, familiar strategies may have served incumbents well in the past. But they are not sufficient for prospering through persistent disruption.

There is a better path; an unconventional one that enables companies to take charge of their own destiny, by courageously making what we call an innovation pivot. This is the way to truly change (not simply protect) their position, with long-term impact in mind.

“Schneider is more than 180 years old. We started in iron and steel and now we are digital solutions for energy, using automation. What we’ve learned is that there are two kinds of pivots: the pivots you initiate, which are good for the company, and the pivots the environment imposes on you. Those are very painful. So our obsession in the past 20 years has been to anticipate, to choose our pivots and transform continuously as a company.”

Jean-Pascal Tricoire
Chairman and CEO, Schneider Electric

HOW TO BOLDLY BREAK AWAY

AND START YOUR INNOVATION PIVOT

We know cruising along until a crisis hits, is not a smart strategy. So what is? What can we learn from those who are prevailing in this period of rising and persistent disruption? Which companies have managed to go their own way and outperform their industry peers?

We used our time-series data to identify companies that continued to generate value despite their industries' exposure to disruption. Specifically, we analyzed the way they responded to disruption and how these strategies differed from those of their peers.

What we found was that the nature of disruption in your industry should inform, but not constrain, when and how you focus your innovation efforts.

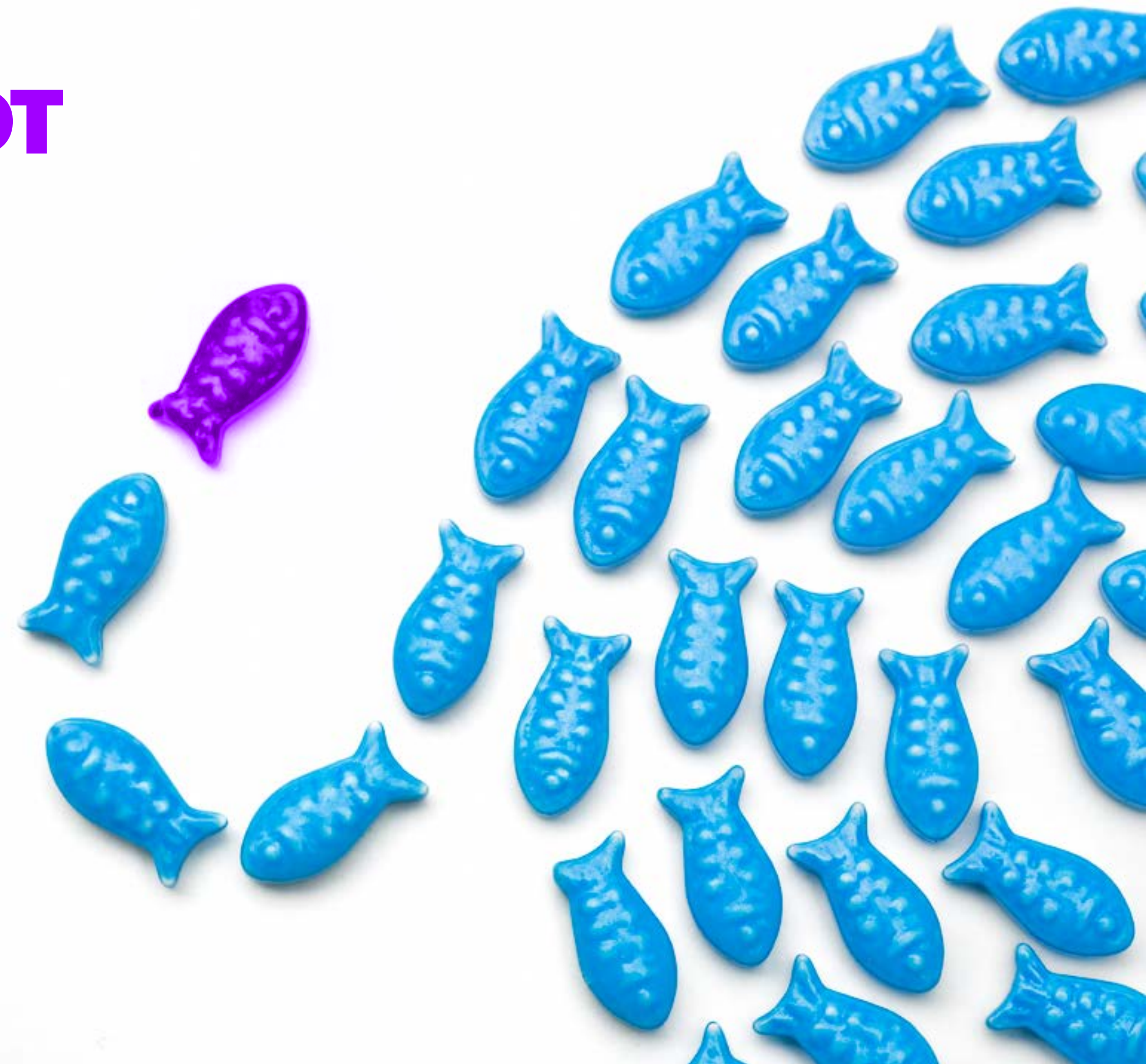


FIGURE 3. START YOUR INNOVATION PIVOT: STRATEGIC CONSIDERATIONS

WHAT'S THE NATURE OF DISRUPTION IN YOUR INDUSTRY?

HOW CAN YOU BREAK AWAY FROM THE NORM?

When your industry wallows in the Viability period of disruption...

CREATE YOUR NEXT CUTTING EDGE

Embrace new technologies to develop potentially disruptive ideas, in and outside of your current industry.

When your industry hovers in the Durability period of disruption...

FUND YOUR FUTURE BETS

Progressively bolster and allocate your innovation investments so you can test and turn new ideas into commercial realities faster.

When your industry struggles in the Vulnerability period of disruption...

FIND PARTNERS TO SCALE WITH

Commit to scaling new ideas with ecosystem partners who can provide access to technologies and specialized talent.

When your industry flails within the Volatility period of disruption...

DISRUPT FROM THE INSIDE

Establish a specialized entity such as an “innovation lab” or a “digital factory” in order to bring meaningful innovation into your established business.

**If you're in Software & Platforms,
Communications & Media, or High-Tech
(Viability)...**

**Create your next
cutting edge**

Embrace new technologies to develop potentially disruptive ideas in and outside of your current industry.

35%

of companies in the Software & Platforms sector expect to adopt quantum computing over the next 5 years.

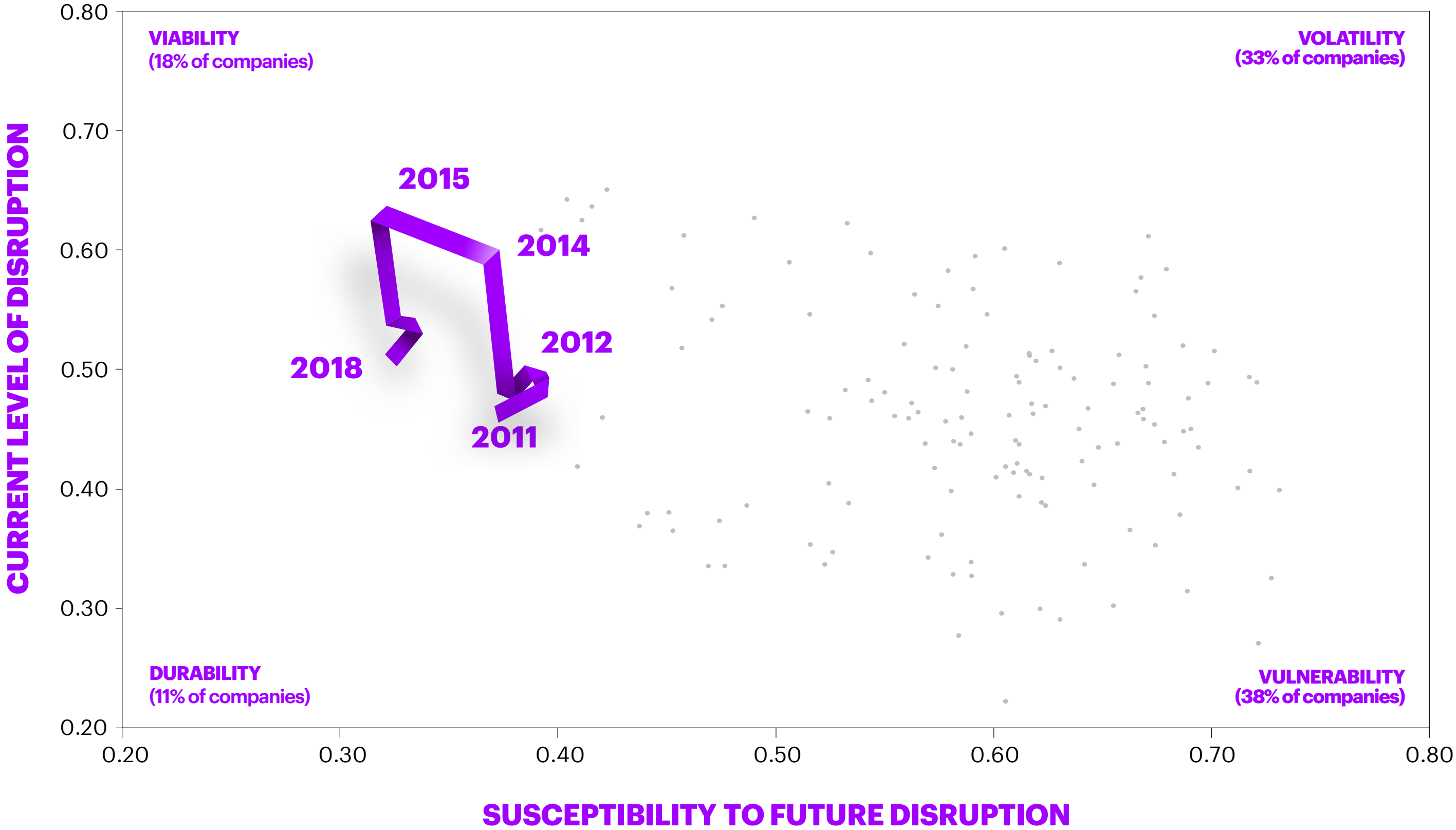
Financial performance is often strong for incumbents that have captured winner-takes-all markets, but new entrants have their eyes on growing profits. Industries in this period of disruption also have rapid product cycles and fleet-footed customers. So, staying ahead of the curve is an imperative.

Surprisingly, relatively few Software & Platform companies are investing in newer technologies such as edge and fog computing, or extended reality technologies. Less than 40 percent plan to adopt any of those newer technologies in the next five years.

We found that more ambitious companies go beyond today's proven technologies to innovate at the next frontier, where they can discover potentially disruptive ideas. Ultimately, they understand that the best way to prepare for the future is to create it.



FIGURE 4. DISRUPTION TREND OVER TIME: SOFTWARE & PLATFORMS SECTOR



Nodes represent annual scores for industry sector

0-1 scale (1= most susceptible/disrupted)

Software & Platforms

Other industry scores

Software & Platforms has remained in the period of Viability in all eight years that we studied. The industry's level of susceptibility to future disruption peaked in 2012, amid fierce competition in a fragmented market, but has since fallen back as dominant players have emerged.

STAGING A SECOND ACT: MICROSOFT

How does one of the most successful companies of the 20th century reinvent itself for the 21st? That was the question Microsoft faced as it sought to bring new life to its thriving operating systems business.

Since the appointment of Satya Nadella as CEO in 2014, Microsoft has refocused on organic innovation. The company especially seeks to find the place where unmet customer needs intersect with today's advanced "technology curve." Nadella notes that "when those two come together, magic happens."⁶ The art of innovation is finding that precise intersection point.

The company's outlay on R&D increased by 43 percent from \$11.4 billion in 2014 to over \$16 billion in 2019.⁷ Microsoft understood that it had to quickly reposition itself from selling incrementally improved "software in a box" to perpetually updated software as a service. In transforming and continually growing its core business, Microsoft has kept up its profitable legacy Windows business. And this has given the company a healthy platform from which to invest in cutting-edge technology. In addition to investing in AI and cloud computing, the company is developing innovations in areas ranging from "holoportation" to instant voice translations, and even an HIV vaccine.⁸ Microsoft's capital expenditure stands at 11 percent of revenue—eight percentage points higher than the industry average.

**If you're in Health, Life Science or
Chemicals (Durability)...**

**Fund your
future bets**

Progressively bolster and allocate your innovation investments so you can test and turn new ideas into commercial realities faster.

64%

of companies in the Chemicals sector allocate innovation investments based on future potential.

The relative success of companies in these industries doesn't mean they're invincible, especially if fault lines and inefficiencies are ignored. Chemicals companies, for example, are performing strongly, with average annual revenue growth rates of 5.7 percent over the past five years. But investment in the future is showing signs of slowing. This comes at a time of rising threats: unique VC deals in the industry have more than tripled, from 226 in 2011 to 691 in 2018.⁹

Leaders in these industries focus on building a pipeline of new ideas rather than sweating their core assets. More importantly, they bolster and allocate the capital necessary to ensure they can commercialize new ideas with future potential before their competitors do.

These industries have benefited from decades-old business models that served them well. Unsurprisingly, they aren't prepared to let go of proven success formulas. Disruptors are kept at bay by the incumbents—for now.

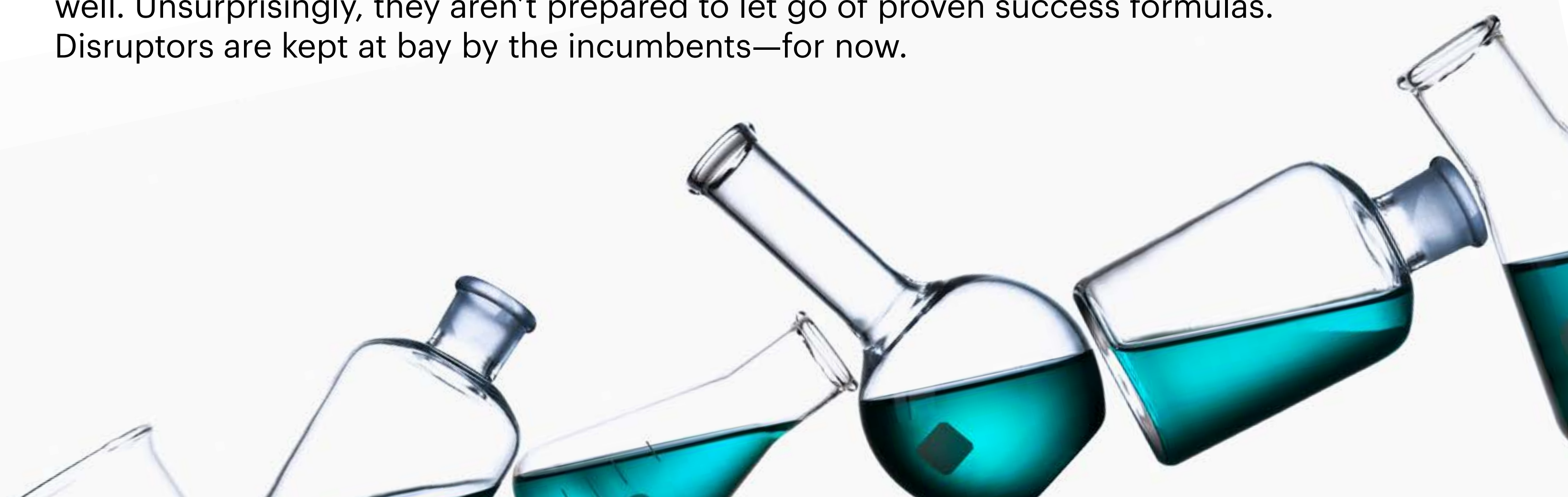
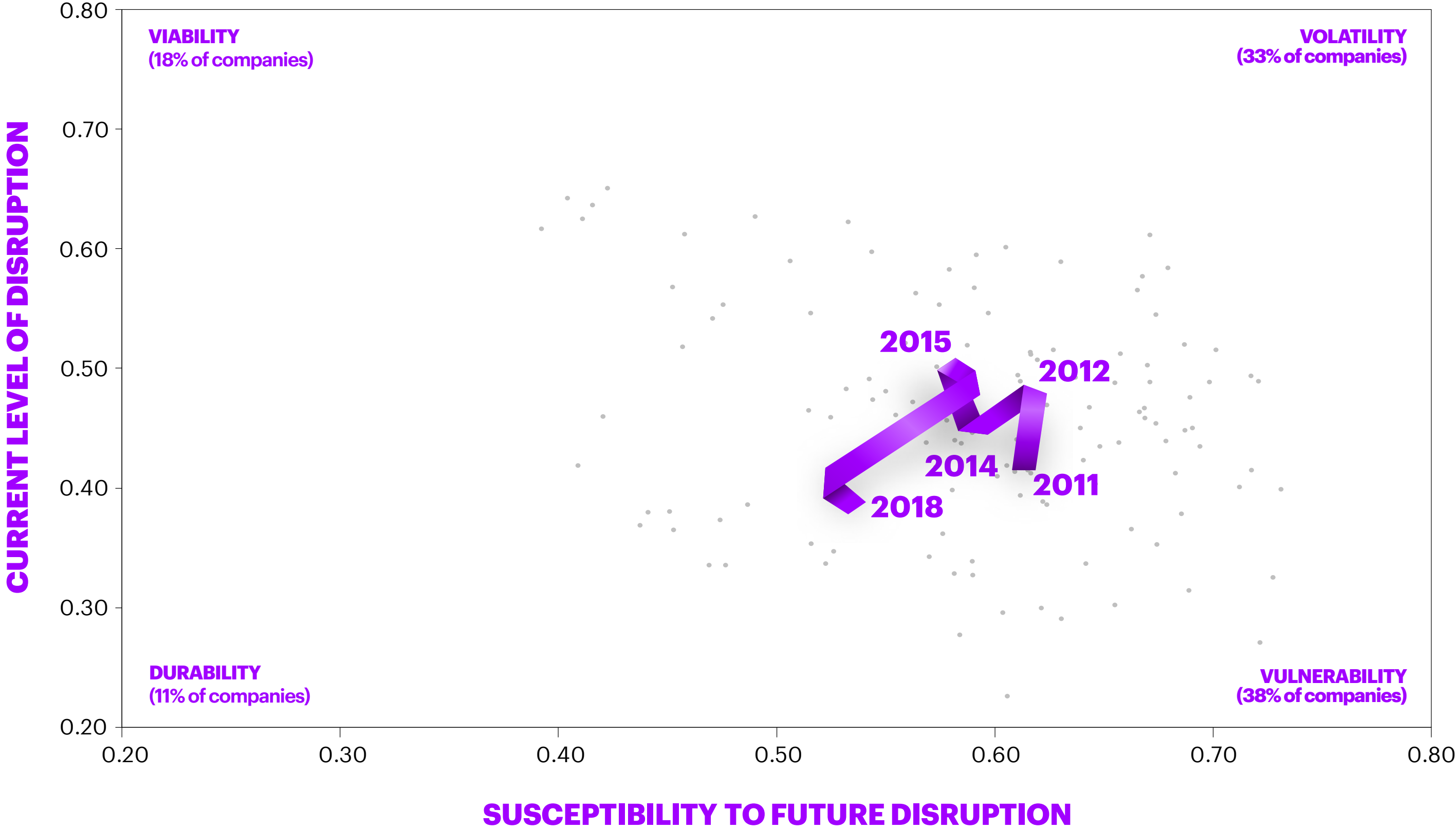


FIGURE 5. DISRUPTION TREND OVER TIME: CHEMICALS SECTOR



Chemicals spent 2017 and 2018 in Durability. The industry’s levels of susceptibility to future disruption peaked in 2012, at which point the industry was in a period of Volatility. In this year, incumbents experienced higher transaction costs, and corresponding margin compression.

Nodes represent annual scores for industry sector
 0-1 scale (1= most susceptible/disrupted)

Chemicals (represented by a blue line)
 Other industry scores (represented by a grey dot)


MAKING NEW BUSINESSES A REALITY: BASF

BASF has been innovating since 1865. From introducing synthetic dyes and fertilizers around the turn of the 20th century, the €65-billion revenue German chemicals firm is now a leader in fields from battery technology and agrichemicals to the circular economy. Organic innovation¹⁰ remains at the firm's heart: 11,000 BASF employees now work on roughly 3,000 research projects in 70 labs across the globe.

But BASF is also keen to look outside for new ideas to acquire and convert into new lines of business. It has set up a venture capital arm¹¹, which invests in startups in niche areas of interest. It also partners judiciously, such as with Greentown Labs to advance innovation for the circular economy¹².

And it is willing to be acquisitive when the right opportunity beckons. In 2018, BASF acquired¹³ a range of agribusiness assets from the pharmaceuticals giant Bayer.

This move consolidates BASF's strength by bolstering capabilities in areas such as crop protection, biotech, and digital farming. BASF subsequently renamed its Crop Protection division to Agricultural Solutions, giving it prominence as the newly expanded business line.



**If you're in Banking, Capital Markets,
Industrial Equipment & Machinery,
Insurance, Utilities, Automotive or
Energy (Vulnerability)...**

**Find partners
to scale with**

Commit to scaling new ideas with ecosystem partners who can provide access to technologies and specialized talent.

67%

of automotive companies expect to actively engage with ecosystem partners to scale the most promising ideas faster, in the next five years.

Most industries in the Vulnerability period have the benefit of being well-established and asset-rich. The incumbents in these industries tend to be older than others: 64 years on average, compared with just 42 for those in the Viability period.

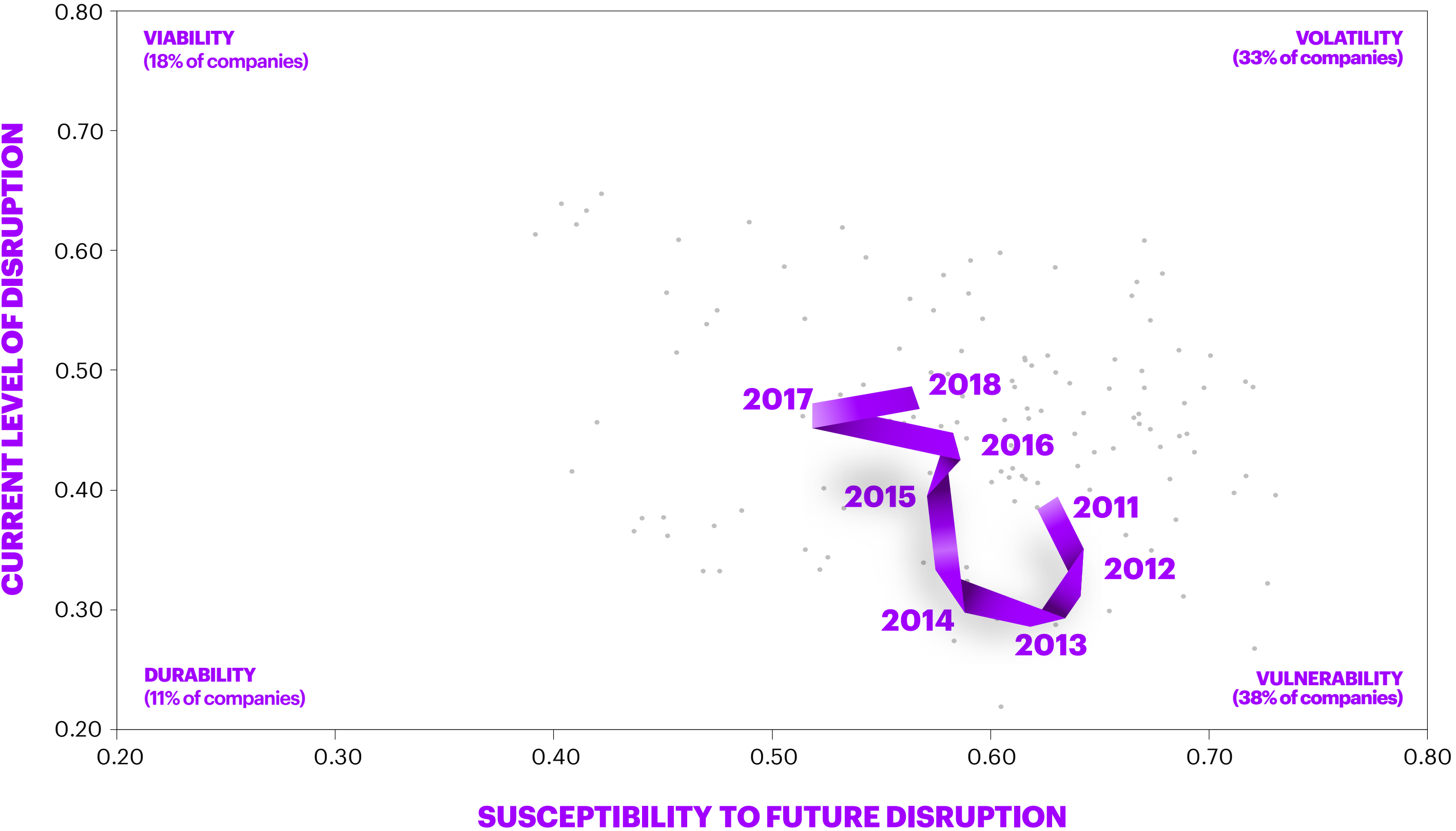
The new entrants that do emerge, initially attack incumbents at the product and service level rather than competing across the value chain. But for most, the squeeze often isn't severe enough to inspire substantial action. Incumbents often ponder for too long and lack the risk appetite to invest in new growth ideas early.

The Automotive sector has spent six years in the period of Vulnerability. But while incumbents may think they've applied the brakes to disruption by revving up capital investment and easing up on operating costs, the industry could face a bumpy ride ahead.

Platform companies and startups, fueled by an eight-fold rise in VC funding since 2011, are perpetually trying to overtake incumbents. Some innovations, such as ride-sharing, may even knock demand off course. One shared vehicle may replace eight privately-owned vehicles; by 2030, up to 40 percent of the profits in the industry may be picked up by mobility services.¹⁴ With cost of goods sold at 80 percent of revenues across the industry, relying on a core business of pumping out incrementally improved cars looks like a strategy that's out of road.

The opportunity exists for those companies that can see beyond the short-term pressures and set their sights on creating scalable businesses that will matter tomorrow. Large companies have realized that to succeed, they need to commit to scaling new ideas with ecosystem partners who can provide access to technologies and specialized talent.

FIGURE 6. DISRUPTION TREND OVER TIME: AUTOMOTIVE SECTOR



Automotive has spent all but two years in the period of Vulnerability. Current disruption rose to its highest level in 2018, as ever greater levels of venture capital have flowed into the sector, fueling new competitive threats, and squeezing incumbent margins.

Nodes represent annual scores for industry sector
 0-1 scale (1= most susceptible/disrupted)

Automotive (represented by a thick blue line)
 Other industry scores (represented by a grey dot)

MOVING FAST ON EMERGING POSSIBILITIES: TOYOTA

Can an octogenarian company lead the way in an industry that the biggest tech companies have their eyes on? It helps if you have a record of innovation—and a war chest of cash and short-term investments worth \$45 billion. But the critical element of the company’s strategy is strong partnerships.

Toyota is partnering with Panasonic to develop electric-vehicle batteries at scale and smarter homes.¹⁵ The two companies will commit 3,500 employees to the joint venture, which will sell batteries to other manufacturers as well as supplying Toyota.

The company is also working with Accenture and telecoms firm KDDI, to develop an AI taxi dispatch system that predicts consumer demand to optimize usage and reduce customer waiting time.¹⁶

Its ambition for unlocking more value for consumers doesn’t stop there: in 2019, the company launched a subscription driving service, Kinto. What distinguishes Kinto is the introduction of a “gamified” element to encourage good driving.¹⁷ Through IoT and monitoring technologies, the company plans to award points to drivers for “safe and ecological” driving, which can be redeemed in the form of future payments.

**If you're in Consumer Goods & Services,
Infrastructure & Transportation Services,
Natural Resources or Retail (Volatility)...**

Disrupt from the inside



Establish a specialized entity such as an “innovation lab” or a “digital factory” in order to bring meaningful innovation into your established business.

Industries in the Volatility period of disruption feel the pinch. Financial performance has dropped off, as fault lines that developed amongst incumbents have been exploited by disruptors who are eating their market share. And there is little sign of abatement—the future looks equally difficult as inefficiencies and underinvestment in innovation are exposed. They face difficult prospects, requiring them to make radical choices in their core business.

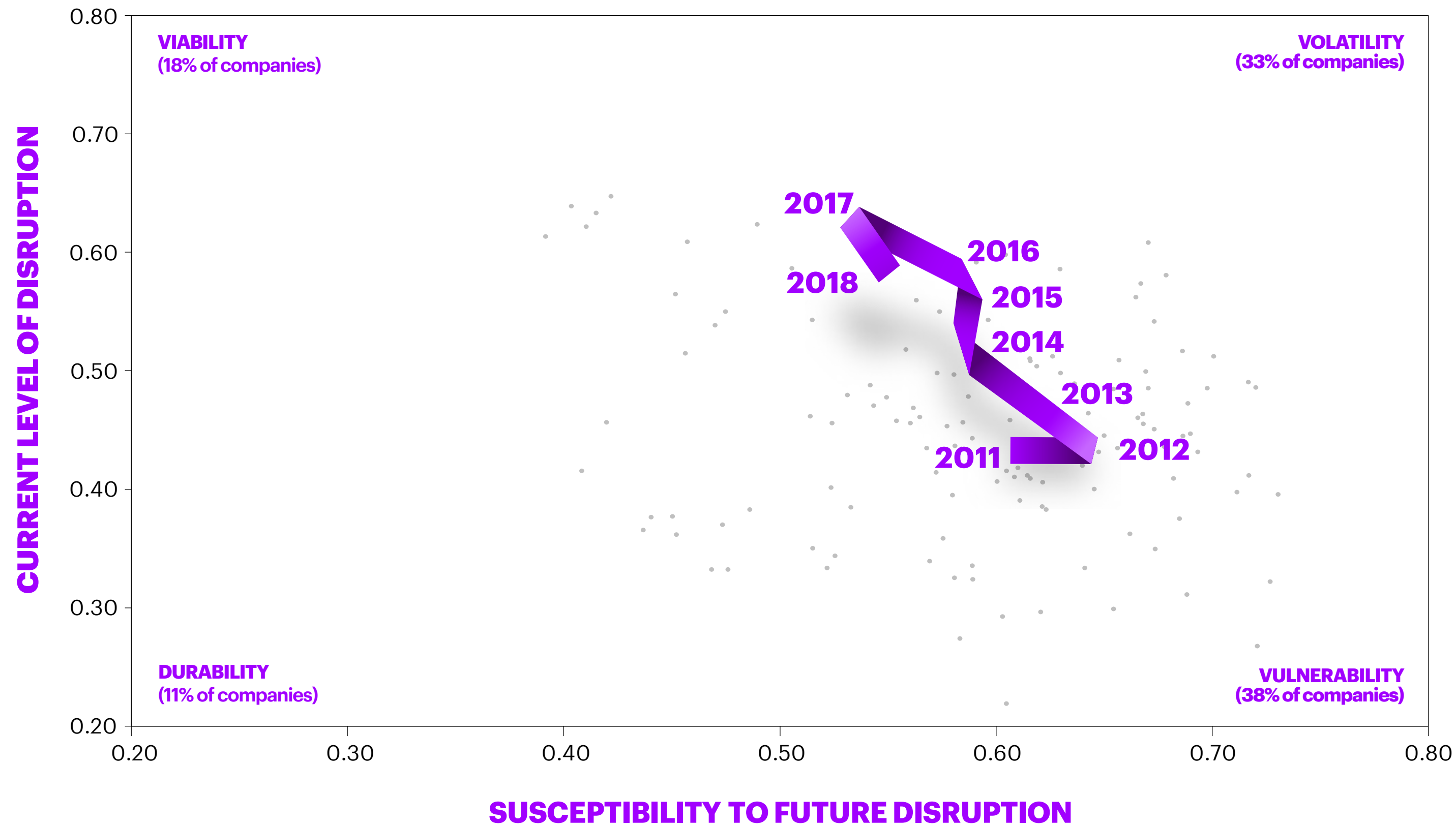
In the Retail sector, ever-growing platform-based competition has forced some hard choices. The historically slow innovation displayed by traditional retail players is changing—\$5 billion is expected to be spent on AI technology in 2019.¹⁸ But more than a digital veneer is needed.

Many industries here realize it's time for a rapid re-think. In a separate study we conducted, we found that 80 percent of companies in the Retail and CG&S sectors had altered their strategy as a consequence of disruption.¹⁹

Some of the incumbents in this disruption period show tenacity, while others jump the gun and try to do too much too soon. Leading companies juggle the twin challenges of prolonging the lifespan of their legacy business while also investing in new areas. The former requires a restructuring that supports continual internal disruption in order to mitigate external threats.



FIGURE 7. DISRUPTION TREND OVER TIME: RETAIL SECTOR



Nodes represent annual scores for industry sector

0-1 scale (1= most susceptible/disrupted)

— Retail

• Other industry scores

Retail has spent the past seven years in Volatility. Peak levels of current disruption occurred in 2017, as growth slowed and bankruptcies proliferated.

CREATING—AND LEARNING FROM—LIVING LABS: WALMART

Retail in general may be severely disrupted, but Walmart has resisted the trend. Staying ahead on innovation is one reason why. While a spate of acquisitions has boosted Walmart's online presence significantly²⁰, the retailer is not neglecting its physical stores. Walmart continues to solidify its organic growth plans by opening its first AI-enabled Intelligent Retail Lab (IRL) location.

Developed by the company's innovation incubator, Store No. 8, the new store will be used as a testing ground to experiment with emerging technology.²¹

The store is staffed by 100 employees who leverage artificially intelligent sensors and cameras to monitor inventory and replenish stock, which frees up much needed time to spend with their customers.²²

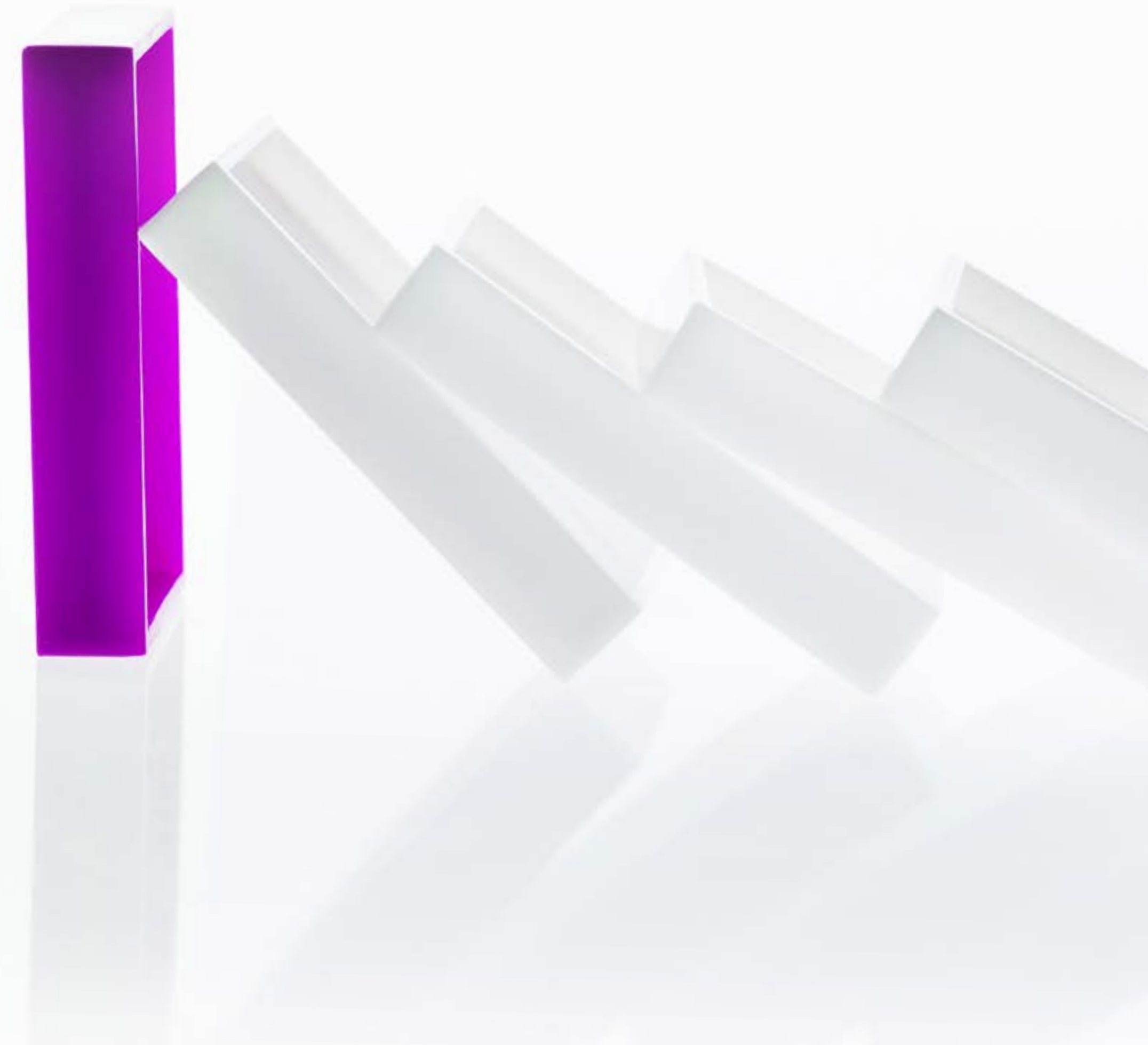
In the words of Mike Hanrahan, CEO of the new lab, "Technology enables us to understand so much more, in real time, about our business." This is creating a virtuous circle within the company, where what leaders learn from new developments like IRL feeds Walmart's evolving strategy.

TIME FOR COURAGE

No longer can companies assume that disruption is just a passing storm they need to ride out. As Bob Iger, Chairman and CEO of The Walt Disney Company, once said: “We have to be different when that storm clears. We can’t be the same.”²³

Responding to persistent disruption requires a radical departure from familiar strategies. Your path to repositioning starts by understanding the disruption trends: How disruptable is your industry today? How has disruption evolved in your industry over time? It takes shape when you put innovation to work in ways that enable you to set the right pace—whether you create your next cutting edge earlier than others, fund your future bets to turn new ideas into commercial reality, scale ideas faster through new partnerships or develop world-class in-house innovation capabilities.

Then your company will not only be different once the storm clears: It’ll be stronger for the next one.



APPENDIX

THE DISRUPTABILITY INDEX



WHAT THE DISRUPTABILITY INDEX MEASURES

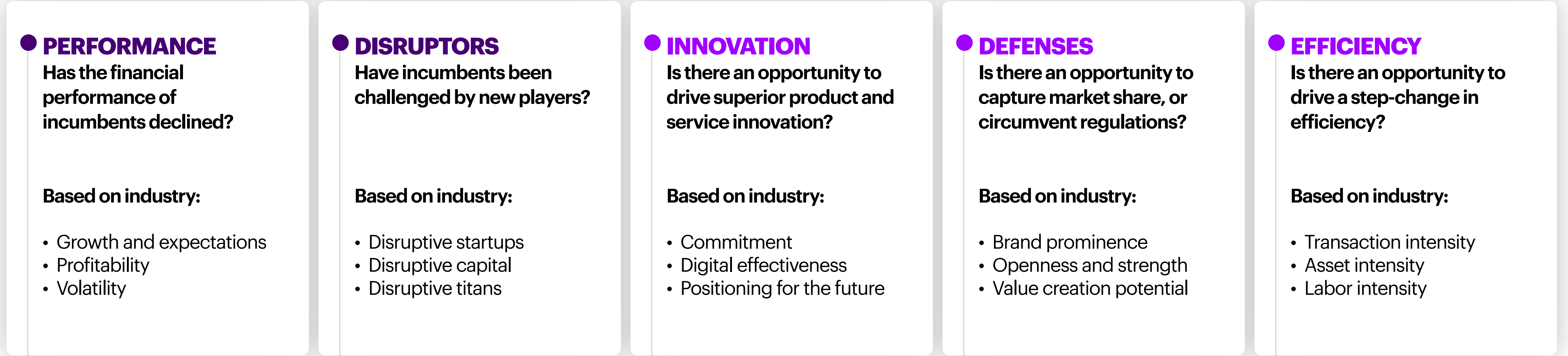
The Disruptability Index measures an industry's current level of disruption as well as its susceptibility to future disruption.

To diagnose the current level of disruption, we "follow the money" along two dimensions: from incumbents, where we look for evidence of declining financial performance; and to disruptors, where we search for evidence of new competition.

Our research shows disruptors are successful in three ways: they deliver significant innovation in products and experiences for consumers; they break down incumbent defenses and barriers to entry; and, they dramatically lower historic prices through new cost structures.

We therefore measure industry susceptibility to disruption along these three dimensions, assessing how innovative, defensible, and efficient incumbent businesses are.

The index assesses 18 industry sectors and then 106 industry segments within them. We use a combination of industry-level and company-level performance data, with the latter informed by analysis of the 10,000 largest listed companies (based on revenue).



• **62**
indicators

• **18**
industry
sectors

• **106**
industry
segments

• **10,000**
companies

• **2011-18**
time series

• **12m+**
data points

HOW THE DISRUPTABILITY INDEX WAS BUILT

Framework and indicators:

To develop the framework for the index, we conducted a comprehensive literature review and spoke to subject matter advisors about the nature of disruption. A total of 62 indicators are used to measure each factor in the framework: 24 to measure the current level of disruption and 38 to measure the susceptibility to future disruption. 13 indicators are based on statistics provided by reliable external sources suppliers, including CB Insights, OECD, Gallup, Oxford Economics, IDC, and Brand Directory. 49 indicators are based on aggregated company-level analysis, using a database of the 10,000 largest, publicly-listed companies in each year. This data is drawn from Capital IQ.

Normalization:

All 62 indicators are normalized based on a min-max approach. This converts each indicator into a unit-less score ranging from 0 to 1. The closer the score to 1, either the higher the level of current disruption, or the higher the susceptibility to future disruption. The min and max values are derived from statistical analysis of the distribution of the data from across 2011-18, using a process of winsorization that helps account for extreme values. This means that the min and max values stay constant for the computation of the index across the time period, enabling us to compare scores across each year.

Aggregation and weights:

The Disruptability Index computation is based on successive aggregation of the normalized scores from the indicators up to the overall scores for current level of disruption and susceptibility to future disruption. After generating normalized scores, we used the indicator weighted average to calculate dimension scores. Weighting adjustments were made to grouped indicators (e.g. average, dispersion, and change), and to ensure no indicator had too much impact based on the variability of the underlying raw data. After generating dimension scores, the arithmetic average generates the current disruption and susceptibility to future disruption scores.

REFERENCES

¹ Percentage of companies from sectors scoring above the weighted average on 'current level of disruption'. This equates to 4,889 unique companies with Enterprise Value (market cap + net debt) of \$41tn (out of \$75tn). Sample comprises the largest (by revenue) 10,000 operating, publicly listed companies, with 471 excluded because they are multi-sector holding companies or in industries out of scope

² Milken Institute's Global Conference 2018, '[Strategy and leadership in an age of disruption](#)'

³ Percentages denote the proportion of companies in given year that are in an industry that is positioned in the particular disruption period based on the given year's weighted averages for Susceptibility and Current Level of Disruption

⁴ Capital IQ data on all US-based companies that have gone bankrupt

⁵ [Washington Post](#)

⁶ [Hearst](#)

⁷ Capital IQ

⁸ [Microsoft](#), [Skype](#), [Microsoft](#)

⁹ CB Insights

¹⁰ [BASE](#)

¹¹ [BASE](#)

¹² [EurekAlert](#)

¹³ [BASE](#)

¹⁴ Accenture Research estimates based on interviews

¹⁵ [Reuters](#)

¹⁶ [ZDNet](#)

¹⁷ [TechCrunch](#)

¹⁸ IDC

¹⁹ Accenture Strategy, [Striking Balance with Whole-Brain Leadership](#). Based on a telephone survey of 200 C-suite executives conducted in France, Germany, Italy, Spain, the UK and the US between February and April 2019

²⁰ [Business Insider](#)

²¹ [Walmart](#)

²² [TechCrunch](#)

²³ [Barron's](#)

About Accenture

Accenture is a leading global professional services company, providing a broad range of services and solutions in strategy, consulting, digital, technology and operations. Combining unmatched experience and specialized skills across more than 40 industries and all business functions—underpinned by the world’s largest delivery network—Accenture works at the intersection of business and technology to help clients improve their performance and create sustainable value for their stakeholders. With approximately 477,000 people serving clients in more than 120 countries, Accenture drives innovation to improve the way the world works and lives.

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About Accenture Research

Accenture Research shapes trends and creates data-driven insights about the most pressing issues global organizations face. Combining the power of innovative research techniques with a deep understanding of our clients’ industries, our team of 300 researchers and analysts spans 20 countries and publishes hundreds of reports, articles and points of view every year. Our thought-provoking research—supported by proprietary data and partnerships with leading organizations such as MIT and Harvard Business School—guides our innovations and allows us to transform theories and fresh ideas into real-world solutions for our clients.

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