

Necessity is the mother of (re)invention



Oil and gas companies have realized the need to transform themselves to achieve profitability and maintain their relevance during and after the energy transition. Yet, many struggle to understand what this need for transformation will actually mean for their business models and ways of working. Accenture believes that big change will not be enough. Reinvention is needed. And that reinvention must be anchored in the “5Cs.” Our recent research bears this out.



Actions for reinvention

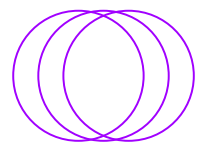
Competitiveness

- Focus on ROCE, not volumes
- Ensure operations and functions are in “lock-step”
- Leverage new and existing ecosystems and partnerships
- Capture the green multiple



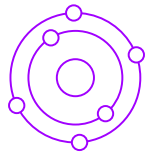
Connectivity

- Don’t simply follow the “cloud crowd;” consider cloud a strategic enabler
- Build data management muscle
- Focus on defense
- Think enterprise-connectedness and connect the dots across peers, suppliers and customers



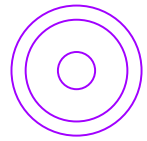
Carbon

- Move fast
- Go low (carbon)
- Act as though carbon already has a price
- Extend partnerships



Customer

- Manage customers, not molecules
- Create a CX/BX management function
- Solve customer problems
- Reshape the portfolio
- Create high barriers to defection



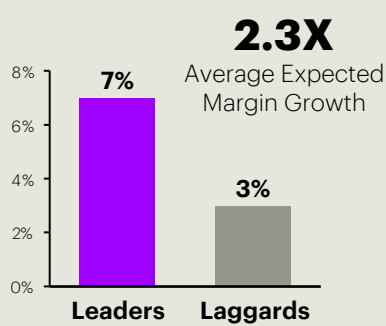
Culture

- Make purpose a magnet for talent
- Reimagine the work and the workforce
- Design the organization for teamwork
- Create an environment of experimentation

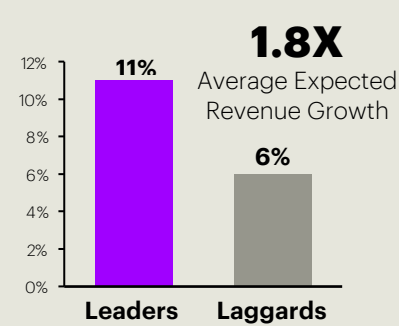


Reinvention leaders have tremendous confidence that their actions in three areas—Competitiveness, Carbon and Connectivity—will pay off big. The potential value upside for the industry from each player achieving leaders-level ambition can be up to \$500 billion annually.

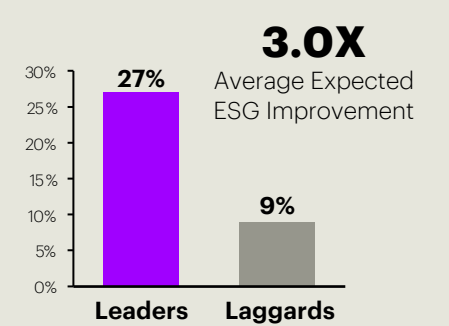
Minimum margin growth expected by respondents



Minimum revenue growth expected by respondents



Minimum ESG improvement expected by respondents



Read “Necessity is the mother of (re)invention” to find out how you can be a Reinvention leader.

www.accenture.com/reinventionindex