accenture

Growth in a new reality

Accenture China Digital Transformation Index 2025

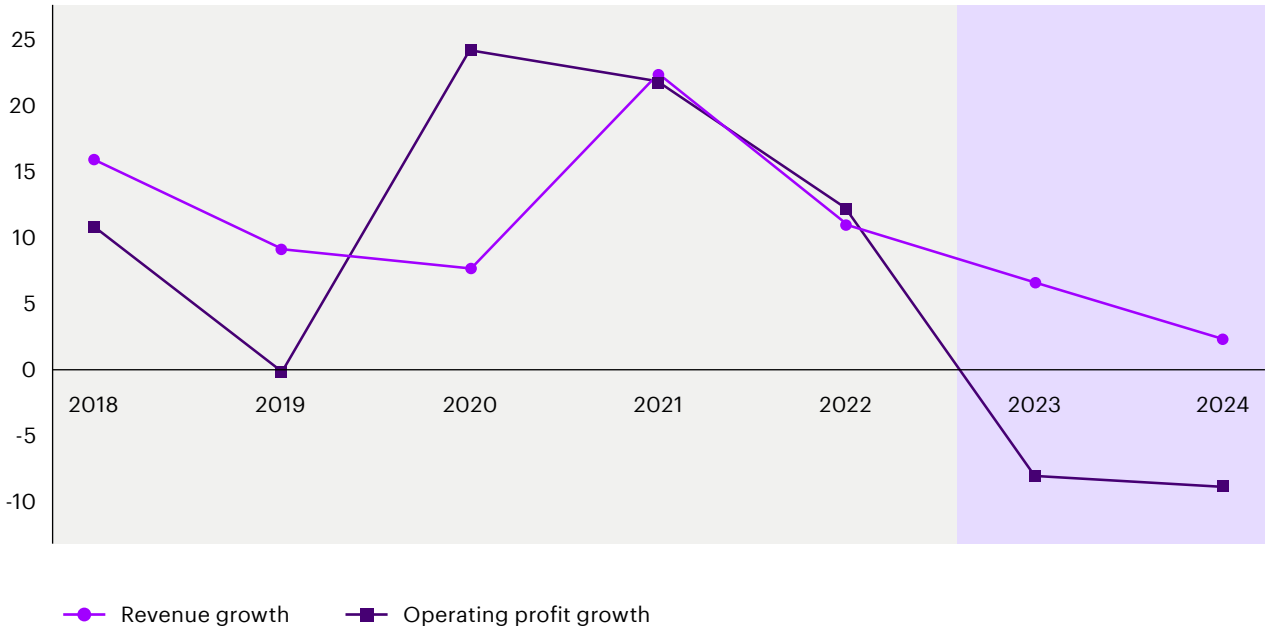
Contents

Navigating the new reality

Over the past two years, major Chinese enterprises across manufacturing, new energy, chemicals, consumer goods and retail have faced unprecedented growth slowdowns. Profits have been in steady decline due to sluggish demand and intensified competition stemming from structural overcapacity (see Figure 1).

In 2025, the landscape continues to evolve rapidly. Internationally, rising tariff tensions are increasing economic and trade uncertainty, disrupting overseas operations and supply chains, and adding cost pressures. Back home, Chinese companies face subdued demand, despite government efforts to shift toward a consumption-driven economy. Meanwhile, breakthroughs in AI are rewriting the rules of competition.

Figure 1: Revenue and operating profit growth of Chinese companies (YoY, %)



Note: Chinese companies refer to Chinese listed companies whose revenue scale exceeds US$100 million in 2023 in seven industries (chemicals, new energy, automotive, retail, consumer goods, high-tech manufacturing and industrial equipment, N=754).

Source: Wind, Accenture Research

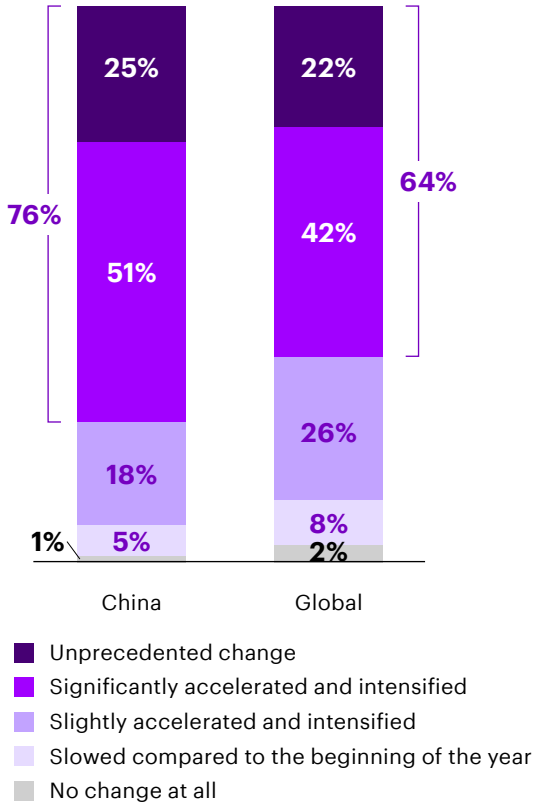
Ready to adapt

Despite the rising uncertainty, Chinese enterprises are becoming more aware and better equipped to respond. According to Accenture's Pulse of Change survey conducted in May 2025, 76% of Chinese companies believe the pace of external change has accelerated significantly, while 25% describe their current situation as unprecedented—both figures exceeding the global average of 64% and 22% respectively (see Figure 2).

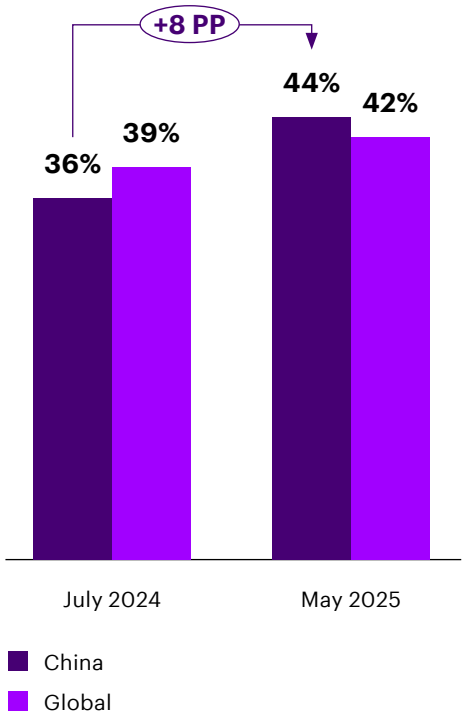
At the same time, 44% of Chinese companies now feel well-prepared to manage these changes, an 8-percentage-point increase compared to 2024. This upward shift signals growing adaptability and resilience as Chinese companies advance their reinvention efforts.

Figure 2: Chinese companies show stronger preparedness in 2025

Executives' perception of the level of change (May 2025, %)



Companies feeling fully prepared for change over the next 6 months (2024 vs. 2025, %)

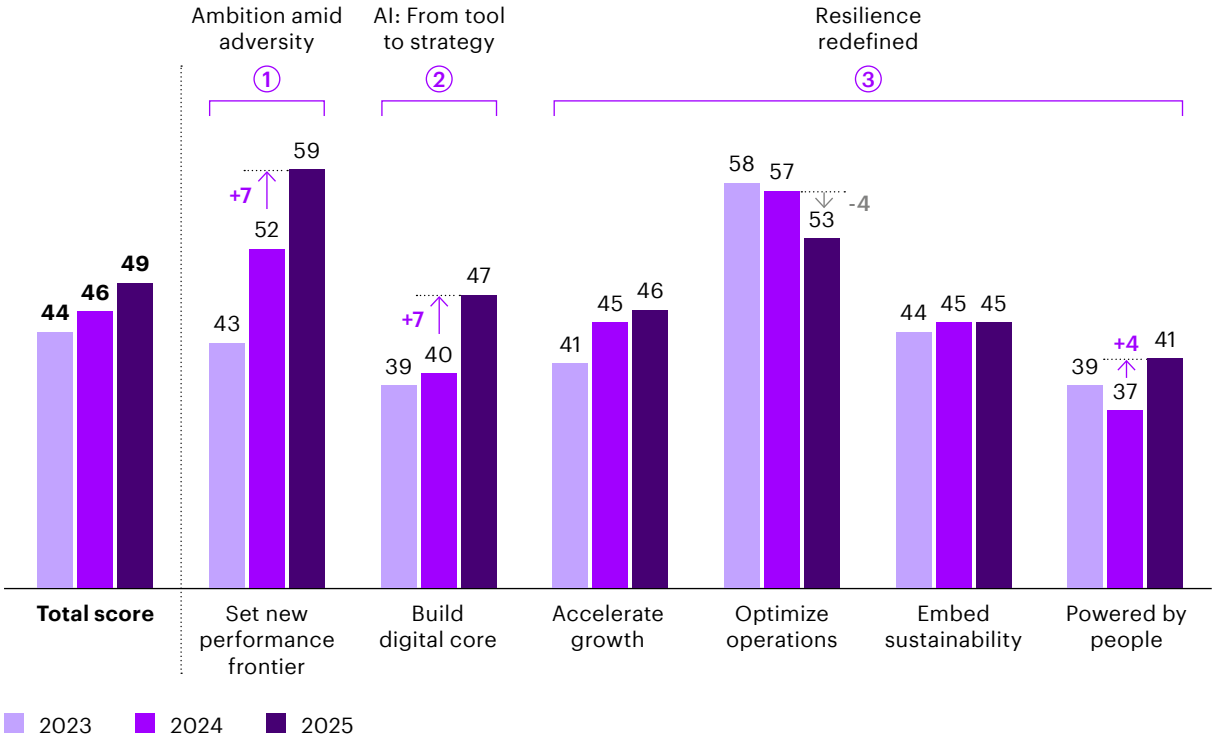


Source: Accenture Pulse of Change CxO survey wave 16 (Global N=3,000, China N=226, May 2025); Accenture Pulse of Change CxO survey wave 14 (Global N=2,800, China N=225, July 2024); Accenture Research

Three trends signaling a new phase of reinvention

In the 2025 Accenture China Digital Transformation Index (see Figure 3), Chinese companies scored 49 points, marking steady progress over the past three years.

Figure 3: Accenture China Digital Transformation Index (0~100), 2023–2025



Source: Accenture China Digital Transformation Index CxO survey (N=163, February 2025), IDC, Arabesque S-ray, Accetnure Research

A closer look at score changes across the six sub-dimensions reveals three trends:

1. **Ambition amid adversity.** Companies are pushing boundaries with innovation and deepening their reach in international markets.
2. **AI: From tool to strategy.** Companies are fortifying their digital core to fully harness AI's transformative power.
3. **Resilience redefined.** Companies are addressing long-standing vulnerabilities in talent while recalibrating their position on operational resilience.

These changes show that Chinese companies are entering a new phase of reinvention, one focused on driving more innovation-led growth. This shift hasn't come easily. About five years ago, most firms prioritized operational efficiency, with innovation taking a back seat. But our research last year revealed a clear change: companies are doubling down on innovation. Encouragingly, that momentum has continued this year, despite mounting challenges. It reflects not just a growing awareness among Chinese businesses that innovation is key to long-term success, but a clear readiness to act, especially by leveraging AI and advanced technologies to push boundaries and build lasting competitiveness.

Ambition amid adversity

Chinese companies are shifting from cost control to innovation-led growth. Starting in 2024 with a 9-point rise in the new performance frontier score, this trend deepened in 2025 with a further 7-point increase as Chinese companies pursue breakthroughs and globalization.

Despite financial pressures, Chinese enterprises remain committed to innovation. In 2024, Chinese companies continued to increase investment in innovation, with R&D spend increasing by 9% year-on-year, far higher than the 5% growth in revenue.*

In addition to a renewed focus on innovation, Chinese companies are reinventing themselves from exporters of products to exporters of brands and technologies. Through manufacturing diversification and localization, their overseas business continues to expand and deepen. Survey data shows that 37% of large companies earned over 20% of their revenue from overseas markets in 2024.

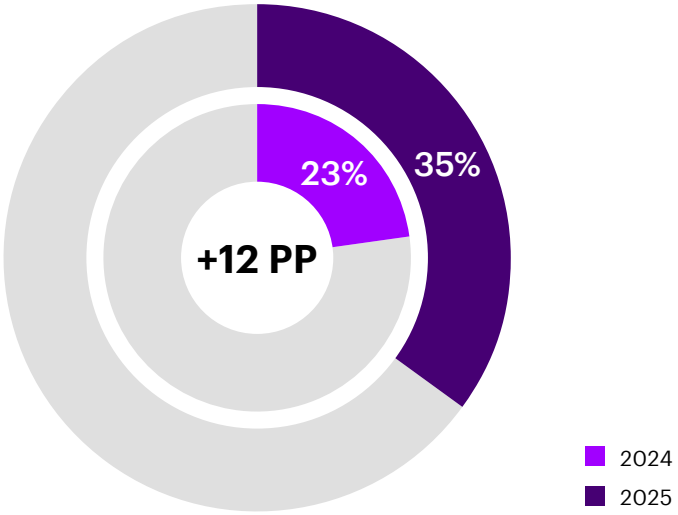
Note: *R&D expenditure growth is based on data from 330 listed companies across seven key industries (chemicals, new energy, automotive, retail, consumer goods, high-tech manufacturing and industrial equipment) with 2023 revenue over US$100 million that disclosed R&D spending.

Source: Wind, Accenture Research

These efforts have fueled the ambitions of Chinese companies, with a growing determination to lead their industries. Compared to the previous year, the proportion of enterprises setting bold ambitions to redefine their industries in the next two years increased by 12 percentage points (see Figure 4). This surge reflects heightened confidence and a shift from being followers to leading with innovation.

Figure 4: More Chinese companies are setting bold ambitions to redefine their industries

Proportion of companies that aspire to set the standard for their industries in the next two years (%)



Source: Accenture China Digital Transformation Index CxO survey (N=163, February 2025), Accenture Research

Looking ahead

Rising geopolitical tensions and trade barriers are complicating globalization, testing companies' global strategies and adaptability.

At the same time, sluggish economic growth and weak consumer demand are intensifying competition both domestically and internationally, increasing the importance of differentiation.

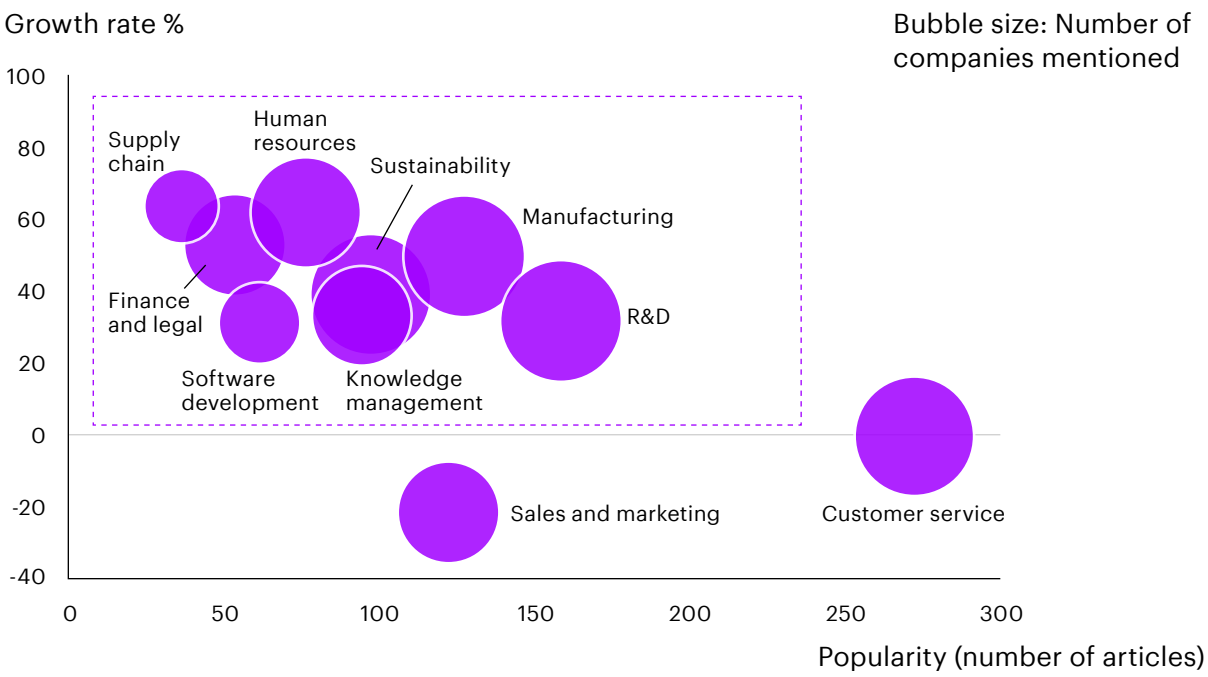
Meanwhile, breakthroughs in advanced AI are reshaping the pace and nature of innovation. Companies must find ways to win in the AI-led innovation race.

AI: From tool to strategy

Chinese companies are embracing AI to accelerate their reinvention. Our analysis of corporate news over the past 24 months shows that advanced AI adoption is expanding beyond easily scalable, generic applications—such as customer service and marketing chatbots—into more complex, industry-specific areas like R&D, manufacturing and supply chain (see Figure 5).

Figure 5: Chinese companies are embracing AI broadly

Emerging hotspots of advanced AI applications, 2024-2025



Note: Using co-occurrence analysis of advanced AI keywords and adoption areas, we identified Chinese corporate and industry articles from DJ Factiva that discuss the business applications of AI. The articles analyzed cover the period from April 1, 2023 to March 25, 2025. The year-on-year growth rate refers to the change compared to the previous 12-month period (April 2023–March 2024).

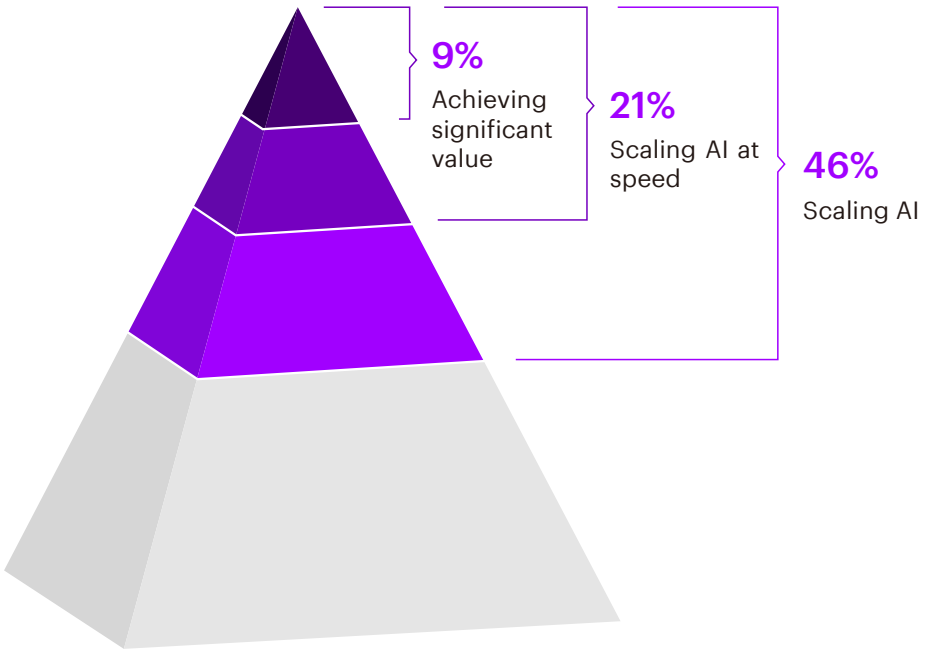
Source: Factiva, Accenture Research

According to the May 2025 Accenture Pulse of Change survey, 53% of Chinese companies said they are integrating AI across multiple workflows, 11 percentage points above the global average. Additionally, 18% of leading Chinese companies are redesigning end-to-end processes with AI at the core.[1] These shifts signal a move from tool-based adoption to full-scale deployment, positioning advanced AI as a catalyst of reinvention.

However, successfully scaling generative AI (gen AI) to deliver tangible business value remains a challenge. While 46% of Chinese enterprises are scaling gen AI, only 21% are doing so rapidly, and just 9% have realized significant value (see Figure 6).

Figure 6: Only a small number of companies achieved significant value

Status of gen AI adoption (% of companies)



Note: "Scaling AI" refers to the integration of gen AI either into certain critical functions and processes or more broadly across the majority of the business. "Scaling AI at speed" indicates that, in addition to broad integration, the pace of AI adoption exceeds initial expectations. "Achieving significant value" means that beyond achieving scale and speed, companies also realize notable benefits—such as over 10% improvement in productivity or more than 5% growth in revenue or profit.

Source: Accenture China Digital Transformation Index CxO survey (N=163, February 2025)

Double down on digital core

Recognizing digital core as critical to scaling gen AI, Chinese companies have accelerated the development of the key technology capabilities, with particularly notable progress in cloud and security. This is reflected in this year's digital core index score, which jumped by 7 points from last year.

In particular, the widespread adoption of AI has driven up the demand for computing power, leading to increased investment in cloud services. According to Canalys, China's total cloud service expenditure hit US$40 billion in 2024, making a 13% year-over-year increase.[2]

Cloud-AI integration is another emerging theme. 33% of companies believe that "cloud + AI" could fuel products and service innovation (see Figure 7).

At the same time, broad AI adoption has also introduced new security challenges, such as model security, data privacy and compliance risks within cloud environments. Our survey indicates that 64% of Chinese companies view security as a critical element in reinvention, and 58% have implemented flexible security tools and strategies.

Figure 7: Companies have made progress in cloud and security

33%

of Chinese companies believe "cloud + AI" fuels product and service innovation

58%

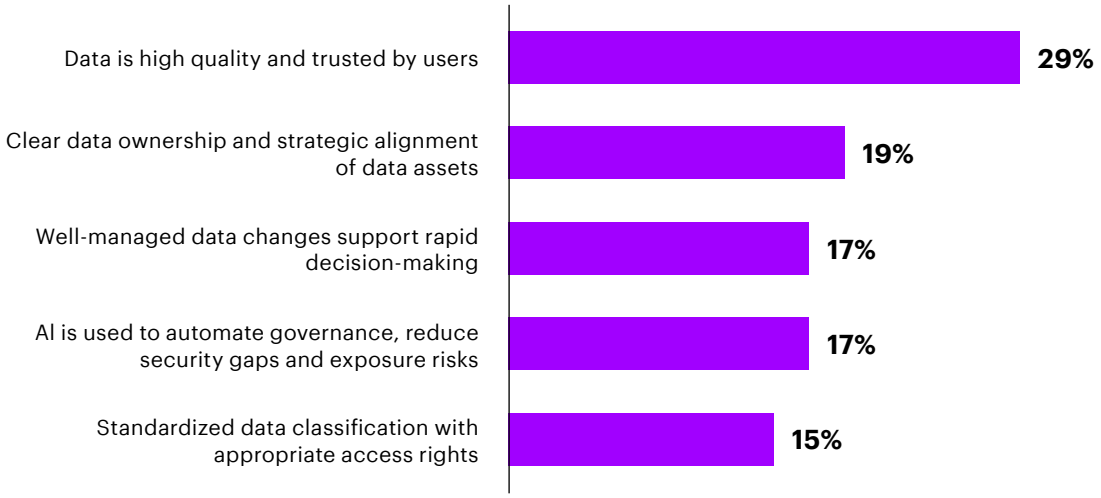
of Chinese companies are able to quickly update security strategies and tools

Source: Accenture China Digital Transformation Index CxO survey (N=163, February 2025), Accenture Research

Despite progress in cloud and security, poor data governance is limiting gen AI scalability (see Figure 8). Fragmented data, inconsistent ownership and rigid legacy architectures hinder flexible deployment. Without data readiness, even the best AI systems cannot scale effectively or deliver value.

Figure 8: Most companies still need to improve data governance

Effectiveness of data governance (% of companies selecting "very good")



Source: Accenture China Digital Transformation Index CxO survey (N=163, February 2025), Accenture Research

Looking ahead

The 2025 survey shows that more than half of Chinese companies plan to widely adopt or promote AI agents in the next one to two years.

These agents will play a central role in future digital architectures, demanding real-time data capture, dynamic execution, and full integration with business systems. This shift calls for more flexible IT foundations and mature data strategies.

At the same time, rising global uncertainties—including evolving regulations on AI ethics, data sovereignty and export controls—are raising compliance costs and increasing the urgency to strengthen resilience in the digital core.

Resilience redefined

In today's turbulent business environment, enterprise resilience increasingly depends on four key enablers: technology resilience, commercial resilience, people resilience and operational resilience. Out of these four, the greatest vulnerabilities are emerging in people and operational resilience—the foundational layers of adaptability and execution.[3] Chinese companies are responding by addressing capability gaps in talent development and reassessing their preparedness for operational disruptions.

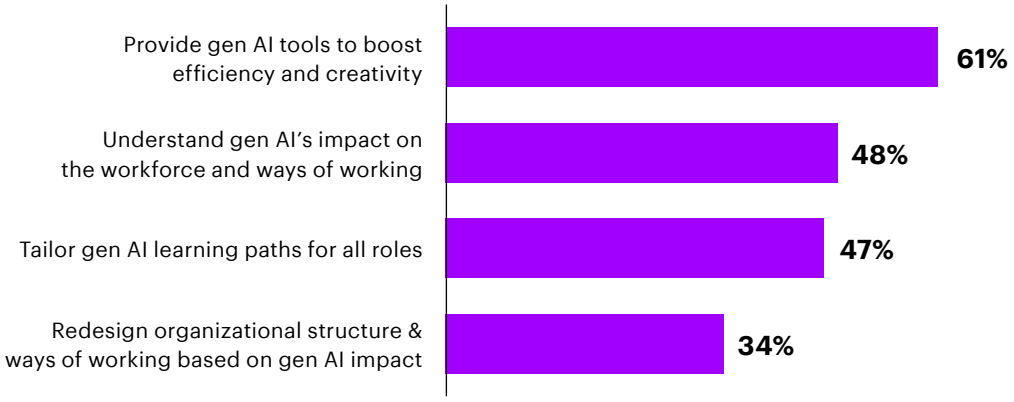
People resilience: Organizational change needed

Thanks to China's vibrant AI ecosystem, over 60% of Chinese companies now have embedded AI tools into workflows (see Figure 9). This momentum has driven a 4-point increase in the "Powered by people" dimension, marking the largest gain in recent years.

However, AI adoption remains largely at the tool-use level, with systemic organizational and process transformations yet to begin. This limited deployment restricts AI from reaching its full potential, keeping it as an efficiency tool rather than integrating it as a core organizational capability.

Figure 9: Organizational change and work redesign still in early stages

Gen AI deployment readiness: Talent and organization (% of companies)



Source: Accenture China Digital Transformation Index CxO survey (N=163, February 2025), Accenture Research

Looking ahead

Rising cost pressures and rapid AI advancements are driving companies to enhance organizational and workforce adaptability.

AI agents are accelerating automation and will fundamentally reinvent ways of working, collaboration models and organizational structures.

Furthermore, this wave of transformation requires engagement at all levels, especially from frontline employees. Limited understanding of AI systems and a lack of a solid foundation of trust may create resistance to change.

Operational resilience: Taking strengths to the next level

In recent years, operational efficiency has been a key focus for Chinese companies and a core source of competitiveness. Yet, this year's DTI research shows that the "Optimize operations" score dropped by 4 points, signaling that Chinese companies recognize new opportunities for operational upgrades.

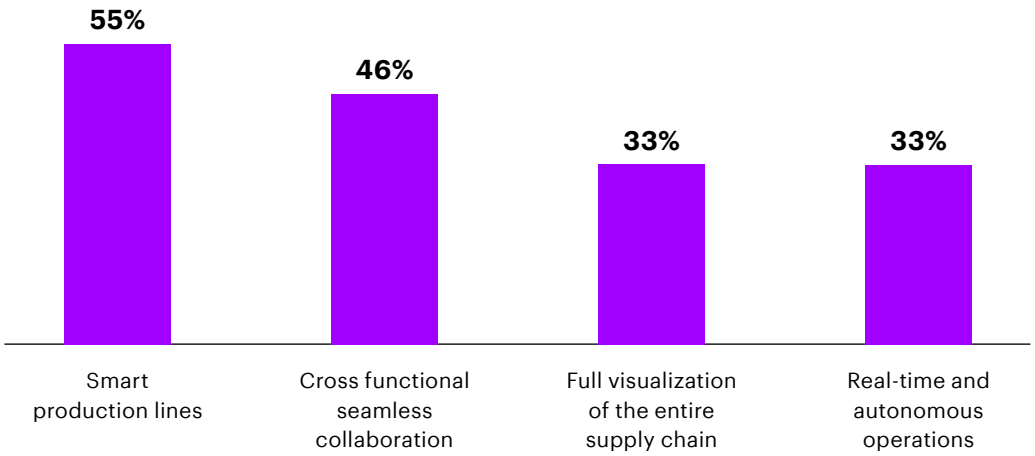
China has strong operational advantages, driven by smart manufacturing and a robust supply chain ecosystem. It accounts for over 40% of lighthouse factories globally and hosts more than half of the world's industrial robots.[4] Our survey also shows that 55% of companies are already leveraging industrial robots and AI for smart manufacturing.

However, external shocks and globalization have exposed limitations. Many Chinese companies remain at the stage of static resilience, relying on traditional AI technologies and fragmented data-driven approaches for operational resilience. This results in limited dynamic adaptability and weak end-to-end responsiveness (see Figure 10).

This downward trend in the "Optimize operations" score underscores the urgent need to rethink and strengthen resilience strategies.

Figure 10: Strength in smart manufacturing offset by weak end-to-end agility

Operational performance (% of companies)



Source: Accenture China Digital Transformation Index CxO survey (N=163, February 2025), Accenture Research

Looking ahead

As Chinese companies expand globally, they face increasing complexity and must strengthen their resilience to navigate uncertainty—and, more importantly, to leverage it for growth and competitive advantage.

Advanced AI is opening up new possibilities for operational efficiency and resilience. While China is already strong in smart manufacturing, companies must now chart their own paths to achieve the next level of operational resilience.

Chinese companies' global operations—particularly in supply chain, risk management and compliance—remain underdeveloped. Building secure and agile supply chains will be essential for success in international markets.

A path to new growth: Four key imperatives

As Chinese enterprises navigate a new era of global uncertainty and AI-enabled technological advantages, four imperatives will define their success.

01 Rewrite the rules

Reframe value in a new competitive era

As China emerges as a global innovation hub, Chinese companies should redefine their sources of competitive advantage by embedding innovation into their global strategies. This means not only exporting homegrown innovations but also driving innovation tailored to the specific needs of each market.

Optimize decisions for uncertainty

In a world of rising volatility, agility in decision-making is critical. AI offers powerful tools for foresight, scenario modeling and dynamic response. To stay ahead, companies must integrate AI into strategic planning—continuously sensing shifts, simulating outcomes and enabling real-time resource reallocation.

Develop new AI businesses

AI is no longer just an efficiency tool—it can and should be a source of growth. Leading companies are embedding AI into product innovation, service delivery and new business model to unlock new value. 64% of Chinese executives state their primary focus for gen AI investments will be creating new AI-powered products and services, 17 percentage points higher than the global average.[5] The next frontier lies in aligning AI initiatives with long-term strategic goals, identifying where technology can create the most impact, and scaling solutions that match a company's unique strengths and capabilities.

Case Study | LEAD

Building new growth frontiers through innovation

Founded in 1999, Wuxi Lead Intelligent Equipment (LEAD) has emerged as the global leader in lithium battery equipment and a key player in smart equipment for photovoltaics, hydrogen energy and other new energy sectors. LEAD's journey reflects the rise of Chinese companies driven by innovation and digital transformation.

Innovation as the core of competitiveness

For LEAD, innovation is essential to stand out amid intensifying competition. The company has consistently allocated over 10% of its revenue to R&D in recent years, reaching 14% in 2024 despite industry headwinds.[6] Its digital innovation ecosystem spans hardware development, IoT- and AI-enabled smart manufacturing solutions, and features a unified tech platform that connects seven business units to foster cross-domain collaboration and shared innovation. Driven by continuous innovation efforts, LEAD's global market share in new energy smart equipment and solutions rose to 9.1% in 2024, up 3.3 percentage points from 2023.[7]

From equipment supplier to manufacturing brain

Importantly, amid the AI-driven wave sweeping intelligent manufacturing, LEAD is focusing on innovative AI applications and accelerating smart manufacturing. For example, its LEADACE intelligent platform leverages smart algorithms to enable lean management in lithium battery production. The company has developed more than 50 AI applications for predictive maintenance and product quality improvement to help customers improve their equipment stability and reduce defect rates, while also unlocking new business value for LEAD.

Behind the success

With holistic planning and effective implementation, LEAD's digital transformation is becoming an industry benchmark. The company invests nearly US$14 million annually in digital initiatives. To stay focused and ensure investments translate into business value, LEAD adheres to four core principles: 1) alignment with strategy, 2) prioritizing process and organizational change, 3) KPI-driven management with clear goals and pathways, and 4) strong top-down leadership engagement.

LEAD's reinvention journey exemplifies the leap from "Made in China" to "Intelligently Made in China." In an era marked by uncertainty, its commitment to innovation and disciplined digital transformation has helped the company navigate business cycles with resilience and confidence.

"LEAD's commitment to innovation stems from our cultural DNA and mission, as well as the need to stand out in a competitive market. We believe strong differentiation is key to escape the race to the bottom. At LEAD, we've always focused on innovating to meet our customers' unique and evolving needs."

Gong Chenyu
CFO of LEAD Group

02 Strengthen the AI-enabled digital core

Build an AI capability stack

The rapid emergence of AI agents underscores the importance of composable digital systems. True agent autonomy relies on seamless connection between data sources and analytics platforms. Our survey shows that over one-third of Chinese companies plan to embed AI agents into their digital systems within three years.[8] This requires continuously upgrading core functions and orchestrating cross-functional planning to ensure the organization is AI-ready from the ground up.

Transform data assets into knowledge

To create differentiation in AI, companies must go beyond generic models. By combining foundation models with proprietary data and domain-specific expertise, they can transform data into high-value knowledge assets. This enables the development of specialized models—for example, integrating customer behavior, supply chain dynamics or compliance standards—to drive more targeted, context-rich AI applications that are hard to replicate.

Enhance data security and tech segregation

In increasingly complex and volatile environments, building a resilient digital core demands more than performance—it requires robust risk management. Technical segregation has become a strategic imperative. Through modular system design and selective isolation of critical business modules and data, companies can reduce risk exposure, enhance compliance, and ensure business continuity. For globally expanding Chinese enterprises, this approach ensures flexibility, scalability, and secure alignment between tech infrastructure and business priorities.

Case Study | Nestlé

Reinvest to reinvent: Nestlé's growth story

As the competitive landscape in China evolves from "fast expansion" to "value creation", companies need to change their strategy accordingly. Nestlé China has responded by decisively freeing up resources to reinvest in digitalization.

Achieving efficiencies for investment

Reinforced in late 2024, the "Nestlé Virtuous Circle" framework aims to not only strengthen market share but also to ensure sustainable profitable growth. Rather than narrowly focusing on cost cutting measures, Nestlé is strategically streamlining its operations to enhance efficiency and ultimately achieve excellence. Savings are redirected to high-return investments, prioritizing clearly identified growth platforms and key brands.

End-to-end digitalization: Data and AI powered localization

Over 90% of Nestlé's products sold in China are locally manufactured by staff across 23 factories, three R&D centers and five innovation centers. To prevent fragmented data silos, the company has taken an enterprise approach to build a solid data foundation that leverages the Nestlé Group's scale. In Nestlé, data is treated as a core asset. A dedicated data governance lead function oversees enterprise-wide data collection and utilization, supported by integrated systems and shared services. This ensures data consistency, standardization and accessibility across all levels of the organization.

Given that the consumer landscape in China evolves more rapidly and with greater complexity than other markets, Nestlé China has had to tailor their approach to innovation. For example, their R&D team has developed "Nestlé SiNan 4.0", a specialized initiative aimed at driving product innovation. Apart from product development, the company is also using AI to enhance its financial capabilities with a pilot business intelligence tool called AI4NesFi. This solution helps senior business leaders to explore financial data through AI conversation, enabling faster insight generation delivering data-driven analytics with recommendations.

Competitive edge: Comprehensive decision-making system

That said, technology on its own is not Nestlé's key differentiator. Instead, it is the combination of technology with skilled professionals that drives Nestlé's comparative advantage. While the company begins with automation, it quickly progresses through data analysis and culminates in a comprehensive decision-support system.

By fostering human-machine synergy and driving a data-driven culture by continuous learning, the company aims to achieve long-term success with digitalization.

"Gen AI is set to revolutionize our ways of working, giving us endless information and insights. Achievements will be measured by the ability to create innovative strategies and business models. In this new era, human judgement and decision-making will be, more than ever, the key to success."

Daniel Aellen
CFO & Head of IT/IS of Nestlé Greater China Region

03 Build adaptive resilience

Reset cost and efficiency benchmarks

By driving systematic innovation across AI, processes, and management, enterprises can overcome production efficiency bottlenecks. However, redefining cost and efficiency benchmarks with AI requires a holistic approach. This requires setting forward-looking goals and metrics aligned with the company context, identifying key drivers of cost savings and efficiency improvements, and applying digital tools to optimize performance. Also, sustained improvement depends on continuous tracking and recalibration of benchmarks.

Achieve end-to-end data driven collaboration

In today's volatile environment, the focus of operations is shifting from efficiency to resilience, driven by end-to-end agility and collaboration. AI and strong data governance can transform siloed operations into integrated, adaptive systems. With full visibility across the value chain and real-time data fusion, companies can detect risks early, enable autonomous responses, and improve coordination across functions.

Secure agile supply chains

Today's operational resilience depends less on scale and more on strategic agility—the ability to swiftly adjust supply chains, shift production, and reconfigure partnerships. This is especially critical for companies expanding globally. Chinese companies should adopt a "globally integrated, locally agile" strategy to optimize their global supply chain and production footprints. Building on this, companies can leverage AI and digital technologies to monitor demand, capacity, and inventory in real time, enabling faster decision-making and more flexible resource allocation.

Case Study | Midea

Resilience through reinvention

As Chinese manufacturers navigate rising uncertainty—from shifting global trade rules to increasing input costs—Midea offers a case study in long-term reinvention rooted in pragmatism and disciplined execution.

Rewiring growth

In 2024, Midea recorded RMB 409.1 billion in revenue and RMB 38.5 billion in net profit—an impressive year-on-year growth of 9.5% and 14.3%, respectively.[9] Strategically, Midea has evolved beyond its roots in original equipment manufacturing (OEM) by building a stronger direct-to-consumer (DTC) model domestically and scaling its own brands globally—overseas revenue now accounts for 41.3%, with own brand manufactured (OBM) products making up 43% of that total.[10] Meanwhile, it has grown new B2B businesses across building technology, energy solution, robotics and industrial automation, reshaping its revenue mix and supporting long-term, diversified growth.

Scaling intelligence

Midea's digital transformation began in 2012 with the creation of its "632 system", a unified backbone linking manufacturing, supply chain, R&D and customer service. As the company expanded globally, it adopted a hybrid IT architecture: 75% of system templates are globally standardized, while 25% are tailored to local compliance and business needs.

This infrastructure now enables AI at scale. In 2024, Midea deployed more than 68 AI agents across functions like design, finance, legal and quality control, generating over RMB 160 million in savings.[11] AI is no longer exploratory—it is embedded in daily workflows.

Powering change

What sets Midea apart is not just strategy, but execution. Business units compete for centralized AI funding, judged on solution quality rather than organizational hierarchy. Once a pilot proves effective, it is mandated across relevant teams and cost savings are reflected in budgets, creating urgency and rewarding early adopters. Transformation KPIs are built into leadership performance reviews, while frontline innovation is actively supported. This has cultivated a generation of digitally fluent, commercially agile managers.

For Midea, digital isn't a department—it's how the company operates. Reinvention isn't a one-time campaign, but a continuous discipline, helping the company thrive in a more complex and competitive global environment.

"We are all riding a powerful wave of technological change and must embrace it with determination. But to make it work, we need to align with business needs and partner with business teams, because technology alone can't solve the challenges of adoption and governance."

Simon Zhang
Vice President & Chief Digital Officer
Midea Group

04 Evolve the organization, empower the talent

Build a more agile talent system

To adapt to fast-changing business environments, companies must establish flexible and resilient talent mechanisms. This means continuously optimizing across four workforce models—in-house development, external hiring, outsourcing, and automation—to maintain agility through growth and transformation.

Redesign for human-agent collaboration

As AI agents become embedded in core operations, enterprises need to reengineer processes and redefine how humans and AI collaborate. Standardized workflows and governance frameworks are essential to ensure smooth human–machine interactions. In parallel, companies should accelerate the evolution of their talent frameworks to ensure employees can grow alongside AI. This means embedding AI literacy, human-AI collaboration into core skill sets, supported by a closed-loop training system that enables continuous upskilling.

Lay the foundation for trust

64% of Chinese executives agree that organizations will only be able to fully capture the benefits of automation enabled by gen AI by building trust with employees.[12] Moving beyond automation-first thinking, companies must adopt a human-centric approach to AI. This includes enhancing transparency, clarifying roles and responsibilities, and ensuring employees can interpret and manage AI systems with confidence. AI should empower—not replace—human creativity and decision-making. An inclusive, trust-based culture that encourages co-creation, experimentation and frontline engagement will be critical to unlocking AI's full potential across the organization.

Research methodology

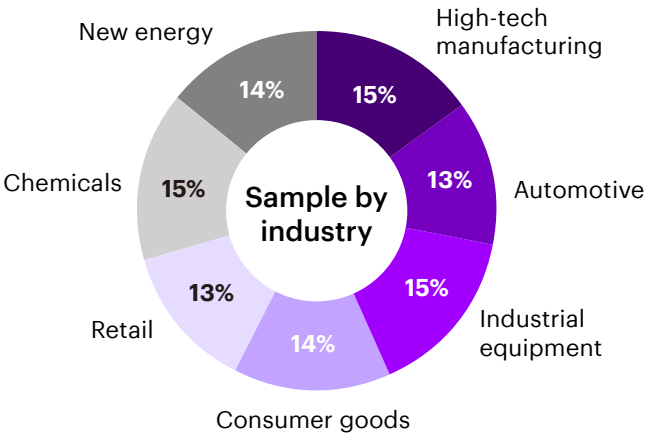
This study is the eighth consecutive year of Accenture's China Digital Transformation Index (DTI). It comprises three primary components: interviews with clients and internal experts, an executive online survey and company assessments based on the DTI framework. The objective is to conduct a comprehensive and multi-dimensional analysis of digital transformation among Chinese companies.

The research encompasses seven key industries: high-tech manufacturing, automotive, industrial equipment, consumer goods, retail, chemicals and new energy.

Survey

To ensure the sample represents the overall landscape of Chinese companies in reinvention and advanced AI adoption, we first segmented the companies through financial analysis. From a pool of Chinese companies with 2023 revenues exceeding US$100 million across seven sectors, we selected 754 companies. Their profitability and growth (benchmarked against industry averages) were assessed using financial data from 2019 and Q1-Q3 2024, categorizing them into four clusters. A stratified random sampling approach was then applied, selecting approximately 40 companies from each cluster to form this year's research sample.

The survey was conducted between February and March 2025, with a total of 163 companies providing valid responses.



Note: Percentages in the chart have been rounded to the nearest whole number and may not total 100%.

DTI Assessment

The Accenture's China Digital Transformation Index assesses where each company is on its reinvention journey. The Index has three levels spanning six dimensions, 18 business activities and 31 detailed metrics. The highest score attainable is "100" and the lowest score is "0".

We conducted a comprehensive assessment of corporate reinvention progress based on self-reported data, IT spending and ESG performance data. IT expenditure data is sourced from IDC Worldwide Wallet (V2, November 2024), covering corporate spending on cloud, big data, AI systems, cybersecurity, software and overall IT investments. ESG data is obtained from the Arabesque S-ray database.

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