



From Lead to Cash

# Simplify and Scale with Revenue Ops

Streamline your entire sales lifecycle to  
enhance efficiency and customer satisfaction.  
Gen AI will get you there, are you ready?

## Unlocking profitability: the essential role of RevOps

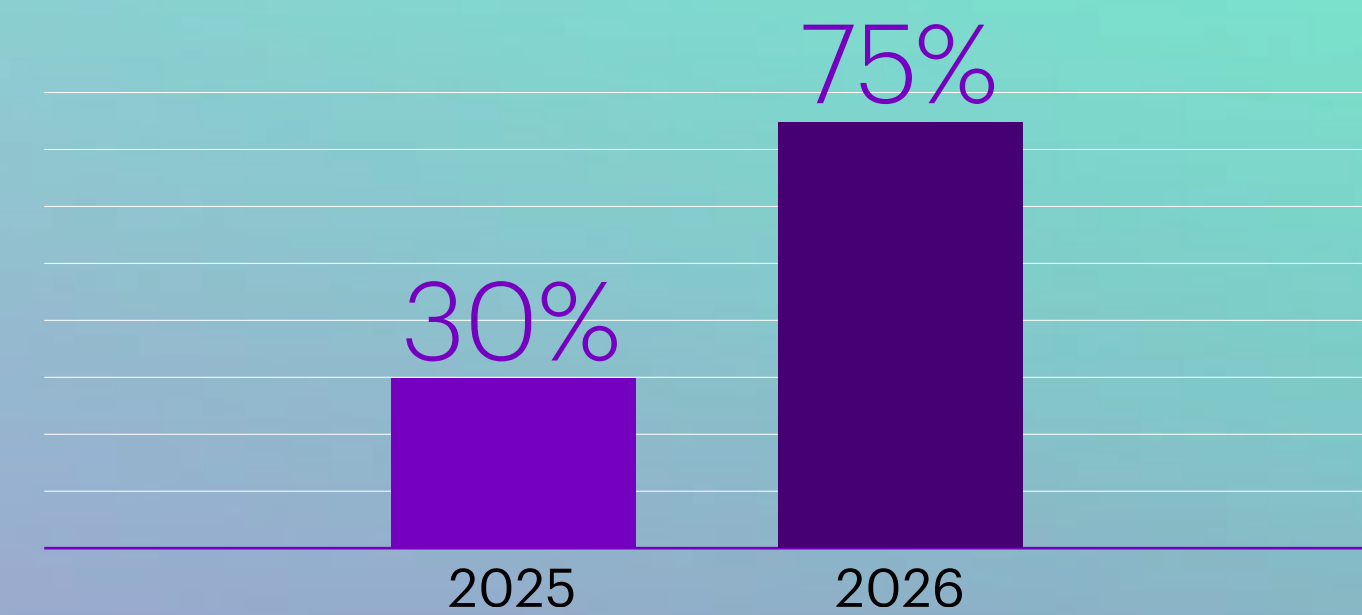
Software businesses frequently face several challenges in Lead-to-Cash (L2C) processes. These challenges can disrupt the customer journey, making it difficult to smoothly transition customers from initial engagement to becoming paying customers and maintaining their satisfaction post-purchase.

RevOps is a strategic framework designed to optimize the entire customer journey by integrating and aligning sales, marketing, customer success, and other revenue-related functions. It addresses the shortcomings of traditional revenue management approaches, which often suffer from silos and a lack of a well-defined operating model. By fostering collaboration and breaking down barriers, RevOps aims to enhance the customer experience and drive sustainable revenue growth. Additionally, there is significant potential for generative AI to revolutionize RevOps by improving data integration and process efficiency.

While the term has been around for less than a decade, the “talk” and adoption has been widespread.

By 2026, 75% of the highest-growth companies are expected to have adopted a RevOps model, up from less than 30% today.

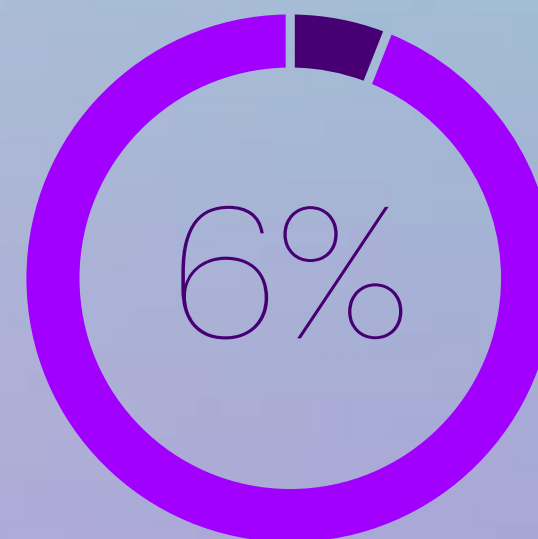
**Percentage of highest-growth companies are expected to adopt RevOps models**



This multi-faceted approach provided holistic insight into the current state of RevOps adoption and success, and understanding into the practicalities, learnings and obstacles of RevOps implementation strategies.

Like many business trends, only a select few have fully changed aligned their operating models to cash in on the value of RevOps.

### RevOps Maturity Levels in Software and Technology Business



- Scaling or systemized level of RevOps maturity
- Early stages of RevOps journey

Only **6% of software and technology businesses have reached a scaling or systemized level of RevOps maturity and are seeing RevOps deliver on its promise.** The large majority are still in the early stages of their RevOps journey, with gaps in strategy and execution holding them back from realizing its full potential.

Within this report, we will introduce our RevOps Maturity Framework, the first in-depth global assessment of the software industry's success in deploying RevOps initiatives. This measures maturity across eight key dimensions within the People, Process and Technology reinvention framework.

Our maturity framework not only highlights the current state of RevOps success across the global software industry, but also provides benchmarks for self-assessment so you can identify where your company excels, and where you need to improve.

**Ready to find out if your RevOps game is all talk—or truly transformative?**

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## The Path to RevOps Reinvention Starts Now

With the breakthrough of generative AI (gen AI), we explore the barriers hindering RevOps maturity, and breakdown how they can be overcome. Plus, we take a close look at the companies that are getting it right, to reveal what works and the potential gains to be made.

Most importantly, we outline how to best implement an operating model that sees RevOps go from trend to transformation. A strategy which begins with visionary leadership, drives strong collaboration and optimizes latest technologies. By eliminating silos across functions and aligning isolated systems, RevOps can enhance operational efficiency and unlock new revenue-generation opportunities. Ultimately, leading a company to towards agility and long-term growth.

“RevOps really needs to be the quarterback that understands the executive objectives and business objectives and go reach out and wrangle all of these functional leaders and take them through end to end.”

Senior RevOps Executive,  
Accenture Reinvention study.



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## About this research

To understand the state of Revenue Operations (RevOps) models, we conducted a global survey of 500 senior executives at software companies. The survey included organizations representing various industries and across six markets— US, Canada, Germany, the UK, Japan, and India— with a mix of public and private firms. Half of the companies surveyed employ between 1000 and 5000 people, a third have over 5,000 employees and the rest less than 1000.

In addition, we conducted individual interviews with ten senior executives in RevOps roles. These discussions explored real-life experiences of delivering RevOps transformation in today’s economic climate – outlining the barriers faced, the perceived potential for operational improvements and the objectives and ambitions of senior leads for their RevOps initiatives.

We also garnered perspectives from Accenture subject matter experts (SMEs), many of whom are leading RevOps transformation initiatives at leading technology companies across the world. Last, we reviewed case studies and testimonials highlighting Accenture’s recent successful RevOps projects and the challenges that were overcome.

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## The Imperative of RevOps for sustainable growth

In recent years, the Software-as-a-Service (SaaS) business model have driven a huge shift in the industry. After years of hypergrowth, and as customer demands increase, these organizations are rethinking their commercial models and go-to-market strategies.

At the heart of this challenge is the complexity brought on by diversification. Expanding product portfolios, introducing subscription-based services, embracing new pricing models and managing multiple revenue streams have created a labyrinth of processes that can hinder efficiency and slow growth if not properly aligned. The solution? A cohesive strategy that integrates sales, marketing, finance, product and customer success to streamline operations and optimize revenue generation.

This shift requires more than just operational tweaks—it demands a reimagined approach to how revenue is generated, tracked, and scaled. Companies must embrace a new operating model that prioritizes cross-functional alignment, uses data as a shared asset and implements tools and processes that can handle the complexities of today's revenue ecosystems.

For industry leaders, the stakes are high. Those who adapt quickly will not only meet and exceed customer expectations but also pave paths to long-term profitability. For those who don't, the cost of inaction could be steep, as inefficiencies grow and competitors surge ahead.

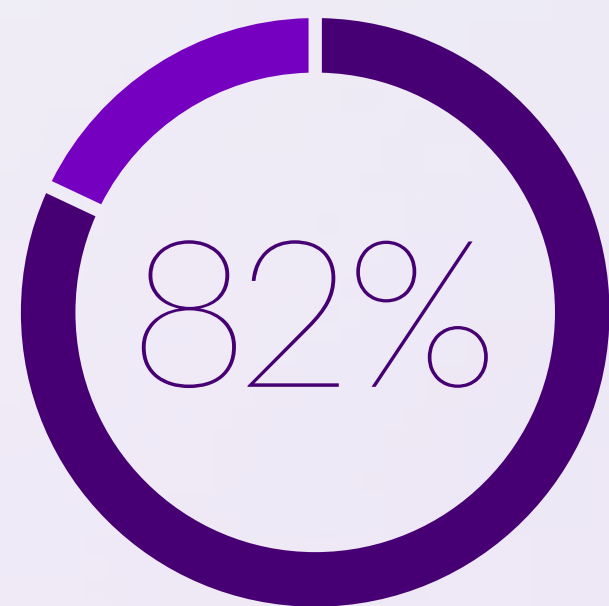
This era isn't just about managing complexity; it's about transforming it into a competitive advantage. RevOps offers the framework to do just that.

## RevOps maturity is low

Our findings reveal many/most companies are failing to go from hype to measurable impact with only 6% of companies are seeing RevOps deliver fully on its promise. Most are seeing just incremental benefits of their RevOps model.

The majority of software companies are in early their RevOps journey, with 82% still developing. Many lack visibility into end-to-end revenue processes and have only limited standardization or automation. While some have centralized data systems, data silos still exist across departments, and roles are often unclear.

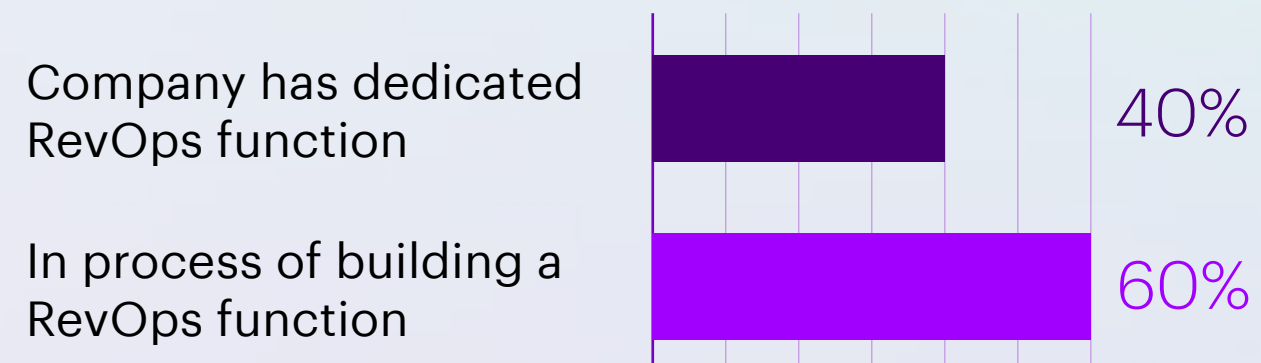
### RevOps maturity levels in software companies



- Still developing
- Have reach a scalling or systemized level

### Does your company have a dedicated RevOps function?

While 75% of companies indicated that RevOps is set to grow, our survey reveals that over 60% of software companies still lack a fully operational and formal RevOps function.



“Nobody’s gotten it right. It’s incredibly siloed, compartmentalized collaboration and decision making, too many non-standardized processes and revenue tools out there, and the operation teams are overwhelmed.”

Senior RevOps Executive,  
Accenture’s 2024 RevOps Reinvention survey.

Let’s deep dive into the foundational pillars of People, Process, and Technology reinvention to understand where these gaps are occurring and how to address them. What are the common challenges?



## People

Focuses on fostering alignment across teams, building the right skills, and ensuring strong leadership to guide RevOps strategies.

1. **Alignment & Collaboration:** How effectively teams—such as sales, marketing, and customer service—work together across functions to achieve shared objectives.
2. **Skills:** Talent capabilities, particularly proficiency in data analytics and artificial intelligence as key enablers of RevOps success.
3. **Leadership:** The extent of executive engagement and strategic support for RevOps initiatives, ensuring alignment with overarching business goals.





## Process

Centers on operational efficiency, customer-centric design, and performance metrics that align with strategic objectives.

4. **Process Efficiency:** To what extent are processes standardized and integrated, minimizing silos and enhancing operational effectiveness.
5. **Metrics & KPIs:** Level of alignment and cross-functional standardization of performance metrics with strategic objectives.
6. **Customer Experience:** How advanced are the tools and systems that capture and measure customer feedback, and how effectively are these insights applied to inform strategy.



## Technology

Includes the development of a cohesive, integrated technology stack and data unification to streamline workflows and enhance decision-making.

7. **Technology Stack:** Sophistication and integration of technology tools into a cohesive ecosystem.
8. **Data Unification:** Centralization, accuracy, and accessibility of data across the organization.



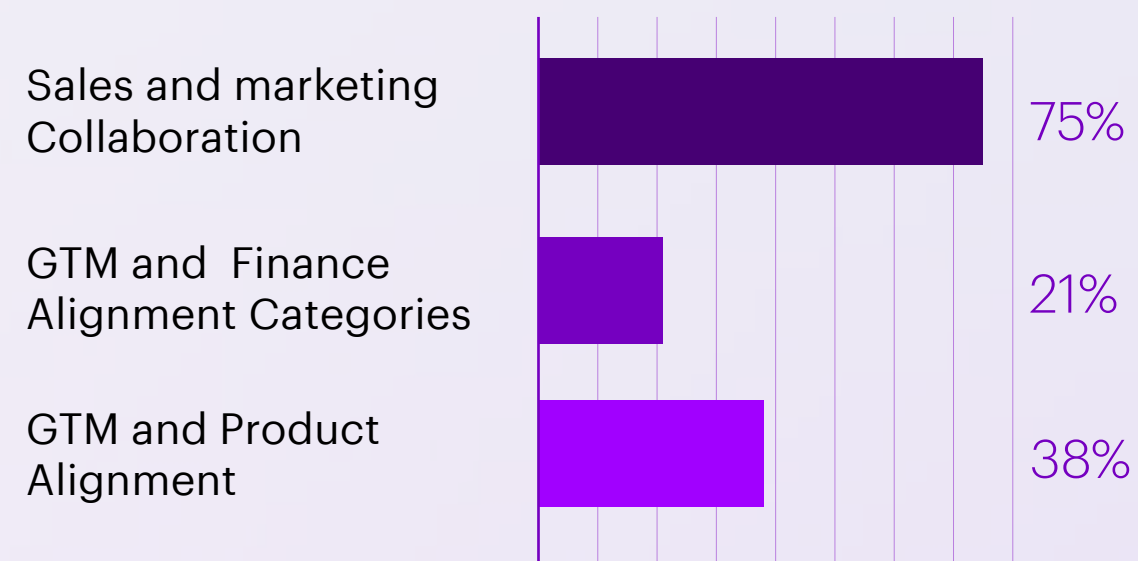
## People

### Fragmented functions

Some functions are collaborating well, but others are being left behind.

While 75% of companies report strong collaboration between sales and marketing, only 21% see strong alignment between go-to-market (GTM) functions and critical revenue functions such as finance. And only 38% of companies report alignment between GTM and product functions.

### Alignment and Collaboration in Companies



“Driving standardization and harmonization across siloed teams starts with bringing the right stakeholders together to make key design decisions through an customer experience-focused approach. When teams understand the upstream and downstream impact of their choices, they move from working in isolation to building a unified, scalable foundation. Without this alignment, you risk multiple versions of the same data point instead of a single, harmonized definition that fuels clarity and growth.”

Dr. Benjamin Blau  
Chief Process and Information Officer, SAP SE



As software companies actively pursue new pricing and revenue models, such as consumption-based pricing or product-led growth, this collaboration gap between GTM and both product and finance teams is likely to not only hinder progress towards RevOps goals, but also be detrimental to the business.

To keep up with business demands and fully realize the revenue and productivity benefits, collaboration and alignment across all key organizational functions (beyond just sales and marketing) is crucial.

### Leadership Gap

While leadership teams may set ambitious goals for revenue operations, many fail to provide the consistent investment, resources, and cross-functional buy-in needed to drive real progress.

Leadership engagement often falls short. Only 42% agree that leadership provides significant support in driving and advancing RevOps objectives.

### Leadership Engagement

<35%

report strong leadership involvement

>60%

feel there's a lack of support in budget and planning

“I find that a lot of companies, again, believe in the idea of a centralized function of RevOps to help better execute the revenue strategy and delivery of the business, but then they don't follow through all of the downstream things that also should change in order to really deliver on that value promise”

Ben Askin,  
CIO - Vertex Software



Where leadership shows up the most, is in setting targets: 55% report high leadership involvement in strategic planning and goal-setting. But less (40%) see strong executive support across other RevOps workflows.

Leaders know what they want – they just aren't making the changes that enable their teams to deliver. Without sufficient backing, ambitious RevOps initiatives risk falling flat—becoming aspirational rather than actionable. The desire for change exists, but without the resources and commitment to see it through, RevOps efforts are left without the momentum they need to deliver results.

It doesn't start and stop there. Leadership support cannot be just about providing resources and fly-by executive oversight during quarterly business reviews. Leaders must meet frequently and specifically focused on RevOps to understand challenges with collaboration, data, KPI definition. Then take action and pivot as needed to remove blockers and provide resources that support the agreed-upon objectives.



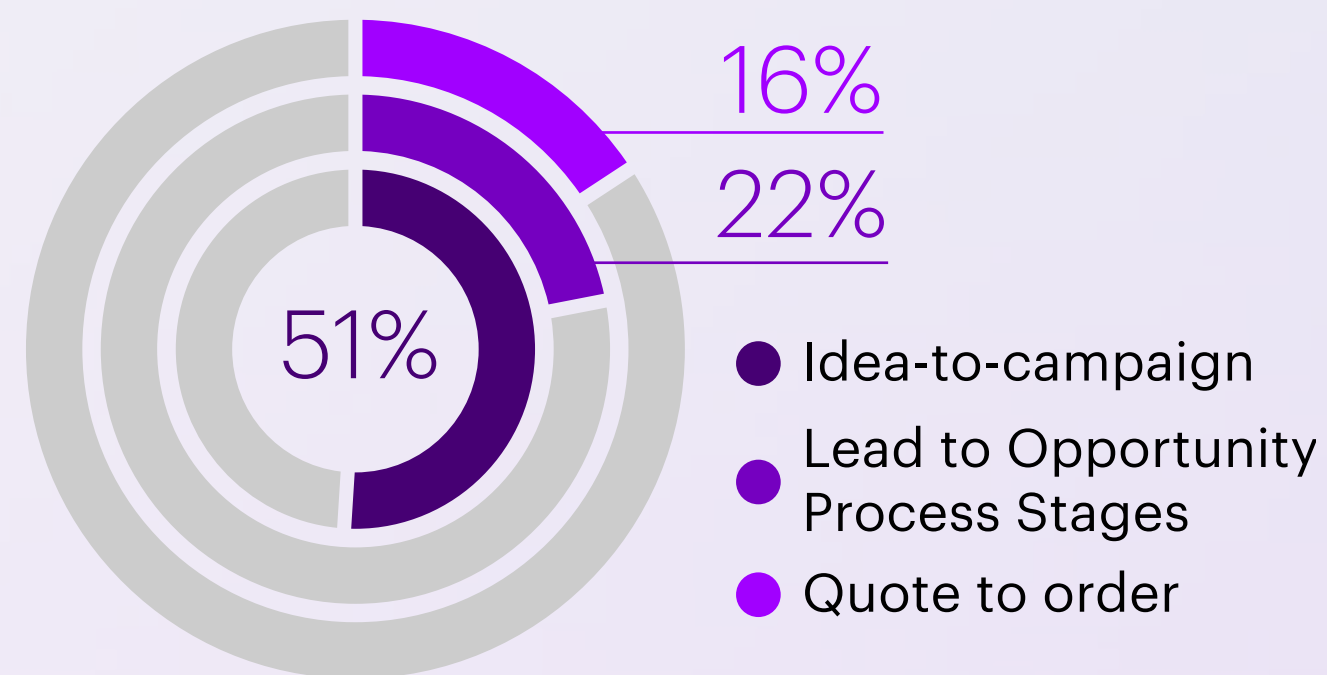
## Process

### Inconsistent Processes

An alarming 74% of companies do not have a systematic level of standardization and automation in the majority of RevOps processes.

While “ideas-to-campaign” process bucks the trend with more than half (51%) reporting high levels of automation in areas such as targeted marketing campaigns, automation levels were lower in other key process stages such as Lead to Opportunity (22%) and Quote to Order (16%) indicating opportunities for process harmonization to reduce manual efforts, remove redundancies and enable smoother operations.

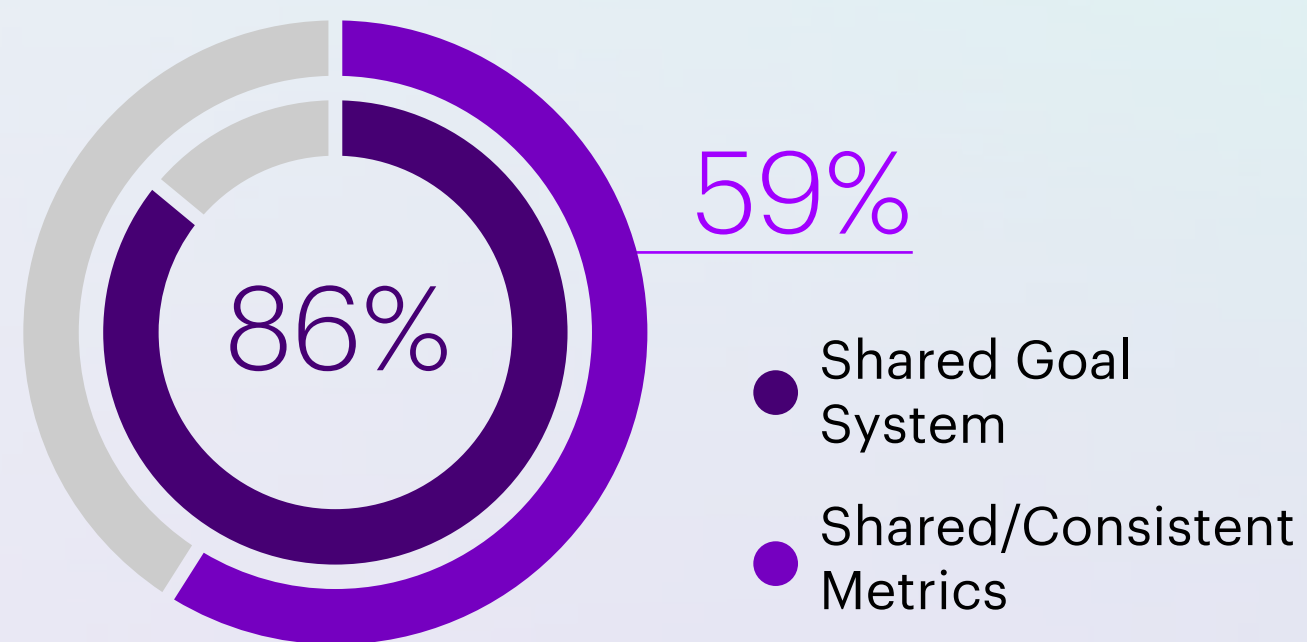
### Automation Level in Key Process Stages



### Phantom goals

Although 86% of companies have shared goal systems, only 59% have shared/consistent metrics across functions.

### Shared Goal Systems and Metrics Across Functions



Goals without metrics are simply aspirations without accountability. They are flimsy and, at worst, just for show. Without clear metrics, there's no concrete way to gauge real progress or pinpoint areas needing improvement. RevOps teams must collaborate not only to pinpoint shared metrics for process improvement but also establish ambitious, best-in-class benchmarks to guide their journey towards operational excellence.

“KPIs should measure not just outcomes, but also provide visibility into the progress towards achieving them in the Revenue Operations journey. By linking activities to leading indicators and leading indicators to actual outcomes, we can connect sales activity to customer engagement effectiveness and overall impact. Aligning on such a framework fosters collaboration, accountability, and a real-time view of performance - ultimately, sharpening the focus to drive sustained success.”

Utkarsh Bahadur  
EVP and Global Head of Go-to-Market, Strategy and Operations, SAP

## Technology

### The Gen AI Game-changer

Our research found 88% believe gen AI will play an important role in RevOps. Yet while generative AI (Gen AI) is gaining traction in RevOps, most organizations are still in the early stages of adoption. Companies are primarily experimenting with or partially implementing AI to automate and enhance key RevOps processes.

The integration of Gen AI into RevOps faces significant limitations:

- **Partial Adoption Dominates:** Only 25% of companies have partially or fully implemented Gen AI across their RevOps framework. Early use cases are concentrated in service and post-sales functions, with limited adoption in core GTM areas.
- **Underinvestment in Core GTM functions:** Critical GTM functions like CPQ, marketing automation, and sales automation, which could benefit significantly from AI-driven efficiency gains, have yet to receive comparable levels of investment in AI solutions.

That said, Gen AI space is evolving rapidly. AI Agents are already re-shaping parts of RevOps and their influence will grow significantly over the next few years. AI Agent-enabled RevOps promises to deliver more real time data driven decision making, hyper-personalized experiences at scale, unification of tech stack, better customer interactions.

AI driven solutions can be of great use in streamlining and analyzing data. By automating data integration, cleansing, and analytics, AI empowers RevOps teams to extract valuable insights from vast amounts of information organizations. This, in turn, enables organizations to make data-driven decisions and optimize revenue operations.

### AI Adoption

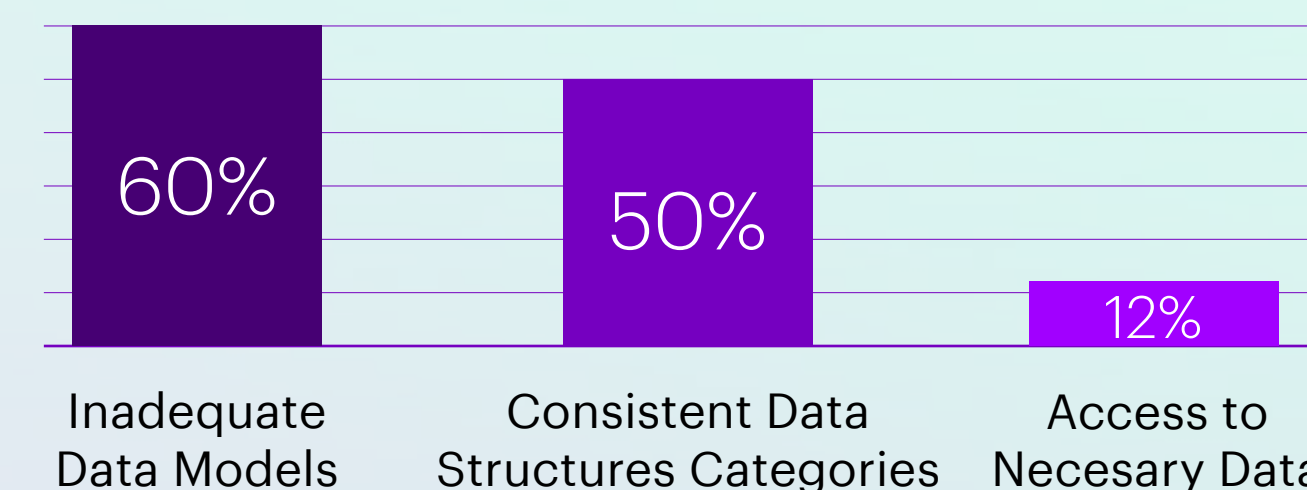
- **63% of leaders** believe AI will be critical to their RevOps strategy.
- **70% are actively integrating generative AI** into tools and platforms, though areas like demand forecasting remain untapped.

### Data Disconnect

60% of companies admit their data models are inadequate for supporting effective analysis and reporting. Although half feel they have consistent data structures across RevOps functions, only 12% report having access to all the necessary data to

support comprehensive reporting, visualizations and dashboards at each stage of the RevOps process, which is also a hurdle to Gen AI adoption.

### Data Models and Access in Companies



“You don’t need all the data, just the right data, and you don’t need everybody working in the same system. You need the systems to work for each function incredibly well while staying connected in the backend so that no system is an island.”

Ben Askin,  
CIO Vertex software

While RevOps executives find it easy to access tools such as sales automation, enterprise resource planning (ERP) and data management, just a third indicate having easy access to most of the other tools required to achieve RevOps goals.



## Maturity Assessment Framework

To drive real results, executives need to rethink and elevate their RevOps strategy. Accenture’s RevOps Maturity Framework allows you to assess where your company stands across critical areas—people, processes, and technology—so you can pinpoint specific areas for improvement.

	Pillar 1	Pillar 2	Pillar 3	Pillar 4	Pillar 5	Pillar 6	Pillar 7	Pillar 8
	Alignment and collaboration	Skills	Leadership	Process Efficiency	Metrics & KPIs	Customer Experience	Technology Stack	Data Unification
Before	Teams operate in silos with minimal coordination across functions.	Teams have limited data and AI expertise within revenue-generating functions.	Executive support for RevOps is inconsistent or absent.	Processes are fragmented and lack standardization across functions.	Metrics are inconsistent, lack benchmarks and misaligned with strategic objectives.	Feedback tools are siloed and poorly integrated, leading to fragmented insights.	Tools are outdated or poorly integrated, limiting operational efficiency.	Data is fragmented, duplicated, and difficult to access across teams.
After	Teams are fully aligned, collaborating seamlessly to achieve shared revenue goals.	Teams are highly proficient in gathering and analysing data, as well as using AI/Gen AI to drive informed decision-making.	Leadership is deeply engaged and provides strategic direction and frequent support to RevOps initiatives.	Harmonized Processes that are fully standardized, integrated, and continuously optimized.	Metrics are standardized, supported by industry benchmarks aligned, and drive accountability across all teams.	Feedback tools are fully integrated, providing a unified view of the customer journey.	The tech stack is sophisticated, fully integrated, and scalable for future needs.	Data is centralized, accurate, and easily accessible, enabling actionable insights.





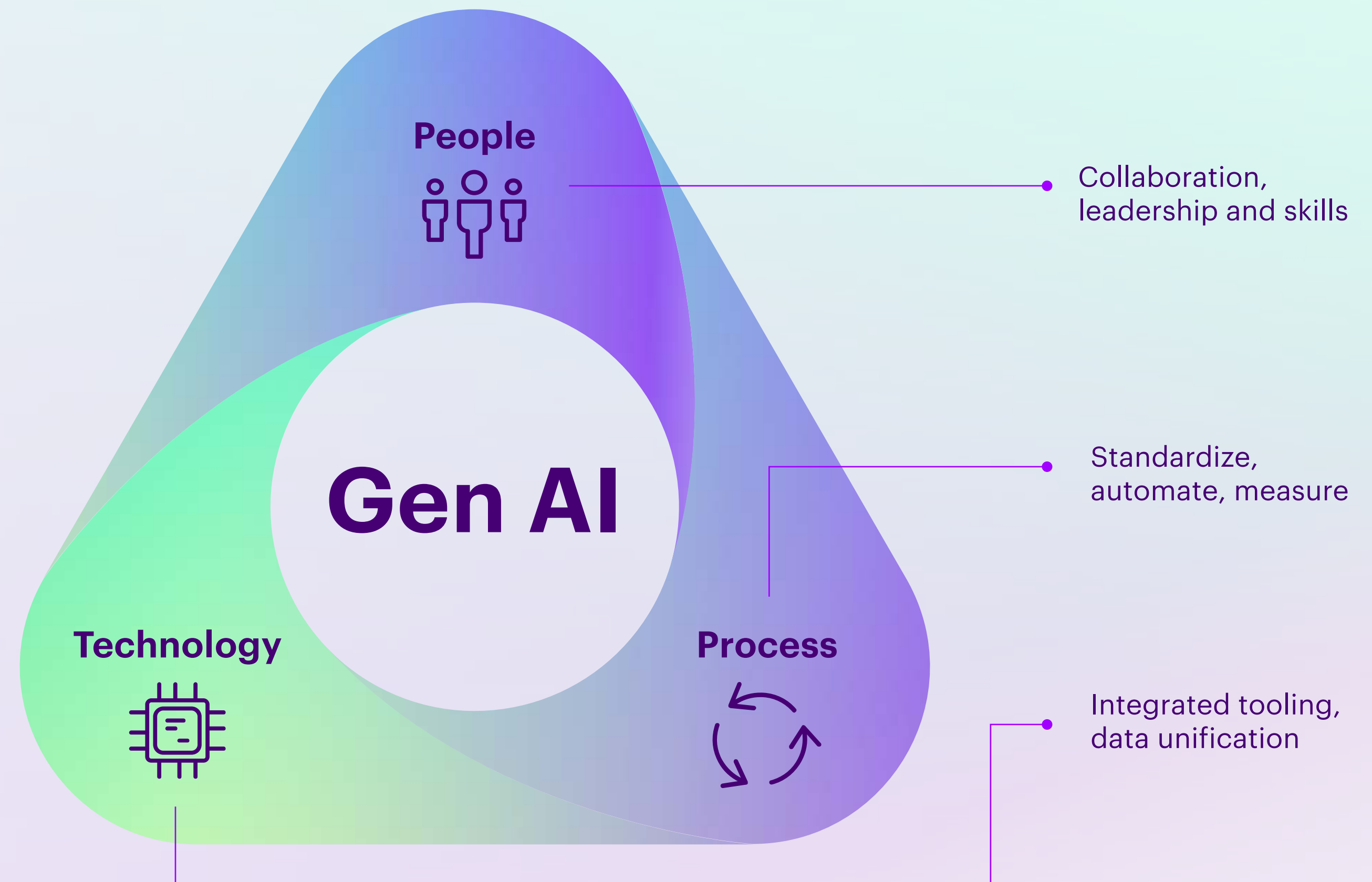
## Recommendations

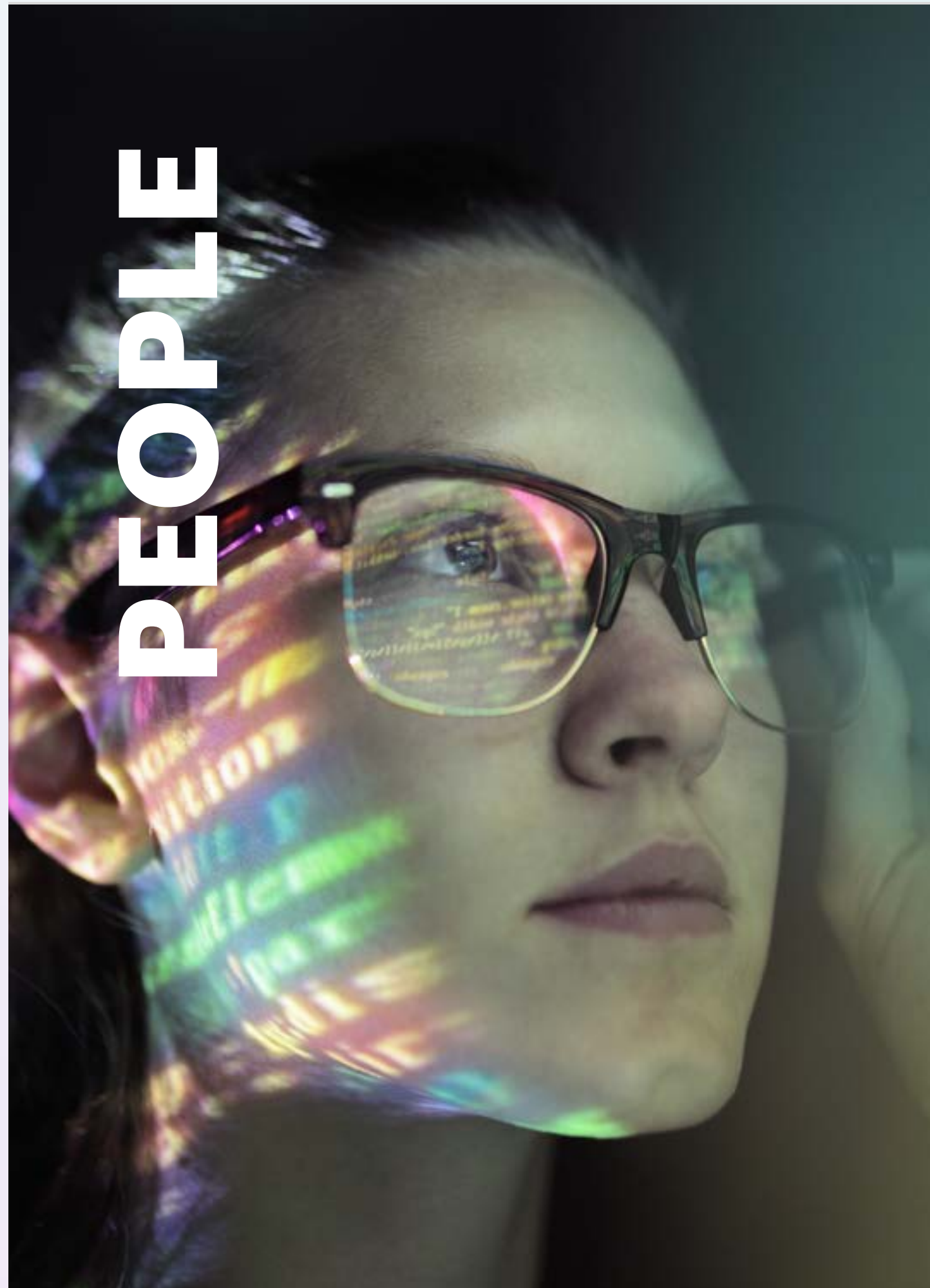
### Making RevOps Real

RevOps can be the strategic backbone for aligning GTM, product and other enabling functions, driving operational efficiency, and unlocking new revenue streams. To fully realize its potential, software and tech companies must reinvent how RevOps is implemented, treating it as a holistic, end-to-end strategy.

Our first and “table stakes” recommendation is to adopt an integrated RevOps approach—one that aligns all functions, from front and back office to product teams, with full support from the C-suite. This strategy boosts efficiency, enables smarter decision-making, and delivers operational predictability across three elements:

1. **People:** Upskilling teams in advanced capabilities like data and AI, with leadership that is more engaged, hands-on and fostering a culture of collaboration.
2. **Process:** Designing streamlined, customer-centric workflows that align with business outcomes.
3. **Technology:** Integrating AI and automation into critical functions like demand forecasting and technical support.





### Collaboration

Collaboration across all key functions—beyond just IT, sales, and marketing to include finance, technology, customer success, and product—is essential.

There must be a culture of looking across the organization to identify key people from these stakeholders' functions and bringing them along the journey from early on.

Stakeholders must clearly understand their role in RevOps and how they are expected to directly impact customer experience and business outcomes. It's critical for them to understand not just the technology / process vision, but also the business impact and outcomes (hence tied to goals, KPIs etc). Leadership teams play a big role in fostering this collaboration. They need to break organizational barriers and make it easier for teams to collaborate.

### Development

Leaders must prioritize upskilling in AI and data areas, instituting a talent base that strives on data and insights and drives continuous analysis for improvement. Our research found 80% point to training needs related to data analysis and visualization, which is considered one of the most important technical skills related to RevOps. Approximately half of respondents flagged training is needed for sales-related process and AI within RevOps functions to support ongoing automation and data-driven decision-making.

Investing in cross-functional and technical skills will help companies bridge gaps and increase operational impact. Having a comprehensive talent and skills strategy to implement and drive RevOps strategy is key. Companies must focus on hiring or building talent that is trained in various tools and technologies including data, pricing and AI.

### Defining Benchmarks and Measuring Shared Goals at Every Level

A successful RevOps strategy aligns all functions around clear, measurable goals and metrics. This requires establishing clear benchmarks, and then integrating processes and technology to support efficient, end-to-end collaboration.

### Setting Top-Level Goals

RevOps teams should adopt shared objectives aligned with overall business strategy, such as:

- Revenue Growth
- Customer Satisfaction (CSAT)
- Operational Efficiency
- Sales Productivity

Using the **SMART framework** (Specific, Measurable, Achievable, Relevant, Time-bound) ensures actionable, trackable goals for each stage of the Lead-to-Cash process. Examples include:

- Increase monthly revenue by 10% within the next quarter.
- Reduce average sales cycle time by 20%.
- Improve sales productivity by 25%.
- Reduce sales and marketing spend by 10%.

### Leveraging Metrics for Success

Key performance metrics provide a clear view of RevOps effectiveness.

Examples include:

- Conversion Rates
- Average Deal Size
- Net Retention Rate (NRR)
- Customer Lifetime Value (CLTV)
- Customer Acquisition Cost (CAC)

### Breaking Down Metrics Across Lead-to-Cash Stages

At lower levels, metrics should align with specific stages of the customer lifecycle:

- Lead-to-Opportunity: Measure conversion rates and time-to-qualification.
- Order-to-Fulfilment: Track quote creation generation time and average billing duration.

### Supercharged Leadership

RevOps demands more than a passive champion—it requires a hands-on leader who actively drives alignment, collaboration, and execution. This leader must go beyond simply providing budgets or high-level advocacy, taking a deeply involved role in shaping strategy, removing barriers, and equipping teams with the resources and clarity needed to achieve meaningful outcomes.

C-suite leaders must go beyond setting objectives, taking a more entrepreneurial and active role in breaking down barriers, standardize processes, and allocate resources effectively. Leadership involvement is critical to ensuring RevOps is integrated as a key function while fostering a culture of accountability and efficiency. Leaders must champion collaboration, drive organizational changes such as process standardization and automation, and establish clear KPIs to track success and guide decision-making.





### Putting Experience First

A common misstep in RevOps implementation is prioritizing processes and technology over the customer, partner and employee experience. Instead, companies should start by mapping the customer journey, identifying key personas (e.g., customers, sellers, partners), and pinpointing critical touchpoints. This customer-centric approach provides a clear vision to guide process and tech decisions that genuinely support desired outcomes. We've found that this approach is foreign to many companies; yet once instituted it creates a magic of understanding and innovation.

### Integrated Processes

To achieve operational transformation, companies must standardize and automate key workflows and repetitive tasks across the end-to-end customer journey. The process design decisions must ultimately support the desired experience for the various journey scenarios and personas identified.

Establishing consistent, well-defined processes with clear documentation across RevOps teams reduces errors, drives efficiency and enhances overall business performance. Look for industry specific best practices to identify and document Key Design Decisions (KDDs) surrounding the processes that must be standardized & automated to deliver best in class experience for your customers.

Use process maps, flow diagrams, and decision trees to break down processes into different levels of detail (e.g. L1-L4) to develop a comprehensive understanding of RevOps operations, identify areas for improvement, and make informed decisions.

Establish measurable KPIs to track the performance of your RevOps process. The KPIs must be broken down by various stages of your Lead to Cash lifecycle and supported by current versus future targets and industry benchmarks.

Map the process design decisions and success measures directly back to the customer journey and moments that matter to align process outcomes to business outcomes. Use a Journey blue print map to capture the moments that matter, design decisions, KPIs and links to process detail in a centralized manner.

# TECHNOLOGY



## Leveraging AI and Automation for Impact

While some companies are exploring AI in areas such as support, services and segment identification, many have yet to bring AI into more complex RevOps areas such as order processing, CPQ, demand forecasting, and opportunity management. Without automation in these critical stages, companies miss out on the agility and efficiency a mature, AI-powered RevOps framework can deliver.

## Building an Integrated Scalable, AI-Driven Tech Stack

Technology integration is critical to streamlining RevOps processes, aligning GTM functions, and improving efficiency. A strong digital core, powered by AI, enables seamless operations and drives better business outcomes.

A sophisticated, well-integrated tech stack ensures teams can access the data and tools needed to collaborate and make smarter, faster decisions.

Generative AI (Gen AI) is transforming traditional tech stacks by enabling advanced process automation and decision-making capabilities.

Businesses must:

- Decide whether to consolidate existing platforms or adopt best-of-breed solutions.

- Ensure tools are fully integrated, enabling automation and reducing manual inefficiencies.

## Building a Solid Data Foundation

Effective RevOps begins with a robust, unified data foundation that ensures cross-functional alignment and seamless communication across workflows. Companies must develop data models that are consistent, accurate, and easily accessible while adhering to governance and compliance policies.

A unified data foundation supports technology integration, enabling real-time updates and effective cross-functional collaboration. Eliminating silos and ensuring consistent data structures across GTM functions allows tools to operate seamlessly.

To achieve sustainable growth, companies must align their RevOps strategy with measurable business objectives. By prioritizing data unification, defining shared goals, and leveraging AI-powered technology, businesses can transform RevOps into a competitive advantage.

This integrated approach doesn't just optimize processes—it builds a scalable foundation for operational excellence and exceptional customer experiences.

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## So, what's next?

### **These are the critical steps to get started:**

#### Align Goals and Strategy

Define shared, measurable goals at all levels, ensuring alignment with the business strategy and measurable outcomes.

#### Empower Leadership and Teams

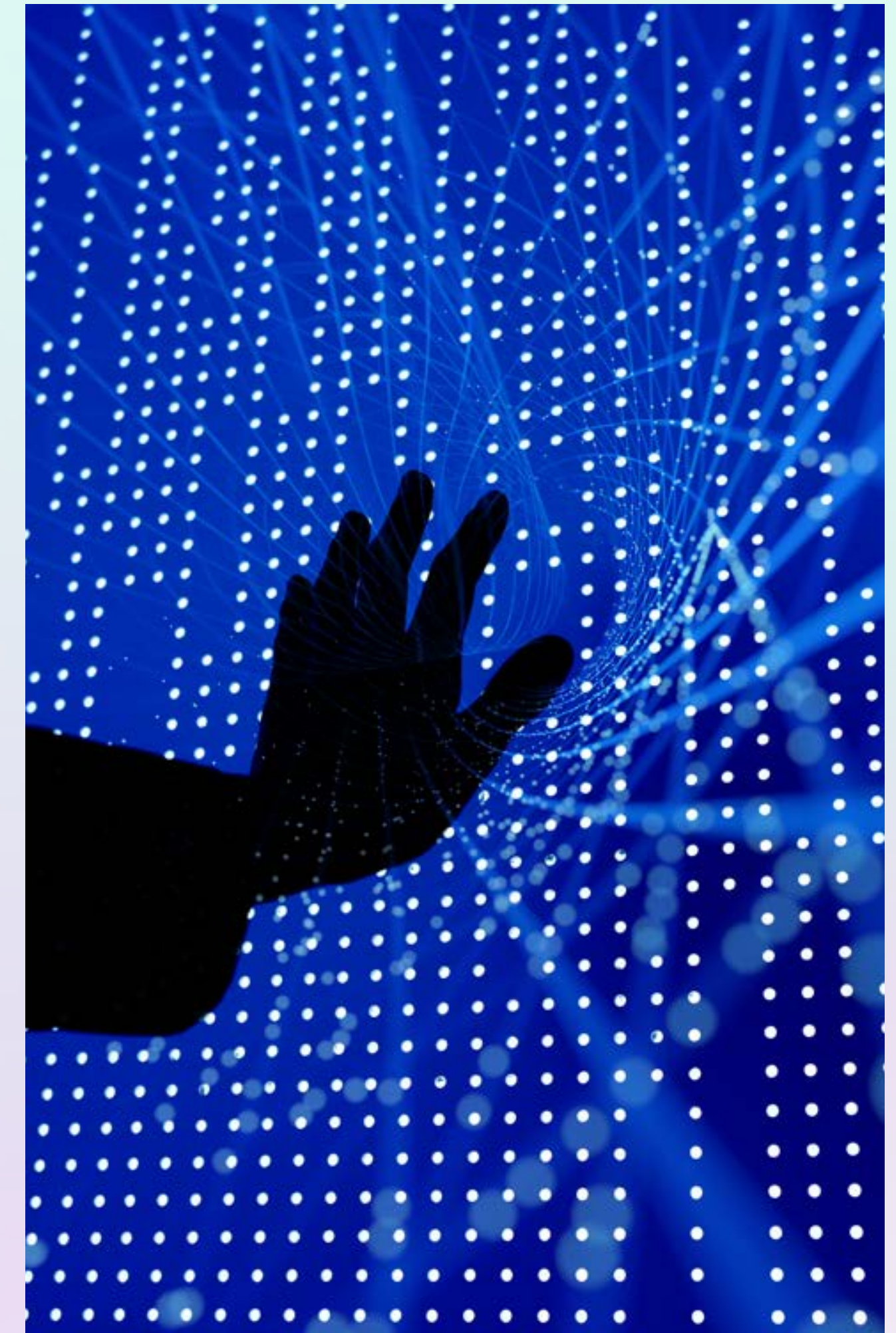
Embed leadership in the process with bi-weekly check-ins to address challenges like collaboration gaps, data misalignment, and unclear KPIs. Foster a leadership-driven culture that actively unblocks obstacles and equips RevOpsteams with the tools and training they need to operate efficiently and increase impact.

#### Design Customer-Centric Process

Base process design decisions on customer journey insights and “moments that matter”. Align process outcomes with business goals for maximum impact.

#### Leverage Gen AI

Enhance your tech stack with generative AI to automate workflows, drive collaboration, and ensure technology investments align with business goals. Build a data model that integrates seamlessly across functions, enabling collaboration and reducing inefficiencies.



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## Conclusion

RevOps entered with immense promise, lauded as the ultimate solution for aligning teams, boosting efficiency, and driving sustainable revenue growth. Many software and tech companies jumped on board. But as our research shows, reality hasn't quite matched the vision. Only a small percentage of companies have reached advanced RevOps maturity, while most remain stuck in the early stages, hindered by fragmented teams, inconsistent processes, and data silos.

To go beyond the RevOps hype, companies need to reinvent: ensuring strong leadership support, unifying data across functions, and

setting clear, measurable goals. Generative AI shows promise, but limited adoption means its potential is far from fully realized.

Reinventing how RevOps is implemented as an end-to-end holistic strategy will improve business efficiency and drive new revenue generation opportunities.

By focusing on team alignment, customer-centric processes, standardized workflows, and a scalable tech stack, companies can turn RevOps from a buzzword into a powerful driver of business success.



## About this research

Accenture Research creates thought leadership about the most pressing business issues organizations face. Combining innovative research techniques, such as data science led analysis, with a deep understanding of industry and technology, our team of 300+ researchers in 20 countries publish hundreds of reports, articles and points of view every year. Our thought-provoking research developed with world leading organizations helps our clients embrace change, create value, and deliver on the power of technology and human ingenuity.

## About Accenture

Accenture is a leading global professional services company that helps the world's leading businesses, governments and other organizations build their digital core, optimize their operations, accelerate revenue growth and enhance citizen services—creating tangible value at speed and scale. We are a talent and innovation led company with 738,000 people serving clients in more than 120 countries. Technology is at the core of change today, and we are one of the world's leaders in helping drive that change, with strong ecosystem relationships. We combine our strength in technology with unmatched industry experience, functional expertise and global delivery capability. We are uniquely able to deliver tangible outcomes because of our broad range of services, solutions and assets across Strategy & Consulting, Technology, Operations, Industry X and Accenture Song. These capabilities, together with our culture of shared success and commitment to creating 360° value, enable us to help our clients succeed and build trusted, lasting relationships. We measure our success by the 360° value we create for our clients, each other, our shareholders, partners and communities.

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