



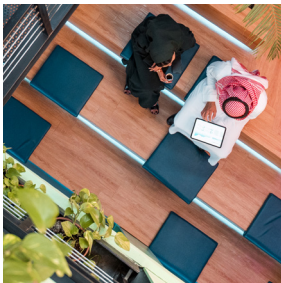
# Building Tomorrow's Economies

How generative AI will reinvent  
business in the Middle East





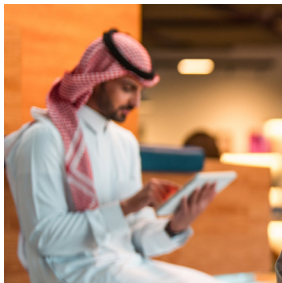
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# From disruption to reinvention

For Middle Eastern executives, the pace of change has never been faster. The business landscape is changing rapidly across economic, technological, and environmental fronts. Now, generative AI (gen AI) has burst onto the scene, with the power to crank up the disruption dial.

Middle Eastern businesses are adapting to this changing climate, and the large majority (86%) have a reinvention strategy well underway. As the rate of change escalates, businesses are picking up the pace: 82% of organizations in the region have accelerated their reinvention efforts over the past year. By transforming their operations and structure - and making best use of gen AI's capabilities—these organizations are positioning themselves for future success.

Our analysis finds the organizations in the Middle East that are implementing organizational-wide and continuous reinvention are growing faster than competitors. These 'Reinventors' have experienced a 15 percentage-point premium on revenue growth since 2019—and a 6 percentage-point premium on profits.

However, not all companies in the region are keeping up. Accenture research found 14% of companies did not meet any of the criteria in the study for enterprise transformation—this is four percentage-points behind the global average. Putting the Middle East at risk of lagging behind other major economic markets.

Reinventors have been quick to spot how gen AI can drive enterprise transformation, reimagining everything from tech infrastructure to talent and service to sustainability. And they are already reaping the benefits.

In this report, we outline the five key imperatives to delivering a successful reinvention strategy, incorporating value, tech infrastructure, talent, ethics and a continuous reinvention mindset. Plus, we explore how leading organizations in the Middle East are using gen AI to both underpin and drive enterprise transformation and deliver sustainable growth.

Disruption has become part of the fabric of our daily lives. This is undoubtedly an opportunity for the region to demonstrate its agility and innovation and step up as a global leader in navigating the fast-evolving macroeconomic landscape.



Building tomorrow's economies: How generative AI will reinvent business in the Middle East





# Disruption has become the norm

Change is the only constant. Nowhere are these words—attributed to Greek philosopher Heraclitus of Ephesus—truer than in the Middle East today. From shifting social norms and economic upheaval, to rising environmental concerns and fluctuating geopolitical tensions, the region is transforming at an unprecedented rate. According to Accenture’s global Pulse of Change Index, the rate of change affecting businesses has continuously increased since 2020.

The index quantifies the rate of change in six key factors affecting businesses—Technology, Talent, Economic, Geopolitical, Climate and Consumer & Social. Our analysis finds that, across all six factors, the rate of change in the Middle East since 2019 is at 97%.

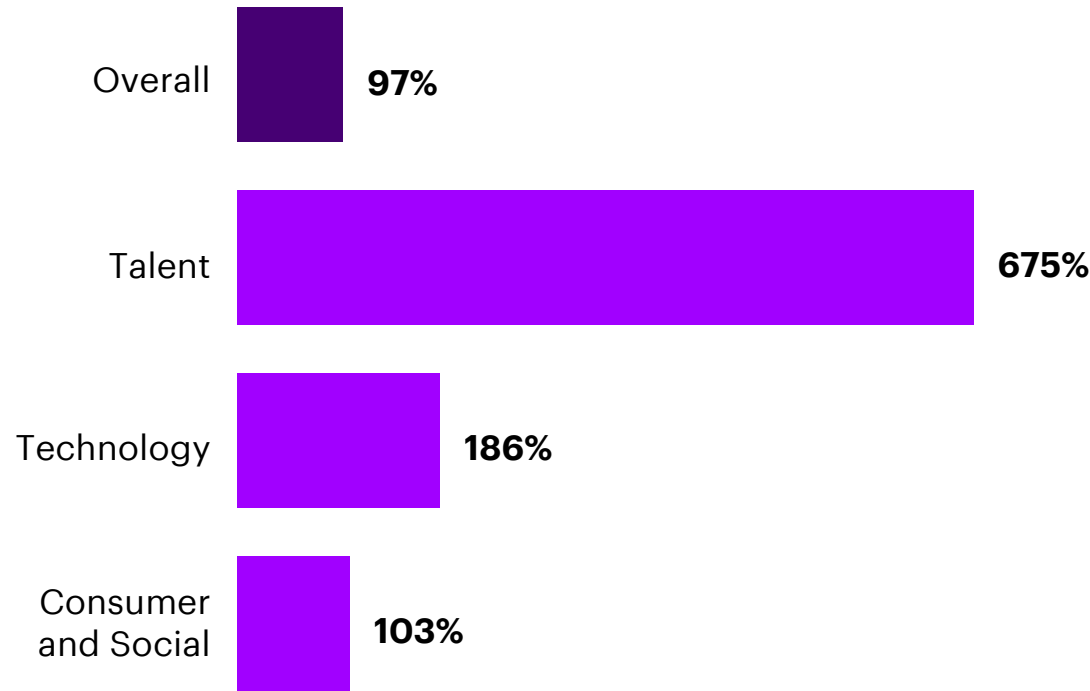
Talent (675%) is the principal way in which the business landscape in the region has shifted over the past five years, and at an astounding pace. This is followed by technology (186%) and consumer and social (103%) disruption. And now, ambitious national and business development agendas must contend with a new source of disruption: generative AI.

Figure 1

## Accenture Pulse of Change: Middle East

3-year growth rate, 2021-2024

### Top factors



**Note:** Accenture Pulse of Change Index. The index identifies and ranks six factors of change affecting businesses - Technology, Talent, Economic, Geopolitical, Climate and Consumer & Social -using 40 proprietary and public data series covering 2019 to November 2024. For more information, see method note.



# Reinvention as the strategy for success

Faced with this level of disruption, leaders have two choices. They can either sit back and let change happen to them; reacting to protect the status quo. Or they can lean into it, reinventing their companies to turn disruption into an opportunity.

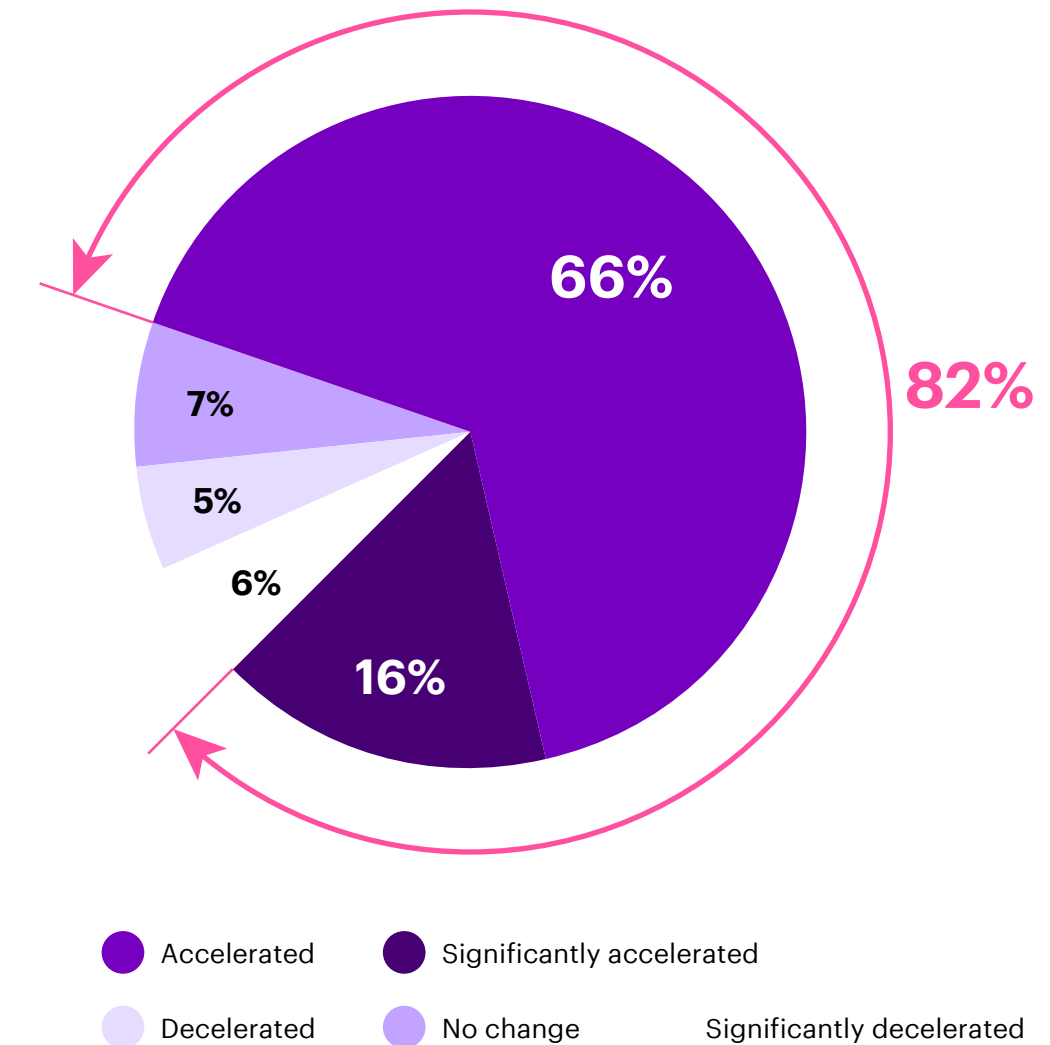
As our research details, reinvention is not a one-off effort, it is continuous. In 2023, we outlined how companies can turn disruption into opportunity in [Total Enterprise Reinvention: Setting a New Performance Frontier](#). With the explosion of gen AI in 2024, we studied what reinvention means for companies in the [era of gen AI](#), globally. Building on this research, we recently launched [Making Reinvention Real with Gen AI: From Experimentation to Impact](#), which looks at how executives are generating value from these imperatives underscoring their transformative power by putting theory to practice.

Reinvention, centered around a strong digital core, is a strategy that reimagines how a business operates from top to bottom, helping to drive growth and optimize operations. It's a holistic approach that aligns technology, people, and processes to set a new standard of performance.

Encouragingly, reinvention has become the default strategy for the vast majority of the 300 senior executives we interviewed across the region. Over the past year, 82% of organizations in the Middle East have accelerated their reinvention efforts.

Figure 2

Has your organization's reinvention strategy and/or transformation program accelerated or decelerated over the past year in response to external disruption?



Source: Accenture



# Reinvention at a national scale

In the Middle East, national governments want to create a new benchmark for the pace of change. Governments have invested billions of dollars to build tech-powered ecosystems that can govern, attract and grow new sectors and industries. Under future-focused nationwide transformation plans and strategies, technologies like artificial intelligence, are the cornerstone of reinvention efforts.

Through these concerted, national efforts, some of the biggest companies and major sovereign wealth funds stand as national champions, investing and advancing these reinvention agendas, and with steady progress made in recent years. But the Middle East is not working on its own. It has harnessed the power of some of the world's biggest companies when it comes to technological advancement. Google, Microsoft and AWS have inked some of the largest deals in Saudi Arabia and the UAE, acting as hyperscalers, allowing these countries to leapfrog others.

**In May 2025, U.S. President Trump visited Saudi Arabia, Qatar and the UAE, which ushered in several developments for the region's aspiration to accelerate their technological capabilities and leadership, namely:**

- A new policy on the export of chips and semiconductors was agreed, components which are imperative for the advancement of AI.
- Saudi Arabia's Public Investment Fund (PIF) set up HUMAIN, a new company set to consolidate Saudi's AI ambitions. HUMAIN will house Saudi's AI services, data centers, cloud capabilities, and an Arabic LLM.<sup>1</sup>
- A raft of investments in the US by all three countries sovereign wealth funds were agreed. With a collective \$4.4 trillion in assets under management, the 12 regional vehicles have produced double-digit returns that allow new capital to be reinvested into domestic diversification plans.<sup>2</sup>
- Disney announced the launch of Disney Abu Dhabi, set to be the most advanced and interactive destination in the Disney portfolio.<sup>3</sup>
- The UAE and OpenAI announced the launch of their newest data center, proposed to be the largest globally, helping further position the UAE as a global hub for technological innovation.<sup>4</sup>
- The UAE will establish a US-UAE AI campus that spreads over 10 miles in Abu Dhabi, the world's largest, and with ambitions to facilitate knowledge and business exchange to advance the development of AI even faster.<sup>5</sup>
- A joint venture between Quantinuum, a US-based firm, and a Qatari capital firm plans to spent \$1 billion on quantum computing over the next decade.<sup>6</sup>





2024

**This raft of announcements builds on these other notable achievements:**

In March 2024, Abu Dhabi established MGX, a state-owned investment firm focused on AI technologies, with a target of managing \$100 billion in assets.<sup>7</sup>

**March 2024**

**April 2024**

In April 2024, Microsoft invested \$1.5 billion dollars in G42, a leading AI technology holding company headquartered in Abu Dhabi.<sup>8</sup>

In September 2024, Microsoft, Blackrock, the world's largest asset manager and MGX, an Abu Dhabi-based technology investment firm, to create a \$30 billion dollar AI Infrastructure Partnership that looks to develop data centers and energy projects to support generative AI.<sup>9</sup>

**September 2024**

**October 2024**

In October 2024 at the FII 8 conference in Riyadh, the Public Investment Fund (PIF) and Google Cloud partnered to launch the AI Hub, which aims to enhance Saudi's workforce through AI initiatives, supporting the Kingdom's national goal of growing the ICT sector by 50 percent.<sup>10</sup>

In November 2024, Project Transcendence was launched, an effort to enhance the country's technological infrastructure with \$100 billion in investments.<sup>11</sup> This effort follows Alat, a fund within PIF that focuses on AI and Industry 4.0 technologies.<sup>12</sup>

**November 2024**







Overall efforts have produced tangible results, namely the UAE and Saudi Arabia's latest ranking in the 2024 Tortoise Global AI Index, with Saudi Arabia ranking 14th and the UAE 20th in their AI capacity at a national level.<sup>26</sup> Notably, Saudi Arabia ranked 1st in government strategy and is mentioned for committing to AI spending that outpaces the US and China. The UAE ranked 9th in the development of AI and continues to advance thanks to its top global position in attracting the best talent.<sup>27</sup>





# Reinvention: Starts with IT, accelerated by gen AI

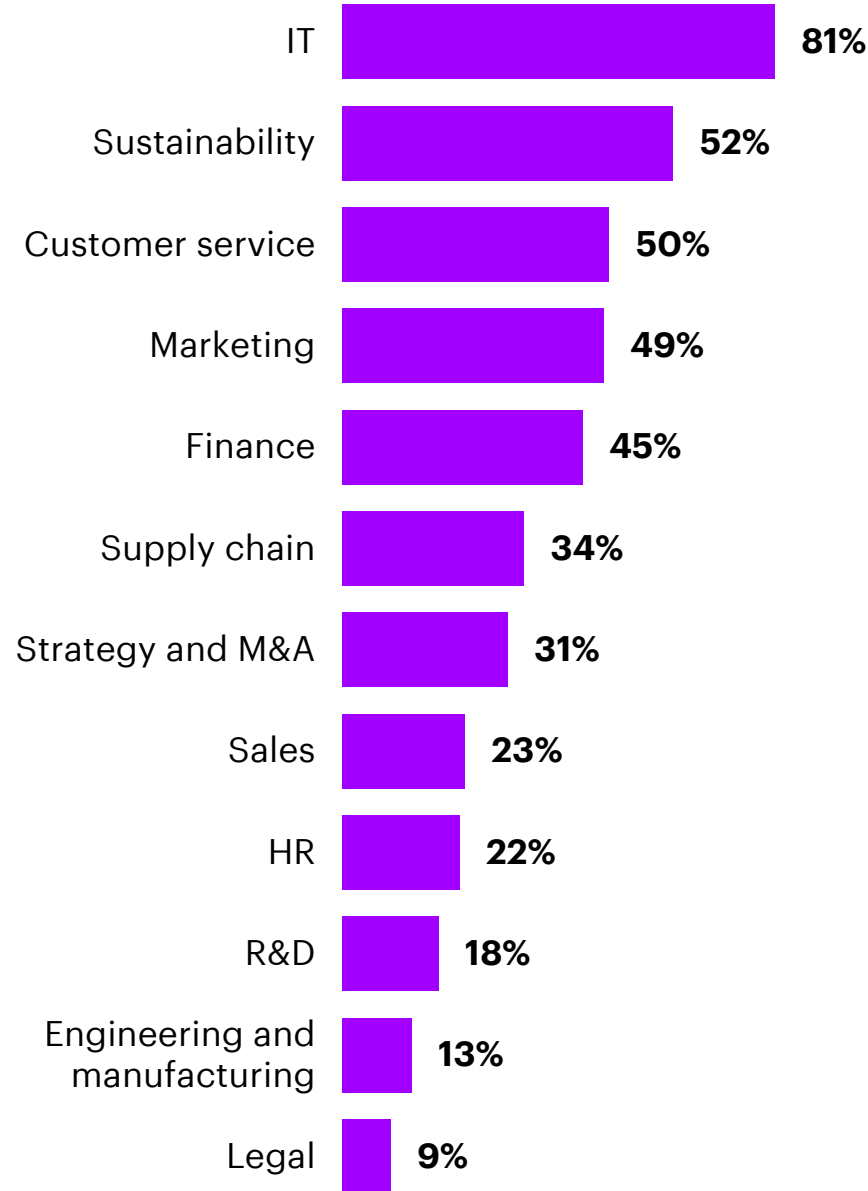
Given the pace of technological change—most recently the advent of gen AI, and with other technologies such as quantum computing ready to scale soon—business leaders in the Middle East are unsurprisingly focused on transforming their IT functions. Our survey finds that four out of five (81%) of Middle East executives expect to fundamentally reinvent their IT function over the next three years. This is important as approximately half of companies report that their enterprise systems and technical debt—what it would cost to catch-up—are negatively impacting organizational competitiveness (48%) and reinvention strategies (44%).

Sustainability (52%) is also a key focus, as the Middle East looks to diversify economies away from fossil fuels. In Saudi Arabia, for example, the petroleum sector accounts for a large proportion of government revenues (87%), GDP (42%) and export earnings (90%).<sup>20</sup> However, the energy transition, environmental issues such as desertification and water security, as well as the country’s ambition to be net zero by 2060<sup>21</sup>, are all forcing companies to adapt.

Gen AI is emerging as a catalyst for business reinvention. It has the power to transform every facet of an organization and rapidly disrupt every industry. The companies that deploy this technology to its full potential will inevitably reinvent themselves. However, this reinvention is a two-way process: deploying gen AI to its full potential requires reimagining processes, redefining talent strategies, and managing the technology through responsible AI frameworks. At the core of this transformation lies a strengthened digital core, enhanced by a new powerhouse—a data-driven gen AI backbone.

Figure 3

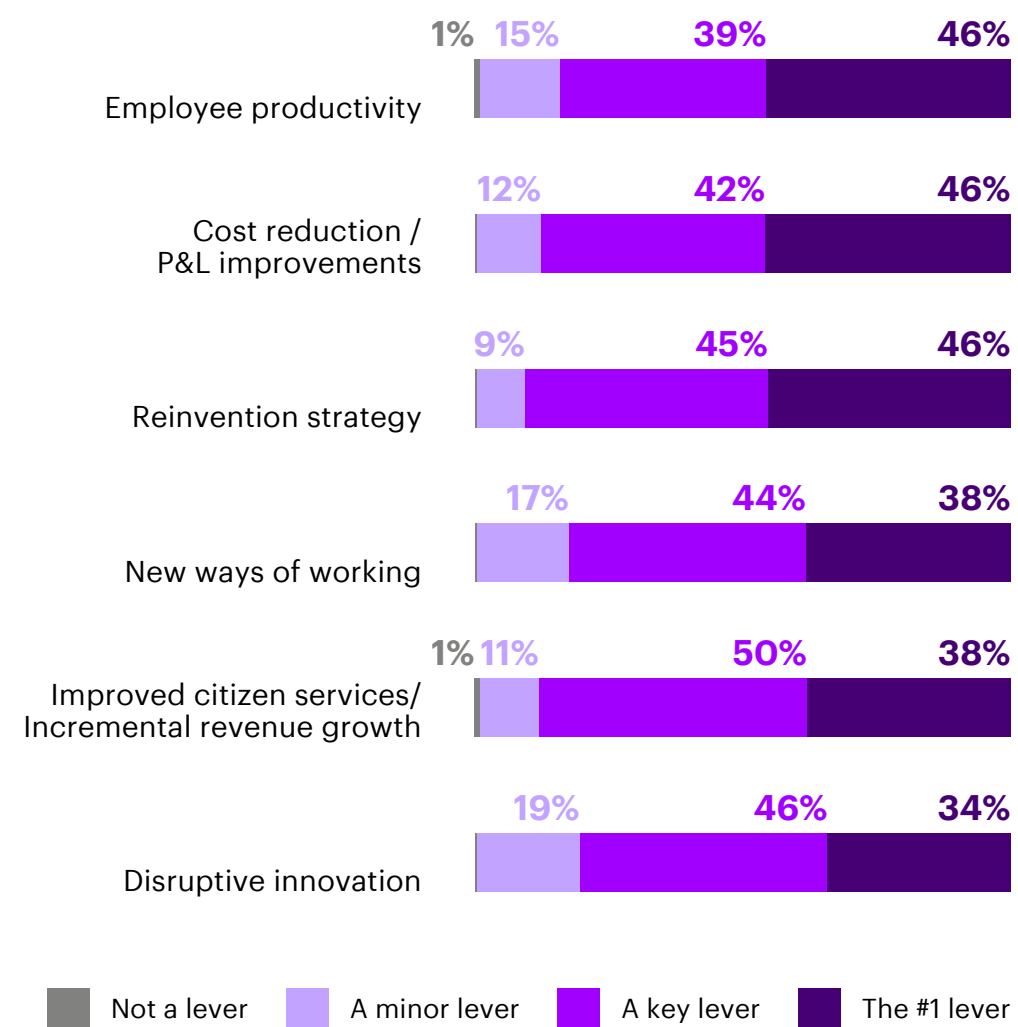
Over the next three years, in which of the following business functions/areas do you expect to fundamentally reinvent how you operate?



Source: Accenture

Figure 4

Which of the following best describes the role that you expect Gen AI will play in driving each of the following in your organization over the next three years?



Source: Accenture

For companies in the Middle East, and around the world, success will depend on how fast they are able to build these capabilities—and harness gen AI to create value. Our analysis finds that 84% of regional executives believe analytics, AI and gen AI are important to their organization’s productivity improvement goals.

Gen AI is seen as a key driver of reinvention by almost all organizations in the Middle East. In fact, the technology is seen as the key driver of reinvention strategy and cost reduction—as well as employee productivity—by 46% of business leaders. And as a key driver in each of these areas by 85% or more.

To realize the employee productivity potential of Gen AI—76% of business leaders in the region believe that gen AI could boost output per worker by more than 10% in the next three years—companies must have the right talent strategies in place. Rather than replacing human talent, gen AI can enhance its potential. In Saudi Arabia, where 38% of working hours are in scope for automation or augmentation, the narrative shouldn’t be one of fear but of opportunity. Gen AI has the power to alleviate the burden of repetitive, menial tasks—and so give employees the freedom to focus on higher value-add activities such as creativity, strategic thinking, and problem-solving.



# How Reinventors are pulling ahead

While all companies can benefit from the gen AI revolution, the real winners will be the Reinventors—see definition on next page. These companies have leaders who thrive on change. They're the ones who embrace new ideas, are willing to go bold, and use emerging technologies to stay ahead. Instead of fearing disruption, Reinventors see it as a chance to refigure and adapt to a constantly changing world.

The financial performance gap between Reinventors and their peers in the Middle East is widening, proving the value of reinvention as both a short- and long-term strategy. Between 2019 and 2022, Reinventors saw revenues grow 15 percentage-points faster than competitors. By 2026, we expect the revenue growth gap to more than double to 33 percentage-points.

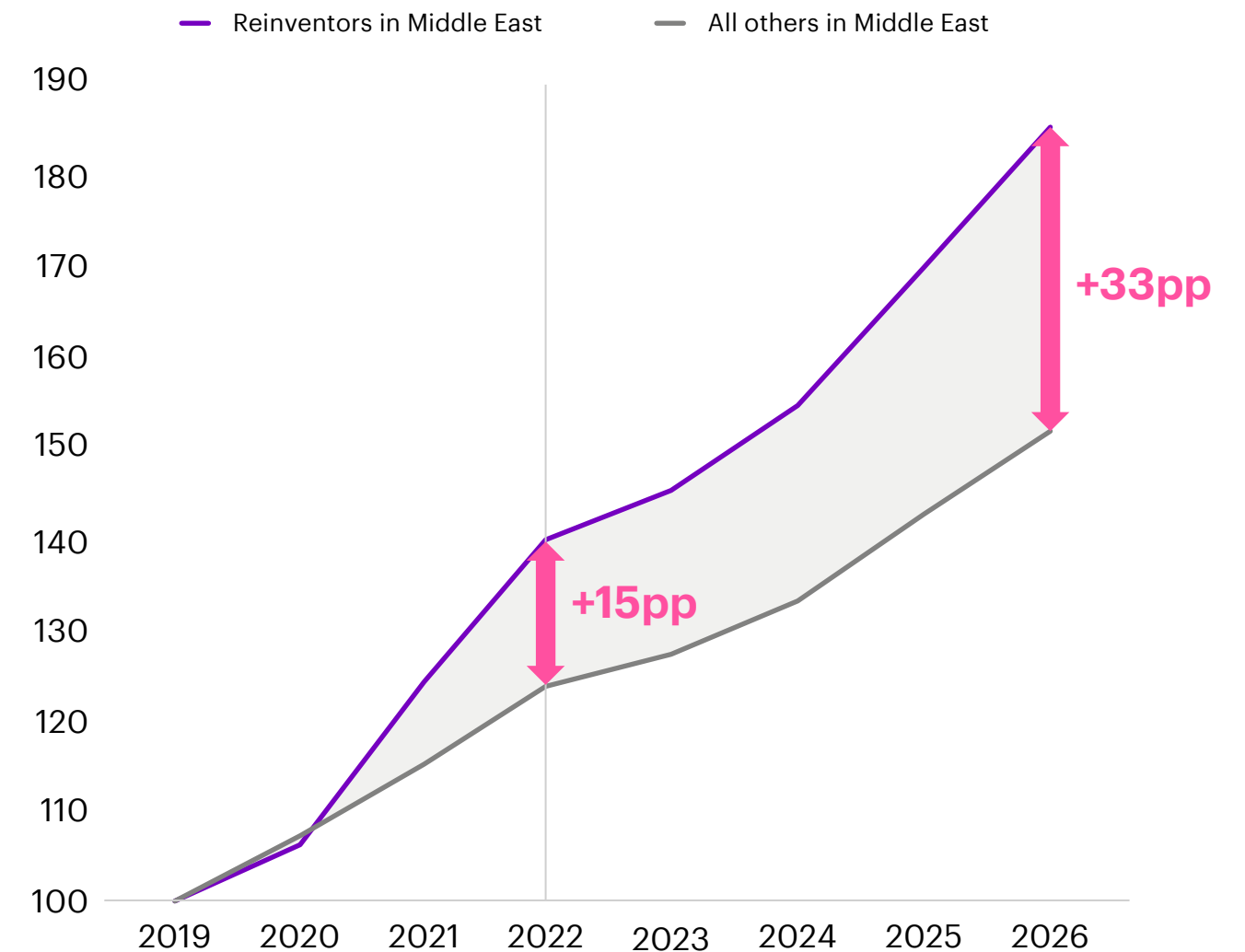
What's more, Reinventors in the Middle East are also more profitable. Between 2019 and 2022, this group enjoyed a profit margin premium of 6 percentage-point compared with their peers. Our modelling further predicts that, for the average Reinventor, each year of adopting a reinvention strategy brings a 2.9 percentage point boost in margins compared to those not pursuing reinvention.

The growing performance gap creates an imperative for other organizations to find new ways to further accelerate their reinvention.

Figure 5

## Financial value gap

Revenue growth, indexed (2019 = 100)



**Source:** 1) EBITDA margin based on actuals for 2019-22. Panel data model tests the relationship between # of years of reinvention (from year respondents report adopting reinvention strategy) and EBITDA margin, controlling for industry, geo and company size. Financial services companies are excluded.

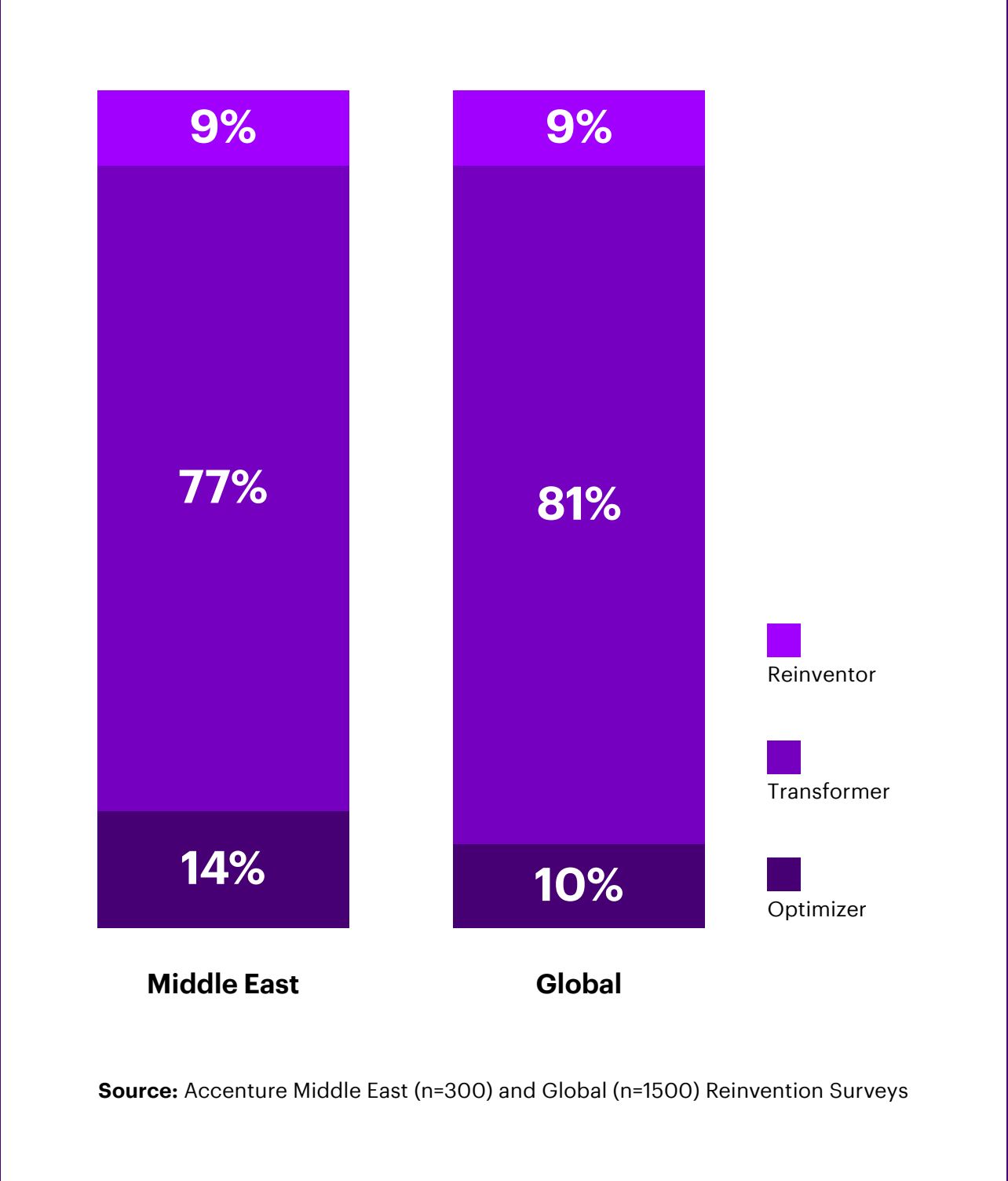
# Defining Reinventors

Accenture surveyed 1,800 senior business executives over the past 18 months, including 300 based in the Middle East. The level of reinvention capabilities were assessed using a set of criteria related to the characteristics of a reinvention strategy and tested through a series of questions. “Reinventors” meet all the criteria. “Transformers” meet some of the criteria. “Optimizers” meet none of the criteria.

A small but globally comparable number of organizations in the Middle East (9%) have fully embraced a strategy of enterprise reinvention. They’re making swift progress in executing their strategy and setting out to define a new performance frontier — with technology at the core of their reinvention journey.

Transformers—organizations that have started their reinvention journey but aren’t yet building for continuous change—account for 77% of businesses. While slightly behind the global average of 81%, it suggests that most businesses in the region with clear reinvention goals and ambitions. Transformers are heading in the right direction. However, they are less likely to be building sustainable capabilities to reinvent continuously and may be missing the speed and cost efficiencies from a connected strategy of reinvention.

The remainder (14%) of businesses are not yet prioritizing reinvention. This proportion is higher than the global average of 10%, but only marginally.







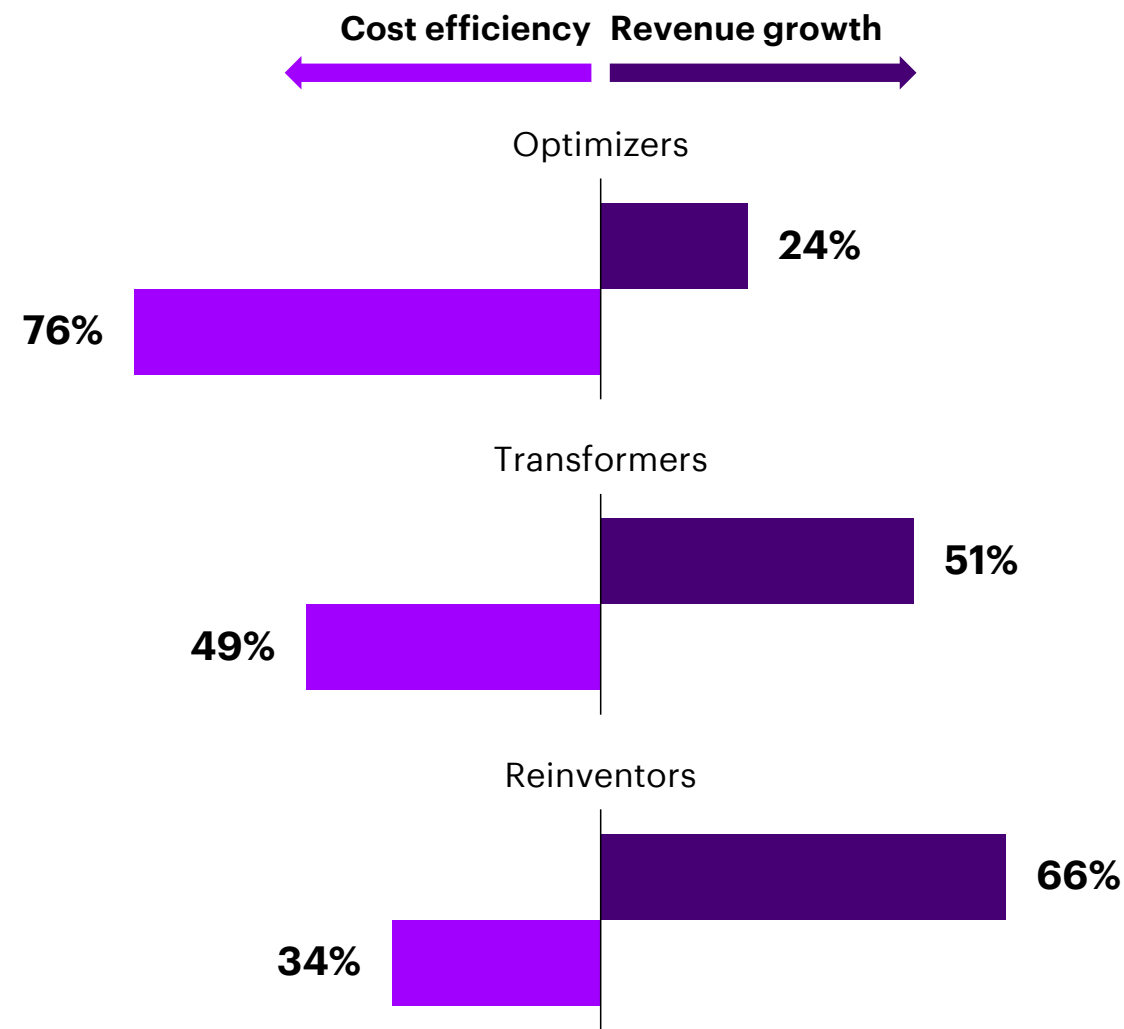
# Gen AI is a revenue driver for Reinventors

An important aspect to the Reinventors success is mindset. If gen AI is employed as a tool to deliver quick cost-cutting, its impact will likely be fleeting. To realize its full potential—and yield the most benefits - executives need to see gen AI as an enabler of Total Enterprise Reinvention and sustained growth.

It is telling, therefore, that 66% of Reinventors in the Middle East see gen AI as an engine for revenue growth, compared with just 34% who are focused on how the technology could help drive cost efficiencies. By contrast, the Transformers are roughly split. And the Optimizers are more focused on cost-cutting (76%) versus revenue growth (24%) by a ratio of more than three to one.

Figure 6

Thinking about the overall impact of Gen AI on your organization, do you think it represents a significant opportunity to run a more cost-efficient organization or to increase revenues?



Source: Accenture Middle East (n=300) and Global (n=1500) Reinvention Surveys



# How to reinvent with Gen AI

Gen AI is critical to organizational reinvention today. Companies will compete on how fast they are able to harness and deploy it to create material value. Employed effectively, as shown by the Reinventors, it can underpin and drive a strategy reinvention strategy with five imperatives at the core. Below we look at how organizations across the Middle East are using Gen AI to deliver value.

## Lead by example

Done right, Gen AI can power up and propel reinvention - but only for those who embrace it wholeheartedly. Companies are going head-to-head to effectively adopt and scale generative AI. Yet, many organizations have not yet stepped up.

Accenture has identified five key imperatives to a successful reinvention strategy, with gen AI integral throughout. These imperatives go beyond technology adoption —they're about reimagining how the organization operates.

In the Middle East, progress is being made. Reinventors are keeping pace with their global peers and setting their course for future revenue gains. However, the challenge lies with the group of Optimizers—organizations that have yet to begin their reinvention journey. They must act urgently to close the growing reinvention gap and avoid falling further behind in an increasingly competitive landscape.

For Middle Eastern businesses, this is an opportunity to set new standard performance benchmarks and lead on the global stage.





# We see five imperatives that leaders must address to reinvent in the age of generative AI:

01

## Lead with value

Shift from siloed use cases to prioritizing business capabilities across the value chain based on ROI.

02

## Understand and develop an AI-enabled, secure digital core

Invest in technology that runs seamlessly and allows for continuous creation of new capabilities.

03

## Reinvent talent and ways of working

Set and guide a vision for how to reinvent work, reshape the workforce, and prepare workers.

04

## Close the gap on responsible AI

Design, deploy, and use AI to drive value while mitigating risks.

05

## Drive continuous reinvention

Because change is constant, reinvention never ends. Make the ability to change a core competency and part of the organization's culture.

Imperative 01

# Lead with value

Executives in the Middle East agree that reinvention is an optimal path to value, and gen AI is accelerating the journey. However, many organizations have spent recent months experimenting with isolated use cases that, while promising, are yet to make a meaningful impact on their bottom line.

To fully realize generative AI’s potential, companies need to move past quick fixes and fundamentally rethink their value chains. This means taking a value-led approach—identifying where AI can create unique advantages, developing a clear business case, and focusing on areas that can’t easily be replicated by competitors.

Reinventors are **1.2x**  
more likely to consider significant business model  
changes to make the most of gen AI (vs. Transformers)



## Actions

- **Prioritize high-impact areas:**  
Focus on where AI can solve complex problems or unlock new revenue streams, rather than just improving efficiency.
- **Align with business goals:**  
Ensure every AI initiative is tied to a measurable ROI and supports long-term strategy.
- **Redesign processes:**  
Use AI to reimagine workflows end-to-end, not just improve individual steps.
- **Build cross-functional teams:**  
Break down silos by creating collaborative groups to integrate AI solutions across departments.
- **Monitor and refine regularly:**  
Evaluate the impact of AI initiatives and adjust course to maximize outcomes.



## Case study

# An airline's vision for a seamless digital journey takes off

A leading regional airline is redefining the travel experience with the launch of a beta AI-powered platform developed in collaboration with Accenture. As part of the airline's broader two-year innovation vision, the platform enables customers to plan, book, and manage their journeys through a seamless conversational interface.

Traditionally challenged by fragmented systems and rising customer expectations, the airline set out to transform its digital engagement model by creating a one-stop solution that integrates flights, hotels, transport, and local attractions. Equipped with image-supported responses and designed for scalability, the platform is poised to expand with features like voice commands and digital payments.

Since its launch, the platform has driven **40% of customer interactions and increased customer engagement by 20%, signaling strong adoption and operational impact**. Looking ahead, the airline sees this initiative as a foundation for continuous reinvention, positioning itself at the forefront of AI-driven innovation in the travel sector.<sup>22</sup>



# Understand and develop an AI-enabled, secure digital core

Businesses need to rethink their digital foundations, replacing disconnected systems with an AI-enabled, secure digital core. This is a technology capability that brings together key components—like cloud, data, AI and security—to drive reinvention and enable companies to adapt swiftly to change.

The digital core is what enables gen AI—or any future disruptive technology—to deliver its full potential. Gen AI demands a more flexible enterprise architecture where fluid data, including unstructured and synthetic types, plays a central role. This shift places

higher demands on infrastructure and requires significant updates to IT operating models.

Our research finds that companies with industry-leading digital cores are reinventing twice as many functions with gen AI. Early gen AI adopters also see more benefits in terms of the scale and scope of their projects.

71% of Reinventors understand that adopting gen AI requires significant changes to their IT estate (versus 51% of Transformers)

## Actions

- **Build**  
an industry-leading digital core, tailored specifically to your industry and company.
- **Boost**  
strategic investments in innovation by 6% or more each year, including to re-engineer systems for machine (AI) operations.
- **Balance**  
technical debt liabilities with investments for the future, targeting 15% of budgets, using programmatic and autonomous methods.







## Case study

# For the people, by the machine

A government ministry embarked on an ambitious transformation to simplify and enhance citizen interactions with public services, addressing long-standing inefficiencies and outdated digital infrastructure. **Faced with a fragmented, multi-channel system in which 35% of services were delayed and only 27% of citizens used e-services, the ministry set out to build a more unified, responsive model.** By prioritizing user-centric design and proactive service delivery, the project introduced a modern digital core underpinned by AI and blockchain technology, supported by advanced data aggregation and a centralized government data exchange. The initiative not only streamlined access and improved responsiveness but also positioned the ministry as a regional leader in digital public sector innovation. What began as a response to operational pain points has evolved into a sustainable platform for smarter, more connected government services.

# Reinvent talent and ways of working

Technology is clearly critical—but so are the people using it. New gen AI tools will fail to deliver productivity gains to the region if people don't use them. Companies must quickly discover and map out how roles need to be reinvented and reshape the workforce accordingly—for example, if people are to work hand-in-glove with virtual agents. Success requires putting people at the heart of change. And it will mean leaders with different skills.

This underscores the need for skills-based hiring and continuous learning across all levels of the workforce, including the C-suite. It will also require strengthening the change management muscles: focusing on how to unlock the potential of people.

Reinventors are **1.5X**  
more likely to recognise that gen AI requires  
rethinking the talent pool (versus Transformers)

## Actions

- **Create a talent strategy:**  
Identify how generative AI will reshape work, assess its impact on roles, and pinpoint the skills required for each use case. Address how to handle freed-up capacity with transparency.
- **Foster people-centric change:**  
Build strong, consistent change management practices across functions to fully understand how generative AI affects people and processes.
- **Enable continuous learning:**  
Develop internal programs or partner with external providers to prepare employees for generative AI. Actively involve workers in the change process and ensure they acquire relevant, market-ready skills.
- **Strengthen HR capabilities:**  
Invest in competencies and technologies that align HR functions with the reinvention strategy. Position HR as a strategic driver of transformation.
- **Refine your employee value proposition:**  
Ensure it resonates with employees, and that they feel connected and purposeful, while aligning your generative AI approach with company commitments and values.
- **Integrate agentic architecture:**  
Build a foundation for AI agents that can automate workflows, enhance productivity, and optimize decision-making. Start by creating a robust data management system, leveraging advanced technologies like Large Language Models (LLMs), vector databases, and knowledge governance systems.



## Case study

# People are the foundation

In a strategic move to future-proof its workforce, Aramco Digital—the digital and technology subsidiary of Saudi Aramco—partnered with Accenture to enhance the digital capabilities of its employees and advance its ambition to become the leading provider of generative AI services in the Kingdom. Central to this effort is Accenture LearnVantage, an AI-native, cloud-based learning platform that delivers personalized upskilling through tailored learning paths and skill gap assessments. The program equips employees with both foundational and specialized knowledge in AI, cloud, and data technologies, with a strong emphasis on responsible AI practices. Aligned with Saudi Arabia’s Vision 2030, this initiative not only supports Aramco Digital’s transformation agenda but also reinforces the nation’s broader objective of building a world-class, AI-ready workforce.<sup>23</sup>





# Close the gap on responsible AI

Responsible AI (RAI) is key to building trust with customers and employees alike. By integrating RAI into digital strategy, executives can ensure gen AI aligns with organizational values and societal expectations, building trust and authenticity. With trust, comes customer satisfaction, loyalty, product quality, talent acquisition and more. Our recent research shows AI-related revenue will increase by 18%, on average, once responsible AI is fully developed.<sup>24</sup>

Accenture is a good example: a responsible AI compliance program has strengthened our reputation as a transparent, purpose-driven partner in AI and set a new standard for responsible AI use, contributing to the 800% year-on-year revenue growth from gen AI in fiscal year 2024 (September 1, 2023 to August 31, 2024).<sup>25</sup>

**79%** of Reinventors expect to have a scaled, industrialized, responsible data and AI approach within 18 months (versus 60% of Transformers)



## Actions

- **Establish AI governance and principles:**  
Define and adopt responsible AI guidelines with clear accountability for the design, deployment, and use of AI.
- **Conduct risk assessments:**  
Regularly evaluate AI systems for risks across fairness, transparency, safety, and human impact using both qualitative and quantitative methods.
- **Enable systematic testing:**  
Implement ongoing testing for fairness, explainability, and accuracy using advanced responsible AI tools to identify and address issues proactively.
- **Monitor AI systems continuously:**  
Oversee AI deployments with regular checks to ensure compliance, mitigate risks, and address any emerging issues.
- **Integrate agentic architecture responsibly:**  
Build systems where AI agents collaborate autonomously, guided by governance structures that ensure ethical decision-making and operational harmony.
- **Engage cross-functional teams:**  
Collaborate across legal, HR, compliance, and technical departments to address workforce impacts, regulatory requirements, and security concerns holistically.





## Case study

# The AI way

A national initiative in the Middle East set out to establish a comprehensive ethical framework for the development and use of artificial intelligence, reflecting the country's ambition to lead responsibly in the digital age. The goal was to create principles that would promote public trust, align with international standards, and remain grounded in local cultural values. Through a process informed by extensive global research and stakeholder engagement, the resulting framework offers practical guidance on fairness, accountability, and transparency in AI. It now serves as a reference point for public and private sector actors alike, reinforcing the country's broader vision for a data-driven, inclusive, and ethically governed digital future.

# Drive continuous reinvention

In a region defined by rapid transformation, reinvention must become a continuous capability embedded in an organization's DNA. Middle Eastern leaders must view transformation not as a one-off initiative but as an ongoing process, supported by a flexible digital core and gen AI.

Change management must be embedded as a core competency, and a mindset open to innovation and continuous evolution fostered.

Reinventors are **2X** more likely to continuously track the return on investment from gen AI investments, and reprioritize accordingly (versus Transformers)

## Actions

- **Embed reinvention into organizational DNA:** Build the ability to continuously adapt and reinvent, making change a core competency rather than a one-off initiative.
- **Set up dedicated reinvention teams:** Establish units with integrated planning and management tools to provide visibility and transparency across reinvention programs, enabling ongoing adjustments based on real-time data.
- **Track and manage progress dynamically:** Use leading indicators to monitor outcomes and proactively adapt strategies to address risks and seize opportunities in a rapidly changing environment.



## Case study

# Powering efficiencies across shared services

Faced with the complex challenge of unifying operations across 16 companies in the hydrocarbon value chain, a major Middle Eastern oil and gas enterprise set out to fundamentally reinvent itself.

Rather than pursue incremental or siloed digital upgrades, the company launched the world's largest SAP S/4HANA implementation at the time, with a bold vision to break down functional barriers across finance, procurement, HR, sales, and marketing. Over a three-year period, the initiative reduced maintenance and IT costs while embedding a "One Company" mindset, underpinned by improved data consistency and real-time visibility. This foundational transformation unlocked significant business value, including streamlined approvals, faster payments, reduced payroll processing time, and accelerated reporting. Building on that success, the company advanced into a region-leading shared services transformation, integrating six core functions across more than 7,000 employees. With over 450 team members across the client, Accenture, and other partners, the initiative now delivers over 560 standardized services to 50,000+ users—achieving results 40% above target and one year ahead of schedule.

This milestone program has become the launchpad for new joint ventures, IPOs, and continuous reinvention across the enterprise.





# From Momentum to Leadership: Time for Bold Moves

In the Middle East, disruption is the new normal, propelling the region into the global future economy. These rapid changes are not just challenges—they're defining opportunities. For a region renowned for bold vision and ambition, this is more than adaptation; it's a chance to lead on the global stage.

Gen AI struck like lightning, illuminating new pathways and igniting new possibilities. It offers the tools to transform companies from followers into trailblazers, creating not just better ways of working but entirely new paradigms of value. Those who embrace reinvention won't just weather disruption—they'll thrive on it.

The Reinventors show us what's possible. Unafraid to break from the status quo, these organizations are making gen AI work for them. They've proven that becoming future-ready isn't about small, incremental shifts, but rewriting the playbook entirely.

The question is no longer if reinvention will define the future, but who will define it. The Middle East has the momentum, now this is the moment to lean into change and lead the way forward.



Building tomorrow's economies: How generative AI will reinvent business in the Middle East





# How Accenture can help

We help companies transform and reinvent every aspect of their enterprise with our generative AI services that span strategy and roadmap, design and build, and operationalize and run.

Companies can visit our network of generative AI studios around the world to explore ways to reinvent their business through the responsible use of generative AI applications. These studios have a range of areas of specialization, enabling companies to explore industry use cases, co-innovate, conduct AI pilots, and rapidly initiate and scale programs.

Our industry-specific diagnostics help organizations shape a blueprint for successful reinvention and define how best to use generative AI across the enterprise. We have developed a detailed set of new performance frontiers for businesses in 19 sectors — integrated with sustainability, talent and the digital core — alongside the key business capabilities for realizing them.

Our AI Navigator for Enterprise is a generative AI-based platform that can then help clients define business cases, choose architectures and understand algorithms and models to drive value responsibly.

With a strategy in place, our proprietary “switchboard” allows clients to select a combination of generative AI models to address the business context or based on factors, such as cost or accuracy.

# About the Research

**Accenture Reinvention Survey:** In 2024, we surveyed N=300 senior business executives (n=150 in Saudi Arabia, n=150 in the United Arab Emirates), in companies with \$500m or more in annual revenues (73% have more than US\$1bn in annual revenues). Respondents were asked about their organization's approach to business transformation and reinvention strategy, as well as about their specific programs and success factors.

Respondents were drawn from 19 industries: Aerospace and Defense; Automotive; Banking; Capital Markets; Chemicals; Communications, Media and Entertainment; Consumer Goods and Services; Energy; Health; High Tech; Industrial Goods and Equipment; Insurance; Natural Resources; Life Sciences; Public Service; Retail; Software and Platforms; Travel; and Utilities.

**Accenture Pulse of Change Index:** Accenture's Pulse of Change Index seeks to quantify the level of change affecting businesses globally, caused by six major factors:

- Technology, which is based on indicators such as IT spending and VC funding on emerging technologies, reflects the pace and scale at which technologies, such as generative AI, are adopted and implemented.
- Talent, which includes indicators measuring the risk of labor shortages, level of employee engagement, wage costs and labor productivity, reflects the overall talent environment from a quantitative and qualitative perspective.
- Economic, which includes macroeconomic, financial and business indicators, reflects the overall economic disruption, financial volatility and business outlook.
- Geopolitical, which includes indicators measuring geopolitical risk, number of economic sanctions and number of cyberattacks, reflects changes in war and conflicts, trade tensions and cybersecurity.
- Climate, which is based on indicators such as climate-related disasters and direct economic loss attributed to natural disasters, looks at the risks related to environmental issues, as well as the financial cost implications of climate-related regulations for businesses.

- Consumer & Social, which includes indicators assessing social unrest and household savings, reflects the overall social climate as well as consumers' confidence in the future.

To evaluate both the rate and nature of change, the Index computes, through AI-led data modeling, 40 proprietary and public data series covering 2019 to November 2024 from leading institutions such as the Organization for Economic Cooperation and Development (OECD), International Monetary Fund (IMF) and the United Nations Sustainable Development Goals (UN SDG).

It quantifies the change businesses are facing and determines the rankings of the top six causes of change by comparing their respective increases from 2020 to 2024. This approach identifies the specific change factors that had the most substantial impact on the overall rate of change in 2024.

Further detail can be found via: <https://www.accenture.com/gb-en/about/company/pulse-of-change>





# Acknowledgments

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Accenture is a leading global professional services company that helps the world’s leading businesses, governments and other organisations build their digital core, optimise 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 approximately 801,000 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 and leadership in cloud, data and AI with unmatched industry experience, functional expertise and global delivery capability. Our broad range of services, solutions and assets across Strategy & Consulting, Technology, Operations, Industry X and Song, together with our culture of shared success and commitment to creating 360° value, enable us to help our clients reinvent 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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