

PEX NETWORK

INDUSTRY
REPORT
2024/25

Global state of OPEX & business transformation

Brought to you in association with



Editor's note

Process excellence is in a state of flux as evolving business goals, requirements and technologies impart era-defining shifts on operational excellence (OPEX) and business transformation. Amid the drive towards modernization, innovation and sustainability, organizations face a perfect storm of opportunity and challenge as they seek not only to remain competitive but also surpass ambitions and differentiate themselves in demanding markets.

"In today's fast-paced business landscape, OPEX and business transformation are essential for maintaining a competitive edge," says industry analyst Madhu Kittur. "They enable organizations to streamline operations, cut costs, boost customer satisfaction and improve overall performance. Companies excelling in this area can deliver products and services more efficiently, quickly respond to market demands and adapt to changes with ease."

Achieving high levels of OPEX and successful transformation requires a thorough understanding of core business processes, identifying opportunities and implementing strategies for efficiency. It also necessitates a culture of accountability where employees take responsibility for their roles, Kittur adds.

PEX Network's State of the Industry Report 2024/25 is a detailed assessment of the current OPEX and business transformation landscape. Drawing upon and examining the results of a recent survey of almost 200 professionals, it paints a comprehensive picture of today's process excellence environment, enriched by reaction and insight from more than a dozen industry business and thought leaders from across the globe.

"The survey results provide insights into the core ingredients of successful OPEX and business transformation including sponsorship from the top, the opportunities that digital change provides organizations and the need to balance against the challenges of budget limitations," says Jots Sehmbi, digital and technology change leader, CIO at City, University of London. "The findings are helpful in informing technology leaders to either validate their OPEX and transformation plans and or/provide guidance to organizations seeking to start their journeys."

Key findings include:

- > Artificial intelligence (AI) will be the biggest investment area over the next 12 months
- > Almost half of organizations are deploying enterprise-wide OPEX and business transformation
- > OPEX and business transformation are mission-critical in driving growth, managing turnaround and delivering strategic objectives
- > Change management is the leading methodology/solution organizations use to support OPEX and transformation
- > Process improvement is a key focus and investment priority for modern businesses

Contents:

- Page 3** Contributors
- Page 4** Methodology
- Page 6** The global state of OPEX and business transformation
- Page 14** The evolution of AI
- Page 18** The importance of change management
- Page 20** The power of data analytics and business intelligence
- Page 23** Lands' End case study by lead sponsor
- Page 25** What else is shaping OPEX and business transformation?
- Page 28** Conclusion
- Page 29** Introducing OPEX Week: Business Transformation World Summit 2025
- Page 32** Associate sponsors



Michael Hill

Editor
PEX Network

Contributors



Nao Anthony

Senior manager OPEX
Commonwealth Bank



Michael Arena

Dean
Biola University Crowell School of Business



Vikram Ashok

CEO
Graphite



Lee Bogner

AI and ecommerce executive,
professor and generative AI educator
Mars



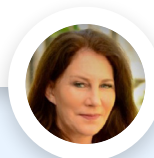
Ekaterina "Katie" Curry

Managing director and head of
operations, multifamily/leasetrack
Millennial Specialty Insurance



Eric Emans

CFO
Nintex



Teresa Fortescue

CMO
ProcessMaker



Ricardo Henriques

Transformation leader, EDP and
Business automation professor
Católica Lisbon School of Business and Economics



Laura Karpf

Senior manager of change management
Sodexo



Madhu Kittur

Analyst
Quadrant Knowledge Solutions



Amit Mathradas

CEO
Nintex



Matt Roberts

VP of business intelligence
Formula E



Debashis Sarkar

Managing partner
Proliferator Advisory & Consulting



Jots Sehmbi

CIO
City University of London



Doug Shannon

Global intelligent automation
and generative AI thought leader



Marc Stromberg

Sales and key account management
GBTEC



Niranjn Vijayaragavan

CPO
Nintex

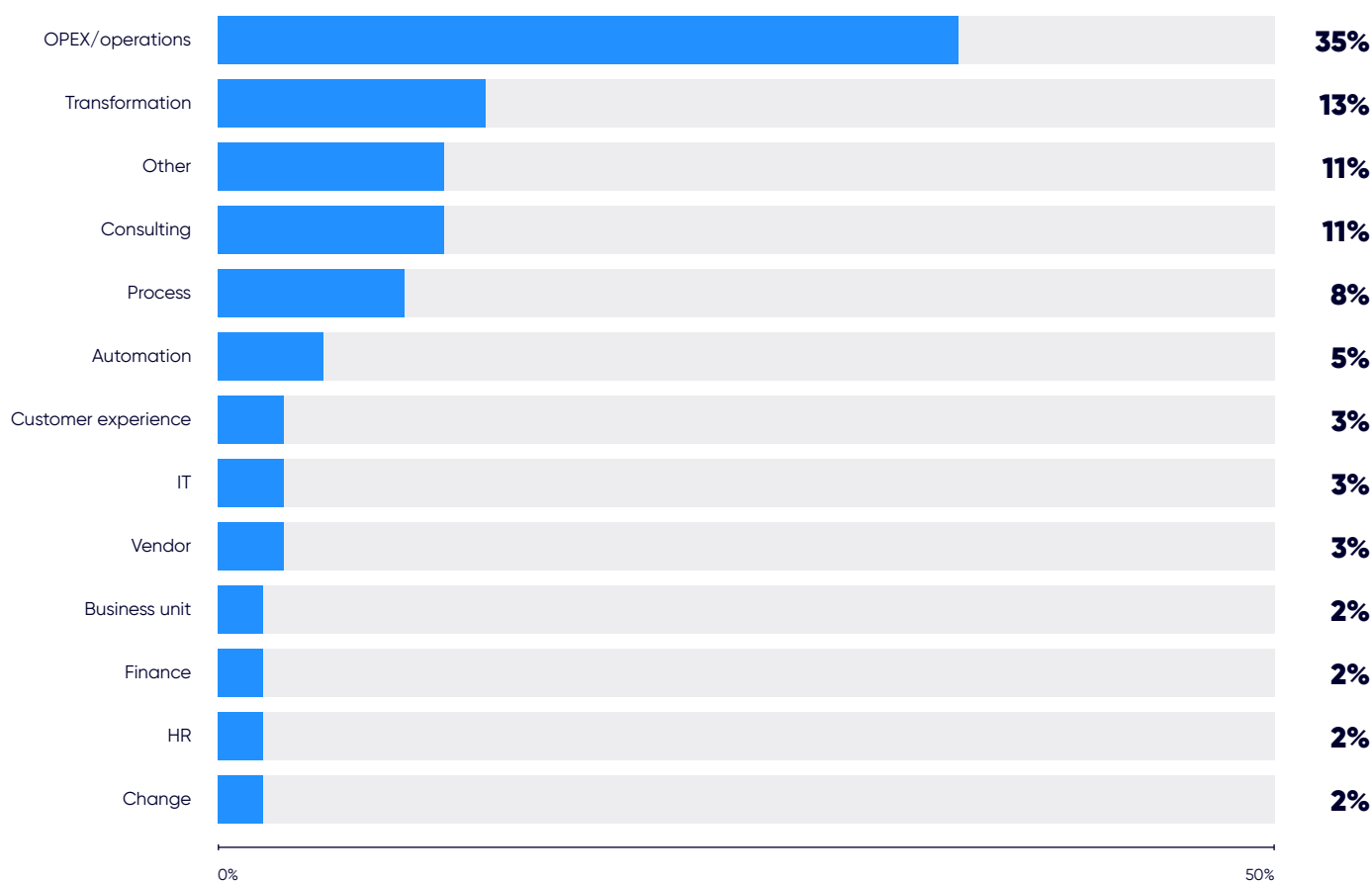
Methodology

PEX Network surveyed 184 professionals between April and June 2024. Most respondents described their role as focusing on either OPEX/operations (35 percent), transformation (13 percent) or consulting (11 percent). Process (6 percent), automation (5 percent) and customer experience (3 percent) were among the other most cited role focuses. Almost a third (31 percent) of respondents are based in North America, with 24 percent based in Europe and 11 percent based in Asia. Smaller numbers of respondents are based in Africa (8 percent) Australia/New Zealand (5 percent), Central/South America (5 percent) and the Middle East (5 percent).

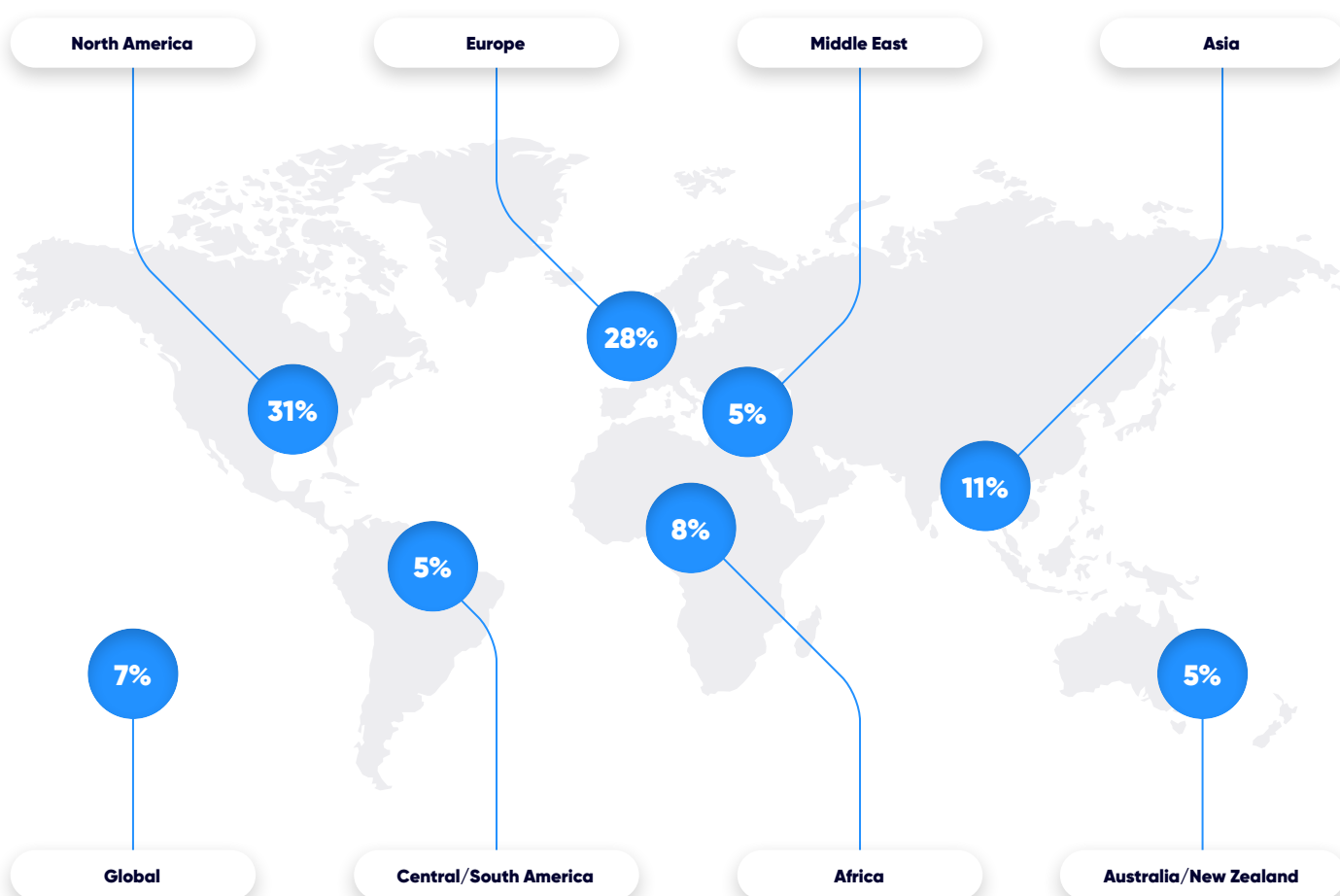


FIGURE 1

Which of the following most closely represents your role within your company?



Due to rounding, percentages may not always appear to add up to 100 percent. In the case of multiple choice questions, the number of responses may exceed the number of participants, which can cause the response percentage to exceed 100 percent.

FIGURE 2**What region of the world are you based in?**

A quarter of respondents (25 percent) work in organizations with between 101-1,000 employees, with 23 percent working in organizations with 1-100 employees. Just over a fifth of respondents work in organizations with 10,001+ and 1,001-5,000 employees, 21 percent and 20 percent, respectively. Respondents working in organizations with 5,001-10,000 employees make up just under 10 percent of those surveyed.

As for industry verticals, 19 percent of respondents work in financial services, with 12 percent in manufacturing and 11 percent in professional and business services. Technology professionals make up 11 percent of respondents, followed by government/public sector and pharma, biotech and healthcare, both 8 percent.

Top 5 industries represented

The global state of OPEX and business transformation

OPEX and business transformation journeys are complex, spanning diverse stages and touchpoints both general and unique to businesses. A third of respondents (33 percent) said their organization is currently building an OPEX/transformation process base and framework (up from 29 percent in 2023), while 20 percent have optimized processes, implemented technology and are conducting continuous improvement/adjustments, on par with last year.

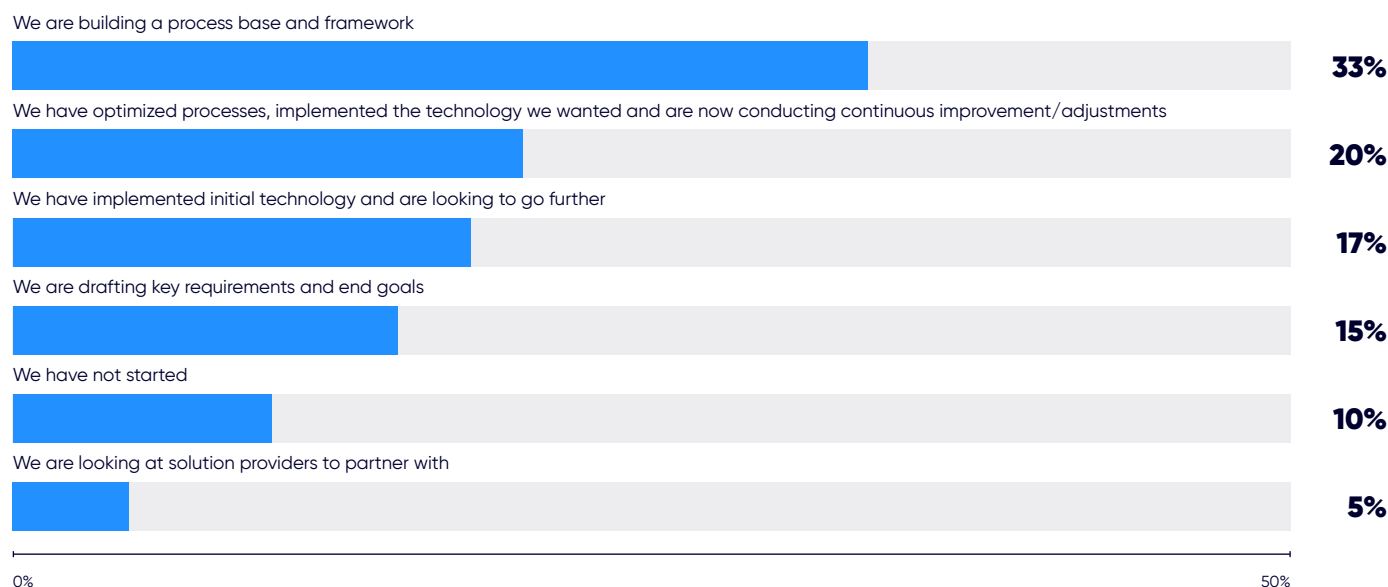
Slightly less businesses have implemented initial technology and are now looking to go further compared to 2023, 17 percent versus 20 percent, with 15 percent drafting key

requirements and end goals, around the same as last year. Almost 10 percent of those polled said their business is yet to embark on an OPEX and business transformation journey, while 5 percent are considering solution providers to partner with, both in line with last year.



FIGURE 3

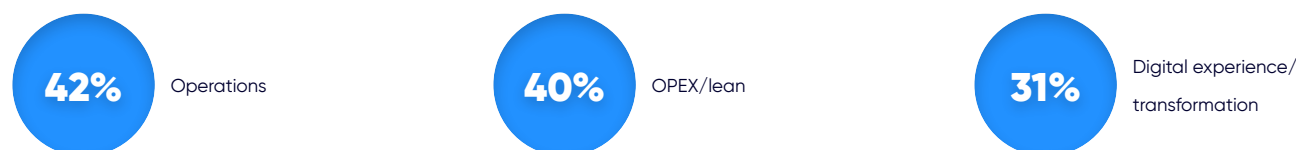
What stage of your transformation are you at currently?



Biggest sponsors of OPEX and business transformation programs



Top 3 departments responsible for driving OPEX and transformation



Chief executive officers (CEOs) remain the biggest sponsors of OPEX and business transformation initiatives among surveyed organizations (27 percent, up from 24 percent in 2023), followed by the board of directors (17 percent) and chief operating officers (COOs) (11 percent), both reasonably static. The top business departments responsible for overseeing projects are still operations (42 percent), OPEX/lean (40 percent) and digital experience/transformation (31 percent), followed by centers of excellence (27 percent) and IT (22 percent).

"Transformation is only successful when sponsored at the top of the organization," says Ekaterina "Katie" Curry, managing director and head of operations, multifamily/leasetrack, Millennial Specialty Insurance. "However, in order for strategies to be successful, CEOs, boards and the C-suite need to be aligned with transformation teams on the expectation that transformation will look more like discrete projects prioritized by return on investment (ROI)."

Involving market forces are driving the need for business transformation, meaning that most initiatives are initiated by a top-down approach, says Vikram Ashok, CEO at Graphite. "Leadership has to define clear goals and take on the role of change drivers. They need to articulate a compelling vision of the future and inspire the teams to create a roadmap to achieve that vision." That said, it's the core teams that are actually doing the execution, balancing transformation initiatives with regular, day-to-day business activities, he adds. "Leaders must identify and empower champions of change within their teams, but they also might need to bring in external consultants who have navigated similar journeys. That's a theme that we're seeing a lot, and we believe that blending internal and external teams and expertise together can help effectively manage transformation while maintaining the continuity of the business."

If OPEX or transformational leaders are not empowered to lead the transformation where business leaders influence

and shift current methods to new, faster ways of working, the result can be a faster rate of error creation or customer defects, adds Noa Anthony, senior manager, OPEX at Commonwealth Bank. "The Agile approach needs to be embedded and understood from senior leaders first so that they practice what they preach."

Most annual OPEX and transformation investment budgets range from US \$0 to \$100,000 (33 percent), followed closely by \$100,000 to \$500,000 (29 percent). Just 9 percent of budgets range from \$1 million to \$5 million with 6 percent standing at more than \$10 million. Of those polled, 16 percent do not know their annual OPEX/transformation budgets. A quarter of respondents (25 percent) expect their budget to increase next year, with 40 percent predicting it to stay flat. Only 9 percent expect to see budgets decline in the next 12 months.

Historically, the IT departments of organizations held the keys to any technology being adopted because of the hefty implementation processes, says Eric Emans, chief financial officer (CFO) at Nintex. "However, now in the era of software-as-a-service (SaaS), organizations of all sizes have less control of what technologies are being used because it's easier for teams and departments to adopt their own SaaS point solutions." The result is significant data and technology sprawl that isn't just an IT challenge to manage, but a finance challenge when it comes to data analysis, efficiency and cost control, Emans adds.

"The survey found that 16 percent of organizations don't know their annual OPEX/transformation budgets. I expect that number to increase as organizations continue to deal with data sprawl. As that happens, organizations will need a suite of automation solutions that can be deployed across the business to identify where inefficiencies exist and gain a better understanding of their technology spend."

Deployment of OPEX and business transformation

Almost half (48 percent) of organizations are deploying enterprise-wide OPEX and business transformation strategies, a significant increase from 2023 (37 percent). Less than a quarter (21 percent) are only doing so at one or more business units, down slightly from last year (24 percent) while 7 percent of businesses are deploying OPEX and transformation via small-scale pilots, down from 10 percent.

Meanwhile, 20 percent of businesses have trained process improvement resources but no formal process excellence/OPEX program, which is on par with previous findings, with 4 percent having no OPEX/transformation strategy at all, a small drop from 2023 (8 percent).

FIGURE 4

Which of the following best describes the current scope (2024 onward) of business transformation/OPEX deployment at your company?



"OPEX deployment initiatives must be enterprise-wide to ensure comprehensive and sustainable improvements," says Ricardo Henriques, transformation leader at EDP, business automation professor at Católica Lisbon School of Business and Economics. "The significance of enterprise-wide deployment can be highlighted through three key aspects: Touching all corners of the enterprise, increasing resilience and growing the culture and enterprise maturity." This ensures that every part of the organization contributes to and benefits from OPEX. "This comprehensive approach not only strengthens the organization's ability to withstand challenges but also drives long-term growth and success."

Unlocking the full potential of business transformation hinges on its comprehensive implementation across the entire organization, echoes Debashis Sarkar, managing partner at Proliferator Advisory & Consulting. "This is crucial because core processes often span functional

silos, requiring an enterprise-wide rollout for seamless integration. Additionally, achieving a significant impact on organizational culture relies on a critical mass of employees adopting new ways of working. A piecemeal approach risks a 'half-baked' transformation, delivering only localized benefits or falling short of its intended impact altogether."

The most important requirement is for product and/or service value chain initiatives to be enterprise-wide, says Anthony. "Failure to have a single roadmap for the value-chain could result in having customer issues transferred from one part of the value chain to another." For example, if the customer facing element of the process is transformed but the non-customer facing process is not, that can create extremely fast onboarding and robust correspondence while the processing could duplicate some of the transformed purposes due to their manual nature, he adds.

Drivers of OPEX and business transformation

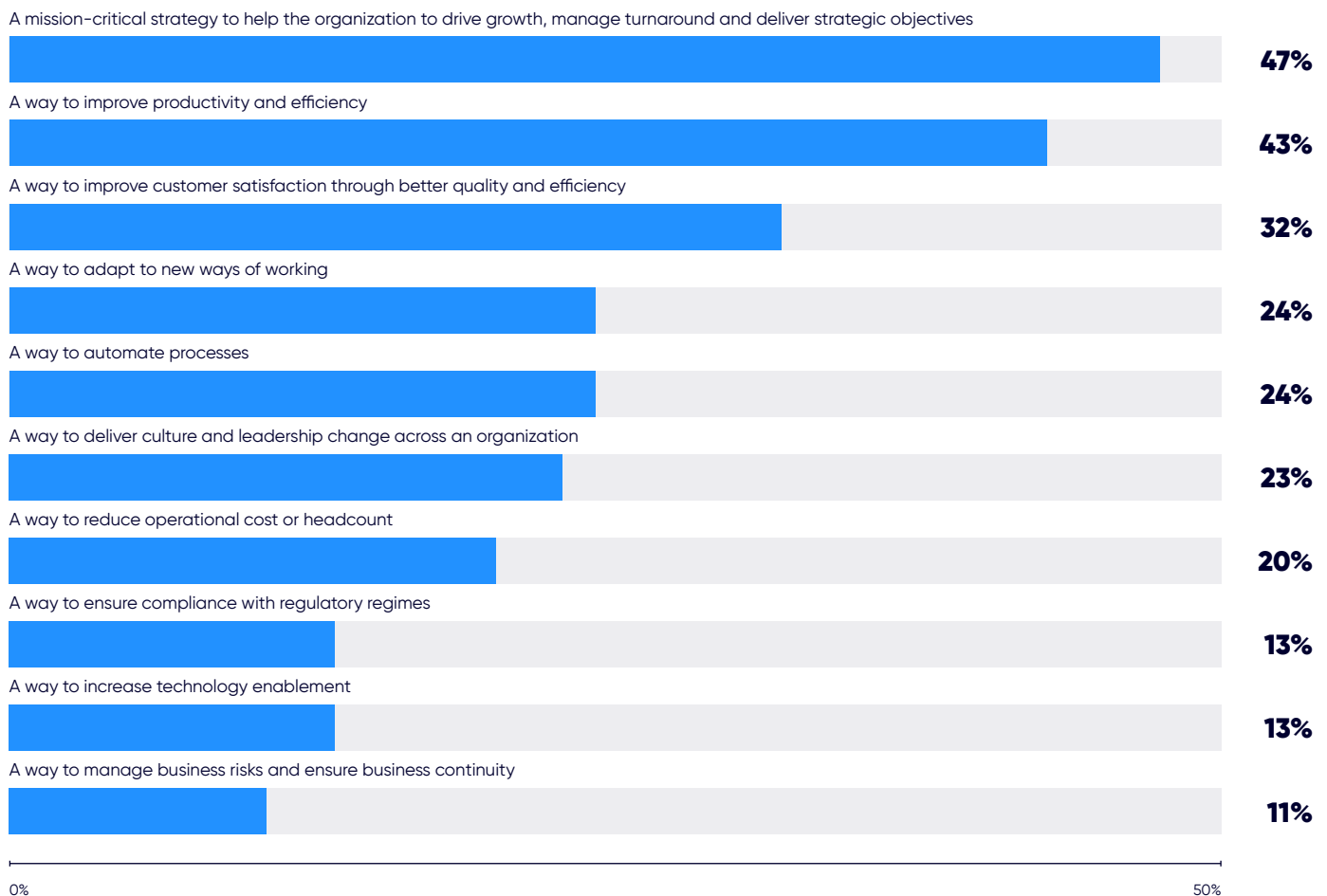
OPEX and business transformation strategies are mission-critical in helping to drive growth, manage turnaround and deliver strategic objectives within organizations, according to almost half of respondents (47 percent, down from 50 percent in 2023). This is followed by improving productivity and efficiency (43 percent), improving customer satisfaction (32 percent) and adapting to new ways of working/automating processes (both 24 percent), all on par with last year. Delivering culture and leadership change across an organization, which saw a notable jump (23 percent in 2024 compared to 18 percent in 2023) and reducing operational cost or reducing headcount (20 percent) are other key advantages of OPEX and business transformation.

Increased throughput/efficiency is the primary measure of OPEX and business transformation, applied by 26 percent of respondents (up from 21 percent in 2023), followed by cost savings (17 percent, down from 20 percent) and business top-line growth (14 percent, on par with 2023).



FIGURE 5

Which of the following best describes how your company views OPEX and/or business transformation?



"A total of 43 percent of respondents measure efficiency and costs savings as primary success key performance indicators (KPIs) for business transformation. What does that tell us? In my opinion, it underscores the critical importance of executing with excellence with a focus on simplicity, efficiency, prioritization and using affordable (free or low cost) tools," says Curry. "Even Fortune 500 companies should adopt the mindset of operating like 'lean startups' – prioritizing transformation projects based on 'hard dollars' first, such as revenue generation or margin expansion. Efficiency created by using tried and true tools like Lean Six Sigma and low or no cost open-source tools is effective."

OPEX and business transformation initiatives are pivotal for modern organizations aiming to thrive in today's dynamic business environment, says Henriques. "By focusing on continuous improvement, data-driven decision making, technology integration, customer-centricity and employee engagement, organizations can achieve sustainable growth and long-term success in a rapidly evolving market landscape. Effective OPEX and business transformation ensure the seamless execution of strategy, driving organizational growth and achieving strategic goals, while a continuous improvement framework identifies and capitalizes on opportunities to enhance productivity and efficiency across the organization, Henriques adds. "Furthermore, purposeful cost and headcount reductions, managed with careful consideration of potential impacts, maintain enterprise performance and sustainability."

Anthony reflects upon four common drivers of business OPEX and transformation across organizations. The first is end-to-end transformation of workflows and value chains incorporating evolving technology such as AI, robotics and digitization. "The demand is at its peak to configure the end-to-end value chain to execute processes in synchronization to exponentially eliminate manual handling, rework, defects and over processing which results in taking extra time to deliver a product or a service," he says. The role of OPEX/business transformation is to define inputs, outputs and value chains from a customer journey standpoint to automate what's adding value.

Next is the need to define new ways of working to support process efficiency, Nao says. "In general, most industries are compelled to reassess their processes and make them as lean as possible." Then there's movement around input standardization and/or prediction, he adds. "Asking less and predicting more to fulfill customer needs is the new era and best way forward to utilize AI and robotics." OPEX and transformation are sought to conduct customer needs identification with underlying data elements to understand the rules governing the purpose of customer need, using technology to master the prediction.

Last is the internalization of the continuous improvement culture. "The continuous improvement culture is considered a building block and a basic cultural element of most modern organizations. The rapid change in customer needs demands an effective culture to support tactical action to keep up."

"OPEX deployment initiatives must be enterprise-wide to ensure comprehensive and sustainable improvements."

**Ricardo Henriques, EDP & Católica Lisbon
School of Business and Economics**

OPEX and business transformation challenges

Top 5 challenges of OPEX and business transformation



Cost/budget
limitations



Linking process
improvement with top-level
business strategy



Overcoming resistance



Ensuring a customer-
centric focus throughout
the business



Overcoming too
much short-term focus

Effective, scaled OPEX and transformation initiatives face various and significant challenges, particularly in relation to cost, change management and short-term planning. Like last year, budget limitations are the biggest challenge businesses will face in the next 12 months, according to 28 percent of respondents. This is followed by linking process improvement with top-level business strategy (11 percent), overcoming resistance (11 percent) and ensuring a customer-centric focus throughout the organization (10 percent). Challenges surrounding deploying new technologies were cited by 8 percent of those surveyed, with integrating new systems/platforms into the organization and skills shortages also on single digits, 7 percent and 6 percent, respectively.

"Given the geopolitical uncertainty, inflation and other macro factors, it's not surprising that cost/budget limitations are the biggest challenge for OPEX and business transformation in the next year," says Curry.

A lack of alignment or purpose in initiatives often equates to leaders driving towards cost benefit, with the result of such scenarios being "profitable business functions with dissatisfied customers," adds Anthony. Meanwhile, gaps in leadership (business and transformation) capability and knowledge on determining the effectiveness of program outcomes can lead to major confusion throughout the organization due to confusing direction and communication, with customers receiving the same or worse experience, he says. "Not all leaders are experts on transforming value

chains or business; 80 percent of strategic transformation doesn't meet the objective intended at the commencement of the program."

"A total of 43 percent of respondents measure efficiency and costs savings as primary success key performance indicators (KPIs) for business transformation. What does that tell us? It underscores the critical importance of executing with excellence with a focus on simplicity, efficiency, prioritization and using affordable tools."

Ekaterina "Katie" Curry, Millennial Specialty Insurance



"AI technologies have the potential to revolutionize industries by automating processes, uncovering deep insights from vast amounts of data and fostering the creation of innovative products and services."

Michael Arena, Biola University Crowell School of Business

Despite a desire to initiate a major transformation, companies often lack dedicated personnel with process excellence expertise or process improvement backgrounds, adds Ashok. "Transformation projects are incredibly complicated and so momentum is crucial to achieve results on a reasonable timeline. What we're seeing in the market is that the traditional staffing and resourcing models are falling short by not delivering the speed to value needed for modern transformations." Also, different phases of transformations require diverse skill sets, so if a company is struggling to get the right talent through traditional staffing firms, relying on full-time hires isn't a great option because the skill set needs are ever evolving over the course of the transformation initiative, Ashok says.

Employees may resist upskilling and reskilling due to fear of the unknown or uncertainty about their ability to learn new skills too, says Henriques. "This resistance can slow down the implementation of new technologies and processes." The 'softer' and less obvious elements, including managing

the psychology of change, sustaining the gains and embedding new behaviors, can quietly derail the entire effort if not consciously addressed, adds Sarker. Furthermore, if technology solutions are force-fed into the value chain and are not problem or purpose dependent, this typically results in a worse experience and reduced flexibility, Anthony warns.

"As organizations increasingly adopt digital technologies, there is a pressing need to upskill and reskill employees to ensure they have the necessary digital competencies," adds Henriques. "Many employees may lack the foundational skills needed to effectively utilize new tools and technologies."

Addressing the challenges of holistic OPEX and business transformation requires a strategic approach that includes effective management strategies tailored to diverse business units, continuous upskilling and reskilling of employees and a balanced focus on both short-term achievements and long-term goals, Henriques says.

Successful OPEX and business transformation

OPEX and business transformation initiatives shouldn't be undertaken for mere show, says Sarkar. "Instead, they should be laser-focused on tackling specific business challenges and propelling the company towards its strategic objectives." This necessitates a clear connection between OPEX efforts and the organization's "north star metrics" such as revenue, cost, customer satisfaction, productivity, quality and operational risk. "In fact, any initiative lacking this alignment should be reconsidered," Sarkar adds. Companies must prioritize their transformation efforts, and spreading focus too thin by running multiple concurrent programs is a recipe for failure as it dilutes resources and diminishes the impact of each individual initiative.

Sarkar outlines 10 factors that are essential to successful OPEX and business transformation.

1 Committed leadership

Top management must be fully invested in the process.

2 Employee involvement

Employees at all levels need to be engaged and feel a sense of ownership in OPEX/transformation efforts.



3

Strategic alignment

All operational improvements should clearly connect to the company's overall strategic objectives.

4

Defined roadmap

A well-defined plan with clear milestones and success metrics is crucial for staying on track.

5

Change management expertise

Building strong organizational capabilities through trained change agents empowers effective implementation.

6

Structured change management

Implement OPEX/transformation using established change management principles to ensure smooth adoption.

7

Process excellence

Cultivate a robust process excellence culture to continuously improve efficiency and effectiveness.

8

Behavior change

Encourage and support the desired behavioral changes necessary to sustain improvements.

9

Technology adoption

Leverage relevant technologies to achieve your desired outcomes.

10

Effective governance

Establish a strong governance framework to oversee project management, conduct regular reviews and guarantee flawless execution.

"Survey results tell us that transformation doesn't have to be disruptive and lengthy," says Curry. "Instead, the 'quick wins' of incremental improvements and process optimization with new tools available on the market can drive continuous transformation, which compounds over time." Continuous transformation is easier to execute, costs less and doesn't require as much change management, she adds.

The evolution of AI

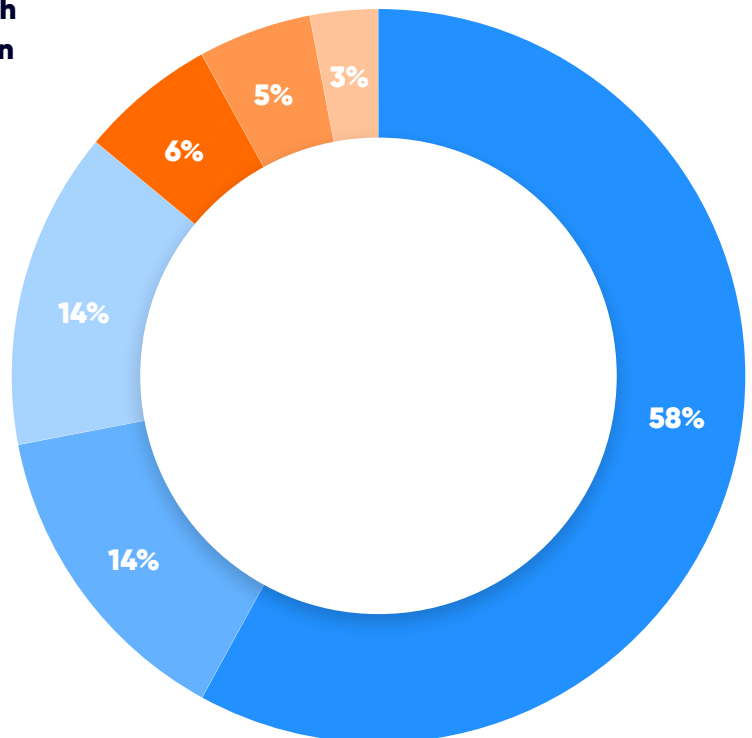
The impact of AI on OPEX and business transformation is a standout theme of this year's survey. More than half of businesses (58 percent) have discussed potential AI projects to drive OPEX and transformation objectives, while 14 percent of respondents are in the process of developing their first AI pilot project. The same number (14 percent) have piloted at least one project, with 6 percent having operationalized one AI project, dropping to 5 percent that have operationalized multiple successful AI projects, dropping to 3 percent that have operationalized multiple successful AI projects.

The areas where AI is being leveraged the most are in operations (35 percent), customer service and call centers (29 percent) and data processing and management (24 percent). Almost a quarter of organizations (24 percent) are not applying AI at all, but AI will be the biggest investment area over the next 12 months, with almost half of businesses looking to invest in AI solutions in the coming year.

FIGURE 6

Is your organization using AI to drive OPEX/ business transformation objectives? If so, which of the following best describes where you are in that process?

- We have discussed potential AI projects but have not trialed them yet
- We are in the process of developing our first AI pilot project
- We have piloted at least one AI project
- We have operationalized one AI project
- We have operationalized multiple successful AI projects
- We systematically use AI to deliver transformational results



Top 5 ways organizations are leveraging AI to drive OPEX and transformation



Operations



Customer service
and call centers



Data processing
and management



Marketing and sales



IT and software
development

"AI continues to be top of mind with 47 percent of companies making investments in AI to drive OPEX and transformation," says Curry. "I believe that companies will be able to differentiate themselves by adopting AI that's already on the market versus building in-house."

AI is everywhere, and organizations of all sizes are considering what the technology means for them – the survey results show us this clearly, says Niranjana Vijayaragavan, chief product officer (CPO) at Nintex. "It's understandable that only a small percentage of organizations are developing their first AI project because organizations need the right automation infrastructure in place before adopting AI."

Modern organizations are heavily investing in conversational AI assistants, which are revolutionizing both front-office and back-office operations, says Henriques. "These solutions, such as natural voice interactive voice response systems (IVRs), promote self-service operations by removing the need for human intervention, thus enhancing customer experience. Additionally, they simplify the daily tasks of human agents by integrating with chatbots that provide seamless interaction with various systems of records, streamlining workflows and increasing efficiency across the organization."

Organizations can also leverage AI to accelerate process analysis and gain deeper insights into operational performance, impacting the entire value chain, he adds. "One example is the combination of using generative AI and process mining to go deeper into execution details and get new operational insights."

AI in action – MARS

Lee Bogner is an AI and ecommerce senior executive at Mars Inc. where he leads strategy, governance, policy and delivery of both standard and generative AI. He is also a professor at Hofstra University and a generative AI educator at Massachusetts Institute of Technology (MIT). He sees numerous ways in which AI can enhance and help achieve OPEX and business transformation, but preparation is key.

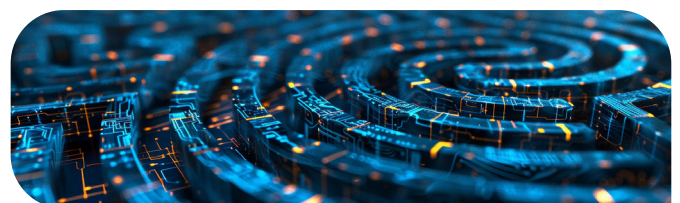
"From my perspective, organizations need to, first and foremost, focus on business value and the problems they're aiming to solve," Bogner says. "Start by understanding the impacts on people, business processes and data prior to choosing technology such as AI." Then businesses can look to truly accelerate OPEX and transformational objectives, applying appropriate technologies directly to the problems they're trying to solve and the business value they're striving to achieve, Bogner adds.

At Mars, use cases for traditional AI such as machine learning include predictive analytics performed on structured data analysis for statistical prediction and forecasting objectives, he says. "Other examples include computer vision process automation and workflow agent-based analytics, process and robotics automation and automation flows for driving conversational AI." Use cases for generative AI span content creation, programming and code creation as well as conversational search, complex documents summarization, document notating and recapping, he adds. "Generative AI applications also include commercial agreement processing and managing complex master data such as e-commerce product content."



Challenges of AI

In the era of AI, leading transformations has become more critical than ever, says Michael Arena, dean of the Biola University Crowell School of Business. "AI technologies have the potential to revolutionize industries by automating processes, uncovering deep insights from vast amounts of data and fostering the creation of innovative products and services. To harness the full potential of AI, businesses must undergo comprehensive transformations, adapting their operations, organizational structures and collaborative approaches." While a few organizations have quickly capitalized on these opportunities, most have been scrambling to catch up, pouring substantial investments into AI advancements, he adds.



To truly enhance and/or achieve OPEX and business transformation by leveraging AI, businesses must address key challenges, warns Doug Shannon, global intelligent automation and generative AI thought leader. "The biggest challenges include understanding the value of AI projects, the cost and the lack of clear guidance on implementation and results. Organizations can leverage AI in many ways, but success depends on having the right data sets and models. Most organizations investing in AI are struggling to find the right use cases and integrate generative AI into their enterprises."

Grounding use cases with factual data and validating them is crucial. "Organizations need to have clean, good data stored in data lakes or lake houses to effectively leverage AI, while building AI solutions is costly with few platforms that provide clear pricing and implementation guidelines. Future advancements will likely involve multi-agent frameworks and collaborative interactions, shifting the roles of knowledge workers."

Other AI challenges that businesses need to address include vendor sole-dependency and lock-in, data security and bias issues and management of internal standards, says Bogner. "Special attention must also be paid to potential risks involved in model adjustment which may make foundational models worse through adjustment experimentation. This stresses the importance of testing, bias and accuracy mitigation."

By taking a network-centric view of the organization, leaders can drive AI adoption in a way that is faster, more organic and ultimately more sustainable than traditional top-down approaches, says Arena. "This allows for greater velocity in implementing AI solutions and enables scaling across the organization more effectively."

Organizations considering AI that haven't yet implemented automation should adopt the following framework to more effectively realize value, Vijayaragavan adds:

- ✓ Understand inefficiencies and identify where automation is most helpful.
- ✓ Automate using low-code platforms leveraging AI.
- ✓ Scale adoption of automation through modern interfaces and engagement techniques to realize its full potential.

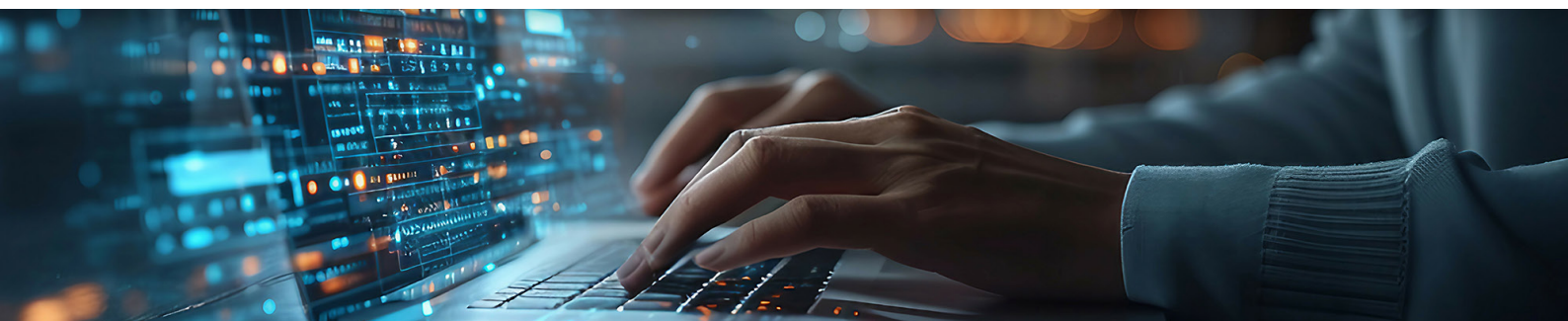
"Already having automation in place will make AI implementation easier and ensure that every team is able to realize value from these efforts."



AI's impact on future roles

The evolution of AI will influence future job roles in a number of interesting ways, experts and respondents agree. There will be an increasing need for workers and business leaders to keep up with the rate of change in AI and generative AI, as well as competitiveness and market and user demands across internal and external ecosystems, says Bogner. "AI literacy and skills across business and technical roles must keep up, if not stay ahead." Process engagement will see significant change, in relation to both augmentation and role disruption/elimination, he adds. "Job losses will likely change the nature of routine and mundane work, as has been the same through the industrial age as well as the digital age."

AI and automation will lead to more collaborative interactions and could shift knowledge workers to different roles rather than solely eliminating jobs, while multi-agent frameworks and collaborative interactions between AI agents and users will potentially reduce the need for human intervention, adds Shannon.



How do you see AI impacting or changing your role in the long-term?

Here's what survey respondents think

"Being able to focus on more creative value-added activities with customers."

"AI will greatly fasten execution for my role, from quick access to information to aiding in decision-making and research and automations of mundane tasks."

"AI will certainly overtake many of our roles, particularly repetitive tasks. Our role will be only monitoring the operations of AI with minimal manpower."

"AI will take over process functions completely."

"It will help us to be more agile and focused to deliver value faster and deeper."

"AI will increase productivity and insights and allow me to move faster and make better decisions."

"AI's impact on process excellence is multifaceted, enhancing efficiency, quality and decision-making while freeing up human workers for more complex and strategic tasks. Organizations that effectively integrate AI into their process excellence strategies are likely to gain significant competitive advantages."

"AI is going to have a huge impact on all roles within the business and change how we do things. It needs to be in a controlled way with IP considerations before implementing."

"I see a huge potential benefit to leveraging AI if done right, but with strong pushback due to potential risks that could be mitigated."

"AI will provide customer insights, driving efficiency and thus revenue growth. My role will become more transformational, and less information-related."

"Driving our growth by making us more efficient in critical processes such as marketing, client communication and service delivery."

"It should hopefully provide a quicker path to analytics, data gathering and analysis."

"It will provide the opportunity to focus on more innovative solutions."

"AI will be augmenting and supporting our team to provide more value to the business."

The importance of change management

Change management is the leading methodology/solution that organizations are currently using to support OPEX and transformation, unsurprising given the integral role it plays in facilitating successful projects. It's also a key priority area for process improvement over the next 12 months, with 46 percent and 35 percent of businesses focusing on building a culture for transformation and change management strategy, respectively. In total, 56 percent of businesses are planning to invest in cultural transformation (28 percent) and behavioral/employee engagement (28 percent) – key aspects of change management – in the near future.

Effective change management can enhance overall business success, productivity and culture by increasing employee engagement and motivation, improving customer satisfaction and loyalty, reducing costs and risks and fostering a culture of innovation and learning, says Laura Karpf, senior manager of change management at Sodexo.

A particularly important element of change management are the human-centric factors that address the needs, emotions and behaviors of the people affected by change, adds Ryan Mayer, head of healthineers performance system, Americas region at Siemens Healthineers. "Prioritizing these factors ensures smoother transitions,

greater engagement and higher adoption rates for change. By focusing on clear communication, empathy and encouraging active participation from a wide variety of stakeholder groups, an organization can help foster a supportive environment that minimizes resistance and maximizes the probability of success."

Change management in action



Siemens Healthineers ensures a human-centric approach to managing business change by utilizing a variety of tailored tools and techniques, Mayer says. "We employ healthy dialogue methods to foster trust and openness, addressing employee concerns directly. From the contracting phase, we define the core purpose of the project to create a clear understanding of the change." By actively engaging a diverse group of stakeholders to seek input and feedback, the business helps foster a sense of ownership and control, while focusing on comprehensive training and appropriate resourcing to ensure employees are well-prepared for transitions, Mayer adds.

"Leaders are encouraged to lead by example, demonstrating commitment to change. Additionally, our reward and recognition systems reinforce positive behaviors and support the change process."

"OPEX and transformative growth hinges on the strategic use of advanced data analytics and business intelligence."

Madhu Kittur, industry analyst

There are several risks associated with a failure to consider the human-centric factors of change management for organizations, varying depending on the size and impact of the change. "Ultimately we would expect to see increased resistance to change, lower employee morale and potentially low adoption of the change," Mayer says. "Failing to include a robust change plan can erode trust and increase stress in employees. These impacts can have a significant financial and time cost, jeopardizing the success of the change initiative."

Resistance to change is natural and expected, but the most important mitigation is transparent and authentic communication involving both rationale for the change and emotional statements to contextualize it. "Packaging the communication for the team and having it come from a direct supervisor increases the probability of success."



Challenges of change management

Change management has its own set of challenges to address, says Karpf. "The biggest challenge to effectively managing a large transformation is overcoming resistance to change. Your stakeholders may perceive the change as a threat or a major disruption in their ways of working." Leaders must understand the causes

of resistance and implement effective solutions to combat it and foster collaboration, Karpf adds. "By communicating transparently, engaging and empowering your stakeholders, building trust and credibility, providing training and coaching and celebrating milestones, leaders can manage change successfully and achieve their desired goals."

An over-focus on the need to embed and explain changes for adoption towards the implementation phase of a change instead of from the very start is another issue to be aware of, says Sehmbi. "Good change management needs to start during formation of the change, including the key stakeholders to help shape and champion the journey."

Managing the scale and frequency of communications is also something to consider, Sehmbi adds. "Often there is a flurry of activity at the start of a change, but as the change is implemented, the frequency of key messaging can reduce. It's important to say something even if it's just 'we're working on it.' I'm a fan of communicating frequently, even if it's just to say that we are listening." Identifying the right champions for change is a further issue, Sehmbi says. "Not utilizing a network of champions to influence the wider organization of a change is a missed opportunity."

The power of data analytics and business intelligence

Data analytics plays a key role in supporting OPEX and business transformation objectives. Business intelligence dashboards are used by almost two-thirds of organizations (64 percent), with data visualization (42 percent) and process intelligence (27 percent) the next most implemented techniques. Customer analytics (26 percent), sales and marketing analytics (26 percent) and employee experience and people analytics (25 percent) are also popular. Almost a third of businesses (31 percent) are planning to invest in business intelligence and data analytics over the next 12 months to enhance OPEX and transformation programs.

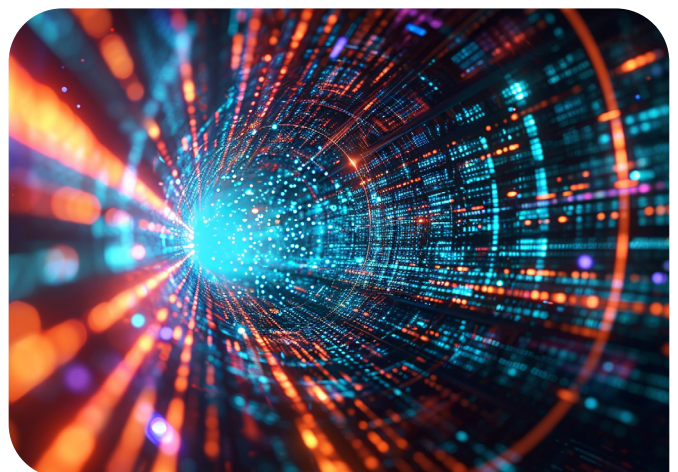
"OPEX and transformative growth hinges on the strategic use of advanced data analytics and business intelligence," says Kittur. "They empower businesses with predictive, prescriptive and real-time insights that optimize operations, enhance efficiency and sustain competitive advantage. This robust framework empowers companies to achieve a strategic advantage by continuously refining and adapting processes, eliminating waste and inefficiencies."

At the heart of this is predictive analytics, which leverages machine learning algorithms to forecast potential operational disruptions. "Through the analysis of vast historical datasets, companies can predict maintenance needs, streamline supply chain operations and minimize downtime," Kittur says. This foresight allows businesses to adopt a proactive approach, thereby enhancing operational efficiency and reducing unforeseen costs, crucial for resource allocation, enabling companies to deploy their workforce and capital where they can generate the most value. "Such informed decision-making is essential for maintaining a competitive edge in a dynamic market landscape."

The integration of real-time data across various systems further supports OPEX and business transformation. "Modern business intelligence platforms enable seamless data flow, allowing technologies like robotic process automation (RPA) to take over repetitive tasks. This automation minimizes human error and accelerates process execution, freeing up valuable human resources to tackle more strategic endeavors," Kittur adds.

Advanced models can synthesize data from internet of things (IoT) sensors, market trends and other sources to optimize logistics and inventory management. This ensures that businesses can anticipate demand accurately, avoiding the pitfalls of overstocking or stockouts, thereby enhancing operational agility. "Data governance plays a crucial role in this ecosystem, ensuring the integrity, security and compliance of data," Kittur says. "Robust frameworks and business intelligence tools provide real-time compliance monitoring and comprehensive audit trails, which are vital for mitigating risks in highly regulated industries. This technical oversight ensures that operations remain smooth and compliant with regulatory standards."

Analyzing market trends through business intelligence enables organizations to stay ahead of emerging opportunities and threats. By examining competitive benchmarks, customer behavior and market sentiment, companies gain a granular understanding of market dynamics." This insight allows them to quickly adapt to changing conditions, refine strategies and maintain a competitive advantage," Kittur says. "Operational dashboards powered by real-time data visualization offer actionable insights into key performance metrics. These dashboards allow executives to monitor the health of operations, track progress towards strategic goals and make informed decisions. Advanced visualization techniques, such as heatmaps and geographical mapping, make complex data sets more interpretable and actionable."



Data analytics and business intelligence in action



Data analytics and business intelligence have been central to business transformation at Formula E, a single-seater motorsport championship for electric cars, says Matt Roberts, VP of business intelligence at Formula E. "Previously we had a 'finger in the air' approach to all decision-making, but now data is at the heart of every decision we make, playing a key role in helping us to know how to progress." This applies across all areas of the business, such as helping the organization understand pinch points in its TV broadcast where fans switch over, which broadcaster to choose, influencers to invite to races and how it designs fan zones at racetracks. Data is also used to determine the optimal locations for trackside advertising for sponsors and inform marketing briefs for new campaigns.

There are several success factors that are key to using data analytics and business intelligence to drive OPEX and business transformation, says Roberts. "It is important to make sure the data is robust and can provide recommendations about how to improve the business. It also needs to be put into context to ensure that people don't just see a number and act off it without really understanding what it means. In sport this is particularly prevalent."

This is the problem in many organizations where data literacy is low and people are not 100 percent sure how to use data and information, he says. "It is also really important to go back after any change and review the impact to understand how it affected customers/fans, assessing if it made a positive change. We always need context and benchmarks to explain the data to people to prevent them making the wrong decisions off data that they haven't understood, or that they are trying to mold into a decision which they have already made."



5 steps to practical data analytics and business intelligence

"Used by millions of business process professionals, ProcessMaker has found a surge in interest in business process analysis (BPA) and process intelligence during the first half of this year, with over 30 percent of customers planning increased investment in either or both initiatives in the next six to 12 months," says Teresa Fortescue, chief marketing officer (CMO) at ProcessMaker. Topping the list of customers' criteria for software selection is data analytics, reporting and dashboards, she adds. As stated by one of ProcessMaker's customers: "Data analytics and the associated reports and dashboards are the absolute backbone of effective BPA."



A disciplined, modern yet practical approach to data analytics and business intelligence is essential for business process improvement and business transformation overall, Fortescue says. She outlines five key steps to practical data analytics and business intelligence.

1

STEP 1**Collect, cleanse and integrate your data**

- Determine all relevant internal and external data sources to create a unified view.
- Pre-process and cleanse data to remove errors, duplicates and inconsistencies to ensure more accurate insights.
- Focus particularly on completing missing values. If possible, leverage data enrichment tools to bolster your metadata.
- While obvious, try to centralize and normalize the data into one source of truth – or have a means to synchronize across CRMs, CDPs or other data stores.

2

STEP 2**Select a tool that is easy yet comprehensive**

- Most BPA platforms have integrated analytics, yet getting fast results can be a challenge. Take the time to deeply review the user interface and workflows with respect to a platform's analytics capabilities and the ability to deep-drill on specific data parameters critical to your business.
- Challenge the vendor by providing them with your existing internal reports, and have the vendor recreate versions within the platform as well as provide you with a "super set" of what greater insights could be garnered through their tools.

3

STEP 3**Create predictive models that are AI-based**

- Establish and set the specific objectives and key results (OKRs) and KPIs your models need to optimize for over a specific timeline.

- Leverage AI/machine learning algorithms within a platform's analytics capabilities. If it does not leverage AI and machine learning, consider using an independent point solution.
- Utilize historical data to develop predictive models and leading indicators that can forecast future trends, identify potential issues and optimize decision-making.

4

STEP 4**Design responsive dashboards and reports**

- Reports and dashboards are staples to every platform but are often overlooked and are sometimes the most critical elements that make the process of data analysis either fruitful or fretful.
- Spend time assessing the report and dashboard templates – as well as stress-testing the customization capabilities. Every team has bespoke reporting and dashboard needs, so ensure your investment fully supports your unique requirements.

5

STEP 5**Continuously monitor, plan and adapt to change**

- Identify your core stakeholders and establish a regular cadence to gather feedback on the effectiveness of the insights garnered from data analytics.
- Market and business dynamics change quickly and often, so continuously update and improve your data analytics models based on internal feedback and external data.
- Create a bench of additionally trained teammates who can backup, fill in and provide a new dimension to the data and insights associated with your project.
- Constantly survey your software ecosystem for new data sources as teams find new ways to capture relevant data with new software, systems and other digital experiences.

Lands' End learns to thrive in the "new world of work"

Apparel maker adopts Nintex to speed customer orders, reduce rework and boost vendor performance.

Business situation

Lands' End had a manual, time-consuming and error-prone process for managing custom orders for logoed apparel. It wanted to streamline that process to get orders to customers faster and more cost-effectively.

Solution

Lands' End created a streamlined solution using Nintex forms and workflows on SharePoint and Nintex Workflow Cloud.

Benefits

- ✓ Increased customer satisfaction via technology-driven experience
- ✓ 76% reduction in workflow steps, to just 25
- ✓ Delivered 120% ROI
- ✓ Boosted special-order accuracy to 95%, up from 50%, reducing the need for rework

Special orders need special care

To consumers, both throughout the US and around the world, Lands' End is known for casual clothing and related products that combine high quality, comfort and value. However, to businesses, from single entrepreneurs to the Fortune 500 companies, the international retailer has a somewhat different reputation.

To these customers, Lands' End is known for its tailored and business-casual logoed apparel for office wear, trade shows and company events. More than 100,000 airline personnel wear uniforms provided by Lands' End. Meteorologists at a major network wear the company's outerwear and related clothing, but "uniform" doesn't mean identical; not every one of its business customers' thousands and thousands of employees fit off-the-rack sizes.

Some require clothes in an unusual size, or tailored for a particular body type. Whatever the employee's needs, the uniforms and apparel from Lands' End have to fit and look great on them to ensure companies' brands are represented properly. That calls for Lands' End to handle individual custom orders as quickly and reliably as it handles standard orders. Keeping corporate customers satisfied depends on it.

The custom order process has historically been manual, with instructions for special orders being communicated around Lands' End and outside the company to international suppliers and the customers themselves, all via email and phone. That adds up to a six-to-eight-week process to deliver customers' orders and, when the order isn't quite right, starting over.



Automated workflow provides the answer

To reduce that time and cost, Lands' End looked at automating much of the work with an expensive business process automation solution — until the company saw it would only be trading one set of costs for another. Instead, it turned to Nintex and Nintex solution provider Boost Strategy Partners.

The new workflow starts with a customer call to the Lands' End service center. The Customer Care Consultant records the customer's order using Nintex Forms, which kicks off the transmission of a custom order sizing form to the customer via Nintex Workflow Cloud. The completed form is sent back to Lands' End, approved by staff, and routed, again via Nintex, to a vendor for manufacturing, along with a due date assigned by the solution. The vendor sends the completed order to Lands' End, which approves it and sends it to the customer. Every step of the process is time stamped so it can be monitored and analyzed.

A "tremendous" impact

Lands' End's most crucial KPIs—time-to benefit, productivity and accuracy—have all improved, thanks to the company's use of Nintex. Now, the company:

- ✓ Gets orders to customers one week faster, down from six-to-eight weeks
- ✓ Streamlines workflow by 76%, down to 25 steps
- ✓ Completely eliminates manual work from operations and merchandising teams
- ✓ Cuts the time requirement for other teams by 35%
- ✓ Boosts special-order accuracy to 95%, up from 50%, vastly reducing the need for rework

"Nintex has a tremendous impact on Lands' End," says Zach Munns, senior project manager at Lands' End. "In the new world of work, it's more important than ever for us to operate with a lean model. It's imperative to work smarter, not harder, and that's what Nintex helps us to do."

The Nintex-based custom order process helps Lands' End in ways that extend beyond internal efficiency and cost savings. The data collected by the solution enables the sourcing team to gain better insights into vendor performance on meeting deadlines, completing orders

accurately and ensuring customers are satisfied with every interaction they have with the company. Lands' End uses these insights to provide vendors with constructive feedback to improve their performance.

Now more than ever

Lands' End adopted Nintex before the COVID-19 pandemic, but the economic strain brought on by COVID-19 has made Nintex's contribution to the company even more important, according to Munns.

Encouraged by their success, Lands' End has gone on to deploy more than 80 Nintex based solutions across the enterprise. Each project returns an average 120% ROI in efficiency gains.

"Our 120% ROI is a huge result," says Munns. "It shows that when you use Nintex properly, the sky's the limit on what it can do for you."

About Nintex

Nintex is the global standard for process management and automation. Today more than 8,000 public and private sector clients across 90 countries turn to the Nintex Platform to accelerate progress on their digital transformation journeys by quickly and easily managing, automating and optimizing business processes.

Learn more by visiting www.nintex.com and experience how Nintex and its global partner network are shaping the future of Intelligent Process Automation (IPA).



Product or service names mentioned herein may be the trademarks of their respective owners.

What else is shaping OPEX and business transformation?

Other methodologies and solutions that businesses are commonly using to support their OPEX and transformation strategies include advisory and consultant services (36 percent), Lean (35 percent), process modeling/mapping tools (35 percent) and Agile (33 percent). Business process reengineering (28 percent), business process management (BPM) (27 percent) and workflow automation (27 percent) are also popular. Lower on the list are process discovery (14 percent), RPA (14 percent), process mining (13 percent), process intelligence (12 percent), low-code/no-code automation (11 percent), digital twins/process simulation (9 percent) and intelligent automation (IA) (9 percent).

As for other areas of focus and investment for the next 12 months, digital transformation (32 percent) and workflow automation (31 percent) are popular, while processes are also front of mind. More than a third of respondents (34 percent) are prioritizing end-to-end process architecture in the coming year, with process modeling/documentation (34 percent) and customer-centric process management (30 percent) on the agenda too. This correlates with spending ambitions; 22 percent of businesses are looking to invest in BPM, followed by process excellence consultancy options and process modeling/mapping tools, both cited by 20 percent of respondents. Process intelligence investment is on the horizon for 16 percent of businesses, with process mining (15 percent), RPA (14 percent) and intelligent document processing (IDP) (11 percent) also relatively common.

The survey highlights a back-to-basics approach, where organizations are solidifying their process-focused,



foundational core, says Sarkar. "Two key takeaways emerge: Process excellence and customer-centricity are fundamental for success in today's digital landscape. Notably, the survey underscores the importance of a robust process foundation for achieving strategic objectives."



Processes in the spotlight

Across all sectors and company sizes, there is a universal push for process improvement and transformation, says Marc Stromberg, co-founder and VP sales international at GBTEC. "At the heart of these initiatives is BPM, a foundational framework crucial for organizational change and operational efficiency."

Embarking on the journey to process excellence and forward-thinking transformation starts with a deep understanding of existing operations, he adds. "A central process repository and profound process documentation empowers employees to execute workflows consistently and efficiently, following standardized procedures and maintaining high-quality output. Moreover, it helps business teams to spot improvement opportunities, drive change and develop actionable transformation plans." In a nutshell, process mapping has the power to turn employees into powerful catalysts for driving successful business transformation.

So why is continuous process improvement more crucial than ever? Today's world demands it – plain and simple. "With rising customer expectations, ever-changing regulatory requirements and rapid technological advancements, businesses must stay agile," Stromberg says. Adapting quickly to market and regulatory changes is non-negotiable, requiring the ability to continuously refine and adapt processes quickly.

"The survey found that a third of organizations are prioritizing end-to-end process architecture in the next year," says Amit Mathradas, CEO of Nintex. "I predict that this number will only increase as we move forward into 2025 as organizations continue to grapple with extensive data and technology sprawl, as well as pressures to drive more efficiency and cost savings."

During the height of COVID-19, organizations had the cash to buy new technologies, so many adopted numerous point solutions across every department. They're now facing pressures to cut costs and find efficiencies but are working with a disconnected tech stack and unstructured data, Mathradas adds.

"Moving forward, organizations will find ample value in identifying their inefficiencies, automating their processes and scaling those automated processes across their departments and technologies." To successfully do so, they will need a single platform that can streamline their processes and workflows from identifying what's broken all the way through rolling out applications, Mathradas says.

With the advent of AI technologies, process mapping and continuous improvement have become more powerful and effortless than ever, says Stromberg. "AI-powered BPM solutions can craft detailed process landscapes as if by magic, eliminating the need for manual mapping efforts.

Additionally, AI assistants act as strategic advisors, offering real-time, personalized recommendations for ongoing process improvement."



FIGURE 7

Which methodologies and solutions are you currently using to support your OPEX projects and transformation? (Top 10)

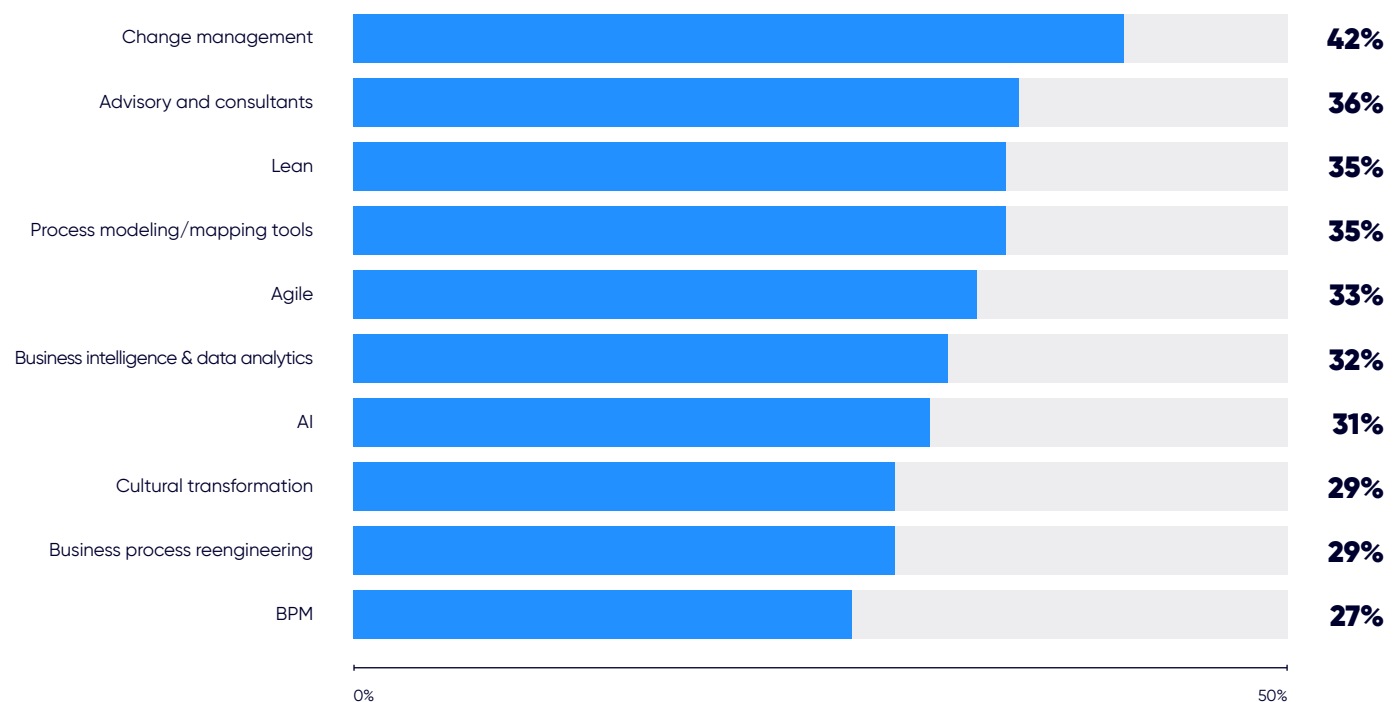
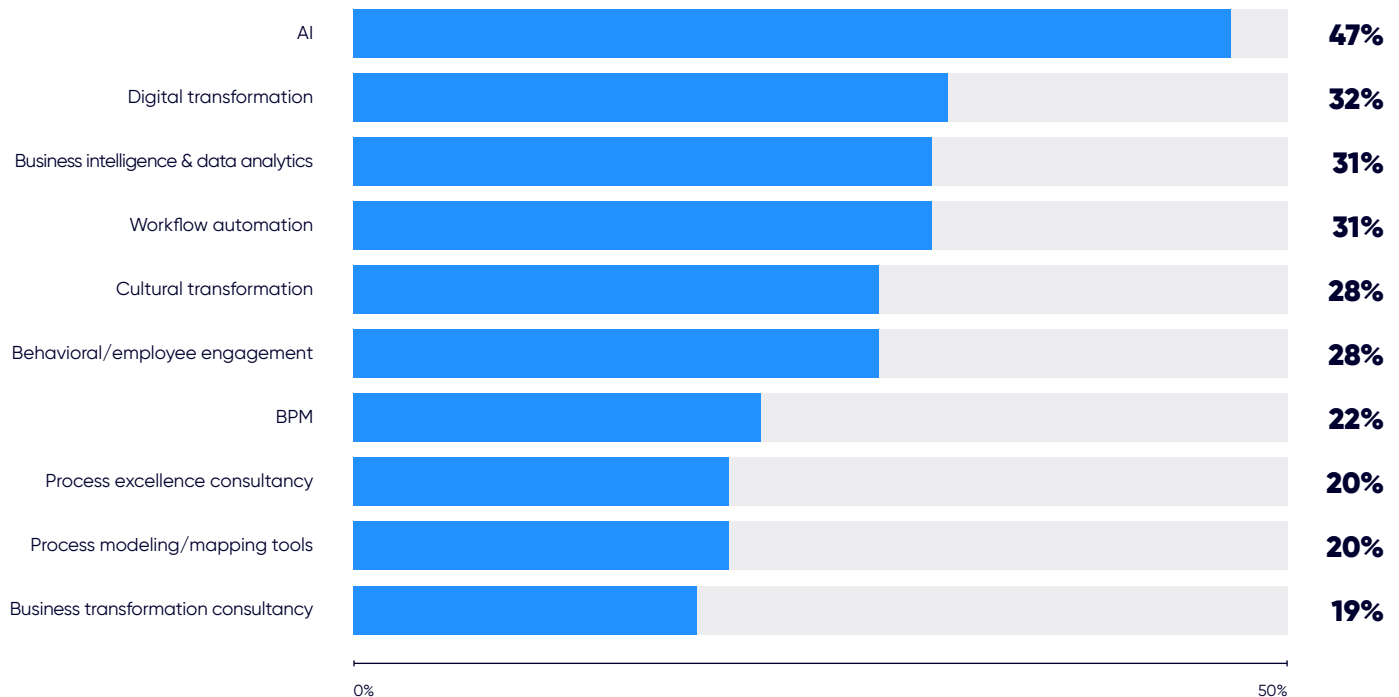


FIGURE 8**What solutions are you looking to invest in to drive your OPEX and transformation programs over the next 12 months? (Top 10)**

Today, BPM is more than just process mapping; it integrates AI-driven process analysis and easy-to-implement workflow automation through advanced software, Stromberg adds. "In the past, workflow automation was typically the domain of IT experts due to its coding requirements. Now, to accelerate transformation, it is essential that workflow automation is accessible to everyone."

This shift democratizes process automation, enabling wider organizational participation. Workflow automation is a critical enabler of process excellence, reducing manual tasks, cutting processing times and minimizing errors. "Additionally, process technologies like process mining autonomously identify inefficiencies within workflows, allowing businesses to proactively address issues and continuously optimize operations," says Stromberg.

The importance of end-to-end process improvement and BPM in business transformation cannot be overstated. These elements are essential for achieving OPEX, meeting evolving

customer expectations and maintaining a competitive advantage in a dynamic business environment. "By embracing advanced BPM strategies and leveraging new technologies, organizations can transform their processes, drive continuous improvement and ultimately achieve sustained success," Stromberg says.



Conclusion

Organizations face increasing pressure, opportunities and challenges in transforming and improving business operations. Scalable OPEX and business transformation, while presenting a unique set of hurdles and challenges, are critical for modern organizations to differentiate themselves, innovate and remain competitive.

The evolution of emerging technologies such as generative AI is undoubtedly a defining factor, shifting the landscape in numerous ways. At the same time, change management remains key. Effective, thorough approaches to managing the complex implications of change make the difference between projects that succeed and those that fail. Meanwhile, the value of data cannot be understated, serving as a potential treasure trove of intelligence that can greatly enhance OPEX and business transformation, but only if it can be easily accessed, processed and leveraged.

As companies invest and evolve, processes remain central to success. Optimizing processes for both staff and customers ensures smoother delivery of OPEX and transformation, supporting strategic implementation and aiding growth.

This increases throughput and efficiency, helps to reduce costs and drive top-line growth, the leading measurements of OPEX and business transformation success.

"The future of transformation is going to be shaped by profound disruptions the likes of which we've experienced over the last few years with factors like the great resignation, supply chain challenges, high interest rates, the advent of generative AI and technology outages," says Ashok. Such themes fundamentally alter how businesses operate and respond to challenges, and so transformation teams are going to become increasingly critical to organizational success, he adds. "Enterprises are going to need to operate with more agility. They're going to need to ensure they have the right talent to support multiple departments, leveraging advanced technologies to deliver superior results."

The companies that can adapt quickly to changing market conditions and internal demands will be the most successful and will have the most success with OPEX and business transformation initiatives.

"Enterprises are going to need to operate with more agility. They're going to need to ensure they have the right talent to support multiple departments, leveraging advanced technologies to deliver superior results."

Vikram Ashok, Graphite



Introducing OPEX Week: Business Transformation World Summit 2025

The age of AI has begun, ushering in a new era of enterprise transformation and innovation. While AI and generative AI serve as both the driving force and enabler of this transformation, it's crucial to remember that technology itself is not the ultimate goal, nor a silver bullet. The challenge lies not only in integrating AI into existing transformation approaches but in fundamentally reimagining the way we work and reinventing our business models. To meet these challenges head on, transformative companies and leaders are required to upscale their technology adoption in operations, upskill their workforce and uplift their transformation leadership to inspire and lead the unprecedented scale of change.

After successfully highlighting the importance of business reinvention in the last edition, the upcoming 26th OPEX Week: Business Transformation World Summit in January will offer more specific and tangible takeaways for those on their transformation journey. It will explore the dichotomy of generative AI in transformation, presenting the latest case studies and tool-based practical insights to ensure maximum learning outcomes.



The much-expanded agenda will feature the below key formats and themes:

- > Big Ideas Stage featuring the bravest and boldest transformation from large enterprise.
- > Split Plenary Stage sharing best practices on holistic transformation strategies featuring strategic planning, road mapping, alignment and execution.
- > Four Practical Tracks providing actionable takeaways on: Digital Enterprise & Experience Transformation; AI & Generative AI Implementation; Process Transformation & Continuous Improvement and Change Experience.
- > Three curated Business Excellence Stages on the Expo Floor spotlighting best practices on Operational Excellence Implementation, Women Leadership and Future of Work.
- > Chief Transformation Officers Summit to explore how best to navigate enterprise transformation in a closed-door format.

In addition, the 2025 agenda will feature 14 in depth workshops, 16 revamped interactive discussion groups, four industry transformation focus groups, four deep-dive masterclasses and the AI innovation zone where you can find and test the latest tools and technologies.

You do not want to miss this unparalleled opportunity to learn everything you need to accelerate your business and enable end-to-end digital transformation through strategy, people, process, technology, data, change and leadership.

Looking forward to seeing you in Miami!



Cathy Gu

Commercial conference
and event director



THE WORLD'S NO. 1 EVENT FOR
ENTERPRISE & DIGITAL
TRANSFORMATION LEADERS

Co-Located with

OPEX WEEK:
CHIEF TRANSFORMATION
OFFICER SUMMIT



OPEX WEEK:

BUSINESS TRANSFORMATION WORLD SUMMIT 2025



January 27 – 29, 2025 Hyatt Regency Miami, FL

**RE-IMAGINING AND ROADMAPPING
ENTERPRISE TRANSFORMATION IN THE AGE OF AI:
UPSCALING, UPSKILLING, UPLIFTING**

#OPEXWEEK

OPEX WEEK: BUSINESS TRANSFORMATION WORLD SUMMIT 2025

Co-Located with OPEX WEEK: CHIEF TRANSFORMATION OFFICER SUMMIT

January 27 – 29, 2025 Hyatt Regency Miami, FL

CELEBRATING 26 YEARS

RE-IMAGINING AND ROADMAPPING
ENTERPRISE TRANSFORMATION IN THE AGE OF AI:
UPSCALING, UPSKILLING, UPLIFTING

BOOK BY 30th ANI TO \$14!

VIEW THE BROCHURE HERE

THE WORLD'S NO. 1 EVENT FOR ENTERPRISE & DIGITAL TRANSFORMATION LEADERS

#OPEXWEEK

Speakers, by Transformation Leaders:

Carolyn Lum, Vice President, Global Transformation, PwC North America

Jacqueline Ahmed, Vice President, Global Transformation, PwC North America

Samuel Ahmed, Director, Global Transformation, PwC North America

Book Online Now



APPLICATIONS CLOSE OCTOBER 4

SUBMIT YOUR APPLICATION

IN PARTNERSHIP WITH

OPEX WEEK:
BUSINESS TRANSFORMATION
WORLD SUMMIT 2025



OPEX AND BUSINESS TRANSFORMATION AWARDS

**THE ULTIMATE RECOGNITION FOR
THOSE WHO EXEMPLIFY THE HIGHEST
STANDARDS OF EXCELLENCE**

2025 KEY DATES & AWARDS CATEGORIES

APPLICATION GUIDELINES
• CATEGORIES • DATES • RULES • JUDGING CRITERIA

IN PARTNERSHIP WITH
OPEX WEEK:
BUSINESS TRANSFORMATION
WORLD SUMMIT 2025

2025 KEY DATES & AWARDS CATEGORIES

Icon	Date	Event
🏆	November 22, 2024	Shortlist of finalists to be announced
🗣️	January 27, 2025	Face-to-face interviews at OPEX Week 2025
🎉	January 28, 2025	Awards ceremony and celebrations at OPEX Week 2025

AWARDS CATEGORIES:

- Best Strategic Business Transformation Program
- Best Continuous Improvement System
- Best Process Improvement Project Under 90 Days
- Best Achievement in Using Data Analytics

Get in touch | Visit site

VIEW THE APPLICATION GUIDELINES

• CATEGORIES • DATES • RULES • JUDGING CRITERIA



Embracing flexibility: Harnessing on-demand talent for business transformation

In today's dynamic market environment, continuous business transformation is essential for modern organizations to thrive. This requires a proactive approach to change, a culture of continuous improvement and the agility to adapt swiftly to new challenges and opportunities.

To ensure smooth and effective transformations, companies are increasingly turning to flexible, cost-effective methods for onboarding talent. On-demand talent platforms have become a cornerstone of workforce strategies aimed at driving business transformation initiatives.



The execution risk to achieving business transformation goals

Transformation initiatives are essential to achieve sustainable value creation. Yet, a staggering 70 percent of these initiatives fail due to execution challenges. A significant hurdle is the lack of bold human capital investments to power new workstreams necessary for their transformation journey. The reason? Traditional staffing and consulting models are failing business transformation leaders.

The average time to fill job vacancies is around 44 days, with difficult roles remaining vacant for two to three months. Such delays are unacceptable for transformation initiatives that need to respond swiftly to market dynamics. Moreover, different phases of a transformation initiative require different skill sets. Relying solely on full-time hires doesn't address these evolving needs.

While affording an expensive consulting firm may have been an option in the past, it is no longer a sustainable solution for executing a transformation initiative in 2024.



On-demand talent platforms: Powering the future of business transformation initiatives

Graphite's on-demand talent platform offers a proven solution to this execution challenge. By 2030, independent

workers are expected to represent over 50 percent of the US workforce. This includes highly skilled independent consultants (often with experience of working at the largest strategy consulting firms – or MBB) seeking more control over the type of work they do, more flexibility to manage work hours and the ability to work in a remote or hybrid model.

As a result, Deloitte and MIT's workforce ecosystem study noted that 82 percent of organizations are taking steps to improve how they integrate and manage independent workers as part of their workforces, with one in five (22 percent) being far along in this process. The demand for a highly-skilled, flexible workforce is growing.

With Graphite, enterprise leaders gain access to a right-sized, cost-effective and agile model to seamlessly onboard highly skilled independent consultants needed to power transformation initiatives. Companies can quickly achieve speed to value by onboarding consultants with 15-25 years of experience from top organizations.





Benefits of on-demand talent platforms

Graphite's model is tailor-made to empower transformation leaders to achieve their goals by offering:

Flexibility: Scale teams up or down as your needs evolve. Most Graphite projects last three to 12 months and involve one consultant or a small team of consultants.

Affordability: Hire former MBB consultants at a significant discount to traditional consulting firms.

Quality: Our proprietary process for hard and soft skill vetting ("Graphite EQ") ensures the highest level of project success every single time.

Speed: Our AI/machine learning-driven matching engine enables us to deliver candidates within 24–48 hours of receiving a project need. Our average time to hire is 14 days.

Service and support: The success of our engagements lies in the art and science of matching the right experts with the right projects, supported by consistent white-glove service.



Delivering value to enterprise transformation leaders

One notable success story involves the SVP of transformation at a leading clothing brand, who was tasked with revitalizing the company's stalled growth through a critical transformation initiative. As the SVP began executing the

transformation strategy, three major challenges emerged: Bandwidth and expertise gaps, budget constraints and cost inefficiency. Recognizing these challenges, the SVP connected with our team and initiated a pilot project to find an expert for a highly specialized workstream.

In the following three to four months, we swiftly addressed eight additional critical talent gaps with independent consultants across various departments, including GTM, business planning, pricing, agile purchasing and design. To ensure speed to value, the experts we onboarded brought an average of ~20 years of experience from prestigious companies such as McKinsey, Nike, Columbia Sportswear, Red Bull and Pepsi. This approach not only resolved the immediate talent gaps but also provided the company with the expertise needed to drive the transformation initiative forward efficiently and cost-effectively.



The Future of transformation initiatives

The future of transformation initiatives will be defined by the agility and responsiveness of transformation teams. These teams must operate with maximum flexibility, ensuring they have the right talent to support multiple departments across the organization. Leveraging on-demand talent and advanced technologies will be crucial in delivering superior results.

By adopting these strategies, we can drive successful transformation and maintain a competitive edge in an ever-evolving market landscape.

Unleash the Power in Your Everyday Processes

BIC Platform – The #1 AI-Powered BPM & Automation Platform





Do More in 2024 and Prepare for 2025



Process and
Task Mining



Form
Automation



Business
Orchestration



Simple to
Complex Process
Optimization



Business Process
Automation &
Management



Intelligent
Document
Processing

**Book a Demo
or Free Trial at:**

WWW.PROCESSMAKER.COM

//CODiE//
2024 SIIA CODiE WINNER

2024 SIIA | CODiE Winner
Best GenAI

Editorial Calendar 2024

MARKET REPORTS Agile for OPEX	JAN	ALL ACCESS Future of BPM MARKET REPORTS Business Intelligence and Data Analytics TALKS OPEX to achieve Net-Zero Emissions	FEB	ALL ACCESS Process Mining MARKET REPORTS BPM TALKS Quantum Computing	MAR
ALL ACCESS Low Code TALKS AI Ethics for OPEX Leaders	APR	ALL ACCESS AI in PEX MARKET REPORTS • Process Orchestration • Digital Adoption TALKS OPEX in Pharma	MAY	ALL ACCESS Intelligent Automation MARKET REPORTS Process Intelligence TALKS OPEX in HR	JUN
ALL ACCESS • OPEX Financial Services • Change Management For Business Transformation MARKET REPORTS Process Mining TALKS OPEX in Oil and Gas	JUL	MARKET REPORTS 2025 PEX Industry Report TALKS Privacy, Cyber Security and Data Ethics for OPEX	AUG	ALL ACCESS BPM MARKET REPORTS Low Code TALKS OPEX in Retail	SEP
ALL ACCESS • Digital Adoption • Digital Transformation in HR MARKET REPORTS Generative AI for OPEX TALKS OPEX in HR	OCT	ALL ACCESS OPEX Week MARKET REPORTS Change Management TALKS OPEX in Manufacturing	NOV	MARKET REPORTS Top OPEX trends 2025 TALKS 2024's biggest AI fails and lessons learned	DEC

If you are interested in **becoming a PEX Network contributor**, please get in touch with our editor Michael Hill: Michael.Hill@iqpc.com

If you would like to be **positioned as a thought leader, promoting our offering to PEX Network's extensive database** of process and operational excellence experts and professionals through reports published throughout the year, please get in touch with our head of partnerships Ed Wells: edward.wells@iqpc.co.uk

@PEXNetwork_Team



PEX Network



in



in

