



# 2019 Digital Means Business Benchmarking Report



**Progress in value realization**

72.9% say their journey to enterprise-wide transformation is 'in progress' or better.



**Need for large-scale transformation**

71.1% of organizations in the early stages of transformation still believe a complete restructuring of the business and operating model is required.



**Balance of internal and external focus**

Over **two-thirds** of digital transformation efforts are internally focused.



**Iterative, agile approach delivering results**

There's a **direct correlation** between value and maturity.



**Leaders need to lead change**

Only **11.3%** are highly satisfied with digital transformation leadership.



**Digital is addressing internal requirements**

- digitizing core processes (**72.5%**)
- restructuring the business operating model (**72.3%**)
- changing organizational structures to enable different ways of working (**59.6%**)



**Ownership of digital**

**82.4%** have appointed a Chief Digital Officer (CDO) as the custodian for digital transformation, a role previously owned by an IT leader.



**People-related benefits are first realized**

- shaping new ways of working (**52.0%**)
- improved operational efficacy (**50.7%**)
- achieving more efficient business processes (**49.3%**)

## 7 key take-outs

- 1 **There's no correct starting point** for digital transformation.
- 2 **Transformation planning and execution** should be organization-wide and cross-functional.
- 3 **Value created by people and their digital efforts** isn't always immediately recognized using traditional performance metrics.
- 4 **Digital needs** to be customer insight-led.
- 5 **Some of the initial benefits of digital efforts** shouldn't be misconstrued as a sign that transformation is complete.
- 6 **Enable the ownership and delivery of digital with a clear mandate** – this responsibility is increasingly being assumed by the CDO.
- 7 **Enable all levels of the organization** with the appropriate skills and behaviours to embrace digital.

## About the 2019 Digital Means Business Benchmarking Report

				
<b>15</b> countries, across 5 regions	<b>11</b> industry sectors	Employee base from <b>501+ to 15,001+</b>	More than <b>50%</b> of responses from C-level executives	<b>1,157</b> respondents

## Determine your level of digital maturity

Assess your organization on our **Digitally Astute Index** and benchmark yourself against your industry on our **Digital Means Business Benchmarking Data Portal**.

## How can we help?

We help you change mindsets and improve customer experience through better technology, processes, and systems enablement. **Find out more** about our Digital Advisory Services.

## Join the conversation

