

# RETHINKING DIGITAL TRANSFORMATION

## The culture and process-change imperative

### THE CURRENT STATE OF DIGITAL TRANSFORMATION

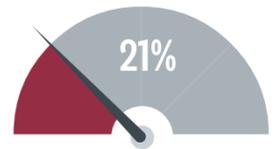
TOTAL RESPONDENTS



SEE NEW BUSINESS OPPORTUNITIES EMERGING FROM DIGITAL TRANSFORMATION



BELIEVE DIGITAL TRANSFORMATION HAS BECOME SIGNIFICANTLY MORE IMPORTANT IN THE PAST TWO YEARS



RATE THEIR TRANSFORMATION EFFORTS VERY EFFECTIVE

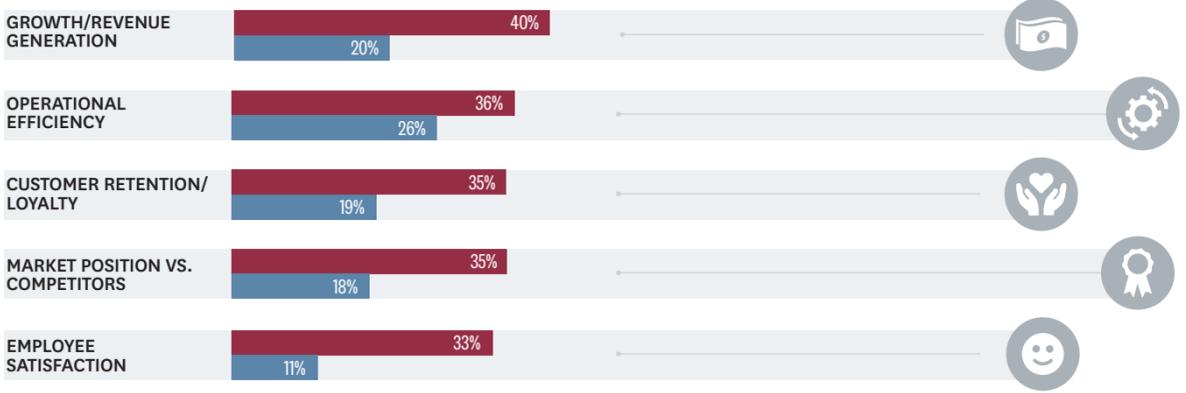
Only one in five respondents rate their digital transformation strategies as effective.



### TRANSFORMATION LEADERS ENJOY CLEAR BUSINESS BENEFITS

● LEADERS ● NON-LEADERS

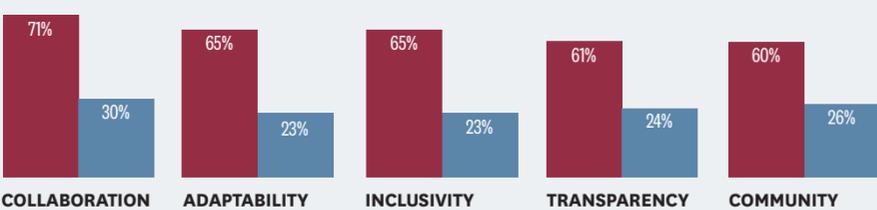
"Leaders" are defined as the 21% of respondents who said their transformation efforts have been very successful (8, 9, or 10, out of 0-10).



### CULTURE IS KEY TO TRANSFORMATION SUCCESS

Leaders have it; non-leaders don't.

● LEADERS ● NON-LEADERS



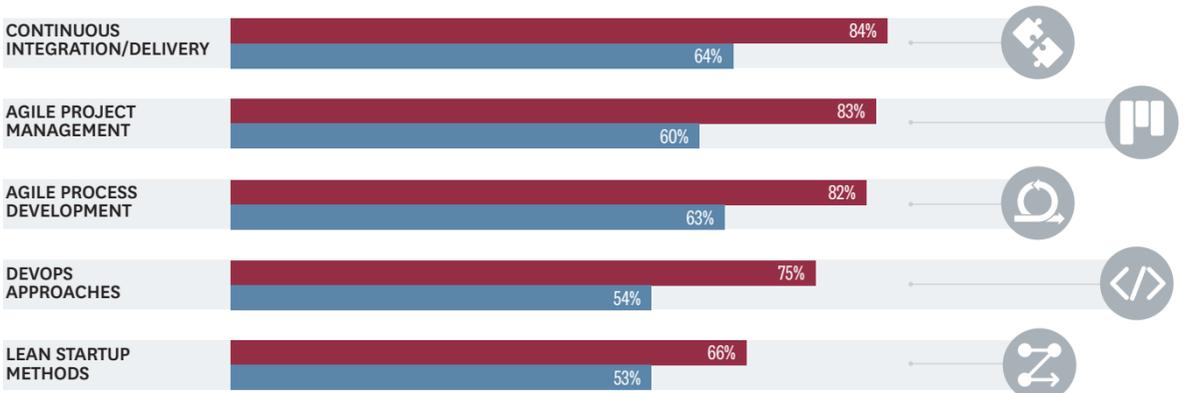
Meanwhile, culture is considered the biggest impediment for all respondents



### FORMAL METHODOLOGIES SUPPORT PROCESS MODERNIZATION

Leaders place greater importance on process change.

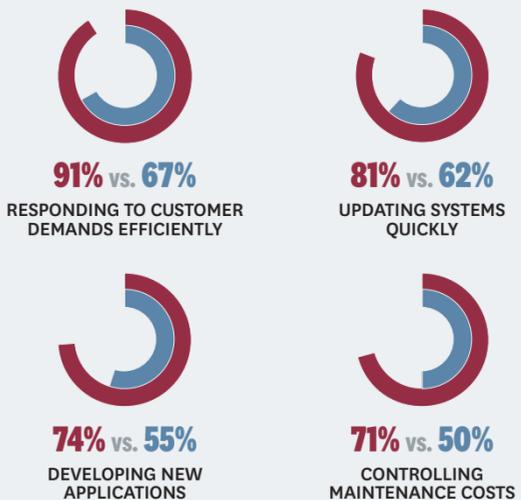
● LEADERS ● NON-LEADERS



### BUSINESS GOALS MATTER

Leaders place greater importance on business goals.

● LEADERS ● NON-LEADERS



### FIVE STEPS FOR BOOSTING TRANSFORMATION SUCCESS

- 1 Modernize business processes that promote nimbleness and agility
- 2 Define and communicate business goals from the C-suite to the frontline
- 3 Redouble efforts for cultural change to redistribute leadership and empower workers
- 4 Develop KPIs to track cultural change so that transformation becomes a natural way of working
- 5 Identify high-value technology investments that will support business transformation

"Paint a vision that shows you will be a better organization as transformation continues."  
—George Westerman, MIT

"Executives must make sure any new technologies implemented are business centered."  
—Melissa Swift, Korn Ferry

"That means putting a culture in place so that transformation becomes a natural way of working."  
—George Westerman, MIT