



Press Contact:

Ingrid Pinchot

Tel.: +33 1 47 54 50 71

E-mail: ingrid.pinchot@capgemini.com

Research Reveals what it takes to Master Digital Transformation

New book synthesizes three years of research by the MIT and Capgemini Consulting on Digital Transformation

Paris, October 14, 2014 – Harvard Business Review Press has today published a new book entitled [Leading Digital: Turning Technology into Business Transformation](#). The authors Didier Bonnet, Senior Vice-President of Capgemini Consulting and Massachusetts Institute of Technology (MIT) Research Scientists George Westerman and Andrew McAfee, highlight how large global companies in traditional industries – from finance to manufacturing to pharmaceuticals – are using digital technologies to gain a strategic advantage. Based on a study of more than 400 large, mainstream organizations in every industry across the globe, *Leading Digital* identifies the principles and practices that lead to successful digital transformation. The book then sets out a step-by-step guide for other companies to do the same.

Leading Digital makes the provocative argument that the time to drive digital transformation is now; the longer organizations wait, the more difficult it will become. It states that in the next decade, companies, industries and entire economies will be transformed by a barrage of technology innovations that will make everything that's happened so far look like a prelude.

Coauthor **George Westerman** from MIT explained: *"We wanted to understand how digital technology was being adopted and used by the 90+ percent of the economy that doesn't do technology for a living."*

The companies that are succeeding at digital transformation – whom the authors have coined "Digital Masters" – range across industries and sectors. According to the book being a digital master pays off. Capgemini Consulting and MIT research found digital masters are on average 26% more profitable than their industry peers, and enjoy 9% higher revenue from their physical assets.

The book highlights that despite Digital Masters being in the minority today, driving digital transformation successfully is not an arcane or mysterious art. It is an achievable goal for any enterprise with the leadership and willingness to do so. The book also offers practical, real-life examples and tested frameworks for business leaders to apply instantly to transform their enterprises.

Coauthor [Didier Bonnet](#), Senior Vice-President at Capgemini Consulting explained *“We spoke to companies in manufacturing, pharmaceuticals, retail, banking and more. We found that it doesn’t matter what industry you are in. The fact is, wherever you are, there is going to be someone, somewhere who is going to out perform you if you’re not on a journey of transforming yourself.”*

Companies researched and showcased within the book include Burberry, Lloyds Banking Group, Nike, and Pernod Ricard amongst many others. Readers will learn how these digital leaders have transformed their businesses through rigorous digital investments and smart and effective leadership of change.

Coauthor **Andrew McAfee** from MIT commented *“Digital Masters keep making digital technologies work for them even though the technologies themselves are constantly changing. This is an important journey because when it comes to the impact of digital technologies on the business world, we ain’t seen nothing yet.”*

The book includes over 100 case studies and provides a clear guide on how to become a digital leader with a focus on the three key areas that allow organizations to improve their performance: customer experience, operational processes and business models.

Pierre Pringuet, Vice-Chairman of the Board and CEO, Pernod Ricard says *“Leading Digital provides comprehensive, fact-based insights into how multinational companies can leverage digital technology to transform their business’ performance. In this book, the authors provide not only the inspiration, but the practical guidance required for CEOs to successfully navigate this complex transformation.”*

The practical guidance comes in the form of a “how to” playbook for digital transformation. The step-by-step management guide will help organizations to get started in creating their own digital advantage – how to start, mobilize the organization and then sustain the change. Each section also provides a self-diagnostic exercise, as well as useful examples and techniques to employ.

“Successful transformation of your organization to digital doesn’t just happen — you need to lead it. Leading Digital shows the key elements and processes that have made digital masters out of companies around the globe, in many different industries, not just high-tech. A must read,” comments Pete Blackshaw, Global Head of Digital and Social Media, Nestlé.

Find out more at: <http://www.capgemini-consulting.com/leadingdigital> #LeadingDigital

About the Authors

[Didier Bonnet](#) is a Senior Vice-President at Capgemini Consulting. He has written numerous articles and is frequently quoted in the press, including the Wall Street Journal, Financial Times, and The Economist.

[George Westerman](#) is a Research Scientist at the MIT Sloan Center for Digital Business and faculty chair for Sloan’s highly-rated executive education course “Essential IT for Non-IT Executives.”



[Andrew McAfee](#) is a Principal Research Scientist at the MIT Sloan Center for Digital Business. He has also held appointments on the faculty of Harvard Business School and as a fellow at Harvard's Berkman Center for Internet and Society.

About Capgemini Consulting

Capgemini Consulting is the global strategy and transformation consulting organization of the Capgemini Group, specializing in advising and supporting enterprises in significant transformation, from innovative strategy to execution and with an unstinting focus on results. With the new digital economy creating significant disruptions and opportunities, our global team of over 3,600 talented individuals work with leading companies and governments to master Digital Transformation, drawing on our understanding of the digital economy and our leadership in business transformation and organizational change.

About Capgemini

With almost 140,000 people in over 40 countries, Capgemini is one of the world's foremost providers of consulting, technology and outsourcing services. The Group reported 2013 global revenues of EUR 10.1 billion. Together with its clients, Capgemini creates and delivers business and technology solutions that fit their needs and drive the results they want. A deeply multicultural organization, Capgemini has developed its own way of working, [the Collaborative Business Experience™](#), and draws on [Rightshore®](#), its worldwide delivery model.

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