

**Press contact:**  
Sam Connatty  
Tel.: +44 (0) 870 904 3601  
Email: [sam.connatty@capgemini.com](mailto:sam.connatty@capgemini.com)

## **Capgemini Consulting report reveals what it takes to join the “digital masters”**

*Just 7 per cent of organizations have allied digital technology capabilities with the ability to quickly self-organize and forge partnerships to drive digital initiatives*

Paris, 10 December 2015 – A report titled “Organizing for Digital: Why Digital Dexterity Matters” by Capgemini Consulting, the global strategy and transformation consulting organization of the [Capgemini Group](#), conducted in collaboration with MIT Center for Digital Business, reveals the existence of a new ‘digital masters’ that have supplemented digital technology expertise with deep organizational transformation. The report found that the ‘digital masters’ were twice as likely than competitors to be reporting industry leading growth, profitability and customer satisfaction. The ‘digital masters’, just seven per cent of companies, display “digital dexterity” – the ability to rapidly change organizational design to realize more value from digital technologies – such as forging new partnerships or identifying and deploying internal expertise.

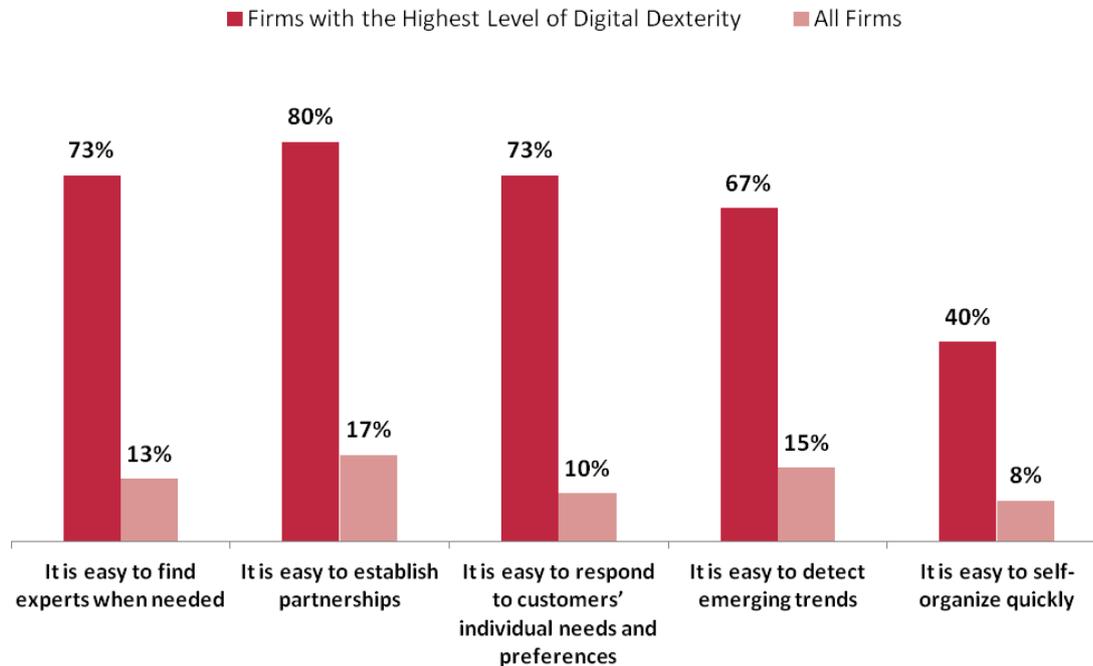
Didier Bonnet, Senior Vice President for Digital Transformation at Capgemini Consulting, said: “*The true leaders in digital are now much more than technologists. They’ve rethought their organizations, creating more fluid companies that can quickly detect new trends and assemble the right skills and resources to take advantage of them. Perhaps most significantly, they’ve recognized that strength in digital business comes from understanding that you can’t do it all yourself.*”

The report, the latest in a series analyzing the opportunities and challenges presented by digital transformation, is based on 31 interviews and a survey of 274 industry executives, representing 150 different enterprises across 28 countries. It uncovers five key attributes that set the most digitally dexterous organizations apart from others:

1. Establishing partnerships – The digital masters not only understand the importance of outside expertise in digital initiatives but are able to quickly establish partnerships
2. Identifying and deploying internal expertise – The ability to find and utilize the best, most relevant expertise regardless of where it resides within an organization
3. Response to customers’ individual needs and preferences – Have embraced digital as a tool to zero in on and respond to individual customers needs
4. Detection of emerging trends – Have a finger on the pulse of the new technologies, business models and market changes being driven by digital

- Ability to self-organize quickly – Can quickly bring together its organization around new digital initiatives or opportunities

### Advanced Level of Digital Dexterity is a Key Advantage over Competition



N=135; Percentages indicate share of organizations/firms agreeing with each statement

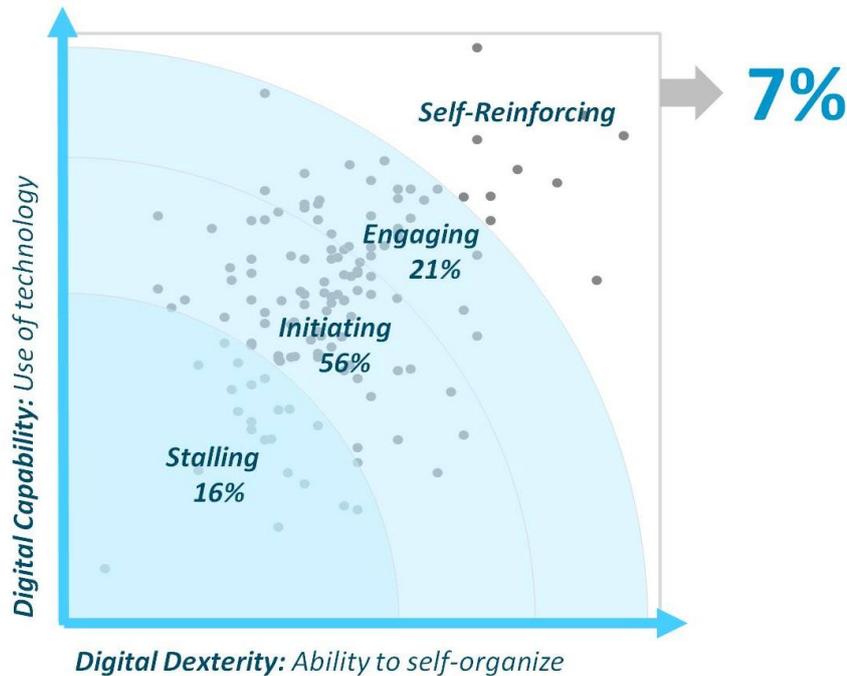
Source: MIT Center for Digital Business and Capgemini Consulting Analysis

**It is more imperative than ever for an organization to build Digital Dexterity – the hallmark of a Digital Organization – but organizations are showing varying degrees of building this dexterity in to their design:**

- **A small cadre (7%) of leading organizations exhibit a digital-first and dexterous mindset;** they have digitized operations at company-scale, are able to quickly self-organize and create partnerships around new digital initiatives and hold significant experience and skills in digital technologies.
- **The majority of companies are embarked on a path towards digital capability and dexterity,** with many (56%) 'initiating' and just starting the shift, while a significant number (21%) are 'engaging' and well underway with transition, with various digital capabilities in personalizing customer experience, simplifying routine tasks and enabling collaboration within and beyond an organization's boundaries.

**16% of organizations are 'stalling'**, without any significant digital capability and grappling with its possibilities, inflexible and unable to respond to emerging trends and customer needs.

### How Firms are Progressing to Become Digital Organizations



Source: MIT Center for Digital Business and Capgemini Consulting Analysis

### How digitally dexterous is your organization?

The research outlines the key issues for organizations as they progress towards digital dexterity and provides a blueprint of the ideal digital organization, including a guide encompassing the mindset, practices, talent, and data and tools required. It also provides a self assessment tool to evaluate the digital maturity of an organization and understand how it ranks from beginner to accomplished performer.

For more information and a link to the complete paper please visit: <https://www.capgemini-consulting.com/digital-organizations>

### 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.

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### About Capgemini

With 180,000 people in over 40 countries, Capgemini is one of the world's foremost providers of consulting, technology and outsourcing services. The Group reported 2014 global revenues of EUR 10.573 billion. Together with its clients, Capgemini creates and delivers business, technology and digital solutions that fit their needs, enabling them to achieve innovation and competitiveness. 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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