

Understanding Digital Mastery Today

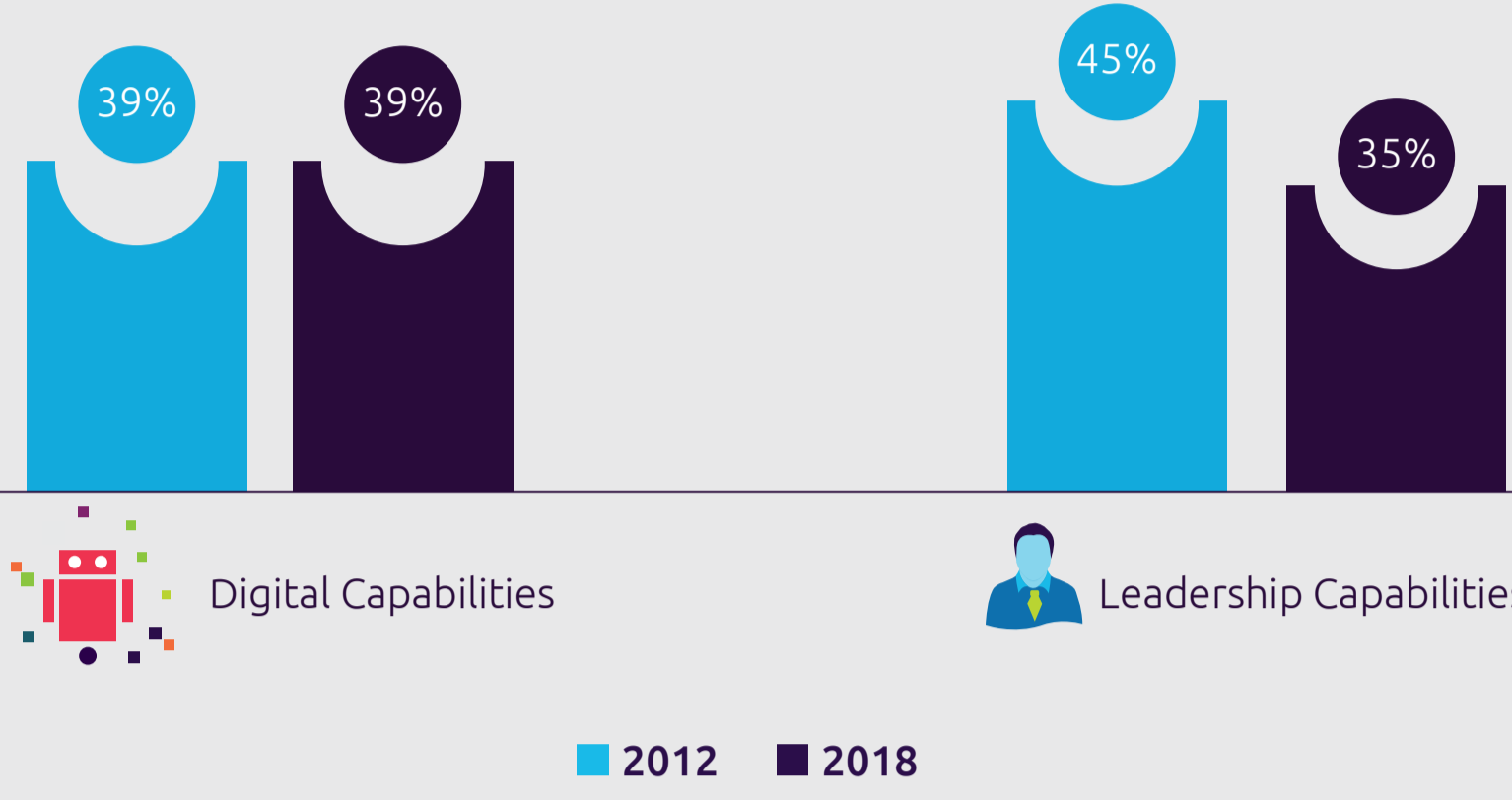
Why companies are struggling with their digital transformations



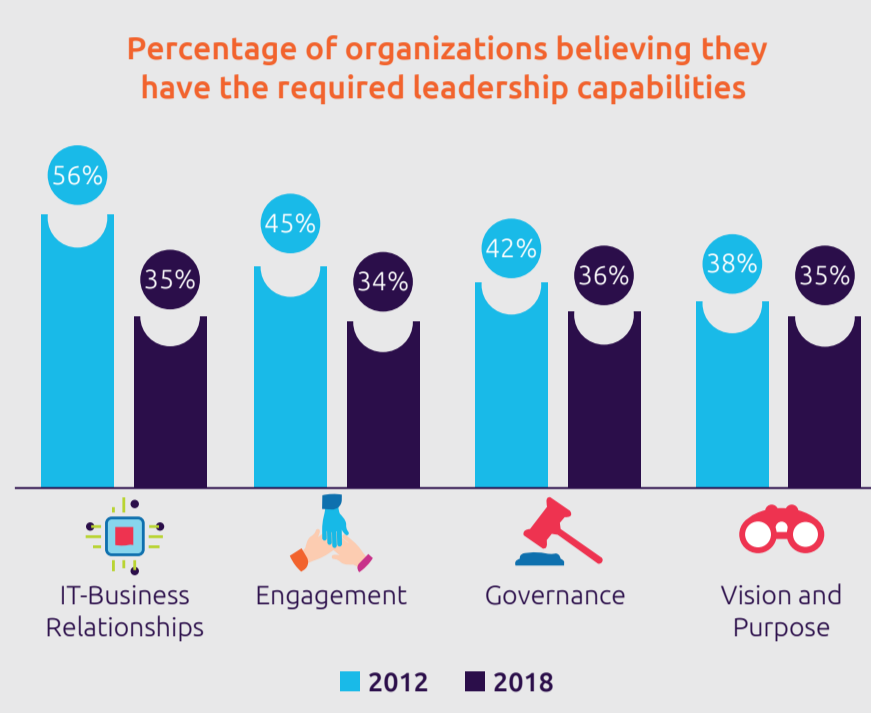
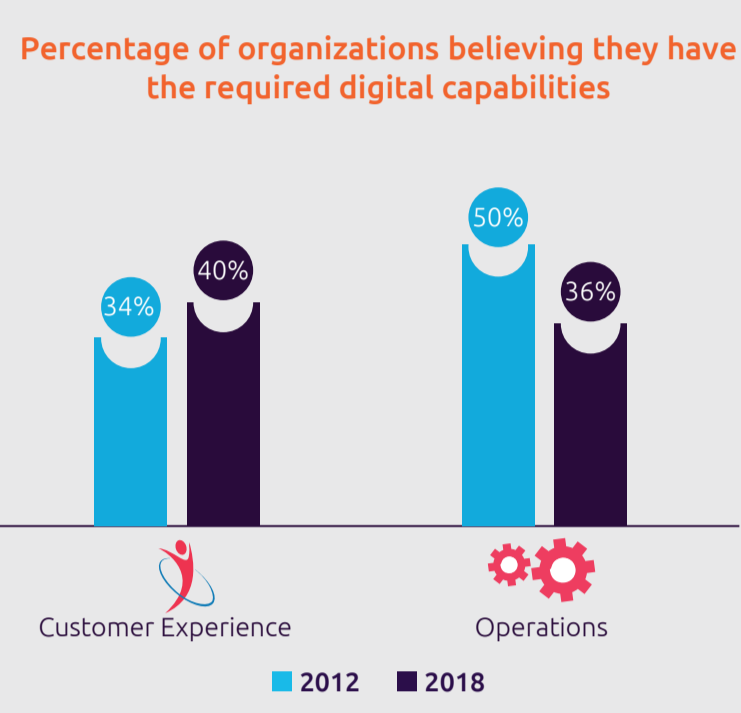
Many organizations are finding their digital transformation journeys a struggle

Only a minority have the digital and leadership capabilities required

Percentage of organizations believing they have the required capabilities



How did things change from 2012 to 2018? While expectations have increased, many organizations have not kept pace.



Source: Capgemini Digital Transformation Institute, Digital Mastery Survey; April–May 2018, N=1,338 respondents, 757 organizations; Capgemini Consulting and the MIT Center for Digital Business, "The Digital Advantage: How digital leaders outperform their peers in every industry," 2012, N=391 organizations. Questions included in this analysis are the same in 2012 and 2018.

Employees are not being invited on the digital transformation journey

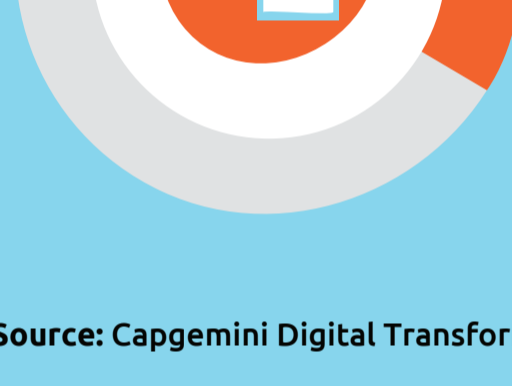


Only **36%** of organizations agree that it is possible for everyone in the company to take part in the conversation around digital initiatives

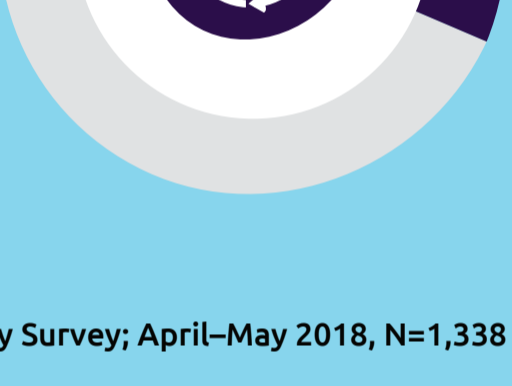
Organizations are not upskilling employees
44% Upskilling/reskilling on digital skills is a top priority for our company



Organizations are not paying enough attention to the crucial ingredient - digital culture



38% Actively promote data-driven decision making

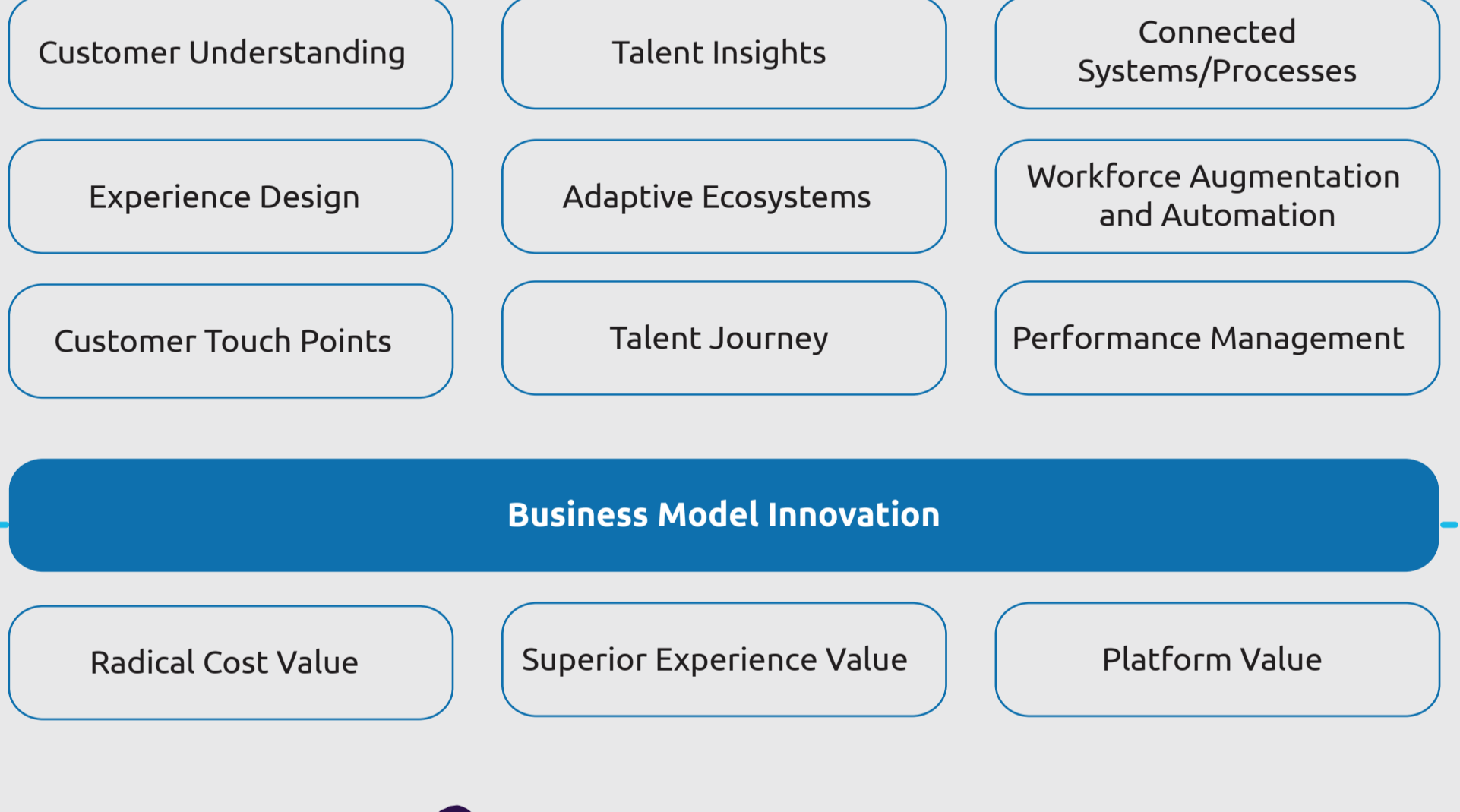


35% Actively promote the exploration of new ideas and experimentation at all levels

Source: Capgemini Digital Transformation Institute, Digital Mastery Survey; April–May 2018, N=1,338 respondents, 757 organizations.

How do we define digital mastery

Digital Capabilities

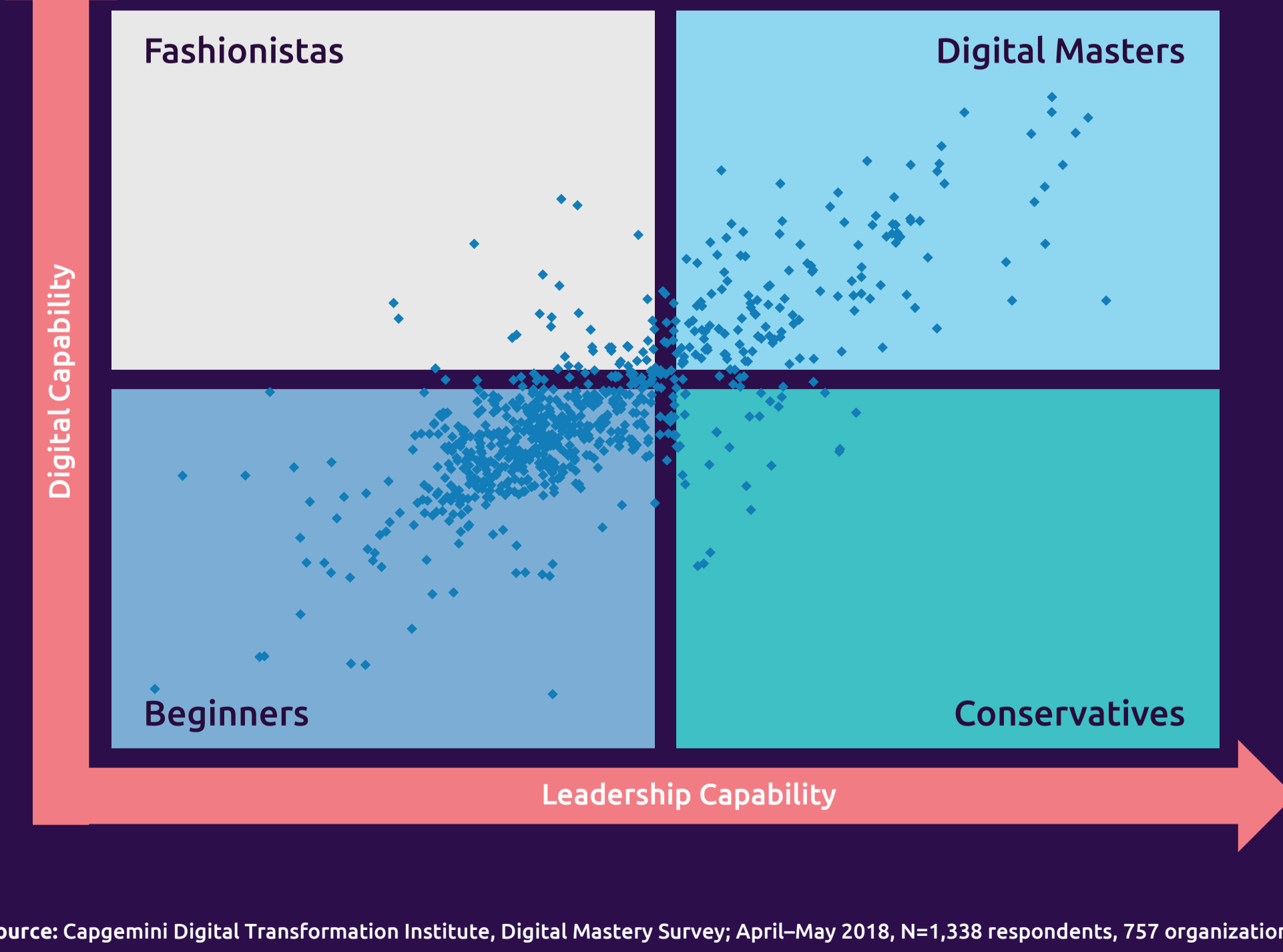


Leadership Capabilities



Source: Capgemini Consulting.

What can we learn from digital masters to sustain digital transformation?



Source: Capgemini Digital Transformation Institute, Digital Mastery Survey; April–May 2018, N=1,338 respondents, 757 organizations.

Digital masters perform better in most of the digital mastery building blocks

- They know the pulse of their customers better
- They ensure their operations are customer centric and linked to the vision
- They constantly identify innovations and test ideas
- They have a strong governance program backing their vision
- They empower their employees and focus on the customer
- They develop their employees and plan for the future
- Their business and technology functions work together and they can organize across silos

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