



Your Customized Digital Transformation Readiness Report

Built on primary research with executives and leaders inside major US corporations (May/June 2018) the algorithms from this SaaS will enable you to see where you stack up against a basket of likely competitors in your market. You can see over 90 comparative segments across 11 industries. This report based on comparisons inside your industry/sector is the start of the journey to help re align thinking, design and your investment approaches (strategy, IT, people, sales, marketing, listening and A.I) as you move forward. We have invested five years in writing the Wall Street Journal best selling book on digital transformation that was the number book on the subject in 2017, *The Digital Helix: Transforming Your Organization's DNA to Thrive in the Digital Age*

Contact us for a review an further discussion so you can thrive even better with your digital transformation.

Summary & Next Steps

- What state of digital transformation are you likely in: Your responses show that your corporation is most likely to be getting medium level success in it's digital transformation investments as an organization in your sector. You have close tendencies in some areas that are near to a digital thriver especially around challenges. However your scores in digital drivers and Digital DNA are at the low end of a medium level digitally transforming corporation in your sector. You cannot progress further unless you focus differently in these two areas.
- <u>Digital Drivers</u>: The gaps from where your corporation appears to be a digital thriver I this sector are very significant except in one area (digital innovation). It is very difficult to get improved results and the right internal investments for long term growth unless your organization evolves how it sees and acts on these.
- <u>Challenges</u>: Your answers show that your organization is low on attention to these even against other medium level peers in your sector on these challenges. Other work has shown us that this needs special focus or you will find it difficult to get past experimentation or even get to digital scale. Contact us for the ten steps we have worked with clients on to get focus an performance changes here. Also check out the chapter in the book.
- <u>Digital DNA</u>: On all seven Digital DNA components your organization appears to be behind how a digital thriver in this sector generally acts and invests. On three of them your organization is very close to the key score of 7 that has 35%+ of your sector scoring in. These three areas should be the first areas of focus because your close to the thriver profile so this should take less new investment. These can be used as examples to build the others.
- <u>Digital transformation cookbooks</u>: Contact us to discuss four areas of relevance for your organization: [1] A potential workshop on the importance of the digital drivers, [2] Access to key metrics that should work better for you than they likely are [3] Access the complete (135 variables) Digital Helix Algorithm in your sector that you can build digital transformation cookbooks from, [4] Speaking at meetings where you are looking to inspire your team to thrive on these changes together.

Drivers

Of Digital Change

Digital drivers of change are very varied and there are seven core groups we researched for the book and again in the June 2018 research with major corporations in your sector. Some, many or all of these might be relevant in your segment. The levels of commitment to leveraging each digital driver may well vary across your sector.

Scale

YOUR SCORE

MEDIUM PERFORMER SCORE IN THE INDUSTRY (AVAILABLE ON REQUEST)

HIGH PERFORMER SCORE IN THE INDUSTRY

We do not collectively believe that this matters to u

Groups are talking about acting on this but are not in active development yet

We have seen some small changes in our business to respond to this

We have seen the results of experiments that prove what the upside could be here

We are formulating more extensive plans around this and looking to make changes elsewhere in the corporation

We are seeing key parts of the corporation now paying attention to how they perform with this driver

We will be fully embracing this pressure in our next major strategic planning cycle and it will lead to resources being significantly allocated to handling it

We have fully embraced this pressure over the last two years and the way we manage it makes it an asset for our business

Our business is increasingly focused on this pressure or driver as an advantage for our business

We have built our business so that this pressure or driver is a key advantage for our business

Q1: There has been a compression of the time it takes to match supply and demand in our industry because of digital transformation.

YOUR ANSWER:

We do not collectively believe that this matters to us

Groups are talking about acting on this but are not in active development yet

We have seen some small changes in our business to respond to this

We have seen the results of experiments that prove what the upside could be here

We are formulating more extensive plans around this and looking to make changes elsewhere in the corporation

We are seeing key parts of the corporation now paying attention to how they perform with this driver

We will be fully embracing this pressure in our next major strategic planning cycle and it will lead to resources being significantly allocated to handling it

64% OF THRIVERS ARE HERE

we have fully embraced this pressure over the last two years and the way we manage it makes it an asset

Our business is increasingly focused on this pressure or driver as an advantage for our busines:

Q2: There is an ongoing shift in demographics of consumers or customers in our industrial sector that is leading to a different sense of their needs or entitlements

YOUR ANSWER:

We do not collectively believe that this matters to us

Groups are talking about acting on this but are not in active development yet

We have seen some small changes in our business to respond to this

We have seen the results of experiments that prove what the upside could be here

We are formulating more extensive plans around this and looking to make changes elsewhere in the corporation

We are seeing key parts of the corporation now paying attention to how they perform with this driver

We will be fully embracing this pressure in our next major strategic planning cycle and it will lead to resources being significantly allocated to handling it

64% OF THRIVERS ARE HERE We have fully embraced this pressure over the last two years and the way we manage it makes it an asset for our busines. Our business is increasingly focused on this pressure or driver as an advantage for our business.

We have built our business so that this pressure or driver is a key advantage for our business

Drivers

Of Digital Change

Digital drivers of change are very varied and there are seven core groups we researched for the book and again in the June 2018 research with major corporations in your sector. Some, many or all of these might be relevant in your segment and the levels of commitment to leveraging each digital driver may well vary too.

Scale

YOUR SCORE

MEDIUM PERFORMER SCORE IN THE INDUSTRY (AVAILABLE ON REQUEST)

HIGH PERFORMER SCORE IN THE INDUSTRY

Q3: There is a much more level playing field of information than ever before where by customers, consumers, partners and employee have transparent knowledge about what is going on.

YOUR ANSWER:

We do not collectively believe that this matters to us

Groups are talking about acting on this but are not in active development yet

We have seen some small changes in our business to respond to this

We have seen the results of experiments that prove what the upside could be here

We are formulating more extensive plans around this and looking to make changes elsewhere in the corporation

We are seeing key parts of the corporation now paying attention to how they perform with this driver. We are seeing key parts of the corporation now paying attention to how they perform with this driver.

We will be fully embracing this pressure in our next major strategic planning cycle and it will lead to resources being significantly allocated to handling it

64% OF THRIVERS ARE HERE

We have fully embraced this pressure over the last two years and the way we manage it makes it an asset for our busines

Our business is increasingly focused on this pressure or driver as an advantage for our business

We have built our business so that this pressure or driver is a key advantage for our business

Q4: Businesses can get near instant scale with digital technologies and can appear vastly bigger than they would be in a more traditional brick and mortar world.

YOUR ANSWER:

We do not collectively believe that this matters to us

Groups are talking about acting on this but are not in active development yet $% \left(x\right) =\left(x\right) +\left(x$

We have seen some small changes in our business to respond to this

We have seen the results of experiments that prove what the upside could be here

We are formulating more extensive plans around this and looking to make changes elsewhere in the corporation

We are seeing key parts of the corporation now paying attention to how they perform with this driver

We will be fully embracing this pressure in our next major strategic planning cycle and it will lead to resources being significantly allocated to handling it

64% OF THRIVERS ARE HERE

We have fully embraced this pressure over the last two years and the way we manage it makes it an ass

Dur business is increasingly focused on this pressure or driver as an advantage for our busine. We have built our business so that this pressure or driver is a key advantage for our business.

Q5: Startups present a clear and present danger in our industry sector and could easily be key players in a short time frame.

YOUR ANSWER:

We do not collectively believe that this matters to us

Groups are talking about acting on this but are not in active development yet

We have seen some small changes in our business to respond to this

We have seen the results of experiments that prove what the upside could be here

We are formulating more extensive plans around this and looking to make changes elsewhere in the corporation

We are seeing key parts of the corporation now paying attention to how they perform with this driver

We will be fully embracing this pressure in our next major strategic planning cycle and it will lead to resources being significantly allocated to handling it

45% OF THRIVERS ARE HERE

Ve have fully embraced this pressure over the last two years and the way we manage it makes it an asset for our business

Our business is increasingly focused on this pressure or driver as an advantage for our business

We have built our business so that this pressure or driver is a key advantage for our business

Drivers

Of Digital Change

Digital drivers of change are very varied and there are seven core groups we researched for the book and again in the June 2018 research with major corporations in your sector. Some, many or all of these might be relevant in your segment and the levels of commitment to leveraging each digital driver may well vary too.

Scale

YOUR SCORE

MEDIUM PERFORMER SCORE IN THE INDUSTRY (AVAILABLE ON REQUEST)

HIGH PERFORMER SCORE IN THE INDUSTRY

Q6: Building around the idea that that change is a constant is now a reality because of digital transformation in our industry.

YOUR ANSWER:

We do not collectively believe that this matters to us

Groups are talking about acting on this but are not in active development yet

We have seen some small changes in our business to respond to this

We have seen the results of experiments that prove what the upside could be here

We are formulating more extensive plans around this and looking to make changes elsewhere in the corporation

We are seeing key parts of the corporation now paying attention to how they perform with this driver

We are seeing key parts of the corporation now paying attention to how they perform with this driver

We will be fully embracing this pressure in our next major strategic planning cycle and it will lead to resources being significantly allocated to handling it

64% OF THRIVERS

We have fully embraced this pressure over the last two years and the way we manage it makes it an ass

ARE HERE We have built our business so that this pressure or driver as an advantage for our business

Q7: The idea of innovating seems to be easier because digital technologies let us solve for three traditional challenges at once – cost reductions, improved

effectiveness and real innovative ideas and practices.

YOUR ANSWER:

We do not collectively believe that this matters to us

Groups are talking about acting on this but are not in active development yet

We have seen some small changes in our business to respond to this

We have seen the results of experiments that prove what the upside could be here

45% OF THRIVERS ARE HERE

We are formulating more extensive plans around this and looking to make changes elsewhere in the corporation

We are seeing key parts of the corporation now paying attention to how they perform with this driver

We have fully embraced this pressure over the last two years and the way we manage it makes it an asset for our business

Our business is increasingly focused on this pressure or driver as an advantage for our business

We have built our business so that this pressure or driver is a key advantage for our business

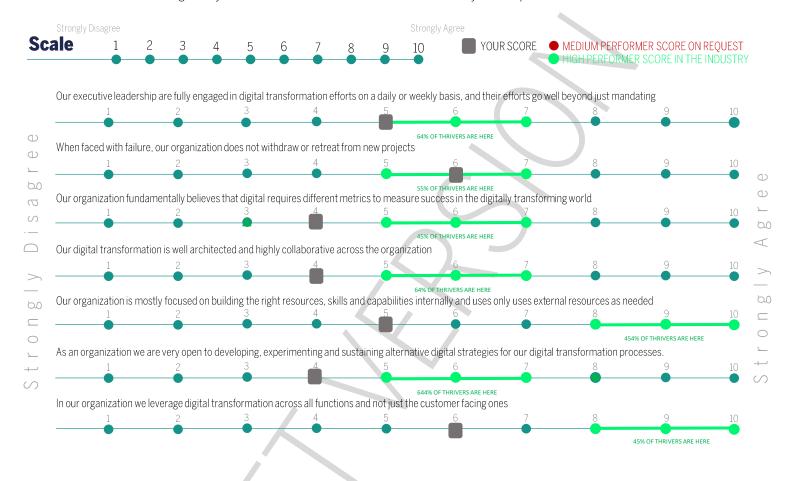
Drivers of Digital Change Conclusions

- 1. Demand and Supply Compression: It is good that your organization has seen experiments on this driver so find ways to extend that idea across all elements of the corporations practices (sales, marketing, operations, HR, service/support, channel partners).
- 2. Demographic shifts matter: Find ways to move passed experiments to a wider understanding of how practices need to evolve in your corporation on this driver. It has many layers so it needs a deep knowledge and a defined process for how it percolates across the whole organization.
- 3. Level Playing Field of Information: The gap between your responses and that of a digital thriver show the need to accelerate learning internally about the power of this driver to change how you design and deliver your business products/services
- 4. The Idea of Instant Scale: As in other responses you gave your organization still appears to be in the planning process. Get real examples in place to increase your tempo for adoption.
- 5. Start ups Motivate Attention: Your answers show that planning is happening but you want to look wider across the organization to kick off real time ways to learn and leverage start up ideas.
- 6. Change is Constant: Your answers show a very significant gap to how a digital thriver thinks an acts in your sector. Think about ways to educate and practice the skills needed to be able to thrive on change like the digital thriver is very comfortable doing.
- 7. Digital Innovation: We appear to be near to how a digital thriver in this sector thinks and acts. We should be learning from these teams/groups about how they have become more committed.

Contact Inc. Digital for best practices in this areas.

Internal Challenges Of Digital Change

Internal challenges to digital transformation are very varied and there are seven core groups we researched for the book and again in the June 2018 research with major corporations in your sector. Some, many, or all of these challenges may be ones you face and are handling with conviction. Some challenges may not need extensive focus in order to be ahead of your competitive set.

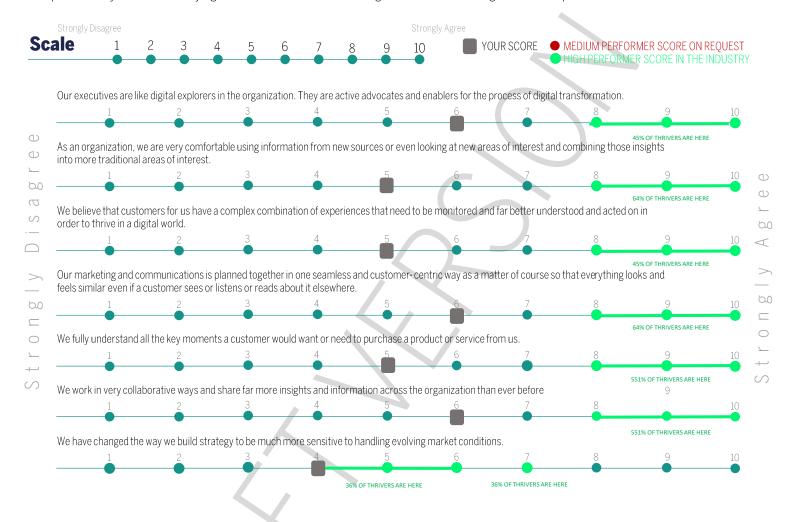


Internal Challenges Conclusions

- 1. Even a digital thriver in this sector is not scoring a 10 or 9 here. Find mechanisms to further push executive leadership to show their level of commitment to improving here. Some examples are customer first calls, case studies, team meetings and workshops. Contact Inc. Digital for best practices here as highly effective digital executives can directly help other areas (digital drivers an Digital DNA components).
- 2. Your organization appears in line (low end) with the digital thriver in your sector around the ability to hang and learn from failure. This should be increasingly leveraged as a mechanism for helping your organization catch up in the digital driver and Digital DNA componentareas. The ability to lead from the front or grab the value of failure and learn will be helped if we shift our metrics models. Look at page 94 of *The Digital Helix*. Connect with ilnc. Digital about key S.S.D activity plans too
- 3. The gap from your responses on the focus on where resources are being built (internal an or external) shows a gap to the digital thriver in your sector. The ability to be better equipped to handle these changes internally could be an area where your executive team leads more.

Digital DNA Components

These seven digital DNA markers were extensively researched for the book and tested again in our June 2018 research with major corporations. As in the drivers and the challenges sections successful comparative performance against a basket or baskets of competitors may well involve varying levels of awareness or action against each of these digital DNA components.



Digital DNA Components Conclusions

- Comparing the responses for your organization against the performance of a digital thriver in your sector the gaps in all but two of the
 Digital DNA components are not that large. Getting to a score of 7 is key but it is not an easy move as it requires the organization to
 focus on the gaps with the digital drivers and appropriate challenges. These moves will not happen naturally Inc. Digital can show you
 how many corporations in other sectors are also stuck in this position.
- 2. Two key Digital DNA components to focus on immediately would be moving more to a sales moments model and recognizing and organizing more around the component that is focused on the complete portfolio of customer experiences. Contact with Inc. Digital to talk about best practices, workshop an frameworks to help accelerate this process.





Potential reads

If you would like a digital copy of The Digital Helix please contact Inc. Digital

Hotlinks: Here are a collection of relevant articles based on the analysis.

Click on the links below:

What innovation means in a digital age (Forbes)

<u>Does the existence of a Chief Digital Officer help with transformation</u>

Why people matter more in transformation than capital and technology (Strategic HR Review)

Is your board a challenge or an opportunity for challenge (Forbes)

Language portrays your real capacity for digital transformation

