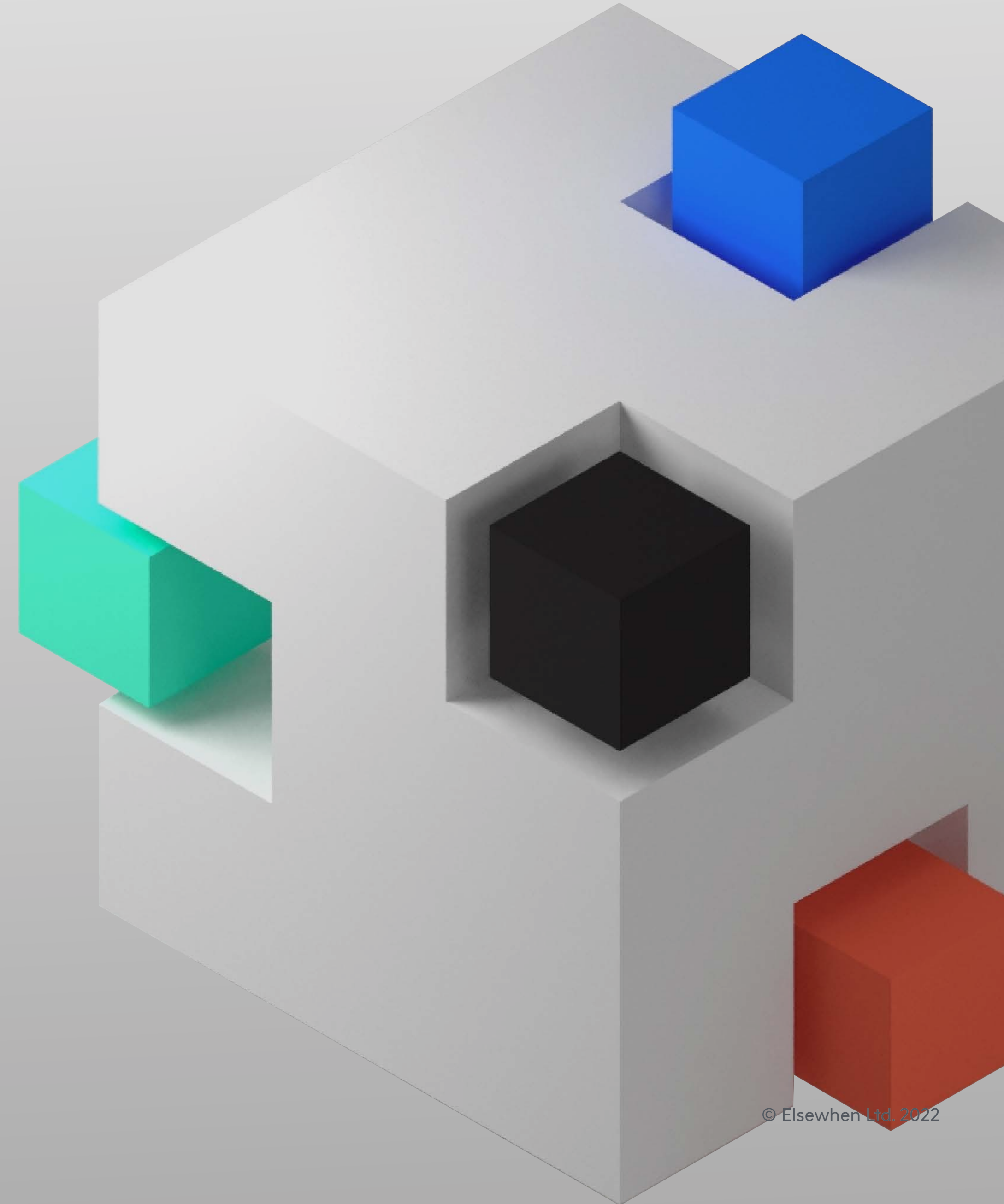


Becoming Digital-First

Rising to the challenges of digital transformation

Elsewhen



Agenda

- About us
- Dive in
 - Research methodology
 - Digital strategy—common elements
 - Digital projects—aims, success, and challenges
 - Impact
- Q&A

👋 Hi, I'm Jimmy.
Vanson Bourne
Research Consultant





VansonBourne

Technology B2B Market
Research Experts

👋 Hi, I'm Leon.
Elsewhen Founder
and Chief Product &
Strategy Officer.



Elsewhen Digital Product Consultancy

We help leaders harness a cutting edge approach to design and technology, to deliver positive impact for their organisations.

2011

Founded

100+

Client engagements

60+

Person team

12 years

Average experience

Zero

External investment





We help our partners
in three distinct ways:

01 Digital strategy

02 Project teams

03 Digital Transformation

01

Digital strategy

We work with you towards an action-orientated business case, that puts digital in the centre.

02

Project teams

We remove every barrier from moving fast and delivering at the highest of outputs.

03

Digital transformation

We help your transformation programme to deliver a consumer-grade customer experience.

Why did we carry out
this research?

1. Elsewhen have observed organisations approaching digital projects in a variety of ways—and with varying levels of success

2. Elsewhen wanted to understand the extent to which enterprise organisations in the UK are strategising and planning their digital projects

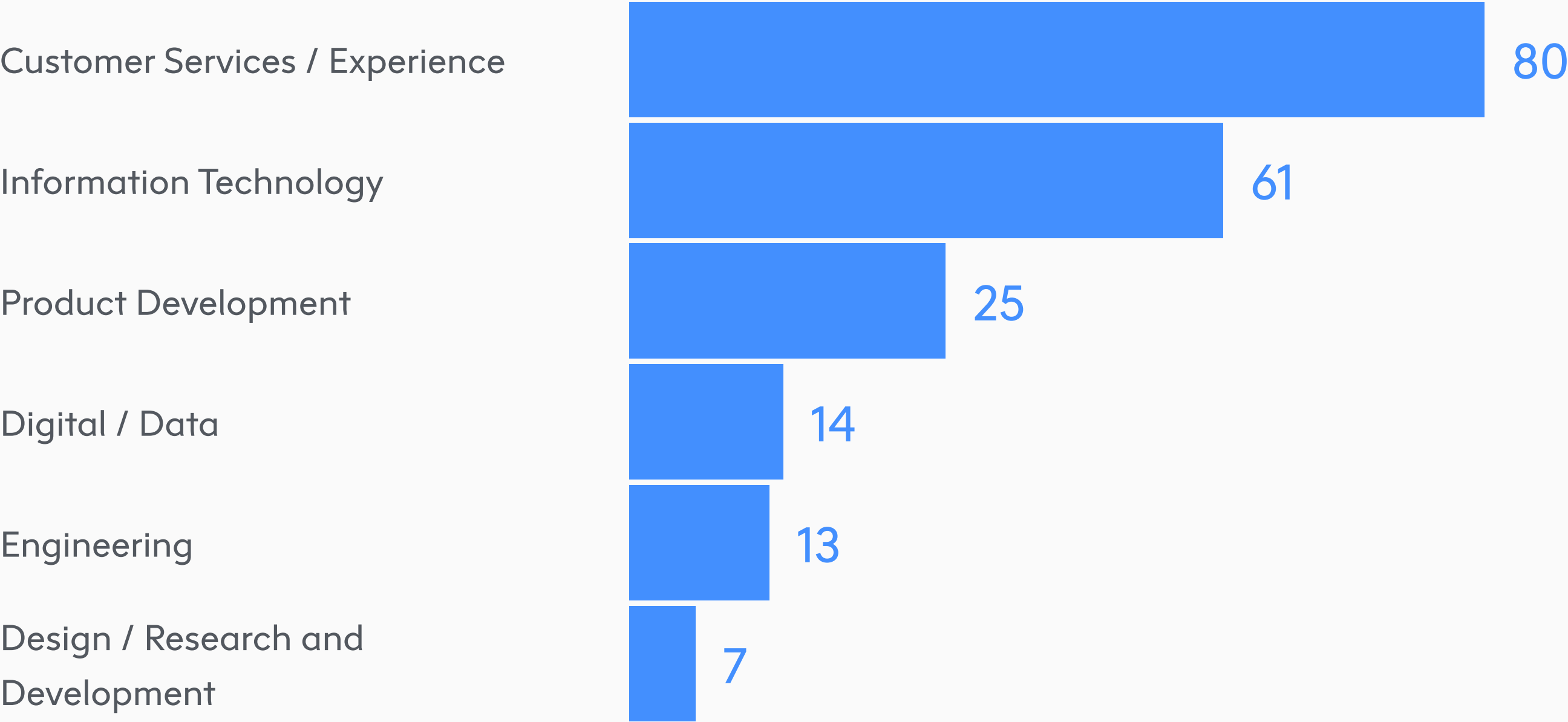
3. Part of this includes exploring how advanced and complete organisations' digital strategies are

4. The research also looked at key challenges being faced, and how successfully (if at all) digital projects are being run

200 senior decision makers
across key functions were
interviewed in June–July 2022,
split in the following ways:

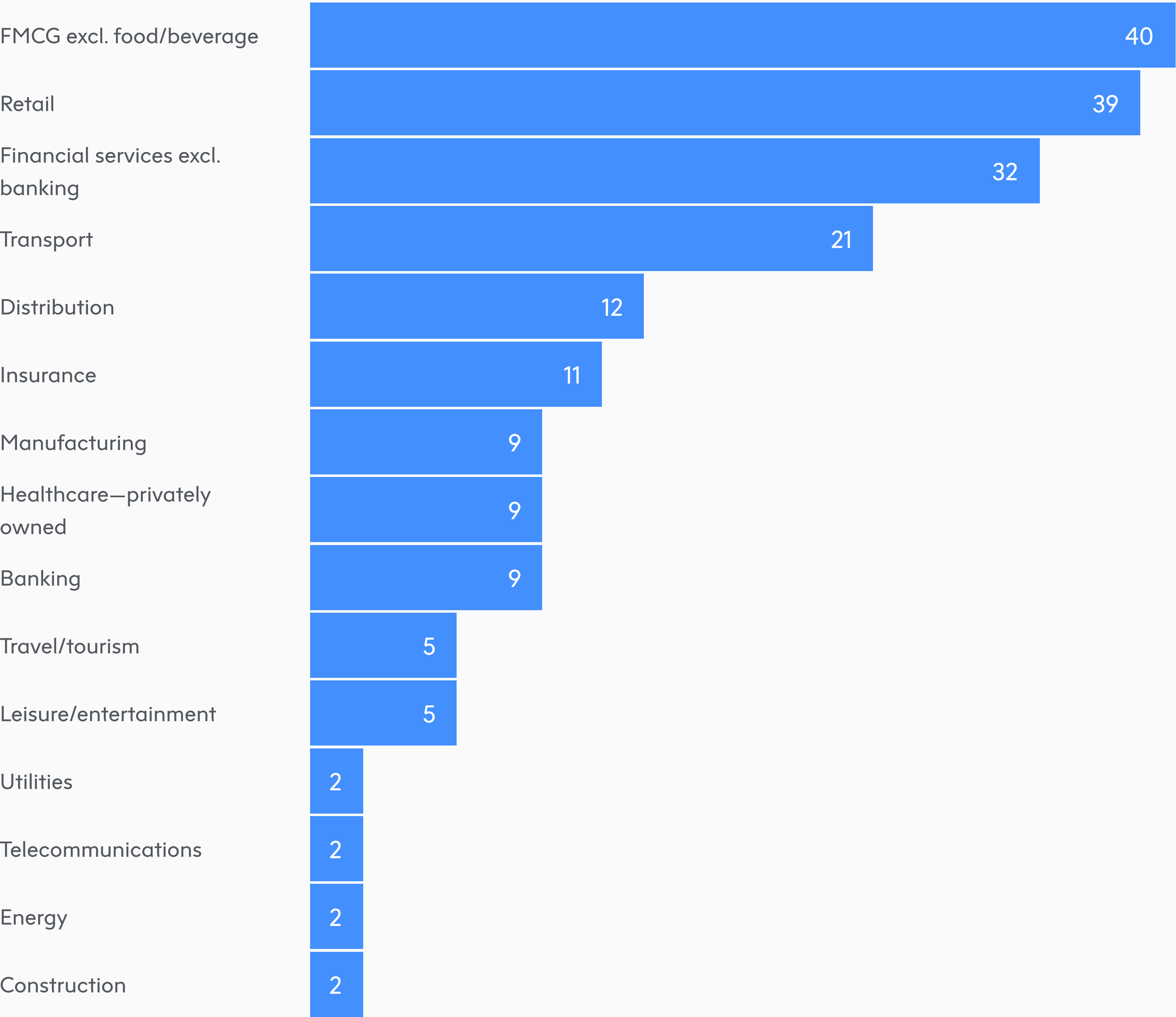
By function

In which one of these functional areas are you primarily employed within your organisation?



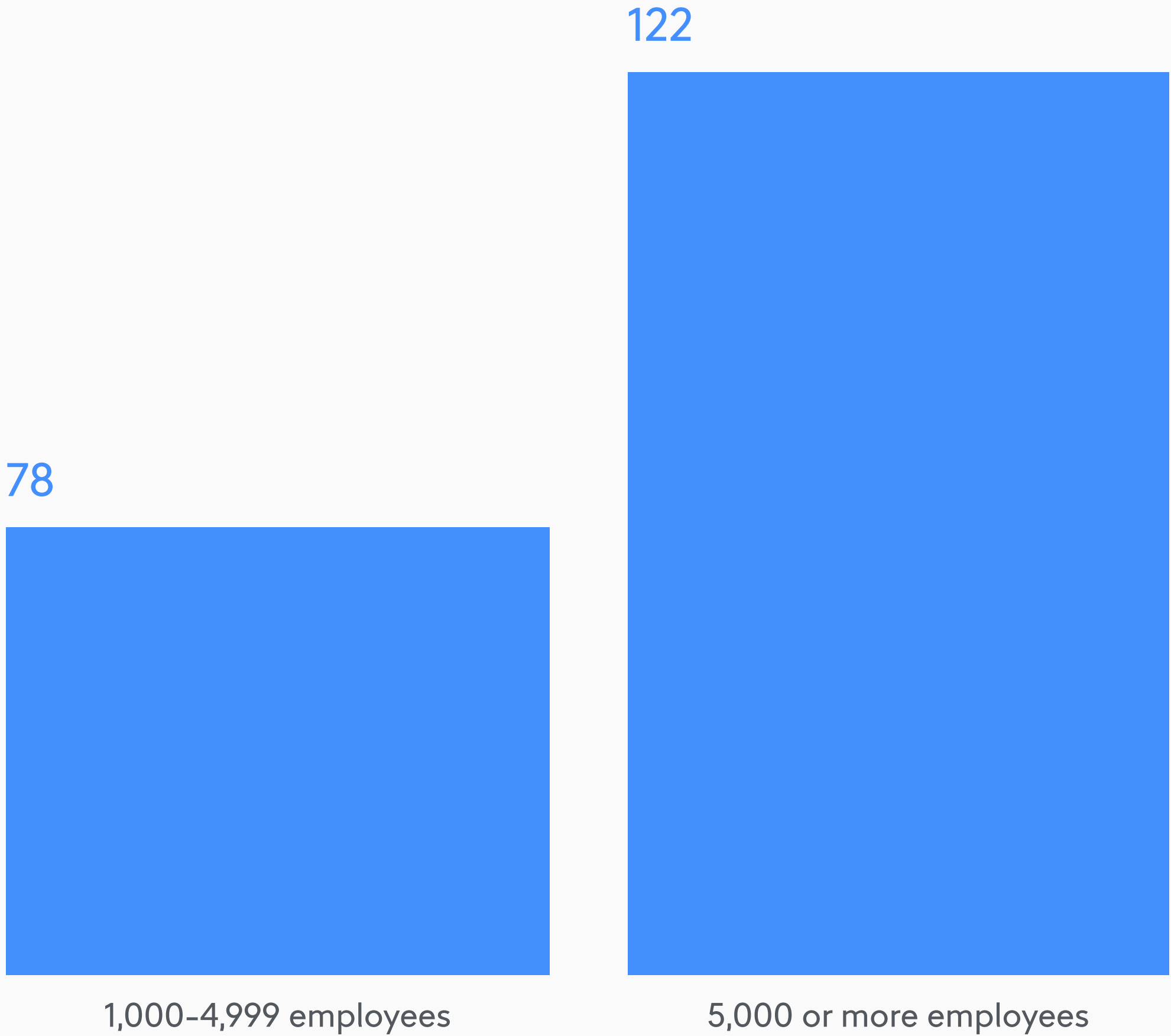
By sector

Within which sector is your organisation?



By size

How many employees
does your organisation
have globally?



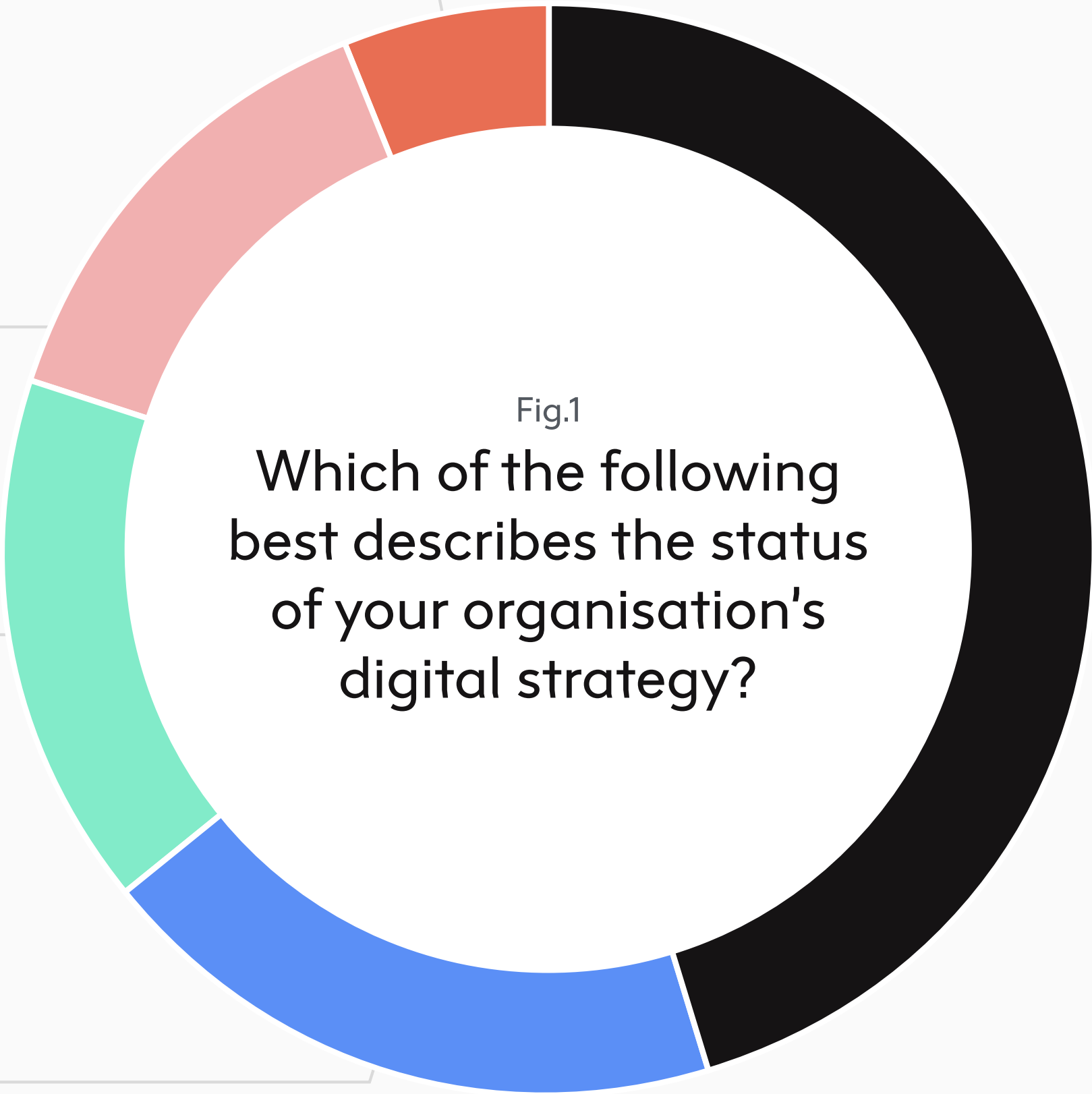
Respondents are likely to
regard their organisation's
digital strategy **as advanced:**

9%
No agreed or
consistent strategy

14%
Outlined but drives
little direct action

16%
Defined and implemented
across some of the business

19%
Fully defined and implemented
across the entire business

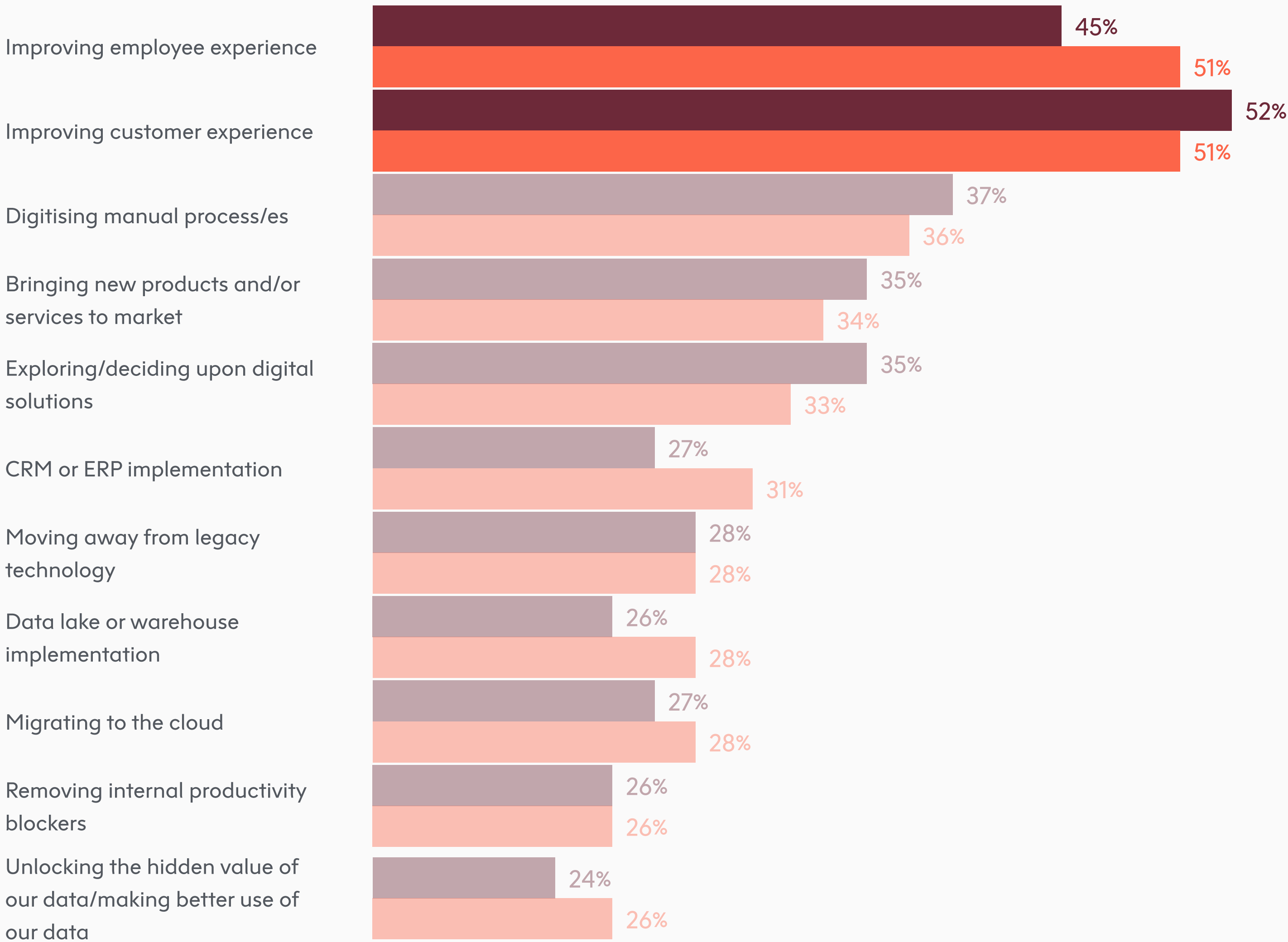


46%
Fully defined, implemented
and optimised across the
entire business

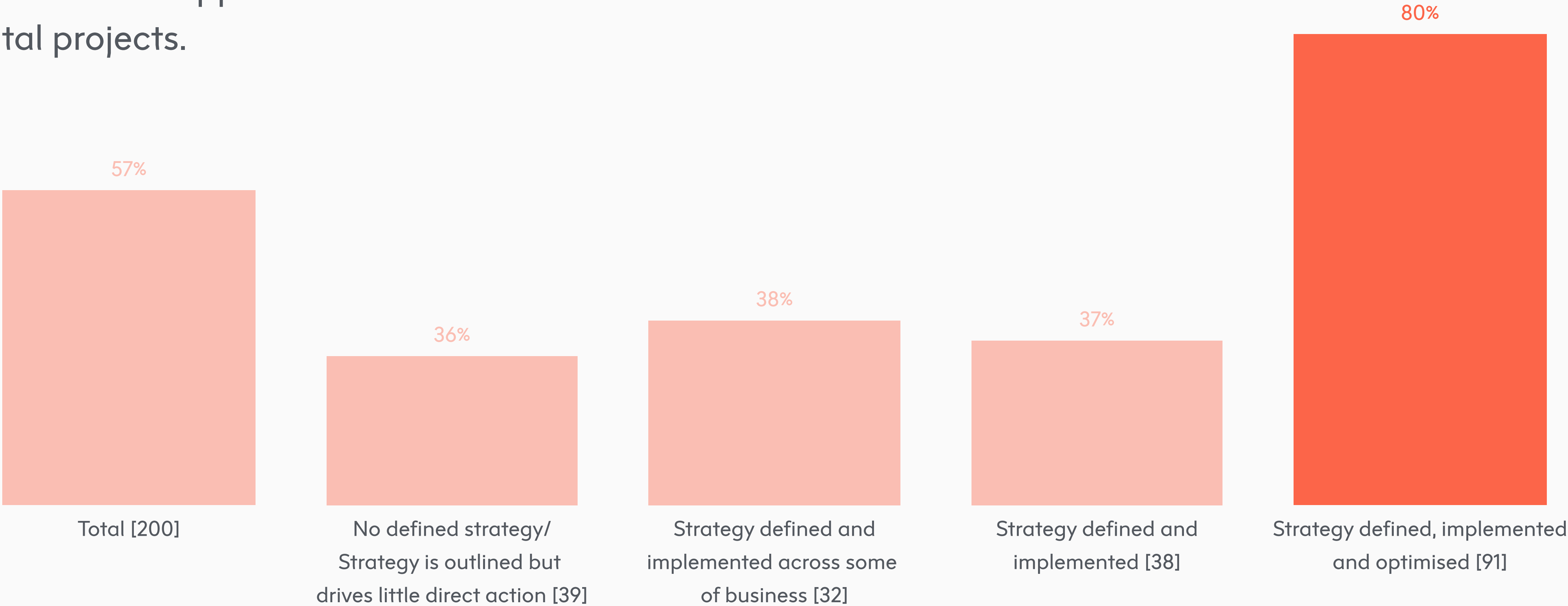
n = 200

The **needs** of customers and employees are **key drivers** in digital projects

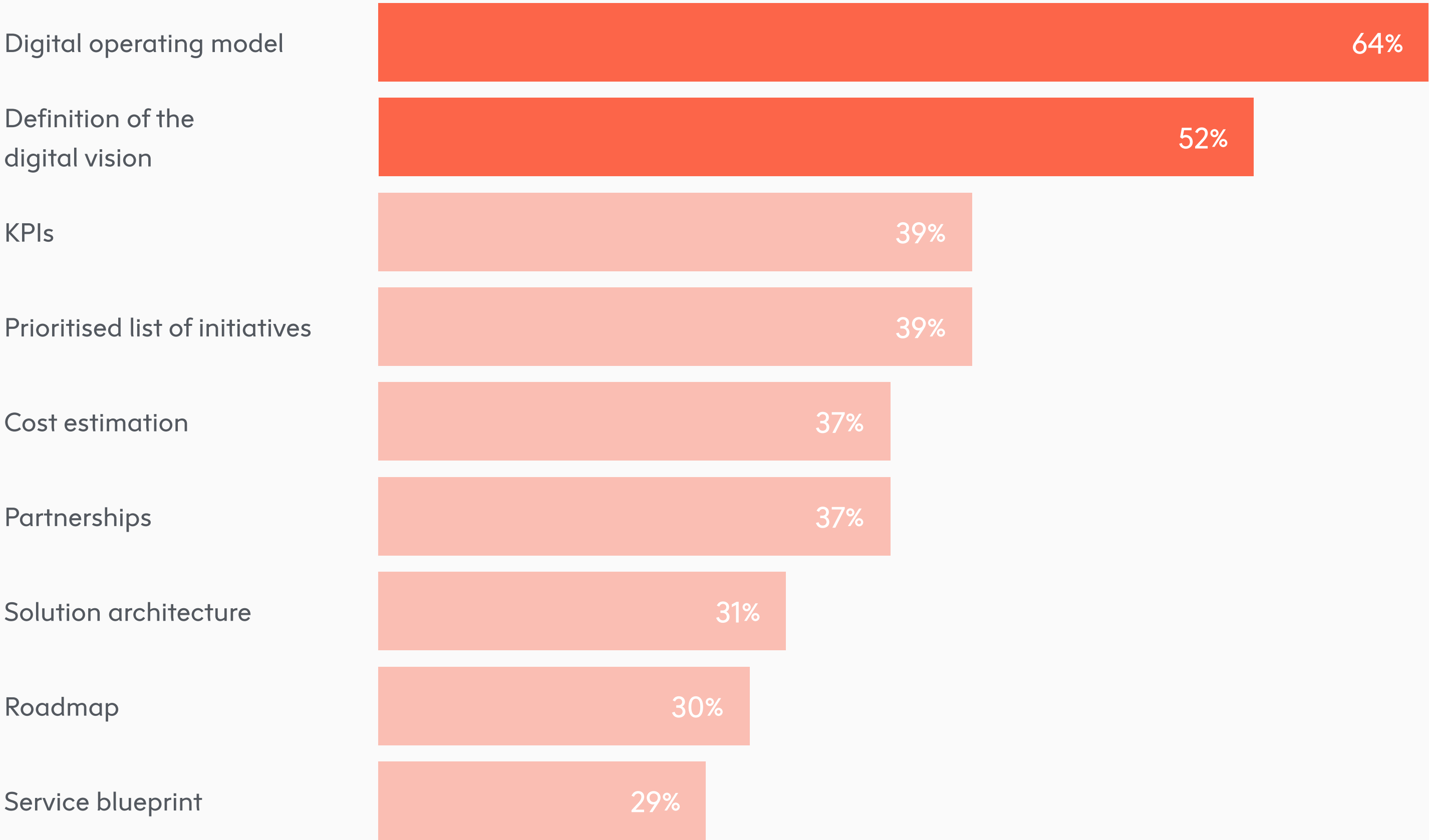
- What have been the overall goals of the digital projects that have been run in your organisation in the last 12 months, or that are still currently running?
- What are the overall goals of the new digital projects planned for in the next 12 months? [200]



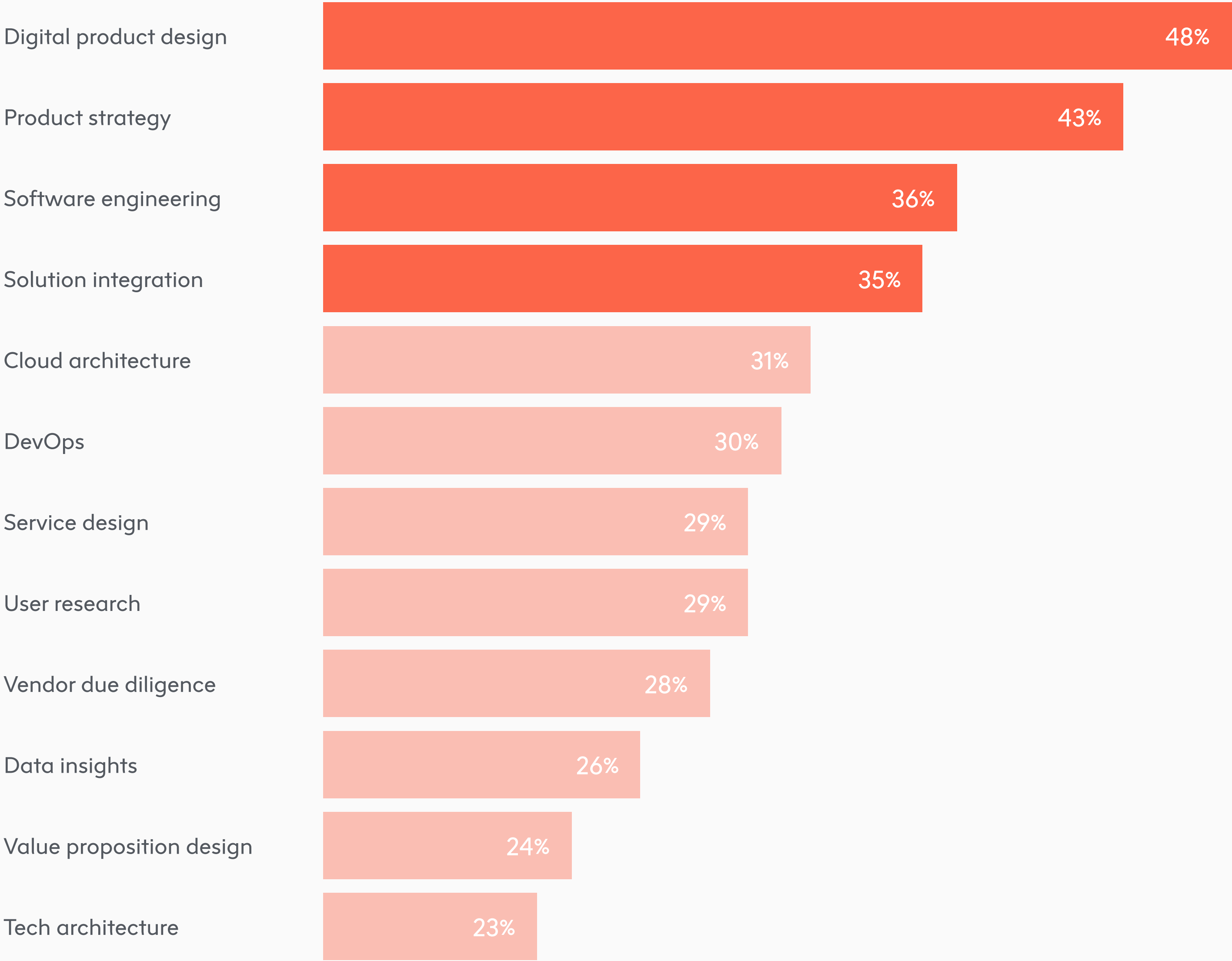
More than half of respondents are **extremely proud** of their organisation's approach to digital projects.



Broad consensus
amongst organisations
around **what's included**
in the digital strategy

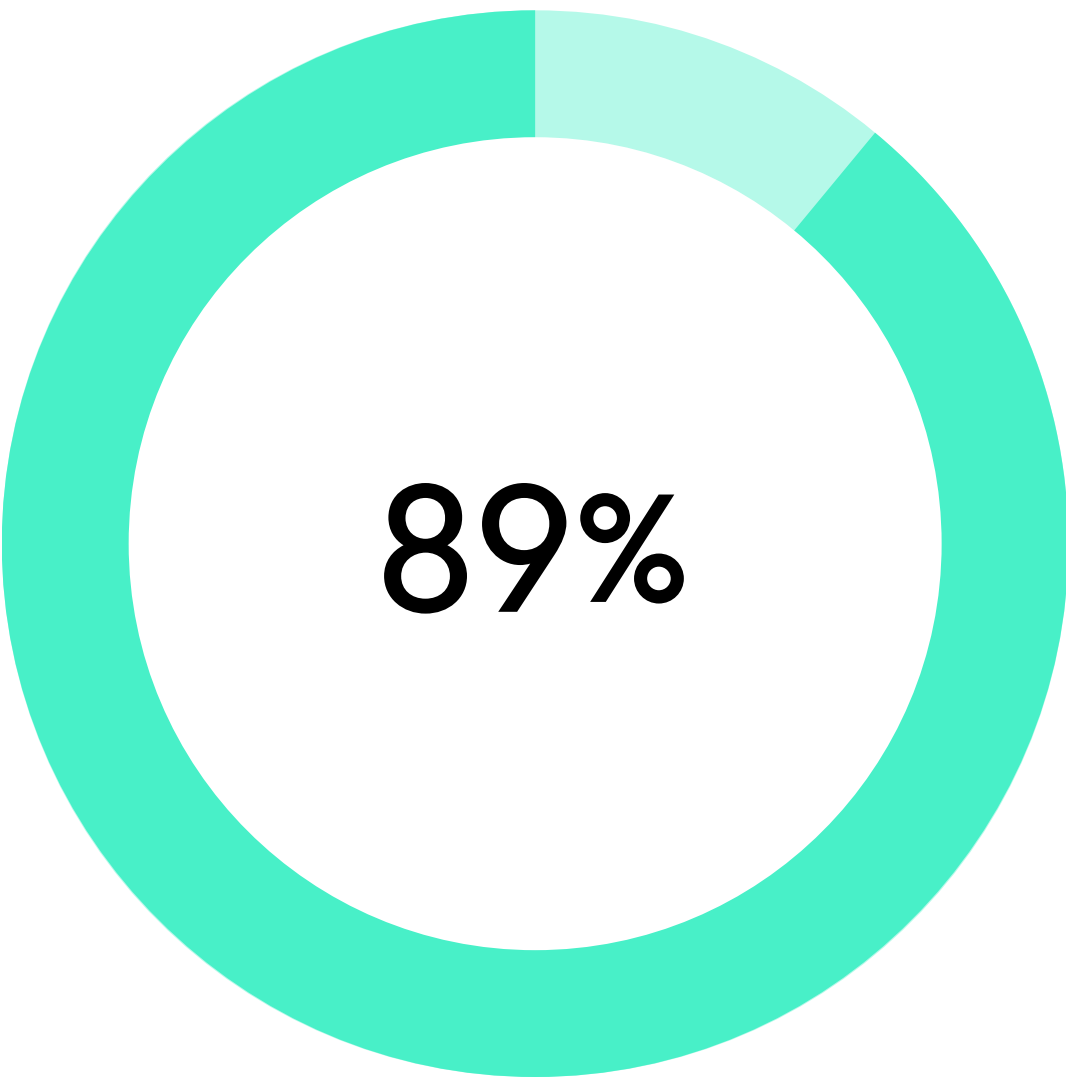


Third parties provide a variety of support elements to respondents' organisations

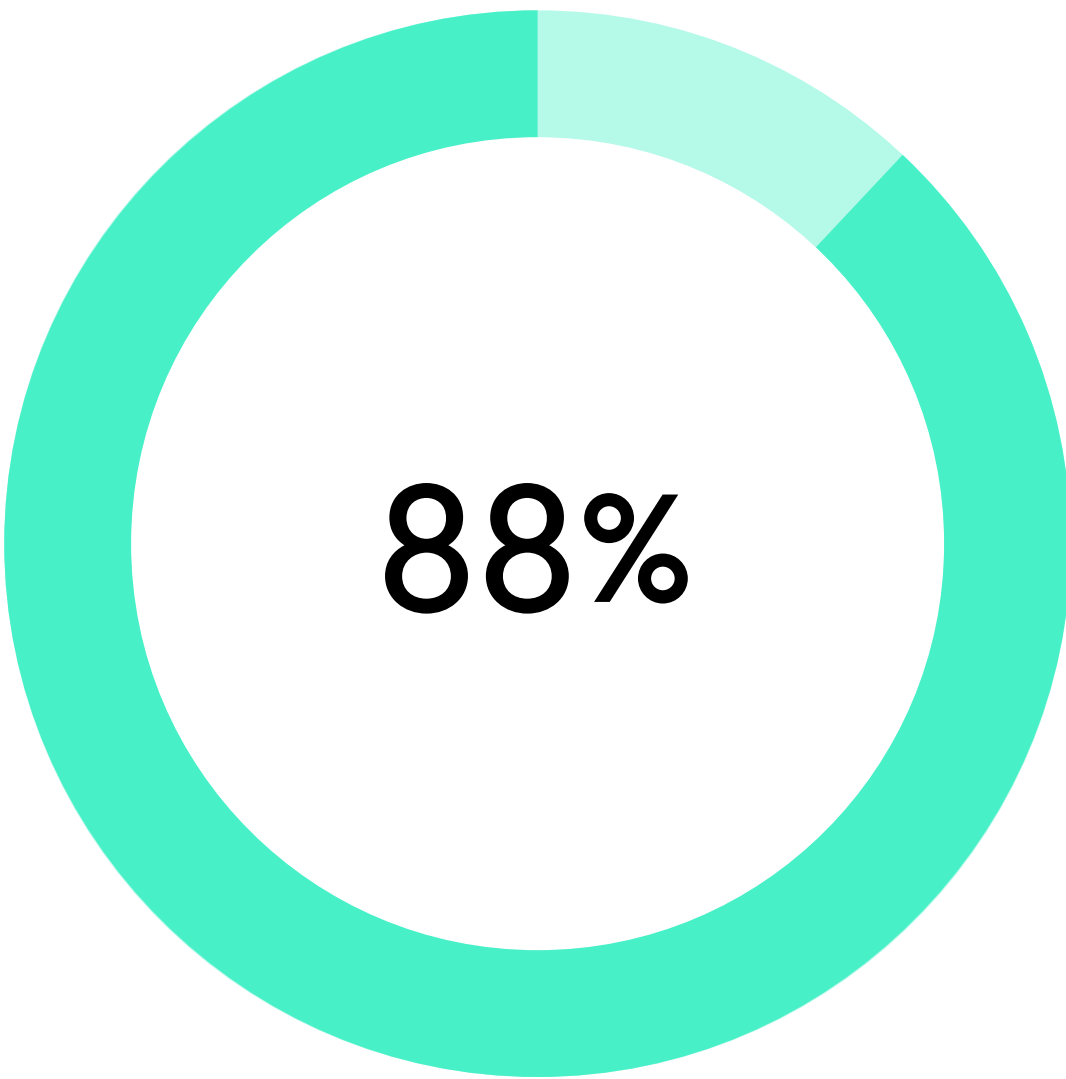


Room for improvement
in a clear majority for all
digital project types

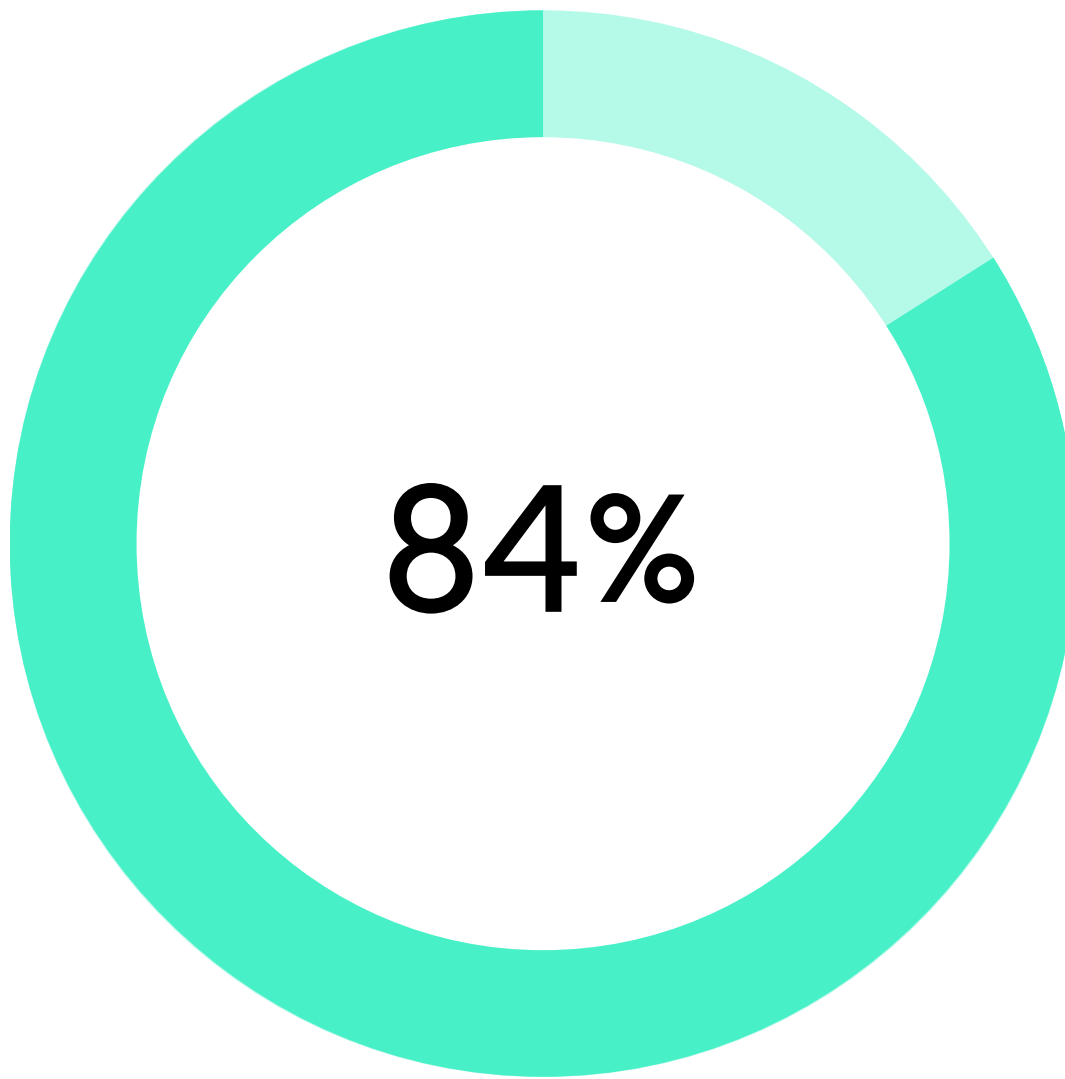
The vast majority of digital projects being run by organisations are not fulfilling their potential



Of digital projects focused on improving employee or customer experience could have had their outcome improved upon [102]

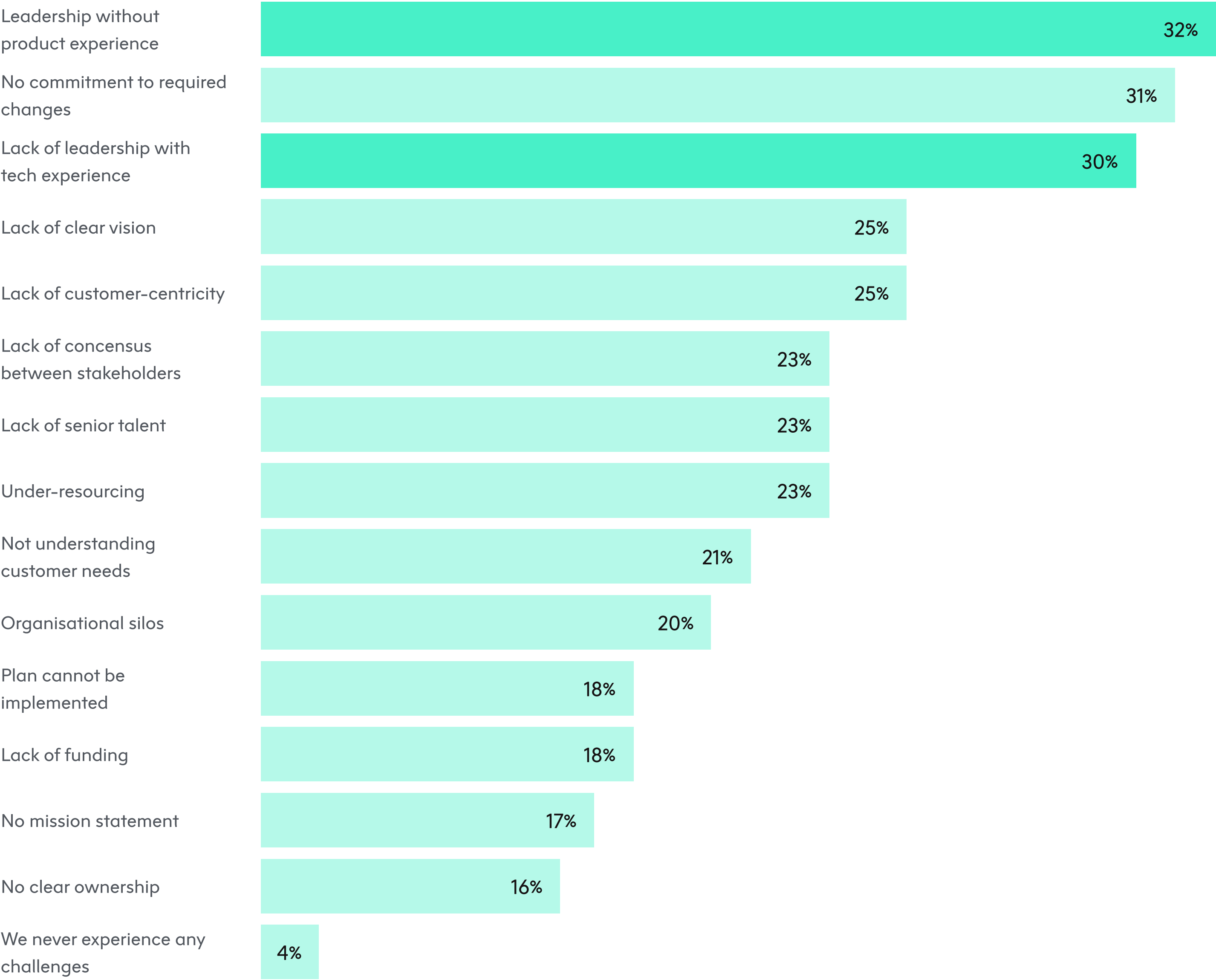


Of digital projects focused on removing internal productivity blockers could have had their outcome improved upon [52]



Of digital projects focused on unlocking hidden value/ making better use of organisation's data could have had their outcome improved upon [51]

Almost **all organisations** experience challenges when running digital projects



55%

say that their organisation's senior leadership team is **extremely digitally literate**

60%

say that their "senior leadership team **does not understand** how to use emerging tech (such as AI and Machine Learning) to benefit our business"

Challenges most likely to have encountered while running digital projects, within sector

44%

in Financial services say they have encountered a lack of commitment from the organisation to the required changes [32]

30%

in FMCG say they have encountered no clear ownership [40]

38%

in Retail say they have encountered a lack of leadership with technology experience [39]

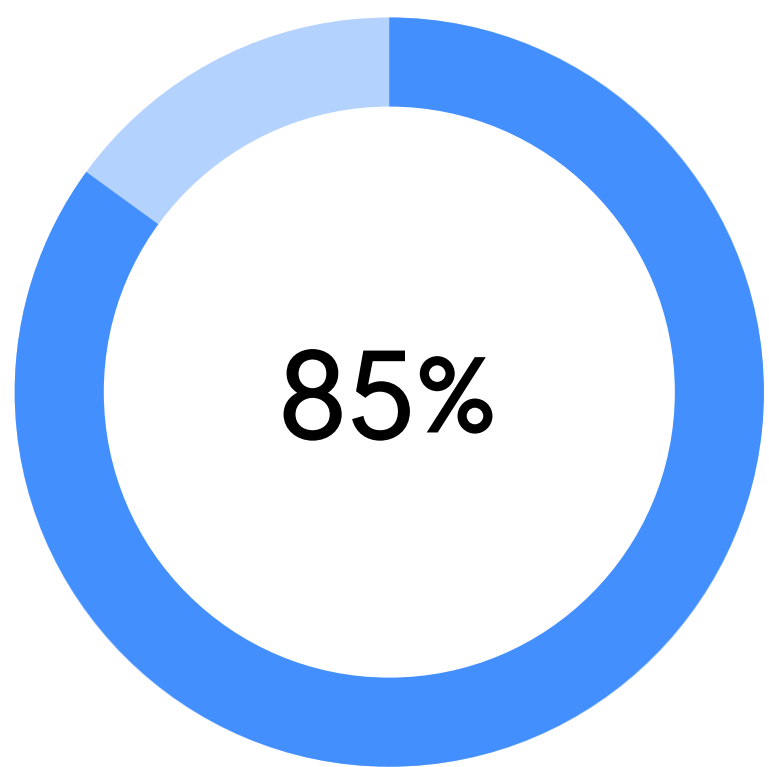
42%

in Distribution & Transport say they have encountered a lack of leadership with product experience [33]

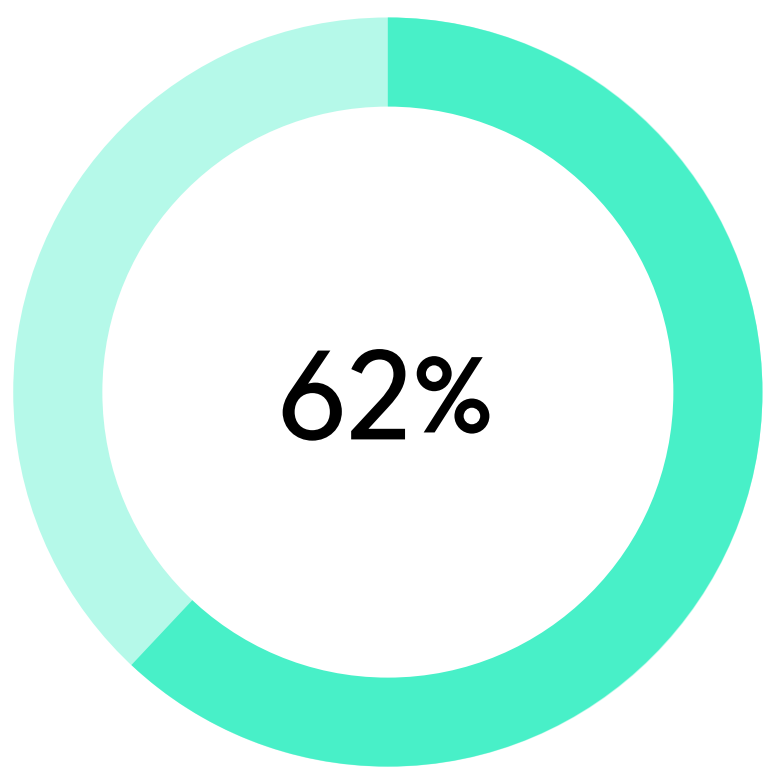
32%

in other sectors say they have encountered a lack of leadership with product experience [56]

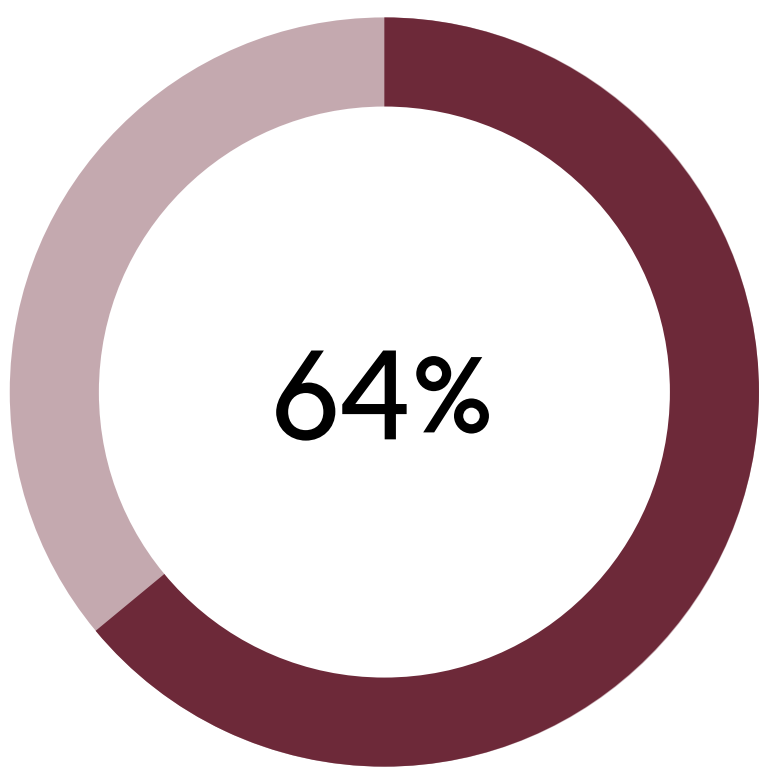
Despite the broad positivity around their organisations' digital strategy, **the majority of respondents see issues** with their current approach and/or capabilities



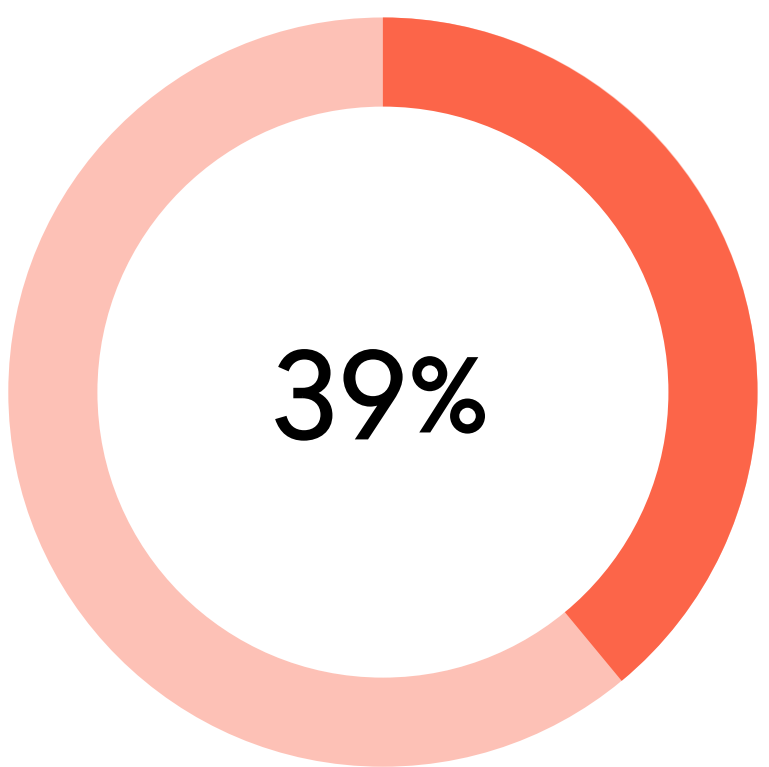
Agree that they "need guidance in measuring how well digital projects are going and in what else could be possible"



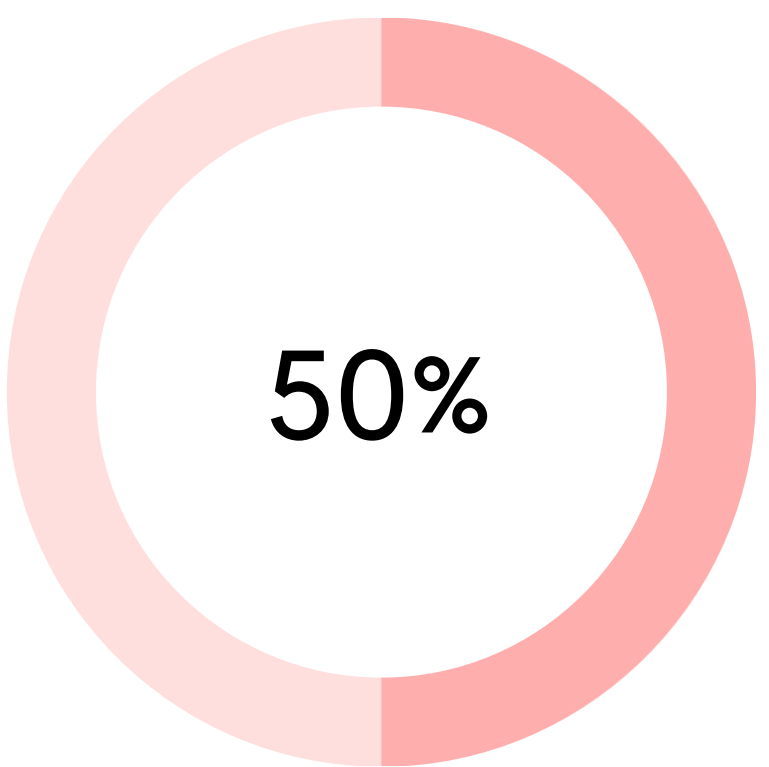
Agree that "there is a lack of implementation experience when working on digital strategy"



Agree that "there are big gaps between strategy and what can actually be achieved"



Agree that "we don't have a clear digital strategy"



Agree that "digital transformation is not the top priority for our organisation"

46% said that their
organisation's digital
strategy is defined,
implemented, optimised.

Not a guarantee of success.

91%

Agree that their "organisation needs guidance in measuring how well our digital transformation projects are going and in what else could be possible"

54%

Agree that "there is a lack of implementation experience when working on digital strategy"

56%

Agree that "there are big gaps between strategy and what can actually be achieved"

29%

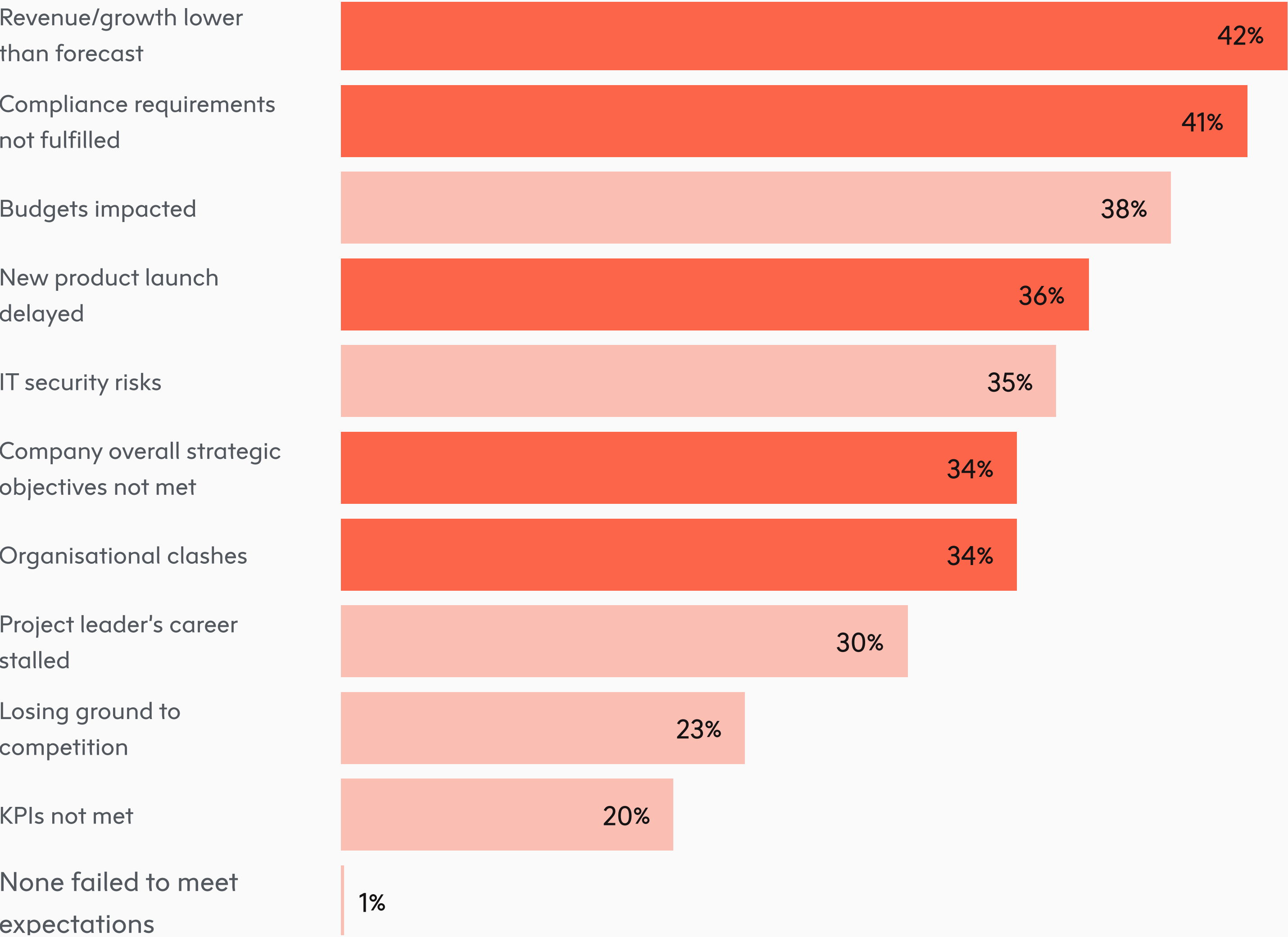
Agree that "we don't have a clear digital strategy"

27%

Agree that "digital transformation is not
the top priority for our organisation"

Significant impact on the business, due to **disappointing digital projects**, in nearly all organisations

What was the **impact** of any digital project/s that failed to meet expectations? [200]



Summary

Organisations usually have a direction when it comes to their digital approach. There is almost always a level of strategy...

Many organisations find that
their digital projects encounter
challenges that limit success

There is a disconnect between
the strategy, and the
implementation of the strategy

Leadership-related issues and limited availability of key skills can constrain digital strategy

Leadership and departments can work together to understand and overcome weaknesses. Third party digital consultancies can also play an important role in this

In order to deliver digital transformation successfully, organisations must be honest with themselves

Q&A



Thank you

Elsewhen

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