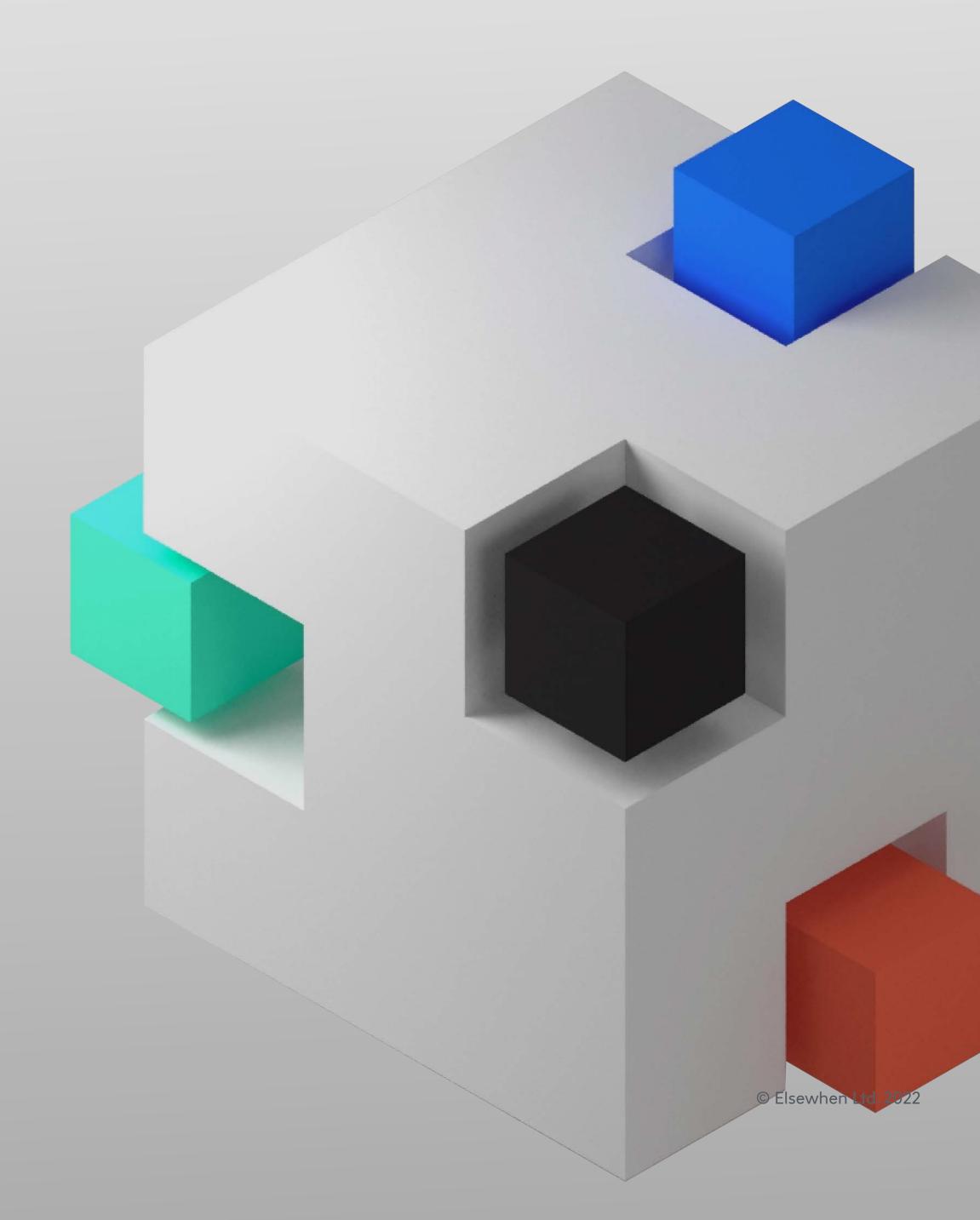
Becoming Digital-First Rising to the challenges of digital transformation

Elsewhen





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Agenda

About us

Dive in

- Research methodology
 - Digital strategy—common elements
 - Digital projects—aims, success, and challenges
 - Impact





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



VansonBourne Technology B2B Market Research Experts



Wi, 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

60+

Person team

Zero









External investment



E













Bupa











crowdcube



)) inmarsat



We help our partners in three distinct ways:

01 Digital strategy 02 Project teams **03** Digital Transformation

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

Digital strategy

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

Project teams

We help your transformation programme to deliver a consumergrade customer experience.

Digital transformation

Why did we carry out this research?



 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:

Rising to the challenges of digital transformation

2022

By function

In which one of these

your organisation?

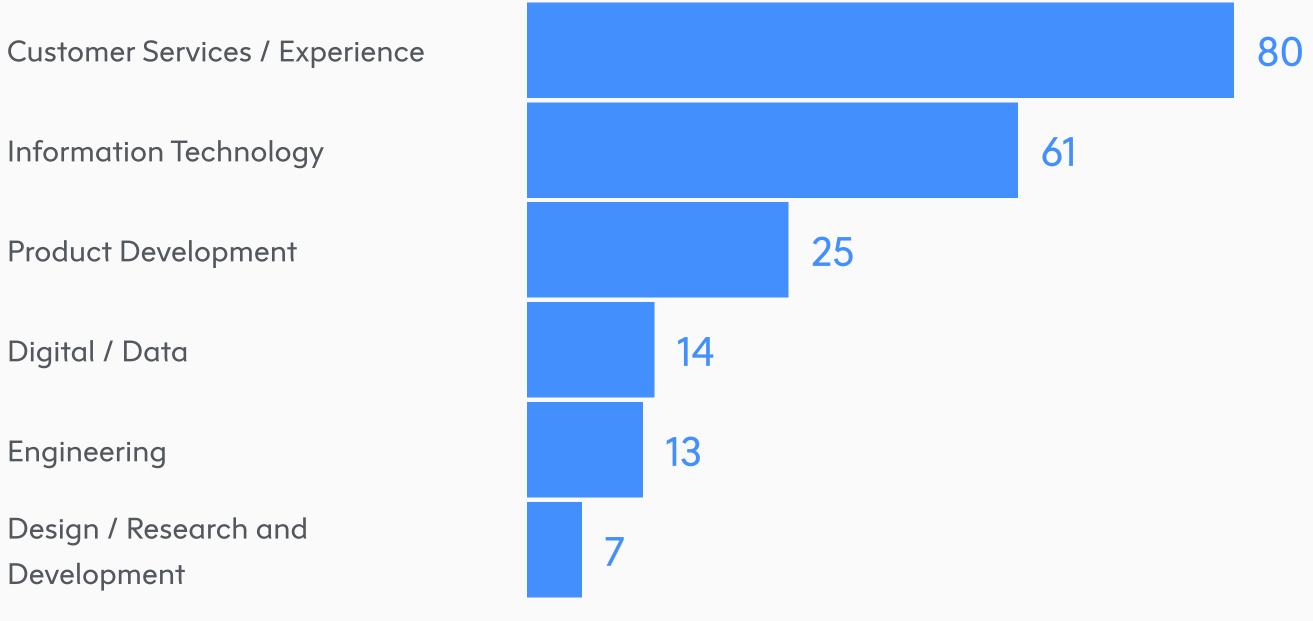
functional areas are you

primarily employed within

Digital / Data

Engineering

Development



2022

Retail

banking

Transport

Distribution

Insurance

Manufacturing

owned

Banking

Travel/tourism

Utilities

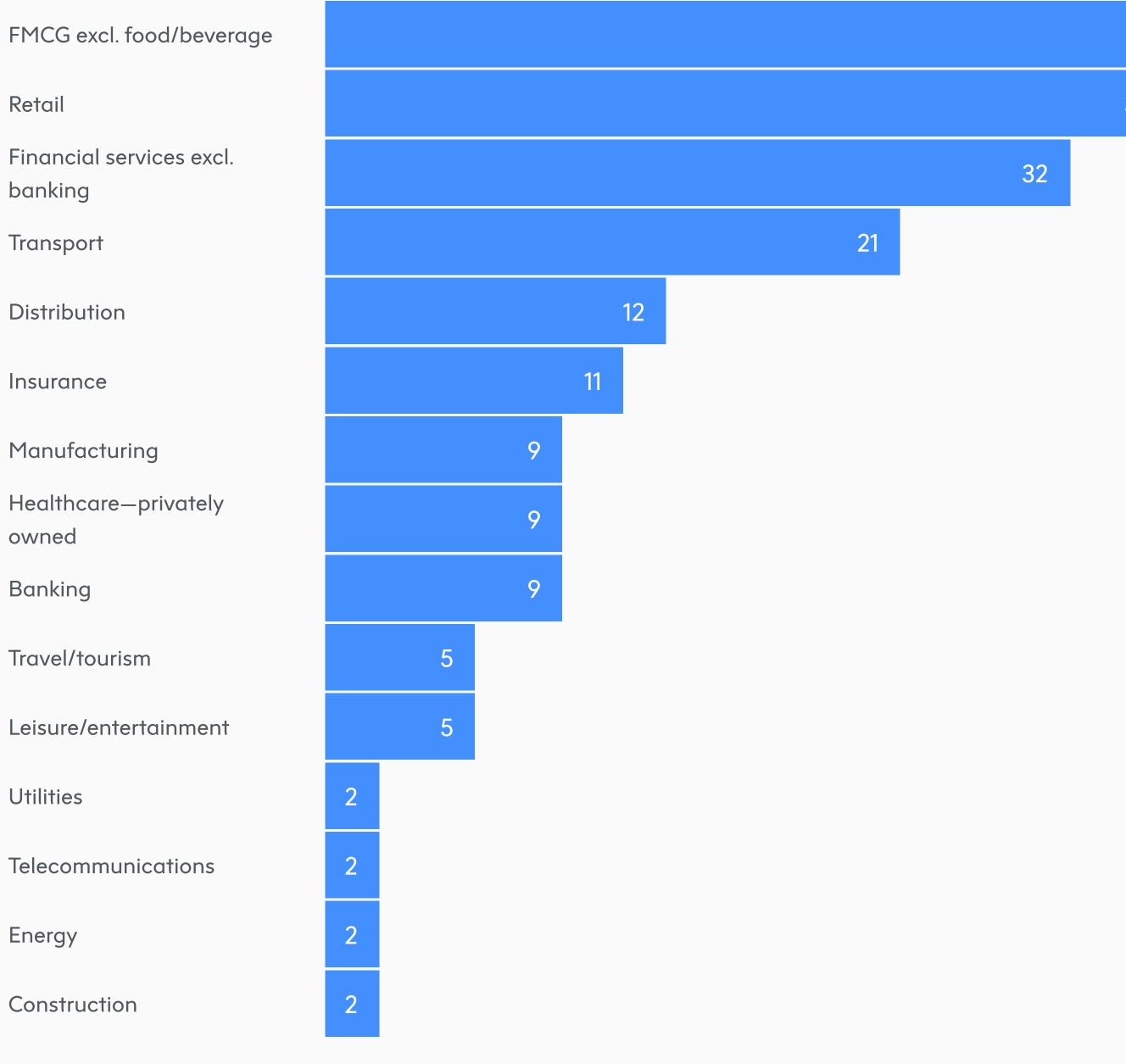
Telecommunications

Energy

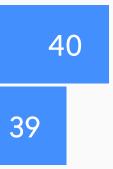
Construction

By sector

Within which sector is your organisation?







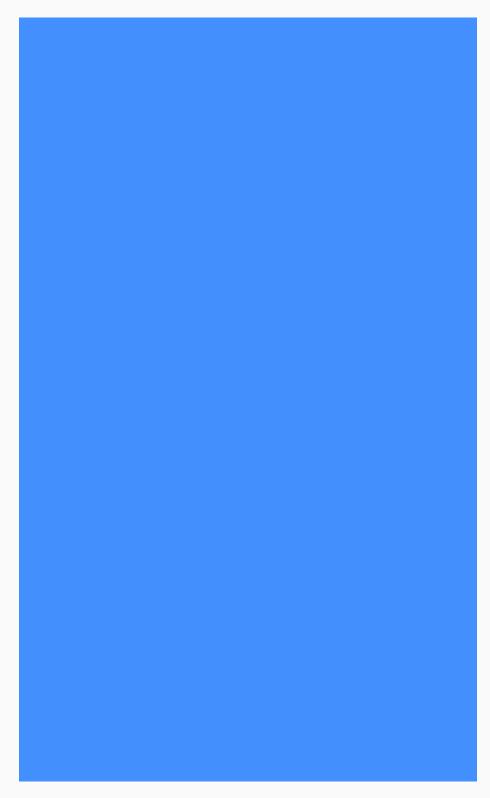
By size

How many employees does your organisation have globally?

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1,000-4,999 employees

5,000 or more employees

2022

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

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2022

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

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Fig.1 Which of the following best describes the status of your organisation's digital strategy?

46%

Fully defined, implemented and optimised across the entire business

n = 200







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

Rising to the challenges of digital transformation

2022

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]

Improving employee experience

services to market

solutions

technology

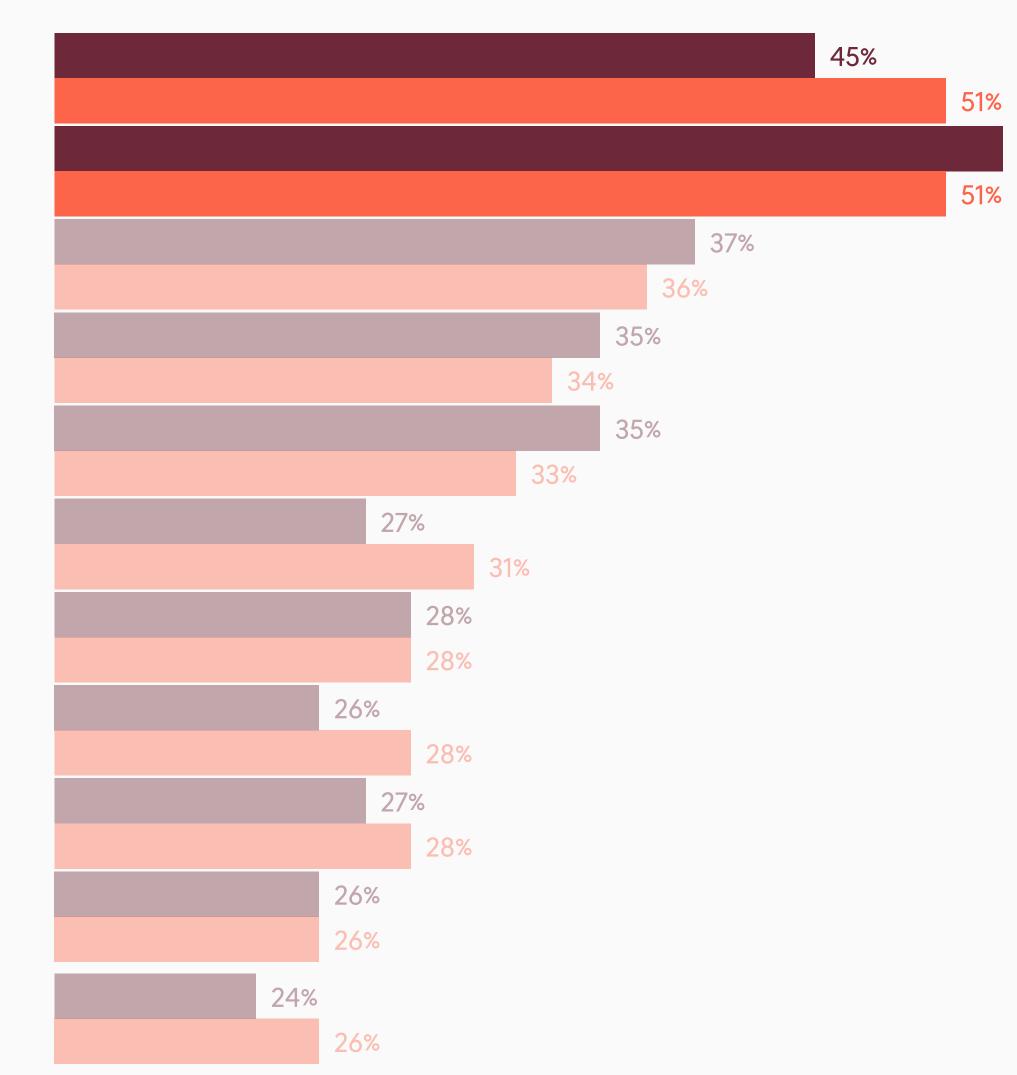
Data lake or warehouse implementation

Migrating to the cloud

blockers

our data

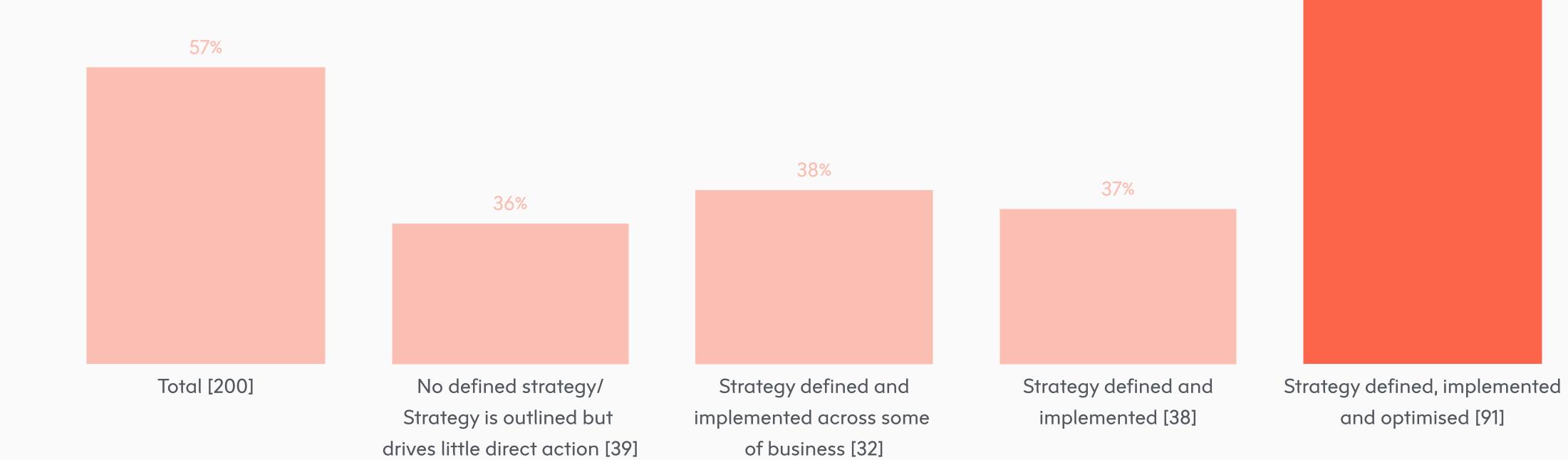
- Improving customer experience
- Digitising manual process/es
- Bringing new products and/or
- Exploring/deciding upon digital
- CRM or ERP implementation
- Moving away from legacy
- Removing internal productivity
- Unlocking the hidden value of our data/making better use of







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

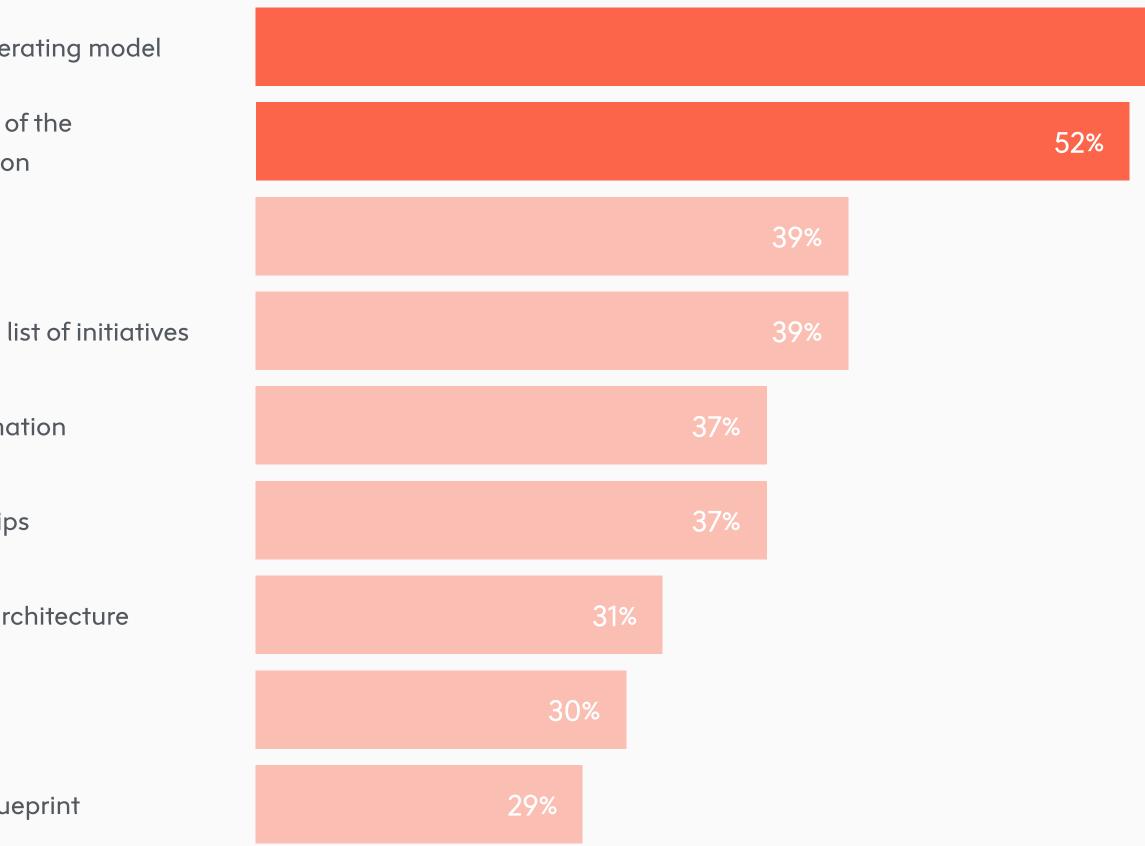


Rising to the challenges of digital transformation

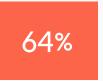
80%



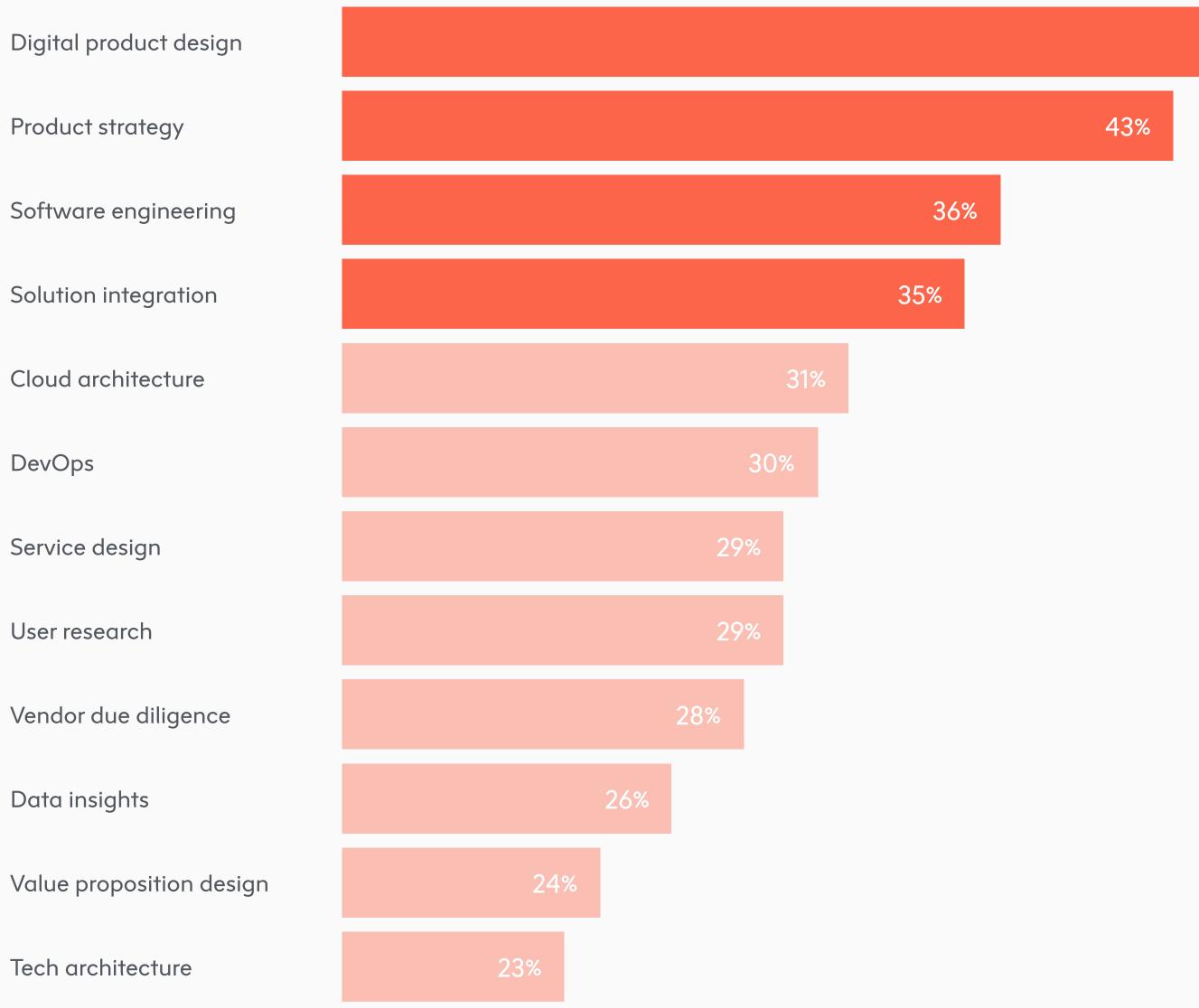
Broad consensus	
amongst organisations	Digital opera
around what's included	Definition of t digital vision
in the digital strategy	KPIs
	Prioritised list
	Cost estimation
	Partnerships
	Solution arch
	Roadmap
	Service bluep







Third parties provide a	Product strate
ariety of support ements to respondents' rganisations	Software eng
	Solution integ
	Cloud archite
	DevOps
	Service desig
	User research
	Vendor due d
	Data insights
	Value proposi
	Tech architec





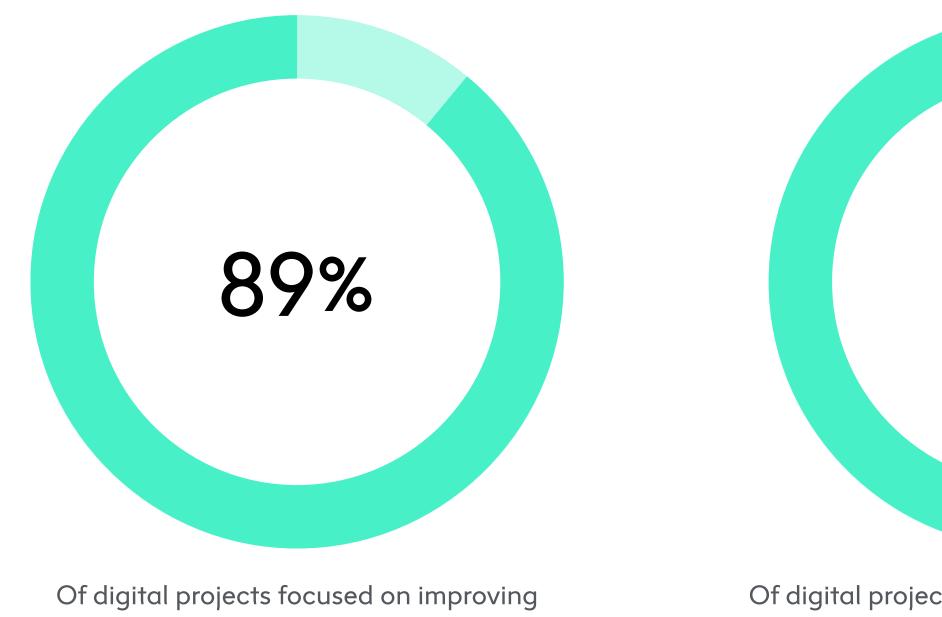


Room for improvement in a clear majority for all digital project types

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2022

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

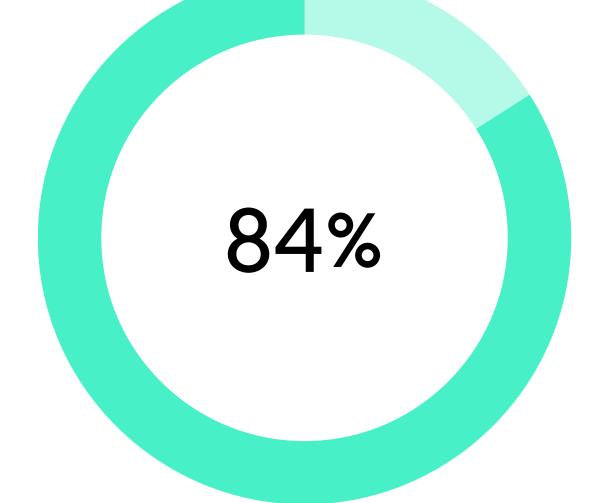


employee or customer experience could have had their outcome improved upon [102]

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

Rising to the challenges of digital transformation





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

2022

Leadership without product experience

changes

Lack of leadership with tech experience

Lack of clear vision

Lack of concensus between stakeholders

Lack of senior talent

Under-resourcing

Not understanding customer needs

Organisational silos

Plan cannot be implemented

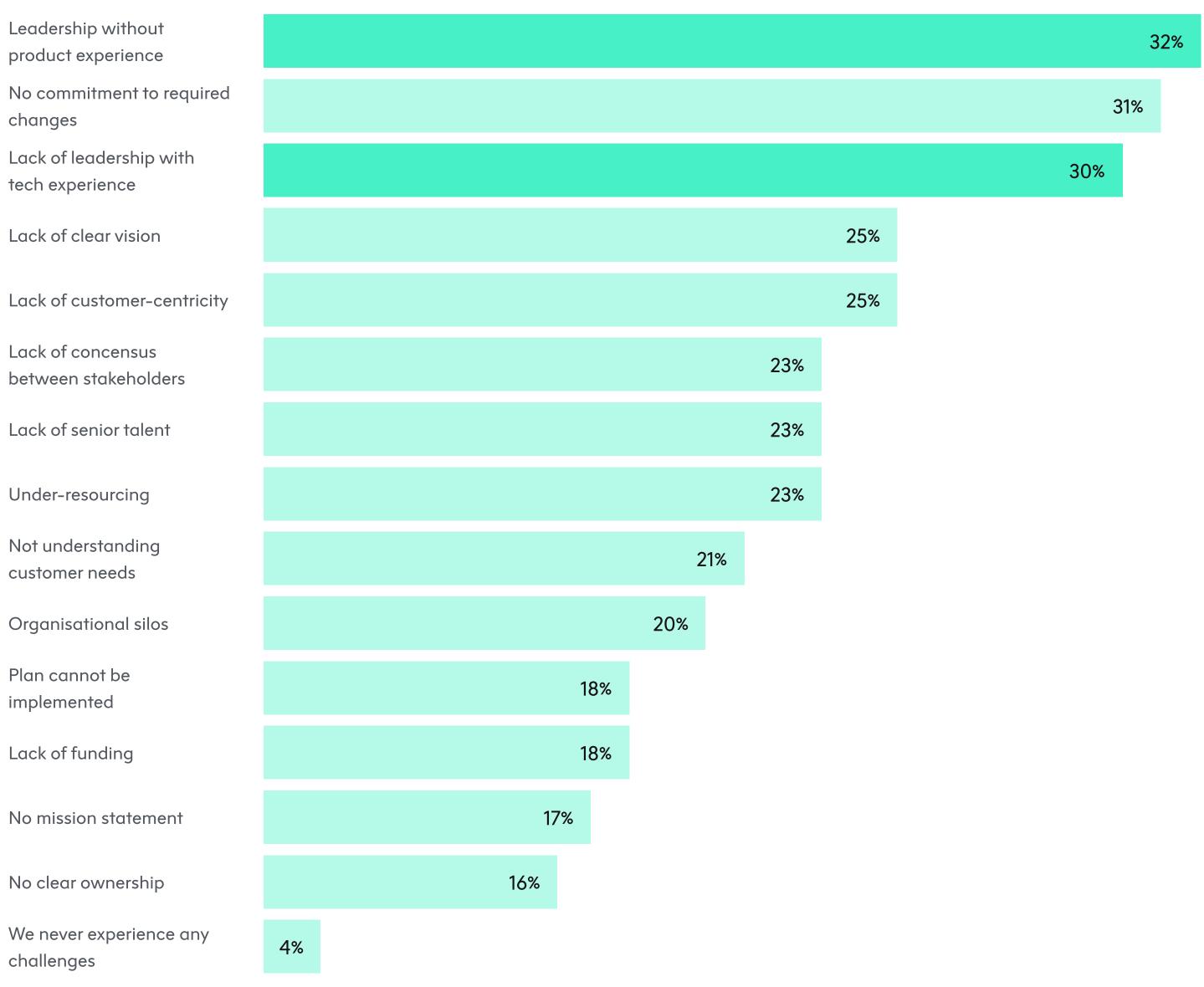
Lack of funding

No mission statement

No clear ownership

challenges

Almost all organisations experience challenges when running digital projects





55%

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



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

Rising to the challenges of digital transformation

2022

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



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]

Rising to the challenges of digital transformation

38%

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



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

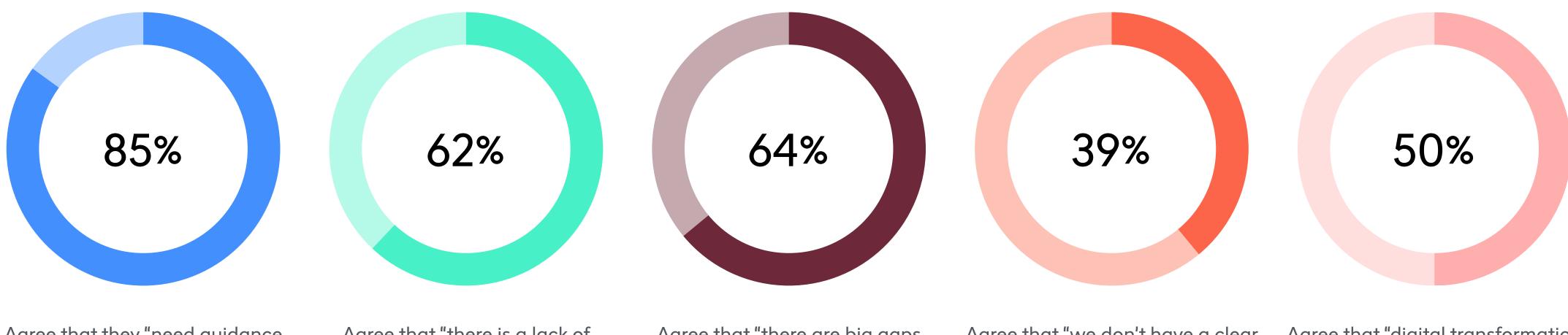
37%

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"

Rising to the challenges of digital transformation

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.

2022



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

2022



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

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2022



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

2022



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Rising to the challenges of digital transformation

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

2022



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

2022

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

2022

than forecast

not fulfilled

Budgets impacted

New product launch delayed

IT security risks

objectives not met

stalled

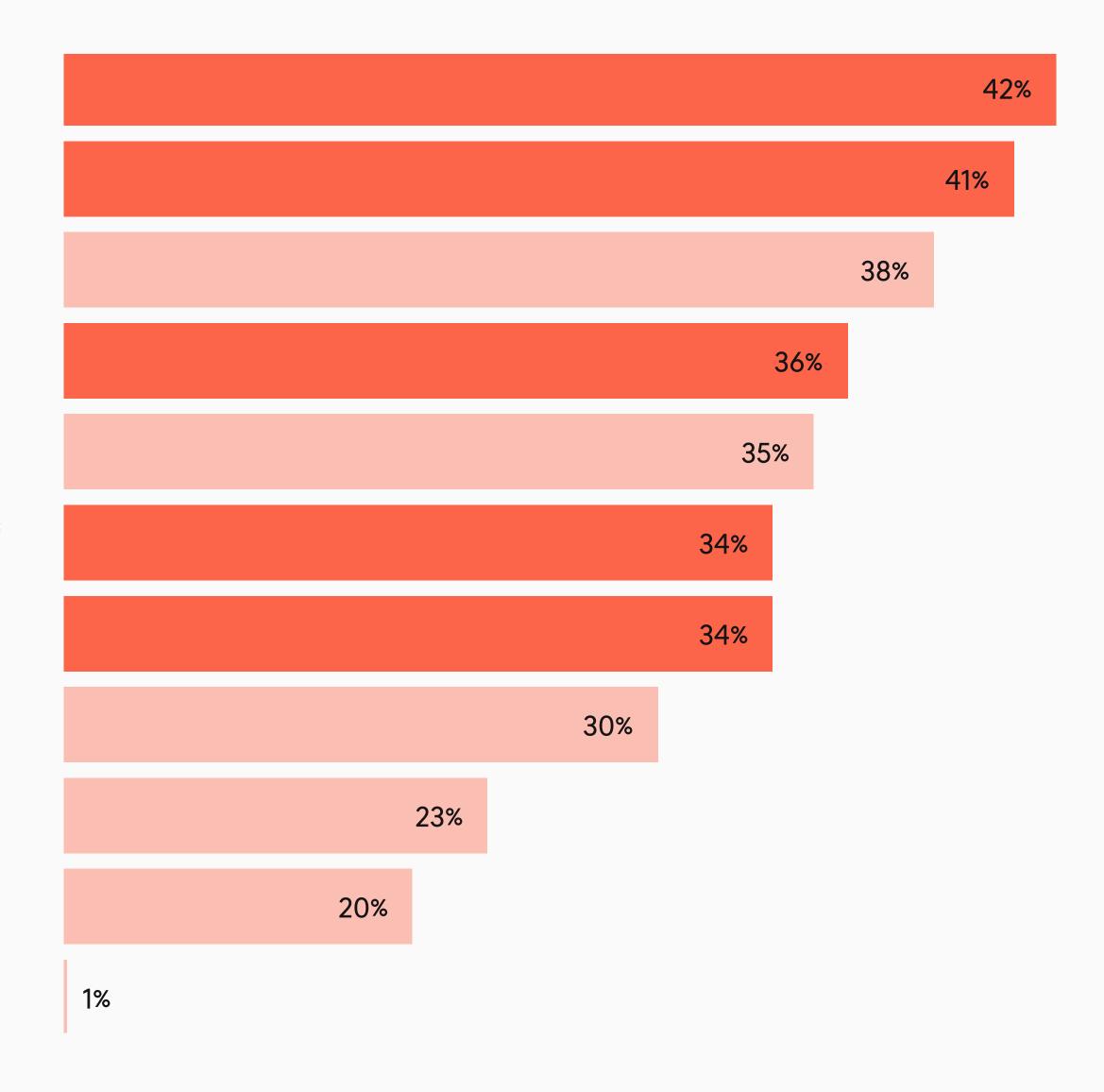
Losing ground to competition

KPIs not met

expectations

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

- Revenue/growth lower
- Compliance requirements
- Company overall strategic
- Organisational clashes
- Project leader's career
- None failed to meet





Summary

Rising to the challenges of digital transformation

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

Rising to the challenges of digital transformation

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

Rising to the challenges of digital transformation

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

Rising to the challenges of digital transformation

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

Rising to the challenges of digital transformation

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

Q&A

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Rising to the challenges of digital transformation

Thankyou



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