

# LEADING DIGITAL MATURITY & TRANSFORMATION

## CXO INSIGHTS REPORT

MATURITY INSIGHTS FROM  
MORE THAN **300 CXOS** IN  
THE **TOP 200 COMPANIES**  
ACROSS NORDICS

**twoHundred**

Insight

# ABOUT THIS SURVEY

This survey was conducted online in October 2021 by twoHundred. 389 individuals responded to the online survey.

This reference deck is a compilation of the most interesting analysis. It is not designed to be presented in its totality, rather, this single source of insights should be drawn from, to fit the purpose of communication. A separate summary has been created, which can be supported by adding the following slides as supporting images.

## GOAL

The overall goal was to gain understanding on large companies digital maturity and transformation journey. To then provide insights in form of reports to our community and create even better events.

## DEMOGRAPHY

- ✓ Over half of the respondent companies are based in Denmark, 28% in Sweden and 15% in Norway
- ✓ All industry sectors are represented, with stronger focus on Manufacturing, Retail, Finance and Transportation and Telecom
- ✓ Respondent's role are split evenly on our target groups: a quarter in either Supply Chain, IT and HR and the remaining in Marketing or Finance

# TOP FINDINGS

- 1 Digital maturity varied, though most respondents rated their company 'medium'
- 2 Respondents are ambitious about their digital maturity targets with 91% aiming for high maturity
- 3 Majority expect to reach the maturity aim within 2 to 4 years
- 4 Digitalization strategies were more likely to be centralized than decentralized
- 5 Top management and IT are key owner/driver of digital transformation
- 6 Dedication from top management, right skills and internal culture seen as top success factors
- 7 Capacity to change, technology and skills are most cited barriers to digital transformation
- 8 Driving efficiency, Improving customer experience and automation of processes is most expected outcome of the digital journey
- 9 Companies had seen several key digital outcomes to date - most notable were process automation, increased efficiency, improved customer experience
- 10 Ownership of the digitalisation agenda changed with maturity
- 11 CEOs are more involved in transformation initiatives in digitally mature companies
- 12 Digitally mature companies have more functions involved in their transformation efforts
- 13 Centralisation appears to drive more transformation success

# **MATURITY AND DIGITALISATION**

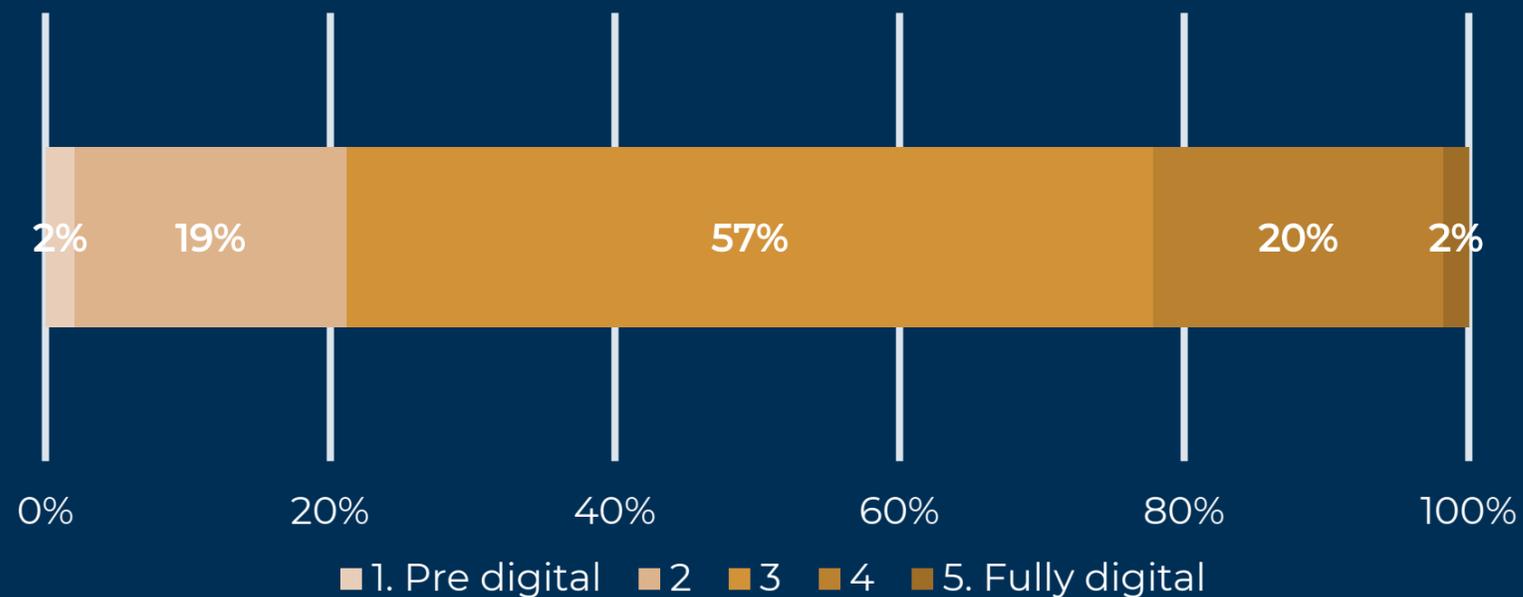
CURRENT REALITIES

# DIGITAL MATURITY

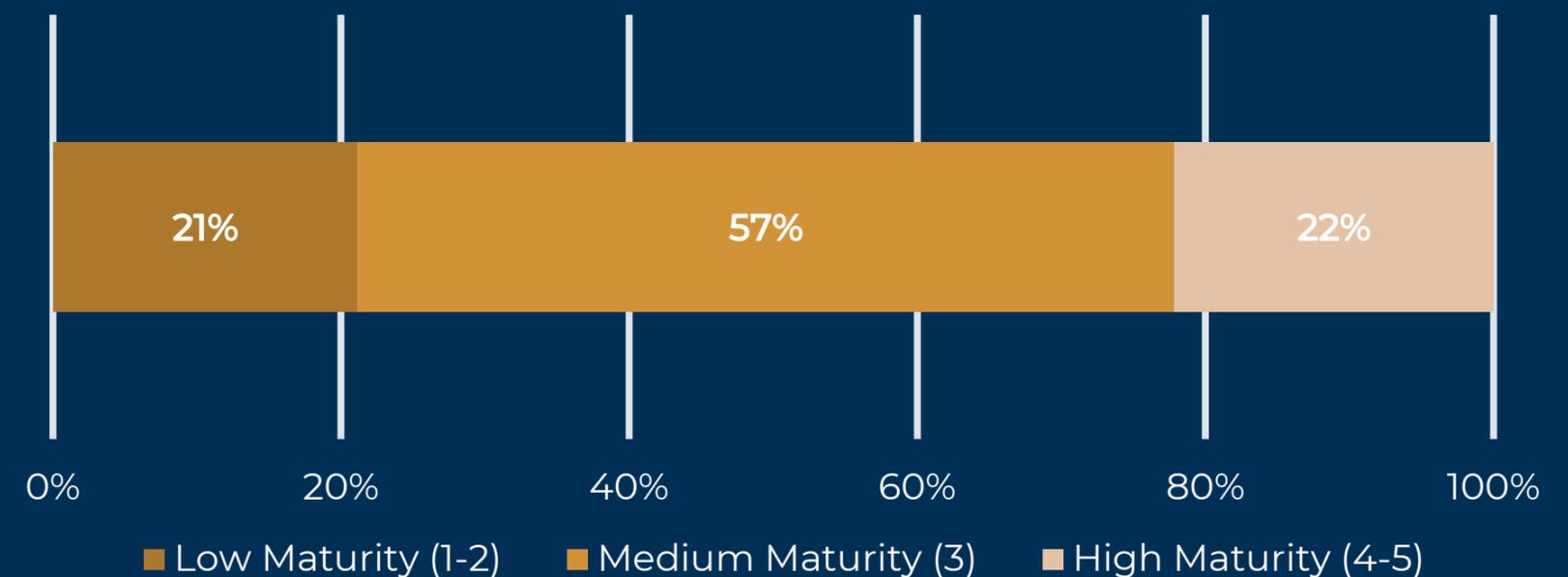
Digital maturity varies, though most respondents rate their company 'medium'.  
Grouped - Majority rate their digital maturity as medium, and one fifth as low and one fifth as high.

QUESTION; How is your company's digital maturity?

DIGITAL MATURITY



DIGITAL MATURITY GROUPED FOR ANALYSIS

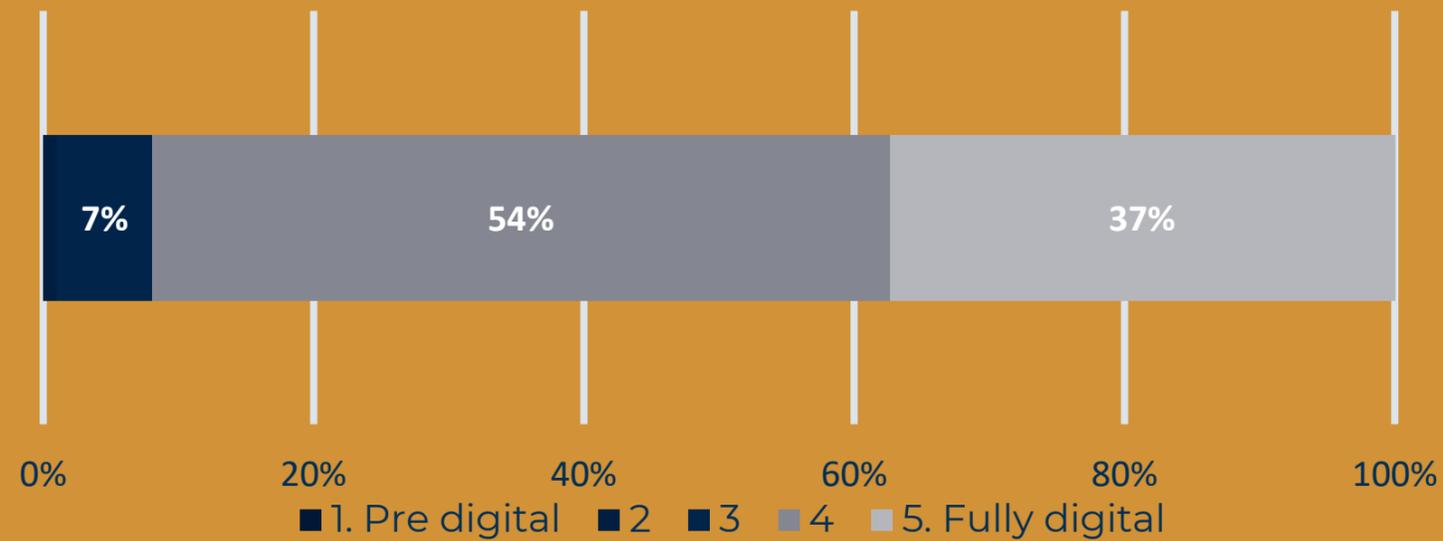


# DIGITAL MATURITY AIM

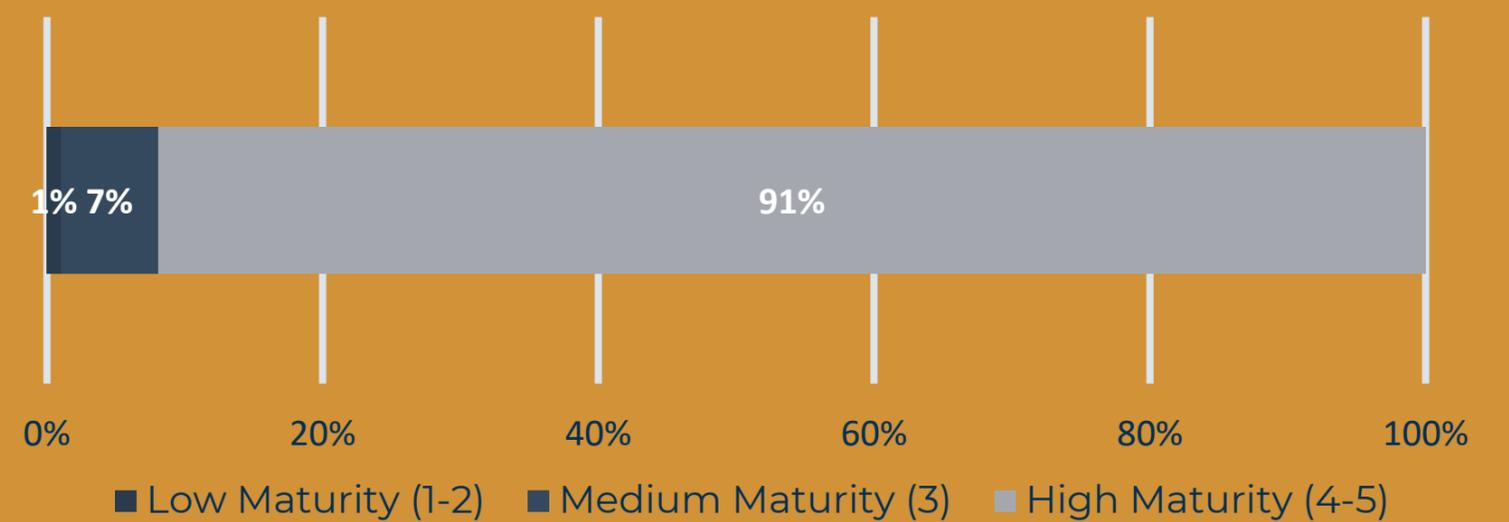
91% aim for high digital maturity

**QUESTION;** How is your company's digital maturity aim?

COMPANYS DIGITAL MATURITY AIM



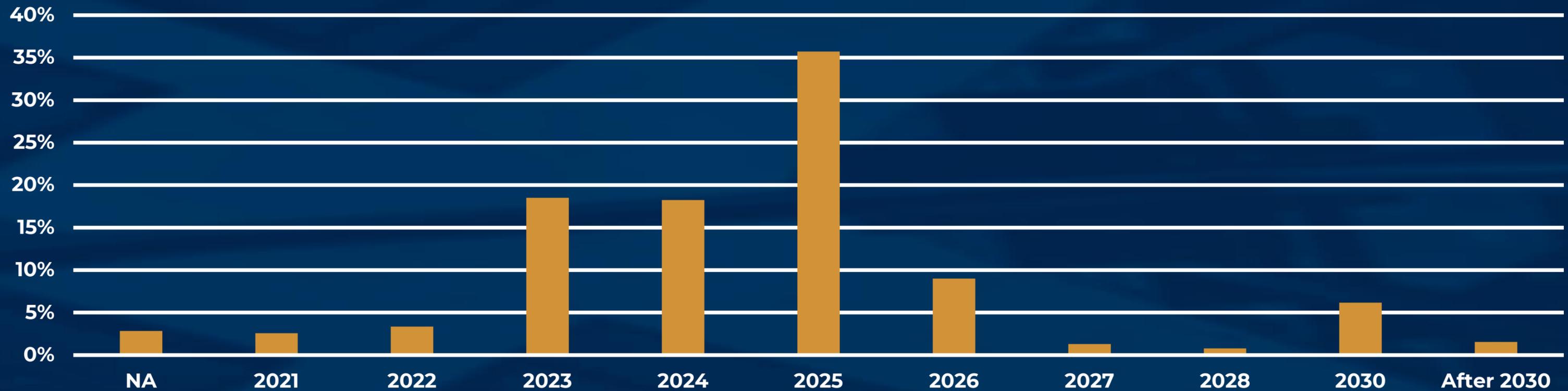
COMPANYS DIGITAL MATURITY AIM GROUPED FOR ANALYSIS



# MATURITY AIM - TIMING

Majority expect to reach the maturity aim within 2 to 4 years

COMPANY EXPECTS TO HIT THE MATURITY AIM BY

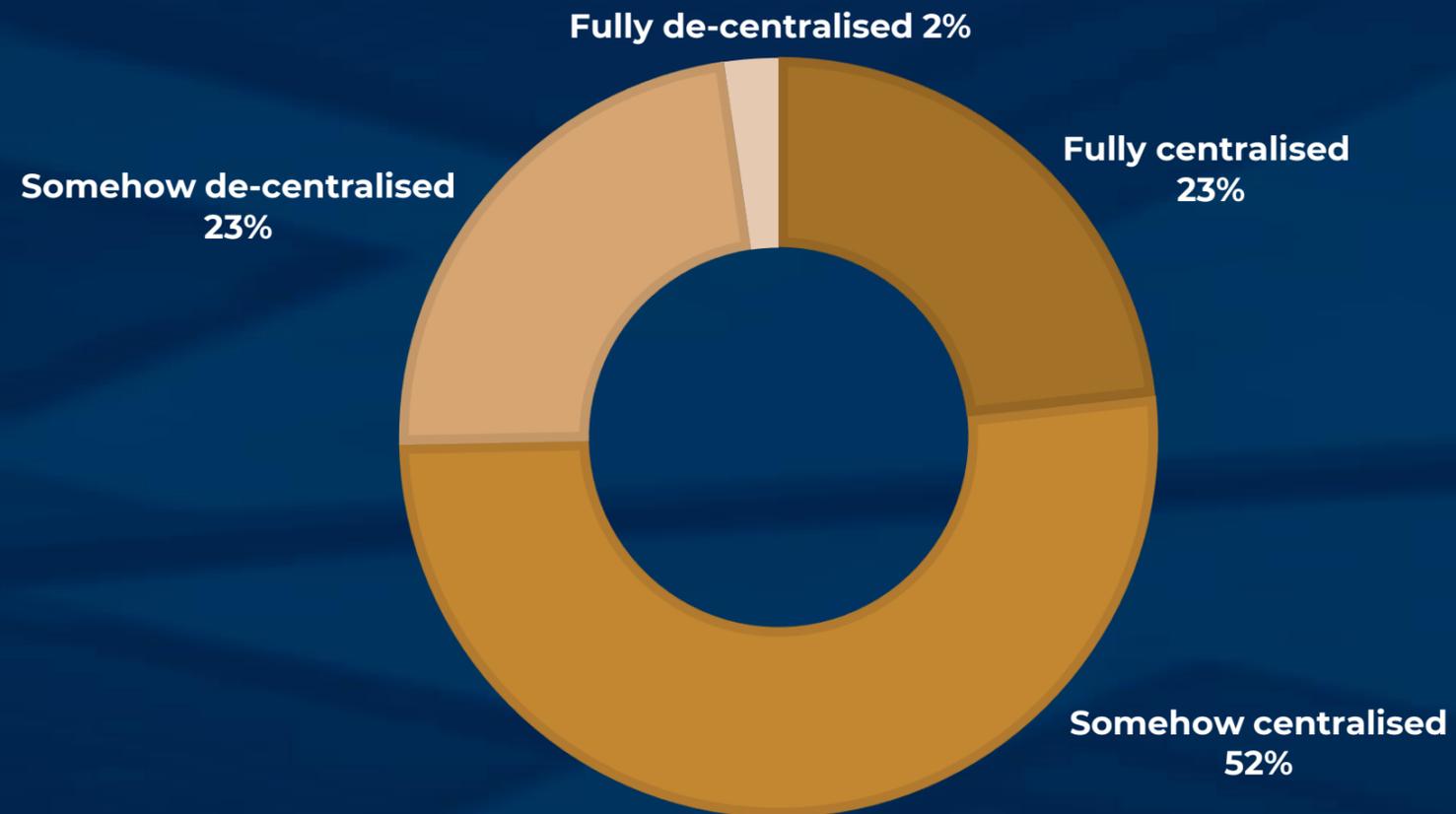


# STRATEGY – CENTRALIZATION LEVEL

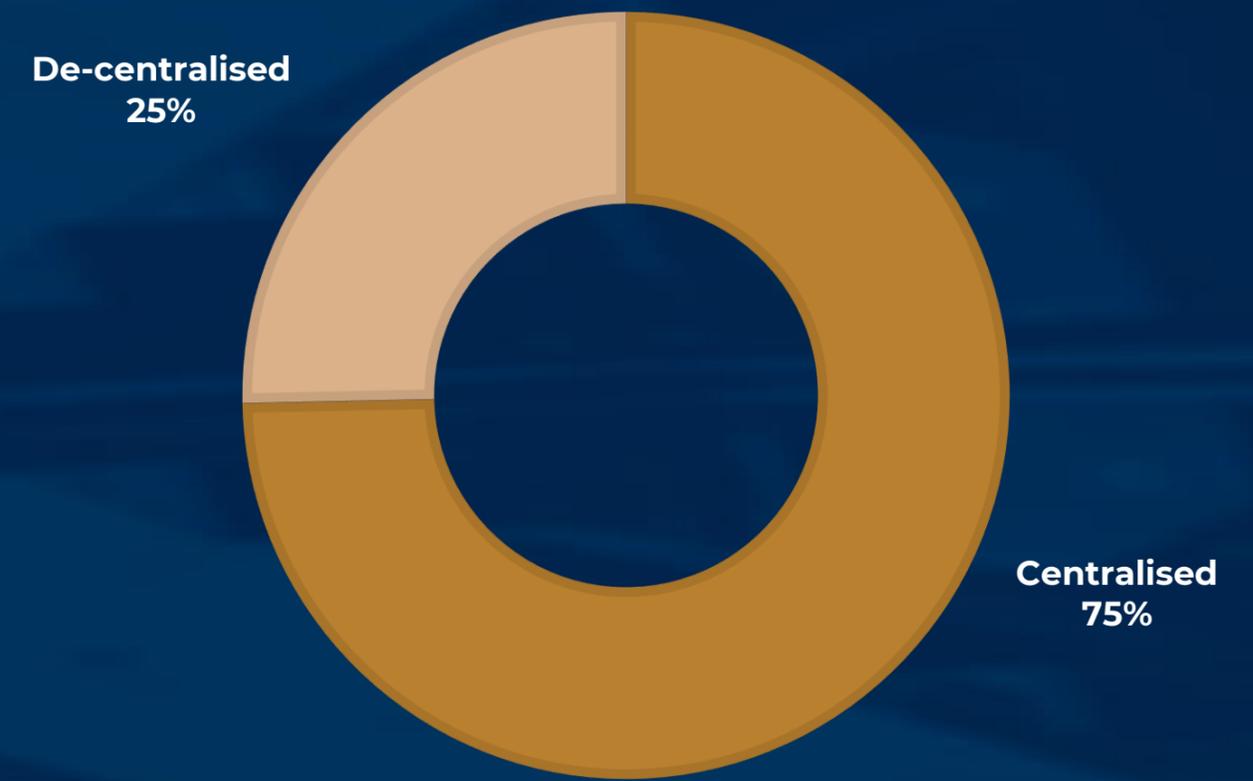
Majority describe their company's digital strategy as centralised: half say somehow centralised and a quarter fully centralised. Grouped - Three quarters has a centralised digitalisation strategy

**QUESTION;** How would you describe your company's digitalisation strategy?

### DIGITALISATION STRATEGY



### DIGITALISATION STRATEGY GROUPED FOR ANALYSIS

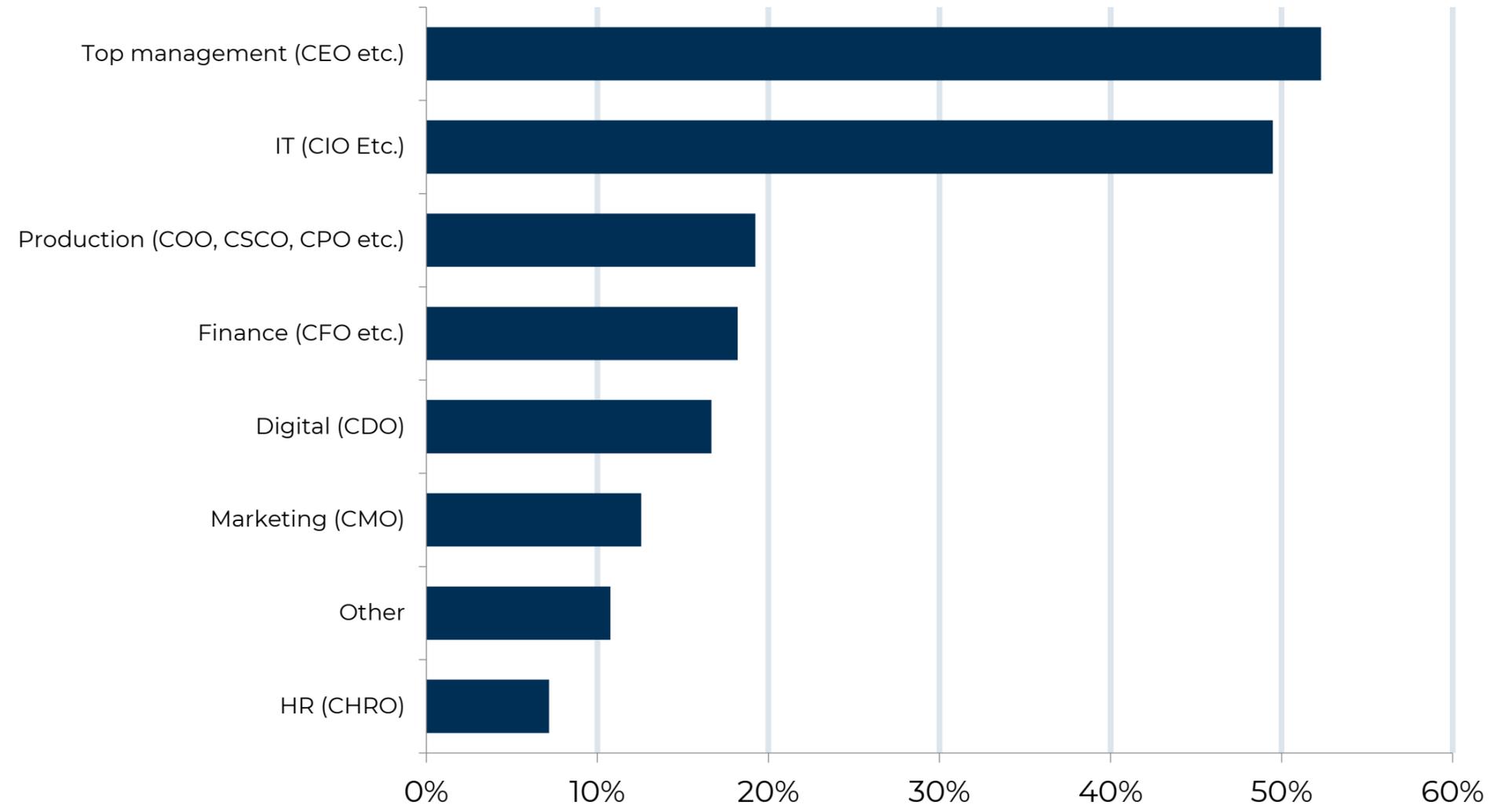


# KEY DRIVERS IN DIGITAL TRANSFORMATION

Top management and IT are key owners/drivers of digital transformation  
Average number of owners/drivers of digitalisation 1,8

*Question;  
Who owns/drives  
the digital  
transformation  
agenda in your  
company?*

*(Multiple Answers)*



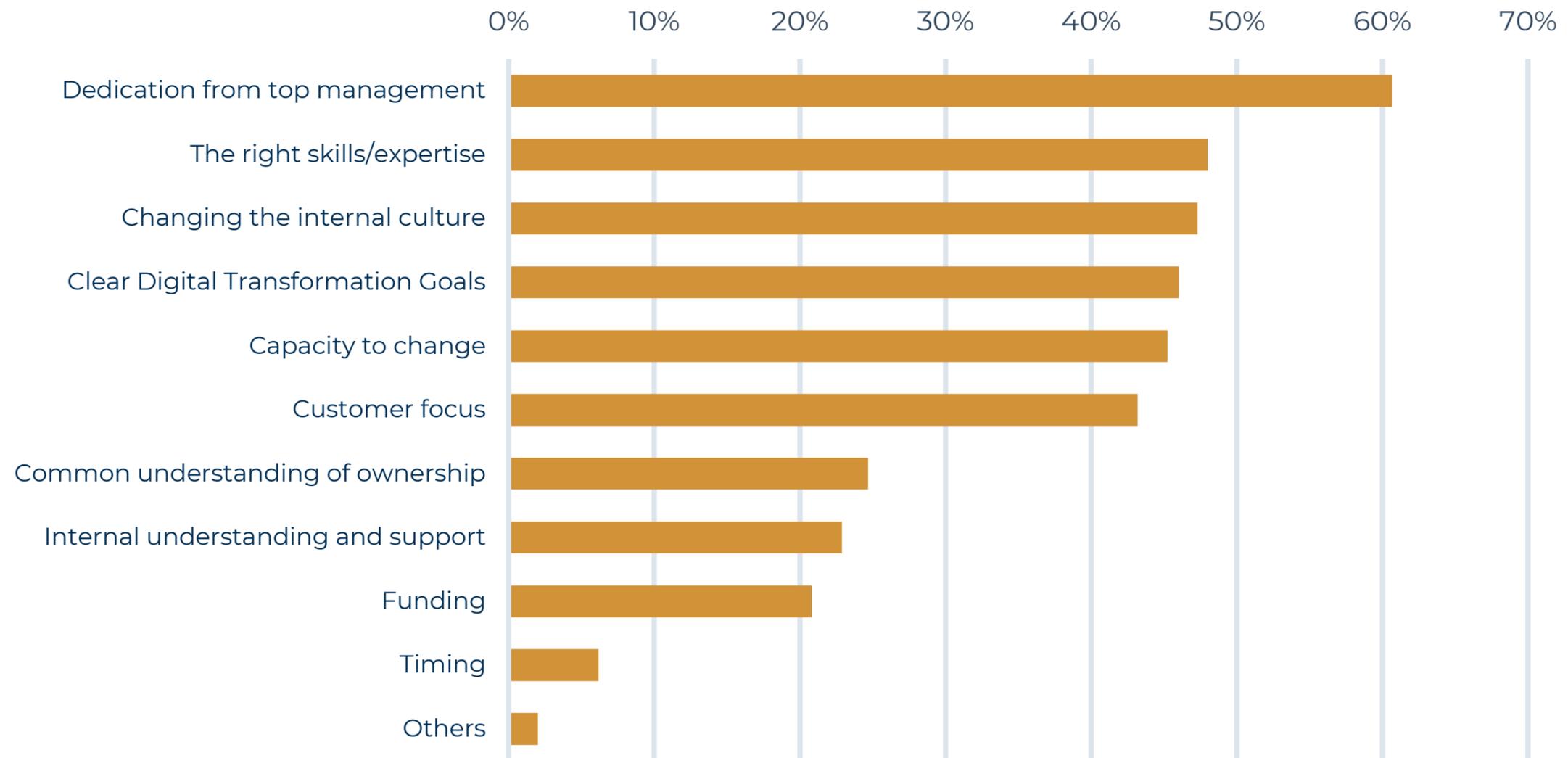
# SUCCESS FACTORS FOR DIGITAL TRANSFORMATION

Key factors for digital transformation success; Top management dedication, right skills, internal culture, clear goals, capacity to change and customer focus.

Average number of factors for success 3,7

*Question;  
What are the most important factors for success with digital transformation?*

*(Multiple Answers)*



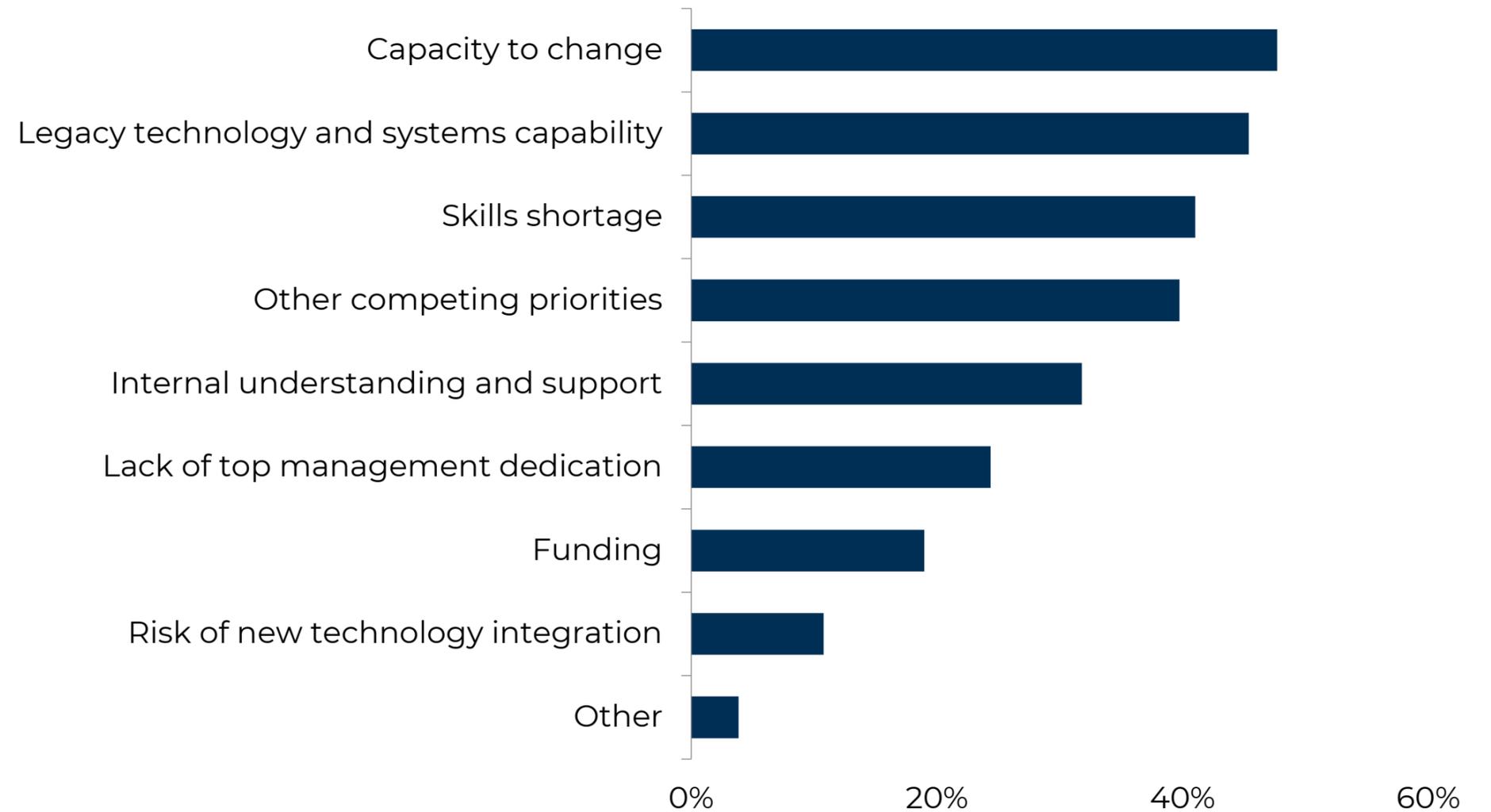
# TRANSFORMATION BARRIERS

Key barriers for digital transformation; capacity to change, tech legacy, skill shortage, competition, and internal support.

Average number of barriers for transformation 2,6

*Question;  
What are the  
barriers for digital  
transformation?*

*(Multiple Answers)*



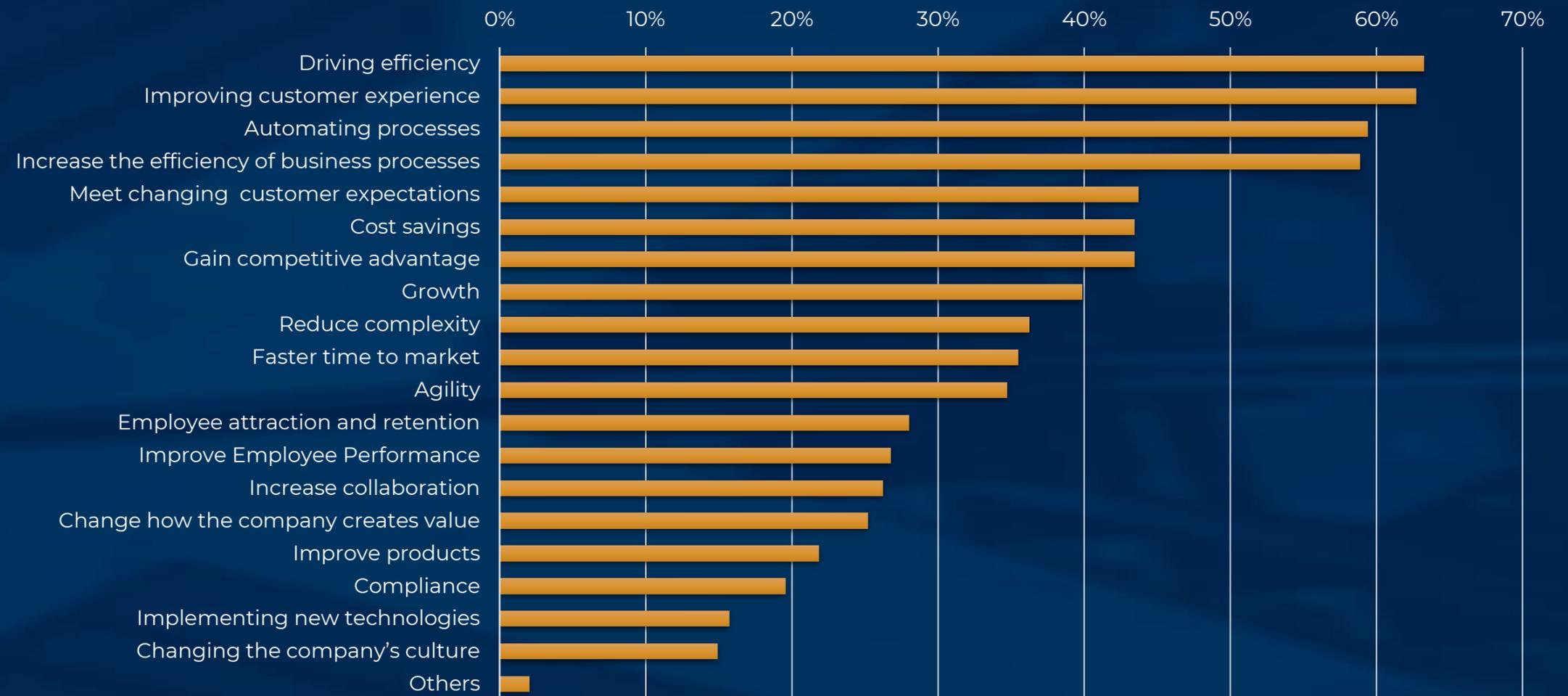
# EXPECTED OUTCOMES FROM DIGITAL TRANSFORMATION

Driving efficiency, Improving customer experience and automation of processes are the most expected outcomes of the digital journey.

Average number of expected outcomes 7

*Question;  
What are the  
expected  
outcome/goals of  
your  
company's digital  
journey?*

*(Multiple Answers)*



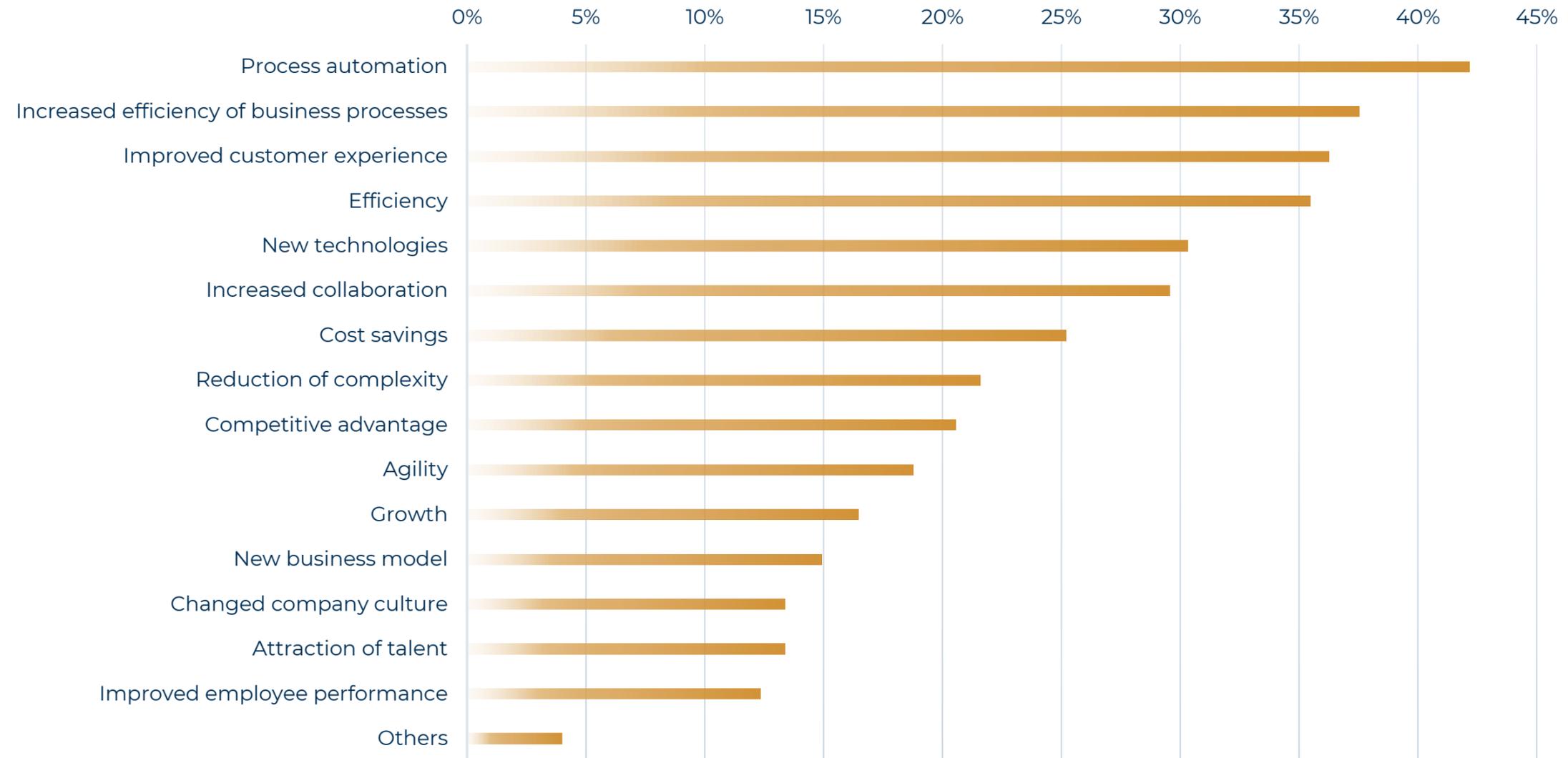
# REALISED OUTCOME IN DIGITAL JOURNEY

Process automation, increased efficiency, improved customer experience, new technologies and increased collaboration have been the key digital journey outcome to date.

Average number of current outcomes 3,7

*Question;  
What has been  
the outcome of  
your company's  
digital journey to  
date?*

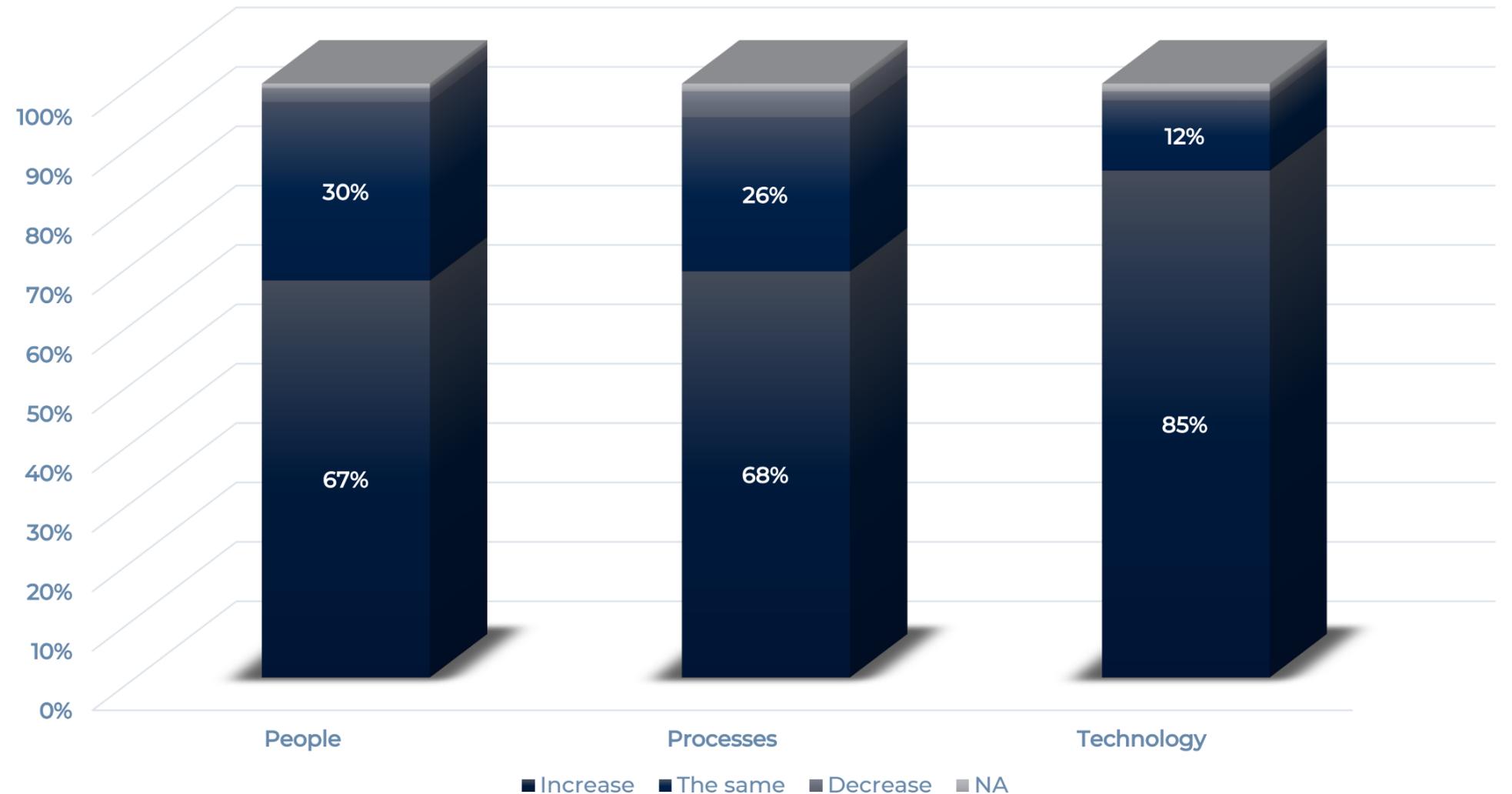
*(Multiple Answers)*



# DEVELOPMENT IN INVESTMENT

Technology will be the first priority, followed by processes and people

*Question;  
How will  
investment in  
the following  
areas develop  
in your  
company?*



# COMPARISON OF VIEWS ACROSS THE MATURITY SPECTRUM

# WHO DRIVES TRANSFORMATION

CEOs are more involved in transformation initiatives in digitally mature companies.  
 63% mentioned CEO as owner/driver amongst High Maturity companies  
 Only 43% mentioned CEO as owner/driver amongst Low Maturity companies

**QUESTION;** Who owns/drives the digital transformation agenda in your company? (Multiple Answers)



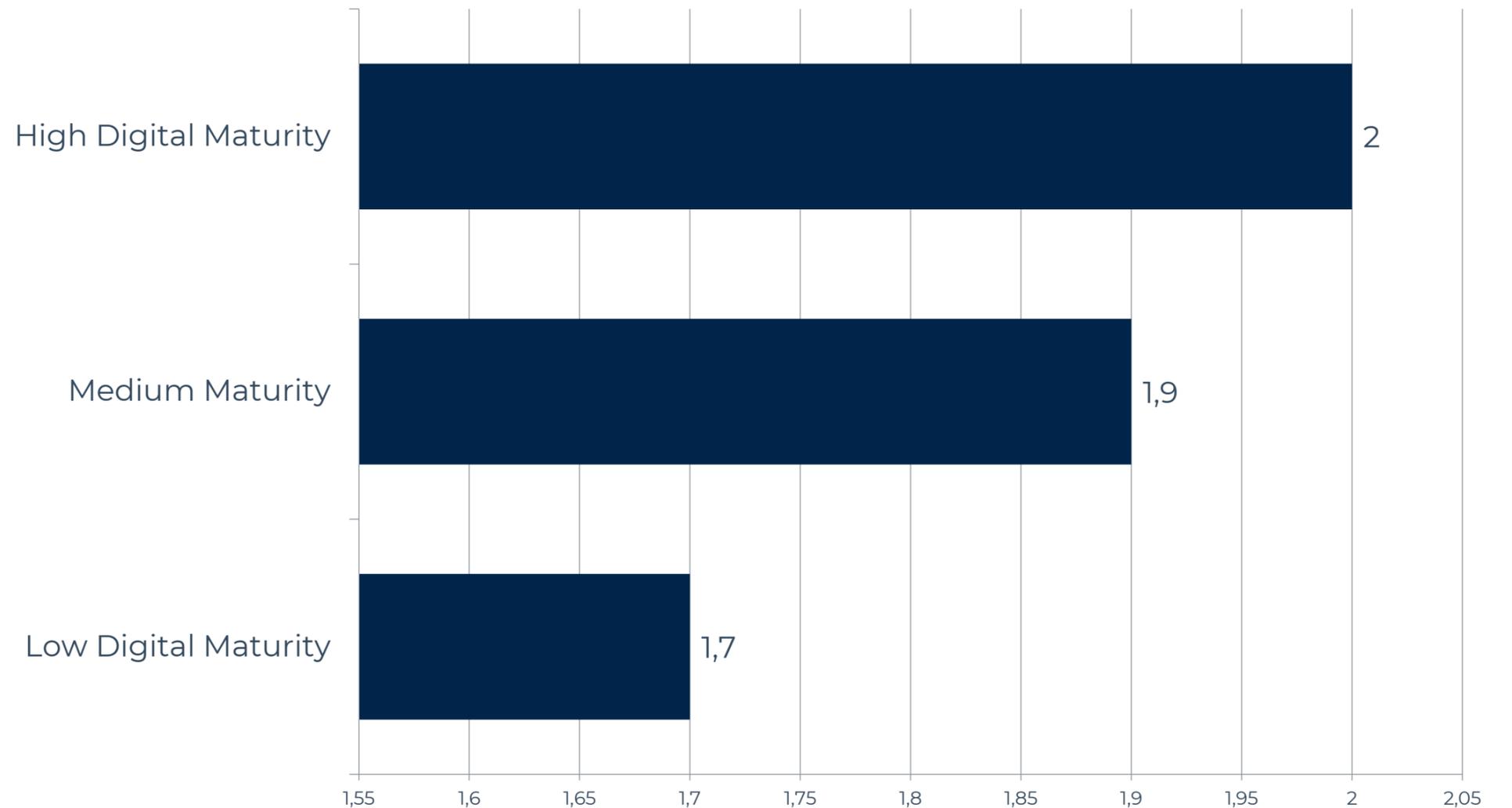
# NUMBER OF FUNCTIONS DRIVING TRANSFORMATION

Digitally mature companies have more functions involved in their transformation efforts.

When looking at the average number of functions driving digitalisation, High Mature companies have on average 2.0 owners/drivers. Low mature companies, on the contrary, have less functions driving digitalisation (1.7)

*Question;  
Who owns/drives  
the digital  
transformation  
agenda in your  
company?*

*(Multiple Answers)*



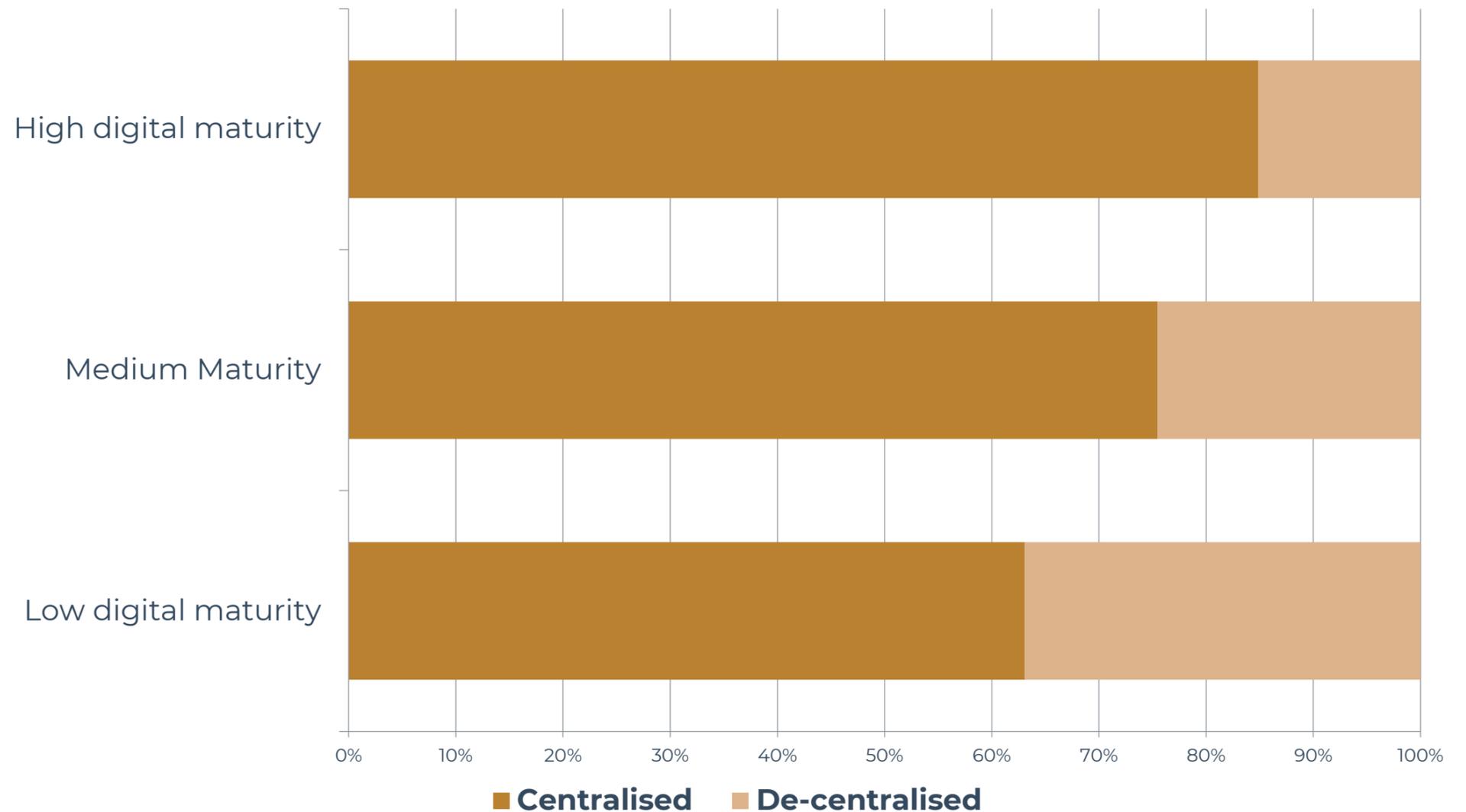
# STRATEGY AS DRIVER FOR TRANSFORMATION

Centralisation appears to drive more transformation success. High Maturity companies describe themselves as more centralised (85%)

Low maturity companies describe their strategy as less centralised (63%)

*Question;  
How would you  
describe your  
company's  
digitalisation  
strategy?*

*(Single Answer)*

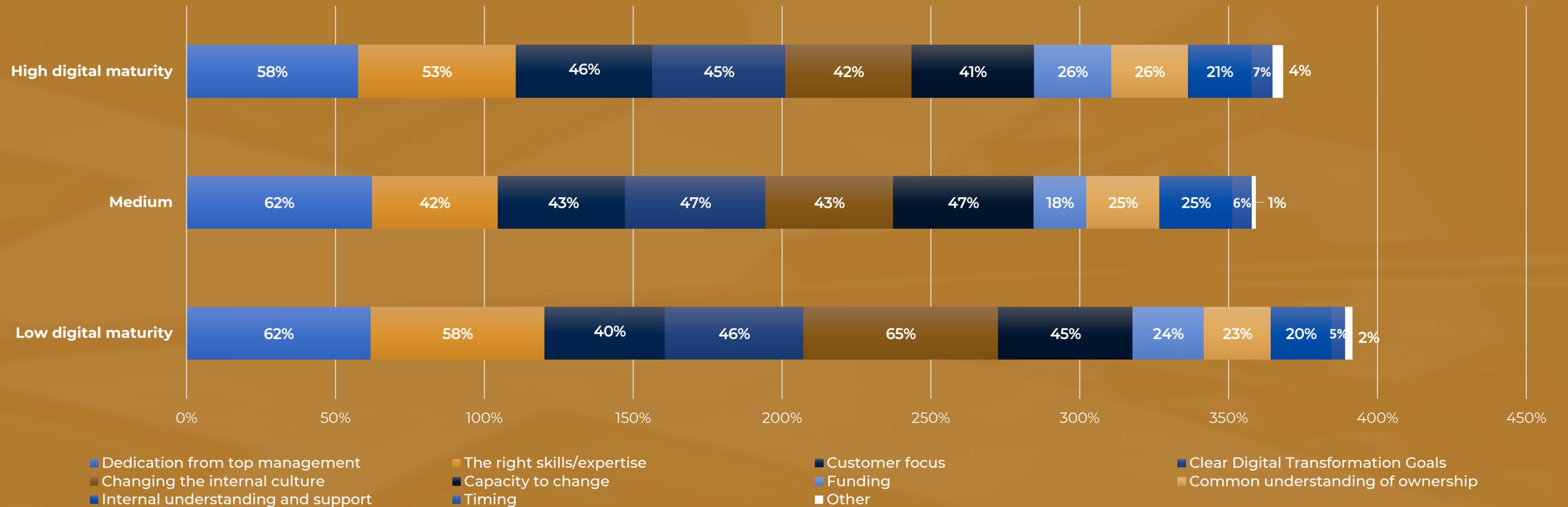


# TOP SUCCESS FACTORS FOR TRANSFORMATION

Dedication from top management, right skills and customer focus is seen as top success factors.

Top Three Success factors for Highly Mature companies; dedication from Top Management (58%), Right skills (53%) and Customer focus (46%). Top Three Success factors for Low Mature companies; Changing the internal structure (65%), Dedication from Top Management (62%) and Right Skills (58%)

**QUESTION;** What are the most important factors for success with digital transformation? (Multiple Answers)

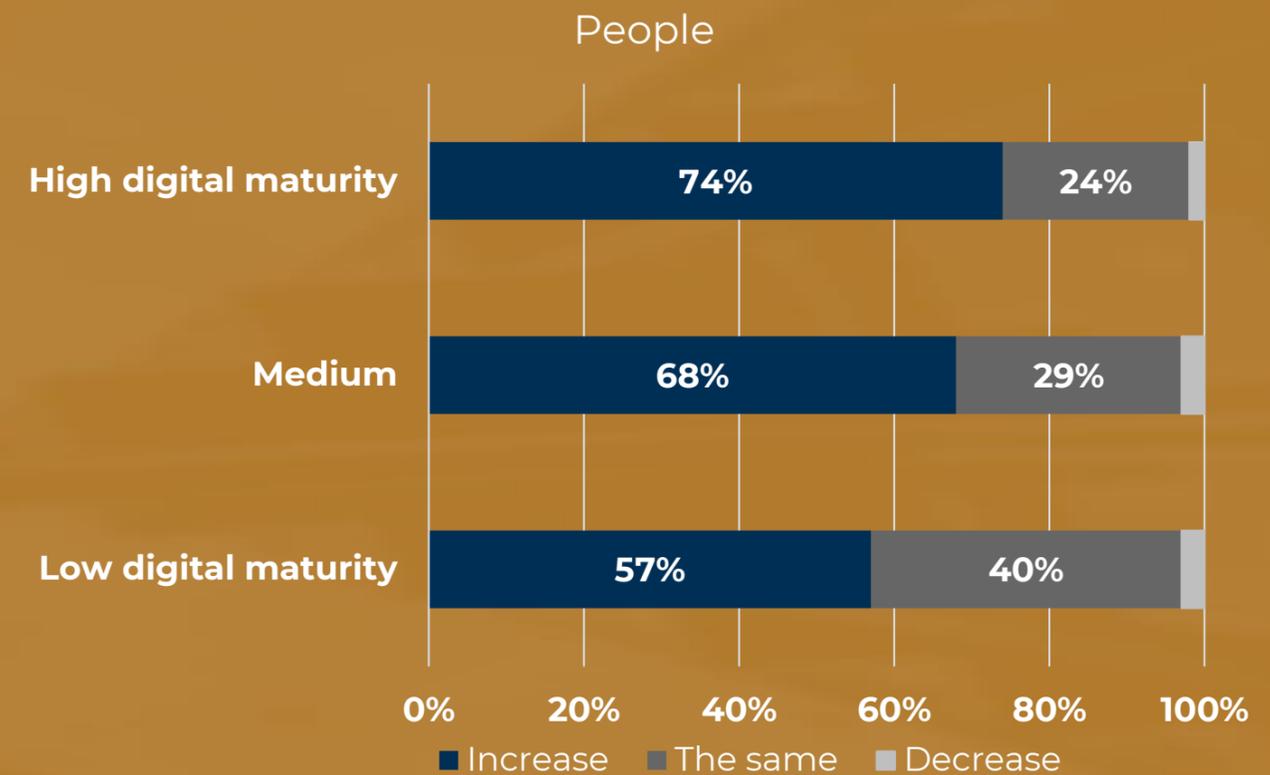
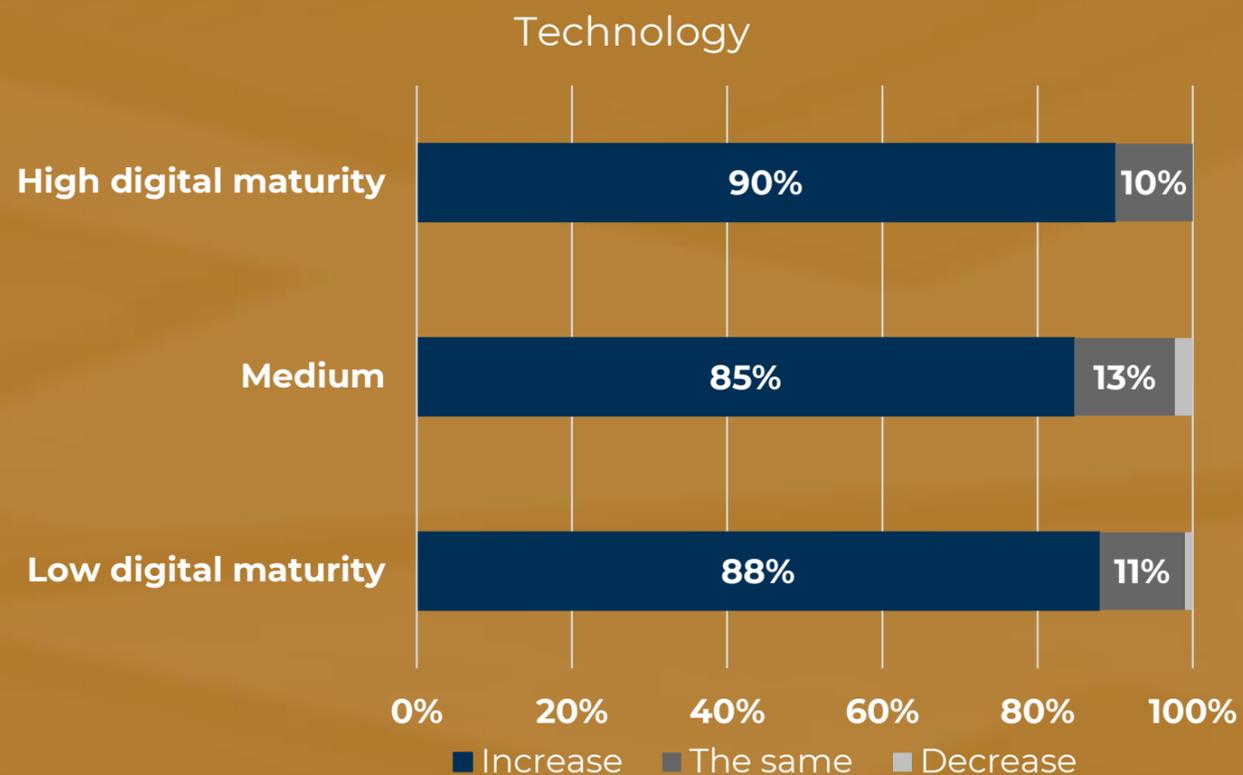


# DEVELOPMENT OF INVESTMENTS

Investment in people is significantly higher in digitally mature companies.

90% of High Maturity companies expect investment in technology to increase, versus 88% of Low Maturity companies  
74% of High Maturity companies expect investment in people to increase, versus 57% of Low Maturity companies

**QUESTION;** How will investment in the following areas develop in your company?



**PLEASE FEEL FREE TO  
USE/SHARE THESE SLIDES AS  
YOU SEE FIT**