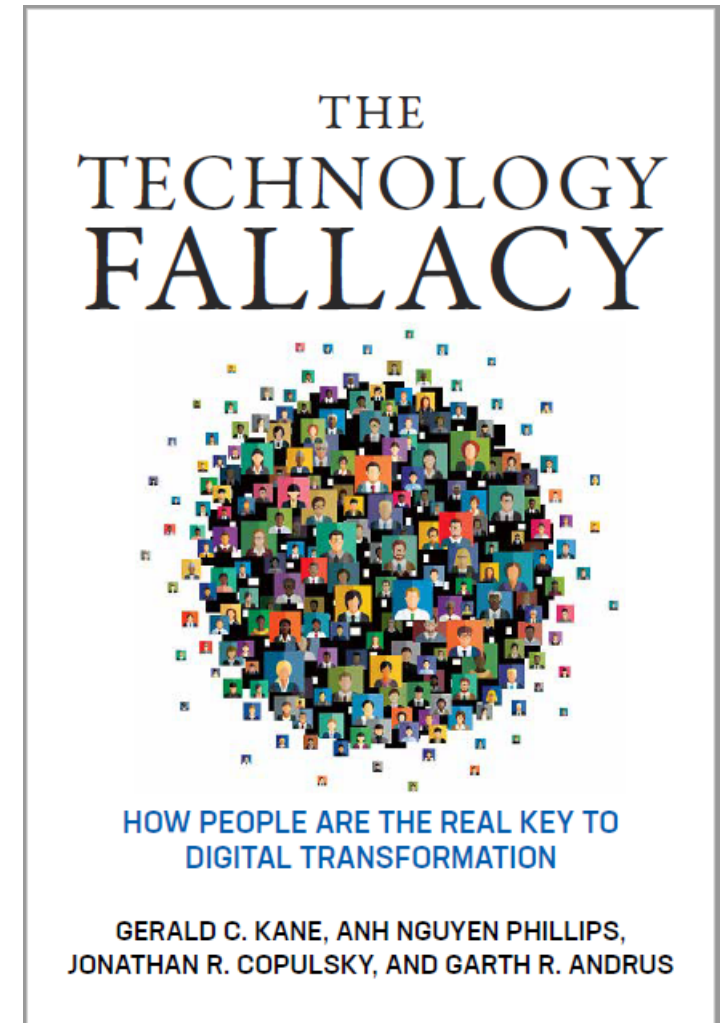


# The Technology Fallacy



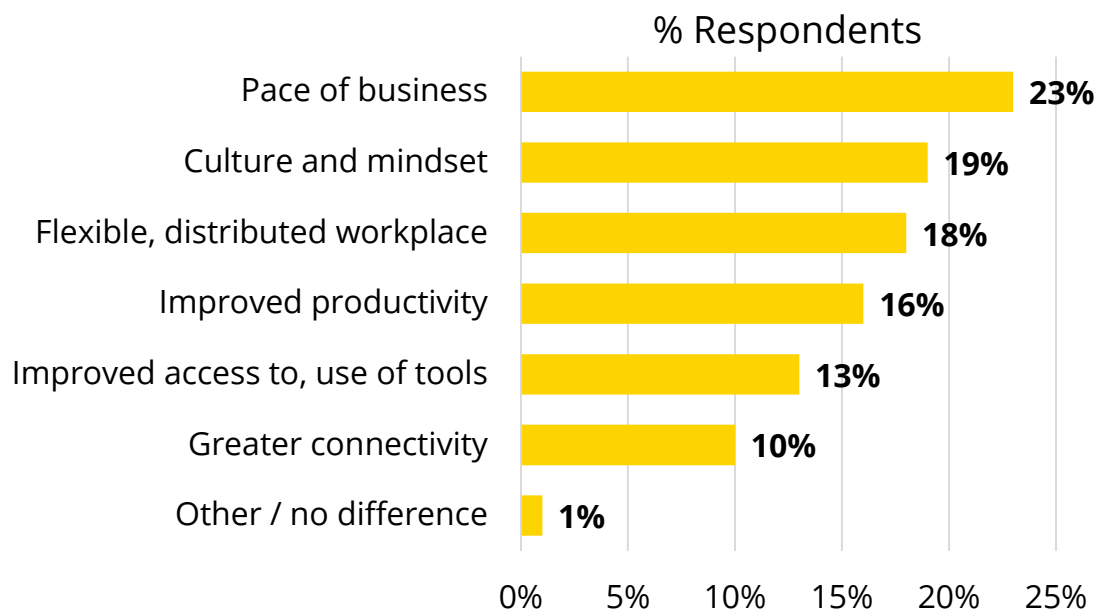
## **ANH NGUYEN PHILLIPS**

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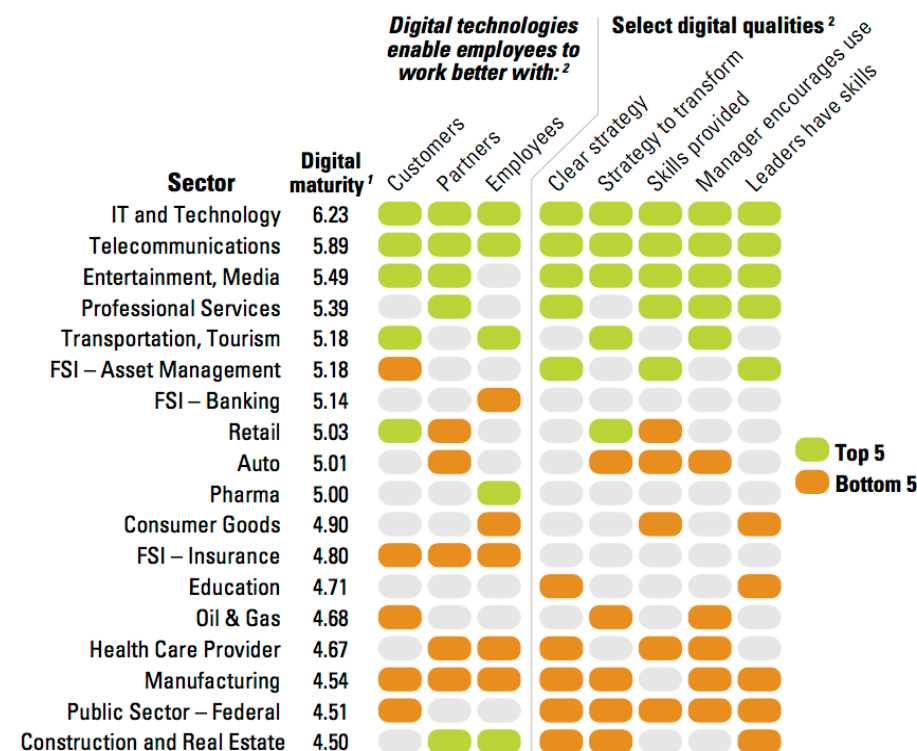
# How is digital business different?

What is the main difference between working in a **digital environment** versus a **traditional one**?



## INDUSTRY LENS: LEADERS, BUT NO LAGGARDS

Industries born of technology lead the list of sectors with the greatest penetration of digitally maturing organizations — IT, telecom, and media & entertainment. However, this year's digital business study did not find a consistent set of laggards on the opposite end of the spectrum. Companies in each sector have strengths to build on as well as weaknesses to address.



1. Digital maturity is calculated as the average maturity of responses from a given sector. Respondents were asked to rate their organization's digital maturity on a 10-point scale with 1 being least mature and 10 being most mature.

2. Correspond to specific survey questions in the study. Percentage of respondents who agree/strongly agree their organization has the relevant digital skills or capabilities.

# Digital transformation is less about technology and much more about the organization

**2015**

**Strategy**, not technology drives digital transformation.



**2017**

Put **digital at the core** of the business; cultivate an environment to support digital and attract talent.



**2016**

'Doing digital' is not enough. Organizations need to **align strategy, talent, and culture**.



**2018**

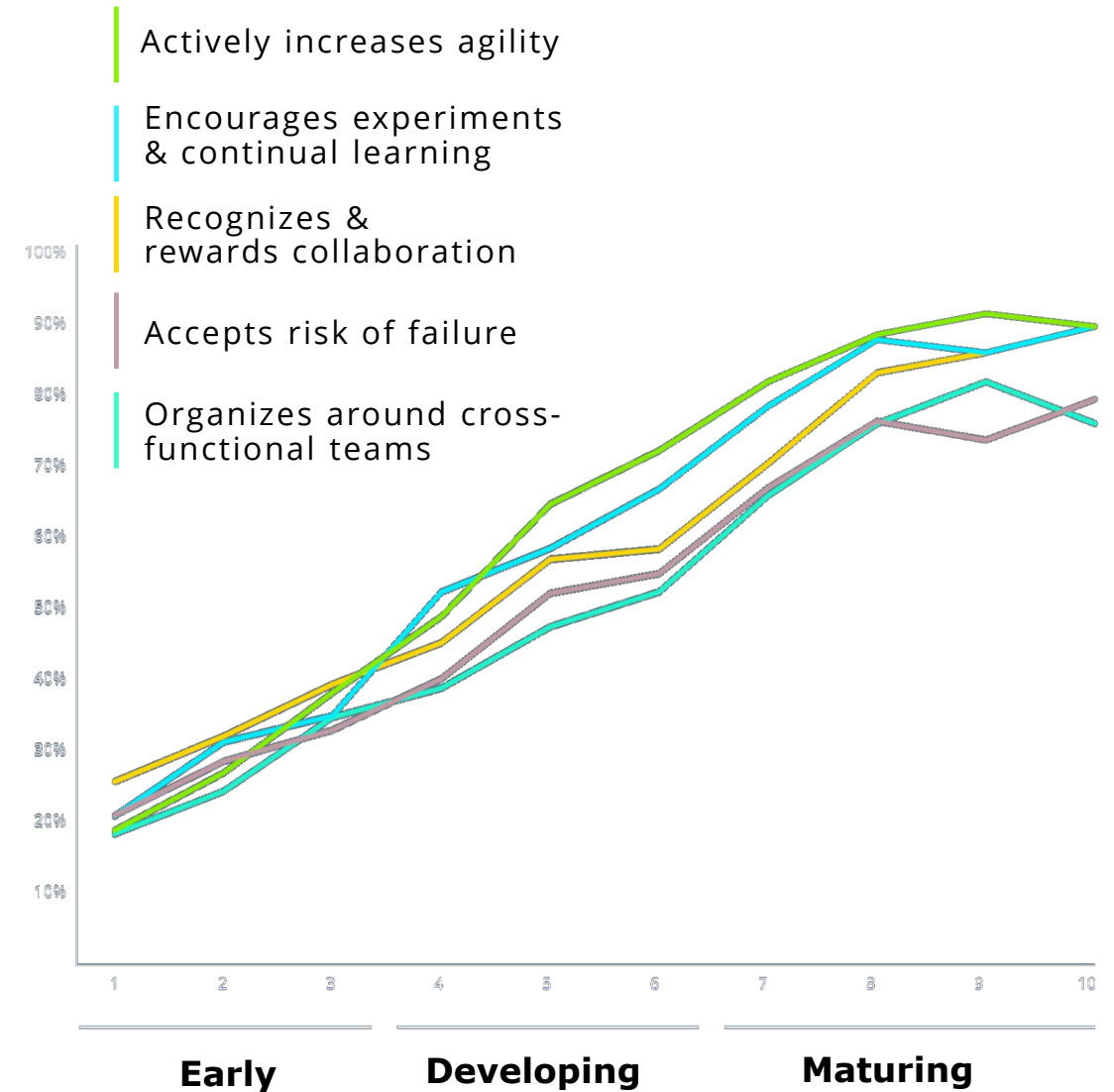
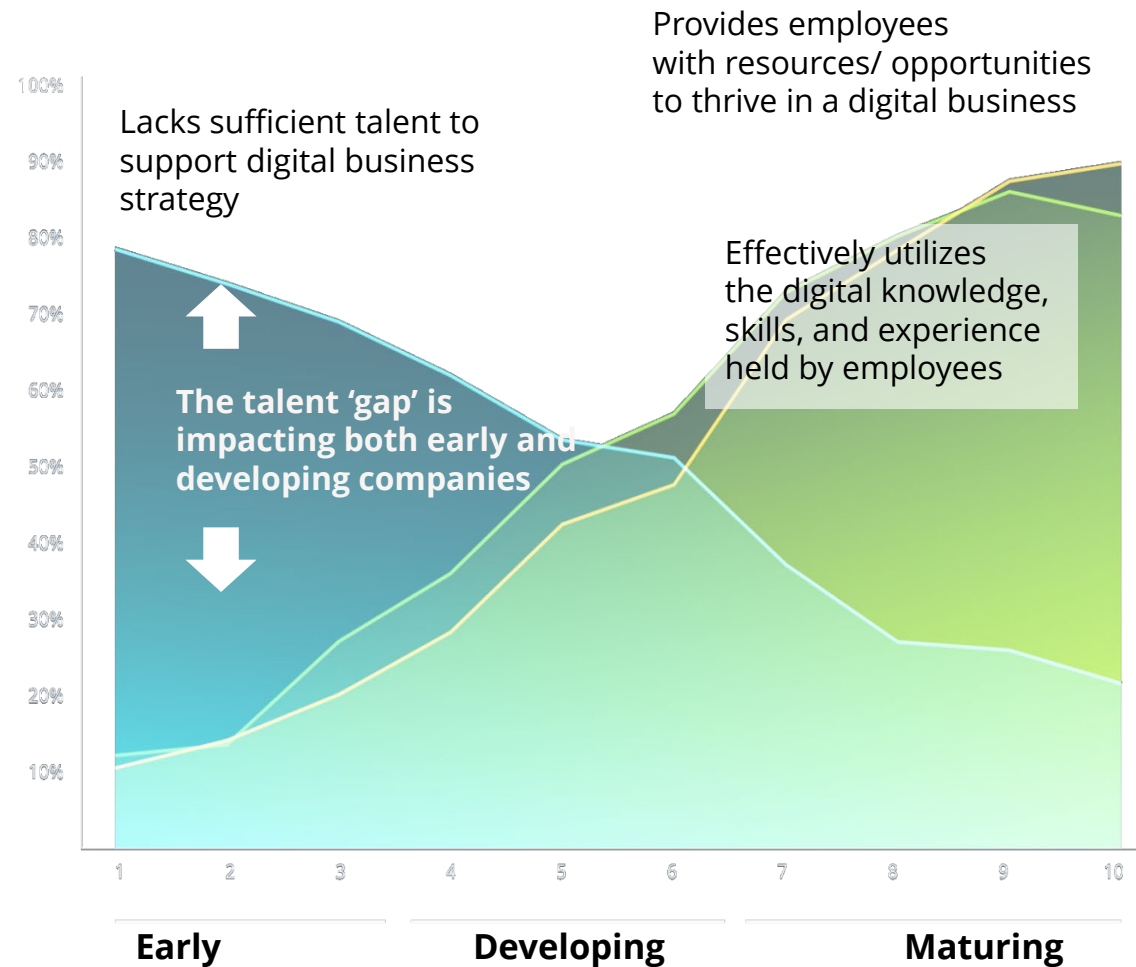
**Learning and leadership** models are evolving as companies digitally mature.



**2018**

**Learning and leadership** models are evolving as companies digitally mature.

# Culture and the Talent Gap





# Thank you.

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# The Technology Fallacy

Anh Nguyen Phillips

Deloitte CIO Program

# 4 Years researching digital's business evolution

Undertaken by Deloitte Digital in collaboration with *MIT Sloan Management Review* (MIT SMR)

2014 - 2018

 **16,400+** TOTAL RESPONSES

Annual surveys of business executives, managers, and analysts from organizations globally to understand how the digital enterprise is evolving

 **~70** EXECUTIVE INTERVIEWS

C-suite and other executives, subject matter specialists



**31% @>\$1B**  
REVENUE



**157**  
COUNTRIES



**28**  
INDUSTRIES



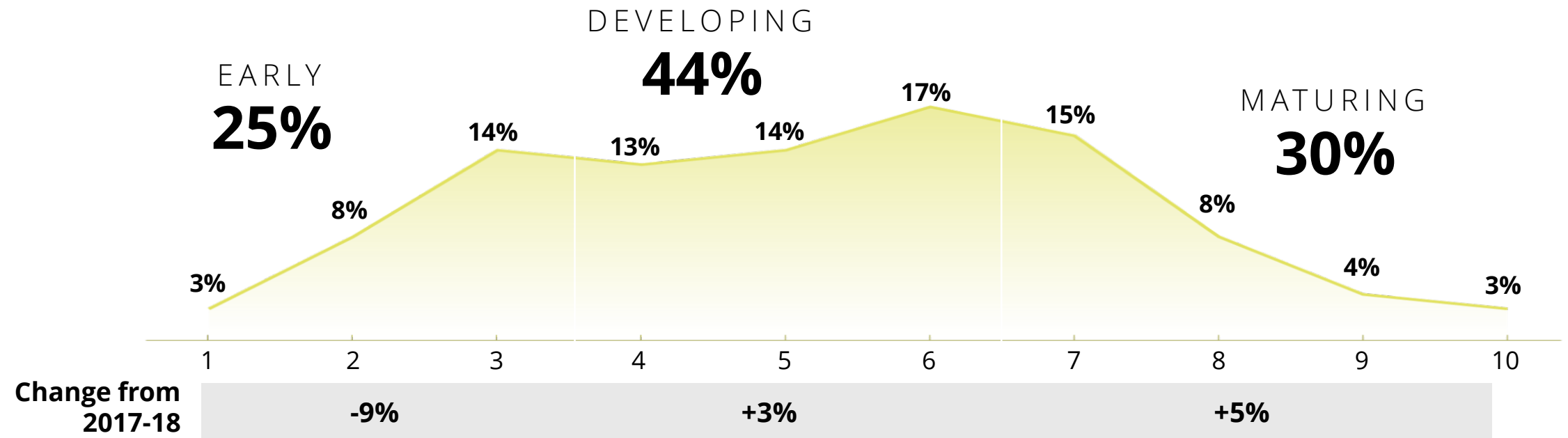
**35%**  
UNITED STATES



**65%**  
INTERNATIONAL



# But only 30% of companies would rate themselves as digitally mature



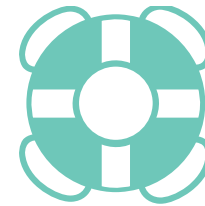


# The Knowing-Doing Gap



**87%**

of respondents believe digital technologies will disrupt their industry



**44%**

feel their organizations are adequately preparing for disruptions projected to occur in their industry due to digital trends

# Are companies **holding themselves** back?

What is the **biggest threat** facing your company as a result of digital trends?

## TOP 3 RESPONSES:

### 1 INTERNAL ISSUES

Lack of agility, complacency,  
Inflexible culture, digital  
Not a priority

### 2 MARKET ENVIRONMENT

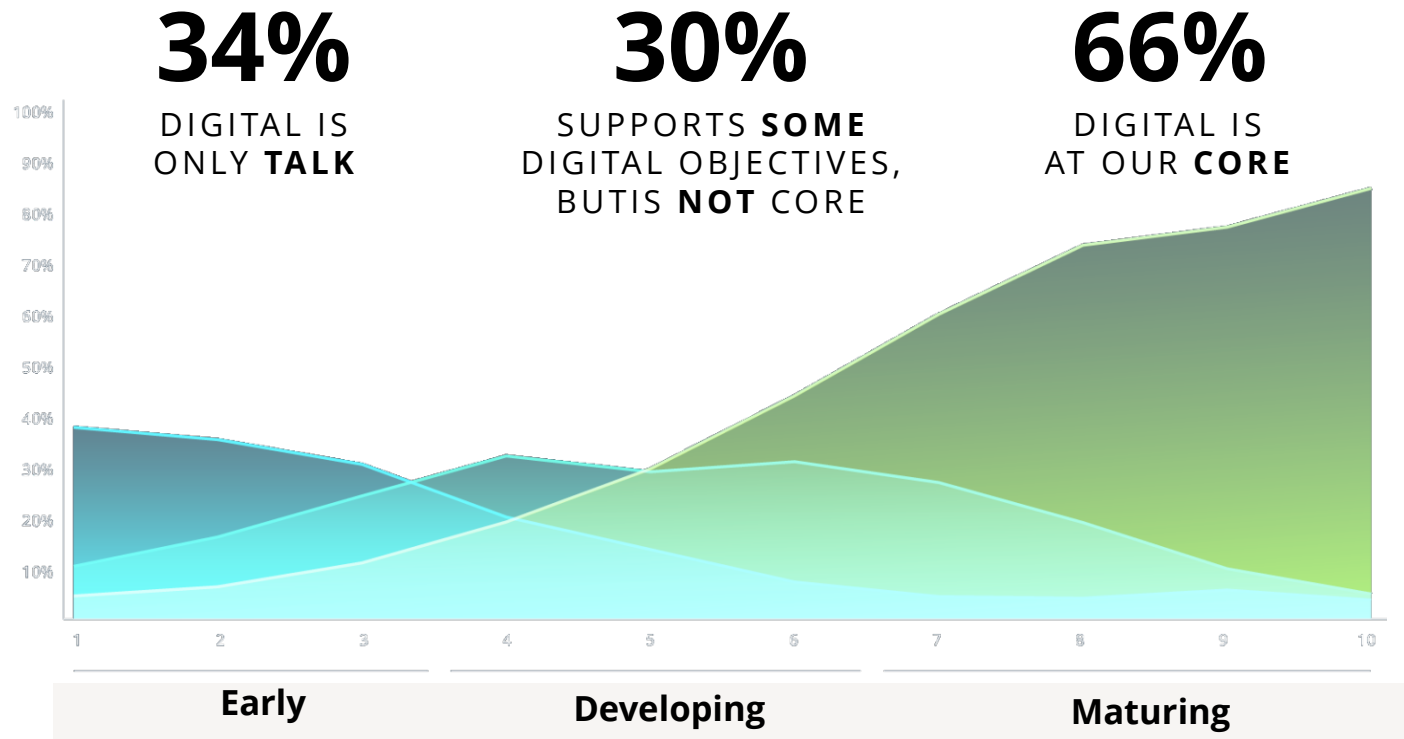
Product obsolescence, lower  
barriers to entry, eroding  
competitive advantage

### 3 COMPETITIVE PRESSURE

More intense competition,  
Faster competitors, new  
competitors

Digital business is at the core of maturing companies

## The role of digital business is: (TOP RESPONSE)



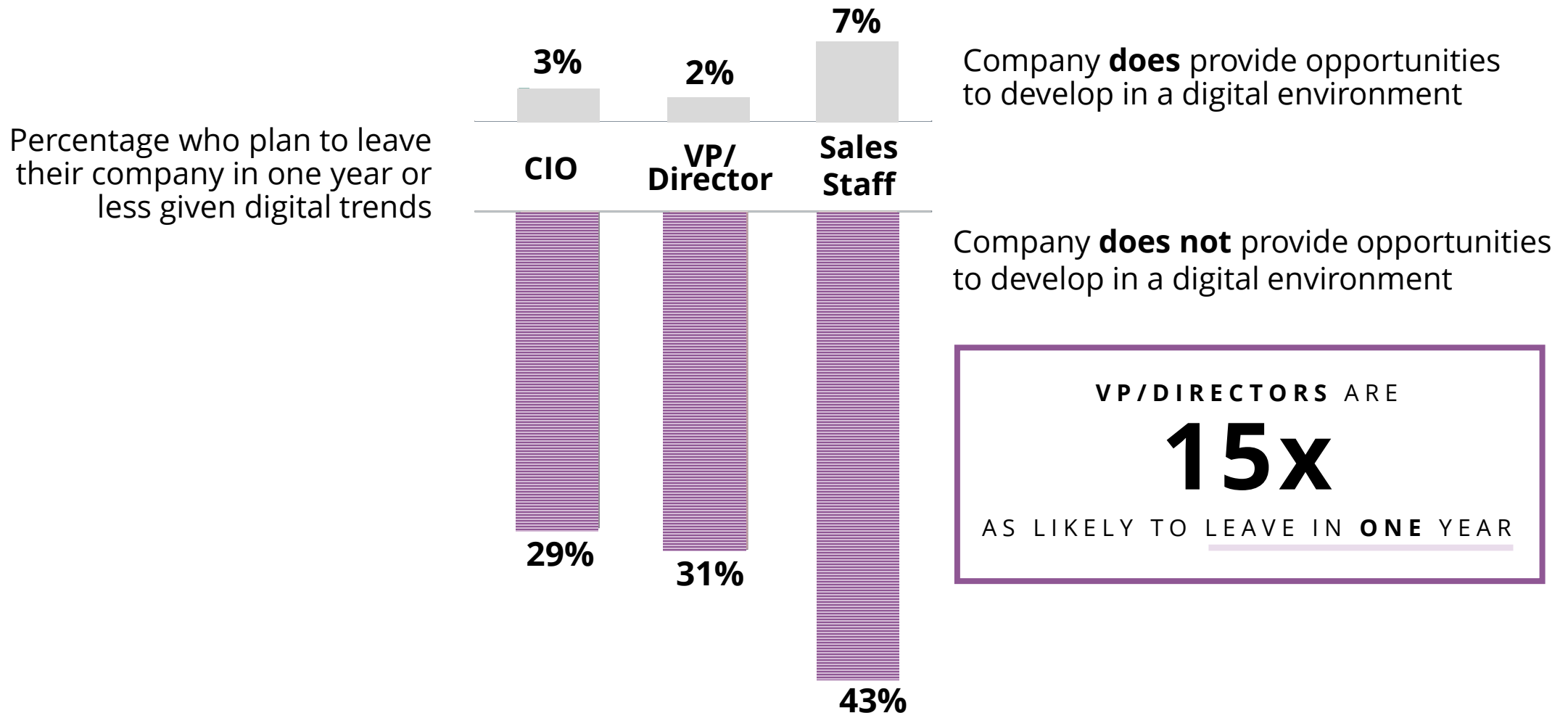
Those who  
make digital  
core to their  
strategy see a  
stronger return  
on digital  
investments

80%

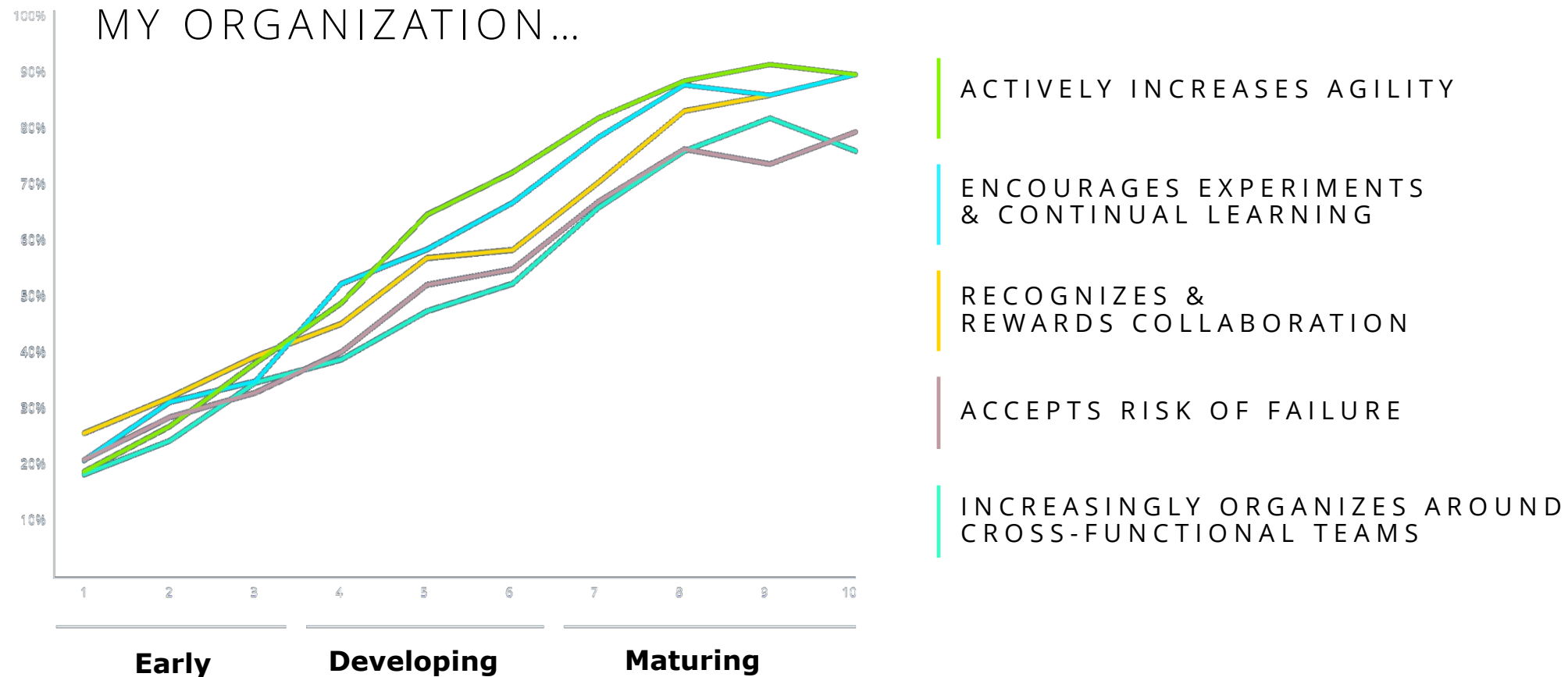
OF RESPONDENTS WHO SAY  
**DIGITAL IS CORE** TO THEIR  
ORGANIZATION'S STRATEGY  
CLAIM THEIR DIGITAL  
EFFORTS ARE **SUCCESSFUL**  
OR VERY SUCCESSFUL



# Lack of digital opportunities may increase attrition



# Digitally maturing organizations have a distinct culture



How can we learn  
from digitally  
maturing  
organizations?

1. Put digital business at the core of your organization's overall strategy
2. Prioritize talent development and learning at the individual and organizational levels
3. Build the environment (culture and organizational structures) to enable digital success



# Want to learn more?

**Join the conversation:**

#TechFallacy

#DigitalEvolution



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