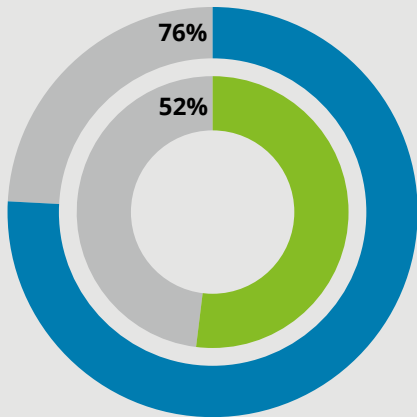




COVID highlighted challenges of rising uncertainty¹ and accelerating change



"Our business will change significantly more in the next 5 years than the 5 years before the pandemic"

■ Agree or strongly agree
■ Neutral or disagree

"Fast pace of technology change is not good for our organization/customers"

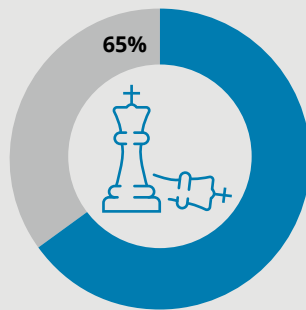
■ Agree or strongly agree
■ Neutral or disagree

¹ World Uncertainty Index

Most respondents agree: companies must digitize in <5 years or face "doom"

"Companies that haven't digitally transformed within 5 years are 'doomed'"

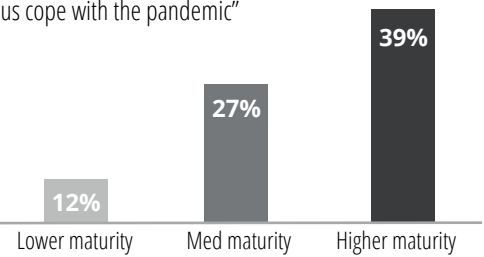
■ Agree or strongly agree
■ Neutral or disagree



*Commercial respondents only

Digitally mature organizations are more resilient and navigate change better, per our survey

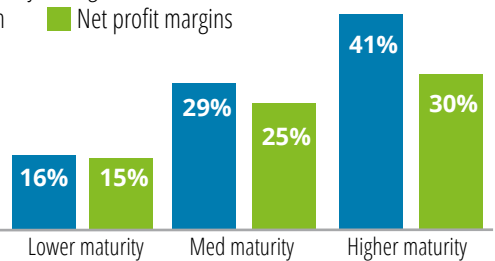
"Digital significantly helped us cope with the pandemic"



And they do significantly better financially as a result

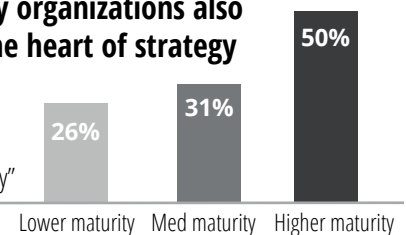
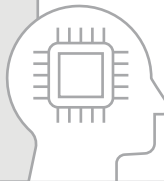
"Our annual revenue growth and net profit margins are significantly above industry average"

■ Annual revenue growth ■ Net profit margins



Higher-maturity organizations also put digital at the heart of strategy

"Digital transformation is the central pillar of our business strategy"

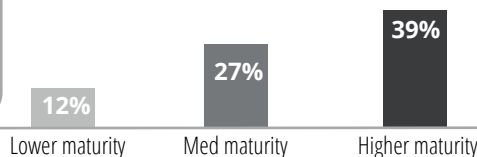


This enables success by...

boosting resiliency to thrive amid change and uncertainty... and driving differentiation to offer unique value

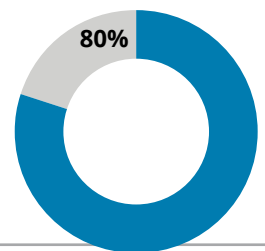


"Digital initiatives pushed since the pandemic are already having a large positive business impact"



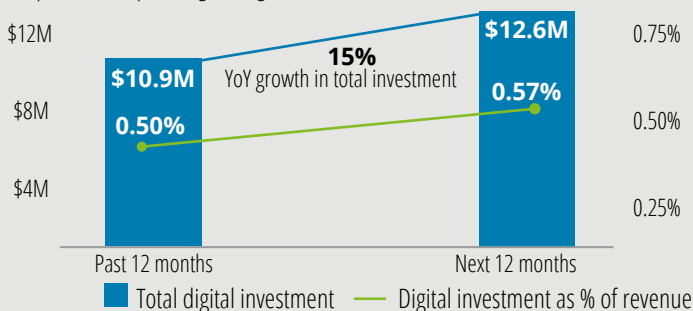
"In my industry, digital capabilities are a key differentiator"

■ Agree or strongly agree
■ Neutral or disagree



Organizations accelerated digital transformation efforts during the pandemic

Respondents' spending on digital transformation



As digital efforts intensify, Digital

and Strategy must shape each other



- Digital creates new where-to-play and how-to-win options
- Digital investments should align with business strategy
- Digital tools (i.e., analytics, simulation tools) can help identify/model new threats and opportunities