COVID highlighted challenges of rising uncertainty and accelerating change

```
76%
52%
```

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

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

“Companies that haven’t digitally transformed within 5 years are ‘doomed’.”

```
65%
```

```
Most respondents agree: companies must digitize in <5 years or face “doom”
```

And they do significantly better financially as a result

```
16% 29% 41%
15% 25% 30%
```

```
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."
```

```
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**

```
12% 27% 39%
```

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

```
80%
```

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

```
Organizations accelerated digital transformation efforts during the pandemic
```

```
Respondents’ spending on digital transformation
```

```
As digital efforts intensify, Digital 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