

# THE NATIONAL DIGITAL BENCHMARK

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Measuring the state of digital  
transformation in the UK



Professor  
N. Venkat Venkatraman,  
Boston University.

“In the future, you will face three forces of competition from:

**(1) your traditional competitors** who have accelerated their digital transformation efforts;

**(2) entrepreneurs** born in the digital-era; and

**(3) digital giants** who have expanded their scope to influence your industry’s business models.

**Will your company be relevant and influential in global economies and society in 10 years time? ”**

# RISE OF THE DIGITAL GIANTS

The future of every industry is digital, and that future is closer than you think.

In January 2007, there was only one digital company in the Top 10 most valued companies in the world: Microsoft.

A decade later, in January 2017, five of the Top 10 are digital companies: Apple, Alphabet, Microsoft, Amazon and Facebook. How could these digital giants influence the future of your industry over the next decade?

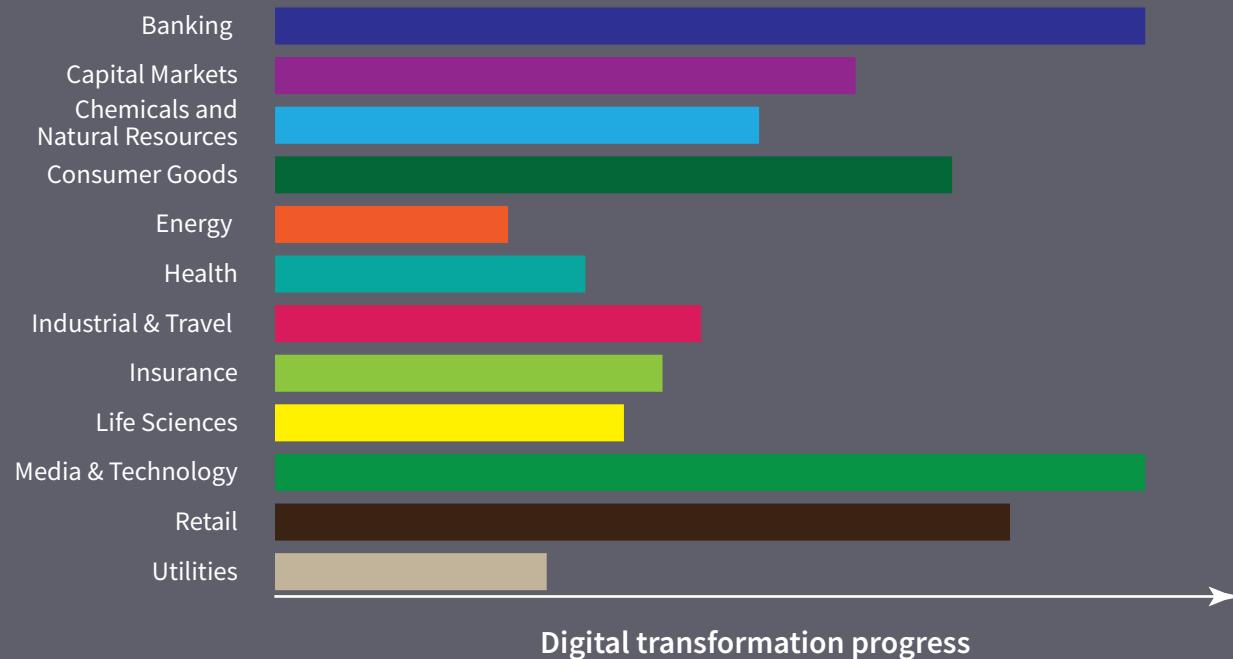


# HOW THE BENCHMARK WORKS

The benchmark is enabled by an annual survey, and participation creates a personalised score plotted on a nine-box matrix. This gives you both a view of where your

organisation sits within the digital transformation landscape, and crucially what the speed of digital transformation is within your industry or across similar business functions.

## Example Digital Transformation Progress Chart



## YOUR DIGITAL BUSINESS TRANSFORMATION OCCURS ALONG THREE PHASES —

(1) experimentation at the edge, where digital experiments are far removed from the current realities; (2) collision at the core, when digital rules challenge traditional industry practices; and (3) reinvention at the root, where

digital solutions are delivered in ecosystems across multiple industry boundaries. Scored against these three phases are the interactions you have with digital giants, digital entrepreneurs and within your own business and industry.

## Example Personalised Score

		Experimentation at the edge	Collision at the core	Reinvention at the root	
<b>Digital Ecosystem</b>	Digital giants	3	3	2	
	Incumbents	5	4	1	
	Digital entrepreneurs	2	1	0	
		<b>Digital Transformation</b>			

### Your Business

**Score:**  
**21/40**

# INSIGHTS

## SO FAR

To develop and refine the survey, we conducted in-depth interviews with leading FTSE executives across a broad range of sectors. Early insights indicate that digital transformation is well underway with certain companies leading

the way. The survey is designed to identify best in class, sector and business function norms as well as define the National Benchmark. All participants will be able to measure themselves against these benchmarks.

# HOW

## TO PARTICIPATE

The survey is for executives within FTSE 350 businesses, and the aim is to get the view from senior leaders across each organisation to provide multiple comparison points across industries.

The survey will run through to mid January 2018 with the results

published in February 2018. We hope that for any business keen to progress its digital agenda, this personalised report will become a key tool for engaging the rest of the C-Suite.

Access the survey on: <http://bit.ly/digital-benchmark>



Thomas Nielsen,  
CDO Global Transaction  
Banking,  
Deutsche Bank

*“What I see very few boards doing, is acknowledging the fact that their core business is under attack from a bunch of different angles. I see a lot of boards that are leaving it up to the management team to come up with a technology roadmap that they review once a quarter in the audit committee.*

*Fundamentally, the digital world is not about IT. It's about every single*

*business process and business model you have. It's not just technology, it's also things like data protection, privacy, and all the regulatory pieces that the board needs to be well versed in because otherwise, you risk getting up to a point where you have technology investments that could potentially come back and hurt the company.”*



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