Dell Technologies
Digital Transformation Index II

Global Benchmark Indicates Businesses Status of Digital Transformation Across the Globe and How They are Performing in this Digital Age

VANSON BOURNE RESEARCH FINDINGS & METHODOLOGY
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Section 3  Barriers to Transformation
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Regional Spotlights
Industry spotlights
Section 1: Research Methodology
The DT Index debuted in 2016 to create a repeatable methodology that maps digital transformation progress of mid- to large-sized companies across the world. The DT Index includes data from over 4,600 quantitative responses from Director, C-Suite, mid-size to enterprise level functions, across 12 industries and 42 countries/regions.

**4,600 QUANTITATIVE**
Responses from Director, C-Suite, mid-size to enterprise level functions

**12 INDUSTRIES**
- Automotive
- Financial Services
- Public Healthcare
- Private Healthcare
- Technology and Telecoms
- Insurance
- Life Sciences
- Manufacturing
- Media and Entertainment
- Oil and Gas
- Retail and Consumer

**42 COUNTRIES/REGIONS**

**AMERICAS**
Argentina, Brazil, Canada, Chile, Colombia, Mexico, US

**APJC**
Australia, China Mainland, India, Indonesia, Japan, Malaysia, New Zealand, Singapore, South Korea, Taiwan, Thailand

**EMEA**
Austria, Belgium, Czech Republic, Denmark, Finland, France, Germany, Greece, Ireland, Israel, Italy, Netherlands, Norway, Poland, Portugal, Russia, South Africa, Spain, Sweden, Switzerland, Turkey, UAE & Saudi Arabia, UK
Section 2:
Future Outlook and Disruptive Trends
Response to Digital Transformation Today

- **We’re unprepared for the pace of change**
  - Agree: 26%
  - Disagree: 56%
  - Neither agree nor disagree: 17%
  - Don’t know: 1%

- **Digital transformation should be more widespread throughout the organization**
  - Agree: 78%
  - Disagree: 8%
  - Neither agree nor disagree: 14%
  - Don’t know: 1%

- **We’re digital leaders**
  - Agree: 52%
  - Disagree: 21%
  - Neither agree nor disagree: 25%
  - Don’t know: 1%

- **We’re innovating all the time**
  - Agree: 74%
  - Disagree: 11%
  - Neither agree nor disagree: 15%
  - Don’t know: 1%

---

**“To what extent do the following statements reflect your organization’s response to the pace of digital disruption?” Base: all respondents (4600)**
## Five Year Outlook For Their Organization

<table>
<thead>
<tr>
<th>Statement</th>
<th>Agree</th>
<th>Disagree</th>
<th>Neither agree nor disagree</th>
<th>Don't know</th>
</tr>
</thead>
<tbody>
<tr>
<td>We'll be active members of an ecosystem of innovators – sharing best practice</td>
<td>69%</td>
<td>9%</td>
<td>18%</td>
<td>4%</td>
</tr>
<tr>
<td>We'll struggle to meet changing customer demands</td>
<td>51%</td>
<td>34%</td>
<td>14%</td>
<td>1%</td>
</tr>
<tr>
<td>We'll struggle to prove we're a trustworthy organization</td>
<td>49%</td>
<td>39%</td>
<td>11%</td>
<td>1%</td>
</tr>
<tr>
<td>I'm worried we'll be left behind</td>
<td>30%</td>
<td>51%</td>
<td>18%</td>
<td>1%</td>
</tr>
<tr>
<td>We'll be a digital leader in our industry</td>
<td>62%</td>
<td>15%</td>
<td>22%</td>
<td>2%</td>
</tr>
<tr>
<td>We'll disrupt rather than be disrupted</td>
<td>46%</td>
<td>21%</td>
<td>29%</td>
<td>5%</td>
</tr>
</tbody>
</table>

*Looking to the next 5 years, to what extent do you agree with the following statements about your organization?* Base: all respondents (4600)
Section 3: Barriers to Transformation
Barriers To Digital Progress

1. Data privacy & security concerns: 34%
2. Lack of budget & resources: 33%
3. Lack of the right in-house skill sets & expertise: 27%
4. Regulation & legislative changes: 27%
5. Immature digital culture: 24%
6. Lack of the right technologies to work at the speed of business: 23%
7. Information overload: 23%
8. Lack of senior support & sponsorship: 21%
9. Lack of a coherent digital strategy & vision: 21%
10. Weak digital governance & structure: 20%

"What are the main barriers to achieving digital transformation within your organization?" Base: all respondents (4600) Only showing top 10 answers (out of 13)
### Barriers To Digital Progress: 2016 to 2018

#### 2016

1. Lack of budget & resources
2. Lack of the in-house right skills sets and expertise
3. Lack of senior support & sponsorship
4. Lack of the right tech to work at the speed of business
5. Data privacy & security concerns
6. Reactive approach to competitor activities
7. Lack of a coherent digital strategy & vision
8. Immature digital culture
9. Regulation & legislative changes
10. Fragmented & siloed computing environment
11. Weak digital governance & structure
12. Unable to extract valuable insights from data
13. Information overload

#### 2018

1. Data privacy & security concerns
2. Lack of budget & resources
3. Lack of the in-house right skills sets and expertise
4. Regulation & legislative changes
5. Immature digital culture
6. Lack of the right tech to work at the speed of business
7. Information overload
8. Lack of senior support & sponsorship
9. Lack of a coherent digital strategy & vision
10. Weak digital governance & structure
11. Reactive approach to competitor activities
12. A fragmented or siloed computing environment
13. Unable to extract valuable insights from data

What are the main barriers to achieving digital transformation within your organization? Base: all 2018 respondents (4600) and all 2016 respondents (4000)
Leaders’ Confidence in Their Organizations to:

- Be diverse and inclusive: 52% trust, 48% do not trust
- Make sustainable decisions: 57% trust, 43% do not trust
- Be open and honest about business decisions: 57% trust, 43% do not trust
- Make honest claims about their products and services: 58% trust, 42% do not trust
- Protect your data as a customer/if you were a customer: 67% trust, 33% do not trust
- Comply with regulations: 68% trust, 32% do not trust
- Protect your personal data as an employee: 71% trust, 30% do not trust

*Do you trust your organization with the following?* Base: all respondents (4600). Respondents who did not select ‘trust’, were interpreted as not trusting their organization in the relevant regard.
Section 4: How Will Organizations Transform?
How Organizations Are Transforming Today

- Using digital technologies to accelerate new product/services development
- Building security and privacy into all devices, applications and algorithms
- Investing in digital skills/talent
- Sharing knowledge across business functions
- Integrating digital goals into all departmental/staff objectives
- Agile software development
- Acting on intelligence in real-time
- Equipped with always connected, sensor enabled and location aware technologies
- Developing mature on-demand models
- Widespread automated decision-making (artificial intelligence)
- None of these
- I don't know

**Thinking about what a digital business looks like, which of the following is your organization doing?** Base: all 2018 respondents (4600) and all 2016 respondents (4000)
Technology Investment Plans Over the Next 1-3 Years

- **Cyber security**: 58%
- **Internet of Things technology**: 46%
- **Multi-cloud environment where each application is deployed in the most appropriate cloud**: 44%
- **Artificial intelligence**: 40%
- **A compute-centric approach to data center design and workload enablement/optimization**: 35%
- **Flash technology to reduce latency, allow for greater storage density and performance increase**: 31%
- **Cognitive systems**: 30%
- **Applying Augmented or Virtual Reality**: 26%
- **Blockchain**: 21%
- **Quantum computing**: 16%
- **Neuromorphic hardware that can imitate the brain more efficiently**: 14%
- **Commercial UAVs (drones)**: 11%
- **We are not investing in any technology initiatives to enable digital business**: 4%
- **I don’t know**: 5%

“What new innovations or solutions is your organization investing in over the next 1-3 years to enable digital business?” Base: all respondents (4600)
### Technology Investment Plans: 2016 to 2018

**2016**

1. Converged Infrastructure  
2. Flash Technology  
3. Analytics, Big Data & Data Processing  
4. Internet of Things (IoT) Technology  
5. Next-Generation Mobile Applications  
6. Multi-Cloud Environment  
7. Capabilities For Application Acceleration  
8. Artificial Intelligence  
9. Open-source Technology  
10. Cognitive Systems  

**2018**

1. Cybersecurity  
2. Internet of Things (IoT) Technology  
3. Multi-Cloud Environment  
4. Artificial Intelligence  
5. A Compute-Centric Approach  
6. Flash Technology  
7. Cognitive Systems  
8. Virtual Reality/ Augmented Reality  
9. Blockchain  
10. Quantum Computing

“What new innovations or solutions is your organization investing in over the next 1-3 years to enable digital business?” Base: all 2018 respondents (4600) and all 2016 respondents (4000)
Embracing emerging technologies

Five year plans

- **We expect to transact via cryptocurrencies**
  - Agree: 37%
  - Disagree: 33%
  - Neither agree nor disagree: 22%
  - Don't know: 9%

- **We'll transact more via blockchain**
  - Agree: 47%
  - Disagree: 15%
  - Neither agree nor disagree: 25%
  - Don't know: 13%

- **We'll deploy emerging technologies to predict customer demand and manage resources**
  - Agree: 77%
  - Disagree: 6%
  - Neither agree nor disagree: 14%
  - Don't know: 2%

- **We'll use emerging technologies to improve supply chain transparency, traceability and efficiency**
  - Agree: 68%
  - Disagree: 9%
  - Neither agree nor disagree: 17%
  - Don't know: 6%

*Looking to the next 5 years, to what extent do you agree with the following statements about your organization?* Base: all respondents (4600)
Section 5: Delivering Expected Improvements in Business Outcomes
## Business Outcome Improvements (KPIs) Expected Within 5 Years

1. **Productivity rates** 62%
2. **Profitability** 62%
3. **Revenue growth** 62%
4. **Customer retention** 52%
5. **Return on IT investment** 49%
6. **Employee engagement** 46%
7. **Relative market share** 40%
8. **Customer advocacy** 39%
9. **Employee retention** 37%

*Which business outcomes (KPIs) will most likely increase within five years by embarking upon a successful digital strategy?* Base: all respondents (4600)
Section 6: The Digital Transformation Index II Benchmark
Digital Transformation Index II
How are companies performing?

<table>
<thead>
<tr>
<th>Digital Laggards</th>
<th>Digital Followers</th>
<th>Digital Evaluators</th>
<th>Digital Adopters</th>
<th>Digital Leaders</th>
</tr>
</thead>
<tbody>
<tr>
<td>Businesses do not have a digital plan; do have limited initiatives and investments in place.</td>
<td>Businesses make very few digital investments; tentatively planning for the future.</td>
<td>Businesses are gradually embracing digital transformation; planning and investing for the future.</td>
<td>Businesses have a mature digital plan, investments and innovations in place.</td>
<td>Businesses have digital transformation ingrained in their DNA.</td>
</tr>
</tbody>
</table>

9% 30% 33% 23% 5%

Benchmarking group respondents fell into. Base: all 2018 respondents (4600)
Maturity by Country/Sub-Region

Average score out of 100
Color coded: EMEA, APJC, Americas

Average benchmark group scores. Base: all respondents (4600)
Most and Least Mature by Country

2016
- India
- Brazil
- Mexico

2018
- India
- Brazil
- Thailand

NEW IN 2018
- Thailand
- France
- Denmark

NEW IN 2018
- Japan
Maturity By Industry: 2016 to 2018 Comparison

Average score out of 100

<table>
<thead>
<tr>
<th>Industry</th>
<th>2018</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Telecoms</td>
<td>50</td>
<td>46</td>
</tr>
<tr>
<td>Technology</td>
<td>50</td>
<td>45</td>
</tr>
<tr>
<td>Financial services</td>
<td>48</td>
<td>42</td>
</tr>
<tr>
<td>Life sciences</td>
<td>48</td>
<td>43</td>
</tr>
<tr>
<td>Media and entertainment</td>
<td>48</td>
<td>44</td>
</tr>
<tr>
<td>Private healthcare</td>
<td>48</td>
<td>39</td>
</tr>
<tr>
<td>Automotive</td>
<td>48</td>
<td>42</td>
</tr>
<tr>
<td>Oil and gas</td>
<td>46</td>
<td>42</td>
</tr>
<tr>
<td>Retail and consumer products</td>
<td>46</td>
<td>42</td>
</tr>
<tr>
<td>Insurance</td>
<td>45</td>
<td>41</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>45</td>
<td>43</td>
</tr>
<tr>
<td>Public healthcare</td>
<td>41</td>
<td>37</td>
</tr>
</tbody>
</table>

Benchmarking group respondents fall into. Base: all 2018 respondents (4600) and all 2016 respondents (4000)
Most and Least Mature by Industry

2016
- Telecoms
- Technology
- Media & Entertainment

2018
- Telecoms
- Technology
- Financial services

Least Mature
- Insurance
- Private healthcare
- Public healthcare

Most Mature
- Insurance
- Manufacturing
- Public healthcare
Digital Transformation Index: 2016 to 2018

<table>
<thead>
<tr>
<th>Digital Laggards</th>
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<td>Very few investments; tentative plans</td>
<td>Gradual digital transformation and planning</td>
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<td>Digital ingrained in DNA</td>
</tr>
</tbody>
</table>

- **2018**
  - **9% | 15%** of total respondents
- **2016**
  - **30% | 32%** of total respondents
  - **33% | 34%** of total respondents
  - **23% | 14%** of total respondents
  - **5% | 5%** of total respondents

Benchmarking group respondents fell into. Base: all 2018 respondents (4600) and all 2016 respondents (4000)

- No progress in the Digital Leader group
- Little improvement in the Digital Adopters and the Digital Laggards group
- Majority of businesses remain behind the digital maturity curve
Section 7: Benchmark Analysis by Emerging & Developed Markets
Measuring Transformation in Emerging & Developed Markets

<table>
<thead>
<tr>
<th>Digital Laggards</th>
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</tbody>
</table>

Developed
Emerging

12% | 6% of total respondents
33% | 26% of total respondents
31% | 36% of total respondents
20% | 27% of total respondents
4%  | 6% of total respondents

Benchmarking group respondents fell into. Split by developed vs. emerging markets. Base: all respondents (4600); Developed and Emerging status was defined using the FTSE classifications.
Maturity by developed vs. emerging markets

Average score out of 100

Base: all respondents, split by developed vs. emerging (4600) (Analysis showing the average scores)
Five Year Outlook For Their Organization

- **We'll be active members of an ecosystem of innovators – sharing best practice**: 76% (Emerging markets), 62% (Developed markets)
- **We'll struggle to meet changing customer demands**: 42% (Emerging markets), 62% (Developed markets)
- **We'll struggle to prove we're a trustworthy organization**: 38% (Emerging markets), 64% (Developed markets)
- **I'm worried we'll be left behind**: 28% (Emerging markets), 33% (Developed markets)
- **We'll be a digital leader in our industry**: 56% (Emerging markets), 68% (Developed markets)
- **We'll disrupt rather than be disrupted**: 40% (Emerging markets), 53% (Developed markets)

"Looking to the next 5 years, to what extent do you agree with the following statements about your organization?" *split by developed vs. emerging markets. Base: all respondents (4600)"
How Organizations Are Transforming Today

- Using digital technologies to accelerate new product/services development:
  - Emerging markets: 58%
  - Developed markets: 46%
- Building security and privacy into all devices, applications, and algorithms:
  - Emerging markets: 54%
  - Developed markets: 45%
- Investing in digital skills/talent:
  - Emerging markets: 53%
  - Developed markets: 41%
- Sharing knowledge across business functions:
  - Emerging markets: 47%
  - Developed markets: 43%
- Integrating digital goals into all departmental/staff objectives:
  - Emerging markets: 50%
  - Developed markets: 38%
- Agile software development:
  - Emerging markets: 43%
  - Developed markets: 32%
- Acting on intelligence in real-time:
  - Emerging markets: 37%
  - Developed markets: 34%
- Equipped with always connected, sensor enabled, and location aware technologies:
  - Emerging markets: 36%
  - Developed markets: 28%
- Developing mature on-demand models:
  - Emerging markets: 30%
  - Developed markets: 26%
- Widespread automated decision-making (artificial intelligence):
  - Emerging markets: 30%
  - Developed markets: 24%

"Thinking about what a digital business looks like, which of the following is your organization doing?" split by developed vs. emerging markets. Base: all respondents (4600)
Investment Plans Over The Next 1-3 Years

“What new innovations or solutions is your organization investing in over the next 1-3 years to enable digital business?” split by developed vs. emerging markets. Base: all respondents (4600)

- Cybersecurity
- IoT tech
- Multi-cloud environment
- AI
- A compute-centric approach
- Flash technology
- Cognitive systems
- VR/AR
- Blockchain
- Quantum computing
- Neuromorphic hardware that can imitate the brain more efficiently
- Commercial UAVs (drones)
- We are not investing in any technology initiatives to enable digital business

Emerging markets: 55%, 53%, 42%, 40%, 29%, 27%, 28%, 23%, 18%, 13%, 11%, 9%, 5%
Developed markets: 61%, 53%, 47%, 42%, 42%, 37%, 32%, 29%, 25%, 19%, 16%, 14%, 3%
Embracing emerging technologies

Five year plans

- We expect to transact via cryptocurrencies
  - Emerging markets: 43%
  - Developed markets: 32%

- We’ll transact more via blockchain
  - Emerging markets: 54%
  - Developed markets: 41%

- We’ll deploy emerging technologies to predict customer demand and manage resources
  - Emerging markets: 83%
  - Developed markets: 73%

- We’ll use emerging technologies to improve supply chain transparency, traceability and efficiency
  - Emerging markets: 73%
  - Developed markets: 64%

*Looking to the next 5 years, to what extent do you agree with the following statements about your organization?* split by developed vs. emerging markets. Base: all respondents (4600)
Section 8: Benchmark Analysis by Region
### Mapping Digital Transformation Progress In Region

<table>
<thead>
<tr>
<th>Digital Laggards</th>
<th>Digital Followers</th>
<th>Digital Evaluators</th>
<th>Digital Adopters</th>
<th>Digital Leaders</th>
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<table>
<thead>
<tr>
<th>Region</th>
<th>Digital Laggards</th>
<th>Digital Followers</th>
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</tr>
</thead>
<tbody>
<tr>
<td>APJC</td>
<td>11%</td>
<td>27%</td>
<td>33%</td>
<td>23%</td>
<td>6%</td>
</tr>
<tr>
<td>EMEA</td>
<td>10%</td>
<td>33%</td>
<td>33%</td>
<td>20%</td>
<td>4%</td>
</tr>
<tr>
<td>Americas</td>
<td>6%</td>
<td>24%</td>
<td>34%</td>
<td>31%</td>
<td>5%</td>
</tr>
</tbody>
</table>

**Benchmarking group respondents fell into. Base: all respondents, split by region (4600)**
Maturity by APJC Countries/ Regions

Average score out of 100

Average benchmark group scores. Base: all 2018 APJC respondents (1300) (Analysis showing the average scores)
Maturity by EMEA Countries

Average score out of 100

Average benchmark group scores. Base: all 2018 EMEA respondents (2500) (Analysis showing the average scores)
Maturity by Americas Countries

Average score out of 100

<table>
<thead>
<tr>
<th>Country</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Americas total</td>
<td>51</td>
</tr>
<tr>
<td>Argentina</td>
<td>47</td>
</tr>
<tr>
<td>Canada</td>
<td>47</td>
</tr>
<tr>
<td>Chile</td>
<td>48</td>
</tr>
<tr>
<td>US</td>
<td>52</td>
</tr>
<tr>
<td>Colombia</td>
<td>52</td>
</tr>
<tr>
<td>Mexico</td>
<td>54</td>
</tr>
<tr>
<td>Brazil</td>
<td>56</td>
</tr>
</tbody>
</table>

Average benchmark group scores. Base: all 2018 Americas respondents (800) (Analysis showing the average scores)
Maturity by Region
Average score out of 100

Average benchmark group scores. Base: all respondents, split by region (4600) (Analysis showing the average scores)
Section 9: Appendix
## Digital Transformation Index
### How are companies performing?

<table>
<thead>
<tr>
<th>Digital Laggards</th>
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</tr>
<tr>
<td>11% of total respondents</td>
<td>27% of total respondents</td>
<td>33% of total respondents</td>
<td>23% of total respondents</td>
<td>6% of total respondents</td>
</tr>
</tbody>
</table>

Benchmarking group respondents fell into. Base: all respondents, split by region (4600)
Most and Least Mature: 2016 and 2018

**2016**
- India
- Australia
- China
- Japan

**2018**
- India
- Thailand
- Taiwan
- South Korea
- Singapore
- Japan

NEW IN 2018
# Pace of Digital Disruption and Business Impact

## Response to pace of digital disruption TODAY

<table>
<thead>
<tr>
<th>Statement</th>
<th>APJC: agree</th>
<th>Global average: agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Digital transformation should be more widespread throughout the organization</td>
<td>29%</td>
<td>84%</td>
</tr>
<tr>
<td>We're unprepared for the pace of change</td>
<td>26%</td>
<td>78%</td>
</tr>
</tbody>
</table>

## Country/Region spotlight

<table>
<thead>
<tr>
<th>Highest</th>
<th>Lowest</th>
</tr>
</thead>
<tbody>
<tr>
<td>Taiwan: 92%</td>
<td>Japan: 66%</td>
</tr>
<tr>
<td>India: 91%</td>
<td>New Zealand: 76%</td>
</tr>
<tr>
<td>Thailand: 90%</td>
<td>Australia: 80%</td>
</tr>
<tr>
<td>China: 18%</td>
<td>Indonesia/Singapore: 23%</td>
</tr>
<tr>
<td>South Korea: 32%</td>
<td>Malaysia: 27%</td>
</tr>
</tbody>
</table>

*To what extent do the following statements reflect your organization’s response to the pace of digital disruption?*. Base: all respondents (4600); APJC (1300)
Five Year Outlook for their Organization

We'll disrupt rather than be disrupted

- APJC: 46%
- Global average: 51%

I'm worried we'll be left behind

- APJC: 30%
- Global average: 35%

We'll struggle to meet changing customer demands

- APJC: 51%
- Global average: 46%

We'll struggle to prove we're a trustworthy organization

- APJC: 49%
- Global average: 41%

Country/Region spotlight

<table>
<thead>
<tr>
<th>Highest</th>
<th>Lowest</th>
</tr>
</thead>
<tbody>
<tr>
<td>Thailand: 94%</td>
<td>South Korea: 9%</td>
</tr>
<tr>
<td>China: 84%</td>
<td>Japan: 26%</td>
</tr>
<tr>
<td>Taiwan: 74%</td>
<td>Indonesia: 27%</td>
</tr>
</tbody>
</table>

| Japan: 50%       | Australia: 18%  |
| Malaysia: 48%    | India: 25%      |
| Taiwan: 47%      | New Zealand: 26%|

| South Korea: 91% | China: 27%      |
| Thailand: 71%    | Australia/New Zealand: 30% |
| Indonesia: 57%   | Taiwan: 32%     |

| South Korea: 85% | New Zealand: 13% |
| Indonesia: 61%   | Australia: 19%   |
| Thailand: 60%    | China: 27%       |

*Looking to the next 5 years, to what extent do you agree with the following statements about your organization?*. Base: all respondents (4600) APJC (1300)
# Top 5 Barriers to Digital Transformation

**APJC**

<table>
<thead>
<tr>
<th>#</th>
<th>Barrier</th>
<th>Highest</th>
<th>Lowest</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Data privacy &amp; security concerns (41%)</td>
<td>India/Thailand (53%)</td>
<td>Japan (23%)</td>
</tr>
<tr>
<td>2</td>
<td>Lack of budget &amp; resources (36%)</td>
<td>Malaysia (55%)</td>
<td>China (26%)</td>
</tr>
<tr>
<td>3</td>
<td>Lack of the right in-house skills sets and expertise (33%)</td>
<td>Thailand (44%)</td>
<td>Australia (25%)</td>
</tr>
<tr>
<td>4</td>
<td>Immature digital culture (30%)</td>
<td>Thailand (49%)</td>
<td>Japan (18%)</td>
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<td>5</td>
<td>Regulation &amp; legislative changes (28%)</td>
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*What are the main barriers to achieving digital transformation within your organization?*. Base: all respondents (4600); APJC (1300)
Confidence Crisis

Business leaders do not trust their organization to:

- **Comply with regulations**
  - APJC: 29%
  - Global average: 32%

- **Protect customer data**
  - APJC: 33%
  - Global average: 35%

- **Protect employee data**
  - APJC: 29%
  - Global average: 33%

*Country spotlight*

<table>
<thead>
<tr>
<th>Least trusting</th>
</tr>
</thead>
<tbody>
<tr>
<td>South Korea: 63%</td>
</tr>
</tbody>
</table>

*Do you trust your organization to do the following?* Base: all respondents (4600) APJC (1300) Respondents who did not select ‘trust’, were interpreted as not trusting their organization in the relevant regard.
### Top Five Tech Investments

<table>
<thead>
<tr>
<th>APJC</th>
<th>Highest</th>
</tr>
</thead>
</table>
| 1    | **Cybersecurity: 61%**  
(3% more than the global average) | India (74%)  
Thailand (73%) |
| 2    | **IoT tech: 53%**  
(7% more than the global average) | India (67%)  
China (61%) |
| 3    | **Artificial Intelligence: 50%**  
(10% more than the global average) | India (61%)  
China (60%) |
| 4    | **Multi-cloud environment: 47%**  
(3% more than the global average) | Thailand (63%)  
India (62%) |
| 5    | **Compute-centric approach: 38%**  
(3% more than the global average) | Thailand (61%)  
India (51%) |

“What new innovations or solutions is your organization investing in over the next 1-3 years to enable digital business?” Base: all respondents (4600) APJC (1300)
Five Year Investment Plan

- **We’ll transact via cryptocurrencies**
  - APJC: 42%
  - Global average: 37%

- **We’ll transact more via blockchain**
  - APJC: 51%
  - Global average: 47%

- **We’ll use emerging tech to predict customer demand & manage resources**
  - APJC: 80%
  - Global average: 77%

- **We’ll use emerging tech to improve supply chain efficiency, transparency**
  - APJC: 74%
  - Global average: 68%

Country/Region spotlight

<table>
<thead>
<tr>
<th>Highest</th>
<th>Lowest</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>APJC</strong></td>
<td><strong>Global average</strong></td>
</tr>
<tr>
<td>Thailand: 86%</td>
<td>New Zealand: 21%</td>
</tr>
<tr>
<td>China: 54%</td>
<td>Singapore: 24%</td>
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<tr>
<td>Thailand: 83%</td>
<td>Japan: 25%</td>
</tr>
<tr>
<td>China: 66%</td>
<td>New Zealand: 27%</td>
</tr>
<tr>
<td>Thailand: 94%</td>
<td>Japan: 57%</td>
</tr>
<tr>
<td>Taiwan: 90%</td>
<td></td>
</tr>
<tr>
<td>Thailand: 89%</td>
<td>Japan: 57%</td>
</tr>
<tr>
<td>India: 84%</td>
<td></td>
</tr>
<tr>
<td>China: 83%</td>
<td></td>
</tr>
</tbody>
</table>

“Looking to the next 5 years, to what extent do you agree with the following statements about your organization?” Base: all respondents (4600) APJC (1300)
Workforce Transformation

Integrating digital goals into all departmental/staff objectives

- APJC: 43%
- Global average: 50%
- Highest: Thailand: 65%
- Lowest: Japan: 20%

Sharing knowledge across business functions

- APJC: 44%
- Global average: 48%
- Highest: India: 63%
- Lowest: South Korea: 30%

Investing in digital skills & talent i.e. teaching staff how to code

- APJC: 46%
- Global average: 51%
- Highest: Thailand: 65%
- Lowest: Japan: 35%

*Thinking about what a digital business looks like, which of the following is your organization doing?*. Base: all respondents (4600) APJC (1300)
Most and Least Mature by Industry

Private healthcare
Financial services
Technology

Automotive
Retail & consumer products
Public healthcare

Highlights

Believe they’ll be a digital leader within five years:
• 72% private healthcare
• 69% financial services
• 75% technology

The automotive sector is most likely to believe they’ll struggle to:
• meet changing customer demands in five years (57%)
• prove trustworthiness in five years (54%)
**Digital Transformation Index**

How are companies performing?

<table>
<thead>
<tr>
<th>Digital Laggards</th>
<th>Digital Followers</th>
<th>Digital Evaluators</th>
<th>Digital Adopters</th>
<th>Digital Leaders</th>
</tr>
</thead>
<tbody>
<tr>
<td>No digital plan; limited initiatives and investments</td>
<td>Very few investments; tentative plans</td>
<td>Gradual digital transformation and planning</td>
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<td>Digital ingrained in DNA</td>
</tr>
</tbody>
</table>

- **10%** of total respondents
- **33%** of total respondents
- **33%** of total respondents
- **20%** of total respondents
- **4%** of total respondents

Benchmarking group respondents fell into. Base: all respondents, split by region (4600)
Most and Least Mature: 2016 and 2018

**2016**
- Germany
- France
- Netherlands
- Italy
- Switzerland
- UK

**2018**
- Turkey
- South Africa
- Portugal
- Belgium
- France
- Denmark

NEW IN 2018

EMEA
### Pace of Digital Disruption and Business Impact

#### Response to pace of digital disruption TODAY

<table>
<thead>
<tr>
<th>Statement</th>
<th>EMEA: agree</th>
<th>Global average: agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Digital transformation should be more widespread throughout the organization</td>
<td>73%</td>
<td>78%</td>
</tr>
<tr>
<td>We’re unprepared for the pace of change</td>
<td>26%</td>
<td>26%</td>
</tr>
</tbody>
</table>

#### Country spotlight

**Highest**

- Russia: 91%
- UAE & Saudi Arabia: 87%
- Spain: 85%

**Lowest**

- Germany: 59%
- Austria: 61%
- Israel/Sweden: 63%

- Finland: 42%
- Belgium: 37%
- France: 34%

*To what extent do the following statements reflect your organization’s response to the pace of digital disruption?* Base: all respondents (4600); EMEA (2500)
Five Year Outlook for their Organization

We'll disrupt rather than be disrupted
- EMEA: 42%
- Global average: 46%

I'm worried we'll be left behind
- EMEA: 27%
- Global average: 30%

We'll struggle to meet changing customer demands
- EMEA: 51%
- Global average: 51%

We'll struggle to prove we're a trustworthy organization
- EMEA: 50%
- Global average: 49%

Country spotlight
Highest
Spain: 72%  
Russia: 69%  
Sweden: 66%  

Lowest
Greece: 22%  
Czech Republic: 25%  
France: 27%  

Russia: 98%  
South Africa: 10%  

Poland: 12%  
Portugal: 92%  
Switzerland: 15%  

Portugal/Turkey: 13%  
Italy: 18%  

Spain/Turkey: 92%  
Russia: 96%  

Spain: 53%  
Finland: 40%  
Belgium: 39%  

Spain: 95%  
Switzerland: 15%  

“Looking to the next 5 years, to what extent do you agree with the following statements about your organization?”. Base: all respondents (4600), EMEA (2500)
## Top 5 Barriers to Digital Transformation

<table>
<thead>
<tr>
<th>EMEA</th>
<th>Highest</th>
<th>Lowest</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Lack of budget &amp; resources (33%)</td>
<td>Russia (50%)</td>
<td>Israel (18%)</td>
</tr>
<tr>
<td>2. Data privacy &amp; security concerns (31%)</td>
<td>Turkey (55%)</td>
<td>Israel (17%)</td>
</tr>
<tr>
<td>3. Regulation &amp; legislative changes (26%)</td>
<td>Poland (41%)</td>
<td>Israel (14%)</td>
</tr>
<tr>
<td>4. Lack of the right in-house skills sets and expertise (24%)</td>
<td>South Africa (39%)</td>
<td>Poland/ Portugal (14%)</td>
</tr>
<tr>
<td>5. Information overload (22%)</td>
<td>Turkey (25%)</td>
<td>Norway (14%)</td>
</tr>
</tbody>
</table>

*What are the main barriers to achieving digital transformation within your organization?*. Base: all respondents (4600); EMEA (2500)
Confidence Crisis

Business leaders do not trust their organization to:

- Comply with regulations
  - EMEA: 34%
  - Global average: 32%

- Protect customer data
  - EMEA: 33%
  - Global average: 33%

- Protect employee data
  - EMEA: 28%
  - Global average: 29%

Country spotlight
Least trusting

- Netherlands: 56%
- Belgium: 50%
- Poland: 47%
- Belgium: 38%
- France: 37%

“Do you trust your organization to do the following?” Base: all respondents (4600) EMEA (2500) Respondents who did not select ‘trust’, were interpreted as not trusting their organization in the relevant regard.
### Top Five Tech Investments

<table>
<thead>
<tr>
<th>Rank</th>
<th>Category</th>
<th>Region</th>
<th>Percentage</th>
<th>Note</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Cybersecurity: 56%</td>
<td>Highest</td>
<td>56%</td>
<td>Italy (71%), Turkey (70%)</td>
</tr>
<tr>
<td></td>
<td>(2% less than the global average)</td>
<td>EMEA</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Multi-cloud environment: 41%</td>
<td>Highest</td>
<td>41%</td>
<td>Netherlands (56%), Italy (52%)</td>
</tr>
<tr>
<td></td>
<td>(3% less than the global average)</td>
<td>EMEA</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>IoT tech: 41%</td>
<td>Highest</td>
<td>41%</td>
<td>UAE &amp; Saudi Arabia (53%), Turkey (52%)</td>
</tr>
<tr>
<td></td>
<td>(5% less than the global average)</td>
<td>EMEA</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Artificial Intelligence: 36%</td>
<td>Highest</td>
<td>36%</td>
<td>Italy (52%), Turkey (44%)</td>
</tr>
<tr>
<td></td>
<td>(4% less than the global average)</td>
<td>EMEA</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Compute-centric approach: 33%</td>
<td>Highest</td>
<td>33%</td>
<td>Turkey (59%), Russia (56%)</td>
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<td></td>
<td></td>
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</tbody>
</table>

“What new innovations or solutions is your organization investing in over the next 1-3 years to enable digital business?”. Base: all respondents (4600) EMEA (2500)
# Five Year Investment Plan

<table>
<thead>
<tr>
<th>Statement</th>
<th>EMEA</th>
<th>Global average</th>
</tr>
</thead>
<tbody>
<tr>
<td>We’ll transact via cryptocurrencies</td>
<td>33%</td>
<td>37%</td>
</tr>
<tr>
<td>We’ll transact more via blockchain</td>
<td>42%</td>
<td>47%</td>
</tr>
<tr>
<td>We’ll use emerging tech to predict customer demand &amp; manage resources</td>
<td>74%</td>
<td>77%</td>
</tr>
<tr>
<td>We’ll use emerging tech to improve supply chain efficiency, transparency</td>
<td>64%</td>
<td>68%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Country</th>
<th>Highest</th>
<th>Lowest</th>
</tr>
</thead>
<tbody>
<tr>
<td>Israel</td>
<td>48%</td>
<td>Czech Republic: 16%</td>
</tr>
<tr>
<td>UAE &amp; Saudi Arabia</td>
<td>47%</td>
<td>Germany: 19%</td>
</tr>
<tr>
<td>Turkey</td>
<td>75%</td>
<td>Czech Republic: 15%</td>
</tr>
<tr>
<td>Italy</td>
<td>58%</td>
<td>Greece: 29%</td>
</tr>
<tr>
<td>Turkey</td>
<td>93%</td>
<td>Czech Republic/ Ireland: 57%</td>
</tr>
<tr>
<td>Russia</td>
<td>87%</td>
<td></td>
</tr>
<tr>
<td>Spain</td>
<td>81%</td>
<td>Czech Republic: 44%</td>
</tr>
<tr>
<td>Israel/Russia</td>
<td>73%</td>
<td></td>
</tr>
<tr>
<td>Czech Republic</td>
<td>44%</td>
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*Looking to the next 5 years, to what extent do you agree with the following statements about your organization?*. Base: all respondents (4600) EMEA (2500)
Workforce Transformation

**Country spotlight**

<table>
<thead>
<tr>
<th>Highest</th>
<th>Lowest</th>
</tr>
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<tbody>
<tr>
<td>Turkey: 62%</td>
<td>Spain: 26%</td>
</tr>
<tr>
<td>Russia: 50%</td>
<td></td>
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<td>UK: 49%</td>
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</table>

“Thinking about what a digital business looks like, which of the following is your organization doing?”. Base: all respondents (4600) EMEA (2500)
**Most and Least Mature by Industry**

**Telecoms**
**Technology**
**Automotive**

**Insurance**
**Manufacturing**
**Public healthcare**

---

**Highlights**

**Sectors in EMEA that believe they're innovating all the time:**
- 85% Telecoms
- 75% Technology
- 75% Automotive

**Being a disrupter:**
Just 30% of public healthcare organizations and 34% of manufacturing organizations in EMEA believe they'll disrupt rather than be disrupted within 5 years.

**Being a digital leader:**
Just 36% of public healthcare organizations and 43% of manufacturing firms in EMEA believe they'll be a digital leader within 5 years.
Americas
### Digital Transformation Index

**How are companies performing?**

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<tr>
<th>Digital Laggards</th>
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</tbody>
</table>

- **6%** of total respondents  
  Benchmarking group respondents fell into. Base: all respondents, split by region (4600)
Most and Least Mature: 2016 and 2018

2016
- Brazil
- Mexico
- US
- Canada

2018
- Brazil
- Mexico (NEW IN 2018)
- Colombia
- Chile
- Canada
- Argentina (NEW IN 2018)

Americas
Pace of Digital Disruption and Business Impact

Response to pace of digital disruption TODAY

Digital transformation should be more widespread throughout the organization:
- Americas: agree - 82%
- Global average: agree - 78%

We're unprepared for the pace of change:
- Americas: agree - 23%
- Global average: agree - 26%

Country spotlight - Highest:
- Mexico: 86%
- Colombia: 84%
- Canada: 83%
- US: 82%

Country spotlight - Lowest:
- Argentina: 75%
- Brazil/Chile: 82%

US: 30%  
Canada: 29%  
Colombia: 25%  
Brazil: 11%  
Chile: 13%  
Argentina: 20%

"To what extent do the following statements reflect your organization’s response to the pace of digital disruption?". Base: all respondents (4600); Americas (800)
## Five Year Outlook for their Organization

*Looking to the next 5 years, to what extent do you agree with the following statements about your organization?*. Base: all respondents (4600), EMEA (2500) |

<table>
<thead>
<tr>
<th>Statement</th>
<th>Americas</th>
<th>Global average</th>
</tr>
</thead>
<tbody>
<tr>
<td>We'll disrupt rather than be disrupted</td>
<td>35%</td>
<td>47%</td>
</tr>
<tr>
<td>We'll struggle to meet changing customer demands</td>
<td>51%</td>
<td>61%</td>
</tr>
<tr>
<td>We'll struggle to prove we're a trustworthy organization</td>
<td>49%</td>
<td>61%</td>
</tr>
<tr>
<td>I'm worried we'll be left behind</td>
<td>30%</td>
<td>35%</td>
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</table>

### Country spotlight

<table>
<thead>
<tr>
<th>Highest</th>
<th>Lowest</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mexico: 71%</td>
<td>Canada: 31%</td>
</tr>
<tr>
<td>Colombia: 58%</td>
<td>Chile/US: 42%</td>
</tr>
<tr>
<td>Argentina: 45%</td>
<td>Brazil: 44%</td>
</tr>
<tr>
<td>Mexico: 55%</td>
<td>Canada: 21%</td>
</tr>
<tr>
<td>Chile: 46%</td>
<td>US: 26%</td>
</tr>
<tr>
<td>Argentina: 43%</td>
<td>Brazil: 26%</td>
</tr>
<tr>
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<tr>
<td>Chile: 89%</td>
<td>US: 31%</td>
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*Looking to the next 5 years, to what extent do you agree with the following statements about your organization?*.
# Top 5 Barriers to Digital Transformation

<table>
<thead>
<tr>
<th>Americas</th>
<th>Highest</th>
<th>Lowest</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Lack of budget &amp; resources (30%)</td>
<td>Canada (38%)</td>
<td>Argentina/ Brazil (23%)</td>
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<td>4 Information overload (26%)</td>
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<td>5 Lack of the right in-house skills sets and expertise (26%)</td>
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<td>Argentina (21%)</td>
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</table>

*What are the main barriers to achieving digital transformation within your organization?*. Base: all respondents (4600); Americas (800)
Confidence Crisis

Business leaders do not trust their organization to:

- Comply with regulations: Americas: 29% Global average: 32%
- Protect customer data: Americas: 30% Global average: 33%
- Protect employee data: Americas: 28% Global average: 29%

Country Spotlight
Least trusting:
- Canada: 37%
- Mexico: 35%

Argentina: 34%
US: 33%

“Do you trust your organization to do the following?” Base: all respondents (4600) Americas (800) Respondents who did not select ‘trust’, were interpreted as not trusting their organization in the relevant regard.
## Top Five Tech Investments

### Americas

<table>
<thead>
<tr>
<th>Rank</th>
<th>Technology</th>
<th>Americas Percentage</th>
<th>Highest</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Cybersecurity</td>
<td>58%</td>
<td>Colombia (64%)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Brazil (61%)</td>
</tr>
<tr>
<td>2</td>
<td>IoT tech</td>
<td>51%</td>
<td>Chile (59%)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Colombia/ Brazil (57%)</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Canada (56%)</td>
</tr>
<tr>
<td>4</td>
<td>Artificial Intelligence</td>
<td>39%</td>
<td>Brazil (55%)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>USA (44%)</td>
</tr>
<tr>
<td>5</td>
<td>Compute-centric approach</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Mexico (44%)</td>
</tr>
</tbody>
</table>

“What new innovations or solutions is your organization investing in over the next 1-3 years to enable digital business?” Base: all respondents (4600) Americas (800)
Five Year Investment Plan

We’ll use emerging tech to improve supply chain efficiency, transparency

<table>
<thead>
<tr>
<th></th>
<th>Americas</th>
<th>Global average</th>
</tr>
</thead>
<tbody>
<tr>
<td>We’ll transact via cryptocurrencies</td>
<td>43%</td>
<td>37%</td>
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<td>We’ll transact more via blockchain</td>
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<td>47%</td>
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<tr>
<td>We’ll use emerging tech to predict customer demand &amp; manage resources</td>
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<tr>
<td>We’ll use emerging tech to improve supply chain efficiency, transparency</td>
<td>71%</td>
<td>68%</td>
</tr>
</tbody>
</table>

Country spotlight

<table>
<thead>
<tr>
<th>Highest</th>
<th>Lowest</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brazil: 66%</td>
<td>Chile: 24%</td>
</tr>
<tr>
<td>Mexico: 61%</td>
<td>Canada: 26%</td>
</tr>
</tbody>
</table>

Americas

Country spotlight

<table>
<thead>
<tr>
<th>Highest</th>
<th>Lowest</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mexico: 77%</td>
<td>Canada: 35%</td>
</tr>
<tr>
<td>Brazil: 70%</td>
<td>US: 48%</td>
</tr>
</tbody>
</table>

Country spotlight

<table>
<thead>
<tr>
<th>Highest</th>
<th>Lowest</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mexico: 93%</td>
<td>Chile: 72%</td>
</tr>
<tr>
<td>Brazil: 92%</td>
<td></td>
</tr>
</tbody>
</table>

Country spotlight

<table>
<thead>
<tr>
<th>Highest</th>
<th>Lowest</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mexico: 88%</td>
<td>Canada: 62%</td>
</tr>
<tr>
<td>Brazil: 77%</td>
<td>Colombia: 76%</td>
</tr>
</tbody>
</table>

*Looking to the next 5 years, to what extent do you agree with the following statements about your organization?*. Base: all respondents (4600) Americas (800)
# Workforce Transformation

**Thinking about what a digital business looks like, which of the following is your organization doing?**

Base: all respondents (4600) Americas (800)

<table>
<thead>
<tr>
<th>Action</th>
<th>Americas</th>
<th>Global average</th>
<th>Brazil</th>
<th>Mexico</th>
<th>Colombia</th>
<th>Argentina</th>
<th>Chile</th>
<th>US</th>
<th>Mexico</th>
<th>Colombia</th>
<th>US</th>
</tr>
</thead>
<tbody>
<tr>
<td>Integrating digital goals into all departmental/staff objectives</td>
<td>46%</td>
<td>43%</td>
<td>52%</td>
<td>38%</td>
<td>48%</td>
<td>34%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sharing knowledge across business functions</td>
<td>47%</td>
<td>44%</td>
<td>63%</td>
<td>54%</td>
<td></td>
<td>61%</td>
<td></td>
<td></td>
<td>38%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investing in digital skills &amp; talent i.e. teaching staff how to code</td>
<td>52%</td>
<td>46%</td>
<td>70%</td>
<td></td>
<td></td>
<td>64%</td>
<td></td>
<td></td>
<td></td>
<td>61%</td>
<td></td>
</tr>
</tbody>
</table>

*Country spotlight: Highest and Lowest values for each country.*
Most and Least Mature by Industry

**LEAST MATURE**
- Private healthcare
- Oil & Gas
- Public healthcare / Insurance

**MOST MATURE**
- Life Sciences
- Media & Entertainment
- Technology

**Highlights**

Believe they’ll be a digital leader within 5 years:
- 82% of tech firms
- 80% of life sciences organizations
- 79% of media & entertainment firms

Believe they innovate all the time:
- 89% of tech firms
- 85% of media & entertainment firms
- 83% of life sciences organizations

61% of organizations in the Americas oil & gas industry believe they’ll struggle to prove they’re trustworthy within 5 years; 63% are worried about meeting changing customer demands within 5 years.

51% of business leaders working in the Americas insurance sector do not trust their organization to comply with regulations.
Industry Spotlights
Maturity By Industry: 2016 to 2018 Comparison

Average score out of 100

- Oil and gas: 46 (2018) 42 (2016)

Benchmarking group respondents fall into. Base: all 2018 respondents (4600) and all 2016 respondents (4000)
Most and Least Mature by Industry

2016
- Telecoms
- Technology
- Media & Entertainment

2018
- Telecoms
- Technology
- Financial services

- Insurance
- Private healthcare
- Public healthcare

- Insurance
- Manufacturing
- Public healthcare
### Most and Least Mature by Industry per Region

<table>
<thead>
<tr>
<th>APJC</th>
<th>EMEA</th>
<th>Americas</th>
</tr>
</thead>
<tbody>
<tr>
<td>Most Mature</td>
<td>Least Mature</td>
<td></td>
</tr>
<tr>
<td>Private healthcare</td>
<td>Telecoms</td>
<td>Life Sciences</td>
</tr>
<tr>
<td>Financial services</td>
<td>Technology</td>
<td>Media &amp; Entertainment</td>
</tr>
<tr>
<td>Technology</td>
<td>Automotive</td>
<td>Technology</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Least Mature</td>
<td>Most Mature</td>
<td></td>
</tr>
<tr>
<td>Automotive</td>
<td>Insurance</td>
<td>Private healthcare</td>
</tr>
<tr>
<td>Retail &amp; consumer products</td>
<td>Manufacturing</td>
<td>Oil &amp; Gas</td>
</tr>
<tr>
<td>Public healthcare</td>
<td>Public healthcare</td>
<td>Public healthcare / Insurance</td>
</tr>
</tbody>
</table>
Explore the full Digital Transformation Index.
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