



SIGNATURE RESEARCH

The Digital Disconnect: Linking Vision to Real-World Execution

Contents

INTRODUCTION

- 3 Executive summary
- 4 West Monroe's Digital Agility Model
- 5 Introduction

CHAPTER 1 | PAGE 8

Product & Experiences

- 10 Product benchmarks
- 11 Looking at product through the customer's lens
- 12 Digital is a potential deal-breaker, but needs to enhance the overall experience
- 13 Summary

CHAPTER 2 | PAGE 14

Data & Analytics

- 17 Spotlight on AI: Real potential, legitimate roadblocks
- 18 Summary

CHAPTER 3 | PAGE 19

Customer Engagement

- 21 Customer grades
- 22 Maintaining momentum while keeping the customer first
- 23 Summary

CHAPTER 4 | PAGE 24

Organization & People

- 26 Is vision translating across the organization?
- 27 Shifting lanes: Stop taking on 'all-inclusive' digital transformation
- 28 Summary

CONCLUSION | PAGE 29

METHODOLOGY & RESPONDENT PROFILE | PAGE 30

Executive summary

As generative AI drives new urgency for data and digital transformation, our second-annual survey of 700 C-suite executives and 5,000 consumers finds that companies are working to overcome macroeconomic headwinds while embracing digital throughout their organizations.

While organizations are thinking more about digital and the importance of agility, they need to refine their approach to match customer demands, strengthen data and analytics infrastructure, and significantly upskill internally to truly embrace a digital operating model. Last year showed that rebuilding coming out of the pandemic was a key focus. This year shows that commitment to—and investment in—digital doesn't automatically translate to success. Execution matters.

Our Primary Findings

Alignment on digital vision is strong, but **responsibility for execution is increasingly ambiguous**—and it may be affecting results.

- Only 21% of organizations indicate that their entire C-Suite is responsible for digital transformation, a decline from 25% the previous year
- 47% of executives believe less than half of their employees have embraced digital transformation

Many organizations are not consistently using customer insights, despite understanding their importance

- AI and ML are integral to modern business models, and there's an increasing cost to not incorporating them into every aspect of operations
- Surveyed consumers are only providing feedback when prompted half the time (48%), maintaining a gap between orgs and customers

Many still struggle to **fully integrate digital across all facets of their organization**, adversely affecting agility and customer offerings—especially when there's a delay in insights that inform decisions.

- 31% of respondents identified resistance to change as a major hurdle
- 30% pointed out mindset gaps as a significant mistake in their digital transformation journey
- Only 18% felt they were resilient to setbacks and capable of iterative improvement

There's **ample room for growth** in how organizations approach product development.

- 39% believe they gather sufficient data to understand behaviors
- However, only 30% iterate their products based on insights, and the majority of feedback on product development lies within the 30-40% range

West Monroe's Digital Agility Model

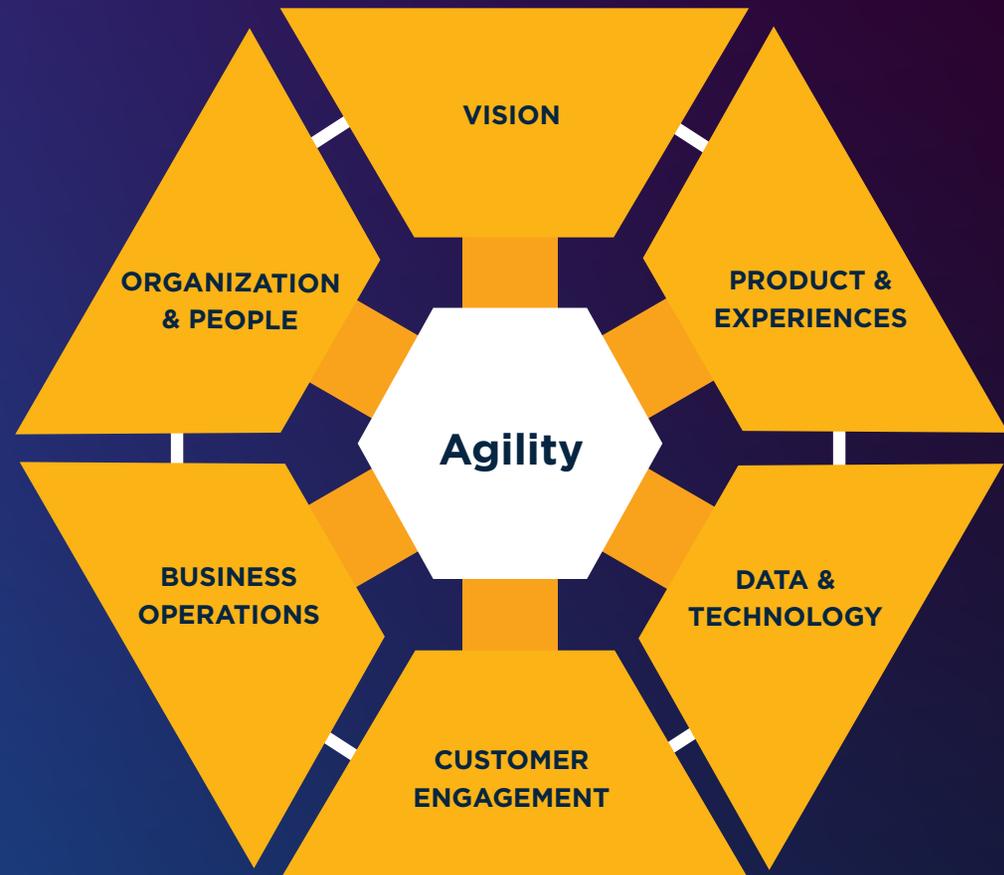
The West Monroe Digital Agility Model shows the role digital plays across an organization, with agility at the center and all areas carrying equal weight. This year's research dives into product & experiences, with additional focus on data, customer centricity, and the role people play throughout.

Only 30% of executives agree that digital encompasses people, processes, behaviors, and mindsets, which means the vast majority are focusing on point solutions or back-office processes without helping teams understand the big picture.

Aligning customer needs with product—backed by the right data, technology, and teams—is essential to winning today and tomorrow.

Learn more about West Monroe's Digital Agility Model and what each area means

READ MORE



Introduction

Being digital in today's world seems easy. We have amazing new AI tools at our fingertips, apps for every aspect of our personal and professional lives, and powerful tools right in the palms of our hands. Technology is moving and changing quickly, bringing new attention to the importance of building a digital business that is resilient, flexible, and ready to capture urgent market opportunity.

Executives are bought into the value of being digital—but investment in tools and technology only gets us so far. How can companies fully embrace a digital mindset and embed agility throughout their organizations?

What executives are finding—and what the data shows—is that executing their digital visions is encountering more challenges than expected. From internal resistance to market volatility to quality of data, moving toward a digital operating model feels more like digging a longer tunnel than digging out of one. But the only way out of a tunnel is through it.

West Monroe's research finds that organizations are in the middle of rightsizing to embrace the most effective digital operating model for their key stakeholders—with momentum and opportunity increasing year over year to bolster a digital, customer-centric mindset and enhance data and product outcomes. The key areas of West Monroe's Digital Agility Model demonstrate the case for bolstering each individual area, as their connection and alignment drive business outcomes.

Strong vision, but lackluster execution

85% say their organization is effective at **ensuring alignment on digital vision**



BUT

47% say **less than half** of their employees have **embraced digital**

86% say their organization is effective at **creating digital products and experiences that customers love**



BUT

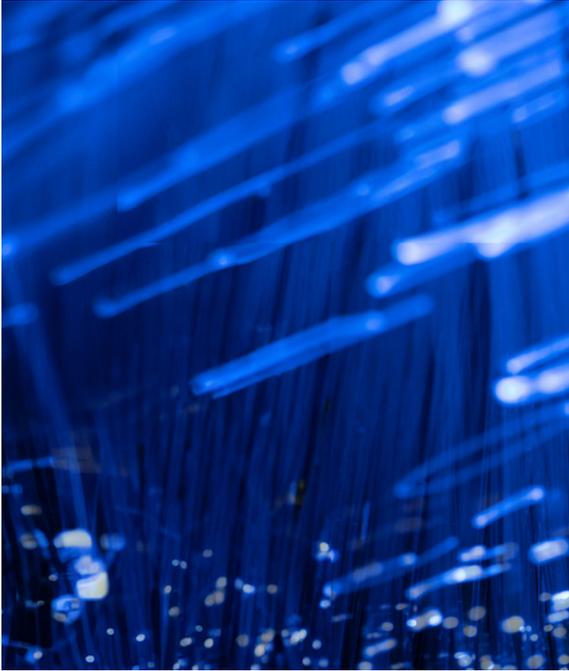
only **17%** of organizations score **4/9 or better** on our **Product Scorecard**

86% say their organization is effective at **mining data and insights to refine business strategies**



BUT

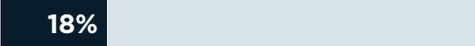
“Lacking customer insights” is the top noted digital transformation **mistake**



The survey, which polled 700 C-suite executives across core industries—financial services, healthcare provider, health insurance, manufacturing, retail, technology, and energy & utilities—as well as 5,000 of their consumers, highlights the progress and persistent roadblocks organizations are navigating in today’s environment.

While there is momentum toward embracing a digital operating model and bringing this digital vision to life, there is still tension across organizations in how and where they execute. Executives feel the progress being made provides experiences customers love, but they aren’t quite hitting the mark when it comes to being nimble and adopting a digital mindset across the organization.

We often advise clients on this: What will matter over time is the ability to not only maintain momentum but to build on previous successes—with digital front and center.



18%

Only 18% of executives are very confident in their company’s resilience for setbacks and iterative improvement.

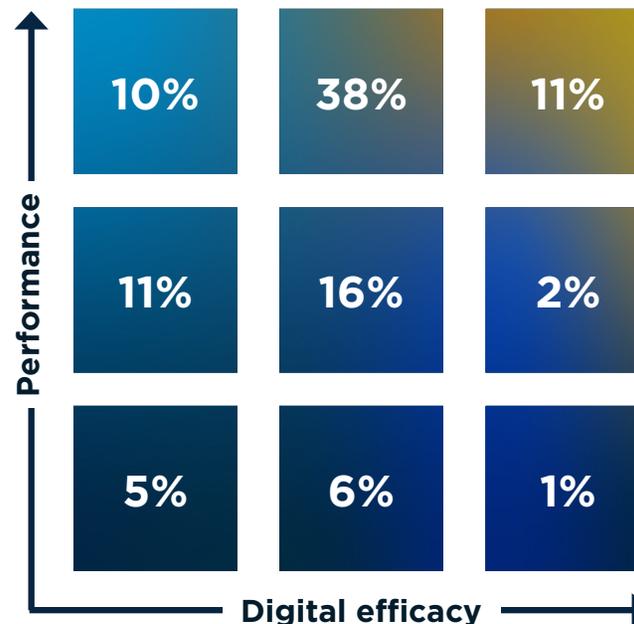
How does digital impact performance?

This year's report includes a scoring for respondents based on company performance (profitability and revenue in the past 12 months) and digital efficacy, calculated based on how effectively companies are adopting best practices for Being Digital. Companies in the top right box showed both high performance and high digital efficacy, while companies in the bottom left reported shortcomings in both areas.

While a significant number of companies are reporting increased revenue and profitability, a strong majority (60%) reported only a moderate level of digital efficacy, which is to be expected. Companies are certainly making progress on their journeys to being digital, but the number that have fully embraced the digital operating model is still low—and there's clear room for improvement.

What else does this tell us? **There is value being left on the table.**

As organizations continue to improve their digital strategies and prepare for new opportunities powered by AI, it's time to deepen investment to capture the full potential of the next digital wave. For companies that find themselves in the “high-performing” category with increased revenue and profitability, the ROI of digital investment is certainly worthwhile.



CHAPTER 1

Product & Experiences

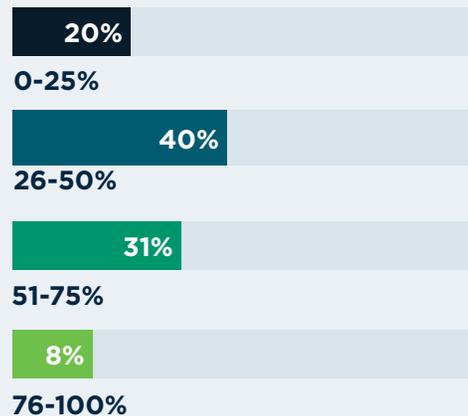
In a time of rapidly evolving customer expectations and ever-shifting trends, what are companies getting right and where do they need to improve? The data shows us that it's a matter of intention vs. execution.

Developing successful, scalable products and services requires ongoing updates and evolution based on insights gleaned from customer and performance data. This data should be leveraged to make decisions—including when to pivot and when to make wholesale changes.

When asked what percent of their organization's strategy is focused on product iteration/evolution, a strong majority of executives (60%) said less than half. This shows a clear investment gap in product-driven innovation that could satisfy users' wants and needs today.

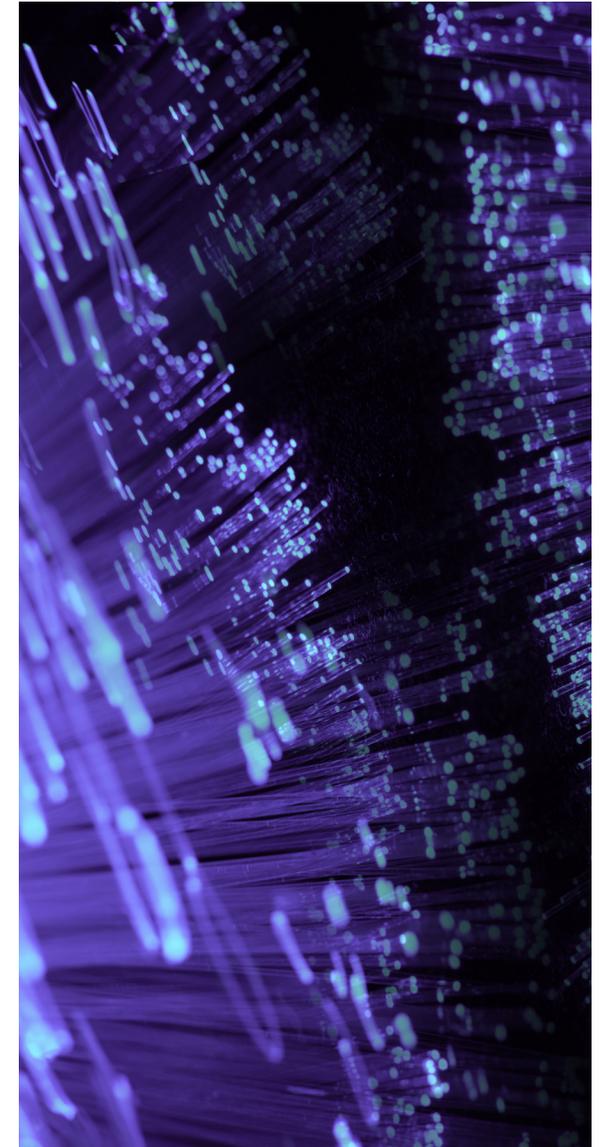
The survey data also clearly shows that executives know what's needed to excel in product. But many of their companies aren't organized or equipped to support "what good looks like." We often see clients checking the box on one or two product best practices, but they need to be checking the box on several to be more successful with their digital products and experiences.

Percent of Organizations' Strategy Focused on Product Iteration/Evolution



60% say half or less

of their organization's strategy is focused on product iteration/evolution.



Product benchmarks

We developed a scorecard for products and experiences and asked executives to share which benchmarks their organization are currently reaching.



40% | Collects the needed data to understand what drives internal behavior



38% | Is strong when it comes to updating and evolving the product/service



37% | Collects the needed data to understand what drives external/customer behavior



34% | Has a strategic way to centralize data and glean insights



33% | Has the ability to pivot based on insights



33% | Leverages data to make decisions around products/solutions



32% | Has a clear vision for where it's going



30% | Iterates based on consumer insights



30% | Can succinctly incorporate feedback

Successfully adopting all nine product benchmarks—and making them routine practice—will take time. But as a starting point, companies should be intentionally adding these practices as part of their product development process. Here's where they can improve the most:

- More companies are collecting the data needed to understand what drives internal behavior—but they're weaker at collecting the data for what drives external/customer behavior. Bridge that gap to optimize internally while developing a deep understanding of customer behavior.
- The data shows a need to develop a strategic way to centralize data and glean insights. Failure to do so leaves different departments siloed and unable to perform to their highest potential.
- Establish a clear, accessible way to access and analyze data across the organization.
- Companies that are successfully analyzing data and deriving insights aren't doing enough with this output. If an organization is reviewing data but not acting on it, the product and customer experience will suffer. Empower product teams to pivot based on insights.

Only 17% of organizations score a 4/9 or higher on the overall scorecard.

Barely crossing off half of the benchmarks shows a clear need to adopt additional best practices when it comes to product.

Looking at product through the customer's lens

Nearly all executives feel their company creates digital products and experiences that customers love, with 85% stating they are somewhat or very effective at doing so.

But what areas are customers looking for specifically?

Compared to last year, there is increased appetite among consumers for personalization, access to guidance and insight, and new digital products and services. While security remains the top customer priority, there is a noticeable (15 percentage point) decrease in the number of customers who are prioritizing this as it becomes more table stakes than a differentiator. Nearly one-in-four (23%) want their digital experiences to connect to an in-person experience, and 38% want access to human assistance.

Consumer Priorities

	2023	2022
 Security	53%	68%
 Simplicity	41%	44%
 Access to human assistance	38%	N/A
 Access to all my data	36%	40%
 Speed	31%	31%
 Personalization	29%	17%
 Connected to in-person experience	23%	N/A
 Access to guidance/insight	18%	10%
 New digital products/services	15%	9%
 Fun to use	13%	7%
 Access to a chatbot	4%	N/A

Companies can iterate and pivot when they have a firm understanding of their customers' priorities. They also need to continue to do the 'unseen' evolving: ensuring data is secure, code is debugged, and user experience (UX) issues are identified and addressed. When a consumer sees slow load times, gets error messages, or faces disruption when using the product, it's gone from behind-the-scenes 'maintenance' to a customer success and engagement issue. Over time, customers will move on to a competitor if issues are consistently experienced.

Companies need to define their future in a way that is centered on the right data. If they aren't taking a step back to pivot where needed or test and learn, how can they make the right decisions for scalability and product outcomes?



PABLO ALEJO

Managing Director, Product Experience & Engineering Lab

Digital is a potential deal-breaker, but needs to enhance the overall experience

Today's customers want a mix of digital and physical experiences. Think about it: When you use an app for curbside pickup, it's not just about the app. It's about how the app makes the whole process quicker and more accurate. The same goes for choosing rides at Disney World or filling out forms for a doctor's visit. It's not just about a fancy app; it's about how the app makes things easier for the user.

When choosing a vendor, 61% of surveyed consumers said the digital tools they offer matter, which shows that digital tools can be a deal-breaker. And when it comes to what people want in an app, it's pretty clear: Most consumers (79%) want an app that lets them do what they need without fuss, and 72% want it to be simple. Other features like customization or overall design came out far less important—15% or less cited those priorities.

But here's the opportunity: Many companies aren't bringing customers into their development process. Only

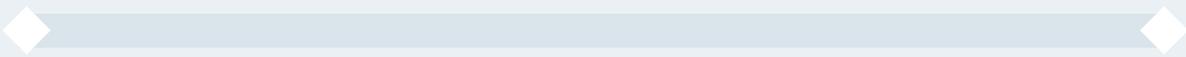
20% of companies always collaborate with customers when they're making new products, while another 20% only ask customers at the start and end. But a big chunk (60%) don't co-create with customers regularly during product development. This means they risk making things that customers don't want or need.

Involving customers early, often, and along the way may seem like it could slow down product progress and timelines—but in the end, it avoids delays and rework due to negative feedback and rejection of ideas based on assumptions.

When do you involve customers in your product development process?

At the beginning and end only:

20% Always **57%** Sometimes



Throughout every stage of the process:

20% Always **3%** Sometimes



Summary: Product & Experiences

Many companies understand the importance of evolving products based on customer insights, but there's a clear gap between intention and execution.

Action

Reallocate resources and adjust organizational strategy to prioritize product iteration and evolution based on customer insights.

Only 17% of organizations meet at least half of the identified product benchmarks such as collecting relevant data, updating products, and leveraging insights for decision-making. The biggest challenges lie in leveraging data for product decisions, having a clear vision, iterating based on consumer insights, and incorporating feedback.

Action

Conduct a comprehensive review of current product practices and invest in training or tools to address identified benchmark gaps.

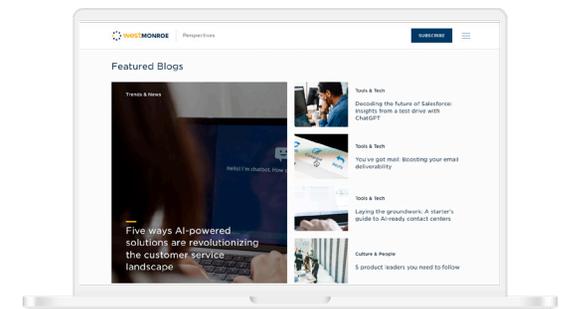
While most executives believe they create products that customers love, many companies are not consistently involving customers in the product development process.

Action

Implement a structured customer feedback loop at multiple stages of product development to ensure alignment with user needs and preferences.

Further reading

- Dive into [The Conduit](#), a Product & Tech Blog
- [As traditional companies develop software, they should 'Shift Left' to compete](#)
- [How Chief Product Officers should respond to the evolving economic landscape](#)
- This Is Digital Podcast: [From healthcare company to product company: Highmark's journey \(Ep. 16\)](#)
- [Moving from project to product: The traits that help product-oriented businesses win](#)



CHAPTER 2

Data & Analytics

Data is not just what makes an organization “smart.” When done right, it’s the oxygen that drives the organization forward and creates both short-term wins and long-term success.

With AI adoption accelerating, companies need comprehensive, 360-degree data governance and maturity now more than ever.

A true digital operating model hinges on centrally accessible data that can be used to inform product, service, experience, and design. While 85% of executives feel their organization is effective at building secure, flexible data platforms, just one-third of companies leverage that data to make decisions around products and solutions.

This brings us back to the operating model: When one area isn’t aligned (like data and analytics), customers feel the impact via products and services.

In fact, two out of the three biggest digital transformation mistakes companies make are related to data. A lack of customer insights and an inability to keep pace with customers’ needs stem from 1) not collecting the right data, and 2) not being agile enough (or empowered) to translate the real-time, data-driven insights into improvements.

A notable 81% of executives think their companies can mine and use data to predict new customer needs and desires. But just because they can doesn’t mean they do so frequently, efficiently, or effectively. Establishing the ability to mine data, interpret it, and anticipate needs is essential for companies as they evolve, but the next step is to make sure those abilities are maximized through a culture of applying the data.

The leading mistake in digital transformation is lack of customer insights.

Top digital transformation mistakes



Thanks to rapid advancements in AI in 2023, more and more companies are beginning to understand the importance of good data, with one-in-four executive respondents stating that their main focus for the next 18 months is data and analytics. Being able to leverage AI and ML starts only when your data house is in order.

What we find: Executives are salivating at the potential impact of AI on their business but realize they can't move as quickly toward that value without significant data work. Whether that's data strategy, governance, infrastructure, or determining the right team processes, these short-term steps will have a long-term impact.



Spotlight on AI: Real potential, legitimate roadblocks

Generative AI and machine learning (ML) are at the top of the agenda for companies as they work to streamline processes and enhance customer touchpoints. But one potential roadblock we're seeing is that employees may not have the skill sets necessary to fully adopt these tools. This—combined with internal resistance, fear and attrition, and security and privacy concerns—makes AI and ML implementation more gradual as organizations navigate the human dynamics and technology/IT risks.

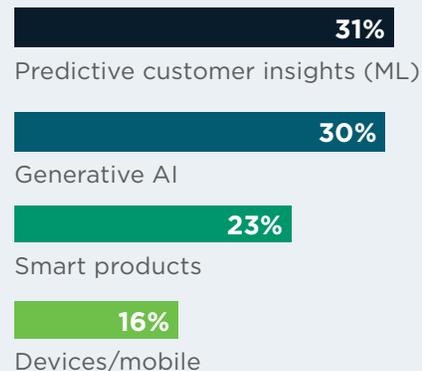
Despite the headwinds, ML, AI, and smart products (IoT) are the highest digital enhancement priorities for surveyed companies in 2023. Leaders are still grappling with how to best approach and implement these solutions. They're eager to embrace them, but full adoption is taking more time than executives would like, with 81% piloting use cases with the goal of adopting if effective.

Adopting AI and ML tools allows companies to leverage their human talent for more critical thinking. These

solutions have capabilities related to multiple areas of operations, including automatically spotting data trends, kicking off the customer service process, and tracking onboarding data, to name a few. AI and ML have a place in every pillar of the digital operating model.

And the clock is ticking. Very soon there will be a cost to not making the most of AI and ML and weaving them into every team and every process.

Highest digital priority



Companies have a golden opportunity to drive real value by starting with a problem and then determining the best tool, be it generative AI or tried-and-tested machine learning technologies. By resisting the urge to immediately adopt the latest AI craze and instead focusing on a strategic plan that leverages the right tools at the right time, businesses can not only stay on the cutting edge but also ensure they are meeting customer needs and boosting revenue.



RYAN ELMORE

Innovation Fellow, West Monroe

Summary: Data & Analytics

Data is vital for driving organizations forward, but many companies fail to leverage it effectively, leading to major digital transformation mistakes, especially in understanding customer needs.

Action

Initiate a comprehensive data audit to identify gaps and inefficiencies, then implement a data strategy tailored to your organization's specific goals.

Despite the recognized potential of AI and ML in enhancing business processes and customer experiences, challenges like skill gaps and internal resistance slow their full adoption.

Action

Invest in training programs to upskill your workforce in AI and ML, and foster a culture of innovation to reduce internal resistance.

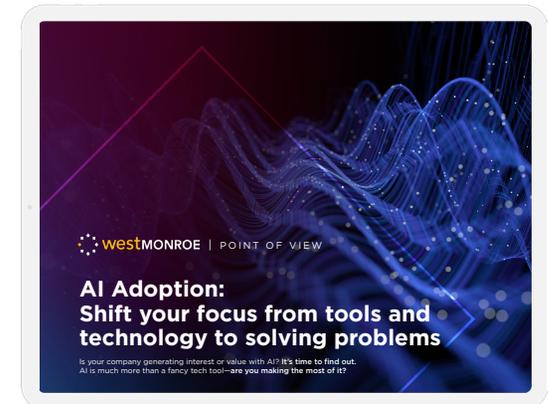
AI and ML are integral to modern business models, and there's an increasing cost to not incorporating them into every aspect of operations.

Action

Begin by piloting AI and ML projects in specific departments, measuring their impact, and then scaling successful initiatives across the organization.

Further reading

- [AI Adoption: Shift your focus from tools and technology to solving problems](#)
- This is Digital Podcast: [Get More out of Your Data in 2023](#) (Ep. 9) and [Unleashing Your Digital Potential Through Data Democratization & The Right Tech Stack](#) (Ep. 26)
- [Preparing Your Data to Take Advantage of Generative AI](#)



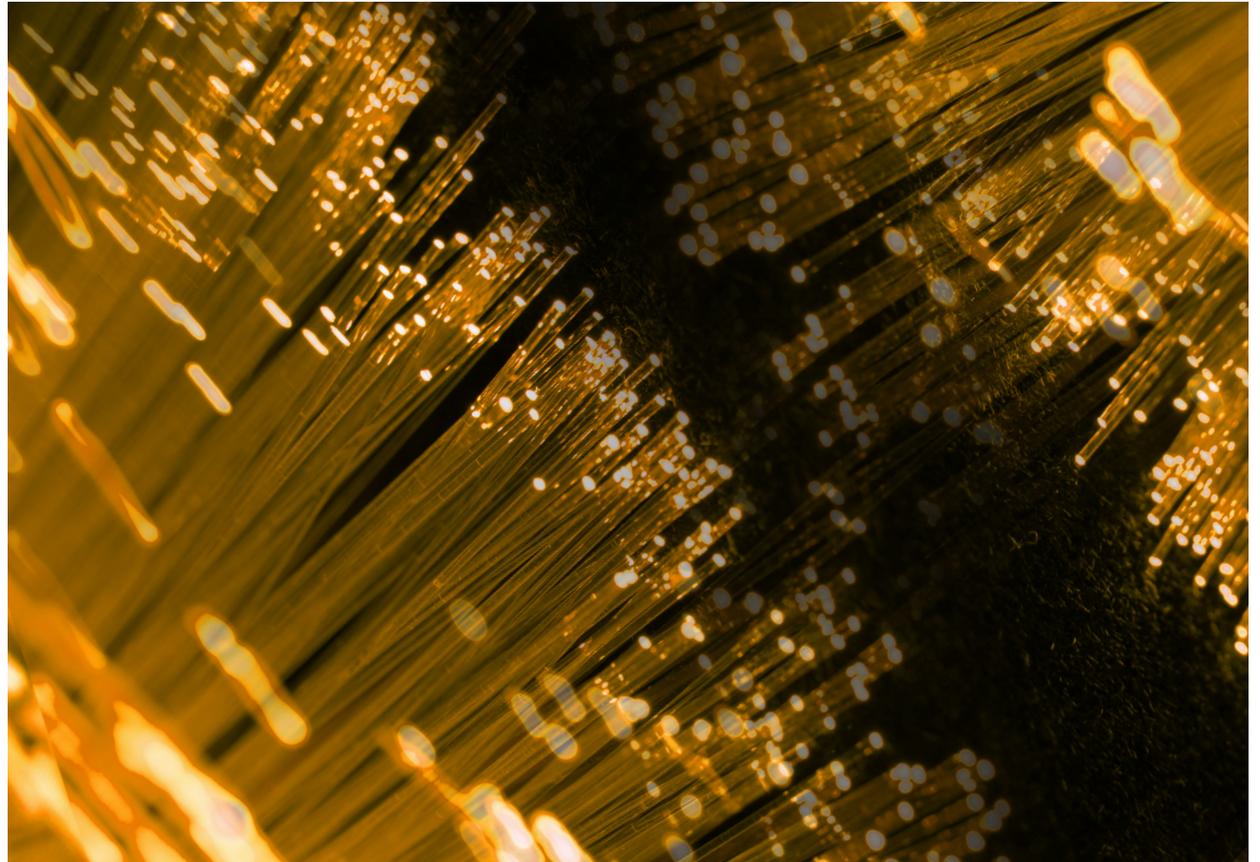
CHAPTER 3

Customer Engagement

The customer is always right, even when it feels like their needs change on a dime. The solution? Bridge gaps in insights and product development to better understand and meet customer needs.

Customer centricity is increasingly vital for companies in a world where customers dictate what they want and seek other options if they aren't feeling adequately served. To be a truly customer-centric company, you need to relentlessly seek customer feedback, pivot quickly when something isn't working, and find the right balance of human guidance and AI or ML support.

The bottom line: Digital matters. When we asked customers whether the digital tools offered by a vendor play a role in their buying decisions, 61% said yes. That number rises to 66% for those with household income over \$150,000 annually and to 81% for Generation Z.



When we asked customers to grade the companies they most frequently interact with, their grades improved slightly year over year, but most still want more from the businesses they interact with. For example, banks get a gold star, with the highest marks compared to their peers, but with close to half of their customers showing room for improvement, it's clear there's a significant opportunity to deepen customer relationships across every sector.

With the pandemic firmly in their rear view, companies are past the essentialism of digital transformation and have moved on. Customer experiences now stand out as a clear priority for differentiation via digital, but conscious effort is necessary to ensure customer experience remains embedded throughout the organization and doesn't fail in execution.

For example, many companies are still unable to leverage data and customer insights (or are unable to do so consistently) to inform strategy and product. And more than half of companies say they "sometimes" collaborate with customers when developing new products, services, and experiences, creating opportunity for many to bridge that gap into the gold standard of "always" or "often" looking to customers.

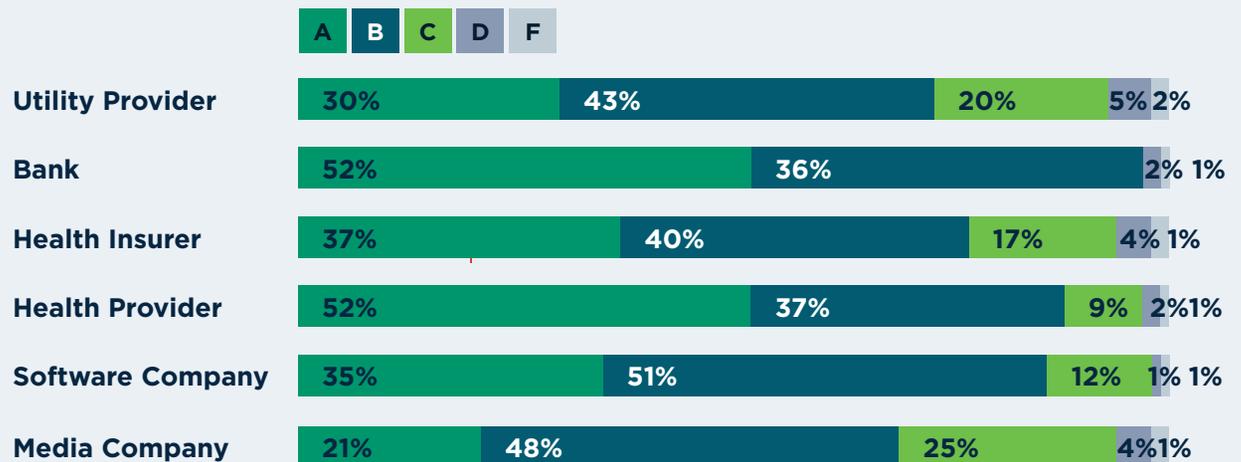
Customer grades

When asked what's next for their company, executives consistently pointed to customer experience initiatives:

- When asked about their growth strategy for the next 1-3 years, improved customer experience topped the list (32%)
- When asked about their company's next big digital transformation program, 16% of executive respondents said products and customer experiences (CX)
- When asked about the focus for their company's vision for the next 18 months specifically, 31% selected customer experience

Who gets an 'A' for customer experience?

If you had to give it a letter grade, how would you rate your overall experience with the following organizations?

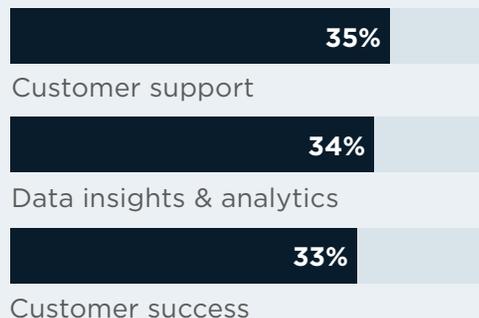


Maintaining momentum while keeping the customer first

Companies are thinking about the customer more than ever—but just thinking about the customer isn't enough.

More than half (61%) of executives said less than half of their organization's strategy is focused on customer experience. However, they are focusing on how tools like generative AI and ML can drive progress to better serve customers.

Piloting use cases for generative AI: customer engagement



Additionally, 55% of executives are considering and prioritizing improving customer experience and engagement through AI and ML as part of strategic goals going into the next year. Subsequent priorities for these tools include innovating and differentiating services & offerings and improving productivity.

To support these priorities, the digital operating model needs to be agile, able to test-and-learn, and continuously create value for stakeholders.

With 48% of customers only occasionally providing feedback on products to companies they interact with, it's important for companies to take all available data and leverage it to the best of their ability. As customer needs continue to rapidly change, companies need to carve out resources to prioritize customer engagement alongside product and R&D.

Customers want it all, and they expect companies to deliver. It's not either/or when it comes to support, it's both/and. Easy access to human assistance and smart chatbots, and access to all of their information, is the way of the future. Identifying the right places for AI and ML is vital to meeting needs.



ELLI RADER

Partner, Product Experience & Engineering Lab

Summary: Customer Engagement

Customers increasingly dictate their needs, with digital tools playing a significant role in purchasing decisions. While some sectors like banking receive higher customer experience grades, there's room for improvement across all sectors.

Action

Implement a continuous feedback loop with customers through regular surveys, feedback forms, and interactive sessions. Use this feedback to refine product offerings and services. Additionally, invest in training programs for staff to ensure they understand the importance of customer centricity and can act on it effectively.

Companies are prioritizing customer experience as a key differentiator in the post-pandemic era. However, many still struggle to consistently leverage data and customer insights for strategy and product development.

Action

Work across your partner and vendor channels to integrate AI and ML solutions into your existing technology and processes to enhance the customer experience.

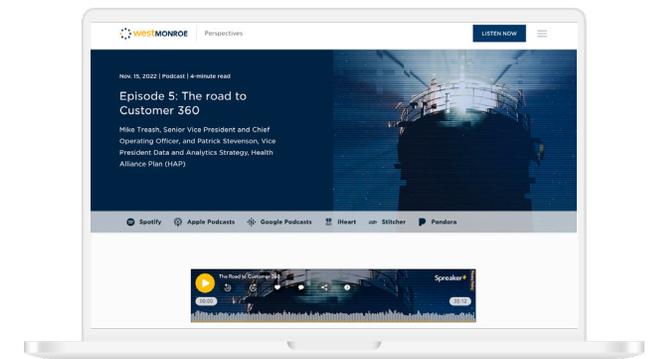
Companies must adopt an agile digital operating model and prioritize customer engagement. Given that many customers only occasionally provide feedback, companies should maximize the use of this data in their product and R&D efforts.

Action

Develop a digital strategy that incorporates both AI-driven chatbots for immediate customer queries and human support for more complex issues. Ensure that the transition between bot and human is seamless for the customer.

Further reading

- [The symbiotic relationship between technology and customer trust](#)
- This Is Digital Podcast: [The Road to Customer 360 \(Ep. 5\)](#) and [What does it mean to put the customer first? \(Ep. 6\)](#)



CHAPTER 4

Organization & People

Perhaps the biggest laggard in digital transformation is the people who execute on it. This year’s research found that organizational structure, processes, and people continue to represent the biggest gap between a company’s aligned digital vision and executing against that vision to drive results.

That’s not to say there’s malintent. There are just many engrained human behaviors that need change in order to bring a digital operating model to fruition.

To succeed, all teams need to be aligned with the vision, collaborating across siloes, and accountable to the customer. But there’s a problem. While digital is an action, an operating model, and a mindset, it too often lacks a clear “owner” for many companies. With games of digital hot

potato coming from the top and no clear accountability for siloed teams to work toward embracing digital, results will lag.

Everyone from the top down should be responsible for digital, but just one in five (21%) organizations have their full C-Suite accountable for digital transformation, down from 25% in 2022.

To ensure success, companies need to determine enterprise ownership of digital, align on a shared vision, and provide the right upskilling where necessary.

In an ideal world, the full C-Suite owns digital and can work together to implement across the organization, building toward a short-term and long-term vision and strategy.

Leaders acknowledge the gap in the people side of the model:

47% say that staff have not fully embraced digital

31% say inability to embrace change is one of their biggest mistakes related to digital

30% say available skillsets is a roadblock to AI and ML adoption

28% reported having a heightened culture of innovation at their company

Who owns digital?



Our research and work at West Monroe consistently shows that people are the greatest driver—and inhibitor—of digital success. It shows up in the ways they’re incentivized, trained, organized, and empowered.



DAVE HILBORN

Managing Partner, West Monroe



Is vision translating across the organization?

Vision is a key part of embracing digital, but less than half of companies say their organization is “very effective” at ensuring organizational alignment to the vision.

This is clearly playing out in challenges related to change management and focus, and part of the challenge may be that digital currently means different things to different organizations.

Only 30% of companies understand that digital encompasses people, processes, behaviors, and mindsets, which means the vast majority are focusing on point solutions or back-office processes without helping teams understand the big picture.

How do you define digital?

30% Creation of an organization with the right people, processes, behaviors, and mindsets to compete digitally

24% Back-office digitization of previously manual processes

24% Shift from in-person or manual activities to company-wide digital ones

22% Creation of new digital tools and capabilities

Shifting lanes: Stop taking on 'all-inclusive' digital transformation

While 69% of companies favor long-term, multi-year transformation initiatives, they are met with significant resistance internally. Just 30% of companies say their organization is willing to invest in traditional digital initiatives with longer-term ROI compared to 51% that are willing to invest for a shorter-term ROI. Why? Ongoing cost constraints, quality of data, organizational disruption, siloed teams, and unequal buy-in at the C-Suite level. And yet—executives unanimously said short-term wins are important for building morale and leading toward longer-term initiatives and outcomes.

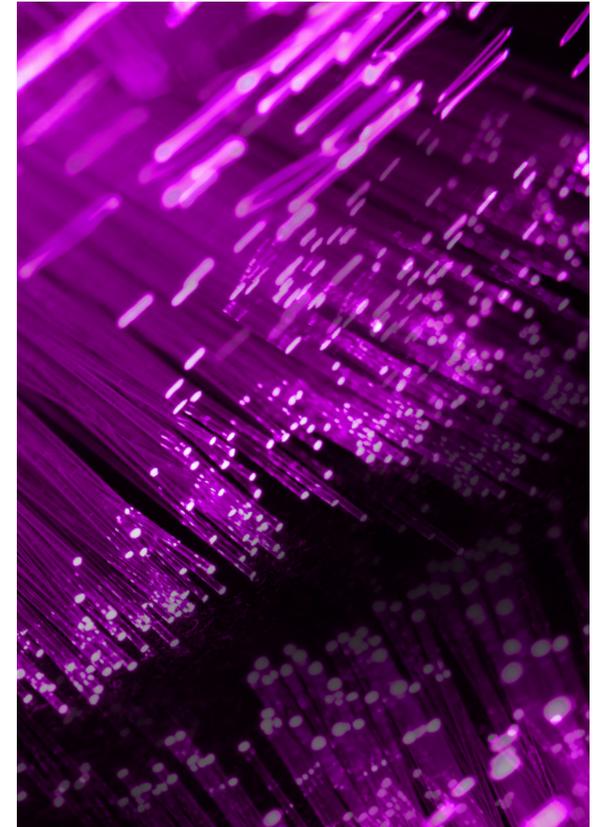
The future of digital for many companies is shifting their approach from macro to micro to generate better ROI, results, and momentum.

You can only get people to move in ways that they are willing to move. There's a narrative, a hero's journey to those transformations. It starts with real perceived need. They have to see that change is in their best interest, not just an incentive. Having a clear vision is a vital part of this.



COURTNEY HEMPHILL

Partner, Product Experience & Engineering Lab—[This Is Digital Podcast](#)



Summary: Organization & People

Organizational structure, processes, and people are the primary barriers to executing a company's digital vision, and behavioral changes are needed to fully embrace a digital operating model.

Only 21% of organizations have their full C-Suite accountable for digital transformation, highlighting a lack of clear ownership and accountability in many companies.

Companies need vision alignment and strategic people engagement for successful digital transformation, but only 30% recognize that digital encompasses people, processes, behaviors, and mindsets.

Action

Invest in change management programs tailored to address these specific challenges, ensuring that they focus on both the technical and human aspects of transformation.

Action

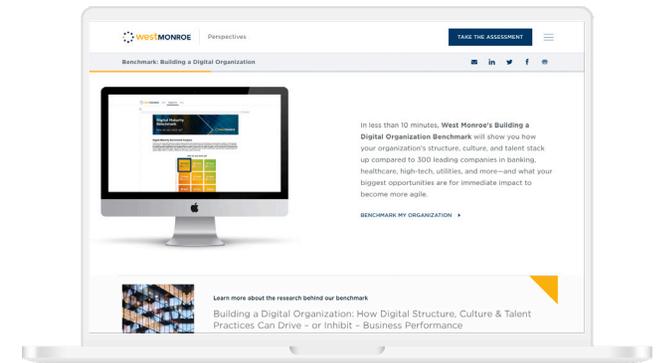
Consider establishing a Digital Transformation Committee within the C-Suite, ensuring every executive has clear roles and responsibilities related to the digital agenda. This committee should meet regularly to review progress, address challenges, and ensure alignment with the company's overarching strategy.

Action

Launch a company-wide digital literacy program, emphasizing the holistic nature of digital transformation. This program should include training sessions, workshops, and continuous learning opportunities.

Further reading

- [Benchmark: Building a Digital Organization](#)
- [The Real ROI of Change Management](#)
- [Your organization's siloed structure is inhibiting your digital future](#)
- This Is Digital Podcast: [Sam's Club: From Traditional Retailer to Digital Retailer \(Ep. 17\)](#)



Conclusion

Differentiating from a crowded marketplace requires a consistent effort to connect customers, teams, leaders, and data to produce a brilliant experience. It's vital for organizations to:

- Ensure organizational alignment and understanding on what digital is and the vision for the future
- Have access to and act on customer insights
- Create a culture where iteration and product improvement are expected
- Embrace AI and ML technologies—piloting and experimenting with new use cases to ensure competitive advantage.

To win in today's market, companies need to be relevant and resonant both internally and externally. Fully embracing digital is the path to excellence—from happier and more loyal customers to engaged and resilient teams.

Whether you're fundamentally changing the way you do business or focusing on one critical issue, West Monroe can help. We bring the right people into the room from the start to help you create or iterate to drive value.

Contact us at WestMonroe.com/Contact to get connected with the right expert for you.

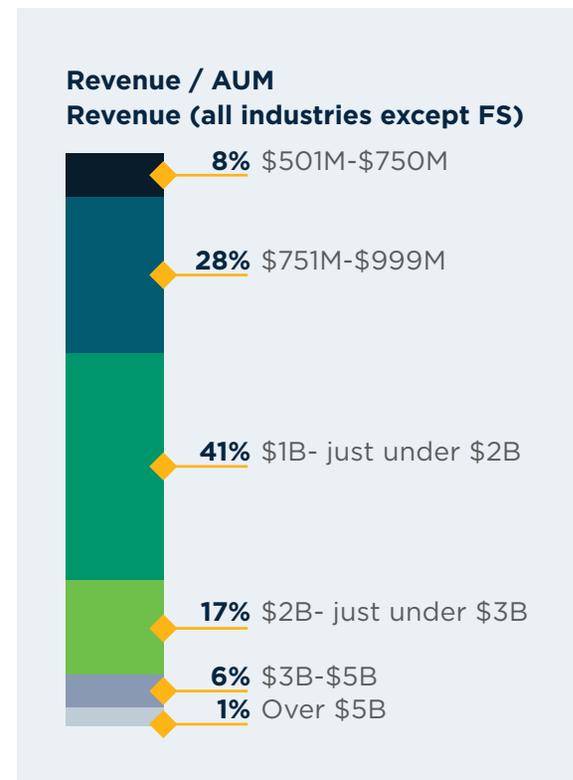
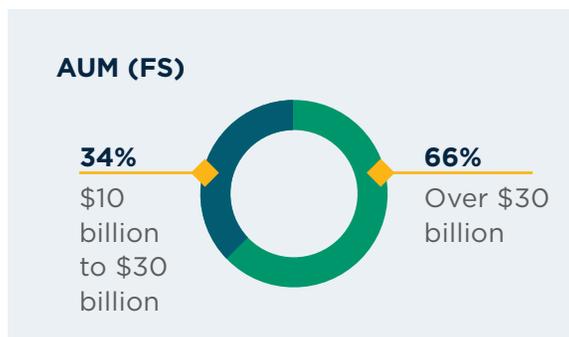
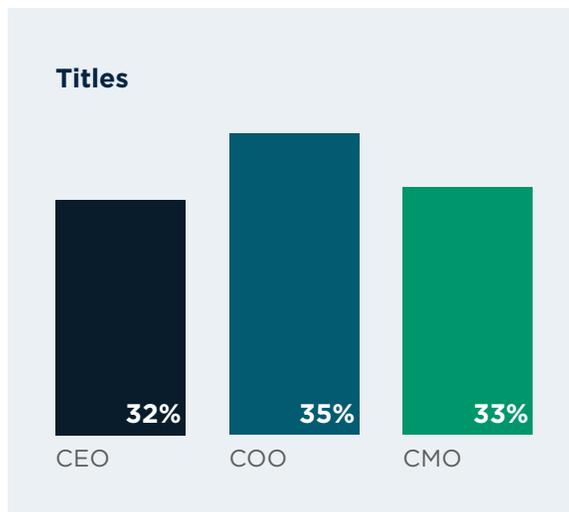
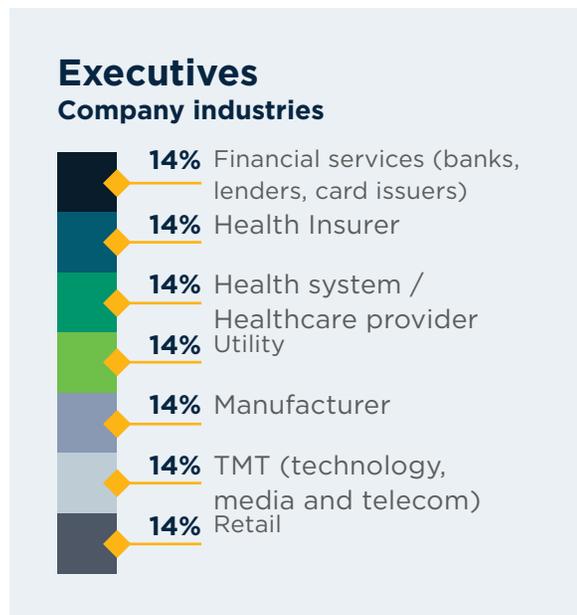
Digital almost always means simplification, improving experiences, and creating efficiencies.

TIM SIMMONS

Sam's Club, SVP and Chief Product Officer | [This Is Digital Podcast](#)

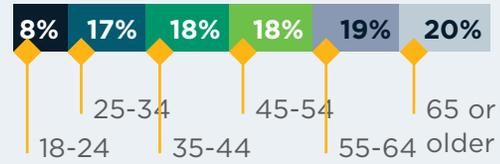
Methodology & Respondent Profile

West Monroe surveyed 700 C-Suite executives across seven industries and more than 5,000 of their representative consumers in Q2 2023. The survey was conducted by Rabin Research Company, an independent marketing research firm, using Op4G’s panel of executives.

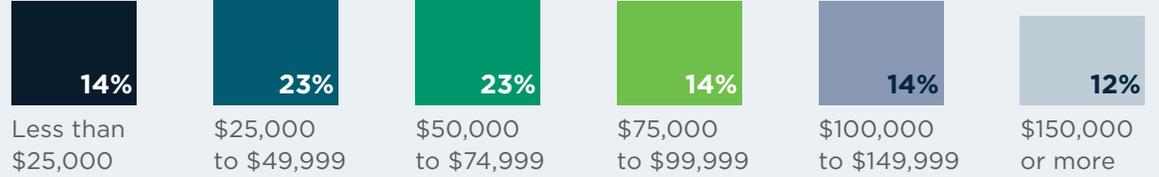


Consumers

Age



Income



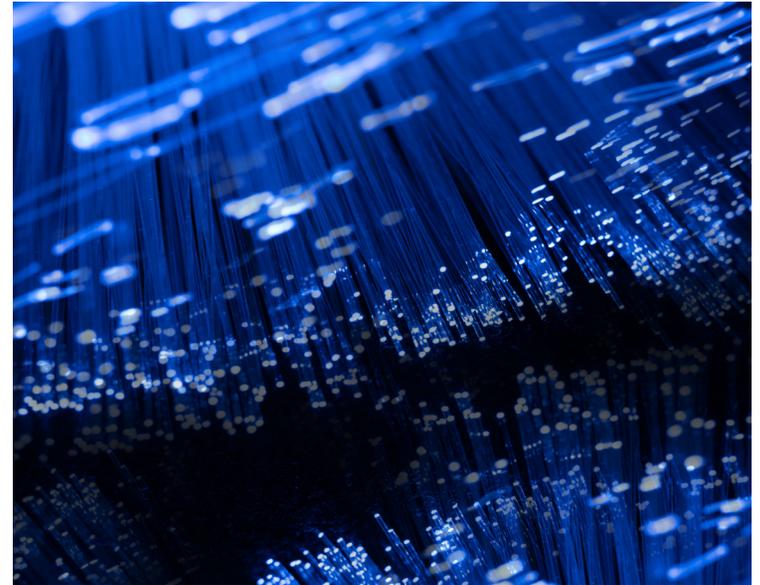
Employment Status



About West Monroe

West Monroe is a digital services firm that was born in technology but built for business—partnering with companies in transformative industries to deliver quantifiable financial value. We believe that digital is a mindset—not a project, a team, or a destination—and it’s something companies become, not something they do. That’s why we work in diverse, multidisciplinary teams that blend management consulting, digital design, and product engineering to move companies from traditional ways of working to digital operating models—and create experiences that transcend the digital and physical worlds.

Visit westmonroe.com to learn more.



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