Energize Your Digital Transformation
Seven Disciplines To Support A Successful Digital Strategy
Table Of Contents

Executive Summary .......................................................................................................................... 1
The Necessity Of Digital Business In The Age Of The Customer ..................... 2
Digital Strategy Has An Impact On Every Business Capability ................. 2
Seven Disciplines Correlate With Stronger Digital Strategies ...................... 4
Key Recommendations ................................................................................................................. 8
Appendix A: Methodology .............................................................................................................. 9
Appendix B: Supplemental Material ............................................................................................... 9
Appendix C: Endnotes ..................................................................................................................... 10

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Contributing Research: Forrester’s CIO research group
Executive Summary

Customers increasingly embrace digital experiences and technologies, and organizations must compete for their attention and loyalty. Every business today must learn to continuously create and exploit new digital assets to simultaneously deliver new sources of customer value and increase their operational agility — transforming to a digital business. Transformation is not achieved by simply bolting digital elements to the existing business model. To transform to a digital business, the organization must fundamentally change how it creates and delivers customer value and drives revenue.

In August 2016, Software AG commissioned Forrester Consulting to evaluate how retail, retail banking, manufacturing, and government organizations in North America, the UK, Germany, Benelux, and Australia prioritize various initiatives and disciplines as part of their digital strategies. This study specifically focuses on how IT teams prioritize and optimize seven specific disciplines to enable their strategies.

In conducting in-depth surveys with 223 IT professionals, Forrester found that these seven disciplines positively correlate with many elements of success, from digital readiness and vision to high revenue growth.

KEY FINDINGS

Forrester’s study yielded three key findings:

› **High-revenue-growth organizations are more likely to employ full digital transformation strategies.** Fifty-two percent of organizations with full digital strategies that define how to create new sources of customer value are likely to have 5% or more year-over-year (YoY) growth, compared with just 25% of those with only partial bolt-on strategies.

› **Operational agility, partnership management, digital experience, and transparency initiatives are all important elements of digital strategy.** Key initiatives prioritized as part of digital strategies include those that empower customers and improve operational agility.

› **Integrating seven key disciplines into digital strategy correlates with digital success.** Organizations with full, transformational strategies are highly likely to value the seven key disciplines identified in the study. Those optimizing all seven disciplines across initiatives are more likely to be digitally ready and come from high-growth organizations than those that are optimizing less or none at all.
The Necessity Of Digital Business In The Age Of The Customer

Welcome to the age of the customer, where the digitally empowered customer has wrested power traditionally held by the business. In this era, customers’ expectations continuously and rapidly evolve based on their daily digital experiences — meaning that the only way to consistently create value for customers is to embrace digital design as part of product design and delivery. Instead of bolting flashy digital accessories onto the existing business model, a new business model is needed — one engineered around the ability to use emerging digital technologies at the heart of future customer value delivery and revenue generation.1

In this global study of IT professionals in retail, retail banking, manufacturing, and governmental organizations, results illustrate how employing a digital transformation strategy that redefines how to create customer value correlates to growth. Findings indicate that (see Figure 1):

> All-encompassing digital strategies are commonplace among high-growth IT organizations. Fifty-two percent of respondents who stated their organizations have a full strategy in place — one that defines how their business creates customer value as a digital business — saw a revenue or budget increase of 5% or more from FY2015 to FY2016.

> Low-growth organizations are more likely to adopt bolt-on digital strategies. Of the organizations that reported more limited digital strategies — ones that only add digital elements onto an existing business model — only one in four saw a revenue or budget increase of 5% or more in the past year. Even more pronounced is the lack of growth among organizations that are still in the process of developing a digital strategy; only one in 10 of these organizations grew 5% or more last year.

Digital Strategy Has An Impact On Every Business Capability

As organizations proceed to plan and implement a “digital strategy” — whether bolt-on or transformational — they touch upon a broad spectrum of business capabilities. Whether directly customer-facing or aimed at improving internal efficiency and agility, the initiatives prioritized across industries suggest that organizations are already responding to a more empowered customer. At the industry level, this study shows that (see Figure 2):

> Retail IT prioritizes business operations and compliance/risk management. Among priorities rated as either “very” or “critically” important, top initiatives selected among respondents in the retail vertical include regulatory compliance management (73%), consolidating and improving IT systems (68%), and improving overall business efficiency (67%).

> Interoperability and partner relationships are important in retail banking. In addition to focusing on market share (62%), IT decision-makers in retail banking now prioritize optimizing branch communications (64%), developing partner ecosystem models (62%), and managing partners/vendors (60%).

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Manufacturers prioritize digital experiences. Seventy-five percent of respondents in manufacturing stated that they are prioritizing the digital customer experience — above supply chain efficiency (68%) and consolidating/improving IT systems (65%).

Government IT prioritizes open access. Respondents in governmental organizations stated that the openness and transparency of government data for the public (65%) is as important a priority as overall operational efficiency (63%).

**FIGURE 2**
Operational Efficiency, Partner Management, Digital Experience, And Transparency Initiatives Are Important Components Of IT’s Digital Business Strategy

“Are the following aspects of your organization being prioritized as part of your organization’s digital business strategy?”
(Showing those selecting “very” or “critically” important)

<table>
<thead>
<tr>
<th>Retail (N = 52)</th>
<th>Retail banking (N = 55)</th>
<th>Manufacturing (N = 59)</th>
<th>Government (N = 57)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regulatory compliance management</td>
<td>73%</td>
<td>64%</td>
<td>75%</td>
</tr>
<tr>
<td>Consolidation, improvement, and rationalization of IT systems</td>
<td>68%</td>
<td>62%</td>
<td>68%</td>
</tr>
<tr>
<td>Overall business operations efficiency</td>
<td>67%</td>
<td>62%</td>
<td>65%</td>
</tr>
<tr>
<td>Channel and partner/vendor risk management</td>
<td>65%</td>
<td>60%</td>
<td>61%</td>
</tr>
<tr>
<td>Inventory operational efficiency</td>
<td>63%</td>
<td>57%</td>
<td>61%</td>
</tr>
<tr>
<td>Overall risk management</td>
<td>61%</td>
<td>54%</td>
<td>61%</td>
</tr>
<tr>
<td>Optimizing merchandising operations</td>
<td>60%</td>
<td>54%</td>
<td>61%</td>
</tr>
<tr>
<td>Increasing/optimizing the focus of marketing campaigns</td>
<td>59%</td>
<td>53%</td>
<td>56%</td>
</tr>
<tr>
<td>Partner/vendor management efficiency</td>
<td>59%</td>
<td>53%</td>
<td>53%</td>
</tr>
<tr>
<td>In-store operational efficiency</td>
<td>58%</td>
<td>49%</td>
<td>53%</td>
</tr>
<tr>
<td>Increasing revenue from sales channels</td>
<td>56%</td>
<td>47%</td>
<td>50%</td>
</tr>
<tr>
<td>Supply chain efficiency</td>
<td>48%</td>
<td>41%</td>
<td>46%</td>
</tr>
</tbody>
</table>

Base: IT professionals responsible for integration, development operations, or performance management
Source: A commissioned study conducted by Forrester Consulting on behalf of Software AG, August 2016
Seven Disciplines Correlate With Stronger Digital Strategies

As IT teams implement their digital strategies, they must do everything possible to make sure the tactics they use help to win, serve, and retain customers.

In seeking to better understand some of the tactics that support effective strategy, this study evaluated how seven specific disciplines correlate with an organization’s ability to drive growth through digital transformation. These disciplines specifically include:

› **Transformation planning.** The existence of clear and well-documented processes of system and application dependencies/capabilities, which are understood across both relevant IT and line-of-business teams.

› **Real-time visibility and reactivity.** Responding in real time to risks and business opportunities that occur quickly and unexpectedly.

› **Data consistency.** Obtaining data easily and consistently across relevant systems/devices, within a timeframe in which actions can take place.

› **Data integration.** Allowing data across different systems to be accessible and up to date for all relevant users (technical as well as line-of-business users).

› **Connectivity to partners.** Easily, consistently, and reliably connecting to external partners, vendors, and/or suppliers.

› **Application and system coordination.** Maintaining coordinated control, orchestration, and automation of processes, even when multiple underlying applications or systems are involved.

› **Scalability of insights.** Deriving insights from massive amounts of data in real time and scaling to manage peak data requirements.

Results from this study indicate that these disciplines correlate with a number of indicators of success. Specifically, they are:

› **Foundational in transformative strategies.** Organizations with full, comprehensive digital strategies that aim to deliver new sources of value to customers are more likely to consider these seven disciplines important to executing their digital business strategy. These digital transformation leaders understand that to succeed, they need to align their employees and partners with access to the right data and tools, at scale. Most notably, those with a full digital strategy value planning, scalability of insights, data integration, and connectivity to partners at rates 23 to 24 percentage points higher than other respondents.

**FIGURE 3**
Organizations With Full, Transformational Strategies Are More Likely To Value Seven Key Disciplines

“In your opinion, how important are the following approaches toward successfully executing a digital business strategy?”
(Showing those selecting “critically” or “very important”)

- Full digital strategy in place (N = 56)
- Limited strategy in place or currently developing a strategy (N = 167)

- Transformation planning: Clear, well-documented, and well-understood processes for system and application dependencies/capabilities
  - 80%
  - 56%

- Scalability of insights: Scaling to manage peak requirements for deriving insights from massive amounts of data in real time
  - 80%
  - 57%

- Data integration: Allowing data across systems to be accessible and up to date for all users
  - 77%
  - 54%

- Real-time visibility and reactivity: Responding in real time to unexpected risks and business opportunities
  - 75%
  - 59%

- Connectivity to partners: Easily, consistently, and reliably connecting to external partners/vendors/suppliers
  - 73%
  - 49%

- Application and system coordination: Maintaining coordinated control, orchestration, and automation of processes
  - 68%
  - 54%

- Data consistency: Obtaining data easily, consistently, across systems/devices, in time to take action
  - 64%
  - 63%

Base: IT professionals responsible for integration, development operations, or performance management
(data points are sorted by most to least important for those with a full digital strategy in place)

Source: A commissioned study conducted by Forrester Consulting on behalf of Software AG, August 2016
Associated with “digital readiness.” Respondents from organizations that consider at least six of the seven disciplines to be “very” or “critically” important parts of their digital strategy almost universally agree that their organization has the right people (95%), culture (93%), and processes (91%) in place to execute their strategy. While those that value fewer disciplines are mostly optimistic about their organization’s digital readiness, their confidence is not nearly as resounding (see Figure 4).

Correlated with fewer common challenges faced with digital strategies. Although nearly all decision-makers run into obstacles in pursuing digital strategies, those who value at least six of the seven disciplines are less likely to experience challenges with third-party support, older technology, culture, individual incentives, and organizational silos, among many others. They also, on average, experience fewer challenges than those who do not value the disciplines (see Figure 5).

FIGURE 4
Seven Key Disciplines Correlate To Digital Readiness

“Assessing your organization’s digital readiness, how much do you agree or disagree with the following statements?”
(Showing those selecting “strongly agree” or “agree”)

- Acknowledge six or more tactics as “very” or “critically” important (N = 43)
- All others (N = 180)

- We have the right people in place to define our digital strategy: 95%
- We have the culture to succeed with our digital strategy: 93%
- We have the necessary processes to execute our digital strategy: 91%
- Our CEO sets a clear vision for digital in our organization: 91%
- We fully understand the potential of digital to change how we create and deliver value to our customers: 88%
- We have the necessary people and skills to execute our digital strategy: 88%
- We have the right people in place to define our digital strategy: 61%
- We have the culture to succeed with our digital strategy: 62%
- We have the necessary processes to execute our digital strategy: 63%
- Our CEO sets a clear vision for digital in our organization: 78%
- We fully understand the potential of digital to change how we create and deliver value to our customers: 70%
- We have the necessary people and skills to execute our digital strategy: 57%

Base: IT professionals responsible for integration, development operations, or performance management
Source: A commissioned study conducted by Forrester Consulting on behalf of Software AG, August 2016

FIGURE 5
Seven Key Disciplines Correlate To Fewer Challenges With Digital Strategies

“How many of the following challenges/barriers have you faced or do you anticipate facing as your organization implements its overall digital business strategy?”
(Select all that apply)

- Security concerns: 49%
- Skills gap: 42%
- Budget: 35%
- Compliance and regulations: 35%
- Employee awareness: 33%
- Competing priorities: 33%
- IT leadership and governance: 30%
- Privacy concerns: 28%
- Business processes: 26%
- Third-party support: 21%
- Lack of single view of customer data: 21%
- Older technology and applications: 21%
- Available staff: 19%
- Individual incentives and metrics: 19%
- Static company culture: 16%
- Executive support: 16%
- Organizational silos: 16%
- CEO vision: 9%

Average number of challenges faced/anticipated

<table>
<thead>
<tr>
<th>Challenge</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Security concerns</td>
<td>49%</td>
</tr>
<tr>
<td>Skills gap</td>
<td>42%</td>
</tr>
<tr>
<td>Budget</td>
<td>35%</td>
</tr>
<tr>
<td>Compliance and regulations</td>
<td>35%</td>
</tr>
<tr>
<td>Employee awareness</td>
<td>33%</td>
</tr>
<tr>
<td>Competing priorities</td>
<td>33%</td>
</tr>
<tr>
<td>IT leadership and governance</td>
<td>30%</td>
</tr>
<tr>
<td>Privacy concerns</td>
<td>28%</td>
</tr>
<tr>
<td>Business processes</td>
<td>26%</td>
</tr>
<tr>
<td>Third-party support</td>
<td>21%</td>
</tr>
<tr>
<td>Lack of single view of customer data</td>
<td>21%</td>
</tr>
<tr>
<td>Older technology and applications</td>
<td>21%</td>
</tr>
<tr>
<td>Available staff</td>
<td>19%</td>
</tr>
<tr>
<td>Individual incentives and metrics</td>
<td>19%</td>
</tr>
<tr>
<td>Static company culture</td>
<td>16%</td>
</tr>
<tr>
<td>Executive support</td>
<td>16%</td>
</tr>
<tr>
<td>Organizational silos</td>
<td>16%</td>
</tr>
<tr>
<td>CEO vision</td>
<td>9%</td>
</tr>
</tbody>
</table>

Base: IT professionals responsible for integration, development operations, or performance management
Source: A commissioned study conducted by Forrester Consulting on behalf of Software AG, August 2016
ORGANIZATIONS MUST OPTIMIZE DISCIPLINES ACROSS INITIATIVES TO DRIVE MAXIMUM BENEFITS

Respondents in this study were asked to evaluate the extent to which each tactic was employed across initiatives that are part of their digital strategy along a maturity scale — ranging from not recognizing the need for the tactic to optimizing the tactic in an integrated, automated, and proactive manner (see Figure 6). In observing which disciplines have been optimized for at least one initiative, results reveal an uneven level of maturity across industries (see Figure 7):

- Retail firms are likely to have optimized IT system planning and responsiveness to real-time risks. Retailers must meet the demands of consumers and businesses that continue to shift their spending in favor of digital channels. Compared with other industries, those in retail indicated that more of these seven disciplines are optimized today.

- Retail banking firms are strongest in real-time visibility and reactivity. Respondents are also likely to be optimized in connecting with partners and data availability. However, they are less optimized than retail and manufacturing firms across all disciplines.

- Manufacturing firms are strongly optimized in data availability, scalability, and consistency. Respondents in the manufacturing industry are also highly likely to

![FIGURE 6](Image)

Digital Transformation Maturity Scale

<table>
<thead>
<tr>
<th>Level</th>
<th>Digital Transformation Maturity Scale</th>
</tr>
</thead>
<tbody>
<tr>
<td>Optimized</td>
<td>This approach is done for this area continuously and effectively, is deeply integrated, usually automated, and occurs proactively.</td>
</tr>
<tr>
<td>Measured</td>
<td>This approach is done for this area in a well-managed and formalized way. The process is often automated and is evaluated.</td>
</tr>
<tr>
<td>Defined</td>
<td>This approach for this area is generally well understood and documented, and regularly done, with predictable results.</td>
</tr>
<tr>
<td>Ad hoc</td>
<td>This approach is taken occasionally but not consistently, in a planned manner or an organized fashion for this area.</td>
</tr>
<tr>
<td>Nonexistent</td>
<td>This approach is recognized as relevant to this area, but there are no concrete efforts to take the approach, and it is not well understood or formalized.</td>
</tr>
<tr>
<td>Not relevant</td>
<td>This approach is not recognized at all in this area.</td>
</tr>
</tbody>
</table>

Source: A commissioned study conducted by Forrester Consulting on behalf of Software AG, August 2016

FIGURE 7
Retail Is Most Optimized Across Seven Disciplines While Government Lags

“What best describes the manner in which [the following tactics are applied to] the following areas at your organization?”

(Percent of respondents that selected “optimized” for at least one initiative/goal)

<table>
<thead>
<tr>
<th>Disciplines</th>
<th>Retail (N = 52)</th>
<th>Retail banking (N = 55)</th>
<th>Manufacturing (N = 59)</th>
<th>Government (N = 56)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transformation planning: Clear, well-documented, and well-understood processes for system and application</td>
<td>83%</td>
<td>64%</td>
<td>73%</td>
<td>65%</td>
</tr>
<tr>
<td>Real-time visibility and reactivity: Responding in real time to unexpected risks and business opportunities</td>
<td>83%</td>
<td>75%</td>
<td>81%</td>
<td>60%</td>
</tr>
<tr>
<td>Data consistency: Obtaining data easily, consistently, across systems/devices, in time to take action</td>
<td>75%</td>
<td>67%</td>
<td>80%</td>
<td>70%</td>
</tr>
<tr>
<td>Data integration: Allowing data across systems to be accessible and up to date for all users</td>
<td>73%</td>
<td>69%</td>
<td>80%</td>
<td>63%</td>
</tr>
<tr>
<td>Connectivity to partners: Easily, consistently, and reliably connecting to external partners/vendors/suppliers</td>
<td>75%</td>
<td>69%</td>
<td>73%</td>
<td>65%</td>
</tr>
<tr>
<td>Application and system coordination: Maintaining coordinated control, orchestration, and automation of processes</td>
<td>75%</td>
<td>67%</td>
<td>73%</td>
<td>51%</td>
</tr>
<tr>
<td>Scalability of insights: Scaling to manage peak requirements for deriving insights from massive amounts of data in real time</td>
<td>73%</td>
<td>65%</td>
<td>78%</td>
<td>65%</td>
</tr>
</tbody>
</table>

Base: IT professionals responsible for integration, development operations, or performance management

Source: A commissioned study conducted by Forrester Consulting on behalf of Software AG, August 2016

![Forrester Logo]
report optimization for the other disciplines at rates second only to retail.

▷ Governmental organizations lag all other industries. Results indicate that government is particularly less optimized in coordinating the control and coordination of multiple applications and systems.

While optimization rates are uneven across both disciplines and individual industries, those organizations that optimize the most disciplines also show positive correlations with (see Figure 8):

▷ Digital vision. Eighty-four percent of those who reported their organization has optimized all seven disciplines across their digital initiatives agreed that their CEO has set a clear vision for their digital strategy, compared with 79% who have optimized five to six disciplines and 76% who have optimized zero to four.

▷ Digital readiness. Organizations optimized across all seven disciplines are highly more likely to report digital readiness across people (83%), processes (85%) and culture (83%), and skills (76%).

▷ High growth. Those optimized across all seven disciplines are 30% more likely to belong to firms experiencing 5% or more YoY growth than those optimizing five to six disciplines, and 95% more likely than those optimizing zero to four.

FIGURE 8
Optimizing All Seven Disciplines Correlates To Digital Strategy Success And High Growth

<table>
<thead>
<tr>
<th>Disciplines Correlates</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Our CEO sets a clear vision for digital in our organization</td>
<td>76%</td>
</tr>
<tr>
<td>We have the right people in place to define our digital strategy</td>
<td>55%</td>
</tr>
<tr>
<td>We have the necessary processes to execute our digital strategy</td>
<td>54%</td>
</tr>
<tr>
<td>We have the culture in place to succeed with our digital strategy</td>
<td>55%</td>
</tr>
<tr>
<td>We fully understand the potential of digital to change how we create and deliver value to our customers</td>
<td>32%</td>
</tr>
<tr>
<td>Budget/revenue has increased by more than 5% or more year over year from FY2015 to FY2016*</td>
<td>20%</td>
</tr>
</tbody>
</table>

Base: IT professionals responsible for integration, development operations, or performance management
(data shown is percentage of respondents who agreed or strongly agreed with each statement; *exception: data shown as stated)

Source: A commissioned study conducted by Forrester Consulting on behalf of Software AG, August 2016
Key Recommendations

Effective digital transformation cannot be achieved through a series of bolt-on initiatives without giving thought to how customer expectations will evolve and how new digital initiatives can help customers achieve the outcomes they most desire. By focusing on customer outcomes, it’s possible to reimagine your business model and discover new sources of revenue. To achieve success, however, you must also evolve your core business and IT capabilities in line with your strategy using the seven disciplines highlighted in this report to improve customer value by applying:

› **Transformation planning: Use system dependencies to improve customer journeys.** Improving a touchpoint on a customer journey is of little value if the underlying systems and applications are not also tuned to provide a better experience. A bank offering customers the ability to open a new account online without simultaneously automating the account approval process risks setting customer expectations for instant approval only to find they need to wait days for a response.

› **Real-time visibility and reactivity: Use real-time analytics to create unique high-value experiences.** Just as best-in-class retailers and entertainment companies use analytics to provide highly accurate product or movie recommendations to their customers, your company needs to be able to analyze data in near real time and provide experiences tailored to each individual customer. The more tailored the experience, the more value it is likely to bring to each customer.

› **Data consistency: Provide frontline employees with the data they need to wow the customer.** Your customers don’t expect to have to tell you who they are or what they have purchased from you. They expect you to know based on the number they are calling from or based on their voiceprint. Don’t ask your customers to do the work your systems should be able to do for your frontline employees. A manufacturer with multiple product divisions selling to the same customer must be able to provide customer-facing employees with order history details for all products based on known customer information.

› **Data integration: Sense and respond to changes instantly, across all systems.** Recording and replicating changes in your customer’s environment allows you to better tailor experiences to your customer. For example, when a citizen records a marriage registration, that information can be replicated across all government systems. When a retail customer buys a product online and then shops in your store, your in-store personnel must have the history of online purchases available to use in helping the customer.

› **Connectivity to partners: Tap into the digital ecosystem.** Identifying the digital services already used by your customers can help find new opportunities to create customer value. Opening up access to your systems through APIs allows your organization to tap into the digital business capabilities of these other services. One retailer discovered this when it opened up the APIs to its in-store photo print services. Photo app developers allowed customers to send pictures directly to the company’s photo printers and instantly drove new business into stores.

› **Application and system coordination: Monitor performance to improve experiences.** The value a customer gets from your products and services will vary over the course of time. Monitoring digital experiences in real time allows your company to be aware of potential problems before they escalate. One bank monitors app response times and instantly identifies where a problem exists in the technology stack even before the customer has a chance to call customer service.

› **Scalability of insights: Collect data to help customers take the next best action.** Saving customers’ time is one of the fastest ways to create improved value for customers. Predicting what they want to do next and then helping them through enhanced digital services can be a huge time saver. For example, one food retailer allows customers to use their phone app to scan item bar codes as they put items into the shopping cart, and then check out everything in their cart with one touch as they leave the store. This saves them the time of waiting to go through a checkout lane.
Appendix A: Methodology

In this study, Forrester an online survey of 223 retail, retail banking, manufacturing, and government organizations in North America, the UK, Germany, Benelux, and Australia to evaluate their organization’s digital strategy. Survey participants included IT decision-makers responsible for integration, development operations, or performance management at enterprises with 5,000 or more employees. Questions provided to the participants asked about initiatives, disciplines, levels of maturity, and other priorities involving their organization’s digital strategy. The study began and was completed in August 2016.

Appendix B: Supplemental Material

RELATED FORRESTER RESEARCH


Appendix C: Endnotes