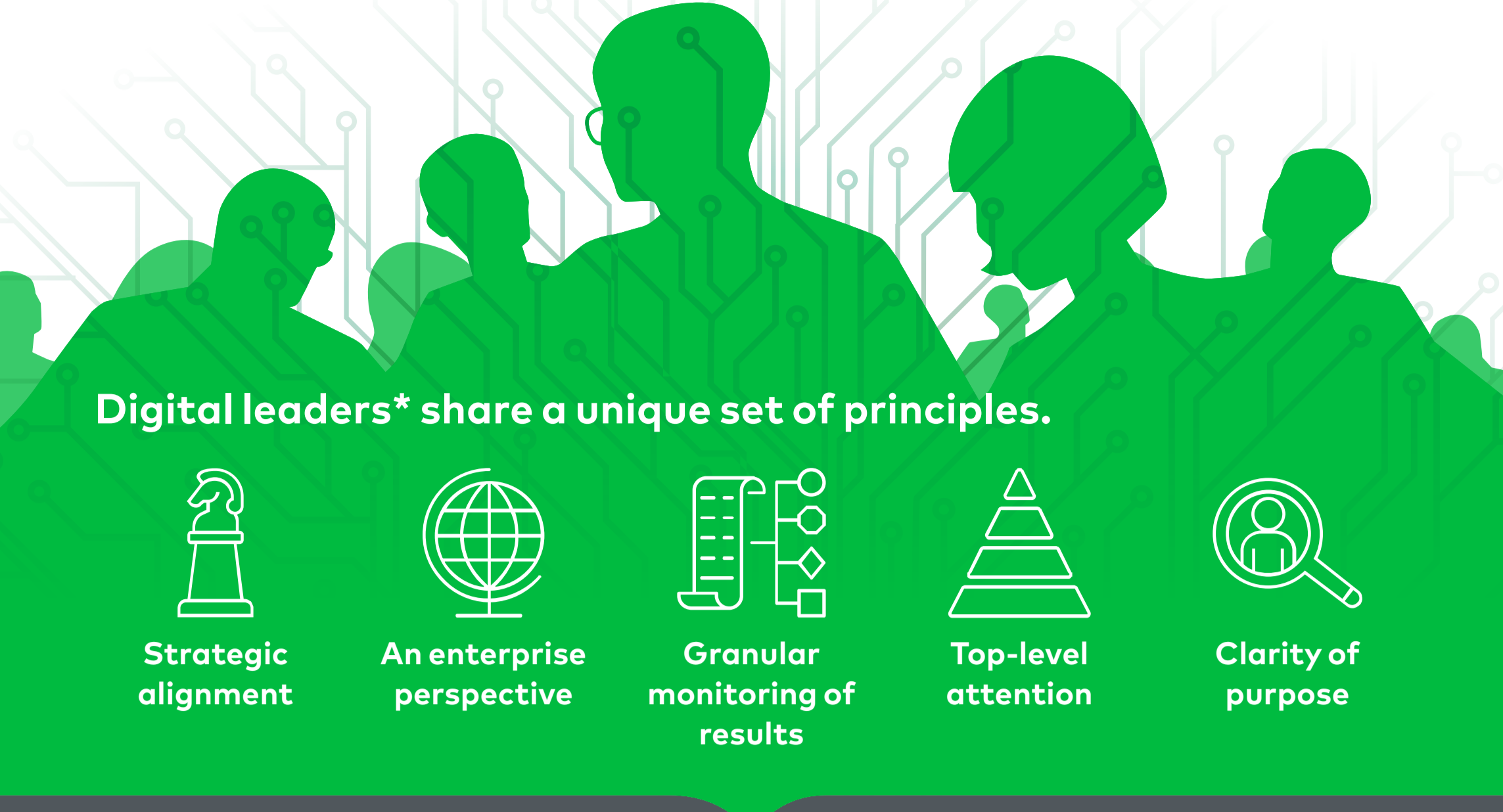


What sets digital leaders apart?

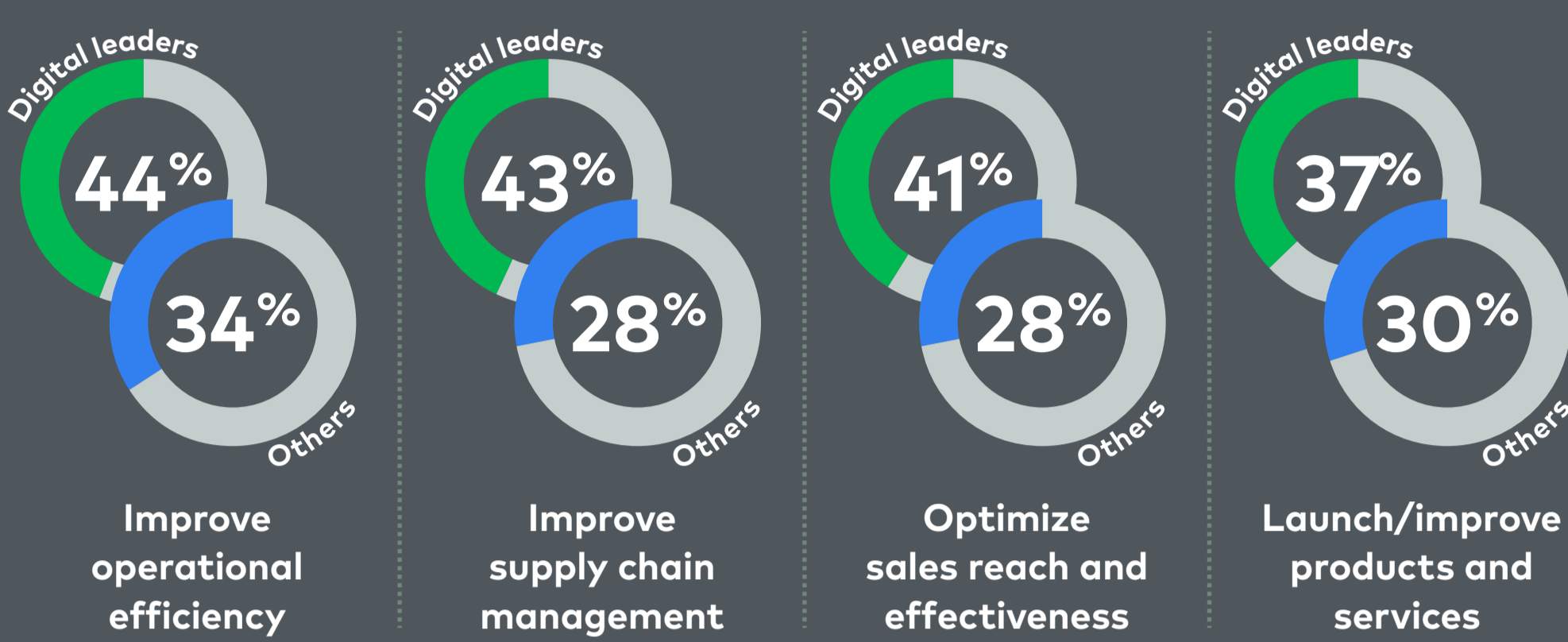
To find out, L.E.K. Consulting talked to prominent stakeholders, canvassed 1,000 digital executives across sectors, brought our experience from hundreds of projects and researched success stories in industries from retail to steel. Here's what we discovered.



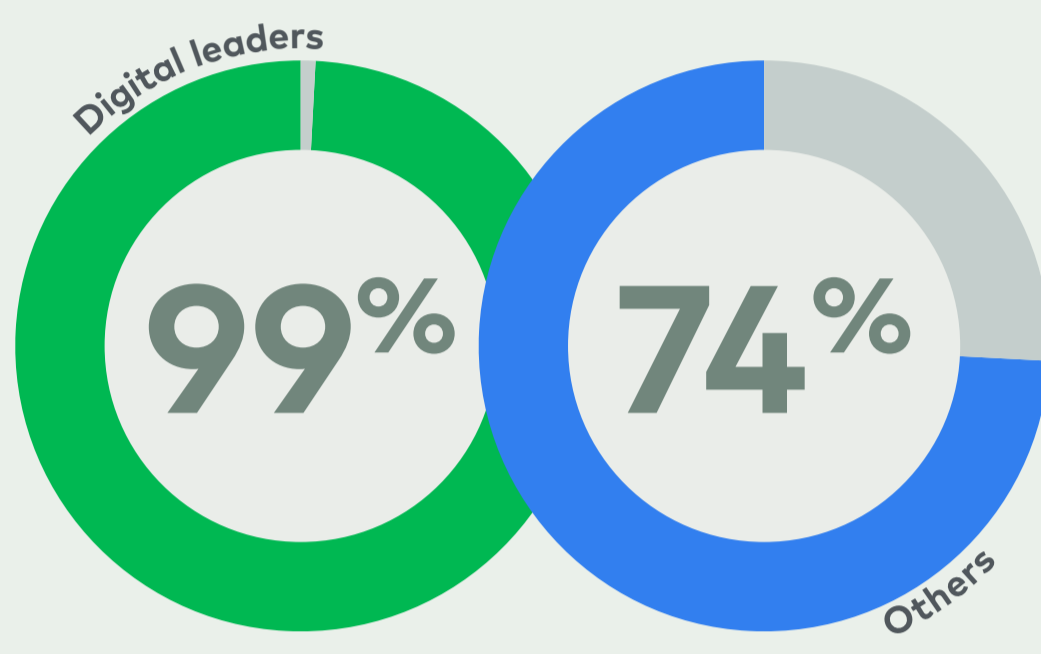
Digital leaders* share a unique set of principles.

- Strategic alignment
- An enterprise perspective
- Granular monitoring of results
- Top-level attention
- Clarity of purpose

They're more likely to use digital to advance their business objectives.



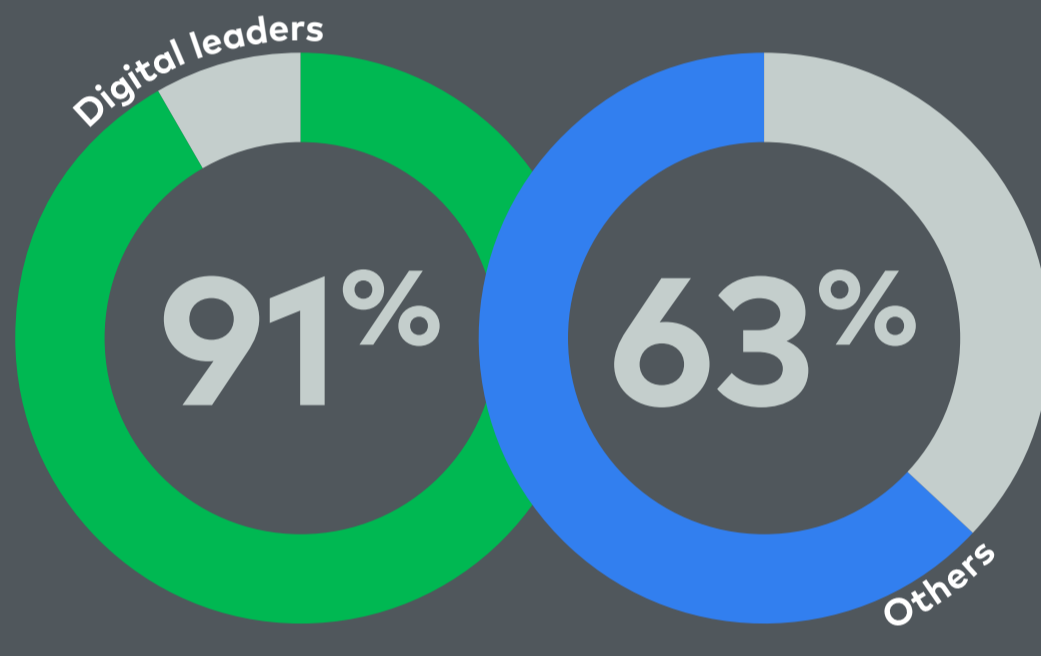
At leading organizations, digital figures prominently in board-level discussions.



Digital leaders have higher levels of commitment to:

- Setting targets
- Tracking performance to target
- Incentivizing improvement

They prioritize a clear digital governance structure.



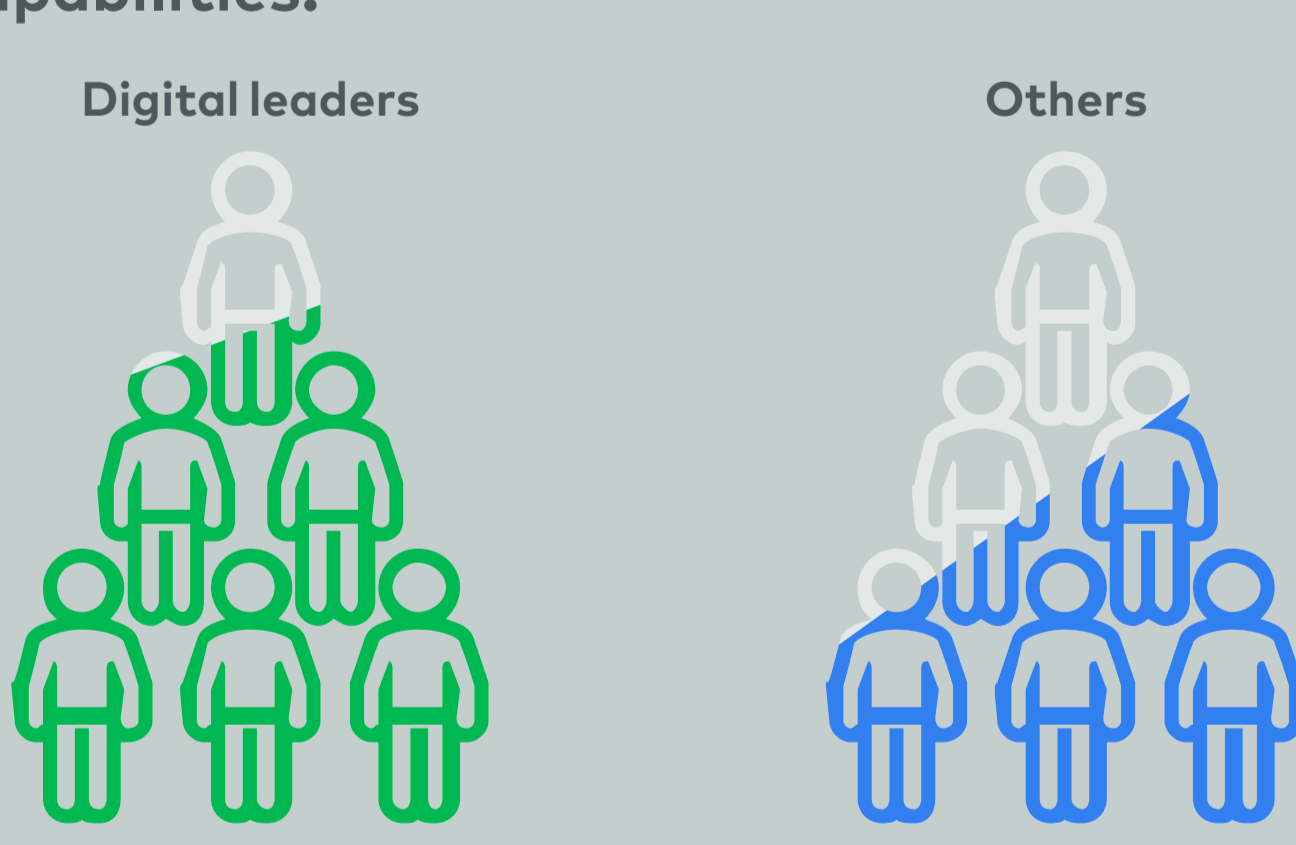
Digital leaders are significantly more likely to have invested in areas such as:

- Cloud computing
- Digital simulations
- Computer vision processing
- Agile ways of working
- Robotic automation
- Enterprise applications

They also achieve greater success with their digital investments.**

Objective	Digital leaders	Others
Improve operational efficiency	81%	63%
Improve supply chain management	94%	62%
Optimize sales reach and effectiveness	94%	58%
Launch/improve products and services	95%	54%

Going forward, digital leaders plan to invest in advanced data handling capabilities.



They're also significantly more likely to invest in digital enablement, including:

- Generative AI
- Augmented and virtual reality
- Data interoperability tools
- Alternative purchase of data
- Additive manufacturing

"Is digital transformation critical to achieving business goals? If not, then your digital transformation program won't go well."

— Kelly Smith, Chief Digital Officer, Athletic Greens

"Digital has become a core part of every leader's responsibility."

— Ibrahim Gokcen, Chief Data and Analytics Officer, Aon

*As defined in our research, digital leaders track at least two key performance indicators (KPIs) that are specifically relevant to at least two of the following categories of business objectives:

- Customer/commerce
- Disruptive
- Transformational

For each KPI, the company must be in the top 75th percentile.

**Among those who have previously made digital investments