The societal benefits of digitalization could be immense, but concerted action from business and government will be needed to unlock them.

Remarkable advances in technologies such as artificial intelligence (AI), data analytics, autonomous vehicles and cloud computing are transforming our world. Digital transformation is redefining industries, making new business models possible, and providing companies with unparalleled opportunities for value capture. Its impact, however, will not be limited to business; it is already dramatically changing how we live, work and relate to one another. Digitalization has the potential both to deliver immense benefits for consumers, society and the environment, and to unleash unintended consequences that may have a profound effect on society.

But a key question has remained unanswered so far. What is the real value to society of digital transformation? Our research aims to fill that gap with a pioneering and novel framework to support policy-makers and businesses in addressing the ‘Digital Value to Society’ of their policies and investments, and to begin a broader dialogue on how we refine and use that equation.

To support efforts to maximize the value that digitalization could deliver, we have developed a unique economic framework that aims to quantify the impact of digital transformation on industry and wider society. Our framework will be further iterated and refined over the next year. However, it can already be applied at all levels of government and business, helping stakeholders make the right decisions to deliver the full potential of digital transformation. By providing a consistent evidence base and library of definitions for digital concepts, it will help foster a global, multistakeholder dialogue about digitalization and its implications.

Our focus will now be to put the value-at-stake framework at the heart of a public-private dialogue on digital transformation. We plan to move from conceptual rigour to practical application and learning, and we welcome collaboration from all areas of business, government and society to support this.
INTRODUCTION TO THE DIGITAL TRANSFORMATION INITIATIVE (DTI)

In a world where game-changing innovation has become the norm, DTI provides a unique insight into the impact of digital technology on business and society over the next decade.

The past 12 months have brought a series of exciting technological breakthroughs. Self-driving Tesla cars can now be seen on the road; Uber is testing autonomous taxis in Pittsburgh; Google DeepMind’s Alpha Go demonstrated a leap forward in AI with a famous victory at the board game Go; and augmented reality hit the mainstream with the success of Pokémon Go. Game-changing innovation has become the norm.

Digital innovation is reshaping industries by disrupting existing business and operating models. But it is also having a profound impact on society, presenting a series of opportunities and challenges for businesses and policy-makers.

The Digital Transformation Initiative (DTI) is a project launched by the World Economic Forum in 2015 to serve as the focal point for new opportunities and themes arising from the latest developments in the digitalization of business and society. Over the past two years, DTI has analysed the impact of digital transformation across 13 industries and five cross-industry themes. We have also developed a unique value-at-stake framework to support a consistent approach to measuring the impact of technology on business and wider society. An overview of this framework is included on the next slide.

Our goal is to provide an evidence base and common language for public-private collaboration focused on ensuring that the benefits of digital transformation are fairly and widely shared.
This distinctive economic framework helps business leaders, regulators and policymakers unlock the estimated $100 trillion of value that digitalization across all industries could generate over the next decade.

- The economic framework developed aims to quantify the impact of digital transformation on industry and broader society.
- The framework is new and will be iterated further, but it can already be applied at all levels of government and business, helping stakeholders make the right decisions to deliver the full potential of digital transformation.

- It provides a consistent evidence base and set of definitions for digital concepts, supporting a global, multistakeholder dialogue about digitalization and its implications.
- Proof of concept of the framework for 11 industries was achieved and its application successfully piloted on a national / state level (in the United Kingdom, Denmark, India, and the Indian state of Telangana).
Digital innovation can benefit society by creating jobs, saving lives and reducing emissions. But these gains are not guaranteed – they depend on the decisions taken today.

The world is at a crossroads. New technologies are opening up opportunities to increase economic growth, reduce inequality and promote inclusivity. At the same time, the world is de-globalizing, with civil wars and political populism driving uncertainty about international relations.

An important choice must be made: between a more open, inclusive and interconnected world, or one that is closed, siloed and unequal.

Digitalization is inextricably linked to the societal and economic forces fuelling these conflicting world views. Digital innovations can, for example, drive society towards the UN Sustainable Development Goals, and shore up the three pillars on which they are built: improving people’s quality of life, fostering equitable growth and protecting the environment. But inhibitors such as inadequate regulation, a lack of innovation, and uneven adoption of technology all limit the ability to grasp opportunities that digital transformation presents.

The digital revolution provides a once-in-a-generation opportunity to drive radical change across the global economy. But this transformation will not happen by itself, and its negative, unintended consequences must be managed. Collaborative action is needed today to bend the curve of digital transformation towards a more prosperous tomorrow.
Digitalization can help realize the UN’s Sustainable Development Goals (SDGs) and bolster the three pillars of development on which they are built: improving people’s quality of life, fostering equitable growth and protecting the environment.

The 12 UN SDGs that digital solutions can help realize:

1. Zero Hunger
2. Good Health and Well-Being
3. Quality Education
4. Clean Water and Sanitation
5. Affordable and Clean Energy
6. Industry, Innovation and Infrastructure
7. Sustainable Cities and Communities
8. Responsible Consumption and Production
9. Climate Action
10. Life Below Water
11. Life on Land
12. Peace, Justice and Strong Institutions

Potential impact of digital solutions in realizing UN SDGs

1.38% GDP growth generated from a 10% increase in broadband penetration in developing regions.

25 billion Equivalent number of barrels of oil saved in 2030 – a reduction of 70% on consumption today.

300 km³ Volume of water saved in 2030 through reduced consumption.

12.1 gigatons Volume of CO₂e cut from global emissions annually in 2030.

Source: Accenture / GeSI
New technologies are opening up opportunities to boost economic growth, reduce inequality and promote inclusiveness, but some substantial inhibitors threaten to derail progress.

**De-globalization and protectionism**

The size of the global economy grew from $11 trillion in 1980 to $78 trillion in 2014. Globalization promotes prosperity and has contributed significantly to this growth story. Yet some of globalization’s key indicators are trending downwards (e.g. trade and capital flows). The trend of de-globalization is framed by protectionist measures. Tariffs, quotas and/or import taxes, alongside visa restrictions, exchange rate management and subsidies for local firms, can create jobs and growth in the short term. But, over a longer period, this approach weakens industries, economic growth and, ultimately, living standards.

**Regulation and government insufficiencies**

Regulation is an important way of addressing market inefficiencies to deliver better and fairer outcomes, but it can burden companies and citizens, and hamper growth and innovation. Many countries have established institutions to assess and balance the outcomes of regulatory measures. Research covering 172 economies from 2006 to 2010 shows that each additional business regulatory reform is associated with an average increase of 0.15% in economic growth. Many other factors such as quality of education, infrastructure, taxes and transparency also contribute to creating the right enabling environment.

**Lack of innovation and uneven technology adoption**

The link between technological innovation and prosperity has been well established through multiple studies. Today, innovation is understood as an ecosystem conducive to the generation and dissemination of new ideas into processes, products and services. As economic data supports a mood of long-term pessimism, innovation is increasingly seen as the key enabler to turning the tide. Dissemination and spillover effects of innovation into the wider economy are the basis to achieve growth. This continues to be a major challenge and, consequently, total factor productivity is trending down.
INTRODUCING VALUE AT STAKE AND DIGITAL VALUE TO SOCIETY

Our DTI value-at-stake framework and Digital Value to Society (DVS) metric offer a distinctive approach to understanding – and unlocking – the value of digitalization for business and society.

Value at stake

The DTI value-at-stake analysis assesses the impact of digital initiatives on industries, customers, society and the environment over the next decade (2016 to 2025). Over the past two years, more than 135 digital initiatives covering innovations as diverse as driverless cars, predictive analytics, remote healthcare and drones have been analysed.

Value at stake integrates all segments of an industry’s value chain, capturing about 80% of revenues and profits. It considers the total addressable market and adoption / penetration rates of new technologies over the next 10 years, and is based on research, industry reports, existing use cases and experts interviews.

Digital Value to Society (DVS)

A new metric, Digital Value to Society (DVS), was created by aggregating the key performance indicators that relate to the impact of digitalization on health and safety, employment, the environment and customers.

Value at stake and DVS are intended to provide an evidence-based framework to encourage collaboration between enterprises and policy-makers, and to unlock the societal benefits of digitalization.

<table>
<thead>
<tr>
<th>Society and Environment</th>
<th>DVS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lives saved</td>
<td></td>
</tr>
<tr>
<td>Carbon emissions</td>
<td></td>
</tr>
<tr>
<td>Life expectancy</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Consumer Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Time savings</td>
</tr>
<tr>
<td>Cost saving on consumption</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Labour</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net job creation</td>
</tr>
<tr>
<td>Median income growth</td>
</tr>
<tr>
<td>Income disparity</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Industry</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value addition (from new products / services)</td>
</tr>
<tr>
<td>Value migration (from shifting profit pools)</td>
</tr>
</tbody>
</table>

Example metrics
How Value at Stake Can Help Businesses

Digital has changed the rules of competitiveness, as operating models, business models, and even whole industries are being transformed. Value at stake can help businesses continue to be successful.

Today, businesses are facing more competitive pressures than ever before and the most successful in this new world will be those that work towards a new model of corporate strategy. To the old pillars of a successful company – growth and profitability – two more might be considered: sustainability and trust.

Trust

The world has a front-row seat to business decisions and operations. Digital innovations, such as social media, are reducing the distance between corporations and society. Once companies gain ‘digital’ trust, they can better leverage business and technology opportunities.

Sustainability

Academic research and business experience prove that embedded sustainability efforts have a positive impact on business performance. Positive effects include improved risk management, flourishing innovation, enhanced financial performance and increased customer loyalty.

Case study: the connected home – accelerating adoption through trust-based solutions

A growing number of blue-chip vendors, such as Apple, Google, Samsung and Verizon, are partnering with hardware and software providers to offer a connected home service. For the first time, customers will understand the peak periods when energy is more expensive and can change their usage accordingly – playing their part in better balancing the system. Smart thermostats, such as Google’s Nest, or Hive from British Gas collect usage and environmental data, thus ‘learning’ the user’s behaviour. Customers are, however, starting to raise concerns about the use of their data (e.g. whether it will be monetized), when it comes to use of smart meters, thermostats and connected home devices. Nest, for instance, has a comprehensive privacy policy, covering its partnerships with lifestyle (Jawbone wristbands), home product (LIFX’s smart lightbulbs) and even car companies (Mercedes-Benz). An effort to build trust will provide a licence to operate in the connected home space in the long term.
Governments and regulators need to adapt. In the past, policy-makers struggled to find the right investments to realize the benefits of digital transformation for society.

Our framework can offer guidance to policy-makers, regulators and governments in identifying and prioritizing digital initiatives, by incorporating the appropriate KPIs and providing a consistent way to calculate return on investment (ROI). But policy-makers also need to ensure that they are highly digitally literate; they must understand the broad range of factors that can influence public opposition to innovation and new technologies; and they should acknowledge that GDP is not always the best performance indicator to evaluate the benefits of digital technologies.

It is vital that policy-makers continually ask themselves a set of questions to guide their approach to digitalization. These questions include:

• Do I want to be a leader in digital transformation or a follower?
• What are the most crucial industries in my country now, what will they be in the future, and what role does digital play in that evolution?
• What prevents us from realizing the full potential of digital?

Case study: ParkBoston – balancing income from parking tickets with convenience for citizens

Parking tickets can be a considerable source of income for a city, so there may be little motivation to improve parking conditions or utilization rates for fear of losing a significant revenue stream, albeit one that many drivers resent. New parking apps, such as ParkBoston, may reduce the likelihood of a parking ticket being issued, but cities such as Boston are starting to experiment with them. Boston has approximately three million daily commuters using cars, so they have started to take a cut of the 15% commission that ParkBoston charges to offset the drop in income the city is receiving from issuing fewer parking tickets as a result of more efficient digital parking solutions.

This innovation is making citizens happier and more productive as they spend more time at work (which indirectly bolsters employment and brings in extra tax revenue) rather than circling around looking for a parking spot. Their parking costs have also shrunk by 25% to 40%. The arrangement demonstrates another way in which a government can share in the proceeds of the digital economy.
The impact of digital initiatives will vary by industry depending on industry size, adoption rates, maturity of the technologies being used or the presence of regulatory barriers.

### The potential impact of digital initiatives by industry

<table>
<thead>
<tr>
<th>Industry</th>
<th>Cumulative Value 2016-2025 to Society and Industry ($ billion)</th>
<th>Reduction in CO₂ Emissions (million tonnes)</th>
<th>Jobs (000s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consumer</td>
<td>5,439</td>
<td>4,877</td>
<td>223</td>
</tr>
<tr>
<td>Automotive</td>
<td>3,141</td>
<td>667</td>
<td>540</td>
</tr>
<tr>
<td>Logistics</td>
<td>2,393</td>
<td>1,546</td>
<td>9,878</td>
</tr>
<tr>
<td>Electricity</td>
<td>1,741</td>
<td>1,360</td>
<td>15,849</td>
</tr>
<tr>
<td>Telecom</td>
<td>873</td>
<td>1,280</td>
<td>289</td>
</tr>
<tr>
<td>Aviation, Travel &amp; Tourism</td>
<td>705</td>
<td>405</td>
<td>250</td>
</tr>
<tr>
<td>Oil &amp; Gas</td>
<td>637</td>
<td>945</td>
<td>1,284</td>
</tr>
<tr>
<td>Media</td>
<td>274</td>
<td>1,037</td>
<td>-151</td>
</tr>
<tr>
<td>Mining &amp; Metals</td>
<td>106</td>
<td>321</td>
<td>608</td>
</tr>
<tr>
<td>Chemistry &amp; Advanced Materials</td>
<td>2</td>
<td>308</td>
<td>60</td>
</tr>
</tbody>
</table>

(1) Total societal value at stake includes impact on customers, society and the environment; the impact on external industries has not been considered; (2) Excludes the Extending Connectivity digital initiative; (3) Reduction in emissions for Oil and Gas refers to reduction in CO₂e emissions

Source: World Economic Forum/Accenture analysis
Digital transformation in the United Kingdom could generate $1 trillion of value for business and wider society over the next decade. Our analysis suggests that just six digital initiatives could unlock $335 billion (£270 billion) of value for UK industry and society over the next decade. The potential value of digitalization to the UK could total $1 trillion, when scaled across other industries and initiatives. The six initiatives we analysed span a range of industries and have been chosen because of their strong potential to create Digital Value to Society. They include:

- **E-commerce.** Digitalization in e-commerce allows consumers to save money on their shopping and reduce the frequency of their visits to bricks-and-mortar stores. Consumers can also save time through increased product transparency.

- **Assisted driving** technologies (e.g. semi-autonomous driving) could lead to lower insurance premiums, increased safety, improved route efficiency and smaller carbon footprints for motorists. Autonomous vehicles, when widely adopted, promise even greater benefits.

- **Crowdsourcing** platforms connecting small logistics providers directly with customers would increase the utilization rate of trucks by optimizing their return trips (75% of trucks on return journeys are empty), saving customers money and significantly reducing emissions.

### Six digital initiatives could generate $335 billion of value for the UK economy

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Total value at stake</th>
<th>Trapped value</th>
<th>Emissions reduction</th>
<th>Lives saved</th>
</tr>
</thead>
<tbody>
<tr>
<td>E-commerce</td>
<td>$195 billion</td>
<td>$144 billion</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Assisted Driving</td>
<td>$40 billion</td>
<td>$34 billion</td>
<td>6 million</td>
<td>1,554</td>
</tr>
<tr>
<td>Products to Services to Experiences</td>
<td>$36 billion</td>
<td>N/A</td>
<td>8 million</td>
<td>-</td>
</tr>
<tr>
<td>Connected Travel Services</td>
<td>$26 billion</td>
<td>$20 billion</td>
<td>5 million</td>
<td>93</td>
</tr>
<tr>
<td>Crowdsourcing</td>
<td>$24 billion</td>
<td>$13 billion</td>
<td>40 million</td>
<td>-</td>
</tr>
<tr>
<td>Real-Time Supply and Demand Platform</td>
<td>$15 billion</td>
<td>$12 billion</td>
<td>6 million</td>
<td>-</td>
</tr>
</tbody>
</table>
UNLOCKING DIGITAL VALUE TO SOCIETY IN DENMARK

Four digital initiatives could unlock $54 billion of value for business and wider society in Denmark over the next decade.

Four digital initiatives could generate $54 billion of value for the Danish economy

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Total value at stake</th>
<th>Trapped value</th>
<th>Productivity gains</th>
<th>Emissions reduction</th>
</tr>
</thead>
<tbody>
<tr>
<td>E-commerce</td>
<td>$34 billion</td>
<td>$33 billion</td>
<td>$16 billion</td>
<td>-</td>
</tr>
<tr>
<td>Connected Travel Services</td>
<td>$11 billion</td>
<td>$8 billion</td>
<td>$1 billion</td>
<td>0.3 million tonnes</td>
</tr>
<tr>
<td>Sharing Economy</td>
<td>$6 billion</td>
<td>$4 billion</td>
<td>$1 billion</td>
<td>-</td>
</tr>
<tr>
<td>Assisted Driving</td>
<td>$3 billion</td>
<td>$2 billion</td>
<td>-</td>
<td>0.5 million tonnes</td>
</tr>
</tbody>
</table>

Denmark is a highly advanced digital economy and scores well in comparison to other EU nations across a range of digital performance metrics. As part of our value-at-stake pilot project for Denmark, we chose to analyse four initiatives:

- **E-commerce.** Digitalization will save consumers time and money, and improve productivity. Expanded e-commerce will also broaden access to new products for rural customers and to new markets for small and medium enterprises (SMEs).

- **Sharing economy,** which includes digital platforms in the rental and used goods economy, will unlock significant time and cost savings for consumers.

- **Connected travel services** will help consumers simplify their travel by linking all forms of road, rail and ferry travel, resulting in time savings, cost savings from traffic accidents and parking infrastructure costs, and CO₂ emissions reductions.

- **Assisted driving** will help pave the way for self-driving cars and will reduce CO₂ emissions and costs related to traffic accidents, and ultimately save lives.
### UNLOCKING DIGITAL VALUE TO SOCIETY IN INDIA

Digitalization in India has the potential to unlock $5 trillion of value for industry and society over the next decade.

#### Four digital initiatives could generate $1.2 trillion of value for the Indian economy

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Total value at stake</th>
<th>Trapped value</th>
<th>Productivity gains</th>
<th>Emissions reduction</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Digital Payments</strong></td>
<td>$684 billion</td>
<td>$670 billion</td>
<td>$85 billion</td>
<td>72 million tonnes</td>
</tr>
<tr>
<td><strong>E-commerce</strong></td>
<td>$309 billion</td>
<td>$275 billion</td>
<td>$107 billion</td>
<td>-</td>
</tr>
<tr>
<td><strong>Connected Travel Services</strong></td>
<td>$127 billion</td>
<td>$104 billion</td>
<td>$30 billion</td>
<td>45 million tonnes</td>
</tr>
<tr>
<td><strong>Sharing Economy</strong></td>
<td>$100 billion</td>
<td>$83 billion</td>
<td>$1 billion</td>
<td>-</td>
</tr>
</tbody>
</table>

Expanding at an annual rate of 7.6%, India has emerged as one of the fastest-growing economies in the world. Despite this strong growth and a government focus on digital (e.g., the Digital India programme), about 50% of the rural population do not have access to basic connectivity. Our value-at-stake pilot in India focused on four initiatives. They include:

- **Digital payments.** This initiative could improve savings for customers, lower costs, and increase convenience. The multiplier effect could create almost 5 million new jobs.

- **E-commerce.** Economies of scale and lower marketing costs that B2C e-commerce platforms, such as Flipkart, enable cost savings for consumers. SMEs and businesses in rural areas would also gain access to new markets.

- **Connected travel services** through seamless public transport, self-drive rentals and on-demand taxi services, such as Ola or Uber, would create value for society through reduced spending on maintenance, time savings, lower emissions and increased productivity.
Shareholders and stakeholders now expect leading companies to be growth-led, agile with their cost base, sustainable and trustworthy. These are the new table stakes for competing successfully in a digital world.

Business leaders need to consider the growing importance of Digital Value to Society (DVS). It is a helpful metric for measuring, creating, optimizing and communicating the societal impact of their digital investments. Companies that focus only on generating value for industry are falling short as they generate only asymmetrical benefits. If it becomes widely known that organizations are investing in new technologies such as analytics and AI solely to maximize their profits, they risk attracting media criticism and a public backlash. To balance these two goals – i.e. to maximize profitability while delivering societal benefits – it is crucial to understand their interdependencies.

As we continue our DTI work in 2017, we plan to develop an innovative framework and tool set collaboratively with governments and business leaders, to advance the use of non-financial metrics, valuation and the reporting of digital benefits to society. It is our goal to achieve authentic win-win situations.

Our White Paper ‘Unlocking Digital Value to Society’ includes guidelines for calculating value at stake and several case studies of companies who have used digital technologies to arrive at win-win situations for business and wider society.
Our value-at-stake analysis offers a new perspective on the potential societal benefits of digitalization. For policy-makers, regulators and civil servants, the question is: How can this framework be used to enable better policy and, ultimately, help drive growth and prosperity?

The value-at-stake framework gives policy-makers an additional tool with which they can approach perennial challenges. Perhaps more importantly, the analysis also lifts the lid on the huge societal benefits that digital transformation can deliver, putting the focus on how policy-makers can create the conditions for new digital initiatives to flourish. Here we explore some points for them to consider.

**Track progress toward societal objectives.** Examples of targets include KPIs on consumer, worker or citizen safety, time savings, productivity improvements, and decreases in CO₂ emissions, pollution or congestion.

**Rethink economic growth.** Consider metrics besides GDP for measuring the economic impact of digitalization.

**Convene stakeholders to overcome disincentives.** Help to convene and facilitate greater industry-level dialogue, and to explore how new incentives and business models could unlock societal benefits.

**Address the concerns of citizens.** Focus on communicating the immediate benefits of innovations and ensure those advantages are as widely accessible as possible.

**Set strategy and regulation.** Some governments are already taking steps to create a favourable environment for digital initiatives to thrive such as the Digital India campaign, the Digital Telangana Program and Denmark’s 2020 Digital Strategy.

**Drive innovative ways of working.** Embracing more innovative ways of working requires development of new skills and mindsets, and a willingness to partner with others.
As we look ahead to 2017, we intend to build on our analysis so far to maximize the impact of DTI in helping to shape a fair and sustainable digital revolution.

**THE PATH FORWARD**

**Increase the geographic scope of analysis**

In 2016, we have been fortunate to work with policy-makers in Denmark, India, Telangana and the United Kingdom to validate the value-at-stake concept through insight development and its application in the real world. We look forward to continuing this process in 2017 at national, regional and state levels, both in developed and emerging countries. We welcome expressions of interest from other governments, companies and stakeholders who may wish to collaborate.

**Empower policy-makers and business leaders**

In 2017, we intend to implement some of the digital best practices that we have seen and experiment with more innovative approaches to syndicating our research. Our aspiration is that, through an open-source, digitally enabled platform, we will be able to collaborate with a greater number of policy-makers and business leaders, and enable them to run a value-at-stake assessment for their own region or enterprise. In this way, we can reach a scale and speed of testing and adoption that will strengthen the value-at-stake framework and help it become a tool of choice for 21st-century policy-makers and industry leaders.

**Identify and share best practices**

As we move from ‘proof of concept’ to ‘proof of application’, a major focus in 2017 will be the development of innovation hubs, especially in emerging markets, where the value-at-stake framework can be applied to bring about real-world change. Examples could include helping local governments prioritize spending on digital skills training in the areas that deliver the greatest Digital Value to Society or highlighting where misaligned incentives between industry players and policy-makers are blocking the societal benefits of digitalization.
Over the past two years, DTI research has focused on understanding the impact of digital transformation in 13 industries and drawing insights from the cross-industry themes that came out of that analysis.

We have covered five cross-industry themes:

- **Digital Consumption** explains how the rapidly changing expectations of digital customers are forcing enterprises to reinvent themselves. **Digital Enterprise** looks at how companies can respond by rethinking every aspect of their business. **Platform Economy** focuses on the immense impact of one type of digitally enabled business model – B2B platforms. The adoption of new digital business and operating models is having a profound impact on society, a theme we analyse in **Societal Implications**. We then introduce our quantitative analysis of the impact of digitalization on business and wider society in our final cross-industry theme, **Societal Value and Policy Imperatives**.

Our industry deep dives have covered 13 industries: **Automotive; Aviation, Travel and Tourism; Chemistry and Advanced Materials; Consumer; Electricity; Healthcare; Logistics; Media; Mining and Metals; Oil and Gas; Professional Services; Retail and Telecommunications**.

White papers, SlideShares, articles, an overall executive summary for the DTI project, and a library of video interviews can be found on our website.

**Key features**

- Mobile-responsive, platform-agnostic site
- 13 industry white papers
- 5 cross-industry white papers
- 13 SlideShare summaries of white papers
- 60+ video snippets and mini documentaries
- Online case study repository
- 4 animations on digital challenges
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- ShopClues
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- UK Government Department for Culture, Media, & Sport
- Via.com
- ZoomCar

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