Digital Darwinism

HOW BRANDS FIGHT TO ADAPT IN THE DIGITAL AGE IS OFTEN AN INTERNAL STRUGGLE. BY ERIK WANDER

As digital disruption continues to create both challenges and new opportunities, brands are making changes to their legacy operating models, technologies and processes, according to Accenture’s Intelligent Operations research. But there are impediments to transforming marketing, and many of them are internal. Two-thirds of marketers see lack of long-term investment as an obstacle, for instance, and a similar percentage say fear of change is holding their company back. As they consider how to transform their marketing models, which Accenture research shows is a top priority for most companies, CMOs are recognizing the need to make investments and changes in their marketing organizations, as a full 95 percent of companies globally say they’re investing in structure, people, processes and tools to boost their digital maturity. “CMOs are now implementing a much more data-driven approach to marketing to ensure all activity delivers against business-performance metrics,” said Nikki Mendonça, president of intelligent marketing operations at Accenture.

30% of CMOs globally say their company has fully transitioned to digital.
Source: Korn Ferry, April 2017

Only 9% have had such a transition in process for more than two years.
Source: Smart Insights, September 2017

Making progress
Percentage of marketers ...
78% Concerned about disruption.
86% Transforming marketing is a priority for their company.
83% Marketing processes have changed dramatically at their company in past 18 months.
Source: Accenture Intelligent Operations Survey, 2017

Barriers to transforming
Percentage of marketers ...
68% Lack of long-term investment
65% Legacy technologies and processes
69% Fear of change or inability to do so
Source: Accenture Intelligent Operations Survey, 2017

Working together
Percentage of global marketers ...
65% Teams are only “somewhat integrated” or “broken out by channel.”
35% Marketing teams fully integrated.
Source: Accenture 2018 CMO Insights survey

CMOs on the need for marketing collaboration with other departments
% increase since 2014
Sales 78% Service 68% Manufacturing 58% Procurement 43% IT 35% Finance 25%

Importance of adapting to digital
Just 15% of industry leaders believe their operating models can respond sufficiently to changing market conditions.
62% of digital disruptors believe theirs can.
95% of global companies plan to grow their digital maturity by investing in structure, people, processes and tools.
Source: Accenture Strategy, Global Operating Model Research, 2010; Gartner, October 2017; Adobe, September 2017

Barriers to adapting
43% of global IT execs say overcoming resistance to change is their biggest challenge.
Source: Harvey Nash/KPMG, August 2017

37% of global CFOs say departmental silos are the biggest obstacle.
Source: Dun & Bradstreet/Forrester, July 2017

Opportunities
79% of execs believe a liquid workforce provides a competitive advantage.
Source: Accenture, Technology Vision 2017

81% say freelancers will be a seamless part of the workforce within three years.
Source: Accenture, Humanizing Work through Digital, 2016

80% believe company goals will increasingly be completed in collaborative teams, with less emphasis on functional roles.
Source: Accenture, Humanizing Work through Digital, 2016

83% of executives agree that edge architecture will speed the maturity of many technologies.