

Digital Darwinism

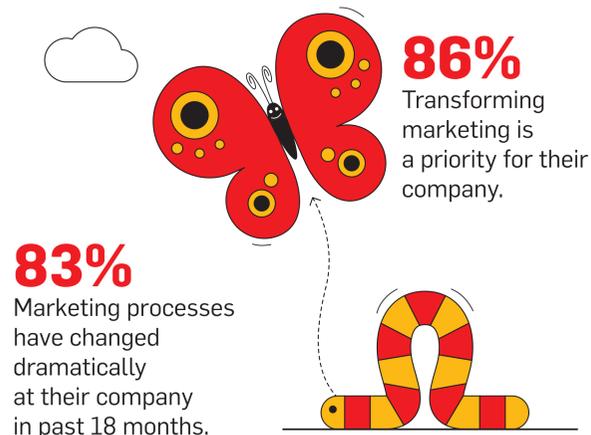
HOW BRANDS FIGHT TO ADAPT IN THE DIGITAL AGE IS OFTEN AN INTERNAL STRUGGLE. **BY ERIK WANDER**

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.



Making progress

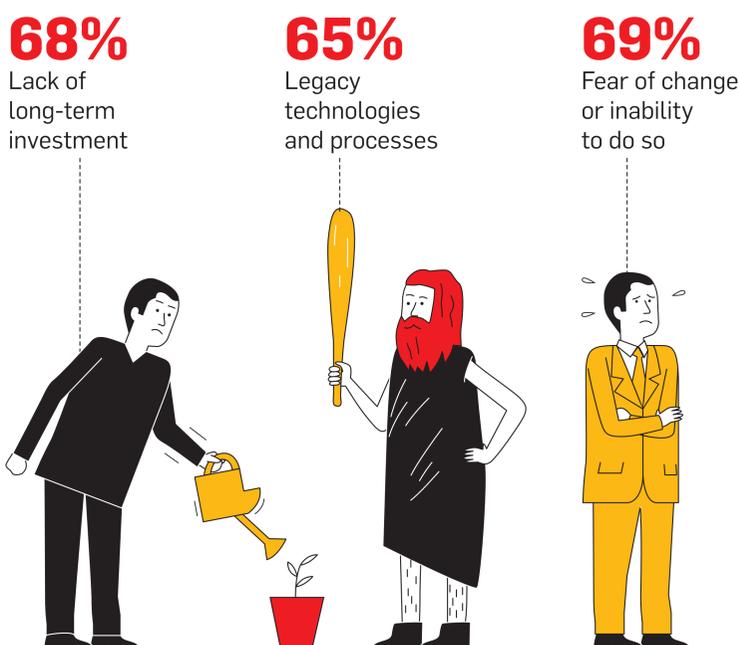
Percentage of marketers ...



Source: Accenture Intelligent Operations Survey, 2017

Barriers to transforming

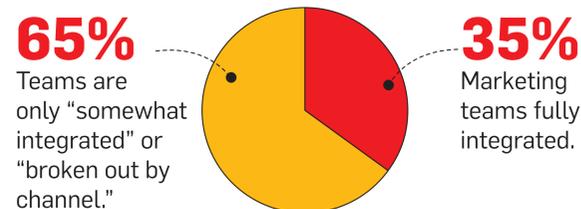
Percentage of marketers ...



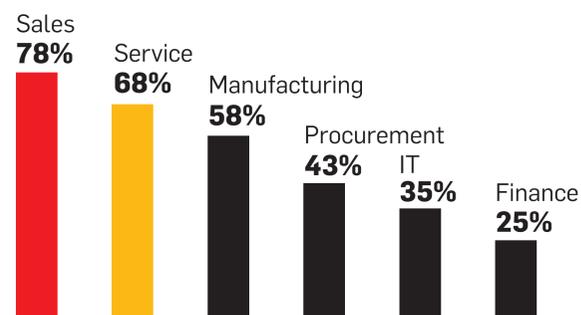
Source: Accenture Intelligent Operations Survey, 2017

Working together

Percentage of global marketers ...



CMOs on the need for marketing collaboration with other departments
% increase since 2014



Source: Accenture 2016 CMO Insights survey

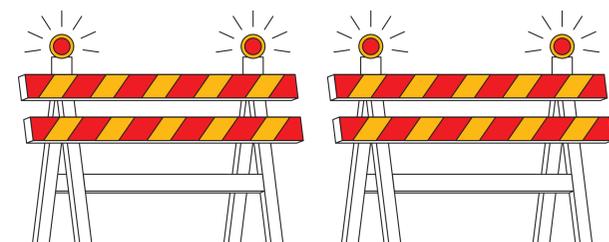
Importance of adapting to digital

Just **15%** of industry leaders believe their operating models can respond sufficiently to changing market conditions.



Source: Accenture Strategy, Global Operating Model Research, 2016; Gartner, October 2017; Adobe, September 2017

Barriers to adapting

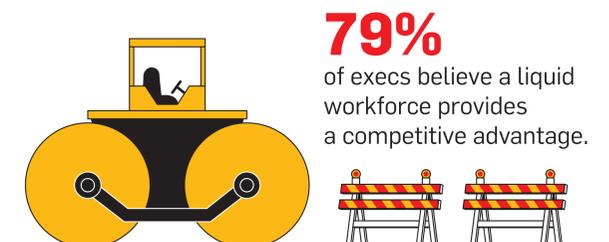


Source: Harvey Nash/KPMG, August 2017



Source: Dun & Bradstreet/Forrester, July 2017

Opportunities



Source: Accenture, Technology Vision 2017



Source: Accenture, Humanizing Work through Digital, 2016