EXECUTIVE SUMMARY

As organizations continue to identify digital as a driver for differentiation and growth, realizing the promise of business advantage technology affords will require teams to operate in new and fundamentally different ways. Purchasing technology alone does not a digital strategy make, nor does it drive its mature usage to influence the business. Rather, adapting successfully to a competitive, globalized, and digital market requires deep examination of many practices that, perhaps surprisingly, do not involve technology at all.

The C2 Group refers to this process as digital maturation. Often synonymous with “digitization” or “digital transformation”, digital maturation describes the gradual progression of a business learning how to respond appropriately in a digital economy. While it is not an overnight process, the output will create strategies and promote practices that better fold emerging technologies into a greater business vision.

The C2 Group is a consultancy with more than 10 years’ experience in services that span the digital spectrum and software development lifecycle. Based on its experiences, observations, and making use of existing third-party research, C2 has developed a set of 14 attributes it identifies as digital maturity best practices. These practices were presented in a survey to business users, managers, directors, and C-suite executives for 64 companies that each share a common enterprise technology: Episerver’s web content management, commerce, and digital marketing platform. The research generated the following insights for teams grappling with the digitization occurring in their industries and workplaces.
Digital maturity correlates directly to digital success.

A successful initiative is defined as finishing on time, on budget, and having achieved the desired results or affected a particular problem. Survey respondents who reported agreement with successful digital projects had higher overall digital maturity scores than their counterparts.

Talent, not budget, is stifling digital maturation and growth.

Among survey respondents, less than 20% cited budgetary constraints as a limiting factor for digital initiatives and growth. The most common responses, cited by 44% of survey takers, involved staffing issues – either a lack of on-staff skills and resources or high turnover.

How an organization approaches digital will affect talent retention.

Nearly 80% of survey respondents indicated that how their organization is embracing digitization in the marketplace will impact their decisions to stay or seek employment elsewhere. The organizations who demonstrate appreciation and commitment to digital, and afford employees opportunities to use and develop digital skills, will enjoy greater retention of their top tech talent.

Marketing-IT collaboration, use of data, software adoption, and completeness of digital vision are markers of most mature digital organizations.

The characteristics unique to the most mature digital organizations served to increase agility and cross-functional collaboration between IT and marketing resources. In doing so, these organizations are able to deconstruct data silos to improve access and visibility into data that can inform decision-making across the enterprise.

Generating stakeholder buy-in slows digital momentum.

The biggest detractor to digital throughput is building consensus among multiple and diverse stakeholder groups. Achieving budget approval and sponsorship was cited by 34% of respondents. In many industries, approving budget and securing sponsorship leads to an open procurement or bidding process that further stifles momentum as well as collaboration. Meanwhile, design creation and generating agreement around design was mentioned by 28% of respondents.

Education, manufacturing, and retail industries are ranked lowest for digital maturity.

The industries with the lowest average digital maturity scores included education, manufacturing, and retail. These three industries have been significantly disrupted by the digitization occurring in the marketplace. Each of these industries scored below the average line. Education ranked lowest, followed by manufacturing and retail, respectively. Inversely, the technology, professional services, and government sectors scored highest.

A clear and coherent digital roadmap lacks for most organizations.

A digital roadmap aligns digital initiatives with organizational goals while anticipating emerging technologies and new business models. While 45% of survey respondents expressed some agreement, this number was roughly matched (44%) by respondents who either disagreed or could not indicate whether their organization has defined a digital roadmap. Defining a digital roadmap is viewed as a foundational piece to successfully implementing and adopting new and emerging technologies into the greater business vision.

Technology selection is an indicator of digital maturity.

While the technology an organization selects does not determine digital maturity, it can indicate organizational progress toward a more effective digital state. C2’s survey scored respondents and placed organizations along a five-stage digital maturity scale. With an average survey response score of 50.2 (out of a possible 70 points), this fell into the fourth stage of the five-stage progression, indicating good momentum toward a more mature and effective digital organization.
RESEARCH METHODOLOGY

The C2 Group’s survey targeted business users, managers, directors, and C-suite executives across marketing, information technology, and digital commerce for companies that leverage to a common technology platform, Episerver. Episerver is a web content management tool with products that also provide digital commerce, targeted and personalized marketing, and enterprise search functionality. The survey was conducted over two days at Episerver’s North America customer and partner conference, Ascend, in Las Vegas in March of 2018. C2 targeted a common technology platform as it indicates similar preferences, sophistication, capabilities, and budget indicates similar preferences, sophistication, capabilities, and budget of digital teams.

The survey asked respondents to evaluate their organizations against a set of digital maturity best practices. These best practices have been developed by C2 based on its experience and close examination of successful client practices and vetted against publicly available research from leading analysts, including Gartner, Forrester, McKinsey, and MIT Sloan. Respondents used a five-point scale to express their level of agreement with a given statement or practice. Response options included: strongly agree; somewhat agree; neutral; somewhat disagree; and strongly disagree.

As respondents completed the survey, their results were scored and their organizations rated along a five-stage digital maturity progression. To achieve the highest digital maturity designation required universally strong agreement and acceptance of all the practices provided by The C2 Group. Explanations and breakdowns for scoring, grading, and progression have been provided later in this section of the report.

The survey was completed by 91 conference attendees representing 64 companies and spanning the technology, association/non-profit, banking/financial services, B2C/retail, manufacturing, education, government, and professional services industries. There were 18 instances of multiple employees within the same company responding to the survey.

Grading Scale

Respondents were graded based on their agreement to a set of 14 digital maturity best practices using a five-point scale. Not responding to a question resulted in a score of “0”. The highest score possible is 70. The lowest score possible, without missing a question, is 14.

- **59-70:** Innovating and Differentiating
- **47-58:** Adopting and Optimizing
- **35-46:** Developing and Formalizing
- **23-34:** Understanding and Investigating
- **22-0:** Questioning and Reacting

<table>
<thead>
<tr>
<th>High Maturity</th>
<th>Adopting and Optimizing</th>
<th>Developing and Formalizing</th>
<th>Understanding and Investigating</th>
<th>Questioning and Reacting</th>
<th>Low Maturity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Innovating and Differentiating</td>
<td>Adopting and Optimizing</td>
<td>Developing and Formalizing</td>
<td>Understanding and Investigating</td>
<td>Questioning and Reacting</td>
<td>Low Maturity</td>
</tr>
</tbody>
</table>
Digital Maturity Stages

Based on their survey response scores, respondents and their organizations were then placed along a five-stage digital maturity scale. To achieve the most mature designation on the scale required near unanimous acceptance and strong agreement with the statements and practices described and provided by The C2 Group.

59-70: Innovating and Differentiating
47-58: Adopting and Optimizing
35-46: Developing and Formalizing
23-34: Understanding and Investigating
22-0: Questioning and Reacting

Innovating and Differentiating

Organizations at this stage most effectively match digital solutions against existing business problems to enhance customer experiences, identify operational efficiencies, or create new business models. Intentionally lean, these true digital leaders pioneer the use of emerging and leading technologies to create differentiation for the brand.

Organizations at this stage should focus on:

- Continuing to revisit and revise customer journey maps and personas to ensure these assets remain “evergreen” while identifying any gaps that may be addressed by digital.
- Establishing an internal knowledge center responsible for defining and documenting standards for digital tool usage, facilitating training, and staying current with product roadmaps.
- Continuous testing and optimization of digital products for performance and user experience.

Adopting and Optimizing

Digital isn’t only an important contributor to the business, it’s viewed as a business driver. Organizations at this stage are ahead of the pack behind a commitment to customer experience, strong leadership, and a defined digital strategy. Continued digitization hinges on maximizing and standardizing platform usage and the application of new or innovative solutions to drive differentiation. This is the fourth stage of the digital maturity journey.

Organizations at this stage should focus on:

- Reinforcing best practices to drive adoption and standardize platform usage.
- Using pilot programs or structured experiments as a proof of concept for venturing into new models or channels.
- Maturing usage of data to inform decision-making, share insights, and craft personalized customer experiences.
Understanding and Investigating

Organizations at this stage have taken some initial steps toward achieving better digital maturity, but a lack of strategy and resistance within the organization stifle change. The biggest threat facing these organizations is overcoming “doing what we’ve always done” to better keep pace with quicker, leaner, and more forward-thinking competitors, who will slowly, but surely, siphon market share. This is the second stage of digital maturation.

Organizations at this stage should focus on:

- Participating in an honest planning phase that identifies and mitigates external and internal challenges to digital growth.
- Reviewing existing capabilities and processes for opportunities to create internal efficiencies.
- Beginning to cultivate an intentional corporate culture that values and prioritizes digital.

Developing and Formalizing

Organizations at this stage have benefited from digital initiatives and are better understanding the value of digital for the business. These organizations must continue to look inside as well as out to continue digital maturation, including organizational changes to become more lean and adaptable, continuing to cultivate an intentional digital culture, and broadening the greater digital strategy. This is the third stage of digital maturation.

Organizations at this stage should focus on:

- Adding cross-functional skills to digital/marketing teams to increase throughput and reduce IT reliance.
- Defining key performance indicators for digital initiatives and roles that support greater business initiatives.
- Expanding scope of a digital roadmap to look at core capabilities and consumer habits projecting 3-5 years in the future.

Questioning and Reacting

These organizations lag significantly behind and struggle to execute in an increasingly digital economy. Initial steps in achieving better digital maturity should focus on defining a digital strategy and roadmap with specific initiatives that serve greater business needs as a demonstration of value. Leadership must make digital a priority or risk the business’ long-term viability. This is the earliest stage of digital maturation.

Organizations at this stage should focus on:

-Creating a roadmap of digital initiatives that work to support greater business objectives.
- Designating a business leader responsible for digital.
- Completing a benchmarking session or study of peer groups who are succeeding in their digital spaces.
INSIGHTS

Digital maturity correlates directly to digital success.

The C2 Group defines a successful digital initiative as one that is completed on time, on budget, and having achieved the desired results for the organization. Among survey respondents, only 54% indicated that their organizations enjoy success as it relates to the execution of digital initiatives.

In a deeper review of the data, C2 is able to identify the teams that indicate repeatable project success also enjoy a higher digital maturity score on average than their counterparts. A high digital maturity score represents strong agreement with practices that ultimately influence successful project execution.

Mature and successful digital teams value speed to market in responding to new opportunities and believe iteration and experimentation play a role in driving enterprise agility. By structuring small pilots and experiments, promoting frequent touchpoints and iterative feedback loops, and prioritizing customer experience ahead of all else, this ensures that digital products are well-shaped to meet business and user needs ahead of an enterprise rollout, mitigating extensive rework and the risk of a “big bang” launch or going “all in” on bad digital bets.

The teams who report high project success with a high maturity score also enjoy tight IT/marketing collaboration. These groups identify as having the appropriate staffing, skills, and experience to develop new digital products, including the use of cross-functional teams of marketers and technologists to improve speed and throughput.

Mature digital organizations value software and technology adoption and recognize its significance in driving return on investment. Having standardized and repeatable processes for tool or product use, in turn, drives high and enthusiastic adoption.

As mature and successful digital teams have taken the time to create and define a digital roadmap and secure funding for its execution, this allocation of time for the appropriate strategic long-term thinking and planning promotes realistic roadmaps and budget figures from which to operate.
Talent, not budget, is stifling digital maturation and growth.

Survey respondents cited staffing issues as the largest obstacle to digital execution and growth. A combined lack of on-staff skills and resources and high turnover were cited by 44% of respondents, compared to the less than 20% indicating budget as a limiting factor for digital teams.

Technology is advancing at a pace that is difficult for talent development to match. There is a shortage of workers in STEM (science, technology, engineering, math) careers that has been well-publicized in the U.S. Younger employees entering the workforce, meanwhile, are also prone to more frequent career or employment changes compared to their elder counterparts.

Shaping Digital Teams

Rather than recruit highly specialized employees in a narrow discipline, organizations are wise to seek out more versatile, or “T-shaped” employees to help fill gaps where skills or resources may be lacking. The “T-shaped man” was first coined by McKinsey & Company in the early 1980s and refers to its own internal hiring practices. In human resources terms, T-shaped employees are individuals with deep knowledge and skills in a particular area, with the ability to connect these skills across additional disciplines or areas of focus.

The “T” shape is significant. The vertical axis represents depth of skill, ability, expertise, or experience. The horizontal axis represents broad competence across disciplines to effectively communicate and collaborate across teams.
How an organization approaches digital will affect talent retention.

In the same vein of staffing and talent development, how an organization embraces digitization and its approach to digital strategy will impact its ability to retain its top tech talent and leadership. Nearly 80% of survey respondents indicated that how their organizations are embracing digitization and approaching digital strategy will influence their decisions to stay or seek employment elsewhere.

Employees recognize the change that is occurring in the marketplace around them. To stay current and marketable, these employees need to use and maintain existing skills while continuously expanding or developing new digital skills. Organizations that provide the opportunities to use or develop new digital skills stand a better chance at retaining these employees for the long haul.

Organizations can better influence talent retention by providing, encouraging, or absorbing costs associated with additional trainings, certifications, and conference attendance. Among survey respondents, 73% reported being afforded these opportunities, while 11% disagreed in some capacity, and another 16% were neutral.

These findings support those of an MIT Sloan research report, *Achieving Digital Maturity*. This study found VP-level leaders to be 15 times more likely to leave their companies in one year or less given current digital trends.
Marketing-IT collaboration, use of data, software adoption, and completeness of digital vision are markers of most mature digital organizations.

There are several attributes and practices that separate the most mature digital teams from the rest of the pack. Among respondents, less than half expressed strong agreement with the following practices that were common to the organizations with the highest survey scores:

- Maintaining standard and repeatable processes for tool use: 49%
- Use of KPIs and metrics to measure performance of initiatives and roles and to inform decision-making: 47%
- Collaboration between marketing and IT to shape digital products, including roadmap: 42%

The teams that employ the practices above enjoyed higher digital maturity scores, which in turn suggests greater success in executing initiatives which support a digital strategy or roadmap. The difference in maturity scores represents a difference of a full maturity grade.

Sustaining digital change may require the appointing of a standards-issuing body for software and platform usage. Creating and circulating best practices for digital tools plays an important role facilitating business interactions, compliance, digital product delivery, and interoperability of new and existing digital systems, products, and services. It also provides the basis for any new digital capabilities, innovations, or models to be introduced and used in a standardized and replicable manner. This governance team provides value to the teams they serve while also maximizing the tools they represent, and would ultimately be responsible for the oversight of digital tool usage, reinforcing standards and best practices, facilitating trainings, and keeping current with digital product roadmaps.

Marketing and IT, two divisions that historically operate in silos, must now respond jointly to changing consumer habits. Marketing can no longer afford its reliance on IT to stand up or deploy new digital products. Similarly, IT cannot be viewed as a help or support desk for marketing and must take a greater role in the strategic long-term planning for the organization. Instead of break/fix issues and applying updates, IT must align itself with the organization’s strategic direction, audiences, and customer journeys. As marketers seek to create and maintain new consumer relationships, the digital products that ultimately enable these interactions are developed, deployed, and maintained by IT resources. Modern and mature marketing teams enjoy cross-functional skillsets, now inclusive of IT resources such as development and deployment, to promote more quick-to-market digital products and experiences.

Organizations who struggle to understand the impact or value of digital must define key performance metrics as a measurement strategy for digital effectiveness. As all digital initiatives should serve business greater needs in the form of enhancing customer experience, implementing new capabilities, or identifying operational efficiencies, we can begin to assign and track and measure metrics that speak to these objectives. This will promote better reporting around the effectiveness and impact of digital, which will inform business cases for the next initiative or request.

<table>
<thead>
<tr>
<th>Agree (Avg. score)</th>
<th>Disagree (Avg. score)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Standard, Repeatable Tool Use</strong></td>
<td>56.8</td>
</tr>
<tr>
<td><strong>Use of Key Performance Metrics</strong></td>
<td>55.7</td>
</tr>
<tr>
<td><strong>Marketing/IT Collaboration</strong></td>
<td>54.9</td>
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</table>
Generating broad stakeholder buy-in slows digital momentum.

Achieving broad agreement, whether in terms of initiative sponsorship or budget allocation, or the design of a digital product, were cited most frequently in slowing digital progress. These two areas combined for 62% of survey responses, well outpacing content creation, development and deployment, and project management for digital work.

“Our organization is quick to respond and adopt new digital tools and trends.”

How organizations plan for and purchase digital tools or services is another piece to the equation. In many industries, products and services are secured through an open and public bidding process by a request for proposals (RFP) or similar. These procurement processes alone can span months, before implementation or customization even begin, and despite the digital initiative having been defined, sponsored, and received budget. These processes also discourage collaboration and communication with vendor subject matter experts to help shape a solution.

Design processes are notoriously subjective, especially among stakeholder groups. Instead of trying to create a broad consensus among stakeholders of strong independent voices and concerns, teams should establish guiding principles that prioritize user needs in the creation of digital products. By maintaining user needs as the “true north”, this can bypass generating buy-in while still guiding decision-making in developing digital products. By testing designs and features in a beta or prototype form with real users, this feedback can be incorporated to shape a better solution.

“Which best describes where digital projects lose momentum in your organization?”

<table>
<thead>
<tr>
<th>No. Of Responses</th>
<th>Respondent Role</th>
<th>Average Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>34</td>
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</tr>
<tr>
<td>34</td>
<td>Manager</td>
<td>53.1</td>
</tr>
<tr>
<td>20</td>
<td>Director/VP</td>
<td>48.8</td>
</tr>
<tr>
<td>3</td>
<td>C-Suite</td>
<td>57.3</td>
</tr>
<tr>
<td>36</td>
<td>Marketing</td>
<td>48.7</td>
</tr>
<tr>
<td>41</td>
<td>Information Technology</td>
<td>50.8</td>
</tr>
<tr>
<td>14</td>
<td>Other</td>
<td>52.6</td>
</tr>
</tbody>
</table>
Education, manufacturing, and retail industries rank lowest for digital maturity.

The industries most impacted and disrupted by digitization are those who scored lowest for digital maturity in C2’s survey.

Retailers have been disrupted by digital at an unprecedented scale. Traditionally, retailers have viewed digital as many other organizations have: as its own channel. With mobile technologies and IoT capabilities, the winning formula is to capture and act on customer behavioral data, through personalization and beacon-driven technologies, and providing customer experiences that blend the physical and digital realms.

Manufacturers will look to data and analytics to help inform digital maturation. Enabling equipment or products to self-report and the use of predictive analytics will be particularly compelling and also a means to differentiate product. Manufacturers have long been familiar with lean and agile principles, and will continue to look to automation to improve speed, efficiency, production workflow, inventory, etc.

Enrollment has decreased across all segments of higher education as prospective students attempt to reconcile higher costs with shortages in skilled trades and lower-cost alternatives. The development of new learning applications, a commitment to content, personalization, and the student journey, and integrating systems to better share and communicate data are common strategies in the education space.

### Industry Maturation Scores

<table>
<thead>
<tr>
<th>No. Of Responses</th>
<th>Industry</th>
<th>Average Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>23</td>
<td>Technology</td>
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</tr>
<tr>
<td>15</td>
<td>Professional Services/Other</td>
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<tr>
<td>13</td>
<td>Government</td>
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<tr>
<td>10</td>
<td>Association/Non-Profit</td>
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</tr>
<tr>
<td>09</td>
<td>Banking/Financial Services</td>
<td>48.5</td>
</tr>
<tr>
<td>08</td>
<td>Retail/Consumer Goods</td>
<td>46.7</td>
</tr>
<tr>
<td>07</td>
<td>Manufacturing</td>
<td>46.5</td>
</tr>
<tr>
<td>06</td>
<td>Education</td>
<td>44.7</td>
</tr>
</tbody>
</table>
A clear and coherent digital roadmap is lacking for most organizations.

Among survey respondents, only 11% indicated strong agreement to a clear and coherent digital roadmap. Clear and coherent implies a plan that is well-circulated, documented, and easily understood within the organization. For the purpose of this analysis, C2 assumes that responses not explicitly reflecting strong agreement is a response in the negative.

The hesitation demonstrated by respondents indicates that a roadmap may exist at many organizations, but that it may not be well understood or visible to digital teams, or it may be limited in scope. Another 45% of respondents expressed agreement with some hesitation, which was roughly matched by respondents who either disagreed, were neutral, or unsure.

The best digital roadmaps are aligned to support larger organizational directives and demonstrate how digital initiatives and key metrics support those corporate goals. From web, mobile, and the cloud to artificial intelligence and the Internet of Things, these roadmaps are strategic documents that show how emerging technologies will be folded into the greater business.

“A roadmap for digital maturation:”

01
- Establish leadership commitment to digital, including an executive sponsor.
- Identify business objectives for the greater enterprise, including key performance indicators.
- Secure a funding model for digital through budget allocation or capital investment.

02
- Identify and map digital initiatives that serve greater business objectives.
- Reorganize to promote agile, cross-functional teams of IT and marketing.
- Cultivate an intentional culture that prioritizes digital.

03
- Create a standards-issuing internal team responsible for tool use and process.
- For new capabilities, create small, structured experiments with iterative feedback loops that can quickly scale.
- Optimize or redefine internal processes with tool adoption and support of cross-functional teams in mind.
Technology selection is an indicator of digital maturity.

Purchasing or implementing technology alone does not drive digital maturation. How a decision is made to purchase or why a given platform or tool is selected for implementation can reveal much about an organization’s decision-making process.

The C2 Group used Episerver, a popular web publishing, marketing, and commerce platform, as a control for its research. Polling a customer base of a common software tool indicates organizations of similar size, sophistication, and budget. This allows C2 the opportunity to dive deeper into the practices, beyond the technology, that drive digital effectiveness.

The research revealed that users of Episerver software scored higher than anticipated for digital maturity, overall. Of the 91 survey responses, only three had scores of “Developing and Formalizing” or worse, indicating lower maturity and slower organizational response to the digitization occurring in the market.
Digital Maturity and Platform Selection

The C2 Group explores the correlation between proprietary tools and platforms, like Episerver, and digital maturity. How organizations value platform architecture and features can reveal much about the digital direction of an organization.

Proprietary Toolset:
The investment required to obtain a proprietary software license requires more due diligence on the customer’s behalf. In addition to determining requirements and vetting vendors, organizations must also set aside significant budget for license acquisition, platform implementation and customization, and annual maintenance or subscription fees. As a significant investment in both time and capital, and with the burden of demonstrating ROI for the organization, these selection and purchase decisions often involve careful planning and collaboration from many stakeholder groups.

Customer Experience:
Web content management platforms are no longer limited to simple web publishing and content management and can be more broadly applied to support the entire customer journey. Mature digital teams value technology solutions that serve to enhance customer experiences, and make this a primary driver of their decision-making processes. The ability of the platform to enhance and personalize customer experiences across channels, including web, email, and social media, is mature compared to other competitors in the market. Among survey respondents, 66% agree their organizations prioritize overall CX ahead of any one platform or channel.

Data Transparency:
Platforms architected to readily integrate and share data with other enterprise systems can promote more mature data capture and usage practices while deconstructing traditional data silos across an organization. Product features that support communication between enterprise systems as well as the capture, visualization, and reporting of data for decision-making should be viewed favorably in today’s API economy.

Solution Adoption:
Intuitive and easy-to-use interfaces, modern and expected controls and functionalities, and engaged developer communities can drive platform adoption and sustainability efforts. Return on software investment is heavily influenced by business users’ command over the tools at their disposal. Proprietary tools often include robust training, documentation, and professional support. Internally, enforcing standards for use, promoting successes, and documenting processes for tool use can further drive adoption efforts. Overall, survey respondents expressed room for improvement regarding their organizations’ use of business platforms. More than 27% strongly or somewhat disagreed with mature internal use of business tools, while another 30% remained neutral.
CONCLUSION

Organizations are actively seeking out ways to leverage digital to create business growth, market differentiation, and internal efficiencies. Respondents overwhelmingly indicated that digital is taking on a more prominent role in the business, with a majority of organizations polled boasting strong leadership support for digital teams and efforts. Overall, digital maturity scores collected from survey respondents exceeded The C2 Group’s expectations. The research, however, did reveal several areas of focus for improving digital maturity.

Despite securing the general understanding, acceptance, and support of leaders and key stakeholders, digital teams are still struggling to demonstrate digital successes and value. Securing sponsorship and investment for digital initiatives is most frequently cited as stifling momentum of digital initiatives. This growth is predicated on the ability of digital teams to respond promptly to changing market trends. More than half of survey respondents rated their organizations poorly or were neutral in terms of responsiveness to the market.

Ultimately, the data supports C2’s theory that the digital maturity best practices provided will help drive digital effectiveness and success. The high average score represents general agreement among most organizations with the practices recommended by C2. Considering the highest-scoring organizations, those labeled as most “digitally mature”, these groups enjoyed more frequent and sustained success than their counterparts. This implies more timely, more cost-effective, and more impactful digital work. Leaders seeking to guide their organizations toward a more digital state would be wise to consider these ideas, as well as how their organizations can better leverage these practices in what will only become a more digitized economy.

To improve effectiveness and, more specifically, promote leaner, more agile, and more future-ready digital teams, organizations will help themselves in continuing to mature in the following areas:

Continuing to mature in data capture and usage practices

Actionable data and timely reporting on business key performance metrics will assist all stakeholders in demonstrating value and help to guide and expedite decision-making. More than half of respondents rated their organizations poorly for standardized and repeatable digital tool usage.

Driving adoption of existing platforms or systems

Having firm command of the digital tools at an organization’s disposal not only builds trust, it’s vital to ensure a reliable source of data for capture and analysis. Investing in trainings, certifications, establishing internal “super users”, creating educational guides, documenting processes, and communicating successful use cases are all tactics worth considering. Nearly 60% of respondents rated their organizations poorly for standardized and repeatable processes for digital tool usage.
**Starting small**

Small experiments, pilots, testing, and research can quickly create “quick wins” that scale. This may take proactive managers or business users to identify and test against these opportunities before organizations will commit support and resources for an organizational initiative. Among respondents, 43% were either neutral or indicated significant room for improvement in use of testing and experiments.

**Improving IT availability for the business**

Historically, IT has been responsible for maintaining marketing and other key systems vital to the business. Increasingly, organizations will need IT to be more proactive in strategic, long-term planning and less reactive to break-fix issues. Automating processes, leveraging cloud solutions, and outsourcing services can often create cost savings and open IT to be more involved with setting the business’ trajectory.

**Exploring organizational design**

While 62% of organizations have examined team and organizational structures to support digital initiatives, personnel-related issues (44%) are most cited for stymying digital growth. This includes a lack of on-staff skills and resources in addition to high staff turnover. Hiring managers can better seek employees with diversity of skill and depth of experience to help close this gap.
APPENDIX

Our organization has a clear and coherent digital roadmap.

Our organization views digital as essential to creating business advantage.

Organizational leadership supports our digital strategy and initiatives.

We prioritize customer experience over performance of any one channel or platform.

Our organization is quick to respond and adopt new digital tools and trends.

Our digital initiatives often begin as small, structured pilots or experiments.
Our organization offers opportunities to use or develop new digital skills.

My organization's approach to digital will influence my decision to stay or seek employment elsewhere.

Our organization has revised its staffing model to better support digital initiatives.

Usage of business tools and platforms is mature and leverages repeatable processes.

Marketing and IT work collaboratively to define a digital roadmap and shape digital products.

Our organization defines and measures key performance metrics for digital initiatives, channels, and roles.
Digital initiatives are often executed successfully (on time, budget, and achieving desired results).

New digital initiatives are formally announced, with input sought from impacted groups or teams.

Which best describes where digital projects lose momentum in your organization?

Which has most stifled digital growth at your organization?

Which best describes your current role?

Which department do you represent? Choose which best applies.
What industry do you serve?

- Other
- Technology
- Banking/Finance Services
- Mfg.
- Association/Non-profit
- Education

Percentage of Respondents
OUR STORY

The C2 Group delivers creative problem solving for businesses and business processes that rely on digital tools. Our primary focuses include web and custom application design and development. The C2 team rallies around three simple rules: tell the truth, do what you say you will do, and create rewarding work. Throughout our 30-year history, we have always maintained a focus on helping our clients engage their audiences in meaningful ways.

OUR SERVICES

- User Experience Design
- Custom Web and Application Development
- Managed Services
- Consulting
- Integrations

How does your organization rate for digital maturity? Take The C2 Group’s survey to receive your digital maturity assessment.

Get your score here!