



To BCG's network around the world,

After the implications of COVID-19, the topic I discuss most with other CEOs is how to accelerate and capture true value from digital and analytics.

Digital transformation was a priority for most leaders before the pandemic, and the events of 2020 have only increased this sense of urgency. Yet our research confirms what many leaders already experience: digital transformation efforts are challenging on multiple dimensions, and, in fact, 70% fall short of their goals.

So that raises a core question. What do we do to flip the odds for our own organizations? This question has been the focus of a huge BCG research effort, with rigorous analytics applied to the input of hundreds of senior executives overseeing digital transformation efforts, as well as to our own client experiences.

I'm excited to share with you a [recent report](#), based on this research, that lays out how leaders can flip the odds of digital transformation success from 30% to 80%. The team involved in this report [tested 35 transformation and technology factors](#), carefully reviewing different combinations, and these six—each with a tangible set of actions—rose to the top.

For the past quarter-century, much of my own time has been spent driving large transformations, with my own clients and more recently also within BCG. So I approached this report with genuine curiosity to see what was distinct to *digital* transformations. Among the six factors required for success, three in particular stood out.

First, there's the **agile mindset required of leaders** to achieve success: encouraging adaptation based on rapid learning, breaking down roadblocks and barriers across silos, and getting middle managers on board. Second is the incredible importance of **building digital transformation teams** that have both highly respected top talent from inside the organization and people who bring truly leading-edge digital insight and capabilities. Too many organizations fall short on one or both dimensions. And finally, there's the need for **technology solutions geared toward business outcomes** that are based on modular, connected, and adaptive approaches.

The imperative here is clear. Digital leaders see earnings growth that's 1.8 times higher, and more than twice the growth in total business value, than those falling behind on digital. These leaders are also primed for future innovation, while laggards will find it harder and harder to manage the next technological disruptions to come.

I hope you will find it an interesting and valuable read.

A handwritten signature in cursive script that reads "Rich".

P.S. Soon after the release of this publication, BCG was identified as a leader in digital transformation in the [Forrester Wave™: Digital Business Transformation Services, Q4 2020](#) report. After seven years of large investment in this space, so critical to the success of our clients, I'm really pleased to see our [DigitalBCG](#) team receive this level of recognition.



Flipping the Odds of Digital Transformation Success

With so much at stake, why do so many companies fail?



Accelerating Digital Transformation

Companies can achieve a better, stronger, and faster digital transformation by developing a clear vision for the future and steadily building their capabilities.



How Bionic Companies Translate Digital Maturity into Performance

Scaling digital investments more effectively results in organization-wide improvements, which can be measured in earnings, enterprise value, and customer satisfaction.