

SpencerStuart

Is Your Company Ready for Manufacturing's Digital Future?

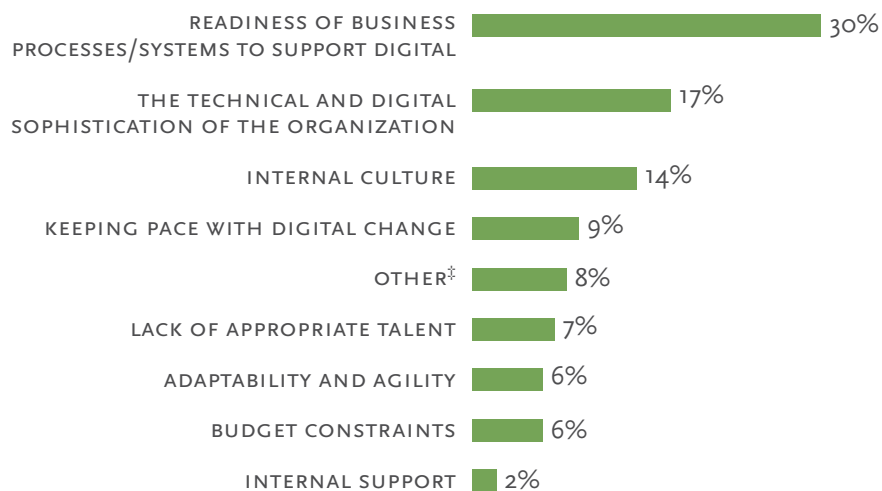
Spencer Stuart and Manufacturers Alliance for Productivity and Innovation (MAPI) surveyed 100 manufacturing senior executives across functions to gain insight into the drivers of their organizations' digital efforts, the challenges they face and the leadership capabilities they need to fully seize the digital opportunity. Here are some of our findings.

HOW MANUFACTURING COMPANIES DEFINE DIGITAL:

- > Internet of Things
- > Digitalization across the value chain
- > Website, Twitter, Instagram, Facebook
- > Web-based content marketing
- > Paperless
- > E-commerce
- > Customer journey
- > Business management

ALMOST ONE-THIRD OF MANUFACTURING LEADERS SAY BUSINESS PROCESSES AND SYSTEMS AREN'T READY TO SUPPORT DIGITAL.

Obstacles to digital transformation:*

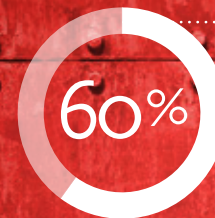


* Percentages may not total 100 due to rounding.

‡ Responses included lack of senior leadership understanding of the need for transformation, willingness to take risk, lack of clarity around the definition of digital and impact on customers.

“Digital is a new way of doing things: engaging with customers, creating value, improving the customer experience, using data to make decisions and improving efficiency.”

MANUFACTURING
SENIOR EXECUTIVE



Manufacturing companies began focusing on digital transformation in the last two years.



Manufacturing companies began focusing on digital transformation in the last six months.

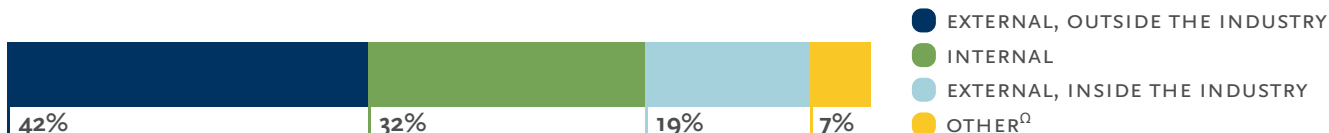
Changing customer expectations have driven digital transformation for manufacturing companies.

HOW SUCCESSFUL HAS YOUR ORGANIZATION BEEN IN CREATING THE SPEED-FOCUSED MINDSET NECESSARY FOR DIGITAL TRANSFORMATION?

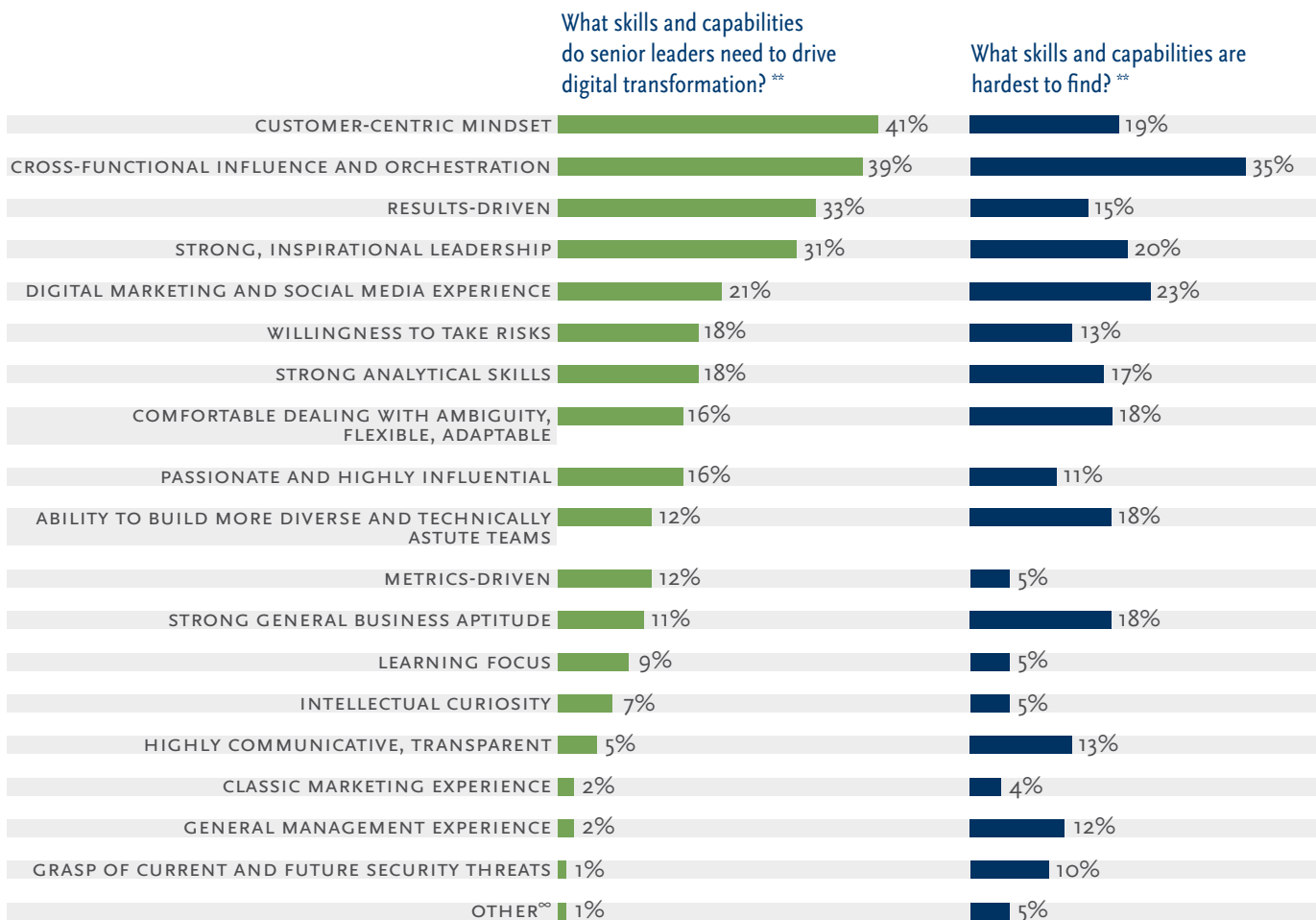


THE MAJORITY OF MANUFACTURING LEADERS LOOK OUTSIDE THEIR ORGANIZATIONS FOR DIGITAL TALENT.

Sources of digital talent:



CUSTOMER-CENTRIC MINDSET IS THE MOST IN-DEMAND SKILL FOR DRIVING DIGITAL TRANSFORMATION. LEADERS SAY CROSS-FUNCTIONAL INFLUENCE IS THE HARDEST CAPABILITY TO FIND.



[Ⓛ] Responses included a combination of all of the above; others do not have a preference of talent source.

** Responses included industry expertise, the combination of technology and leadership expertise, and ability to integrate into the current culture while working to change it.

** Respondents were allowed to choose multiple responses.