

ICBE

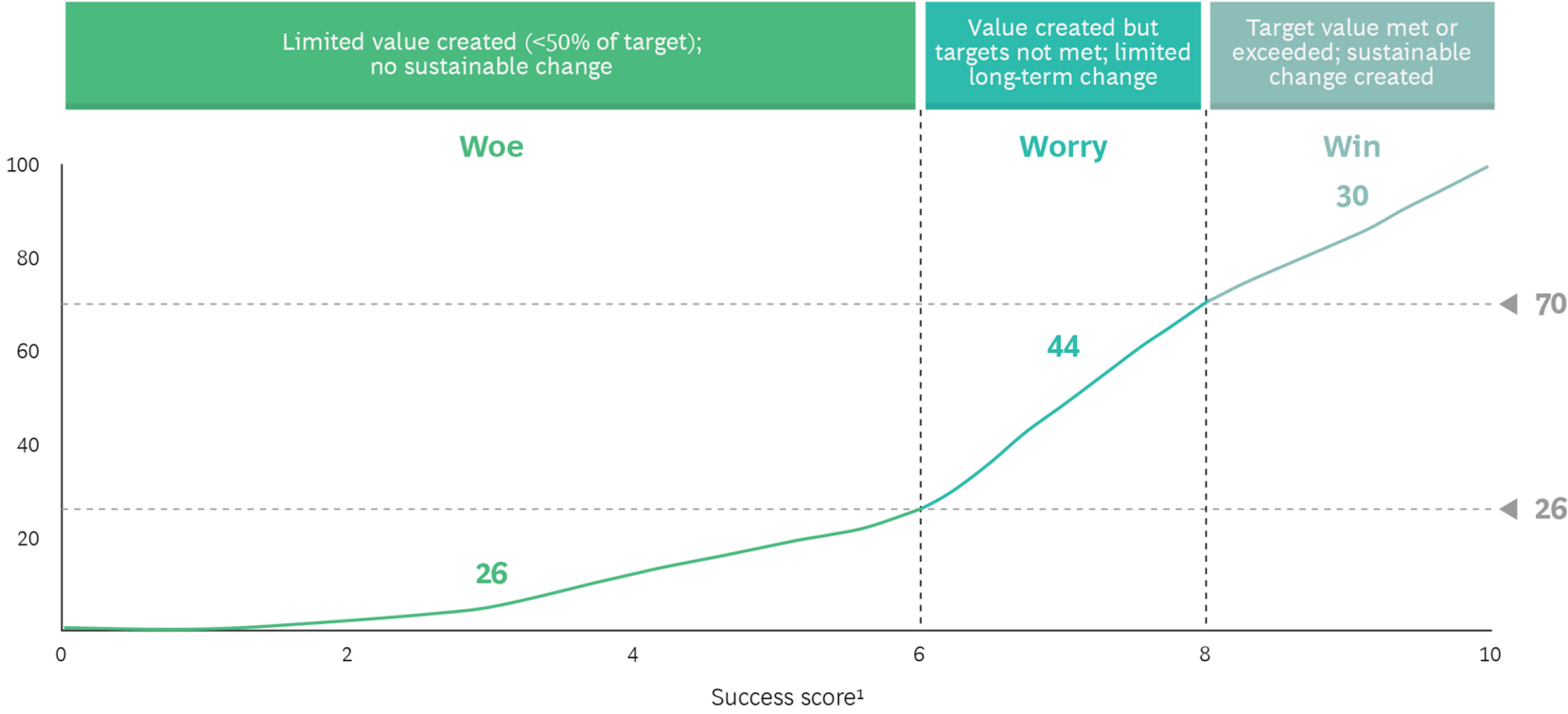
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Where knowledge is shared and multiplied

Digital Transformation... the realities

Exhibit 1 - Only 30% of Digital Transformations Are Successful

Share of transformations (%)

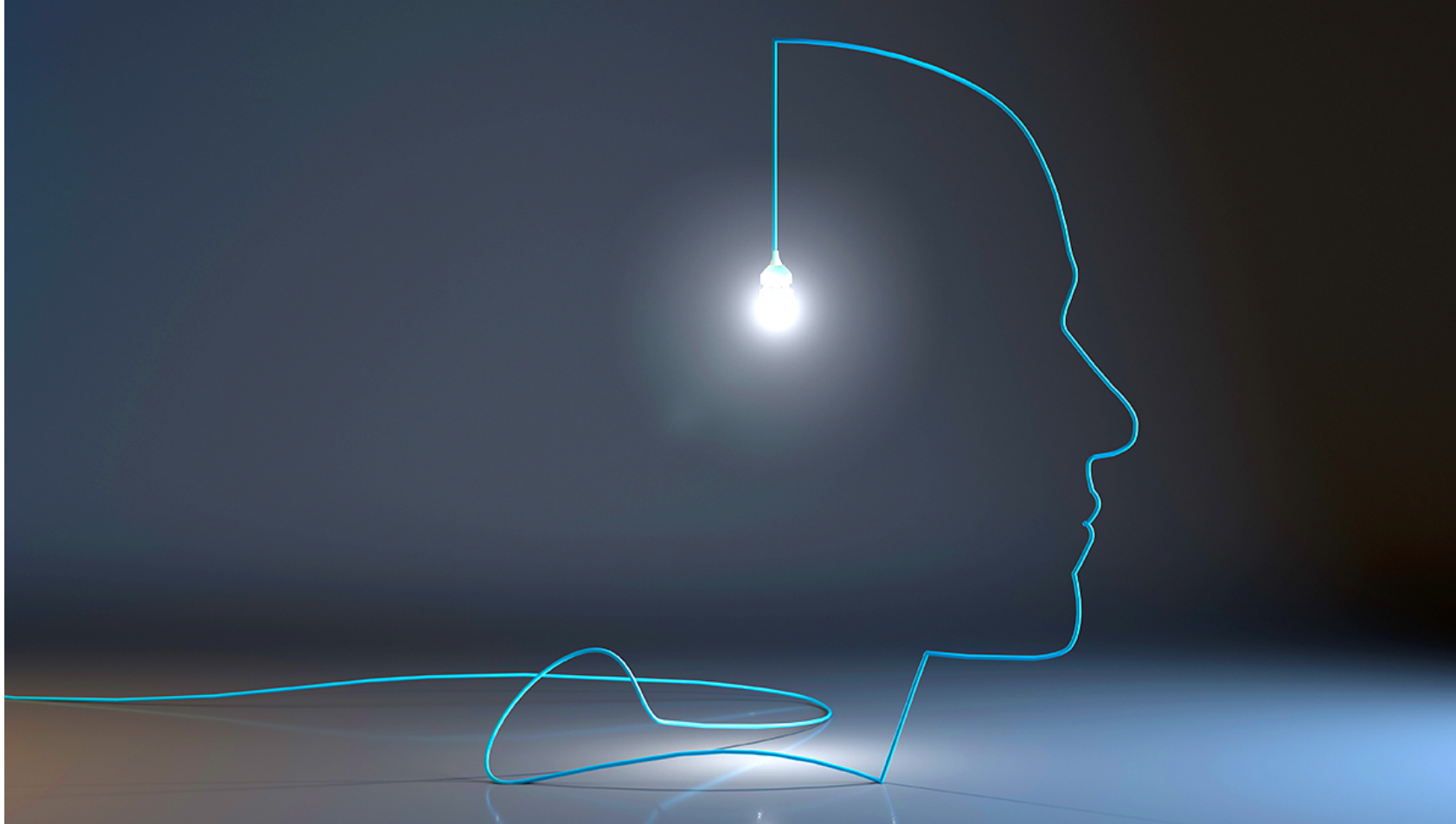


Source: BCG analysis.

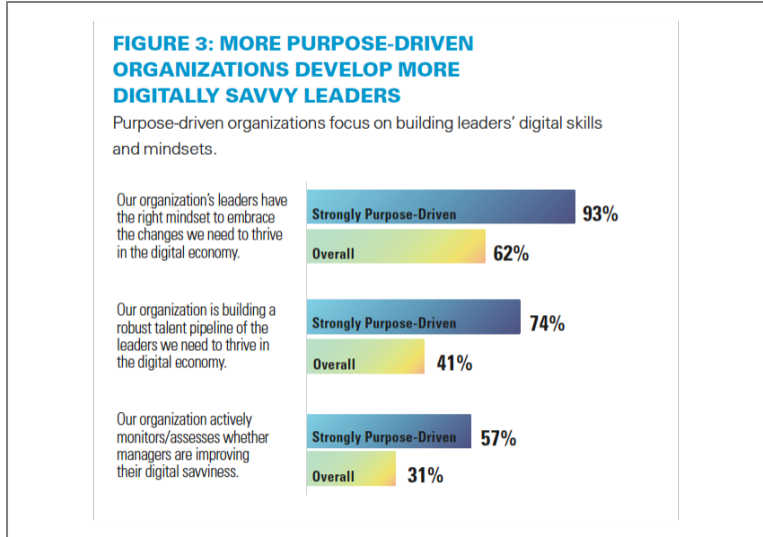
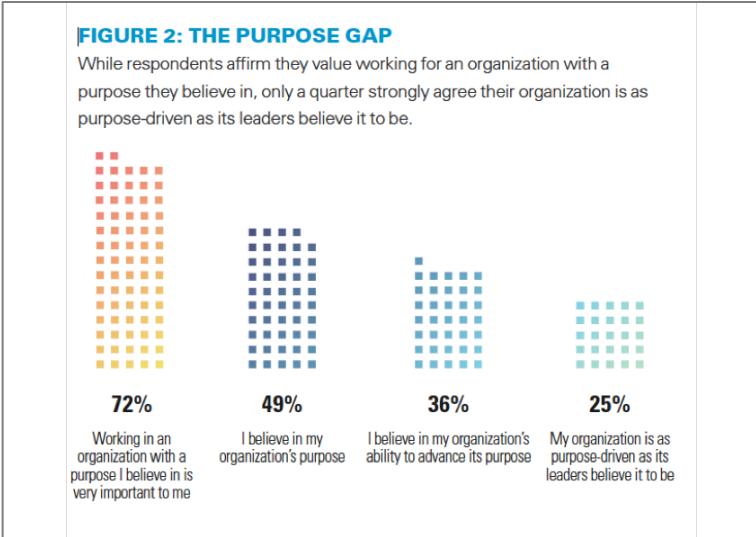
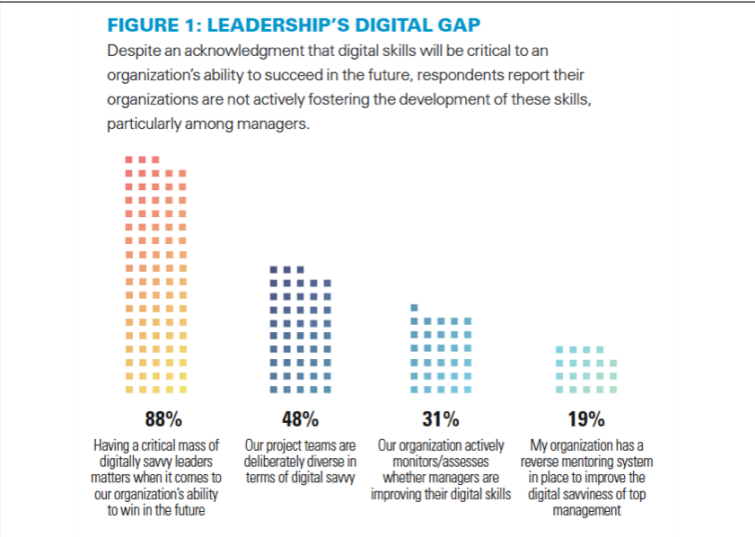
Note: Based on 895 transformations.

¹The success score is calculated on the basis of the percentage of predetermined targets met and value created, the percentage of targets met and value created on time, the success relative to other transformations, and the success relative to management's aspirations for sustainable change.

Leadership of Digital Transformation



Leadership of Digital Transformation







Source: MIT Sloan Management Review, Leadership's Digital Transformation Jan 2021

Talent



Top 10 skills of 2025

Type of skill

-  Problem-solving
-  Self-management
-  Working with people
-  Technology use and development



Analytical thinking and innovation



Active learning and learning strategies



Complex problem-solving



Critical thinking and analysis



Creativity, originality and initiative



Leadership and social influence



Technology use, monitoring and control



Technology design and programming



Resilience, stress tolerance and flexibility



Reasoning, problem-solving and ideation

McKinsey Research – Sept 2021 – How many people are really needed in a Transformation?

On average, positive excess total returns to shareholders grows as employee involvement in transformation increases.

Average 24-month excess total returns to shareholders (TRS) relative to industry benchmarks, by share of employees owning transformation milestones or initiatives, % (n = 60 companies)

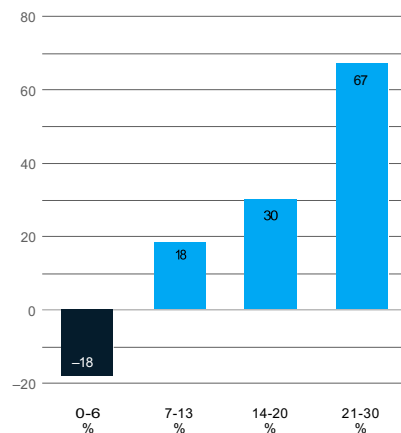
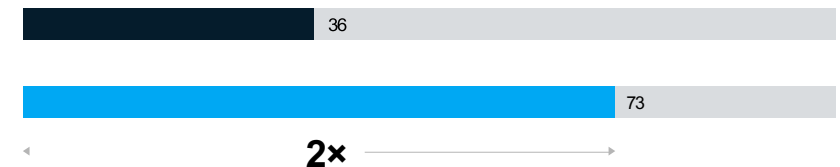


Exhibit 1

Transformations involving at least 7 percent of employees are twice as likely to have positive excess total returns to shareholders as those that involve a smaller share.

Companies with positive excess total returns to shareholders (TRS) relative to industry benchmarks, by share of employees owning transformation milestones or initiatives, % (n = 60 companies)



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