

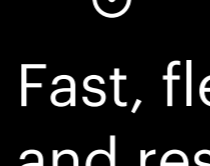
Why Investing in Technology is No Longer a Choice

In a rapidly changing business climate, our survey finds that only 14% of businesses are making the most of technology to stay ahead of the game. Here's how the rest can catch up.

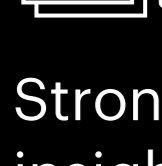
Technology is helping businesses improve across the board



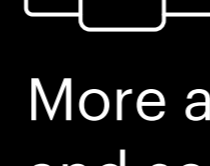
Better customer experiences with next-generation interfaces



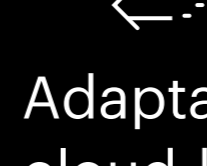
Fast, flexible, and responsive technology teams



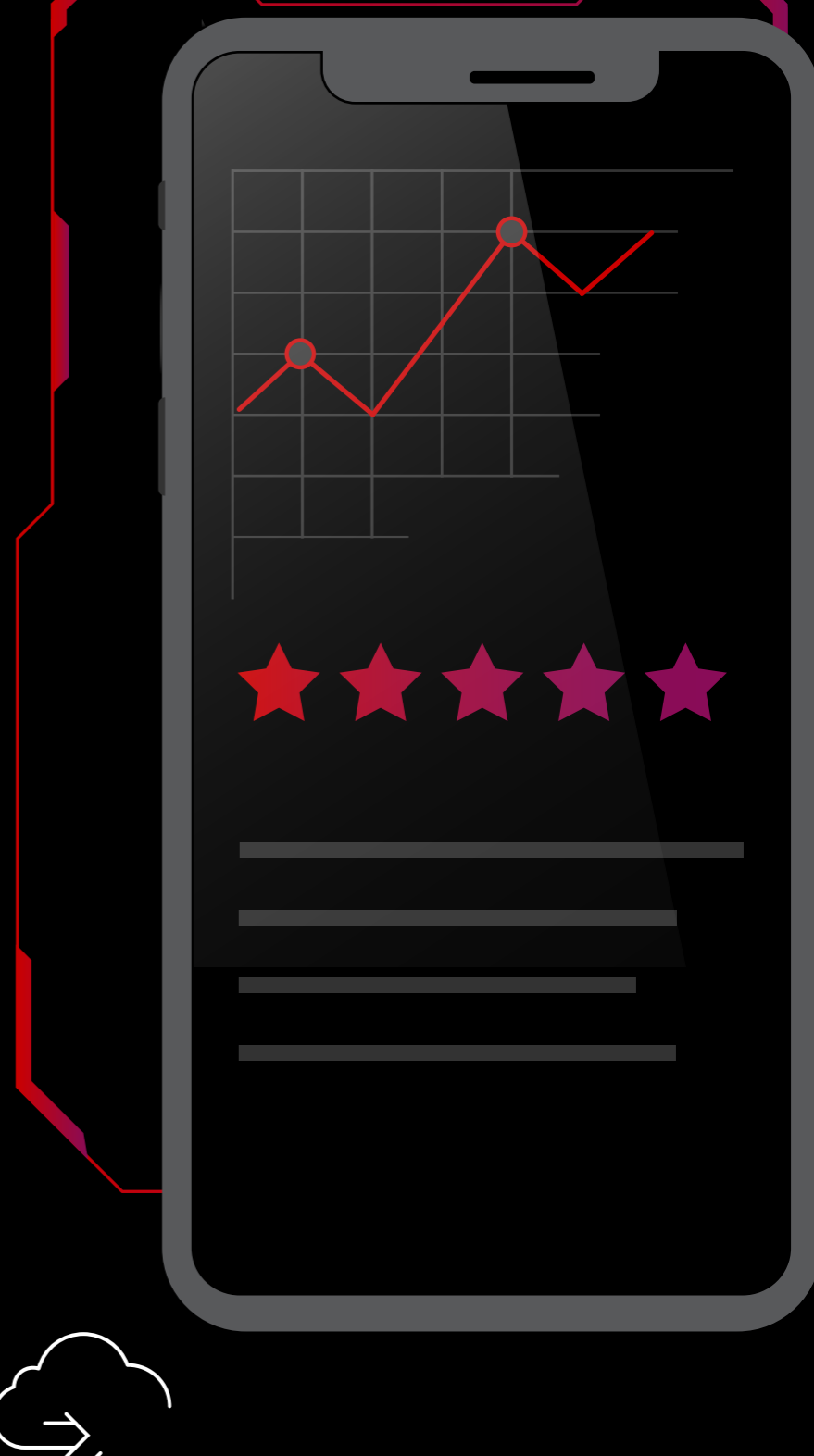
Stronger business insights based on analytics



More automation and self-service capabilities

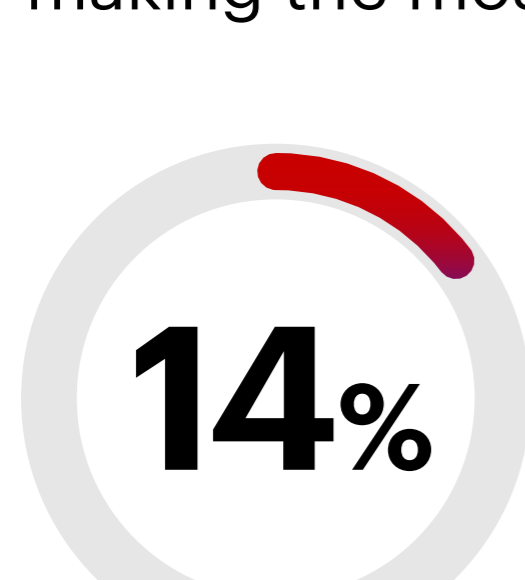


Adaptable, cloud-based architectures



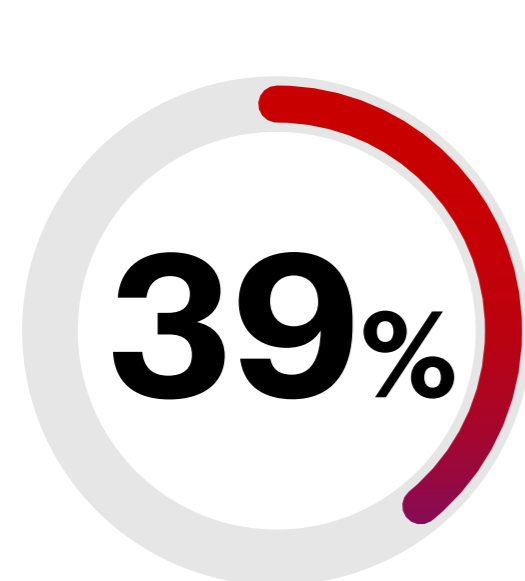
Most companies have work to do

Bain asked CIOs and other IT leaders whether they are making the most of these new models, and we found that:



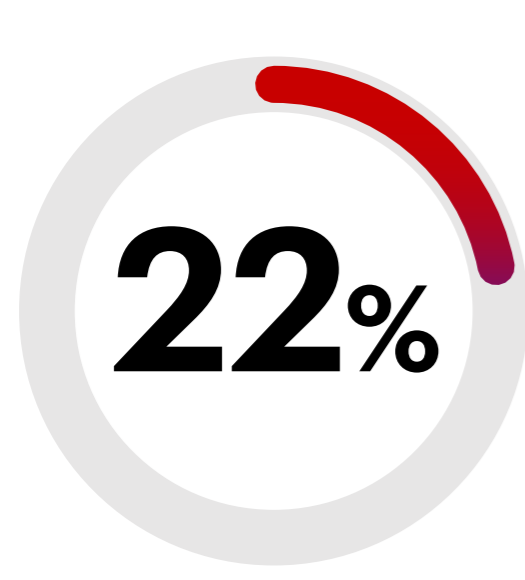
are leaders

They are getting good outcomes, such as better customer experiences and lower costs, from their technology



are followers

They have made progress in adopting modern operating models and architecture but aren't getting the outcomes they want



are learners

They have invested in modern operating models but are behind in moving to the cloud and using data

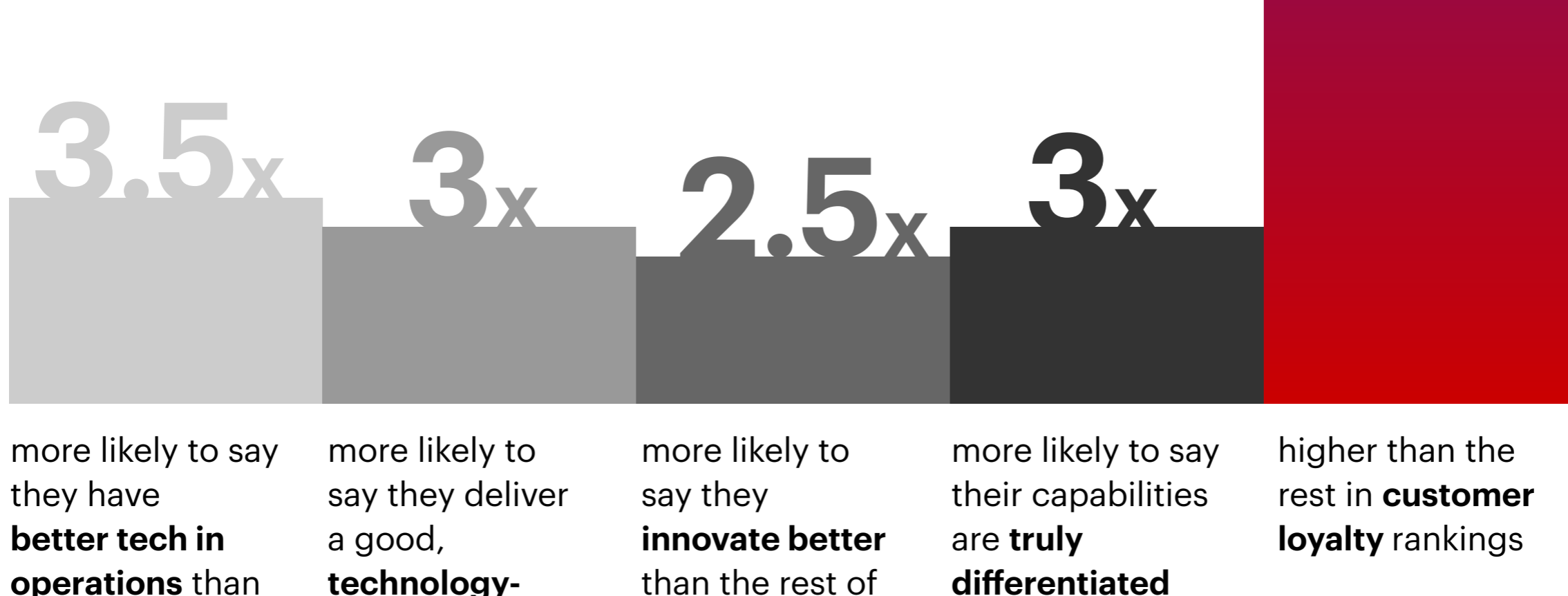


are late adopters

They are slow to build up these capabilities

Why being a technology leader matters

Leaders are ...



Leaders have a clear edge in six areas



Strategy

Leaders are **10x** more likely to shape business strategy based on new technology opportunities and also to adjust technology priorities as conditions evolve



Customer experience

Leaders are **13x** as likely to deliver personalized customer experiences across channels



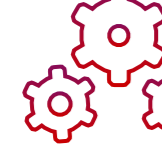
Data analytics

Leaders are **7x** more likely to have quality data assets and use advanced analytics to make decisions



Agile

Leaders organize about **90%** of their work around products, with persistently funded Agile teams



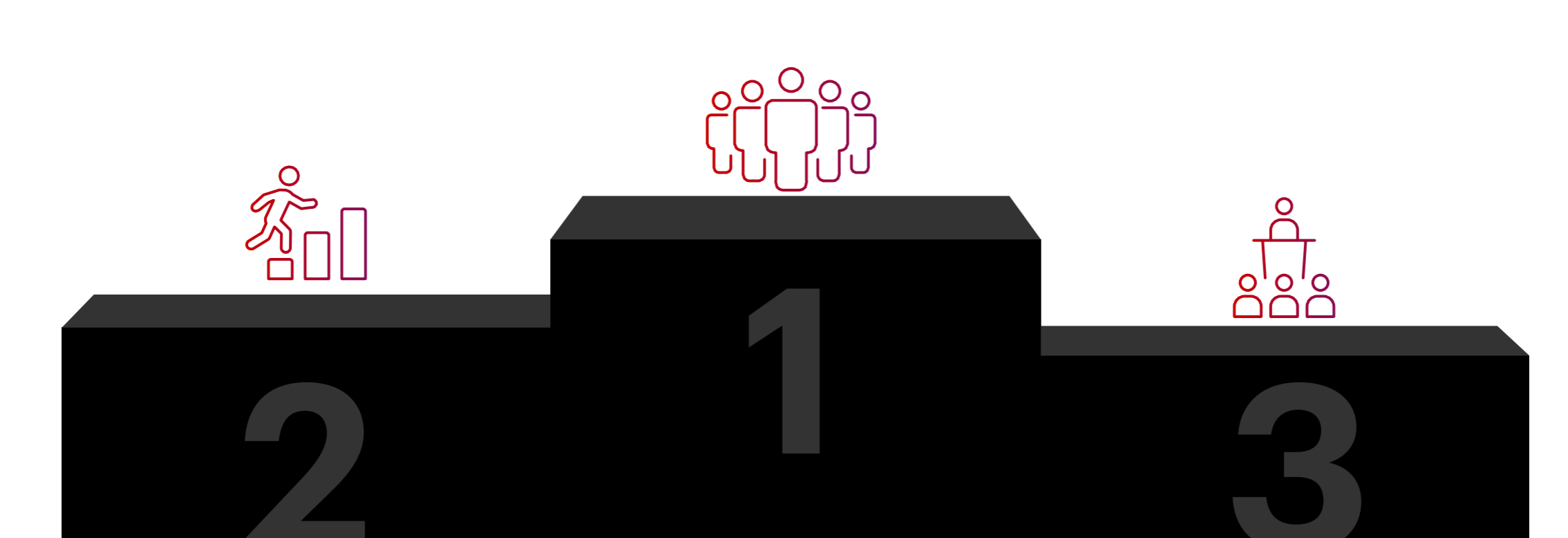
Engineering

Leaders are **50x** as likely to have engineering teams that always deliver on time and at an acceptable cost



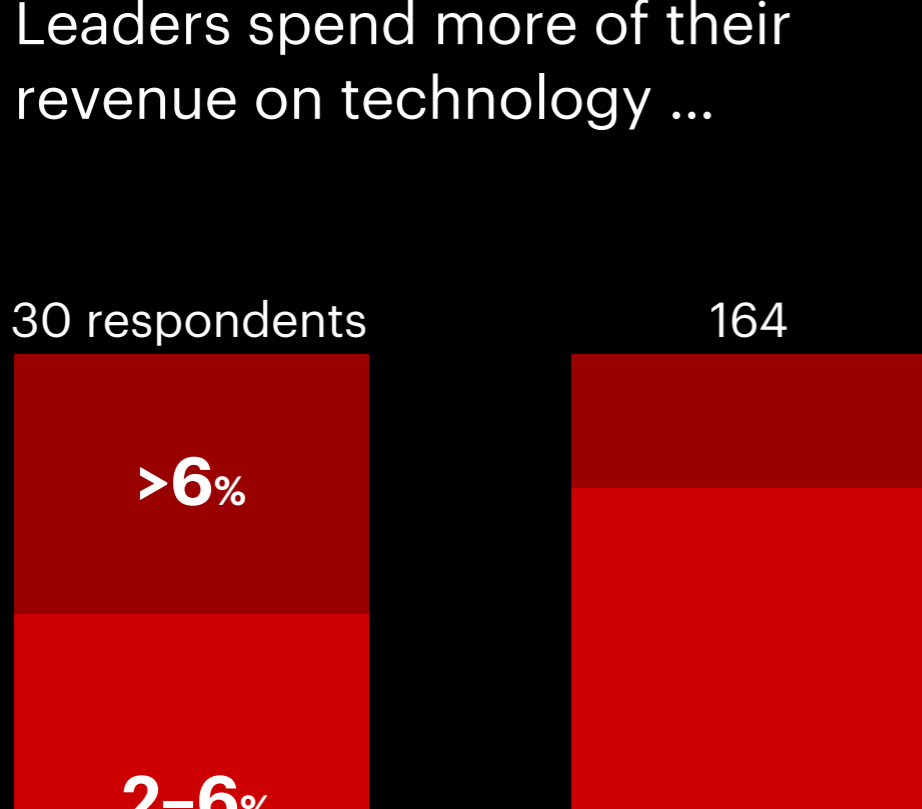
Funding model

Leaders are **10x** as likely to have full visibility of their technology costs, with dynamic funding that captures value from cost-reduction initiatives

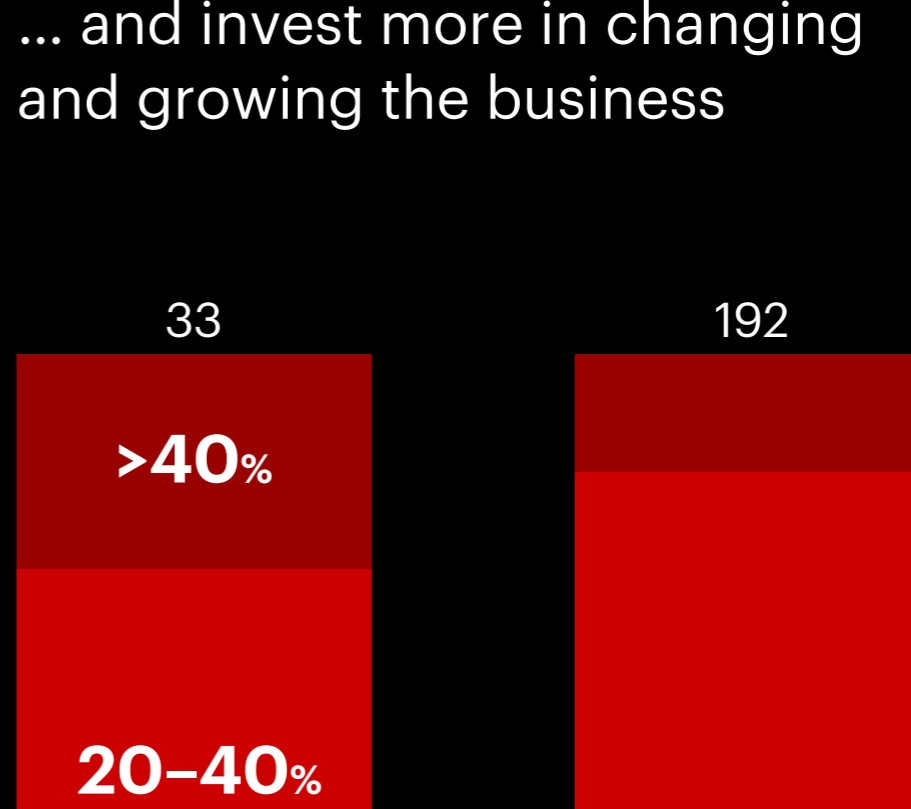


The investment advantage

Leaders spend more of their revenue on technology ...



... and invest more in changing and growing the business



The journey to technology leadership

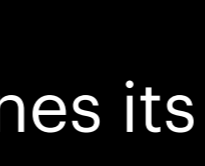
A company's starting point determines its next steps



Late adopters:

Jump-start the change

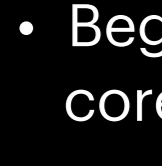
- Organize work around products, scale Agile
- Identify cost savings
- Begin modernizing high-priority core systems



Learners:

Fix the foundation

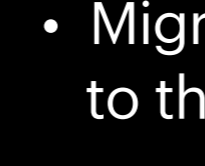
- Develop a clear architecture strategy
- Invest in a data platform, data engineering, and analytics capabilities
- Migrate all potential workloads to the cloud



Followers:

Achieve full potential

- Align technology and business priorities
- Organize work around products
- Scale Agile to speed development



Leaders:

Continue to innovate

- Invest in innovation
- Accelerate leadership position
- Maintain strategic differentiation