

strategy&

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The 2019 Chief Digital Officer Study Global Findings

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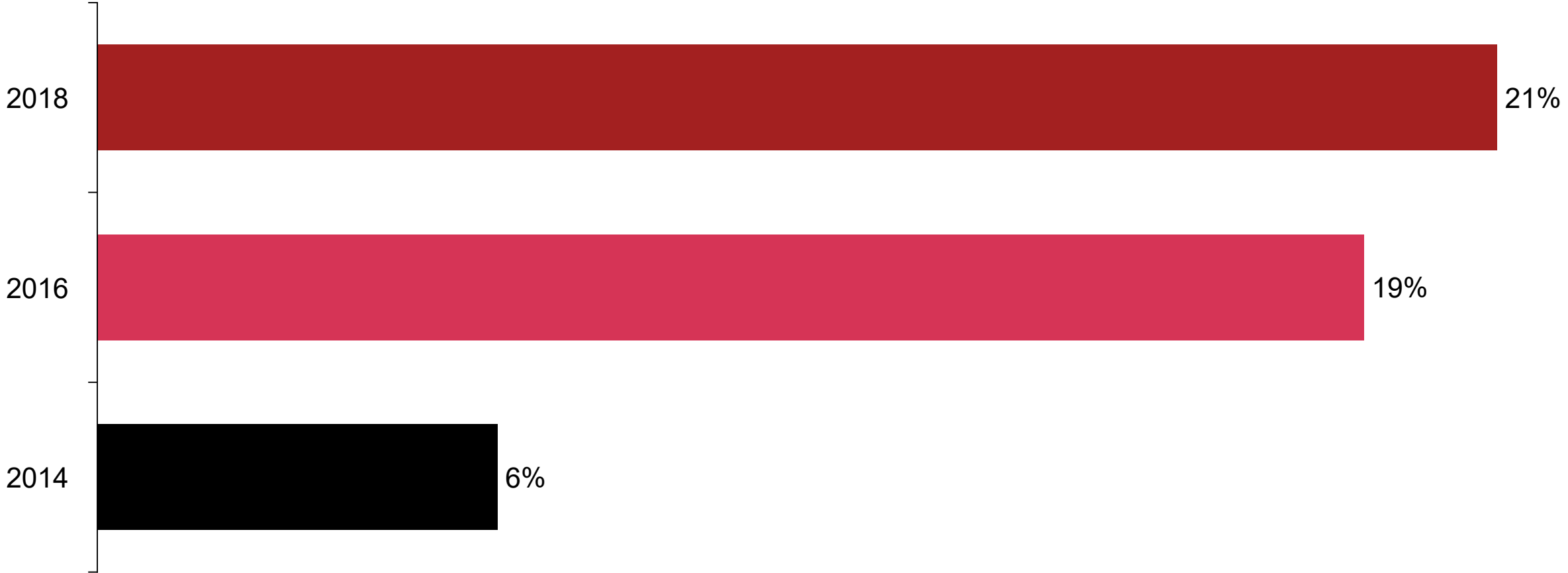
March 2019



Company demographics

CDO growth slowed down: 21% of all companies have a CDO in place

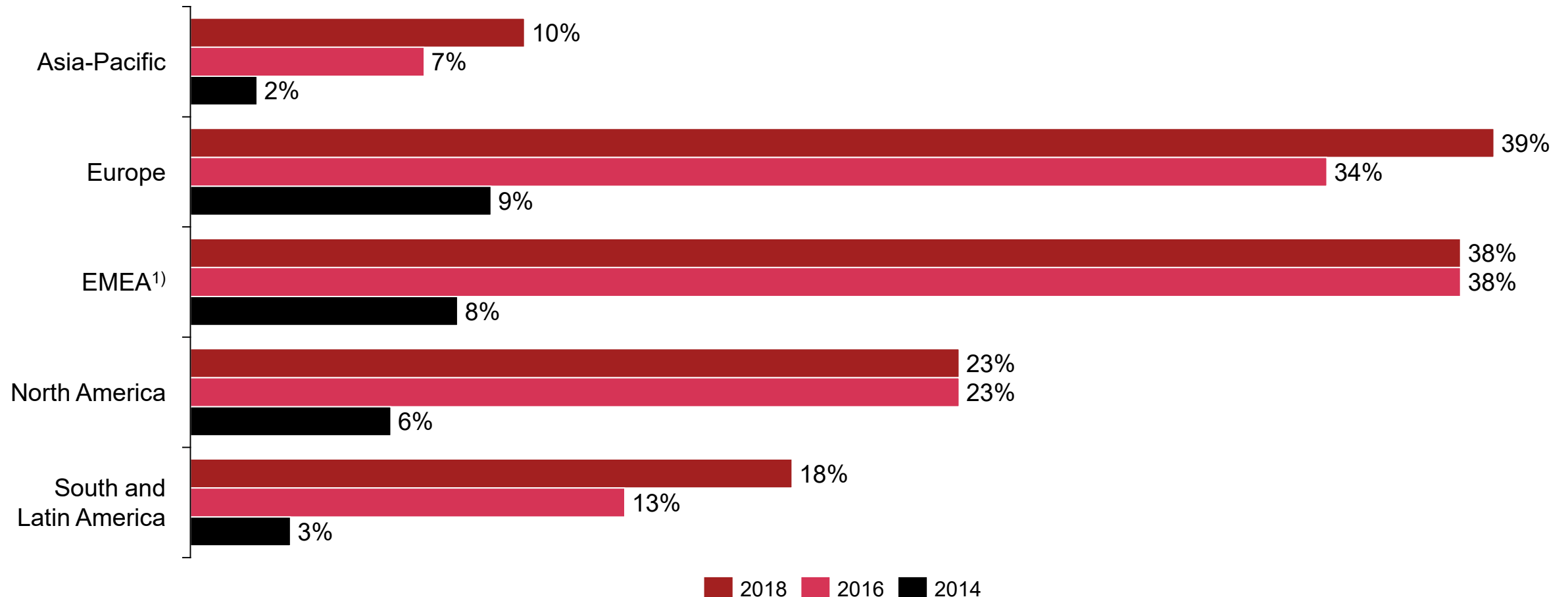
Percentage of CDOs¹⁾



1) Sample size: 2018 n= 2,500; 2016 n=2,500; 2014 n=1,500.
Source: Strategy& 2019 CDO Study

Following the global trend, CDO growth slowed down in all regions

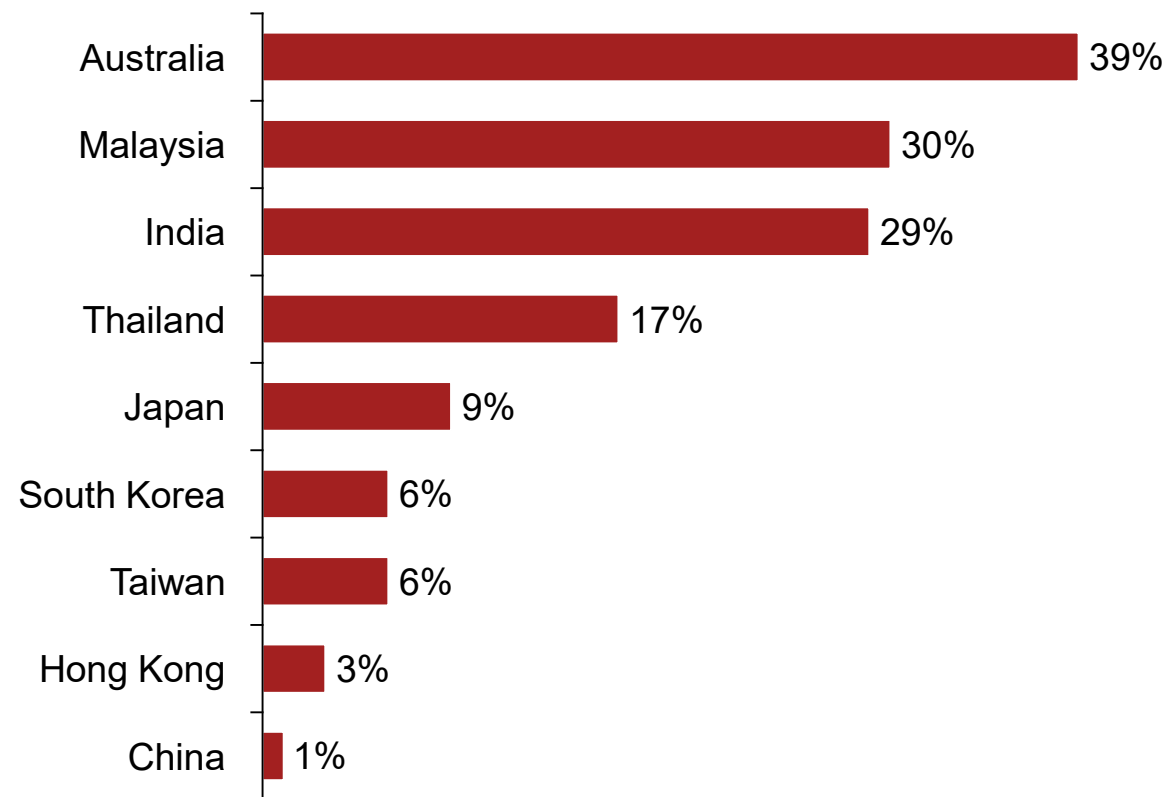
Companies with CDOs by region



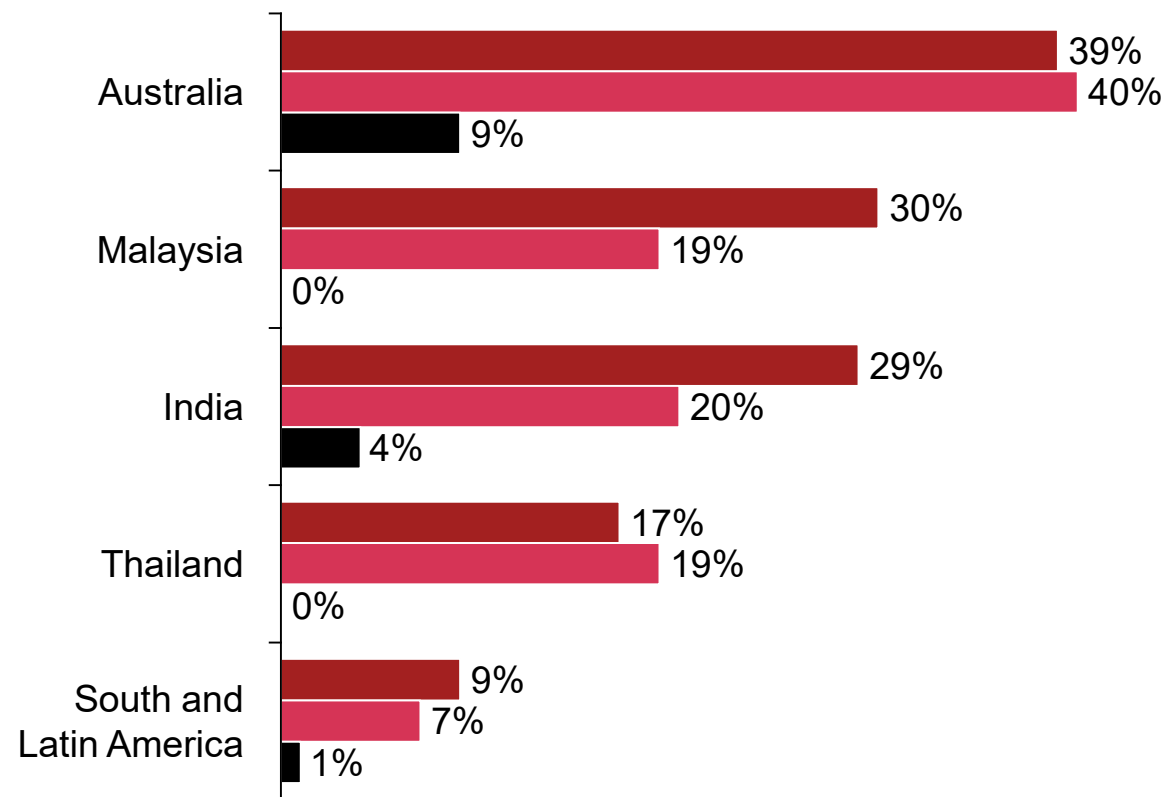
1) EMEA includes Europe, the Middle East and Africa. For further information on sample sizes see the methodology section.
Source: Strategy& 2019 CDO Study

In the Asia-Pacific region, Australia has the highest CDO ratio¹⁾

Companies in Asia-Pacific with CDOs



Top 5 countries

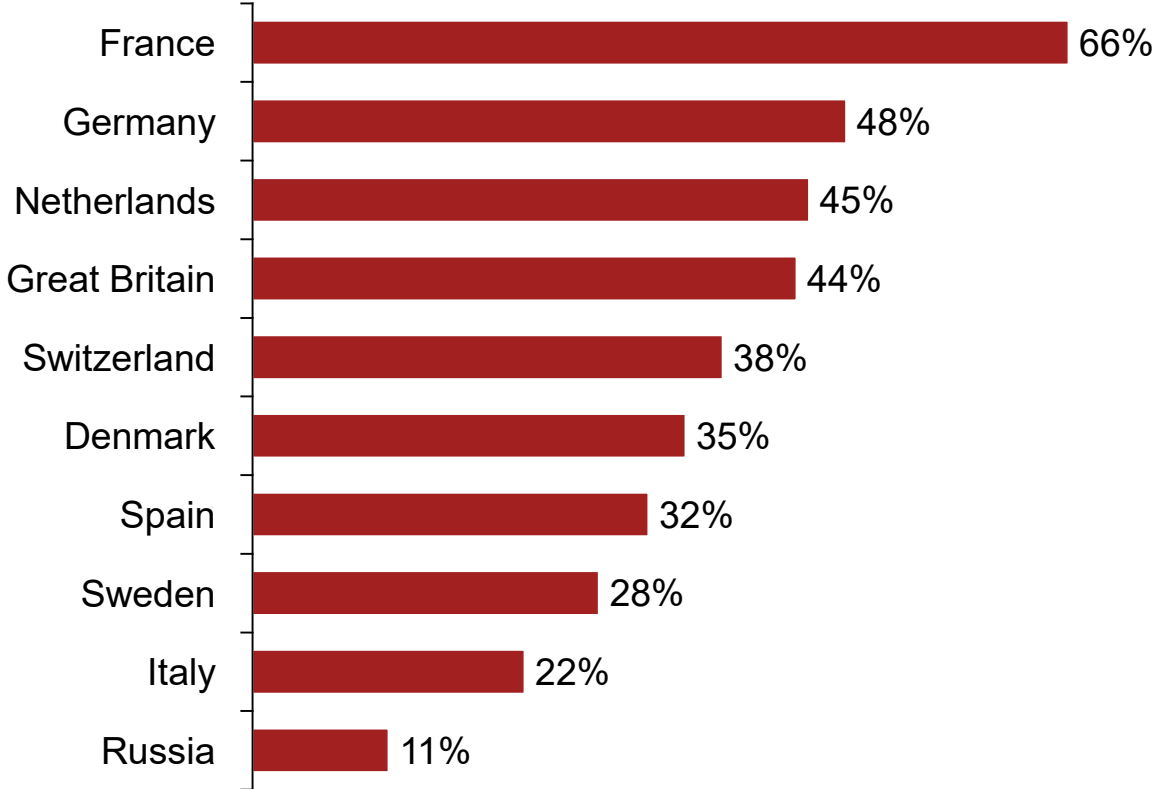


■ 2018 ■ 2016 ■ 2014

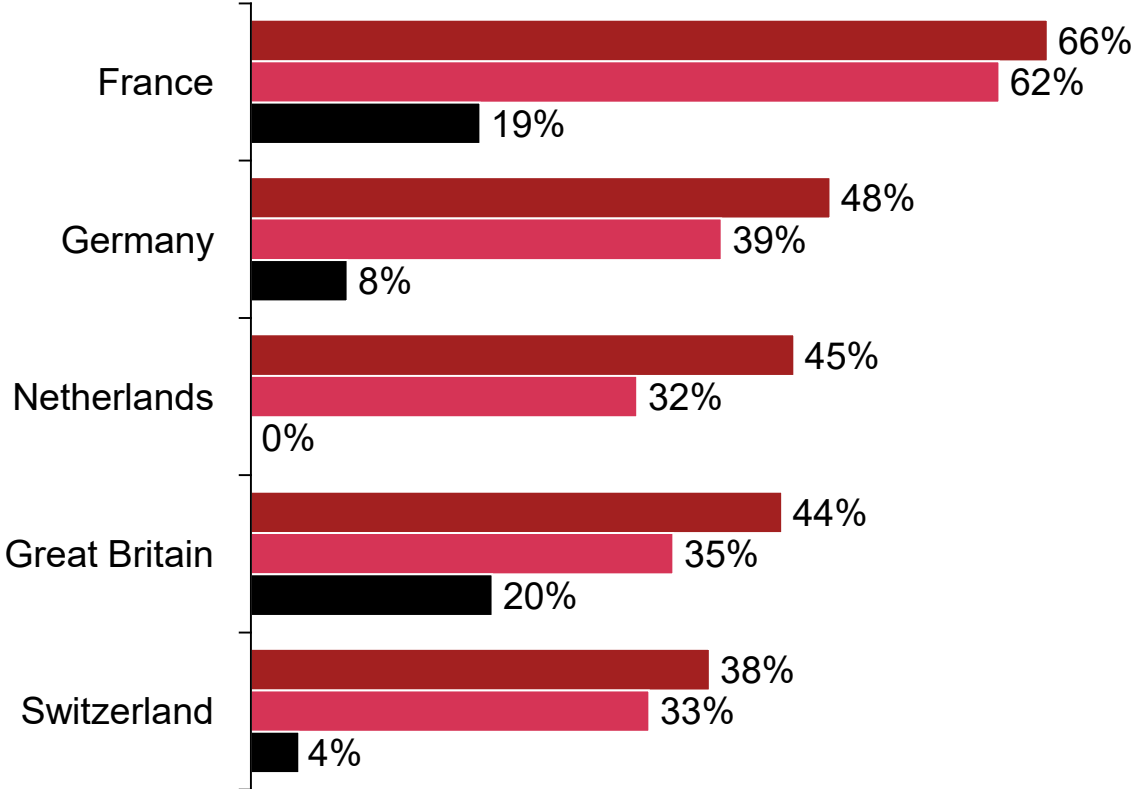
1) Only countries with a sample size of ≥ 20 companies are considered.
Source: Strategy& 2019 CDO Study

All European countries record a growth in CDOs¹⁾

Companies in Europe with CDOs



Top 5 countries

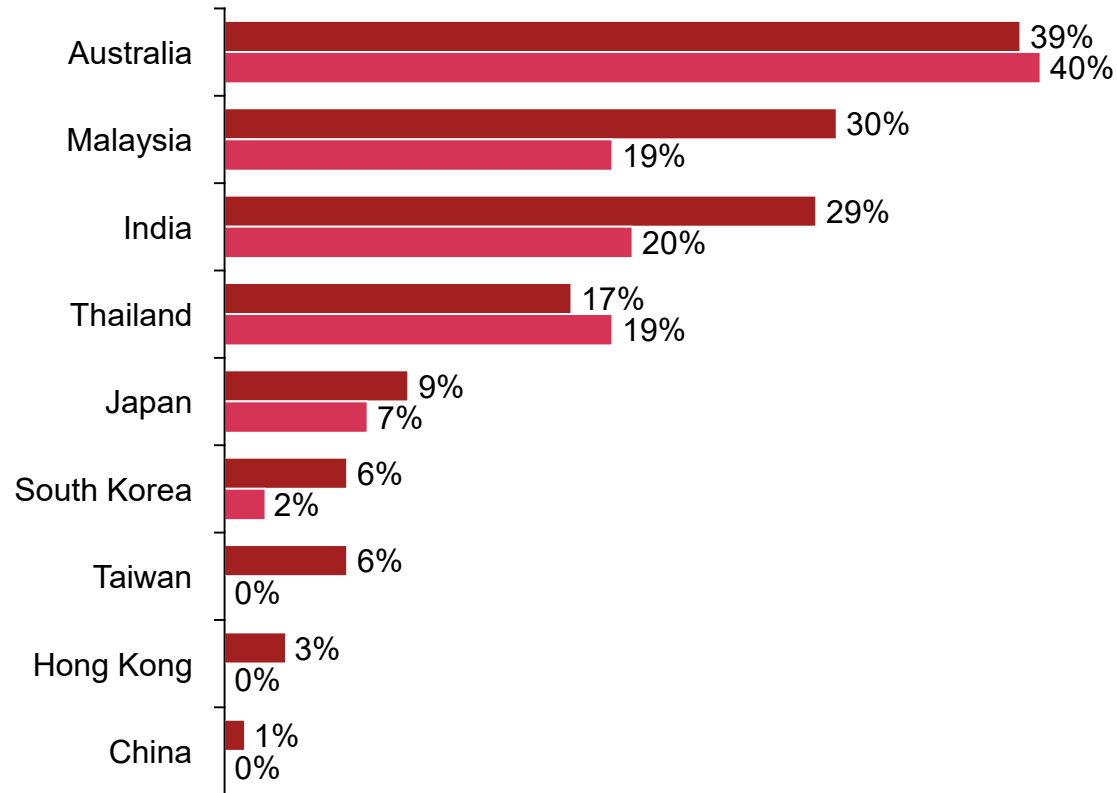


■ 2018 ■ 2016 ■ 2014

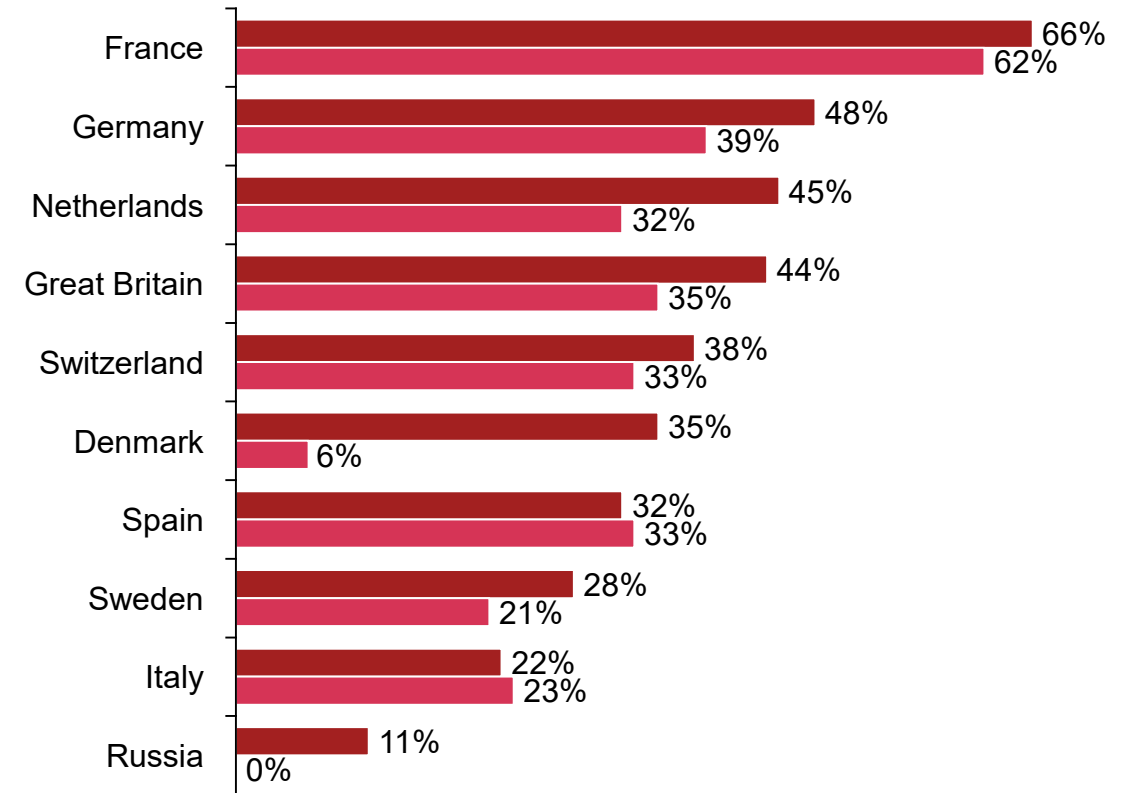
1) Only countries with a sample size of ≥ 20 companies are considered.
Source: Strategy& 2019 CDO Study

European countries are leading the pack¹⁾

Companies in Asia-Pacific with CDOs



Companies in Europe with CDOs

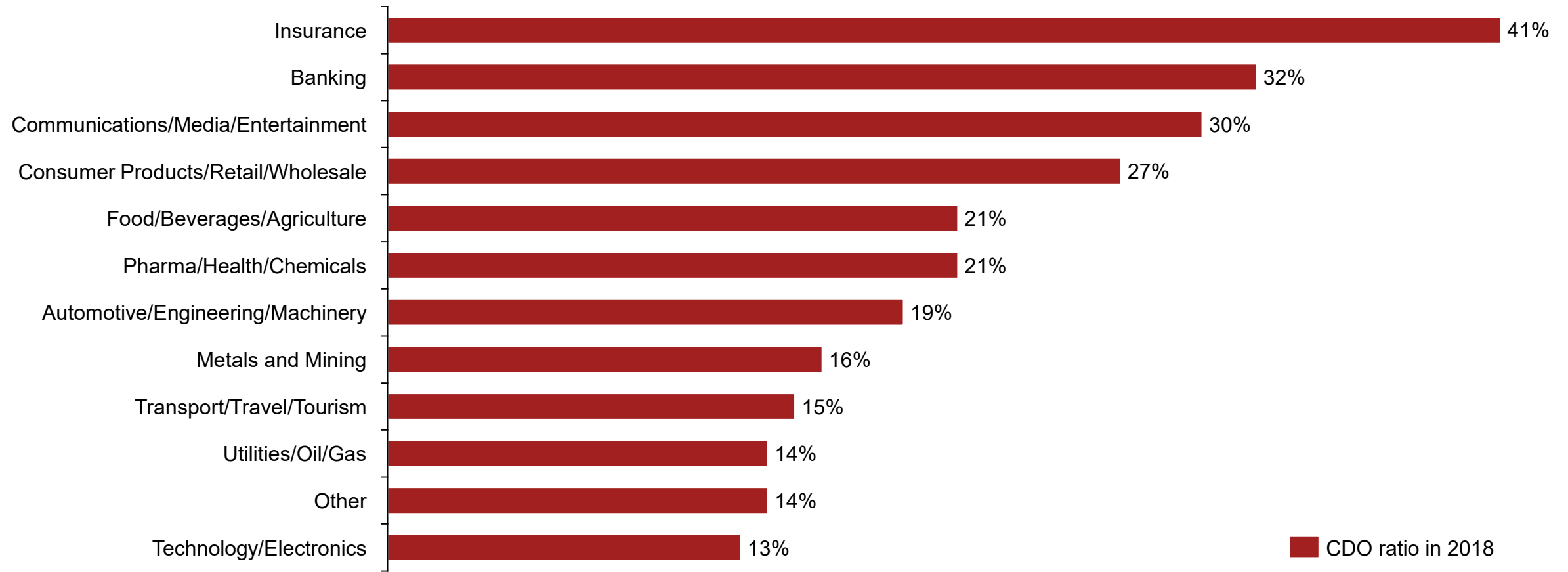


■ 2018 ■ 2016

1) Only countries with a sample size of ≥ 20 companies are considered.
Source: Strategy& 2019 CDO Study

Companies in financial services and entertainment industries have the highest CDO ratio

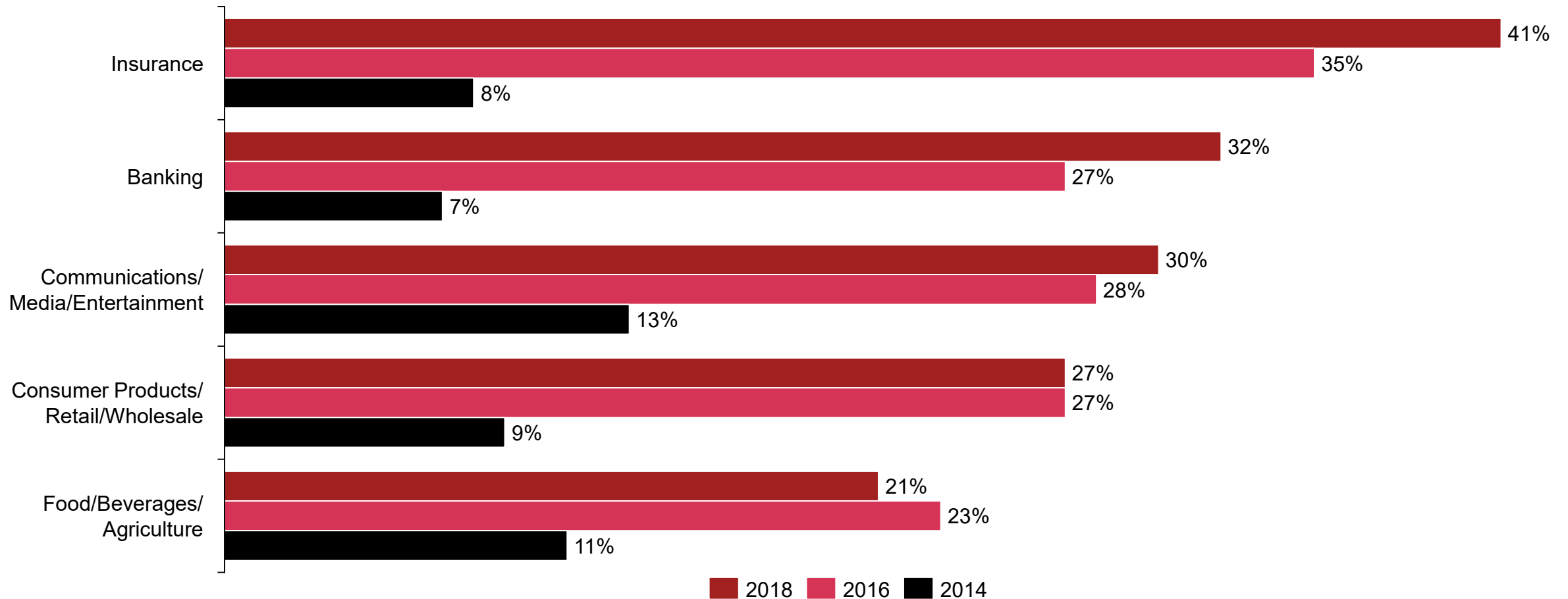
Percentage of companies with CDOs by industry¹⁾



1) Sample size of all companies = 2,500. For further information on sample sizes see slide 30.
Source: Strategy& 2019 CDO Study

This trend didn't change when looking at 3 years of data

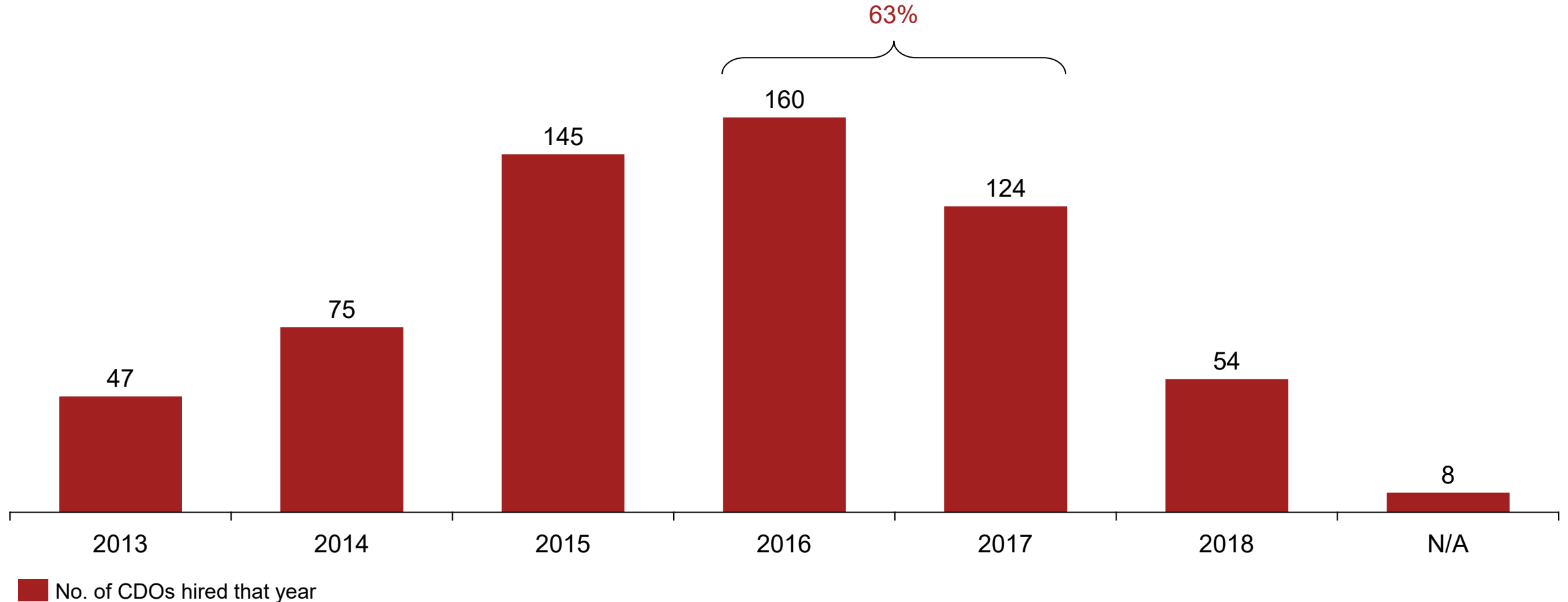
Percentage of companies with CDOs by industry¹⁾



1) Sample size of all companies = 2,500. For further information on sample sizes see the methodology section.
Source: Strategy& 2019 CDO Study

In 2016, hiring CDOs reached the peak

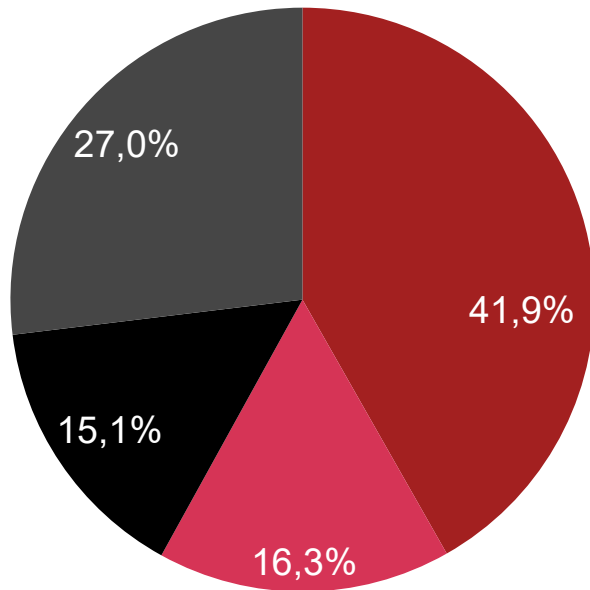
Number of CDOs hired over time



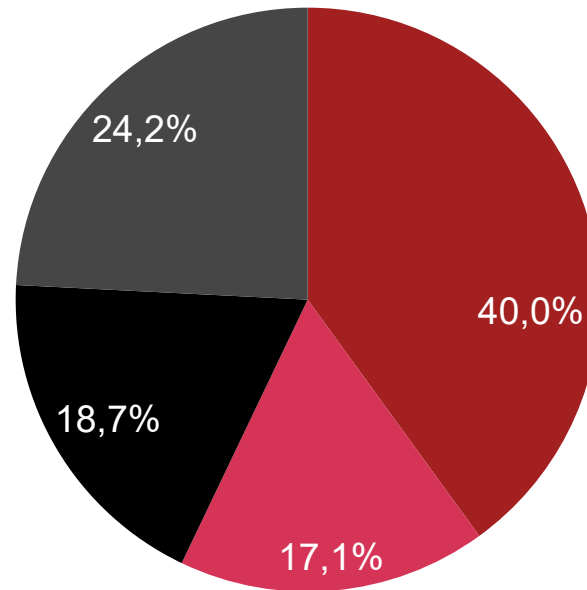
Individual CDO demographics

54% of CDOs are C-Suite members: Digital transformation becomes an integral part of the business strategy¹⁾²⁾

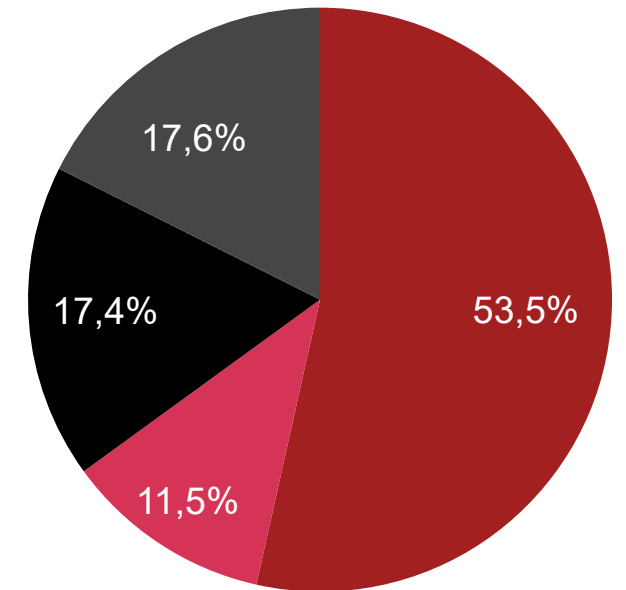
2014



2016



2018



■ C-level ■ Director ■ Vice President ■ Other

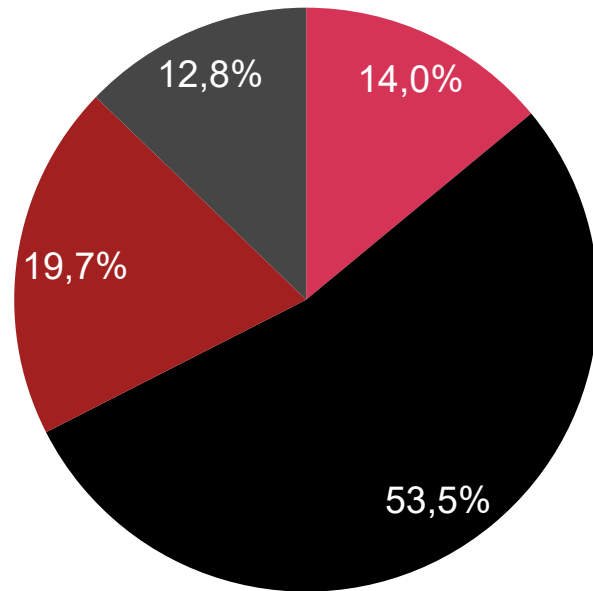
1) Sample size: 2018 n=536; 2016: n=475; 2014: n= 86.

2) Titles vary based on company.

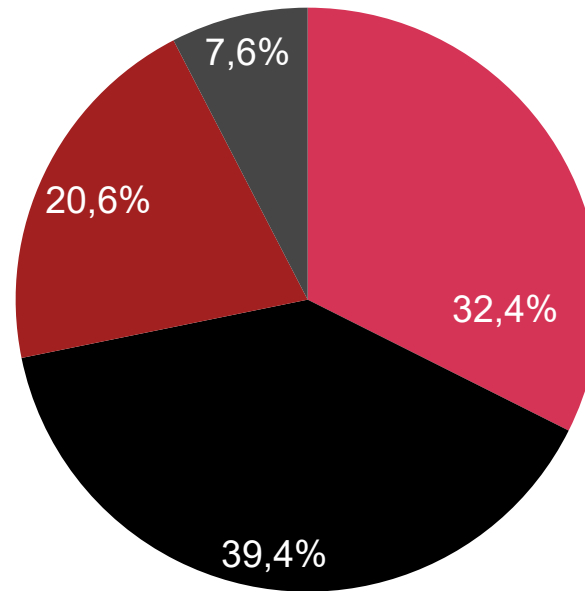
Source: Strategy& 2019 CDO Study

The number of CDOs with technology background has significantly increased in 2018¹⁾

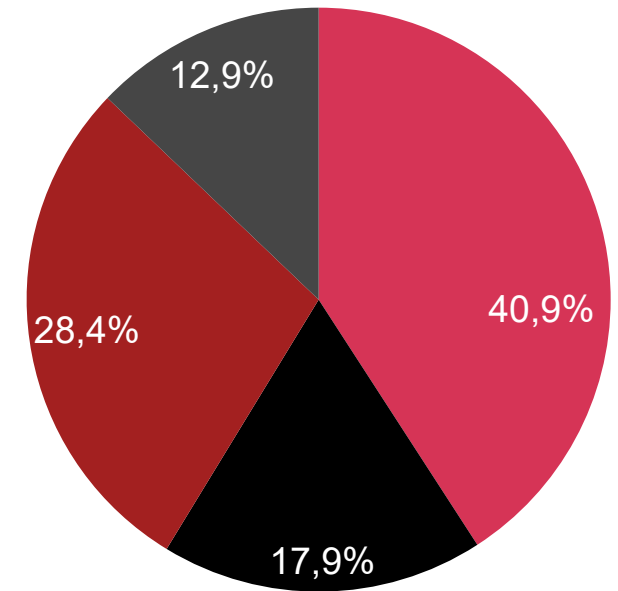
2014



2016



2018

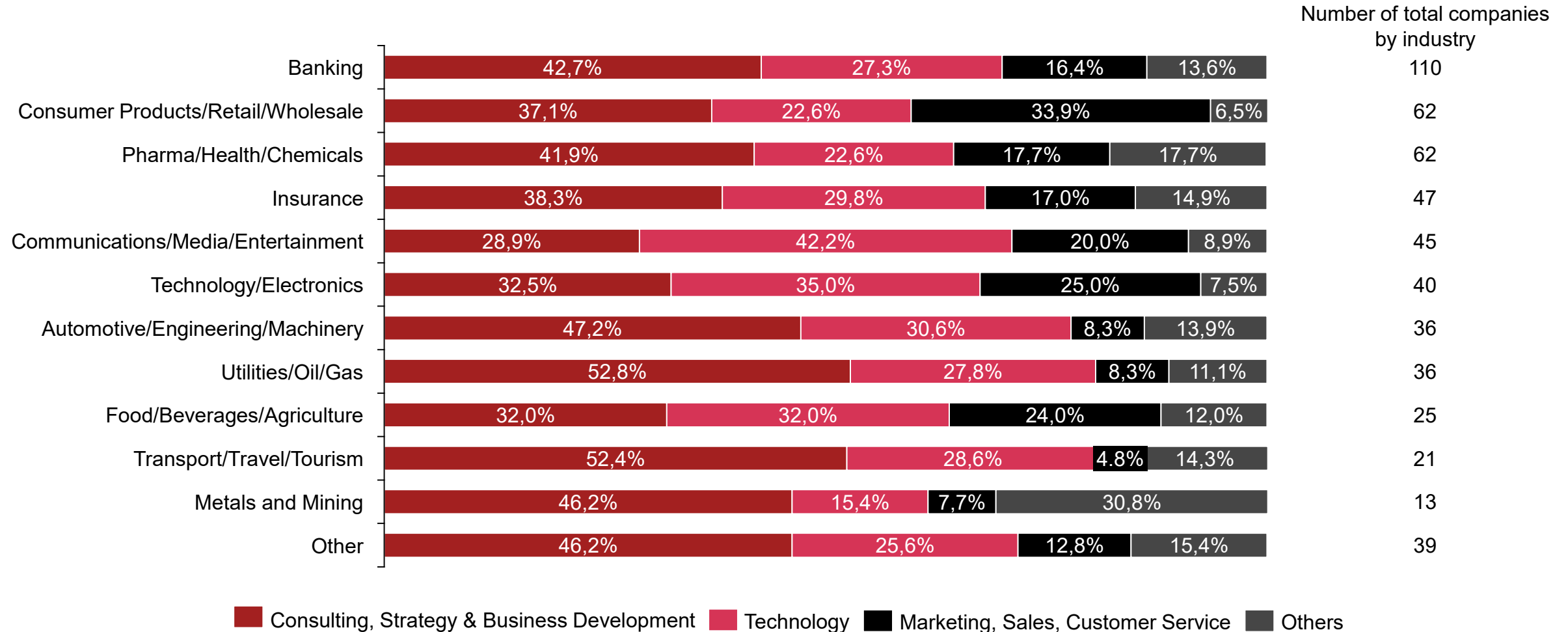


■ Consulting, Strategy & Business Development ■ Technology ■ Marketing, Sales, Customer Service ■ Others

1) Sample size: 2018: n=536; 2016: n=475; 2014: n=86.
Source: Strategy& 2019 CDO Study

Technology and Consulting, Strategy & Business Development backgrounds are dominant throughout the industries

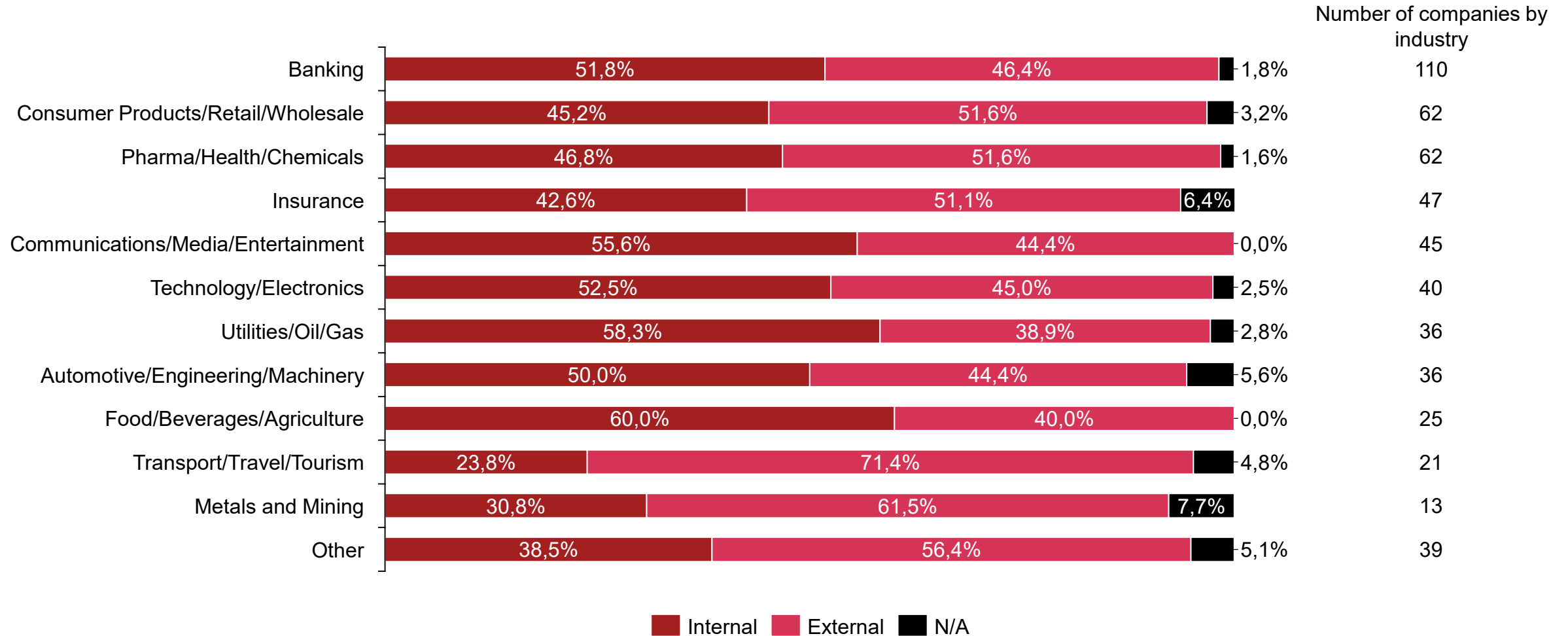
CDOs by background and industry¹⁾



1) Sample size: 2018 n=536.
Source: Strategy& 2019 CDO Study

External and internal hires vary by industry

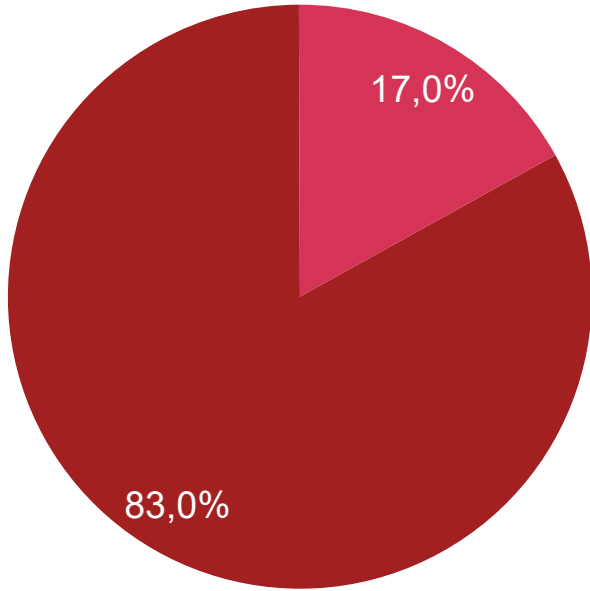
External vs. internal hires in percentage by industry¹⁾



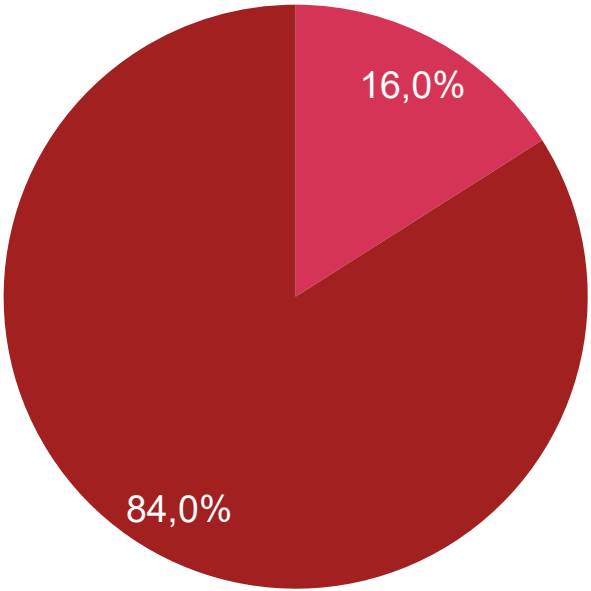
1) Sample size: 2018 n=536.
Source: Strategy& 2019 CDO Study

Compared to the last 4 years, less women are in C-Level CDO positions¹⁾

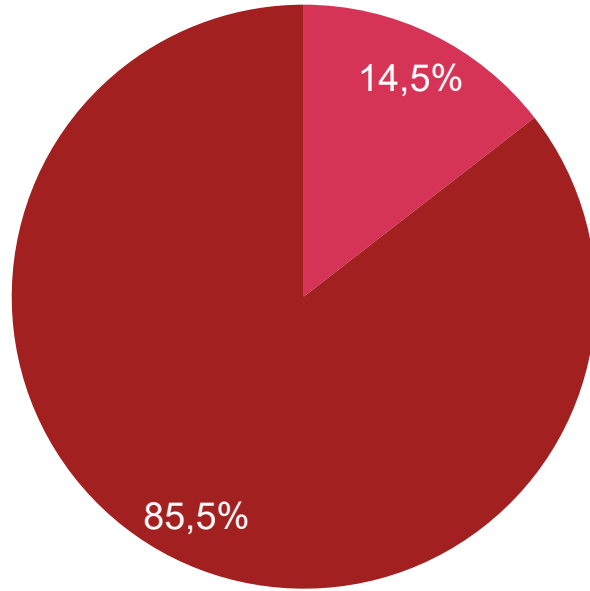
2014



2016



2018



Male Female

1) Sample size: 2018 n=536; 2016: n=475; 2014: n=86.
Source: Strategy& 2019 CDO Study

Methodology

Methodology

Definition of a Chief Digital Officer

In this study, the Chief Digital Officer (CDO) is defined as an executive, whose responsibility is to develop and implement the company's digital strategy. Independent of the title set by the firm, the function of a CDO is to lead the company throughout its cross-functional transformation to a digital enabled enterprise.

Population (n = 2,500)

- Global top 2,500 listed companies by market cap as of March 31st, 2018
- Holding companies without operating business excluded

Source for ranking

- Bloomberg

Sources to identify CDOs or equivalents

- Company/ Executive directories: Thomson Reuters, BoardEx
- Corporate homepages
- Business network platforms: LinkedIn, Xing
- Press databases: Factiva
- Internet search

Customized Strategy & classifications for

- Industry segments
- Geographic region
- CDO background
- Company market cap

