

2016 BAROMETER OF DIGITAL PRACTICES BY SIA PARTNERS, ECONOCOM AND IFOP: DIGITAL: FROM REVOLUTION TO IMPLEMENTATION

Paris, 4 October 2016 - For the second year running, Sia Partners, Econocom and IFOP have presented their unique, large-scale survey of the digital practices of organisations. Conducted with 400 people from 329 large French companies with over 500 employees, including 25 CAC 40-listed groups, this survey presents an unprecedented overview of the digital transformation of French companies. Conducted over a two-year period, it provides a valuable benchmark for future editions.

Over a two-year period,

Digital: the “new normal” to combat resistance to change

Digital is not just a buzzword, but is now perceived as the new standard which organisations cannot afford to ignore. In 2016, only 26% of companies believed the reason behind their digital transformation was just to keep up with trends (vs 32% in 2015).

A reflection of the shift from “must-have” to “must-do” in companies in 2016, **resistance to change was cited as the chief obstacle and came out as the number one issue to resolve in 2016 in order to speed up the digital transformation.** Lack of agility of the company was the second biggest obstacle cited, up from 6th place to 2nd place, whilst the ability to assess the ROI of projects was the 3rd biggest obstacle. **Security**, meanwhile, was something companies particularly focused on in 2016 and **dropped from 3rd to 7th place of the main obstacles cited.**

Bruno Grossi, Executive Director of Econocom, explained these changes thus: *“In 2016, the main obstacles cited were directly linked to the operational implementation of projects. Finally! The expectations and standards of company heads have increased considerably, which is proof that digital is not being incorporated enough – or fast enough – in the corporate world. In order to successfully implement their digital revolution, organisations have to rethink their economic models, organisations, operational processes, and customer and employee relations.”*

Data: the evolution/revolution is still in its infancy

Whilst data has emerged as one of the key challenges of the digital transformation, organised collection and intelligent exploitation of data had not yet been widely adopted by companies in 2016, unlike the issue of **security**.

According to **Isabelle Denervaud**, a partner of consulting firm Sia Partners: *“Where companies’ strategies are concerned, there’s a great diversity of profiles, ranging from a defensive position to a proactive one. **Four Data Player profiles were identified**, depending on how advanced they are in terms of data. In*

*the lead are the **Bold and Leading-edge** companies. 85% of these, which are advanced in all areas, have a Chief Data Officer. **Play-safe** and **Indifferent** companies, meanwhile, address data indirectly, via the Internet of Things.”*

Aside from the issue of security, a major focus for companies, organisations seen as capable of taking full advantage of their data are in the minority, particularly where data collection (9%), quality (12%) and processing (10 %) are concerned.

Outside the company: the new Eldorado of digital and innovation

This 2016 edition confirms that companies look mainly outside the company when looking for new digital talent (43% in 2016 vs 34% in 2015). Furthermore, more companies are turning to the ecosystem through partnerships with innovative companies or funding startups (1.8 times more than in 2015) and 63% say they have attended events on digital or innovation as a visitor, exhibitor or sponsor.

Digital adoption in 2016 was particularly evident in terms of employees’ own personal use or professional use with people outside the company: **in 2016, companies were ever more present on social media (83%)**, mainly on Facebook, but also on Twitter and LinkedIn. Employees, on the other hand, feel neglected, with digital training on the decline (barely 3 out of 10 companies, compared with 4 out of 10 in 2015 provide digital training) **and digital tools are considered more disappointing than in 2015** (only 16% of users find the digital tools supplied are easy-to-use, compared with 23% in 2015).

Organisations have implemented a number of digital initiatives, which are designed to **address two challenges:**

- Ensure a sustained technological transformation by including an “employee experience” dimension.
- Promote a strong culture of collective progress and adventure to overcome reluctance.

Whilst digital is increasingly becoming standard practice and the adoption of digital practices is now seen as key to maintaining a competitive edge, companies are already beginning to **explore new areas, such as the Internet of Things. Could this be a sign of the next digital revolution?**

About Sia Partners

Sia Partners assists 50% of CAC40 groups with their digital projects, from definition through to implementation. Since its inception in 1999, it has become France’s leading independent consulting firm. Co-founded by Matthieu Courtecuisse, Sia Partners employs 850 consultants and posted revenue of €115 million for 2015/2016. The group is present in 15 countries, with the United States as its second biggest market. At the end of 2013 Sia Partners’ Digital Transformation teams published the Digital Strategies Observatory, an analysis of companies’ digital trajectories. Since 2015, the observatory has featured two parts: the quantitative part – the Barometer of Digital Practices presented here – in partnership with Econocom and IFOP, and a qualitative part, consisting of case studies, in partnership with AccorHotels, Econocom and Orange. In addition, this year Sia Partners began assisting its clients with their Data Science projects via a dedicated practice which offers innovative solutions covering all the uses of Data Science techniques: Data Acquisition & Data Management, Data Modelling and Data Visualization.

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About Econocom

Econocom designs, finances and oversees companies' digital transformation. With over 9,000 employees in 19 countries and revenue in excess of €2.3 billion, Econocom has all the requisite abilities to ensure the successful implementation of large-scale digital projects: consulting, sourcing and technology management & financing of digital assets, infrastructure, application and business solution services, and project financing.

The Econocom Group share (BE0974266950 - ECONB) has been listed on the Euronext NYSE in Brussels since 1986 and is part of the BelMid and Tech40 indices.

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About IFOP

A pioneer in the polling and marketing studies market for the past 75 years, IFOP (the *Institut français d'opinion publique*) is now one of the leaders in its field. Specialising in 6 areas (Company Opinion & Strategies, Consumer & Beauty, Services, Media & Digital, Healthcare and Luxury), IFOP creates value for its clients by gathering reliable, quality information and giving it meaning and perspective. It assists them in defining and coordinating their company strategy by providing an operational, forward-looking vision that will enable them to anticipate social changes and market trends.

It's with this same pioneering spirit that IFOP develops its cross-disciplinary expertise with its InCapsule by IFOP division and its Customer Relations, Major Survey and Panels department.

A company with a strong client focus, IFOP operates in around fifty countries all over the world, via its three branches in Paris, Shanghai and Hong Kong. It currently reports revenue of €40 million and employs over 200 people.

For further information: www.ifop.com

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