

Charting the Journey to Value: Harnessing Technologies for Sustainable and Resilient Growth

Asia Pacific Business Value Council



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Executive Summary

In recent years, the fragility of businesses and society has emphasized the need to redefine priorities, focusing on resilience and sustainability. To address challenges like inflation, recession, talent shortages, and supply chain disruptions, organizations must prioritize value and adapt to ongoing uncertainty. IBM commissioned an IDC survey of large organizations across 17 industries and six countries in the Asia/Pacific (AP) region*. The 600 organizations were benchmarked according to IDC's Journey to Value framework in six key areas: strategy and governance, customer experience, innovation, operations, workforce, and technology.

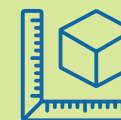
Key statistics

- ▶ **71%** of AP organizations struggle to drive transformational business value from digital investments. Only **6%** are driving transformational value.
- ▶ **47%** have established basic capabilities and near-term departmental strategies to drive joint external value. Conversely, **24%** are still predominantly focused on internal financial value and metrics; digital investments are short-sighted and narrowly defined.
- ▶ Singapore leads AP with **40%** of organizations advanced in driving business value, higher than the AP average of **29%**. Australia follows closely, while Indonesia takes the last place.
- ▶ Banking, financial services, and insurance (BFSI) is the most progressive in most markets, while none of the manufacturers in China, South Korea, and Indonesia seem to have reached an advanced stage of maturity yet.
- ▶ AP organizations perform best in strategy and governance but execution is hampered mainly by the inability of technology architecture to support rapid business changes (**46%**) and applying traditional approaches which do not permit agility and adaptability (**41%**).
- ▶ Limited skills and capabilities (**49%**) and scaling digital innovation efforts (**48%**) are the top challenges in innovation and driving continuous value

This IDC InfoBrief provides a snapshot of the benchmark results and IDC's recommendations on what organizations can do to progress in their business value transformation journey.

Special feature from the Asia Pacific Business Value Council: Check out the collective experience and insights from senior business leaders of some of the region's biggest names in their industries: Allo Bank, HSBC, Indosat, UltraTech Cement and Jabil.

IDC Prediction



By 2024, about **35%** of Asia-based organizations will adopt new success metrics to track and measure customer value creation's internal and external flows.¹

Source: ¹IDC FutureScape: Worldwide Future of Customer Experience 2023 Predictions — Asia/Pacific (Excluding Japan) Implications

*See Appendix

71% of AP organizations are still in the early stages of maturity

The majority of AP organizations are just beginning their business value journey, with 24% at stage 1, Foundational (see Figure 1). They focus on internal financial value and metrics, with digital investments largely characterized as short-sighted and narrowly defined.

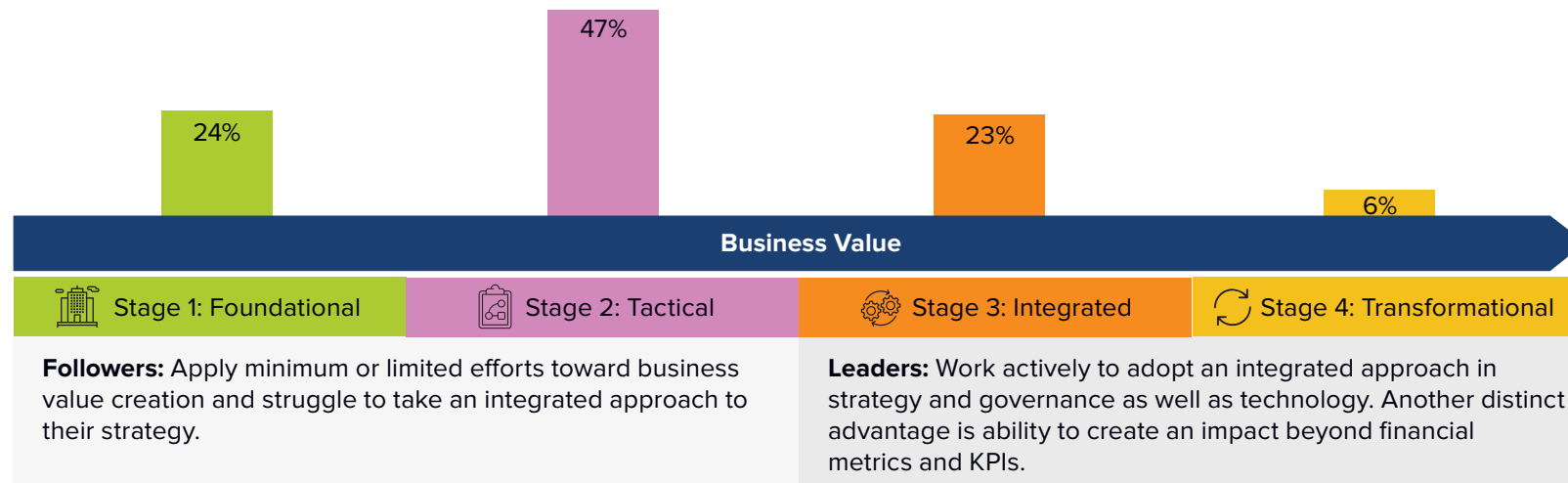
At stage 2, Tactical, 47% of organizations have basic capabilities and near-term departmental strategies to drive joint external value.

In contrast, their more mature peers in stage 3, Integrated, have a centralized strategy and an integrated technology roadmap to actively measure internal and external impact. They use well-defined metrics to measure internal and external value.

Only 6% are at the most advanced stage of driving transformation value.

Progression to the next level of maturity requires a deliberate commitment across the organization. This creates a gap between organizations in Foundational and Tactical (i.e., Followers) and organizations in Integrated and Transformational (i.e., Leaders).

Figure 1: State of maturity of AP organizations



Source: IDC-IBM Business Value Council (APJ, n=600)



AP organizations struggle the most with scaling innovation and CX

When assessing the AP organization across the six dimensions, it becomes apparent that they excel in strategy and governance, scoring 2.45, while their performance in continuous innovation, scoring 1.87, is less optimal, as shown in Figure 2.

The struggle for continuous innovation

Within the six dimensions, continuous innovation recorded the lowest scores among both Leaders (2.87) and Followers (1.71). Followers lack systematic processes to drive continuous innovation, resulting in uncoordinated investments and siloed islands of innovations using different technology platforms.

Departments or business units often initiate innovation projects without effective coordination, resulting in the inability to scale without a uniform and integrated project architecture.

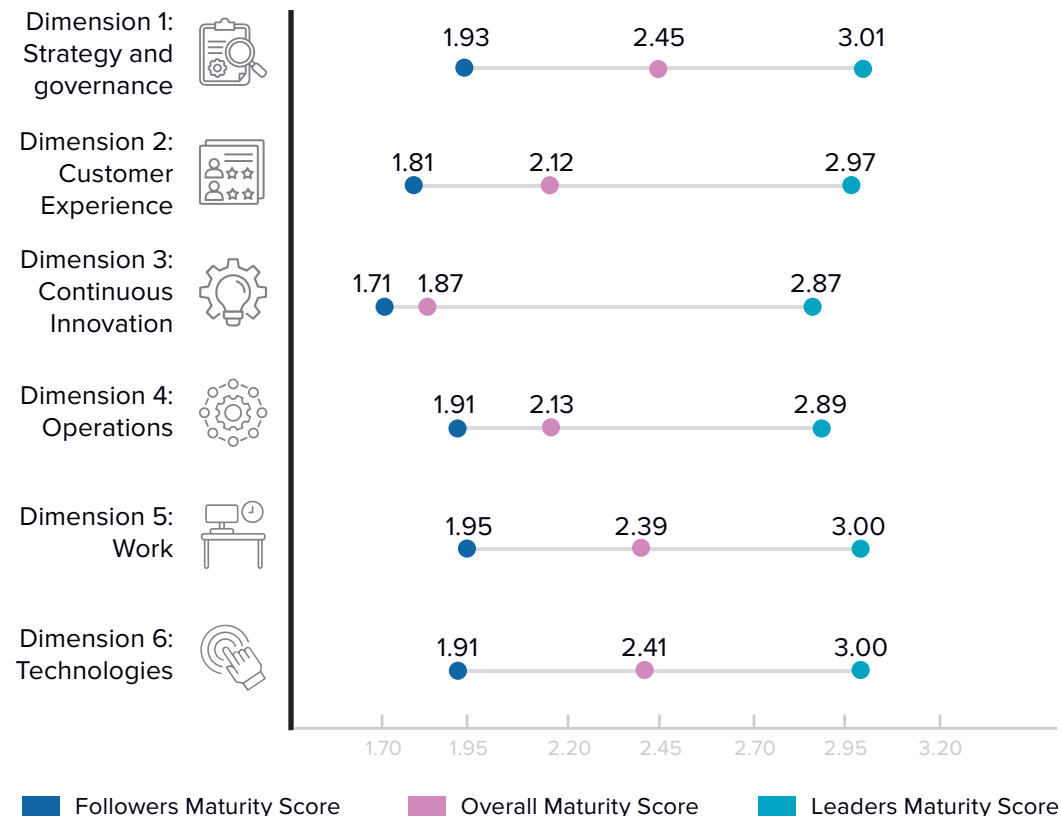
CX challenges in AP organizations

In the area of CX, AP organizations showed the second-lowest level of maturity. Over 73% are in the early stages of creating business value, struggling to deliver consistent CX value across operations.

33% provide limited customer responses due to data siloes and limited customer intelligence. While 40% track and measure customer satisfaction, their reactions to market changes and evolving customer needs remain predominantly reactive

The key reason causing this is the misalignment between IT department, such as productivity and efficiency, and line of business (LOB) metrics: Net promoter score (NPS) and customer satisfaction (CSAT).

Figure 2: Dimensional analysis — comparison of the overall AP pool: Leaders and Followers



Source: IDC-IBM Business Value Council (APJ, n=600)

Singapore leads the pack with 40% leaders, surpassing AP average of 29%

All countries are at the Tactical stage, with Singapore, followed by Australia, being the most advanced and on the cusp of becoming a Leader (see Figure 3).

Singapore takes pole position with 40% of organizations in the Leaders category, ahead of Australia's 37% and way ahead of the region's average of 29%. Singapore organizations are advanced in digitalization and customer value creation, with 11% more organizations in the Integrated and Transformational stages than the AP average. The majority of organizations excel in strategy and governance, scoring the highest among all countries. However, they struggle to scale continuous innovation although still outpace other countries.

Indonesia is the poorest performer, with 87% of organizations categorized as Followers and 40% in the Foundational stage. Like the rest of the region, Indonesia grapples with continuous innovation due to IT skills shortages, delayed cloud adoption and legacy technology architecture.

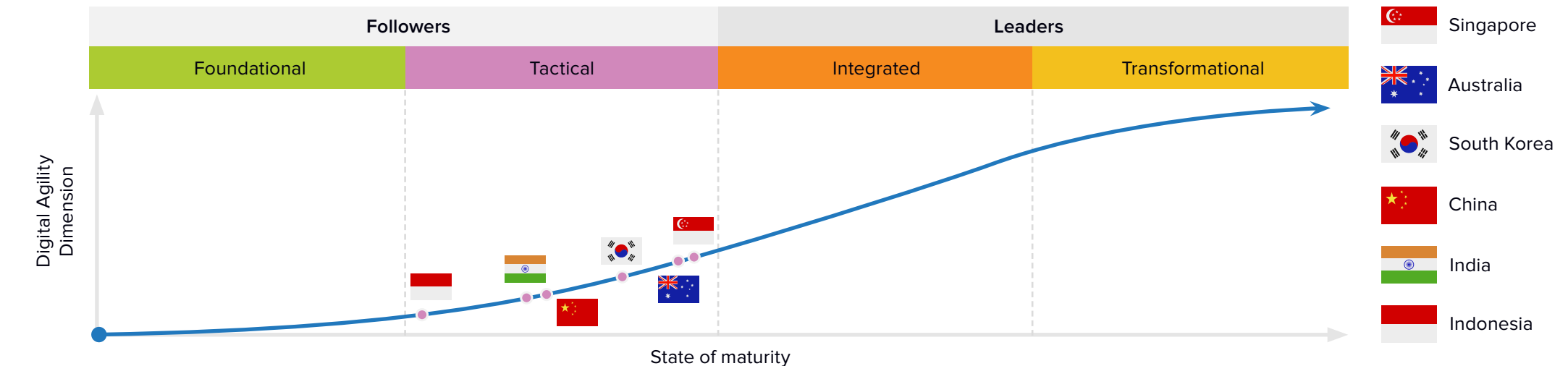
Mixed profile in China and India

China and India display a mixed profile, with over 70% of organizations in the Foundational and Tactical stages. India has a marginally higher percentage of Leaders.

The talent shortage in AP

Governments, like in Singapore, offer grants and incentives for upskilling and reskilling, especially in IT roles. Organizations are encouraged to adopt a balanced hiring approach, valuing technical skills, soft skills and broader capabilities.

Figure 3: State of maturity of countries



Source: IDC-IBM Business Value Council (APJ, n=600)

BFSI is at the forefront while transport and logistics severely lags behind

The banking, financial services and insurance (BFSI) industry, ahead in technology and cloud adoption, takes the lead in driving business value. Banks rapidly embrace digital transformation, including generative AI in customer service, viewing technology as an innovation enabler, not a cost center.

IDC Prediction



By 2026, **40%** of AP organizations' revenue will be generated from digital products and services.¹

Retail, hospitality and wholesale industries closely follow due to pandemic-driven shifts toward hybrid and remote modus operandi, necessitating reliance on digital applications and solutions.

Telco, media and entertainment are further behind, with media and entertainment leading due to the surge in streaming consumption. IDC predicts this trend will continue to rise.

In manufacturing, business-to-business-to-consumer manufacturing organizations, especially in automotive and utilities, are more advanced in business value maturity than business-to-business (B2B) entities. Industries reliant on physical products and latecomers to DX, including transport and logistics, resource and construction, rank lowest in business value maturity. These industries have limited digital revenue and leverage innovative technologies the least. Construction ranks lower than resources in maturity level.

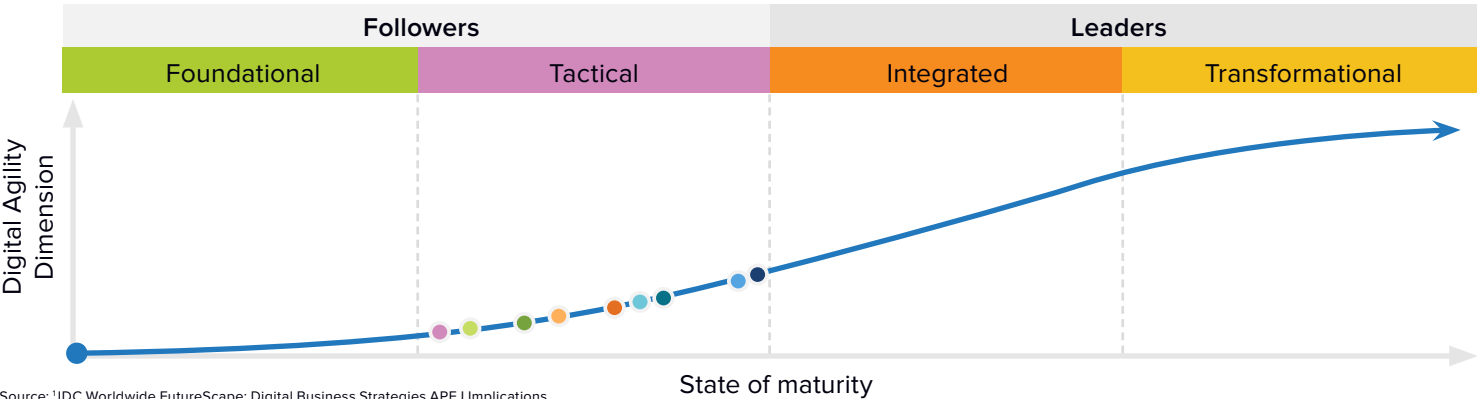
Commonalities among advanced industries:

- Embrace early adoption of DX
- Quickly adapt to remote/hybrid business models
- Recognize technology as an enabler rather than a cost


Commonalities among laggard industries:

- Late to DX
- Generate revenue from physical products
- Employ innovative technologies to a limited extent


Figure 4: State of maturity of industries




Source: ¹IDC Worldwide FutureScape: Digital Business Strategies APEJ Implications
IDC-IBM Business Value Council (APJ, n = 600)




BFSI




Energy




Retail, hospitality, wholesale




Manufacturing



Telco, media, entertainment




Resource and construction



Professional service



Transport and logistic



Life sciences



Singapore leads AP in maturity, the majority of Leaders from telco, media and entertainment, professional services and BFSI

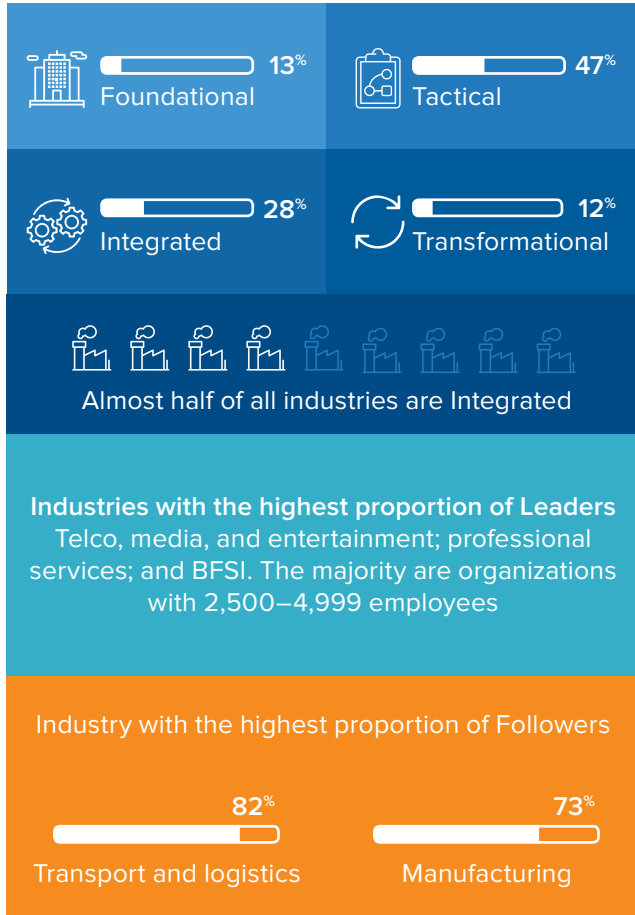
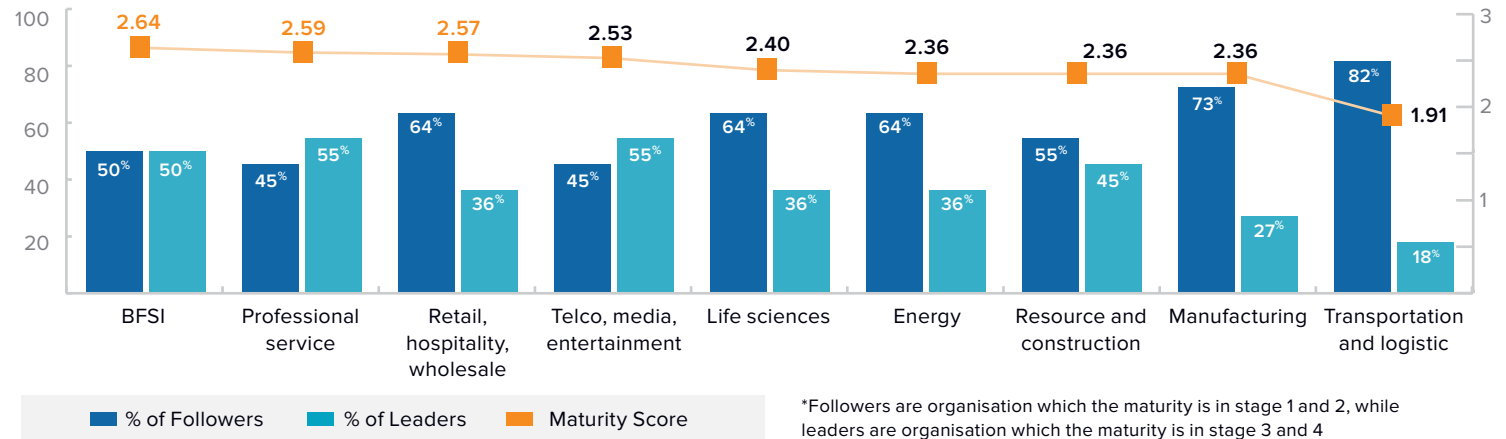


Figure 5: State of maturity of industries in Singapore



Challenges and advancements

- Transportation and logistics and manufacturing which derive most of their income from non-digital products and services have the highest proportion of Followers, dominated mainly by organizations with 5,000 employees and above.
- Despite scoring the highest amongst its AP peers, Singapore organizations struggle the most with driving continuous innovation at scale. The greatest impediments include technology architecture and ineffective change management, challenging operationalizing innovation. Singapore excels in strategy and governance and technologies dimensions, achieving the highest regional scores for both.

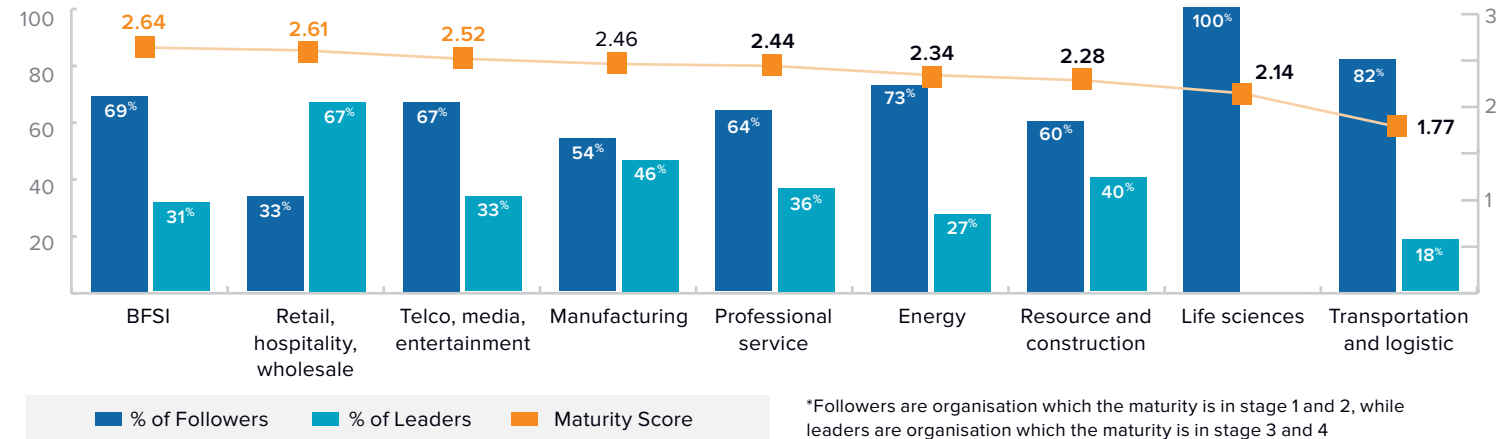
Source: IDC-IBM Business Value Council (APJ, n = 600)



Australia is second-most mature, with the highest number of Leaders from retail, hospitality and wholesale



Figure 6: State of maturity of industries in Australia



Challenges and advancements

- Australia's BFSI has a similar maturity score of 2.64 as Singapore but has 31% of Leaders compared to Singapore's 50%.
- The highest proportion of leaders come from retail, hospitality and wholesale, followed by manufacturing, resources and construction, and life sciences.
- Similar to Singapore, Australia organizations excel in strategy and governance and technologies.
- Its top challenge is scaling continuous innovation due to a lack of internal and external collaboration and having legacy technology architecture.

Source: IDC-IBM Business Value Council (APJ, n = 600)



South Korea highest number of Leaders are in energy and BFSI

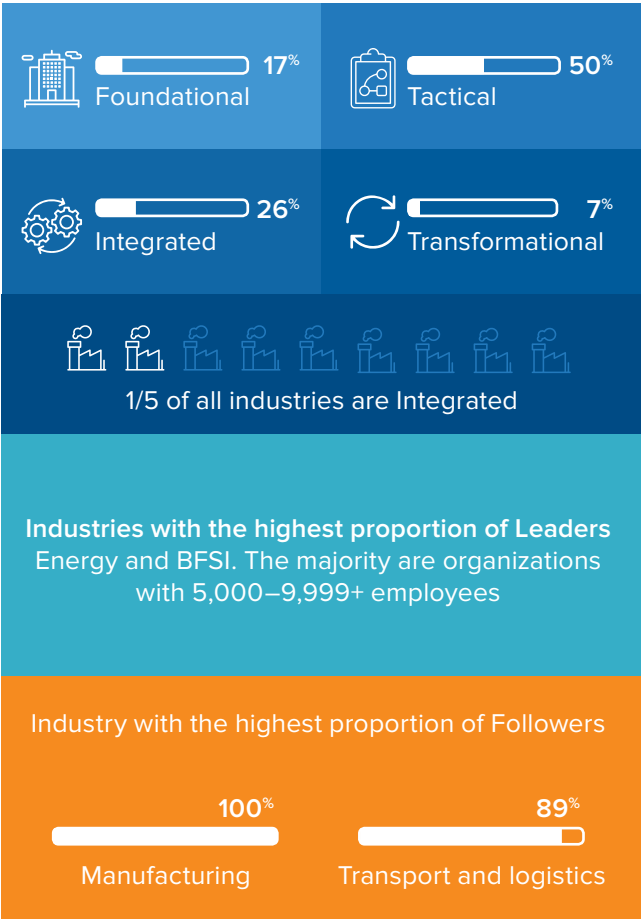
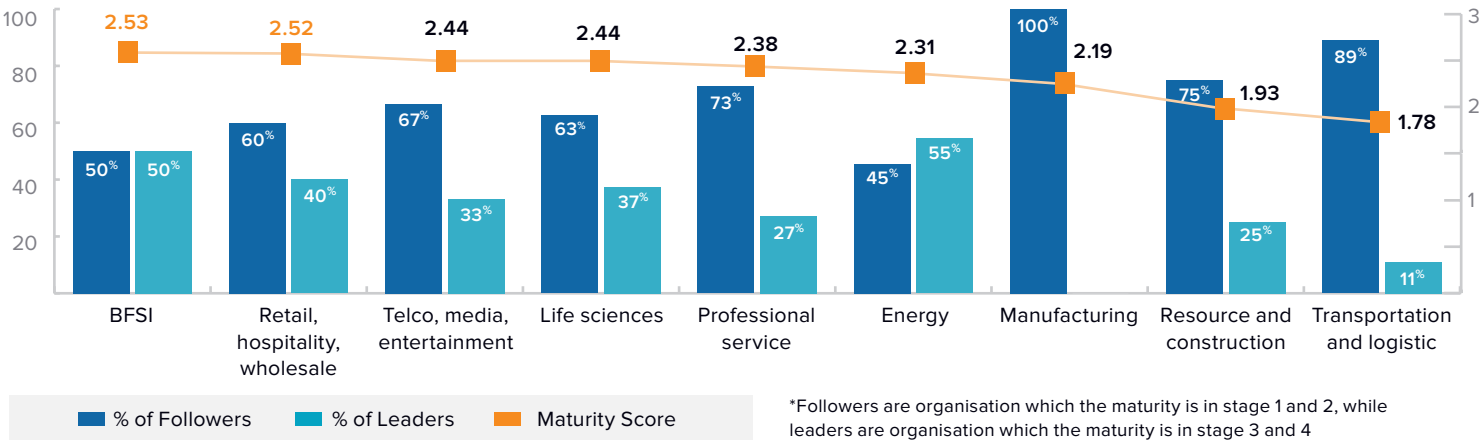


Figure 7: State of maturity of industries in South Korea



Challenges and advancements

- The highest proportion of Leaders are from the energy and BFSI industries.
- Manufacturing has 100% Followers, trailed by transportation and logistic at 89%.
- South Korea organizations struggle the most with continuous innovation, mirroring Singapore and Australia. They are impeded most by the lack of skills and capabilities to drive value-based innovation and their legacy technology architecture.
- South Korea organizations scored well in the strategy and governance dimension but fall behind Singapore and Australia. Challenges include ineffective coordination among key stakeholders, the absence of a value-centric center of excellence, and outdated metrics and KPIs focused on financial performance.

Source: IDC-IBM Business Value Council (APJ, n = 600)



All industries in China are Followers, manufacturing, resources and construction have 100% Followers

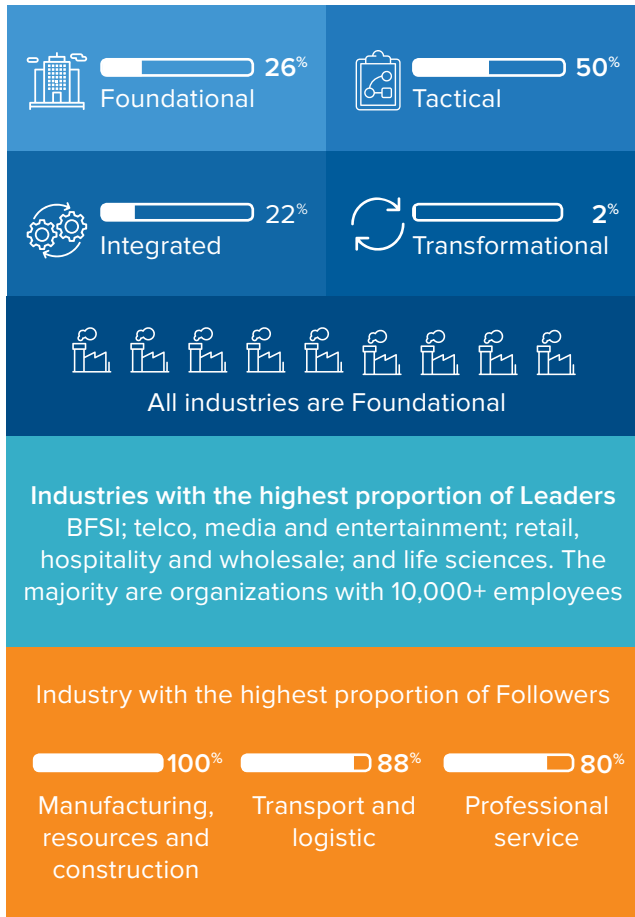
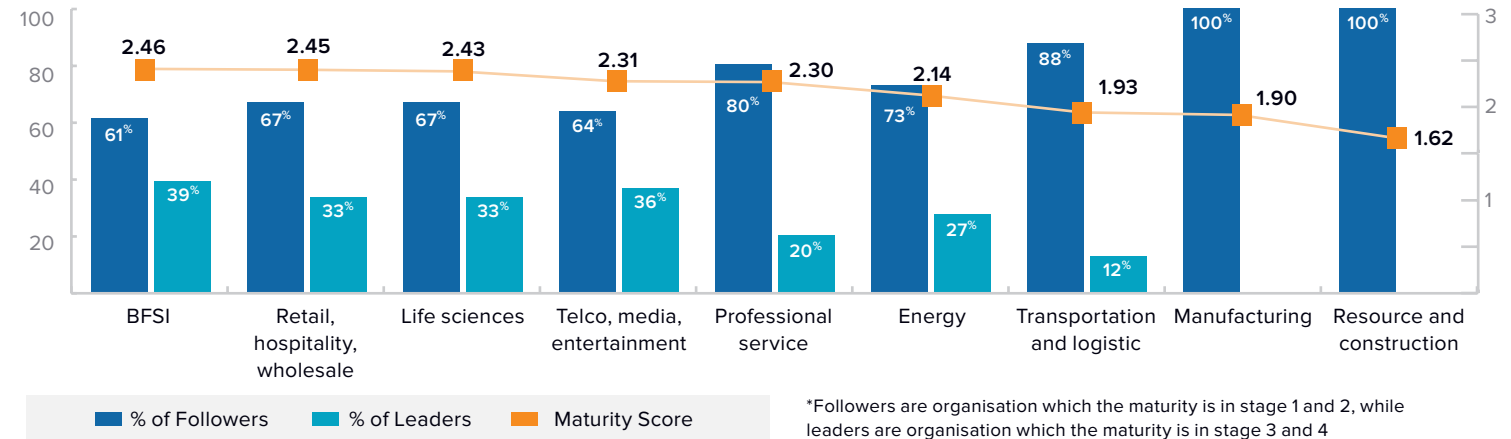


Figure 8: State of maturity of industries in China



Challenges and advancements

- Like the rest of AP, organizations in China struggle the most with driving continuous innovation. The primary impediments are ineffective change management and legacy technology architecture.
- China organizations do well in the strategy and governance dimension but fall behind South Korea.
- China's manufacturing, resources and construction industries are 100% Followers. This is surprising considering that these are its biggest revenue-generating industries.
- Biggest challenges include employing traditional approaches, legacy technology architecture, and the adoption of outdated metrics and KPIs that are financial performance-focused.

Source: IDC-IBM Business Value Council (APJ, n = 600)



India has slightly more Leaders than China. Six out of nine industries have over 80% of Followers

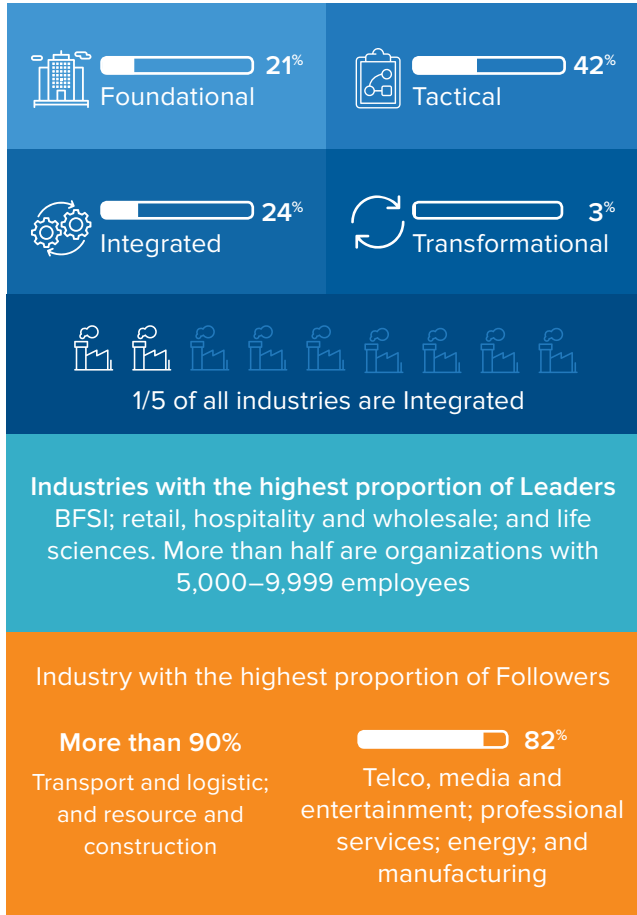
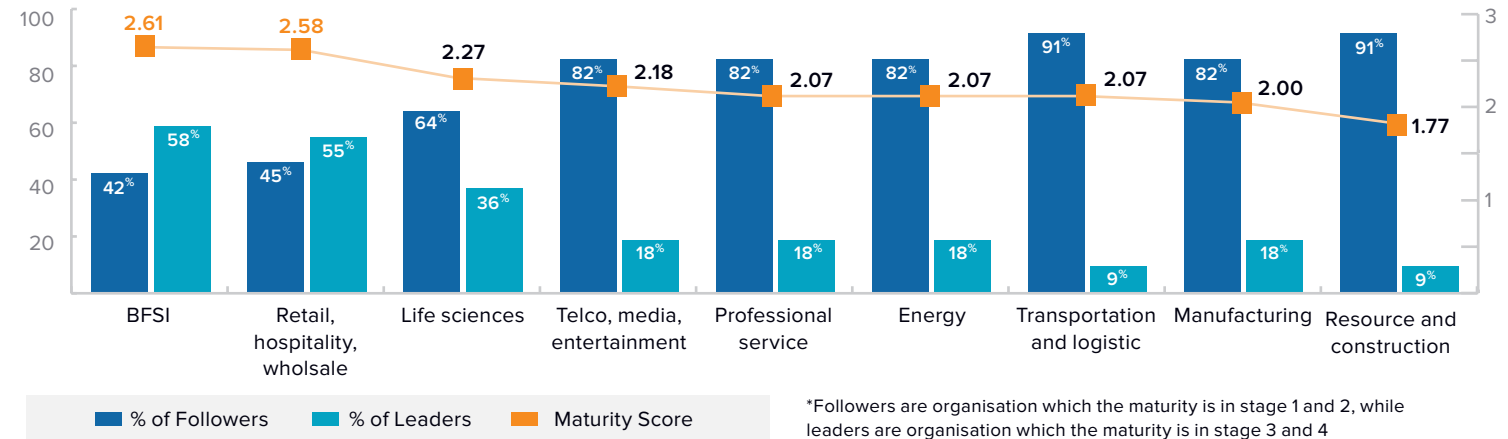


Figure 9: State of maturity of industries in India



Challenges and advancements

- More than a third of India organizations are at the Foundational stage, but it has a higher proportion of Leaders than China.
- Like its regional peers, India organizations struggle the most with continuous innovation. The lack of skills and capabilities and the absence of a value-centric center of excellence impede them.
- Despite lagging behind regional peers, India organizations excel in the work and technologies dimensions.

Source: IDC-IBM Business Value Council (APJ, n = 600)

Indonesia has highest Followers in the region, all industries are Followers

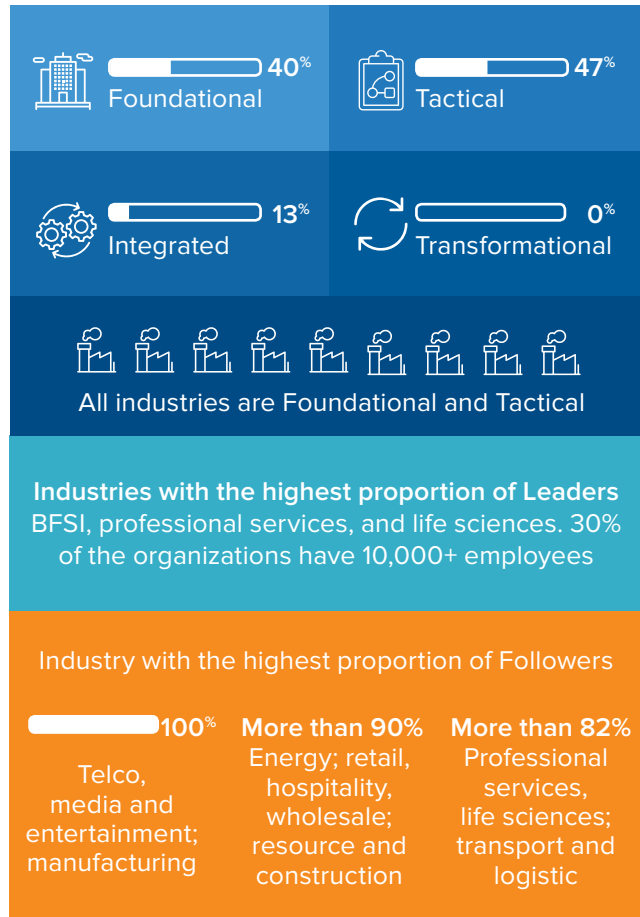
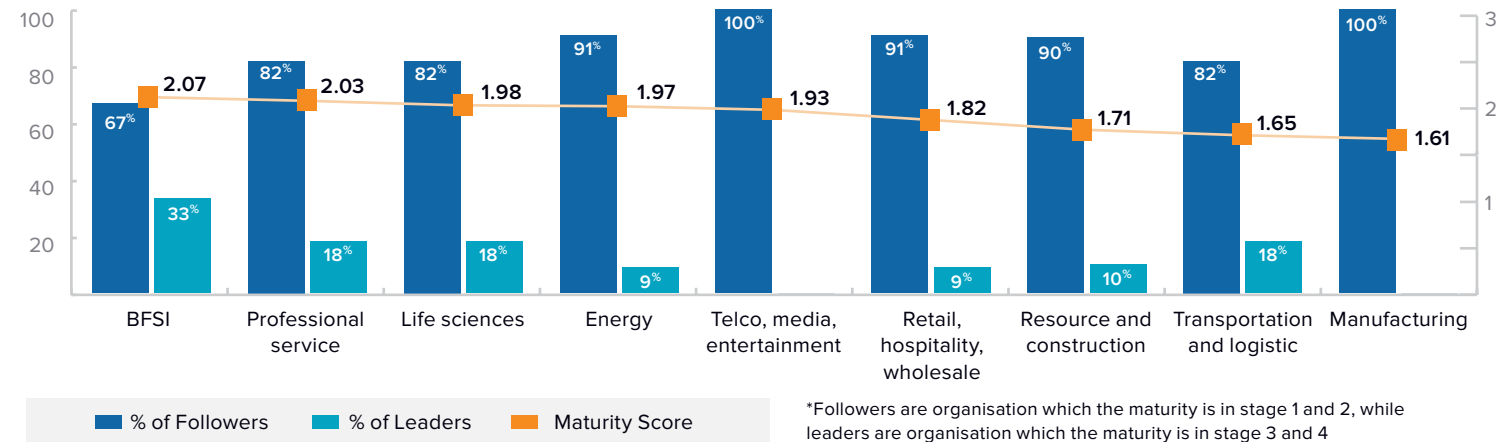


Figure 10: State of maturity of industries in Indonesia



Challenges and advancements

- All industries are in the Tactical and Foundational stages. The highest proportion of Followers are from telco, media and entertainment and manufacturing, both 100% Followers; trailed by energy, retail, hospitality, and wholesale; and resources and construction
- Indonesia organizations struggle the most in continuous innovation compared to their AP peers. A lack of IT skills and capabilities and limited internal and external collaboration for innovation hinder them the most.
- Indonesia organizations also score the lowest among peers in the strategy and governance dimension. There is potential for them to improve through modern approaches, improved coordination among key stakeholders and aligning strategy with execution.

Source: IDC-IBM Business Value Council (APJ, n = 600)

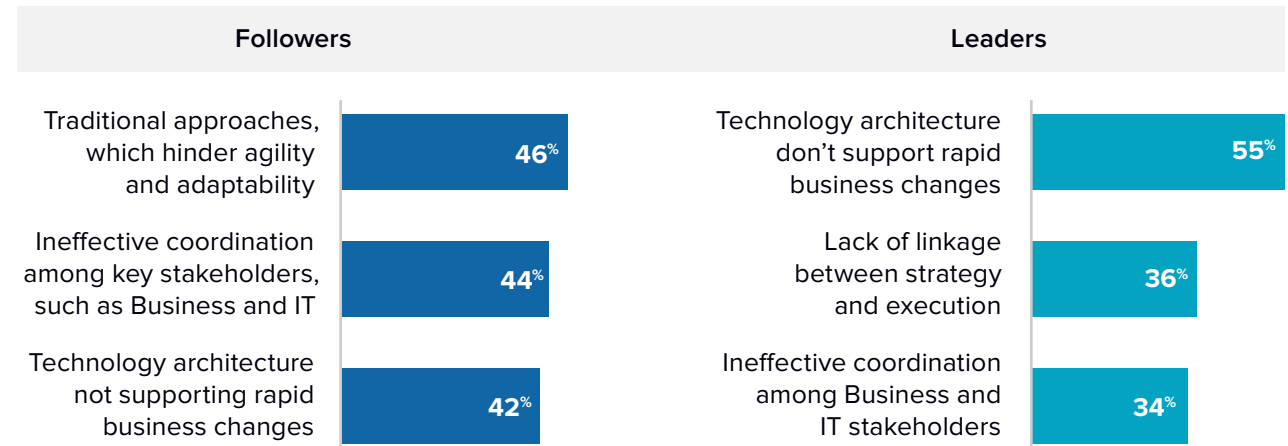
Almost half of AP organizations are Leaders in strategy and governance but challenged in their execution

AP organizations scored the highest in this dimension, with 48% categorized as Leaders. The majority of organizations have a centralized strategy, an integrated technology roadmap, and defined metrics for measuring internal and external value creation. However, their challenge lies in implementing these strategies effectively due to a lack of technology architecture that supports rapid business change. Decision-making silos in IT adoption and strategy prevent synchronization of efforts between existing tech architectures and those adopted by LOBs, DevOps and IT teams.

Followers, still in the midst of digital transformation, face challenges in breaking away from traditional approaches that hinder agility and adaptability.

Coordination gaps among key stakeholders persist for both Leaders and Followers, highlighting the persistent issue of organizational silos.

Figure 11: Top 3 challenges in formalizing strategy and governance



The skill deficiency is a primary roadblock to continuous innovation in AP

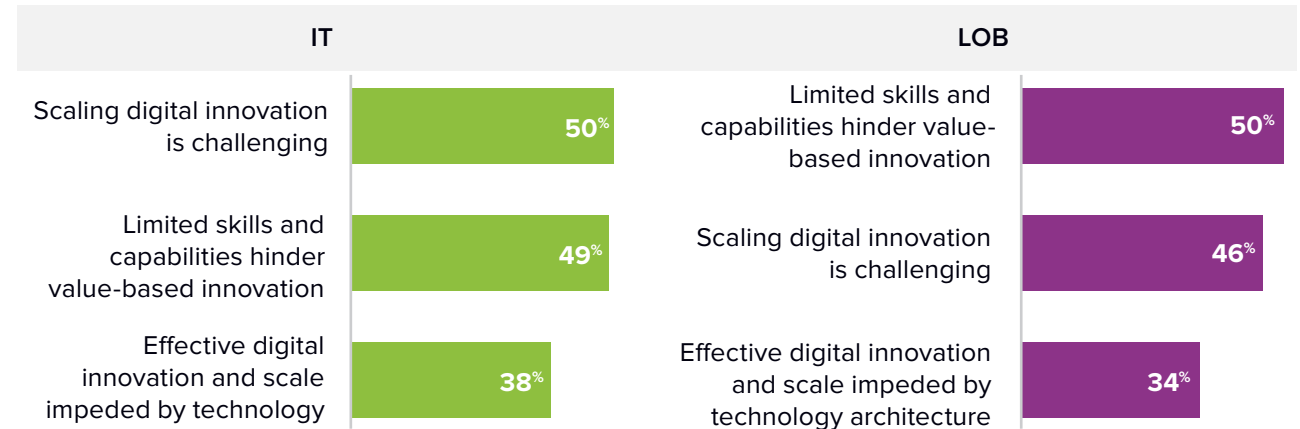
Both Leaders and Followers of AP organizations struggle the most in this dimension, scoring the lowest at an average of 1.87. Followers scored even lower at 1.71, the lowest among all low scores.

About 50% of AP organizations identified limited skills and capabilities as a major barrier to value-based innovation. This is particularly prevalent among Followers, as 53% identify it as their primary obstacle.

Not being able to scale digital innovation is one of the top challenges for both IT and LOB. Their incoherent technology architecture concurrently hinders their adaptability to rapid changes and progress in value-based digital innovation.

Macroeconomic factors such as inflation, recession, and high labor costs exacerbate this issue.

Figure 12: Top 3 challenges to continuous value-based innovation



Source: IDC-IBM Business Value Council (APJ, n = 600)

CX mastery remains a challenge for over 70% of AP organizations

73% of organizations are at the Foundational and Tactical stages of maturity. 33% are characterized by providing limited responses to customers’ needs due to customer data siloes and limited customer intelligence. 40% in the Tactical stage effectively track and measure customer satisfaction to deliver customer value. However, their responses to the evolving market and customers’ needs remain predominantly reactive.

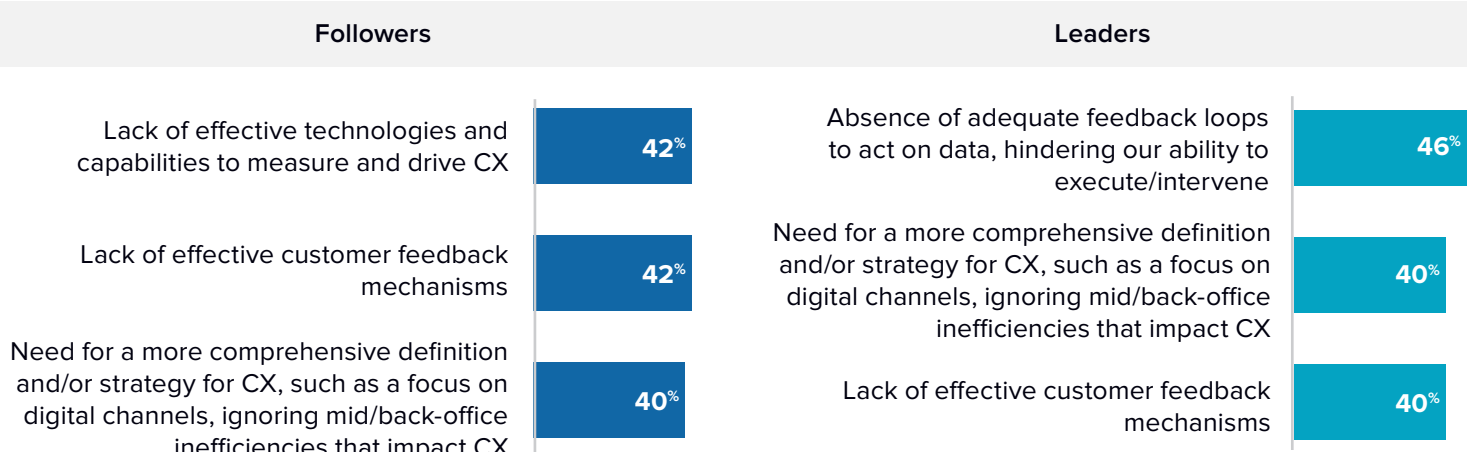
AP Leaders and Followers are hindered most by ineffective customer feedback mechanisms. The lack of effective technologies and capabilities to measure and enhance CX affects Followers more than other factors, suggesting that they are either still in the early stages or have yet to embark on DX. They have also yet to adopt cloud-based customer relationship management (CRM) solutions.

Both Leaders and Followers cited the need for a comprehensive definition or strategy for CX, indicating coordination gaps among chief marketing officers, LOB managers, and back-office staff.

Leaders, in particular, cited the absence of feedback loops to act on data as the top barrier, impacting execution and intervention. This suggests that the technologies and applications adopted are not integrated to enable the business to reap value out of the data collected.

Source: IDC-IBM Business Value Council (APJ, n = 600)

Figure 13: Top 3 challenges to driving empathetic experiences



Top business and tech priorities reveal mindsets and realities (1/2)

The AP region exhibits varying business priorities, technology trends, and budget allocation between Leaders and Followers, with ESG and digital maturity being notable divergences.

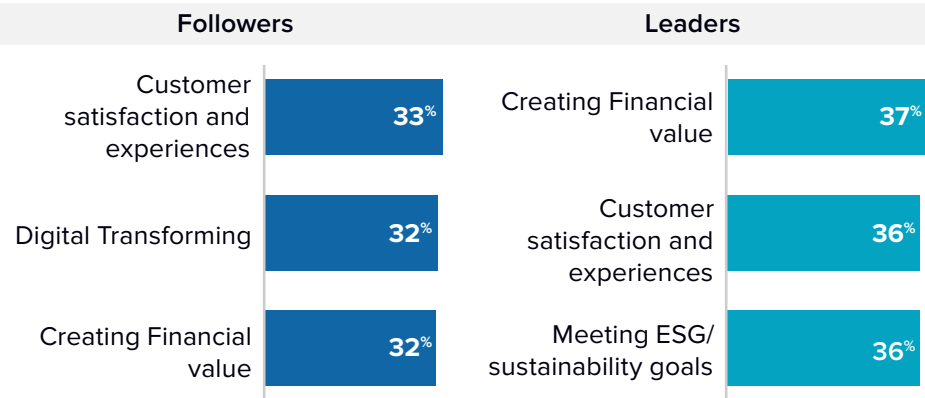
Business

Top business priorities: Customer satisfaction, financial value, and digital transformation (DX) Divergence in business value maturity: Leaders emphasize environmental, sustainability, and governance (ESG) as a top priority, whereas Followers rank it 12th.

Regional variations: Singapore prioritizes ESG, while Australia shares a similar trend. South Korea, China, and India focus more on profitability, DX, and digital transformation. India stands out for its focus on innovation.

IT versus LOB: IT personas lag behind LOB counterparts in business value maturity, with a stronger focus on DX and profitability.

Figure 14: Top 3 business priorities in the next 18 months



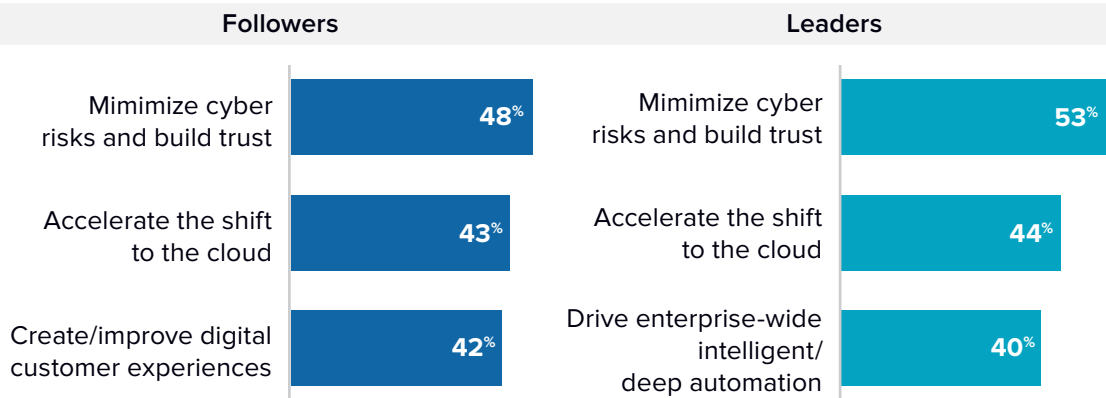
Source: IDC-IBM Business Value Council (APJ, n = 600)

Technology

Technology priorities: Both Leaders and Followers prioritize cybersecurity, trust-building, and enhancing digital CX. Leaders are more advanced in their digital technology deployment as they are already looking into improving CX and driving intelligent and deep automation to reduce repetitive tasks and increase productivity.

Regional tech trends: Singapore leads AP countries in being more advanced in its technology priorities. 50% of Australia organizations are still grappling to modernize business applications and legacy infrastructure, while 45% focus on investing in data and analytics technologies. China has a similar profile as Australia. South Korea has a mixed Leader-Follower profile. India and Indonesia prioritize accelerating cloud migration. LOBs’ priorities reflect those of Leaders while IT personas focus on DX and accelerate their shift to the cloud.

Figure 15: Top 3 technology priorities in the next 18 months

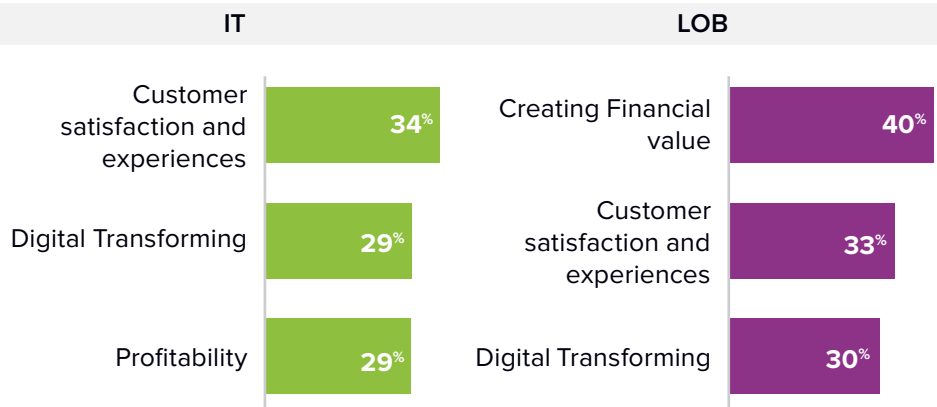


Top business and tech priorities reveal mindsets and realities (2/2)

Budget

Budget allocation: Followers and Leaders prioritize security, risk, and compliance spending. Leaders in Singapore allocate higher budgets for data analytics and automation to enhance CX and drive intelligent automation. Australia, South Korea, and China focus on office applications, while China, India, and Indonesia prioritize application development platforms for cloud migration. Leaders and LOB leverage technology for innovation and sustainability, while followers and IT emphasize achieving financial value.

Figure 16: IT and LOB budget priorities



ESG ranking in a list of 12 priorities



Source: IDC-IBM Business Value Council (APJ, n = 600)

Essential Guidance

1

Assess your current state of maturity — Evaluate your business' capabilities across the six dimensions of the journey to value framework. This assessment will aid in identifying the optimal level of maturity for your business, considering industry context, competitive position and customer or market needs for each dimension. Also, evaluate the current state of the leadership team's ability to envision and execute transformational value within the business and its ecosystem.

2

Shift focus from going digital to driving digital value streams — Organizations should prioritize creating exceptional value through digital technologies and effective measurement rather than merely aiming to become digital (e.g., a digital bank or retailer).

3

Collaborate internally and externally for goal setting — Work with relevant internal and external (i.e., the ecosystem) stakeholders to establish shared goals, joint metrics and opportunities for collaboration, innovation and broader value creation.

4

Develop new metrics and KPIs — Traditional metrics and KPIs do not necessarily reflect how a digital organization must operate today. Reassess current metrics and performance scorecards in alignment with the journey-to-value goals. Identify gaps and consider adopting new metrics, KPIs and targets, including financial, ecosystem and sustainability indicators.

5

Build a technology innovation value engine — Organizations should evaluate their technology investments based on their contribution to business objectives and their role in driving internal and external value flows.

IDC's Journey to Value maturity framework: From foundational to transformational

To understand where organizations are in their journey to achieving transformational value, IBM commissioned an IDC survey of large organizations across 17 industries and six countries in the AP: Singapore, Australia, Korea, China, India and Indonesia. The 600 organizations were benchmarked according to IDC's Journey to Value framework across six masteries: strategy and governance, customer experience (CX), continuous innovation, operations, work, and technologies.

Countries and number of respondents surveyed


Singapore	Australia	Korea	China	India	Indonesia
100	100	100	100	100	100


IDC Journey to Value framework assesses organizations' ability to achieve triple bottom line


IDC has developed a four-stage (Foundational, Tactical, Integrated, and Transformation) maturity model that organizations can use to identify where they are on their journey to achieving transformational value beyond their financial metrics.





The IDC Journey to Value framework assesses organizations across six distinct and interrelated dimensions

 **Strategy and governance** — an organization's ability to formalize a strategy to achieve transformational value.

 **Customer experience** — an organization's ability to drive experience value streams and empathetic experiences.

 **Continuous innovation** — an organization's capabilities to effectively attain value-based innovation through systematic approaches and an adaptive business model.

 **Operations** — an organization's ability to achieve operational resilience and the related capabilities in anticipating and effectively responding to business disruptions.

 **Work** — an organization's work model and the ability of the workforce to deliver outcomes that transcend the organization's financials.


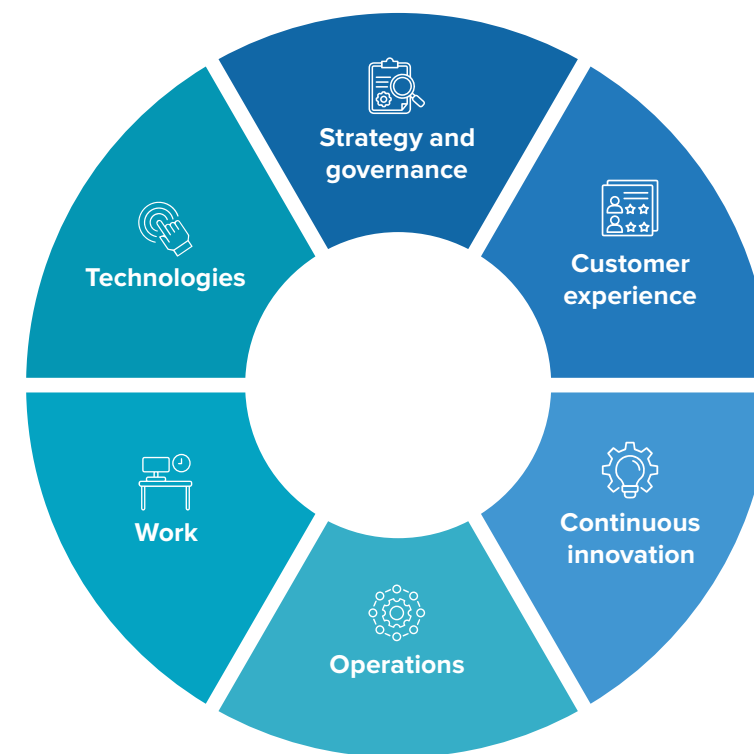
 **Technologies** — an organization's technological environment with its ability to enable and empower the workforce to attain transformational value.







Figure 17: IDC Journey to Value Framework



The journey to transformational value is an evolutionary path across four stages and six masteries

This is a detailed breakdown of IDC's Journey to Value framework, which explains the competency and capabilities of an organization across four stages and six areas of masteries.

Figure 18: Understanding the IDC Journey to Value framework

Journey to Value Dimensions The six dimensions		Journey to Value Maturity Stages Based on their score, organizations will fall into one of four journey to value stages which are built in a progressive scale.			
		Foundational	Tactical	Integrated	Transformational
 Strategy & Governance		Siloed strategies Company is focused on Internal financial value and metrics.	Coordinated Departmental strategies to drive joint external value. Leading metrics are used.	Centralized Centralized strategy and integrated technology roadmap, Well defined metrics to measure internal and external Impact.	Holistic (ecosystem-based) Ecosystem-based strategy and joint/shared metrics. Holistic approach to value with a jointly established government framework.
 Customer Experience		Limited CX Slow and limited response to customers' needs driven by siloed customer intelligence.	Reactive CX Customer satisfaction is effectively measured but responses are still reactive. Focused on building long- lasting relationships.	Progressive CX Company proactively engages with customers, anticipating needs. Ecosystem-based loyalty and advocacy is being built.	Empathetic CX Experience value streams are pervasive. Resilient customer relationships leverage AI/ML. Real time contextual CX are delivered in collaboration with ecosystem
 Continuous Innovation		Non-sustainable Slow and limited response to customers' needs driven by siloed customer intelligence.	Islands of innovation Innovation is encouraged and pursued but lack consistency and aren't systematic. Investments aren't centralized, nor fully coordinated.	Integrated and centralized Ongoing Innovation with strong commitment. Coordinated Investments Processes are formalized & well documented.	Value-based Innovation Ecosystem-based Innovation drives broader value creation. Systematic processes for full Innovation cycle are in place. Adaptive business model.
 Operations		Reactive Reactive plans to respond to disruptions are being developed.	Scenario-based Leveraging scenario planning to evolve capabilities beyond business continuity. Intelligent automation POCs.	Centralized tools and processes Resilience capabilities can address multiple events and scenarios. Strong operational decision making.	Future proofed Ecosystem-centric resilience strategy. Company can anticipate and effectively respond to business disruptions.
 Work		Archaic work model Company lacks clear mission and vision. Employee engagement is lacking. Automation is tactical.	Evolving work model A purpose-driven mission is being articulated but it lacks action. Intelligent workspaces are being implemented.	Purpose-centric work model Value orientation is being instilled in the culture, driving better employee experiences and engagements.	Value-driven work model Value and purpose-driven culture drives workforce to deliver exceptional outcomes, experiences and impact beyond financials.
 Technologies		Legacy and siloed technologies Legacy technologies are used. IT architecture is outdated.. Security is limited and AI/ML IS used tactically.	Loosely connected tech Islands New tech is being used and Integrated, but scale is not achieved. AI/ML still limited.	Strategic enterprise architecture ESA has standard policies. AI/ML model training is done extensively Cyber risk is prioritized to ensure trust and resilience.	Open, modular & adaptive architecture As-a-service architecture fully integrates all tech, data and systems. Centrally governed AI/Cognitive workloads deliver insights at scale. Cyber risk is board-level priority.

The Asia Pacific Business Value Council: Executive Committee members share their business value journey

“ At HSBC, our values guide us in all our actions – from strategic decisions to day-to-day interactions with customers and each other. Our values are rooted in HSBC’s history, heritage and character, and help us deliver on our purpose. We have been supporting our customers for more than 150 years, overcome the challenges along the way and have delivered our transformation journey based on our values.

– Tancy Tan,
Chief Operating Officer,
HSBC Singapore



“ It is important that the transformation be executed with a business lens and be very purposeful. It should be about solving a business problem or providing deep insights to the business so that work can be executed in a smarter and quicker way.

– May Yap,
Senior Vice President and Chief
Information Officer, Jabil



“ Technology can do great things if we put empathy and humanity at the center of innovation and progress.

– Indra Utoyo,
President Director,
Allo Bank Indonesia



“ Managing a product that’s cheaper than water on per ton basis, is no easy feat, especially in the midst of increasingly frequent global shocks. When it comes to cement, it’s all about remaining hyper-focused on cost, efficiency, and people.

– E.R. Raj Narayanan,
Business Head & Chief Manufacturing
Officer, UltraTech Cement



“ It’s about platform, process, people – our platform’s flexibility in pushing APIs to partners and our ability to launch digital services quickly; our focus on streamlined processes for speed to market, aiming for ‘plug and play’ simplicity to empower both our employees and customers, making life simple for all.

– Ritesh Singh,
Director & Chief Commercial
Officer, Indosat



Executive Council members' valuable tips for organizations to advance in business value maturity

- ✓ Recognize that DX is about platform, process and people.
- ✓ Identify strategies to effectively address culture, which can be a significant challenge in implementing DX.
- ✓ Emphasize the importance of taking a multidisciplinary approach to move the needle in digital transformation, avoiding repeating past practices.
- ✓ Acknowledge the need to balance driving innovation and achieving operational efficiencies in the transformation journey.
- ✓ Ensure collaboration and coordination among key stakeholders to overcome challenges associated with organizational silos.
- ✓ Focus on empowering customers and employees as part of the transformation process, with proper processes to maximize platform utilization.
- ✓ Achieve speed to market with flexibility in API integration
- ✓ Utilize data-driven insights to stay ahead of customer needs.
- ✓ Shift from IT-centric engagement to collaboration and partnership between IT and business units.
- ✓ Encourage the reimagining of processes and value creation as an essential aspect of digital transformation, moving beyond traditional methods.



Message from the Sponsor



'Journey to Value' demands leaders to rethink what success means to their organisations, ensuring that strategy and intentions have clear outcomes-focused actions. IBM believes that we stand at the epicentre of one of the most transformative eras of our generation, where massive waves of new technological advances arrive simultaneously: Artificial intelligence (AI) for business, Cloud, Internet of Things, Intelligent automation and advanced Cybersecurity. Harnessing technology in ways that drive business outcomes makes leaders stand apart from followers.

For example, leaders do not just deploy AI chatbots in customer service; they use generative AI that takes 360-degree customer data from across sales, marketing and other related functions to create truly bespoke customer experiences, ultimately positively impacting the bottom line.

Wherever your organisation is on the value maturity curve, there is an approach to take to where you want to be. IBM is happy to partner with you to help you harness insights from the survey and to help you align your technology priorities with business goals, ensuring innovation and sustainable growth, ultimately redefining business value.

Please contact [Richard JACOBSON](#) to request for a free Business Strategy Session.

IBM Institute for Business Value CEO Study 2023: CEO decision-making in the age of AI



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