



1.0 Deloitte Executive Summary – Digital Transformation

Digitalization is the latest form of industrial revolution affecting how businesses operate. Defined by its rapid pace of change and reliance on advanced digital technology, many companies are finding themselves unable to undergo this transformation on their own. Fortunately for them, management consulting firms have recognized this struggle and become experts at helping their clients navigate digital transitions.

With this in mind, there are three objectives for this project: to understand the challenges clients face with their digital transformation, to understand how consultants react and lead the digital transformation, and to understand how consultants can help their clients through digital transformations.

A grounded approach involving data from various reports, articles and case studies was taken to gain insight on the project. The results of the analysis highlighted four main challenges in digital transformation as lack of direction, changes in digital maturity, resistance to change, and the technological challenges clients face.

From these challenges, we have synthesized a series of recommendations using a conceptual framework we refer to as ‘A Step Ahead of the Client’. This framework consists of internal and external strategies a consultant can use to improve the chances of success when leading a digital transformation. Internal strategies include fostering innovation within their own firm and striving to become digital leaders. External strategies can be further segmented into strategic, operational, and organizational focuses, as described below:

- Strategy: Train leadership in client organization
- Operation: Identify and resolve skill mismatch
- Organization: Assemble cross functional teams

Finally, we propose a series of practical steps a consultant can use within this framework. Examples of these steps include: internally developing core competencies and aligning with the client's risk tolerance, and externally resolving skill gaps by implementing cross-functional teams within client organizations.