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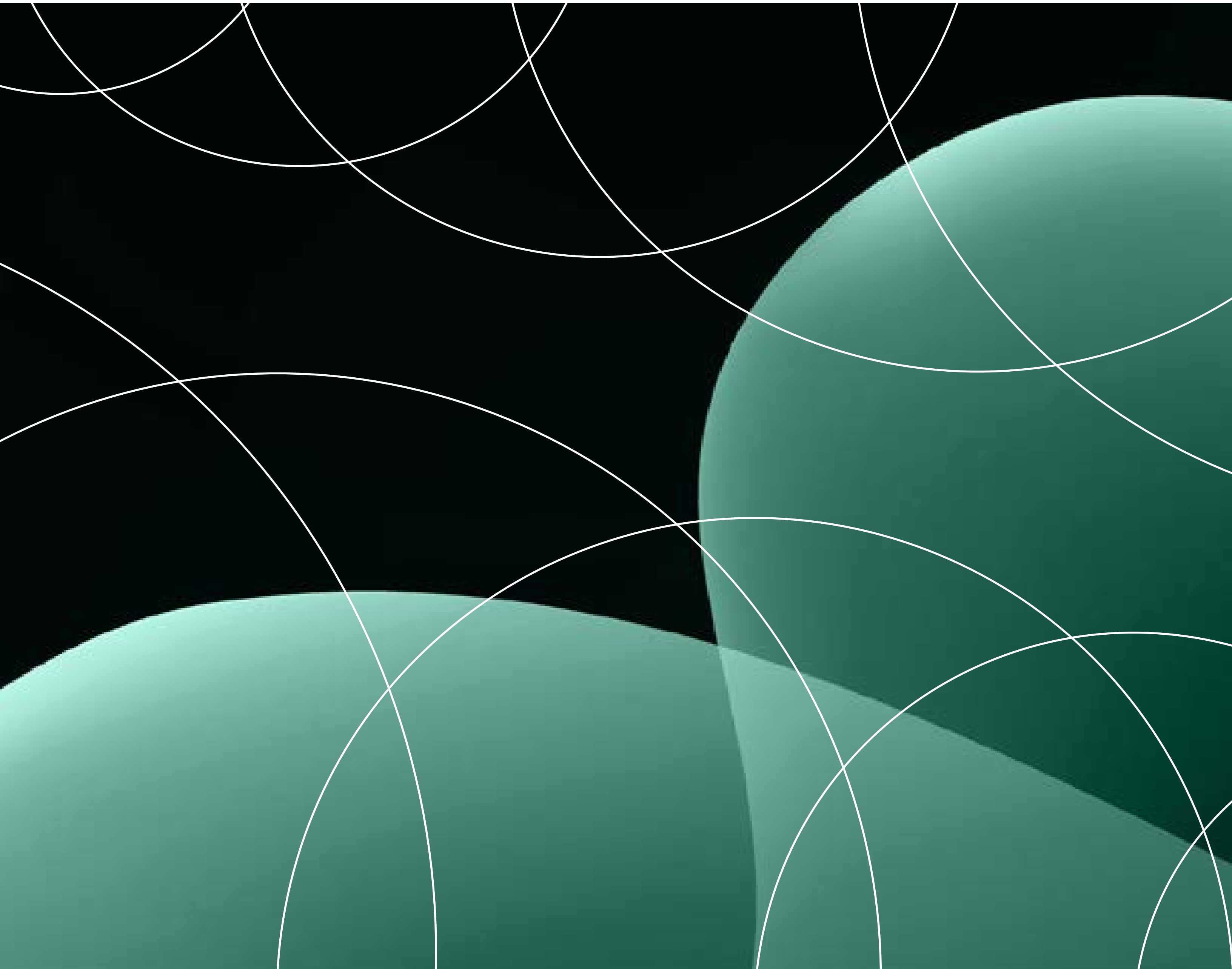
Reimagine Growth With A Platform-Centric Digital Strategy: A Spotlight On CPG, Retail, And Logistics Industry

Consumer Product Goods (CPG), Retail, And Logistics Results From The February 2024 Thought Leadership Paper, “Reimagine Growth With A Platform-Centric Digital Strategy”

A FORRESTER CONSULTING THOUGHT LEADERSHIP PAPER COMMISSIONED BY EDGEVERVE, FEBRUARY 2024

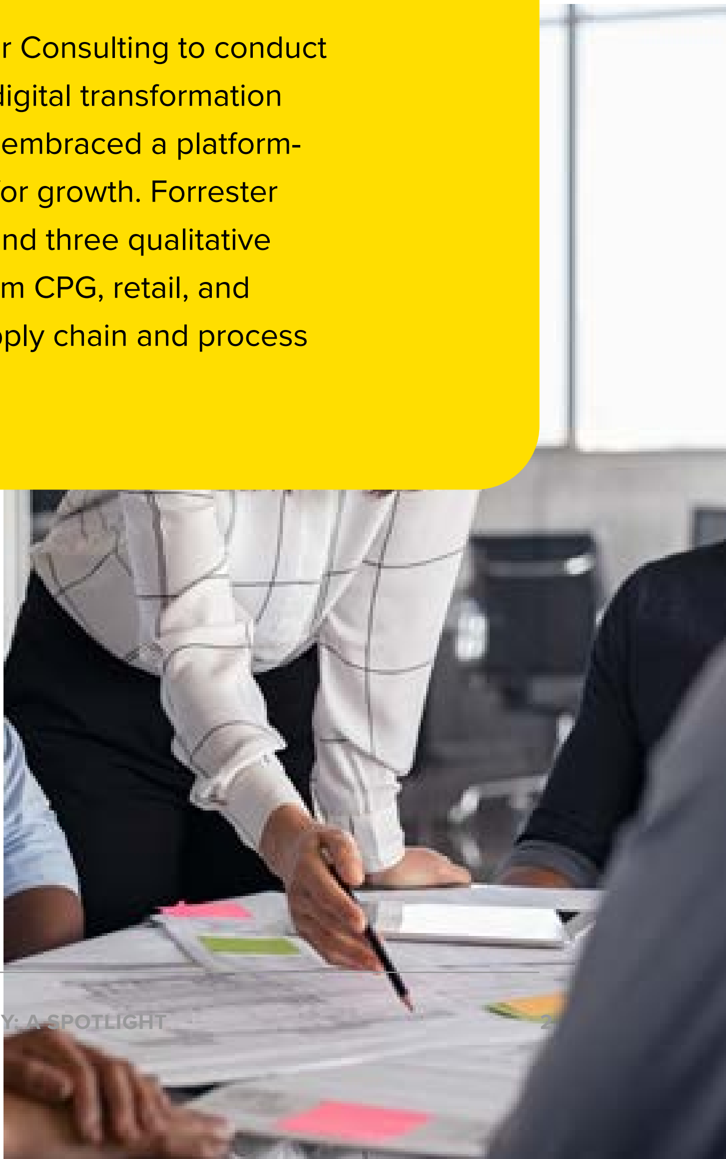


Executive Summary

With a digital-first approach infused in almost every business interaction with customers, organizations need deep digital acuity to pivot in a changing consumer landscape.[1] To keep pace, businesses have to harness emerging technologies, such as artificial intelligence (AI), automation, and digital operating models, to develop robust customer insights to deliver better customer and business values.[2]

However, despite substantial efforts, CPG, retail, and logistics businesses continue to be afflicted by unsuccessful digital transformation outcomes. They remain in the beginning stages of digital maturity and enterprise connectivity with inadequate underpinnings in technology, processes, knowledge, and partnerships. A platform-first mindset could possibly outpace the pack with its modularity, ecosystem connectivity, and an AI-driven approach, allowing businesses to adapt to customer needs with creativity, and resilience.[3]

In August 2023, EdgeVerve commissioned Forrester Consulting to conduct a custom study to understand the effectiveness of digital transformation initiatives today, and the extent to which firms have embraced a platform-based strategy to drive connectivity and efficiency for growth. Forrester conducted an online survey with 106 respondents and three qualitative interviews with business and IT decision-makers from CPG, retail, and logistics firms, responsible for their business, IT, supply chain and process automation strategy to explore this topic.



Key Findings

Digital transformation success is rare, even with heavy investments. Fewer than four in 10 (38%) of CPG, retail, and logistics decision-makers believe their digital transformation efforts have been very successful in achieving all desired business outcomes. Despite prioritizing DX outcomes when improving customer experience and enterprise connectivity, the lack of a data-driven culture, operational inefficiencies, and skill sets are inhibiting intended business outcomes.

CPG, retail, and logistics decision-makers still have a journey ahead of them to mature their enterprises' connectivity and AI uptake. A higher proportion of them are in the beginner stages of connectivity as compared to other industries surveyed in the study (59% vs. 36%). They have yet to harness enterprise connectivity across IT and business teams, data operations, and processes. Stifled by a lack of data readiness, skill sets, and trust in AI, CPG, retail, and logistics decision-makers are also much less likely to utilize AI significantly in their future DX journey as compared to other industries in the study (49% vs. 63%).

A platform-based strategy might hold the key to bridge the gap in enterprise connectivity, digital, and AI approaches for CPG, retail, and logistics firms. Close to seven in 10 (69%) of CPG, retail, and logistics decision-makers believe in adopting a platform-based strategy that unifies business and technology to drive growth. Decision-makers see the strategy as a powerful enabler to unlock efficiencies and increase competitive differentiation.

Customer Experience, Efficiency, And Connectivity Set The Pace For Digital Transformation

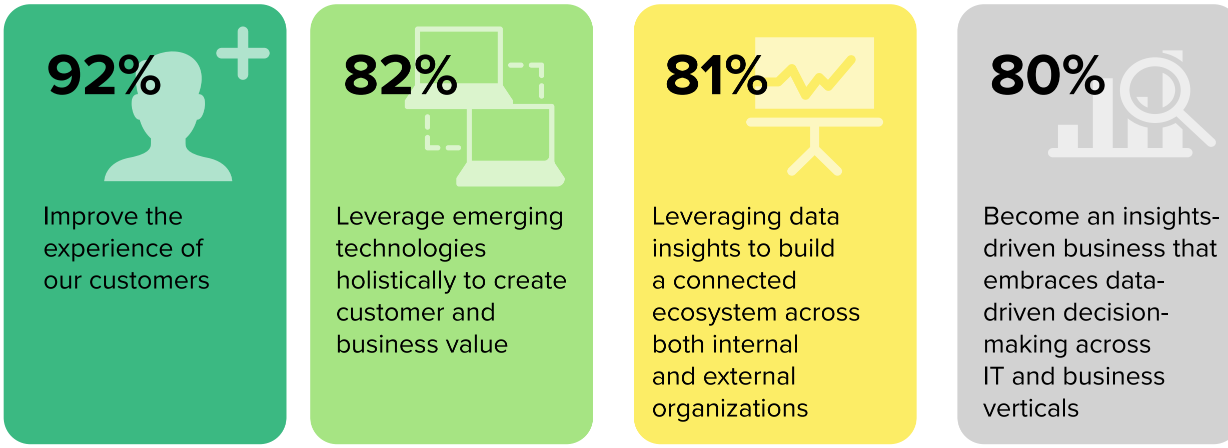
The accelerated shift towards digital business transformation within the retail industry is not a surprise considering the maturity of retail e-commerce and evolving customer expectations. Firms are expected to innovate, iterate and pivot quickly, as customers adopt new products, services, and ways of interacting.[4] Forrester research has shown that, although a majority of retailers and brands have already embarked on a digital business transformation, the maturity in the digital readiness of the global retail industry varies widely.[5]

The push for customer experience, operational efficiency, and productivity remains a key driver for digital transformation. Improving customer experience is a central driver for 92% of surveyed CPG, retail, and logistics decision-makers in their organization's digital transformation efforts (see Figure 1). This is not a huge surprise, considering how a brand's customer experience is closely tied to their ability to drive loyalty.[6] Firms are looking to build this experience through their operational strengths, with a majority of respondents' organizations focusing on the improvement of IT reliability and resilience (78%) and the integration of data, infrastructure, and applications to drive business growth (76%).

Key use cases for CPG, retail, and logistics firms revolve around increasing operational efficiencies, productivity and insights. Productivity in sales activity workflows and visibility of performance metrics are at the forefront of digital transformation priorities for CPG, retail, and logistics firms. At least six in 10 decision-makers stated that they have digitized and automated sales activities (62%) and improved their sales productivity with greater visibility and their performance against various metrics (60%). More than half of respondents are also utilizing digital experience (DX) to deliver a consistent experience to distributors by standardizing how they work across markets (58%) (Figure 2).

FIGURE 1

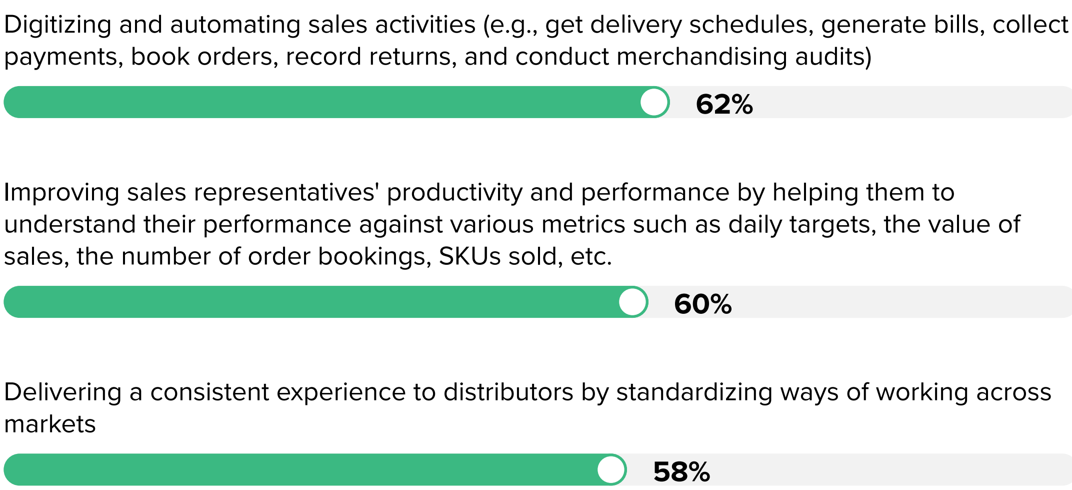
Top Organizational Priorities Over The Next 12 Months



Base: 106 business and IT decision-makers responsible for the business, IT, supply chain, and process automation strategies in CPG, retail, and logistics firms
Source: A commissioned study conducted by Forrester Consulting on behalf of EdgeVerve, August 2023

FIGURE 2

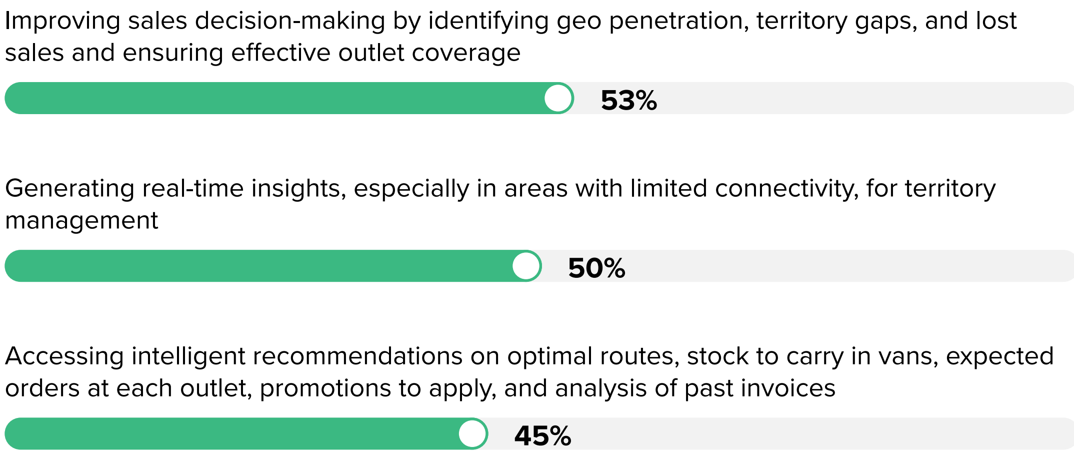
Top Digital Transformation Use Cases for CPG, Retail, And Logistics Firms



Base: 106 business and IT decision-makers responsible for the business, IT, supply chain, and process automation strategies in CPG, retail, and logistics firms
Note: Showing consolidated percentage for “implemented” and “Expanding implementation”
Source: A commissioned study conducted by Forrester Consulting on behalf of EdgeVerve, August 2023

FIGURE 2 (CONTINUED)

Top Digital Transformation Use Cases for CPG, Retail, And Logistics Firms



Base: 106 business and IT decision-makers responsible for the business, IT, supply chain, and process automation strategies in CPG, retail, and logistics firms
Note: Showing consolidated percentage for “implemented” and “Expanding implementation”
Source: A commissioned study conducted by Forrester Consulting on behalf of EdgeVerve, August 2023

Organizations recognize the capitalization of emerging technologies as a means to accelerate customer and business value. Emerging technologies continue to push businesses to go beyond doing old things in new ways and do entirely new things instead. At least 80% of respondents highlighted that it was critical to harness emerging technologies holistically to create customer and business value (82%). Firms are looking to unlock the value of data (77%) and become insights-driven businesses that embrace data-driven decision-making across IT and business centers (80%).This helps brands adapt to rapidly evolving market conditions and ongoing pressure from their competition and consumers.

A connected enterprise approach across back end systems and operations and external partnerships remain key to transformation priorities. More than four in five surveyed decision-makers are looking to leverage data insights as a core way to build a connected ecosystem across their organizations to internally and externally drive effective change (81%).

They are actively considering the improvement of internal processes and strategies, especially in the areas of intelligence and automation in IT and business practices (73%). Beyond the internal ecosystem, more than half of firms' respondents believe in the importance of the connection in partner ecosystems (58%) to build visibility and are actively looking to optimize value from external partners and suppliers (67%).

> "Everybody assumes digital is needed, and that's where things go a little haywire. Not every digital platform is for every business — this filtering saves you from the fear of missing out, where people want to be in the headlines for doing something digital whether it helps their job or not. Businesses should be given some guidelines on the platforms that enable what they are trying to do."
>
> **DIRECTOR, SUPPLY CHAIN AND OPERATIONS, CPG, RETAIL, AND LOGISTICS, NEW ZEALAND**

Ramifications From Ineffective Digital Transformation Must Not Be Underestimated

Digital transformation remains a complex undertaking for firms as they continue to address a gamut of challenges across technology skill sets, data, talent, transformation strategy, change management, and compliance. As such, firms continue to struggle to attribute the ROI of their DX initiatives to tangible business values, which negatively impacts the customer value and growth engine.

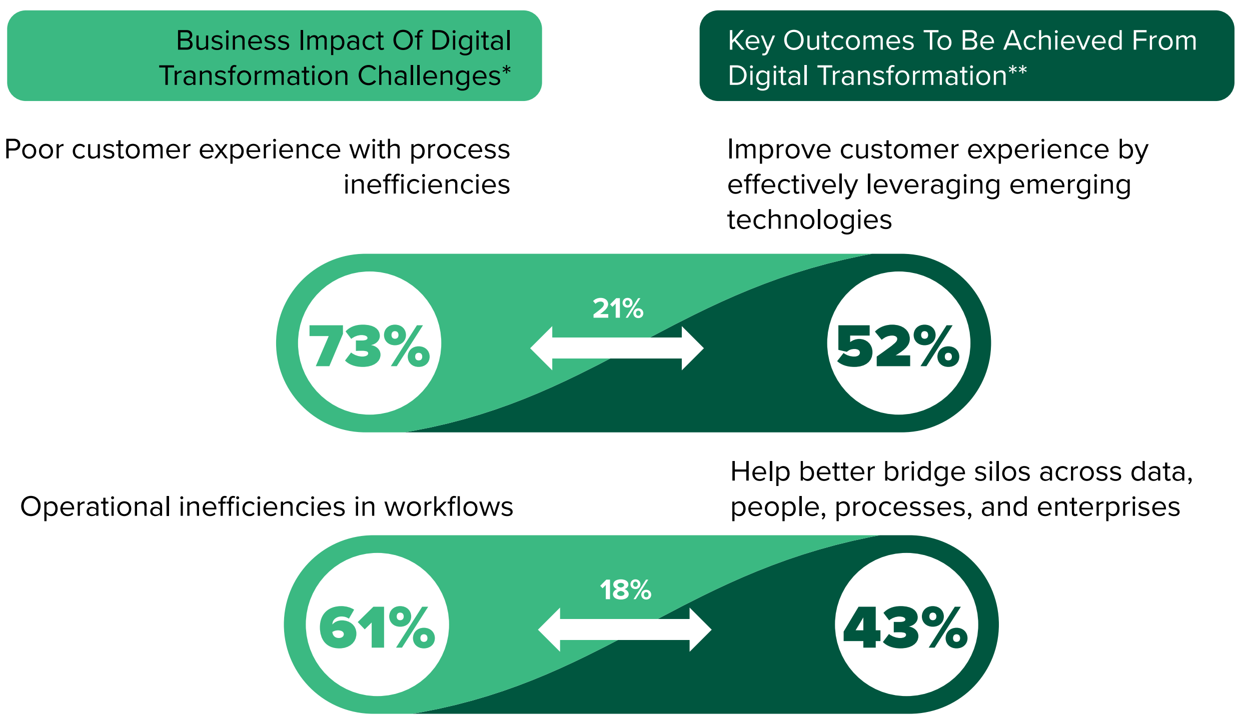
Even with significant investments, DX efforts have mostly been unsuccessful in driving business outcomes. Fewer than four in 10 (38%) of CPG, retail, and logistics decision-makers believe their digital transformation efforts have been very successful in achieving all desired business outcomes. Close to half of respondents have not been able to measure a positive ROI despite having a high total cost of ownership while executing digital transformation (47%). Additionally, despite having more than four in 10 decision-makers (43%) in firms investing at least US$100 million in DX initiatives over the past year, 83% of them have translated less than half of their DX investments into tangible business value.

> "Change management is often overlooked. There is a lot of passive resistance to the digital wave and people are scared of raising their hand to understand the why. Passive resistance comes in later because they don't get what's happening while the accountability of delivering the targets is still on them."
>
> DIRECTOR, SUPPLY CHAIN AND OPERATIONS, CPG, RETAIL, AND LOGISTICS, NEW ZEALAND

Repercussions from DX challenges outweigh desired DX outcomes in CX and connectivity. Inadequate alignment with business strategy, agile practices, organizational processes, and change management practices have often inhibited the success of digital transformation and customer centricity. Although decision-makers consider it critical to improve CX with emerging technologies (52%), an even greater percentage of them are facing CX goals with process inefficiencies (73%). The desire to bridge the connectivity between data, people, processes, and enterprise (43%) is often overridden by operational inefficiencies in workflows (61%) and lack of business adaptability with persistent organizational siloes (56%) (see Figure 3).

FIGURE 3

Digital Transformation Challenges Hinder Key Organizational Outcomes for CPG, Retail, And Logistics Firms

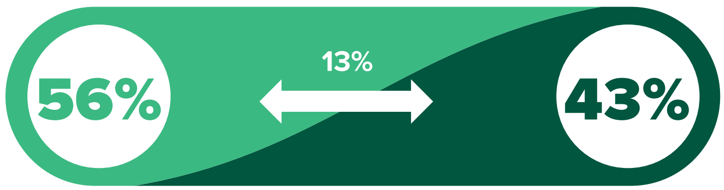


Base: 106 business and IT decision-makers responsible for the business, IT, supply chain, and process automation strategies in CPG, retail, and logistics firms
*Note: Showing responses for "Agree" and "Strongly agree"
**Note: Showing sum of responses ranked by respondents as top 5
Source: A commissioned study conducted by Forrester Consulting on behalf of EdgeVerve, August 2023

FIGURE 3 (CONTINUED)

Digital Transformation Challenges Hinder Key Organizational Outcomes for CPG, Retail, And Logistics Firms

Business Impact Of Digital Transformation Challenges*	Key Outcomes To Be Achieved From Digital Transformation**
Lack of business resilience and adaptability with persistent silos across the organization	Help better bridge silos across data, people, processes, and enterprises



Base: 106 business and IT decision-makers responsible for the business, IT, supply chain, and process automation strategies in CPG, retail, and logistics firms
*Note: Showing responses for "Agree" and "Strongly agree"
**Note: Showing sum of responses ranked by respondents as top 5
Source: A commissioned study conducted by Forrester Consulting on behalf of EdgeVerve, August 2023

DX expansion continues to be mired by the lack of a data-driven culture and quality rigor. A hallmark of customer obsession is the need to be insights-driven for better internal decision-making, performance, accountability, and customer value.[7] That being said, CPG, retail, and logistics decision-makers consider it crucial to enable an insights-driven culture (46%), and a greater percentage of them (59%) see the lack of an insights-driven, customer-centric culture as a key challenge. The limited emphasis of a data-driven strategy also saw a lackluster quality rigor in how they used data. More than four in 10 respondents face data security (43%) and data quality (41%) issues when executing DX, limiting their firms to a more strategic approach in their data usage (see Figure 4).

Internal and external process challenges continue to hamper digital transformation. While respondents say process efficiencies and improving CX are key drivers of their organizations' digital investments, a significant portion of them believe they have yet to see the impact of ROI from digital transformations on processes (69%) and CX (64%). In fact, more than half of respondents note that their organizations are still plagued with organizational silos (57%), difficulties in implementing new processes and capabilities (54%), and project management (53%).

FIGURE 4

Top 5 Technological Challenges CPG, Retail, And Logistics Firms Face In Executing Digital Transformation

43%

Data security issues

41%

Data quality/integration issues

38%

Failure to understand where to start

35%

Lack of understanding of emerging technologies to optimize new tech initiatives

35%

Lack of technology skills or knowledge

Base: 106 business and IT decision-makers responsible for the business, IT, supply chain, and process automation strategies in CPG, retail, and logistics firms.
Note: Showing sum of responses ranked by respondents as top 5
Source: A commissioned study conducted by Forrester Consulting on behalf of EdgeVerve, September 2023

CPG, Retail, And Logistics Firms Trail Behind In Digital Maturity

This study explores the factors that distinguish the leaders from the laggards in maximizing strategy, processes, and people for the enhancement of connectivity. Our findings show that CPG, retail, and logistics firms are less mature in their ability to connect systems and processes to improve business outcomes as compared to the industry average. Firms that are more successful in their digital transformation have higher adoption of AI and automation capabilities and emerging technologies. They are also leveraging their partner ecosystem for digital success.

Despite a fervent drive to build connectivity across internal and external ecosystems, CPG, retail, and logistics firms are lagging behind in their digital maturity to do so. When compared with their counterparts in other industries, majority of CPG, retail, and logistics decision-makers have a similar to marginally greater belief in the need for enterprise connectivity across IT and business (85% vs. 82%), internal and external processes (80% vs. 77%), and data and network silos (75% vs. 74%) to drive DX.

However, CPG, retail, and logistics organizations are still struggling to achieve this level of connectivity maturity. A higher proportion of these firms are in the beginning stages of connectivity as compared to the average of all industries in the survey (59% vs. 36%). Only 11% of firms are considered to be advanced in leveraging strategy, processes, and people holistically to improve connectivity and achieve business outcomes. This is compared to a higher 24% average across all industries. Their lag in digital maturity is reflected in lower success rates at achieving desired business outcomes when compared to the average (38% vs. 50%).

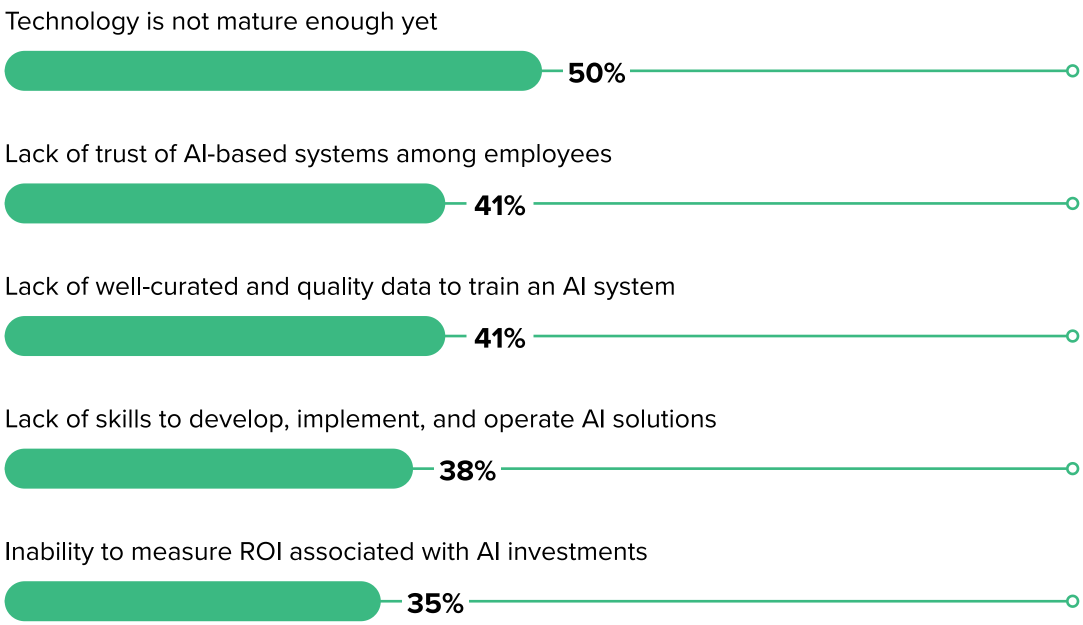
Investments in AI capabilities are constricted by insufficient data readiness, skill sets, and understanding of the technology. Firms are still not seeing the importance of prioritizing AI in their DX strategies. CPG, retail, and logistics decision-makers are much less likely to have AI play a significant role in their organizations' digital journeys going forward as compared to the average of all industries in the study (49% vs. 63%). Less than half of decision-makers (48%) agree that connecting human and AI capabilities is a core need of their digital initiatives, which is significantly lower than the industry average of 64%. We can also see the reprioritization of AI in DX strategies in the fact that 10% of CPG, retail, and logistics firms invested at least $10 million in AI in the past year, which was below the report average of 24%. Firms remain hesitant to incorporate AI into their DX strategies to achieve business objectives. As compared to other industries, CPG, retail, and logistics decision-makers are more likely to lack curated and quality data with which to train AI systems (41% vs. 34%) and the skills to develop, implement, and operate AI solutions (38% VS 31%) (see Figure 5).

> "I think the biggest challenge in implementing AI is the availability and quality of data, especially when you try to scale. When we used AI in for our image recognition hardware to monitor turnover, replenishment and responsive cycle in goods in 4 to 5 stores, its okay, but when I take it to 1000 products and 1000 stores concurrently, you are dealing with multiple sources of data that pulls down aulity and reliability of data."
>
> **DIRECTOR, SUPPLY CHAIN AND OPERATIONS, CPG, RETAIL, AND LOGISTICS, NEW ZEALAND**

This lack of readiness to utilize AI and other technology will alter the way the CPG, retail, and logistics organizations perceive the solutions, with more of these organizations finding the technology immature (50% vs. 44%). They are less likely to see how AI can help to elicit business change (63% vs. 68%) and respond to market changes (52% vs. 57%). This ultimately undermines organizational confidence in AI, with more CPG, retail, and logistics decision-makers finding it difficult to trust AI-based systems for business outcomes (41% vs. 35%).

FIGURE 5

Top 5 Challenges CPG, Retail, And Logistics Firms Face In Scaling AI Usage



Base: 106 business and IT decision-makers responsible for the business, IT, supply chain, and process automation strategies in CPG, retail, and logistics firms.
Note: Showing consolidated percentages for ranks 1 through 5
Source: A commissioned study conducted by Forrester Consulting on behalf of EdgeVerve, September 2023

CPG, retail, and logistic firms are behind other industries in terms of having technical and process foundations to advance digital transformation. CPG, retail, and logistics decision-makers are struggling more than their those in other industries to understand where to start in their organizations' digital transformations (38% vs. 31%). Suboptimal technology skills (31% vs. 35%) and technology investments (24% vs. 29%) put a greater strain on the execution of DX in this industry. Relatively more novice process structures in place within CPG, retail, and logistics firms further exacerbate the issue. They are more likely to deliver poorer CX with process inefficiency (73% vs. 67%) and ineffective program management structures (53% vs. 45%). The greater likelihood of the lack of executive sponsorship (45% vs. 41%) for DX initiatives also amplifies the difficulty of building a solid technical and process framework for CPG, retail, and logistics firms.

In specific capabilities, CPG, retail, and logistics decision-makers are in turn less likely than their industry peers to increase their investments in new technologies, which include autonomous workplace assistants (10% vs. 23%), autonomous operations (32% vs. 45%) and digital platforms (51% vs. 65%), to improve their integration, automation, and intelligence capabilities.

> "Digital transformation is very much driven by business needs rather than IT. This creates a gap — while IT is traditionally more enterprise centric and looking inside out, digital transformation requires you to look outside in. Changes in digital are now so consumer and user centric, businesses often start speaking in a language that has all the right words, but it is completely in opposite directions [compared to] where the focus of a business user is. The original goals of digital transformation get lost very quickly in execution."
>
> **DIRECTOR, SUPPLY CHAIN AND OPERATIONS, CPG, RETAIL, AND LOGISTICS, NEW ZEALAND**

CPG, retail, and logistic firms are lagging behind marginally in terms of embracing an AI driven, platform based approach in their IT capabilities. Overall, firms are recognizing the pivotal role of a platform-based strategy in enhancing enterprise connectivity. However, CPG, retail, and logistics firms are still behind when it comes to leveraging a platform operating model approach to connect their systems compared to other industries in the study (56% vs. 60%). They are also less able to see how taking this approach will improve customer satisfaction (61% vs. 66%). As platform capabilities are less prioritized, CPG, retail, and logistics firms are also less likely to utilize generative AI capabilities for data contextualization and summarization compared to the average in this study (60% vs. 67%) and peer-to-peer networks and integration to increase visibility in the value chain (67% vs. 74%) in their platform-based investments.

A platform-centric strategy holds the right mix of capabilities, ecosystem partnership level, and modularization to power future-fit technology strategy. Top performing organizations adopt a connected-ecosystem approach to platforms, establishing an architecture that connects multichannel experiences to back end systems and operations.[8]

A platform-based strategy remains a priority for CPG, retail, and logistics decision-makers to accelerate their organizations' digital efforts. Close to seven in 10 (69%) of CPG, retail, and logistics decision-makers believe in the adoption of a platform-based strategy that unifies and orchestrates the business and technology (see Figure 6). At least six in 10 expect that a platform-based strategy will unlock efficiencies at scale (60%) and increase competitive differentiation (50%).

> "We need to upskill – we lack internal resources, capabilities, and understanding of digital technology. Other areas in digital transformation include refactoring applications, and not everything can just be lifted and shift to the the public cloud. A lot of things need to be refactored, and there are issues within the business [when it comes to] who pays for that. Some may say that it's an IT exercise because it is driving it, but it's really a business initiative to be able to get to these areas."
>
> DIRECTOR, IT, CPG, RETAIL, AND LOGISTICS, USA

FIGURE 6

Technology Approaches Respondents Believe Will Drive Digital Transformation Initiatives At CPG, Retail And Logistics Firms

79%
Rip and replace existing systems to build cloud-native platforms that adapt to emerging technology needs

73%
Engage professional services/ consulting firms to improve quality and effectiveness of digital implementations

71%
Look to system integrators to help with scalability and agility of initiatives

69%
Adopting a platform-based strategy that unifies and orchestrates business and technology

58%
Looking to in-house processes to manage and unify existing technology capabilities and legacy systems

45%
Investing in multiple technology purchases to address unique technology needs

Base: 106 business and IT decision-makers responsible for the business, IT, supply chain, and process automation strategies in CPG, retail and logistics firms.
Note: Showing sum of responses for “Believe” and “Strongly believe”
Source: A commissioned study conducted by Forrester Consulting on behalf of EdgeVerve, September 2023

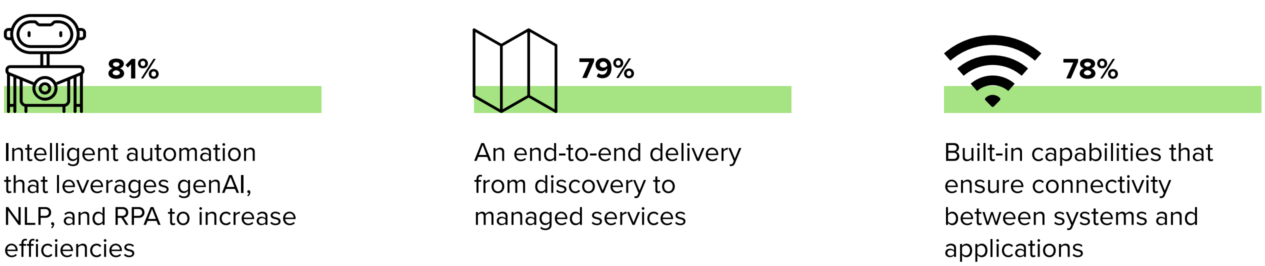
More can be done to effectively lean on the partner ecosystem to plug ecosystem gaps. Respondents’ CPG, retail, and logistics firms are well aware of the benefits that come from leveraging platform-based vendors to accelerate their future fit platform strategies. They are looking to engage platform-based vendors in their digital transformation to tap into their technical and business expertise as well as their ecosystem capabilities. Access to technology partners (67%), greater insights to technology options and coordination of business and technology stakeholders (64%), and prebuilt capabilities and accelerators (64%) are primary drivers behind the engagement of platform-based vendors (66% vs 59%).

However, despite the benefits that come with leveraging a partner ecosystem, CPG, retail, and logistics decision-makers highlight suboptimal use of the partner ecosystem to scale business outcomes (56%) and are less likely to believe that connecting the partner ecosystem for enhanced visibility to drive DX (58% vs. 66%). This points to the need to strategically enable connectivity within partner ecosystems to leverage capabilities to drive change.

CPG, retail, and logistics firms value platforms that enable exponential connectivity, operational efficiencies, and customer value. A majority of decision-makers (64%) are expected to harness the power of a connected ecosystem (54%) and seamless integration between systems and applications through a platform-based approach. More than three in four respondents are looking to leverage platforms for intelligent automation (e.g., GenAI, natural language processing [NLP], robotic process automation [RPA], etc.) to increase efficiencies (81%) and end-to-end delivery from discovery to management services (79%). (see Figure 7).

FIGURE 7

CPG, Retail, And Logistics Firms' Investment Strategy Priorities For Platform-Based Capabilities



Base: 72 business and IT decision-makers responsible for the business, IT, supply chain, and process automation strategies in CPG, retail, and logistics firms. who believe that adopting a platform-based strategy and unifying business and technology will drive digital transformation initiatives
Note: Showing sum of responses for "Will invest in the next 3 to 6 months" and "Will invest in the next 12 months"
Source: A commissioned study conducted by Forrester Consulting on behalf of EdgeVerve, September 2023

> “Working with platform-based vendors can add value when you have a voice in their product strategy or product road map [in a way] that you can influence the product to suit your requirements even better. This brings about new avenues of automation with these partners and also new use cases or a larger footprint and wider reach of automation.”
>
> **HEAD OF GLOBAL AUTOMATION AND DIGITALIZATION, CPG, RETAIL, AND LOGISTICS, GERMANY**

Key Recommendations

Forrester's in-depth survey of business and IT decision-makers yielded several important recommendations on how CPG, retail, and logistics firms can plug the gaps in their digital transformation journey and target their desired business outcomes with precision:

Build connectivity that drives a customer-centric tech strategy.

Digital leaders who have ensured synergy between business needs and IT priorities have been more effective in driving effective change. This involves a greater strategic focus for CPG, retail, and logistics firms to align business and IT stakeholders on transformation priorities from the early stages, while also ensuring tools, systems and metrics build towards building a connected enterprise.

Prioritize AI and automation capabilities that remain accountable to employee outcomes.

CPG, retail, and logistics firms are behind other industries in their focus on AI and optimization of automation tools and processes to drive more self-service at scale. They need to focus more on such capabilities that potentially augment human potential, employee productivity, and, ultimately, CX.

Embrace emerging technologies with clearly defined use cases.

With the advent of new technologies such as GenAI, CPG, retail, and logistics firms are keen to understand how to leverage emerging tech to differentiate themselves. However, without a defined set of use cases and map of capabilities and outcomes, firms will be stuck without a clear strategy to prioritize the right emerging tech capabilities for business success.

Optimize partner ecosystems to drive accountability and efficiency while cocreating new approaches.

As CPG, retail, and logistics firms' digital journeys are enmeshed in a myriad of partner networks, the complexity of partner ecosystems can hinder success instead of priming firms for scale. The partner ecosystem with the right platforms that enable visibility and accountability can be a strategic differentiator.

Leverage a platform strategy that enables you to capture value through efficiencies, insights, and growth.

The current shortfalls and gaps in digital transformation effectiveness have highlighted the need to strategically connect business, IT, and partner ecosystem priorities while also enabling technical connectivity across systems, data flows, and operational processes to drive change. Adopting a platform-based approach that focuses on building needed visibility across internal and external ecosystems, driving the automation agenda to build efficiency, and providing the insights for accountable decision-making can drive digital transformation initiatives towards the strategic differentiators they intend to be.

Appendix A: Methodology

In this study, Forrester conducted an online survey of 106 Consumer product goods, retail, and logistics decision-makers and in-depth interviews with three senior decision-makers at organizations in the US, Germany, New Zealand, to evaluate digital transformation objectives and effectiveness. The study began in August 2023 and was completed in September 2023.

To read the full results of this study, please refer to the Thought Leadership Paper commissioned by EdgeVerve titled, "Reimagine Growth With A Platform-Centric Digital Strategy."

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Forrester's Technology & Architecture research group

Appendix B: Demographics

REGION	
United States	**53%**
France	**16%**
United Kingdom	**10%**
New Zealand	**6%**
Germany	**5%**
Australia	**4%**
The Philippines	**3%**
Vietnam	**3%**
Singapore	**1%**

POSITION	
C-level executive	**24%**
Senior vice president/vice president	**39%**
Director	**38%**

Note: Percentages may not total 100 due to rounding.

ANNUAL REVENUE	
$1 billion to less than $3 billion	**24%**
$3 billion to less than $5 billion	**40%**
$5 billion and above	**37%**

INDUSTRY	
CPG, retail, and logistics	**100%**

FUNCTION	
Business	**54%**
IT	**46%**

RESPONSIBILITY FOR STRATEGY	
Business	**63%**
IT	**51%**
Process automation	**32%**
Supply chain	**22%**

Appendix C: Endnotes

[1] Source: "Fire Up The Digital Engine Driving Your Business," Forrester Research, Inc., August 9, 2022.

[2] Source: "The B2C Customer-Obsessed Growth Engine," Forrester Research, Inc., February 9, 2023.

[3] Source: "What Makes A Future Fit Platform Strategy?," Forrester Research, Inc., May 11, 2023.

[4] Source: "The B2C Customer-Obsessed Growth Engine," Forrester Research, Inc., February 9, 2023.

[5] Source: "Retailers: Assess Your Digital Business Maturity," Forrester Research, Inc., April 7, 2022.

[6] Source: "The US Retailers Customer Experience Index Rankings, 2022," Forrester Research, Inc., December 2, 2022.

[7] Source: "Create The Culture Needed To Be Insights Driven," Forrester Research, Inc., June 6, 2022.

[8] Source: "What Makes A Future Fit Platform Strategy?," Forrester Research, Inc., May 11, 2023.

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