

A HARVARD BUSINESS REVIEW ANALYTIC SERVICES REPORT



**Harvard  
Business  
Review**

# THE ECOSYSTEM EQUATION: COLLABORATION IN THE CONNECTED ECONOMY

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Welcome to the connected economy—a new business reality in which value is created through technology-enabled links among people, machines, and organizations.

Across industries, tremendous opportunities are available for organizations to become connected economy leaders. Implementing connected business models, products, and processes can help you significantly increase revenue growth and enhance your competitive edge. At the same time, a very real downside to falling behind exists:

connected economy laggards risk becoming prey to digital disruptions. Call it the *Uber syndrome*, in which a competitor with a completely different business model can put your revenue at risk, or worse, put you out of business.

What does it take to be a leader in the connected economy? We asked Harvard Business Review Analytic Services to help uncover the drivers for business change, assess the current preparedness of organizations, and identify the types of adjustments organizations must make to capitalize on emerging opportunities.

At IBM, we believe IT leaders play an important role in driving this change, and collaboration with line of business is key to help architect the future. In fact, this survey confirms that at leading companies in the connected economy, IT doesn't just deliver services—it is also involved in developing and driving the digital strategy.

We also believe IT infrastructure will play a vital role in enabling organizations to become connected economy leaders. With an IT infrastructure designed for cognitive workloads, you can act at the speed of thought. It accelerates technology breakthroughs through open architectures that foster collaborative innovation. Finally, it works with your cloud platforms to extend the value of your systems and data. Put it all together and instead of observing change unfold, you can seize the opportunities created by the connected economy.

As you will read in this report, many organizations understand the urgency of embracing the connected economy. But shockingly, only a fifth of companies are actually ready for it—with significant amounts of revenue up for grabs. We hope this report sparks new discussions within your organization between IT and business groups and helps you chart your path in the connected economy.

For more information about how IT infrastructure can help you lead and grow your organization in the connected economy, visit [ibm.com/IThero](http://ibm.com/IThero).

Paulo Carvao  
General Manager, Sales, IBM Systems Hardware  
IBM

# THE ECOSYSTEM EQUATION: COLLABORATION IN THE CONNECTED ECONOMY

## EXECUTIVE SUMMARY

In the connected economy, value is created through the technology-enabled links between people, machines, and organizations. But we are still in the early stages of the shift to the connected economy (CE). Less than a fifth (18 percent) of the roughly 700 respondents to a new global survey from Harvard Business Review Analytic Services say they employ CE business models, products, or processes to a significant extent today.

But what exactly does it mean for a company to be among the CE leaders?

For a global industrial products company, it includes building sensors and software into machines so they can operate more efficiently; in the process, they're creating new services-based revenue streams. For an engineering and construction firm, it means better sharing of more accurate design information between groups to improve quality and cut time from the process.

Whatever their industry, CE leaders see their world rapidly changing, and they're determined to be at the forefront of that change in order to remain relevant and claim their competitive advantage. Their success is increasingly dependent on participation in broader business ecosystems. Even followers and laggards recognize the growing importance of tighter connections with organizations in adjacent industries. However, CE leaders are radically better positioned within their own business ecosystems—something that could lead to a long-term advantage. The rest are under pressure to catch up. More than half of all respondents (52 percent) say that a substantial part of their revenue is under threat from digital disruption. To counter that threat, organizations all over the world are changing how they operate to become part of the connected economy.

CE leaders are already reaping the rewards of their new connected business models. They have seen significantly stronger revenue growth over the past two years than their less-connected rivals—in large part due to their ability to exploit information at speed through their use of hardware, software, and networking technologies. These leaders tend to be in the largest companies and from financial services, technology, utilities, or consulting sectors.

What often starts as a realignment of the business around the customer is leading to the invention of new products and business models. This cascades to changes in organizational structures, required skills, and more.

What really sets CE leaders apart is the degree to which they recognize the threat from digital disruption and the value of their IT leadership in bringing them into the connected economy. That awareness is causing them to make digital initiatives a C-level priority. CE leaders have changed the relationship between IT and other parts of the business to a model based on collaborative engagement. They invest more in digital technology, skills, and projects. And they are creating new digital transition teams while at the same time emphasizing that digital is becoming part of everyone's job.

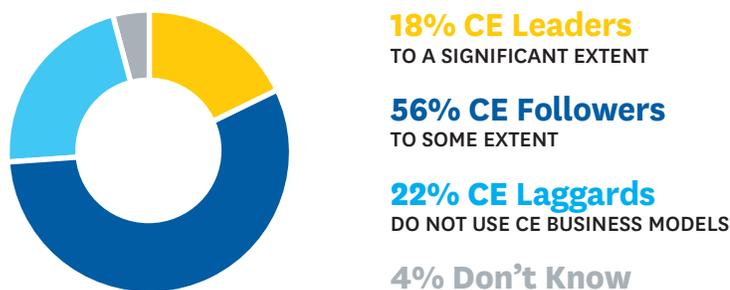
## THE SHIFT TO A CONNECTED ECONOMY

It is remarkable to see how organizations are changing what they do and how they do it to compete in the connected economy. What often starts as a realignment of the business around the customer is leading to the invention of new products and business models. This cascades to changes in organizational structures, required skills, and more. In fact, as organizations across industries develop their digital platforms, they are redefining exactly what industry they are in. For example, when a telecom company provides a platform for mobile financial services in developing countries, is that telecom, technology, or financial services? Industrial products companies

FIGURE 1

### CURRENT USE OF CE BUSINESS MODELS

Percentage indicating to what extent their company employs connected-economy business models or innovations (new products or processes)—where value is created from the technology-enabled connections between people, machines, or organizations.



SOURCE HARVARD BUSINESS REVIEW ANALYTIC SERVICES SURVEY, FEBRUARY 2016  
N=692

are increasingly shifting to software and services, and home appliance manufacturers are helping customers manage all aspects of their lives at home.

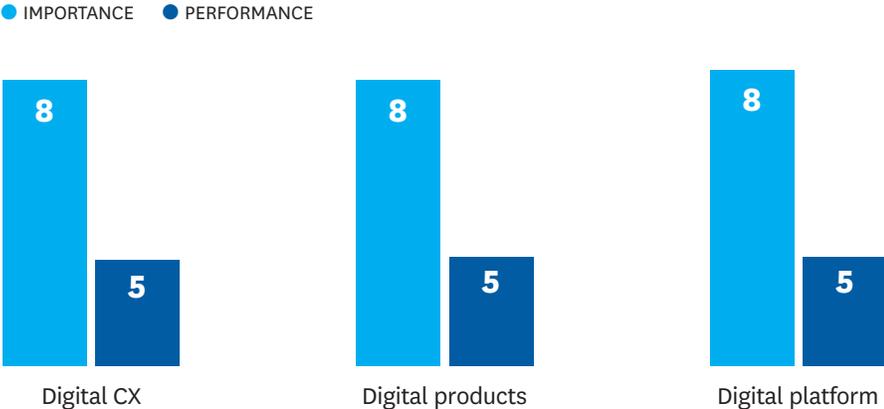
Of course, we are still in the relatively early stages of this shift. Only 18 percent of respondents describe their organization as employing CE business models or innovations to a significant extent—these are the CE leaders. [figure 1](#) Nearly a quarter (22 percent) say their organization has no CE capabilities—these are the laggards. Over half of respondents (56 percent) have some degree of CE capabilities. There are significant differences between these three groups—in everything from their ambitions to their practices to their business results—which we explore in this report.

Another way to look at how far we still have to go to complete the transition to the connected economy is to compare the importance respondents assign to various aspects of their digital operations against their performance in those areas. [figure 2](#) Without exception, they know they are not where they need to be when it comes to:

1. Digital customer experience—engaging with customers online or through mobile apps and devices
2. Digital products—including intelligent, connected machines and devices, digital content, and insight as a service
3. Digital platform—the technology, processes, data, analytics, skills, and relationships that enable digital business

**FIGURE 2**  
**PERFORMANCE LAGS IMPORTANCE**

Respondents indicating how important each of the following is to their organization’s business performance going forward, and how well they believe their organization is performing on each. [ON A SCALE OF 1 TO 10]



**SOURCE** HARVARD BUSINESS REVIEW ANALYTIC SERVICES SURVEY, FEBRUARY 2016  
N=692

Respondents clearly recognize the importance to their future business results of building a digital platform, giving it a mean score of 8.4 out of 10. Even laggards give it a 7.7. But laggards have a lot of work to do to realize that promise, rating their own organization’s performance in building their digital platform just 4.1 compared with leaders’ 7.0.

A key capability in all areas of the connected economy is the ability to exploit information at speed through the use of hardware, software, and networking technologies. CE leaders have built themselves a huge advantage in this regard, with more than half (55 percent) strongly claiming this capability compared with only 15 percent of laggards. For a large engineering and construction company, this has meant investing in infrastructure to interconnect all of its operations to more efficiently share information—in particular between the engineering and construction groups. “It’s about efficiency,” said a senior executive at the firm. “We’re asked by our customers all the time to collapse schedules and reach milestones sooner. We’re investing in technology that allows us to do that.”

There’s a lot at stake. Over half of respondents say that a significant proportion of their company’s current revenues are under threat from digital disruption (scoring it 3 or more on a 5-point scale), with 8 percent saying that most of their revenue is under threat. [figure 3](#) For a large Midwestern U.S. bank, the threat comes in part from what are known as marketplace lenders—peer-to-peer platforms that match borrowers and lenders online. “People are going to the internet to meet their capital needs,” said the bank’s corporate secretary and director of investor relations. “We’re going to have to be part of that or work with that market.” That means either acquiring or developing the capabilities themselves over the next five years.

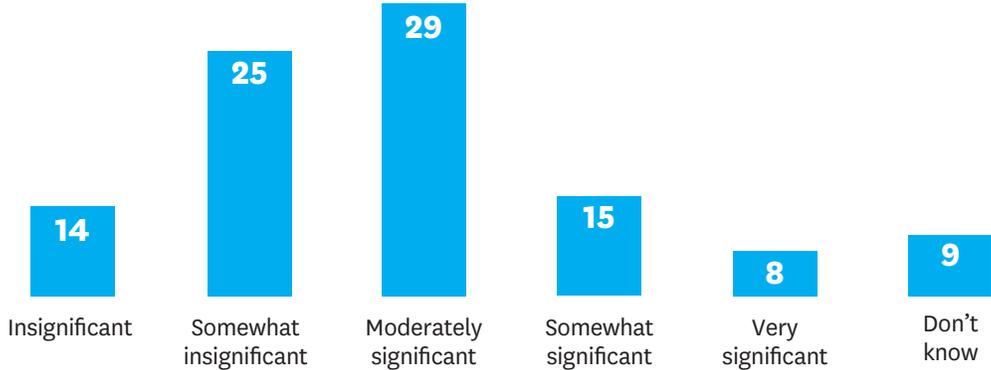
Interestingly, CE leaders are nearly four times as likely as laggards and followers to say that most of their revenue is under threat. One interpretation: it takes significant threat to marshal the organizational resources (and commitment) necessary to undergo large-scale transformation.

**FIGURE 3**

**ORGANIZATION REVENUES UNDER THREAT FROM DIGITAL DISRUPTION**

Percentage rating to what extent current revenue is at risk of digital disruption.

[ON A SCALE OF 1 TO 5, WHERE 1 = INSIGNIFICANT AND 5 = VERY SIGNIFICANT]



**SOURCE** HARVARD BUSINESS REVIEW ANALYTIC SERVICES SURVEY, FEBRUARY 2016  
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CE leaders are breaking new ground and earn a much higher percentage of their revenue from products and services introduced over the past three years.

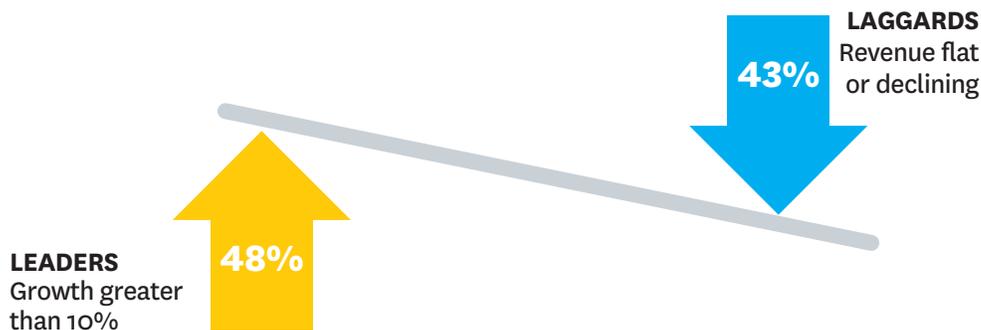
But their investment in building a digital platform is paying off, with CE leaders realizing significantly stronger growth than the rest over the past two years. [figure 4](#) Almost half of CE leaders (48 percent) have seen double-digit revenue growth while a similar proportion (43 percent) of laggards have, at best, seen no growth over the same period. And three times as many CE leaders claim growth of 30 percent or more compared with laggards (18 percent versus 6 percent).

For some organizations, the connected economy offers opportunities to address non-digital threats—such as fundamental changes in the market. For example, as energy consumption habits change, an Asian-based oil and gas company has launched a five-year “non-fuel” strategy that involves getting closer to customers by leveraging analytics, mobile computing, and the Internet of Things.

Thriving in the connected economy is not just about improving what you’ve got but breaking new ground. For example, a large European ICT company has developed a mobile financial services portfolio to generate additional revenue outside of telecom. In fact, CE leaders earn a much higher percentage of their revenue from products and services introduced over the past three years. [figure 5](#) Half of these companies say that new products and services account for 20 percent or more of their earnings. Contrast that with laggards, a third of whom say new products contribute less than 10 percent of revenue, and 10 percent saying that none of their revenue is from new products. This does not bode well for their long-term prospects.

**FIGURE 4**

**CONNECTED ECONOMY BUSINESS MODELS PERFORM BETTER**



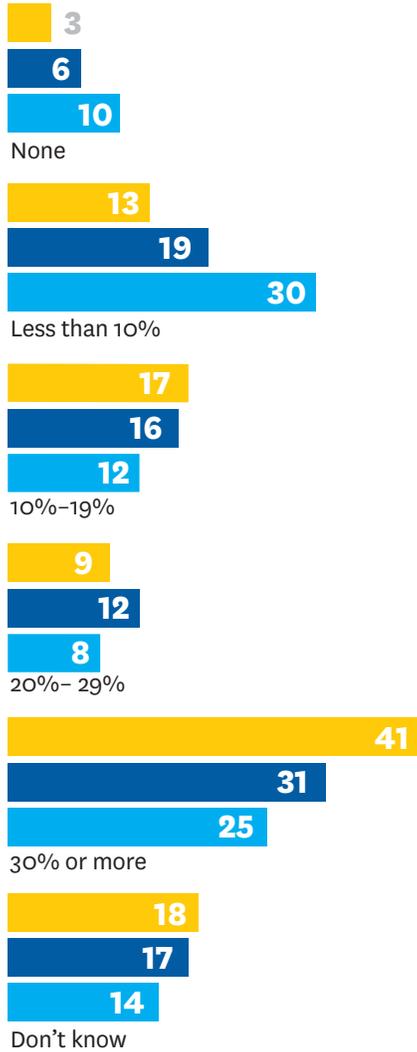
**SOURCE** HARVARD BUSINESS REVIEW ANALYTIC SERVICES SURVEY, FEBRUARY 2016  
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FIGURE 5

### CE LEADERS MAKE MORE FROM NEW PRODUCTS

Percentage indicating to what extent their company's revenue comes from products/services introduced over the past three years.

● CE LEADERS ● FOLLOWERS ● LAGGARDS



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N=664

Sixty percent of Fortune 100 companies have digital transformation teams in place, according to market research firm IDC, and that number will increase to 80 percent before the end of 2017.

## LEADERSHIP, ENABLERS, AND INHIBITORS

A lack of leadership is holding many companies back from competing effectively in the connected economy, according to the survey. A fifth of all respondents cited this as their greatest inhibitor, and laggards were three times as likely as CE leaders to do so (29 percent versus 10 percent).

CE leaders are much more likely than other companies to:

- Have C-level executives involved in leading digital initiatives
- Dedicate teams to help with various aspects of the transformation
- Break down organizational silos through restructuring and fostering (or imposing, where necessary) cross-functional collaboration
- Invest in a data-centric IT infrastructure needed to build their digital platform
- Recognize the need for new, more advanced skills, and ensure their teams are acquiring or developing them
- Have a “business innovator” CIO

Senior leadership involvement is crucial, given the profound and multidimensional changes that have to take place to transition to a connected-economy business model. In fact, senior executives at CE leader organizations are twice as likely as laggards to take an active and visible role in the organization’s digital business initiatives. [figure 6](#) This means a lot more than just having the CEO issue a mandate; this is about strong messaging that is communicated repeatedly across the company at all levels.

“The key to effective change management is communication,” said the CEO of an industrial processing and distribution company that is undergoing significant change in the way it operates and goes to market. “We talk about it constantly—from the top down, the bottom up, and all around.” That begins with clearly explaining the purpose of the change, then seeking feedback to make sure people have understood the message and to see if anything’s been missed. This CEO emphasizes the importance of reinforcing the message through repetition. “If you announce once and don’t follow up repeatedly, it will be a one-time wonder and die,” she said. “You have to follow through.”

It’s not the CEO’s job alone to make this happen. Change this big requires all hands on deck, with the entire C suite (especially the chief information officer), functional leaders, and business unit heads “extremely involved” at the majority of CE leaders’ companies. [figure 7](#) This is another stark difference between leaders and laggards.

## Digital Transition Teams

A successful practice used by a number of business leaders interviewed for this report is to set up dedicated teams whose job it is to facilitate the transition. By the end of 2015, 60 percent of Fortune 100 companies had digital transformation teams in place, according to market research firm IDC, and IDC expects that to grow to 80 percent by the end of 2017. Such groups take different forms. At a global home appliance company, the work flows through three different groups, starting with a corporate strategy team that investigates digital and social trends and identifies those that make sense for the company. That team then works with an innovation group to figure out which technologies will fit that purpose. Finally, a digital transition team manages the implementation, including “communicating what the technology is about, how it will help us, and what we will do with it moving forward,” said the company’s head of strategy and business development.

The industrial processing and distribution company set up a special projects group that is responsible for developing its digital business innovations. That approach can’t scale to the extent needed by a large global conglomerate pushing for digital transformation in all parts of its business. Instead, it has a team that works with its various business units around the world to promulgate a new lean innovation process, meant to cut through the inevitable bureaucracy that evolves in large organizations over time.

## Collaboration and Breaking Silos

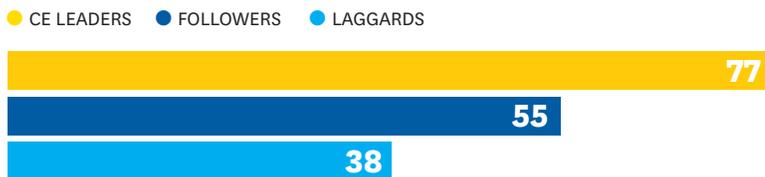
At the same time that dedicated teams can provide direction and focused resources, digital solutions often require the expertise and efforts of many different groups. This, along with the need to move quickly, has led many organizations to adopt a more collaborative cross-functional approach to new initiatives. For example, one U.S.-based retailer replaced its traditional approach to product development—with its linear cycle of idea development, sourcing, marketing, visual design, and store operations—in favor of getting everyone around the table together at the beginning,

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FIGURE 6

### CE LEADERS HAVE MORE ACTIVE INVOLVEMENT FROM SENIOR EXECs

Percentage indicating to what extent they agree or disagree with the statement below.



Senior executives have taken an active and visible role in leading our digital business initiatives.

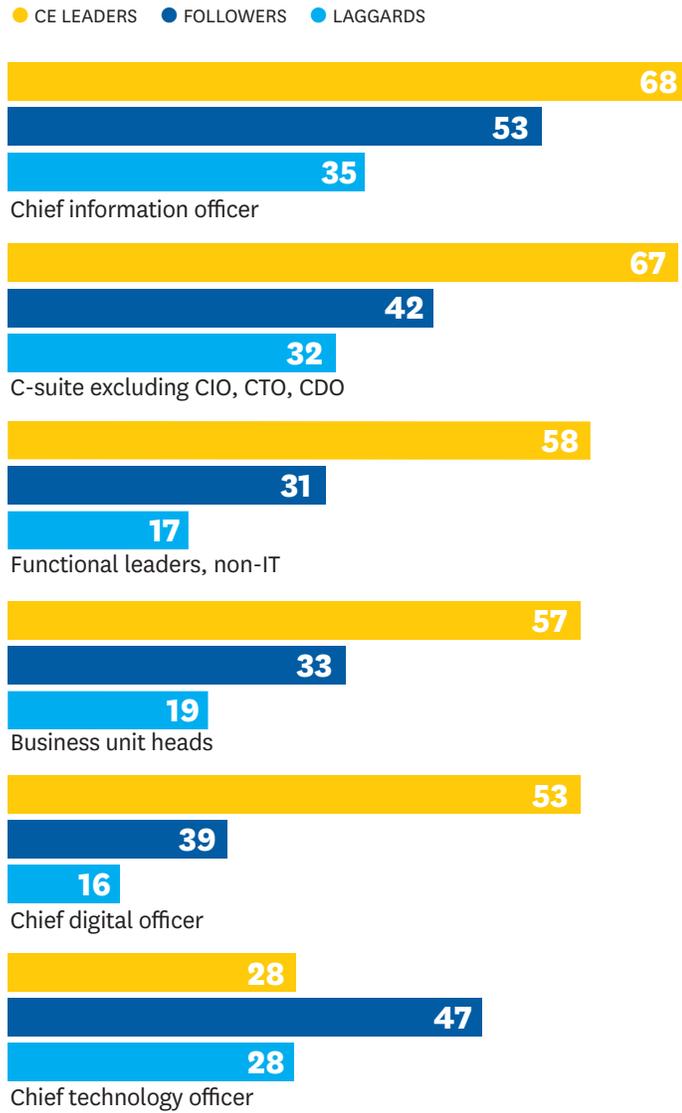
SOURCE HARVARD BUSINESS REVIEW ANALYTIC SERVICES SURVEY, FEBRUARY 2016  
N=664

**FIGURE 7**

**THE ENTIRE C-SUITE IS MORE INVOLVED AT CE LEADERS**

Percentage indicating the degree to which the following stakeholders are involved in their organization's connected-economy or digital business strategy.

[ON A SCALE FROM 1 TO 10, WHERE 1 IS NOT AT ALL INVOLVED AND 10 IS EXTREMELY INVOLVED]



SOURCE HARVARD BUSINESS REVIEW ANALYTIC SERVICES SURVEY, FEBRUARY 2016

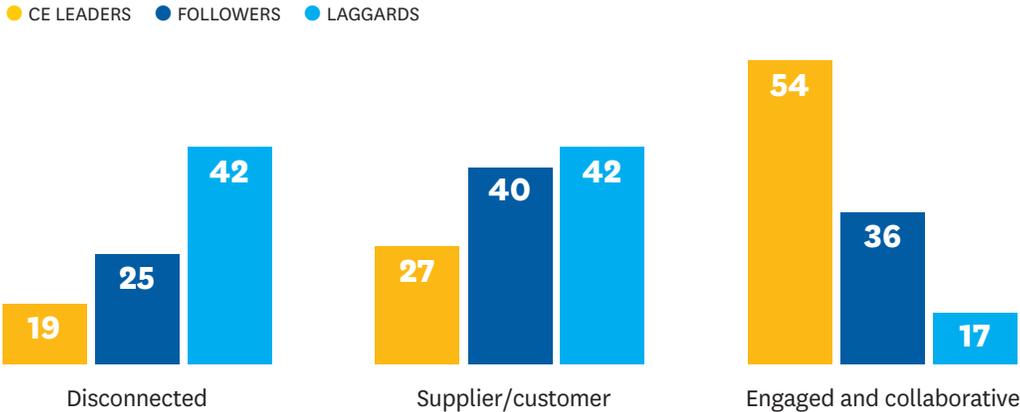
including IT. “This makes it possible to do things that drive the brand with all the tech bells and whistles” from the start, said a former executive at the company, who now runs a retail and branding consultancy. It also lets the company move faster, as different groups can work in parallel.

For such collaboration to work effectively, the relationship between IT and other parts of the business has to change. At most organizations, the relationship is still described as either “disconnected” or one in which IT takes orders and delivers services with little involvement in developing the digital strategy. The exception is at CE leader companies, where more than half (54 percent) describe the relationship with IT as engaged and collaborative. [figure 8](#) This contrasts sharply with the 42 percent of laggards who describe the relationship as disconnected, with IT operating in a vacuum, and the lines of business going outside of IT to have their digital business needs met. Still, even the leaders have room for improvement, with more than a quarter (27 percent) viewing IT as order takers, and another 19 percent being disconnected.

Changing these dynamics requires structural changes within the business. Organizational silos and lack of collaboration (not just with IT but across the business) was cited as the No. 1 barrier to competing effectively in the connected economy. [figure 9](#) CE leaders are especially aware of this, with 39 percent naming it the top inhibitor to success. To address that, a large technology company that is making a business model shift from selling mostly hardware to offering services began a major effort last year to break down internal silos, mixing people from different groups on teams for better integration across the company while disbanding others, according to a business development leader there. Similarly, the global ICT company is restructuring to “break down silos and offer end-to-end solutions” around market themes versus the product portfolio, said the company’s head of strategic marketing. This includes physically grouping people around customer solutions. At the same time, “the silo mentality has to do with internal culture and mind-shift

**FIGURE 8**  
**CE LEADERS HAVE MUCH HIGHER IT/LINE OF BUSINESS COLLABORATION**

Percentage describing the working relationships between the IT department and other departments/units as follows.

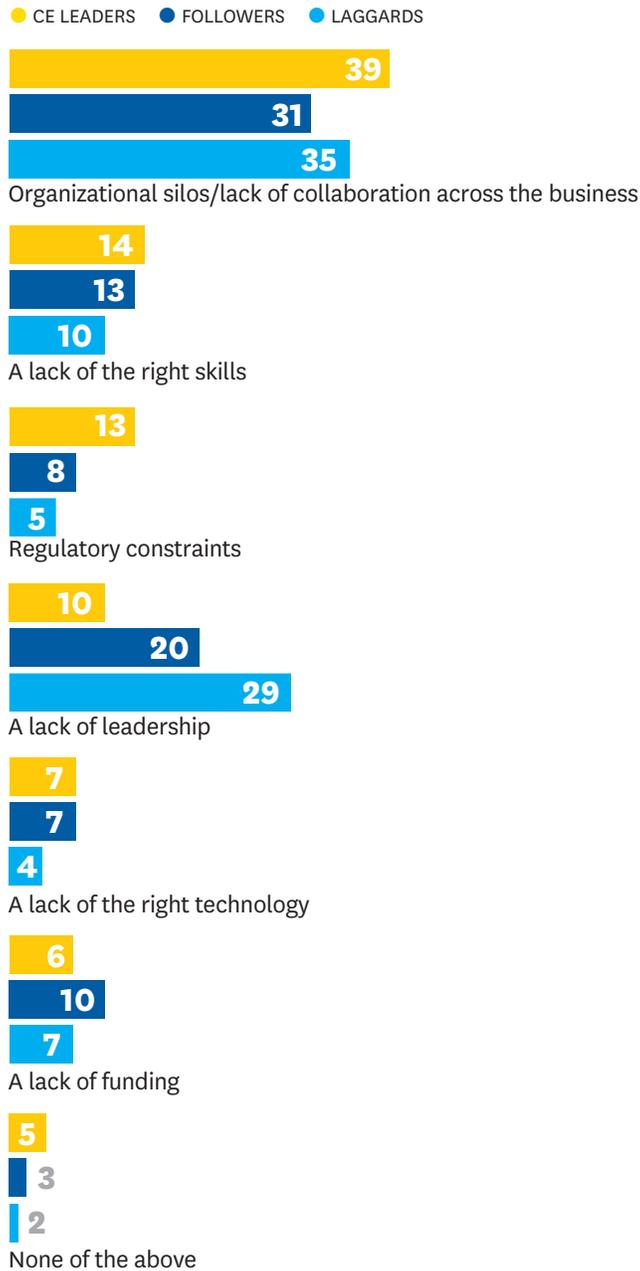


**SOURCE** HARVARD BUSINESS REVIEW ANALYTIC SERVICES SURVEY, FEBRUARY 2016  
N=664

FIGURE 9

**ORGANIZATIONAL SILOS ARE THE NO. 1 BARRIER TO CE**

Percentage rating the greatest inhibitor to their organization's ability to win in the connected economy.



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N=664

changes,” she said. “Corporations are structured to show divisional growth—we can’t get away from that—[so we need to] change people’s mindset to allow more openness to cross-functional teams and delivery.”

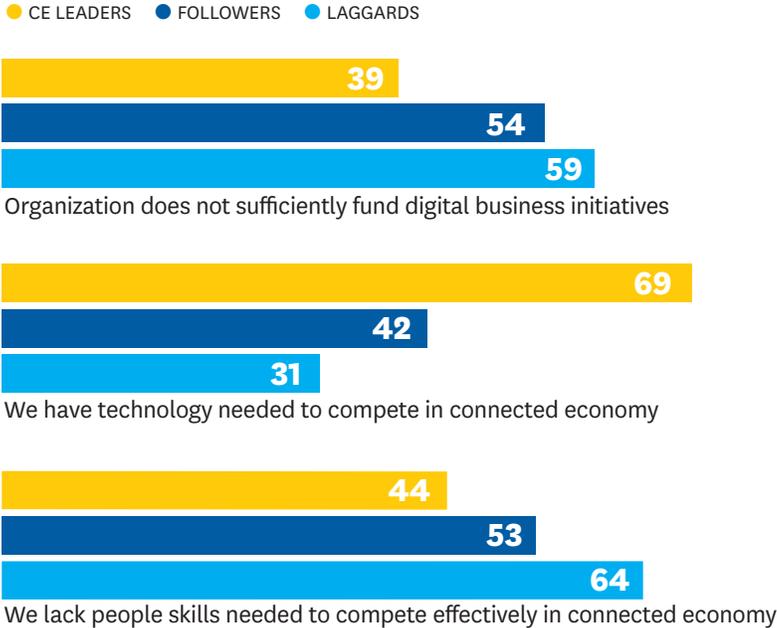
This is already working well at a large global conglomerate. “We are quite lean and very aggressive in what we’re trying to do,” said the digital marketing leader of a health care and life sciences business unit at the company. Units that don’t have the resources they need are able to tap others for help, and people regularly volunteer for projects outside their own areas. “Collaboration helps get things done,” he said. He attributes their ability to work this way to the success with which senior leadership has driven a one-company message, centered on the customer.

**Investing in IT Infrastructure and New Skills**

No matter how you look at it, making the transition to the connected economy requires investment—in people, technology, and projects. CE leaders are more likely than the rest to invest appropriately and, as a result, to have the technology and people they need. [figure 10](#) Still, more than a third believe their business is falling short of what is required. Senior business leaders will need to make the case for increased investment if their organizations are going to compete in the new CE world. However, making the right investments requires having a clear vision and strategy to

**FIGURE 10**  
**MORE INVESTMENT NEEDED IN DIGITAL INITIATIVES**

Percentage agreeing with the following statements.



**SOURCE** HARVARD BUSINESS REVIEW ANALYTIC SERVICES SURVEY, FEBRUARY 2016  
N=664

align to, and many organizations are still in the process of figuring that out. Others are waiting to gain more visibility into changing conditions—for example, to see how the regulatory environment in their industry will change. Executives at the Midwestern bank know they’ll be making significant technology investments over the next five years, but exactly what that looks like will depend on how regulators address emerging trends like marketplace lending. In fact, respondents from the financial services industry were almost twice as likely as the average to name regulatory constraints as their No. 1 barrier at 14 percent.

No company is immune to the need for different and more sophisticated skills. For example, the large technology company is hiring people who already have experience building software services—and then “reskilling and upskilling [existing employees] to learn new ways of working and thinking,” said the business development leader.

## **THE FUTURE: POSITIONING TO WIN WITHIN ECOSYSTEMS**

As these obstacles are overcome, the connected economy will become even more connected, with organizations’ success relying on their participation in a broader business ecosystem, defined as an interdependent network of organizations and individuals involved in serving a set of customers. While CE leaders hold this view more strongly than others, even laggards expect their future business models to be more ecosystem-dependent. [figure 11](#)

In a related question, more than half of all respondents (and three-quarters of CE leaders) said their organization’s success is increasingly tied to relationships with organizations in adjacent industries. [figure 12](#) Viewed from the customer’s perspective, these ecosystems quickly take shape. Just think about drivers and the ecosystems of auto manufacturers, insurance companies, and repair shops needed to support the connected car.

But not all members of an ecosystem will thrive equally. Some organizations will dominate through their more immediate relationship with the customer and the extent to which they provide the platform that enables the creation of their ecosystem. Others will become dependent on those platform providers and may become disintermediated by players who provide a simpler, more engaging customer experience. Eighty percent of CE leaders are much more likely to see themselves as being favorably positioned within their business ecosystem. [figure 12](#) On the flip side, while over half of laggards recognize their dependence on other organizations, only a third say they are well-positioned today.

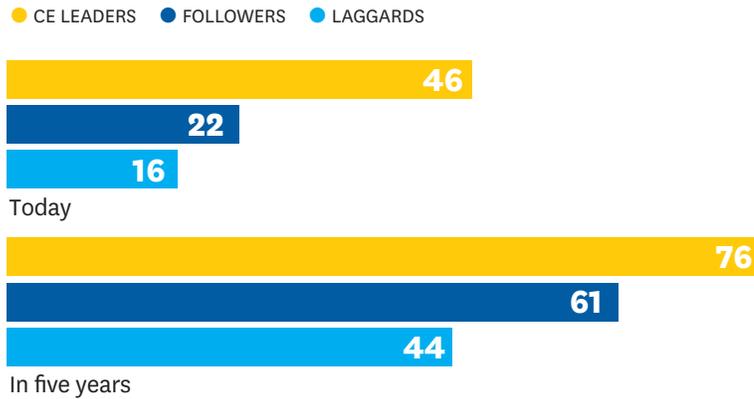
Banks provide a good illustration of how fluid these things can be—whether that’s the Midwestern bank trying to understand its relationship to marketplace lenders, or the European ICT company providing services to the unbanked in Africa. In Peru, competing telecom companies created relationships with financial institutions to provide their own mobile payment platforms. The country’s banks found themselves with new and unexpected competition for their traditional customers. In response, the banks joined forces “to develop a common approach to digital money. They eventually settled on an ‘open loop’ platform” designed by another provider, creating a national mobile money system within which the banks essentially “share” rather than control their customers.<sup>1</sup> This is a very different model for banks, and peer-to-peer lending is only one disruptive force within the industry. At this point, it’s anyone’s guess what impact the blockchain distributed ledger technology will have on the industry and beyond.

FIGURE 11

### CE LEADERS TIE FUTURE SUCCESS TO BUSINESS ECOSYSTEM

Percentage indicating to what extent their company's success is dependent on the company's participation in a broader business ecosystem today and in five years.

[TOP BOX SCORES, 8-10 "EXTREMELY DEPENDENT"]

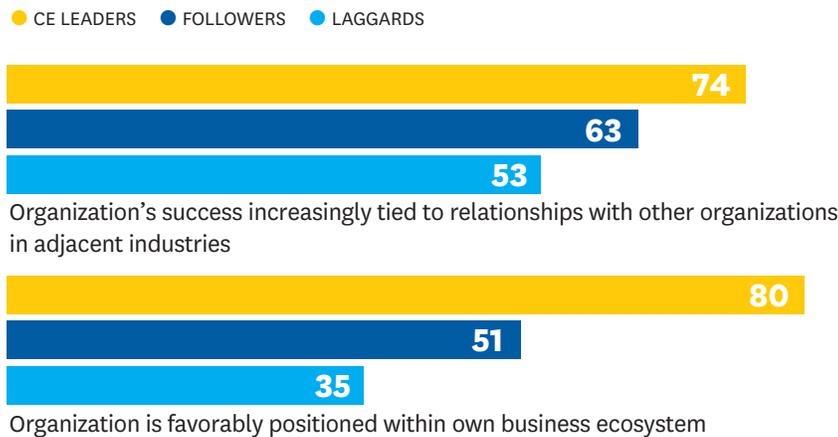


SOURCE HARVARD BUSINESS REVIEW ANALYTIC SERVICES SURVEY, FEBRUARY 2016  
TODAY N=167 • IN FIVE YEARS N=397

FIGURE 12

### SUCCESS IS INCREASINGLY TIED TO RELATIONSHIPS WITH OTHER FIRMS

Percentage agreeing with the following statements.



SOURCE HARVARD BUSINESS REVIEW ANALYTIC SERVICES SURVEY, FEBRUARY 2016  
N=664

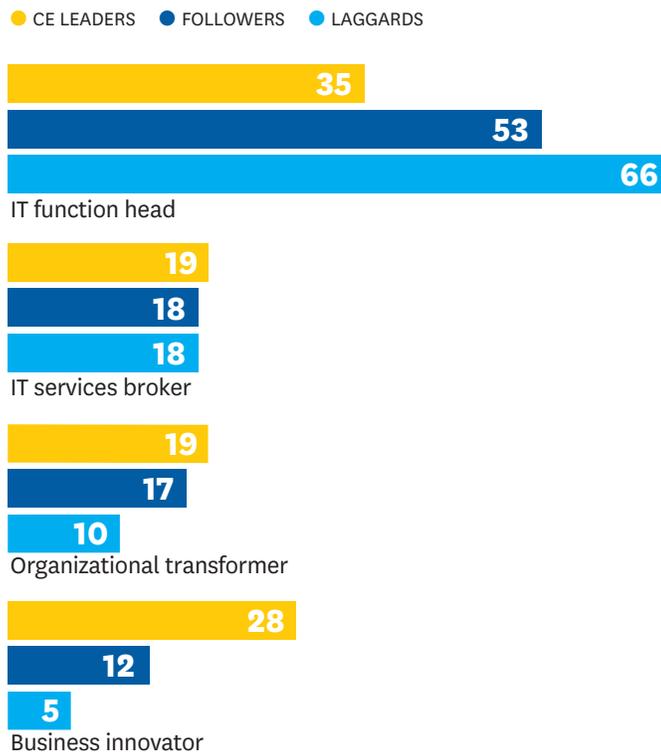
## IN NEED OF INNOVATOR CIOs

The connected economy runs on what IDC terms “third platform” technologies—cloud, mobile, social, and analytics—all of which could be said to fall under the umbrella of information technology. One might then assume that the chief information officer (CIO)—the C-level executive charged with overseeing a company’s IT—would be central to the organization’s connected-economy efforts. But that’s far from the case. More than half of respondents regard their company’s CIO as simply the IT function head, responsible for running the company’s internal IT systems, with two-thirds of laggards viewing their CIO this way. [figure 13](#) While CE leaders are much more likely to say their CIO is a business innovator, central to conceiving and implementing tech-enabled business innovations, or an organizational transformer, there is plenty of room for further improvement here, with more than a third saying they still have a CIO who heads the IT function.

FIGURE 13

### CE LEADERS’ CIOs MORE LIKELY TO BE INNOVATORS

Percentage indicating which of the following best describes the role of their organization’s chief information officer or equivalent.



SOURCE HARVARD BUSINESS REVIEW ANALYTIC SERVICES SURVEY, FEBRUARY 2016  
N=664

## THE INTERNET OF THINGS SET TO EXPLODE

CE leaders are more likely to see the Internet of Things (IoT) as business critical than others, but less than a third give it top box scores, suggesting it is not yet a major factor.

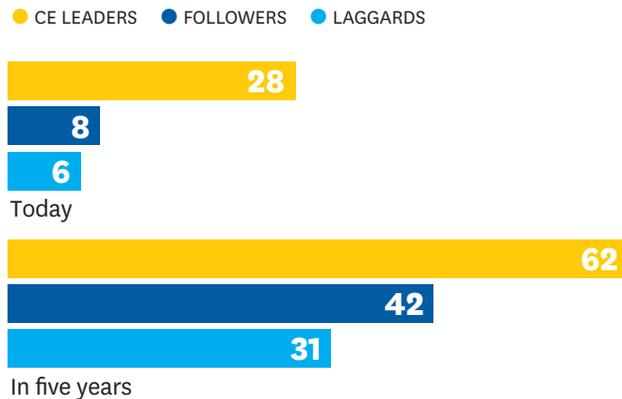
However, five years from now, all organizations expect IoT to play a much more business-critical role, although twice as many CE leaders as laggards say this. Overall, 44 percent of respondents say their business model will be extremely dependent on IoT in five years—almost quadruple the percentage that make that claim today (12 percent). And almost two-thirds of CE leaders (62 percent) say their company’s business model will be extremely dependent on IoT in five years. [figure 14](#)

FIGURE 14

### CE LEADERS SEE IoT AS MISSION CRITICAL OVER THE NEXT FIVE YEARS

Percentage indicating the extent to which their company’s business model is dependent on the Internet of Things today and will be in five years.

[TOP BOX SCORES, 8-10 “EXTREMELY DEPENDENT”]



SOURCE HARVARD BUSINESS REVIEW ANALYTIC SERVICES SURVEY, FEBRUARY 2016

N=664

## CONCLUSION

We're still in the early stages of the transition to the connected economy, with less than a fifth of respondents employing CE business models, products, or processes to a significant extent. Nevertheless, the impact of increasing technology-enabled connections is already being felt—on organizations, markets, and entire industries. Disruption is real, putting organizations' revenue under serious threat—often from unexpected competitors. On the opportunity side, companies at the forefront are growing revenue faster than their competitors and earning more from innovative new products and services.

These shifts don't just happen; they are led. CE leaders have made this a C-level priority. They are significantly more likely to have business-innovator or transformational CIOs who drive cross-functional integration and collaboration between IT and other parts of the business. Not only are they breaking down silos inside their organizations, but they're connecting to new partners in new ways as part of a broader business ecosystem. And they invest in the people, technology, and projects to bring their visions to life. Despite recognizing the importance of CE business models and ecosystems to their companies' futures, laggards and followers are not well positioned today. But that can change. The future is still being written, and opportunities abound for companies that stay focused on the customer and learn to deliver new value in the connected economy.

### ENDNOTE

1 Competitive collaboration behind new mobile banking model in Peru, Devex Impact, January 2016

## **METHODOLOGY AND PARTICIPANT PROFILE**

A total of 692 respondents completed the survey, including 351 who are members of the Harvard Business Review Advisory Council.

### **SIZE OF ORGANIZATION**

Only organizations with 100 or more employees took part in the survey. Thirty-six percent were in organizations with more than 10,000 employees, 31 percent were in organizations with 1,000 to 10,000 employees, and 33 percent were in organizations with 100-1,000 employees.

### **SENIORITY**

Between one-quarter and one-fifth (22 percent) were executive management or board members, 33 percent were senior management, 28 percent came from middle management, and 17 percent came from other levels.

### **KEY INDUSTRY SECTORS**

Technology, financial services, and manufacturing topped the list at 14 percent, 13 percent, and 12 percent, respectively. Ten percent of respondents worked in education, 8 percent in government/not-for-profit, and 7 percent in health care. Other industries were represented by 5 percent or less.

### **JOB FUNCTION**

Twelve percent of respondents worked in operations/product management; 10 percent each were from IT and general management; 9 percent from HR/training; and 8 percent each from sales/business development and marketing/communications. Six percent came from finance/risk, and all other functions represented 5 percent or less of the total respondent base.

### **REGIONS**

One-third (33 percent) of respondents were from North America; 33 percent were from Europe/MEA; 26 percent were from Asia/Pacific; and 8 percent were from South/Central America.

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