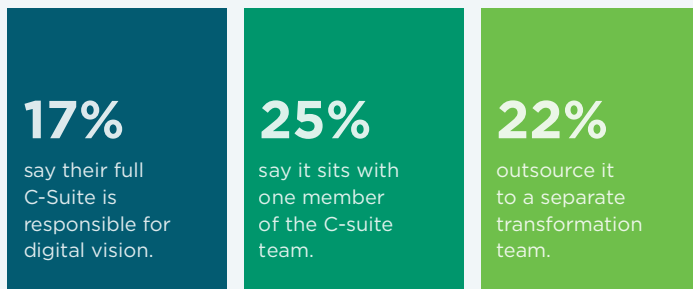# **west**MONROE

Digital and Org Design:
4 Insights from Tech Leaders

High-tech and software companies continue to have compelling visions for their organizations and make strides to foster digital agility within them. West Monroe's recent signature research reports, Be Digital and Building a Digital Organization, highlighted how consumers, leaders, and organizations are embracing digital—and what that means for employee engagement and business outcomes. **West Monroe's research highlighted four key areas of opportunity for high-tech and software companies in 2023.**

Insight 1: In tech organizations where all leaders are not accountable for digital transformation, vision and execution can fall flat.
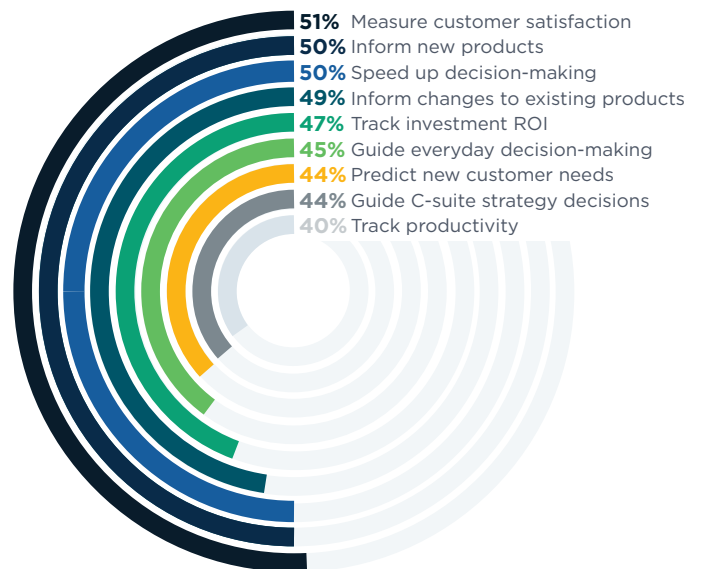
17%	**25%**	**22%**
say their full C-Suite is responsible for digital vision.	say it sits with one member of the C-suite team.	outsource it to a separate transformation team.

Insight 2: **It's not enough to have the right tools in place—using technology effectively is a make-or-break factor in an organization's digital journey.**

"In today's macroenvironment, organizations need to continue making investments in systems and processes, people, and customer insights. It's prudent for organizations to be thoughtful and pragmatic around the ROI for each effort. Investing in product features that are going to yield the greatest response while leveraging the most efficient process along the way will be key."

Neil Jain, Partner, High-Tech & Software

Insight 3: High-tech & software companies are rooted in data but can evolve their organizational structure to leverage it more effectively through all areas of the company.

Tech respondents say data is used to:

51% Measure customer satisfaction
50% Inform new products
50% Speed up decision-making
49% Inform changes to existing products
47% Track investment ROI
45% Guide everyday decision-making
44% Predict new customer needs
44% Guide C-suite strategy decisions
40% Track productivity

Insight 4: **Customers are the new chief strategy officers as organizations seek product-led growth.**

These are the top customer priorities, according to our research:

63%	Security
47%	Access to insights
43%	Speed
37%	Personalization