DIGITAL   ESG   PEOPLE

Organizational Design for Digital Transformation

May 2022

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Primer

Zero100 research addresses the collision of several megatrends impacting supply chain, including the digitization of operations **(DIGITAL)**, growing accountability for environmental and social impact **(ESG)**, as well as the organization and development of talent required to effectively respond to new challenges **(PEOPLE)**.

Our *Point of View* reports explore the components parts of these themes in greater detail — providing the perspective, supporting data, and cross-industry learnings required to address critical questions from the supply chain community. In combination, these perspectives provide the evidence and conceptional frameworks to tackle the operational challenges of today and tomorrow.

Critical Questions

If digitalizing the supply chain is the key to breaking down organizational silos, integrating various data ecosystems, and unlocking the potential of Industry 4.0 technologies, then it follows that such transformational efforts will need an "evangelist" in the C-Suite.[1]

In the grand history of new and trending CxO roles, the *Chief Digital Officer* (CDO) is comparatively new. Distinct from the *Chief Information Officer* (CIO), the number of CDO roles listed at major corporations began to double starting in 2012 – achieving critical mass as *corporate* strategy and

digital strategy began to merge and become synonymous.[2] Peaking in 2020, the title has recently lost some of its luster, with search intent declining throughout the pandemic period.

As organizations differentiate less between digital versus analog investments coming out of the pandemic, fundamental questions remain. Namely, is there a one-size-fits-all model to accelerate digital transformation? And if not, which of several competing models best suits my organization's immediate needs and priorities?

CxO Titles: Interest Over Time on Google
2012–2022 (Relative to Peak)

— Chief Digital Officer   — Chief Sustainability Officer
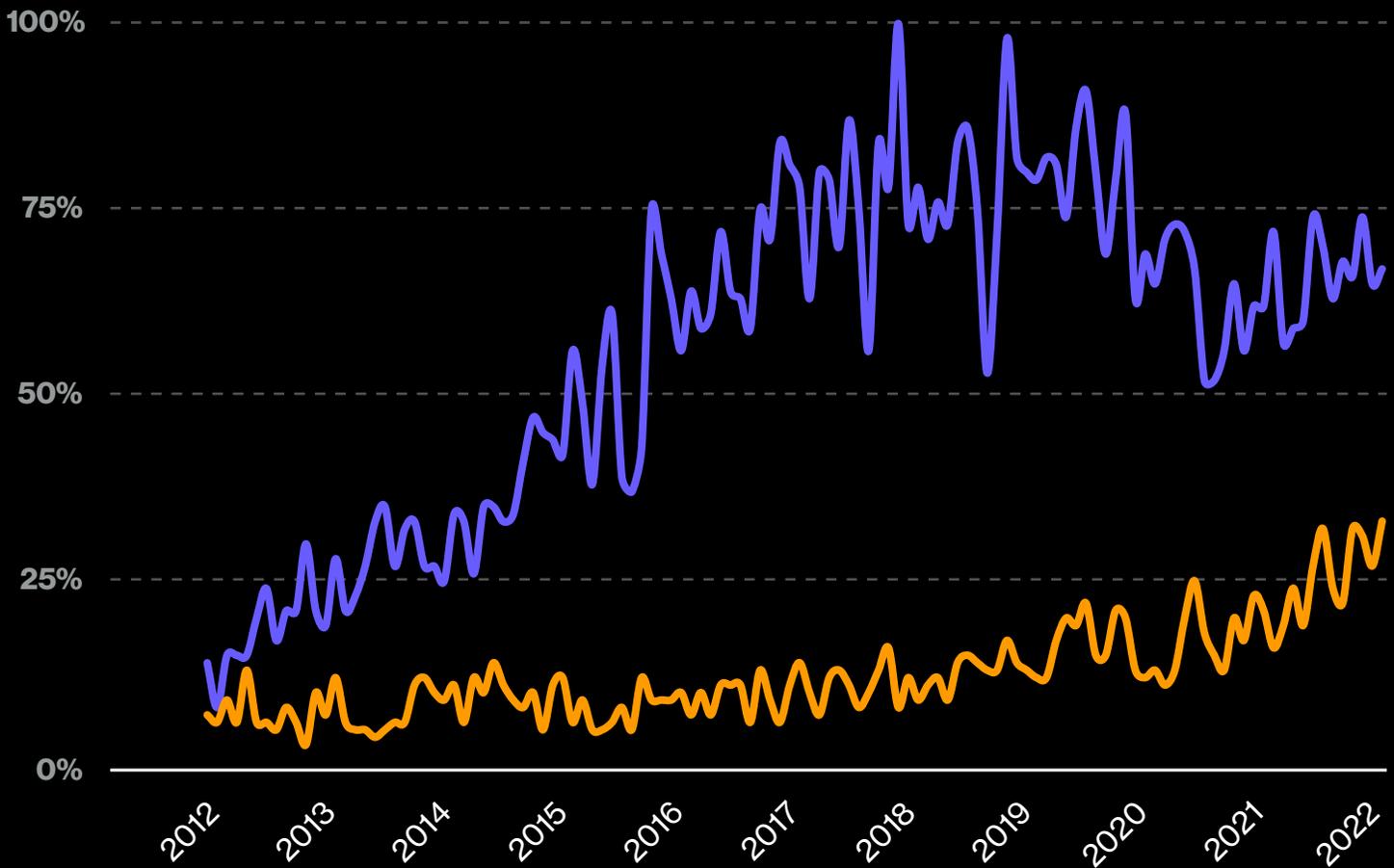
About Zero100

At Zero100, we're mobilizing a radically new and diverse community of global operations leaders and their teams, at the intersection of supply chain and technology in the Climate Era.

Our mission is to close the gap between the importance, speed and complexity of today's supply chain profession, and the outdated research and benchmarks that support it, to accelerate progress to **Zero Percent Carbon, 100% Digital.**

To that end, we provide a community-based education and research platform. Our unique and proprietary content, learning programs, events and connections help members accelerate progress on critical initiatives, level-up their talent, and grow the credibility of their supply chain.

About Our Research

We research the intersection of megatrends transforming supply chain management now — the digitization of operations versus rising customer expectations of accountability for environmental and social impact. These megatrends are driving operations leaders to make unprecedented strategic bets on **DIGITAL** capabilities, **ESG** (Environmental, Social & Governance) commitments and reporting, and **PEOPLE** organization and development.
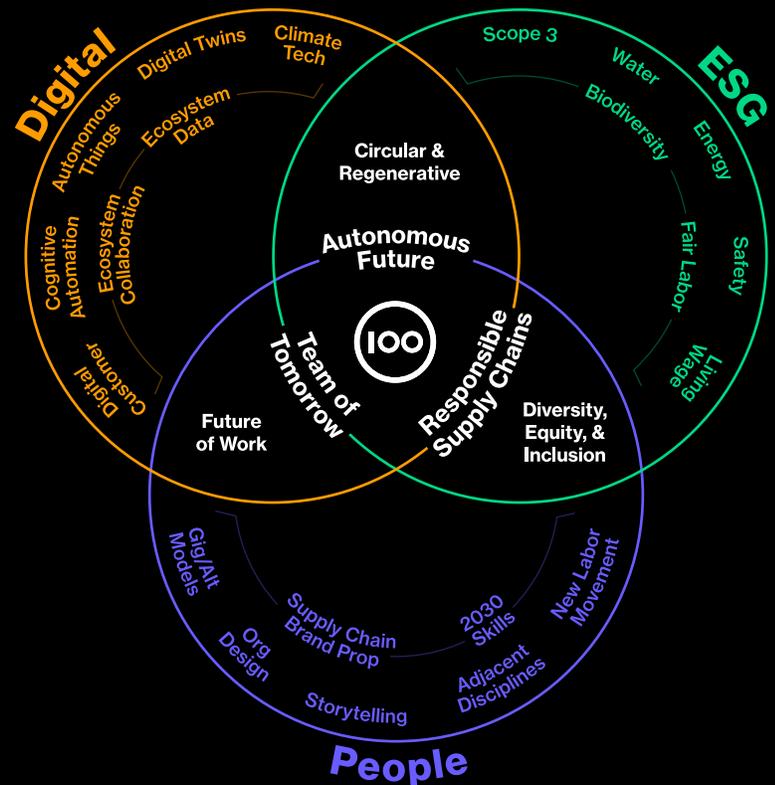
Our research is designed to treat your time as a precious commodity, to provoke your thinking and to be easily leveraged with your team. It is built on a content architecture that ties every research asset back to how we deliver on the Zero100 mission and assumes that the community is smarter than any single voice or subject matter expert.