

# The barometer of digitalization

A survey on managers' perception of the impact of digitalization on companies in Romania

2017 edition





VALORIA



TOP 5 CONCLUSIONS

## The main conclusions of the survey

*This survey probes the perceptions of managers and executives about the impact of digitalization on Romanian companies. The questionnaire, which received 329 responses, was applied between 9 February and 11 April, 2017. In this report we will refer to digitalization as the use of storage and processing technology, search and retrieval of information between on-line users.*

### Top 5 conclusions

#### Strategy



**60%**

of companies have not made digital transformation the central part of their business strategy.

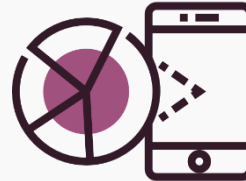
#### Leaders



**69%**

of companies have not given a leader in the company's leadership the responsibility for the digital development of the business.

#### Competitive advantage



**63%**

of respondents say they did not capitalize on digitalization to have a competitive edge.

#### Obstacles



**55%**

of respondents say that the main obstacle to digitalization is that they do not have 'digital' consumers.

#### Benefits



**46%**

say that cost reduction and process simplification are the benefits of integrating the digital transformation process.



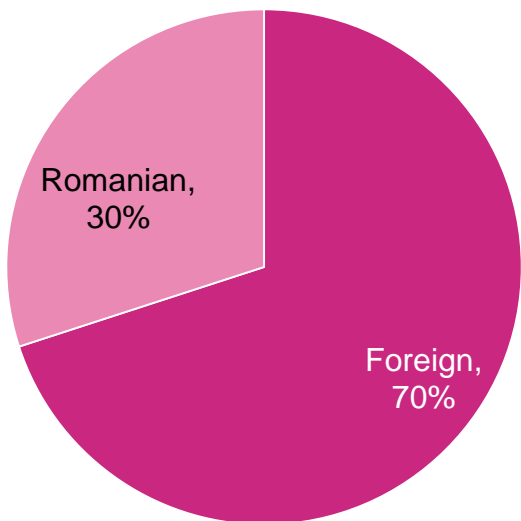
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DEMOGRAPHICS

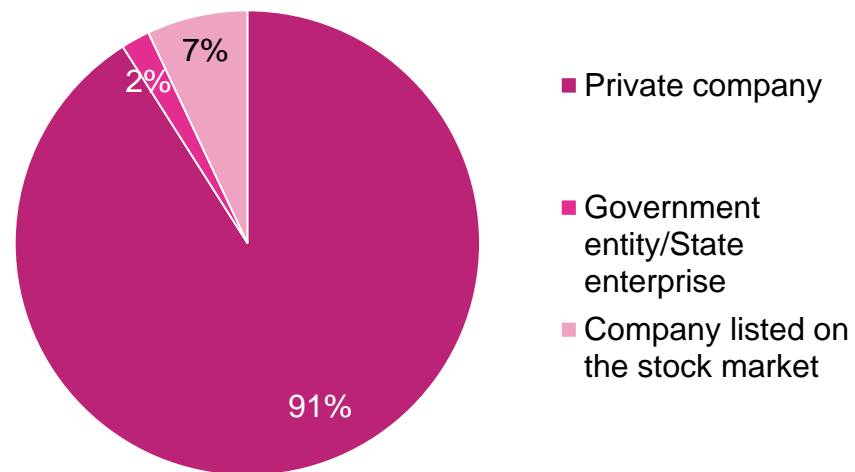
# 1. Demographics

Capital type



Total answers: 329  
Skipped this question: 0

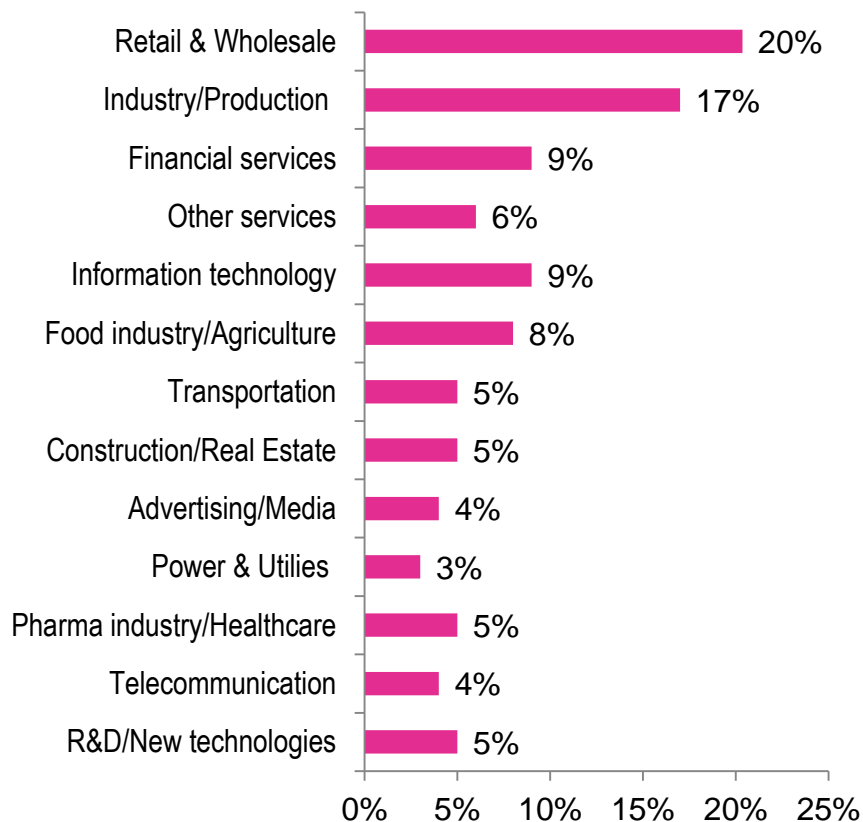
Company type



Total answers: 329  
Skipped this question: 0

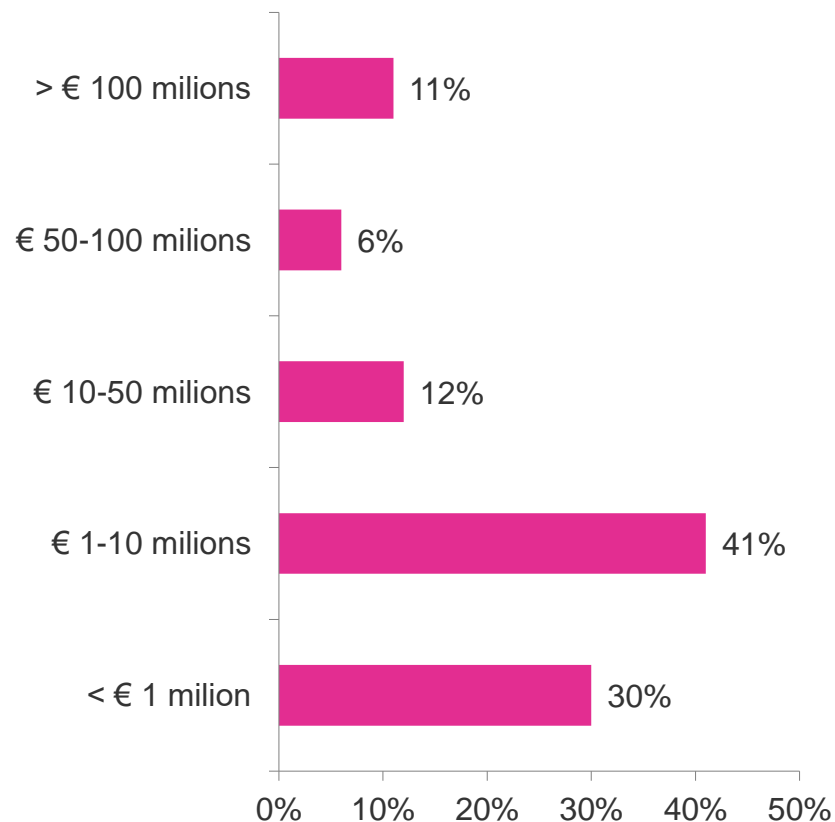
## 2. Demographics

### Industry/sector



Total answers: 329  
Skipped this question: 0

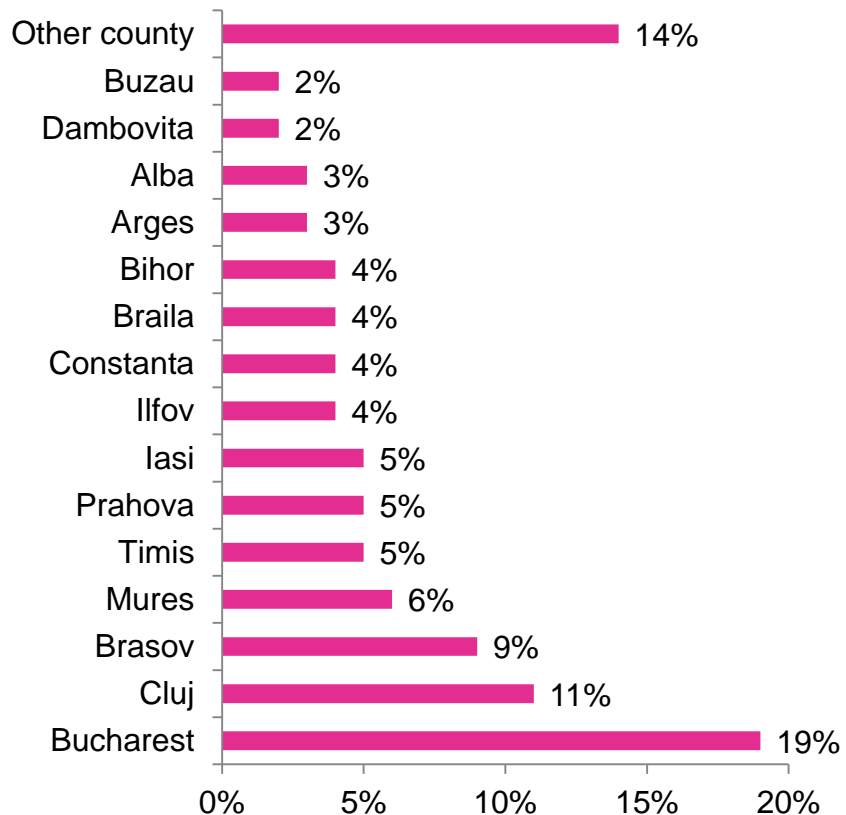
### Turnover (2016)



Total answers: 329  
Skipped this question: 0

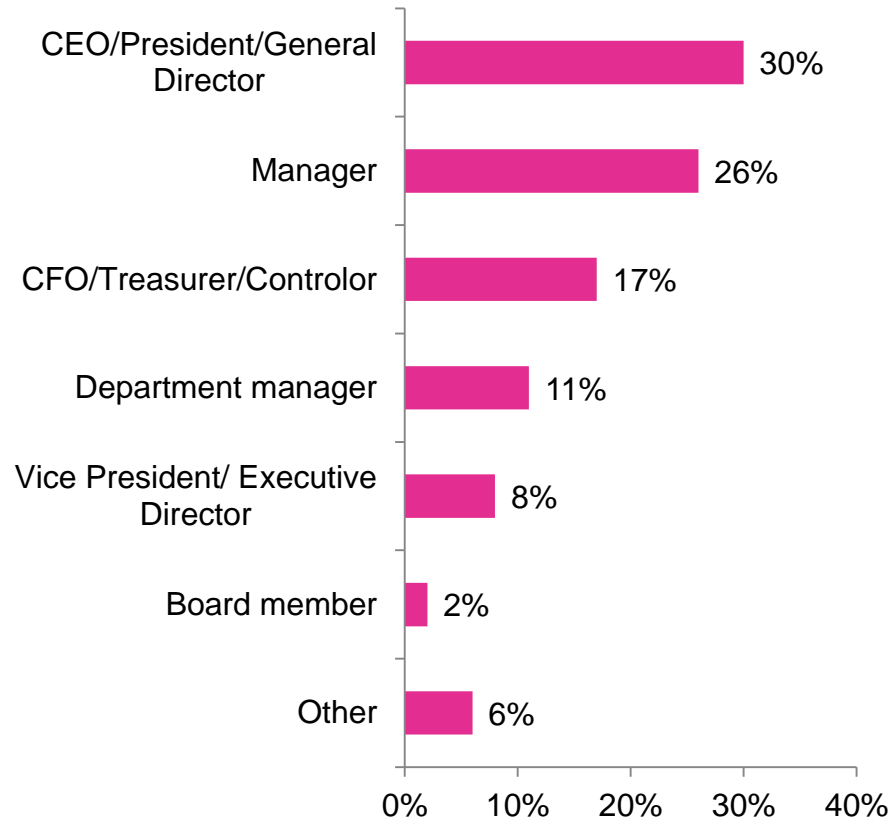
### 3. Demographics

Headquarter (county)



Total answers: 325  
Skipped this question: 4

Respondent job title



Total answers: 325  
Skipped this question: 4



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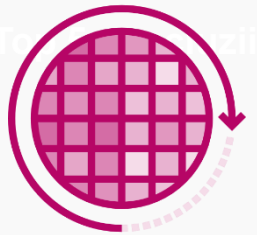
SURVEY RESULTS



# The main technologies which currently transform the business environment

Source: World Economic Forum

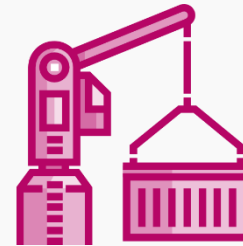
## Artificial intelligence



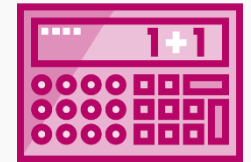
## Autonomous vehicles



## Customized mass production, 3D printing



## Big Data and Cloud



## Internet of Things (IoT)



## Robots and drones



## Augmented reality and virtual reality



## Social media platforms



# Companies in Romania and the maturity of the digitalization process

Source: 'How to win at digital transformation', Valoria



## Traditional

Definition: They have inadequate technologies that lead to a limited use of digital data.

**10% globally**  
**23% in Romania**



## Beginners

Definition: They have begun to implement technologies (eg. cloud and mobile) and/or develop a strategy for digital transformation.

**14% globally**  
**37% in Romania**



## Minimalist

Definition: They have created an adequate technological infrastructure, have a strategic direction for digital transformation and implemented some digital solutions.

**31% globally**  
**24% in Romania**

## Advanced



Definition: They have an adequate technological infrastructure, a digital transformation strategy and digital technologies for the whole company.

**32% globally**  
**9% in Romania**

## Leaders

Definition: They have integrated digital technologies across the entire company and have achieved substantial improvements as a result of digital transformation.

**13% globally**  
**7% in Romania**





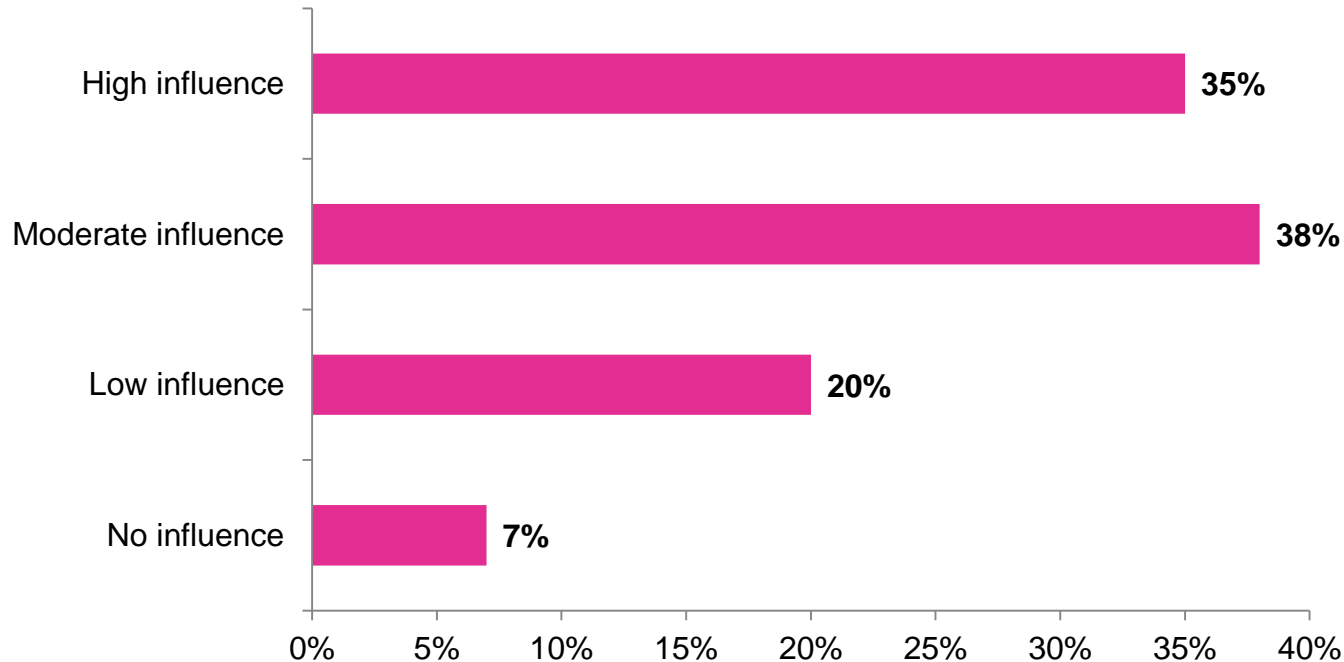
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CONFIDENCE IN DIGITAL  
TRANSFORMATION

# 1 Influence of digitalization. 35% of the companies in Romania say that digitalization has already had a big influence on their operations so far.

What was the impact of digitalization on your business so far? (single answer)



Total answers: 329  
Skipped this question: 0

Digital transformation is a phenomenon that will not let any business model or field of activity escape from it. Even if there are still voices claiming that not all industries will turn digital, the technological developments in Big Data and cloud, artificial intelligence, robots and drones, Internet of Things (IoT) make this scenario unlikely. In Romania, 35% of companies say that digitalization has already had a big influence on them, and only 7% said they had no influence.

2/a

**Confidence in the digital transformation process. 22% of companies are not confident and say that challenges overcome their current possibilities to manage this process.**

Which of the following statements best describes your company's relationship with digitalization? (single answer)



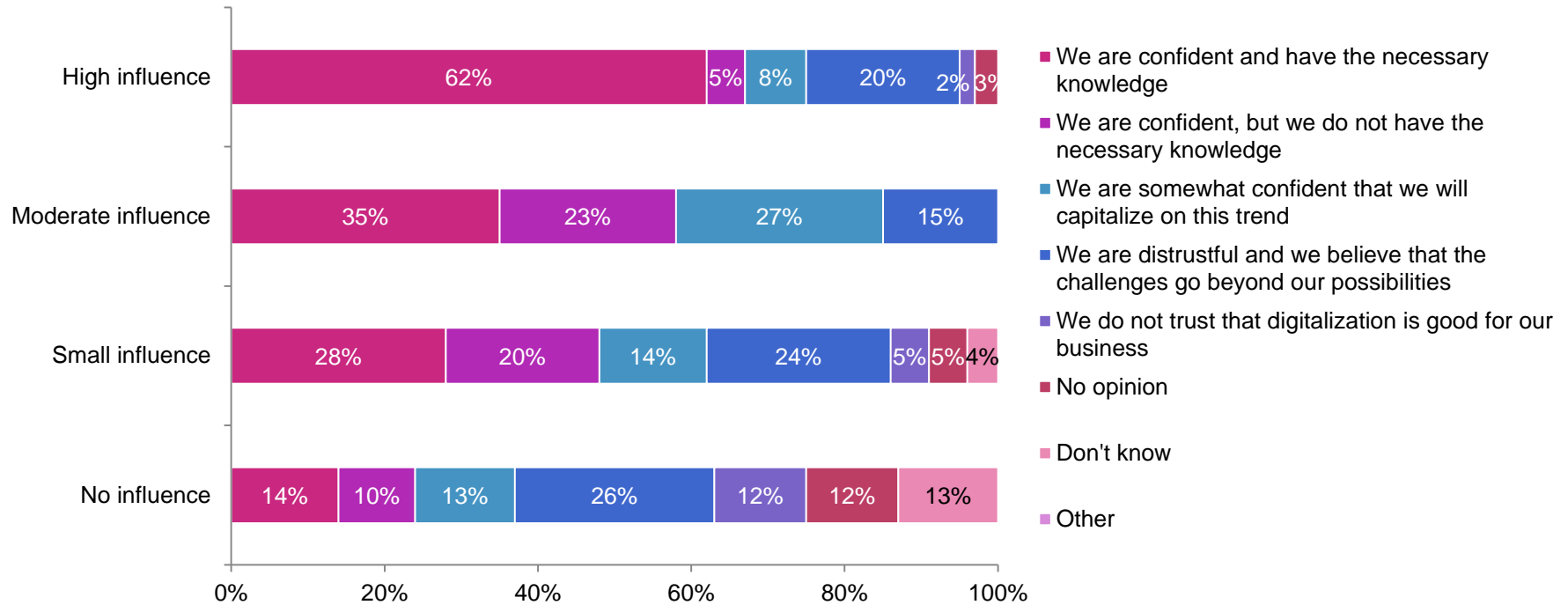
Total answers: 329  
Skipped this question: 0

At this time, 31% of companies say they are confident about digital transformation because they have the knowledge to navigate the process. On the other hand, 61% say they have difficulties with digital transformation. Of these, 39% are (somewhat) distrustful that they will capitalize on this trend. Only 2% of companies say they have no confidence that digitalization is good for the company.

2/b

**Confidence in the digital transformation process. 20% of the companies strongly influenced by digitalization say that challenges overcome their possibilities to manage this process.**

Which of the following statements best describes your company's relationship with digitalization? (single answer)



Total answers: 329  
Skipped this question: 0

Digital transformation is a difficult process for companies. Of those strongly influenced by it, 62% are confident and believe they have the knowledge to go through this process, but 38% are not in this situation. We note that the percentage of those somewhat confident that they will capitalize on this trend is the highest (27%) among companies that say they were just moderately influenced by digitalization.



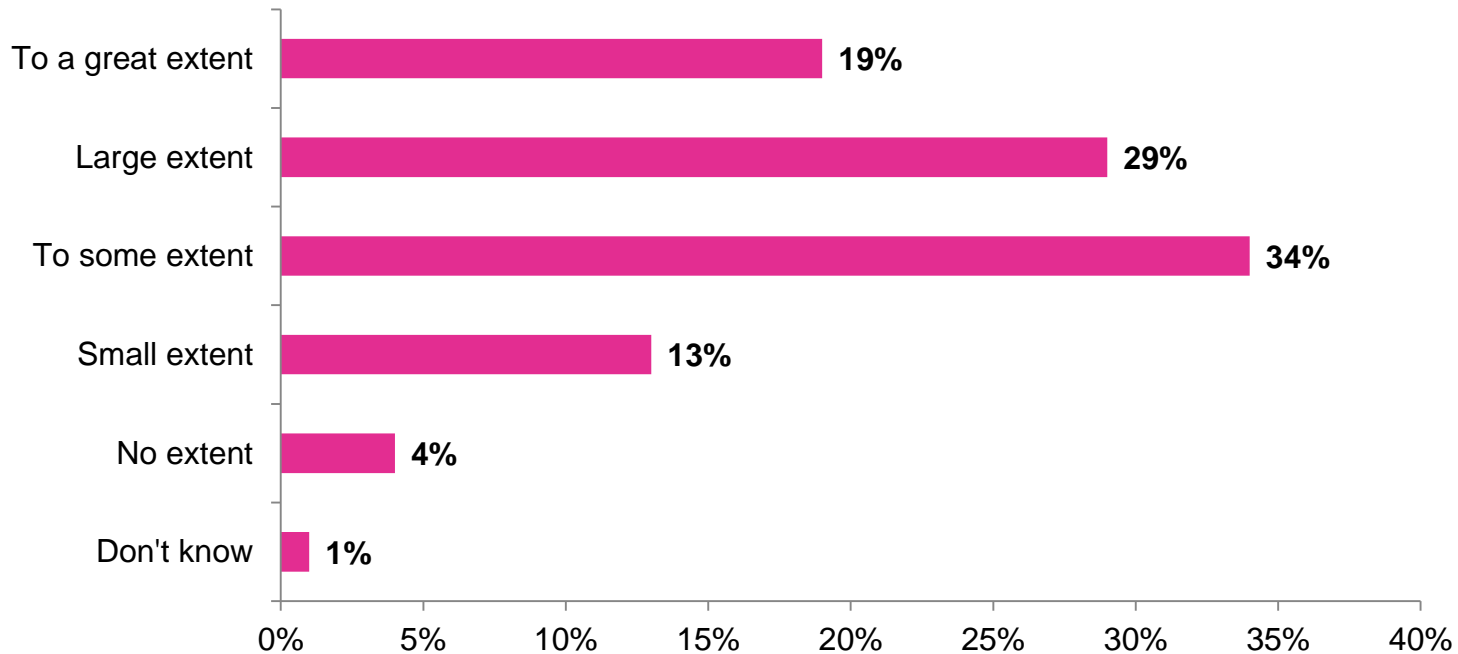
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# DIGITAL BUSINESS MODELS

**3/a** Digital business models. 19% of the companies say that digital business models have greatly changed the industries they operate in.

To what extent have digital business models changed your industry? (single answer)



Total answers: 320  
Skipped this question: 9

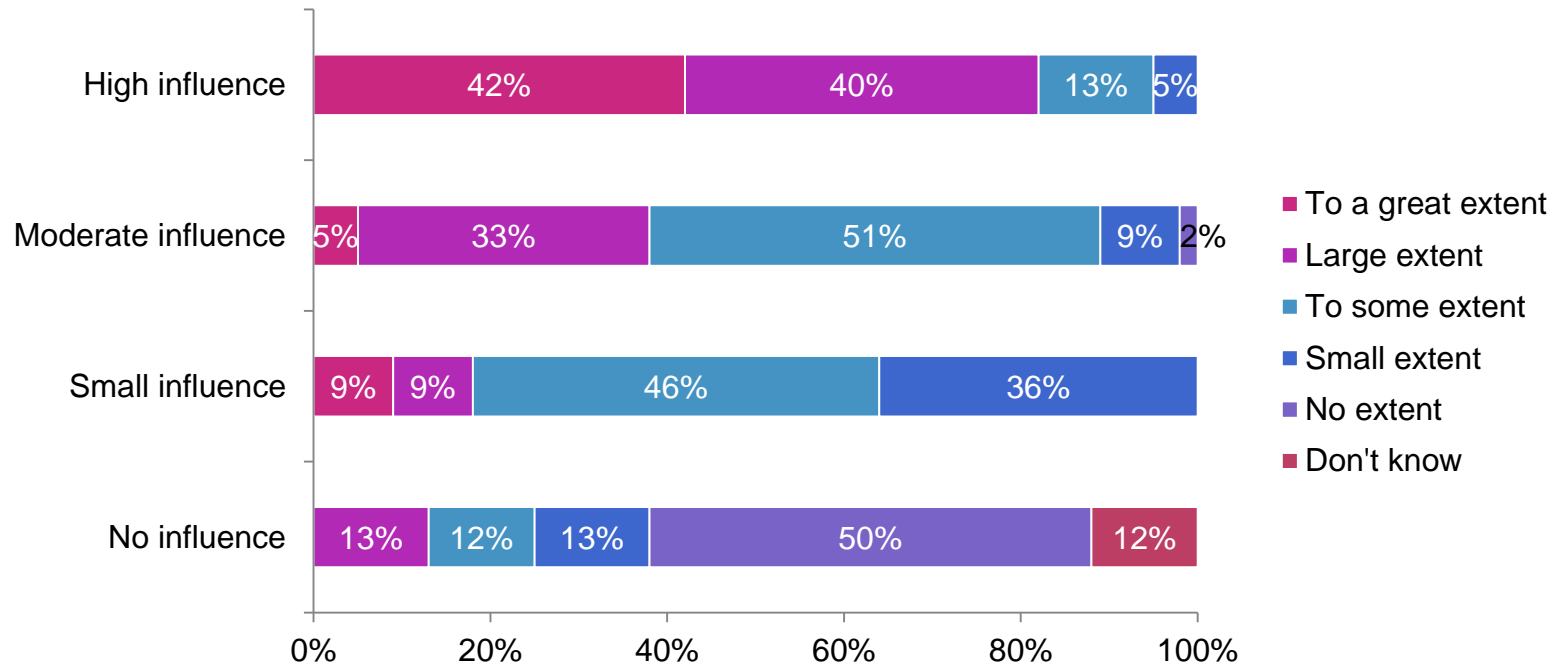
Against the backdrop of rapid technological advances, digitalization has become a priority for all industries, often radically changing business models. 19% of Romanian companies consider that digital business models have greatly changed their industries. Only 4% believe that the industry in which they operate is not affected in any way by digital business models.



3/b

**Digital business models. 42% of the companies greatly influenced by digitalization, but only 5% of those somewhat influenced, say that digital business models have greatly changed the industry they operate in.**

To what extent have digital business models changed your industry? (single answer)



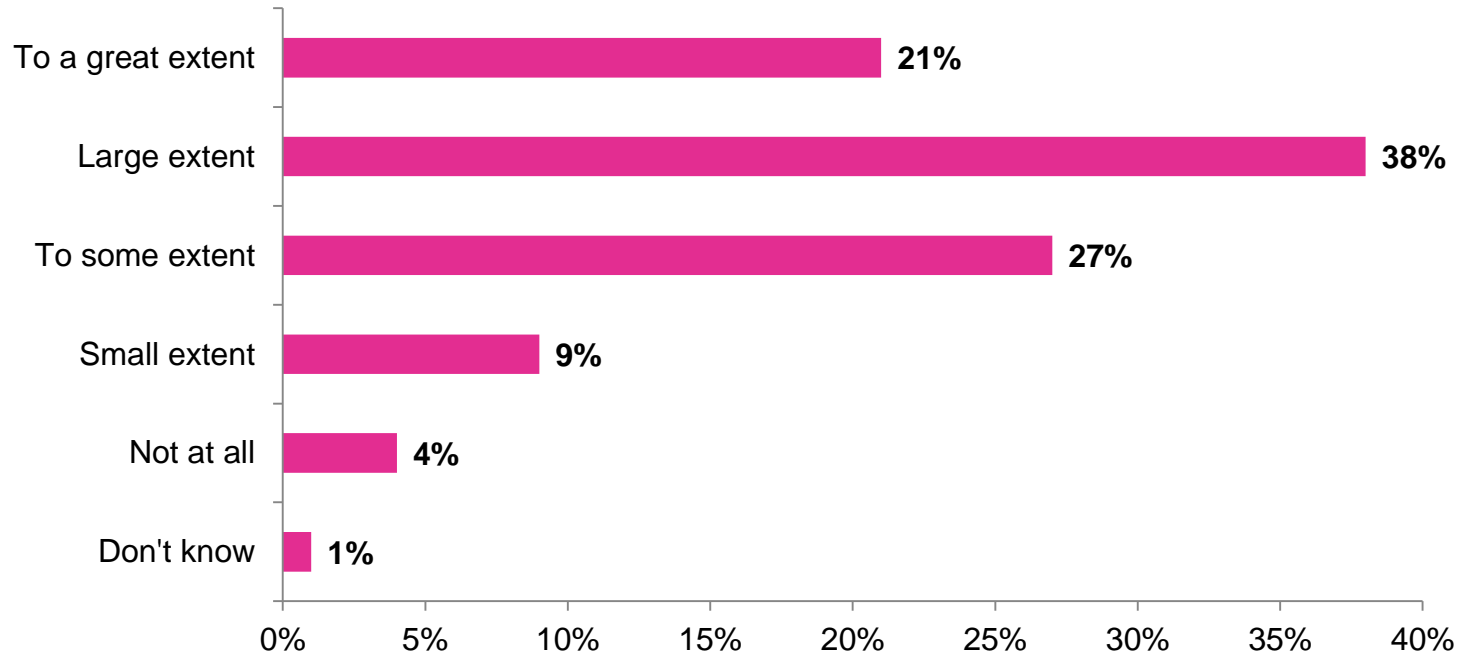
Total answers: 320  
Skipped this question: 9

If 42% of companies greatly influenced by digitalization say digital business models have significantly changed their industries, the percentages drop significantly in the case of companies moderately influenced by this process (5%) and those least affected by digitalization (9%).

4/a

**Digital business models. 21% of the companies in Romania expect that digital business models will change to a great extent their industry in the next 1-3 years.**

How much do you expect digital business models to change your industry over the next 1-3 years? (single answer)



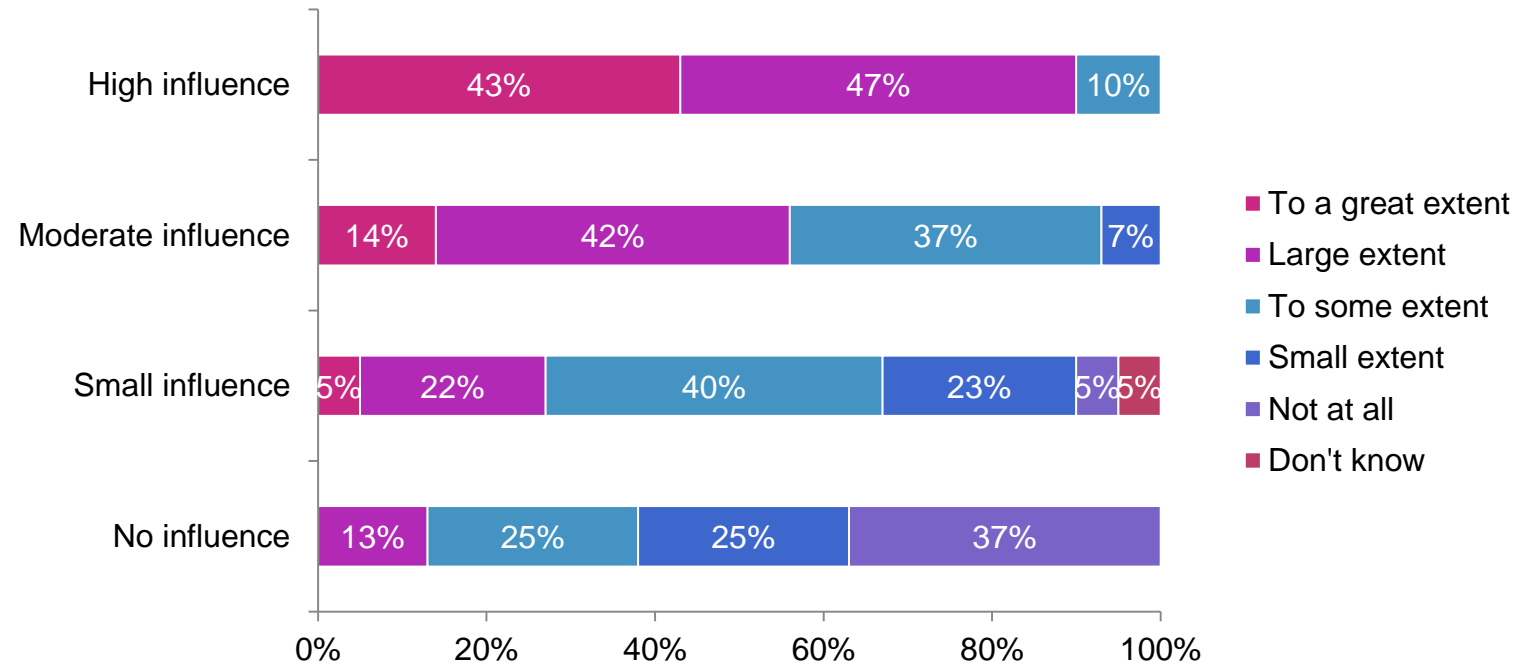
Total answers: 320  
Skipped this question: 9

21% of companies expect digital business models will transform their industry to a great extent in the next 1-3 years, 38% say that digital business models will transform their industry to a large extent, and 27% expect that digital business models will affect their industry to some extent in the next 1-3 years.

4/b

## Digital business models. 43% of companies that are highly influenced by digitalization, but only 14% of the moderately-influenced ones, expect digital business models to transform their industry into 1-3 years.

How much do you expect digital business models to change your industry over the next 1-3 years? (single answer)



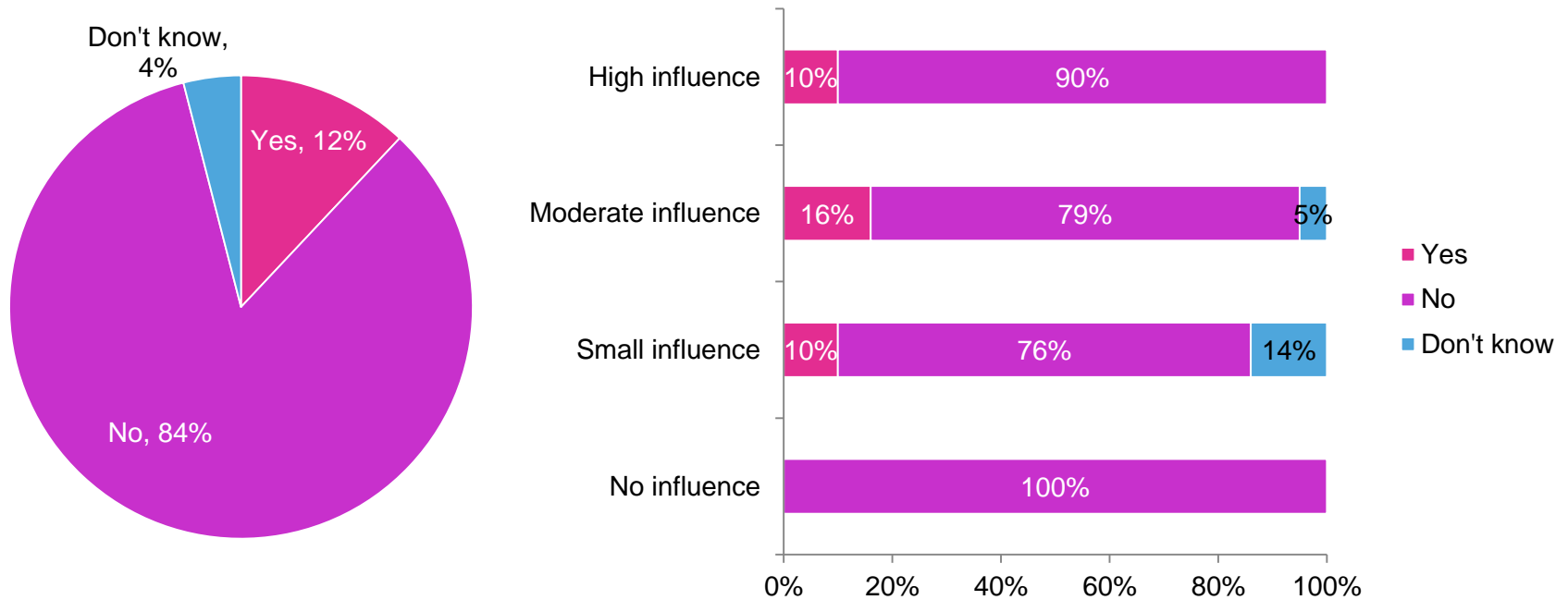
Total answers: 320  
Skipped this question: 9

The companies' perspective on the impact that digital business models will have on their industries over the next 1-3 years is very heterogeneous. If 90% of the companies greatly influenced by digitalization say their industries will be largely transformed by the digital business models, the percentage drops to 56% for the companies moderately influenced by digitalization and to 27% for those least affected by digitalization.

# 5

## The threat of digital business models. 8 in 10 companies do not consider digital business models a threat.

Do you consider digital business models a threat to your company? (single answer)



Total answers: 320  
Skipped this question: 9

It's amazing that only 12% of Romanian companies consider digital business models as a threat. Given that 48% say digital business models have influenced to (very) high extend the industry they are in, and 59% expect these new business models to transform their industry in the next 1-3 years, we can concluded that digital transformation is perceived mainly as an opportunity.



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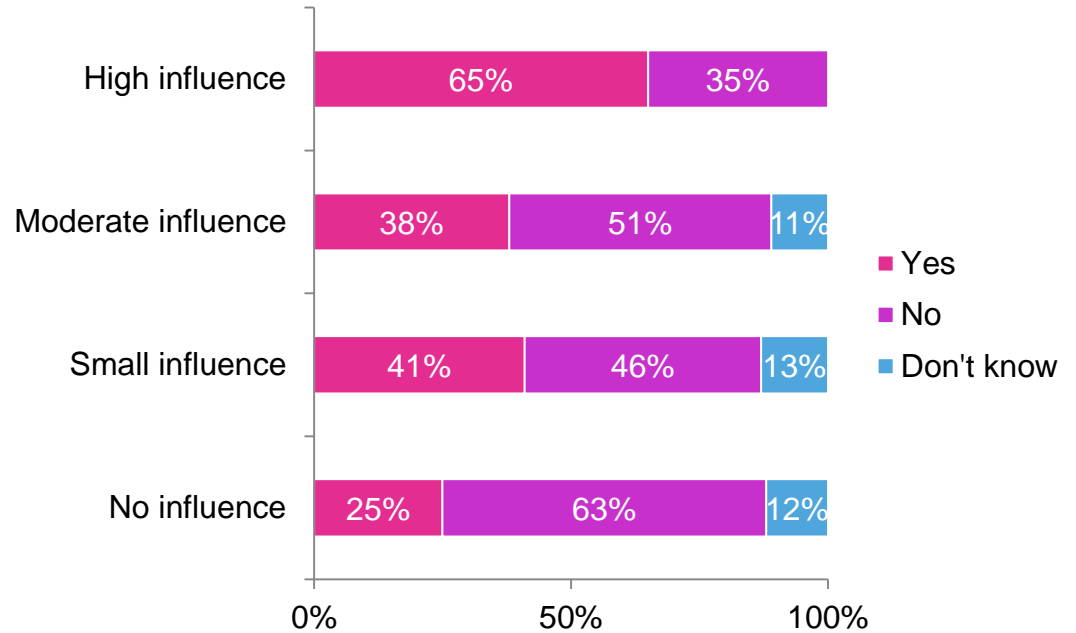
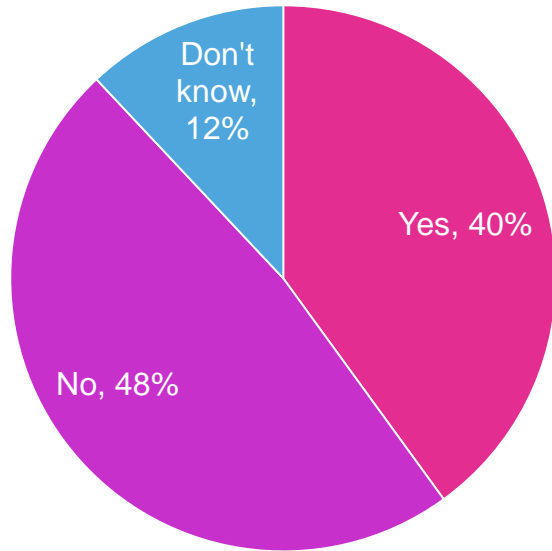


# DIGITALIZATION STRATEGY

6

**Digitalization as part of the business strategy. Only 4 in 10 companies have made digitalization the central part of their business strategy.**

Are digital business tools, channels, and / or models the central component of your business strategy? (single answer)



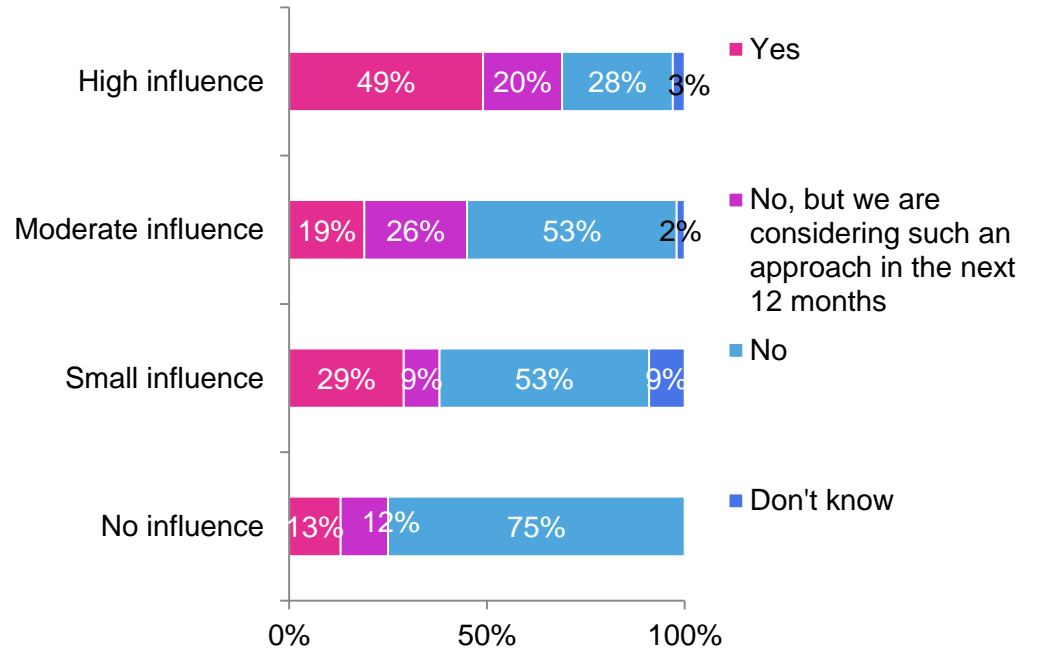
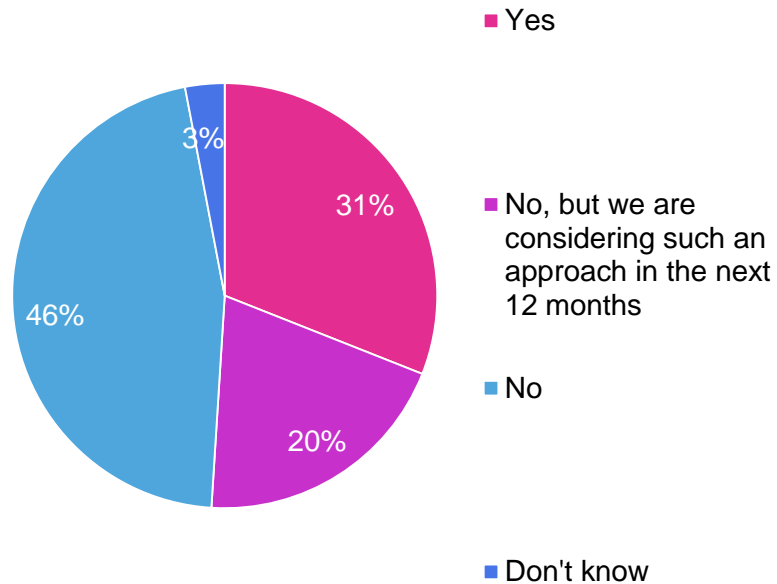
Total answers: 315  
Skipped this question: 14

More than half of companies (60%) have not yet made digital transformation the central part of their business strategy. Even for the companies most influenced by digitalization the percentage is only 65%.

7

**Leader responsible for digitalization. 66% of companies say they do not have a leader from the top management in charge with the digital transformation.**

Has your company given the responsibility to a top management leader for the digital development of the business? (single answer)



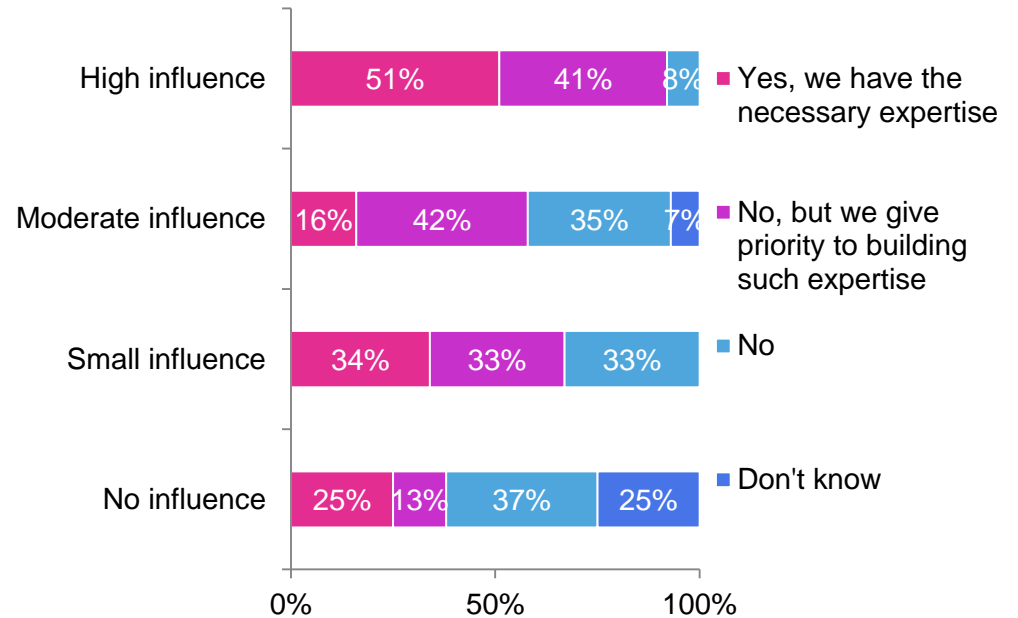
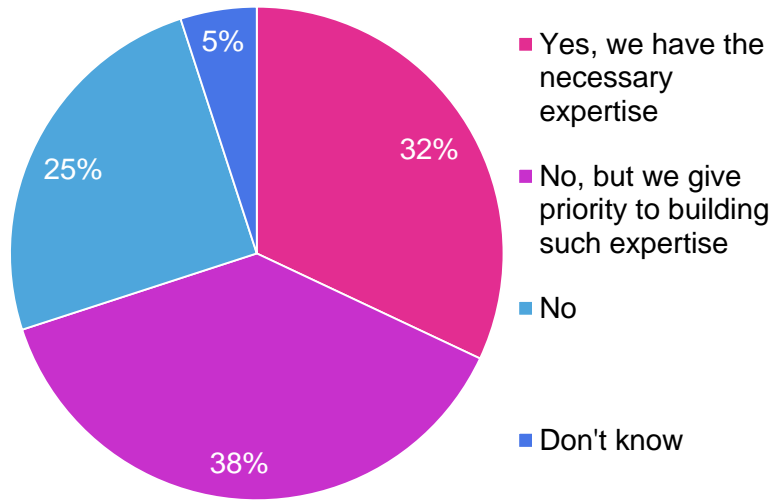
Total answers: 315  
Skipped this question: 14

Unfortunately, nearly 7 out of 10 companies have not given the responsibility to a leader in the company's top management for the digital development of the business. The consequences can be delays in strategic decisions, insufficient support for the implementation of digital transformation strategies, inefficiencies in achieving technology integration across the company, etc.

8

**Top executives' expertise in developing a digital business model. 63% of the companies in Romania say their top management do not have such an expertise.**

Does your company have sufficient top management expertise to evaluate and develop a digital business model? (single answer)



Total answers: 315  
Skipped this question: 14

Research results show that 63% of companies do not have enough knowledge and expertise at the top management level to get managers to evaluate and develop a digital business model. The good news is that in companies heavily influenced by digitalization, the percentage drops to 49%.





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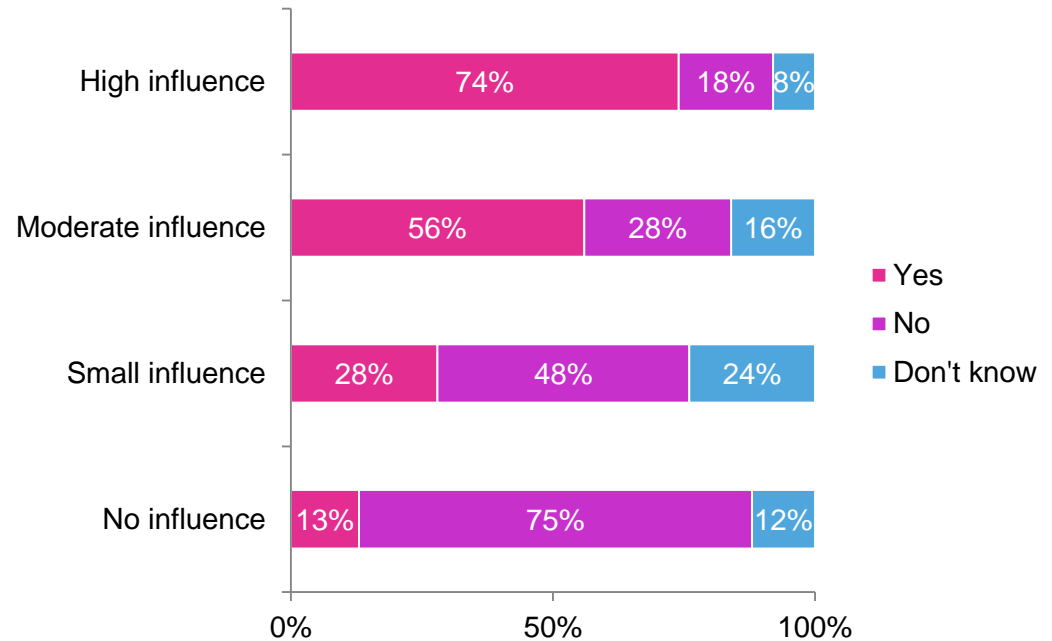
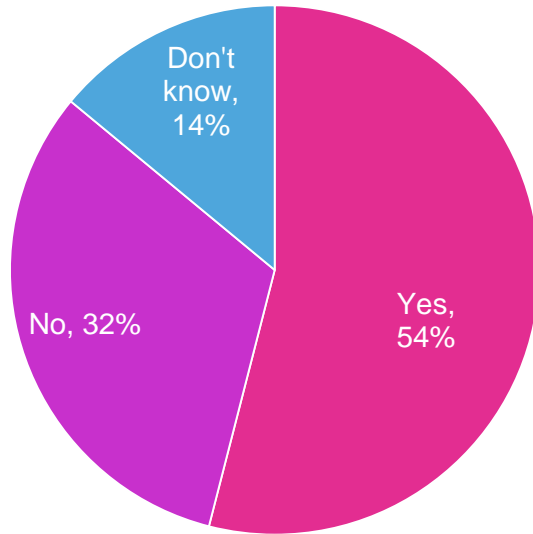
DIGITALIZATION AS  
COMPETITIVE ADVANTAGE

9

## Transforming the company in 3-5 years as a result of digitalization.

32% of companies believe they will not transform in the next 3-5 years due to digitalization.

Do you expect your company to change significantly over the next 3-5 years as a result of digitalization? (single answer)



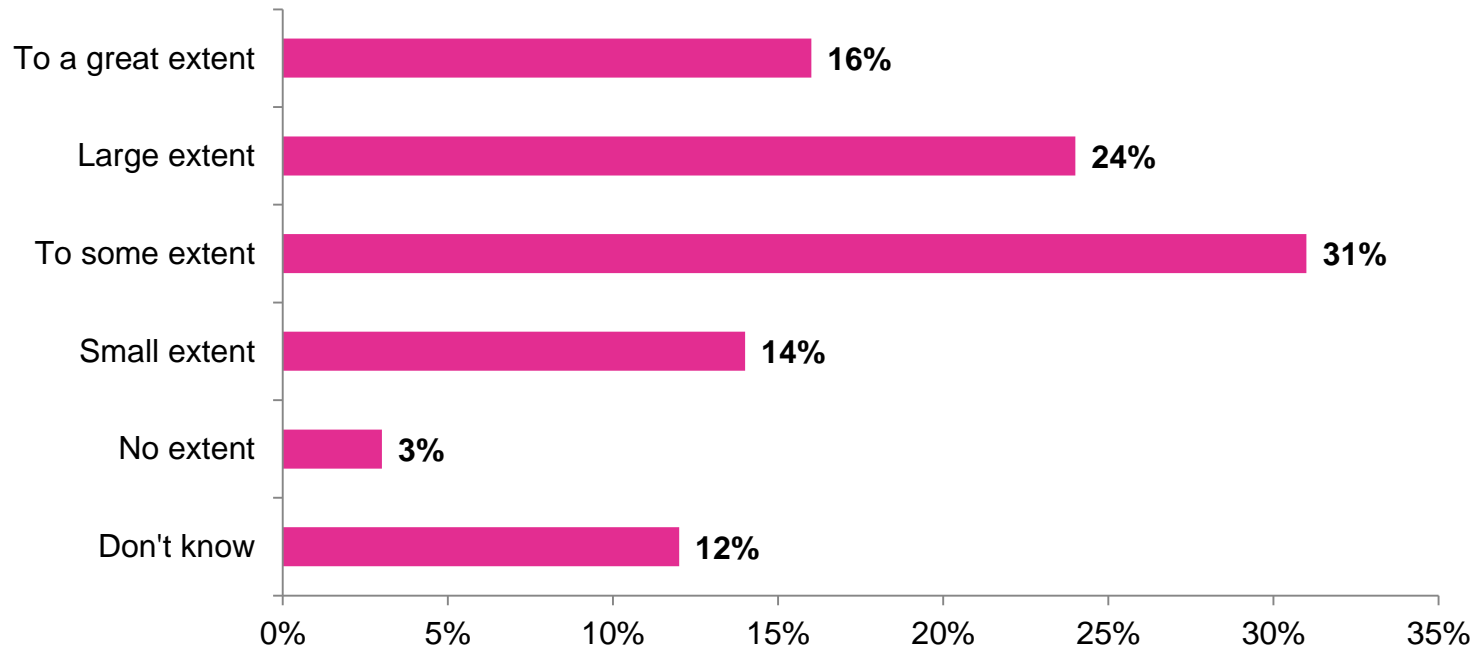
Total answers: 315  
Skipped this question: 14

If 54% of companies say they will change significantly over the next 3-5 years as a result of digitalization, 32% believe that this will not happen. Of the companies strongly influenced by digitalization, 18% believe they will remain at the level they are now, but the percentage grows to 28% for the companies moderately influenced by this change at the technological level.

10/a

**Digital transformation of the competition. 4 in 10 companies say their competitors are to a large extent (24%) and to a great extent (16%) affected by digitalization.**

To what extent are your competitors affected by digitalization? (single answer)



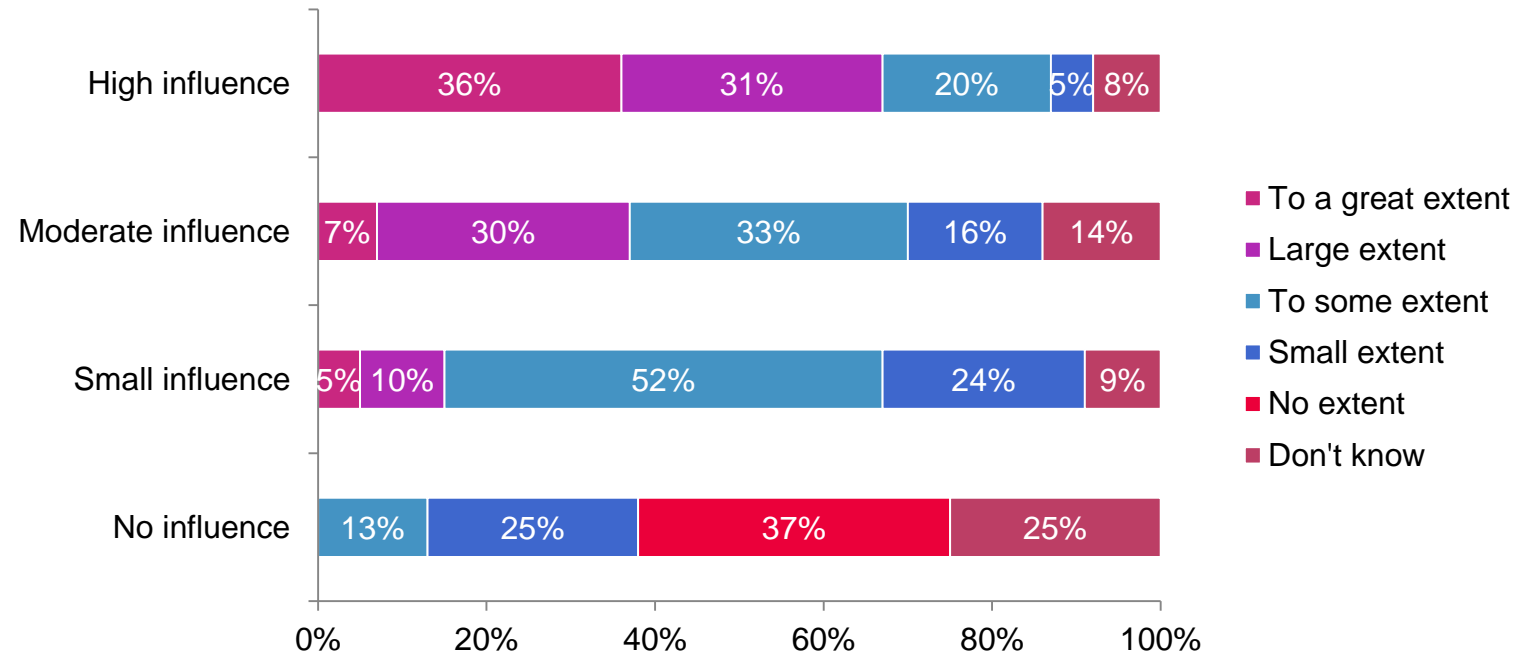
Total answers: 310  
Skipped this question: 19

Most companies in Romania (31%) believe that their competitors are only somewhat affected by digitalization, 24% think that they have largely affected competitors and 16% think their competitors are greatly affected by digitalization. Only 3% believe that their competitors have not been affected by this phenomenon at all.

10/b

**Digital transformation of the competition. 36% of the companies greatly influenced by digitalization, but only 7% of those moderately influenced, say their competitors are greatly affected by digitalization.**

To what extent are your competitors affected by digitalization? (single answer)



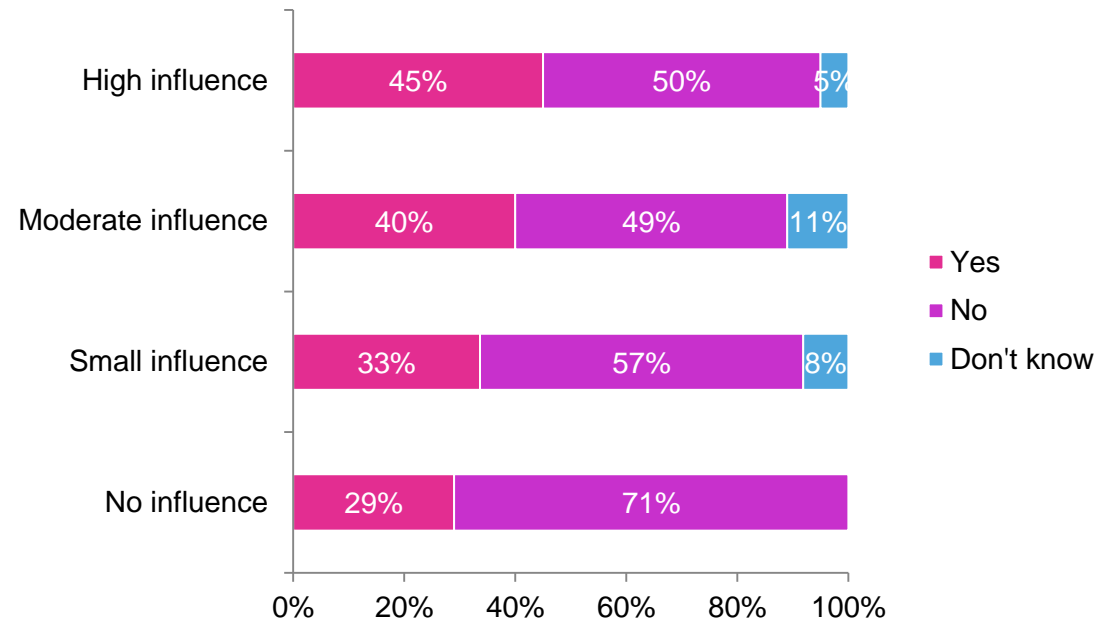
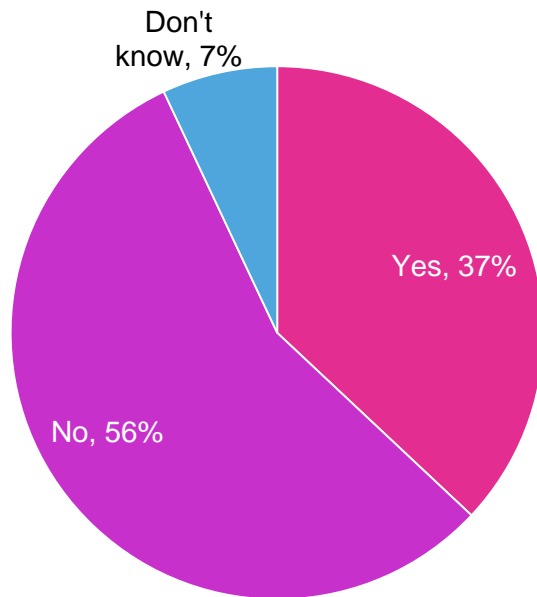
Total answers: 310  
Skipped this question: 19

The percentages of the companies who consider their competitors to be highly affected by digitalization fall dramatically from 36% in the case of companies heavily influenced by this process, 7% in the case of the moderately influenced ones, 5% in the case of the least influenced, up to 0% of those not influenced by digitalization.

11

# Digital transformation as a competitive advantage. Only 37% of the companies say that they capitalized on digitalization to have a competitive advantage.

Did your company capitalize on digitalization to have a competitive edge? (single answer)



Total answers: 310  
Skipped this question: 19

Only 37% of respondents say they have capitalized on digitalization to have a competitive advantage. Percentages start from 45% for companies that are strongly influenced by digitalization, down to 33% for the least influenced and 29% for those not influenced by this transformation process.



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# DIGITALIZATION, OBSTACLES AND BENEFITS

12/a

**Obstacles to capitalize on digitalization. For 55% of companies, the perception that they do not have digital consumers is the main obstacle, while for 37% the main obstacle is their resistance to change.**

What do you think are the obstacles that prevent your company from capitalizing on digitalization? (multiple responses)



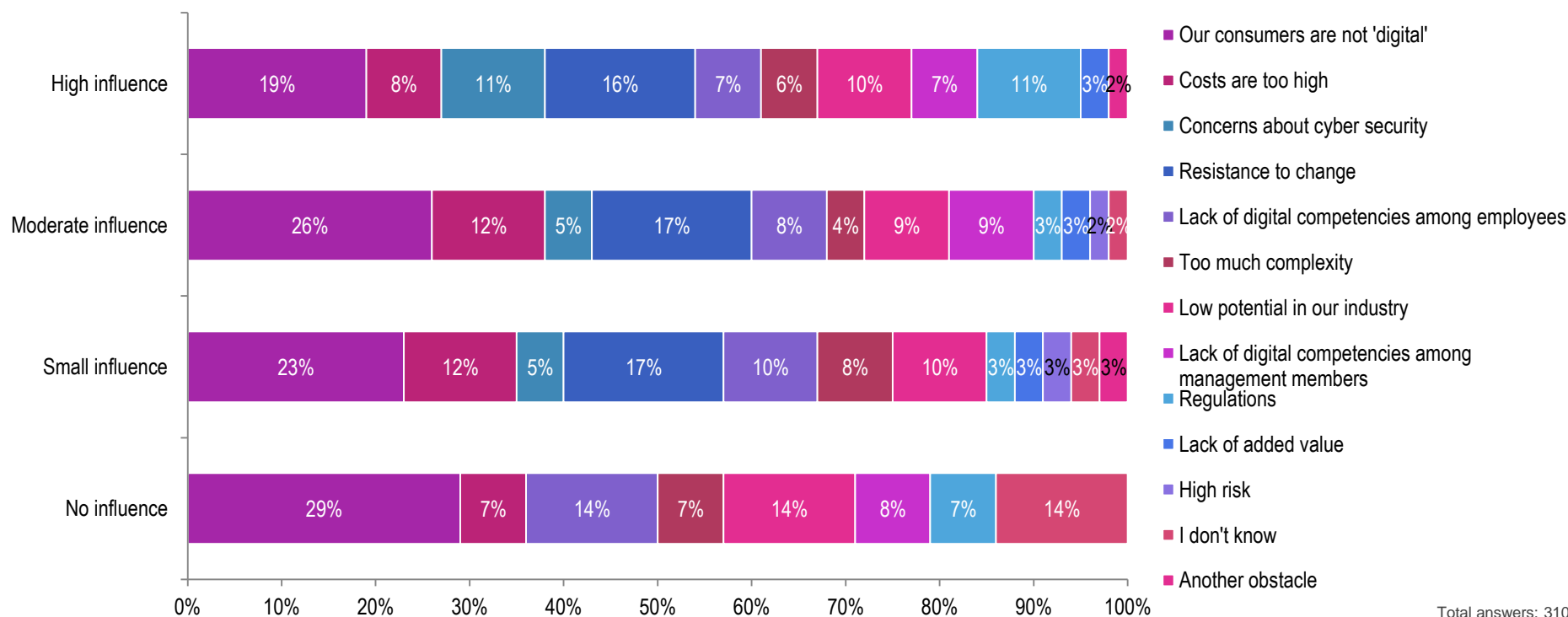
Total answers: 310  
Skipped this question: 19

The main obstacle that companies see in the way of digital transformation is the very perception they do not have digital consumers. This indicates the need for a better understanding of the mechanisms of digital interaction with consumers, as on average 60% of the purchasing process is conducted online, whether B2B or B2C. In the second place, 37% of companies even recognize their own resistance to change as an obstacle to digitalization.

12/b

**Obstacles to capitalize on digitalization. Concerns about security represent an obstacle for 12% of companies that are strongly influenced by digitalization, but only for 6% of those with medium or little influence.**

What do you think are the obstacles that prevent your company from capitalizing on digitalization? (multiple responses)



Total answers: 310  
Skipped this question: 19

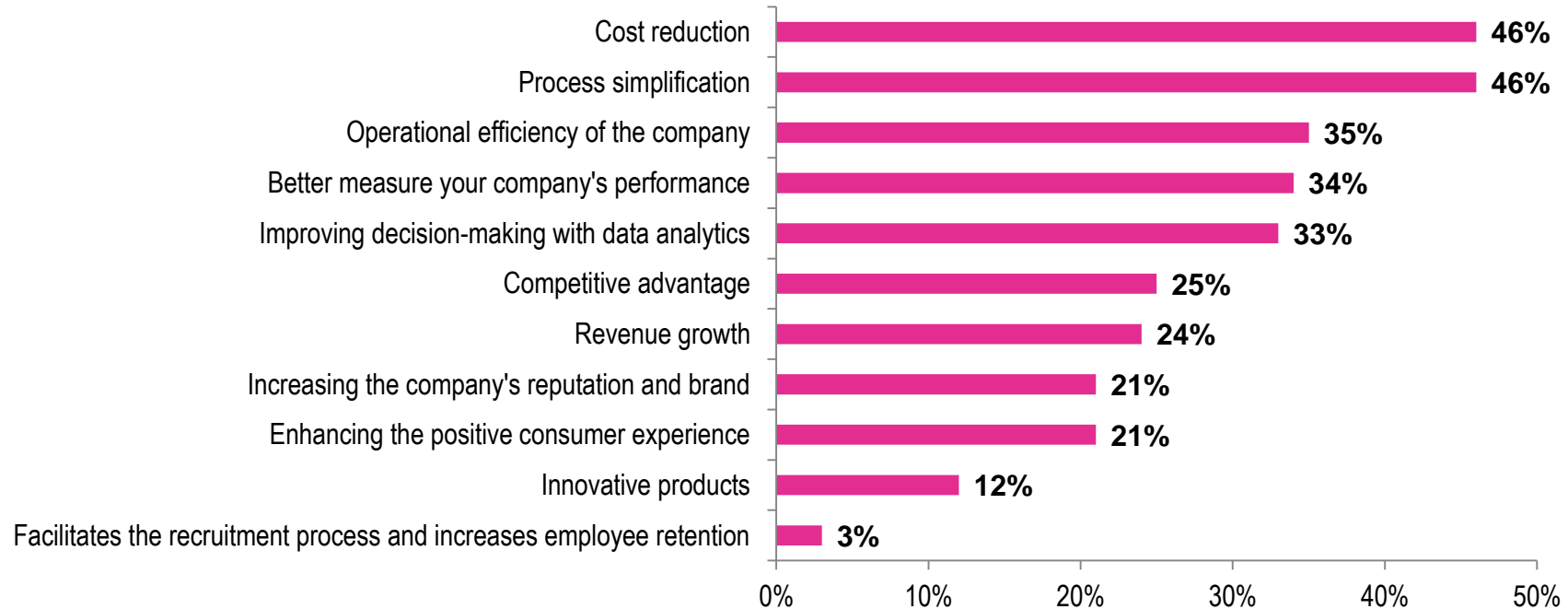
It is interesting to see in this chart the distribution of the different percentages for the obstacles that stand in the way of capitalizing on digitalization depending on the influence of this process on the company. Costs too high, low potential in the industry where they work, resistance to change and lack of digital competences within management have very close percentages among each type of company - general obstacles.



13/a

## Benefits of digital transformation. 46% of the Romanian companies put the cost reduction on top of the benefits list, followed by the simplification of the processes over the next 5 years.

What do you think the cumulative benefits of digital transformation can be in the next 5 years? (the most important 3 answers)



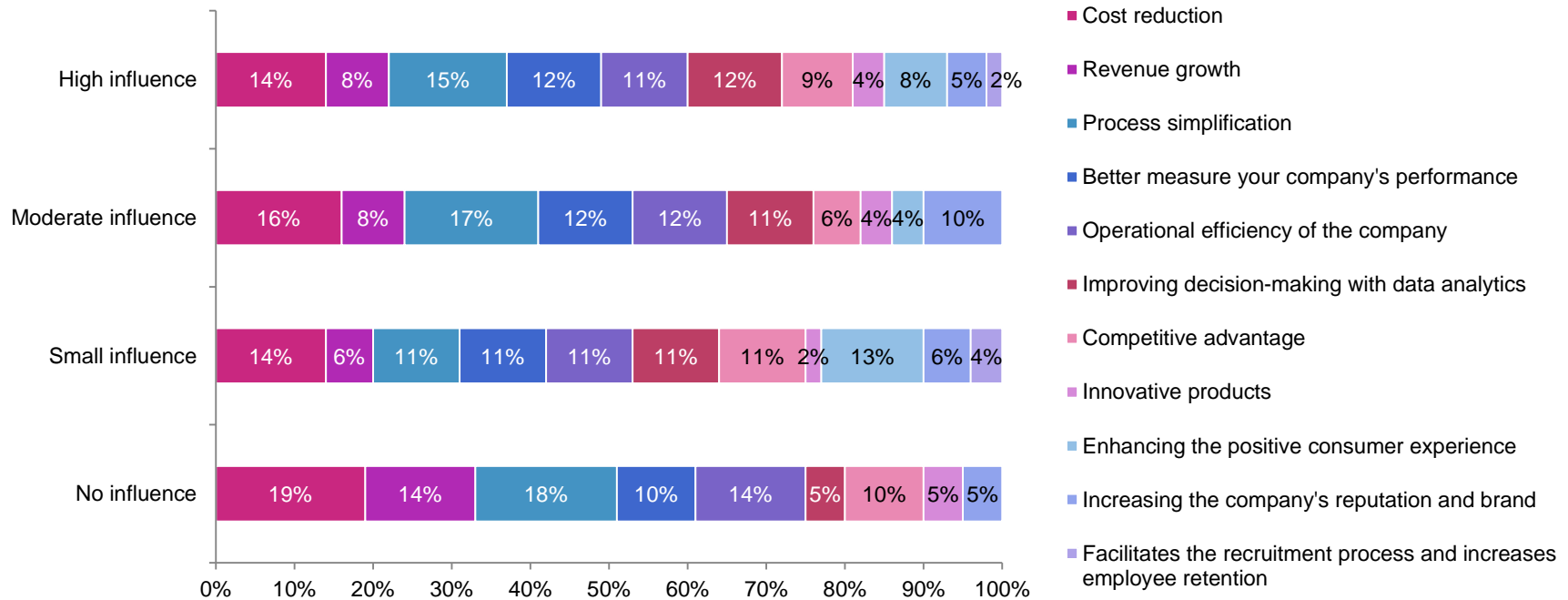
Total answers: 305  
Skipped this question: 24

The most important cumulative benefits of integrating the digital transformation process over the next 5 years are: cost savings (46%), process simplification (46%), increased operational efficiency (35%), better measurement of company performance (34%), improving decision-making with data analytics (33%). The last place is held by the benefit of facilitating the recruitment and retention of employees (3%).

13/b

**Benefits of digital transformation. 12% of the companies strongly influenced by digitalization and 11% of those moderately and least influences see as an important benefit improving decision-making process with data analytics.**

What do you think the cumulative benefits of digital transformation can be in the next 5 years? (the most important 3 answers)



Total answers: 305  
Skipped this question: 24

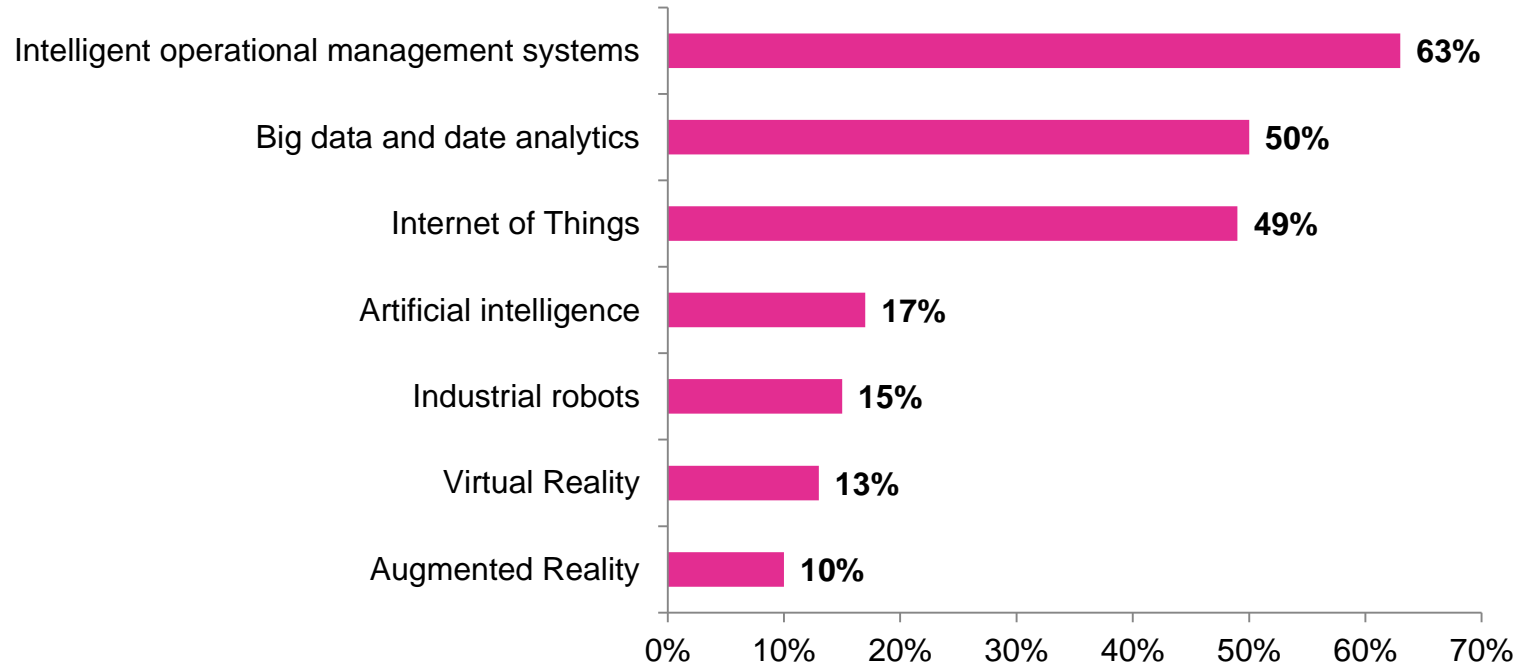


Companies that have been strongly influenced by digitalization consider in the highest percentage (12%) than others that digitalization contributes to improving the decision-making process through data analytics. Companies that were moderately influenced are the ones who most believe that digitalization increases their reputation and corporate brand (10%). Companies that are just slightly influenced by digitalization are those that, compared to the others, consider that they can amplify the positive consumer experience through digitalization (13%).

14/a

**Increasing revenues by 10% through digitalization. 63% of companies will adopt intelligent operational management systems, which is expected to produce them a 10% revenue increase over the next 5 years.**

Which of the following digital products or services are you planning to adopt and expect to generate 10% more revenue over the next 5 years? (multiple responses)



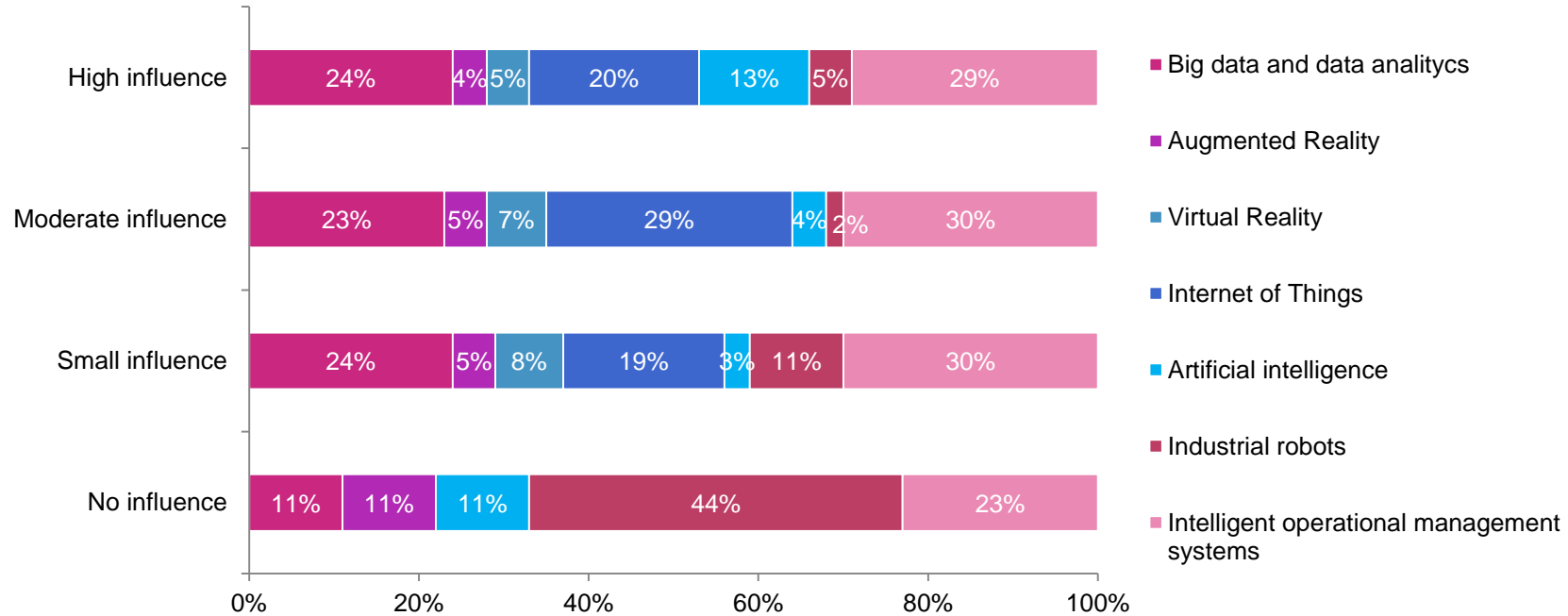
Total answers: 305  
Skipped this question: 24

63% of the Romanian companies want to deploy intelligent operational management systems to be able to generate 10% more revenue over the next 5 years through digitalization. In second place we find Big Data and Data Analytics with 50%, followed by IoT devices in third place by 49%

14/b

**Increasing revenues by 10% through digitalization. 20% of companies greatly affected by digitalization and 29% of those moderately affected expect the Internet of Things to increase their revenues over the next 5 years.**

Which of the following digital products or services are you planning to adopt and expect to generate 10% more revenue over the next 5 years? (multiple responses)



Total answers: 305  
Skipped this question: 24

We note that virtual and augmented reality, artificial intelligence and industrial robots are not part of the major digital tactics of the companies greatly of moderately influenced by digitalization. By contrast, the least or not so far influenced by digitalization are more open to the implementation of industrial robots. However, 20% of the companies that are strongly influenced by digitalization and 29% of the moderately influenced companies expect the Internet of Things to increase their revenues over the next 5 years.



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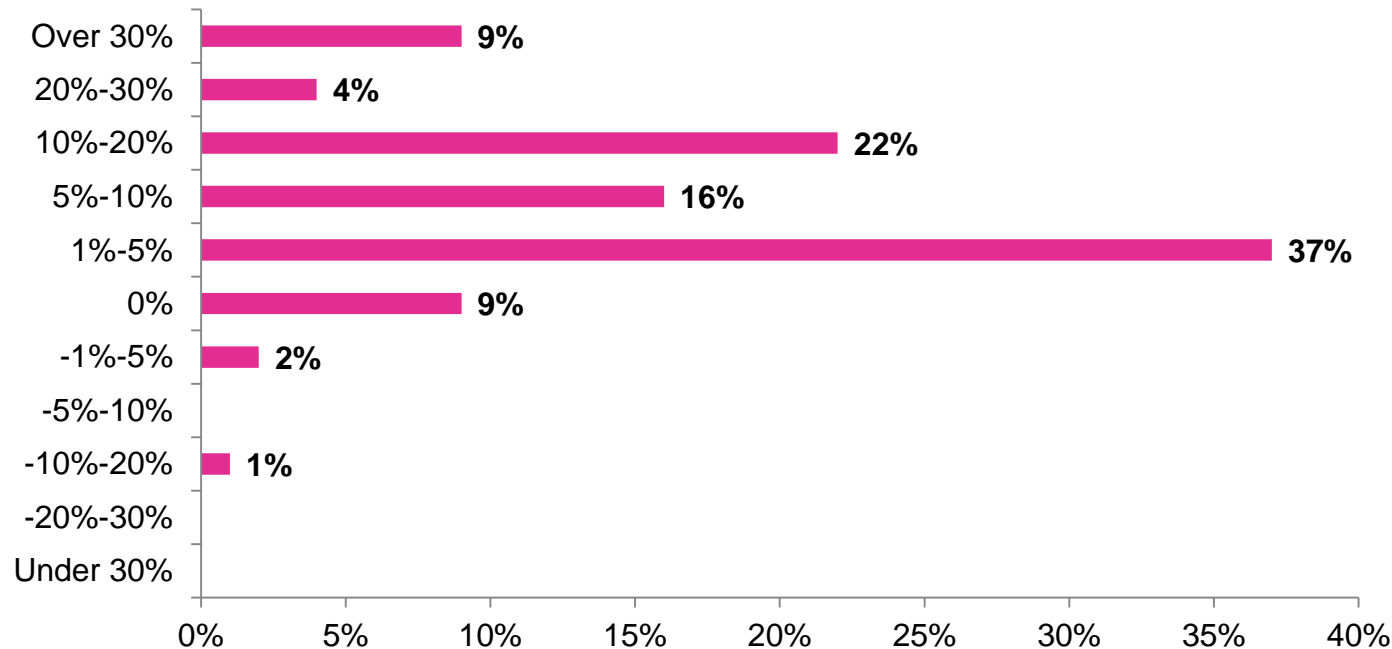


IMPACT OF  
DIGITALIZATION

15/a

**Impact of digitalization on profit margin growth. 22% of Romanian companies say that digitalization will increase their profit margin by 10-20%, but 37% believe they will get a profit margin increase of only 1-5% over the next 3 years.**

How much do you expect digitalization to increase / decrease your company's profit margin over the next 3 years? (single answer)



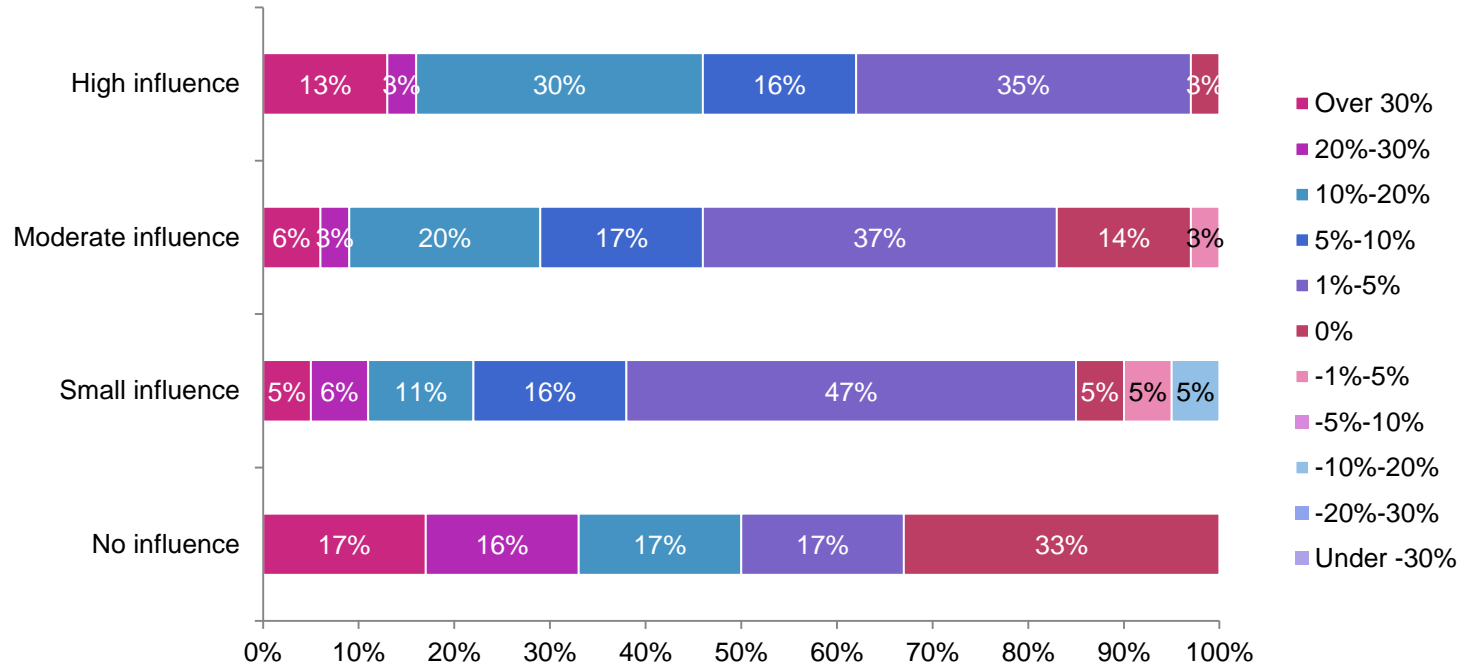
Total answers: 305  
Skipped this question: 24

Almost 4 out of 10 companies expect digitalization to lead to an increase in their profit margin by 1% - 5%. On the other hand, 22% of Romanian companies say that digitalization will increase their profit margin by 10-20%, but 13% believe they will increase the margin by more than 20% in the next 3 years.

15/b

**Impact of digitalization on profit margin growth. 30% of companies that are strongly influenced by digitalization, and only 20% of the moderately affected ones, say that this process will increase their profit margin by 10-20%.**

How much do you expect digitalization to increase / decrease your company's profit margin over the next 3 years? (single answer)



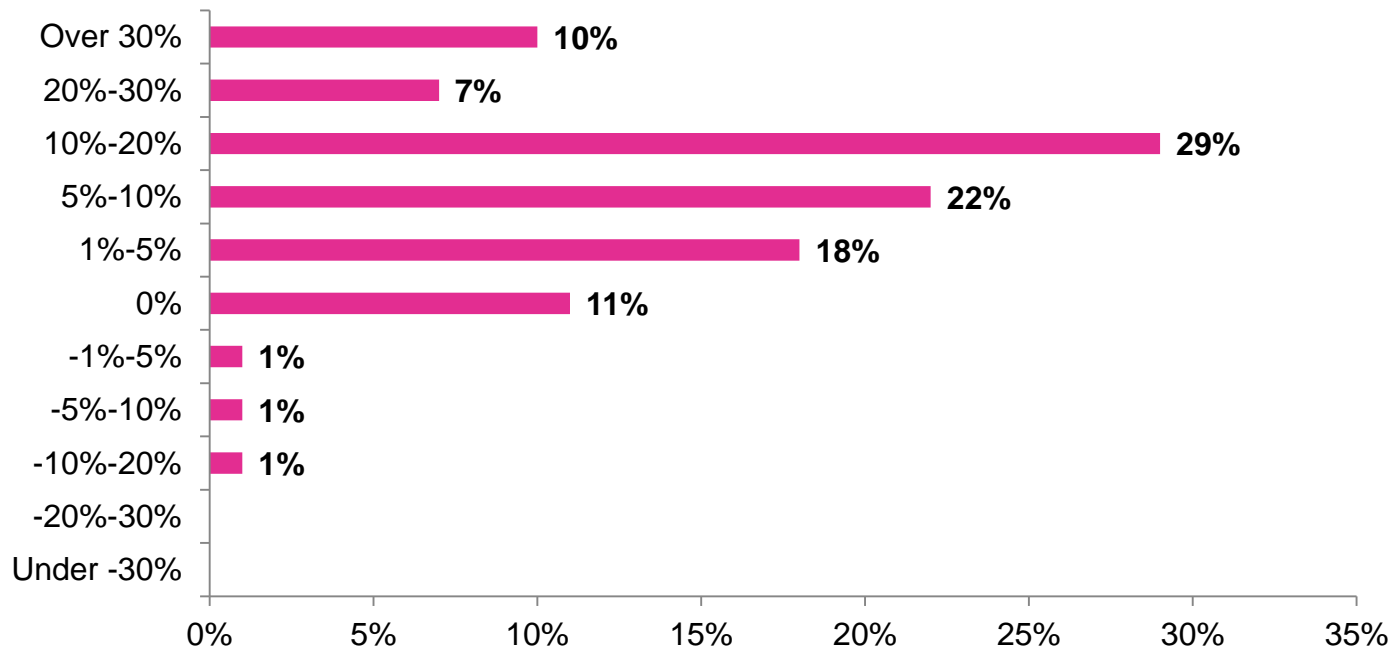
Total answers: 305  
Skipped this question: 24

If most companies say that digitalization will increase their profit margin over the next 3 years, there are companies that expect it to fall. Specifically, 3% of the companies moderately influenced by digitalization and 5% of those least influenced expect their profit margin to fall by -1% to -5%. Another 5% of the least affected companies by digitalization expect the profit margin to fall by -10% to -20% over the next 3 years.

16/a

## Impact of digitalization on turnover growth. 29% of Romanian companies say that digitalization will increase their turnover by 10-20% in the next 3 years.

How much do you expect digitalization to increase / decrease your company's turnover over the next 3 years? (single answer)



Total answers: 305  
Skipped this question: 24

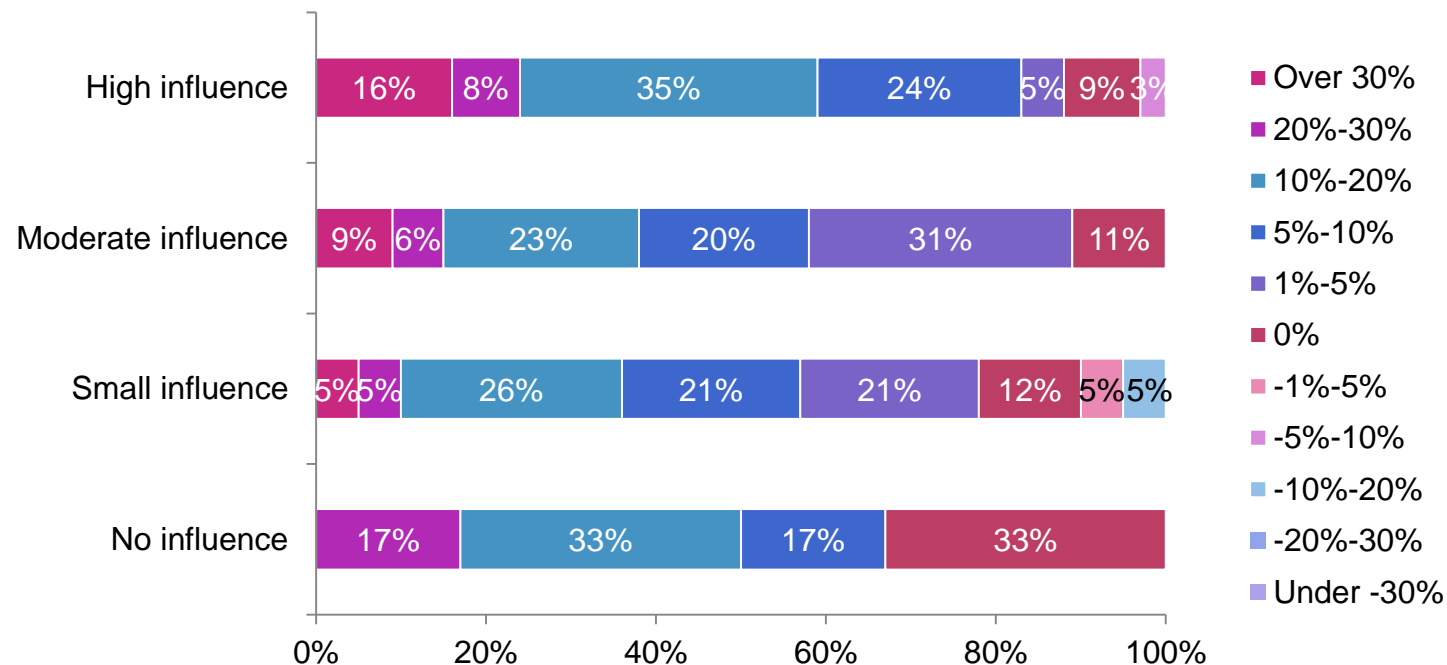
29% of respondents say that digitalization will help them increase turnover by 10% -20% in the next 3 years, and another 22% say that this contribution will be 5% -10%. Another 17% of companies hope to see at least 20% increase in turnover due to digitalization in the next 3 years.



16/b

**Impact of digitalization on turnover growth. 35% of the companies greatly influenced by digitalization and only 23% of the moderately influenced ones say that this process will grow their turnover by 10-20%.**

How much do you expect digitalization to increase / decrease your company's turnover over the next 3 years? (single answer)



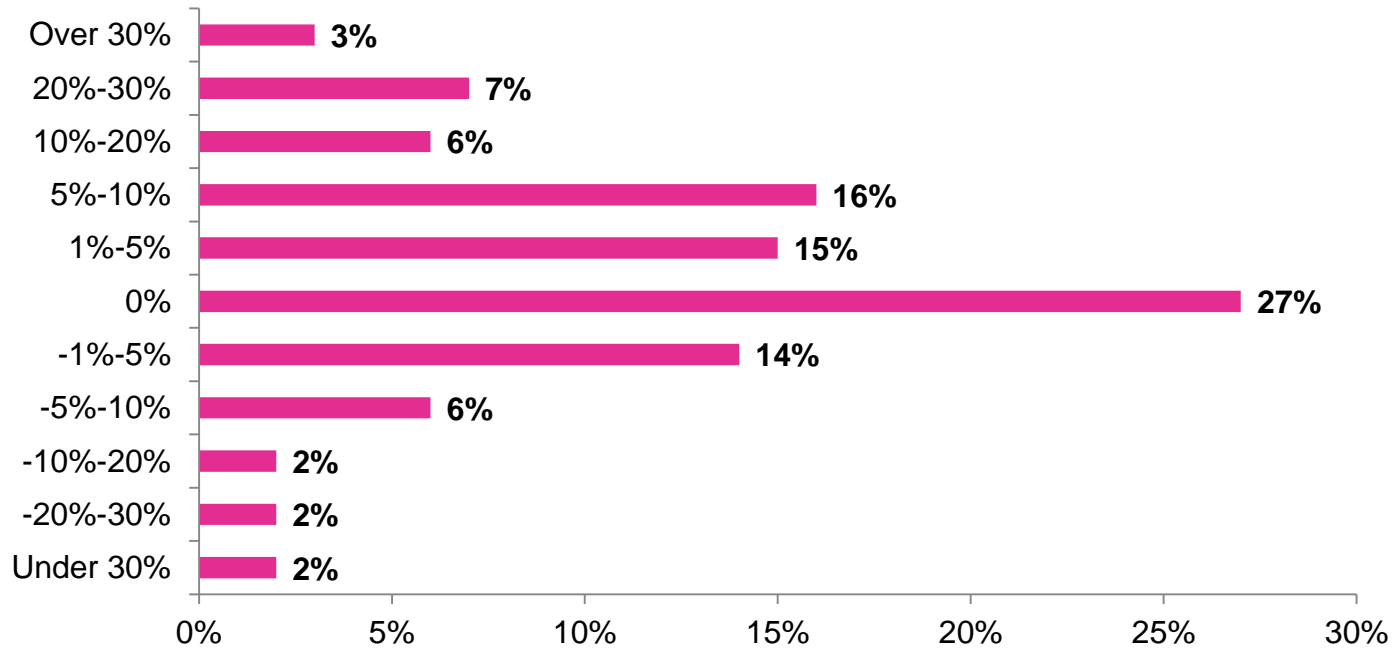
Total answers: 305  
Skipped this question: 24

16% of companies that are strongly influenced by digitalization, 9% of those moderately influenced and only 5% of the least influenced ones, say that this process will increase their turnover by more than 30% over the next 3 years.

17/a

## Impact of digitalization on the number of employees. Only 26% of Romanian companies say that digitalization will lower their number of employees over the next 3 years.

How much do you expect digitalization to increase / decrease the number of employees of your company over the next 3 years? (single answer)



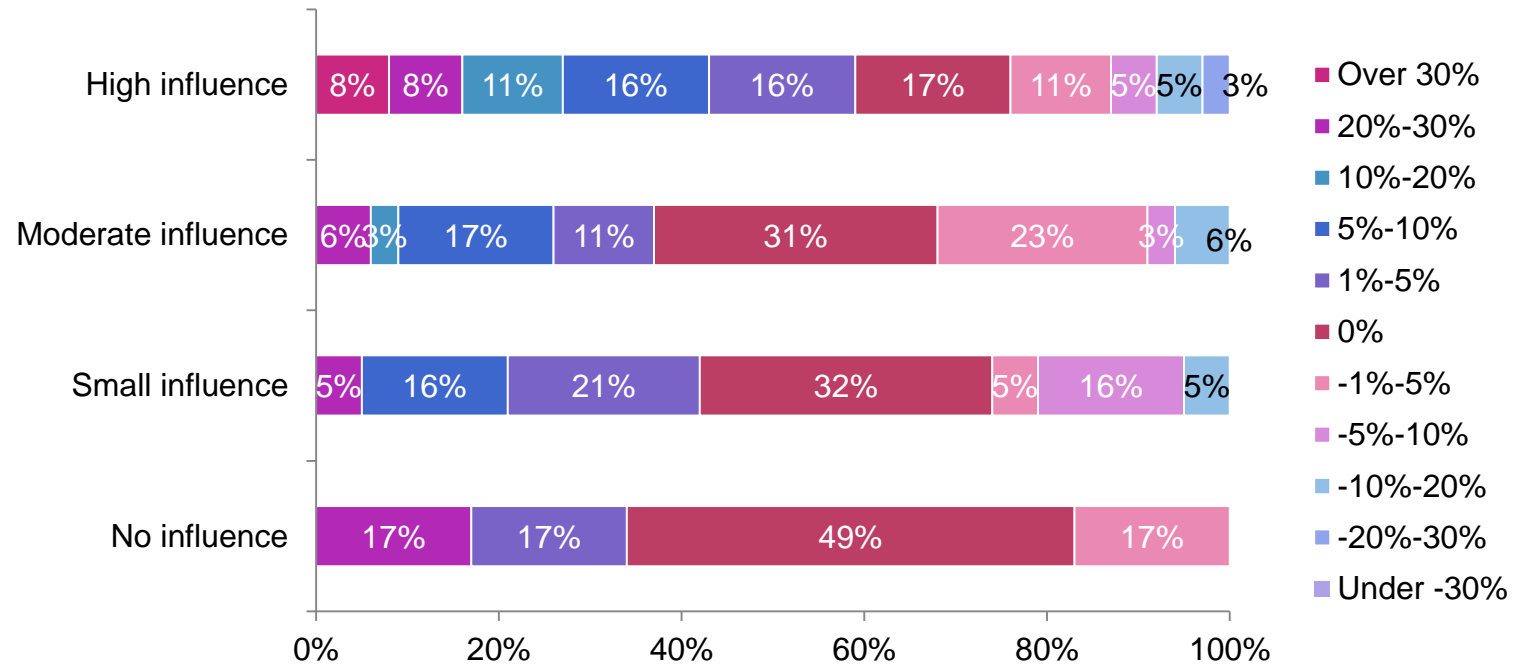
Total answers: 304  
Skipped this question: 25

Most companies (47%) believe that digitalization will lead to an increase in the number of employees over the next 3 years. Only 27% of respondents do not expect any impact of digitalization on this indicator. Only 26% say that digitalization will lower their number of employees over the next 3 years, of which only 6% expect decreases of more than 10%.

17/b

**Impact of digitalization on the number of employees. 11% of companies that are highly influenced by digitalization and 23% of the moderately influenced ones say that this process will reduce their number of employees by over 1-5%.**

How much do you expect digitalization to increase / decrease the number of employees of your company over the next 3 years? (single answer)



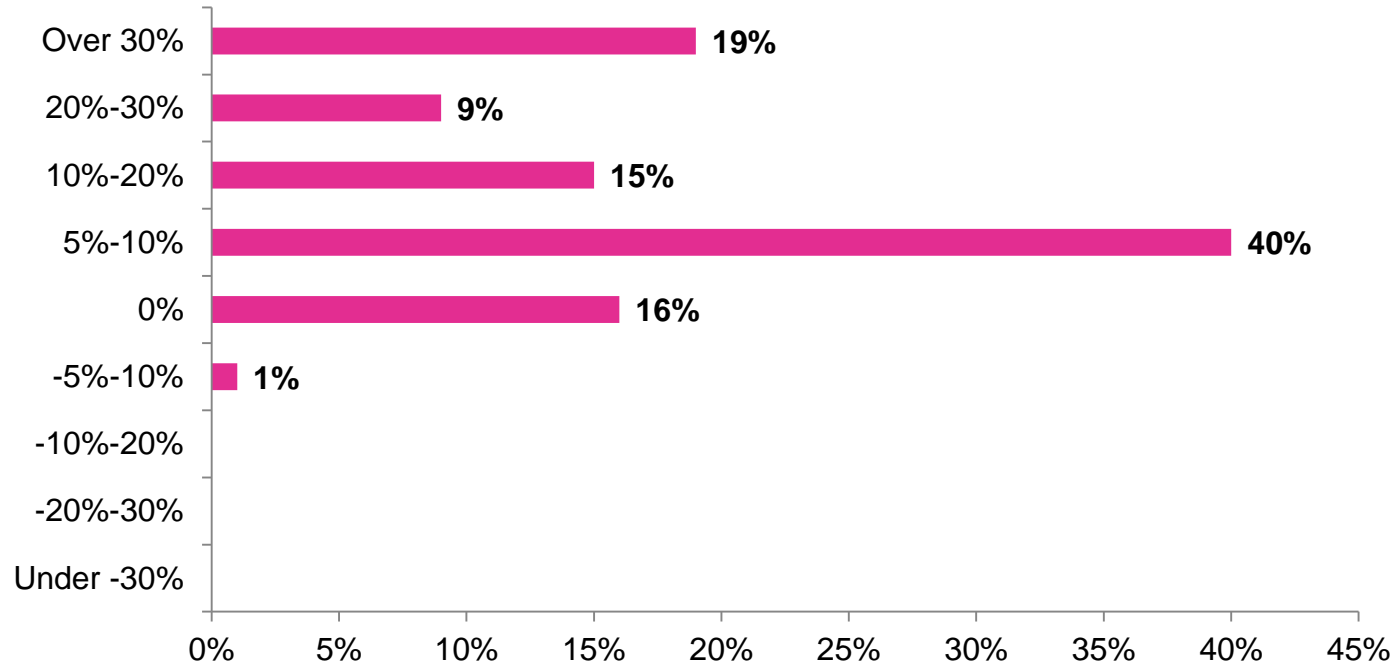
Total answers: 304  
Skipped this question: 25

Regarding the number of employees, 59% of the companies that are strongly influenced by digitalization, 37% of the medium influenced ones and 42% of those least affected by digitalization say that this process will increase their number of employees in the next 3 years. Only 24% of companies that are highly influenced by digitalization, 32% of the medium-influenced ones and 26% of those least affected by digitalization say that this process will reduce their number of employees.

18/a

Impact of digitalization on the company's market value. **19% of Romanian companies say that digitalization contributes to the company's market value by over 30%, but 40% say that this contribution is 5-10%.**

In your opinion, how much does digitalization contribute to your company's total market value? (single answer)



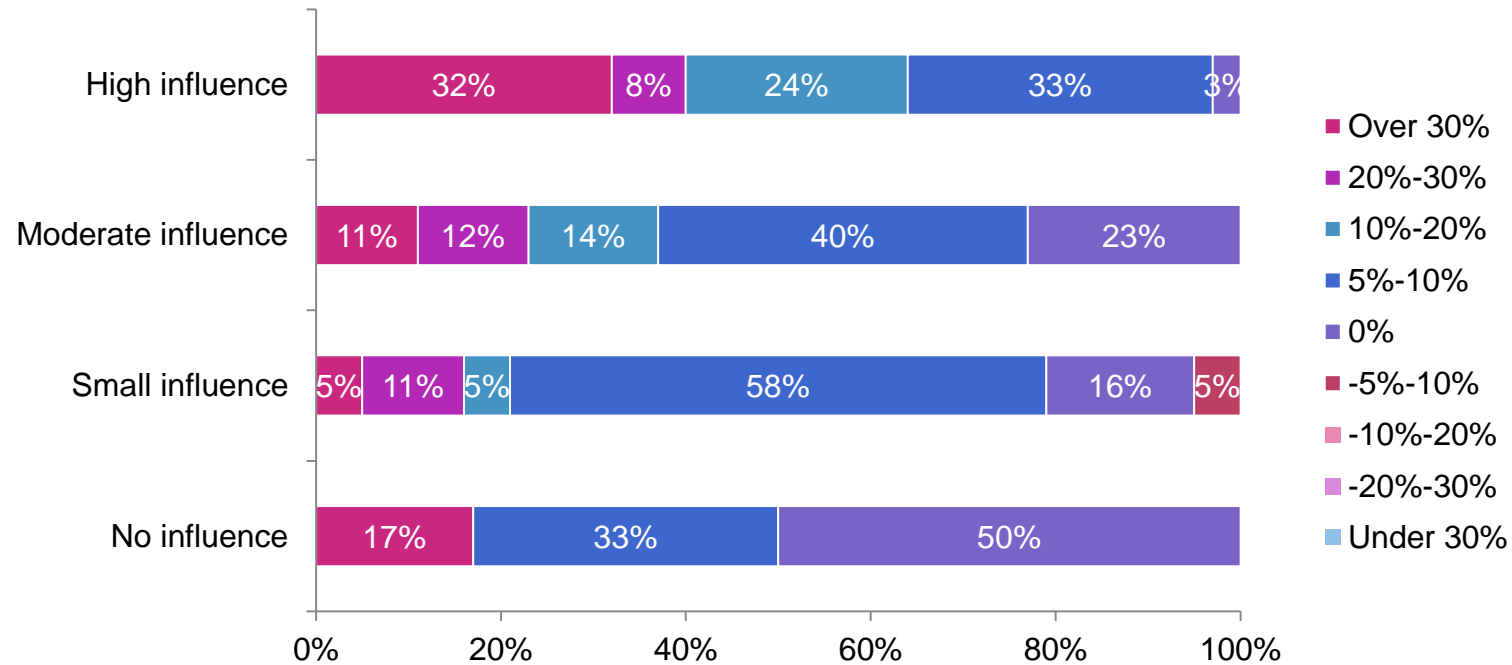
Total answers: 304  
Skipped this question: 25

Almost two out of ten companies in Romania consider that digitalization contributes to the company's total market value by over 30%. If 19% of Romanian companies say that digitalization contributes to the company's market value by over 30%, another 40% of companies say that this contribution is 5% -10%.

18/b

**Impact of digitalization on the company's market value. 33% of companies that are strongly influenced by digitalization, 40% of the medium-influenced ones and 58% of least influenced companies say that it contributes to the company's market value by 5-10%.**

In your opinion, how much does digitalization contribute to your company's total market value? (single answer)



Total answers: 304  
Skipped this question: 25

For 32% of companies that are highly influenced by digitalization, the contribution of this process to the company's value is over 30%. The percentage drops to 11% in case of the companies moderately influenced by digitalization and then to 5% of those least affected by this digital transformation process.



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SUCCESS OF  
DIGITALIZATION

# The main external factors which drive the digital transformation in companies

Source: 'How to win at digital transformation', Valoria

## New business models



41% globally  
38% in Romania

top 5 concluzii

## New technologies



40% globally  
32% in Romania

## Competitors digitalization



36% globally  
24% in Romania

## Clients expectations



35% globally  
28% in Romania

top 5 concluzii

## Disruptive competitors



23% globally  
19% in Romania

## Pressure from partners, suppliers

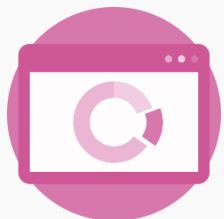


16% globally  
10% in Romania

# The key-elements which determine the success of a company's digital transformation

Sursa: 'How to win at digital transformation', Valoria

## Technology



56% globally  
68% in Romania

## Top management



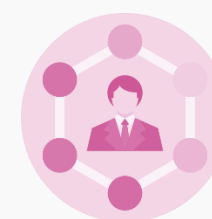
29% globally  
42% in Romania

## Vision and strategy



29% globally  
41% in Romania

## Specific knowledge



20% globally  
37% in Romania

## Available budgets



14% globally  
31% in Romania

## Employees competencies



10% globally  
29% in Romania

## Collaborative mindset



9% globally  
11% in Romania





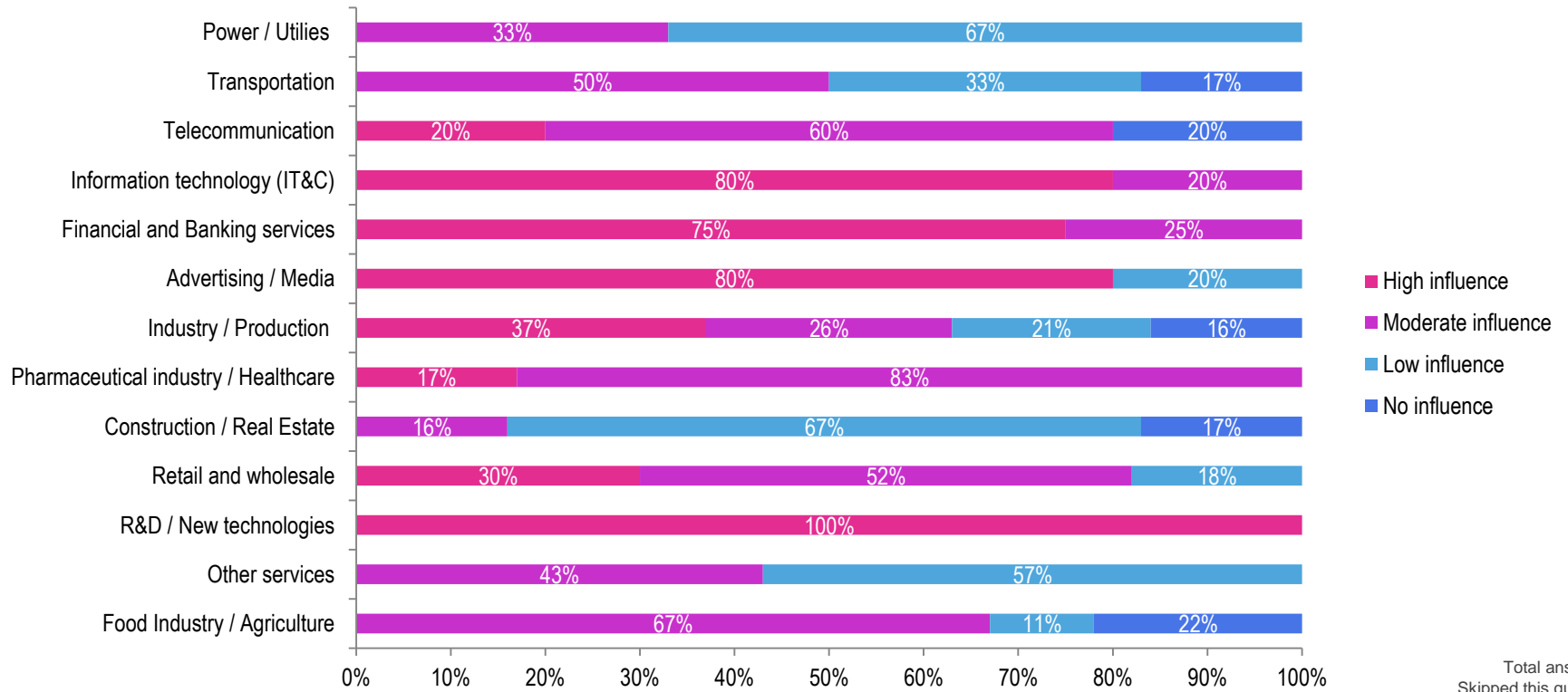
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INDUSTRY  
ANALYSIS

**a. The influence of digitalization, industry analysis. The industries most affected by digitalization are: Research & Development / New Technologies, Information Technology, Media & Advertising, and Financial & Banking Services.**

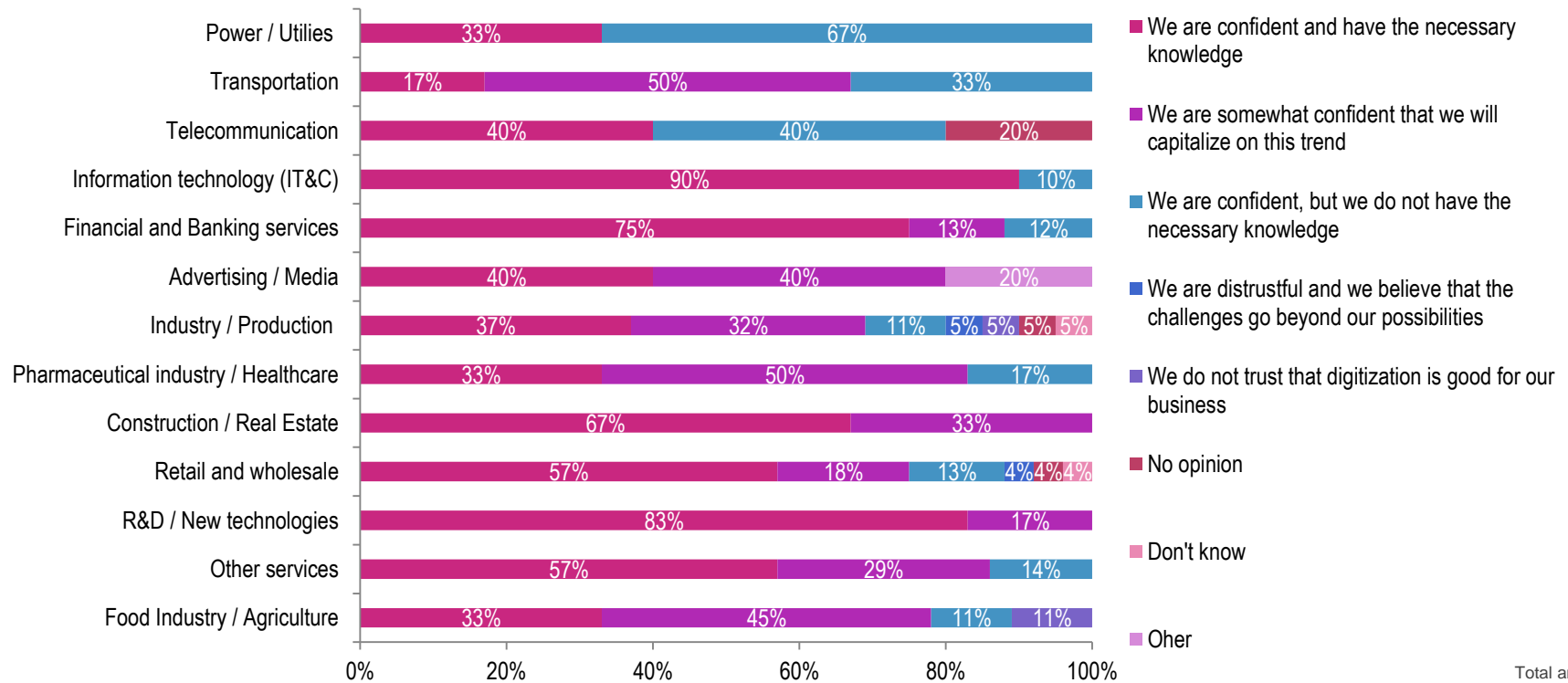
What was the impact of digitalization on your business so far? (single answer)



In this appendix we present the distribution of the answers received to the most important research questions according to the industry in which the responding companies are active. Thus, we see that the most strongly influenced digitalization firms are 100% in research and development, 80% in IT and 80% in media and advertising, followed by 75% in financial and banking services. The least or no less influenced industries by digitalization in Romania are construction / real estate, food / agriculture and transportation.

**b. The confidence in digitalization, industry analysis. The top three most influenced industries – IT, Research & Development, Financial & Banking Services – are the most confident in digitalization and have the knowledge to manage it.**

Which of the following statements best describes your company's relationship with digitalization? (single answer)

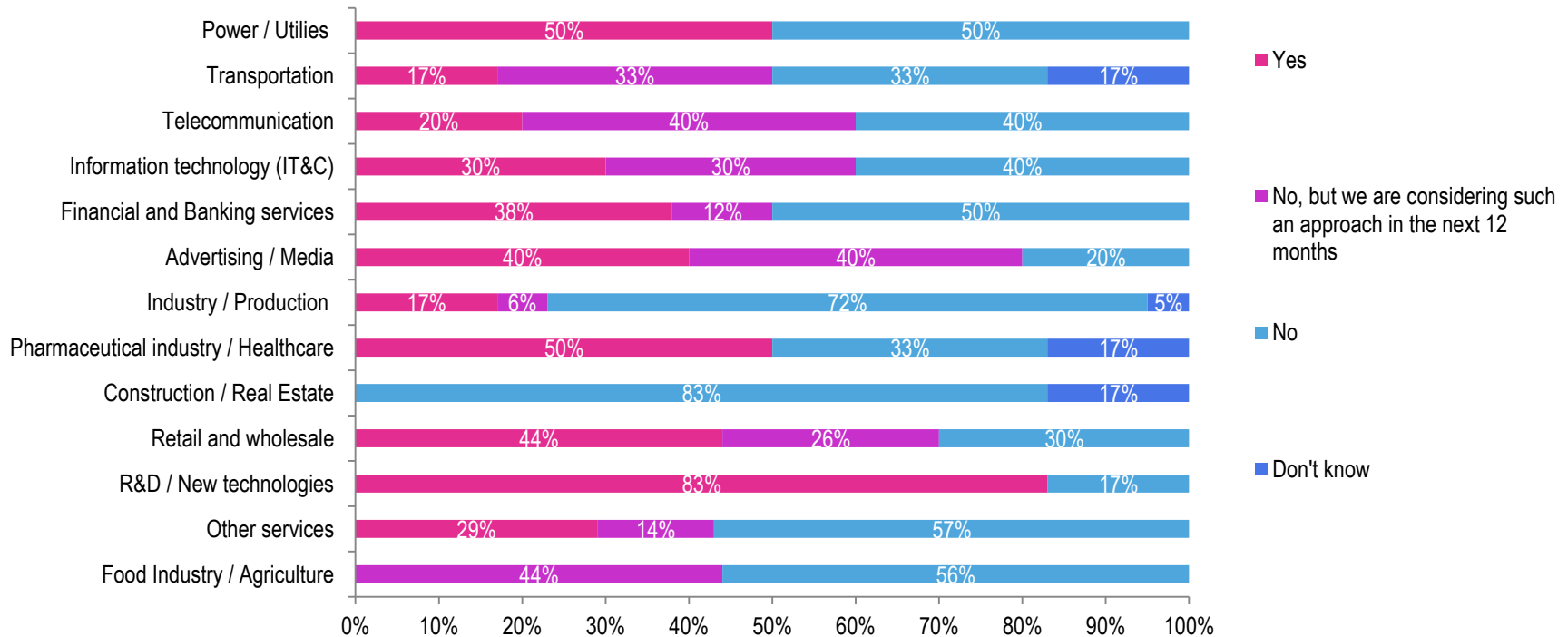


Total answers: 329  
Skipped this question: 0

If most utilities / energy companies are confident in digitalization but do not have the knowledge to tap this trend, most transport companies (50%) are confident and say they know how to do this. We invite you to see the results revealed by this research for the other industries.

**C. Leader responsible with digitalization, industry analysis. The industries that have given the responsibility of a top management leader for the digital development of the business are: Research & Development, Utilities / Energy, Pharma / Healthcare.**

Has your company given the responsibility to a top management leader for digital business development? (single answer)

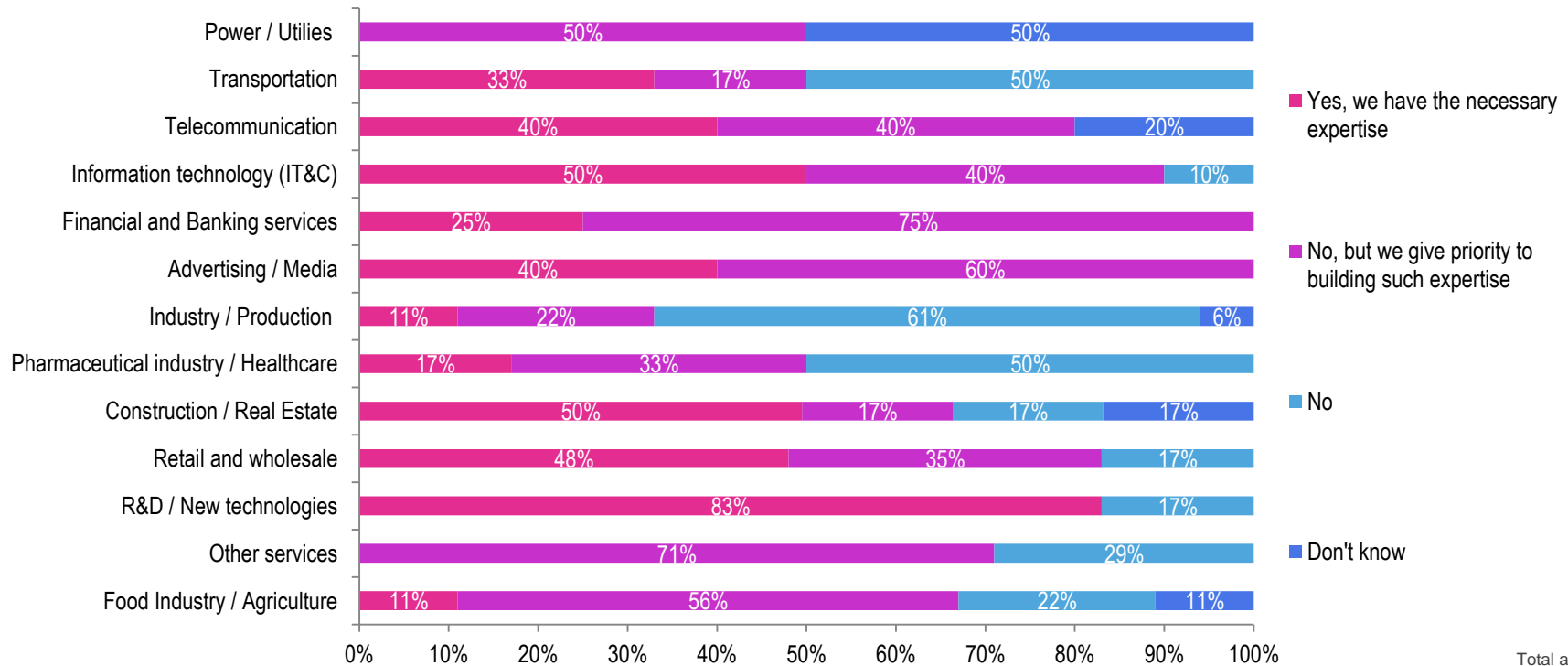


Total answers: 315  
Skipped this question: 14

Industries that have given top management responsibility for digital business development are: research and development (83% of companies), utilities / energy (50%), pharmaceutical and healthcare (50%), retail and wholesale (44%). Industries that are the last in this chapter include construction / real estate (83% did not), industry / production (72%) and non-financial services (57%).

**d. Executive expertise to develop a digital business model, industry analysis.**  
**61% of the industrial production companies, 50% of the pharmaceutical and healthcare industry and 50% of the transports did not take this step.**

Does your company have sufficient top management expertise to evaluate and develop a digital business model? (single answer)

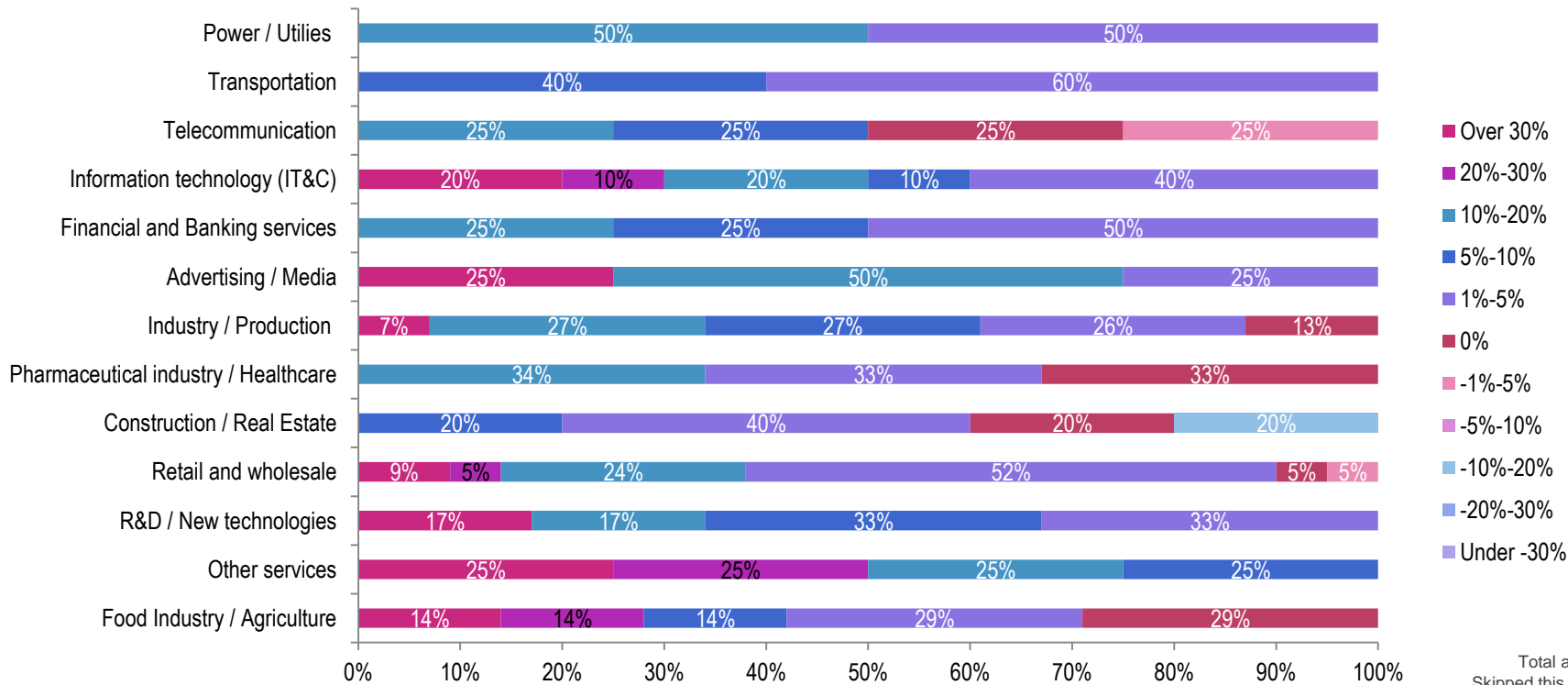


Total answers: 315  
 Skipped this question: 14

Unfortunately, most companies do not have the expertise to develop a digital business model at top management level. Thus, 75% of the financial and banking companies did not take this step, although this industry is one of the most affected by digitalization, 71% of the companies providing other types of business services are in the same situation, as well as 60% of the media and advertising companies and 50% of energy and utilities. But all these industries say they give priority to building such expertise.

**e. The impact of digitalization on profit margin growth, industry analysis. The industries that expect more than 30% of the profit margin growth to come from digitalization are: Media & Advertising, IT, Other Services (except Financial & Banking Services).**

How much do you expect digitalization to increase / decrease your company's profit margin over the next 3 years? (single answer)

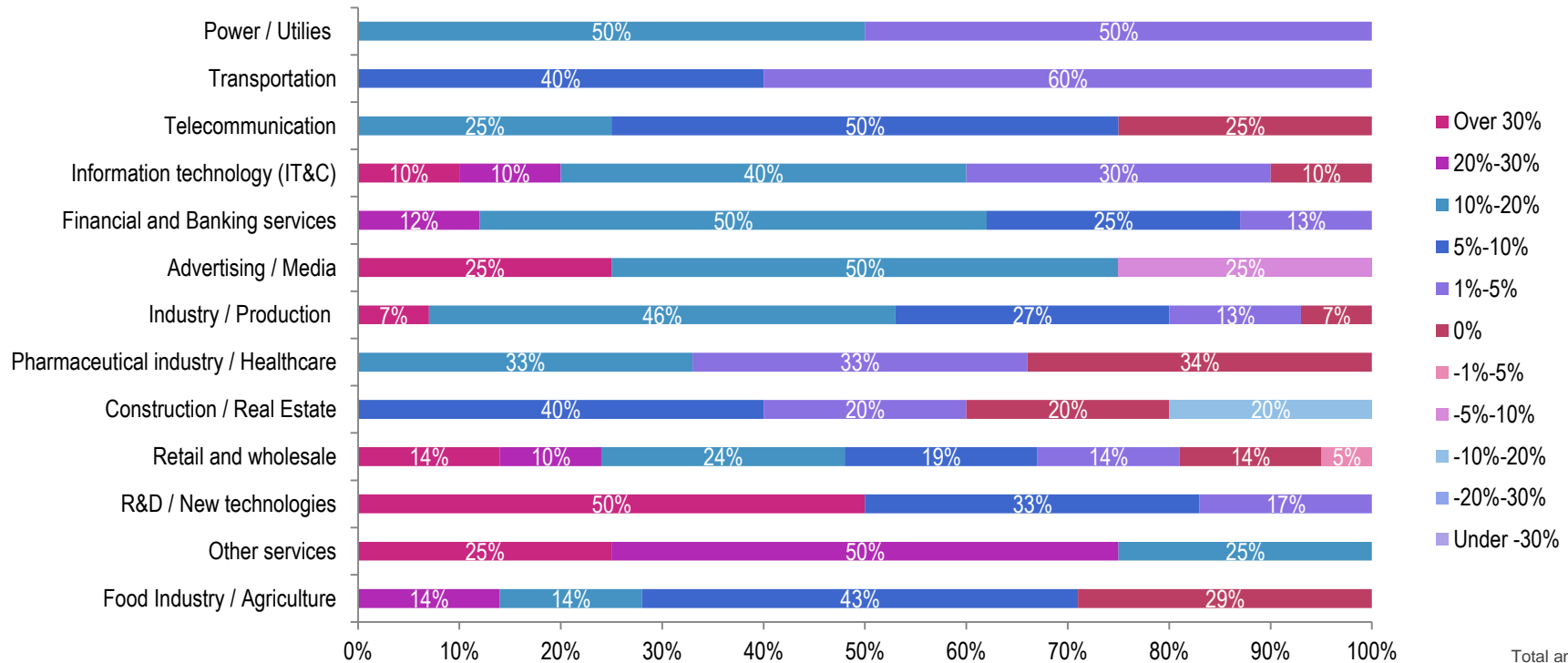


Industries that expect more than 30% growth in profit margins due to digitalization over the next 3 years are: media and advertising, IT, other professional services (except financial and banking services). It is noteworthy that telecommunications companies (25%) said that digitalization would lead to a decrease in their profit margin by -1% to -5% in the coming years.

f.

The impact of digitalization on turnover growth, industry analysis. The industries that expect more than 30% growth in turnover from digitalization over the next 3 years are: Research & Development, Media & Advertising, Other Services.

How much do you expect digitalization to increase / decrease your company's turnover over the next 3 years? (single answer)

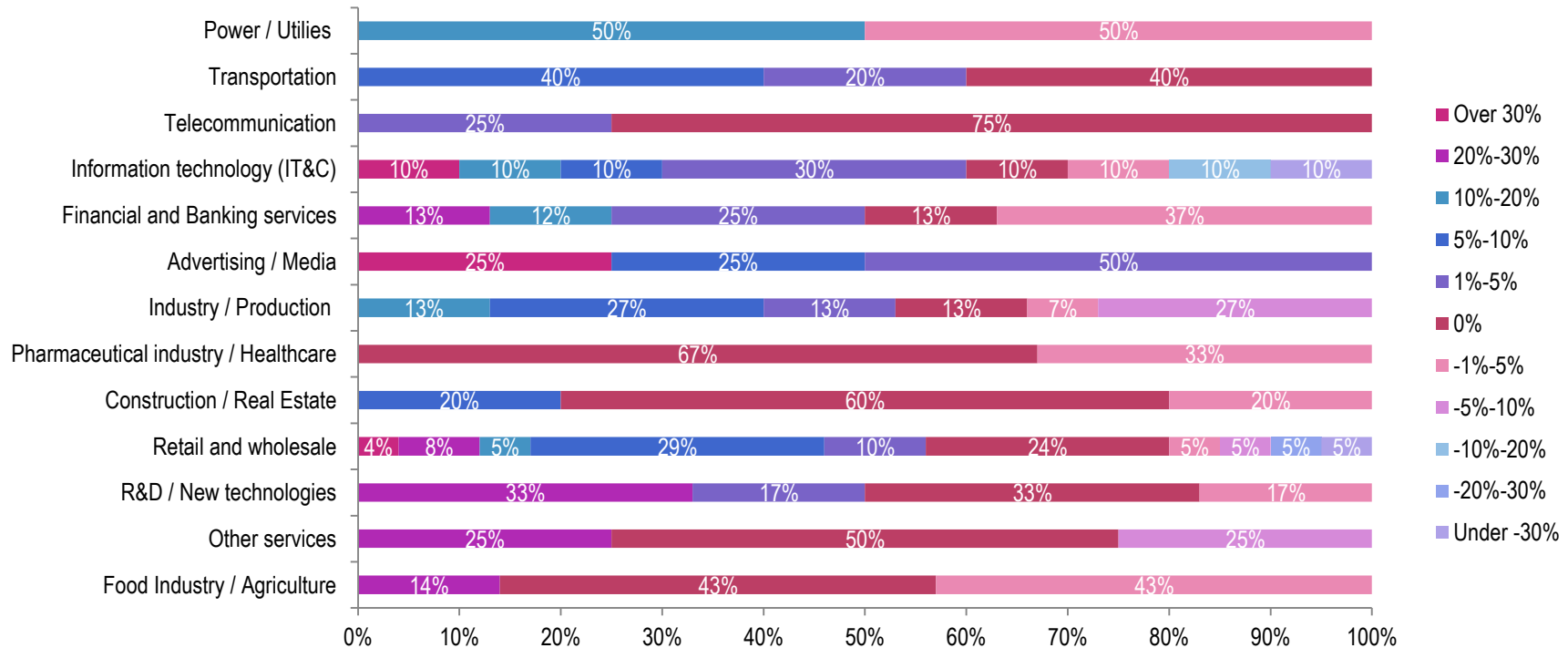


Total answers: 305  
Skipped this question: 24

Industries that expect more than 30% growth in turnover over the next 3 years due to digitalization are: research & development, media & advertising, other services. On the other hand, we notice that 25% of media & advertising companies expect a -5% to -10% decrease in turnover over the next 3 years. Also, 20% of construction / real estate companies forecast a decrease in turnover between -10% and -20%.

**g. The impact of digitalization on the number of employees, industry analysis. The industries that expect a drop of over 30% in the next three years due to digitalization are advertising/media, IT and Retail & Wholesale Trade.**

How much do you expect digitalization to increase / decrease the number of employees of your company over the next 3 years? (single answer)



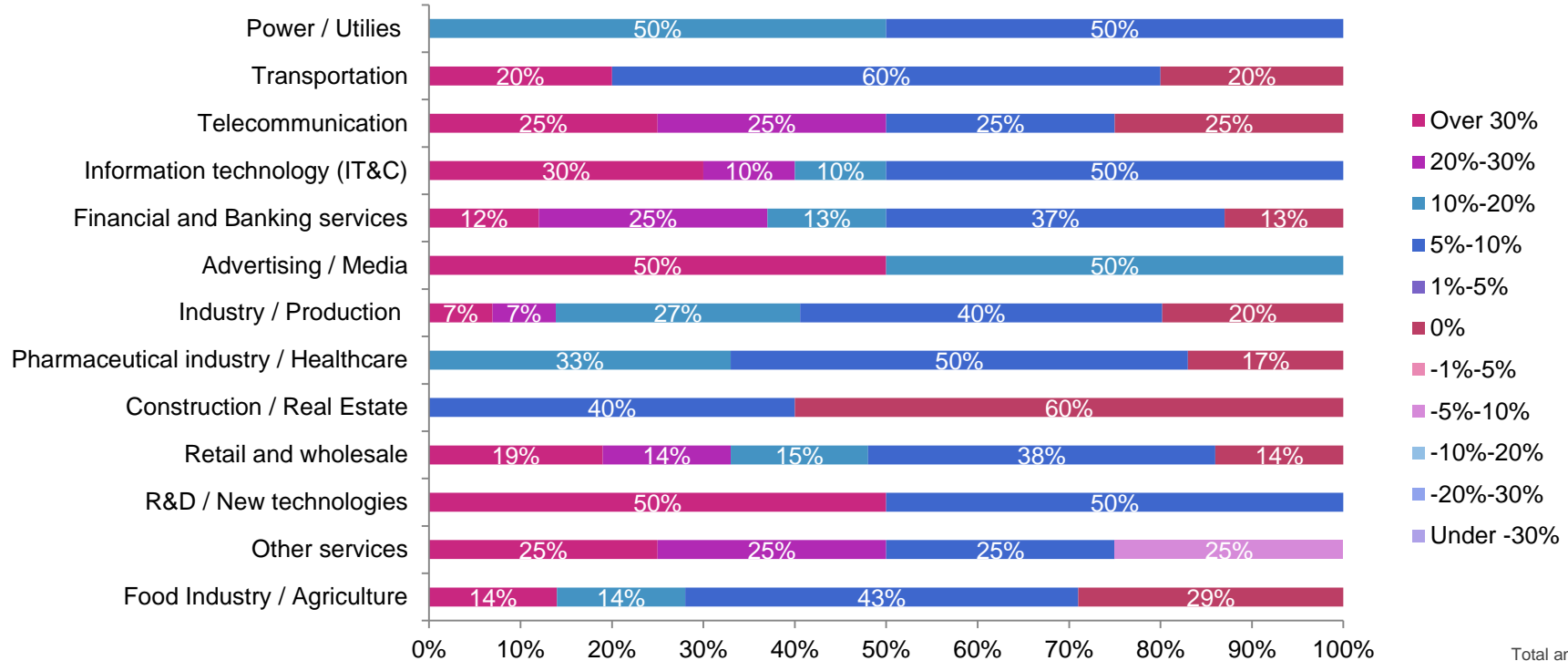
Total answers: 305  
Skipped this question: 24

We note that there are industries that expect an increase in the number of employees as a result of digitalization and industries that are expecting a fall in this indicator. However, industries expecting a 30% decrease in the number of employees over the next 3 years are advertising. IT and retail & wholesale trade.



**h.** The impact of digitalization on the company's market value, industry analysis. **The industries that expect more than 30% of the company's value increase as a result of digitalization are: Research & Development, Media & Advertising, and IT.**

In your opinion, how much does digitalization contribute to your company's total market value? (single answer)



Total answers: 305  
Skipped this question: 24

There are also pessimistic industries, but industries that expect more than 30% of the company's value as a result of digitalization are: research & development, media & advertising and IT. The most pessimistic answers came from services other than financial and banking, because 25% of these respondents say they expect a decrease in the company's value between -5% and -10% as a result of digitalization.



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AUTHORS'  
CONCLUSIONS

## Authors' conclusions



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*The Internet and technology have led to an exponential increase in the speed, volume and diversity of information. Easy access of consumer to information has led to changes in consumer habits. Digital consumerism imposes new challenges on companies, but also brings them opportunities if they understand the phenomenon of digitalization and integrate it into their business model. **The Barometer of digitalization** is the survey that shows the level of maturity and understanding of digitalization by Romanian companies, the obstacles they face, but also the benefits they hope to gain from this process*



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***The Barometer of digitalization** is among the few studies that aim to discover how companies in Romania are undergoing the process of digitalization. As this phenomenon has a major impact on all industries and radically transforms companies, such a study is not only useful but also necessary. Under the impact of digitalization, companies are reshuffling their way of doing business, and from this study we can see how prepared the Romanian companies are at this time to deal with the digital future*



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We would like to thank all the respondents for their support in conducting this survey. We are delighted to see such a high interest in this topic and the prompt responses. The present study was carried out with the support of Doingbusiness.ro team.

#### **About Valoria**

Valoria Business Solutions is a company providing training, consulting and executive coaching services. The company's mission is to transform the potential of teams and organizations into value. Competence, confidence, innovation and passion are the values that sustain us in everything we do. We believe in people, in their aspiration for personal and professional fulfillment, and their willingness to accelerate their potential. Learn more about us at: [www.valoria.ro](http://www.valoria.ro).

The present slide-deck is a study/quantitative analysis which aims to highlight trends related to the topic and advance working hypotheses to be validated by further extended market research, on representative samples. This material is accurate to the best of our knowledge at the time of writing. It has an informative purpose and therefore we recommend professional advice before taking any action.



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THANK YOU!

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