

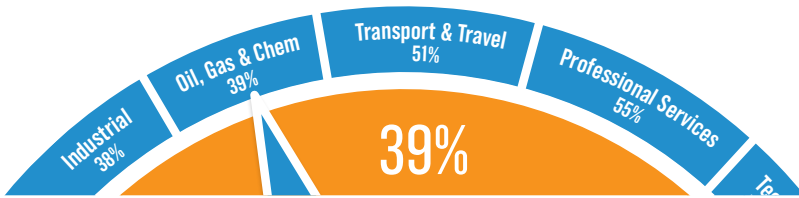
DIGITAL PULSE— OIL, GAS AND CHEMICALS

“This sector rates low on the disruption barometer.”

On the digital disruption barometer, Oil, Gas and Chemicals sits marginally above Industrial as the least disrupted. Thirty nine percent of respondents to the survey said their business would be moderately or massively disrupted in the next 12 months. Contrast that with Consumer Packaged Goods or Healthcare, where this figure is 55%. Two-thirds of organizations in this sector have a digital strategy, and 27% said that digital technology is a major driver for their business strategy. Given those figures, the ability to define and execute a digital strategy may be holding this industry back. Only 22% of respondents agreed to the question “Do you have the right people to define your digital strategy?” The same number agreed to the question “Do you have the right people to execute your digital strategy?” Much like the Industrial sector, the CIO (28%) beats the CMO (20%) in owning digital, with the CEO coming out on top of the pile (33%). But CEOs should be aware that 80% of respondents cited CEO Not Recognizing the Potential of Digital as a barrier to effective digital business.

Digital Disruption Barometer

Oil, Gas and Chemicals sits at the bottom of the disruption barometer, marginally above the Industrial sector.



39% of Oil, Gas and Chemicals executives surveyed responded that their business would be moderately or massively disrupted by digital in the next 12 months.

Five Functions Most Impacted by Digital

Oil, Gas and Chemicals executives expect digital to have a sweeping impact across operational and development functions.

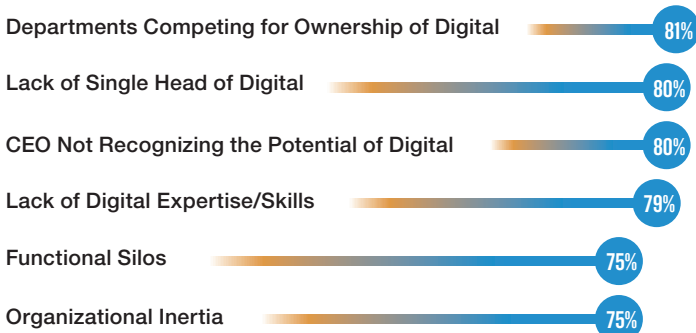
Percentage of Oil, Gas and Chemicals Executives: Functions Most Impacted by Digital in the Next 12 Months



Five Top Barriers to Effective Digital Business

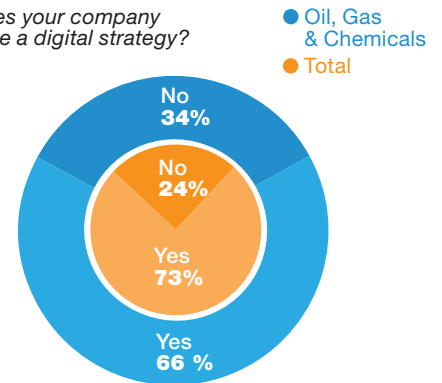
When asked what the biggest barriers to effective digital business are, Oil, Gas and Chemicals executives emphasized challenges related to skills, leadership and organizational structure.

Percentage of Oil, Gas and Chemicals Executives Rating Barriers as of High or Moderate Significance

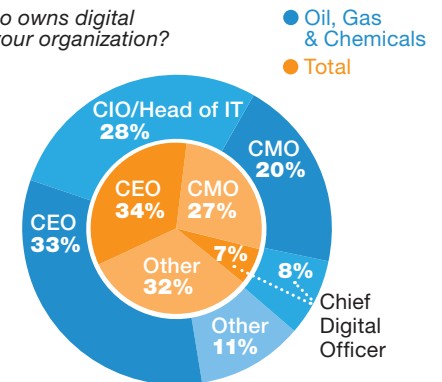


Structure and Strategy

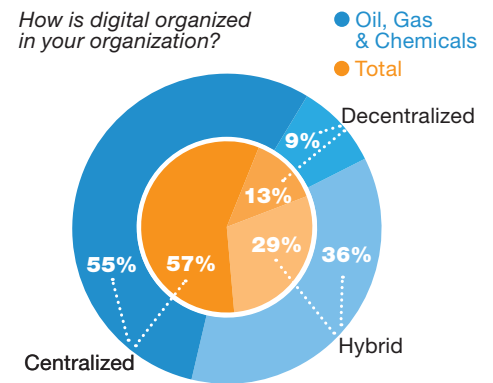
Does your company have a digital strategy?



Who owns digital in your organization?



How is digital organized in your organization?

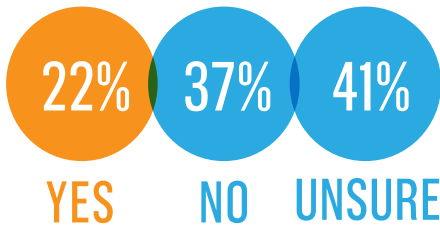


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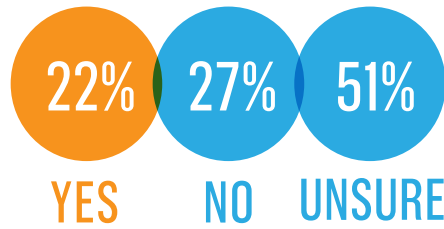
The People Challenge of Digital

People are the driver of digital in an organization. The below shows how many Oil, Gas and Chemicals executives agreed and disagreed with two key questions.

Do you have the right people to define your digital strategy?



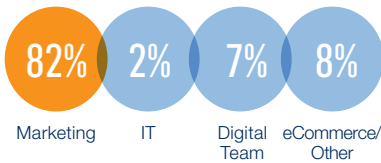
Do you have the right people to execute your digital strategy?



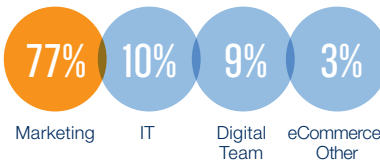
Ownership of Digital within Organizations

Across organizations, various elements of digital are owned by different parts of the organization. The below shows the percentage of functions that own specific elements of digital in respondent organizations. While Marketing often was cited as an owner, the data demonstrate that little consensus has emerged across Oil, Gas and Chemicals organizations as digital's logical home(s).

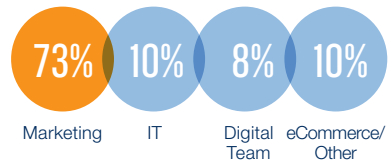
Customer Mobile App Development



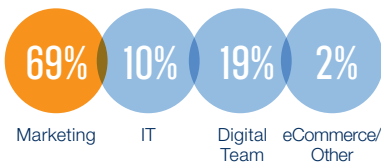
Social Media Marketing



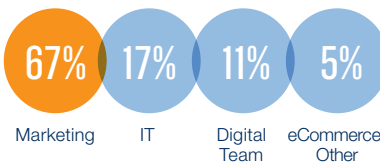
Vendor Selection



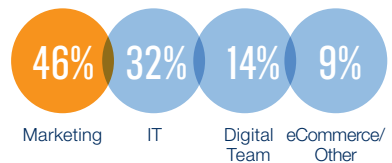
Digital Media Selection



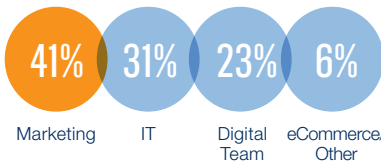
Social Media CRM



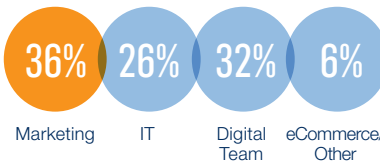
Employee Digital Engagement



Web Design

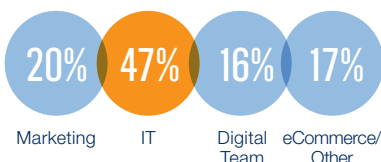


Customer Experience Strategy

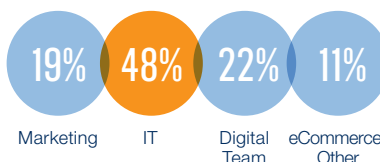


Notable exceptions include **CRM**, **Web Strategy** and **Customer Analytics**, which most often are owned by IT.

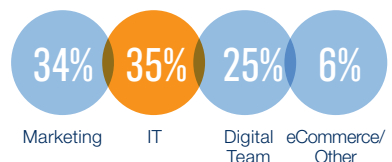
CRM



Web Strategy



Customer Analytics



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