Total Decision-Making Ability Score Ranked by Industry

1. Mining
2. Professional, Scientific & Technical Services
3. Transportation, Postal & Warehousing
4. Construction
5. Financial Services or Insurance
6. **Manufacturing**
7. Accommodation, Hospitality & Food Services
8. Electricity, Gas, Water & Waste Services
9. Wholesale Trade
10. Healthcare & Pharmaceuticals
11. Retail Trade
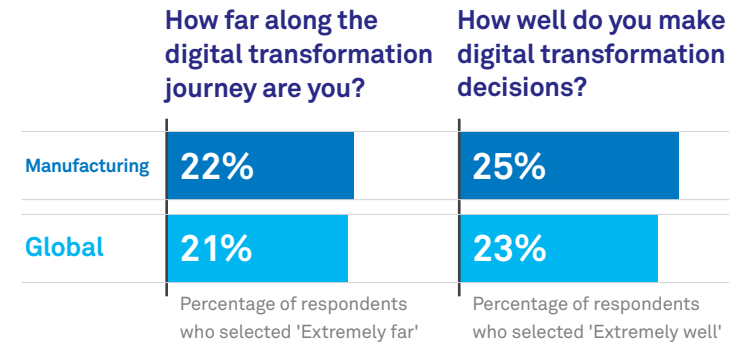12. Government, Education & Non-Profit

Digital Transformation Decision-Making in Manufacturing

How does decision-making shape digital transformation outcomes in the manufacturing industry? To find out, Telstra surveyed 3,810 executives in 14 markets and 12 industries worldwide.

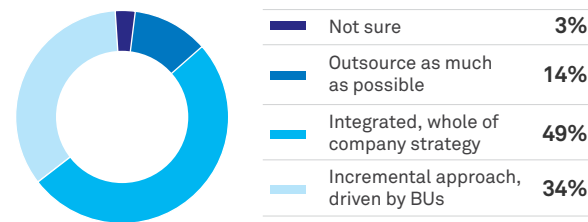## How does manufacturing compare with other industries?

The manufacturing industry sits in the middle of the pack when it comes to digital transformation decision-making.

	How far along the digital transformation journey are you?	How well do you make digital transformation decisions?
Manufacturing	22%	25%
Global	21%	23%
	Percentage of respondents who selected 'Extremely far'	Percentage of respondents who selected 'Extremely well'

How can manufacturers make better digital decisions?
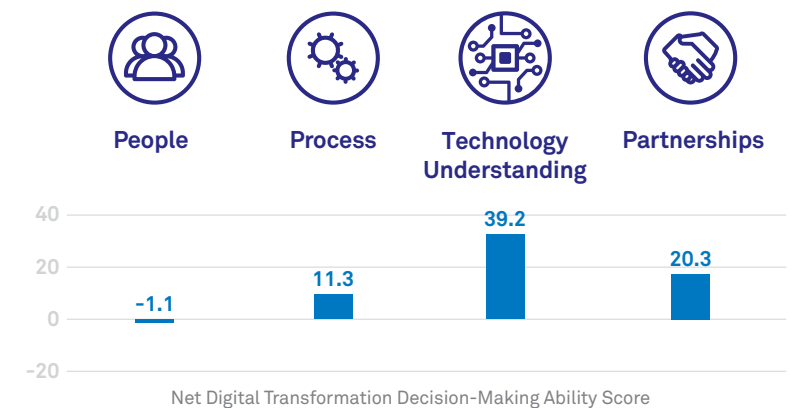
Move beyond an incremental approach to digital transformation.

Manufacturers' digital transformation projects are driven mainly by individual business units.

Not sure	3%
Outsource as much as possible	14%
Integrated, whole of company strategy	49%
Incremental approach, driven by BUs	34%

Focus not just on technology for digital decisions.

Manufacturers pick their understanding of technology over other decision-making factors when evaluating their digital transformation process.

People — Process — Technology Understanding — Partnerships

People	Process	Technology Understanding	Partnerships
-1.1	11.3	39.2	20.3

Net Digital Transformation Decision-Making Ability Score

Closing the digital priorities performance gap

Manufacturers struggle to meet their top digital transformation priorities – in fact their top priority, 'Optimising tech to move faster', ranks 14th out of 17 in terms of performance.

Top three digital transformation priorities

#1
Optimise our technology to move faster and adapt to change

Rank in performance
14th

#2
Optimise our technology to be more competitive
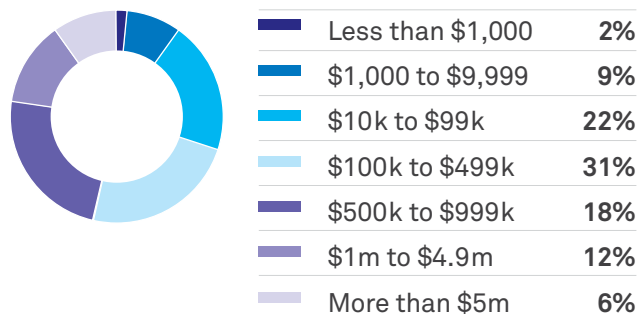
Rank in performance
11th

#3
Protect our digital assets from cyber threats
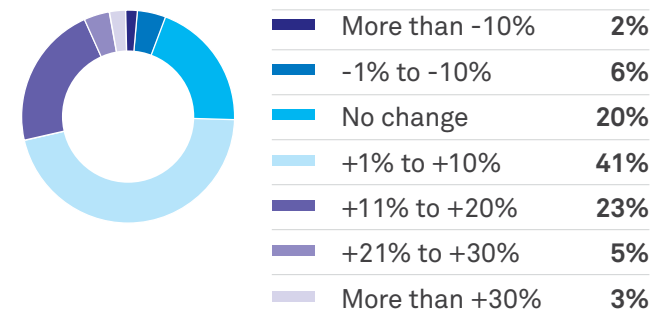
Rank in performance
10th

Manufacturing IT spend (USD) expected to rise

Seven in 10 manufacturers say they will increase their IT spend in the next three years. Over two thirds spent more than $100,000 in the previous year.

Previous year IT spend

Less than $1,000	2%
$1,000 to $9,999	9%
$10k to $99k	22%
$100k to $499k	31%
$500k to $999k	18%
$1m to $4.9m	12%
More than $5m	6%

Expected change in IT spend for next three years

More than -10%	2%
-1% to -10%	6%
No change	20%
+1% to +10%	41%
+11% to +20%	23%
+21% to +30%	5%
More than +30%	3%

Top manufacturing partner attributes

Manufacturers seek digital transformation partners that provide clear strategic direction and understand their technical requirements.

Ability to determine which IT model best fits my company and my needs

Deep knowledge of our business challenges and how IT can help

Clear expertise and experience with IT offerings at both a hardware and software level

For more insights, visit **telstraglobal.com/disruptive-decision** to download the Disruptive Decision-Making white paper.

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