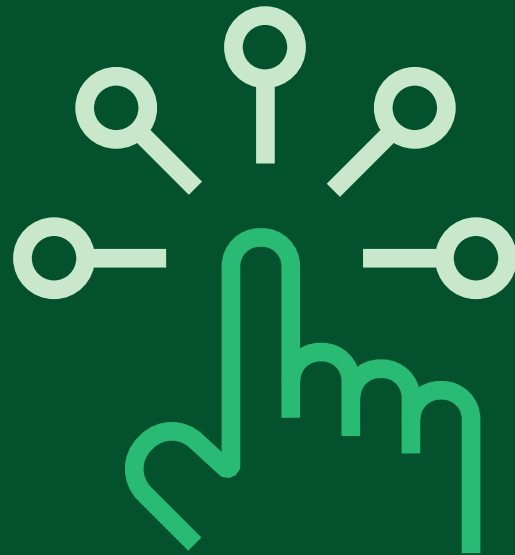


MEDIA

# The Rates of Success, Goals, and Future Priorities of Digital Transformations, by Sector



# The key findings for media companies

Media companies have a digital transformation success rate of 30%, roughly on a par with the cross-sector average, but they show a wide range of scores relative to other sectors, reflecting the mix of legacy and digital players.

Top-quartile media companies nail the six key success factors, but more typical media companies struggle on four of the six.

Media companies have emphasized growth and business model innovation, ecosystem partnerships, marketing and pricing, and new business ventures more than companies in other industries.

Going forward, successful digital players are pivoting to much broader adoption of digital approaches across the entire value chain and support functions.

The forward-looking digital agenda emphasizes customer acquisition and engagement; next-generation marketing, operations, and support functions; and content production and management.

ESG considerations—especially those related to data privacy, diversity and inclusion, and cyber resilience—are becoming more important in the digital agenda.

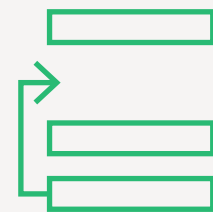
# The data in more depth



**Rates of success  
in digital  
transformation**



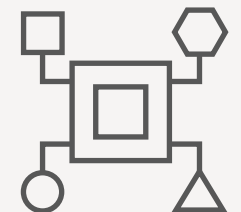
**Topics of focus  
for media  
companies**



**Top priorities for  
the future**



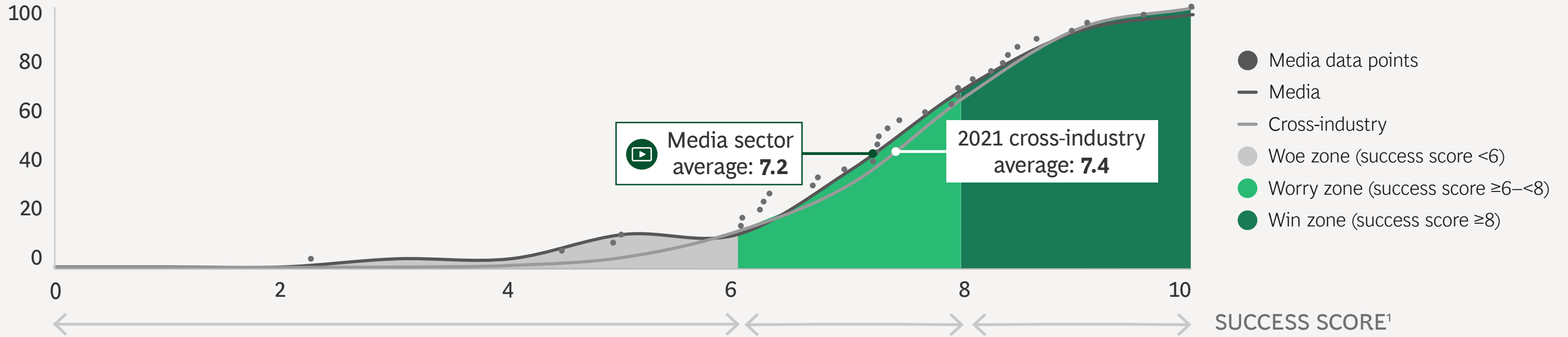
**The critical  
human and  
tech enablers**



**The role of ESG  
in digital  
transformation**

# Only 30% of media companies land in the win zone, slightly below the cross-industry average

CASES BELOW SUCCESS SCORE (%)



**2021 BCG Global Digital Transformation Survey overall**

**13%**

**52%**

**35%**

**Media sector**

**13%**

**56%**

**31%**

Limited value created (<50% of target); no sustainable change

Value created but total targets not met; limited long-term change

Target value met or exceeded; sustainable change created

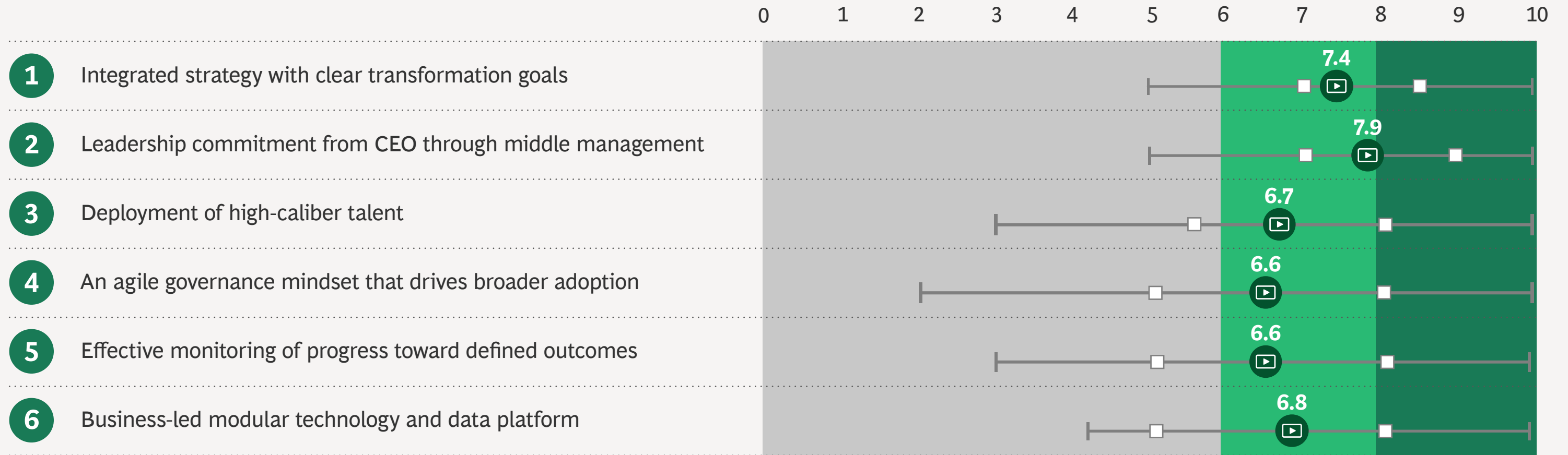
Source: 2021 BCG Global Digital Transformation Survey.

Note: Survey question: “Across the following dimensions, please rate your organization’s digital transformation experience to date on a scale of 1 to 10, using the guidelines in the table below.”

¹Success score is calculated from respondents’ answers on six dimensions of transformation: strategy; leadership; talent; agility; monitoring; and tech and data.

# Media companies struggle most with deploying high-caliber talent, having an agile governance mindset, and monitoring progress effectively

DISTRIBUTION OF SUCCESS SCORES ON INDIVIDUAL KEY FACTORS<sup>1</sup>



Lower extreme   Media average   Upper or lower quartile   Upper extreme



● Woe zone (success score <6)   ● Worry zone (success score ≥6–<8)   ● Win zone (success score ≥8)

Source: 2021 BCG Global Digital Transformation Survey.

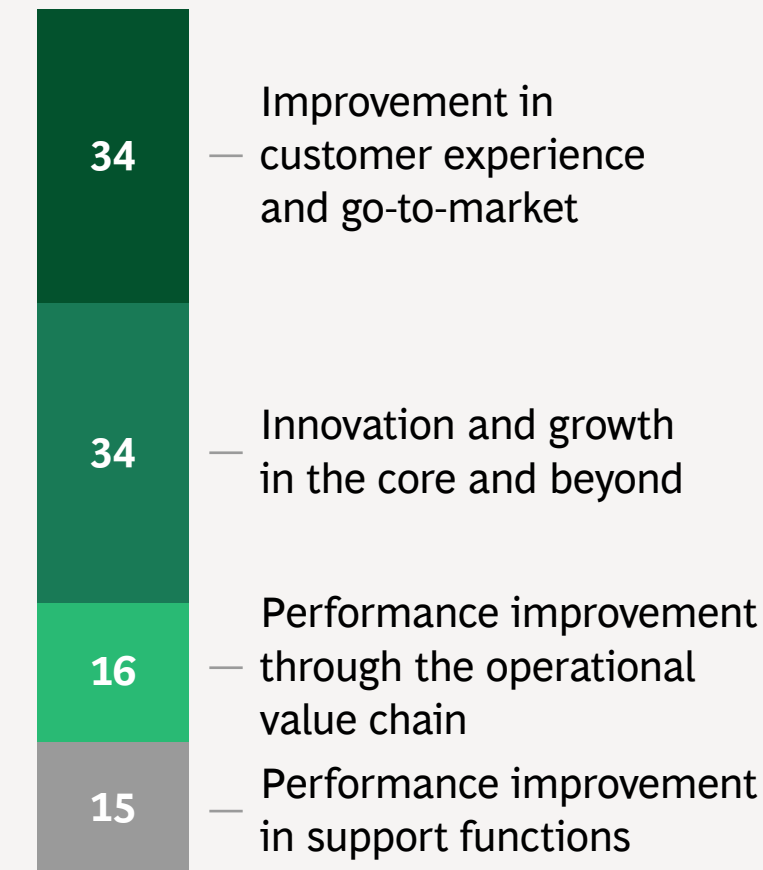
Note: Survey question: “Across the following dimensions, please rate your organization’s digital transformation experience to date on a scale of 1 to 10 using the guidelines in the table below.”

<sup>1</sup>Success score is calculated from respondents’ answers on six dimensions of transformation: strategy; leadership; talent; agility; monitoring; and tech and data.

# The transformation priorities for media companies have been growth and business model innovation, and customer experience and journeys

## Strategic objectives

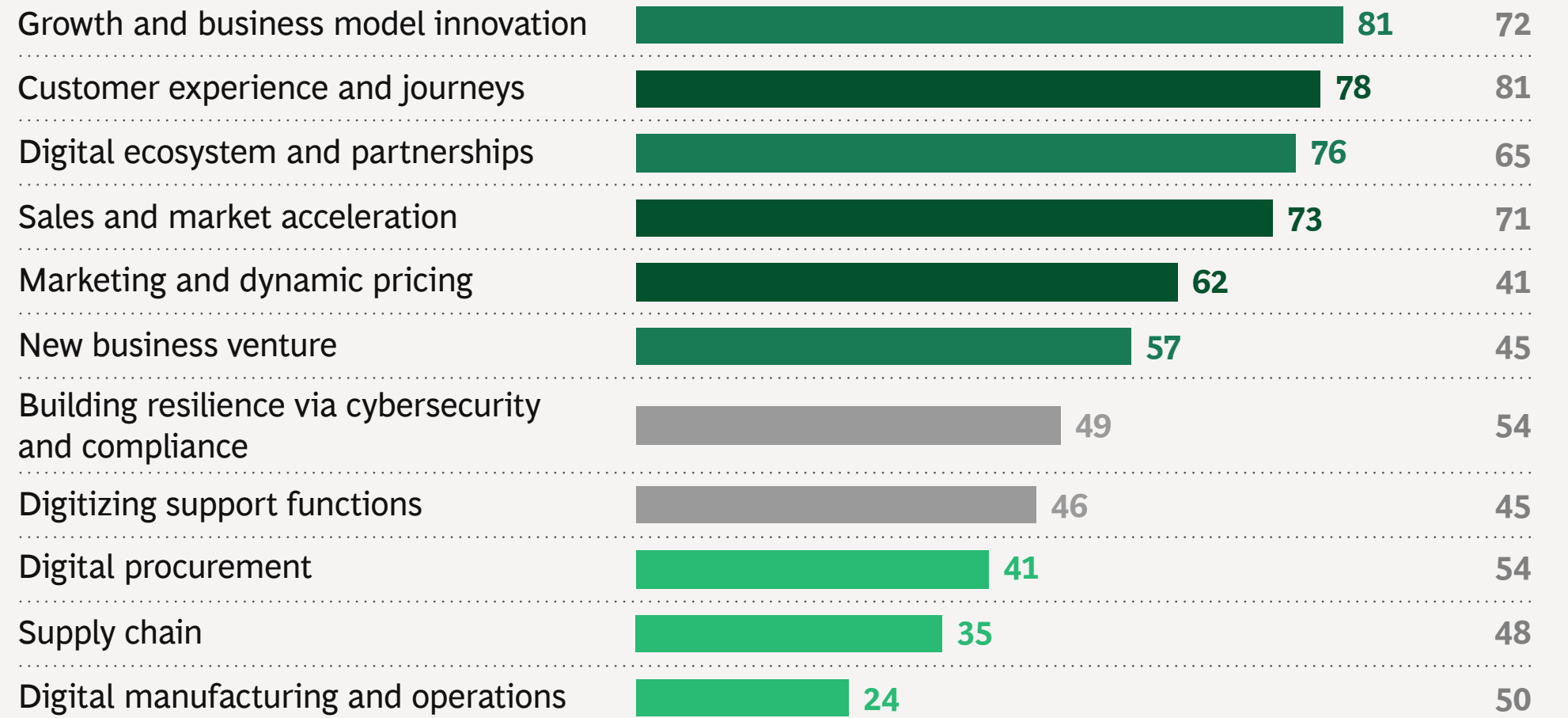
SHARE OF RESPONDENTS (%)



## Scope of digital transformation<sup>1</sup>

SHARE OF RESPONDENTS (%)

CROSS-INDUSTRY AVERAGE (%)



Source: 2021 BCG Global Digital Transformation Survey.

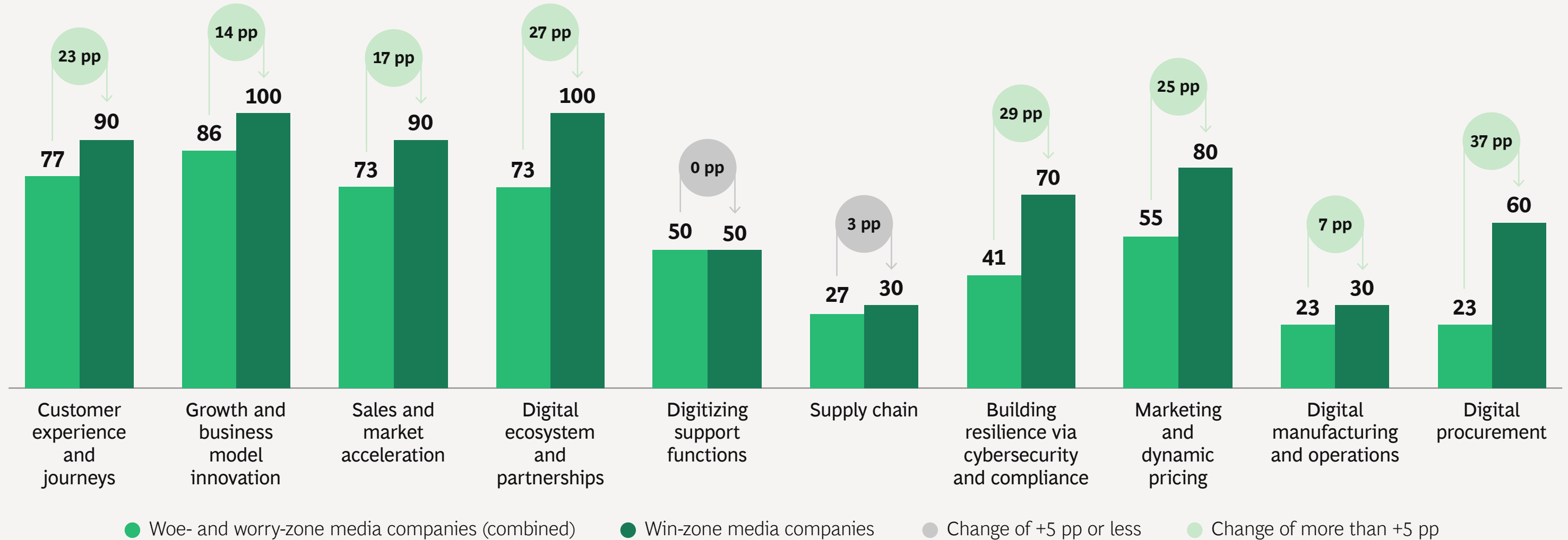
Note: Because of rounding, the percentages given for the strategic objectives do not add up to 100%.

<sup>1</sup>Respondents were asked to select all priorities that applied.

# Win-zone media companies have greater breadth of transformation focus

## Scope of digital transformation

SHARE OF RESPONDENTS (%)

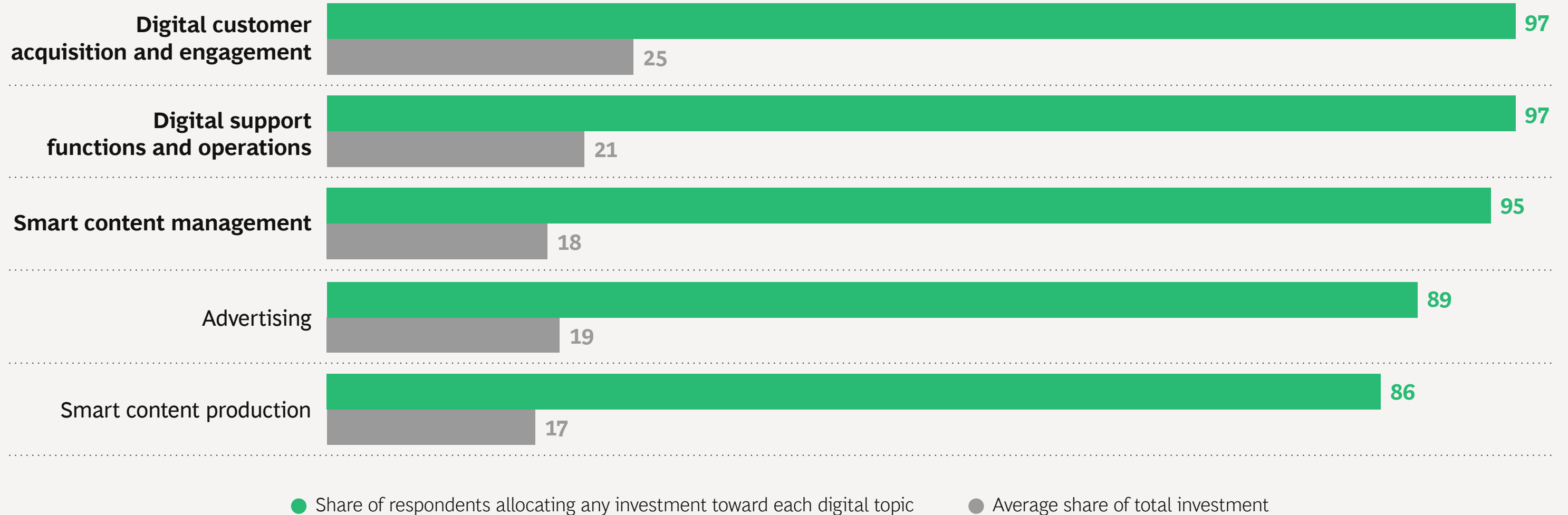


Source: 2021 BCG Global Digital Transformation Survey.

Note: Survey question: "From the list of most common digital outcome areas and enablers in digital transformation, please help us identify the scope of your digital transformation (select all that apply)."

# Nearly all media companies intend to invest in three key digital topics

PLANNED SHARE OF WALLET SPENDING ALLOCATED ACROSS DIGITAL TOPICS IN THE NEXT TWO TO THREE YEARS (%)<sup>1</sup>



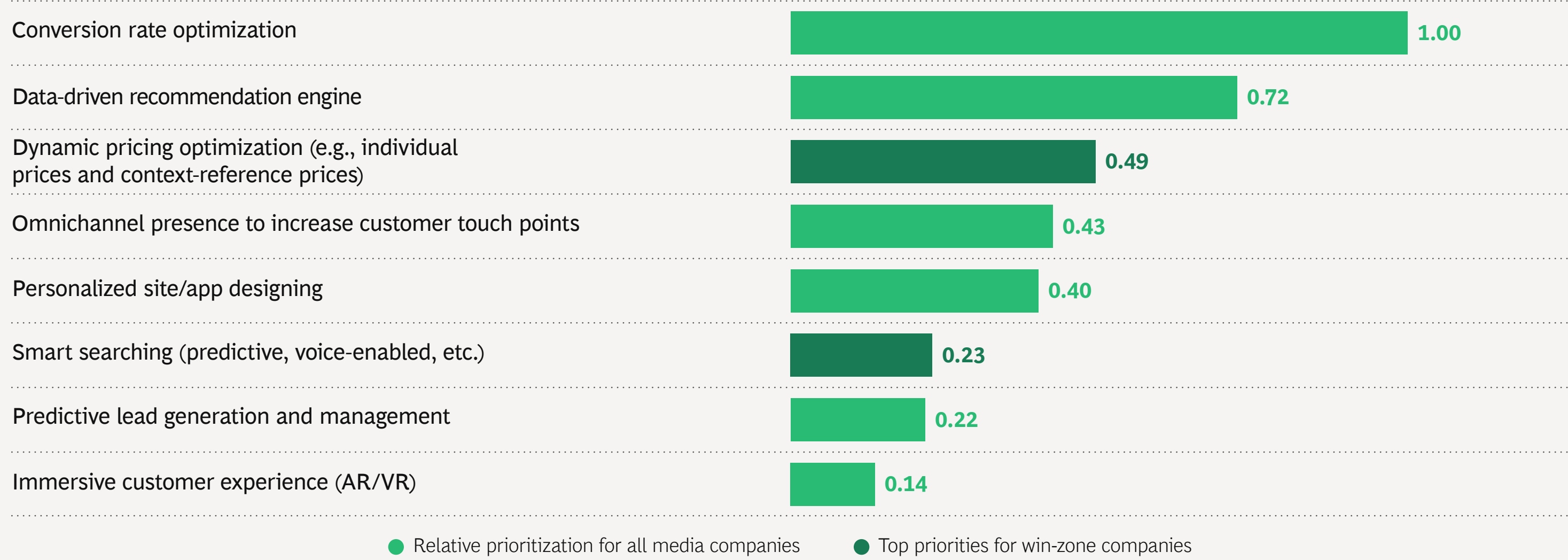
Source: 2021 BCG Global Digital Transformation Survey.

<sup>1</sup>For example, the uppermost pair of bars can be read as “97% of media respondents plan to invest in digital customers acquisition and engagement, allocating an average 25% of total digital investment.”



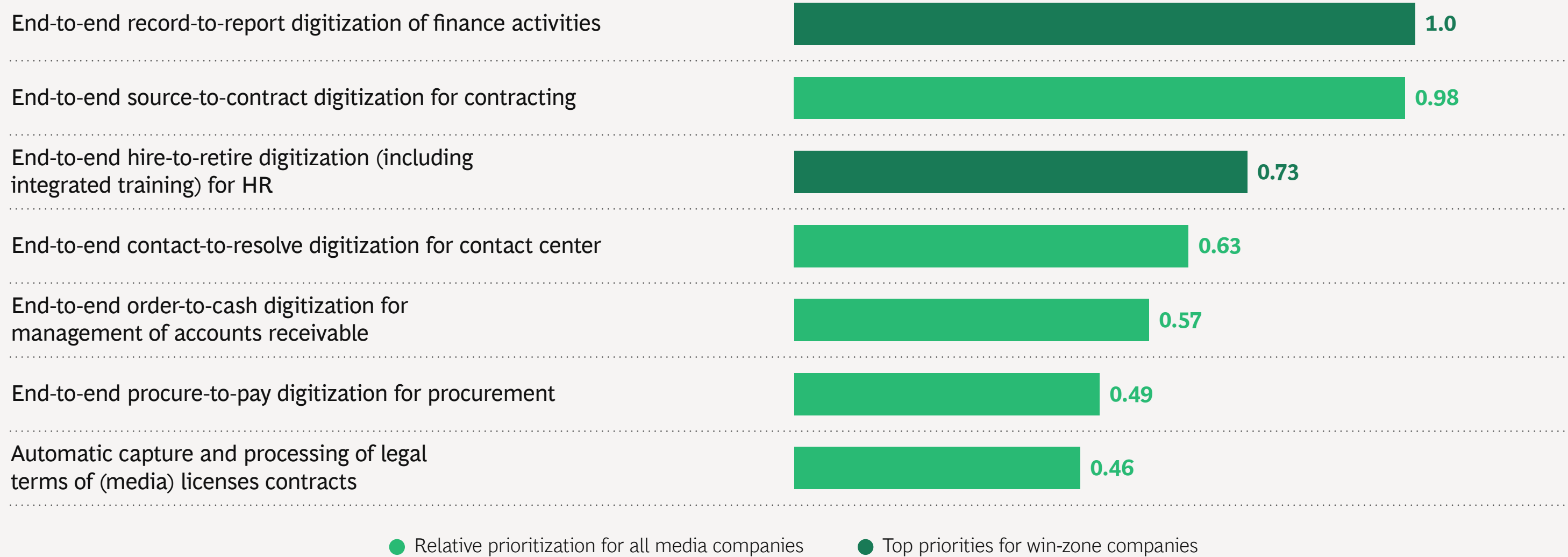
# Media companies' digital priorities: Digital customer acquisition and engagement

Digital initiatives (bars indicate relative prioritization of initiatives)



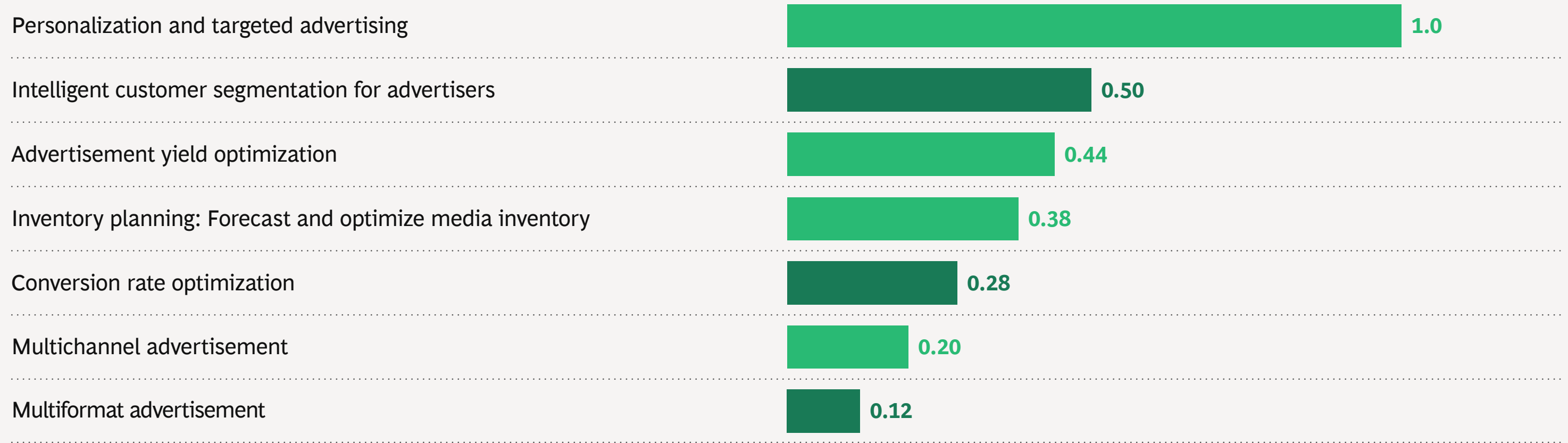
# Media companies' digital priorities: Digital support functions and operations

## Digital initiatives (bars illustrate relative prioritization of initiatives)



# Media companies' digital priorities: Advertising

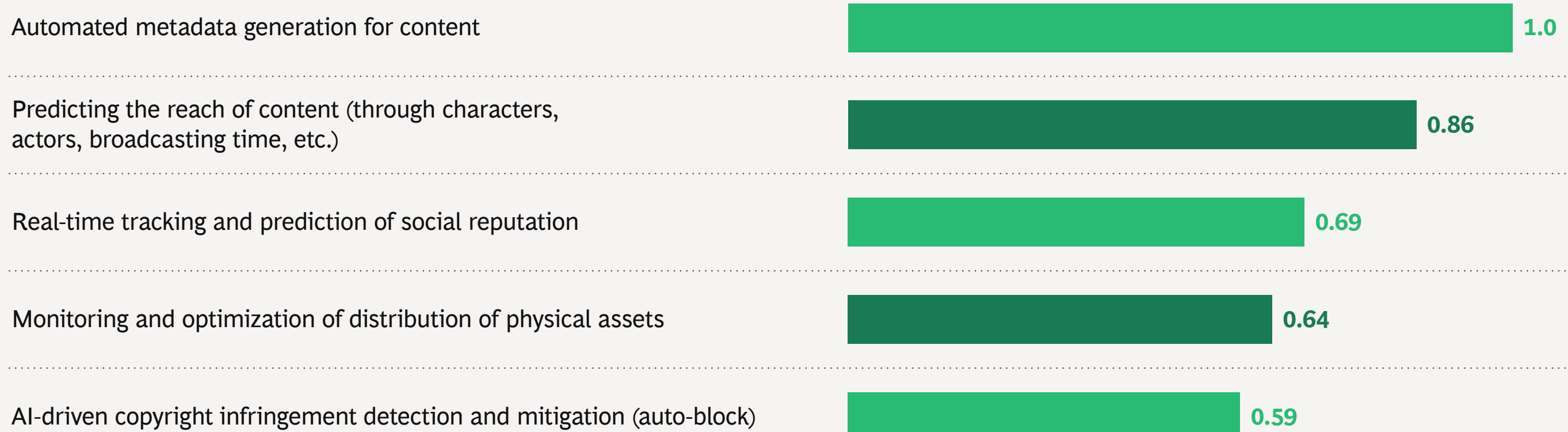
## Digital initiatives (bars illustrate relative prioritization of initiatives)



● Relative prioritization for all media companies    ● Top priorities for win-zone companies

# Media companies' digital priorities: Smart content management

## Digital initiatives (bars illustrate relative prioritization of initiatives)

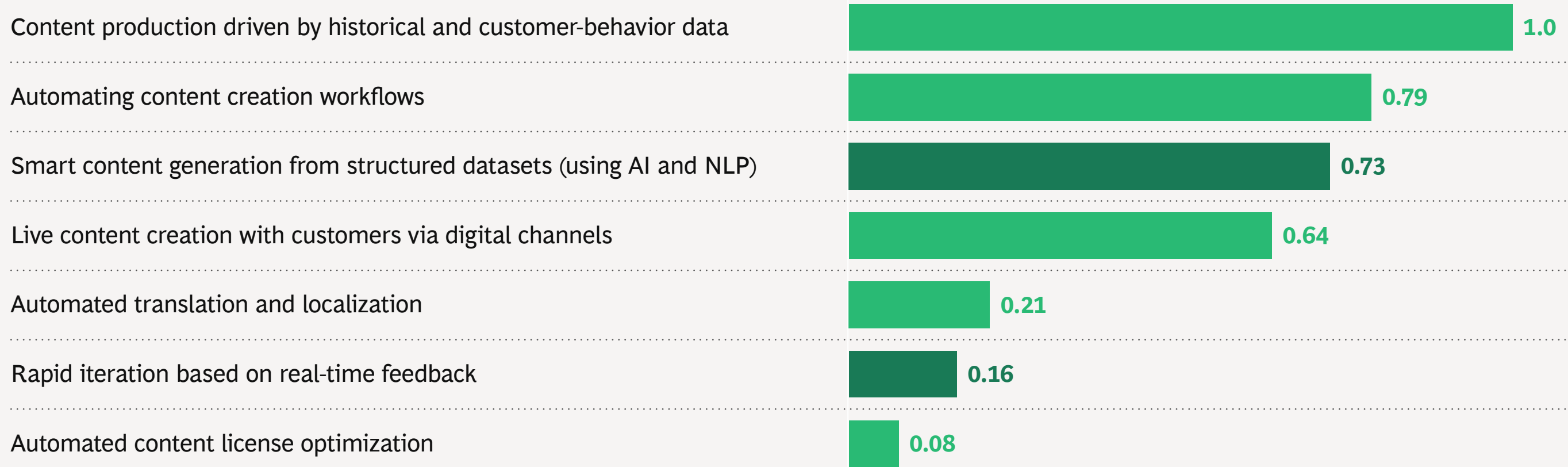


● Relative prioritization for all media companies

● Top priorities for win-zone companies

# Media companies' digital priorities: Smart content production

## Digital initiatives (bars indicate relative prioritization of initiatives)

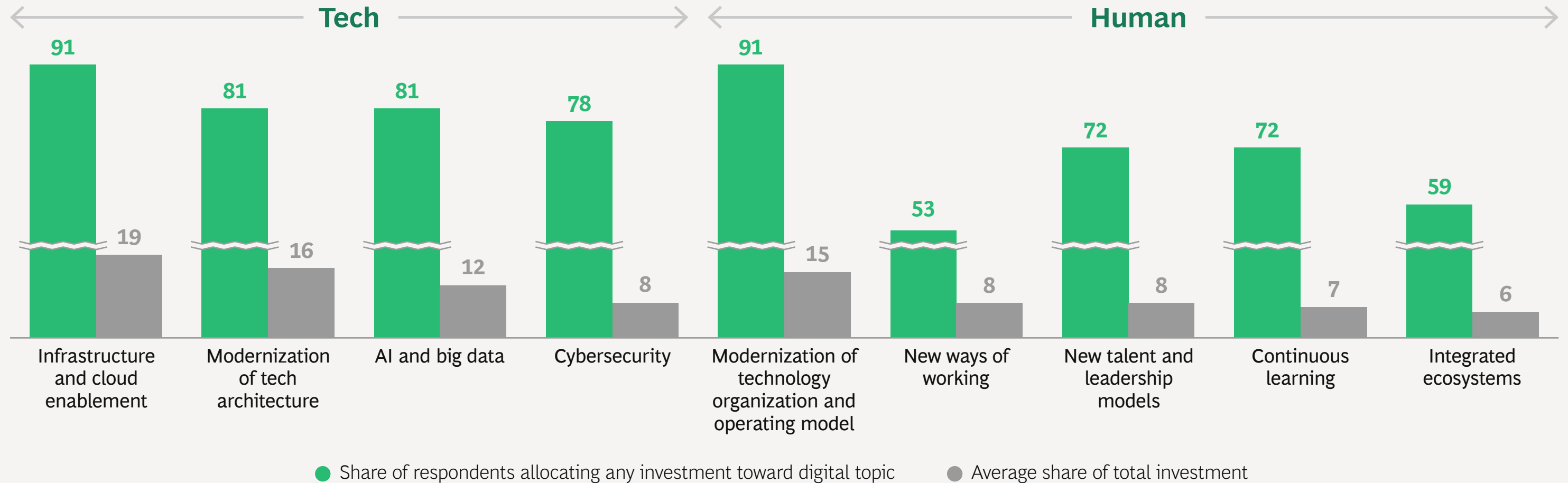


● Relative prioritization for all media companies      ● Top priorities for win-zone companies

# Media companies intend to invest across a broad range of tech and human enablers

Nine out of ten media companies plan to invest in infrastructure and cloud enablement, AI and big data, and modernization of tech architecture, allocating on average about 50% of their total digital enabler spending to these areas

PLANNED SHARE OF WALLET SPENDING ALLOCATED ACROSS ENABLER DIGITAL TOPICS IN THE NEXT TWO TO THREE YEARS (%)<sup>1</sup>

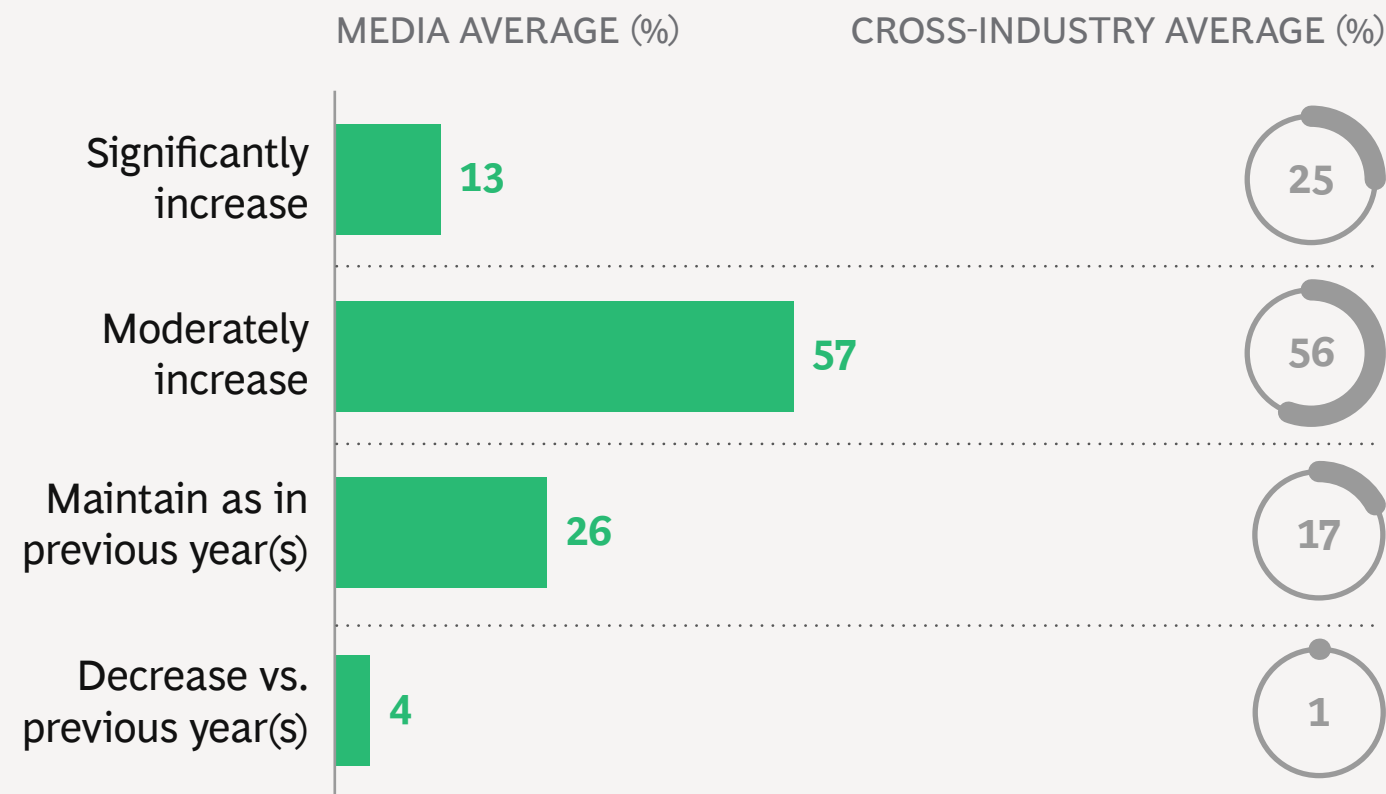


Source: 2021 BCG Global Digital Transformation Survey, n = 41.

<sup>1</sup>For example, the leftmost pair of bars can be read as “91% of Media respondents plan to invest in Infrastructure and cloud enablement, allocating an average of 19% of their total digital enablers spending.”

# About 70% of media companies plan to increase their investments in ESG (vs. about 80% of all companies) ...

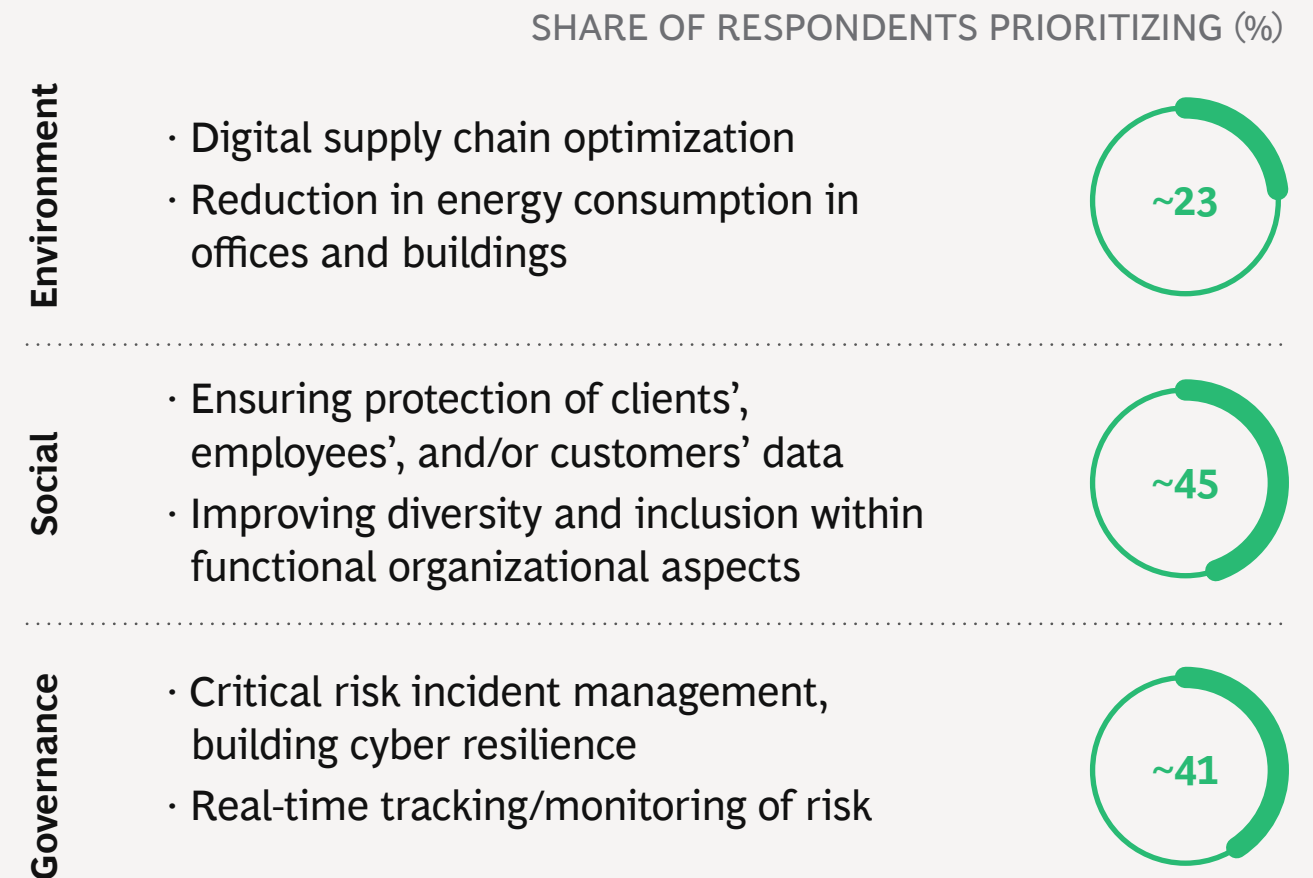
Share of respondents planning to increase/decrease/maintain investment toward ESG in coming years



Source: 2021 BCG Global Digital Transformation Survey, n = 22.

# ... with greater emphasis on S and G dimensions

Leading digital initiatives being prioritized to support E, S, and G goals



# If you would like to discuss this topic, please contact one of the authors:

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