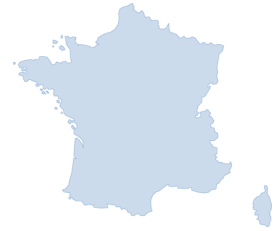


# Leaders 2020

## Fact sheet: France



The pace of change in today's digital economy puts new demands on executive leadership, but the results of a global research program by Oxford Economics and SAP show that most companies are stuck in the past.

Some companies are more prepared for the digital future. Oxford Economics identified a set of capabilities and practices that define the best-led organizations—we call them Digital Winners. At most companies, digital transformation is just beginning: 15% of respondents to our survey qualify for this elite group in France, compared with 16% of the overall sample.



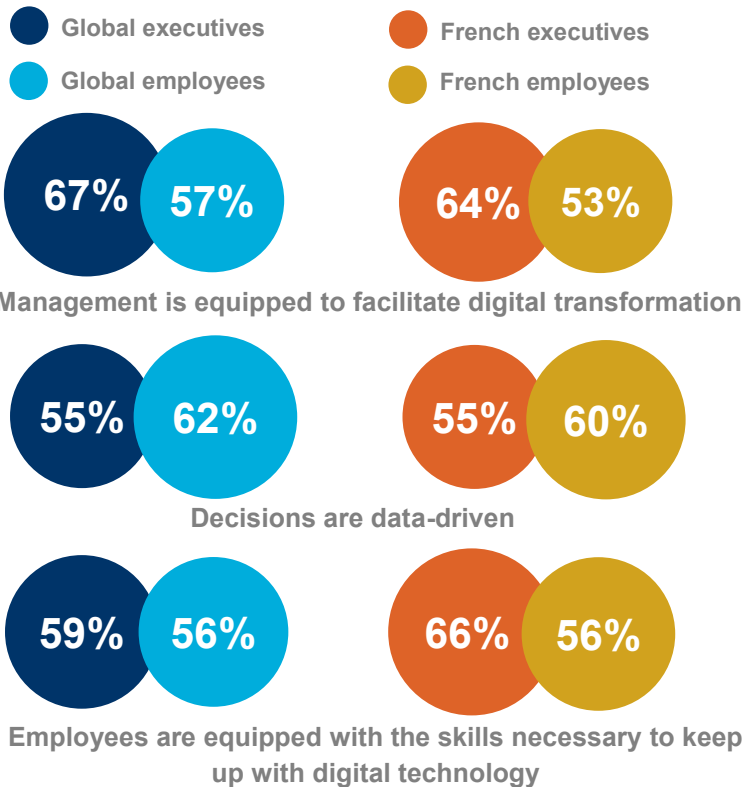
Our analysis of the data shows organizations that meet our criteria see better financial results and have happier, more engaged employees.

Four themes, outlined on the following pages, emerged from our research. By focusing on any shortfalls in these areas, companies can boost their chances of becoming Digital Winners.

This fact sheet outlines key findings for France.

## Lack of leadership slows digital transformation

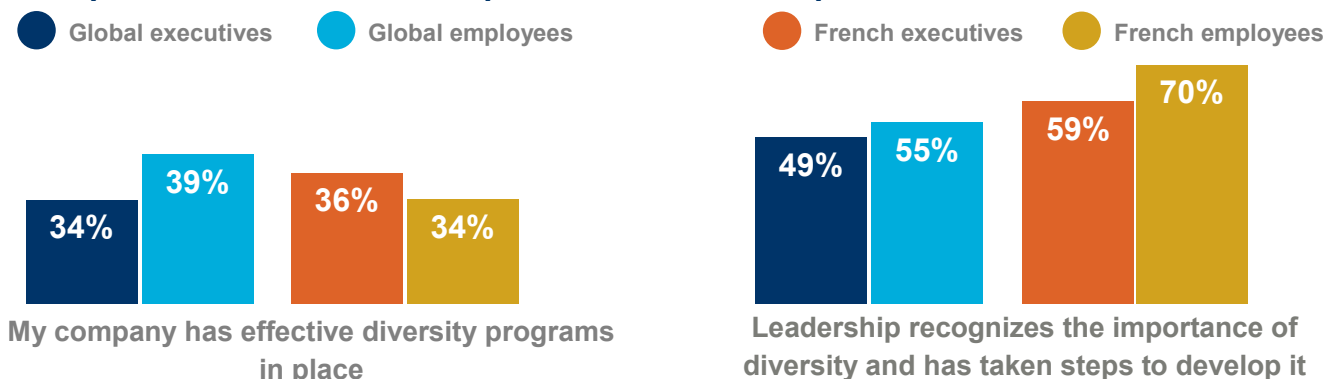
*Executives and employees at most companies say management lacks critical digital skills.*



- Management skills in France are roughly on par with the global average. According to senior executives, too few mid-managers are proficient in using technology for competitive advantage (31%, vs. 36% worldwide) and preparing for digital transformation (45% vs. 40%).
- Just under three-quarters (74%) of French employees say their companies have strategies to build talent internally, and 85% say they encourage workers to develop new skills.
- Recruitment is more of a struggle. Less than half (47%) of French executives say their company attracts top talent.

## Diversity pays off

*Diversity levels are not where they should be for most companies—but it is higher at those with superior executive leadership and better financial performance.*

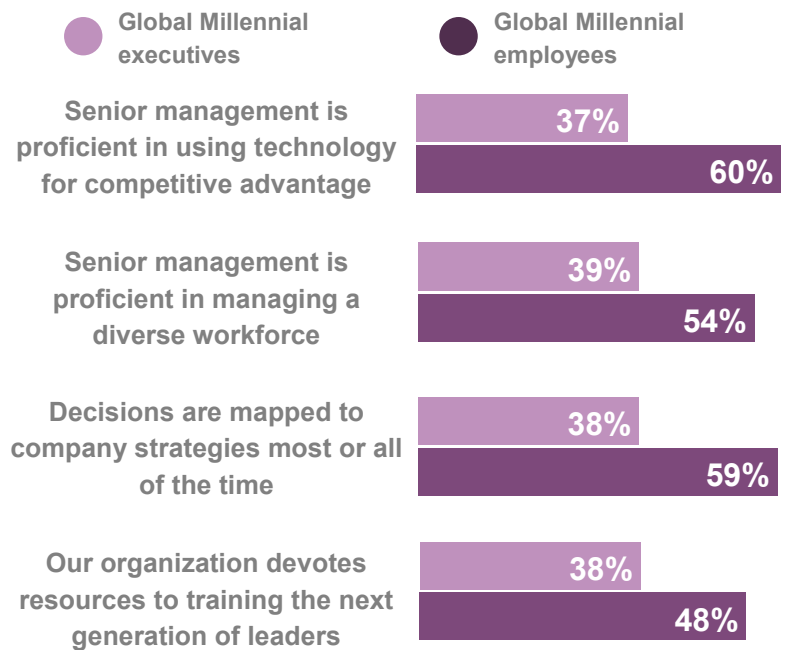


- Executives and employees agree that diversity among the general workforce (86% and 82%, respectively) and mid-level leadership (62% and 68%) has increased over the past three years.
- Despite these positive changes, just one-third (34%) of executives report seeing substantial financial benefits as a result.

## Millennial executives are impatient for change

*A new generation is rising up the org chart, and these young executives want more from leadership.*

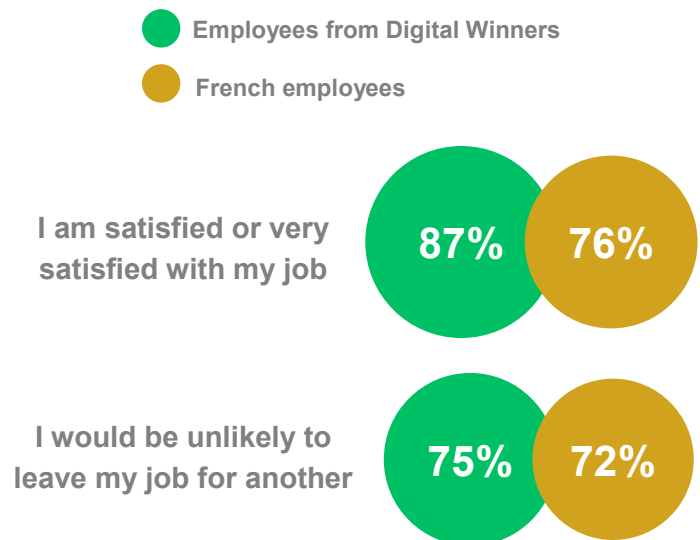
- Millennials represented a meager 1% of total French executive respondents—much lower than the worldwide total of 17%. This may be a sign that French companies need to do more to develop young talent.
- Millennial executives in the global survey tend to work for companies where diversity is prioritized; bringing more young executives into the C-suite may help France realize stronger financial benefits from its diversity efforts.



## Digital Winners have more engaged employees

*Employees who work at companies with better executive leadership are more satisfied and engaged—and less likely to leave for a new position.*

- Just 5% of French employees work for Digital Winners—well below the 15% global average. Despite the low proportion of Digital Winners in France, employees report fairly high levels of satisfaction.
- To keep top talent, leadership needs to offer the benefits that matter most to employees. Only 25% of French employees say their company offers competitive compensation (vs. 44% worldwide).



## Conclusion

It is hard for companies to get where they need to go if their leaders do not know the way. French companies in our survey have work to do to update manager skills in critical areas and develop the next generation of leaders. Our research identifies several areas where companies can improve their leadership skills—and their business performance.

- **Communicate a company-wide digital vision.** The best leaders not only have a strategy for going digital—they are sharing it with employees across the organization.
- **Continuously update executive and employee skill sets.** Everyone, from the ground floor to the executive suite, needs digital skills and the ability to learn new ones quickly.
- **Flatten the organization.** Leadership needs to empower managers and workers across the enterprise to make decisions quickly, without bureaucratic bottlenecks.
- **Emphasize diversity.** Companies that cultivate a diverse workforce and take a broad range of employee perspectives into account are better poised to succeed in a global economy—and to keep employees happy and engaged.
- **Listen to young executives.** The growing cohort of Millennial executives has a strong vision for leadership in the digital economy. Taking their advice may be a shortcut to digital transformation.

For more on what it takes to become a Digital Winner, see [www.successfactors.com](http://www.successfactors.com)

### About the research

Oxford Economics and SAP surveyed 2,050 senior executives and 2,050 employees from 21 countries in the second quarter of 2016 about leadership and workforce development for the Digital Economy. Roughly 5% of the overall sample comes from France.

**Location:** United States, Canada, Brazil, Mexico, Colombia, Singapore, Malaysia, Thailand, Philippines, Indonesia, Australia, New Zealand, Japan, Korea, China, India, France, United Kingdom, Germany, Spain, and Russia

**Industries:** The overall sample is split roughly evenly among Financial Services, Retail, Public Sector, Healthcare, Consumer Goods, Professional Services, Manufacturing, and Technology

**Functions:** The overall sample is split evenly among Finance, HR, IT, Sales/Marketing, and Procurement

**Company size:** 25% \$250m–\$499 m; 25% \$500m–\$1 bn; 50% more than \$1 bn

**Gender:** 50% male, 50% female

**Age:** 50% of employees are Millennials