# RATINUE BUSINESS TECTIOLOGY REPORT

Impact

# **CONTENTS**

Executive Summary	3
Key Findings	
Complete Findings	7
Adoption Behavior: Challenges, Frequency, Comfort Level, and Departments	
Selection and Implementation Process	
Tech Integration Across Departments	
General Perception	
Research Methodology	29
Company Characteristics	
Industry Sectors	
Budget Allocation	
Next Steps	34

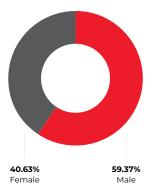
•

# **EXECUTIVE SUMMARY**

# How do companies *really* feel about **TECHNOLOGY ADOPTION**?

This research empowers businesses to better understand how other companies are adopting and integrating technology processes, as well as learn the general perception of technology in business.

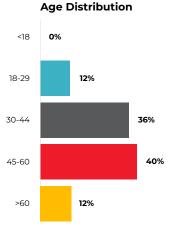
**Gender Distribution** 



The report is based on findings from a survey sent out by Impact in September of 2024 focused on companies' tech adoption behaviors and the challenges they may face. To ensure the research is relevant to a broad range of companies, the participants in the study come from businesses with various revenue amounts spanning 22 industries.

The pool of survey recipients has been filtered based on whether participants work at companies that currently work with vendors for digital transformation (DX) or tech services or if the companies plan to do so within the next five years.

### After screening and data cleaning, our researchers obtained 630 responses.



Margin of Error: +/- 3.471%

#### Location Distribution



Country: United States (USA) - SurveyMonkey Region: All Regions

#### **KEY FINDINGS**

#### **Adoption Behavior**

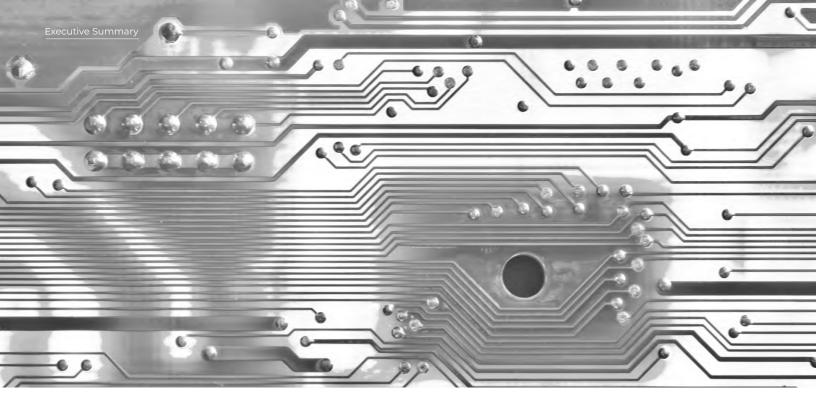
#### **90% of respondents**

grapple with challenges when adopting new tech solutions. Although respondents show a high level of comfort with adopting new technology, less than 10% stated that they typically don't encounter challenges when their company adopts new tech solutions. This means that almost all businesses are forced to overcome real obstacles during tech implementation.

For businesses, this underscores the importance of investing in support systems, user training, and strategic planning to reduce adoption barriers, optimize tech integration, and improve overall efficiency.



These challenges suggest that for a successful tech implementation, businesses should prioritize clear communication, offer comprehensive training, and create reassurance strategies to address fears of job redundancy or layoffs. Doing so can help ease transitions, minimize disruptions, and improve team buy-in and adoption rates.



#### **Tech Integration**

Around 50% of respondents have a unified tech stack and data approach. Approximately half of the audience reported that their companies have achieved a unified tech stack and cohesive data strategy, demonstrating a commitment to streamlined operations and improved data accessibility.

Companies that stated that they have gaps or that different departments use different systems span across various sizes and revenue categories.

This gap highlights a significant opportunity for smaller organizations to enhance their competitiveness by investing in a more interconnected approach to tech and data.

#### 5% of respondents

don't face challenges with tech integration between departments. Among the major challenges identified were compatibility issues between diverse systems, communication breakdowns across departments, and persistent data inconsistencies—all of which complicate efforts to achieve seamless operations.

#### **Selection and Implementation Process**

#### **30% of respondents**

are very satisfied when relying on vendors to select tech.

#### 34% of respondents

are very satisfied when relying on vendors to implement tech. In general, people show higher satisfaction when they rely on vendors for the tech selection and implementation processes, compared to selecting and implementing technology in-house (24%). The primary reasons for dissatisfaction include poor technology selection and lack of support.

By relying on experts, companies benefit from tailored recommendations, easier implementation, and ongoing support—key factors that contribute to smoother operations and better results.



#### **General Perception**

#### 79% of respondents

have a positive view of how vendors can improve tech infrastructure. With 79% of the audience already holding a positive view of vendor support, there's a clear desire for external expertise to help companies stay competitive and efficient. However, challenges like communication gaps and poor tech decisions remain barriers.

Addressing these issues can improve vendor-client relationships, maximize the value of technology investments, and build trust—ultimately enhancing the business' ability to meet its goals.

# **COMPLETE FINDINGS**

In this section, we provide the detailed findings of the research performed.



#### **Adoption Behavior**

Knowing technology adoption behavior enables leaders to target resources, customize training, and reduce disruptions.

Awareness of adoption behavior also helps address concerns like job security fears or process challenges, in turn creating a culture where technology is viewed as a tool for growth. Additionally, tracking adoption trends ensures that future implementations are smoother, keeping the company competitive and employees confident in new tools.

#### **Key Findings**

Administrative/Office Support, Customer Service, and Operations are the departments with low comfort for adopting new tech.

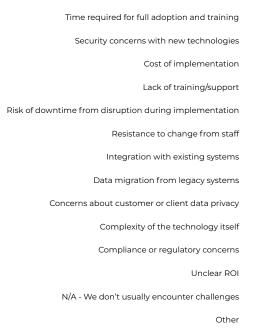
**80% of companies** are comfortable with the process for new tech adoption.

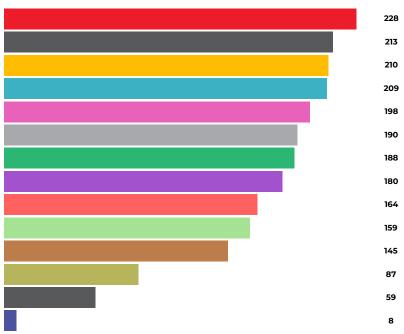
71% of companies

have a regular plan for new tech adoption.

### CHALLENGES

#### **Challenges Faced When Adopting New Technology**





#### **90% of businesses**

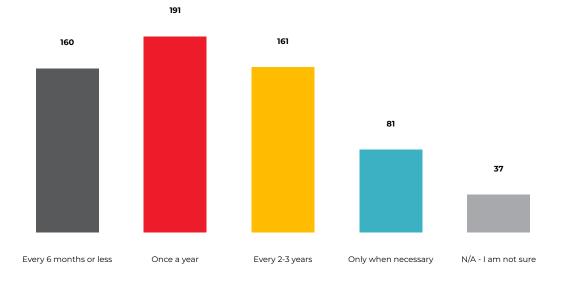
encounter challenges when adopting new tech. Although respondents indicate a high level of comfort with adopting new technology, fewer than 10% reported experiencing a seamless transition when their company integrates new tech solutions. This stark finding reveals that nearly all businesses face significant hurdles during the implementation process, from operational disruptions to user adaptation challenges.

For businesses, this highlights a critical need to prioritize investments in robust support systems, comprehensive user training, and meticulous strategic planning.

By proactively addressing these adoption barriers, organizations can streamline tech integration, mitigate downtime, and unlock the full potential of their technological investments—ultimately driving greater efficiency, employee satisfaction, and long-term success.

#### FREQUENCY FIGURE 2

## Adoption Frequency of New Technology Solutions



#### **71% of companies** have a regular plan for new tech adoption.

A strong majority of companies (71%) have established a regular cadence for adopting new technology.

This commitment to consistent technology updates is reflected in the spread of adoption frequency across various timeframes: 25% adopt every six months or less, 22% implement changes annually, and 24% make updates every two to three years.

This range suggests that many companies prioritize staying current and are proactive in terms of technology, with regular refreshes woven into their plans.

Only a small fraction (13%) of companies indicated that they adopt new technology when absolutely necessary.

FREQUENCY FIGURE 2.5

#### **Company Revenue vs Frequency of Tech Adoption**

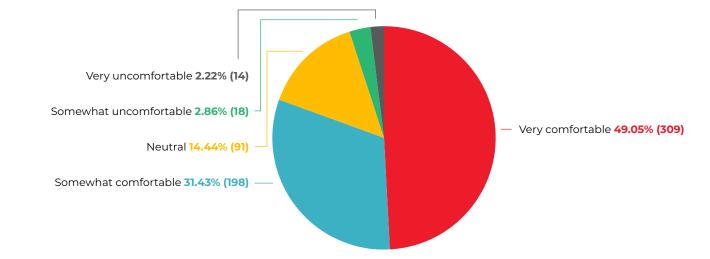


Heatmap of Response Frequency by Monetary Range (Q6)

The data revealed no meaningful correlation between company size, revenue, or industry type and the frequency of technology adoption. This suggests that the drive for regular technology adoption is becoming a widely accepted standard across the board, regardless of business scale or sector.

### **COMFORT LEVEL**

**FIGURE 3** 



#### **Comfort With the Process of New Technology Adoption**

#### 4 out of 5 individuals

are willing to embrace new tech.

The majority of respondents feel comfortable adopting new technology, with nearly half (49%) indicating they are "very comfortable" and an additional 31% reporting they are "somewhat comfortable."

This demonstrates a positive attitude toward technology adoption, as about four out of five individuals express a willingness to embrace new tools and systems. However, approximately 20% feel "neutral," "somewhat uncomfortable," or "very uncomfortable" about adopting new technologies, signaling an opportunity for improvement in resources and support for these users.

Several factors drive comfort with new technology. Many respondents credited their company's or vendor's training programs, which helped smooth the transition to new systems. Additionally, a strong belief in technology's positive impact was evident, with many seeing it as a driver of business growth, improved productivity, and operational efficiency.

Others expressed an enjoyment of the learning process itself, feeling confident in their ability to acquire new tech skills.

#### COMFORT LEVEL (CONT.)



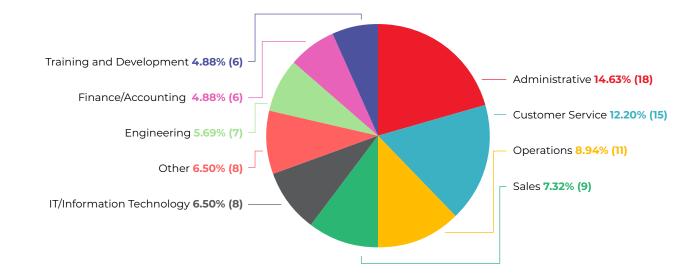
Despite this overall comfort, certain challenges persist. Respondents frequently cited the lengthy learning curves and potential disruptions that accompany new technology adoption, noting that these factors often slow down productivity. Job security concerns also surfaced, with some individuals expressing fear that new technology could make their roles redundant.

Additionally, several respondents described the adoption process as "top-down" and "very bureaucratic," leading to delays and limited control over implementation. Comments such as "it takes time to adopt new technology," "the process takes too long," and "new tech means a big learning challenge" illustrate these frustrations. Others noted that, while they're open to adopting new technology, they often encounter multiple system issues during transitions.

This feedback reflects both enthusiasm and hesitations among employees, suggesting that companies could improve adoption success by simplifying processes, enhancing training programs, and communicating clearly about how new technology will affect individual roles.

#### DEPARTMENTS

**FIGURE 4** 



#### Lower Comfort With Adopting New Technology by Department

### Administrative/Office Support, Customer Service, and Operations tend to show lower comfort levels when adopting new tech.

This data shows departments reporting low comfort levels with adopting new technology, as shown in Figure 3.

Certain departments exhibit lower comfort levels with adopting new technology compared to others. Administrative/Office Support, Customer Service, and Operations express particular challenges.

In Administrative and Office Support, employees noted that the pace of technological change feels overwhelming, with one individual stating, "there is rapid change in technology, and it's not easy to learn every time."

Another mentioned the disruption that occurs when adapting to new tools, explaining that "it can delay tasks when learning a new system," while others expressed job security concerns, fearing that advancements might "take over my job."

#### **DEPARTMENTS** (CONT.)

Customer Service teams also face hurdles, often due to limited technical skills and a lack of resources for seamless adoption. A common sentiment was "I am not tech-savvy," with respondents indicating that the learning curve is both time-intensive and costly for departments with limited resources.

Some employees pointed out that each new tool introduces additional layers of complexity, commenting that "there are always multiple system issues when that happens."

In Operations, where efficiency and process continuity are critical components of the job, employees reported that tech adoption can be confusing and slow moving.



One individual admitted, "it can be confusing, so I need help," while another noted that the process is often drawn-out, saying "[the progress] moves slowly." Many respondents in this department emphasized that training is minimal, with only about an hour dedicated to new systems.

As one participant put it, "the training we receive is usually only about one hour. That is not enough time to fully understand the technology. It's basically learned by yourself as you use the technology."

These insights highlight a need for improved training and additional support in these departments to increase confidence in technology adoption.

#### **Selection and Implementation Process**

Positive vendor relationships can streamline decision-making, leading to faster approvals and quicker onboarding, saving time and resources. Negative perceptions may cause delays and complications during implementation.

By gaining insights into vendor reputations, you can identify potential concerns before committing, ensuring you choose partners who communicate effectively and provide the support you need. This knowledge also empowers vendors to customize their services to meet your needs.

Knowing how other companies feel about vendors can help you mitigate risks and avoid pitfalls, which ensures you find partners who deliver the right solutions and promote a productive working environment.

#### **Key Findings**

#### **85% of companies**

involve vendors for selecting and implementing new tech.

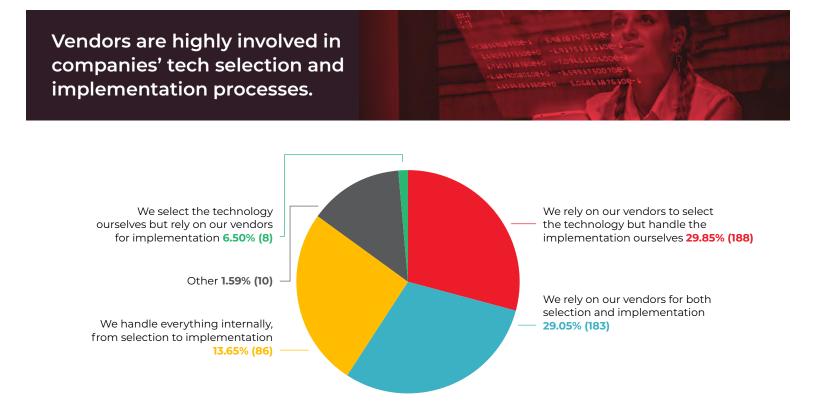
#### 66% of companies

are either satisfied or very satisfied when relying on vendors for tech selection.

#### **63% of companies**

are either satisfied or very satisfied when relying on vendors for tech implementation.

#### How Companies Primarily Select and Implement New Technology



This data highlights the critical role vendors play in technology adoption, with nearly 85% of businesses involving them in some capacity.

Vendor expertise is essential, as 30% of companies rely on vendors for technology selection while managing implementation internally, and another 29% seek full-service support for both selection and implementation. This reliance underscores the importance of vendors offering tailored expertise and adaptable service models to meet different business needs.

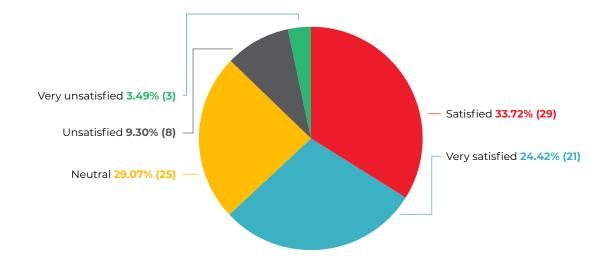
The 26% of companies choosing their own technology but depending on vendors for

implementation point to a need for flexible partnerships that allow businesses to retain control while leveraging external expertise.

Meanwhile, the 14% of businesses managing the entire process independently could benefit from targeted resources or training to boost confidence and efficiency.

The 2% adopting alternative methods present niche opportunities for solutions that cater to less common approaches. The data reveals a strong demand for collaborative and adaptable vendor relationships in the technology adoption process.

#### Level of Satisfaction in the Process of Selecting and/or Implementing Technology In-house



The main reason for dissatisfaction is poor tech selection. Based on the data, 24% of respondents stated they are very satisfied with their company's process for selecting and implementing technology, while 34% are satisfied. Meanwhile, 42% are either neutral, unsatisfied, or very unsatisfied with the process.

The primary reason for dissatisfaction in the process of selecting and/or implementing tech is poor selection, but some also mentioned that they are not involved in the selection process and receive little support.

One respondent stated that "the company picks the cheapest technology, and then there are inevitably issues." Others said "the process is slow and often poorly managed," "implementation is always rushed, and users are left with very little support," and "not enough time is spent on training."

#### Level of Satisfaction When Working With Vendors In Terms of Their Technology Selection Process

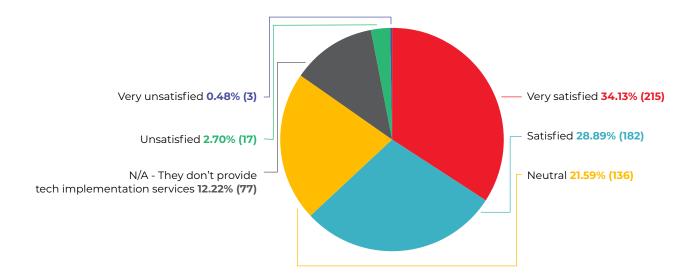


Survey data reveals that satisfaction rates increase when companies rely on vendors for technology selection. 30% of businesses report being very satisfied, while an additional 33% express general satisfaction with vendor-led selection processes.

However, this approach isn't without its challenges. Companies often cite frustrations such as significant delays, with a "huge gap in time" between selection and deployment. Other common issues include vendors' lack of understanding regarding specific business pain points and needs.

Respondents frequently mention that vendors tend to select solutions based on what "they think we need." These factors highlight the importance of clear communication and a client-centered approach in vendor partnerships.

#### Level of Satisfaction When Working With Vendors in Terms of Their Technology Implementation Process



#### The majority of companies are either satisfied or very satisfied when working with vendors.

Companies report significantly higher satisfaction when they rely on vendors for technology implementation, with 34% of businesses expressing high levels of satisfaction and an additional 29% feeling satisfied with vendor-led implementation efforts. However, despite the positive feedback, there are challenges that arise for businesses that trust vendors with this process. Survey respondents highlight issues such as slow implementations, frequent time and budget overruns, and difficulty accessing adequate support when needed.

One respondent voiced frustration with consistent technical glitches, stating, "There's always a big glitch no matter what. And no one takes responsibility for it." These insights underscore the need for improved accountability and increased collaboration during the implementation phase.

#### **Tech Integration Across Departments**

Understanding how companies handle tech integration across departments is crucial for several reasons that impact performance. This knowledge helps identify potential challenges, such as resistance to change or varying tech proficiency, allowing for proactive solutions.

Knowing how departments approach integration enables effective resource allocation, ensuring teams receive the support and training they need. Learning from others' experiences with tech integration informs your future technology choices, resulting in smoother implementations and a higher return on investment.

The data in this section shows that leaders tend to believe their companies have an integrated tech stack (73%), while only 47% of non-leaders believe that they have an integrated tech stack.

This stat highlights a perception gap between leaders and non-leaders regarding their company's technology integration, suggesting that leaders may have a more optimistic or less granular understanding of the actual level of integration compared to those closer to day-to-day operations.

This discrepancy could indicate miscommunication or differing perspectives on what "integration" truly means within the organization.

#### **Key Findings**

#### **51% of companies**

have tech systems that are fully integrated.

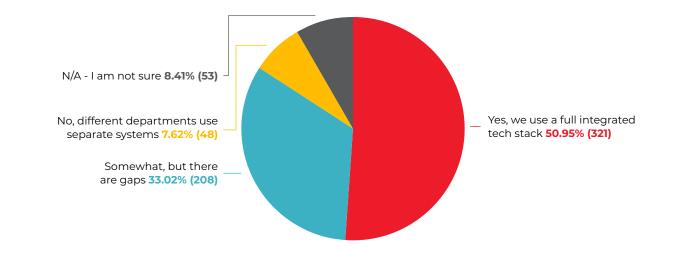
#### 70% of companies

use different software solutions to perform similar tasks.

#### 95% of companies

face challenges when adopting new tech.

#### The Integration of Technology Systems Across Different Departments

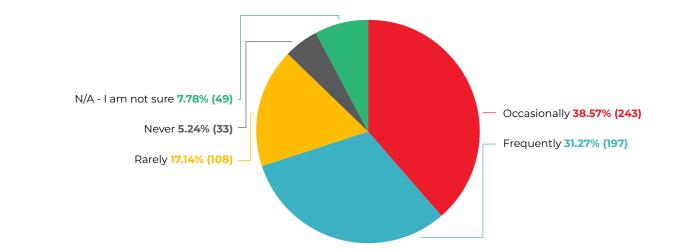


Over half of companies have tech systems that are fully integrated.

According to survey results, 51% of respondents report using a fully integrated tech stack—which enables uninterrupted data flow and operational consistency across departments—implying that companies that don't have a fully integrated tech stack are behind.

However, 33% of organizations noted significant gaps in their tech integration, and 8% indicated that different departments rely on distinct, often disconnected systems—highlighting potential challenges in achieving cross-functional efficiency and unified data insights.

#### **Frequency of Departments Using Different Software Solutions to Perform Similar Tasks**

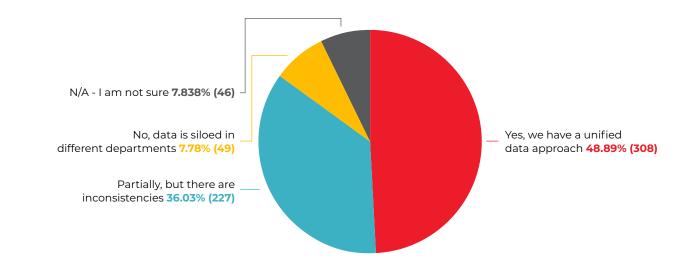


There is room to improve efficiency by using more effective solutions. A significant portion of respondents revealed redundancy in their software usage: 31% stated that their companies frequently use multiple software solutions to accomplish similar tasks, while 39% noted this occurs occasionally.

This overlap not only increases operational complexity but can also lead to wasted resources, inconsistencies in data, and fragmented workflows.

Streamlining these systems by identifying and implementing the best tools across the board presents a substantial opportunity to become more efficient, reduce costs, and promote consistency, empowering teams to work smarter and more cohesively.

#### Number of Companies That Have Different Departments That Work With the Same Set of Data Across All Systems



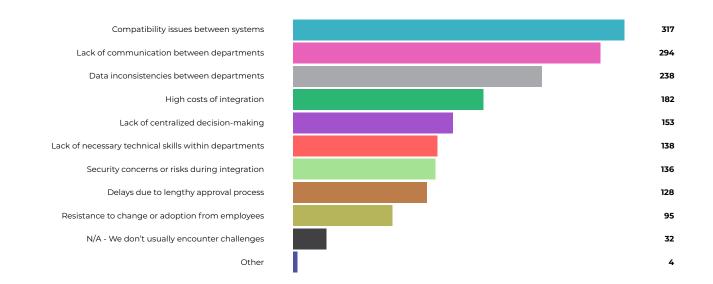
# 49% of companies have a unified data approach across different departments.

Nearly half (49%) of organizations report having a unified data strategy that ensures consistency across departments, which is essential for accurate decision-making and an organized business strategy.

However, 36% of respondents indicated inconsistencies in their data practices across departments, and 8% stated that data remains siloed, confined to individual departments with limited cross-functional access. This lack of cohesion can create bottlenecks, reduce data accuracy, and hinder initiatives.

Addressing these gaps by having a more unified data approach can empower businesses to make data-driven decisions more effectively, improve collaboration, and streamline operations across the entire organization.

#### **Challenges Faced When Adopting New Technology**



#### 95% of respondents

reported facing significant challenges when integrating technology across departments.

### Only 5% don't encounter challenges with tech integration between different departments.

The primary obstacles include compatibility issues between different systems, often causing delays and requiring additional resources to bridge gaps. Another major hurdle is a lack of effective communication between departments, which can result in misaligned priorities and duplicated efforts.

Data inconsistencies across departments pose ongoing challenges, leading to inaccurate reporting, inefficiencies, and difficulty making informed decisions.

#### **General Perception**

Understanding the general perception of technology in business is crucial for several reasons. It affects how readily employees embrace new tools. Positive perceptions can produce a culture of innovation, while negative views can lead to resistance, hindering beneficial implementations.

Awareness of these perceptions also helps identify areas where training and support are needed. If technology is seen as complicated, targeted training can enhance user confidence and ensure effective tool usage. Additionally, insights into perceptions guide strategic decision-making regarding technological investments, aligning solutions with employee needs to maximize successful adoption.

Recognizing how technology is perceived enhances communication around changes in technology. Acknowledging concerns and emphasizing benefits can cultivate a supportive outlook, facilitating collaboration for new initiatives.

#### **Key Findings**

#### **52% of companies**

view consulting firms/vendors as an investment in terms of improving tech infrastructure.

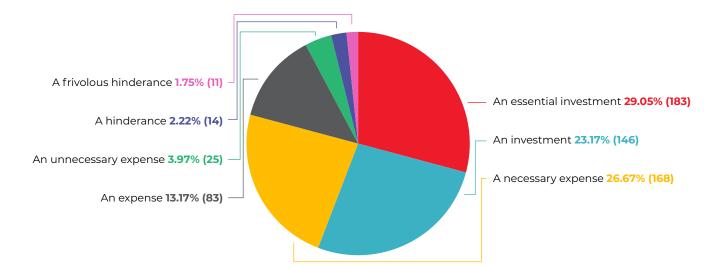
#### 72% of companies

define tech as "both hardware and software."

#### **57% of companies**

believe tech is crucial for success.

#### Perception of Vendors in Terms of Improving the Overall Technology Infrastructure of a Company



#### There is a positive perception of how vendors can help improve tech infrastructure.

Companies, in general, have a positive perception of how consulting firms/vendors can help improve their overall tech infrastructure.

They see these partnerships as valuable investments that can boost productivity, increase long-term profitability, and deepen insights into customer needs. However, businesses also express reservations.

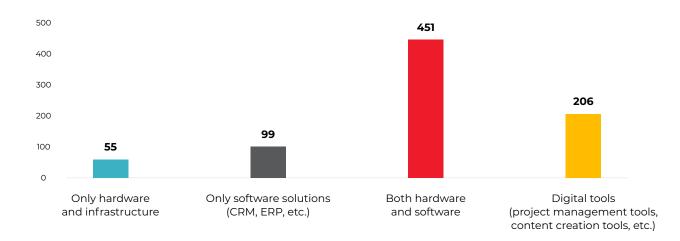
Key concerns include potential communication breakdowns, suboptimal tech choices, and a belief that in-house teams may handle tasks more effectively. Survey respondents note that handling tech in-house often leads to smoother processes. They feel that consulting firms may not always prioritize the company's best interests, can slow down progress, and sometimes require system downtimes that disrupt the customer experience.

Leaders tend to have a more positive view on consultants and vendors. 43% of leaders regard it as an essential investment, compared to 28% for non-leaders.

However, only around 8% of the non-leader segment has a negative view of consultants/vendors. This group's concerns primarily result from communication gaps or a perceived lack of consultant expertise.

#### How Organizations Define "Technology" When Considering New Tools and Platforms



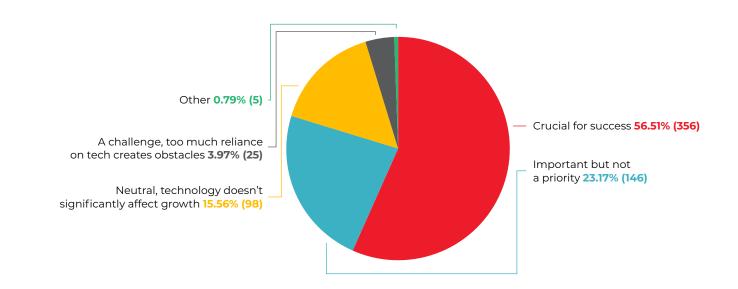


A significant majority of respondents, about 72%, define technology as encompassing "both hardware and software," indicating a broad view of tech as a complete system rather than isolated components.

A smaller subset of respondents believes technology is limited to "only hardware and infrastructure" or "only software solutions," showing varied interpretations of tech scope.

Approximately 33% of respondents also categorize digital tools as "technology," highlighting a recognition of software applications and online platforms as essential elements within the tech landscape.

These responses underscore a shifting perception of technology that increasingly values a balanced integration of hardware, software, and digital tools to meet business needs.



#### **Beliefs About the Role of Tech on Future Growth**

### The majority of respondents believe tech is the key to success.

A substantial 57% of respondents assert that technology is crucial for achieving success in their organizations, emphasizing its role as a fundamental driver of growth and innovation.

Meanwhile, 23% recognize technology's importance but consider it a secondary priority, suggesting that while they acknowledge its value, other factors may take precedence in their business planning.

16% of respondents believe that technology does not significantly impact growth, indicating a more traditional perspective that may overlook the potential of current tools. The top verticals in this group of respondents are Healthcare & Medical (16%) and Construction (11%). The biggest challenges that these companies face include "cost of implementation" and "resistance to change from staff."

Additionally, 4% of respondents express concerns that excessive reliance on technology can create obstacles, emphasizing the need for a balanced approach.

This range of opinions reflects varying levels of tech adoption and understanding, suggesting that organizations must navigate these perceptions carefully to use the technology's full potential while addressing the challenges it may pose.

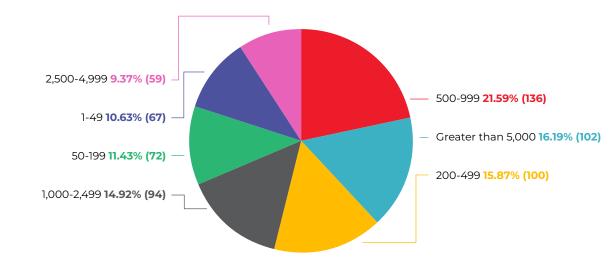
# **RESEARCH METHODOLOGY**

Below is an outline of how the research was conducted, allowing for an assessment of the validity and reliability of the findings and conclusions.

#### **COMPANY CHARACTERISTICS**

**FIGURE 16** 

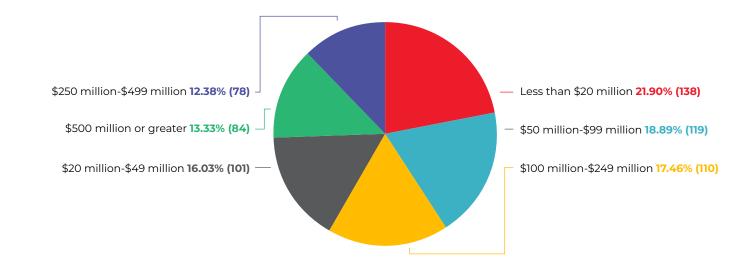
#### **Company Size**



40% of survey respondents come from a company with more than 1,000 employees.

The workforce distribution across company sizes reveals a range of employment settings among respondents. This distribution underscores the variety of professional environments experienced by respondents, each with its own challenges and opportunities.

#### **Company Revenue**



78% of survey respondents come from a company that makes \$20 million or more in revenue. The revenue distribution among respondents' companies illustrates a range of financial earnings. The mostly-even distribution of survey responses ensures a balanced, comprehensive understanding of the audience.

When survey data is skewed toward one segment, such as a specific size or industry, the insights may not accurately represent the entire population.

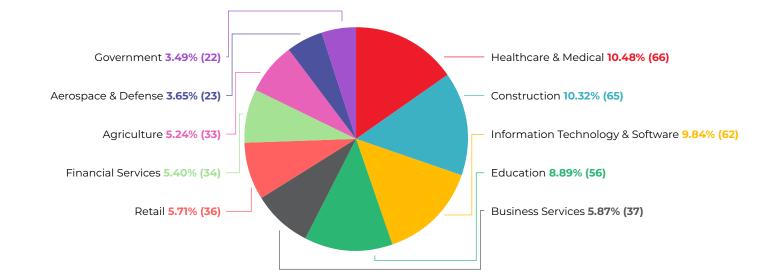
A balanced distribution reduces bias, providing a clearer picture of the multitude of perspectives. This increases confidence in decision-making, as the results are more likely to reflect the needs and opinions of the broader group, minimizing the risk of overlooking key insights from underrepresented areas.

Evenly distributed responses allow readers to uncover nuanced trends, such as differing preferences or pain points across segments, enabling them to understand the audience more.

#### MARKET SEGMENT FIGURE 18

**Industry Sector** 

Healthcare & Medical, Construction, and Information Technology & Software were the industries with the highest percentages of respondents.



The variety of industries represented among respondents highlights an amalgamation of professional experiences and expertise. Having a large makeup of industries covered in a survey on business technology adoption is important because it provides a more holistic view of how technology is being embraced across different sectors.

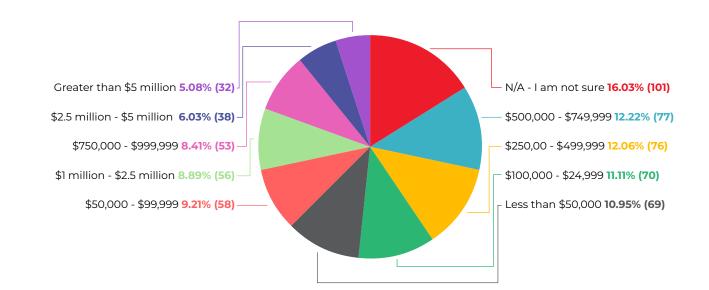
Each industry has unique challenges, opportunities, and priorities when it comes to adopting technology. By including a wide range of industries, the survey results can identify patterns and trends that are not limited to a single sector, offering insights that are broadly applicable.

A broad industry representation ensures the data reflects a variety of organizational sizes, structures, and market dynamics, making the findings relevant to a wider audience. This inclusivity enhances the credibility of the report and its value as a resource for understanding the evolving landscape of business technology adoption.

#### **BUDGET ALLOCATION**

FIGURES 19, 20 & 21

#### Annual Spend on Outsourcing Technology/Digital Transformation Services



### Only 11% of companies spend less than \$50,000 on outsourcing tech/digital transformation services.

Organizations with higher revenue and larger workforces tend to allocate more substantial annual budgets for outsourcing technology and digital transformation services. This trend underscores the increasing recognition of the importance of technological investments in driving competitive advantage and operational efficiency.



#### **BUDGET ALLOCATION (CONT.)**

16% of survey respondents expressed uncertainty about their company's annual spending on these services, indicating a potential gap in financial awareness or communication within their organizations. This uncertainty could reflect challenges in tracking budget allocations or the overall strategic direction concerning technological investments.

In terms of specific spending figures, 5% of respondents report that their companies spend more than \$5 million annually on technology and digital transformation services. This segment represents organizations that are investing heavily in new solutions and partnerships, positioning themselves for growth in today's digital landscape.

6% of respondents indicate an annual spend ranging from \$2.5 million to \$5 million, highlighting a strong commitment from mid-sized organizations to enhance their technological capabilities and digital initiatives. Another 9% fall within the \$1 million to \$2,499,999 range, revealing a proactive approach to technology investments, although within a more constrained budget.

However, a substantial 63% of respondents reveal that their companies spend under \$1 million

annually. This majority suggests that many organizations may be smaller or still in the early stages of their digital transformation journeys, where budget limitations necessitate careful prioritization of technology investments.

Overall, this distribution of annual spending emphasizes the varying levels of commitment to technology and digital transformation outsourcing across different organizations.

# TAKE THE NEXT STEPS

Adopting business technology is essential for companies, yet over 90% face challenges when integrating new solutions. To improve adoption success, businesses can simplify processes, enhance training, and clearly communicate how new technology will impact individual roles.

Streamlining software across departments by selecting the best tools can lead to greater efficiency, cost reduction, and consistency, enabling teams to work smarter and more cohesively. This approach reflects the growing trend of technology adoption becoming a standard across industries, regardless of company size or sector.

To overcome these challenges, partnering with a seasoned managed service provider like Impact can make a significant difference. Impact's expertise in IT, digital transformation, cybersecurity, marketing, and print helps businesses of all sizes build strategic roadmaps, drive innovation, and achieve their goals.

Learn more about business technology by checking out impactmybiz.com/insights/

