

The State of UK Digital Transformation 2025

Strategy vs. Reality Gap

What's holding back
growth for almost half
of organisations?

A real-world
perspective

Introduction

Digital transformation is no longer a future aspiration—it's a present-day imperative. Yet Ricoh's 2025 UK Digital Maturity Survey reveals a complex reality: while some organisations are capitalising on cutting-edge technology, many are grappling with significant gaps in their digital maturity.

Respondents highlighted a disparity between organisations that have successfully integrated digital technologies into their operations, and those that lag behind in adoption and capability.

The UK government recognises this and has committed to investing an additional £8bn in digital, data, and technology transformation throughout and beyond 2025.

Closing the digital maturity gap is now crucial for business growth and success. It's well-recognised that digitally mature companies are more likely to report revenue growth and better profit margins. Additionally, they see improved performance across metrics such as efficiency, customer satisfaction, and employee engagement.

This report offers guidance to help organisations bridge the digital maturity gap and create strategic alignment to become future-ready.



Executive summary

Amid constant technological advancements, organisations are navigating a shifting landscape filled with significant challenges and exciting opportunities, such as the convergence of machine and human intelligence through AI. Those who embrace change will be well placed to reap the benefits digital transformation offers.

The 2025 survey, conducted through our Digital Services Maturity Indicator, captured insights about key focus areas from 576 professionals across UK organisations. Respondents were made up of small, mid-sized and enterprise-sized companies spread across a range of industries, including education, manufacturing, government, and transportation. Job roles included a mix of IT, finance, operations, facilities, and executives, nearly half of whom revealed their job title comes from IT.

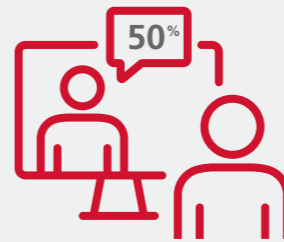
The data reveals a mixed landscape of progress and gaps in digital maturity. While there are shining examples of innovation, such as hybrid collaboration and proactive cybersecurity practices, significant opportunities remain for many organisations to enhance efficiency, scalability, and resilience.

As organisations navigate the technology changes 2025 promises to deliver, the success of their digital transformation efforts will depend on their ability to integrate new technology, align teams, and invest strategically across departments.

“In today’s complex world, strategy is paramount, however without execution it’s simply ambition. Technology offers extraordinary potential, but the true differentiator is how seamlessly it’s woven into the fabric of everyday work. The gap between vision and reality isn’t just a matter of tools, it’s about aligning people, process and ultimately workplace experience. The real-world perspective, as highlighted in this report, demonstrates that successful digital transformation is ever-evolving and achieved only with true partnership at all levels, from your people to your trusted advisors.”

Chris Hopton
CEO Ricoh UK and Northern Europe

Key Findings of the Ricoh Digital Maturity Index survey:



50% DON'T HAVE STRONG COMMUNICATION TOOLS FOR PEOPLE TO COLLABORATE



AND 25% ADMITTED THEIR HYBRID WORKSPACES NEED RETHINKING ALREADY



HALF SAID THEY STILL RELY ON MANUAL OR PAPER-BASED BUSINESS PROCESSES



OVER A THIRD (33%) STRUGGLE TO INTEGRATE TECHNOLOGY INTO DAILY TASKS



EVEN WITH WIDESPREAD APPLICATIONS, 20% ARE NOT USING CLOUD TECHNOLOGIES YET



WORRIINGLY, OVER A HALF (56%) REPORT A LACK OF CYBERSECURITY AWARENESS

Chapter 01

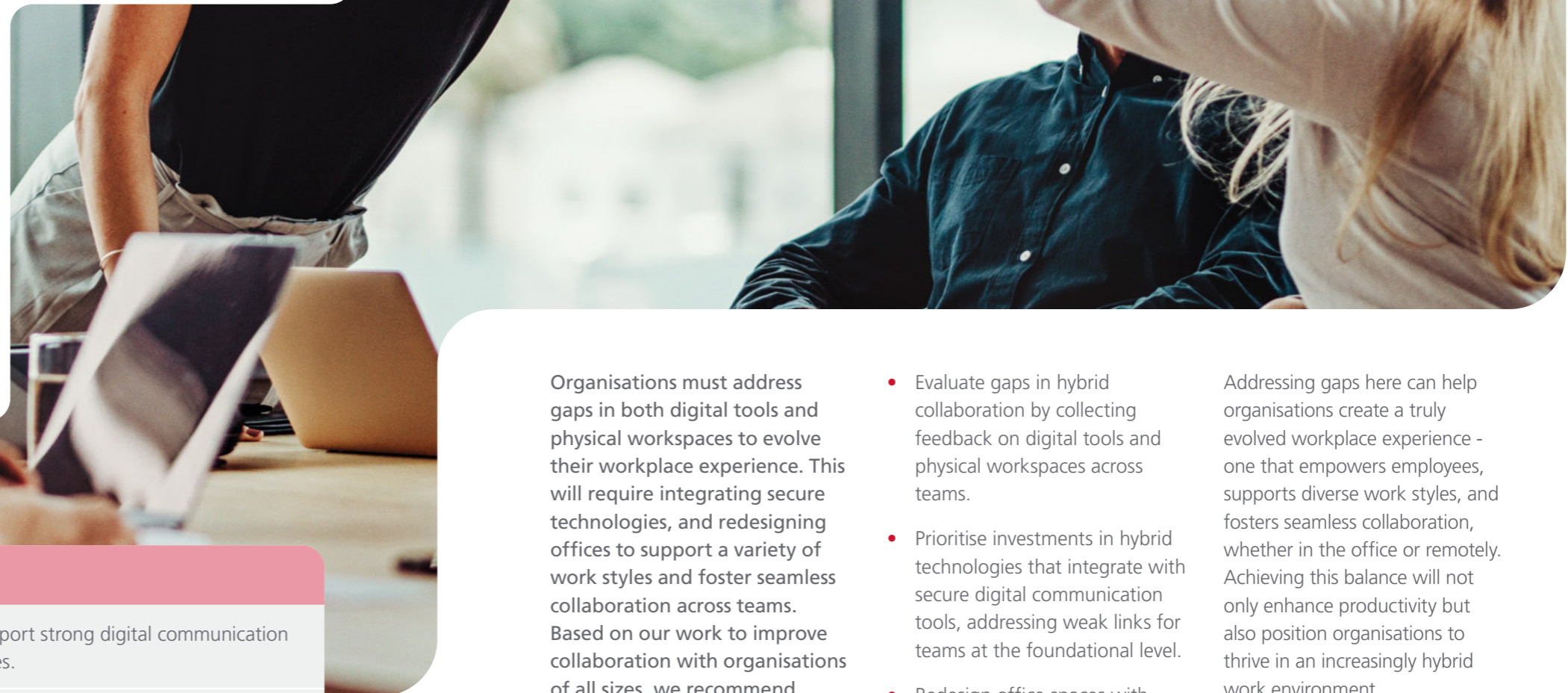
How are People Experiencing the Workplace in 2025?

A well-designed workplace experience is the cornerstone of modern business operations, enabling seamless collaboration (for in-office and hybrid), fostering innovation, and supporting diverse work styles.


The benefits of strong collaboration are far-reaching: increased productivity, faster decision-making, and enhanced employee engagement. When teams can communicate and collaborate effortlessly, businesses are better equipped to adapt to changing circumstances, drive innovation, and deliver customer-focused outcomes.


The results from our Digital Maturity Survey highlight that while progress has been made by UK companies to enable collaboration, many organisations still face challenges in creating hybrid environments for an optimal workplace experience.


While nearly half of all organisations that completed our Digital Services Maturity Index excel in remote communication, less than a quarter recognise the need to rethink hybrid workspaces.




Key Insights:

 47% of all respondents report strong digital communication tools for remote employees.

 with 52% saying their critical operations can be carried out remotely due to secure technology.

 59% of IT respondents said their organisations have advanced hybrid collaboration technologies, and a quarter plan to broaden their critical remote operations.

 20% feel hybrid collaboration spaces need redesigning.

Organisations must address gaps in both digital tools and physical workspaces to evolve their workplace experience. This will require integrating secure technologies, and redesigning offices to support a variety of work styles and foster seamless collaboration across teams. Based on our work to improve collaboration with organisations of all sizes, we recommend focusing on three key areas:

- Evaluate gaps in hybrid collaboration by collecting feedback on digital tools and physical workspaces across teams.
- Prioritise investments in hybrid technologies that integrate with secure digital communication tools, addressing weak links for teams at the foundational level.
- Redesign office spaces with flexible zones for collaboration, private work, and hybrid meetings, creating environments that support all employees.

Addressing gaps here can help organisations create a truly evolved workplace experience - one that empowers employees, supports diverse work styles, and fosters seamless collaboration, whether in the office or remotely. Achieving this balance will not only enhance productivity but also position organisations to thrive in an increasingly hybrid work environment.

Chapter 02

What Processes Are Organisations Automating for Greater Efficiency and Strategic Advantage?

Effective process automation is essential for organisations aiming to streamline operations, enhance efficiency, achieve their sustainability goals and remain competitive. They can do so by digitising and automating workflows, such as accounts, HR, procurement, and supply chain management. Process automation reduces manual errors, accelerates decision-making, and ensures consistent performance across departments.

When implemented well, process automation fosters a culture of continuous improvement, enabling teams to focus on strategic goals rather than routine tasks. The result is a more resilient, scalable, and efficient organisation, primed to capitalise on new opportunities and navigate challenges with confidence.

The results from our Digital Maturity Survey highlight that while process automation has improved efficiency for organisations that have fully embraced it, many still rely on partially or fully manual processes.

To provide a clearer indicator of where organisations are on their process automation journey, we focused our survey questions on digital document management systems, as digitising paper records is often at the starting point of an organisation's process automation journey.



CHAPTER 02

To realise the full potential of process automation and achieve digital maturity, organisations should audit their current workflows and identify inefficiencies, implement unified document systems tailored to departmental needs, and provide ongoing training to ensure full adoption and optimisation of these solutions. Based on our experience of implementing process automation with organisations of all sizes, we recommend focusing on three key areas:

Key Insights:

- 32%** 32% reported using digital document management systems to improve efficiency, security and productivity, but 26% don't fully utilise them.
- 57%** 57% of IT managers reported that some paper-based processes are still carried out manually or stored physically.
- 64%** 64% of enterprise businesses store some paper records digitally but still hold others physically.

- Conduct a full audit of manual and partially digitised workflows to identify inefficiencies.
- Roll out unified digital document systems across all departments, ensuring they are designed to support specific workflows like HR onboarding or procurement approvals.
- Regularly review the adoption and effectiveness of these systems, offering team-specific training to bridge the gap between implementation and optimisation.

With just shy of half of all respondents still relying on partially manual workflows, the potential to streamline operations and improve efficiency remains untapped. By closing this gap, organisations can unlock the full potential of digital process management, eliminating inefficiencies and reducing reliance on outdated manual workflows. This shift not only streamlines operations but sets the foundation for long-term success in a competitive environment.

Chapter 03

How is Data Improving Digital Experience for a Competitive Edge?

Good data is pivotal for modern organisations, acting as the bridge between technology and its effective use by employees.


When platforms are well-integrated and optimised, they can leverage data, enhance productivity, streamline workflows, and empower teams to make better decisions. The benefits of seamless data and technology integration extend beyond efficiency - employees are more engaged, innovation flourishes, and organisations can respond to challenges with agility.


Information creates a foundation for sustained business growth, where technology and data are accessible and truly transformative. This opens the way for emerging transformative technologies such as generative AI to deliver a competitive edge in an increasingly digital-first world.


Our Digital Maturity Survey revealed that while digital platforms can enhance job performance, poor integration and underutilisation of platforms and data remain common challenges.




Key Insights:

- 

30% of respondents report poor integration of digital platforms into daily workflows, even though 42% find they improve job performance.
- 

29% of respondents use data for high-level decision-making, though 18% said their organisations collect data, but it isn't used to its full potential.
- 

18% of respondents said their organisations collect data, but it isn't used to its full potential. Only 29% use data for high-level decision-making.
- 

61% of all respondents stated their digital experience is not yet mature.



As the key insights highlight, there is much room for improvement when it comes to integrating platforms and utilising data to improve decision-making. Organisations should audit existing platforms to identify integration opportunities and provide intuitive analytical solutions tailored to their team's needs. Doing so fosters a culture of continuous improvement through advanced training and user feedback.

Based on our work helping organisations improve their digital experience, we recommend focusing on three key areas:

- Perform a digital platform usability audit to evaluate tools and identify opportunities for integration.
- Empower teams with data insights by rolling out intuitive analytics platforms, supported by role-specific dashboards for better decision-making.
- Build a continuous improvement culture by providing advanced training on platform capabilities and encouraging feedback on digital workflows.

Although just over 40% of respondents report enhanced productivity through digital platforms, 30% struggle with poor integration into daily workflows. This gap can be closed through better integration, and data utilisation will enable smarter decision-making and innovation. By addressing integration and utilisation challenges, organisations can transform their digital experience into a powerful enabler of productivity and innovation.

Optimising platforms and empowering employees with actionable data insights will not only enhance individual and team performance but also drive smarter decision-making and sustained business growth.

Chapter 04

How are Organisations Leveraging Cloud & Infrastructure for Innovation and Agility?

Cloud and infrastructure are the backbone of business operations, enabling organisations to achieve greater scalability, flexibility, and resilience. By adopting cloud-first or hybrid strategies, businesses can streamline processes, enhance collaboration, and access critical resources from anywhere, ensuring continuity in an increasingly remote and dynamic environment.

When implemented effectively, robust cloud infrastructure reduces inefficiencies, strengthens security, and optimises application performance, empowering teams to innovate and adapt to changing demands. The result is a more agile and competitive organisation, primed to leverage the full potential of digital transformation and drive long-term growth in a digital-first economy.

The results from our Digital Maturity Survey highlight that while many organisations are adopting hybrid or cloud-first strategies, some are still at the early stages of their journey, facing challenges like security concerns and application inefficiencies.



Key Insights:



20% of respondents stated they have not yet instigated cloud adoption.



38% of respondents utilise hybrid cloud, whilst 27% are implementing a cloud-first strategy.



58% of respondents reported good performance even when running multiple applications, while 16% expressed frustration over application inefficiencies due to inconsistent performance.

To close the cloud and infrastructure maturity gap, organisations should implement phased cloud migration strategies that balance hybrid and cloud-first approaches for scalability, and optimise workloads while training employees to maximise the potential of cloud tools. Based on our work enabling organisations to embrace cloud safely and improve their infrastructure, we recommend focusing on three key areas:

- Develop a phased cloud migration strategy prioritising easy-to-move processes, ensuring compliance and security are maintained.
- Combine hybrid and cloud-first approaches to achieve scalability for data-heavy and remote operations.
- Address inefficiencies in application performance by optimising workloads in the cloud and providing training to ensure tools are utilised.

Cloud adoption is advancing quickly, with less than 20% of organisations remaining at the starting line. If organisations unlock the full potential of cloud and infrastructure solutions, they can realise seamless operations and enhanced scalability. This will, in turn, reduce inefficiencies, improve security, and empower teams to fully leverage technology, positioning them to thrive in an increasingly digital-first world.

Chapter 05

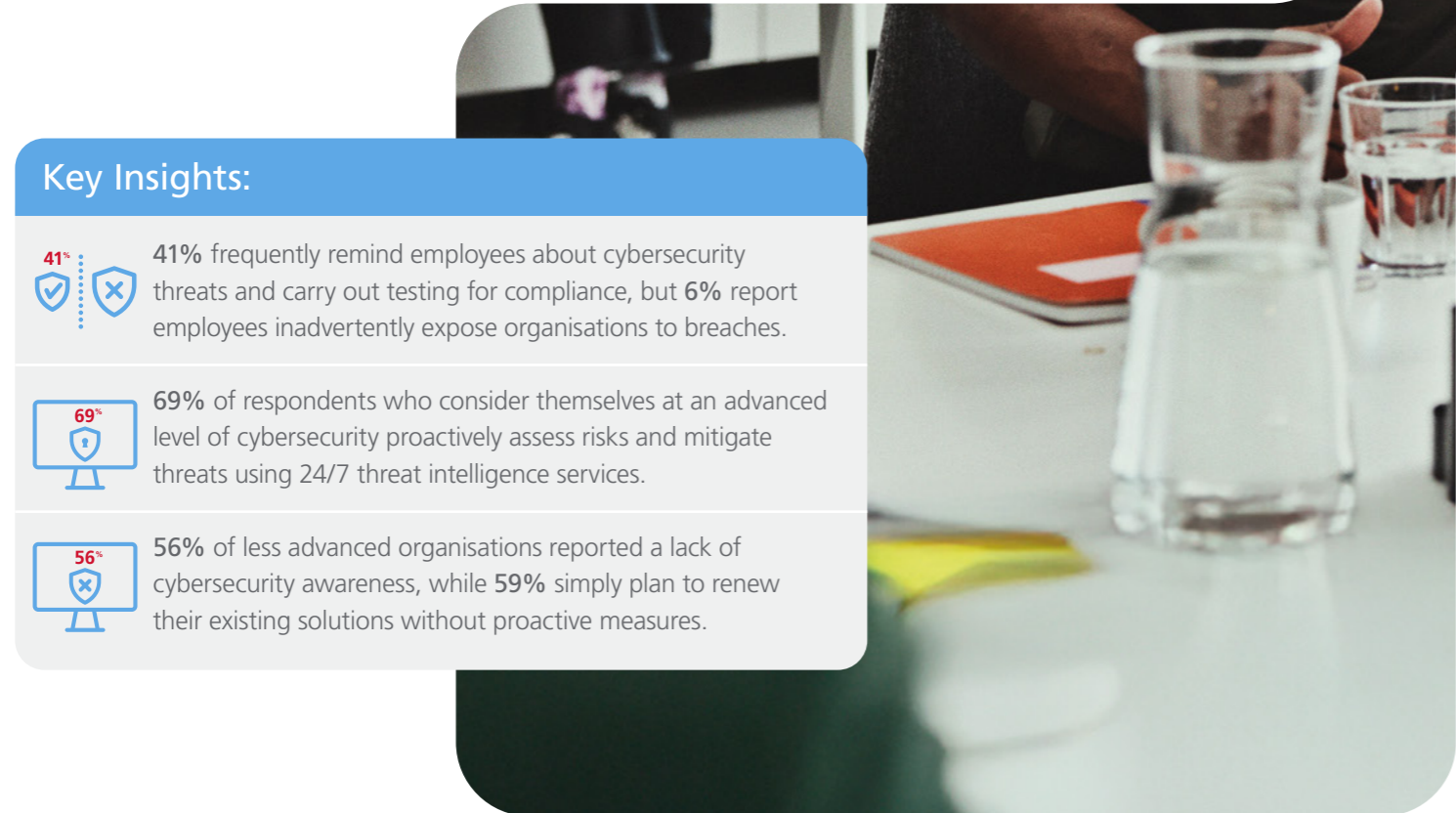
How are Organisations Confronting Evolving Cybersecurity Threats?

Cyber threats have evolved to unprecedented levels of sophistication, driven by the use of AI to craft advanced phishing attacks, automate data breaches, and develop malware capable of evading traditional defences. Organisations must now contend with these AI-enhanced threats to safeguard their operations, data, and reputation in an increasingly complex digital landscape. A robust cybersecurity strategy not only protects against breaches but also ensures operational continuity and compliance with regulatory standards.

When implemented well, cybersecurity fosters employee awareness, mitigates risks through proactive measures, and builds a culture of shared responsibility. The outcomes are clear: reduced vulnerability to cyberattacks, enhanced stakeholder confidence, and the ability to focus on growth and innovation without disruption.

In a world where the cost of inaction is high, a strong cybersecurity posture is indispensable for sustainable success.

The results from our Digital Maturity Survey show that while some organisations proactively manage risks with advanced threat intelligence, others remain vulnerable due to a lack of employee awareness and reliance on reactive measures.



Key Insights:

- 41%** frequently remind employees about cybersecurity threats and carry out testing for compliance, but **6%** report employees inadvertently expose organisations to breaches.
- 69%** of respondents who consider themselves at an advanced level of cybersecurity proactively assess risks and mitigate threats using 24/7 threat intelligence services.
- 56%** of less advanced organisations reported a lack of cybersecurity awareness, while **59%** simply plan to renew their existing solutions without proactive measures.

To enhance security, organisations should implement tailored training programmes, transition to proactive cybersecurity strategies using threat intelligence, and foster a culture of shared responsibility through regular simulations and compliance testing. Based on our cybersecurity customer feedback and our successful solution implementations, we recommend focusing on three key areas:

- Roll out comprehensive cybersecurity training tailored to all departments, ensuring employees understand and mitigate risks specific to their roles.
- Transition from reactive to proactive cybersecurity strategies by adopting threat intelligence services that prevent breaches.
- Create a culture of shared responsibility, with regular phishing simulations and role-based compliance testing to strengthen awareness.

Proactive strategies are evident in nearly 70% of responses, yet many organisations suffer from employee awareness gaps. Education and proactive measures are critical for robust security. By addressing these vulnerabilities, organisations can build a robust cybersecurity posture that mitigates risks and protects against evolving threats. Proactive strategies, coupled with tailored employee training and a culture of shared responsibility, will ensure a resilient defence system, safeguarding both operations and reputation.



Please Mind the Digital Maturity Gap

The consistent overarching theme throughout our findings is the need for organisations to address their digital maturity position in order to become ready for the future.

Becoming a future-ready organisation delivers numerous benefits, including enhanced operational efficiency through streamlined workflows and optimised cloud infrastructure, reducing errors and improving productivity. It strengthens employee engagement by supporting diverse work styles with hybrid tools and redesigned spaces, while fully utilised digital platforms boost performance. Customers benefit from improved experiences through quicker, informed decision-making, personalised service, and robust cybersecurity measures to protect data, which in turn builds trust.

Future-ready organisations are better positioned to gain a competitive edge by innovating faster, attracting talent, partnerships, and investments, and achieving cost savings through automation and proactive security measures. Additionally, they can achieve their sustainability goals by reducing reliance on physical documentation and energy-intensive processes, positioning themselves as leaders in an increasingly digital and environmentally conscious world.

Our report highlights that organisations are making progress in digital transformation but still face significant gaps in maturity and integration. By strategically

addressing these gaps, organisations can unlock their full potential and achieve resilience.

To thrive in the era of rapid technological advancement, organisations must embrace a holistic approach to digital maturity - one that aligns technology adoption with business needs, integrates tools seamlessly into workflows, and fosters a culture of continuous improvement. The Ricoh Digital Maturity Index identifies clear opportunities for businesses to close gaps, unlock efficiency, and position themselves as leaders in the digital future.



Next steps

The findings of the Ricoh Digital Maturity Index 2025 offer a clear roadmap for organisations striving to thrive in an era of digital transformation. Across all focus areas, the survey underscores that while progress has been made, significant opportunities remain for businesses to optimise their processes, infrastructure, and security.

Addressing these challenges requires more than incremental improvements. It demands a holistic, strategic approach that aligns technology adoption with organisational goals, integrates tools seamlessly into workflows, and fosters a culture of continuous learning and improvement. By focusing on hybrid workspaces, automating workflows, enhancing digital platforms, accelerating cloud

adoption, and fortifying cybersecurity, businesses can create a foundation for sustainable growth and resilience.

The UK will experience many new technological advances throughout 2025 and beyond, and the digital revolution will not wait for anyone. The time to act is now. Moving swiftly allows organisations to enhance operational efficiencies, create agile

business models, and foster deeper customer connections.

The digital future is accelerating, especially with the advancing AI revolution. Your next strategic move could be the key to thriving in this rapidly evolving environment. Don't miss the chance to redefine what's possible in your industry.

"This report affirms the fundamental questions we are answering for our customers every day - how do I bridge the gap between strategy and reality? What are the steps or insights that I'm missing? And how do I add true value for my people and the way they work today? Progress demands clarity on what's working, what's not, and a real-world understanding of why. Technology alone won't bring transformation, but once combined with our people's aspirations, creativity and workstyles we can move from idea to impact."

Paula O'Brien
Director of Sales, Ricoh UK

Have your say:

- 01** Take the Ricoh Digital Services Maturity Indicator and see how your organisation compares.
- 02** Close the gaps in your digital maturity by speaking to a Ricoh expert.



About Ricoh

Ricoh is a leading provider of integrated digital services and print and imaging solutions designed to support digital transformation of workplaces, workspaces and optimise business performance.

Headquartered in Tokyo, Ricoh's global operation reaches customers in approximately 200 countries and regions, supported by cultivated knowledge, technologies, and organisational capabilities nurtured over its 85-year history. In the financial year ended March 2025, Ricoh Group had worldwide sales of 2,527 billion yen (approx. 16.8 billion USD).

It is Ricoh's mission and vision to empower individuals to find Fulfillment through Work by understanding and transforming how people work so we can unleash their potential and creativity to realise a sustainable future.

For further insights please visit: www.ricoh.co.uk

