

Digital Global Challengers Are LEAPFROGGING COMPETITORS

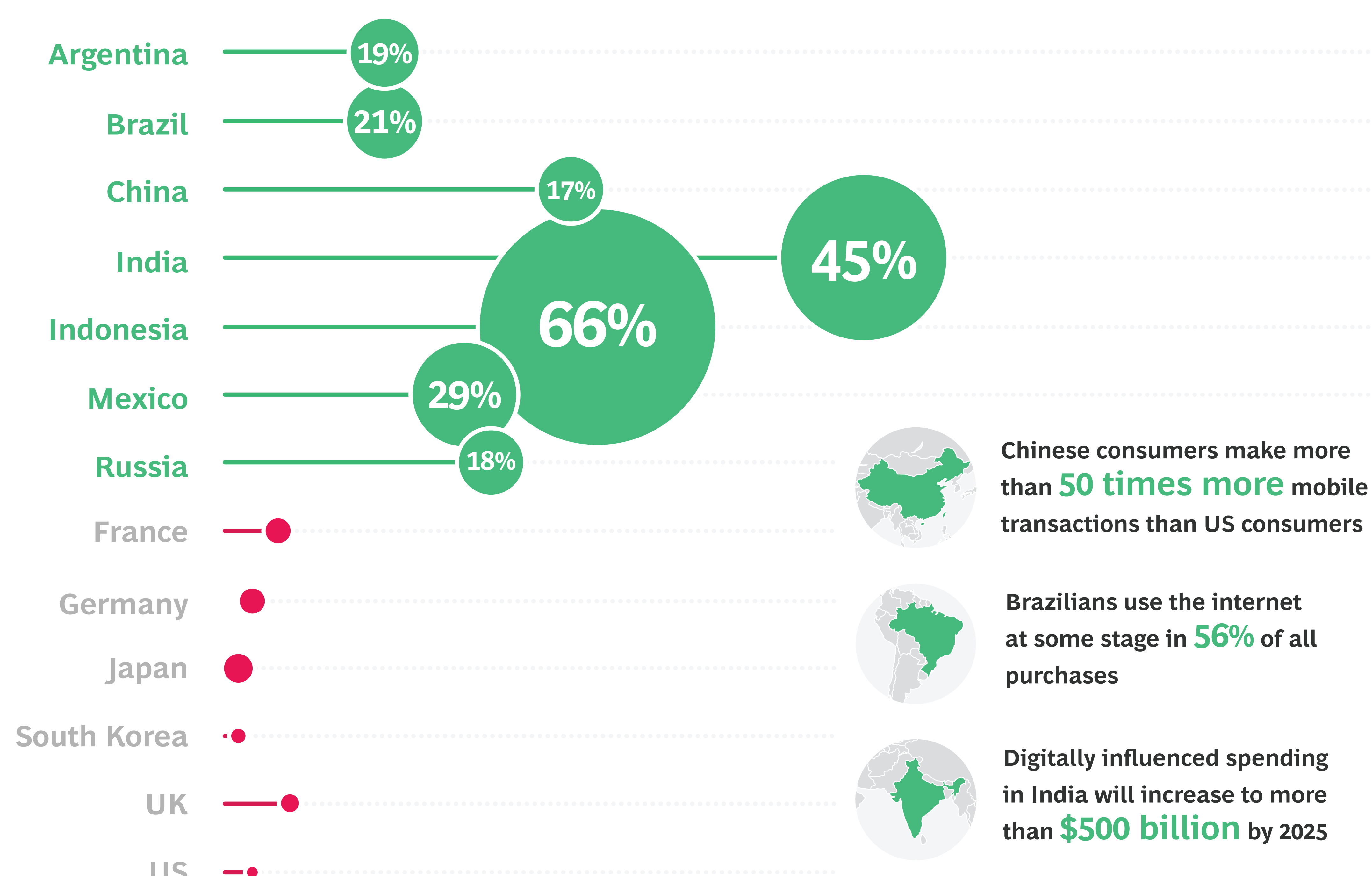
Many of BCG's 2018 global challengers—100 rapidly globalizing companies from emerging markets—are getting ahead of the competition by using digital technologies

The Digital Revolution Is an Emerging-Market Revolution

Consumers in emerging markets are fueling the growth of digital products and services

● Emerging markets ● Developed markets 66
17
3 Compound annual growth in the number of online shoppers, 2009–2016

Compound annual growth in the number of internet users, 2009–2016 (%)



Chinese consumers make more than **50 times more** mobile transactions than US consumers

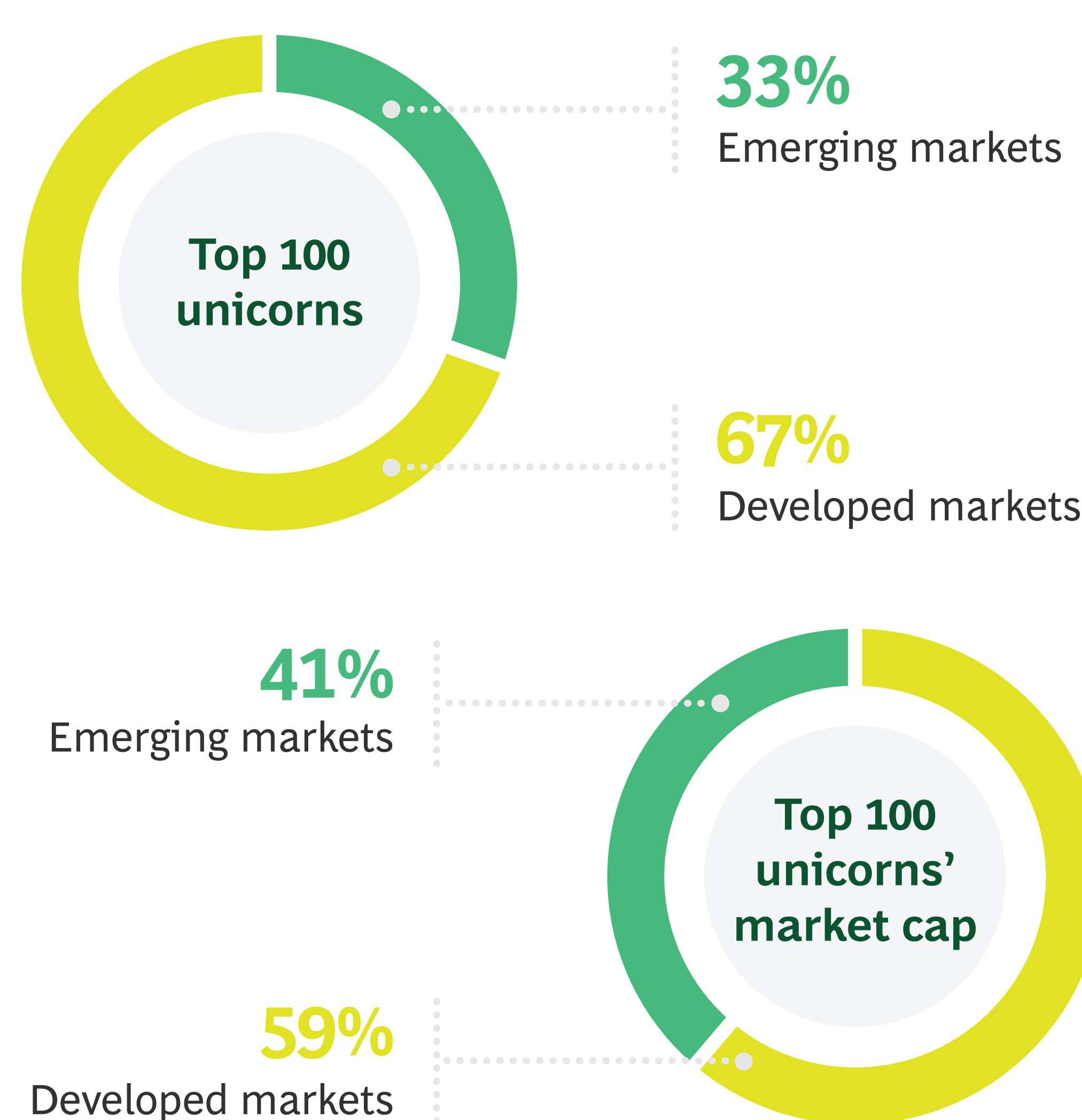
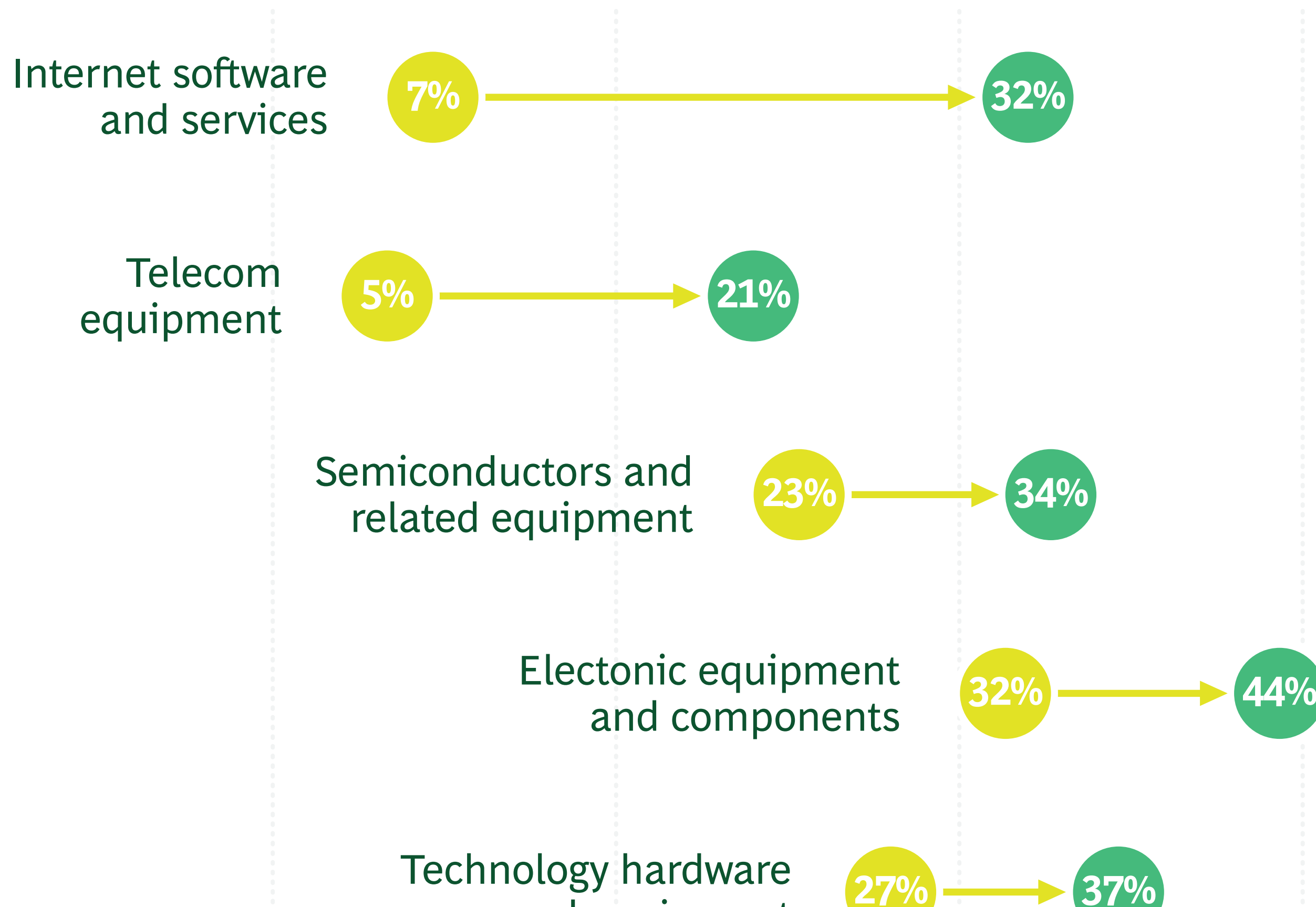
Brazilians use the internet at some stage in **56%** of all purchases

Digitally influenced spending in India will increase to more than **\$500 billion** by 2025

Emerging Markets Are Gaining Ground in Digital

Market share is shifting among segments of the technology and telecom industries

● 2007 ● 2016

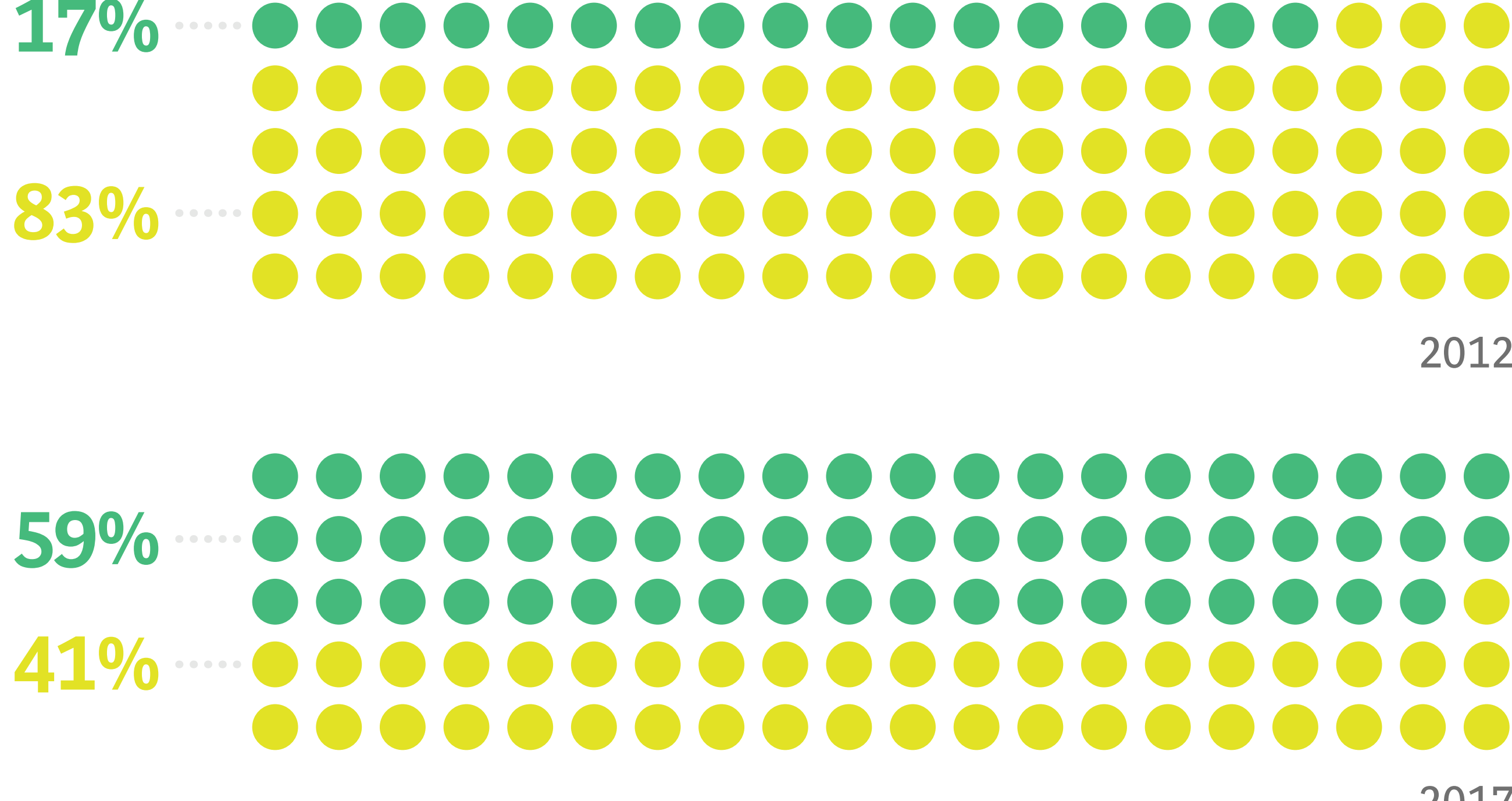


33% of the top 100 unicorns are from emerging markets, accounting for 41% of these 100 companies' total market cap

Global Challengers Are Setting the Pace

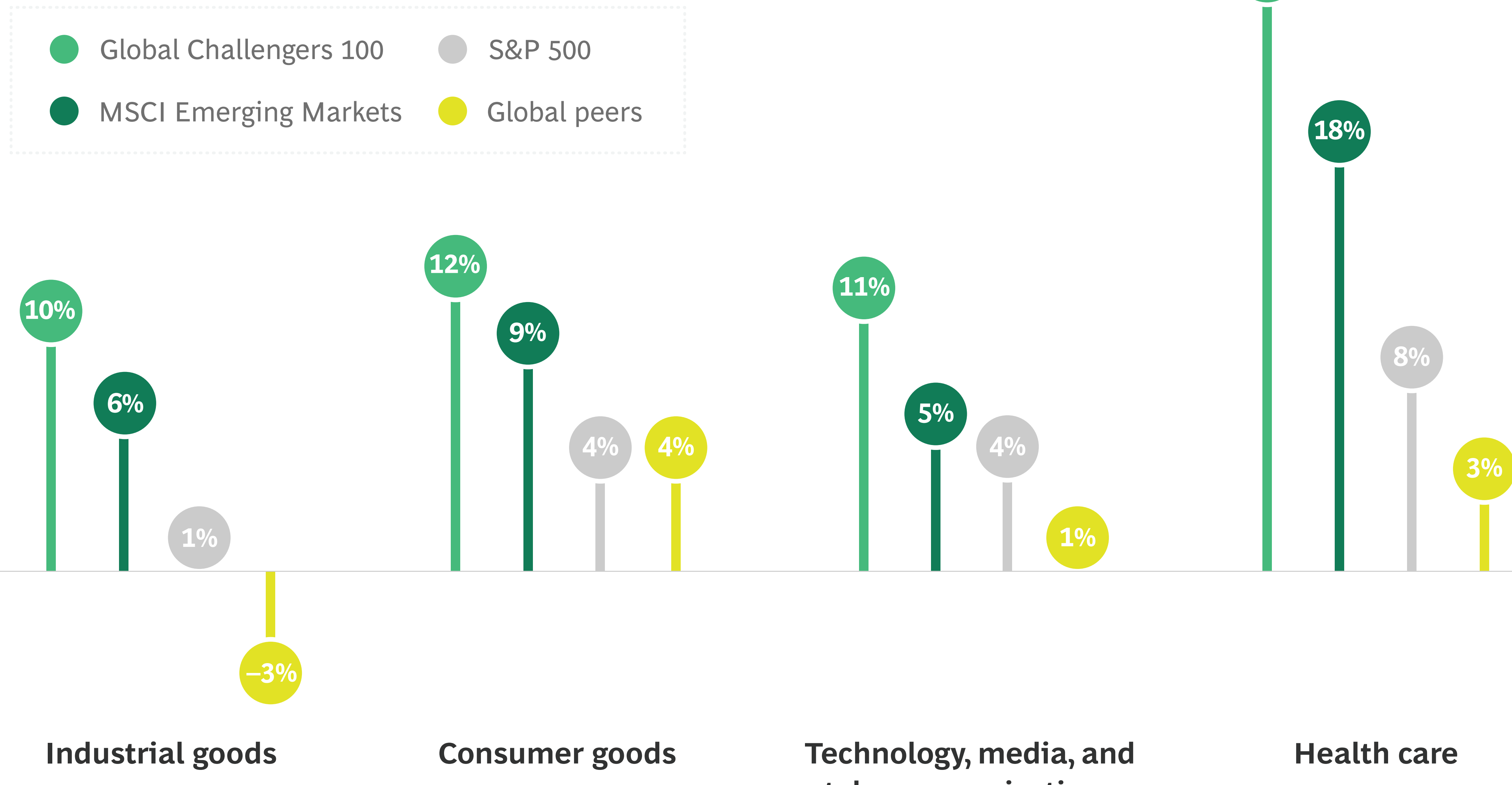
BCG's global challengers are going digital at an accelerating rate

● Digital companies ● Traditional companies

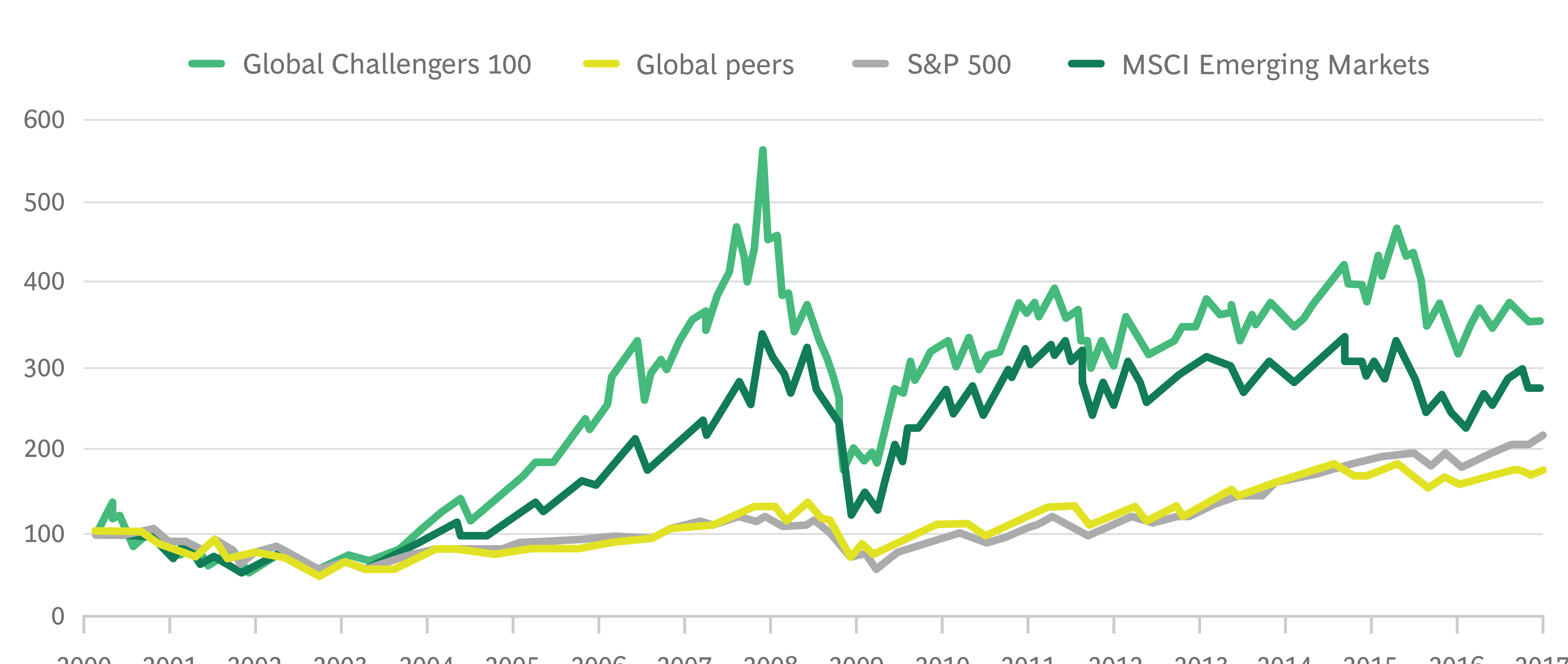


Global challengers outperform both global peers and market indexes on long-term TSR and revenue growth in multiple industries

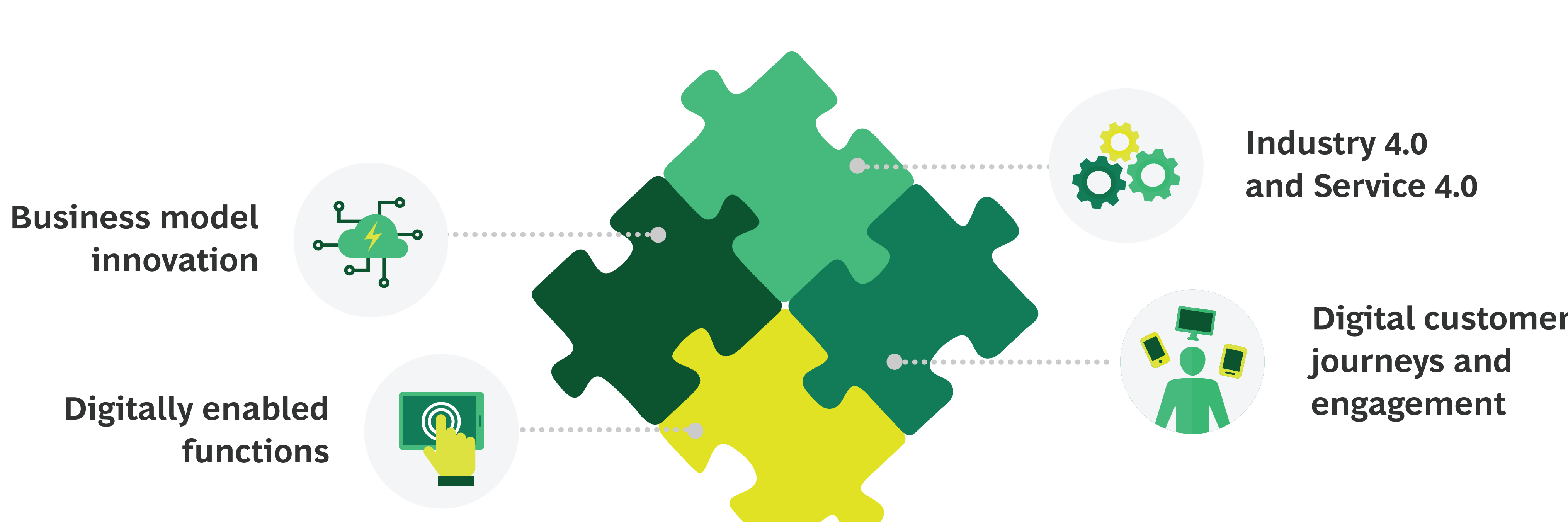
Compound annual growth in revenue, 2011–2016



Total shareholder return, 2000–2017 (indexed to 100)



To win at digital, these companies use a combination of:



SOURCES:

Data in this infographic from 2018 BCG Global Challengers: Digital Leapfrogs. BCG analysis; CapIQ; CB Insights; Datastream; eMarketer; Forrester Research, *World Online Population Forecast, 2017–2022 (global)* and *Online Cross-Border Retail Forecast, 2017–2022 (global)*; iResearch; OECD.

NOTES:

Technology and telecom market share data includes the top 250 publicly traded companies in the selected sectors. Digital companies are either “digital natives” (those created as digital companies) or “digital adopters” (those that use digital technologies as an integral part of their business model). Revenue growth rates are based on available data from the 100 BCG Global Challengers, 846 MSCI Emerging Market index companies, 500 S&P 500 index companies, and 230 global peers. Global peers are publicly listed and from 245 global peers.