CONTENTS

About the authors xii
Contributors to this book xiv
Foreword xv
Acknowledgements xvi

Introduction 1

PART ONE Why you need a digital culture 3

O1 The increasing pace of change 5

Disruption 5
Death by a thousand cuts 6
Digital transformation 7
Beyond capability 7

O2 The technology catalyst 8

Enter Moore's Law 8
Exponential growth in perspective 9
Technology as an enabler 10
The near future 10
Technology changing society 11
Double-edged sword 12
Frictionless technology 12
The distant future 14
A guaranteed future prediction 15

New channels, tools and business models 16

Business to business and technology innovation 17 New channels 17 New tools 18 New business models 20

	Beyond Uber 21 Free is always cheaper 22
04	Why organizations really fail at digital 24
	Changing external landscape 24 Changing internal landscape 25 Broad skillsets 26 Conclusions 27 Case study: Digital transformation in action 28
	PART TWO Plotting your digital journey 31
05	What a digital transformation looks like 33
	What does a digital transformation involve? 35 Lessons learned 38
06	Your digital culture audit 44
	Your digital audit scores 50
07	Understanding your stakeholders 51
	Mapping your stakeholders 51
08	Your strategic approach 56
	Choosing a path 56 No silver bullet 61 Case study: Deloitte's digital transformation journey 61

PART THREE The Digital Culture Framework 65

Essentials

O9 Definition and vision 67

Listening first 68
Connecting potential and priority 70

Three types of transformation 71 What sort of change is right for you? 74 Articulating your vision 76 Key points 77

10 Leadership 78

The role of the CEO 79
The reality of trade-offs 82
Case study: Digital technology and banking 83
Aligning objectives 84
(Non-fiction) Storytelling 85
Key points 89

11 Agility 90

The need for speed 90
Overcoming the barriers 92
Decision rights 94
Failing fast 95
Agile methodology, reapplied 96
Key points 98

12 Environment 100

Culture and environment 100
Digital technology and the workplace 102
Competing for digital talent 103
Beware the cool kids in the corner 104
Key points 105

13 Skills and talent 107

Resistance to change 107
Learning techniques 108
T-shaped people 109
The digital skills gap 110
Digital marketing training and jobs 110
Global digital marketing skills shortage 113
The dogma of recruitment 114
Training and learning techniques 116

Classroom-based digital marketing training 118
Digital marketing qualifications 118
Conclusions 125
Case study: Team composition and recruitment in a digital world 128

Readiness

14 Strategic positioning 131

Bridging the gap 131
Strategic positioning in practice 132
Business-to-business service 132
Consumer Packaged Goods 133
Complex consumer product 133
Charity funding 134
Beyond communications 134
Content marketing and the user journey 135
Traditional sales funnel 135
See, Think, Do, Care 136
Content mapping 137
Authenticity 138

15 Translation and communication 142

Speaking the right language 142
Identify the blockers 145
Lather, rinse, repeat 147
The network effect 149
It's a two-way street 150
The medium, not just the message 151
Key points 151

16 Technology 153

Why technology matters 153
Getting the fundamentals in place 153
Single customer view 154
The painful truth about integration 155
Next step: Marketing automation 155
Why technology is a challenge 156

Creating an effective digital culture for technology 157 Conclusions 159

17 Process and governance 160

Where we need processes 160
Avoiding 'bottom of the drawer' syndrome 161
Workplace experimentation 161
Internal service level agreements 162
Example process mapping 163
Social media crisis management – effectively implementing a social media policy 163
How to avoid a social media disaster 165
Social media crisis management plan 170
Social crisis management conclusions 172
Conclusions 172

18 Structure 173

Avoiding the digital silo 173
Structure is an enabler, not a solution 175
Find your operating rhythm 176
Break down walls 177
Do you need a Chief Digital Officer? 178
Key points 180

19 Connections 181

Curate your own stream 181
Unlock the value chain 183
Build your network 184
Get out more 185
Seek out the innovators 186
Key points 189

Performance

20 Measurement 190

Digital strategy and measurement in perspective 190 Setting primary objectives 191

Setting primary objectives as analytics goals 192
Connecting primary objectives to business objectives 193
Digital channels driving primary objectives 194
Understanding how digital channels contribute 196
Multi-Channel Funnels Report (MCF) 197
Workplace experimentation 200
Conclusions 200

21 Innovation and entrepreneurship 201

Culture of managed risk 201

Market insights 202

Social insights case study: Competitor analysis for grocery delivery services – UK versus US 203

Ability to experiment 206

Measurement frameworks 207

Leadership commitment to asking challenging questions 207

Conclusions 208

22 Financial impact 211

Financial measurement to drive change 211
The perfect financial measurement model 212
Adding non-direct activities to our measurement framework 212
Conclusions 216

PART FOUR Keeping up with change 217

23 Keeping measurement at the core 219

Conclusions 221

24 Separating the ephemeral from the enduring 222

Experimentation is key 222
The risk of not continuing 223
Insights review and external opinion 223
Conclusions 224

25 Three things to watch 225

Connected living 225
What if the uberization of talent becomes mainstream? 227
Artificial intelligence 228

Epilogue 230

You are going to struggle at times – practical advice 230 Things happen in fits and starts 231 The journey never ends 231

Appendix: The Digital Culture Toolkit 233

References and further reading 234

Index 237