

CONTENTS

Acknowledgements viii

Introduction 1

1 21st-century markets 10

Executive summary 10

Schumpeter's gale 10

The retail sector 12

The sharing economy 13

Over-the-top propositions 17

Modern markets offer near-perfect competition 18

Why most organizations are not fit for purpose 21

The impact on sales and marketing effectiveness 25

A brave new world that needs embracing 28

The leadership agenda 30

Notes 32

2 Identifying the e-commerce opportunity 36

Executive summary 36

Why your new website is unlikely to fix the problem 36

The e-commerce credibility challenge 38

The organization as a root cause 41

Have consultants got better answers? 45

The dangers of data 47

The leadership agenda 50

Notes 52

3 Putting customers first 53

Executive summary 53

Customer insight 53

Test and learn 54

Deep data not just big data 56

Hypothesis creation	58
Customer to Action®	64
Who owns the digital channel?	71
The sales funnel	72
The leadership agenda	76
Notes	78

4 The new marketing model 79

Executive summary	79
The impact of technology on shopping	79
A convergent world	81
The marketing challenge	83
How digital changed spend	85
Why Google is the online high street	87
Traffic	88
The online brand	90
Content is king	91
Keywords	94
E-mail marketing	96
Social media: Role, opportunities and pitfalls	97
The leadership agenda	102
Notes	103

5 The business of e-commerce 106

Executive summary	106
So what does an e-commerce team do?	106
Commercial imperative	107
Managing the sales funnel	114
The leadership agenda	143
Notes	145

6 The growth organization 147

Executive summary	147
The organization model	147
Structures	165
The leadership agenda	169
Notes	172

7 Leadership in change 173

Executive summary 173

Engagement in a world of change 173

Being relevant to the workforce of the future 176

Leading change in a digital channel 181

So why won't people just accept it and move on? 194

The leadership agenda 197

Notes 199

8 Digital leadership in practice 202

Executive summary 202

Digital as a driver of growth 202

A route to a more focussed customer engagement 203

An opportunity to introduce new products and services 205

The importance of learning about customers 206

The challenge of changing customer behaviour 207

Talent is less about technical skills and more about business
knowledge 209

The leadership challenge is change 210

And then, of course, there's the technology 211

The leadership agenda 212

9 The e-commerce leadership model 213

Executive summary 213

The e-commerce management model 213

Leadership choices 216

Final thoughts 216

Glossary 222

Index 229