

CONTENTS

About the authors xiii

Preface xv

Acknowledgements xix

01 Building digital strategy that works 1

Executive summary 1

Digital strategy 1

Digital failure is more likely 2

The value chain in strategy 7

Leadership actions 14

References 15

02 Why digital strategies fail and how to recognize failure 17

Executive summary 17

Poor projects drive failure 17

It's the customer, stupid 20

Dedicated followers of fashion 29

Leadership actions 34

References 36

03 Levers for digital growth and how to use them 39

Executive summary 39

The growth imperative 39

Customer experience 50

Leadership actions 58

References 59

04 The importance of innovation in driving success 63

Executive summary 63

Leadership in business is leadership of innovation 63

Just because you can, doesn't mean you should 66

Innovation versus creativity 70

Designing success 71

Thinking through the product life cycle 77

Leadership actions 79

References 81

05 The dark side of digital 83

Executive summary 83

Are machines disintermediating relationships? 83

Can we have confidence in business to do the right thing? 86

Is 'big tech' out of control? 87

Facebook's 87 million problems make the point 90

Is business at the heart of the problem? 93

How might business respond? 94

And what should be the public policy response? 98

Leadership actions 100

References 100

06 Emerging digital business models 103

Executive summary 103

A map of e-commerce 103

Locating and engaging customers 104

Selling and retaining customers 110

Leadership actions 125

References 127

07 The e-commerce system 129

Executive summary 129

The whole is greater than the sum of its parts 129

E-commerce as an integrated system 132

Dissecting the system – the growth drivers 140

Insight generation 145

Leadership actions 159

References 161

08 Building a customer-centric culture 163

Executive summary 163
Organizational alignment 163
Digital organization effectiveness 165
Benchmarking organizational effectiveness 179
The leadership challenge 188
Leadership actions 195
References 196

09 Making digital choices that differentiate success from failure 197

Executive summary 197
Framing the challenge 197
Getting the customer experience right for conversion 200
The customer acquisition story 202
Pricing through the digital channel 205
Getting the business basics right 206
Company cultures 207
Future trends 209
Leadership actions 210

10 This is the business of transformation 213

Executive summary 213
What is digital strategy? 213
Defining choice 215
Think whole system, not expert solution 218
At the end, this is a leadership challenge 219
Reference 220

Index 221