



How to be a Digital Transformation Leader in 90 days



So you've been "volun-told" to step into this exciting, newly-created position that they didn't even post for. Under different titles, the trail of digital transformation is littered with the tears of previous leaders who are no longer with the firm.

You were selected because of your innate ability to build consensus and because of your success managing other high-profile projects that aren't even related to DX/CX (Digital Transformation/Customer Experience). And when you bumped into the C-suite at the airport, they dramatically whispered to you that this is a board level initiative — and not to screw it up.

No pressure, right? It's often the real-life experience of the customers we serve.

Now that we've been through over 23 digital transformations as a Trusted Advisor, we often get the call asking me, "Now that I'm starting this new role, what are the top things I need to know in my first 90 days?"

This is, by no means, a comprehensive guidebook. Instead, I offer this as a guide to keep newly appointed DX/CX leaders from falling into common pitfalls and to quickly establish the momentum needed to show that Digital Transformation is underway in your organization.

What you need to know in your first 90 days

**DOCUMENT, DIGITIZE,
THEN OPTIMIZE**

**START WITH THE CUSTOMER'S
EXPERIENCE**

**BUILD CONSENSUS BY PRIORITIZING
PROCESS DEPENDENCY OVER
PERSON DEPENDENCY**

**SET, COMMUNICATE AND
OPERATIONALIZE STANDARDS**

**BUILD MULTI-DISCIPLINARY,
CROSS-DEPARTMENTAL TEAMS**



DOCUMENT, DIGITIZE, THEN OPTIMIZE

Easy to say, but difficult to accomplish. Companies don't make money, people do — and the people are busy.

Members of an organization at every level tend to focus on what is urgent and important, making it difficult to find the time to document. Many organizations have not yet established the need to document the *value-driving* and *cost-driving processes* that they need to perform well in order *to scale* the business.

Taking the time to do so might be best classified as “important but not urgent,” — a quadrant often best left to consultants. There's a lot working in the business. After all, that's how your company got to where it is today.

Why not automate and digitize the great experiences that you're already delivering and build from there? Start with **BUSINESS AS USUAL** before you move into areas that may accelerate **BUSINESS DISRUPTION**.

Within the organization, a lot of pockets are incentivized to protect the organization from taking risks. As an agent of change within, one of your roles will be to point out the perils of overlooking the changes that are happening outside your windows.

Use this chart to help you work through the degrees of disruption and determine where you want to begin the transformation. Are you early enough where you can begin innovations in the **BUSINESS AS USUAL** or are you responding to competitive imperatives in a mad dash to catch up?



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Assess some scenario planning and determine your stage using the rubric below.

THE 5 DEGREES OF DISRUPTION

Adapted from Steven Sinofsky's methodology*

STAGE	DISRUPTOR	INCUMBENT
INCUMBENT EXCLUSIVE	The base of innovation is known, and proven through primary research, but not commercialized, not available for purchase and not able to be offered or produced at scale.	Innovations are so early stage that they are perceived as academic and unrelated to their business.
DISRUPTION OF INCUMBENT INCUMBENT DOMINANT	Introduces emerging new product with a distinct point of view, knowing it does not solve all the needs of the entire existing market, but advances the state of the art in technology and/or business.	New product or service is not relevant to existing customers or market, a.k.a. "deny."
RAPID LINEAR EVOLUTION DISRUPTOR NICHE DOMINANT	Proceeds to rapidly add features and capabilities with the intent to meet parity in niches of the Incumbent for selected markets; filling out the value proposition after initial traction with select early adopters.	Begins to compare full-featured product to new product and show deficiencies, a.k.a. "validate" the inferiority of the emerging innovation.
APPEALING CONVERGENCE DISRUPTOR MAINSTREAM DOMINANT	Scales by achieving and exceeding parity in mainstream applications and to the mainstream market segments.	Considers cramming some element of disruptive features to existing product line to sufficiently demonstrate attention to future trends while minimizing interruption of existing customers, a.k.a. "compete." Fails to see the true value or capabilities of disruptive products relative to the limitations of existing products.
COMPLETE REIMAGINATION DISRUPTOR DOMINANT	Disruptor pursues disruptive expansions into new markets, new applications and new product categories and seeks to bring new ways and new answers in completely different and non-traditional areas relative to the former incumbent's markets, customer base and product applications.	Arguably too late to respond and begins to define the new product as part of a new market, and existing product part of a larger, existing market, a.k.a. "retreat."

Your organization can prioritize various scenarios and predict your future. As you digitize the business, you'll be preparing for the uncertainties that lie ahead.

In order to automate key processes, you'll need to have them documented. So, what should you document and where should you start?

A typical process would start with understanding your customer's expectations and the Total Addressable Market (TAM) or market opportunity. Let's assume that the strategic direction and market research is already established and take the approach that you, as a person responsible for a DX/CX Initiative, are ready to deploy on the journey.

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*www.vox.com/2014/1/6/11622000/the-four-stages-of-disruption-2



START WITH THE CUSTOMER'S EXPERIENCE



BEGIN WITH THE CUSTOMER: DIGITAL PERSONAS

Include demographics, geographics, firmographics (for B2B), psychographics, technographics, and behavioral attributes that are actionable. If it's not actionable, then it shouldn't go into the persona.

Document the problem that the persona needs solved: what are the marketing messages, what are the common objections, and what is your unique value proposition or elevator pitch. The Persona will set the tone for everything that comes next.

[CLICK HERE: See examples of how to build personas in our webinars](#)

DESIRED BUSINESS OUTCOMES

Identify the end-state of the digital journey and how that relates to the organization's most critical goals. Generally, these outcomes should be aligned with the ways that senior executives are compensated, and with the highest level of the board level goals.

At Lima Consulting Group, we have adopted a templated format of the **DIGITAL BALANCED SCORECARD** to assist executive teams in quickly and accurately identifying the cascading alignment between the board-level DX/CX goals, operational goals, and tactical activities within the organization.

[CLICK HERE: Take a look at a sample scorecard we've prepared](#)

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PERSONA NAME



Supermom Sophie

Loving Mother, Family-first, Part-time school

Sophie is a devoted mother in her early forties who values her family over everything else. She grew up within a strong Christian based faith, and has strong conservative values oriented towards traditional family roles.

Sophie works in a unionized role as an administrator at the local high school and she's proud of the work her husband does as a tradesman. They rent a townhome, own a truck, and have a motorcycle. She has a teenage son and a daughter in her twenties who both still live at home. They own a laptop computer and Sophie usually gets her news from social media and subscribes to a magazine.

Being exposed to the outdoors through her father and brother, Sophie identifies with the 'shooting culture'. Although she has close proximity to weapons and has fired handguns in her youth, she does not recall the make and model of the handgun and rifles her husband owns.

Recently, Sophie and her husband have observed that their teenage son may be depressed, and they think that he might be experimenting with drugs. While her husband shrugs off the episodes, Sophie thinks her son could hurt himself and constantly worries what might happen if he is determined to act out.

After her son's latest acting-out, she turns to social media for advice on how to get through to her troubled teenager.

PERSONA NAME	Supermom Sophie			
SECTION 2	WHAT			
Goals	<p>PRIMARY</p> <p>To keep her children safe from the consequences of handguns</p>	<p>SECONDARY</p> <ul style="list-style-type: none"> To have a piece of mind knowing her children and even grandchildren are safe For her partner to be in full support of her position on handguns and bring them closer together as a couple To understand the make and model of the handgun so she can make the best selection of safety equipment at an affordable price 		
Challenges	<p>PRIMARY</p> <p>Her spouse finding out and looking down on her for making a unnecessary purchase</p>	<p>SECONDARY</p> <ul style="list-style-type: none"> The discretion of the product being ordered and shipped to the house - she may not want child to know Having trust in the product and its functionality Educating her spouse on why a gun lock is better than a handgun safe Explaining to friends and family why she purchased what she purchased Confrontation with her children and grandchildren about the product Child has demonstrated a self-destructive behavior or a moment of vulnerability (promiscuity, tattoo, drug use, suicide attempt, self-mutilation, cutting, overdose, drunkenness, absenteeism from school, etc..) Selecting and purchasing the right type of handgun safety equipment She may need help determining the make and model of the handgun in her home so she can make the correct purchase Sophie has a fear that she will be looked at as 'stupid' from her spouse 		
What can we do?	<p>EDUCATE</p> <p>We provide education in determining what model handgun they have</p>	<p>ADVISE</p> <p>We provide help in choosing the correct product for the specific handgun, Consulting with a sales person is something she values since she has the psychographic profile of a validator</p>	<p>SELL</p> <p>We provide safety equipment that protects lives</p>	<p>SHIP</p> <p>Discrete, Free Returns, fast shipping (in response to a concern from a trigger)</p>
<p>Safe Gun Lock is a new type of gun lock that is durable, secure and attractive. Most importantly, it travels with your gun and releases quickly if you need access to your gun in a hurry. Why be fearful about the consequences of misuse of your gun when Safe Gun Lock makes that fear go away?</p> <ul style="list-style-type: none"> Works from home Someone in the household belongs to a union Someone in household may be a tradesman or craftsman, police or military 				



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KEY BUSINESS OBJECTIVES

Using the **DIGITAL BALANCED SCORECARD**, identify the operational objectives needed to support the desired business outcome. Categorize all processes to those that drive value or cost.

VALUE-DRIVING PROCESSES generally relate to the cost of goods sold. They're typically part of the product or service delivery and are why the customer buys from you. They are *competitive differentiators and support your Unique Value Proposition*.

These processes are the secret sauce and are usually highly guarded. They are the sustainable advantages that companies invest in as a part of their differentiation in their GoToMarket (GTM) strategy.

The ability to improve the effectiveness of these processes will have a greater impact when combined with market research. This can be obtained by asking for the **VOICE OF THE CUSTOMER (VOC)** through frequent surveys and nano-surveys conducted via traditional and digital channels.

In DX/CX, the value-driving processes are vital to winning, meaning this is where the investment, capital, and resources should be utilized.

The **COST-DRIVING PROCESSES** are typically part of the Sales and General Administration budgets and are usually *competitive imperatives, but not always*. Because they are necessary to play — not to win — it's imperative to find ways to *increase the efficiencies* in order to attain the desired business outcome.

In Business Optimization and Operational Performance initiatives, this is where the investment, capital, and resources should be utilized.

KEY PERFORMANCE INDICATORS

Once you've aligned the desired outcomes and Key Business Objectives, you're ready to determine the performance metrics. A mistake executives often make is that they view the KPI as a single goal to be evaluated annually. We completely agree with this, but it is so much more than just that.

It's important to time-part the goal and understand the critical moments through the day, week, month or relevant digital time period. You will need to understand what is normal and what is desired.

That means understanding the *digital rhythm of the persona and the business*, establishing what we call the **"BAND OF EXCELLENCE"**. The deliverable from this step is to determine the upper and lower indexes for alerts *by persona and desired business outcome*. Reports and dashboards are not enough.

The Alerts imply that the organization understands what is normal for that time-part. Both automation and individuals who can initiate processes will be at the ready once alerted of an over or under performing trigger during their watch.



CUSTOMER JOURNEY MAPS

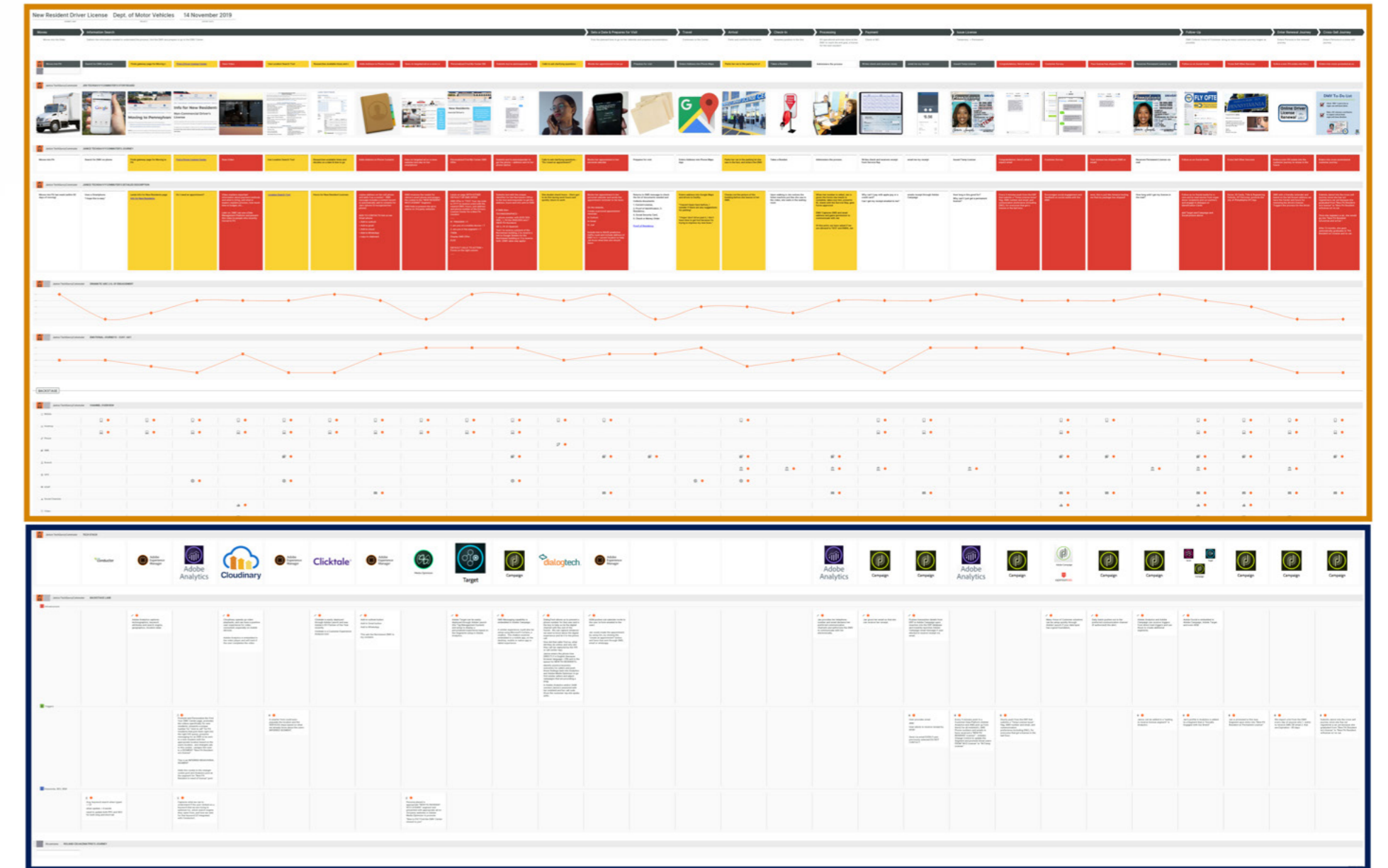
Involve creative thinkers, engineers and technical resources in the ideation stages of building customer journeys. In the beginning, they may trip each other up with comments about “you can’t do that in the system,” or “we don’t have that data.”

As they learn to work together, the technical resources will help educate the creatives how to best optimize the tools in the MarTech and AdTech stacks in ways they couldn’t have foreseen individually. Expect a bumpy start, but an improved customer experience as the final outcome.

MIX IDEATION WITH ENGINEERING. The ideation stage of building the desired customer journey, with the Digital Persona in mind, is a fun and liberating process. It’s usually led by a Design-Thinking Coach in a workshop. Bring the engineers to build consensus and to provide ideas on how best to optimize the algorithms, capabilities, features and advanced analytics such as AI and ML.

BUILD BY PERSONA. Customer Journey Maps are built by persona, not by business process. Build one for each persona for each desired business outcome.

BACKSTAGE ACTIVITIES. Identify backstage triggers, infrastructure and data flows in the customer journey maps on a section reserved for “Back Stage Activities.”



The front stage processes (highlighted in orange) towards the top 2/3 of the customer journey are activities observable by the customer. The bottom 1/3 represent backstage activities (highlighted in blue) that position the “builders” to deliver on the promise of the desired journey, particularly in journeys that will use automation, data and technology to scale the business.

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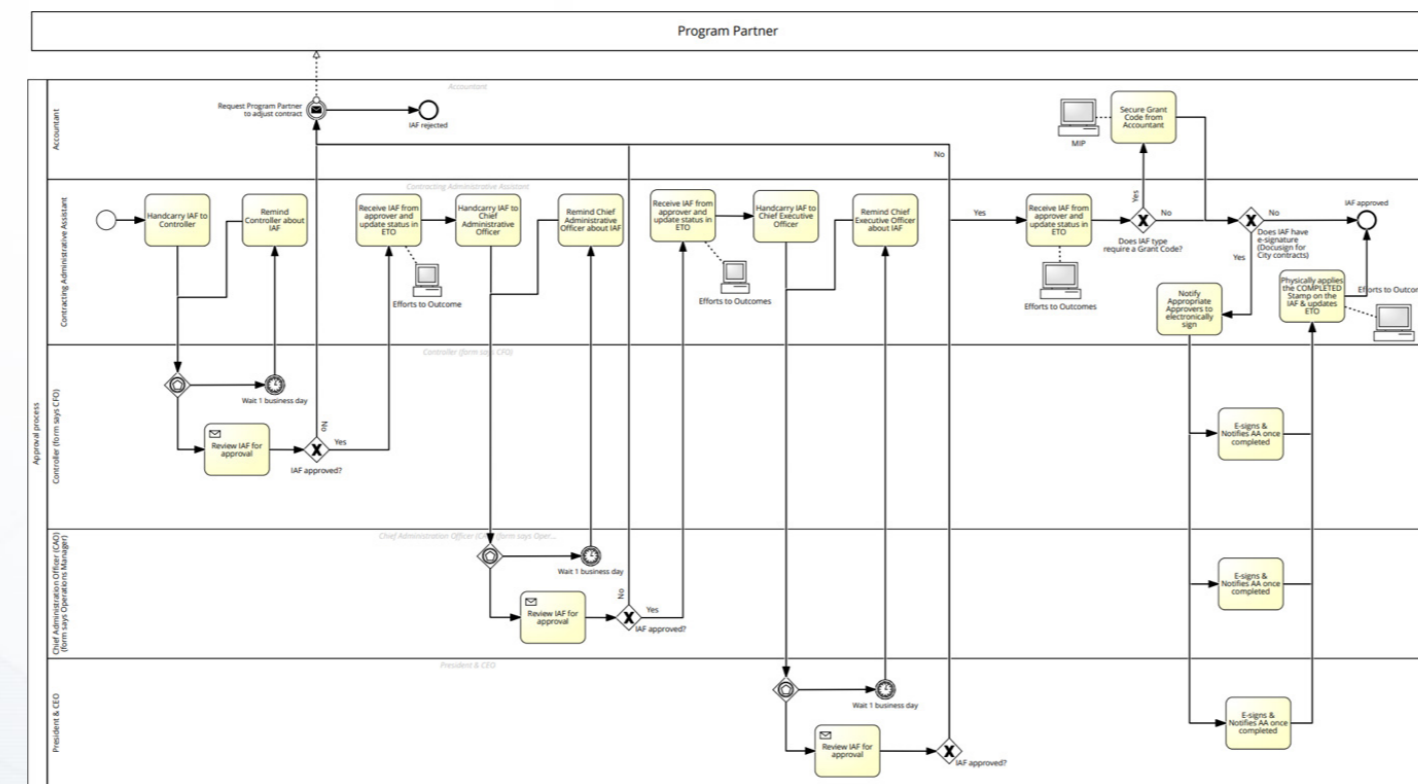
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BUSINESS PROCESS MAPS

With the desired customer journeys defined, the front-of-the-curtain, customer-facing processes are ready to go into an operational and building stage. At Lima Consulting Group, we use the Signavio process modeler to build the process maps.

It's amazing how many times we go into an organization — even large enterprises — to request business processes as artifacts we collect to accelerate our discovery process and how little documentation we can secure. Oftentimes, what we do receive is a drawing or word document that is on a personal computer. When compared with other resources performing the exact same function, these can vary greatly from person to person.



A Business Process map includes swim lanes by resources and uses a standard Business Process Modeling Notation 2.0 that will help business resources easily communicate with the builders. Organizations adopting BPMN2.0 compliant notation accelerate the time to value, reduce engineering costs, and avoid risks associated with technical projects.

CONDUCT A DATA READINESS INVENTORY

Understand what data you have available to you and its state of readiness. Can it be used? Is it traceable? Trustworthy? Licensed? Who owns it? Don't forget to include 3rd parties, partners, distributors, and 2nd party affiliates in the inventory. You may find some hidden gems that can accelerate your ability to gather data, or to enhance it.

Your team is best positioned to automate and scale for processes that are well-understood and documented. Digitize what you have documented.

DOCUMENT DATA FLOWS

Identify the desired architecture and understand the data you have available to you: where will the data move from and to? Map out the ways that data will be used and how it will be transported (which is different than where it is stored) in support of the desired customer journey.

Identify the systems of record, the data of record, when data will be at rest, when it will be in motion, the intervals of motion, and any risks associated with the motions. Identify what iPaaS (Platform as a Service such as Mulesoft, Boomi, etc...) systems you may need, if there are any DMZs (demilitarized zone), how the data will flow within the organization, and if you can pass data externally to 2nd party data providers, partners, or agencies performing services on your behalf.

Don't forget about single sign on (SSO) because some of these data flows rely on authenticating users who are external parties. You may need to provision active directory access or create new certificates and API tokens for 3rd parties, a process that might take a long time in many organizations if your IT team has not done that before.

Lastly, identify any need for legal resources to help with data sharing agreements and compliance with GDPR or similar local requirements.

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BUSINESS REQUIREMENTS DEFINITION

Document the desired capabilities in a templated Business Requirements Definition document. Seek sign-off and approval from the product owners so that everyone understands what the Performance Intervals will look like as you build and eventually launch.

Performance Intervals are generally 10-week planning cycles that are comprised of four Sprints each. Managers and Scrum planners will plan for four sprints and leave the last sprint as an opportunity to address any backlogs during the other four.

Whether you use Agile or Waterfall, this step can be taken using various templates in support of your Software Development Life Cycle Methodology.

TECHNICAL REQUIREMENTS

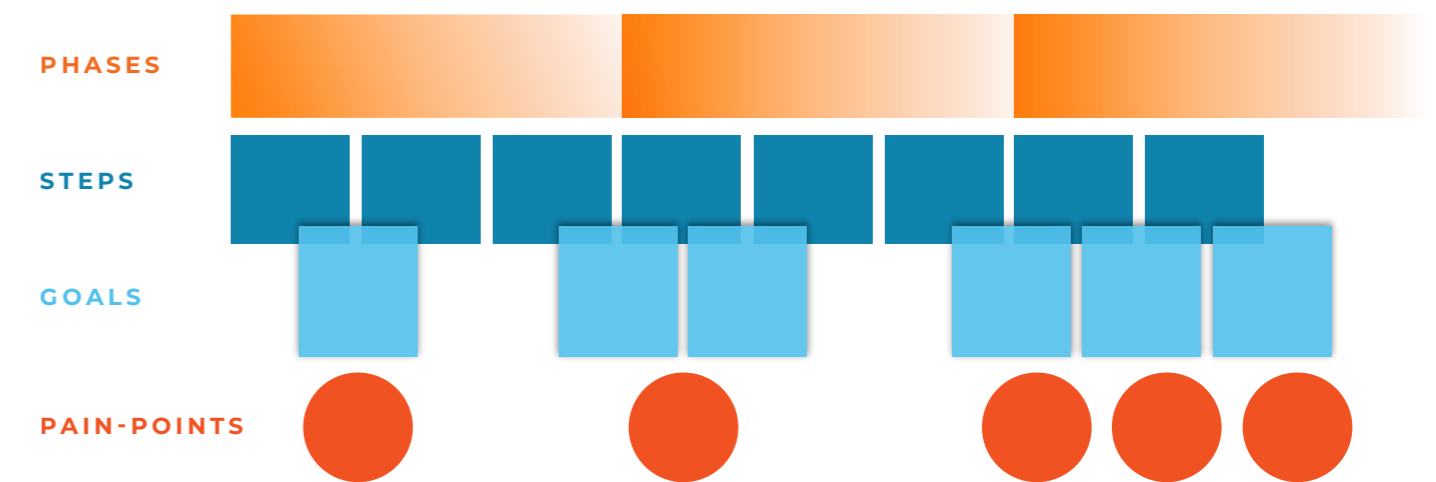
While the Agile methodology does change the way organizations may document technical requirements, it does not alleviate the need to document. Typical technical documentation usually includes User Acceptance Testing (UAT), Systems Integration Testing (SIT), Customer Acceptance Testing (CIT), technology design, data flows, and data change management requirements.

Identify a trustworthy and experienced technical lead as your right-hand resource to help you lead the on-time and on-budget delivery of the MarTech and AdTech stack. Consider partnering with a Systems Integrator to ensure that the architecture, data flows, and planning are sound.

INVEST IN DESIGN THINKING AS YOUR METHODOLOGY TO CONDUCT THE TRANSFORMATION

Schedule and conduct a **DESIGN THINKING WORKSHOP** that covers the persona's journey through the desired **CUSTOMER JOURNEY**. Use design thinking principles to create a user journey map, sometimes also called a **USER STORY**. Journey maps will consist of the following data: Phases, Steps, Goals, and Pain Points. Add channels, Customer Satisfaction (CSAT) scores, an engagement score, supporting technology, and backstage activities in the journey map.

Define what must happen for your team to be ready to begin implementing the journey, commonly referred to as the **DEFINITION OF READY**. Then document criteria that establishes what the **DEFINITION OF DONE** is. How do you know you've successfully shipped the **MINIMALLY VIABLE PRODUCT (MVP)**?



A user journey map

One area that we see as a chronic challenge is that leaders underestimate the level of effort, time, and qualified resources needed to conduct the planning prior to moving into the "build" phase of the first initiative. Take the time needed to ensure the strategy is effectively aligned with the desired business outcomes and then build to that end.

Bring in Business Analysts and technical architects to augment the strategy and identify potential risks. Have them double-check your assessment of the build and use them as extra hands to estimate the level of effort needed. You can also use them to ensure an on-time and under-budget delivery.

ESTABLISH AN INTERNAL COMMUNICATIONS PLAN

Get early wins and publicize them through effective endomarketing. Declare victory and celebrate milestones to show that momentum is building and change within the organization is underway.

It helps send a message to future nay-sayers, making it more difficult for them to dig in. It can also help accelerate buy-in as various departments and skill sets are asked to participate.

Keep in mind that DX is multi-disciplinary and inter-departmental, so you always need to be in evangelization and recruiting mode. You never know when you may need to call upon anyone in the organization for inclusion into the initiative.

BUILD CONSENSUS BY PRIORITIZING PROCESS DEPENDENCY OVER PERSON DEPENDENCY



We covered the need to document processes before you invest in building. Even some of the large consulting firms can misguide executives into starting on a 5/5/5 path — that is, what can be done in 5 days, 5 weeks, and 5 months.

While we are big believers in design thinking, identifying the fastest path to cash, and the MVP, Lima Consulting Group also understand that DX is a team sport and is multi-disciplinary.

If the existing processes and desired business outcomes are in people's heads and those people work in different departments or business units — and you're trying to automate and scale these key processes to deliver a world-class digital customer experience — you can't get away from spending the time to document and widely communicate the intended customer journey.

Don't fall into the trap that the design workshop will be enough to lay all of the requirements and nuances on the table. Many of the steps on the journey are uncharted territory. Resources will move and 3rd parties will implement the journeys that may have never been attempted before — at least with people that have departments and resources who have never worked together.

Imagine a scenario where the folks who manage the financial management of the loyalty platform are dealing with graphic designers to enable a mobile app for loyalty. Come early to the first design thinking workshop and help facilitate the exchange of business cards within your own company, these folks are meeting for the first time.

Document, then digitize. Be process-dependent, not person-dependent to accelerate the path to MVP, reduce project risks, and save money lost on re-working miscommunications.

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SET, COMMUNICATE AND OPTIMIZE STANDARDS

CREATE A DIGITAL BALANCED SCORECARD

Great performances are measured and optimized. Athletes know their numbers and strong leaders do too. Leadership aligns the organization by setting targets, communicating them, and then optimizing performance to reach the desired business outcomes.

New unit leaders in the military learn a common mantra: “Set, communicate, and enforce standards.” Translated into business terminology it might be said, **“SET, COMMUNICATE AND OPTIMIZE PERFORMANCE.”**

Laying down the **BALANCED SCORECARD** in simple and widespread communications has a far-reaching impact to align even the most distant frontiers of the organization. The benefits are far more profound than can be imagined and usually surprise DX/CX leaders when they receive the feedback of their importance from the rank and file -- even from the unexpected pockets that weren't intended to be impacted as direct stakeholders.

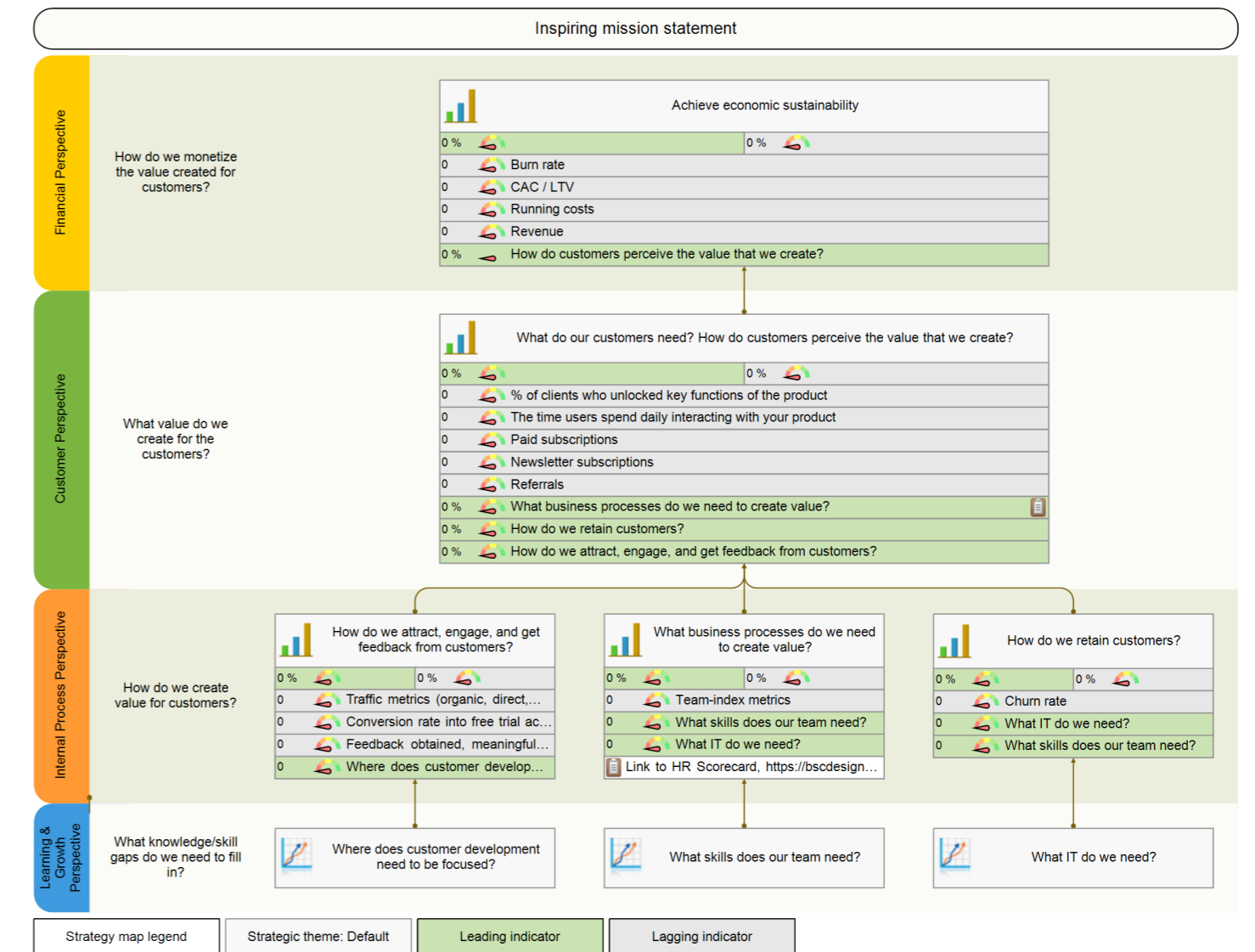
Know what the desired business outcomes should look like and use them as the guiding principles in establishing the Balanced Scorecard to align board level directives in creating strategic objectives. Break those down into operational campaigns and, finally, deploy activities into the lowest level of tactical tasks.

SO, WHAT IS A DIGITAL BALANCED SCORECARD? LET'S BREAK IT DOWN.

Set standards using a Digital Balanced Scorecard.

Begin with the **FINANCIAL METRICS** you wish to attain. From there, identify the **CUSTOMER OUTCOMES** that directly support the **VALUE DRIVING PROCESSES** that lead to revenue. Next, identify the Internal Operations needed to deliver on the promises made to customers in the previous step.

Finally, you'll want to identify gaps while assessing the **INNOVATIONS AND PATHWAYS** towards **LEARNING AND GROWING** as an organization. The Balanced Scorecard is a time-tested and proven best practice that we add to the design thinking process. It can help accelerate consensus building, as well as align the strategies, operations and tactics at all levels of the organization.



Communicate your Standards.

Find ways to **communicate** the plan using a frequent and meaningful communications plan. Mix webinars, email, posters, conference calls, training sessions, workshops and open forums with written or video communications.

Establish the plan by assigning an owner to hold frequent meetings and publish announcements that keep the organization informed of the initiative. Remember that many pockets of the organization are relying on the initiative and might've had to sacrifice their budgets to enable this important effort.

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Return to the Band of Excellence to optimize performance.

Optimize performance by understanding what is normal and establishing alerts for over and under indexing performance metrics. In the section addressing the Key Performance Indicators, we referenced the concept of **TIME-PARTING**. That means identifying periods of performance relative to a specific customer journey. With the understanding of the critical moments throughout the day, week, month or relevant digital time period, you may find new ways to think about what is normal and what is desired.

For example, we worked with a large internet service provider and discovered that there is a magic period of sensitivity for a certain user cohort that visited the website seven days ago. There is a high probability that net new customers visited 7 days prior. Upon further advanced analysis and pathing reporting, we identified that that user group were moving their primary residence.

In this example, the time-part was not tied to a period of calendar time, rather it was tied to a trigger within a cohort of users who visited certain pages and subscribed or bought within 7 days.

Understanding the **DIGITAL RHYTHM OF THE BUSINESS** and establishing what we call the **"BAND OF EXCELLENCE"** is a critical step towards being able to optimize and scale desired business outcomes. The deliverable from this step is to determine the upper and lower indexes for alerts, and setup alerts so that automatic triggers notify either automated response mechanisms (such as marketing automation journeys) or some type of human resource (such as a call center, sales team, or direct marketing team).

User Alerts.

Reports and dashboards are not enough. The Alerts imply that the organization understands what is normal for that time-part, user cohort or other time-bound principle. It also implies that automation or individuals who can initiate processes will be at the ready once alerted of an over- or under-performing trigger during their watch.

To reach the scale of what computing power can do within an organization, we need to automate processes. Start by documenting your key processes, then digitize them using marketing automation, workflows, Robotic Process Automation, programmatic ad buying, or any other algorithmic/AI tool of your choice.

Finally, you'll move into an optimization stage anywhere from 18 months to 3 years from implementation. You can provide the structure for the organization to lead the change over the short- and long-term using the model here:

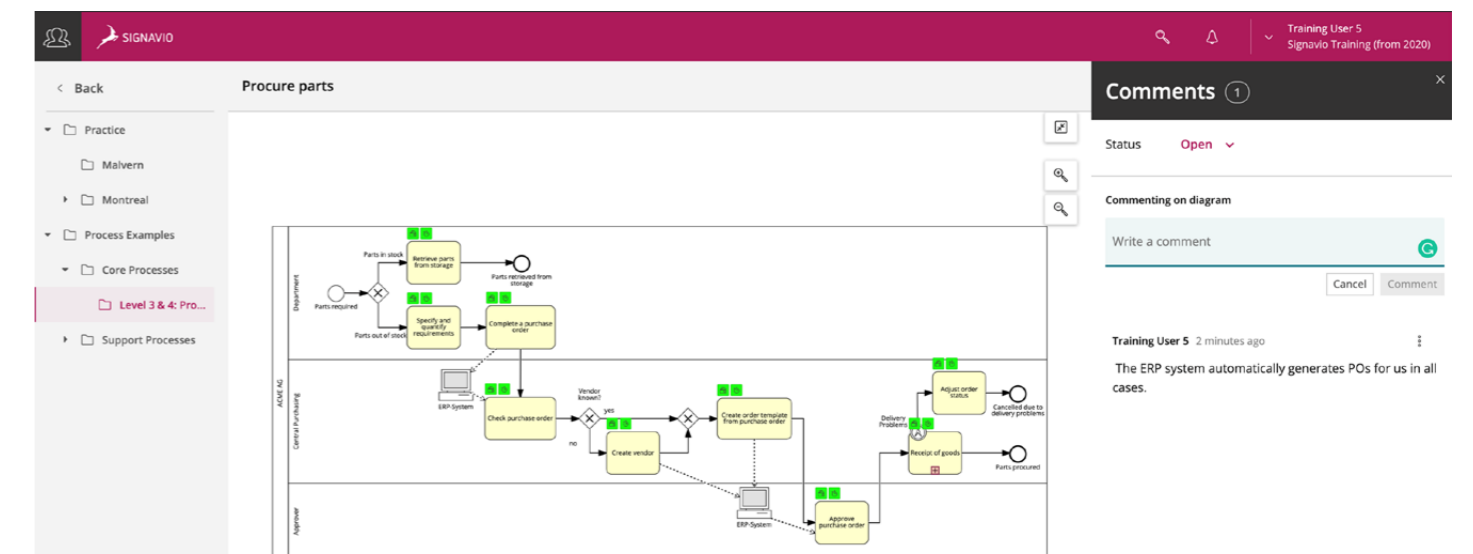
DOCUMENT > DIGITIZE > OPTIMIZE

Set triggers to identify personas and push them throughout your MarTech stack.

Identify what scale looks like when a persona is operating within the Band of Excellence — and accelerate or automate where you can. We call these processes **"STRAIGHT-THROUGH PROCESSES" (STPs)**, a term borrowed from financial services to indicate that the process fits within the normal flow.

Identify personas or steps along the journey that may operate outside of the Band of Excellence and explore ways to automate the exceptions to the normal — we call these **"EXCEPTION-BASED PROCESSES" (EBPs)**.

Many organizations maintain war rooms with the processes and triggers posted to the walls for everyone to use in planning sprints and to encourage collaboration. Organizations are using tools such as Signavio's Business Process Modeler and the corresponding Collaboration Hub to gather feedback and push the knowledge to the frontiers of the organization.

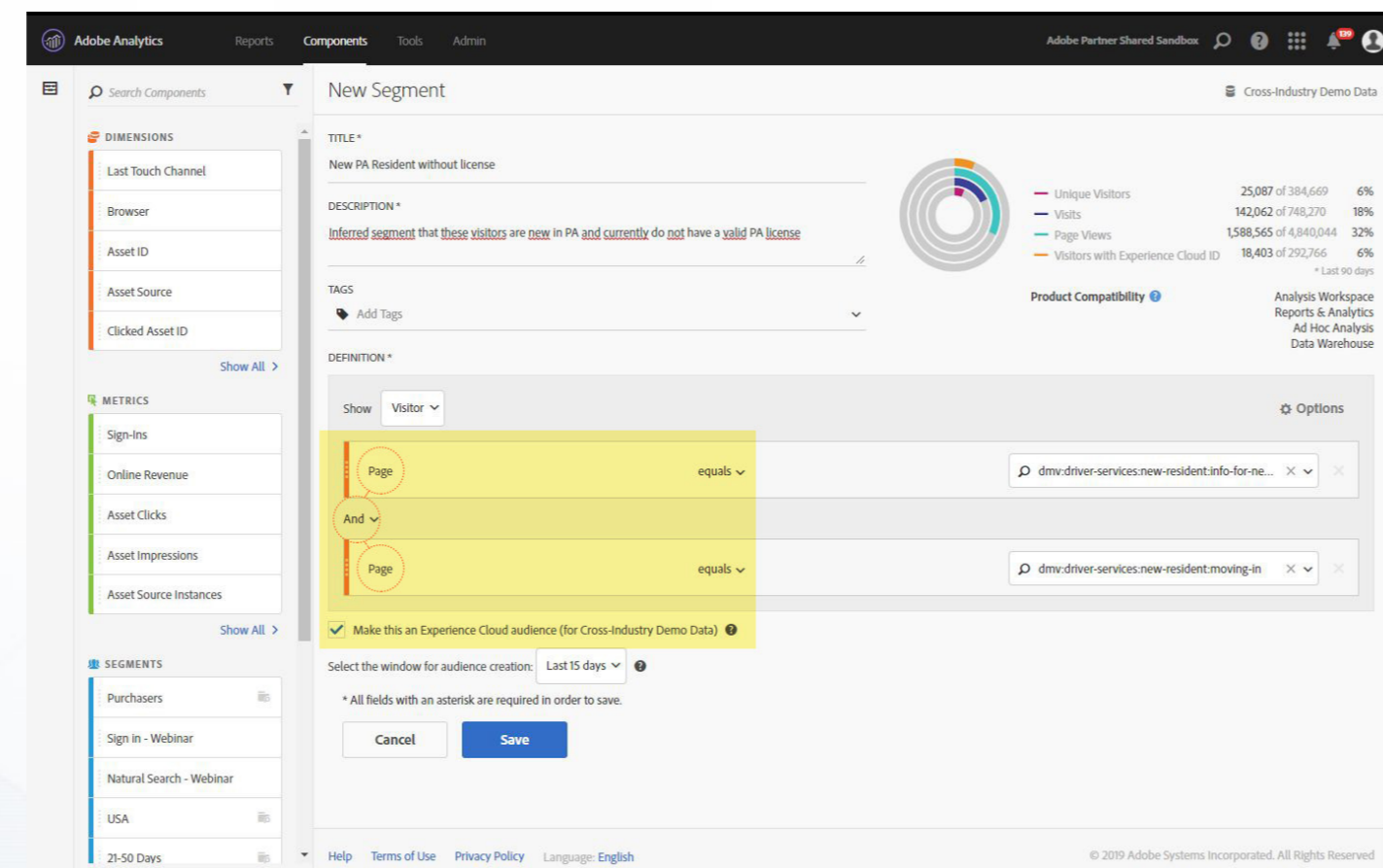


Use triggers from the Alerts in the Band of Excellence to initiate both automated processes and human based tasks. Accelerate Straight Through Processes (STP) for the "Normal" and Exception Based Processes (EBP) for those that are not in the Band.



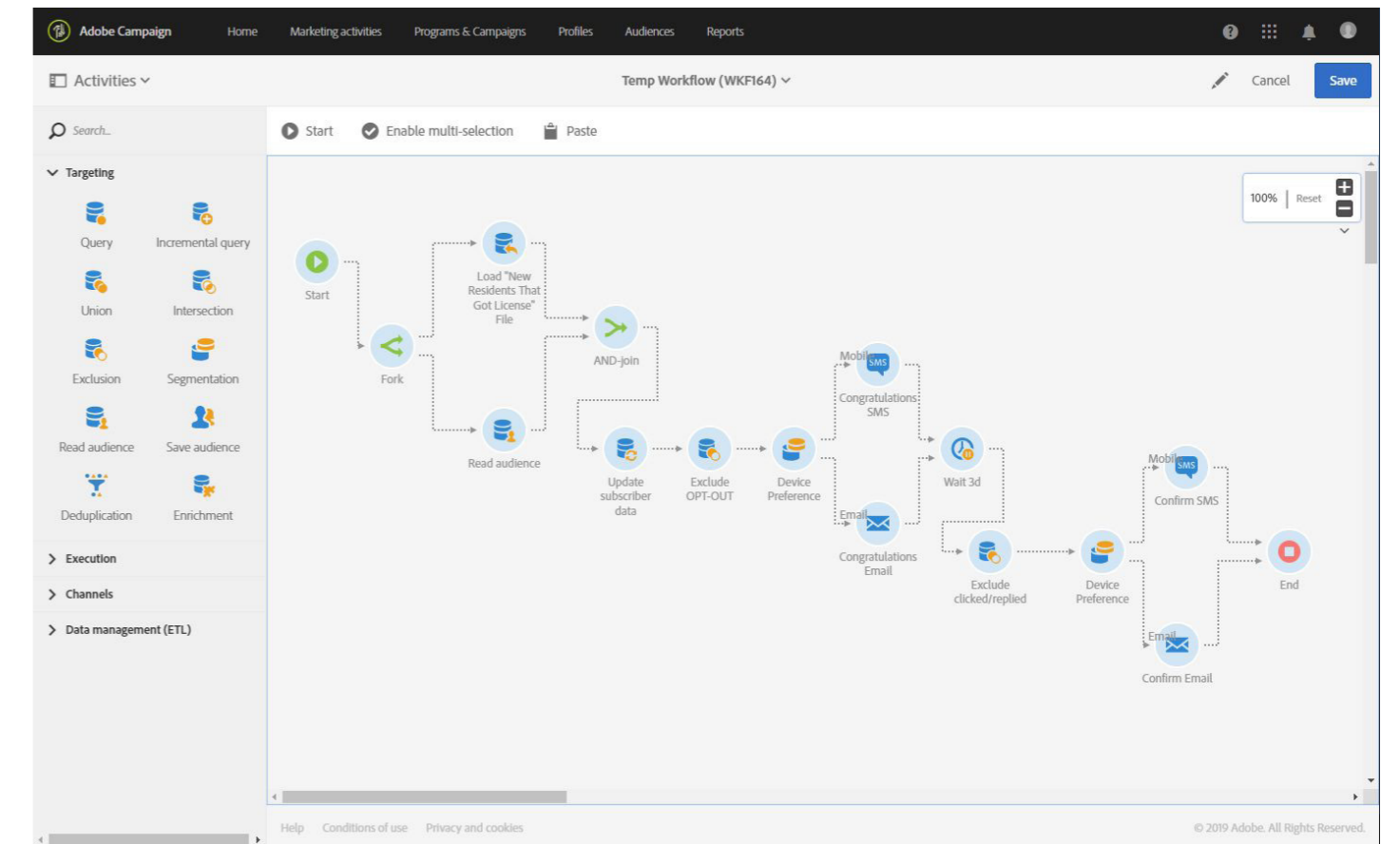
BUILD YOUR MARTECH AND ADTECH ROADMAP

Use a Digital Transformation methodology to (1) understand how your organization uses data and assess your data readiness, (2) assess your agility posture and clearly define how your organization will be agile to insights, innovations, technology enhancements and changing market dynamics and (3) sequence the order of what MarTech and AdTech tools your organization will adopt. Here at Lima Consulting Group, we have developed a proprietary model for these three deliverables that we call the Digital Transformation Maturity Model.



Screenshot taken from Adobe Analytics

In this scenario, a cohort of visitors who visited pages on the state government webpage for the state of Pennsylvania have visited two pages related to securing a drivers license for new residents. Notice the checkbox here automatically pushes this dynamically created cohort to other digital marketing technologies, such as Adobe Campaign or Marketo.



Design customer journeys and implement desired communications by personas to help customers attain their desired outcome. Build journeys for users that are operating within the Band of Excellence to advance their journeys using the scale and automated capabilities of your Marketing Automation platform.

DOCUMENT, DIGITIZE, THEN OPTIMIZE

START WITH THE CUSTOMER'S EXPERIENCE

BUILD CONSENSUS BY PRIORITIZING PROCESS DEPENDENCY OVER PERSON DEPENDENCY

SET, COMMUNICATE AND OPERATIONALIZE STANDARDS

BUILD MULTI-DISCIPLINARY, CROSS-DEPARTMENTAL TEAMS

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Digital Transformation is a team sport played over many seasons -- a multi-year program if you will. It is also multi-disciplinary and will hold many unseen or unknown inter-dependencies. Some will be caused by external forces, while others will be caused by internal forces.

By its very name, Digital Transformation is transformational. The thinking that got your entity to where it is today might not take you to where you want to be. While you're likely already expecting change, consider the quantity and breadth of relationships you must establish.

You will be pushed as you **BUILD CONSENSUS, GAIN ALIGNMENT, IDENTIFY BUSINESS MODELS, ESTABLISH PARTNERS, EMBRACE INNOVATION, IDENTIFY RISKS, DEPLOY NEW TECHNICAL CAPABILITIES, SHIP PRODUCT, AND ROLLOUT NEW EXPERIENCES.**

You will identify new ways of engaging customers and you will launch new answers.

For many organizations, it's also a new motion. Many executives may feel that capabilities, functions, or personnel that currently report to them handle portions of the Customer Experience (CX) journey, or the Digital Transformation (DX) initiative. While that may be the case, most DX/CX teams are going to experience a collision of universes that have never worked together.

Marketing, Finance, Legal, Privacy, Security, Information Technology, Data, ERP, CRM, Training, Call Center, Sales, Purchasing, and HR — along with a small army of 3rd party consultants, systems integrators, strategists, and independent software vendors — will all be at the table working on initiatives that are new, multi-disciplinary, and cross-departmental.

When is the last time that all these people talked to each other before? It didn't happen but now it is happening.

Use 3rd party Trusted Advisors to help establish the Digital Transformation Roadmap and ensure that they use an established Digital Transformation maturity model in assisting you in the process.

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Who should have a seat at the table?

A Digital Transformation Strategic Advisor

Marketing

Market Research

Data Science and Visualization

Information Technology

Data Architects

Finance

Procurement

Sales

Customer Service

Key Suppliers

Key Distribution Relationship(s), Re-sellers & Affiliate Partner(s)

Human Resources

Legal

Privacy

Operations

Research & Development

Product Development

3rd party Ad Agency(ies)

Independent Software Vendor(s)

Professional Service Firm(s)

Systems Integration Partner(s)

Trusted Advisor(s)



There are going to be new relationships built within the organization and with 3rd parties, as well as new reporting structures and new lines in budgets that break dollars out from some of the existing leaders. Change is coming and it's a recipe for friction. Expect rivalries and arm-wrestling matches over reporting structures, as well as the sources or uses of capital and governance.

One scenario that illustrates the challenges on the trail towards DX might be something as simple as determining who can make decisions over the Master Customer Data records. Who owns customer data — especially when more than one business unit serve the same customer? Is it a shared resource?

DATA GOVERNANCE should be clearly defined and allow for input from anywhere within the organization. For example, a data-cleansing algorithm might be optimal for one business unit, but sub-optimal for another business unit. Who decides if the entire database will be subject to the new data cleansing model? In organizations where BUs compete, how should these decisions be made?

Start with understanding what skills are going to be needed and build process maps for how decisions will be made before the initiatives begin. Who will arbitrate if there are conflicts? Will you defer to a 3rd party Trusted Advisor, a C Level executive, or a majority vote among equals within the Data Governance Steering Committee?

Consider conducting a **SKILLS INVENTORY** to help you understand what skill you need, when you will need them, and if you have the people in-house to staff the initiative. You may be able to accelerate the planning and execution by outsourcing key functions and roles while you stand up the competency within.

Identify the outlet for the pressure valve before you begin.

Build the Steering Committee with a multi-disciplinary and inter-departmental construct in mind. While the initiatives might originate and be funded by whomever is out in front, DX/CX is an enterprise initiative. The investments made and data readiness decisions will affect those business units that start their journeys later on.

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THE DX/CX LEADER'S CHEAT SHEET

1. DOCUMENT, DIGITIZE, THEN OPTIMIZE

- a. Recognize that documenting processes is usually an important but not urgent activity and you may need a consultancy to help you break the inertia
- b. Identify and document Processes ripe for DX that are
 - I. Business as usual opportunities
 - II. Business Disruption
- c. Use the 5 Degrees of Disruption to determine and categorize your value driving and cost-driving processes

2. START WITH THE CUSTOMER'S EXPERIENCE

- a. Build Personas
- b. Determine Key Business Objectives and Key Performance indicators
- c. Build your Digital Balanced Scorecard
- d. Of the value-driving processes, identify candidates for customer journey mapping
- e. Define the "band of excellence" for what defines a good number for each persona of each value-driving process, some of these will be candidates for customer journey maps
- f. Build the Customer Journey Map starting with a design thinking workshop
- g. Build multi-disciplinary and inter-dependent teams and mix engineers, data and creatives from the beginning
- h. Repeat the customer journey for each persona
- i. Identify the backstage activities such as data flows, infrastructure and triggers
- j. Build process maps using BPMN2.0 notation
- k. Conduct a data readiness assessment
- l. Document the Data Flows
- m. Document the Business Requirements Document
- n. Document Technical Requirements
- o. Invest in design thinking as your methodology for transformation
- p. Establish an internal communications plan

3. BUILD CONSENSUS BY PRIORITIZING PROCESS DEPENDENCY OVER PERSON DEPENDENT INITIATIVES

- a. Build a business case
- b. Build out the forecasted costs for the people, processes, platforms and performance metrics
- c. Build a Rough Order of Magnitude for the potential uplift for the initiative over a 3-year period

4. SET, COMMUNICATE AND OPERATIONALIZE STANDARDS

- a. Overcome Inertia by creating a Digital Balanced Score Card (DBSC)
 - I. Establish Financial KPIs
 - II. Align Customer Outcomes that would reach the Financial KPI
 - III. Align Operational Objectives to the Customer Outcome
 - IV. Align the Innovations, Training and internal activities that are needed to meet the Operational Objectives
- b. Communicate the DBSC as a program
- c. Build the Band of Excellence by Time Parting periods of performance
- d. Create alerts sent to appropriate stakeholders
- e. Identify Straight Through Processes and Exceptions Based Processes
- f. Set customer segments in analytics using behavioral triggers
- g. Create Customer Journeys in Marketing Automation
- h. Build your MarTech and AdTech roadmap

5. BUILD MULTI-DISCIPLINARY, CROSS-DEPARTMENTAL TEAMS

- a. Invite appropriate stakeholders to the table (see our list)
- b. Adapt Quickly & Fail fast
- c. Use Trusted 3rd party advisors to accelerate on-time, on-budget delivery
- d. Keep quality high to build momentum and confidence
- e. Conduct a Skills Inventory based on the roadmap, timing of launches and internal capacity

About the author

In 2004, Paul Lima founded Lima Consulting Group, a multi-national consultancy with offices throughout the Americas. He is the author of the firm's flagship offering, the Digital Transformation Maturity Model used by Fortune 100 companies and mid-sized businesses alike in strategically applying digital innovations to deliver world-class, customer experiences.

Paul is a veteran of the US Army and served as one of the founding officers in the Nation's first Joint cyber-warfare unit headquartered in the Pentagon. He earned a Masters Degree in the Management of Technology awarded jointly by the University of Pennsylvania's School of Engineering (SEAS) and the Wharton School and holds a B.S. from the United States Military Academy.

Paul is a trusted advisor to the visionaries and change agents of today charged with creating the digital futures of tomorrow



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