

DELIVERING YOUR DIGITAL VISION

In this digital age, businesses will survive and thrive by building an intimate bond with customers - maximising the opportunity to grow revenue, drive loyalty and increase market share.

Taking a digital-first approach to business means that you can adapt quickly to customer needs - unlocking a deeper understanding of the customer, providing the flexibility to respond to what the customer wants and crucially, reduce customer effort as they purchase across the whole range of products and services.

LAYING THE FOUNDATIONS FOR YOUR DIGITAL BUSINESS

The success of a digital business will be built on the foundation of a digital platform - the suite of technology, software, process and data that drives interoperability across the business and enriches the customer experience.

But, delivering a digital platform is not that straight forward. Often digital businesses emerge from a brown field site with a spider's web of technology, a legacy IT delivery function, traditional delivery approaches and silos of data.

Delivering a digital platform requires a step change across a number of factors:

- Delivering integrated applications and services that support a seamless end-to-end customer journey which is completely digitally enabled, maximising loyalty through ease of use and maximising ancillary revenue opportunities across the many customer journey touchpoints
- Delivering flexible and adaptable digital channels to market, enabling opportunities to be quickly capitalised on
- Using all customer data to drive personalised marketing, reducing the hurdles to purchase, driving both loyalty and revenue
- Ensuring the full use of enterprise and operational data to produce analytical insights to support tailored and targeted service offerings
- Enabling Artificial Intelligence and machine learning embedded in the enterprise architecture to support critical business processes such as revenue management, disruption management and crew management
- Using agile delivery methods to ensure the customer stays at the centre of delivery.

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FACING INTO THE COMMON CHALLENGES

There are common challenges that need to be addressed as part of a structured programme of change:

- Ensuring that the digital platform is positioned from the start to continue to provide value to customers – and that it remains prioritised
- Making sure that the business is ready for change – that there is a digital strategy and a clear roadmap for delivery
- Placing the right digital leadership to deliver the step change required and ensuring they have the right independent outlook
- Making sure that all remain focussed on the business outcome and do not become obsessed by the delivery methodology or skewed by the technical components.

DEFINING A DIGITAL VISION AND STRATEGY

Many start by initially focusing on a digital vision, a digital business strategy and a digital transformation roadmap. They define a vision of what their business will be, in say five years' time, and work out the steps they will take to deliver their digital transformation. The result is often a large programme or portfolio of work.

Here's where the problem can lie – such programmes can quickly become bogged down in the detail, wrapped around the axel of the methodology used to implement and often costs can spiral. All of a sudden, what felt like a vision of digital glory, and a step into pastures new, turns into a tedium of nightmares, a daily grind of slipped time frames, suppliers not delivering, lowered staff morale and a lack of credibility in the eyes of the board every time someone mentions the word digital.

It does not need to be like this. In our experience, your chances of digital success are increased if you kick-start your digital transformation with a 'digital silver bullet' – a focused and targeted plan of action.

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Start your digital journey with a single digitally enabled project or initiative that will quickly set the scene, expectations and pace for the rest of your digital transformation. This plan should be the corner stone of your digital transformation and should deliver a “night and day” or paradigm shift in the way your organisation operates – leading to either major revenue growth, cost savings or both. Ensure your plan is 100% focussed on delivering what the business actually wants. For this approach to work, you need to:

- Stop talking about digital and start talking about the business outcome. Focus everyone’s minds on a single goal. Get the first one right, see how your business reacts and emulate for the future
- Instead of digital, talk about outcomes, the benefits and nothing else. Digital means nothing without the description of what will tangibly be achieved, for example, ‘the ability for my customers to buy from me in three clicks on a mobile app’
- Organise yourselves in the right way. Boards are often led by previous experience. But, often the approach that worked well in one organisation will not work so well in the next. You must implement the approach that works well in your organisation. If you need to, adjust your end-to-end delivery cycle – refine and scale as you progress. Measure and celebrate success – learn and apply the lessons for the next phase.

HOW DO YOU FIND YOUR ‘DIGITAL SILVER BULLET’ AND ORGANISE AROUND IT WITHOUT IMPACTING THE REST OF YOUR BUSINESS?

At Project One, we have first-hand experience of delivering digital platforms and making digital transformation work. If these challenges sound all too familiar to you or your organisation and this is something that you would like to know more about, please get in touch: steve.calder@projectone.com

Find out how Project One worked with leading Telco, Telenet, in Belgium, to deliver their Digital Platform by [clicking here](#).