**Building a Digital Business Strategy**

**Workbook for**

**(Company Name)**

**Competing for the Digital Future | Leadership Program**

**From Spice Catalyst**

**Team Roster**

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| **Team Member** | **Title** | **Contact** |
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| **Section** | Business and Technical Drivers |

How is technology reshaping your industry and what skills will you need?

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| Question | Answer |
| How are technologies and digital ecosystems are shaping your industry and your customers? |  |
| How will they impact the competitiveness of your products, marketing, and operational systems? |  |
| When will those begin significantly impacting you? |  |
| What new business and technical skills do you need? |  |
| Other Discussion |  |

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| **Section** | Digital Disruption vs Leadership |

What separates leaders and the disrupted. What similarities does your company have?

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| Question | Answer |
| Examples of digital disruption and leadership in your industry? |  |
| Where is your company’s greatest exposure to disruption? |  |
| Where are your exposures in Products, Marketing, Operations? |  |
| What strengths and capabilities can help you overcome those? |  |
| Other Discussion |  |

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| **Section** | Visionary Customers |

Who are your visionary customers and why are they important?

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| Question | Answer |
| Who are your most visionary customers? |  |
| What is your level of engagement with them? |  |
| What is their digital strategy? |  |
| What impact / opportunities do those present to your organization? |  |
| Other Discussion |  |

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| **Section** | Digital Ecosystems |

Which digital ecosystems will have the greatest impact on your company?

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| Question | Answer |
| What digital ecosystems will have the greatest impact on you and your customers? |  |
| What are the major transformative technologies driving them and what are the current trends within them? |  |
| How are they impacting industry value chains, jobs, and customer behavior? |  |
| How are they impacting Products, Marketing, Operational Systems? |  |
| Other Discussion |  |

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| **Section** | Transformational Discovery |

What value would Transformational Discovery create for your company?

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| Question | Answer |
| What high value customer outcomes is your segmentation based on? |  |
| What value chains and jobs support those outcomes? |  |
| What opportunities / requirements would those create for you? |  |
| How will those impact your products, marketing, and operational systems? |  |
| Other Discussion |  |

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| **Section** | Introduction to the “Digital Core” |

What is the digital core and what does the transformation focus need to be?

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| Question | Answer |
| What is your current strategy for integrating your digital core more deeply with the digital ecosystems and each other? |  |
| What plans do you have in place to apply the data from those domains to facilitate better customer outcomes and internal effectiveness? |  |
| What is your current status in terms of personalization for customer, employees, and partners? |  |
| Other Discussion |  |

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| **Section** | Digital Core: Products |

What is is your transformative products strategy and roadmap?

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| Question | Answer |
| How will outcome and ecosystem based design impact your product strategy? |  |
| What role will data / analytics play in the future design of your products and services? |  |
| How will those be used to facilitate customer outcomes and increase internal effectiveness? |  |
| What new business models might create new opportunities or requirements for your products? |  |
| What is your transformative product strategy and roadmap? |  |
| Other Discussion |  |

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| **Section** | Digital Core: Marketing / Customer Journey |

What is transformative marketing and its value to your company?

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| Question | Answer |
| What is your current customer journey? |  |
| What are the primary outcomes customers want to achieve at each stage? |  |
| How can transformative technology and data and analytics help you better understand, anticipate, and facilitate those outcomes? |  |
| What value would personalization bring to your customer engagement and marketing? |  |
| Other Discussion |  |

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| **Section** | Digital Core: Operational Systems |

What is transformative investment in operational systems and what is its value?

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| Question | Answer |
| How are transformative technology and ecosystems changing your industry’s operational systems and value chain? |  |
| How will your visionary customer’s digital strategy impact the competitiveness of your operational systems? |  |
| What opportunities are there for disruption and how will those impact you and your current systems? |  |
| What is your strategy to improve personalization and collaboration? |  |
| What is your roadmap for predictive and prescriptive analytics and cognitive systems? |  |
| Other Discussion |  |

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| **Section** | Digital Leadership: Introduction |

What are digital leadership competencies and why are they critical?

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| Question | Answer |
| What are you current strengths and weaknesses relative to digital leadership competencies? |  |
| How well do they support your organization’s ability identify and act on emerging opportunities and requirements? |  |
| Other Discussion |  |

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| **Section** | Digital Leadership: Customer Insight |

What is the role and value of Always-On Customer Insight?

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| Question | Answer |
| How well does your current customer insight and research support understanding and accelerating higher value customer outcomes? |  |
| How much of your current activities are focused on understanding visionary customers and the changes they are likely to bring to their industry and to their requirements of you? |  |
| What is your roadmap for capturing, and analyzing customer insight, from across your customer’s journey? |  |
| How well is that information and insight shared across the company today? |  |
| Other Discussion |  |

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| **Section** | Digital Leadership: Technology Insight |

What is Always-On Technology Insight and of what value is it to your company?

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| Question | Answer |
| How does your company currently track / engage in digital culture and the transformative technology it’s driving? |  |
| How are the potential combinations of technology evaluated relative to your customers, products, marketing, and operations? |  |
| How is that insight shared within and across the organization? |  |
| Other Discussion |  |

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| **Section** | Digital Leadership: Data and Analytics |

What are transformative data / analytics and what is their value to your company?

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| Question | Answer |
| What data and analytics would help your customers achieve higher value outcomes and experiences faster and more effectively? |  |
| How would that same information help you design and deliver better products, marketing, and operational systems? |  |
| How well do your current products, marketing and operational systems capture and use that type of information? |  |
| What is your roadmap for using data more prescriptively? |  |
| What is your data security strategy for intelligent products and systems? |  |
| Other Discussion |  |

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| **Section** | Digital Leadership: Continual Innovation |

What is transformative innovation and what is its value to your company?

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| Question | Answer |
| What is your company’s current approach to innovation? |  |
| What is your strategy to incorporate innovation networks / ecosystems? |  |
| How is your current innovation strategy / portfolio structured – incremental vs transformative? |  |
| How aligned is your innovation strategy with high value / high growth customer outcomes? |  |
| How ingrained is continual learning and innovation across your organization? |  |
| Other Discussion |  |

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| **Section** | Transformation Program: Introduction |

What are the stages of transformation and why are they valuable?

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| Question | Answer |
| How different is your company’s current perspective on digital transformation from what has been presented here? |  |
| What will it take to align it? |  |
| What major initiatives within your organization have had major successes and what was characteristic about their success? |  |
| What major initiatives have you seen fail and what was characteristic about those? |  |
| How can you use those examples to gain the support you need for this effort? |  |
| Other Discussion |  |