

The Digital Transformation Playbook Rethink Your Business For The Digital Age Columbia Business School Publishing

In 2018, '77 Building Blocks of Digital Transformation: The Digital Capability Model' was published to help 'digital practitioners' working in the digital space. Since then, quite a few readers have suggested writing a book about digital transformation for 'the general public' interested in learning more than basics of digital transformation. That is how the book '77 Building Blocks of Digital Transformation: Simply Explained' has been created. This book is intended to deliver the key messages of 'the 77 Building Blocks' to the general public. It aims to help the general public understand 'actual practices' in the digital space. This is not a theory book that discusses the academical ideas and concepts of digital transformation, but a 'practical' field book that describes the proven digital capabilities as the building blocks of digital transformation. This book does however not fully cover the technical detail of the Maturity Model described in '77 Building Blocks of Digital transformation: The Digital Capability Model' that aims to help digital practitioners with measuring digital maturity. Instead, this book provides examples of higher maturity indicators as an introduction to the Maturity Model. If you are looking for a deep dive into the Maturity Model, refer to '77 Building Blocks of Digital transformation: The Digital Capability Model'. This book covers:

1. Digital Customer Experience Management -Digital Customer Journey Management -User Research -Usability Analysis -User Experience Designing -User Experience Testing
2. Social Interaction -Social Listening -Social Media Marketing -Social Media Servicing -Online Community Management -Rating & Review Management -Content Moderation -Social Crisis Management
3. Digital Marketing -Digital Brand Marketing -Search Engine Optimization -Paid Search -Content Targeting -Affiliate Marketing -Online Advertising -Digital Campaign Management -Lead Management -Marketing Offer Management -Email Marketing -Mobile Marketing -Marketing Automation -Conversion Rate Optimization
4. Digital Commerce -Online Merchandising -Shopping Cart & Checkout -Payments & Reconciliation -Order Management & Fulfillment -Account Management & Self-Service
5. Digital Channel Management -Channel Mix & Optimization -Cross-Business Integration -Cross-Channel Integration -Multi-Device Presentation
6. Knowledge & Content Management -Knowledge Collaboration -Knowledge Base Management -Content Lifecycle Management -Digital Asset Management -Content Aggregation & Syndication -Web Content Management
7. Customization & Personalization -Customer Preference Management -Customer Communication Management -Social Behaviour Management -Interaction Tracking & Management -Customer Loyalty Management -Digital Customer Services
8. Digital Intelligence -Product Similarity Analytics -Customer Insights -Customer Segmentation -Conversion

Analytics -Digital Marketing Effectiveness -Big Data Analytics -Web Analytics -Reporting & Dashboard9. Digital Data Management -Non-relational Data Management -Distributed Data Store Management -Enterprise Search -Master Data Management -Data Quality Management -Digital Data Policy Management10. Digital Infrastructure Management -On-Demand Provisioning -User Interaction Services -Process Integration Services -Parallel Processing Services -Federated Access Management -Digital Continuity Management11. Digital Alignment -Digital Innovation -Digital Planning -Digital Governance -Cross-Boundary Collaboration -Digital Journey Readiness12. Digital Development & Operations -Digital Program & Project Management -Digital Design Authority -Digital Capability Development -Digital Capability Introduction -Digital Service Operations -Digital Quality Management

In order for successful business transformation to occur, there's an inner transformation that must happen. The innumerable professional forces that tug pell-mell from every imaginable quarter, need to be organized and personal demons exorcized or at least managed. This book takes you through the transformative journey of Dillon, the presumptive head of Digital in one of the world's largest footwear manufacturers, his private and professional struggle and victory. This modern parable answers the quintessential question: What makes a leader great? Read the step-by-step digital transformation execution plan, complete with tools, artefacts, lessons, pitfalls to avoid and best practices from the industry. If you've ever wished for a book that didn't shy away from delving into the 'how' of the execution journey, and while doing so took you on an enjoyable roller coaster ride, look no further. Grab this!

A blueprint for reinventing the core of your business Value in the next phase of the digital era will go to those companies that don't just try digital but also scale it. Digital@Scale examines what it takes for companies to break through the gravitational pull of their legacy organizations and capture the full value of digital. Digging into more than fifty detailed case studies and years of McKinsey experience and data, the authors, along with a group of expert contributors, show how companies can move beyond incremental change to transform the business where the greatest value is generated—at its core. The authors provide practical insights into the three pillars of digital transformations that successfully scale: reinventing the business model, building out a business architecture from the customer back into the organization, and establishing an 'amoeba' IT and organizational foundation that learns and evolves. This is the ideal guide for all leaders who recognize the power and promise of a digital transformation.

Are you at risk of being trapped in an uncompetitive business? Chances are the strategies that worked well for you even a few years ago no longer deliver the results you need. Dramatic changes in business have unearthed a major gap between traditional approaches to strategy and the way the real world works now. In short, strategy is stuck. Most leaders are using frameworks that were designed for a different era of business and based on a single dominant

idea—that the purpose of strategy is to achieve a sustainable competitive advantage. Once the premise on which all strategies were built, this idea is increasingly irrelevant. Now, Columbia Business School professor and globally recognized strategy expert Rita Gunther McGrath argues that it's time to go beyond the very concept of sustainable competitive advantage. Instead, organizations need to forge a new path to winning: capturing opportunities fast, exploiting them decisively, and moving on even before they are exhausted. She shows how to do this with a new set of practices based on the notion of transient competitive advantage. This book serves as a new playbook for strategy, one based on updated assumptions about how the world works, and shows how some of the world's most successful companies use this method to compete and win today. Filled with compelling examples from “growth outlier” firms such as Fujifilm, Cognizant Technology Solutions, Infosys, Yahoo! Japan, and Atmos Energy, *The End of Competitive Advantage* is your guide to renewed success and profitable growth in an economy increasingly defined by transient advantage.

Rethink your business for the digital age. Every business begun before the Internet now faces the same challenge: How to transform to compete in a digital economy? Globally recognized digital expert David L. Rogers argues that digital transformation is not about updating your technology but about upgrading your strategic thinking. Based on Rogers's decade of research and teaching at Columbia Business School, and his consulting for businesses around the world, *The Digital Transformation Playbook* shows how pre-digital-era companies can reinvigorate their game plans and capture the new opportunities of the digital world. Rogers shows why traditional businesses need to rethink their underlying assumptions in five domains of strategy—customers, competition, data, innovation, and value. He reveals how to harness customer networks, platforms, big data, rapid experimentation, and disruptive business models—and how to integrate these into your existing business and organization. Rogers illustrates every strategy in this playbook with real-world case studies, from Google to GE, from Airbnb to the New York Times. With practical frameworks and nine step-by-step planning tools, he distills the lessons of today's greatest digital innovators and makes them usable for businesses at any stage. Many books offer advice for digital start-ups, but *The Digital Transformation Playbook* is the first complete treatment of how legacy businesses can transform to thrive in the digital age. It is an indispensable guide for executives looking to take their firms to the next stage of profitable growth.

Build a Modern L&D Team Organizations are facing an era of rapid acceleration. As new technology and digital strategies are integrated, workers at all levels will be required to build capability much faster than before, navigating more complex systems and processes. Yet, learning and development (L&D) has lagged in this area, as too many L&D functions still focus on transactional interactions across a broad and complex portfolio while starved for resources. In

L&D's Playbook for the Digital Age, Brandon Carson makes the case that it's time to reorient L&D, take a more proactive role in enabling the workforce, and create a new framework for developing skills and capabilities. L&D leaders must realize theirs is one of the most critical business functions and must be appropriately funded and resourced to realize the performance gains that are crucial to the business. L&D cannot be caught standing still and, in fact, needs a new playbook to navigate the radical and complex transformation the digital age is demanding. Stemming from the sports world, a playbook ensures the players know their roles, connect as a team, and understand the winning strategy and how to execute the game plan. For L&D, a playbook can help build alignment across the team and with stakeholders by being flexible as business needs change. Carson walks you through the steps to formulate how a new playbook could help the alignment of your L&D function—whether it's restructuring, new skilling, or rescoping. He asks readers to speak the language of business instead of the language of learning. For example, does your workforce repair aircraft or do they enable safe flight? In other words, can you be the visionary your organization requires?

Is your business ready to win in the digital future—or destined to be disrupted? Ambitious digital-driven startups are now creating and cornering new markets in every sector. And yet, most legacy businesses continue to operate by old playbooks. Most are not keeping pace with the changes in their industry, let alone leading the way—what is yours doing? The Digital Matrix will help you understand the three types of players that are shaping the new business landscape; the three phases of transformation that every firm will encounter on its journey to business reinvention; and the three winning moves that will ensure your company's success along the way. With The Digital Matrix, you will: Learn to navigate the world of digital ecosystems. Discover ways of competing and collaborating with other companies to create and capture value. Realize how powerful machines can amplify your company's human talent. Learn to assemble the team to experiment with new ideas, re-examine your core beliefs, and reinvent your business rulebook for the digital future. The future of every industry is digital, and that future is closer than you think. Do you understand where your business fits into the bigger picture? Are you ready to maximize your opportunities? Packed with current case studies and practical experience-based advice, The Digital Matrix shows you how to rethink your business model from the outside in, assemble the right team for the journey ahead, and make bold strategic choices along the three phases of digital transformation. Your company's future depends on its ability to harness digital technology. Don't wait!

A practical action plan for businesses seeking to adapt and grow in today's digital market.

Building Digital Culture aims to answer a simple question: How can organisations succeed when the environment they operate in is changing so quickly? The last thing businesses need today is a digital strategy. Instead, their strategy needs to be fit for our fast-changing digital world, where businesses have more data than they know what to do with, a media

landscape that's exploded in size and complexity, the risk of a new disruption around every corner, and only one certainty: that this change won't let up. Building Digital Culture doesn't address whether or not you should advertise on Facebook or invest in virtual reality. It doesn't seek to unearth a silver bullet to make digital investments a sure-thing. It steps back from the hype, and argues that whatever digital might mean for your business, if you don't create a digital culture you'll most likely fail, or at least fall short of what you want to achieve. Daniel Rowles and Thomas Brown combine more than 30 years of experience at the forefront of marketing and digital developments to help you to navigate from being a business that tolerates or acts digital, to one that truly is digital. Building Digital Culture is based on more than 200 hours of research, candid interviews and contributions from senior leaders at a diverse range of brands including Twitter, Made.com, Deloitte, HSBC, Ladbrokes, Direct Line Group, Barclays, The Metropolitan Police, RSA Insurance and many more.

EDGE: The Agile Operating Model That Will Help You Successfully Execute Your Digital Transformation “[The authors’] passion for technology allows them to recognize that for most enterprises in the 21st century, technology is THE business. This is what really separates the EDGE approach. It is a comprehensive operating model with technology at its core.” —From the Foreword by Heidi Musser, Executive Vice President and Principal Consultant, Leading Agile; retired, Vice President and CIO, USAA Maximum innovation happens at the edge of chaos: the messy, risky, and uncertain threshold between randomness and structure. Operating there is uncomfortable but it’s where organizations “invent the future.” EDGE is a set of fast, iterative, adaptive, lightweight, and value-driven tools to achieve digital transformation, and EDGE: Value-Driven Digital Transformation is your guide to using this operating model for innovation. Jim Highsmith is one of the world’s leading agile pioneers and a coauthor of the Agile Manifesto. He, Linda Luu, and David Robinson know from their vast in-the-trenches experience that sustainable digital transformation requires far more than adopting isolated agile practices or conventional portfolio management. This hard, indispensable work involves changing culture and mindset, and going beyond transforming the IT department. EDGE embraces an adaptive mindset in the face of market uncertainty, a visible, value-centered portfolio approach that encourages continual value linkages from vision to detailed initiatives, incremental funding that shifts as strategies evolve, collaborative decision-making, and better risk mitigation. This guide shows leaders how to use the breakthrough EDGE approach to go beyond incremental improvement in a world of exponential opportunities. Build an organization that adapts fast enough to thrive Clear away unnecessary governance processes, obsolete “command and control” leadership approaches, and slow budgeting/planning cycles Improve collaboration when major, fast-paced responses are necessary Continually optimize investment allocation and monitoring based on your vision and goals Register your product for convenient access to

downloads, updates, and/or corrections as they become available. See inside book for details.

This book provides an integrative Business Transformation Management Methodology, the BTM2, with an emphasis on the balance between the rational aspects of transformation and the often underestimated emotional readiness of employees to absorb and accept transformation initiatives. Comprising four phases - Envision, Engage, Transform, and Optimize - the methodology integrates expertise from areas such as strategy, risk, and project management. Covering the formal and informal structures and roles needed for a successful transformation, the authors cover a wide range of theory to help understand the phenomenon of transformation. A '360-degree' view on what business transformation means and how to manage it successfully, this handbook is suitable for business executives dealing with organizational change. A range of illustrative case studies ensure this is also a valuable resource for academics interested in change and transformation management.

How companies can adapt in an era of continuous disruption: a guide to responding to such acute crises as COVID-19. When COVID-19 hit, businesses had to respond almost instantaneously--shifting employees to remote work, repairing broken supply chains, keeping pace with dramatically fluctuating customer demand. They were forced to adapt to a confluence of multiple disruptions inextricably linked to a longer-term, ongoing digital disruption. This book shows that companies that use disruption as an opportunity for innovation emerge from it stronger. Companies that merely attempt to "weather the storm" until things go back to normal (or the next normal), on the other hand, miss an opportunity to thrive. The authors, all experts on business and technology strategy, show that transformation is not a one-and-done event, but a continuous process of adapting to a volatile and uncertain environment. Drawing on five years of research into digital disruption--including a series of interviews with business leaders conducted during the COVID-19 crisis--they offer a framework for understanding disruption and tools for navigating it. They outline the leadership traits, business principles, technological infrastructure, and organizational building blocks essential for adapting to disruption, with examples from real-world organizations. Technology, they remind readers, is not an end in itself, but enables the capabilities essential for surviving an uncertain future: nimbleness, scalability, stability, and optionality.

The Digital Transformation Playbook Rethink Your Business for the Digital Age Columbia University Press
Transforming our organizations to compete and thrive in today's digital age requires a combination of "old world thinking" of quality and differentiation and "new world thinking" of meeting your market where it wants to be. But making your organization "digital" is a lot more than creating a compelling mobile app and moving to the cloud. To thrive in the new marketplace, you must think and act differently. In this leader's guide to digital transformation, you'll get practical, actionable information on building an employee and customer-obsessed culture that drives speed and efficiency while

leveraging technology to sell better products and services. The guide will teach you how to: understand, articulate, and analyze the value you offer customers; get development and operations to work better together; persuade employees to do things differently; and solve problems in new and creative ways. Whether you work for a small, medium-sized, or large organization, you'll get meaningful guidance on overcoming obstacles that thwart success by learning from others. Every organization makes plans for updating products, technologies, and business processes. But that's not enough anymore for the twenty-first-century company. The race is now on for everyone to become a digital enterprise. For those individuals who have been charged with leading their company's technology-driven change, the pressure is intense while the correct path forward unclear. Help has arrived! In *Driving Digital*, author Isaac Sacolick shares the lessons he's learned over the years as he has successfully spearheaded multiple transformations and helped shape digital-business best practices. Readers no longer have to blindly trek through the mine field of their company's digital transformation. In this thoroughly researched one-stop manual, learn how to:

- Formulate a digital strategy
- Transform business and IT practices
- Align development and operations
- Drive culture change
- Bolster digital talent
- Capture and track ROI
- Develop innovative digital practices
- Pilot emerging technologies
- And more!

Your company cannot avoid the digital disruption heading its way. The choice is yours: Will this mean the beginning of the end for your business, or will your digital practices be what catapults you into next-level success?

In the last half of the Digital Age, there will be winners and losers. This book guides business leaders on what you need to do to ensure that your organization is on the winning side. Digital transformation is about building digital technologies into or around your products, services, and ways of doing business. It is about business transformation. It is not about IT. Business leaders must understand the difference between digital and non-digital organizations, and the four business strategies that have been proven to help organizations truly transform. This book provides the foundation business leaders need to filter through the noise of buzzwords and technology vendor pitches to truly take control of their digital transformation efforts. The authors share insider knowledge gained by working with leaders of corporations, non-profits, and governments across the globe over the past four decades on how to successfully define and implement a practical digital vision and strategy for your business. In plain, clear language we explain the drivers behind the changes needed to transform your organization into being a digital survivor, possibly even a disruptor in your industry. We provide step-by-step guidance on what actions you as a business leader need to take to develop a strategy and then select and implement the technologies that will digitize your products, services, and ways of doing business to put your organization in the winning column for the next decade. Praise for *The Day Before Digital Transformation*: "In addition to changing the way business leaders think, *The Day Before Digital Transformation* gives technologists the choice of working either within

the business or in IT. And it will spawn an entirely new segment of consulting to help business teams digitize their products and services." - Bill Seibel, Digital transformation practitioner and thought leader "The Day Before Digital Transformation is not merely a historical look at an academic topic of the Fourth Industrial Revolution. It provides the reader a new lexicon with grounded examples and processes for any business executive to leverage the opportunities that digital technologies provide at this unique time in the world's evolution. Readers should consider not reading this book if they are comfortable being left behind. To ignore its messages is at your and your organization's peril!" - Brian R Lurie, Global Chief Information Officer / Executive Coach "I love the lessons learned section in Chapter 4 of The Day Before Digital Transformation. The examples are not only valid but are counter-intuitive enough for many business executives to miss completely. " - Mark Pecen, President, Quantum Valley Ideas Lab, Canada and CTO Emeritus of Research in Motion (RIM) "Today, every organization aspires to be digital, but it is not a silver bullet or a giant leap. It is a series of actions. The Day Before Digital Transformation takes leaders and senior managers through this journey. In addition, it offers a framework and a guide on how to deal with real-world problems when activating true digital." - Tarun Kohli, Head Innovation Lab "The Day Before Digital Transformation is fascinating for its description of the digital transformation happening today but more importantly for its insights into what must (and surely will) happen over the next several decades. Cheryl and Phil have provided clear guideposts, not only for digital technologists, but for the business leaders who must take responsibility for the transformation." - Fred Lowther, Senior Partner, Blank Rome LLP.

A radical shift in perspective to transform your organization to become more innovative The Design Thinking Playbook is an actionable guide to the future of business. By stepping back and questioning the current mindset, the faults of the status quo stand out in stark relief—and this guide gives you the tools and frameworks you need to kick off a digital transformation. Design Thinking is about approaching things differently with a strong user orientation and fast iterations with multidisciplinary teams to solve wicked problems. It is equally applicable to (re-)design products, services, processes, business models, and ecosystems. It inspires radical innovation as a matter of course, and ignites capabilities beyond mere potential. Unmatched as a source of competitive advantage, Design Thinking is the driving force behind those who will lead industries through transformations and evolutions. This book describes how Design Thinking is applied across a variety of industries, enriched with other proven approaches as well as the necessary tools, and the knowledge to use them effectively. Packed with solutions for common challenges including digital transformation, this practical, highly visual discussion shows you how Design Thinking fits into agile methods within management, innovation, and startups. Explore the digitized future using new design criteria to create real value for the user Foster radical innovation through an inspiring framework for action Gather the right people to build highly-motivated teams Apply

Design Thinking, Systems Thinking, Big Data Analytics, and Lean Start-up using new tools and a fresh new perspective Create Minimum Viable Ecosystems (MVEs) for digital processes and services which becomes for example essential in building Blockchain applications Practical frameworks, real-world solutions, and radical innovation wrapped in a whole new outlook give you the power to mindfully lead to new heights. From systems and operations to people, projects, culture, digitalization, and beyond, this invaluable mind shift paves the way for organizations—and individuals—to do great things. When you're ready to give your organization a big step forward, The Design Thinking Playbook is your practical guide to a more innovative future.

Digital is far-reaching and ubiquitous - everything you know is about to change. We are living in the fourth age of humanity. First, we became human. Then we became civilized. The third age saw the creation of commerce. Now, we are becoming digital. Technology has changed the way we communicate, trade, and transact, with repercussions extending far beyond our personal spheres. Digital Human is a visionary roadmap for the future, a timely guide on how to navigate the world of finance as we create the next generation of humanity. It explores the digital evolution's impact and offers clear insights on thriving in this new era. Human and business relationships are evolving, and existing businesses must undergo substantial transformative changes to compete with the smaller, "lighter," and more agile companies that are able to quickly maneuver to match shifting consumer demands. A lack of online presence has become unthinkable, as consumer preferences continue to trend heavily toward online business and transactions—is your company equipped to thrive in this new era? While there is no definitive guide to this new reality, this insightful resource provides the starting point and roadmap to digital success in the financial services arena, covering aspects such as: Digital is not merely a "bolting on" of technology to produce results faster and cheaper, but a complete rethinking of common business practices and notions of efficiency and customer engagement Rethinking business starts with the customer - new business models are constructed entirely around this single, guiding principle A digital business model is all about connectivity, with front-office apps tied in to both back-office analytics and marketplaces with many players and segments Businesses must open their operations to this marketplace of players through APIs, necessitating a conversion of many core systems Central business and technology systems must change to adapt to new market entrants and new technologies that range from AI for back-office analytics to Distributed Ledger Technology (DLT) for global operations Leaders must rethink their businesses to be fit for the future digital age, and this comprehensive resource shines a spotlight on the key elements to this transformation.

Fuel your business' transition into the digital age with this insightful and comprehensive resource Digital Business Transformation: How Established Companies Sustain Competitive Advantage offers readers a framework for digital business transformation.

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Written by Nigel Vaz, the acclaimed CEO of Publicis Sapient, a global digital business transformation company, Digital Business Transformation delivers practical advice and approachable strategies to help businesses realize their digital potential. Digital Business Transformation provides readers with examples of the challenges faced by global organizations and the strategies they used to overcome them. The book also includes discussions of: How to decide whether to defend, differentiate, or disrupt your organization to meet digital challenges How to deconstruct decision-making throughout all levels of your organization How to combine strategy, product, experience, engineering, and data to produce digital results Perfect for anyone in a leadership position in a modern organization, particularly those who find themselves responsible for transformation-related decisions, Digital Business Transformation delivers a message that begs to be heard by everyone who hopes to help their organization meet the challenges of a changing world.

Become a Digital Master—No Matter What Business You're In If you think the phrase “going digital” is only relevant for industries like tech, media, and entertainment—think again. In fact, mobile, analytics, social media, sensors, and cloud computing have already fundamentally changed the entire business landscape as we know it—including your industry. The problem is that most accounts of digital in business focus on Silicon Valley stars and tech start-ups. But what about the other 90-plus percent of the economy? In *Leading Digital*, authors George Westerman, Didier Bonnet, and Andrew McAfee highlight how large companies in traditional industries—from finance to manufacturing to pharmaceuticals—are using digital to gain strategic advantage. They illuminate the principles and practices that lead to successful digital transformation. Based on a study of more than four hundred global firms, including Asian Paints, Burberry, Caesars Entertainment, Codelco, Lloyds Banking Group, Nike, and Pernod Ricard, the book shows what it takes to become a Digital Master. It explains successful transformation in a clear, two-part framework: where to invest in digital capabilities, and how to lead the transformation. Within these parts, you'll learn:

- How to engage better with your customers
- How to digitally enhance operations
- How to create a digital vision
- How to govern your digital activities

The book also includes an extensive step-by-step transformation playbook for leaders to follow. *Leading Digital* is the must-have guide to help your organization survive and thrive in the new, digitally powered, global economy.

Digital transformation is not about technology--it's about change. In the rapidly changing digital economy, you can't succeed by merely tweaking management practices that led to past success. And yet, while many leaders and managers recognize the threat from digital--and the potential opportunity--they lack a common language and compelling framework to help them assess it and guide them in responding. They don't know how to think about their digital business model. In this concise, practical book, MIT digital research leaders Peter Weill and Stephanie Woerner provide a powerful yet straightforward framework that has been field-tested globally with dozens of senior management teams. Based on years of study at the MIT Center for Information Systems Research (CISR), the authors find that digitization is moving companies' business models on two dimensions: from value chains to digital ecosystems, and from a fuzzy understanding of the needs of end customers to a sharper one. Looking at these dimensions in combination results in four distinct business models, each with different capabilities. The book then sets out six driving

questions, in separate chapters, that help managers and executives clarify where they are currently in an increasingly digital business landscape and highlight what's needed to move toward a higher-value digital business model. Filled with straightforward self-assessments, motivating examples, and sharp financial analyses of where profits are made, this smart book will help you tackle the threats, leverage the opportunities, and create winning digital strategies.

Digital Darwinism takes a closer look at disruptive thinking to inspire those who want to be the best at digital transformation. Change across business is accelerating, but the lifespan of companies is decreasing as leaders face a growing abundance of decisions to make, data to process and technology that threatens even the most established business models. These forces could destroy your company or, with the right strategy in place, help you transform it into a market leader. Digital Darwinism lends a guiding hand through the turbulence, offering practical strategies while sounding a call to action that lights a fire underneath complacency to inspire creative change. Digital Darwinism shines a light on the future by exploring technology, society and lessons from the past so you can understand how to adapt, what to embrace and what to ignore. Tom Goodwin proves that assumptions the business world has previously made about "digital" are wrong: incremental change isn't good enough, adding technology at the edges won't work and digital isn't a thing - it's everything. If you want your organization to succeed in the post-digital age, you need to be enlightened by Digital Darwinism.

The Digital Age is having a broad and profound impact on companies and entire industries. Rather than simply automate or embed digital technology into existing offerings, your business needs to rethink everything. In this practical book, three ThoughtWorks professionals provide a game plan to help your business through this transformation, along with technical concepts that you need to know to be an effective leader in a modern digital business. Chock-full of practical advice and case studies that show how businesses have transitioned, this book reveals lessons learned in guiding companies through digital transformation. While there's no silver bullet available, you'll discover effective ways to create lasting change at your organization. With this book, you'll discover how to: Realign the business and operating architecture to focus on customer value Build a more responsive and agile organization to deal with speed and ambiguity Build next generation technology capability as a core differentiator

Use digital experience platforms (DXP) to improve your development productivity and release timelines. Leverage the pre-integrated feature sets of DXPs in your organization's digital transformation journey to quickly develop a personalized, secure, and robust enterprise platform. In this book the authors examine various features of DXPs and provide rich insights into building each layer in a digital platform. Proven best practices are presented with examples for designing and building layers. A special focus is provided on security and quality attributes needed for business-critical enterprise applications. The authors cover modern and emerging digital trends such as Blockchain, IoT, containers, chatbots, artificial intelligence, and more. The book is divided into five parts related to requirements/design, development, security, infrastructure, and case study. The authors employ proven real-world methods, best practices, and security and integration techniques derived from their rich experience. An elaborate digital transformation case study for a banking application is included. What You'll Learn Develop a digital experience platform from end

to end Understand best practices and proven methods for designing overall architecture, user interface and integration components, security, and infrastructure Study real-world cases, including an elaborate digital transformation building an enterprise platform for a banking application Know the open source tools and technology frameworks that can be used to build DXPs Who This Book Is For Web developers, full stack developers, digital enthusiasts, digital project managers, and architects There is no simple strategic method for dealing with the multidimensional nature of digital change. Even the sharpest leaders can become disoriented as change builds on change, leaving almost nothing certain. Yet to stand still is to fail. Enterprises and leaders must re-master themselves to succeed. Leaders must identify the key macro forces, then lead their organizations at three distinct levels: industry, enterprise, and self. By doing this they cannot only survive but clean up. Digital to the Core makes the case that all business leaders must understand the impact the digital revolution will continue to play in their industries, companies, and leadership style and practices. Drawing on interviews with over 30 top C-level executives in some of the world's most powerful companies and government organizations, including GE, Ford, Tory Burch, Babolat, McDonalds, Publicis and UK Government Digital Service, this book delivers practical insights from those on the front lines of major digital upheaval. The authors incorporate Gartner's annual CIO and CEO global survey research and also apply the deep knowledge and qualitative insights they have acquired as practitioners, management researchers, and advisors over decades in the business. Above all else, Raskino and Waller want companies and their top leaders to understand the full impact of digital change and integrate it at the core of their businesses.

Former Procter & Gamble Vice President for IT and Shared Services, Tony Saldanha gives you the keys to a successful digital transformation: a proven five-stage model and a disciplined process for executing it. Digital transformation is more important than ever now that we're in the Fourth Industrial Revolution, where the lines between the physical, digital, and biological worlds are becoming ever more blurred. But fully 70 percent of digital transformations fail. Why? Tony Saldanha, a globally awarded industry thought-leader who led operations around the world and major digital changes at Procter & Gamble, discovered it's not due to innovation or technological problems. Rather, the devil is in the details: a lack of clear goals and a disciplined process for achieving them. In this book, Saldanha lays out a five-stage process for moving from digitally automating processes here and there to making digital technology the very backbone of your company. For each of these five stages, Saldanha describes two associated disciplines vital to the success of that stage and a checklist of questions to keep you on track. You want to disrupt before you are disrupted—be the next Netflix, not the next Blockbuster. Using dozens of case studies and his own considerable experience, Saldanha shows how digital transformation can be made routinely successful, and instead of representing an existential threat, it will become the opportunity of a lifetime.

Why do only 30% of business transformation projects deliver on time, on budget and scope, realising the intended benefits while 70% fail? This book uncovers HOBA(R) (House of Business Architecture(R)) Business Transformation framework and provides a practical guide that has helped organisations successfully implement their business transformation.

Practical advice for redesigning "big, old" companies for digital success, with examples from Amazon, BNY Mellon, LEGO, Philips, USAA, and many other global organizations. Most established companies have deployed such digital technologies as the cloud, mobile apps, the internet of things, and artificial intelligence. But few established companies are designed for digital. This book offers an essential guide for retooling organizations for digital success. In the digital economy, rapid pace of change in technology capabilities and customer desires means that business strategy must be fluid. As a result, the authors explain, business design has become a critical management responsibility. Effective business design enables a company to quickly pivot in response to new competitive threats and opportunities. Most leaders today, however, rely on organizational structure to implement strategy, unaware that structure inhibits, rather than enables, agility. In companies that are designed for digital, people, processes, data, and technology are synchronized to identify and deliver innovative customer solutions--and redefine strategy. Digital design, not strategy, is what separates winners from losers in the digital economy. Designed for Digital offers practical advice on digital transformation, with examples that include Amazon, BNY Mellon, DBS Bank, LEGO, Philips, Schneider Electric, USAA, and many other global organizations. Drawing on five years of research and in-depth case studies, the book is an essential guide for companies that want to disrupt rather than be disrupted in the new digital landscape.

How can businesses transform to achieve competitive advantage in a digital-enabled world? How can managers and leaders create a culture that supports lasting change through these transformations? Building the Agile Business through Digital Transformation is an in-depth guide for all those needing to better understand, implement and lead digital transformation in the workplace. It sets aside traditional thinking and outdated strategies to explain what steps need to be taken for an organization to become truly agile, embed innovation and develop talent to succeed. This majorly revised second edition of Building the Agile Business through Digital Transformation contains new material on the culture and mindset challenges of shifting at scale from linear to agile working, and using data effectively in organizational decision-making. Full of practical advice, examples and real-life insights from organizations at the leading edge of digital transformation including AirBnb, Amazon and Google, this book is an essential guide to driving success by becoming an agile and digital native business.

Nitin presents compelling insights from his vast experience-at firms like McKinsey and Fidelity and digital natives like Flipkart and Incedo, on how enterprises can win in the Digital Age. Digital is a mega-trend of our times, which has gone well beyond technology and customer experience changes and requires a complete overhaul of the business model and organizational design and the mind-sets of professionals. Such a large and complex change is not easy to manage, and enterprises often lose their way in their digital transformation attempts. Many tried and tested principles are being turned

on their head, leaving enterprises bewildered. Nitin brings clarity to the transformation process, breaking it down into seven building blocks and presenting how best to master them. Nitin also tells business leaders and young professionals how they can realize the amazing opportunities the digital age offers them while also keeping their minds centered and their hearts purposeful.

Digital Strategy: A Guide to Digital Business Transformation delivers practical solutions for enterprises operating in today's fast-paced business environment. This book is for any businessperson who either wishes to stay relevant amid the rapid pace of technology innovation or wants to be a digital disrupter. If you're in business today, you probably use digital technology to run your day-to-day operations. But if you don't have a digital strategy, you're at risk of losing out to your competitors by either failing to recognize the potential tools available or wasting resources while trying to prepare for digital disruption. This accessible book guides you through the steps of understanding what a digital strategy is; realizing how it can serve your business objectives; creating, implementing, and maintaining your digital strategy; and ultimately discovering how your strategy can help you innovate. Learn to manage your risks and opportunities, outperform the competition, and even shake up your industry with Digital Strategy: A Guide to Digital Business Transformation.

Why an organization's response to digital disruption should focus on people and processes and not necessarily on technology. Digital technologies are disrupting organizations of every size and shape, leaving managers scrambling to find a technology fix that will help their organizations compete. This book offers managers and business leaders a guide for surviving digital disruptions—but it is not a book about technology. It is about the organizational changes required to harness the power of technology. The authors argue that digital disruption is primarily about people and that effective digital transformation involves changes to organizational dynamics and how work gets done. A focus only on selecting and implementing the right digital technologies is not likely to lead to success. The best way to respond to digital disruption is by changing the company culture to be more agile, risk tolerant, and experimental. The authors draw on four years of research, conducted in partnership with MIT Sloan Management Review and Deloitte, surveying more than 16,000 people and conducting interviews with managers at such companies as Walmart, Google, and Salesforce. They introduce the concept of digital maturity—the ability to take advantage of opportunities offered by the new technology—and address the specifics of digital transformation, including cultivating a digital environment, enabling intentional collaboration, and fostering an experimental mindset. Every organization needs to understand its “digital DNA” in order to stop “doing digital” and start “being digital.” Digital disruption won't end anytime soon; the average worker will probably experience numerous waves of disruption during the course of a career. The insights offered by The Technology Fallacy will hold true through them all. A book in the Management on the Cutting Edge series, published in

cooperation with MIT Sloan Management Review.

Emerging technologies are having a profound impact upon business as individuals and organisations increasingly embrace the benefits of the 'always on' attitude that digital technologies produce. The use of the web, apps, cloud storage, GPS and Internet-connected devices has transformed the way we live, learn, play and interact – yet how a business can fully benefit from this transformation is not always clear. In response, this book enables students and business leaders to take a strategic and sustainable approach to realising the value of digital technologies. It offers results-driven solutions that successfully transform organisations into data-driven, people-focused businesses capable of sustainably competing at a global level. Split across four key parts, the material moves through understanding digital business to planning, implementing and assessing digital transformation. The current challenges facing all small organisations, including limited resources, financial pressures and the lack of dedicated IT departments, are explored. The authors consider the ways in which innovation can increase competitive advantage, how innovative business models can create new opportunities and how a data-driven perspective can release embedded value within the organisation. Contemporary international case studies and examples throughout each chapter bridge theory with practical application and systematically document the patterns of activities that enable success. This textbook is a vital resource for postgraduate and undergraduate students of digital business, innovation and transformation. By showing how to initiate digital transformation across an organisation, it will prepare business owners, directors and management of small- and medium-sized businesses to take strategic advantage of new and emerging technologies to stay ahead of their competition.

One book for the entire journey: How to digitally transform your organization Innovation in the face of major external change is critical for any organization's success, but attempting to do so often leads to more questions than actions: Where do you start? How do you get the right resources? How should work be implemented? What data should you measure? For the first time, these questions are answered in a single book that covers the end-to-end execution of digital transformation – from leadership-level strategy, to on-the-ground team implementation. With the biggest revelation of all, Herbert argues, being that true digital transformation only needs to happen once because, at its core, it means becoming more adaptive to change itself. Featuring the 'how to' of digital transformation devised from successes across every sector, Herbert distils it into five actionable stages. These stages act as a repeatable framework for continual innovation, allowing you to produce results immediately and grow change incrementally across your organization. In Digital Transformation, Herbert draws on her own experiences in leading change and innovation programmes globally, as well as featuring insights from experts and leaders from organizations as diverse as the World Wildlife Fund, Morgan Stanley,

Royal Caribbean Cruises, the United Nations High Commission for Refugees, the Rijksmuseum, the American Cancer Society, The Guardian, Harvard University, and many others.

Most transformations and large-scale change programs fail, but in a rapidly changing world change is becoming more and more critical for survival. The HERO Transformation Playbook is your step-by-step playbook of EXACTLY how to deliver successful transformations and large-scale change programs with the best chance of success using the HERO Transformation Framework: a clear method to help you design transformation for maximum enterprise value creation and then deliver the outcome in a repeatable fashion. We built our framework through trial and error, learning from our mistakes and successes and solving common issues we came across and pitfalls that we have seen time and again. We then spent many years honing the framework, removing the fluff, distilling the concepts until it contained everything you need to succeed in the challenging world of change. In this book we teach you everything we've learned – including all of the roles, processes, meetings, governance, and templates for you to follow and apply to your transformation today - so that you can crack the code of change and lead successful transformations on your own. The more successful transformations that are delivered, the better the world will be for everyone!

"An incredibly useful and valuable guidebook to the new consumer economy. Buy it. Learn from it. Succeed with it."--Jeff Jarvis, author of "What Would Google Do " "This is the stuff that every business and nonprofit needs to embrace if they're going to succeed in a changing world."--Vivian Schiller, CEO of NPR With clear analysis and practical frameworks, this book provides a strategic guide that any business or nonprofit can use to succeed in the digital age. Marketing expert David Rogers examines how digital technologies--from smartphones to social networks--connect us in frameworks that transform our relationships to business and each other. To thrive today, organizations need new strategies--strategies designed for customer networks. Rogers offers five strategies that any business can use to create new value: ACCESS--be faster, be easier, be everywhere, be always on ENGAGE--become a source of valued content CUSTOMIZE--make your offering adaptable to your customer's needs CONNECT--become a part of your customers' conversations COLLABORATE--involve your customers at every stage of your enterprise Rogers explains these five strategies with over 100 cases from every type and size of business--from shoes to news, and software to healthcare. In "The Network Is Your Customer," he shows: How Apple harnessed a host of collaborators to write apps for its iPhone How IBM designed a videogame to help sell its enterprise software How Ford Motors inspired an online community to build brand awareness for its new Fiesta...and countless other cases from consumer, b2b, and nonprofit categories. The book outlines a process for planning and implementing a customer network strategy to match "your" customers, "your" business, and "your" objectives--whether you need to drive sales, to enhance innovation, to reduce costs, to gain

customer insight, or to build breakthrough products and services. Because today, whatever your goals and whatever your business, the network is your customer.

Digital transformation is no longer news--it's a necessity. Despite the widespread threat of disruption, many large companies in traditional industries have succeeded at digitizing their businesses in truly transformative ways. The New York Times, formerly a bastion of traditional media, has created a thriving digital product behind a carefully designed paywall. Best Buy has transformed its business in the face of Amazon's threat. John Deere has formed a data-analysis arm to complement its farm-equipment business. And Goldman Sachs and many others are using digital technologies to reimagine their businesses. In *Driving Digital Strategy*, Harvard Business School professor Sunil Gupta provides an actionable framework for following their lead. For over a decade, Gupta has studied digital transformation at Fortune 500 companies. He knows what works and what doesn't. Merely dabbling in digital or launching a small independent unit, which many companies do, will not bring success. Instead you need to fundamentally change the core of your business and ensure that your digital strategy touches all aspects of your organization: your business model, value chain, customer relationships, and company culture. Gupta covers each aspect in vivid detail while providing navigation tips and best practices along the way. Filled with rich and illuminating case studies of companies at the forefront of digital transformation, *Driving Digital Strategy* is the comprehensive guide you need to take full advantage of the limitless opportunities the digital age provides.

Customers have radically changed the ways they interact with businesses, and today's organizations need to adapt. Is your company prepared for the Gen D future, or is it heading toward life support? A lot of companies across the globe are going to die over the next few years, not because of macroeconomic stress, but because there is an emerging generation that is radically changing the rules of customer engagement. In *Build For Change*, Pegasystems CEO Alan Treffer shows exactly what companies can do to turn the coming "customerpocalypse" into one of the biggest business opportunities of the decade. The newest generation of consumers is turning customer relationship management on its head. *Build For Change* highlights the revolutionary changes to business, marketing, and technology practices that are needed to survive and thrive in these unforgiving times. Readers will learn how businesses are increasingly relying on new forms of customer engagement, and how one customer's experience—whether good or bad—can alter a company's reputation with the click of a mouse. With practical insight from a leader in customer engagement, this book serves as a timely wakeup call to companies that have not yet embraced the digital future. Traditional marketing is becoming increasingly irrelevant, and businesses must become more customer-centric while taking a completely different approach to adopting and using technology. *Build For Change* outlines exactly what can—and must—be done to ensure sustainable success in the new

digital era: Relate to the new generation of consumers, and understand their preferences and demands Stop obsessing about mountains of data, and instead apply business-driven continuous improvement to customer processes Learn how to overcome the fatal flaws of current technology fads Rethink organizational roles to drive adaptive and transformative innovation Consumers have more options than ever before, and ensuring customer loyalty in the modern market means knowing exactly what the customer wants and how to deliver it brilliantly. Build For Change provides actionable guidance for engaging this new connected consumer.

Say goodbye to "business as usual"--to succeed today you need show business! How do you market in today's "experience culture"--as conventional advertising grows increasingly ineffective, and customers grow increasingly independent? Companies and brands from Altoids to Volkswagen have discovered the answer: bring show business into your business! There's No Business That's Not Show Business demonstrates how to use "show biz" techniques to cut through the clutter, engage your customers personally, differentiate your product or brand--and create real, long--term value. These techniques can be adapted for any product, service, or market--consumer or B2B. You'll learn how to clearly identify strategic objectives and expected outcomes; target your high--value customers; ensure that "show biz" marketing promotes your core brand message; extend your impact via PR and CRM; and, above all, achieve quantifiable results.

In this digital economy, many organizations are still operating with manual processes and resist digital adoption. These organizations continue to lose customers and employees to their digital competition. Organizations that fail to embrace digital will go extinct in the next ten years. There are three common reasons organizations resist change: they don't know where to start, they assume change will be costly, or they're simply not aware of the resulting benefits. In this book, Maulik Shah, CEO of technology consulting company Invonto, refines over 20 years of industry experience building successful digital solutions for some of America's leading companies into an easy-to-follow guide toward initiating digital transformation. The Digital Transformation Cookbook helps business leaders understand the important role digital transformation plays in the enterprise, the current state of technology, and what organizations need to define a successful strategy for any digital initiative. This in-depth guide gives insights into key technologies and methodologies used to lead your team toward continued growth through several real-world examples of successful digital transformation. The legendary Silicon Valley entrepreneur examines how both business and government organizations can harness the power of disruptive technologies. Tom Siebel, the billionaire technologist and founder of Siebel Systems, discusses how four technologies—elastic cloud computing, big data, artificial intelligence, and the internet of things—are fundamentally changing how business and government will operate in the 21st century. While this profound and fast-moving

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transformation can appear daunting to some, Siebel shows how organizations can not only survive, but thrive in the new digital landscape. In this authoritative yet accessible book, Siebel guides readers through the technologies driving digital transformation, and demonstrates how they can strategically exploit their powerful capabilities. He shows how leading enterprises such as Enel, 3M, Royal Dutch Shell, the U.S. Department of Defense, and others are applying AI and IoT with stunning results.

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