Making Digital Happen Now

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**Digital Capability**

- Social Media
- Digital Product Design
- Customized Manufacturing

**Leadership Capability**

- Nike Digital Sport
  - Digital marketing
  - Digital product innovation/design
  - Digital commerce (e/m-commerce)
  - Digital technologies (GPS, mobile, etc.)
  - Customer analytics

**Firm-Level Digital Transformation**

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The DNA of Digital Masters
The DNA of Digital Masters

The “What”
- Customer experience
- Operational processes
- Business models

The “How”
- Vision
- Engagement
- Governance
- Technology Leadership

Leadership Capability

Digital Capability
Building Blocks of Digital Capability

- **CUSTOMER EXPERIENCE**
  - Customer understanding
  - Top line growth
  - Worker enablement
  - Integrated touch points

- **OPERATIONS**
  - Process digitization

- **BUSINESS MODEL**
  - New digital businesses
  - Digital globalization
  - Performance management
  - Technology enabled business

Digital is:
- Amplifying and informing customer expectations
- Breaking traditional constraints and tradeoffs
- Reshaping business models

DIGITAL PLATFORM
Call Center + IT Systems: ERP, CRM, SCM

Service improvement

Advanced automation

Service improvement
• Mobile-optimized web site.

• Texpress: Text Check-in, bypass counter, get key at bell desk.

• “Mobile Concierge” customized for each property.

• Location-based coupons for inside and outside of the hotel

• Fast-cycle, closed-loop learning customer-by-customer
Challenge Your Business Model Before Someone Else Does
Know what's wrong before you stop

Detroit™ Virtual Technician™ Onboard Diagnostic System keeps your truck in motion
Building Blocks of Digital Capability

- Customer Experience: Customer understanding, Top line growth, Integrated touch points
- Operations: Speed, Information, Science, Orchestration, Personalization, Collaboration

Digital Platform
The DNA of Digital Masters

**The “What”**
- Customer experience
- Operational processes
- Business models

**The “How”**
- Vision
- Engagement
- Governance
- Technology Leadership

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Create a transformative vision of the digital future!

Engage employees at scale to make vision a reality!

Establish strong digital governance to steer the course: coordination, sharing, momentum!

Link IT & business communities to build digital skills & transform technology platforms!
Vision Frames the Future
Engagement Makes Vision a Reality

CONNECT THE ORGANIZATION
- Wikis
- Blogs
- Social Networks

CREATE WIDER CONVERSATIONS
- Executive modeling
- Digital champions
- Reverse mentoring

FOSTER NEW WAYS OF WORKING
- Knowledge sharing
- Solving issues
- Innovation contests
Governance Steers the Course

Design governance to encourage necessary sharing and coordination

- Key mechanisms:
  - Chief Digital Officer
  - Digital liaisons
  - Shared digital units
  - Governance committees

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Establish strong digital governance to *steer the course*: coordination, sharing, momentum.

*Link IT & business communities* to build digital skills & transform technology platforms.

**Building Blocks of Leadership Capability**

- **Vision**
- **Governance**
- **Engagement**
- **Technology Leadership**
Business and IT Leaders Drive Transformation Better Together Than They Do Apart
Getting Started

- **Assess your current place** on the 2x2
- **Frame the challenge**: Vision, call to action
- **Focus investment**: Governance, investment
- **Mobilize the organization**: Communicating at scale, Culture change
- **Sustain the transformation**: Skills, incentives
- **Iterate**: What else can we do now?
Get started Now.

We Ain’t Seen Nothin’ Yet.

Digital Technology Will Remain the Endless Agitator of the Business World
Thank You!
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Leading Digital: Turning Technology Into Business Transformation
G. Westerman, D. Bonnet, A. McAfee
“Top Ten Books of 2014” – Business Digest
Silver Medal – 2015 Axiom Business Book Awards

The Real Business of IT: How CIOs Create and Communicate Value
Richard Hunter and George Westerman
“Best IT/Business Books of 2009” (#1) – CIO Insight Magazine

IT Risk: Turning Business Threats Into Competitive Advantage
George Westerman and Richard Hunter
“Best Books of 2007” – CIO Insight Magazine