



# Building the 2020 Digital Team

Discussion 2019

# Contents



1. Leadership

2. Engine Room

3. The “3 keys!”

4. Culture

5. Talent finding and retention

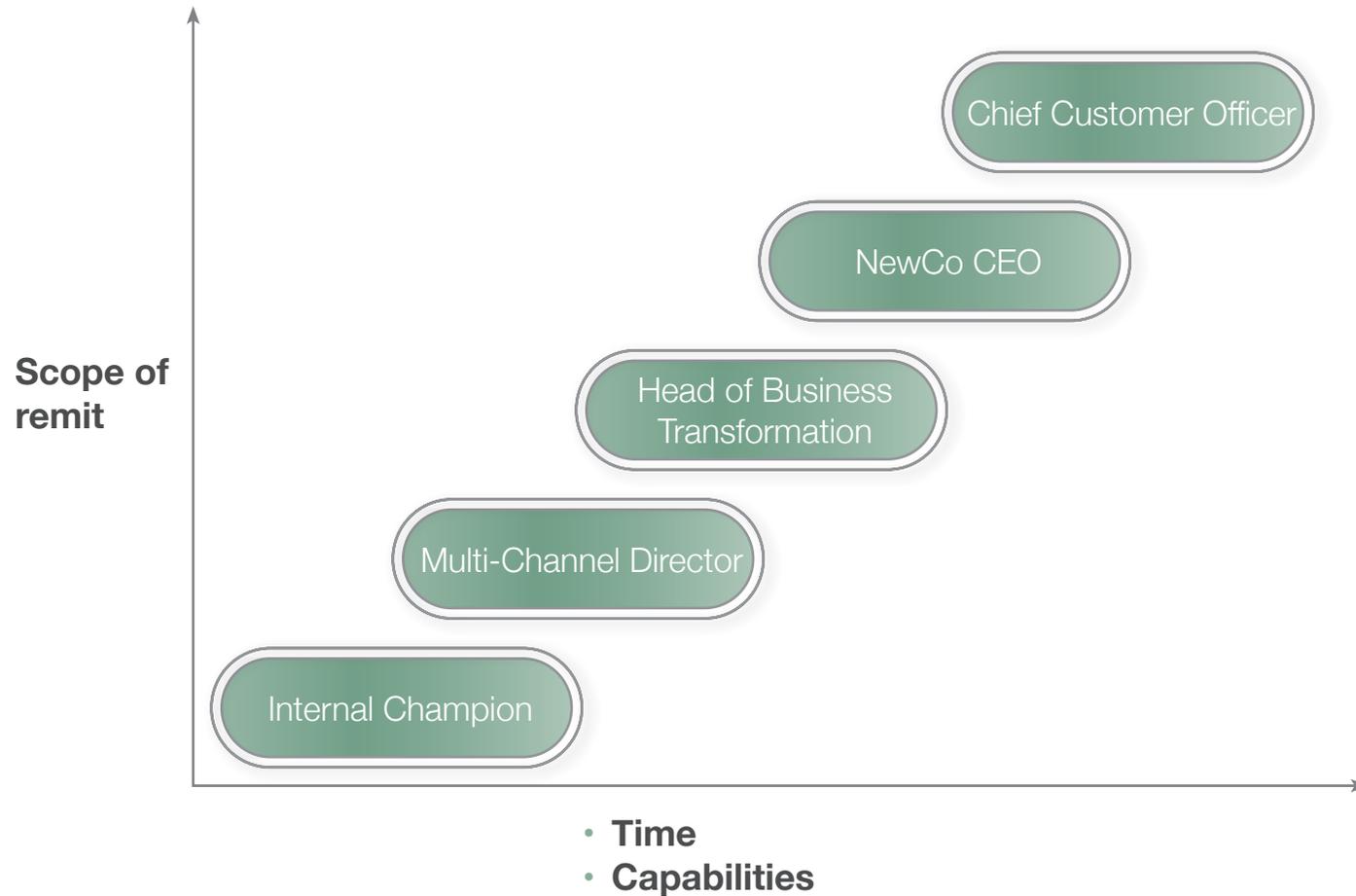


# Companies are looking at Digital leadership in different ways

## Chief Digital Officer: Alternative profiles

1. Internal Champion:	<ul style="list-style-type: none"><li>• Digital centre of excellence</li><li>• Point of reference</li></ul>
2. Multi-channel Head:	<ul style="list-style-type: none"><li>• Consistency in customer marketing, product and pricing across all channels</li></ul>
3. Head of Business Transformation:	<ul style="list-style-type: none"><li>• Deploying new technologies to transform processes, e.g. automated self-serve, real time data analysis and speed to market</li></ul>
4. NewCo CEO:	<ul style="list-style-type: none"><li>• New venture(s) to exploit FinTech in an agile way</li></ul>
5. Chief Customer Officer:	<ul style="list-style-type: none"><li>• Enabling <i>Customers</i> to have same experience across desktop, mobile, call centre and branch</li><li>• Enabling <i>Company</i> to have single view of their customers e.g. real time data, joined up across channels</li></ul>

Choice of CDO type of role is organisation specific and will typically evolve over time and as capability develops



# Examples of companies and their selection choices. It is an evolving scene



Type of role	Example company
1. Internal Champion:	• Experian, Nestlé
2. Multi-channel Head:	• Sainsbury's, John Lewis
3. Head of Business Transformation:	• BP, John Lewis (CIO)
4. New Co CEO:	• Barclays, HomeServe, Unilever
5. Chief Customer Officer:	• Apple, Burberry, Tesco

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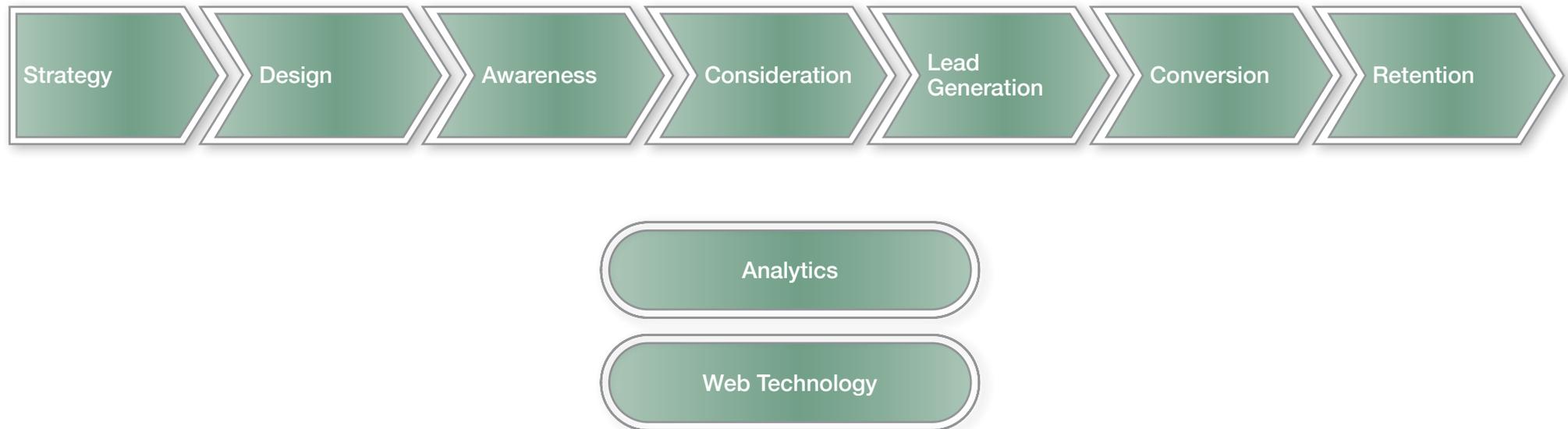
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# A number of key building blocks and skill centres can be identified in organising the Digital team



*multi-channel / multi device*



This assumes back end technology, infrastructure, project management, budgeting and finance are a shared service resource which a Commercial team can draw on and leverage.

# The Digital Leader /CDO can have a wide-range of responsibilities



## Digital Leadership /CDO

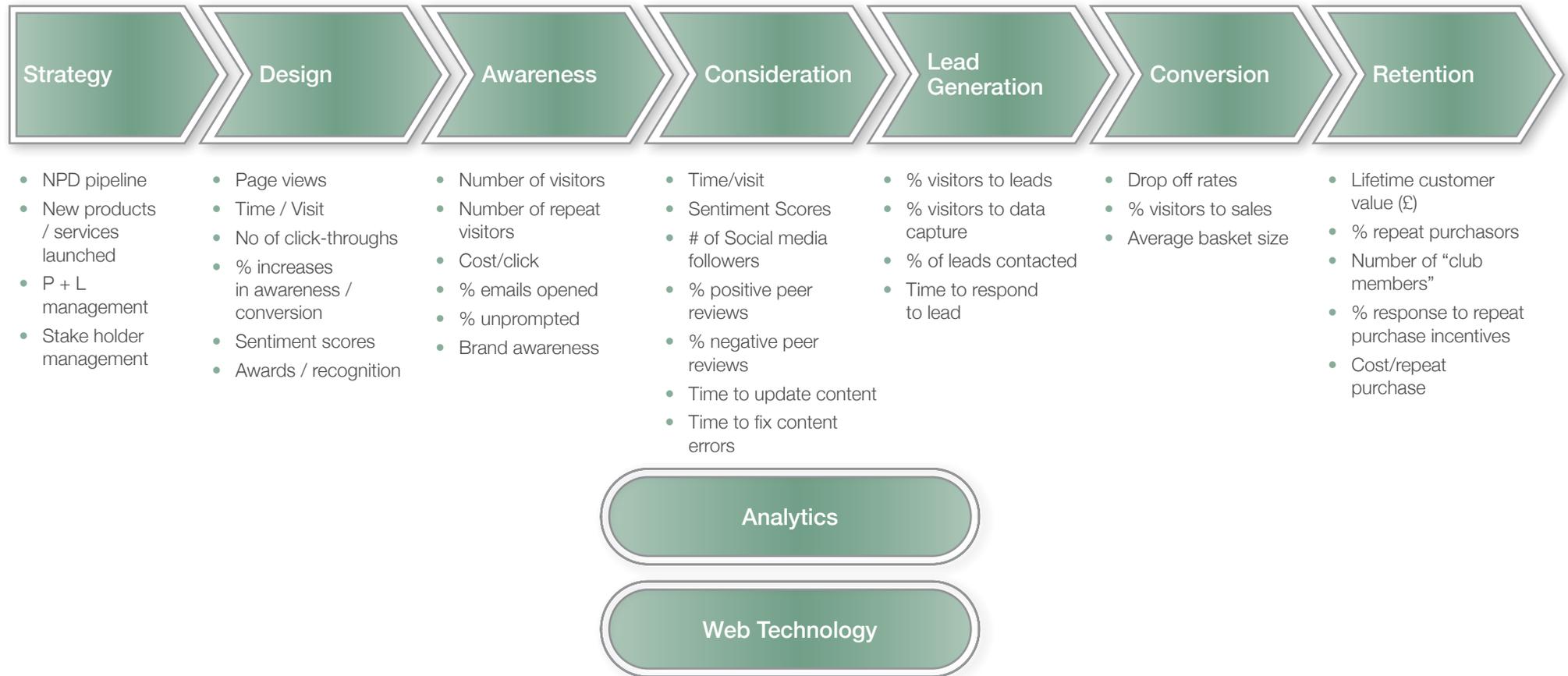


# It may be crucial to organise in this way

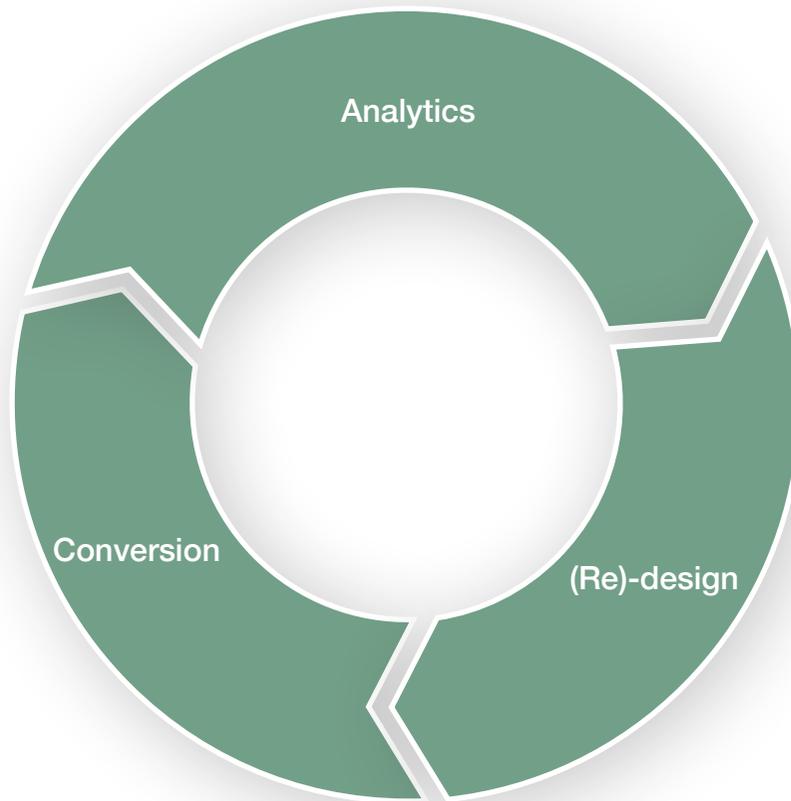
## Each area is different requiring different skills and success metrics



### *multi-channel / multi device*



In this context there are 3 core components which form a virtuous circle



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# Building the 2020 Digital team is also about embracing the 'digital culture'



- Entrepreneurial
- Test-trial-learn-repeat!
- Agile (not “waterfall”)
- Project mindset in hours, not weeks
- Encouraging innovation / new ideas
- Acknowledging good digital talent is restless, adventurous, wanting to “pioneer”
- Getting access to best practices at other organisations via new talent, agencies, partnerships

All this while still having sufficient governance, compliance and process control - finding that balance!

# To recruit and retain the best talent requires company-wide commitment



## Company-wide

- 1 CEO / Key Directors commitment to Digital
- 2 Demonstrated readiness to invest
- 3 A vision of “where we’d like to be”

“ Hire people with potential, give them the opportunity to spread their wings, put the right compensation behind them, watch them fly ”

*Jack Welch, ex CEO of GE*

“ It’s not about the coffee, its about the people and growing and nuturing and enabling them so they can fulfil their potential ”

*Howard Behar, Founder of Starbucks*

## Talent recruitment

- 1 Fast-paced interview process = evidence of company’s agility
- 2 Flexibility on job / role spec
- 3 Flexibility, within reason, on remuneration