



Building the 2025 Digital Team

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1. Leadership

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3. The “3 keys!”

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5. Talent finding and retention

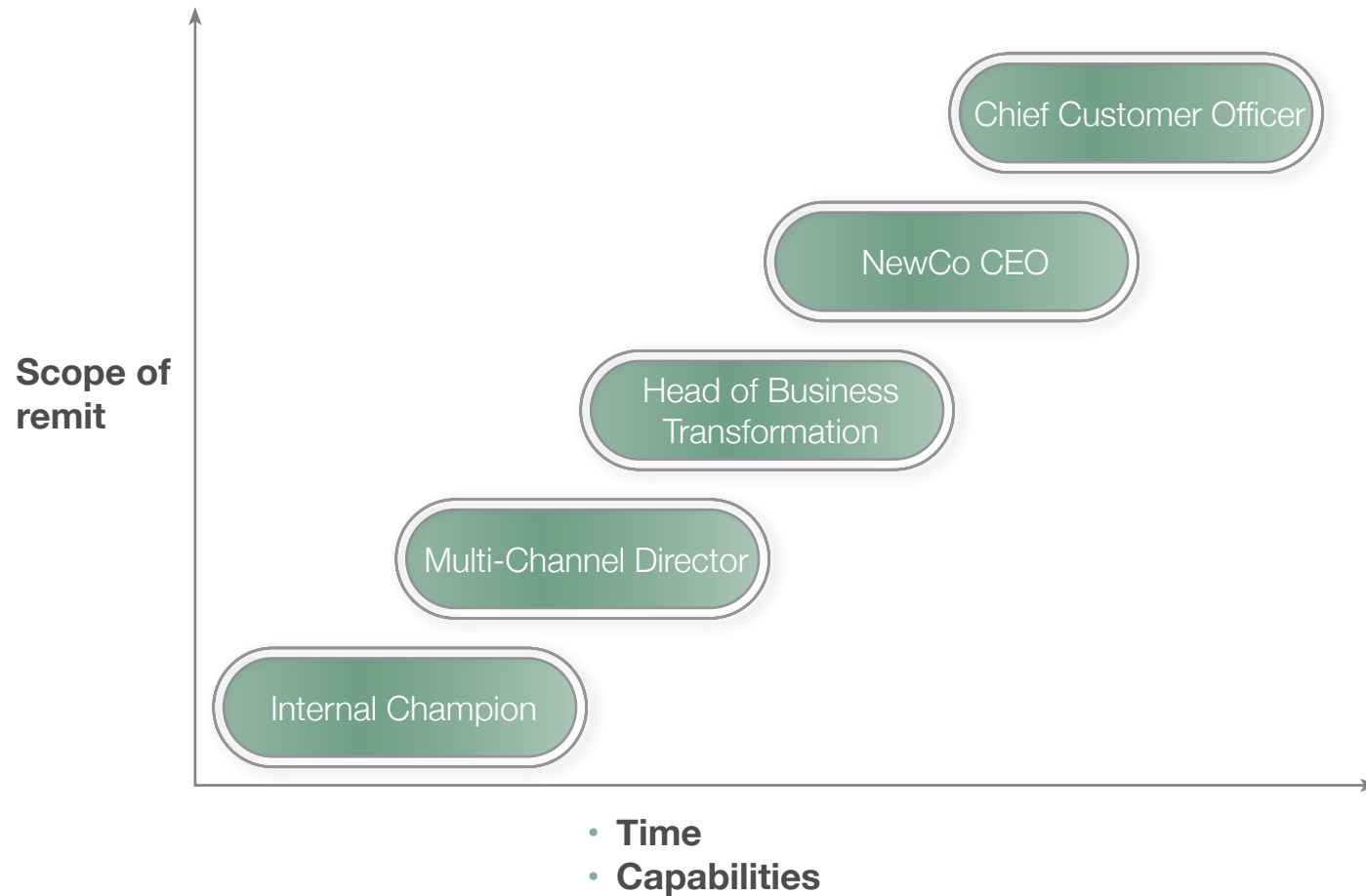


Companies are looking at Digital leadership in different ways

Chief Digital Officer: Alternative profiles

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

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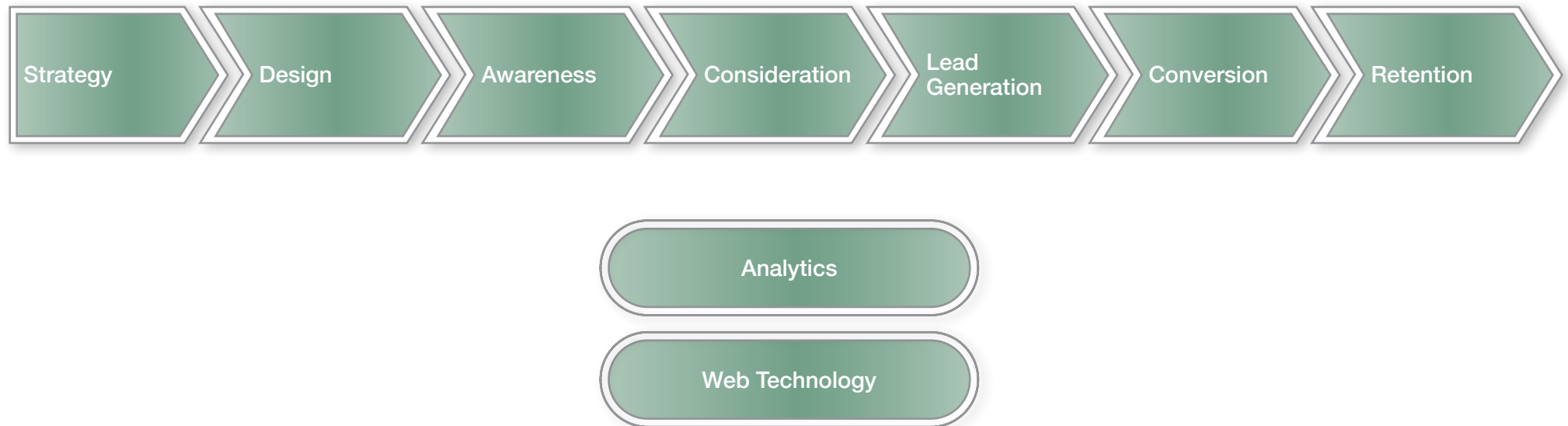
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A number of key building blocks and skill centres can be identified in organising the Digital team



multi-channel / multi device

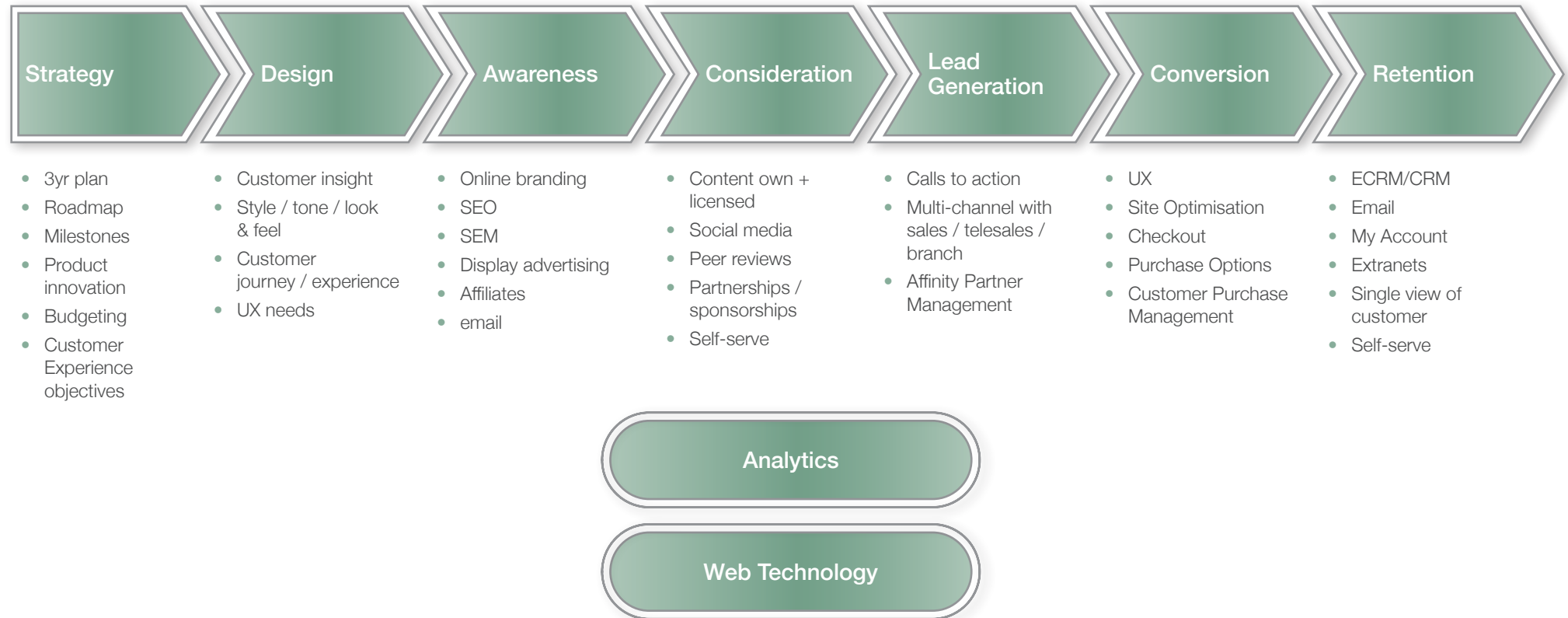


This assumes back end technology, infrastructure, project management, budgeting and finance are a shared service resource which a Commercial team can draw on and leverage.

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



Digital Leadership /CDO

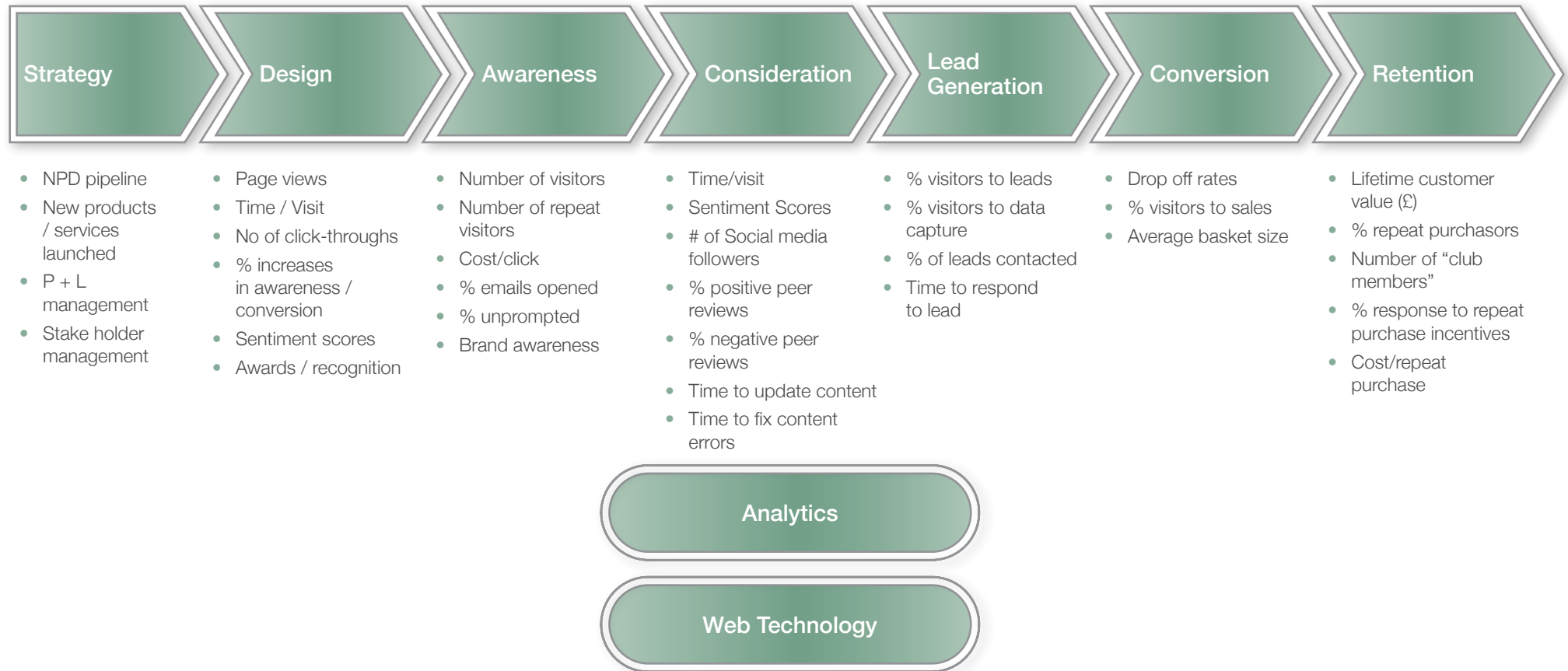


It may be crucial to organise in this way

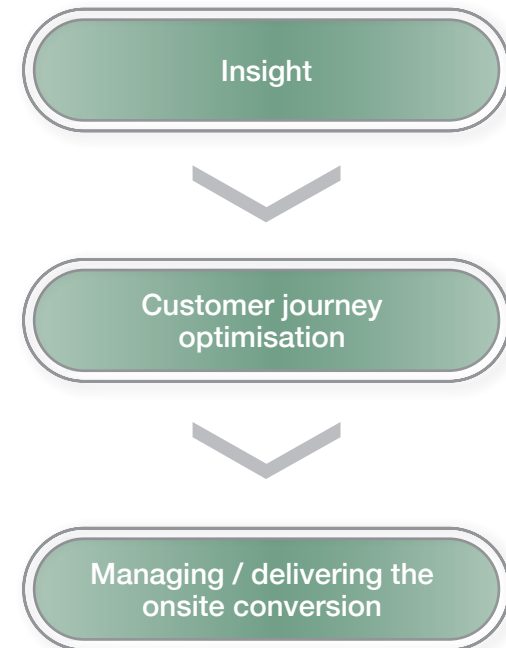
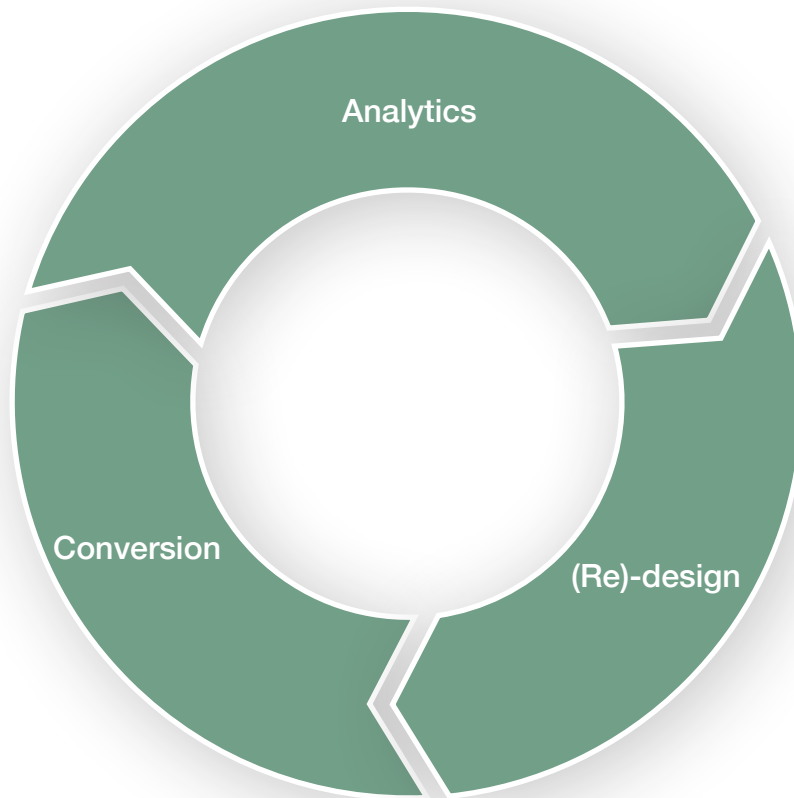
Each area is different requiring different skills and success metrics



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