Building the 2025 Digital Team
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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

<table>
<thead>
<tr>
<th>Chief Digital Officer: Alternative profiles</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Internal Champion:</strong></td>
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<tr>
<td>• Digital centre of excellence</td>
</tr>
<tr>
<td>• Point of reference</td>
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<tr>
<td><strong>2. Multi-channel Head:</strong></td>
</tr>
<tr>
<td>• Consistency in customer marketing, product and pricing across all channels</td>
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<tr>
<td><strong>3. Head of Business Transformation:</strong></td>
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<tr>
<td>• Deploying new technologies to transform processes, e.g. automated self-serve, real time data analysis and speed to market</td>
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<tr>
<td><strong>4. NewCo CEO:</strong></td>
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<tr>
<td>• New venture(s) to exploit FinTech in an agile way</td>
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<tr>
<td><strong>5. Chief Customer Officer:</strong></td>
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<tr>
<td>• Enabling <strong>Customers</strong> to have same experience across desktop, mobile, call centre and branch</td>
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<tr>
<td>• Enabling <strong>Company</strong> to have single view of their customers e.g. real time data, joined up across channels</td>
</tr>
</tbody>
</table>
Choice of CDO type of role is organisation specific and will typically evolve over time and as capability develops.

- **Internal Champion**
- **Multi-Channel Director**
- **Head of Business Transformation**
- **NewCo CEO**
- **Chief Customer Officer**

**Scope of remit**

- **Time**
- **Capabilities**
Examples of companies and their selection choices. It is an evolving scene

<table>
<thead>
<tr>
<th>Type of role</th>
<th>Example company</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Internal Champion:</td>
<td>Experian, Nestlé</td>
</tr>
<tr>
<td>2. Multi-channel Head:</td>
<td>Sainsbury’s, John Lewis</td>
</tr>
<tr>
<td>3. Head of Business Transformation:</td>
<td>BP, John Lewis (CIO)</td>
</tr>
<tr>
<td>4. New Co CEO:</td>
<td>Barclays, HomeServe, Unilever</td>
</tr>
<tr>
<td>5. Chief Customer Officer:</td>
<td>Apple, Burberry, Tesco</td>
</tr>
</tbody>
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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*

- Strategy
- Design
- Awareness
- Consideration
- Lead Generation
- Conversion
- Retention

- Analytics
- Web Technology

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

- Strategy
  - 3yr plan
  - Roadmap
  - Milestones
  - Product innovation
  - Budgeting
  - Customer Experience objectives

- Design
  - Customer insight
  - Style / tone / look & feel
  - Customer journey / experience
  - UX needs

- Awareness
  - Online branding
  - SEO
  - SEM
  - Display advertising
  - Affiliates
  - email

- Consideration
  - Content own + licensed
  - Social media
  - Peer reviews
  - Partnerships / sponsorships
  - Self-serve

- Lead Generation
  - Calls to action
  - Multi-channel with sales / telesales / branch
  - Affinity Partner Management

- Conversion
  - UX
  - Site Optimisation
  - Checkout
  - Purchase Options
  - Customer Purchase Management

- Retention
  - ECRM/CRM
  - Email
  - My Account
  - Extranets
  - Single view of customer
  - Self-serve

Analytics

Web Technology
It may be crucial to organise in this way
Each area is different requiring different skills and success metrics

multi-channel / multi device

- NPD pipeline
- New products / services launched
- P + L management
- Stake holder management
- Page views
- Time / Visit
- No of click-throughs
- % increases in awareness / conversion
- Sentiment scores
- Awards / recognition
- Number of visitors
- Number of repeat visitors
- Cost/click
- % emails opened
- % unprompted
- Brand awareness
- Time/visit
- Sentiment Scores
- # of Social media followers
- % positive peer reviews
- % negative peer reviews
- Time to update content
- Time to fix content errors
- % visitors to leads
- % visitors to data capture
- % of leads contacted
- Time to respond to lead
- Drop off rates
- % visitors to sales
- Average basket size
- Lifetime customer value (£)
- % repeat purchasers
- Number of “club members”
- % response to repeat purchase incentives
- Cost/ repeat purchase

Analytics

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

- **Analytics**
- **Conversion**
- **(Re)-design**

- **Insight**
- **Customer journey optimisation**
- **Managing / delivering the onsite conversion**
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Building the 2020 Digital team is also about embracing the ‘digital culture’

- Entreprenurial
- 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”

**Talent recruitment**

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

> “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, it’s about the people and growing and nurturing and enabling them so they can fulfil their potential”  
> *Howard Behar, Founder of Starbucks*