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Digital Transformation Trends Briefing

Digital Cream London 2014

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Digital Cream London 2014

In association with:

IBM Interactive Experience



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1. Introduction

This briefing is based on the issues discussed by digital marketers at Digital Cream London 2014.

Held every year in cities across Europe, North America, the Middle East, Australia and Asia, Digital Cream brings marketers to a selection of exclusive invitation-only roundtables, each with a different theme. With the discussion moderated by a subject-matter expert, the elite of the digital marketing world share their thoughts under 'Chatham House Rule', which ensures they can speak freely without their comments being attributable to either their company or themselves.

The most recent Digital Cream event was held in March 2014 at the Emirates Stadium in London. With the highest-ever quality of delegates, subjects discussed ranged from attribution to content marketing, to conversion rate optimisation. The concept of 'digital transformation' has grown in recent months and years, to encompass the changes in people and processes that lead to businesses becoming fully digital-first. Econsultancy ran a table dedicated to this theme, supported by IBM Interactive Experience, where senior client-side digital marketers came together to discuss best practice with their peers.

In addition to the insights shared, this document provides background information on this topic, and points to reports and information sources from Econsultancy and other companies that provide more in-depth analysis and discussion on the topic.

The Digital Cream roundtable on Digital Transformation was sponsored by IBM Interactive Experience, and moderated by Stuart Newstead, a specialist digital consultant and owner of the independent telecommunications consultancy Ellare.



1.1. About Econsultancy

Econsultancy's mission is to help its customers achieve excellence in digital business, marketing and ecommerce through research, training and events.

Founded in 1999, Econsultancy has offices in New York, London and Singapore.

Econsultancy is used by over 600,000 professionals every month. Subscribers get access to research, market data, best practice guides, case studies and elearning – all focused on helping individuals and enterprises get better at digital.

The subscription is supported by digital transformation services including digital capability programmes, training courses, skills assessments and audits. We train and develop thousands of professionals each year as well as running events and networking that bring the Econsultancy community together around the world.

[Subscribe to Econsultancy](#) today to accelerate your journey to digital excellence.

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- **New York:** +1 212 971 0630
- **London:** +44 207 269 1450
- **Singapore:** +65 6809 2088

1.2. About IBM

IBM Interactive Experience is a new breed of digital agency, bringing together strategy, analytics, design and technology to create experiences for growth. The practice leverages IBM's huge investment in technology research, as well as expertise in data analytics, mobile, social, cloud and experience design to create, implement and manage digital experiences at scale. With more than 23 patents earned in 2012 in customer experience alone, IBM's global team leverages the skills of psychologists, gaming experts, visual designers, graphic artists and animators to deliver superior experiences across all channels.

London is home to one of a global network of Interactive Experience centres, designed as a place where clients can explore the use of new technologies and prototype engaging customer journeys that traverse channels, devices and media. The close collaboration with IBM Research and the IBM Watson team, brings the fruits of a \$6bn research budget straight from the lab into client engagements.

Key global clients include Coca Cola, Air Canada, ANZ Bank, Boston Children's Hospital as well as the Rugby Football Union, Nationwide, Jaguar Land Rover and Wimbledon from the UK.

To find out more, or to contact us, please visit www.ibminteractive.com.



2. Foreword by IBM

Digital Transformation: The Chief Executive Customer

Our research department, the IBM Institute for Business Value, recently asked 880 CEO's around the world a simple question. Who has the most influence on your strategic vision and business strategy? The top answer at 78% were the other members of the C Suite. No surprise there.

However in second place, for the very first time, was ... the Customer. So are we seeing the emergence of The Chief Executive Customer?

Interestingly we also learned that only 46% of companies collaborate extensively with customers today; but in 3-5 years over 90% expect to be able to do that. So it looks like organizations increasingly get it....it's about building new types of relationships with your customers that go beyond the more static "I have something to sell; how can I make you buy?"

And that's important because increasing the level of engagement is critical, since our research also showed that that's what 9 out of 10 consumers want. They want a deeper, more immersive relationship and are willing to spend 20 minutes of their time to set up their personal information to help retailers give them that better experience.

But that's where the problems lie. Only 32% of the enterprises we spoke with claim to be able to leverage this and engage with customers as individuals. Given this gap, there is a huge opportunity to create and reinvent experiences for consumers that will deliver on their expectations. Are you ready to do that?

With the clients we're working with, innovation often comes through digital/physical integration. Most have some sort of physical presence. We also asked our CSuite clients "how are you approaching integrating digital into your business"? A third of them told us they don't have a strategy for digital; and another third said their strategy for digital was limited! But the final group is pursuing what we believe underpins the next wave of innovation – an integrated digital and physical strategy. One that puts digital into the DNA of the organisation.

So if you want to do the same and put digital into the heart of your business IBM Interactive Experience have four strategies for reinvention that we would recommend.

1. **Treat data as the new natural resource:** Make data your differentiator. Build the Market of ONE.
2. **Extend physical experiences with digital:** Create and tailor experience to generate competitive advantage.
3. **Use digital to enhance personal engagement:** Immerse the customer in the experience
4. **Create experiences that bring people together and drive collaboration:** Design and craft new models of engagement

To find out more about where IBM Interactive Experience are working with clients in each of these areas please do contact me.

Matt Candy

European Leader – IBM Interactive Experience at IBM Global Business Services



3. What is ‘digital transformation’?

“Digital transformation is the journey from where a company is, to where it aspires to be digitally.”

Ashley Friedlein, CEO, Econsultancy

Change within marketing departments as a result of digital developments is rapid and exponential. The process of adapting to this change into digital unknowns is a hurdle for many companies as the transformation process takes them from familiar ground into a more agile and less predictable environment.

In 2011, IBM interviewed 1,700 global CMOs and found that whilst four out of five CMOs anticipate a high or very high level of complexity over the next five years, only half felt ready to handle it. Little has changed since. In IBM’s 2013 study, more than 80% of CMOs felt unprepared to cope with the ‘data explosion’, compared to 71% in 2011.

The challenge presented by transforming a business into being digital-first, enabling it to be agile, dynamic and innovative, is one strongly felt by Econsultancy users. More than 700 subscribers were surveyed in 2013, with questions focusing on current business challenges and digital transformation.

Only 11% of respondents did not regard digital transformation as a challenge, identifying with a number of specific challenges ranging from managing talent, to board room buy-in, to cross-function alignment.

A digital organisation is generally considered to be one that focuses on customer experience irrespective of channel, and has a digital culture. During the digital transformation process, the four areas typically focused on are strategy, technology, people and process. Becoming digital begins with creating the right environment and leading the process from the top down. Change is required in all aspects of the business meaning that the process of digital transformation is, in reality, business transformation.



4. The need for agility

Identified in the IBM CEO studies was the fact that organisations feel ‘bombed’ by change and many struggle to keep up. The need for agility in facing this change was a core discussion topic on the Digital Transformation table at Digital Cream 2014.

Delegates were facing challenges including huge project sizes, copious red tape and legacy infrastructure holding back the agile aspirations of the company. At an Econsultancy Digital Transformation roundtable in 2013, there was repeated discussion about getting buy-in from the board. Now, it seems, managers and CEOs have accepted the need for change and have big ideas when it comes to the potential of digital within their organisation. The stumbling blocks appear in making changes throughout the business which enable teams to move at a fast pace.

One delegate told of the great plans his business had discussed regarding digital, but when it came to implementation, siloed team budgeting processes brought the project to a halt. Another used an external team to redesign a website, project-managed through an agile process. However, once the website was ready to go and the external team gone, the company lacked the agility to manage the launch and the result was a website that remained in beta for many months longer than it should have.

This agility therefore needs to be supported by business-wide process change. Expectations in terms of project sign-off, reporting and KPIs must change in line with the pace of change in the “idea-engine”.

The notion of ‘you are never done’ was repeated and affirmed by multiple delegates during the day. A number spoke of how their businesses had stumbled over the mindset that digital transformation was a ‘special project’ and once the project was finished, things would return to business as usual. In reality, for digital transformation to be successful the digital-first approach needs to be always on; the ‘special project’ must become business as usual.

Project size was mentioned as a barrier to agility. A scenario familiar to a number of delegates was that by the time a huge digital project is discussed, drafted, re-drafted and signed-off it is out of date and nothing ends up being rolled out. Lean methodology was advocated as a remedy; running small pilots, which are ongoing with an always-on approach. These can then be used to showcase digital and validate the agile process for other teams.

Working in short sprints of two or three weeks was also recommended by those working in an agile way. This allows people to reassess priorities to see if projects are working and objectives are being met. Alongside this, one delegate was using short sprints to educate employees on digital, swapping people in and out of a team that focused on innovation with the ultimate aim of having digital innovation integrated into all departments and teams.

Generally, agility was most successful in the experience of the delegates when the details were not dwelt upon. In the words of one marketer: “*If things don’t start changing within the first few months, it will fail.*” Extreme or not, many marketers mentioned being held back by detail, process and infrastructure. It takes an open-minded leader to allow a company to transform digitally in an agile way, and leading from the top, showing people that they won’t get punished for making mistakes, will aid the process.

Roundtable takeaways

- Agility requires support in the form of business-wide process change. Expectations in terms of project sign-off, budgeting, reporting and KPIs must change in line with the pace of change led by the innovative marketers.
- You are never done. Digital transformation is not a special project and must become business-as-usual.
- Work in short sprints of two or three weeks to regularly reassess priorities and objectives.



5. Putting the customer first

In the introduction to this report, a digital organisation was described as one that focuses on customer experience irrespective of channel, and this was a premise fully embraced by delegates at the roundtable. The need to think of the customer ahead of everything else was spoken of repeatedly, representing a change from sales-driven objectives to prioritising customer service to reach these goals.

One example given during the roundtable was a delegate who had focused on one product at the start of his company's transformation process, and made it digital-first, forming a microsite oriented around customer needs rather than product push. Once this was proven successful, he was able to expand the microsite to encompass more products with the same digital-first methodology.

One shift that a number of delegates had made was moving the design of their site, products and marketing from around how the company sees itself, to how it is seen by the customer. Placing their experience above the internal experience was advocated; in the words of one delegate, *"You should be prepared to deal with pain points internally for a bit, while the customer experience is being prioritised. The back end will catch up."*

Many delegates expressed agreement when one mentioned that the taxonomy and tone of their website was about how the company sees itself, rather than how it is seen by the customer. It was agreed to be an important step of the digital transformation process to ensure that digital properties were designed around the customer's expectations and needs rather than around corporate messaging.

Case study – IBM and the RFU

The RFU recognised that its traditional approach to presenting match data online was out-of-sync with the way that modern fans were looking to engage with the sport. The organisation saw an opportunity to bring to life rich data on past rugby matches, applying advanced technology to tell the story of a match in real time on RFU.com.

They developed a brand-new way to engage with live rugby games – IBM TryTracker. This predictive analytics solution maps rugby matches in real time to deliver unprecedented insight into player influence, team performance and the changing momentum of the game.

In only its first year, the IBM TryTracker solution resulted in a 27% rise in unique website visitors during the RBS 6 Nations Championship. It gave real-time insight into match action, helping fans to better understand changing game momentum, and boosted interest in live rugby through an engaging viewing experience.

Personalisation is a theme at the forefront of a modern marketer's mind as consumers increasingly require an individual experience. Putting the customer first inevitably leads to providing them with a personalised experience; one delegate spoke of his company's move from a pushy, sales-led website to a site led by the question "How can we help you?", resulting in far greater website engagement.

This openness and willingness to engage with the customer is a key step in the process of digital transformation. Knowing what they want from your digital platforms and channels will help businesses tell a story that the customer wants to hear. Having a two-way conversation, allowing customer feedback on the digital transformation process will also get customers inside early on.

The question of how do you 'educate the customer' on digital changes when they are opposed to change was mooted, and one solution suggested was to get the customer involved in the process of digital transformation, allowing them to shape the experience that they want to have.

Case study

One delegate's company had seen great feedback since introducing a policy of open and honest messaging to their customers. They embraced social media and talked honestly and directly to their customer-base, encouraging and acting upon feedback and complaints. In addition to this, they regularly place senior staff members in the customer service hot seat, meaning that problems at the customer level were being heard directly by the board. This led to greater support for funding requests and positive customer sentiment towards the brand as it transformed.

The subject of how to educate the unwilling customer was not seen as so much of an obstacle by some delegates. A brave notion was not to spend time catering to those who do not wish to interact with a company and consume its content digitally, due to the fact that the replenishers of your business are those who will be consuming content digitally. The same premise was also applied to personalisation:

"The younger generation will not be unsettled by super personalised experiences as they will have grown up with it, so why not move ahead of the curve rather than chasing it?"

This digital-first mentality could be applied to situations felt across many of the sectors represented by delegates at the roundtable. One, from a print publication, explained the mountain they had to climb to become 'digital-first', because they have a long history in print. Content, therefore, is written for print and then adapted for digital.

Roundtable takeaways

- Place the customer experience above your internal experience.
- Centre product design and marketing around how your company is seen by the customer, rather than how it sees itself.
- Be open and willing to engage with the customer through all channels; encouraging customer feedback can lead to higher engagement and brand advocacy.
- The future customers of your business are those who will be consuming content digitally. Focus more energy on this audience, employing a digital-first mentality, to stay ahead of the curve.



6. Internal skills and attitudes

The skills and attitudes of marketers, and indeed the attitudes of the management and board, have an impact on the digital transformation process. Securing board buy-in has been written about in detail by digital transformation practitioners as increasingly important as the influence of digital on strategy becomes greater, and they are spending more time in front of the board as a result.

At Digital Cream 2014, the challenges of securing board buy-in were not dwelt upon as much as in previous roundtables, indicating that the challenge of getting funding and backing from the board has lessened. However, to quote a respondent interviewed for Econsultancy's Securing Board Buy-In report, "*Board buy-in is not a one-off piece of work. It's a continuous process that you have to work at.*"

A struggle a couple of roundtable delegates spoke of in relation to the board was in the sign-off of products and content that were not perfect; senior managers have often come from a traditional marketing background and are detail-focused. Agreeing the minimum viable product (MVP) was emphasised by many delegates as an important step to agree with management, to avoid stalling projects at a late stage.

Allowing projects to go live at an MVP level, and perhaps not as the perfect, final product, takes full buy-in and support from managers. As previously mentioned, the leadership is where the example is set for agility and embracing change; showing that employees will not get punished for making mistakes. In the words of one delegate at Digital Cream; "*Work with courageous leaders. If you're not, don't bother.*" highlighting that moving forward with the continuous pace needed when it comes to digital means having the guts to make changes, and to continue when things go wrong.

In some cases, it seems that board buy-in has gone too far the other way, with the board expecting bells and whistles, and immediate ROI as a result. One delegate said that his company had fallen foul of this, deciding to implement changes and new digital products without thinking about the customer and whether they wanted or needed them. Disproportionate ambitions, this delegate stated, were remedied by having a knowledgeable digital marketer on every team, to keep ideas grounded but forward-moving.

Allowing the sharing of ideas from the board down to the employee can be an enabler of transformation. An open and honest approach, mentioned previously in terms of the relationship between company and customer, is also relevant for internal relationships. A two-way conversation, where the board shares the long-term strategy for the business, and employees are able to share their ideas for moving forward digitally, was suggested as the best environment to enable transformation business-wide.

Case study – IBM and Barclays

IBM worked with Barclays to rebuild the bank's brand, with the mission of it becoming the world's 'Go-To' bank. Seeking new ways to overcome process barriers, deepen trust and ensure excellence in the customer experience, Barclays looked to build an open and honest dialogue across every level and division of its complex global business.

Barclays needed to find a way to build a culture that would allow employees and partners to identify problems and put the core values of respect, integrity, service, excellence and stewardship, into practice.

Barclays engaged IBM to set up and run a global digital collaboration event: the Barclays Values Jam. Tens of thousands of employees from all over the world came together in an open and honest conversation, flagging up shared challenges and sparking new ideas for improving the business and the customer experience.

The event resulted in the creation of a transparent online forum for sharing ideas and removing internal boundaries, and highlighted 22 actionable themes through advanced analytics. Overall, the process helps to ensure that the global workforce stays aligned with customer-centric strategy.



Team structures were a focus of discussion during all three roundtable sessions. A problem one delegate was experiencing, concurred with by many around the table, was the question of whether to have a brand specialist across channels or a channel specialist across brands. Though specialists were agreed to be important, it was the knowledge of all employees that was said to be vital. When every member of each team has a fair level of digital knowledge, digital transformation was said to be more successful and occur at a faster rate.

Some delegates spoke of their company's success with having all the teams involved with digital sat together; IT, development, ecommerce and marketing, for example, so that decisions can be fast and employees can learn from one another. One delegate said, "*It's an organisational challenge to enable rapid change.*" highlighting the structural changes that are vital for a company to become fully digital.

Roundtable takeaways

- Agree the minimum viable product (MVP) with management to avoid stalling projects at a late stage.
- Lead courageously; show employees that they will not get punished for making mistakes.
- Begin with having at least one knowledgeable digital marketer on every team, to keep ideas grounded but forward-moving, and preventing disproportionate or inappropriate ambitions.
- Allow a two-way conversation to develop between the board and employees, where strategy and ideas are freely shared.
- Move towards every member of every team having a level of digital knowledge, and have digital teams sat together so they can learn from one another.

7. Digital transformation is business transformation

Touched upon in the previous section was that of business structures and processes halting the rate of transformation. One delegate had experienced the infrastructure of the company as a whole being so far behind where it needed to be for digital change, that it had halted the whole process. That delegate stressed that digital transformation needed to be a whole business decision, in that way being *business transformation* and not just restricted to digital.

Barriers to digital are often found to be unrelated to buy-in or skills, but connected to a process in the so-called 'bowels' of the business. One roundtable delegate had traced the reasons for his company's stalling digital projects back to their source, and realised that almost all problems originated in the budgeting process, which was very siloed, and had not been taken into account when the digital transformation process began.

Again highlighted here is that the unwillingness to change that has been found in previous years appears to have been replaced by an eagerness to embrace digital, in some cases too quickly. In the words of one delegate, some marketers *"like the shiny stuff but forget to look at the dull stuff"*, referring to the need to look at the data alongside actual customer feedback, to work out what the customer wants and needs.

Legacy processes and technology can make it difficult to be responsive to change, however with digital comes data, and the need to be able to collect, clean and analyse it. To enable this, investment must be made in firstly the data infrastructure, and secondly, in the training of all employees to be able to look at this data and garner insights from it with the customer in mind.

There is a delicate balance apparent when it comes to making decisions on implementing digital: the customer must come first when making decisions on implementing digital changes, however these changes need to be backed by data. Concentrating on the customer without the data or vice versa can mean costly trips down the wrong path for marketers who need to be agile but not haphazard in their digital transformation journey. One delegate commented:

"Data should inspire conversation and get people to ask different questions, rather than assuming it tells the full picture."

Roundtable takeaways

- Digital transformation needs to be a whole business decision. View it as business transformation, not just digital.
- Take into account all processes that could have an effect on project progress, including budgeting.
- Put the customer first, but remember to look at the data to provide support to decisions on implementing digital projects. Train employees to be able to look at data and garner insights from it with the customer in mind.

8. Market data and statistics

- 78% of managers and executives said that achieving digital transformation will become critical to their organisations within the next two years [Source: [MITSloan & Capgemini](#), October 2013].
- 63% said the pace of technology change in their organisation is too slow [Source: [MITSloan & Capgemini](#), October 2013].
- Only 38% of respondents said that digital transformation was a permanent fixture on their CEO's agenda [Source: [MITSloan](#), October 2013].
- Where CEO's have shared their vision for digital transformation, 93% of employees feel that it is the right thing for the organisation. But only 36% of CEOs have shared such a vision [Source: [MITSloan](#), October 2013].
- 27% of senior executives rate digital transformation as now being 'a matter of survival' [Source: [MITSloan](#), October 2013].
- In 2012, 57% of CEOs expected digital channels to become one of their company's key means of interacting with customers within the next five years. In 2013, 52% of CxOs say they are already there [Source: [IBM Global C-suite Study - The Customer-activated Enterprise](#), 2013]
- 65% of midmarket leaders report that the lack of a cohesive social media plan is the biggest barrier to doing more in the digital space [[IBM Global C-suite Study: The Customer-activated Enterprise](#), 2013].
- 94% of CMOs believe advanced analytics will play a significant role in helping them reach their goals [[IBM Global C-suite Study: The Customer-activated Enterprise](#)].
- Where the CMO liaises closely and effectively with the CIO, the enterprise is 76% more likely to outperform in terms of revenues and profitability [[IBM Global C-suite Study: The Customer-activated Enterprise](#)].
- Within the next 12 months, 19% of companies say that they expect to appoint a Chief Digital Officer [Source: Gartner, November 2013].
- Nearly a quarter (21%) of global CEOs anticipate an increase in technology investment during 2014 [Source: [PwC 16th Annual Global CEO Survey](#)].
- 66% of all marketers think companies won't succeed unless they have a digital marketing approach [Source: [Adobe Digital Distress Survey 2013](#)].
- 87% of companies feel that digital transformation is a competitive opportunity [Source: [Capgemini Consulting Digital Talent Gap Report](#)].
- 60% of marketers expect their companies will invest more in digital marketing technology this year [Source: [Adobe Digital Distress Survey 2013](#)].
- 77% of companies consider missing digital skills as the key hurdle to their digital transformation [Source: [Capgemini Consulting Digital Talent Gap Report](#)].
- 51% of senior executives believe that it is critical to implement digital transformation in the next 12 months [Source: [Capgemini Consulting Digital Talent Gap Report](#)].
- Nearly two-thirds (65%) of staff believe senior management's digital knowledge is average or less [Source: [Adobe Digital Distress Survey 2013](#)].
- 82% of UK CEOs rate technological advances as having the greatest impact on their business over the next five years, followed by shifts in economic power and demographic changes [Source: [PwC 17th Annual Global CEO Survey](#)].

9. Resources

9.1. Econsultancy reports

Digital Transformation: Securing Board Buy-in Best Practice Guide

<https://econsultancy.com/reports/digital-transformation-securing-board-buy-in-best-practice-guide>

Digital Transformation: Agility and Innovation Best Practice Guide

<https://econsultancy.com/reports/digital-transformation-agility-and-innovation-best-practice-guide>

Insourcing and Outsourcing: Striking the Right Balance for Digital Success

<https://econsultancy.com/reports/insourcing-and-outsourcing-striking-the-right-balance-for-digital-success>

Digital Marketing and Ecommerce Trends and Predictions for 2014

<https://econsultancy.com/reports/digital-marketing-and-ecommerce-trends-and-predictions-for-2014>

Digital Marketing: Organizational Structures and Resourcing Best Practice Guide

<https://econsultancy.com/reports/digital-marketing-organisational-structures-and-resourcing-best-practice-guide>

9.2. Econsultancy blog posts

Regus CRM shows a company in need of digital transformation

<https://econsultancy.com/blog/64428-regus-crm-shows-a-company-in-need-of-digital-transformation>

Four key takeouts from our Digital Transformation roundtable in New York

<https://econsultancy.com/blog/63932-four-key-takeouts-from-our-digital-transformation-roundtable-in-new-york>

Three key steps towards a customer-focused digital transformation

<https://econsultancy.com/blog/63899-three-key-steps-towards-a-customer-focused-digital-transformation>

Digital transformation: the importance of culture

<https://econsultancy.com/blog/63720-digital-transformation-the-importance-of-culture>

Digital transformation: what it is and how to get there

<https://econsultancy.com/blog/63580-digital-transformation-what-it-is-and-how-to-get-there>

Digital transformation: why losing control is the future

<https://econsultancy.com/blog/63392-digital-transformation-why-losing-control-is-the-future>

Six key considerations for succeeding with digital transformation

<https://econsultancy.com/blog/63125-six-key-considerations-for-succeeding-with-digital-transformation>

Digital transformation: defining your internal structure

<https://econsultancy.com/blog/62920-digital-transformation-defining-your-internal-structure>



9.3. Third party reports and blog posts

Digital transformation: Creating new business models where digital meets physical
https://www-935.ibm.com/services/us/gbs/thoughtleadership/pdf/us_ibv_digital_transformation_808.PDF

PwC 17th Annual Global CEO Survey
<http://www.pwc.com/gx/en/ceo-survey/2014/assets/2014-uk-ceo-survey.pdf>

PwC 16th Annual Global CEO Survey
<http://www.pwc.com/gx/en/ceo-survey/2013/index.jhtml>

MITSloan Management Review – Embracing Digital Technology
http://www.capgemini-consulting.com/resource-file-access/resource/pdf/embracing_digital_technology_a_new_strategic_imperative.pdf

Adobe Digital Distress Survey
<http://www.images.adobe.com/www.adobe.com/content/dam/Adobe/en/solutions/digital-marketing/pdfs/adobe-digital-distress-survey.pdf>

The Digital Talent Gap: Developing Skills for Today's Digital Organizations
<http://www.capgemini.com/resources/the-digital-talent-gap-developing-skills-for-todays-digital-organizations>

IBM Global C-suite Study: The Customer-activated Enterprise
<http://www-935.ibm.com/services/uk/en/c-suite/csuitestudy2013/>

Are CMOs ready to become Digital Pacesetters?
<http://www.mycustomer.com/blogs-post/are-cmos-ready-become-digital-pacesetters/166752>

Is your business ready for digital reinvention?
<http://www.mycustomer.com/blogs-post/your-business-ready-digital-reinvention/166387>