How to be a leader in an era of Digital Evolution

Below is a summary of the key insights, observations and advice our panel of experts shared on how to become a successful, digitally evolved organisation

FORRESTER   **NETCEL**   **Optimizely**   **Siteimprove**

Strategy
- Start with what – then look at the how
- Digital initiatives fail when they lack focus on the customer problems your business solves
- Skip the programmatic approach to planning. Instead, apply an incremental, evolutionary approach where you're constantly testing, learning, and adapting

Technology
- Don't use technology as a 'strategy band-aid', audit and evaluate your tech stack based on defined, strategic objectives and measures
- Ensure meeting expectations is the driving force behind your technology selection
- Challenge whether your organisation has the right tools to deliver the experiences and content your users want

Content & Experience
- Content drives experiences. So when in doubt, create content!
- Embrace experimentation. Create and test hypothesis around the experiences you deliver
- Focus your content experience on meeting customer expectations delivered on the channels they use the most

Leading in an era of digital evolution

People & Culture
- Buy-in across the business and at all levels is core to success
- Don't dictate from the top. Empower your middle management through accountability, access to cross-functional insights, and the opportunity to make mistakes and learn in "psychological safety" (reference to Google Project Aristotle)
- Set clear objectives and apply appropriate measures and incentives aligned with an evolutionary mindset

Process
- Don't try and do it all at once. Pick something that is critical to your business and create the conditions for success (e.g. the right tech, processes, capability, governance etc.) and then prove the value
- Successful organisations first focus on outcomes, then build the features, initiatives, and capabilities to achieve them
- Use an adaptive business case approach by constantly observing outcomes, then setting and re-setting your measures. Pivot based on the most recent evidence you receive

Governance
- Be clear on the customer problem you're trying to address
- Adjust your ambitions, technologies, methodologies, and ways of measuring success to match your market and customers
- Empower your teams to focus on leading measures (getting things done), not just lagging measures (targets)

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