Digital Transformation Workshop

Nieuwegein, 12th of November
Empowered Consumer Expects Better CX

Effortless, Personalized and when they want it

Organizations Have to Digitally Transform, ...

but struggling to digitally connect

Challenges

• Ineffective gathering & fragmented data
• Point solutions
• Inflexible technology
• No clue where to start
HOW?
Human Centred Design
Reframing the shopping experience
Building blocks for a digital enterprise

- Organization – DNA & Culture
- Make things easier - Process automation
- Dreaming - Vision, Strategy & Innovation
- Flexible IT - Technology
- Smart - Data & Analytics
- Customer Journey Management

Responsive to change

- Internal communication
- Value propositions
- Content marketing
- Measurement
Today’s mission
Develop the ultimate CX airport

48 million passengers still growing

They can identify less than 25% of the passengers - no ability to communicate
Declining satisfaction scores on it pre-flight and post-flight passenger experience
Complaints of the tax-free shops

• Less interesting shoppers
Breaking News

New CEO and Executive Board appointed
“We must be what our customers want us to be. Different to the rest, helpful and connected. Social, Digital, in the Terminal, Mobile, it applies to all.”
- New CEO (2017)
Digital Transformation Methodology

Starting point

Scoping
Understand ourselves & our customer

Explore
Gather information to define the problem we must solve

Design Challenge

Ideation
Innovate concepts to produce prototype

Concept

Pilot
Initial validation of solutions

Implementation
Scoping
Define, quickly, what does it look like when we are doing our best work and visualize the goal in 5 years.

**How to use it?**
- Work as individuals for the first 2 mins, then discuss as a team for last 3. Cluster the statements and give them a name.

**Summarize it into a vision statement – a goal.**
Define, quickly, what does it look like when we are doing our best work and visualize the goal in 5 years.

**How to use it?**
- Consider your current strategy, identify examples of best and worst practice from current practice, place in the grid.

**Take an employee sheet and place the capabilities in the grid based on your assumption.**

Think about:
- The different journey steps of an air traveler
- Think about employee processes
- Culture / DNA.
- Digital strategy
- Channels / touchpoints

**Estimated time**
- 5 minutes

**Scoping phase**
- 5:00
- 4:00
- 3:00
- 2:00
- 1:00
- 0:00
Create a persona representing your target customer.

Work as a team to agree persona detail. Expand your target persona what is their ‘Digital Attitude’? build out a Persona using the template.
NEEDS, PAINS AND GAINS

Summary of the customers needs, pains and gains.

- **Need**: A deep motivation driving the customer.
- **Pain**: Frustration or inconvenience of not meeting the need.
- **Gain**: Expected benefits from meeting the need.

last 3. Cluster the statements and give them a name.
Explore
EXPLORE

Understand our Customer & Frame the problem

Matrix Needs, Pains, Gains
Customer Journey
Empathy Mapping

IDEATION

Scoping
Explore
Design Challenge

Starting point
CUSTOMER JOURNEY

**What:** define the problem we are trying to solve

**Why:** A good problem definition helps focus the innovation and design

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**Customer Journey**

- **Need**
- **Pains**
- **Gains**

**Challenge**

(This is you setting the challenge, which you must solve with a solution in the next step)

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**Link the emotion curve to the customer journey.**

**Formulate your Design Challenge – what are you going to solve?**

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Grab the best Need, Pain and Gain from the last sheet and stick it on this sheet.

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How do we make sure of the most likely thing about us as a team for last 3. Cluster the statements and give them a name.

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Estimated time: 5 minutes
Ideation
IDEATION

Innovate, Ideate & Solutionise

Brainstorming
Storyboarding
Scoping
Explore
Validation

Concept
Pilot
BRAINSTORM

Generate a storm of ideas and solutions

Build the future storyboard and link datapoints.

Throw all ideas on the template

Generate a storm of ideas based on the previous How Might We...challenge and build a FUTURE storyboard.

10 minutes
BRAINSTORM

Generate a storm of ideas and solutions

Focus Here

Consumer Value
Interactions, Goals, Emotions
Experience Design

Desirable

Feasible

Viable

Solution Value
People, Process, & Technology
Solution Design

Business Value
Differentiation, Acquisition, Retention & Efficiency
Business Design

Your Idea

Gamification
Family Challenges

Exercise & Save Plan

Joint GTM with Zoopla

Property Search Banking App

Facebook Saving Plan

Share & Save
Validation/Pilot
Evaluate the final concept

VALIDATION

Implementation

Starting point

Scoping

Capability Mapping

Change Management

Ideation

Implementation

Pilot
The art of #digital transformation? Aligning services.
Focusing on what matters. Grow as you go.

Awareness & Acquisition  |  Buying Experience  |  Product Experience  |  Service and Retain

Channel

Personalized Advertising  |  Optimized Content  |  Digital Buying Experience  |  Quotes and Prices  |  IOT  |  Connected Intelligence  |  Targeted Upsell  |  Social Engagement

Digital Body Language  |  Targeted Offering  |  Commerce  |  Omni-Channel  |  Digital Engagement  |  Request Management  |  Personalized Engagement  |  Field Service

DATA

identify gaps in existing infrastructure
By using one #Digital Platform.

Your Digital Transformation Focus

- Personalized Advertising
- Targeted Offering
- Commerce
- Quotes and Prices
- Request Management
- Targeted Upsell
- Content
- Social
- Mobile
- Chatbot
- IoT
- AI
- Analytics
- Data
Innovate like a Startup. ROI like a Pro.

“Rather than biting off a slew of digital improvements at once, B2B companies often get faster results by starting with small wins to build conviction and momentum.” – McKinsey, Oct 2016
PILOT BUILDING

Incorporate Feedback & Refine. Think about what People, Process or Technology capabilities your business would need to execute.

How to use it?
- Build the Pilot model - what do you need for your pilot?

Describe your innovation
Choose three capabilities

Choose one channel for your pilot
identify gaps in existing infrastructure

Estimated time: 5 minutes
An organization’s culture is the mortar that connects and binds everything together.

Each element requires a unique set of considerations that differ from traditional success factors.

How to use it? - Generate a storm of ideas based on the framework and build a the Change storyboard.
Change Management

Maturity phase?

- Developing adopters
- Management sponsor
- Roles and guidelines
- Shifts in mental models
- Innovation values
- Walk their talk
- Knowledge and skills related to digital tools

Culture

Digital Competency

Change Management

Strategic goals & values

Test phase
A New Passenger Experience for the Airport Operator

Measure both passenger footfall and dwell time

Deliver mobile offers and promotions, increase traveler satisfaction, retail sales and in-terminal visibility

52 million passengers
Move through its five airports each year.

CUSTOMER PERSPECTIVE
We will utilize geo-location and behavioural-based targeting for in-terminal offers, tracking of real-time customer service and the provision of key customer information improving the customer journey and improving operational efficiency.

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6 tips to start your digital transformation initiative

....... NOW!

1. Align digital goals with business goals
2. Sell and explain the concept internally, collaborate and get your sponsor
3. Prepare your architecture to connect to anything, anywhere
4. Work pilot to pilot with a multi disciplinary team
5. Make sure you have access to the necessary talent and skills to execute
6. .....
"The difference between "try" and "triumph" is just a little "umph."
Next Digital Transformation Workshop

Utrecht, 20th of February
Thank you