



# HOW TO *lead* IN THE DIGITAL AGE





Welcome to your digital frontier.



Today's world reflects a new reality: technology is ubiquitous, with friction-free access to digital services.

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This virtually seamless world makes disruption possible, enabling new business models, products, services, and experiences.

Welcome to the digital frontier



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makes disruption possible  
enabling new business  
models, products  
and experiences

Capitalizing on this phenomenon is key to innovation and growth. Business leaders are unlocking the possibilities of this new reality, using digital experiences to first imagine what's next, and then quickly turn those insights into business value.

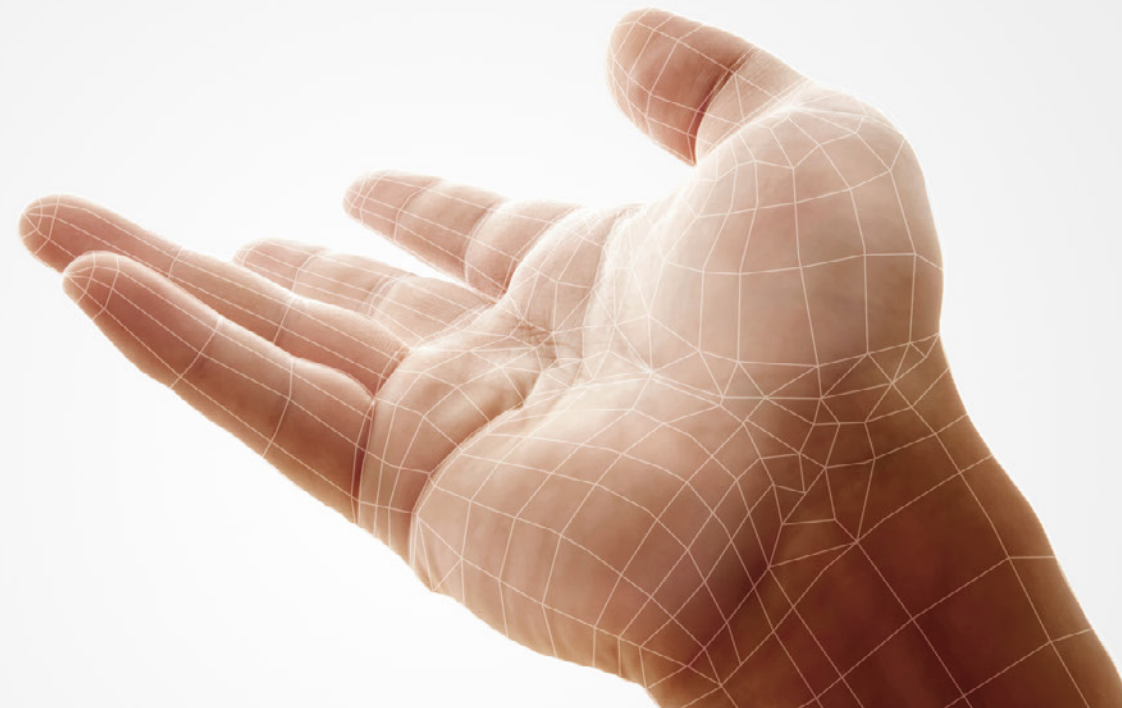


# These trends show the continued blurring of the boundary between virtual and physical life.

Businesses are connecting products in the real-world to experiences in virtual environments. The convergence of device functionality. Ubiquitous access to information. Gathering and analyzing data to gain insight and agility

to make informed predictions. The ability to generate demand with the right people in the right place. Our need to be social. Curiosity for authentic content and insights, and the human need for balance.

[SEE HOW >](#)



These trends show the continued blurring of the boundary between virtual and physical life.

MACHINE  
LEARNING

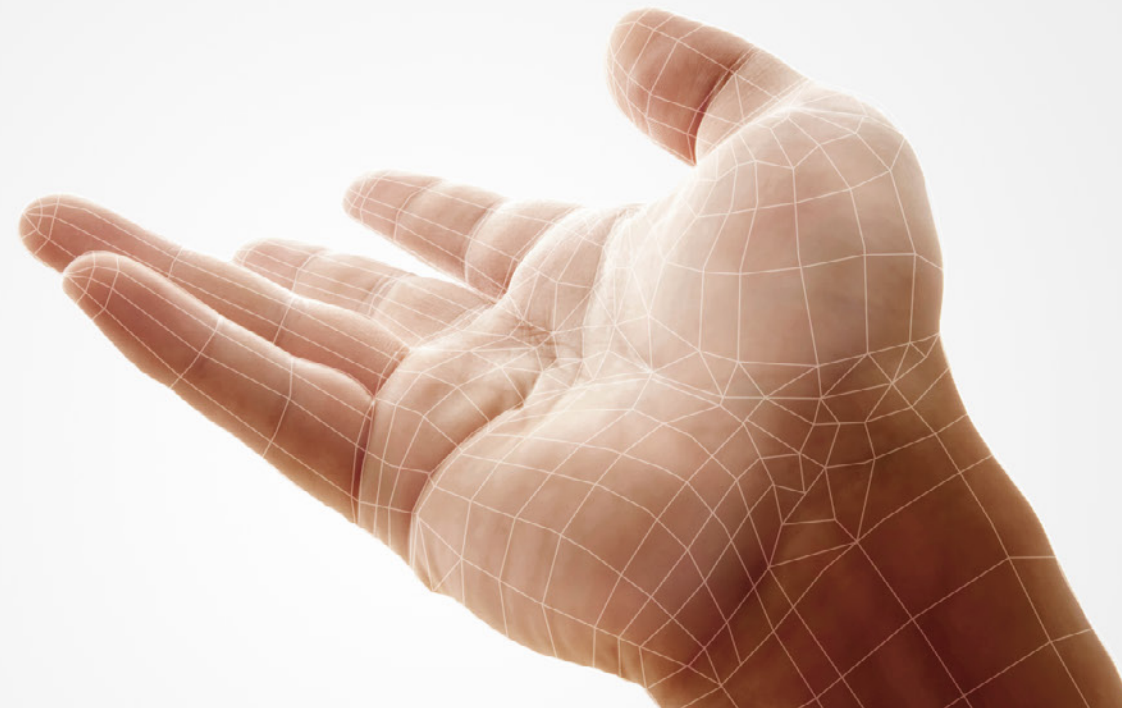
DATA  
SCIENCE

INTERNET OF  
THINGS

MIXED  
REALITY

HUMAN  
COMPUTER  
INTERACTION

ARTIFICIAL  
INTELLIGENCE



These trends show the continued blurring of the boundary between virtual and physical life.

MACHINE  
LEARNING

DATA  
SCIENCE

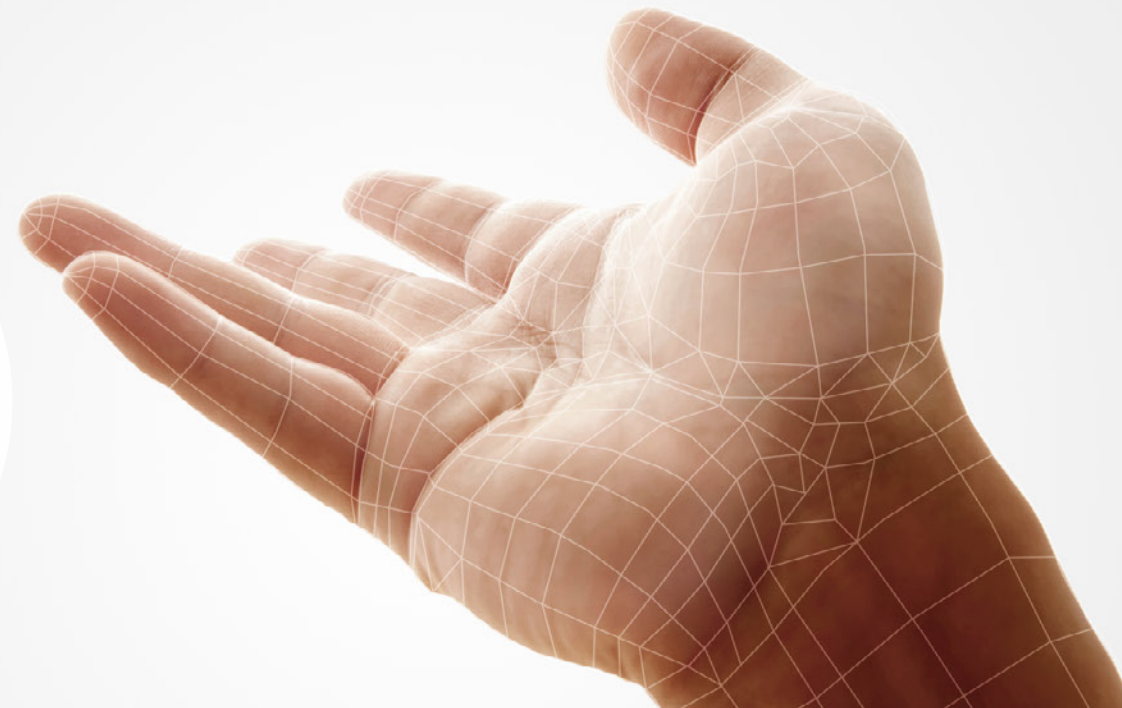
INTERNET OF  
THINGS

MIXED  
REALITY

HUMAN  
COMPUTER  
INTERACTION

advancing human interaction  
and automation, coupling  
of intelligent systems with  
direct manipulation

ARTIFICIAL  
INTELLIGENCE





# These trends show the continued blurring of the boundary between virtual and physical life.

## INTERNET OF THINGS

network of connected objects and devices to collect and exchange data

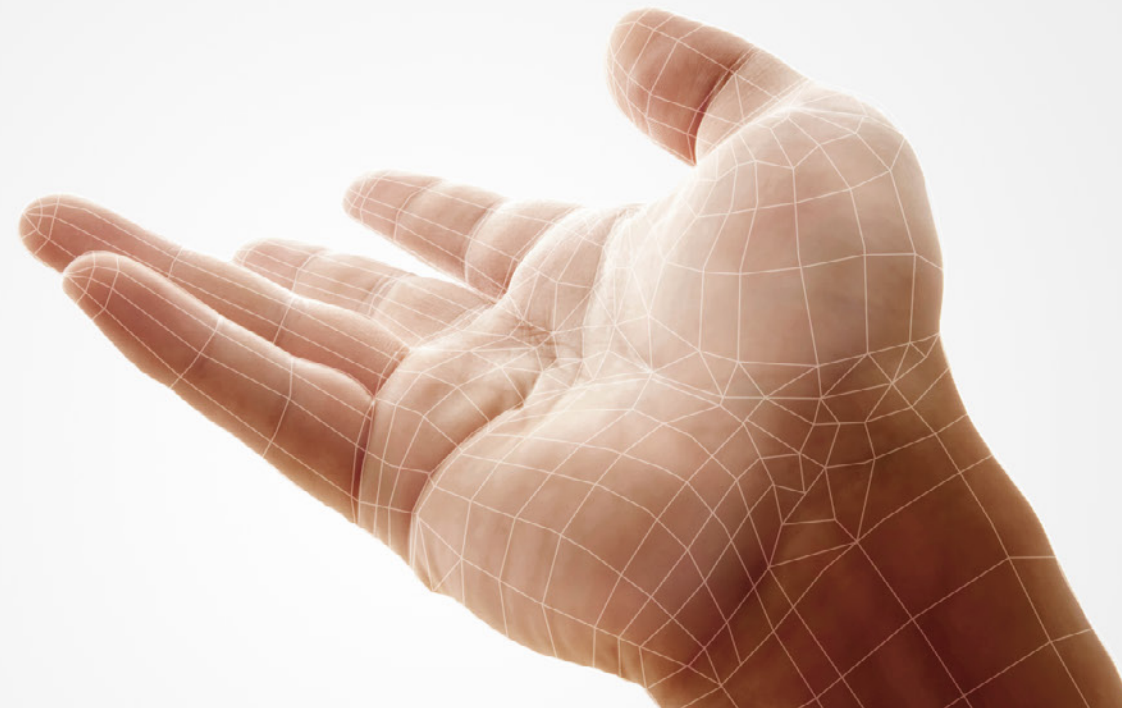
MACHINE LEARNING

DATA SCIENCE

MIXED REALITY

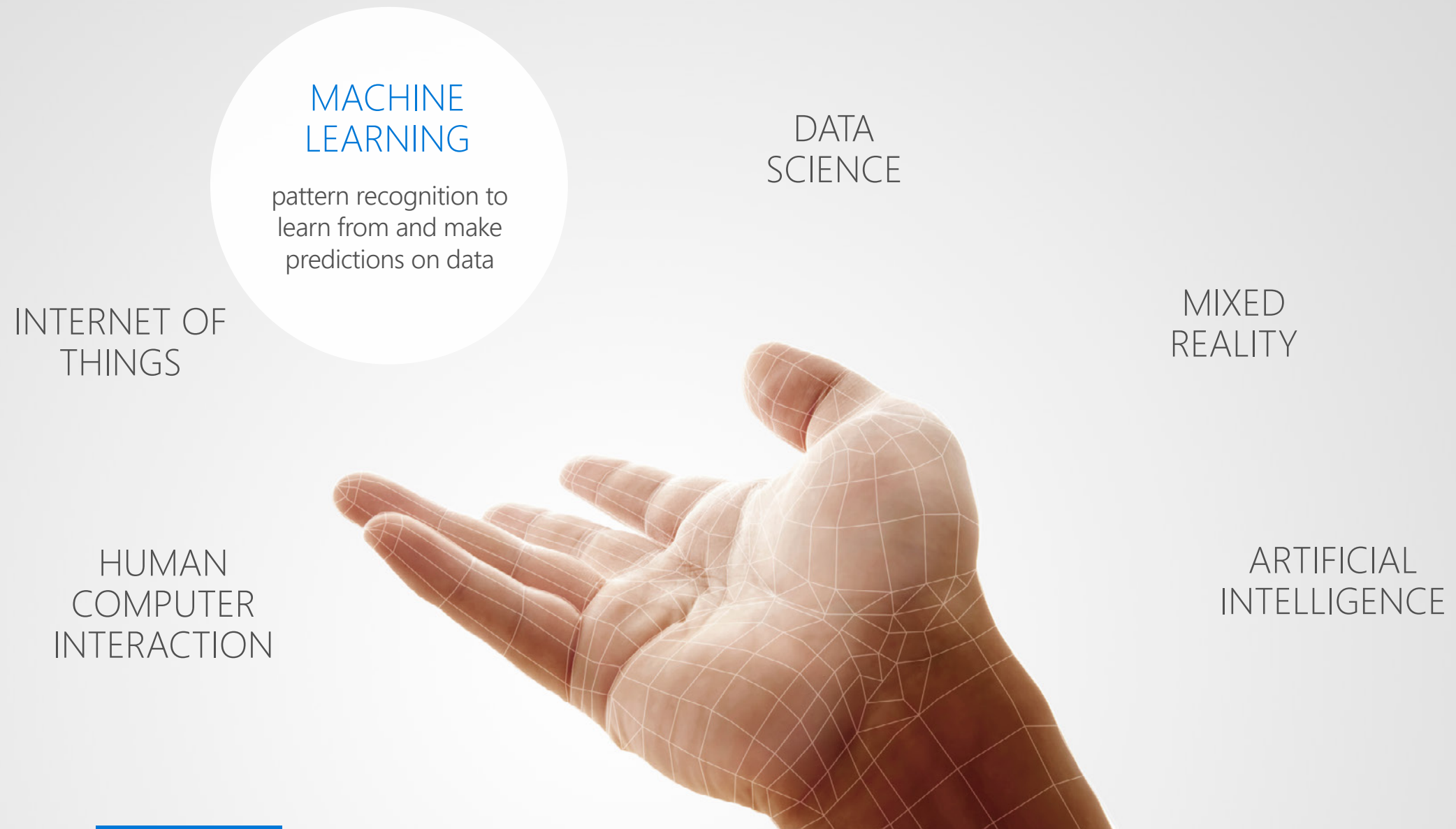
HUMAN COMPUTER INTERACTION

ARTIFICIAL INTELLIGENCE





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MACHINE  
LEARNING

DATA  
SCIENCE

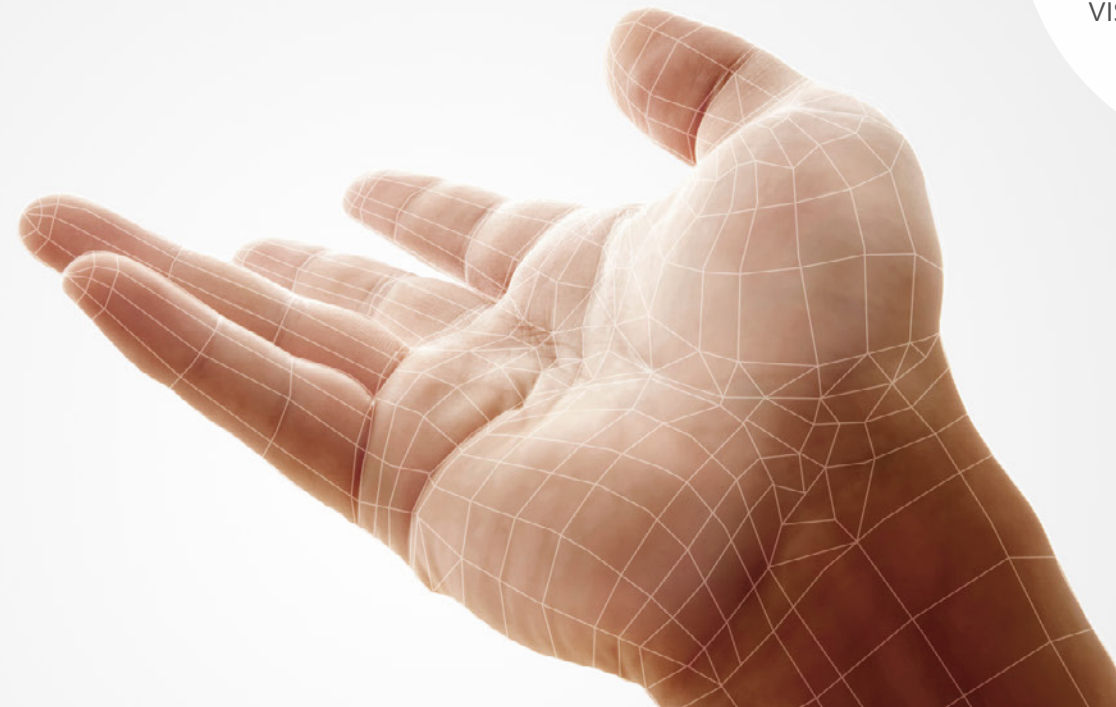
MIXED  
REALITY

merging real and virtual  
worlds to produce new  
environments and  
visualizations to interact  
and co-exist in  
real time

INTERNET OF  
THINGS

HUMAN  
COMPUTER  
INTERACTION

ARTIFICIAL  
INTELLIGENCE



These trends show the continued blurring of the boundary between virtual and physical life.

MACHINE  
LEARNING

DATA  
SCIENCE

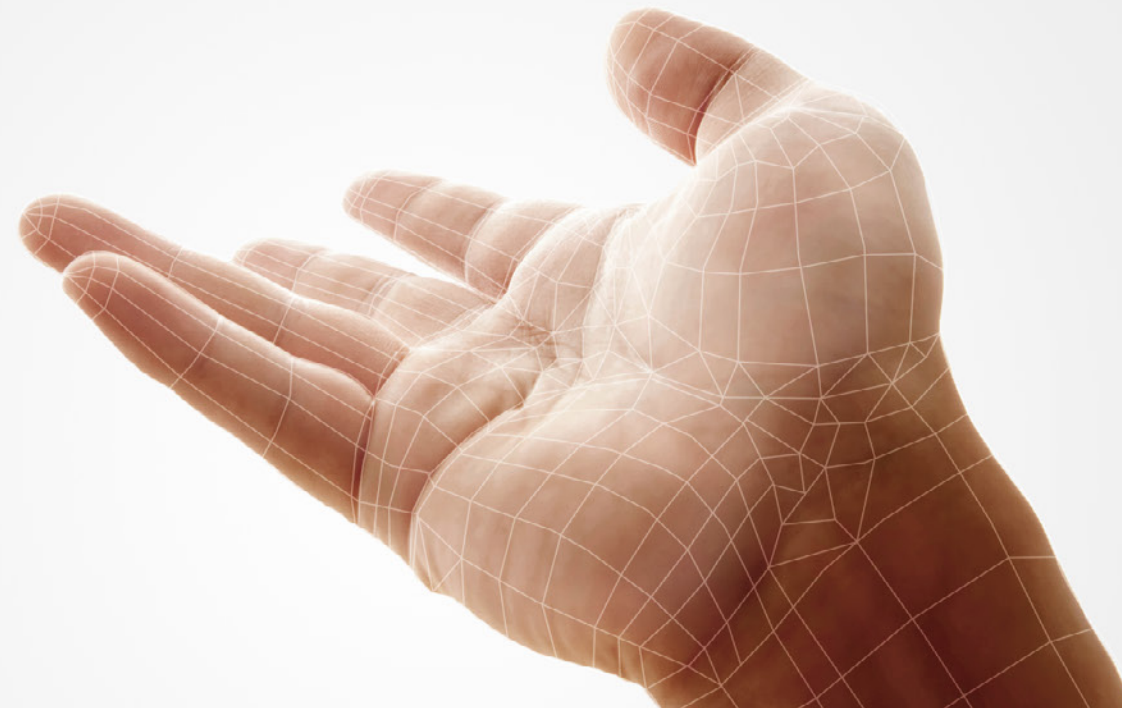
INTERNET OF  
THINGS

MIXED  
REALITY

HUMAN  
COMPUTER  
INTERACTION

ARTIFICIAL  
INTELLIGENCE

reasoning, knowledge,  
learning perception and  
ability to manipulate  
objects





# When opportunity knocks, will you be ready to respond?

## EIGHT KEYS TO MAKING THE MOST OF YOUR DIGITAL STRATEGY

1

The customer is the North Star for the journey ahead

2

Design for business outcomes

3

Commit to continuous learning

4

Build business agility and new customer segments

5

Provide anywhere and anytime access

6

Connect employees, customers, partners, and suppliers

7

Gain customer insights into needs and desired outcomes

8

Business model innovation determines what works

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Business model innovation determines what works

Create deep connections, relevance, and empathy by seeing through the eyes of the customer. Design and deliver services and solutions from their perspective, by focusing energy on the things that matter to them.



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Business model innovation determines what works

When formulating your digital strategy, focus on the business outcomes. Think in terms of adding incremental business capabilities. Don't make it a big bang thing. Instead, start small, but iterate rapidly on building business capabilities that take advantage of technologies that will help bring your business scenarios to life.

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Business model innovation determines what works

Digital business transformation is a cultural shift, not a technology problem. If you want it to be built to last, then it needs to be built for change. A key building block for organizational cultures that will rise and thrive in the digital age is that they are built for change and commit to being a learning organization – that is adaptive and continuously improves with time and necessity.



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Business model innovation determines what works

Always look to take waste out where value is not being created, whilst remaining nimble to rapidly respond to market change to deliver on your customer needs.

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Business model innovation determines what works

Embrace diverse buying patterns and work styles by supporting devices and building apps to support new business models and needs at anytime and anywhere.



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Business model innovation determines what works

Work your entire value chain optimally to build on the products and services that you deliver to customers today by creating interactive and engaging experiences, flow and feedback.

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Business model innovation determines what works

Context is the key to relevancy. The way to be relevant is to show up in context, in a relevant way, to the situation at hand. As you can imagine, artificial intelligence, machine learning and analytics can play a big role in relevancy, along with all the insight gained from the exponentially growing Internet-of-Things all around you.



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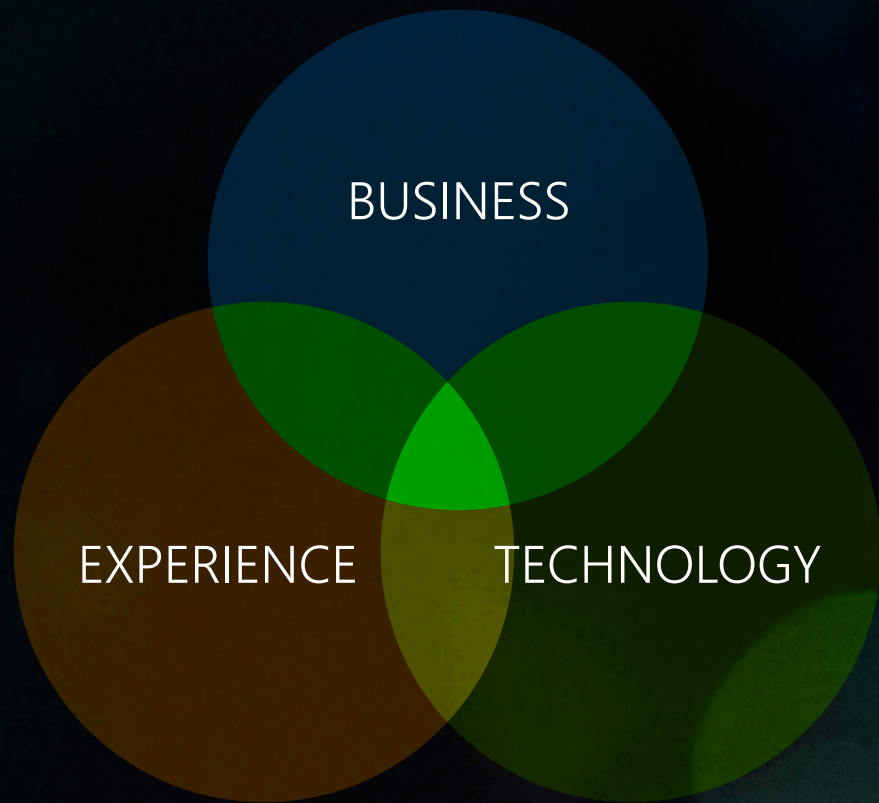
7

Gain customer insights into needs and desired outcomes

8

Business model innovation determines what works

Businesses are connecting products in the real-world to experiences in virtual environments, coupled with the Internet of Things, business models get flipped on their head. Some businesses are moving from selling their things to selling their insights and information. The four dimensions of business model innovation are the customer segment (WHO), the value proposition (WHAT), the value chain (HOW), or why you profit (WHY).



The key to delivering the best experience and service regardless of where you are on your digital journey, is to help unlock new opportunities at the intersection of business performance improvement, differentiated experiences, and technology integration.



[NEXT >](#)



Breaking down decaying organizational silos from rigid functional and operational structures, to highly skilled, focused and nimble transdisciplinary venture-like teams, that gravitate towards a common sense of purpose, curiosity and will to do something worthwhile for the greater good.

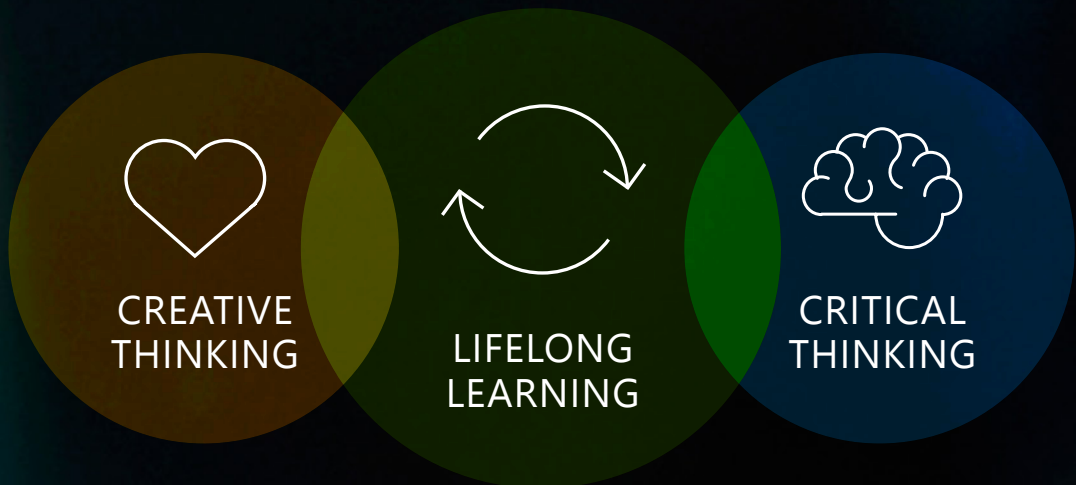
Learn about your customers with a curious child-like wonder. Be insatiable in your desire to learn from the outside in and bring that into your organization. Think critically to deeply understand industry-specific business strategies and needs that differentiate, bringing insights that help you do things you didn't think possible previously.

< PREV



NEXT >

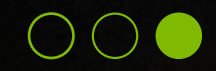




Creativity can't be subscribed to or bought off the shelf as if it were packaged software or a process. It's a social system about values, skills, craftsmanship and a way of doing. It isn't simply a mandate that gets handed down. It needs to be embraced to allow people to create without fear. It's something that is nurtured, imparted and practiced at throughout an organization. It takes skill, practice and persistence, and the results pay off.



< PREV



# Magic takes planning.

## Imagine

Challenge convention.  
Imagine the art of the possible.  
"What if...? Imagine if...?"

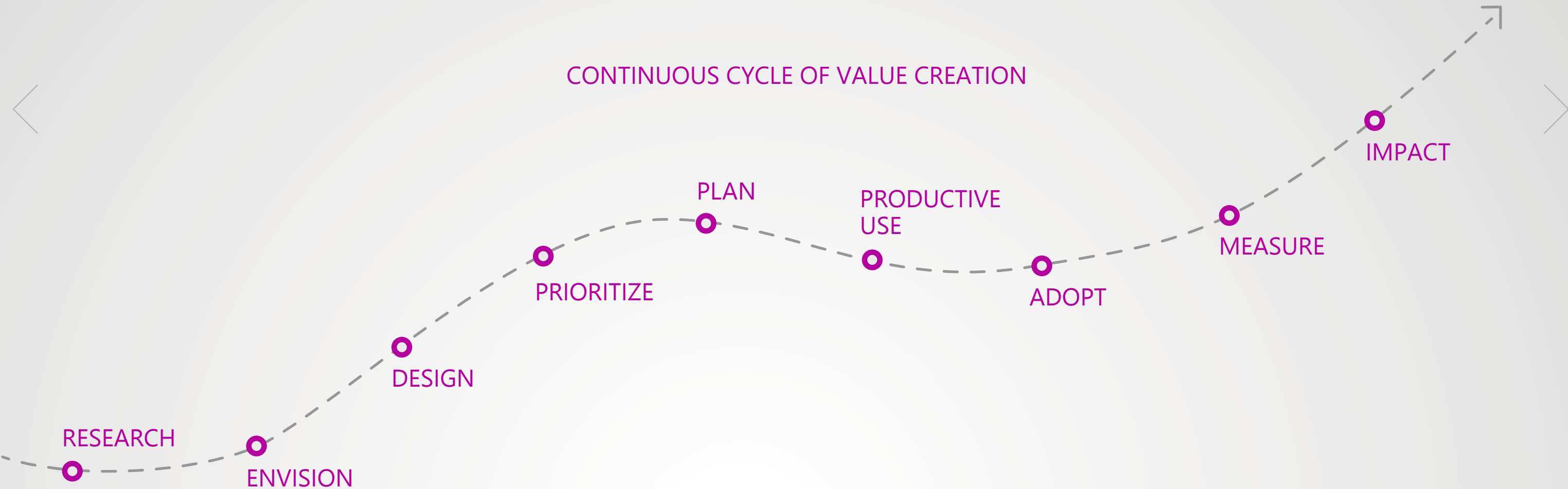
## Realize

Accelerate the realization of  
value. Speed time-to-market.  
Deliver on customer needs.

## Experience

Engage with value-added services  
and digital experiences that differentiate.  
Improve business performance.

### CONTINUOUS CYCLE OF VALUE CREATION





# Magic takes planning.

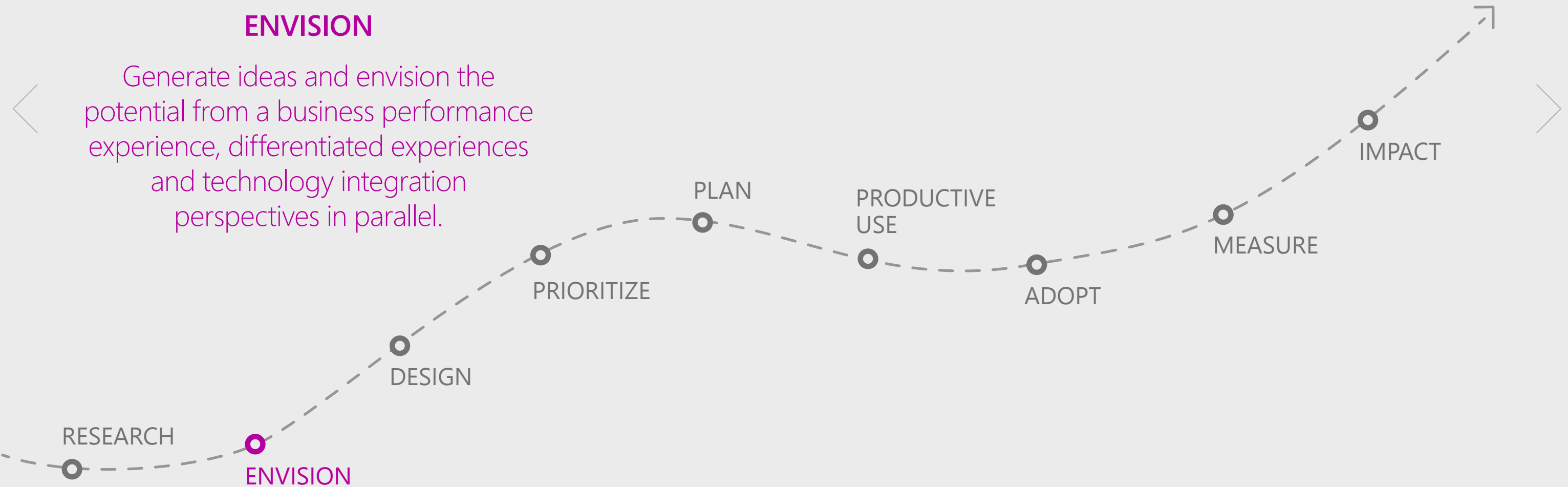
**RESEARCH**  
Engage employees, customers, and partners in multidisciplinary research.



# Magic takes planning.

## ENVISION

Generate ideas and envision the potential from a business performance experience, differentiated experiences and technology integration perspectives in parallel.



# Magic takes planning.

## DESIGN

Design service, product, experience, and/or solution. Prototype commercial viability and technological feasibility. Explore end-to-end experience.

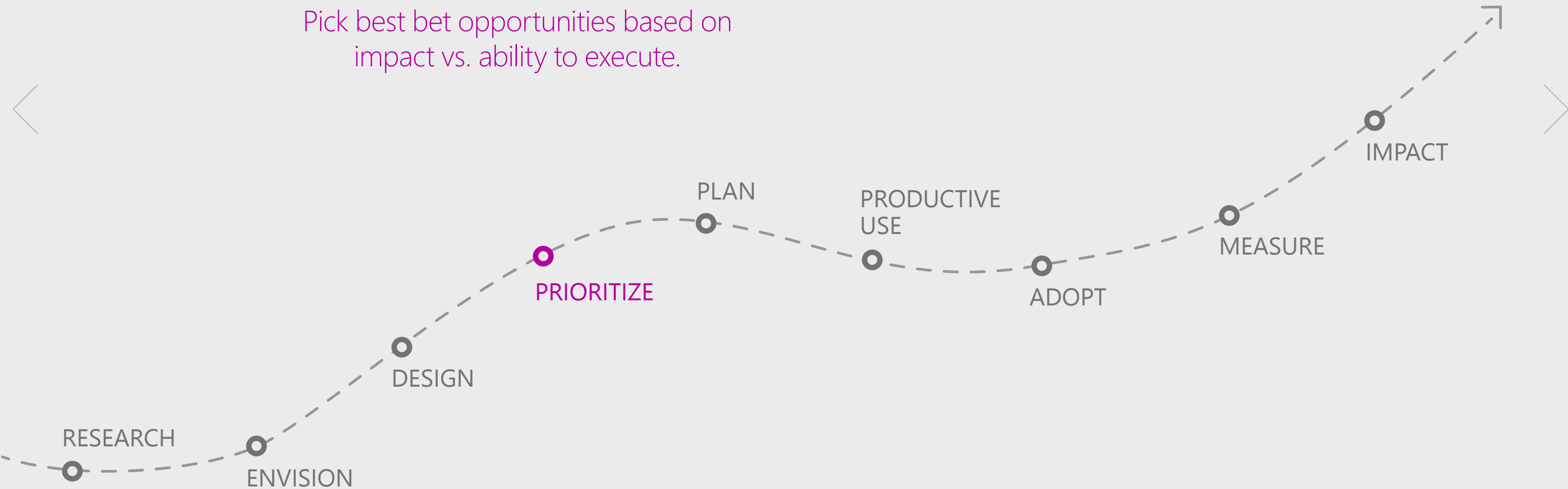




# Magic takes planning.

## PRIORITIZE

Pick best bet opportunities based on impact vs. ability to execute.



# Magic takes planning.

## PLAN

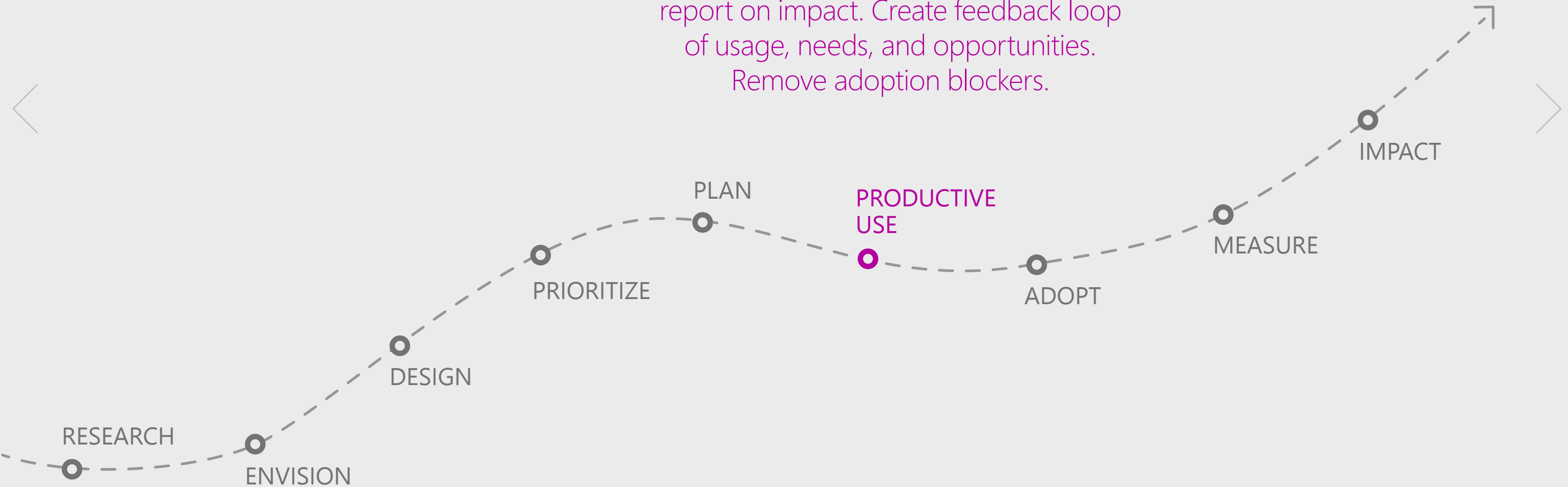
Architect against capabilities, scenarios, business case, value management, adoption, governance, risk, and compliance.



# Magic takes planning.

## PRODUCTIVE USE

Drive adoption to realize value and report on impact. Create feedback loop of usage, needs, and opportunities. Remove adoption blockers.

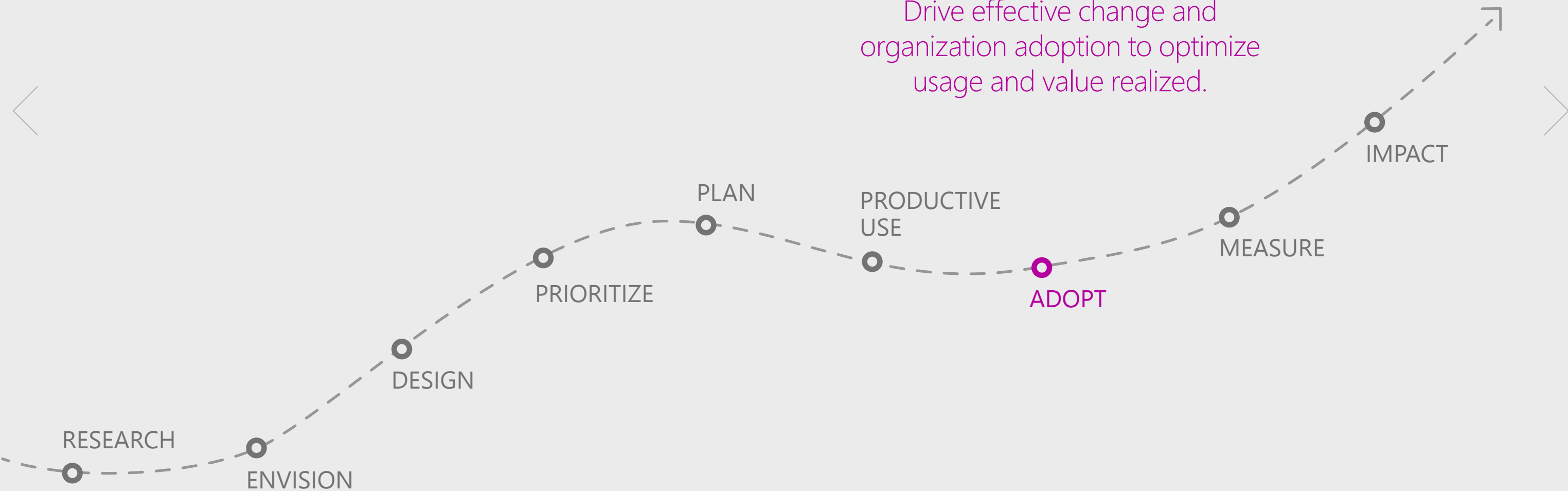




# Magic takes planning.

## ADOPT

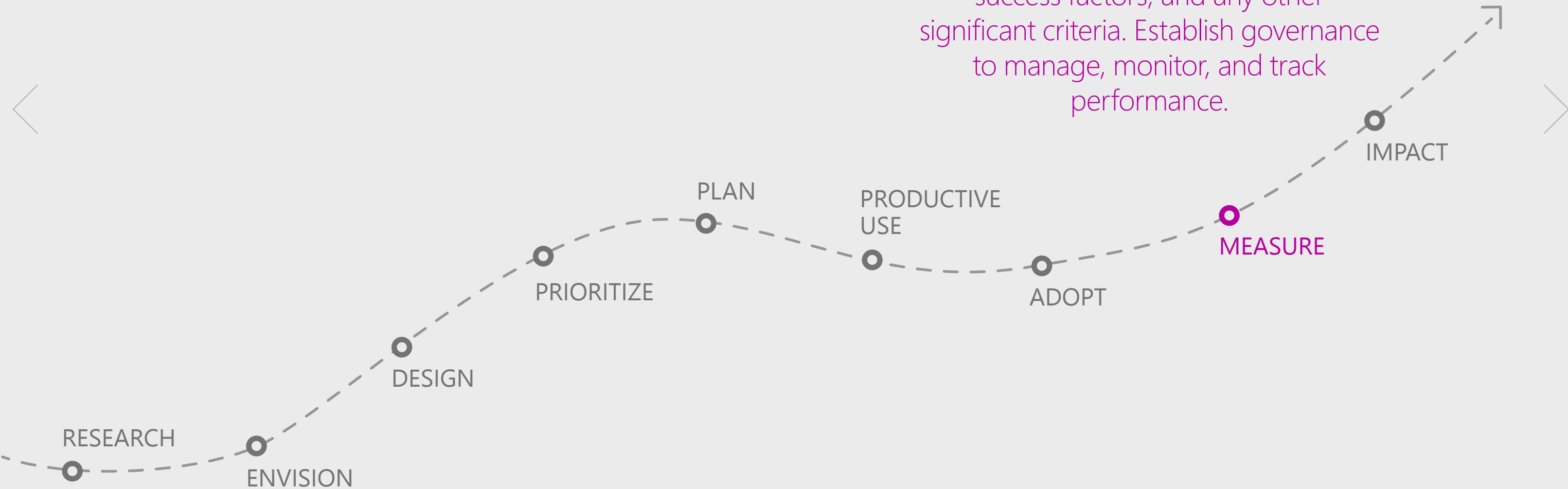
Drive effective change and organization adoption to optimize usage and value realized.



# Magic takes planning.

## MEASURE

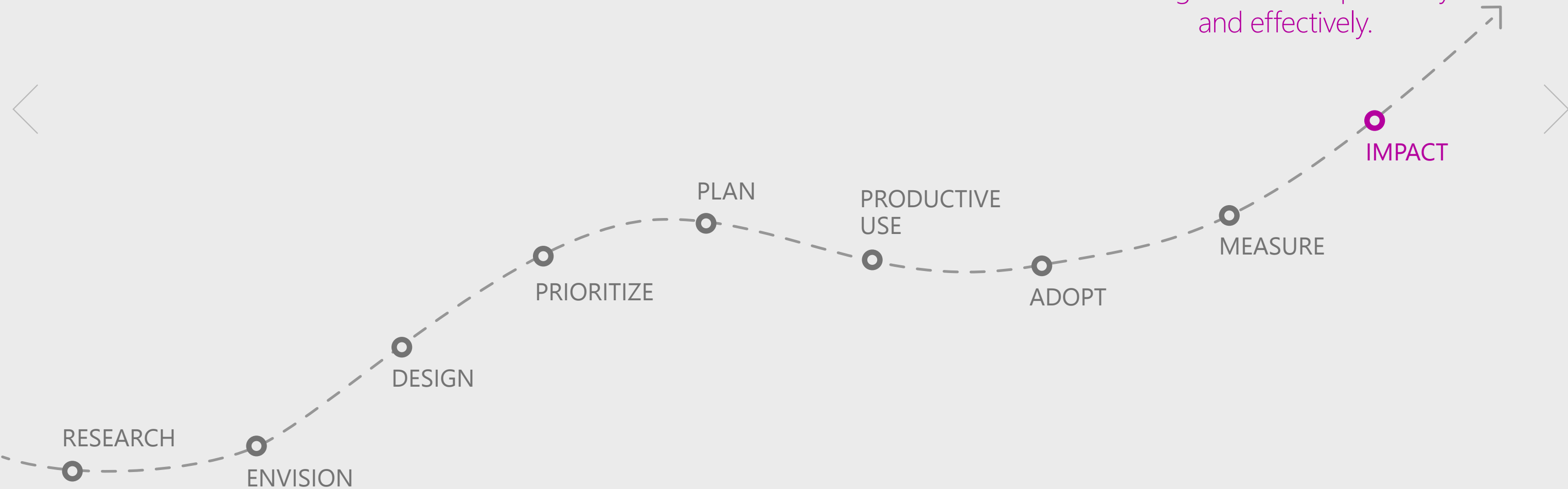
Monitor strategy with KPIs, critical success factors, and any other significant criteria. Establish governance to manage, monitor, and track performance.



# Magic takes planning.

## IMPACT

Business value, outcomes, and experiences realized. Solution brought to market profitably and effectively.





Use these tools and techniques to imagine what's next, realize more value, and create experiences that differentiate.

1

Industry  
Research

2

Customer  
Journey  
Mapping

3

Ethnographic  
Research

4

Observation  
Analysis

5

Ideation  
Management

6

Scenario  
Planning

7

Story  
Boarding

8

Story  
Telling

9

Business  
Model  
Innovation

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Story  
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Business  
Model  
Innovation

Being current on industry trends, finding key performance benchmark patterns, analyzing the types of business and strategies and tactics in competing organizations.

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Industry  
Research

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Customer  
Journey  
Mapping

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Ethnographic  
Research

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Business  
Model  
Innovation

Outlining the needs, goals, thoughts, feelings, expectations and pain points of each person involved, determining the actions and interactions of what your customer is doing, the channels where the interaction takes place, and the context.



Use these tools and techniques to imagine what's next, realize more value, and create experiences that differentiate.

1

Industry Research

2

Customer Journey Mapping

3

Ethnographic Studies

4

Observation Analysis

5

Ideation Management

6

Scenario Planning

7

Story Boarding

8

Story Telling

9

Business Model Innovation

Emphasizing cultural relativity, holistic thinking, and the use of findings to frame cultural critiques, qualitative research and analysis to describe a cultural group.

Use these tools and techniques to imagine what's next, realize more value, and create experiences that differentiate.

1

Industry Research

2

Customer Journey Mapping

3

Ethnographic Research

4

Observation Analysis

5

Ideation Management

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Scenario Planning

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Story Boarding

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Story Telling

9

Business Model Innovation

Exploring the customer's journey to gather information about the products and services an organization provides that go beyond their immediate interactions in a specific digital or physical touch point.

Use these tools and techniques to imagine what's next, realize more value, and create experiences that differentiate.



Generating, developing, and communicating new creative ideas across all stages of the thought process, from research, envision, design to realization.



Use these tools and techniques to imagine what's next, realize more value, and create experiences that differentiate.

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Industry Research

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Customer Journey Mapping

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Ethnographic Research

4

Observation Analysis

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Ideation Management

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Scenario Planning

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Story Boarding

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Story Telling

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Business Model Innovation

Designing for the needs of your customers so that a service is people-centric, competitive, and relevant to your customers by helping your business to better understand the behavior, needs, and motivations of your customers.

Use these tools and techniques to imagine what's next, realize more value, and create experiences that differentiate.

1

Industry  
Research

2

Customer  
Journey  
Mapping

3

Ethnographic  
Research

4

Observation  
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Ideation  
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Story  
Boarding

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Story  
Telling

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Business  
Model  
Innovation

Visually organizing and illustrating the series of steps and their sequencing in the customer journey storyboard as part of the iterative design process.



Use these tools and techniques to imagine what's next, realize more value, and create experiences that differentiate.

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Industry Research

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Customer Journey Mapping

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Ethnographic Research

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Observation Analysis

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Ideation Management

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Business Model Innovation

Revealing the motivations, work-lives, environments, challenges, achievements, and the people and technologies that help them along the way, showing the ups and downs.



Use these tools and techniques to imagine what's next, realize more value, and create experiences that differentiate.

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Customer Journey Mapping

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Ethnographic Research

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Observation Analysis

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Business Model Innovation

Formulating the key building blocks to develop the business model by aligning activities by illustrating potential trade-offs across your value proposition, how you prioritize and execute to make money, go to market, manage cost and operations.

# The client—Chief Marketing Officer

“We are always looking to...

- Improve our marketing and sales effectiveness
- Reduce the cost of gaining new customers and maintaining customer loyalty
- Control our message in the market at all times and in all situations
- Drive each customer to buy across a range of products through cross-selling and up-selling



# The goal—increase customer preference



## Current state

“We have difficulty finding ways to maximize reach and deliver messages that provoke action, especially with people using more devices in more locations than ever before. We need to find interactive solutions that allow us to be a part of the moments that matter and make the ads work.”

## Desired future state

“We can easily build evocative advertisements and conduct digital marketing campaigns, delivering them on interactive devices that make the creative come to life. We can react to real-time insights and personalized information.”



# Mapping the customer experience journey

SHOP + PURCHASE    OWNERSHIP



# Mapping the customer experience journey

SHOP + PURCHASE    OWNERSHIP



# Solution storyboard

Market and sell products

Move customers through the decision journey

Conduct responsive, agile and effective campaigns



*TOP-LINE IMPACT*

*BENEFITS*

*START*

*STOP*

*CONTINUE*



# Solution storyboard

Market and sell products



Social media



The web



Mass media



Devices

Move customers through the decision journey

Conduct responsive, agile and effective campaigns

TOP-LINE IMPACT

BENEFITS

START

STOP

CONTINUE

# Solution storyboard

Move customers through the decision journey

Market and service products



Services to devices, telemetry, social, and market data



Customer 360° view

Personalized services



Target marketing

Develop new offers

Adapt campaigns

Target responsive, agile effective campaigns

TOP-LINE IMPACT

BENEFITS

START

STOP

CONTINUE

# Solution storyboard

Market and sell products

Move customers through the decision journey

Conduct responsive, agile and effective campaigns



Engage customers



Offer desirable services



Increase sales



Multiple channels

TOP-LINE IMPACT

BENEFITS

START

STOP

CONTINUE



# Solution storyboard

Market and sell products

Move customers through the decision journey

Conduct responsive, agile and effective campaigns



## TOP-LINE IMPACT

Enhance and improve customer engagement and generate ongoing revenue with personalized, timely, and agile marketing campaigns.

**TOP-LINE IMPACT**

*BENEFITS*

*START*

*STOP*

*CONTINUE*

# Solution storyboard

Market and sell products

Move customers through the decision journey

Conduct responsive, agile and effective campaigns



## ***BENEFITS***

Improved marketing and sales effectiveness  
Increased market share  
Improved product and service quality

Improved brand and shareholder satisfaction  
Improved speed to market

*TOP-LINE IMPACT*

***BENEFITS***

*START*

*STOP*

*CONTINUE*

# Solution storyboard

Market and sell products

Move customers through the decision journey

Conduct responsive, agile and effective campaigns



## START

Design marketing campaigns with the help of social listening analytics  
Evaluate device telemetry to identify new marketing opportunities

Using customer analytics to connect customers with the most pertinent products and services  
Personalizing mobile marketing

TOP-LINE IMPACT

BENEFITS

START

STOP

CONTINUE



# Solution storyboard

Market and sell products

Move customers through the decision journey

Conduct responsive, agile and effective campaigns



**STOP**

Restrict listening to only brand and not beyond (Competitors)

Restrict sharing sentiment analysis data throughout the organization

*TOP-LINE IMPACT*

*BENEFITS*

*START*

***STOP***

*CONTINUE*

# Solution storyboard

Market and sell products

Move customers through the decision journey

Conduct responsive, agile and effective campaigns



**CONTINUE**

- Perform customer and marketintelligence analysis
- Develop and manage social media channels
- Develop and manage promotional activities

*TOP-LINE IMPACT*

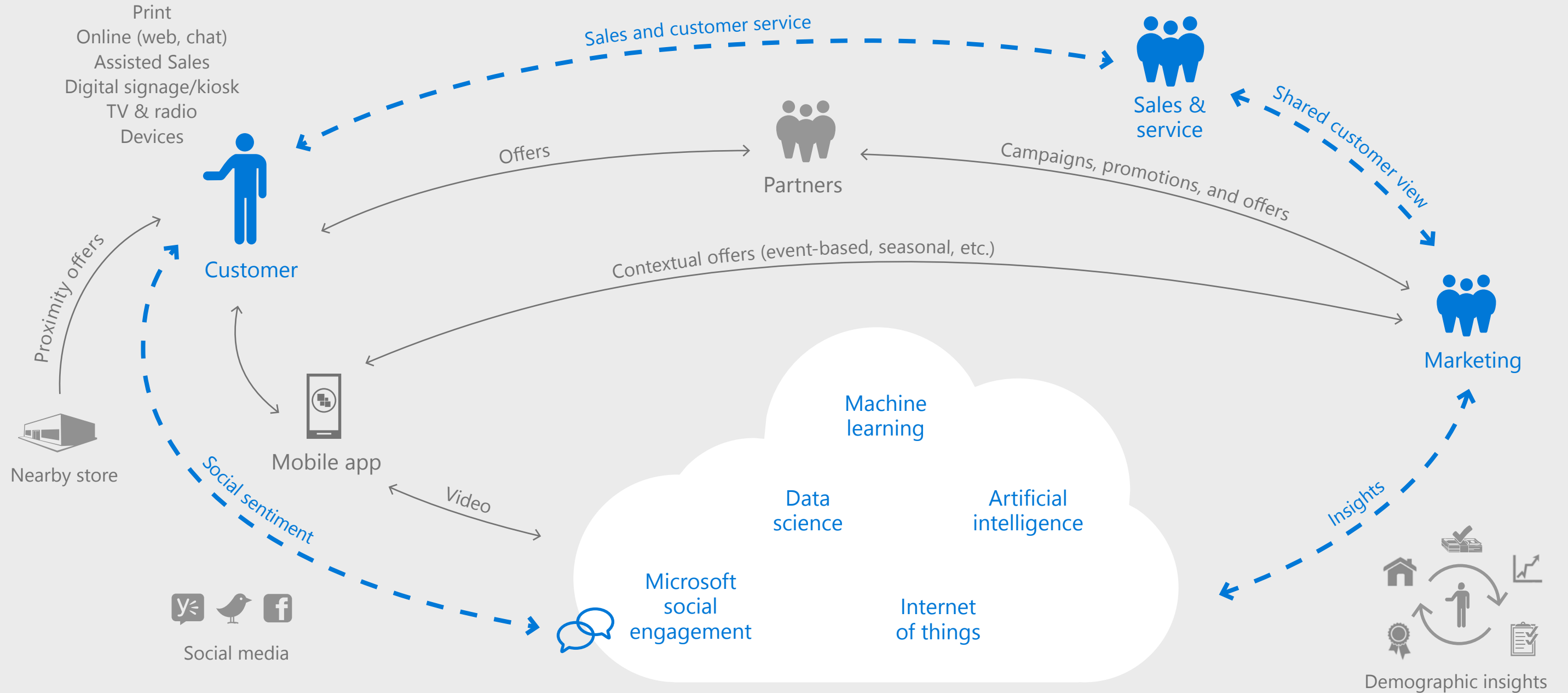
*BENEFITS*

*START*

*STOP*

**CONTINUE**

# Technology storyboard





# True stories

People and organizations who have challenged convention, using technology creatively to imagine and realize the human and business value of digital experiences



Setting people with sight loss free to experience cities like never before



Reimagining the buying experience to sell health, beauty and homecare products



Bringing the customer experience to life

# The edges are no longer the boundaries.

As more people and things are connected, there is more data to provide insight. And that insight, in turn, can be used to innovate and disrupt anything where there are inefficiencies in how information is generated, captured, shared, and exploited.

At the same time, imagine a world where more people are trying to find new ways to create and capture value. This flips business models on their head, and leads to more business model innovation, as companies find the hot spots along their value chain (marketing, sales, supply, product development, distribution, and customer service) to simplify, digitize, and automate.





# The edges are no longer the boundaries.

The individuals and companies that rise above the noise, are able to look left when others are looking right, are the ones that build better brands, have the foresight and empathy to see through the eyes of their customers to quickly innovate and bring to market differentiated products, services, solutions and experiences, are laser focused on creating unique value, have the agility to reinvent themselves and move quickly to embrace change, can tell their story to inspire and win the hearts and minds, and cultivate their own tribe of raving fans.





# About the authors



**ROY SHARPLES** [↗](#)

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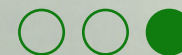
Creative laureate that envisions and brings to life new services and experiences that enable wealth creation and makes people's lives better.



**JD MEIER** [↗](#)

Director, Digital Business Transformation

Leads the Microsoft capability for enterprise strategy, enterprise architecture, and value realization. Pioneer in agile program management, taking on big challenges and turning them into results, competitive wins, and industry impact.







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