

An Implementation Tool for *Winning Digital Customers*

STRUCTURING A DIGITAL TEAM

THE 7 KEY ROLES YOU NEED
TO FILL AND EMPOWER

HOWARD TIERSKY

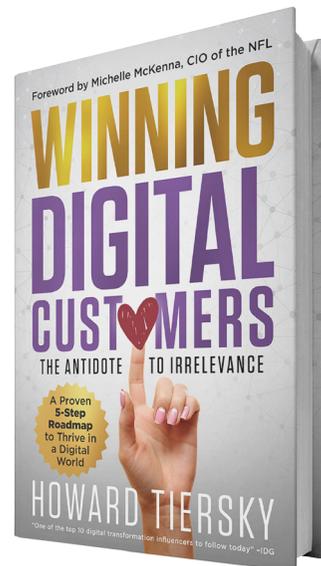
"One of the top 10 digital transformation influencers to follow today" -IDG

This is a special supplemental ebook to *Winning Digital Customers* that outlines the people you need to surround yourself with to succeed at transformation. If you read the book and are now trying to put together your super team, this ebook is for you.

If you're reading this but don't have the book, make sure to go to www.WinningDigitalCustomers.com/preorder and buy it. In the book, innovation consultant and Amazon Bestselling Author Howard Tiersky lays out a simple but detailed five-step methodology that any company can follow to embark on digital transformation at their company.

THIS PROVEN 5-STEP ROADMAP WILL HELP YOU:

- * **Conduct insightful customer research**
- * **Envision the customer experience that will maximize**
- * **your competitiveness in the market**
- * **Align your teams around a vision for digital transformation**
- * **Identify the quick wins that will help you out of the gate**
- * **Ultimately drive the transformation needed to bring your**
- * **company into alignment with today's digital world.**

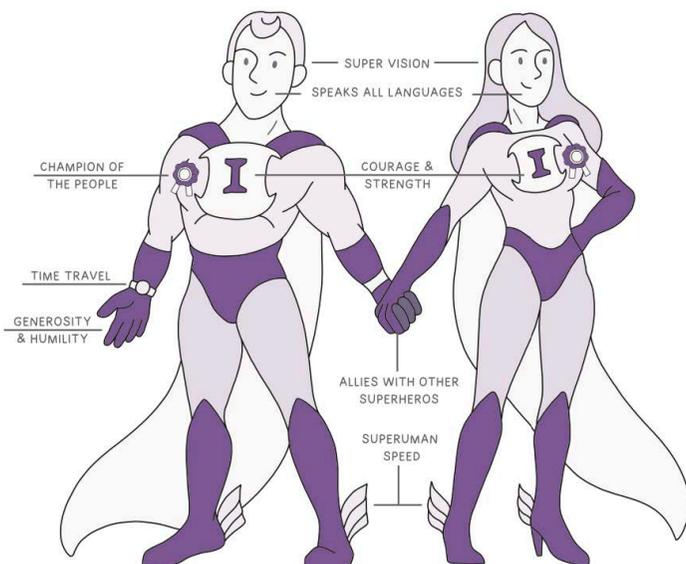


This roadmap has been developed over decades of helping brands drive digital transformation and it is proven to achieve results.

To take the first step towards leading digital transformation at your company, and go to www.WinningDigitalCustomers.com/preorder to get your copy today!

Structuring a Digital Team

As discussed in *Winning Digital Customers*, digital transformation requires an innovation hero who has the vision and tenacity needed to drag their company to digital excellence.



The Superpowers of an Innovation Hero

◀ wdc.ht/SUPERHERO

But even the most powerful innovation hero cannot carry out transformation alone. A key part of the innovation hero's job is assembling a leadership team of superheroes, all of whom embody core characteristics, but each of whom can bring a special area of strength to the team. For each of these leaders you'll need to bring on, there'll be a dedicated team working under them that will be a key part of the transformation effort.

In this supplemental book, we'll take a closer look at the super team you need to put together to succeed at digital transformation.



The Members of Your Super Team

↳ wde.ht/SUPERTEAM

Members of Your Super Team

Member 1. The Business Leader

The business leader defines the fundamental value proposition: Who is the digital experience targeting? What needs does it fulfill? How is it fundamentally differentiated from other offerings that attempt to fulfill the same needs? How does it generate value for the business, and what is the "revenue model"? For example, Uber was conceived as a way to provide a more efficient taxi experience for people looking for immediate transportation over relatively short distances; it was also less expensive because it leveraged the vehicles of individuals who wanted to make extra cash rather than "professional" taxicabs. The business vision does not address how the product achieves these goals, only the business opportunity to be pursued.

Working Under the Business Leader

The Digital Business Vision Owner: The Business Vision Owner defines the key business measures and objectives for the digital property, including target market segments and their objectives. This "visioneer" makes final decisions on product direction.

Member 2. The Product Leader

The product leader describes what the product should actually do, and what features will create the kind of differentiated solution for customer needs that the business vision requires. For example, Honey is a browser plug-in that alerts you as to whether a product you're looking at might be available on another website for a lower price or whether there is a promo code available to reduce the price of the product on the current site. Two specific (and different) features, both designed to build on Honey's fundamental business vision.

Working Under the Product Leader

Product Management Team: Product Management owns the product on a day-to-day basis and liaises with other areas to make sure the digital value proposition is realized. They're responsible for commissioning and reviewing customer research to develop and maintain the product roadmap in terms of the business vision. They're able to prioritize the backlog of changes and improvements.

Program Management Team: Distinct from the Product Manager, the Program Manager is responsible for owning the long-term plan to achieve the product roadmap, including budgets and resource allocations, and maintaining the release schedule.

Member 3. The User Experience Leader

The User Experience leader designs the physical manifestation of the product and how a user will interact with it, be it the design of the screens and flow of a mobile app or website or the physical design of a consumer product and its packaging. For example, the Netflix product vision of allowing easy access to tens of thousands of movies and TV shows and providing recommendations based on past viewing is realized across multiple interactive interfaces for web, mobile devices, and television screens. These interfaces are critical to an easy and fun experience of logging in, finding, and playing movies. The UX leader and their team develop and maintain UI standards to be used as the product is developed. They're involved in user testing and QA new releases as well.

Member 4. The Technical Leader

The Technical Leader considers how to apply technology to build out the product based on the interactive vision and the core capabilities of the product vision. For example, building Google Maps, even once fully conceived, required figuring out where to get map data, how to construct the algorithms to calculate the shortest route between different points, how to factor in traffic data, etc. Today's digital systems are very sophisticated integrations of data, custom code, packaged systems, and connections to cloud platforms. You need someone who has their eye on emerging technologies in worlds like Artificial Intelligence and Augmented Reality and can work with the other team members to find the intersections of what is possible and what is needed.

Working Under the Technical Leader

Front-End Development Team: Front-End Development selects frameworks and defines front-end coding standards for any technologies that will be used. They're also responsible for writing code that will execute in the browser, such as HTML, HTML5, JavaScript, and mobile code (e.g., Objective-C.) Front-End Development drives requirements for back-end development teams to ensure the full user experience can be implemented.

Back-End Development Team: Back-End Development manages core enterprise systems, including inventory, financial, and CRM. They're responsible for exposing, as web services, the capabilities that are needed for front-end development. They're responsible for developing and enforcing standards to protect the integrity of those enterprise systems as well as reviewing requests for and implementing new capabilities.

Infrastructure Team: Infrastructure maintains the physical hardware used for applications and data. They maintain disaster and business continuity programs and monitor the scalability and reliability of the physical infrastructure. They also monitor and proactively manage the security of the infrastructure environment.

Quality Assurance Team: Quality Assurance creates and maintains QA standards for code in production, develops automated and manual test scripts, and executes any integration, browser, or performance testing scenarios. They also monitor site metrics to identify problems proactively. (It should be noted that, though you want dedicated QA professionals on your team, QA is everyone's responsibility!

Member 5. The Content Leader

The content leader is often overlooked. He or she considers how the use of text, image, video, or other content types can engage the user, deliver value, and motivate desired behaviors. Those working under the content leader create non-campaign and non-marketing or editorial content for the site, including articles, instructions, and FAQ or help content. Their job is to create content that's easy to understand and consistent with the brand or voice of the product or site. For example, the product concept of Amazon as "Earth's biggest store" is enhanced by the huge amount of content Amazon incorporates around products, both sourced from manufacturers and provided by users, including millions of reviews.

Member 6. The Operations Leader

The operations leader considers what it will take to actually operate the digital capability—how it needs to be staffed and how to enable it to scale rapidly, if necessary. Zappos pursues its mission of making customers happy by allowing them to shop online for shoes and other items with the knowledge that they will receive free shipping on returns and a full refund if not satisfied. But realizing the operational vision of a customer support staff that makes customers feel taken care of, supported, and delighted required a detailed operations vision that includes hiring, training, managing, and empowering a large staff to make it happen.

Working Under the Operations Leader

Customer Support Team: Customer support is responsible for maintaining knowledge of digital platforms, policies, and known issues and solutions. They assist customers with problems and questions and track customer interactions to report on trends and satisfaction levels.

Member 7: The Marketing Leader

The marketing leader and their team are responsible for some key digital operations. They develop offers and campaigns to drive traffic, as well as managing email lists and execution and managing and maintaining the CRM system.

Other Important Areas

There are other key areas like finance, legal, and HR that you have to liaise with as you embark on transformation.

If you want your transformation to succeed, your company's finance department will be absolutely crucial. After all, generating buy-in from higher-ups will require an open-and-shut business case for transformation that's backed up by numbers, and the finance team will be the group to provide it. Then, as your transformation goes on, you'll continue to need finance's help in tracking costs and demonstrating your transformation's ROI. Without this support, your transformation will stand no chance in the face of executives and board members who are solely focused on the bottom line.

You'll also need to work with the legal department to ensure that your transformation efforts are not exposing your company to legal liability. You'll be moving fast as your transform, so having a diligent legal department by your side will be crucial.

Finally, human resources will help you recruit the best talent for your super team. Then, once your team is put together, they'll ensure that morale is kept up and that employees are being helped along properly in their career development.

Putting It All Together

Each type of leader's expertise synergizes with the others'. Without a business vision, the product leader is adrift. Designers trying to design digital products without clear requirements are likely to fail, and so it goes on down the list. But if provided clear direction from the previous level, a leader at each level can then consider an infinite number of ways in which that "level" of vision could be formulated.

Consider whether the fundamental business proposition of Uber could be delivered via other product visions? Could Netflix still enable you to do all the same things on their site or app via a different interface? Could Amazon have used a different approach to delivering content to support your purchase process? The clarity of the "input" vision at each level doesn't restrict the next level of the visionary. In fact, it empowers them because it gives them a goal towards which to create the next step of the vision. And the requirements of the prior level are a good test to see if the vision they are drafting is meeting the overall needs of the project's success.

Optimally, your team encourages collaboration between the different types of visionaries as well as iterative cycles for high productivity. Your product leader may raise questions to the business leader that causes the business vision to be adjusted (and so on down the line), but it's essential that the owners of each level of vision have clarity around the key decisions for which they are responsible for and are appropriately experienced. This way, they'll be able to thrive in delivering that specific aspect of the solution vision.

How these leaders and their team fit together varies from company to company. However, it's good practice to review this model to first see if you have these key roles represented in your organization. Then, make sure to create well-defined responsibilities and processes. Finally, look at how they function together to see if they're organized in the most effective manner. If your leaders, all your projects will benefit.

We hope you found this overview of a digital team helpful. As you start bringing your teammates together, remember that there's a wealth of supplementary resources available at wdc.ht. For helpful reading lists and actionable templates, head to the book website today!

WAIT!

We hope this supplemental ebook helped you understand who needs to be on your super team. If you already own *Winning Digital Customers*, we hope you'll continue to take advantage of the vast collection of materials and tools we've compiled for readers at www.wdc.ht/DTI.

If you read this but don't have the book, go to www.WinningDigitalCustomers.com/preorder and buy it today. Filled with actionable content like what you've found in this supplemental book, the book provides a proven road map for leading digital transformation at your company. The book also comes with more bonus items like this ebook, including:

- * Over 20 training videos
- * PowerPoint slides summarizing each chapter of the book
- * Templates for many of the deliverables discussed in this book
- * Team exercises not printed in the book
- * Bonus Ebooks about pitching digital transformation, conducting customer research, and putting together the team you need to succeed.

Together, the book and bonus materials provide a comprehensive guide to leading digital transformation and winning the love of today's digital customers. If you are trying to make a legacy brand successful in today's digital world, you need to read this book.

To start the transformation that your company and customers need, go to www.WinningDigitalCustomers.com/preorder and get your copy today!