NEXT LEVEL BUSINESS:

Why a Born Digital Strategy is the Key to Being a Digital Leader

DMI

DRIVING MOBILE INNOVATION

As mobile technologies continue their domination in all aspects of business, companies that have a mobile strategy in place are better able to engage with customers as well as their own employees. In Part Two of our four-part digital leader series, we explore the challenges of creating digital first business models and how it impacts your company, your employees and your customers.

Having a digital focus must be an essential part of any business's strategy. It's a way for companies to stand out among competitors, to empower their employees, and to better connect with their customers. By honing this digital focus, companies put themselves in the position of being a digital leader, embracing the technologies and strategies needed to stay at the top of their game.

Key to this digital leadership is understanding the difference between running a platform business versus a pipeline business, says Michael Deittrick, senior vice president of digital strategy and the chief digital officer at DMI. Most people see Amazon, for example, as a retail business, but that's incorrect—they are a digital platform company, Deittrick explains, and that's what makes a company digital from a technical perspective, with a key piece of that being leadership.

"You have to be able to lead that journey from pipeline to platform business," Deittrick says. "Born digital companies tend to have a platform view about everything— they think

in terms of how to use the platform to connect various pieces together, whether they're inside or outside the four walls of an enterprise."

Those people who are leaders, but not *digital* leaders, he continues, look at how things operate inside those four walls, but they don't have enough understanding of outside influences or how the innovation that is occurring outside those four walls could help them monetize and drive new value into their business.

"The most successful businesses today operate with an inside-out and outside-in view, and the most important piece of that is an outside-in view," Deittrick says. "How can a company leverage that? How can they use it to speed up their transformation of business into a platform business? And by using that platform, how do I reach more consumers?" Digital leadership, he adds, requires a very different type of thinking.

Part of that digital strategy must include a mobile component. It's estimated that 95 percent of Americans own mobile phones, and

DIGITAL LEADERS AT DMI

Industry experts at DMI lend their voices and insights in what it means to be a digital leader in today's business world.

MICHAEL DEITTRICK
Senior Vice President of Digital Strategy & Chief Digital Officer

JAY THOMAS
Chief Operating Officer of Brand, Marketing & Customer Experience (BMCX)

GREGG GALLANT
President of Digital Transformation Solutions (DTS)

[77% own smartphones](#). More and more of life is taking place not just online, but on mobile devices, from shopping to job searching, making appointments, researching purchases, and so much more. Thus, if a company doesn't have a comprehensive mobile component, they're missing out on a wide range of opportunities to position themselves against their customers and reach customers where they are.

"Mobile, when integrated with a connected ecosystem, allows fast and easy access to anything, at anytime, anywhere" Deittrick says. "Mobile has been the driver of digitization of aging assets and where everything has to go, because mobile depends enormously on a common framework with which to connect people together to get an optimal outcome."

The back end of mobile—the data aspect—Deittrick adds, is critical to the success of mobile, as it's a way for companies to change the telemetry between a consumer and a brand.

"Mobility is the primary driver in digital strategies," reiterates Jay Thomas, chief operating officer for DMI's brand, marketing & customer experience (BMCX) division. "Most customers want to be able to engage anytime, anywhere, through any channel of their choosing. And you have to be able to give them what they want."

While giving customers what they want, where they want it, and when they want it is key to success, developing a strategy to do so must be done carefully and thoughtfully in order to truly capture the needs of both the customer and the organization. Mobile is essential to the creation of that strategy, and what is even more important, is the creation of a pathway to consistent success.

DIGITAL LEADERS AT DMI (CONTINUED)

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MAGNUS JERN
Chief Innovation Officer

RAJESH GUPTA
President of
IoT & Analytics

JEREMY GILMAN
Senior Vice President
of Strategy BMCX

Redefining Digital Leadership

> "USING AGILE DEVELOPMENT METHODS WITH DISTRIBUTIVE TEAMS ALLOWS YOU TO MOVE DOWN MULTIPLE PATHS VERY QUICKLY."

GREGG GALLANT
President of Digital Transformation Solutions (DTS)

Before a company can launch a born digital mobile strategy, one must understand the impact of mobile on today's digital-first business models, and how mobile is redefining what it means to be a digital leader.

Gregg Gallant, president of DMI's digital transformation solutions (DTS) division, recalls the days when a company provided employees with a laptop—a piece of technology certainly more powerful than anything they could afford on their own. And along with that laptop came the necessary software that was also more powerful and savvy than what employees could get on their own. But by the mid-2000s, with the advent of the iPhone and Android phones and their rise to ubiquity, "Suddenly my employees are walking in every day generally with a device in their hands that is as powerful, or more powerful, than the technology I used to give them," Gallant says.

"Today's corporate world is at a pivot point," he continues. "There are now a set of technologies that corporate America is embracing. We can provide augmented reality in the workplace. We can use predictive analytics. We can use the Internet of Things in a way that advances the business on a day-to-day basis." As employees walk through the door with a phone in their hands, they now have an expectation that the company they're working for is using—at the very least—the same technologies they are for services and goods. And when they are embracing the necessary technologies, like mobile, they can ultimately provide a better experience.

Magnus Jern, chief innovation officer at DMI, notes that 70% of a company's digital footprint—the web traffic, web access—comes from mobile devices. Mobile and digital are inextricably linked, and a good mobile and overall digital program means that customers see no difference in accessing a website from a mobile versus a laptop. That expectation is there, he notes, especially when your customers, or your employees, hail from the younger generation. Millennials, the original digital natives, have that expectation from companies whether they're a consumer or an employee.

Developing a mobile strategy means flipping a lot of long-standing expectations on their heads, including a big one: time.

Redefining Digital Leadership

Continued

"MOBILITY HAS FEATURES, FUNCTIONS, & CAPABILITIES TO KEEP PEOPLE CONSTANTLY CONNECTED, ENGAGED, & CONNECTED WITH THE THINGS THAT MATTER TO THEM."

MICHAEL DEITTRICK
Senior Vice President
of Digital Strategy
& Chief Digital Officer

"The speed requirements are completely different today from what they were before," Jern explains. Before mobile became essential to a company's digital survival, a 12-month project wouldn't have caused concern, but now, Jern says, "on mobile if the project is longer than five months, it's a pretty big risk that there's a new phone that has come out in between, or a new major operating system release by Apple or Google."

Gallant seconds the shorter timeframes that come with mobile development, and adds that agile development processes help get projects completed in a timely manner. "Looking at using a very short-sprint as we're building our solution allows us to move forward very quickly with technological concepts," he says. "But at the same time, it reduces the risk of going down the wrong path with a client, and moving to another path for a better solution." Before mobile, he notes, companies committed to a technical path for six or nine months before stepping back to see if they were even on the right track. "Using agile development methods with distributive teams allows you to move down multiple paths very quickly," Gallant says. "Combined with the architecture of using micro-services, it allows us to build up technical solutions that, as pieces of technology advance, we can pull the micro-service out and replace it with one that's more technically advanced." The whole solution, he notes, is still viable throughout the process, yet companies are continuing to improve upon the whole solution.

At the end of the day, companies must remember that they're trying to connect people to people, says Deittrick. And making businesses more mobile makes it more valuable to customers to have that interaction.

"That's why your mobile piece has to be truly mobile," Deittrick says, "and not just a re-skin of a website. Mobility has features, functions, and capabilities to keep people constantly connected, engaged, and connected with the things that matter to them, and everything is being driven by the person who's consuming the media." Mobile, he adds, has made it possible for companies to provide and get value for and from their customers.

Considerations for Mobile

> "MOBILITY REALLY NOW MEANS IT'S A DIGITAL MOBILE EXPERIENCE THAT OUR EMPLOYEES OR OUR CUSTOMERS HAVE WITHOUT VISITING THE BUSINESS."

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President of Digital Transformation Solutions

Developing a mobile strategy is necessary to be, and remain, a digital leader, but it's not something that a company can simply jump into without a plan in place. Understand first, says Gallant, that "mobility doesn't necessarily mean just a mobile phone." Rather, mobility stretches the spectrum from a phone to a laptop to an IoT device to a variety of screens in an office. It can go all the way up to an augmented reality headset, he adds. "Mobility really now means it's a digital mobile experience that our employees or our customers have without visiting the business."

A second, and equally important concern is that launching a mobile strategy means expanding the reach of information and data being shared. To that end, companies must ensure their approach has the right security measures in place so customers and employees can access the business without worry.

"Security is one of the biggest challenges," says Jern. "You are allowing people to access information, even confidential company information, and to store information and access it from mobile devices. It's a lot more accessible and there are greater chances that the wrong people can access it." But on the other hand, Jern adds, if you don't make that information accessible, employees can't do their jobs, and customers can't patronize the business. "And the expectation is there to be able to do that today," Jern says.

Companies that are not born digital have to make a dedicated effort to carve out a piece of their business that Deittrick refers to as a "digital island." Most companies have their "IT mainland," he says, that harbors traditional technology and business focus. But companies should take it one step further and migrate ideas and innovations to a "digital island" to begin to see the value of things differently, he explains.

The key, Deittrick adds, is that the island can't be a company's only aspect of the business that is digital. "You have to connect back to the

Considerations for Mobile

Continued

"BEING A DISRUPTOR IN TECHNOLOGY CREATES POSSIBILITIES," SAYS RAJESH GUPTA, PRESIDENT OF DMI'S IOT & ANALYTICS (IOTA) DIVISION."

RAJESH GUPTA
President of IoT & Analytics

mainland, to the other pieces. The island grows, the mainland shrinks, and that's how you go after digital business."

Ultimately, when developing a strategy for mobile, companies must remember that with the plan comes the opportunity for change possibilities.

"Being a disruptor in technology creates possibilities," says Rajesh Gupta, president of DMI's IoT and analytics (IOTA) division. "You can either create something new or use the technologies we have to create something new." But in doing so, he adds, companies also must vigilantly review and reassess market dynamics. "We need to be able to leverage those effectively to see all the segments to make sure we're reaching them effectively."

Mobile Forward

Having a mobile strategy is not something nice to have in today's business ecosystem, it's an essential part of success and digital leadership.

"There's a lot more demand on companies to be unbelievably responsive," says Jeremy Gilman, senior vice president of strategy for DMI's brand, marketing & customer experience (BMCX) division, "because everyone is walking around with this ability to have a conversation or shop or chat or video conference. Mobile has created the ability to make everything available anytime anyone wants." That shift in consumer behavior is the jumping off point for many companies to move forward and execute on their mobile-first plan.

But to execute this plan well, companies must understand the role mobile plays in their overall digital strategy, and recognize its increasingly dominant role with employees and consumers. Mobile and digital are intertwined, no doubt, and when used to its best potential, mobile can redefine a company as a digital leader. With careful consideration of a mobile strategy, organizations can create a path that better engages their audiences and moves along the path of success.

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