

THE DIGITAL TRANSFORMATION MODEL

By Danny Bluestone, Cyber-Duck, Published 2018

*Introducing a
practical model
to guide, support and
drive UX focused Digital
Transformation*



CYBER-DUCK



“
Digital transformation is user-focused business transformation. Its purpose is to catalyse brand efficiency and people initiatives. Technology functions as the enabler! ”

- **Danny Bluestone**, CEO at Cyber-Duck

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01

Introduction

While the idea of moving towards digital business was speculative for most CEOs a few years ago, it will become a reality for many in 2018.

But what exactly is digital transformation and where do you start? There is nothing more mission-critical yet nothing more nebulous to attempt to pin down.

Contrary to received wisdom, we urge you not to begin with digital technology tools or creative innovation. Instead, start with users and creative insight.

Digital transformation is not just a toolset. It represents your customer's journey; combining technology and user experience to operate your business at the highest level of excellence.

Over the years, Cyber-Duck has supported many businesses to create groundbreaking digital transformations in this way. Whilst we know that there is not one perfect strategy, framework or method, our pioneering methods are a proven way to get started.

In this paper, we demystify the process and unravel the practical steps with our Digital Transformation model.

We want you to be a part of this with us.

“The first step is to establish that something is possible; then probability will occur.”

- **Elon Musk**, co-founder and CEO of Tesla

What defines digital transformation?

In a word, digital transformation is a **user-focused business transformation**. It's all about the way businesses can harness technology to deliver both brand efficiency and user-centric experiences that fulfil real customer needs.

Take any industry disruptor and you'll find a customer-focus, rather than technology-focus, at the heart of their operations.

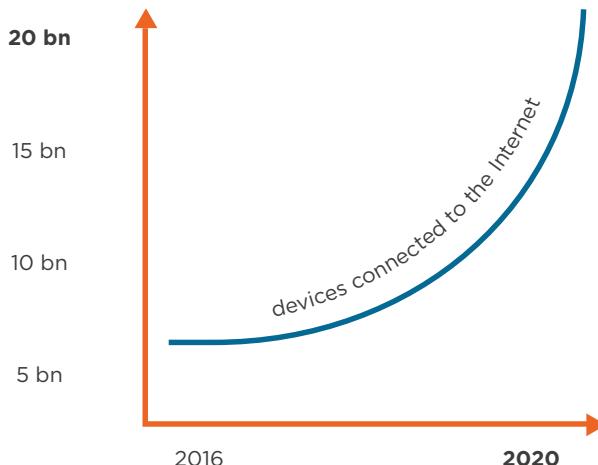
Elon Musk at Tesla is the perfect example. He has completely redefined how motoring works, disrupting 120 years of engineering innovation.

How? Besides working harder than his peers, he has one simple formula: long-term relationships with users that capitalise on exciting and rewarding experiences that challenge the status quo.

The process of purchasing and owning a vehicle normally stops after a customer exits the showroom. With Tesla, the brand and customer symbiosis start after the customer leaves the showroom.

This is digital transformation at its best.

What does digital transformation mean for you?



*Source: Gartner

According to Gartner, in 2016 there were 6.3bn devices connected to the internet. It is predicted that by 2020 there will be 20bn connected devices.

Technology is light-years away from where we were a few decades ago. Digital transformation has been driven by the smartphone revolution and as your customer's expectations evolve, it will continue to be disruptive.

Your entire business and supply chain will need to keep adapting. Not everyone will like it. Teamwork, detractors and motivators can make or break your experience.

It can be challenging to know where to start. You'll need to untangle what the nebulous term means for your business and what sacrifices you need to make. You'll need to

decide who is responsible for various work streams and decision making. In addition, you'll need to know what processes, tech and initiatives you should invest in.

The key thing to remember is that digital transformation is always about your customers, where you want to take them, where they want to go and why.

When TED realised that they needed to become more customer centric to achieve their brand mission of “spreading ideas” they knew they’d have to innovate somehow. Their users were hungry for more content but their format made it tough to meet demand.

What TED needed was a global platform that allowed others to create their own events.

“

“It's only by genuinely granting power to local organisers that TEDx could have achieved its current scale. Organisers learn from each other, and we are committed to empowering them with tools and advice that will allow each year's events to be a little better.”

- Chris Anderson, TED Curator

Due to that shift in thinking and ‘reinvention’ of the brand’s mission, in five years TEDx had expanded into 133 countries with 40,000 new “ideas worth spreading” being birthed by a daily global TEDx event. Yes, digital transformation is about the user. But sometimes it is also about giving up things that may have worked well for you for the sake of future-proofing your business model.

Putting the customer and efficiencies at the forefront of what you're doing is what really drives success and a more sustainable future.

Simply rebranding or re-developing existing technology is rarely enough.

It is user-centred innovation that delivers a truly valuable transformation.

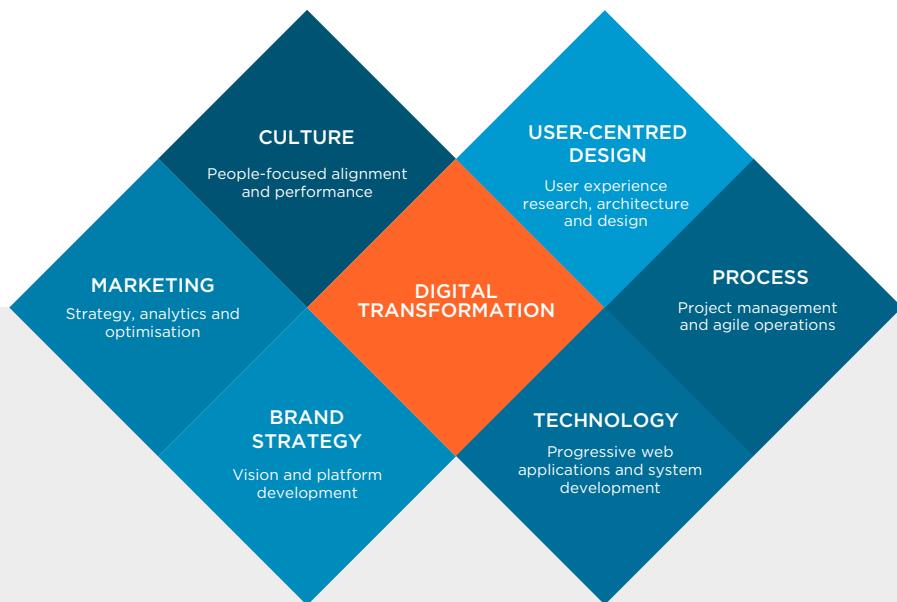
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“In an era of transparency, you can have innovation without branding, but you cannot have branding without innovation.”

- **Martin Sorell**, Prior Chairman of WPP

Our Digital Transformation model

Inspired by key strategies and client projects, Cyber-Duck's Digital Transformation model encapsulates this diverse process. By diving into each facet, we aim to show you how to guide, support and drive change through your organisation.



Check it out here:
cyber-duck.co.uk/how-we-work

02 Brand Strategy

Develop your vision. Develop your platform.

Personality

Define your brand's mission in a few words and then your personality, core values and identity and how it will integrate with others.

“

“To create a better everyday life for the many people.”

- IKEA

Behaviour

Determine how your brand behaves with customers and other brands by highlighting your brand behaviours. Don't start without your vision.

Communication

Design a communication system that explains how the brand communicates and changes its tone. Create pinnacles for why you are doing what you are doing. Move away from emailing your vision and pin up vision boards to have daily visual reminders for your team. There is no such thing as over-communication.

Ensure everyone is clear on your vision and that your colleagues live by it.

Integration

Through a brand platform, you will integrate your wider marketing sphere.

Case study

We created our own design system in the form of a **brand bible**. This acts as a guide to all our employees. In detail, it states our mission, values, tone of voice and who we are. It also includes logos, typography, icons, colours and much more that our team can utilise in their work.



Check it out here:
brand.cyber-duck.co.uk

03

Culture

Invest in your culture.

Analysis

Escape confusion and empower your team to drive change by exploring and assigning roles within your organisation. Research and mitigate stakeholder expectations before you start.

Be an agent of change.

“

“Customers will never love a brand until the employees love it first”

- **Simon Sinek**, Founder & Visionary at Start With Why

Alignment

From an organisational perspective, alignment is the most important part of any digital transformation. Be ready for internal challenges to the vision but do listen.

Source support from your senior stakeholders and create a culture that's ready to adopt change. Inspiring stories will help. Prepare to explain the benefits of digital transformation, research, testing, validation and piloting as well as detailing their return on investment. Even the smallest of drivers for change can have a big impact.

Role definition

Design a new organisation chart for the transformation project. Define new job descriptions for those involved.

Support

Analyse stakeholder performance and help them to do their role. Never underestimate the impact of change on your organisational culture. Digital Transformation affects each employee; everyone needs to be on board.

Achieve the unbelievable by creating a workplace culture that represents your vision.

In 1962 John F. Kennedy asked a janitor at NASA what he was doing. *“I’m helping to put a man on the moon”* replied the janitor.

Driving digital transformation in organisations starts at the top. Managers can suggest the change but require buy-in from senior leaders to influence and buy into the concept.

Select the right internal resources to drive change, with charisma and influence in the organisation, or bring in an experienced agency to support you.

“

“Adapt or perish, now as ever, is nature’s inexorable imperative.”

- H.G. Wells, Novelist

○ Cyber-Duck case study: Institute of the Motor Industry

“Changing a brand is challenging for any organisation. Cyber-Duck’s thorough methodology allowed our internal and external stakeholders to be involved and see the brand evolve during the project. The outcome is a clean, modern classic look with a clear brand strategy for our organisation.”

- **Jane Allan**, Head of Communications, IMI



When the Institute of the Motor Industry approached Cyber-Duck, they needed a complete brand overhaul to reach new demographics, like young people and independent garages. To do that, we set out to establish a new brand and new commercial strategy.

To begin, we interviewed a cross-section of the target demographics. We identified that too few people were aware of the IMI's benefits or expertise. The IMI has a rich heritage spanning nearly a hundred years, so we wanted to make this central to the brand. We fused contemporary and classic styles to reflect the IMI's history and its forward-thinking ethos.

We then provided the IMI with future-friendly, scalable guidelines. This empowered the IMI to transform their commercial efforts across print and digital; it also drove messaging at exhibitions, and it influenced their social media profiles.

Ultimately, the rebrand reinforced IMI's position as the authoritative voice of the retail automotive sector by transforming their commercial strategy. It is a testament to the transformative power a rebrand can have for an organisation and its culture.

04

User-Centred Design

Make user-centricty king.

Execution

Consider which channels you will target and rollout whilst using analytics and data to optimise performance.

The most important part of your digital transformation is to plan and map out a cohesive user journey that is validated with real users.

Research

Explore data, feature audits, stakeholder and content analysis, persona and competitor research.

To focus on the customer you need to test your strategies and engage users at every stage. Spotting trends is key for survival. Remember you are not delivering a feature, you are actually solving problems.

Strategy

Define the project architecture, technology plan, content strategy, analytics setup and how this ties in with your marketing.

Design

After you are informed by mood-boards and research, start developing your creative exploration and design system. Alongside the creative direction, you'll need to develop your functional specs and content strategy.

Effective digital transformation impacts both the things the customer can and cannot see.

For instance your website, apps and how they are served when they reach customer support are all part of building the customer experience.

“

“We've had three big ideas at Amazon that we've stuck with for 18 years and they're the reason we're successful: Put the customer first. Invent. And be patient.”

- **Jeff Bezos**, Founder & CEO at Amazon



○ Cyber-Duck case study: Bond Bryan

"The team was responsive and readily available whenever needed. Their high-quality work led to a successful project and a positive relationship. Their project management was their key strength; Cyber-Duck kept the project on track at all times."

- **Director**, Bond Bryan Digital



Bond Bryan Architects is a nationwide architecture and design firm that prioritises intelligent design for its clients. Over the years, the practice's software had become increasingly convoluted, and the team was now working with a complex, disparate system of programs. It needed a digital transformation to improve its services.

A major problem was that Bond Bryan's processes weren't streamlined. Its processes were fractured, which made certain tasks unnecessarily difficult. Cyber-Duck was brought in as consultants for a substantial digital transformation project. Through stakeholder interviews and workshops, we identified the main pain-points of Bond Bryan's internal processes.

Our expert team then created a strategy that prioritised efficiency above all else. It recommended adopting better programs that were more suited to Bond Bryan's process. The solutions we provided were both versatile and long-lasting, and helped to ensure that Bond Bryan met ISO 9000-2015 standards throughout the digital transformation.

05

Marketing

Maximise every touchpoint.

Execution

Evaluate your hook model and micro-moments. Look at your stakeholder analysis, content audits, CRM data, persona and competitor research.

Strategy

Create a marketing strategy to include your brand messaging, tone of voice, creative exploration, KPI setting and campaign plan as well as content strategies.

Channel tactics

Devise paid and organic channel tactics including paid media, CRM/automation, social and influencer tactics.

Prototype

Prototype your marketing, using A/B testing to discover which elements perform best - you can then use these strategies from an early stage onwards, assured that they will work.

Case study - MYJAR

TxtLoan, a payday loan service, approached Cyber-Duck to handle its rebrand and digital transformation. It wanted to move to a more ethical stance, so after extensive user research we defined a new brand platform and UX. We propelled their new brand, MYJAR, forward with a refreshed technical architecture based on a modular API-driven approach. The project was KPI-driven and resulted in a 61% conversion rate; its NPS score also increased to 96%.

“ Anybody can come up with a marketing strategy, but not everyone combines their marketing techniques with both data and creative thinking. ”

- Harry Clark, Marketing Manager at Cyber-Duck

06

Technology

Put people ahead of technology.

Research

Refine your stakeholder alignment on requirements, process and platform research, technical, data and content audits.

Strategy

Consider the role technology plays in your customer journey and agree any risks and opportunities. This is particularly crucial if you are adopting new platforms (e.g. CRM or CMS), as the data migration must be planned carefully. Create a high-level requirement document of what is in scope and the envisaged technology stack. Make sure you document how it will be maintained.

Plan your deployment procedures and runbook. Explore the processes and technology required to turn your vision into reality. Incorporate the user experience and testing strategy.

Development

Develop, import and code the front-end and back-end interfaces to deliver the agreed functionality.

Support

Support the application and optimise it through ongoing data and quality assurance analysis.

Case study

Harvard Business Review publication 'It Doesn't Matter' reveals how technologies are unlikely to provide a competitive advantage on their own. The business advantage lies in how you use them.

McDonald's has undergone a colossal transformation and is getting ready for digital to become a meaningful part of its business.



30m

Downloads of the brand new McDonald's app



20,000

UK restaurants using mobile order and pay by December 2017



100%

US restaurants use mobile order and pay



20%

Restaurants in over 20 countries offer delivery



40%

Restaurants to offer delivery by December 2017



Case study

BT

"If you want to transform your organisation digitally, you have to think about all your channels. We want our customers to start their journey with us how they want, whether that's through our app, website or phone. Sharing information in a transparent way with our customers is really important to us."

- **Abby Thomas**, Director of Transformation at BT

BT's Transformation Director, Abby Thomas collaborated with Danny Bluestone on a speaker session at Cyber-Duck's event series, the Digital Pond. Read more about how 'Culture eats Digital Transformation for breakfast': cybrd.uk/digitaltransformation



BT pride themselves on working transparently to share as much information as possible with their customers. This goal became central to their flagship Digital Transformation programme.

Their app, MyBT, where customers can check bills, track their order status and even relaunch their BT hub, was designed based on customer usage and needs.

Through persona interviews, BT's user experience researchers found a pain point for older customers. Many of these people found restarting their home hub router tricky as it was often difficult to reach. After learning this, BT ensured that customers can restart the home hub router from the app itself. This reboot button became one of the top ten most popular features within the app.

07

Process

Get lean and agile.

Research

Understand the processes that are required for your transformation and where the customer sits within this. Gathering valuable data through your transformation process will help your business develop their digital strategy.

Strategy

Produce a vision for your new processes moving forward, incorporating lean, experimental and agile thinking. Put your data and research to good use and translate it into actionable strategies.

“

“Without speed you won’t get anywhere. Our 36-hour hackathons allow us to develop entire products and services quickly and rapidly.”

- **Danny Bluestone**, Founder & CEO of Cyber-Duck

Systems

The best way forward is transforming how your businesses operates, with your customers at the heart of it. Create a roadmap for soft and technology systems that are required as well as any quality management systems.

Support

Incorporate continual improvement and devise a plan to evaluate your process improvement.

Case studies

Check out some of our favourite pioneers of user-centric business transformation.

Virgin America took their entire website and all its photography and deleted it. They created a single web page application instead.

To do this they had to change their back-office processes and even their terms and conditions. Now customers can search, book and pay for travel all from the same page - this is 50% faster than before.

Disney's MagicBands show designers moving into senses and interacting with customers. Before arriving at Disney World, Florida customers receive a MagicBand that allows them to walk right into the park.

Once in, they can use it to pay for services, use on rides and to access the hotel facilities.

Telefónica use Artificial Intelligence (AI) at the heart of their transformation. Aura, their AI assistant, aims to help customers manage their digital lives more effectively. The key selling point, at a time of heightened data security awareness among customers, is that the users decide what is done with the data Aura controls.

While their digital transformation relies on technology they realise it wouldn't be possible to achieve results without cultural adaption and huge conviction.

08

Conclusion

Don't forget, digital transformation is user-centric.

No matter what form your digital transformation takes, you must generate value for your end user. To keep customers at the heart of your digital transformation and ensure user centricity is the foundation for your vision, follow our process below.

Here are your six key takeaways.

01 Define your culture

Much like JFK sought to get a man to the moon, your organisation needs a vision that everyone can get behind. This can make or break your digital transformation. Do not proceed without this crucial groundwork.

Often overlooked in this space, the secret to sustainable innovation is changing your organisation's culture. A focus on the agile mentality of quick wins is transformative in its own right. Source support from senior stakeholders, be a driver for change and create a can-do culture.

Never underestimate the impact of change on your culture. Digital Transformation affects each employee so everyone needs to be on board.

02 User-centricty is king

To drive real change and opportunities for your business you must align your user experience and organisational efficiency. Creating a value-driven business, nurtured staff and customers is at the heart of any initiative. Put people and processes before profit to grow in a productive way.

03 **Build your brand**

Spread your ideas and create a business model to achieve the scale of success you desire. You can't build a successful brand in a day. You need to challenge your vision by presenting it to external experts. Getting your brand wrong is not something you can afford to do.

04 **Define your processes and goals**

Understand what a successful digital transformation will look like. Decide what customer experience metrics you'll measure. This will form the base of your digital strategy. Keep in mind that change is different for each business, so what worked elsewhere may not work for you.

05 **Maximise your marketing**

Ensure you create a research-based marketing strategy with KPIs that support your wider brand and digital strategy, as well as your vision. This should include your brand messaging, tone of voice and creative exploration, influencer, paid and social media tactics. You also need to build in user-testing and flexibility so you can iterate as you go.

06 **Put people ahead of technology**

Remember that technology alone won't create change, only people can do that. That's why it's vital to keep the needs of your users, both customers and employees, at the heart of any strategy or technical deployment.

And finally? Remember Digital Transformation never ends: it is an ongoing mission. Remind yourself regularly why you are on this pathway and continue to course correct once the journey has begun.





About our agency

Established in 2005, Cyber-Duck is an award-winning digital agency that works with global brands such as the Bank of England, Thomas Cook Money, Mitsubishi Electric and Cancer Research.

Cyber-Duck delivers transformation, powered by user-centred design, data-driven marketing and technology. Our unique user-centred design process is ISO accredited.

About the author

Danny Bluestone is the CEO and Founder of Cyber-Duck. He began his career as a growth strategist, going on to found Cyber-Duck in 2005.

Cyber-Duck is driven by Danny's entrepreneurial vision, values and ethos. He is a UX professional with over 13 years of experience managing, designing and developing enterprise-level projects for prominent organisations.

Let's Collaborate

We've empowered hundreds of clients to maximise their business growth online. Get in touch to begin your digital transformation today.

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