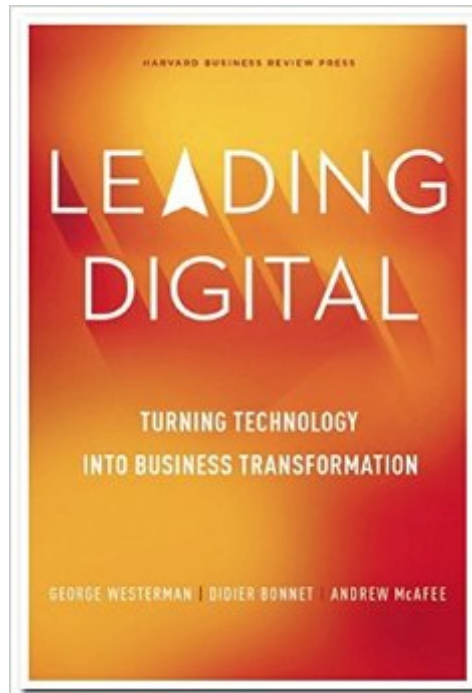


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# Leading Digital: Turning Technology Into Business Transformation



## Synopsis

Become a Digital Master—No Matter What Business You're In! If you think the phrase "going digital" is only relevant for industries like tech, media, and entertainment; think again. In fact, mobile, analytics, social media, sensors, and cloud computing have already fundamentally changed the entire business landscape as we know it—including your industry. The problem is that most accounts of digital in business focus on Silicon Valley stars and tech start-ups. But what about the other 90-plus percent of the economy? In *Leading Digital*, authors George Westerman, Didier Bonnet, and Andrew McAfee highlight how large companies in traditional industries—from finance to manufacturing to pharmaceuticals—are using digital to gain strategic advantage. They illuminate the principles and practices that lead to successful digital transformation. Based on a study of more than four hundred global firms, including Asian Paints, Burberry, Caesars Entertainment, Codelco, Lloyds Banking Group, Nike, and Pernod Ricard, the book shows what it takes to become a Digital Master. It explains successful transformation in a clear, two-part framework: where to invest in digital capabilities, and how to lead the transformation. Within these parts, you'll learn: How to engage better with your customers; How to digitally enhance operations; How to create a digital vision; How to govern your digital activities. The book also includes an extensive step-by-step transformation playbook for leaders to follow. *Leading Digital* is the must-have guide to help your organization survive and thrive in the new, digitally powered, global economy.

## Book Information

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## Customer Reviews

Leading Digital represents the culmination of a multi-year study of digital technologies impact on the organization. This makes Leading Digital different, in the sense that other books on the subject either concentrate on technology hype, product innovation or disruption. By focusing on the organizational impact of digital, Westerman, Bonnet and McAfee, create a simple, clear and compelling framework for categorizing companies and their attitudes toward digital technology. Characterizing an entire company as either a Beginner, Conservative, Fashionista or Digital Master provides an executive short hand that appears highly effective on the surface, but quickly leads one to ask, ok but what do I do? The advices provided in the book borders not the self evident, i.e.: beginners are slow to adapt and have the basic digital capabilities while fashionistas are buying every new digital bauble. That is one of the points holding this book back from a five star review, is that it presumes a monolytic attitude toward digital in order to simplify its messages. This treatment is appropriate for a book intended to drive client conversations for a consulting company. The books chapters encompass the range of organizational and leadership topics related to digital transformation. The section titles reflect this: Part 1 - building digital capabilities covers the customer experience, their link to core operations (aka legacy) and the business model. Part 2 -- focuses internally on the vision, organizational engagement, governance and technology leadership. Part 3 -- concentrates on digital transformation from strategic framing through mobilization and sustaining a change program.

Why did George Westerman, Didier Bonnet, and Andrew McAfee write this book? They conducted rigorous and extensive research for three years in a collaborative effort to determine how firms around the world and in many different industries work with digital technologies. "We collected data and interviewed people at hundreds of companies. We talked with executives and examined the companies' performance. We studied both how the companies approach all things digital and the results of their efforts." They wrote this book to share everything they learned that could be of substantial value to any organization (whatever its size and nature may be) that currently faces the challenges of turning technology into business transformation. "Our most fundamental conclusion is that the Digital Masters -- companies that use digital technologies to drive significantly higher levels of profit, productivity, and performance -- do exist, but they're rare." Digital mastery can be achieved in one or more forms of business model reinvention driven by digital technology. For example, reinventing industries, substituting better products or services, creating new digital businesses, reconfiguring value delivery models, and rethinking value propositions. There are indeed valuable

lessons to be learned from the ones discussed in this book -- including Asian Paints, Burberry, Caesar's Entertainment, Nike, Procter & Gamble, and Starbucks -- but it would be a fool's errand to cherry-pick from among their initiatives and then attempt to apply all of it to the circumstances of the given business situation. These are among the dozens of business subjects and issues of special interest and value to me, also listed to indicate the scope of the book's coverage in Parts I and II.

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Leading Change: Why Transformation Efforts Fail (Harvard Business Review)  
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