

Building Digital Culture: A Practical Guide to Successful Digital Transformation

Daniel Rowles, Thomas Brown

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Daniel Rowles, Thomas Brown : Building Digital Culture: A Practical Guide to Successful Digital Transformation before purchasing it in order to gage whether or not it would be worth my time, and all praised Building Digital Culture: A Practical Guide to Successful Digital Transformation:

1 of 1 people found the following review helpful. An engaging, readable text that moves at the same speed as the digital world it describesBy Kelly McCarthy BarnerBuilding Digital Culture: A Practical Guide to Successful Digital Transformation by Daniel Rowles (@DanielRowles) and Thomas Brown (@ThinkStuff) (Kogan Page, 2017) is the

reason I review books. While I was reading this book, I was interrupting everyone I know to share ideas and quotes. If you are looking for an engaging, readable text that moves at the same speed as the digital world it describes, buy this book. The book has four main parts: 1. Why you need a digital culture, 2. Plotting your digital journey, 3. The digital culture framework, and 4. Keeping up with change. If you're new to the idea of digital, I suggest instead focusing on the authors' discussions of culture. Know your organization's existing culture and focus on cultural norms, i.e. unwritten expectations of conduct. Here is the transition to digital: what habits and behaviors have been changed by technology to the point where the rules are still unwritten? Now you are in digital culture territory. We all have different relationships with technology. "Tech innaterdquo; was a new phrase for me; it refers to people (I resist the urge to say "kids") who have had mobile devices and the internet since birth. But don't place too much emphasis on the devices themselves. As the authors point out, it is really the "utility" of the devices that is changing how we live and work. Technology has become personal and people have become far more interconnected. In a fast-evolving world, the future belongs to those with "broad skillsets". This is not because they are able to do the work of more people, but because they have knowledge beyond one function and have had to learn different disciplines. They will help the organization bridge from one iteration to another. Their desire to be effective, natural curiosity, and personal drive to learn will serve them well. These people can have more of an impact on organizational culture if they represent a significant percentage of headcount.

REQUIRED READING - Case study on p. 28: Digital Transformation in Action by Eva Appelbaum, Partner, Digital Talent @ Work (formerly Head of Digital Marketing Transformation, BBC). This case study provides clear services-oriented evidence that it is utility not devices that holds the majority of value in a digital culture. The consultants in this case study don't "do" for their clients, they instead incubate capability. The consultants are not necessary in the long run to generate the desired results, and therefore the client both earns and deserves the credit for the improvements that are made. Finally, senior leadership can not have a monopoly on decision making. If organizations are to benefit from real time data and insight, context is needed. A full embrace of digital culture requires both trust and empowerment. Individuals have to be allowed to combine their understanding of circumstances and available data to make responsive decisions. With this distribution of decision making comes the need for higher risk tolerance and an acceptance of productive failure. As long as the learnings from failure are codified so they can be prevented in the future, the failure was worthwhile. I opened this review with a recommendation to buy the book. I close it with two other suggestions. 1. Follow everyone in the book on Twitter - most of them have their account handles listed, which makes it very easy. 2. If you have the good fortune to meet one or both of the authors, take them to dinner and engage them in open-ended conversation. If they are half as good-natured as they come through in the book, you'll have a fascinating evening.

1 of 1 people found the following review helpful. A book like this, seeking to help a company ride the ...By DarrenIngram_dot_com It is not necessarily enough for a company to "go digital" and suddenly reap the benefits of a digital culture, a broader transformative process may be necessary, and this digital world is itself still changing and transforming. A book like this, seeking to help a company ride the transformation wave, may be a powerful aid. The pace of change and often its sheer scale and enormity should not be underestimated. It can truly feel that one has not got an existing digital transformation process implemented before having to look at the next one. This impacts throughout the organisation on many levels and for marketers who are having to utilise the latest digital methods to reach an incredibly diverse audience it is no mean feat. In this book the authors look at the issues from a marketing-led perspective, pulling in real-world interviews from senior marketing executives at companies such as Twitter, LinkedIn and Deloitte to try and better understand how a digital culture has consumed their companies and how its benefits can be leveraged and its challenges dealt with. With a bit of luck and application the reader may be able to help develop a unique digital culture for their organisation and ensure that this ever-changing being keeps up with the then latest developments. As well as the obvious (!) explanation of why a company will need a digital culture and helping the reader plan their impending journey, considerable advice is given to help create a framework for future action for this journey as well as acting as a companion for evaluating future (changed) journeys at the same time. It is a reasonably priced book and the authors have done a good job in not drinking copiously from the "technology fountain of hyperbole". Creativity, enthusiasm and expectation is suitably tempered and this veneer of moderation is well-appreciated. The style of the book is a mix between the mainstream and academic textbook, yet it remains quite accessible for both reader-groups. Short chapters, easy-to-digest text and extensive references help this process. It felt, to this reader, that the case studies and actual comments were the key driver for this book. Whilst the background information may be essential for many, equally for the more-experienced it might not be so radical. Yet reading counter views from those involved can make a difference and make the book suitable for both audiences. There was nothing to explicitly dislike about this book. For many it will be a Godsend. For others it is just a damn good, informative read.

Building Digital Culture aims to answer a simple question: How can organisations succeed when the environment they operate in is changing so quickly? The last thing businesses need today is a digital strategy. Instead, their strategy needs to be fit for our fast-changing digital world, where businesses have more data than they know what to do with, a

media landscape that's exploded in size and complexity, the risk of a new disruption around every corner, and only one certainty: that this change won't let up. *Building Digital Culture* doesn't address whether or not you should advertise on Facebook or invest in virtual reality. It doesn't seek to unearth a silver bullet to make digital investments a sure-thing. It steps back from the hype, and argues that whatever digital might mean for your business, if you don't create a digital culture you'll most likely fail, or at least fall short of what you want to achieve. Daniel Rowles and Thomas Brown combine more than 30 years of experience at the forefront of marketing and digital developments to help you to navigate from being a business that tolerates or acts digital, to one that truly is digital. *Building Digital Culture* is based on more than 200 hours of research, candid interviews and contributions from senior leaders at a diverse range of brands including Twitter, Made.com, Deloitte, HSBC, Ladbrokes, Direct Line Group, Barclays, The Metropolitan Police, RSA Insurance and many more.

"Brilliant insight into how to reality-check your own organisation and vision. There is courage in these pages - challenging and well-used terms and methodologies, but addressed in a helpful and practical way. A book to share." (Eda Colbert, Head of Brand and Marketing, British Council)"While I was reading this book, I was interrupting everyone I know I share ideas and quotes. If you are looking for an engaging, readable text that moves at the same speed as the digital world it describes, buy this book." (Kelly Barner, Managing Editor, Buyers Meeting Point)"A great starter pack for anyone who wants to be serious about diving into the digital age and driving change." (Thierry Campet, Global Head of Marketing and Communications, UBS Wealth Management)"A very well researched and written book that is an essential aid to help you navigate through the potentially vexatious digital world." (Nick Hughes, Director of Marketing and Communications, SEGRO plc)"A genuinely inspiring, thought-provoking and motivational read wherever you are in your organisation and at whatever stage of your digital maturity." (Neil Costello, Head of Marketing, Atom Bank)"Finally, digital has been distilled and debunked! A no-nonsense, actionable guide to digital capability building, regardless of where you are on the journey." (Cesar Lastra, Founding Director, Bash and Build)"The breakneck speed of today's digital environment is challenging for all marketers to keep up with. This book will help marketers from start-ups to large businesses take a firmer grip of this digital environment, and better use its capabilities to deliver greater levels of traffic, revenue and profit." (Simon Daggett, Global Head of Marketing, DHL Global Forwarding)About the Author Daniel Rowles has worked on client and agency sides of digital marketing for almost 20 years. He is a Course Director for the Chartered Institute of Marketing (CIM), lecturer at Imperial College London, CEO of TargetInteret.com and lead judge for the CIM Marketing Excellence Awards. He is also the host of the Digital Marketing Podcast, an iTunes top 10 business podcast. Thomas Brown is a consultant and executive advisor on marketing and digital transformation. Formerly Director of Strategy and Marketing at CIM, he is the architect of more than 35 major research and thought leadership initiatives.