



Digital Transformation

Workbook



About Digital Transformation

Digital Transformation has many definitions. Here at Adage, we start by assessing how to better use digital channels and keep pace with your organization's audience. We implement new business models to align consumer and user experience with your existing operations or culture.

In a digital-first world, audiences are always tuned in and expect seamless interactions. For example, users don't want to bounce from one website to another, so federated search is the standard. Similarly, whether purchasing books, courses, or memberships, users expect to buy everything in a unified checkout experience.

Consumers always ask, "What's in it for me?" In the past, potential members would join simply because that's what those in the industry do. But user needs have evolved. Audiences want to know everything before they engage. They expect to search and find information easily. And they expect immediate gratification for their involvement and their dollars.



Readiness Checklist

Is the digital pain of your organization severe enough?

The more severe the pain, the more likely you are to change.

No, not really. Yes, definitely.

Do you have a compelling business driver for this initiative?

Business drivers are the resources or conditions that are essential for your business to thrive.

No, not really. Yes, definitely.

Is the leadership of your organization invested?

Top-down buy-in is a must.

No, not really. Yes, definitely.

Do you have the resources and ability to take on change?

Resources go beyond the budget and include the time and people invested in the project.

No, not really. Yes, definitely.

Does your organization need to take action in order to survive?

Evolve or become irrelevant.

No, not really. Yes, definitely.

Are you willing to adapt staff roles and responsibilities?

Embracing change will propel you toward success.

No, not really. Yes, definitely.

Do you know what success looks like?

You must know your goals in order to measure them.

No, not really. Yes, definitely.

ABCs of Digital Transformation

Audience Understanding

One of the most important aspects of Digital Transformation is understanding your audience. Seek to understand the needs of your members, staff, and other users using qualitative and quantitative research. This could take the form of interviews, surveys, or data analysis. It's risky to over-rely on internal sentiment or anecdotal evidence.

Business Model

As you look at your business, you need to recognize where you are succeeding and where you are not. Start by identifying areas of organizational decline. Look at your competition. Include non-traditional competitors, since they also set expectations for your audience.

Change Management

One of the biggest risks to success is underestimating change. Digital Transformation will require from your organization, and many people will fight it. Leadership must commit to an evolving culture that resists doing things only because that's how it's always been done.

Solutions Architecture

Your technical road map is an important tool that will adjust with time and new data. Seek to create a consistent user experience across platforms to avoid brand fragmentation. Once you've done research and planning, you'll be able to deliver the solutions your audience needs.

Audience Understanding

1. How often do you gather qualitative data from your members?

1

Never or rarely

3

Every 2-3 years

5

1 or more times per year

Notes:

2. How often do you utilize analytics in decision making?

1

Never or rarely

3

Every 2-3 years

5

1 or more times per year

Notes:

3. How often do you review your member journeys?

1

Never or rarely

3

Every 2-3 years

5

1 or more times per year

Notes:

4. When did you last engage an outside consultant for research?

1

Never

3

2-5 years ago

5

Within the past year

Notes:

5. When did you last engage your staff for feedback?

1

Never

3

2-5 years ago

5

Within the past year

Notes:

Audience Understanding Score

___ / 25

Business Model

6. Over the past 3 years, my association's membership numbers have:

1

Declined

3

Remained flat

5

Grown

Notes:

7. What do you look at when you assess your competitive landscape?

1

We don't

3

We look at our direct competitors

5

We look at our direct competitors and non-traditional competition

Notes:

8. How reliant are you on a single event (such as an annual conference) to drive revenue?

1

Greater than 90%

3

75%

5

Less than 50%

Notes:

9. How often do you realign your business objectives?

1

Never

3

Every 3-5 years

5

1 or more times per year

Notes:

10. How frequently do you explore new business models and growth opportunities?

1

Never

3

Every 3-5 years

5

1 or more times per year

Notes:

Business Model Score

___ / 25

Change Management

11. Staff and stakeholders see the need to be digital first.

1

Disagree

3

Agree somewhat

5

Agree

Notes:

12. Your association has a desire for dedicated digital resources.

1

Disagree

3

Agree somewhat

5

Agree

Notes:

13. The culture at your organization is one that can adjust to new roles and role changes.

1

Disagree

3

Agree somewhat

5

Agree

Notes:

14. In the past, when implementing new processes, your teams:

1

Resist

3

Are hesitant

5

Are enthusiastic

Notes:

15. Does your organization share information and data across departments?

1

They don't

3

Some do

5

Most do

Notes:

Change Management Score

___ / 25

Solutions Architecture

16. How often do you update your website?

1

Never

3

Sometimes

5

Frequently

Notes:

17. Do you update your website proactively rather than reactively?

1

Never

3

Sometimes

5

Frequently

Notes:

18. How often do you cross-reference KPIs against technical performance?

1

Never

3

Sometimes

5

Frequently

Notes:

19. When applying new design styles, do you update all web properties for consistency?



Never



Sometimes



Frequently

Notes:

20. How often do you update your technical road map?



Never



Sometimes



Frequently

Notes:

Solutions Architecture Score

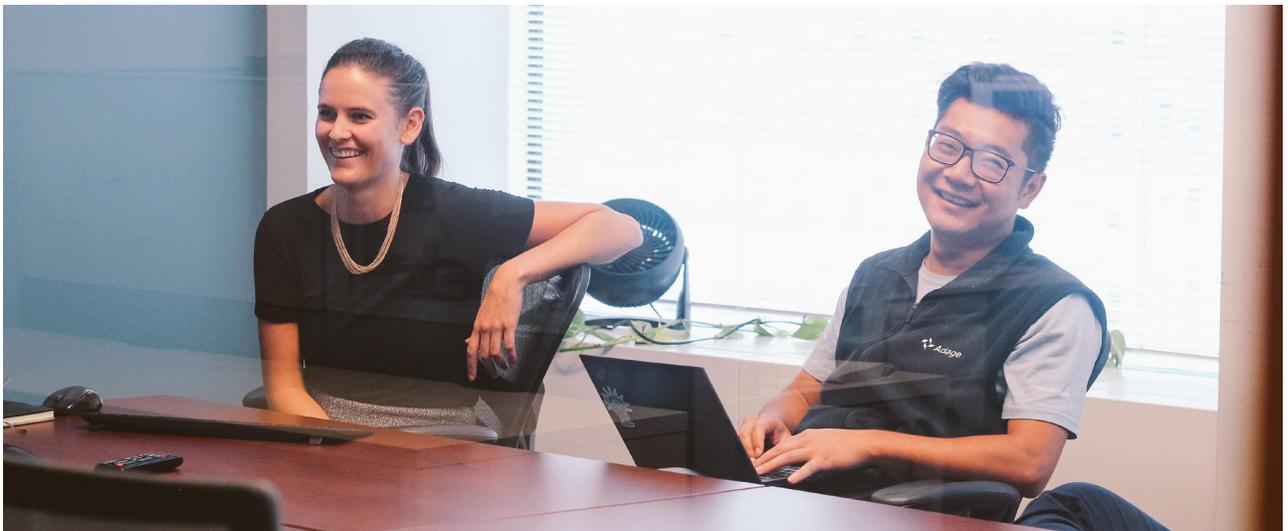
___ / 25

Your Total Score

Now that you've had a chance to reflect on your organization, you can likely identify internal points of weakness and strength as you face a Digital Transformation. Take your score from each of the individual sections of the ABCs and add them together to find your composite score. Then review the next few pages to find a more detailed analysis of where you might fall in your digital journey and what you can expect moving forward.

Total Score

___ / 100



What to be Prepared For



Readiness for change

Learning new skills



Communication

Defining boundaries



“One of the most basic impediments to moving forward on the road to Digital Transformation is whether or not enough people within the organization are aware of the challenges. Because if they're not aware of the challenges, the probable truth becomes: they're going to trip up, fall over, and be massively disappointed when it comes to doing it. Basic awareness about those challenges is probably the key indication of how well the process will be successful.

- Michael Gale, Partner at PulsePoint Group

20-40

Non-committal

Your organization does not value digital resources or thinks modern digital expectations do not apply to them.

Your website may lack basic features, such as a limited mobile experience.

Members only value events and networking instead of your IP and industry thought leadership.

The average age of membership likely has risen and/or you've seen a decline in total membership.

Analysis

The time to act is now. Even if you are the industry thought leader, without easy access to your knowledge base, your members will likely soon look elsewhere.

Your Ideal Digital Partner

One with experience in organizational change, and who will push you to innovate while being sensitive to your cultural and organizational limitations.

41-60

Reactive

Features are driven by the marketplace, not by innovation.

Not everyone on your team has bought in.

You take analog content and retrofit it to your digital needs.

Your technology is not outdated, but it also is not cutting edge.

Analysis

The good news is you are already considering the importance of your digital needs. The bad news is you've got some catching up to do.

Your Ideal Digital Partner

One that is an expert in your industry, but brings a fresh set of eyes. You need a holistic vision in regard to content, design, and technology.

61-80

Aspirational

You are currently in the process of or currently planning a Digital Transformation Initiative.

Most but not all of your staff or stakeholders are supportive of the initiative.

You're thinking about how your digital platform can offer real-world value.

You are aware of your current shortcomings, but continue to operate around them.

Analysis

You're on the right path. You are aware of your organizational challenges, though not always clear on the best solution.

Your Ideal Digital Partner

One that has experience with a team of both digital and traditional thinkers, who facilitates conversations that will encourage your team to align and optimize processes.

81-100

Digital pioneer

As an organization, you stay ahead of the curve and set trends.

You update content routinely.

You use metrics and data to drive decisions instead of emotion.

You think of your organization as "digital first."

Analysis

Congrats! You are living your best digital life. Keep your momentum. Look to disruptors in all fields to stay ahead.

Your Ideal Digital Partner

One with expertise in multiple industries and technologies to bolster where you're strong and drive further innovation, who augments your team where there are gaps in your infrastructure.



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Contact us today.

We're ready to help you on your Digital Transformation journey.

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