DIGITAL TRANSFORMATION SERIES

Strategy and Digital Transformation

Agenda

5 Minutes	Part One: Course Overview
10 minutes	Part Two: Assessing the Current State
20 minutes	Part Three: Setting Goals and Tracking Progress
20 Minutes	Part Four: Data-driven Decision Making
5 Minutes	Workshop Wrap-Up

Part One:
Course Overview

This course will look at how to assess the current state of a business, and how to set SMART objectives and OKRs. As well, it will examine the role of data for organizations making decisions in their digital transformation journeys.

Learning Objectives

Describe what a SWOT analysis is, and how to conduct one

Define SMART objectives and OKRs, and how they relate to businesses developing a strategy for digital transformation

Explain why data might be helpful for businesses when making major decisions

Part Two:
Assessing the Current State

This session will introduce the concept of a SWOT analysis and why it may be useful for a business planning a change.
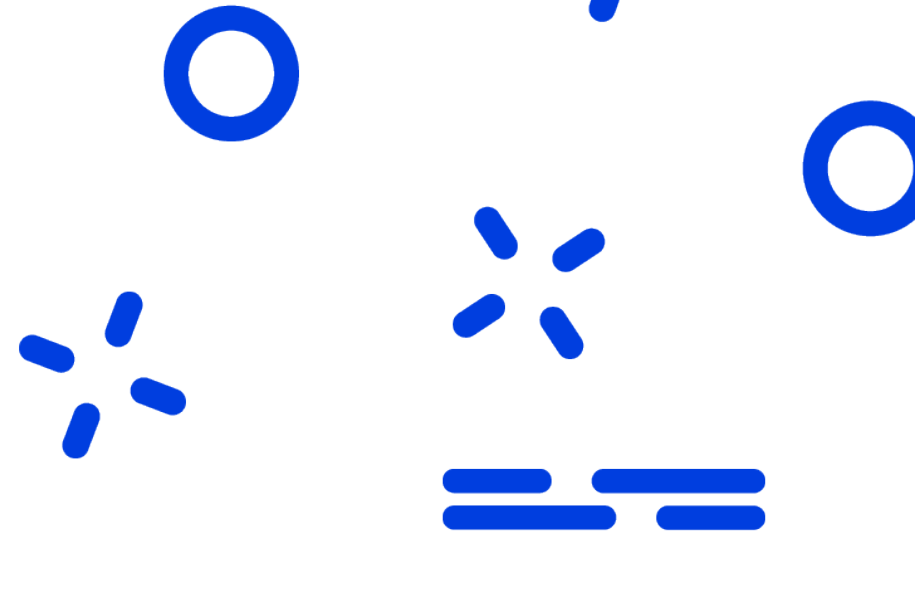
SWOT Analysis

Strengths	Weaknesses	Opportunities	Threats
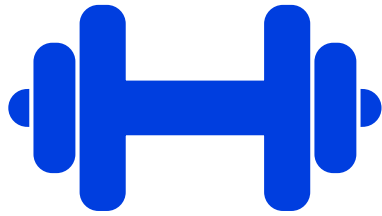
SWOT Analysis

Strengths and weaknesses are internal factors. These could include financial, physical, and human resources, as well as processes.

People conducting a SWOT analysis should consider strengths and weaknesses from their perspective as well as the perspective of others.

SWOT Analysis

The opportunities and threats aspect of the analysis are external – things such as market and economic trends, regulations, and relationships with suppliers.

Opportunities for a small retail business could be things such as a governmental push for consumers to support local business, or a new grant for small businesses to update their infrastructure.

Threats may include larger companies with access to suppliers at lower cost, and rising rent costs for the space that houses the business.

SWOT Analysis

The Business Development Bank of Canada (BDC) suggests leadership, management and other key employees should be a part of the process, and an outside neutral expert may also be beneficial.

SWOT Analysis

What do we do well?

What do our customers and staff say about us?

What do we need to work on?

What new and growing technology could be beneficial to our business?

What government policies could impact us positively or negatively?

What trends are happening that could create positive changes or threaten us?

What obstacles are we facing in the environment – political, economical, etc.?

SWOT Analysis

A SWOT analysis helps organizations with a visual examination of where they stand among the competition or their ability to reach a goal.

It may be useful for businesses to do a SWOT analysis when they are considering a new project, as well as reviewing it every few years.

This could mean gathering information beforehand, such as current market trends and any upcoming regulatory changes that could impact the business.

Part Two: Assessing the Current State

SWOT Analysis

	Internal	External
Positive	**Strengths** • Knowledgeable sales team • Products have a good reputation locally • Well-known in local area	**Opportunities** • Could do well if the market area was expanded • Website could help with awareness • Could have an online retail operation
Negative	**Weaknesses** • Products not well known outside local area • Website is very basic and is not user friendly • Very small budget for marketing	**Threats** • Rumors of large international company with inferior product but larger marketing budget moving into the area

SWOT Analysis

Do a quick SWOT analysis of your organization, focusing on the internal factors of strengths and weaknesses.

	Internal	External
Positive	Strengths	Opportunities
Negative	Weaknesses	Threats

Part Three:
Setting Goals and Tracking Progress

This session will look at two ways that organizations can set clear priorities and how to track them.

Setting S.M.A.R.T. Digital Objectives

Specific	Measurable	Achievable

Relevant	Time-bound

Setting S.M.A.R.T. Digital Objectives

Specific

- A SMART goal describes a specific, observable action or behavior and defines "what has to be done." When setting objectives, use action verbs and plain language that is easily understood by everyone involved.

Setting S.M.A.R.T. Digital Objectives

Measurable

- Outcomes or end results must be defined in qualitative or quantitative terms. Questions to ask include:

  o Can the result be easily defined or measured?

  o How can I check/observe progress and verify outcomes?

  o Can the limits and parameters of the goal be defined?

  o How will I know when the target is met?

Setting S.M.A.R.T. Digital Objectives

Achievable

- Goals must be within reach; they must be realistic and reasonable. If an objective is too far-fetched, it is not likely to be reached. Consider what is possible for your organization with the available skills and resources.

Setting S.M.A.R.T. Digital Objectives

Relevant

- A SMART goal is relevant to individual responsibilities, departmental goals, and the strategic direction of the organization.

- Does this goal make sense?

- Does this goal address the needs of the organization?

- Why is this goal important to the organization?

# Setting S.M.A.R.T. Digital Objectives

Time-bound

- SMART goals have specific target dates, frequencies, or deadlines.

- Is there an end date, deadline, and/or milestone for the result?

- How long will it take to achieve this goal?

- Are there progress review check points?

Defining Objectives and Key Results (OKRs)

Objectives and Key Results (OKRs) are a goal-setting framework that attach an objective to results.
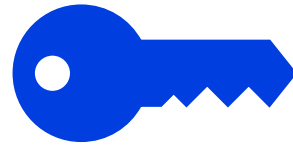
Objectives are the 'what,' while key results are the 'how.'

An objective is typically followed by three to five key results

Defining Objectives and Key Results (OKRs)

An Objective is simply what is to be achieved, no more and no less. By definition, Objectives are significant, concrete, action oriented, and (ideally) inspirational.

Key results are the measurement, are specific, and have a timeline. They could be commitments, lofty goals that have not been reached before and are long-term, or for the purpose of learning.

Defining Objectives and Key Results (OKRs)

Focus	Alignment	Commitment

Tracking	Stretching

Defining Objectives and Key Results (OKRs): Example

We will increase our web traffic and awareness of our brand beyond the local community as measured by key results.

- Hold a pop-up event in a neighbouring community that partners with other small businesses and organizations within the next six months and includes an incentive for attendees to visit our website
- Expand our social media advertising to have a larger geographical reach within the month and partner with an influencer who aligns with the brand within the next two months
- Add our website to our in-store marketing and start offering online exclusive items this month

Set a Personal OKR

Objective

Key Results

Part Four:
Data-Driven Decision Making

This session introduces the power of using data as it relates to decision making and an organization's culture.
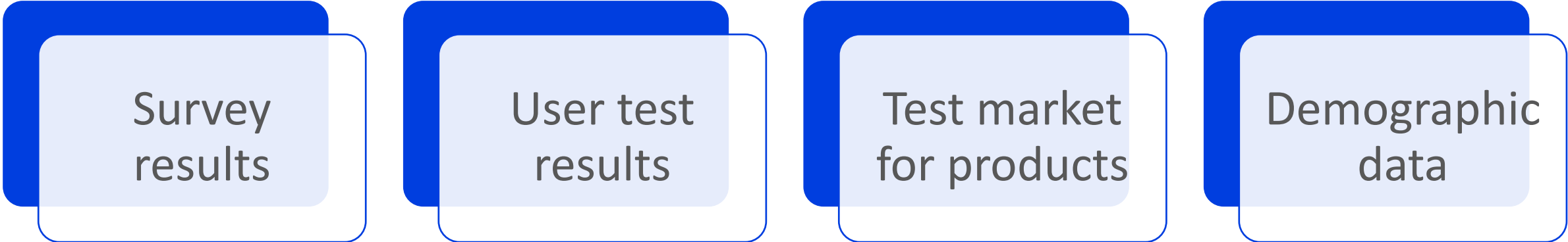
Introduction to Data-Driven Decision Making

The concept of data-driven decision making is how it sounds – going beyond gut feelings and whims and instead collecting and considering data before making a choice.

Introduction to Data-Driven Decision Making

| Survey results | User test results | Test market for products | Demographic data |

Introduction to Data-Driven Decision Making

Confidence in Decisions

By removing the subjective elements from your business decisions, you can instill confidence in yourself and your company as a whole.

This confidence allows your organization to commit fully to a particular vision or strategy without being overly concerned that the wrong decision has been made.

Encourages companies to be more proactive

Introduction to Data-Driven Decision Making

## Example: Barbados Tourism Marketing Inc. (BTMI)

- Caribbean is seeing a 14 per cent increase in arrivals from Latin America since 2019

- BTMI is opening a new office in Panama City and is offering more flights from Latin American in order to boost the number of visitors from that are.

- Will seek to capitalize on the significant potential of the growing Latin America travel market.

Part Four: Data-Driven Decision Making

Making Data Accessible to All

Allowing and empowering employees to access and analyze data helps create a data-driven culture that encourages collaboration.
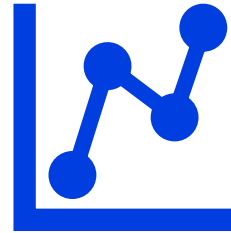
Employees do not have to be "data scientists" to understand numbers, suggesting businesses use tools to help employees visualize information and make it more approachable.

When data is at the heart of everything teams do, they will drive better decisions and drive business performance.

Making Data Accessible to All

Becoming a data-driven organization is a cultural shift, and as previously noted, change is not easy.

Bean says that change requires leaders to think differently, they must be prepared to fail, learn from it, and focus on the long-term.

Case Study: New Rue21

Fashion retailer New Rue21 hired data analytics company Verint to collect customer feedback and use it to influence their decision-making.

What is your opinion of the data-driven decisions the company made?