

On Being Digital

Jonathan Murray
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Digital Prism Advisors

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GAME ON

Chinese investors want to buy the legendary AC Milan soccer club from Silvio Berlusconi

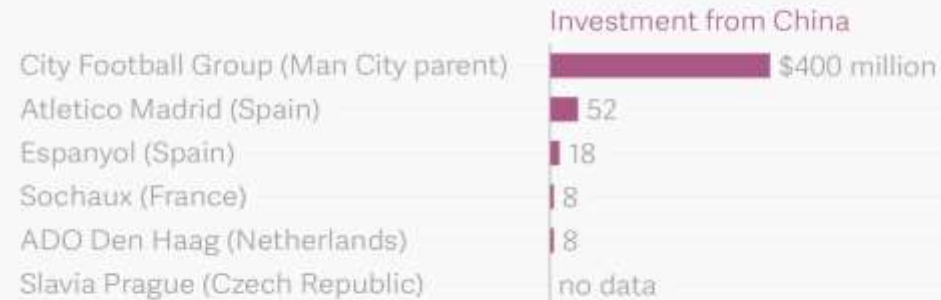


Bertusconi, who's owned the club for over three decades, has been seeking a buyer since last year, when he spoke to a potentially interested Thai businessman.

Alibaba's Jack Ma and Baidu's Robin Li have been linked with the current bid. Ma openly dismissed the rumor. A Baidu spokesman refused to comment on the matter when contacted by Quartz.

Professional soccer has become the latest target of China's global buying spree, after president Xi Jinping announced his ambition to make the nation a superpower in the sport. Many top players have headed to China amid a gold rush of sorts, while various European clubs have received Chinese investments:

China is reshaping European soccer



▲ T L ▲ S | Data compiled from media reports

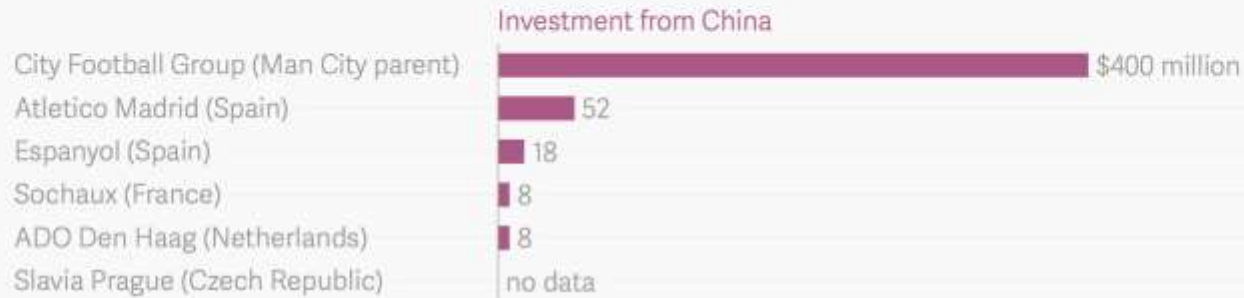
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China is reshaping European soccer



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Zheping Huang (Reporter at Quartz)

European soccer clubs invested by Chinese companies.

Data: Compiled from media reports

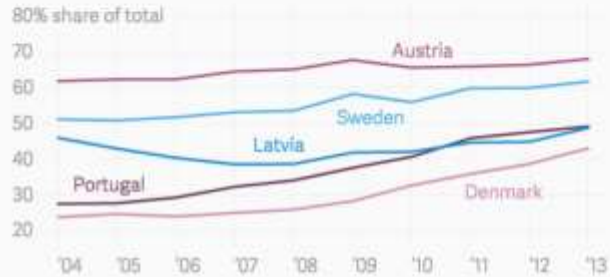
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CHART APPEARS IN

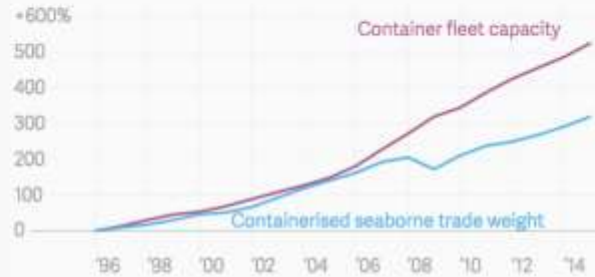
Chinese investors want to buy the legendary AC Milan soccer club from

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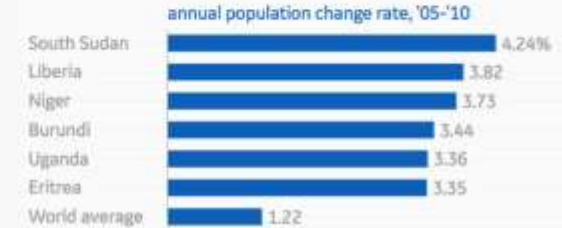


Shipping capacity is outstripping seaborne trade globally

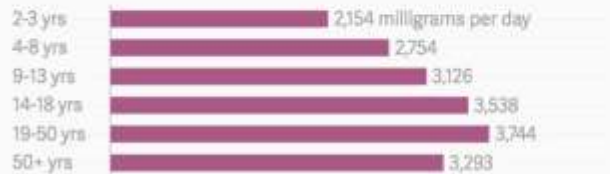


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A youthful glow: The sub-Saharan's demographic dividend



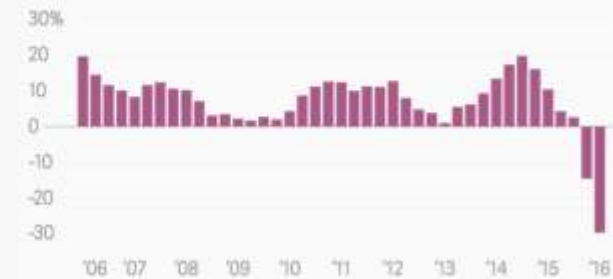
Mean usual daily sodium intake in the US (2,300mg recommended)



Share price performance of diamond mining companies



Chipotle's same-store store sales growth, year on year



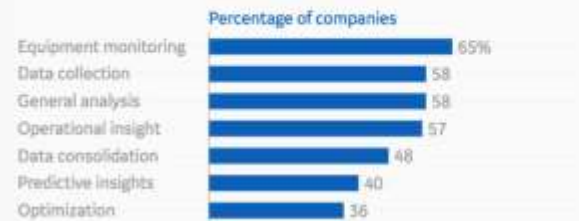


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How global industrial companies report using big data



Venture capital investment in China has skyrocketed



Creative partnerships benefit Chinese companies

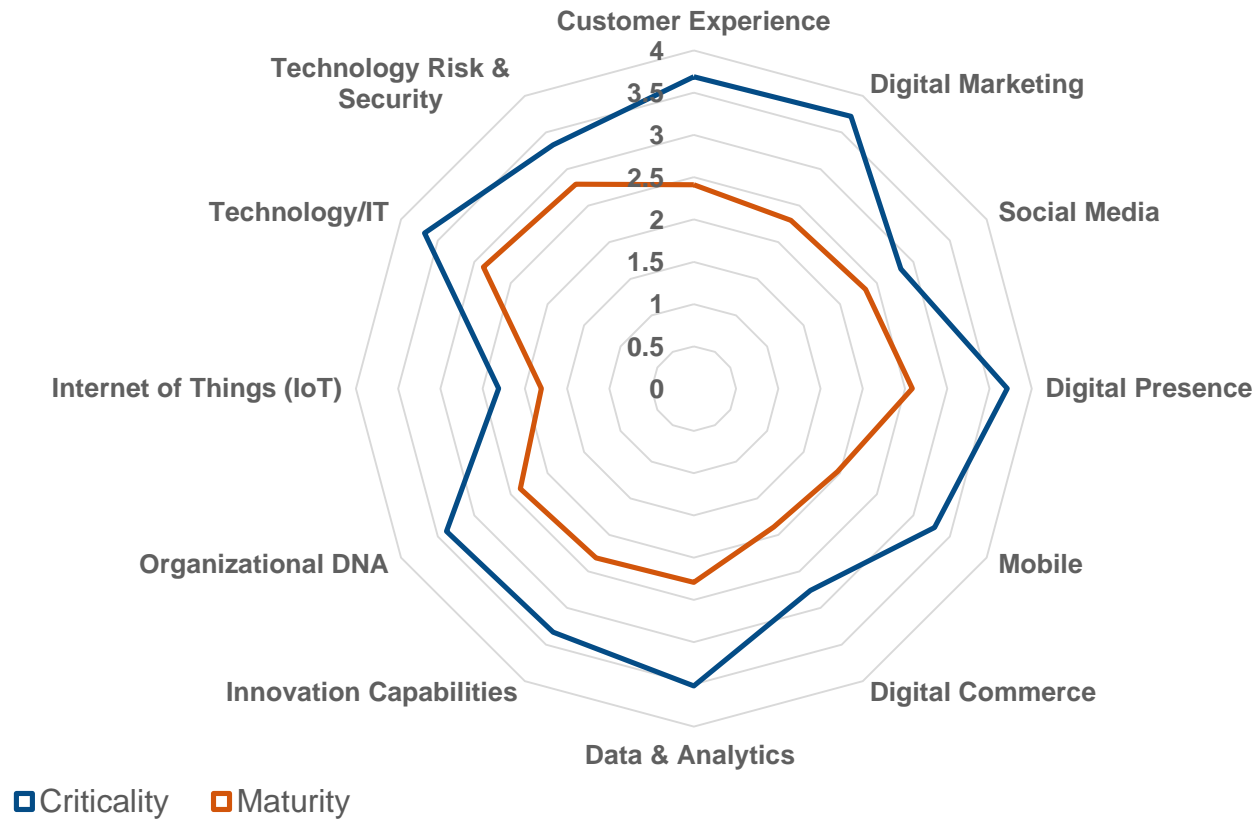


Digital Maturity Index

Challenges



Maturity vs. Criticality

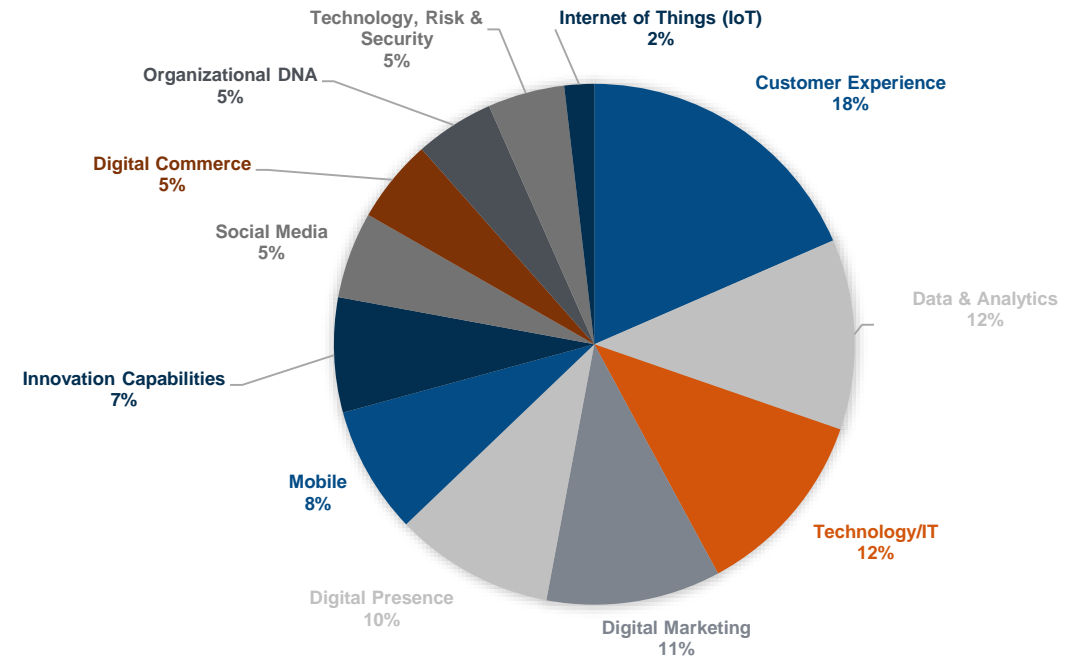


Observation

Given importance for digital business success deltas for **customer experience**, **data & analytics**, and **mobile** are surprising

Budget Allocation

Customer Experience	18%
Data & Analytics	12%
Technology/IT	12%
Digital Marketing	11%
Digital Presence	10%
Mobile	8%
Innovation Capabilities	7%
Social Media	5%
Digital Commerce	5%
Organizational DNA	5%
Technology, Risk & Security	5%
Internet of Things (IoT)	2%



Observation

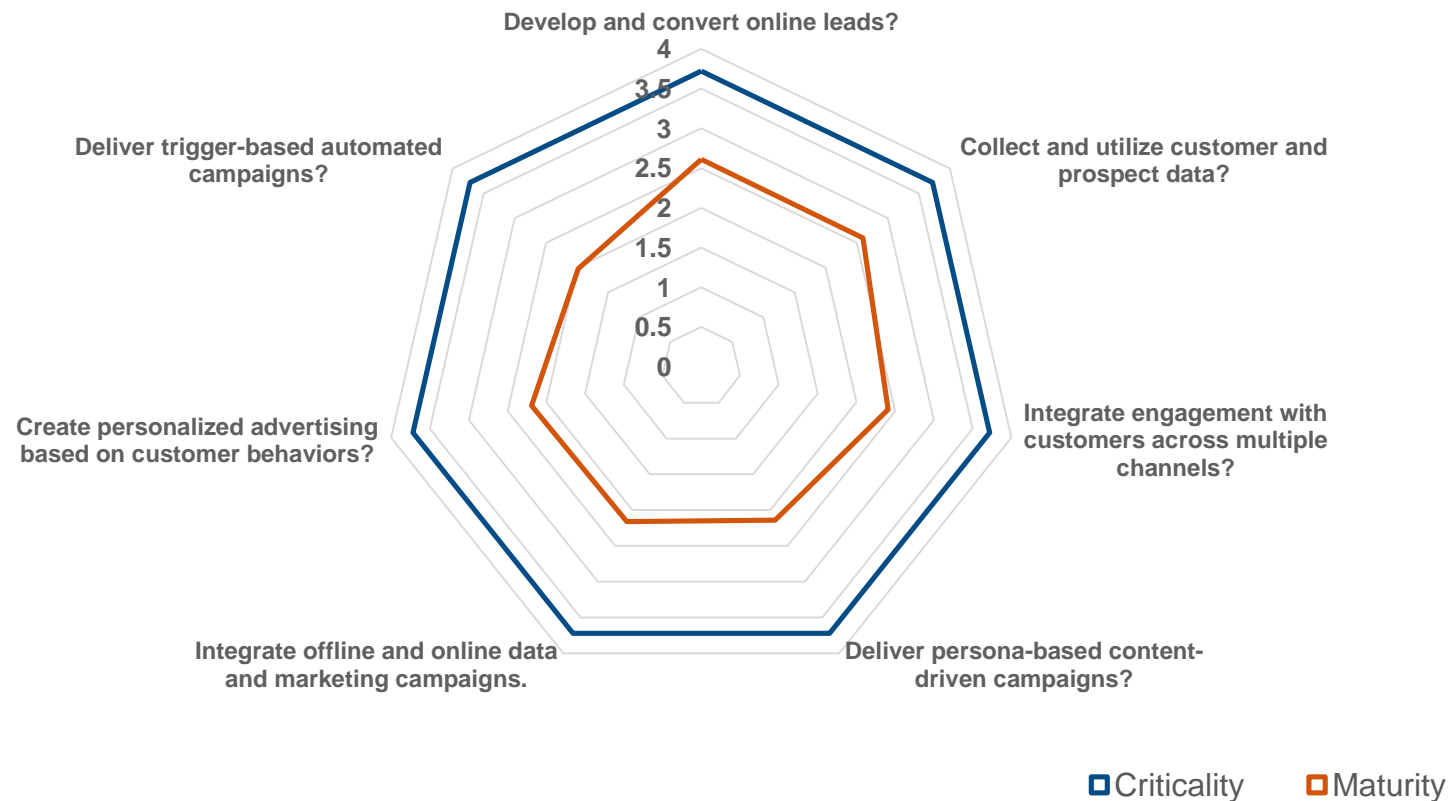
Organizational DNA is a **prerequisite** for great Customer Experience

Gap Analysis

Gap Analysis	Criticality	Maturity	Gap
Customer Experience	3.69	2.41	1.28
Digital Marketing	3.72	2.30	1.42
Social Media	2.83	2.35	0.48
Digital Presence	3.71	2.59	1.12
Mobile	3.29	1.97	1.33
Digital Commerce	2.76	1.89	0.87
Data & Analytics	3.52	2.29	1.23
Innovation Capabilities	3.33	2.32	1.02
Organizational DNA	3.38	2.37	1.01
Internet of Things (IoT)	2.31	1.80	0.51
Technology/IT	3.68	2.88	0.80
Technology Risk & Security	3.33	2.79	0.54

Digital Marketing

How well does your company leverage digital marketing to...



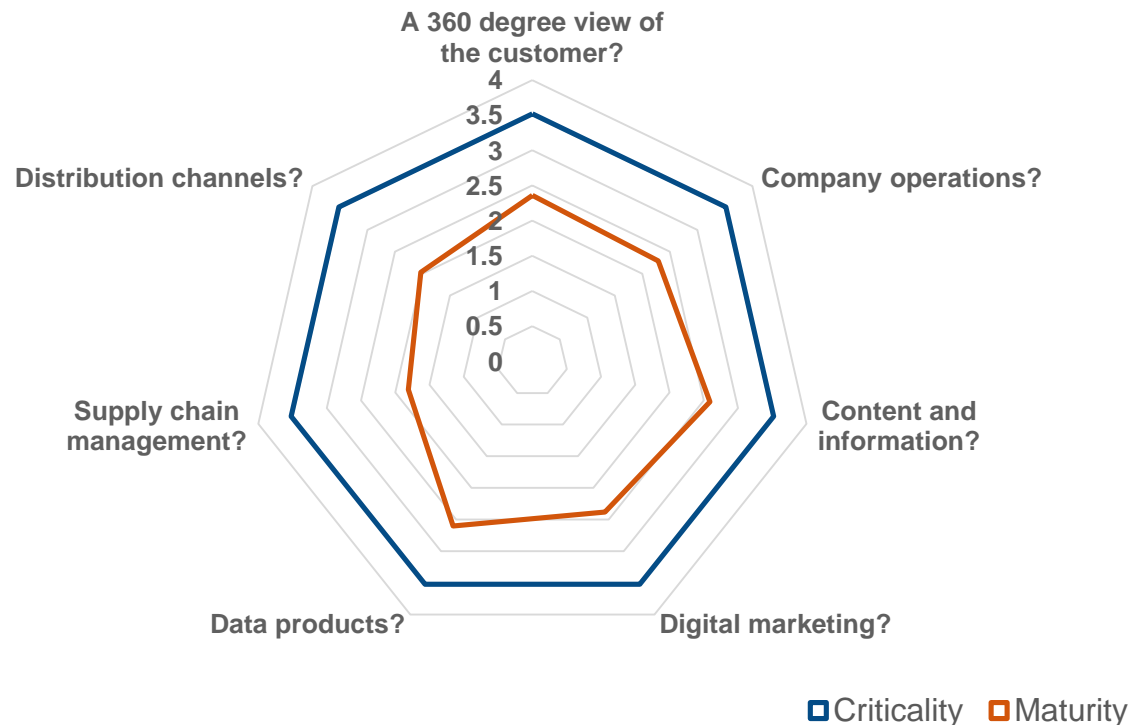
Observation

Mature Digital Marketing strategies are **personalized**, **automated** and **data driven**

Digital Marketing shows up as the **single largest gap** between maturity and criticality

Data and Analytics

How well does your company leverage data and analytics for...



Observation

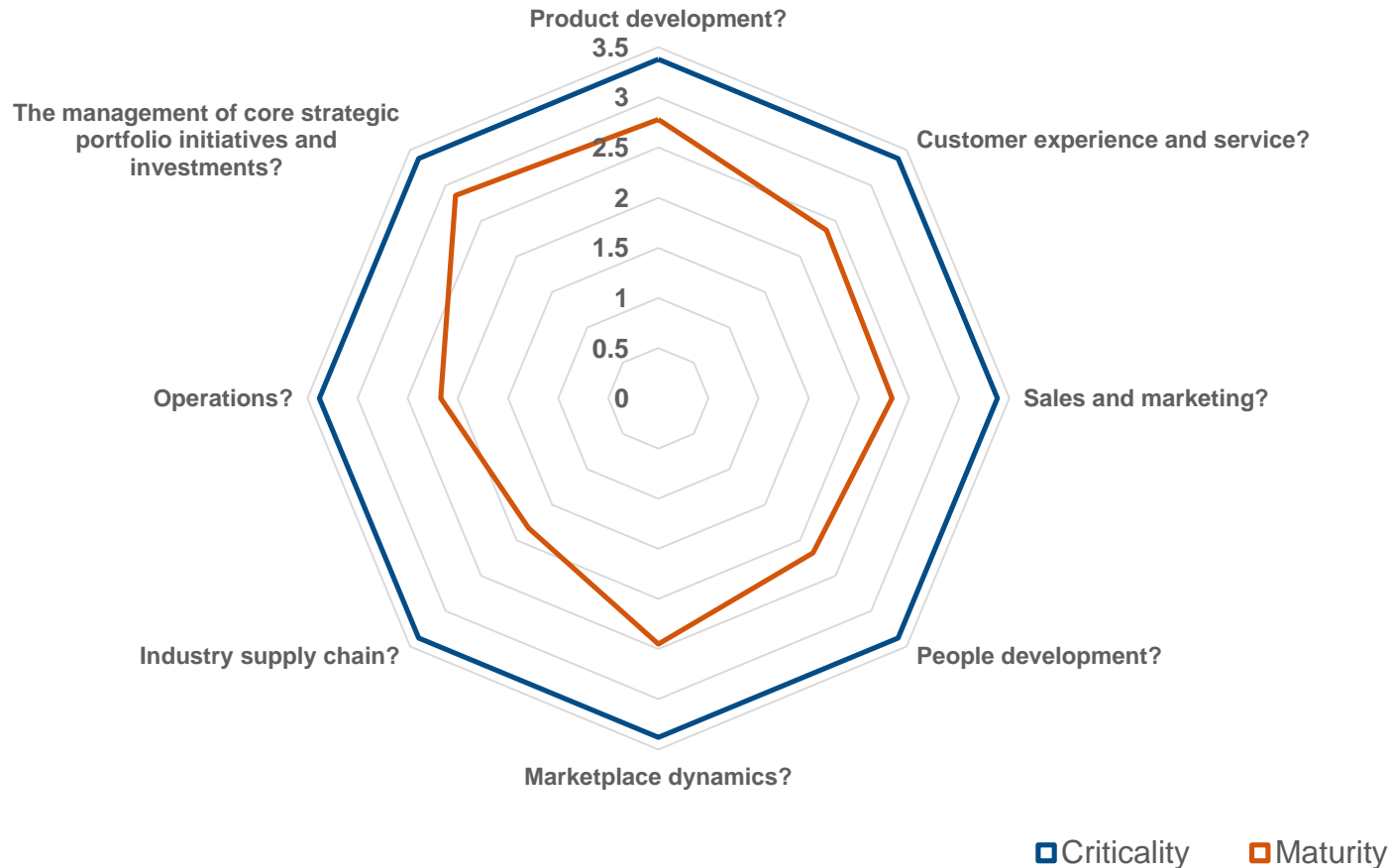
Investments in data acquisition, integration and management are **critical** to all successful digital businesses

Current maturity **is far** from desired state

Investments represent **12%** of 'Allocated Budget'

Organizational DNA

How well does the company work in an agile, flexible and dynamic way for...



Observation

CEOs perceive the company to be **much more agile** and flexible than Tech Leaders do

Organizational DNA ranks **very low** despite our experience of its criticality

Foundations

Customer **Experience**

Content & Services

Data & Analytics

Culture & IT

- ✓ **Follow up**
- ✓ **Internal fielding**
- ✓ **Sharing results**

Questions?

Thank You!

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