

#2DigitalProperties

or

Your customers meet your Enterprise Resource Planning (ERP) and meet your competitors' social media.

What are you doing about it?

About the Author



Chris Hanyane received a full Technology Certificate in Telecommunications from South London College and a B.Sc. in Microprocessor and Computer Systems from Essex University. He started his career as a Software Support Engineer in a large railroad operator and has worked in various technical roles for a listed bank, listed financial institution and listed manufacturer. In 1996 he left formal employment to set up a private college specializing in computing and accounting. He later formed a multi-disciplinary consulting firm and since 2009 has concentrated in providing Change Management services in Enterprise Resource Planning (ERP). In 2013 he set up www.elearninginstitute.biz and guided the startup to receive technical and market support from Microsoft under their innovation program www.bizspark.com innovation support programme.

Forward

This book has two titles written in two languages and one subtitle. The first title - #2DigitalProperties reflects the fast environmental changes that senior executives have to grapple with. Clients' expectations have changed, technology has changed and the business vocabulary has also been upgraded. The term #2DiditalProperties might sound strange to some business executives. It however is quite familiar to executives that have kept abreast with the seismic digital transformation that is shaping the future. The second title – Your Customers meet your ERP and meet your competitors' social media – conveys the same theme as the first title but uses vocabulary that is familiar to the majority of business executives. This title clearly communicates the impact of doing nothing in the face of storms that are rearranging the market place.

Executives and managers have a choice as to which title they want to be associated with. That choice reflects how they plan to react to the emerging changes in the market. Some business leaders will choose to get in the mix and lead change. Others plan to snuggle into the comfort zones that are about to receive a blitzkrieg. My hope is that reading this e-book nudges you towards joining the storm troopers. The sub-title however does not offer you any choices. It simply challenges you.

I packed a lot of issues into fifteen pages. This is in keeping with other huge changes that are playing out in the business landscape. There is fierce competition for the attention of customers and executives. There is an information deluge out there. Effective storytelling is now about packaging and delivering information in nano-sized chunks. Those who need detail click the Read-More button. The consumer is now in charge of when and how much detail is appropriate.

This free e-book is a subset of a comprehensive range of eLearning, coaching and consulting services that are available through www.elearninginstitute.biz and our offices in Southern Africa and the United Kingdom. Feel free to engage me through chris.hanyane@elearninginstitute.biz .

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Chapter One – No Longer Business as Usual

Chapter One – No Longer Business as Usual

Introduction

When Professor John P. Kotter published his seminal book in 1996 entitled *Leading Change*, he raised two important points. First, he observed that over the past two decades, most organizations had undergone significant and often traumatic changes. This was evidenced by the re-engineering, downsizing, mergers, quality improvements and other re-organizing initiatives that were common discussion points in the majority of C-suites. Second, he noted that some people had predicted that all these upheavals would tamper down. Calm and stability would return and business as usual would reign supreme - again. To his credit, Kotter differed from this thinking. He predicted that at best, such changes would continue and at worst accelerate over the coming decades. He cast his bet on acceleration.

At the turn of the century the change narrative shifted from *“the only constant is change”* to *“change is constantly accelerating”*. This shift is neither semantic nor insignificant. It is endemic, seismic and decisive. It proceeds from where you are standing towards every tip of the edge. Successful organizations will embrace this shift and create nimble organizations that will pivot across the shifting sands of today’s constantly and exponentially changing operating environment. This e-book is an executive guide on how leaders can stay at the forefront of change and lead their organizations towards success, thus avoid the risk of being stunted or buried by the rapidly shifting sands of today’s business environment.

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Leading change is becoming a critical skillset for middle and senior executives. Ivy League and other prestigious business schools throughout the world run impressive change management programs. I call these programs MBA Change Management because the majority of them are strong on academics but adept at avoiding the devil in the implementation. Alumni from these programs enter or return to industry with exceptional eloquence in drafting strategic responses to change but quite wet behind the ears when it comes to safely guiding their organizations across the treacherous seas of today’s business environment. This e-book, together with eLearning and consulting services at www.elearninginstitute.biz/#2DigitalProperties will provide you a state-of-play guide that will take you through the trenches and equip you to successfully lead your organization through the turbulent waters of accelerating change.

Know What Matters

Know What Matters is a title of a personal improvement book authored by one of my business acquaintances. This book title captures the essence of leading yourself and your organization out of a tumultuous and engulfing environment. It clearly communicates the fact that there is just too much to consider out there. Picking what matters is not only prudent but probably the only way you can be effective. So what are the changes that matter in today’s business environment? What causes change to

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accelerate? What will make you the top honcho in this environment? The following are some important pointers:

- **Know what changes.** Knowing that there are rapid changes out there without clearly pin pointing those changes won't cut the chase. You need a clear grasp of those changes to develop either proactive or reactive strategies to lead the changes. Otherwise you are as good as dead on arrival at the scene of the changing business environment.
- **Know the drivers of what changes.** There is nothing as debilitating as launching your foray into war from wrong co-ordinates. The only well-known captain who successfully achieved significant results from a beach with wrong coordinates was Christopher Columbus. His quest for India is the only celebrated exception to the stringent rule of choosing the right co-ordinates at the point of departure.
- **Know the impact of the changes.** From the standpoint of your business, changes could create either positive or negative impact. You need to ride (or rather lead) the tide of positive change and construct effective barriers to negative change. Choose the tactics that deliver the highest ROI on your efforts. If you are in the learning mode, chose to address issues that will develop your skills. If you are on an aggressive expansion drive, pick those which offer the greatest traction.
- **Know how to lead change.** Like I said previously, MBA Change Management programs have quite a lot of positives. My favorite positive from these programs is that they have clearly drilled most executives about the effects of being led by change. If you follow changes you might survive. If your competitors lead change they will thrive. Thriving businesses have a natural urge to take the war to surviving ones. Even companies like Google who have a motto that says "Don't do evil" have their most powerful weapon aimed at weak followers.

What Changes

This is important. I cannot meaningfully take you through "*knowing what matters*" without answering the question "*what changes?*". What changes – and rapidly - are the following critical components of your business:

- Your **Customers'** perceptions, expectations and buying habits are changing.
- Your **Competitors'** capabilities are changing.

The basic tenant of doing business is knowing your **customers** so that you think, like, live and love like they do. It seems logical then that if your customers' behaviors are changing fast, at worst, you should follow them fast - or at best get there before the even think of taking that journey. What if you can set up the destination, tell them how fabulous the destination is and then tell them when and how to get there? You might think this is storytelling. You are right. One of the vital skills in today's fast changing environment is knowing how to tell your story.

Competitors are either chasing your customers or lurking in the dark watching their every move. They are using technology to follow them 24/7. Your survival depends on outsmarting the competition. You let your customers' capabilities become better than yours at your own peril. Your smart competitors' capabilities are changing because the smart ones are, in part, telling their stories better than you. They are on the change journey with your customers. They are setting up the destinations faster, providing

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the transport and sending out invitations and partying all night better than you party. They are better hosts and your customers book the next destination (read repeat business) with them.

It should not be all dark and gloom for you though. Every dark cloud has a silver lining. These rapid changes actually level the playing field. No one can stay a top dog for long because of the following:

- Though brains are wired to resist change, the rapid changes have intoxicated the brain. Customers are addicted to change. You can lead your customers back to your fold as long as you “*know how to lead change*”.
- The rules of the game for competing are changing. I will introduce a concept of a #valuemesh latter. The #valuemesh, together with other emerging tools, structures and systems changes the rules and the language of business. The new environment creates opportunities for disruptive innovations. What matters is new to everyone – the environment is level. The learning curve is the same for everyone. Stand in front of the crowd and teach. Tell the story, tell your story.
- Innovate in all angles and at every opportunity. Build new business models, products and market segments. You must and can pivot faster. You don’t have to attack your formidable competitor directly over the same product turf. You can form an alliance with a partner that attacks your competitor at a different product front or cycle. Open up many battle fronts. You can do this if you are willing to innovate and you learn so that you “*know what matters*”.

It seems logical then that if your customers’ behaviors are changing fast, at worst, you should follow them fast - or at best get there before the even think of taking that journey.

Chapter Takeaway

You now know that it is no longer business as usual, thus you can no longer only rely on old tricks and tactics. You have to add a few more tricks to your arsenal. To choose the correct weaponry, you have to know your target. Your target is what is changing. What is changing is:

- Your **Customers’** perceptions, expectations and buying habits.
- Your **Competitors’** capabilities are.

In the next chapter let’s follow the Know What Matters continuum.

Chapter Two – #GIF

Chapter Two - #GIF

What Drives the Changes?

The next important issue is to know what drives the acceleration in change. What drives your customers' fast changing buying behaviors and your competitors' capabilities is Information and Communications Technologies (ICT) in general and social media in particular. A renowned strategist once remarked "software will eat everything"¹. I doubt that when he made that prediction he was aware how social media will consume our lives. Business Leaders of early generation computers certainly had no clue as to the usage trajectory of Information Technology. IBM's president, Thomas J. Watson, declared in 1943 that there was "a world market for perhaps five computers". The PC also received equally appalling world demand projection of one from another technology guru. Well we are here and things don't look anything as projected by yesteryear technology star gazers. A photo-story shared over social media captured the pervasiveness of how software has taken over our lives. The caption of the photo-story was "Man spotted behaving strangely". It showed a crowd waiting for a commuter train at a station with a view (something rare in metropolitan environment). Everyone was glued onto their smartphone/tablet except one man who was taking in the beautiful greenery that was all around. He was watching the world, which in today's swipe-left-swipe-right existence is strange behavior.

Let's conclude the Know What Matters continuum by watching Table 1.

Issue	What to Know	Why you should know
What Changes	Your customers' perceptions, expectations and buying behaviors are changing	Customers are your source of revenues. You need to know and favorably influence their buying behaviors.
	Your Competitors' capabilities are changing	You need to reduce your competitors' strategic advantages. Do not allow them to lead the change in buying behaviors
What Drives the changes	ICT in general and social media in particular.	You need to know this so you develop proactive strategic responses.
What is the impact of the changes on your business	If Customers have access to competitor tools only, then they will buy from your competitors. This will erode your long term shareholder value proposition.	You cannot promote an uneven playing field that favors your competitors.
What should you do	Give your customers, staff and partners tools that are better than your competitors.	1. Your success depends on your digital capabilities.
		2. Develop a business strategy for managing your internal and external digital properties.

Table 1: Know what matters

Think about this - do you know you own two digital properties (#2DigitalProperties)? You now have an internal and external digital properties. (**DO A GRAPGIC OF THIS**) Previously organizations used to focus on aligning their business strategies to their internal computer systems only. This made sense. The

¹ Reference to Digital Transformation

Chapter Two – #GIF

business environment knew only one digital property class – the internal computer systems. The emergence of the internet in general and social networks in particular introduced the second class of digital properties – the external digital property. Aligning your business strategies to the internal digital property is no longer the full story. You have to align your business strategy to the external property as well. You now own two digital properties (#2DigitalProperties). You have to improve your ROI on #2DigitalProperties .

#GIF

Your business deals with people. Even if your customers, partners and competitors are corporates, you deal with people inside those organizations. People react to changes in many different ways. One way people react to changes is to alter their relationships with other people and form people centered groups that leverage new communications capabilities of the environment they operate it. For example, before the pervasive use of the internet, shopping for apparel from remote merchants was supported by mail-order catalogues. Now on-line shops are the best channel for meeting remote shopping needs of customers.

To create winning strategies and defend your market, you need to understand how the emerging #2DigitalProperties affect people side interactions. What people structures have emerged? What are the characteristics of these new structures and how do they promote new behaviors? How can you leverage the diverse interaction capabilities to influence buying behaviors?

So what are the people side groups and their relationships? In the #2DigitalProperties world there are Groups, Influencers and Followers (#GIF). Relationships are created by #GIFs . Table 2 summarizes the important characteristics of #GIFs interactions.

Groups

A group is a voluntary coalition of people who coalesce around content of interest. Groups can be professional, leisure, educational or sport. Groups provide an opportunity to target a large congregation of people with similar interest. You can target your products or messages to a group and be assured of reaching a reasonable number of people who have similar profiles. Group members can discuss your content by commenting, recommending and reviewing your products and services. Group features provide an environment for your product or service to go viral. You can increase your visibility within the group by demonstrating that you are a subject matter expert of topics that resonate well with group members.

Groups apply rules and regulations that govern inter and intra group interactions. These rules can either restrict or promote the exposure of your message to group members. Some groups are open whilst others are closed – your membership can be approved by the administrator and your messages moderated and/or removed. Note that companies are a special kind of closed group since membership of class type staff closed off to non-employees. Customers, both existing and potential can form a separate group that has interest in the

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Chapter Two – #GIF

company without being members of the closed group comprising of employees. Group rules can change anytime, thus your game plan for groups is exposed to the risk of unknown future. Despite such risks, experienced digital marketing consultants can leverage the upside of group dynamics to create traction for your products and services.

Influencers

An Influencer is an individual who has earned their colors as a subject matter expert. This is someone who posts regular and informative content. Influencers are generally seen as thought leaders and individuals usually like reading content produced by influencers. Though influencers post regularly, social network software does not automatically “forward” posts from all influencers to everyone. Consequently, you might miss important posts from influencers. You instruct social media software to notify you when an influencer posts content by following the influencer. Your enterprise’s products or services have a higher visibility if you have a large community of followers. Developing a large community of followers is a process that involves, inter alia, regular interaction within your external digital property. However, you can only extract maximum value from your followers if you develop strategies for aligning your internal and external digital properties. Our eLearning and consultancy resources provide coaching on how to align your #2DigitalProperties.

#GIF Category	Characteristics	How to leverage Characteristics
Follower (i.e. the person)	<ul style="list-style-type: none"> • The individual is the unit of measure. • Information at their fingertips • Wired to learn • Gregarious • Loves freebies (i.e. gifts and other free things) • Likes to be rewarded 	<ul style="list-style-type: none"> • customize • trending news (sustainability/child labor) • loyalty • edutain/gamification • inform • introduce • inform
Influencer	<ul style="list-style-type: none"> • Has earned it • Has reputation to protect • Needs to grow their territory 	<ul style="list-style-type: none"> • Align to management style and personality • Personal customization • Seek win-win
Group	<ul style="list-style-type: none"> • Leaderless • Private and public • Can be closed • Can be chucked • Has group rules • Promotes culture of a sharing economy 	<ul style="list-style-type: none"> • Share and discount • Provides reach • Brand professional groups •

Table 2: #GIF interactions

Chapter Two – #GIF

Chapter Takeaway

The fast pace of changes in the business environment is driven by technology in general and social media in particular. You have to lead the changes in customer buying behaviors by teaching customers to connect with your #2DigitalProperties. Mastery in social media is not good enough. You need to connect your internal digital property to the external one.

Effective management of your #2DigitalProperties requires understanding #GIF profiles. Structure your engagement processes around #GIF profiling. Our eLearning, coaching and consulting services can help you develop appropriate strategies and launch effective initiatives to manage your #2DigitProperties. Connect to us at www.elearninginstitute.biz.

Chapter Three – Wired to Learn

Chapter Three – Wired to Learn

The Individual

On the external digital property, the individual is the unit of measure. #GIF categories hang around the individual. Whether you are in a Business-to-Business (B2B) or Business-to-Consumer (B2C) engagement, you sell to or buy from people. You deal with individuals. Knowing individuals' behaviors pays.

Individuals are followers - they follow an influencer and they join groups. In the old world (aka the brick-and-mortar world) your marketing strategies are revolve around influencing individuals. You develop marketing strategies to leverage individuals' behaviors. It therefore crucial to understand individual customer's behaviors.

Wired to learn

There are two broad categories of customer behaviors – natural and developed. Natural behaviors are difficult to modify. They can be masked and altered but they cannot be totally changed. The best approach to handling natural behaviors is to use them as levers to achieve your desired end goal. One of man's natural behavior is learning. Everyone is naturally wired to learn. We are born into a new world and the first survival technique is to learn to suckle (or cry). Thereafter our life on earth unfolds as a series of new worlds. Each world being a continuum of lessons. We learn new techniques, skills and behaviors as changing scenes play out. The changing business environment is a subset of the scenes which comprise our existence on earth. As a leader, you need to write the scripts for your customers. Write the scripts that teach your customers and prospects to priorities buying your products and services. Your customers are wired to learn. If you write the script as a good lesson that leverages on the natural desire to learn, then you will hit the right note with your current and prospective customers.

On the external digital property, the individual is the unit of measure.

Turn your external digital property into a giant global academy. To appeal to customers, you have to understand what they are doing, what they are thinking and how they like to do things. Your customers have two worlds. They have a work environment and social environment. In the social environment, what holds sway is social media. When off work, people spend time with tablets, smartphones or other smart gadgets called Internet of Things (IoT). Immerse your company into the same world where your customers socialize. Your external digital strategy should engulf your customers as their social gathering spots. Social gathering spots have gone digital. You should provide information about or related to your products and services at these social gathering points. Information should be at the fingertips of your customers. Your company has tones of data. You need to be skilled in packaging information into small chunks that can be delivered on time and within the ever decreasing concentration spans of digital citizens. Make your information sharable and packaged it for delivery across multiple channels.

There are a number of device types out there. The list is long and continues to grow. Check-in displays, tablets, smartphones, gym machine displays, smart-watches, smart TVs, laptops, information kiosks,

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gaming machines, virtual reality glasses, smart cars and on-flight entertainment displays are some of the bewildering array of devices at your disposal for engaging your customers. Turn up in all these devices.

How do you leverage the customers pre-disposition to learning? The drive to learning new things is premised on re-use of acquired skills to repeat the process. Though wired to learn, the brain is also wired to conserve energy. Where a process can be repeated, the brain presses the repeat button. Repeat is preferred only if it is assured of, inter alia, the following:

- Pleasant experience
- Appeals to color, motion and sound
- Offers socialization – i.e. groups and friends to share experiences
- Offers a sense of independence

Make sure your #2DigitalProperties content is saturated with these promises. Package your story in text, video, graphics, sound and motion. Avoid producing monolithic content.

Mobility

Social media drives changing behaviors. The growth of social media is boosted by the ubiquity of mobile devices. Mobility and social media are almost synonymous. You cannot master how social media is changing your customers' behaviors without mastering mobility. Manage mobility from the two perspectives of apps and devices.

Device management is a technical task. It is better left to your ICT manager. It deals with the number of different categories of mobile units, how they will connect to and communicate with your #2DigitalProperties, security etc. Initially the killer application for mobile phones was voice communication with family and friends. As mobile phones grew smarter, their usage has pivoted towards data. This has spawned a paraphilia of mobile devices which run numerous apps that are now part of our lives.

Apps refers to software that runs on these physical mobile devices. Apps can be used for both social and business applications. Your imagination and innovation define the boundaries of how you can use apps in your business.

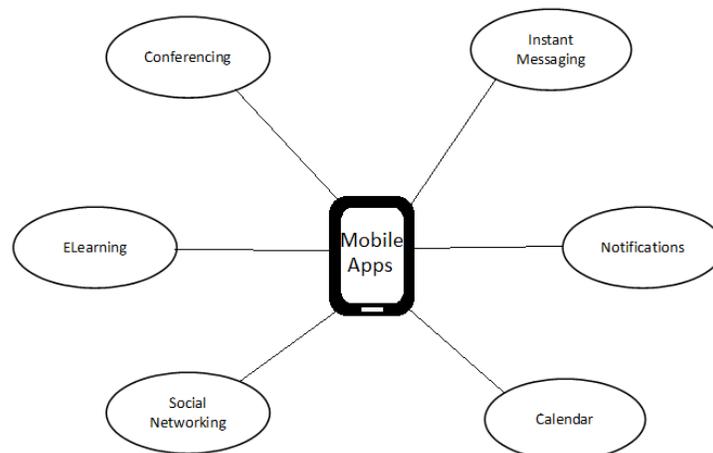


Fig 1: Mobile Apps Business Application

Chapter Three – Wired to Learn

The mobile app applications in Fig 1 and the options outlined in Table 3 can kick-start kick start brainstorming sessions on mapping your business processes to app development strategies for your #2DigitalProperties.

Mobile App Feature	Business Applications Options
Notifications	Apps can be used to draw your customers' attention to a business event that has occurred within your internal operations. For example you can notify all customers who buy branded sportswear about the arrival of branded gym equipment at your stores nearest to their workplaces and residencies.
Instant Messaging (IM)	Instant messaging apps enable you to conduct personal dialogue with clients and, inter alia, offer pre and post-sales support. Video, voice and text chats are supported.
Calendar	You can invite your clients and keep them updated about synchronous events like in-store fashion shows, live broadcast, roadshows and webinars using calendar apps.
Social Networking	This is the world of your external digital property. It is inhabited by your customers, prospects, partners and competitors. You have to understand how to leverage influencer, group and follower (#GIF) power and dynamics to reach and persuade your customers to buy your products and services.
Conferencing and meetings	Conferences and meetings are useful events for rallying stakeholders around a business product or service. Innovating conferences and meetings and running them across your two digital properties can increase your reach, effectiveness and efficiency of conducting business.
Elearning	Robert S. Kaplan and David Norton validated the importance of learning by using the Balanced Scorecard's strategy map to show how learning impacts financial performance. Mobile e-learning apps are critical to teaching your clients and prospects to buy your products and services.
Business Process Automation	Traditionally, enterprise applications, whether integrated or as standalone systems have been the bedrock for crafting internal process efficiencies in diverse disciplines like HR management, inventory management, production planning, supply chain management and distribution to mention but a few. Moving some elements of these applications to mobile apps is an attractive option for effective utilization of your #2DigitalProperties. For example, authorization of internal processes can be done by departmental heads even when they are away from the workplace.
Business Intelligence (BI) and Analytics	Both your internal and external digital properties generate large volumes of data. As more processes are automated the amount of data that is of interest to your reaches Big Data proportions. Big Data without appropriate data mining tools is equivalent to noise. Connecting analytics and BI to mobile apps can enable your decision makers to have their fingers on critical arteries of your business 24/7.
News Delivery Channels	Keeping all stakeholders informed about progress is crucial to implementing organization wide changes. News apps are ideal for delivering project status updates to a wider community participating in a change initiative. Headlines and highlights can be posted and allow stakeholders to get deeper insight about any issue of interest by taping the "Read More" button on their mobile device.

Table 3: Mobile Apps

Take Away

Chapter Three – Wired to Learn

The individual's natural desire to learn and the availability of enabling technology form the foundation of your clients' changing buying behaviors. Connecting these two dots is crucial to leading change across your #2DigitalProperties. The individual is wired to learn and mobile technology supports business and social learning.

Turn your external digital property into a giant global academy.

To be effective, you need to, inter alia, develop a mobile strategy that leverages on mobility feature like notification, Instant Messaging, Social Network and Business Automation, to mention but a few. At the ELearning Institute we provide you eLearning, consultancy and software development services to ensure that you develop an effective mobility strategy for effective management of your #2DigitalProperties.

Chapter Four – Sell It.

Chapter Four – Sell It

The Buying Cycle

Your role as an executive, line manager or supervisor is to sell your company’s products and services. Therefore you should care when your clients and prospects are changing their buying behaviors. You should thrive to lead the change in their buying behaviors. You need to know why and how your external digital property is the best resource for changing your clients’ behaviors to prioritize buying your products and services.

Your customers’ buying cycle can be broken into four distinct and sequential cycles of Discovery and Need Generation, Evaluation, Buying and Sharing see as shown in Fig 2.

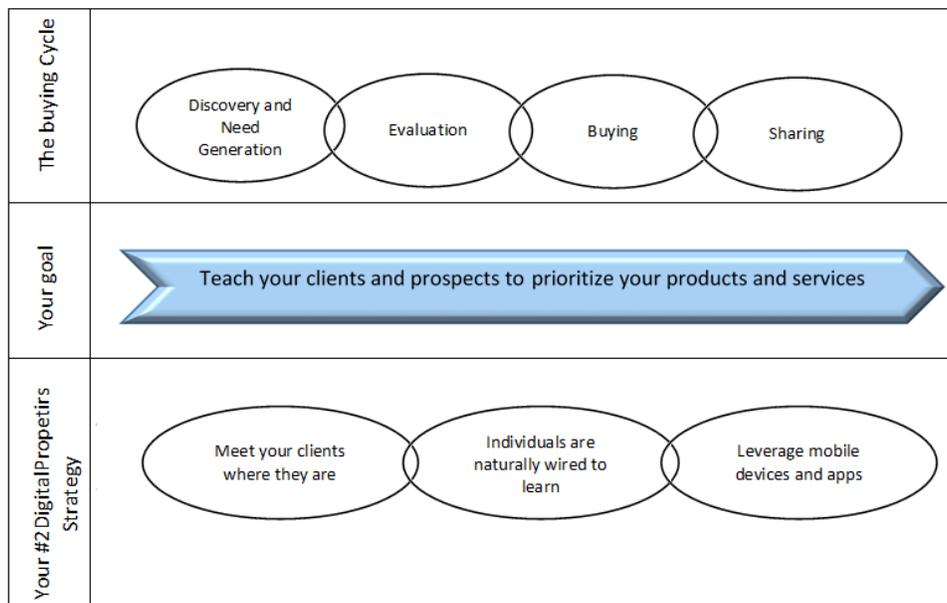


Fig 2: Buying Cycle

The Buying Cycle swim lane shows how the four steps complete the buying cycle. Each step requires informational resources that should be availed by your mobile apps in your internal and external digital properties. The Your Goal swim lane indicates that your focus should be consistent throughout the cycle. In the bottom swim lane you find the key levers that you could use to deliver a winning #2DigitalProperties strategy.

How they buy

In the previous sections of this e-book I discussed in detail the dynamics and interactions of issues within the Your Goal and Your #DigitalProperties Strategy swim lanes. Let me switch the discourse to the Buying Cycle swim Lane. Table 4 shows some of the information requirements of the steps within the Buying Cycle swim lane and proffers fulfillment options that could be the focus of your mobile apps.

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Swim Lane	Customer Role/Needs/Activity	App Strategy
Discovery and Need Generation	Finds the product or service to meet an existing need or learns about a service and product that meets a need that is latent (i.e. which the customer was not even aware exists.)	Your external digital property app should be found through searches, recommended by influencers or through a group where your customers are members.
Evaluation	Finds more information about the product, i.e. features, pricing, side effects, effects on climate change etc.	Groups, connections, partners, influencers and other users are trusted as independent sources of product and service information. Use multimedia and visualization channels like YouTube, Vimeo, Vine, Instagram and Pinterest.
Buying	The customer acquires the product or service.	App should offer multiple payment options and directions to physical locations if client decides to go and purchase the product from brick-and-mortar outlet. App can also direct client to where product is stored within the shop. Also suggest other related accessories and create discounted bundles.
Sharing	Clients usually want to share with their friends and family what they have purchased or talk about the buying experience,	Your app should provide interface with popular social networks. Add video and photo functionality to the sharing feature.

Table 4: App focus in the Buying Cycle

Your Mobile Strategic Intent

One key weakness of mobile app strategies I have seen is that they ignore competitor analysis. A balanced #2DigitalProperties strategy should account for all stakeholders within your #2DigitalProperties (see Fig 3). Such an approach enables you to spread your attention across all the stakeholder groups that impact the success of your #2DigitalProperties. A complete analysis of all stakeholder groups, forces you to move across the two digital properties since some stakeholder groups are more in either the internal or external property. This does not imply that external stakeholders only impact the external property. Quite the opposite. Both external and internal activities affect the two properties. It is therefore crucial to align your internal and external digital property strategies and activities.

Groups, connections, partners, influencers and other users are trusted as independent sources of product and service information.

Table xx provides a high level stakeholder analysis and management template that ensures you identify and adequate focus on all stakeholder groups that occupy your #2DigitalProperties.

Chapter Four – Sell It.

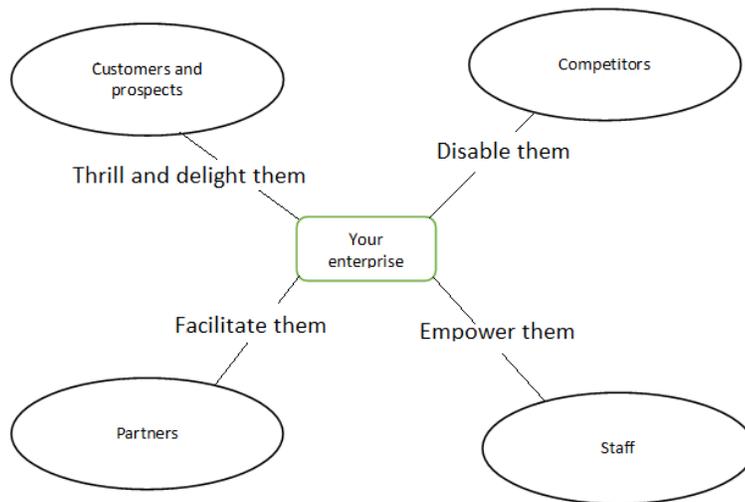


Fig 3: Stakeholder Group Strategies

Stakeholder Group	Engagement Goal	App value proposition
Customers and prospects	Thrill and delight your clients so they give you repeat business and share their experience with their friends and acquaintances. Become the influencer and develop and deliver informational services that make you the go-to destination on the external digital property.	Deliver product information at their figure tips. Connect with their groups to discuss your products. Provide cross-selling information and provide innovative pricing (freemium, bundle discounts etc.) and history reporting.
Partners	Facilitate your partners to add more value to your value chain. Also give partners the tools that will make life difficult for your competitors.	Pass customer intelligence to partners and simplify the fulfillment process. Bundle purchases and lower cost of supplying so as to negotiate discounts.
Staff	Empower your staff and enable peer support systems. Provide transparent performance support and management. Deliver information that increases staff productivity, customer care and create a learning environment.	Support innovation, learning and simplify complex internal processes. Provide customer information to enable staff get a current view of customers' interactions with the organization.
Competitors	Develop strategies to defend your ground by upping the ante on the competition through innovation and leading customers buying decisions.	Mine data warehouses and social media data and get business intelligence that shows your competitors activities in the market place.

Table 5: Engagement Strategies

Chapter Four – Sell It.

Alignment

Before the social media exploded, leaders only worried about one digital property – the internal one. The internal property was secured within the company’s boundaries. As technology improved, companies started connecting with others companies by opening up their internal business to enhance supply chain management. These business-to-business (B2B) connections where essentially private networks where the focus was in connecting with your top quartile suppliers or business customers for the purposes of keeping the supply chain operating efficiently by optimizing inventory levels, delivery times and other supply related overheads.

The growth of the internet in general and social media in particular ushered in the second digital property. Fig 4 shows how technology evolved to spawn #2DigitalProperties.

Four Eras of Technology Revolution

The evolution of the application of computers in business has traditionally been modelled using a three era model of Automate, Informate and Transformate. I feel this model is due for an upgrade, thus I have introduced the Engagemate Era.



Fig 4: Four Era Technology Revolution

System Category	Driver	Applications
Data Processing Systems	Increased computational capability (number crunching technology). Processing repetitive tasks so as to reduce human related computational errors.	<ul style="list-style-type: none"> • Census • Payroll • Ledger Cards • Stock Cards
Management Information System (MIS)	Analysis of growing volumes of data generated by Data Processing Systems	<ul style="list-style-type: none"> • Supply Chain Management • Customer Information Systems • Manufacturing Requirement Planning • Enterprise Resource Planning (ERP)
Mission Critical Systems (MCS)	Build business models that would be difficult to launch and sustainably operate without technology	<ul style="list-style-type: none"> • On-line reservations • E-commerce • On-line stock and currency trading
#2DigitalProperties	Changing customer buying behaviors. Need to teach customers to prioritize buying your products and services.	<ul style="list-style-type: none"> • Social Media • ELearning • Internet of Things (IoT)

Table 6: Four Eras of Technology Evolution

Chapter Four – Sell It.

In the current environment, it is imperative that leaders develop two strategies. An internal digital property strategy which addresses your Enterprise Resource Planning (ERP) system and an external digital property strategy addressing your social media properties. You need two strategies because the issues and challenges of the two properties are different. There are overlaps but the differences require specific focus. Despite the difference you have to align the two strategies. Customers who use the external digital property expect to seamlessly query and update data which is handled by the internal property. This has to be transparent to them. You have to fulfill their expectation for information when they want it, where they want and using a single user interface.

#valuemesh

Traditional single digital property environments were built on a linear value chain proposition. In this mode, an effective value chain pumps value information down the chain and supply information up the chain. Every stakeholder within the value chain receives information required to meet their price, availability and delivery times. The goal is to avoid undersupply, quality surprises and price mismatches.

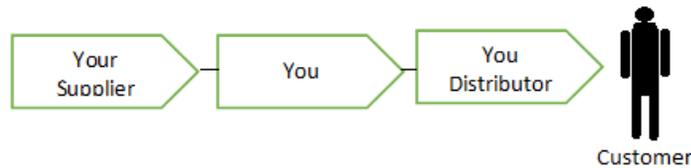


Fig 5: Value Chain

The new approach is to immerse your value chain in a mesh network of multiple value chains. Since everyone is now always connected, you can develop a #2DigitalProperties strategy that touches every stakeholder in the external digital property. It is now possible to use discovery techniques, influencers and groups to create a #valuemesh that spans a global footprint and drives value towards your value chain 24/7.

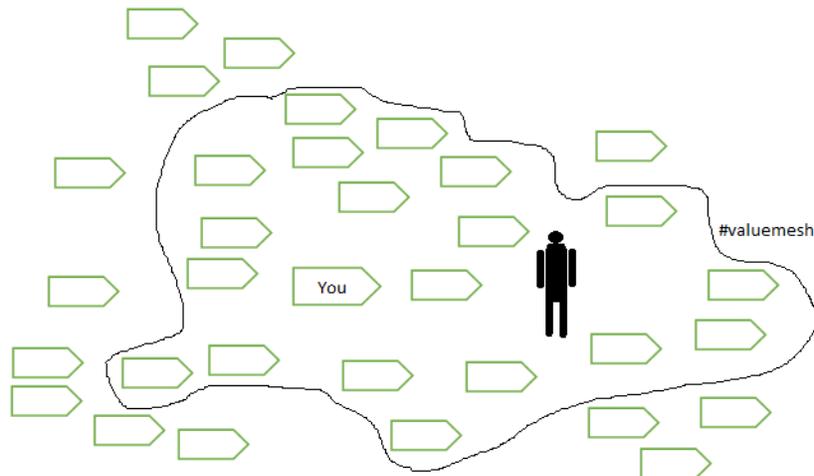


Fig 6: #valuemesh

Chapter Four – Sell It.

Your company's innovative capacity defines the reach of your #valuemesh and the amount of value you can harvest. You increase both metrics by creating an institutional framework that is inclusive. The organization's strategy, market development, talent identification and product development used to be allocated to stakeholders on a departmental basis. Connect every stakeholder, especially staff to a communication structure that encourages conversations and innovations across organizational hierarchies and silos. Recognize that innovation respects no hierarchies and strikes anytime. These are challenges and opportunities that define the #2DigitalProperties landscape. Mobiles are the basic building block for such an environment.

Chapter Take Away

Chapter Five – What Next.

Chapter Five – What do next?

Why Lead

This is the last chapter. I believe this e-book has been helpful in reminding you about what matters in the unfolding digital dispensation, both in the private, public and education sectors. It is important to realize that these changes are relentlessly sweeping the market. , Like all changes, you will tend to fair better if you lead rather than follow change. Consider some of the following as you build your plan to take the lead position in a digitally transforming environment:

- **Lead.** Empirical evidence indicates that customers respect service providers who lead change and employees expect to hear about change from their leaders. Fast changes create an environment where there are anxieties and a lot to learn. Stakeholders appreciate a knowledgeable partner who points out the direction and provides user-friendly resources to smoothen and shorten the learning curve.
- **Pivot.** The value chain now operates within a #valuemesh. Redefine value and pivot across the #valuemesh. Digital natives are brought up on freemium propositions. Work hard at creating freemium packages – even if it is through partnerships.
- **Low Cost of Value (CoV).** Your clients and partners invest their own resources in buying mobiles and other infrastructure for connecting with your external digital property. This lowers your cost of harvesting external value.
- **Storytelling.** Content, apps and your products and services are premium material for scripting stories. You need story tellers in your organization. Find and nurture court jesters who can excite stakeholders about your brand. They should author stories in multi-media format and deliver them where your customers are. Your stories should be sharable. Your company should be a fully-fledged production house with a mobile TV channel (read YouTube channel).
- **Learning Organization.** In my view the term Learning Organization was coined prematurely before the infrastructure to build and support true learning organizations was around. We tried to popularize the Learning Organization before efficient and effect Learning Organization support infrastructures like social networks, the internet, mobiles and eLearning systems surfaced.. Thus the Learning Organizations that were being built stuttered, stumbled and capsized. The time has come to leverage #2DigitalProperties to create sustainable Learning Organizations. Make your organization a giant academy that straddles the globe. Use your academy to create internal process excellence (remember Learning Perspective of Balanced Scorecard strategy map) and teach your prospects and clients to prioritize buying your products and services.

Implementation Structure

The best laid out plans fall apart if proper implementation structures are not put in place. As professional Change Management practitioners we appreciate that robust implementation structures with adequate people-facing support are mandatory for successful transformations at this scale. We will work with you to design and implement structures which, at a minimum have the following features, facilities and capabilities:

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- Policy Framework
 - Announces Leadership’s support for #2DigitalProperties and mandates managers to implement #2DigitalProperty Strategies and programs
 - Announces the need for structured and repeatable approaches to #2DigitalProperties planning and implementation
- Structures and governance
 - Leadership
 - Implementation committees
 - Strategy Management Office (SMO)
- Procedures and Processes
 - What to do
 - How to do it
 - Reviews
 - Exceptions
 - Any standards, Process Cycles etc.
 - Technologies
- Change Management
 - Creating awareness and agency
 - Stakeholder Communication Charters
 - Anchoring change on culture
 - Reinforcement
- Resources, Guidelines and Quality standards
- Training
- Monitoring and Evaluation

Not until the fat lady sings

I have put together a number of services and resources that we at the ELearning Institute believe can assist you in leading the changing behaviors of your customers. The following are some of our services which we you can immediately engage from our web site www.elearninginstitute.biz :

Service	Description	Call to action
#2DigitalProperties e-book	This is a freely downloadable e-book that creates awareness about the digital transformation playing out in the market place.	If you are digitally savvy, you can proceed to request our #2DigitalProperties Options Generator Framework and use your in-house skills to craft or review strategies for leading the digital transformation in your market segment. DOWNLOAD.
#2DigitalProperties Strategic Options Generator Framework (#2DP SOPF).	This is a practice framework that provides a structured walk through for aligning your internal and external digital properties.	Use the framework to compile profiles of your internal and external digital properties and overlay your business strategy. You can then use our app to provide you with guidance on how to optimize your digital presence.
In-house workshop	Our facilitators run an in house	Contact us on

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	breakfast workshop for your staff. We discuss your digital transformation needs and customize the delivery to meet your current and future needs.	chris.hanyane@elearninginstitute.biz and we will structure a program for your management team.
Consultancy	Our consultants and partners use our #2DigitalProperties Strategic Options Generator Framework (#2DP SOPF) in collaboration with your management team to produce a #2DigitalProperties strategy.	Consultancy resources includes eLearning based coaching and knowledge transfer services. We document and assist in implementing aligned digital transformation strategies for your organization. Contact us on chris.hanyane@elearninginstitute.biz
Business Social Media buddle for Executives.	Some executives struggle with using social media in business. We provide business application training in each or in bundles of the following: <ul style="list-style-type: none">• Facebook• Twitter• Yammer• LinkedIn• YouTube	We provide one-on-one online or facilitator led training and e-coaching for executives to develop strategic planning and hands-on capabilities on the application of social media in business. Contact chris.hanyane@elearninginstitute.biz

Conclusion

Converging technologies have brought us to a tipping point. Globally, customers' buying behaviors are changing. Riding the digital transformation wave is going to be turbulent. Patterns are emerging. Different routes are being curved. Not doing anything is akin to getting off before the journey starts. Write your own #2DigitalProperties story. We will provide you support.

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References

James Manyika <https://www.linkedin.com/pulse/four-forces-upending-everything-you-thought-knew-james-manyika>