



# **ACHIEVING DIGITAL EXCELLENCE**

**The strategy, scoping, and implementation expertise necessary to excel in the connected age.**

**Y!**



With ubiquitous connectivity—from people to machines, computers to smartphones, and any other device you can imagine—insights, impressions, and engagements can be gathered, shared, and acted upon like never before.

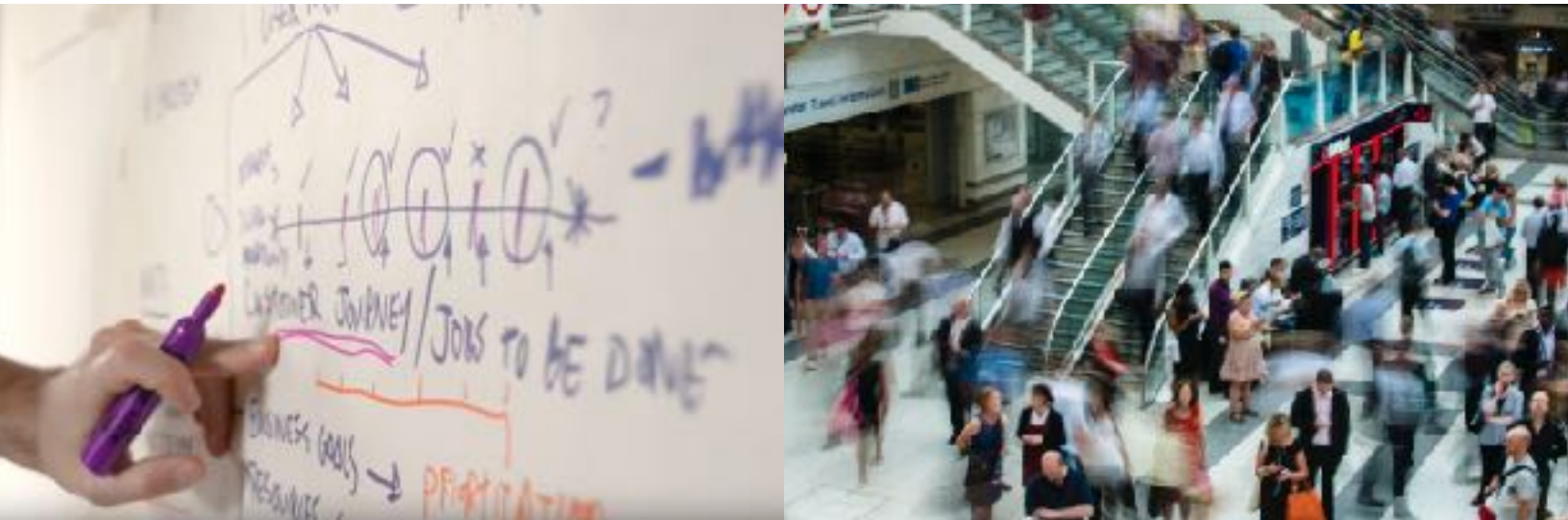
**In this connected age, customer experience excellence and service delivery efficiencies are the two greatest areas of opportunity to capture and grow market share and stave off disruption.**

It's the quality of processes, analysis, and path to implementation you undertake that will help your organization not just survive, but thrive in the connected age. That's where digital excellence becomes table stakes for your success. And that's where we excel.

**Operating across digital channels involves significant depth of expertise,** from communications to product to organizational efficiency. Digital channels and customer touchpoints extend beyond online to in-person and at home, widening the scope of understanding required to engage with customers.

**Human-centred design and lean and agile processes are essential** because, with digital, we have the ability to learn from data and adapt quickly to current and evolving customer needs, and increasingly savvy customers are expecting more of the organizations they engage with, regardless of device or channel.

## **IN ORDER TO BEGIN TO REALIZE THE SUCCESS OF DIGITAL EFFORTS, KEY TENETS MUST BE UNDERSTOOD AND FOLLOWED.**



## **THE PURPOSE OF PRODUCTS AND SERVICES IS ESSENTIAL.**

**Excellence comes from working to define outcomes over features, understanding who those outcomes will serve, identifying user jobs-to-be-done and working to serve these, while also framing product and service around organizational requirements and benefits.**

Taking a wider view, this means that focusing on individual projects or products is not enough. Omnichannel means considering all the ways a customer may interact with a service.

Meanwhile, digital excellence doesn't just mean technology, but encompasses service models, outcomes and KPIs, governance and service delivery processes, customer engagement, and more.

## **SYSTEM STRATEGY PROVIDES A FRAMEWORK FOR UNDERSTANDING THE WIDER VIEW, ULTIMATELY ALIGNING ORGANIZATIONAL EFFORTS AND CAPABILITIES WITH MARKET NEEDS.**

From research to strategy, content to engagement, design to technical expertise, service delivery to continuous improvement, competency in digital across an organization is essential. Most organizations employ a variety of approaches towards making service and technology decisions, some more collaborative than others, some highlighting more or less technical expertise based on project teams. Bringing in-depth digital capability to all strategy and project planning teams is essential in understanding the impact digital can have on a project and covering all the requirements to define a product or service and ensure a successful implementation.

## **WHY DIGITAL EXCELLENCE IS SO DIFFICULT TO ACHIEVE**

Most organizations we meet encounter challenges across the wide breadth of skillsets and expertise that are required to successfully execute digital projects. Sometimes this can have a compounding effect that radically undermines team efforts, particularly as teams move across a series of project phases that each require unique skillsets to execute. In other cases, achieving digital excellence may just be a path to becoming more efficient and effective in meeting organizational goals and ensuring even greater success in your role.

**Let's take a look at where this complexity comes from and why we've designed our services around both closing gaps between phases and enhancing your team's processes and skills during each phase.**

# Knowledge and capability needs to run wide and deep

Digital is complicated. Many steps and many different levels of expertise are needed in order to execute effectively. Each failure or issue in process, methodology, or outcome across your efforts increasingly undermines every effort that follows.

**CORE AREAS  
OF EXPERTISE  
REQUIRED TO  
SUCCESSFULLY  
MEET DIGITAL  
OBJECTIVES  
INCLUDE**

**1** RESEARCH

**2** PRODUCT STRATEGY

**3** INTERACTION DESIGN

**4** SYSTEM ARCHITECTURE

**5** BUILD

**6** LAUNCH & PROMOTION

**7** CONTINUOUS IMPROVEMENT

# Exploring these areas in more detail

A typical digital project will include this depth of requirements and the skillsets required to execute effectively across these standards of practice.

## 1. RESEARCH

Internal (organizational)

Quantitative

Observation; ethnography

Synthesis

External (customers)

Qualitative

In-person, remote, online

Pattern finding

## 2. PRODUCT STRATEGY

Jobs-to-be-done and outcomes for personas

Device and platform support (hardware vs software; mobile, desktop, other)

Content requirements

Passive vs interactive

Resourcing

Risks

Cohorts and behavioural groups

Internal systems and staff interactions

Promotion and communications (including marketing, advertising, social, and SEO)

OKR (objectives and key results) and KPI (key performance indicator) definition

## 3. INTERACTION DESIGN

Information architecture

Usability and accessibility

Context of use (adaptive and contextual interface architecture and content)

States

Interface design

Automation and interactions

Onboarding, progress, and frequency

## 4. SYSTEM ARCHITECTURE

Privacy

Security

Data management

Technology platform

OKR, KPI, behavioural tracking,  
and the required analytics

## 5. BUILD

Backend

APIs

Front-end

Quality Assurance

Agile practices

## 6. LAUNCH AND PROMOTION

Awareness

Growth

Validation

Marketing, communications,  
and storytelling

Advertising

## 7. CONTINUOUS IMPROVEMENT

OKR, KPI, and behavioural  
tracking

Reviewing OKR, KPI, and  
behaviour tracking, user testing,  
and other customer and  
performance insights

Iterate/experiment, repeat

Lean practices

It's difficult for any one team to bring this level of expertise to the table. That's why **we've built our consulting practice on helping you learn and execute in these areas**, while bringing subject matter experts to the table who help focus project efforts where they can have the most impact.

# COMMON ORGANIZATIONAL CHALLENGES IN ACHIEVING DIGITAL EXCELLENCE

Considering the scope of complexity from digital channels to customer engagement, and from methodologies to the increasingly complex areas of expertise, let's take a look at the 8 most common organizational challenges which typically undermine digital efforts.

**1 Having limited competency in any one area**, where it is difficult to execute well and project team expertise is not deep enough to achieve best practices. This can increase cost significantly up front or over time and diminish value of products and services.

**2 Trusting a single vendor** to have the capability of executive across all these multi-disciplined steps, each of which requires a high level of expertise.

**3 Taking a technical or engineering driven approach** led by features-first and, at best, internal definitions of need, instead of taking a human-centred design approach which identifies user jobs-to-be-done and outcomes in order to align organizational goals and user needs.

**4 Transitioning from research and strategy to product.** Bridging the gap between identifying an opportunity to improve customer experience or service delivery and how this is translated to service models and products requires a unique set of cross-functional capabilities.



**5** **Aligning information architecture and interface design to user mental models** rather than feature lists and organizational requirements.

**6** **Translating from design to code**, with optimized and accessible front-end code that puts the user first, where typical engineering-team capabilities are strongest at the architecture and back-end, rather at layers where users interact.

**7** **Continuous improvement.** Using the knowledge that can be gathered from every click and communicating with users on an ongoing basis to improve service and product.

**8** **Effective, ongoing decision-making.** The ability to track performance, effectively run user tests and experiments, learn from data and insights, and then make the most effective decisions on where to spend ongoing resources to drive adoption and engagement.



# Ultimately, success in the connected age requires a breadth of expertise.

Your organization needs a depth of digital maturity across a wide range of skill sets. Here are the key areas of capability we can help you excel at.

## **SYSTEM STRATEGY**

System strategy helps accelerate internal decision-making with an approach that uncovers key opportunities to drive customer engagement and retention while optimizing operations. We achieve this by mapping internal capabilities and consumer objectives in order to define an effective roadmap that meets organizational and market needs.

## **PLANNING, SCOPING, AND EVALUATING SYSTEMS**

The challenge with planning, scoping, and evaluating systems is being able to accurately identify the capability of current systems and proposed systems against required outcomes. Properly evaluating software requires a clear and in-depth understanding of requirements, consideration of digital best practices, which then need to be evaluated in practice, not on paper.

## **CULTIVATING DIGITAL MATURITY**

Digital is complicated. Many steps and many different levels of expertise are needed in order to execute effectively. Each failure or issue in process, methodology, or outcome across your efforts increasingly undermines every effort that follows. We've built our consulting practice on helping you learn and execute in these areas to continually cultivate digital maturity.

## **CONTINUOUS IMPROVEMENT**

Across every stage of strategy, design, and development you have the opportunity to increase the value of your efforts. With continuous improvement, you can realize the benefits of better connecting with your consumer, driving them towards organizational goals, and optimizing your team's efforts on an ongoing basis.

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Are you ready to discuss how you can work towards organizational digital maturity to improve strategy, decision-making, customer experience, and service delivery?

We're here to help you bring this expertise to your organization.

**Get in touch**

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