Digital Transformation

Tim Mooney, Executive Partner AK Smart Communities Forum November 13, 2018

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Discussion Topics



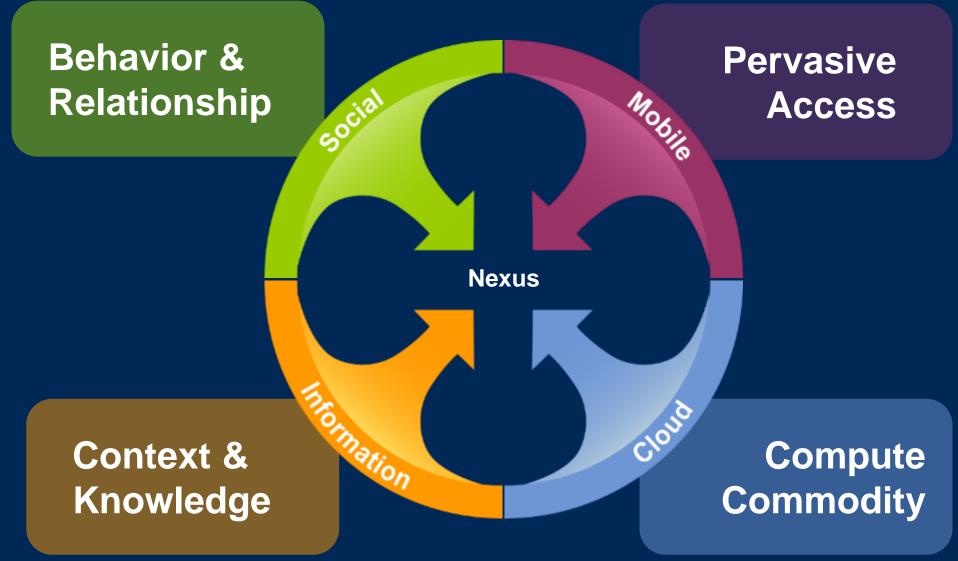
- 1. Digital... what are we talking about?
- 2. Why should we care about this?
- 3. What's something we should do differently?
- 4. What's coming in the future?



Digital Transformation what does this actually mean?



A Nexus Provided the Foundation



The Internet of Things was the Accelerant

2009

1.6 Billion
Personal Devices

0.9 Billion Internet Connected Things



2020

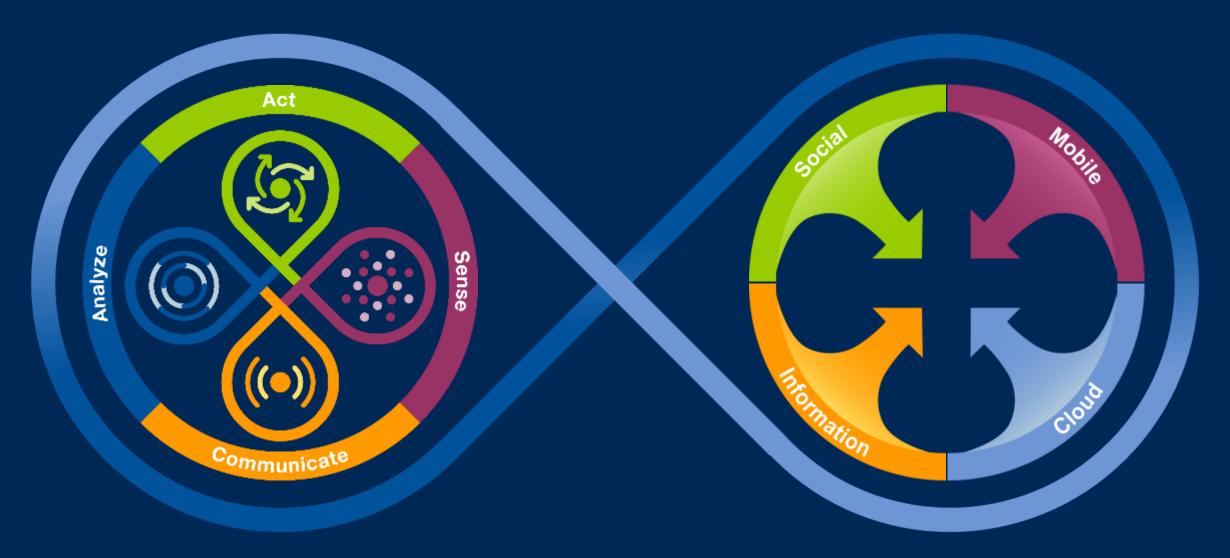
7.3 Billion Personal Devices

20 Billion Internet Connected Things

Things Connected to the Internet Will Outnumber People by at Least 4 to 1



The Collision of the Two ...

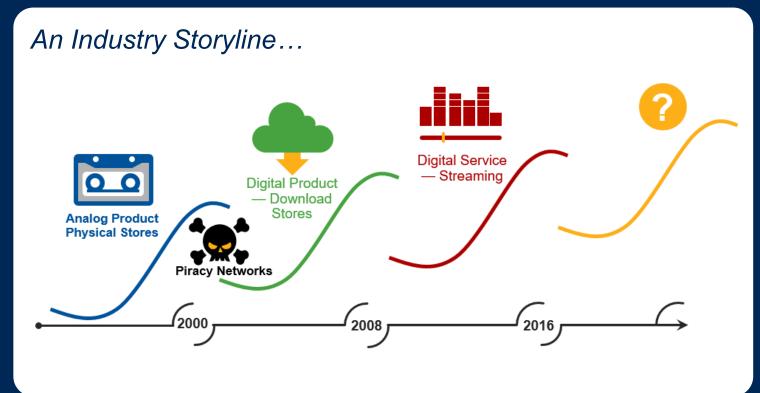


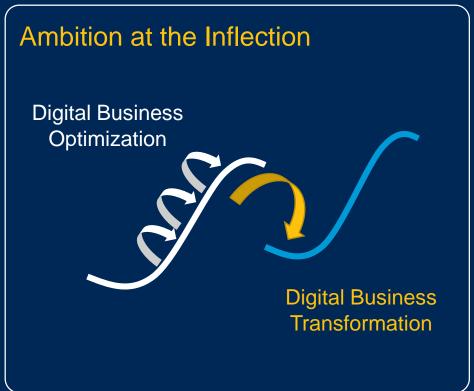
... has created our Digital Reality





Cultures Must Support Navigating Disruptions



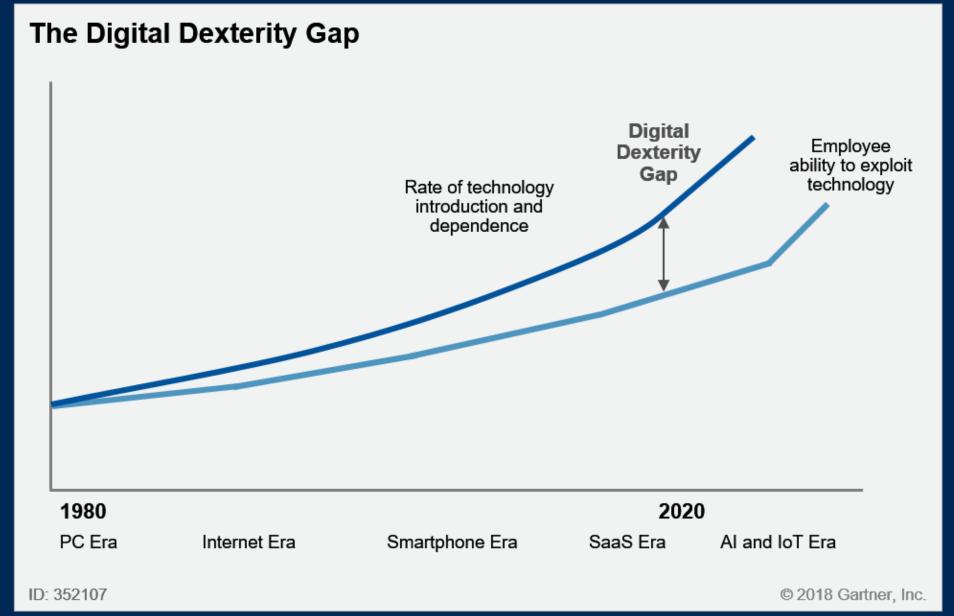


Digitally remastered industries demand bold innovative leadership



Why do I care about all of this?







Future Success Requires Digital Dexterity

Culture should be ...











Digital Dexterity — The desire and ability to use technology to drive business outcomes

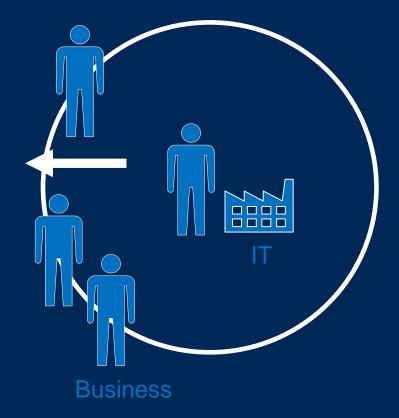


What should we be doing differently?



Traditional: Inside-out Perspective

Focus on IT systems and on delivering value by providing a more stable IT foundation.



Goal to manage, consolidate, standardize and simplify the IT landscape to support the business.

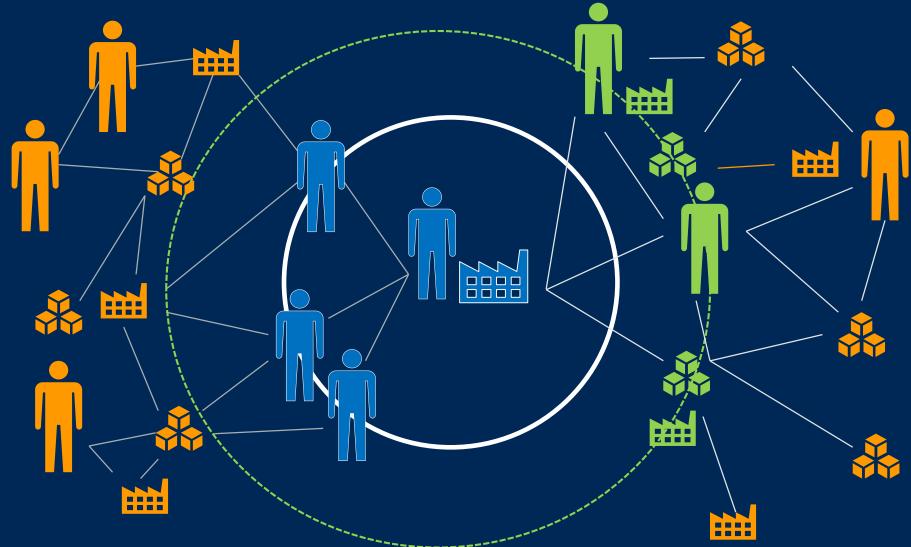


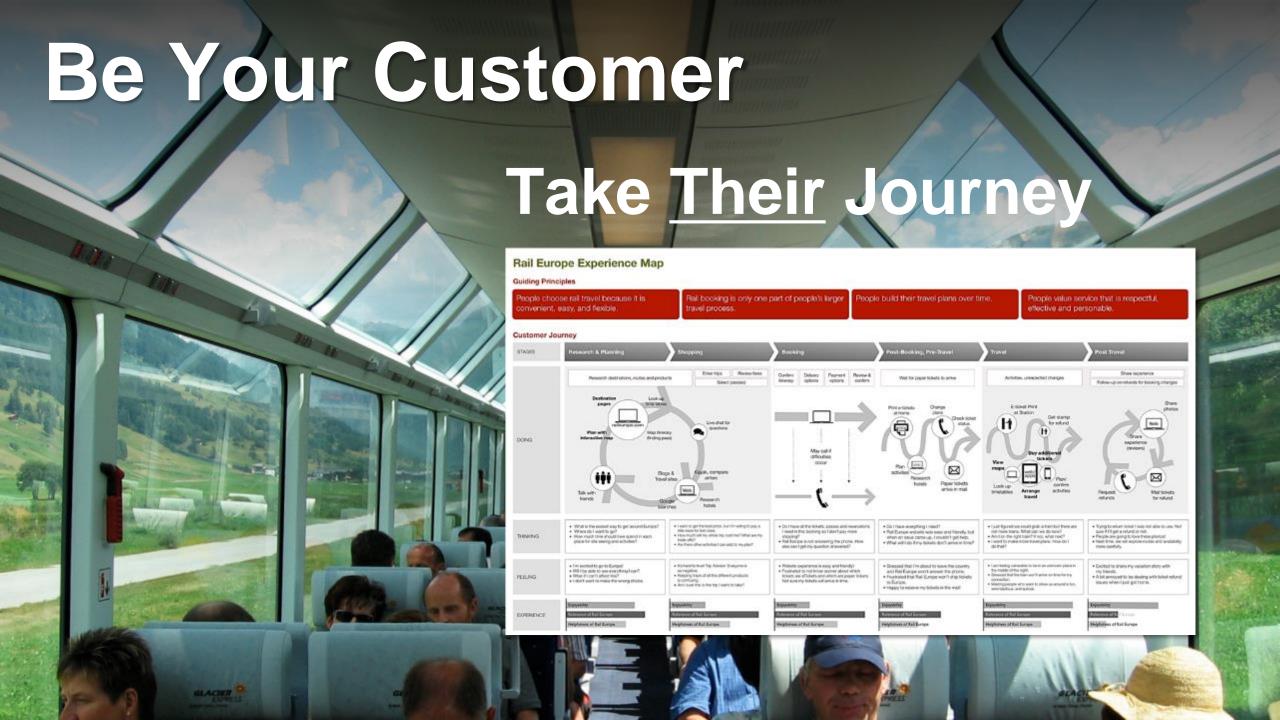
Modern: Outside-in Perspective

Focus on the outcomes needed to deliver value to customers, constituencies, partners and stakeholders, then working inward



Future: Outside-out Perspective





Rail Europe Experience Map

earch & Planning

Guiding Principles

Customer Journey

People choose rail travel because it is convenient, easy, and flexible.

Rail booking is only one part of people's larger travel process.

People build their travel plans over time.

ost-Booking, Pre-Travel

People value service that is respectful, effective and personable.

Post Travel

Lens

The Lens is an overriding filter through which you view the journey –

These are often Guiding Principles or statements about a Value Proposition

Supports looking at the journey against some type of criteria

Enter trips Review fares Share experience Confirm Delivery Payment Review & Research destinations, routes and products Wait for paper tickets to arrive Activities, unexpected changes options options confirm Select pass(es) itinerary Follow-up on refunds for booking changes Look up time tables E-ticket Print at Station Get stamp Live chat for for refund questions Plan with Map itinerary DOING experience May call if difficulties occur

THINKING

FEELING.

EXPERIENCE

. What is the easiest way to get around Europe?

. I'm excited to go to Europe!

Helpfulness of Rail Europe

I don't want to make the wrong choice.

. What if I can't afford this?

- How much time should I/we spend in each

. It's hard to trust Trip Advisor. Everyone is

so negative.

• Keeping track of all the different products

Am I sure this is the trip I want to take?

Helpfulness of Rail Europe

Kavak, compare airfare

- I want to get the best price, but I'm willing to pay a How much will my whole trip cost me? What are my trade-offs?
- Are there other activities I can add to my plan?
 - else can I get my guestion answered?

. Website experience is easy and friendly!

Not sure my tickets will arrive in time

Frustrated to not know sooner about which

tickets are eTickets and which are paper tickets.

- . Do I have all the tickets, passes and reservations I need in this booking so I don't pay more Rail Europe is not answering the phone. How
 - . Stressed that I'm about to leave the country

Helpfulness of Rail Europe

. Do I have everything I need?

and Rail Europe won't answer the phone. Frustrated that Rail Europe won't ship tickets

. Rail Europe website was easy and friendly, but

when an issue came up, I couldn't get help.

. What will I do if my tickets don't arrive in time?

- to Europe. . Happy to receive my tickets in the mail!
- . Am I on the right train? If not, what next?

. I just figured we could grab a train but there are

Arrange

Look up

timetables.

- the middle of the night.

Helpfulness of Rail Europe

experience.

- Meeting people who want to show us around is fun.
- I am feeling vulnerable to be in an unknown place in

Request

more carefully.

Helpfulness of Rail Europe

Excited to share my vacation story with

People are going to love these photosi

 A bit annoyed to be dealing with ticket refund issues when I just got home.

Trying to return ticket I was not able to use. Not

Mail tickets

Opportunities

Communicate a clear Help people get the help Support people in creating their they need. value proposition. own solutions STAGE: Initial visi Make your customers into better Engage in social media with more savvy travelers. explicit purposes.

PLANNING SHOPPING BOOKING

STAGES: Planning, Shopping, Booking

Helpfulness of Rail Europe

Enjoyability

Enable people to plan over time. and booking

Visualize the trip for planning Arm customers with information for making decisions STAGES: Shooping, Bookin Aggregate shipping with a

Proactively help people deal with change. STAGES: Post-Booking, Traveling

POST-BOOK, TRAVEL, POST-TRAVEL

Communicate status clearly at

Accommodate planning and

booking in Europe too.

STAGES: Post-Booking, Post Travel

Information > Stakeholder interviews sources . Cognitive walkthroughs ▶ Customer Experience Survey Existing Rail Europe Documentation



adaptive path

Experience Map for Rail Europe | August 2011

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Rail Europe Experience Map

Guiding Principles

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Lens

Journey

Model

depends on the nature of the Journey – they don't all look like

The Journey Model

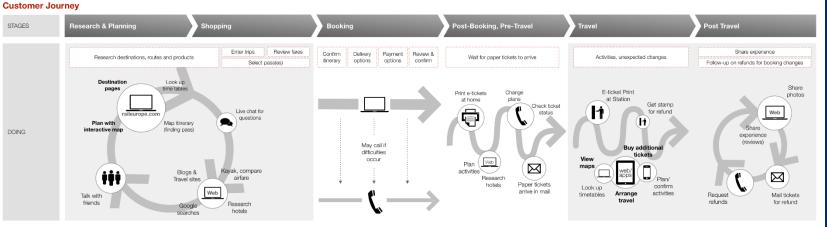
Illuminate the most important dimensions

Reveal something new in the way you draw it

What are the phases the customer is going through

What they are doing across those phases

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I want to get the best price, but I'm willing to pay a · What is the easiest way to get around Europe?

. It's hard to trust Trip Advisor. Everyone is

so negative.

• Keeping track of all the different products

is confusing.

• Am I sure this is the trip I want to take?

Helpfulness of Rail Europe

- How much time should I/we spend in each How much will my whole trip cost me? What are my trade-offs?

 - Are there other activities I can add to my plan?
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 - Rail Europe is not answering the phone. How else can I get my guestion answered?

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- . What will I do if my tickets don't arrive in time?

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Accommodate planning and

Experience Map for Rail Europe | August 2011

Helpfulness of Rail Europe

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EXPERIENCE

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. What if I can't afford this?

Helpfulness of Rail Europe

I don't want to make the wrong choice.

PLANNING SHOPPING BOOKING

Helpfulness of Rail Europe

Enjoyability

Enable people to plan over time.

STAGES: Planning, Shooping, Booking

Visualize the trip for planning and booking

Aggregate shipping with a

to Europe.

Helpfulness of Rail Europe

Arm customers with information for making decisions STAGES: Shooping, Bookin

Proactively help people deal with change.

POST-BOOK TRAVEL POST-TRAVEL

STAGES: Post-Booking, Post Travel STAGES: Post-Booking, Traveling

booking in Europe too.

Information > Stakeholder interviews Customer Experience Survey Existing Rail Europe Documentation sources . Cognitive walkthroughs

Linear Non-linear, b

adaptive path

Rail Europe Experience Map

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Help people get the help

Engage in social media with

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Support people in creating their

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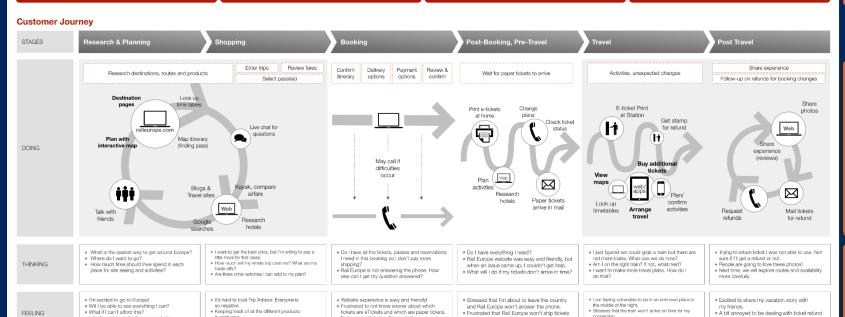
Qualitative Insights stem from a "Doing, Thinking, Feeling" framework

Journey Model

Thinking asks "Can I use this? Will This work? Is this valuable?"

Qualitative Insights

Feeling uses responses such as happiness, satisfaction, frustration, confusion



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Make your customers into better

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Communicate a clear

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Linear process Non-linear, b time based Experience Map for Rail Europe | August 2011

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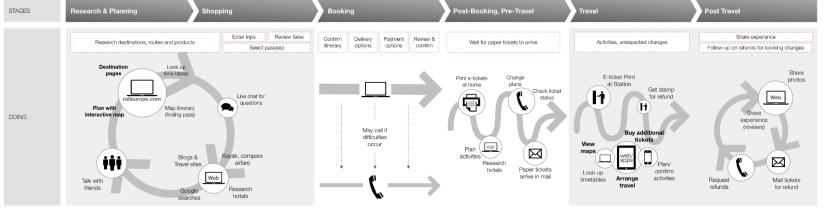
Quantitative Information seeks to identify those things that can be measured over the course of the Journey

Journey Model

> Qualitative Insights

Quantitative Informatioin

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Linear process Non-linear, b time based



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The map is a catalyst, not a conclusion...

Takeaways are meant

Journey Model

to drive the next phase of design or strategy development

Identify opportunities, pain points, calls to action, design principles, etc.

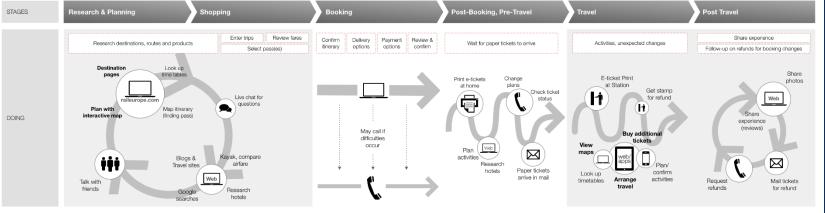
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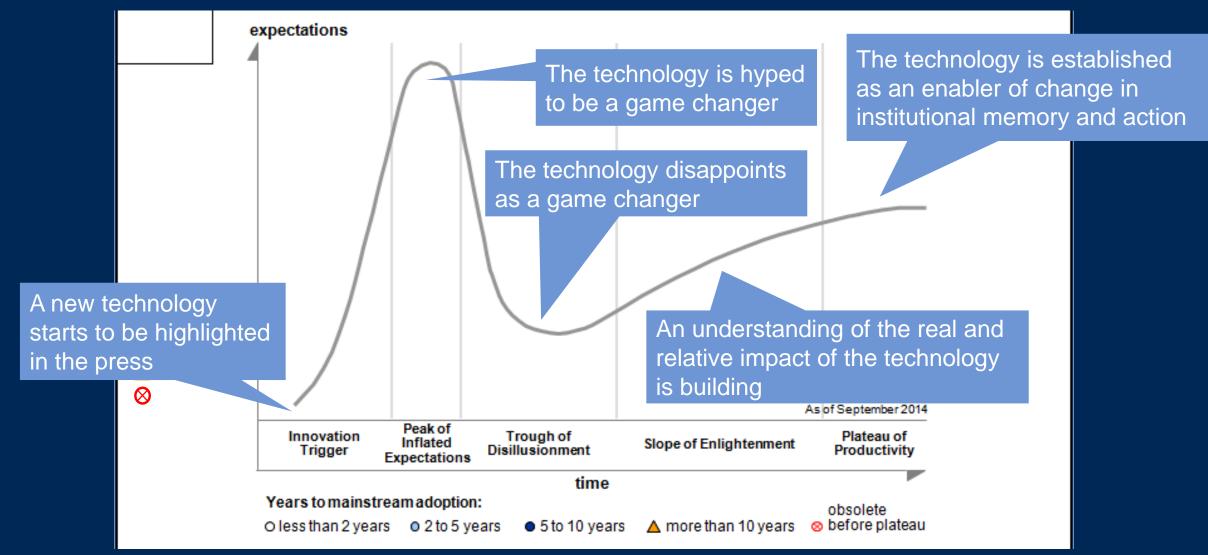
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What's coming in the future?



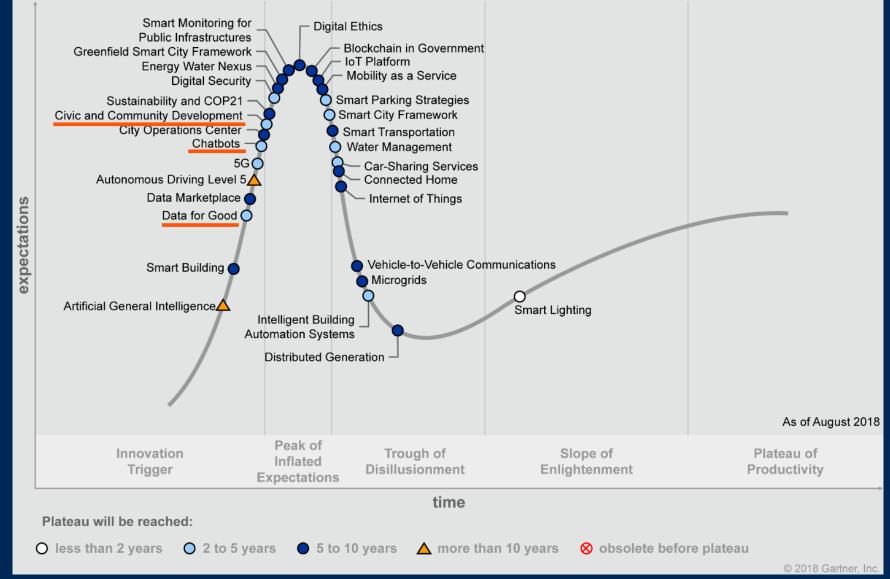
The Gartner Hype Cycle - Explained







Hype Cycle for Smart City Technologies





Thank You

