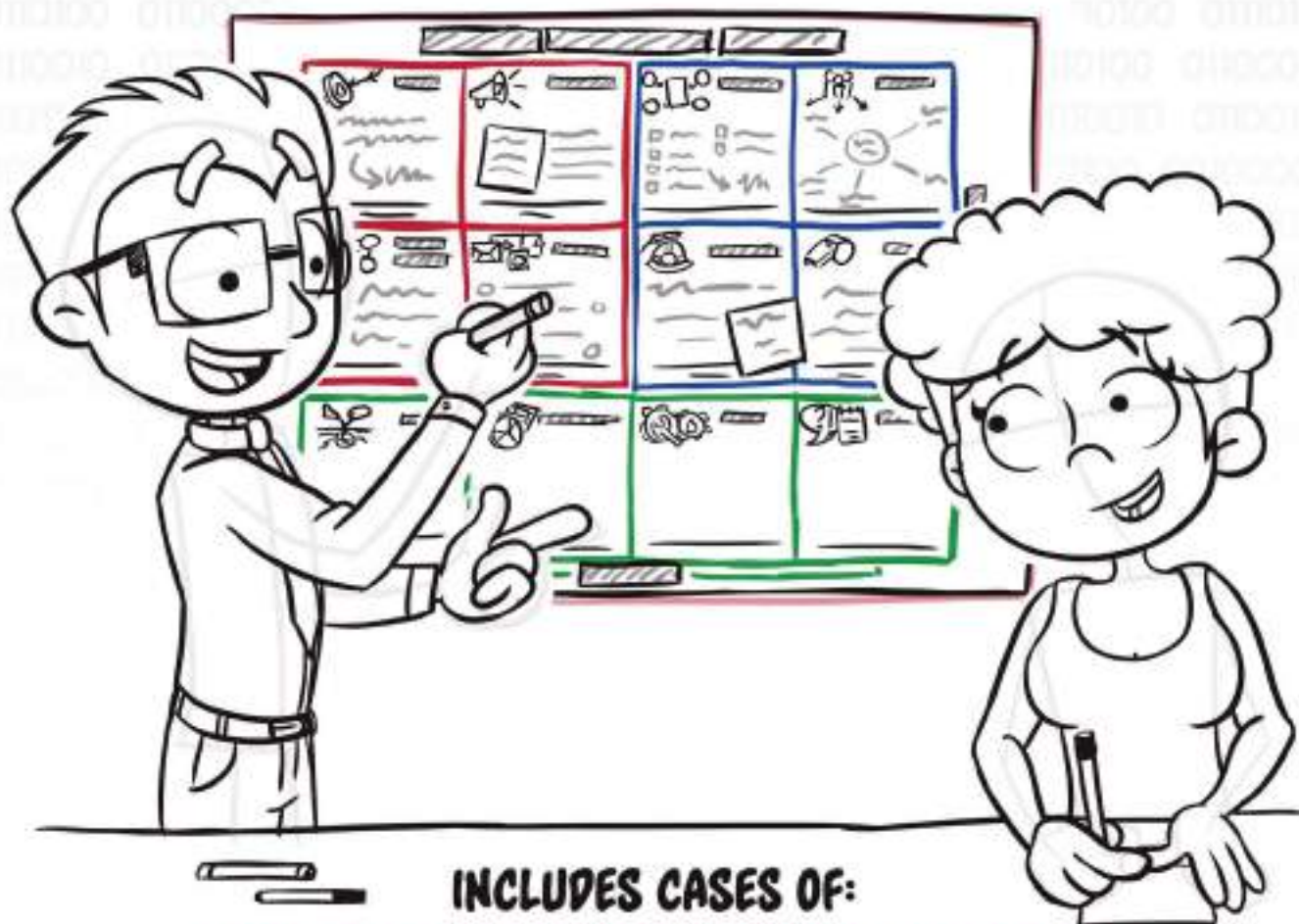


ROBIN EFFING | TON SPIL | MENNO BOTH | BIBIAN OGBUJI

DIGITAL FUTURE



**INCLUDES CASES OF:
HEINEKEN, BOOKING.COM, WEHKAMP, RANDSTAD
AND BRITISH TELECOM**

DIGITAL FUTURE

Includes cases of:
Heineken / Desperados
Booking.com / Staying
Wehkamp E-Commerce
Randstad / Tempo Team
British Telecom

MVP2.0 Edition

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PREFACE

In a world that is increasingly digitally connected, organizations face an extremely competitive environment. You cannot wait until the digital storm is over. You have to act today, only a few of our current companies will survive in the future. But the future starts today. We include remarkable digital strategy examples from Heineken/Deperados, Booking.com/Staying, Wehkamp E-Commerce, Randstad/Tempo Team and British Telecom. They show that the future is digital.



In order to share the knowledge of the best organizations in the digital landscape we are creating a knowledge-community. This publication, delivered as a first minimal viable product (MVP), with the working title “Digital Future”, is based on scientific contributions and cases from the community partners who delivered best practices. Also, we introduce the Digital Strategy Canvas which is a practical tool to start working on the digital future. This tool has been validated by scientific research and was underpinned by theories and empirical data. Engage, enable and evaluate your own digital strategies!

“ENGAGE, ENABLE AND EVALUATE YOUR OWN DIGITAL STRATEGIES!”



ACKNOWLEDGEMENTS:

We are tremendously grateful for our Digital Future community partners. In the first place we would like to thank the interviewees of the best practice cases in this book: John van Pijkeren (Heineken), Geert Jan Bruinsma (Booking.com), Joris Stigters (Wehkamp), Jildert Huitema (Randstad) and Craig Chadburn (British Telecom). Furthermore, we thank all who contributed in an earlier stage. Many companies (airlines, consultancies, industry), universities and students helped us to develop, test and enrich the Digital Strategy Canvas as presented in this book.

We very much appreciate the support we received from the Saxion University of Applied Sciences (in particular the collaboration with the SIA-RAAK Publiek Project Social Smart Governance), The University of Twente and Brunel University London. Finally, we thank Rachel Kremer for her outstanding artwork in this book.



1 - INTRODUCTION

Certainly, the future is digital. Digital has seamlessly fit into our lives through digital services. Digital is radically reshaping our lives and economy. In recent years, people have gotten used to better services delivered or supported through digital channels such as the web, apps and smart devices. People nowadays want swift responses from organizations. Organizations are expected to provide prompt services 24/7.

Particularly, the rise of social media has contributed to a culture of transparency of organizational performance. On top of that, data science, big data and analytics have radically changed the way we understand customer behaviour. We can understand individuals by tracking their online presence and predict their next steps. As a result, organizations can better understand every customer need and act accordingly.

While we face a digital reality, many organizations have difficulties in making effective choices to bear the fruits of these digital opportunities. As a result, many organizations are faced with the challenge of implementing the digital technologies. Some organizations are reluctant in adopting technological innovation and as such fail to gain a competitive advantage.

BUT FACING A DIGITAL FUTURE REQUIRES RADICAL ORGANIZATIONAL CHANGE. STRATEGIC ALIGNMENT WITH ORGANIZATIONAL GOALS IS REQUIRED.

This book is based on cases from practice and knowledge from community partners.

We will present the case findings of beer brewer Heineken and its special beer brand Desperados. Heineken International and Heineken The Netherlands overviews all the content of the Dutch market. They overview the world and support all the brands. Heineken has 254 brands worldwide. John van Pijkeren, the digital marketing consultant at Heineken, is responsible for Desperados, Solf, Affligem and Amstel. He supports these brands worldwide including The Netherlands and Spain. Each brand has a different purpose and each local market can have a different purpose (The Netherlands is an example of a local market). In this case, Desperados is the best case because they are very active on social media.

Another case is about the disruptive online service of Booking.com and Staying. It changed the way we book accommodations in the travel sector. This is a story about a successful company, Booking.com and how it “focuses, focuses and focuses” according to the founding father Geert Jan Bruinsma on as many conversions from its customers as possible. We have talked through our Digital Strategy Canvas in the backyard of his new startup Staying in Amsterdam and mix this new Business Model Innovation into the storyline.” His new company Staying again starts with a bright idea to create an app to improve the guest services of a hotel or accommodation.

Wehkamp, a big e-commerce shop in the Netherlands, provides us with a retail case. This e-commerce example is a wonderful example of digital transformation. With half a million visitors each day Wehkamp is one of the biggest retailers in the Netherlands. This is a story how you can transform from a brick and mortar paper catalogue to a digital company. More than 10 million packages from Wehkamp are delivered per year. Joris Stigters is the online marketing manager for Wehkamp and tells his story

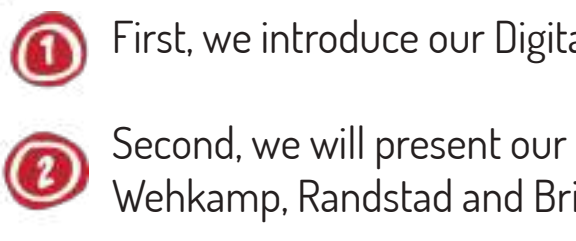
in the Saxion University Theatre and later more personal in the Bakery.

Randstad shows a remarkable B2B digital transformation case. They have developed a digital strategy that is truly data-driven but not limited to analysing but showing relevant solutions for their employees. Randstad is a global leader in the human resources services industry. They are active in 39 countries and have more than 23 billion in revenue worldwide employing around 700,000 people each day. They combine their passion for people with the power of today's intelligent machines. We spoke with Jildert Huitema, head of big data and digital marketing intelligence.

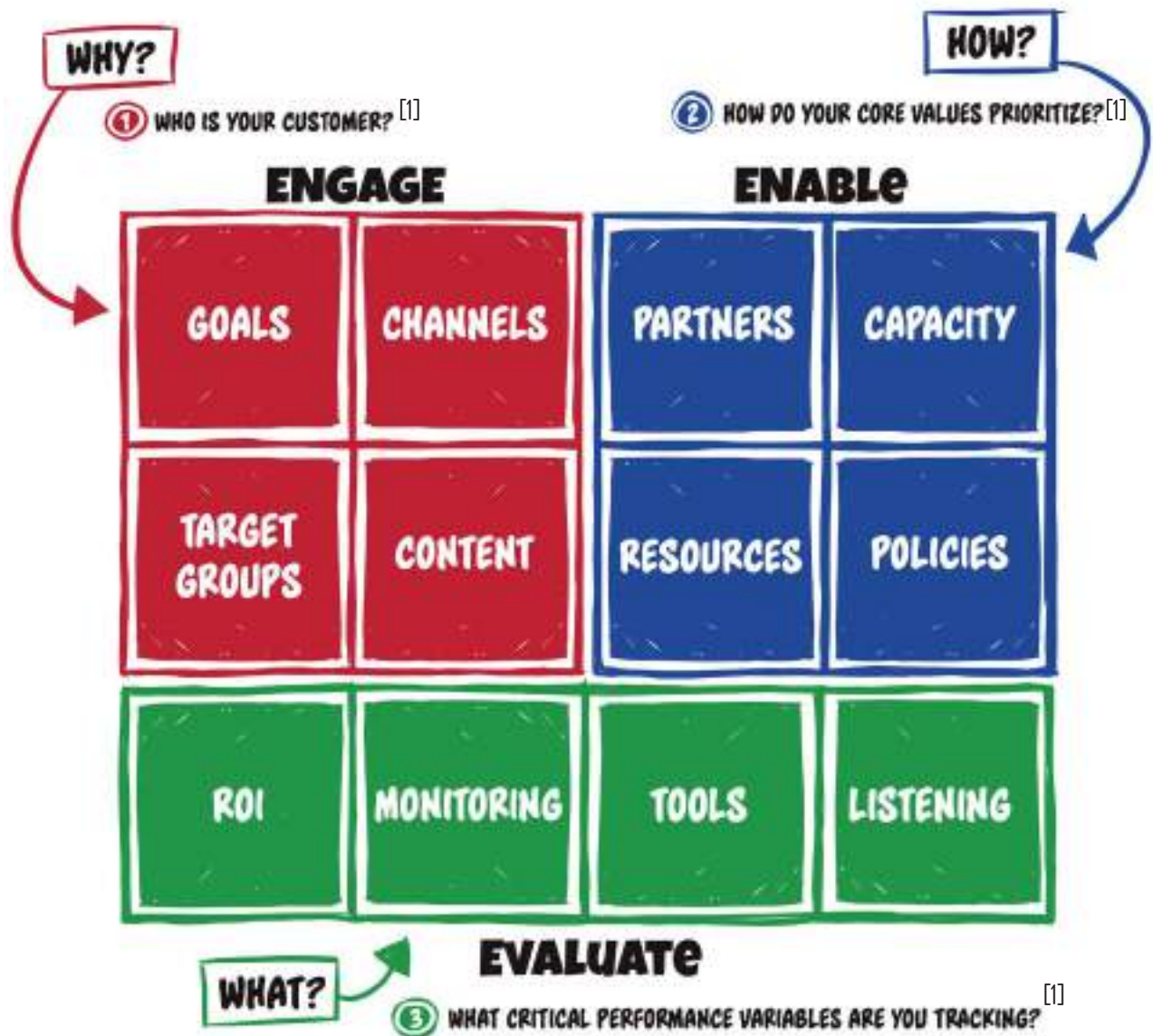
British Telecom is a final case based on the strategic application of social media. We spoke with Craig Chadburn, Social Media Manager of British Telecom.

We have used the Digital Strategy Canvas and its three aspects of Enable, Engage and Evaluate as the background for the interviews and case investigation. Also, we had an open approach as well to include as many insights as possible. Additionally, we observed and analysed the organisations' digital channels and services to understand how they have reinvented themselves for the digital future.

This book is structured as follows.

- 
- ① First, we introduce our Digital Strategy Canvas.
 - ② Second, we will present our cases Heineken, Booking.com, Wehkamp, Randstad and British Telecom.
 - ③ After that, we conclude with a practical guide for developing digital strategies.

2 - INTRODUCING THE DIGITAL STRATEGY CANVAS



The digital landscape consists of many opportunities. While the World Wide Web in the 1990s began a platform for sharing information between individuals, it grew into a powerful online environment for watching videos, music, games, social interaction and many more. Furthermore, cars, refrigerators, security cameras

and sensors in buildings, roads and infrastructures started to communicate via the internet independent from any user action. More than 10,000GB of data is shared... each minute! Retail shopping is under pressure since online shopping has become a strong alternative. Startups like Uber and Airbnb seem to have the advantage to be able to design their products and services from scratch based on digital infrastructures and can easily scale up to serve worldwide markets. Therefore, many startups struggle to survive due to the strong competition in the market. And many existing companies that didn't have digital roots show that they transformed into digital leaders. Competing for the future has become all about understanding changing customer needs and making the right decisions with regard to implementing the digital technology. Just riding the wave of digital is not enough although; It asks for a substantial business transformation and focuses on the appropriate tools and services. However, the rules of the game are changing. The borders between the organisation and customers are clearly blurring due to the connections made via social media. One big trend is the increasing extent of social use of the internet which we have been studying quite intensively the last decade.

In recent years, social media channels such as Facebook, YouTube, Twitter and Instagram have increased in importance in many markets. Let's take a look at the airline business for example. Since this is an information-intensive sector, social media is predominantly used by airlines as a communication channel for providing customers with relevant information. In one of our peer-reviewed articles, we showed cases from airlines using social media. The flight business is found to be heavily based on social media marketing and advertising ^[2]. Social media is also important as a tool for customer service. The risks of not effectively addressing customers by social media are apparent.

For example, United Airline's reputation was affected because one of their customers made a video that went viral on YouTube^[3]. The reason was that United Airlines refused to compensate a musician whose 3,500 dollars guitar was broken. This example stresses the importance of managing business reputation on social media. Because social media could be used to contribute to marketing, customer satisfaction and service goals more knowledge is required regarding effective social media strategies. In a highly competitive field such as the travel and hospitality sector, it is of major importance to adapt to the needs of clients including their expectations regarding social media presence.

Unfortunately, in recent years, social media became the subject of misinformation, fake news, commercial pressure and aggressive advertisements. Furthermore, many people get addicted to using these services, cannot distinguish what is fake or real and increasingly distrust the social media companies for using your personal or company data for their benefit. Many risks are related to the rise of social media and an effective presence is not that easy for organizations.

In this chapter, we combine important aspects of digital strategy into a practical tool for designing such strategies. We have been investigating strategic action for social media and digital services for more than 15 years. Based on those insights, additional research and new cases we can help your organisation with taking steps. As a result, the Digital Strategy Canvas is introduced in this chapter as a tool for organizations to design and revisit their digital campaigns. Therefore, the main aim of this chapter is: introducing a digital strategy canvas as a tool to meet business and customer requirements. This chapter is designed to meet the dual objectives of engaged scholarship, thus producing relevant insights for both theory and practice. A canvas tool could help

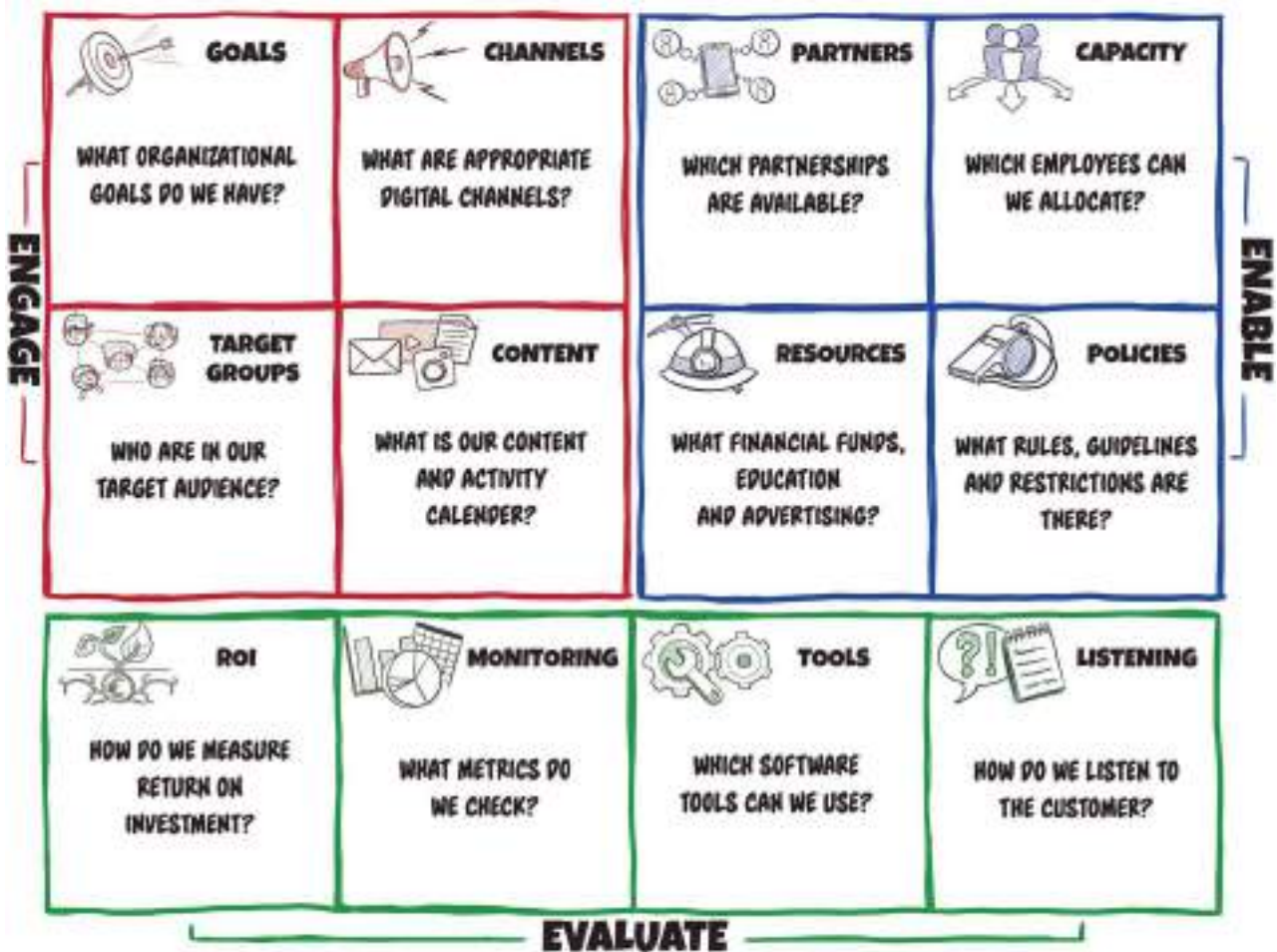


Figure 1. Digital Strategy Canvas

to design, compare and revisit new and existing social media strategies in practice. Osterwalder and Pigneur^[4] have shown with their Business Model Generation Canvas that practical tools can be developed from a theoretical background.

We can now propose the Digital Strategy Canvas as illustrated in Figure 1. The Digital Strategy Canvas is the result of multiple earlier studies, published in multiple peer-reviewed articles and many cycles of improvement over the last three years. More than 50 social media cases from real companies from various industries were analysed.

Also, last years we expanded by doing more case research including data-driven innovation, predictive data use, digital

information services, apps and startups. Based on careful analysis of these case studies and cycles of literature study the following design is proposed for a Digital Strategy Canvas as a new business tool to design social media strategies and support decision making in Figure 2. Following Osterwalder and Peigneur's well know Business Model Canvas ^[4] we split content and engagement on the one hand and channel choice on the other hand. The digital strategy canvas integrates the key elements of digital strategy from the findings of the research. It can help you to revisit and design your digital strategies during brainstorm meetings and decision-making processes as further explained in the guide chapter. Digital initiatives seem best to approach in an agile way, such as Eric Ries's Lean Startup Method ^[5], but success seems very difficult to plan. Therefore, we design the goals and content

"IT CAN HELP YOU TO REVISIT AND DESIGN YOUR DIGITAL STRATEGIES DURING BRAINSTORM MEETINGS AND DECISION-MAKING PROCESSES"

planning close to each other to ensure more internal alignment between those blocks. Although the value of digital innovation is undisputed, allocating staff and partner capacity seems to be problematic in most organizations. In regard to channel choice, it is important to first look at the target audience's preferences in using digital tools. Furthermore, the choice should be appropriate in terms of reach, capacity, social presence, interactivity and many more factors.

From the enabling part of the canvas, we see the elements as introduced before. Our own earlier cases at airlines show that the quality of social media campaigns is directly depended on collaboration with selected partners. Clear policies are essential

to the interests of your company, make sure employees know how to prevent risks like reputational damage and warrant code of conduct kind of practices. The strategy should also comprehend financial resources and investments, even for the use of 'free' platforms such as YouTube and LinkedIn. At least there should be advertising budget available and there could be other costs for content creation, images and video materials.

Finally, the bottom part section of the canvas is providing room for the four blocks regarding the evaluation of digital activities. Investments and revenue on investment should be part of the strategic digital strategy improvement cycle.

The Digital Strategy Canvas tool is valuable to have a more structured approach to a discussion about digital strategy topics and can be used to write down conclusions and ideas from brainstorm sessions. This canvas is important because there is a gap between theory and practice of digital strategy, especially on evaluation and enabling that can be addressed now. Our canvas can help you to make your own decisions regarding various aspects of the digital strategies. In the next chapters, we also further develop this canvas for using it as a lens through which we can look at various cases for digital strategy including topics as e-commerce and data-driven digital services.

The concepts of a digital strategy tool should be based on both

"THIS CANVAS IS IMPORTANT BECAUSE THERE IS A GAP BETWEEN THEORY AND PRACTICE OF DIGITAL STRATEGY, ESPECIALLY ON EVALUATION AND ENABLING THAT CAN BE ADDRESSED NOW."


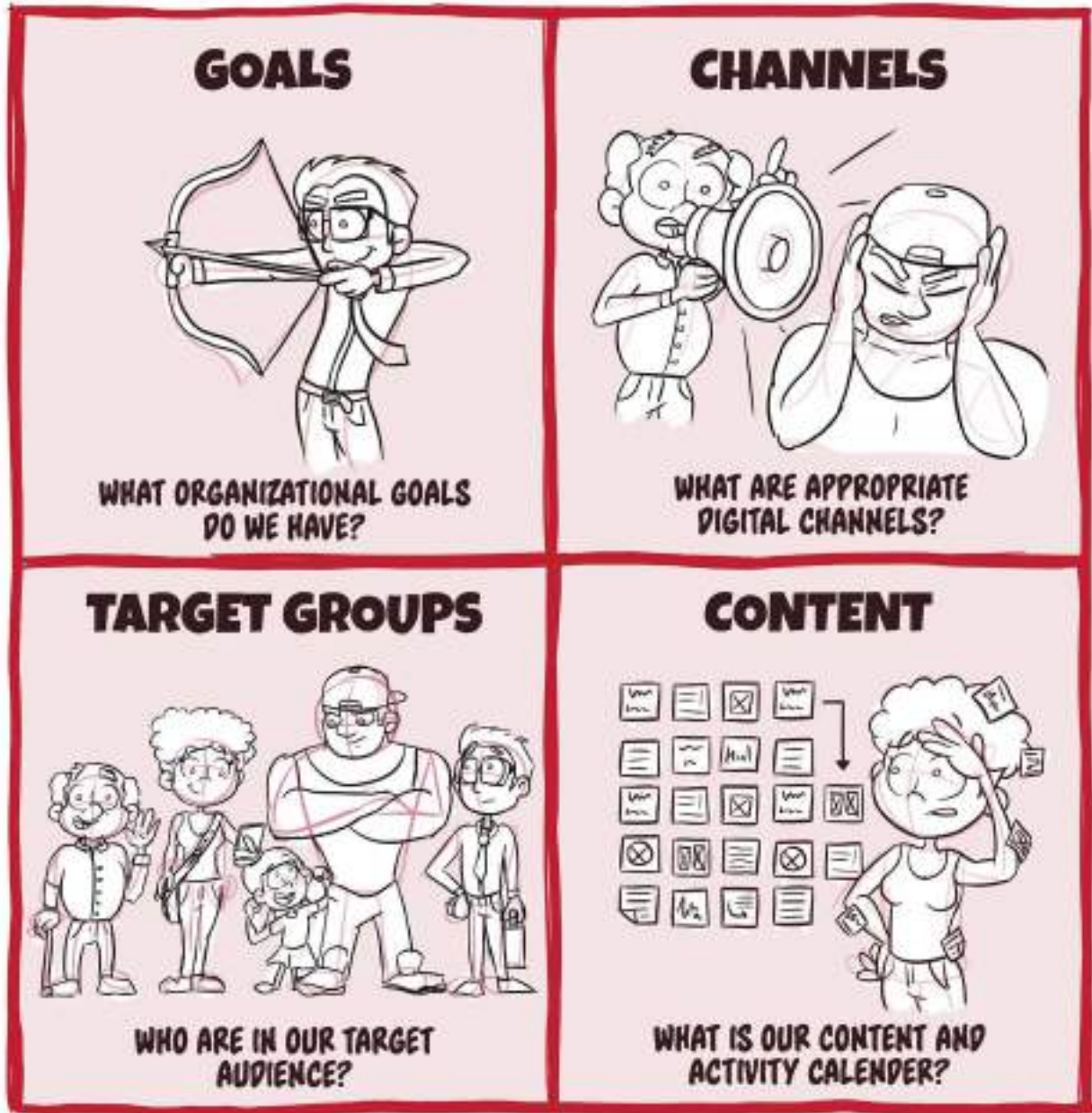
CATEGORY ENGAGE	CATEGORY ENABLE	CATEGORY EVALUATE
<ul style="list-style-type: none"> - GOALS - TARGET AUDIENCE CHANNEL - CHOICE - ACTIVITY PLAN - CONTENT SHARING - MESSAGES MAGNET PATHS - RELATIONSHIPS - PLATFORMS - USERS - CUSTOMERS 	<ul style="list-style-type: none"> - RESOURCES - POLICIES - GUIDELINES - EMPLOYEES - CONSULTANTS - DEVELOPMENT - PARTNERS - STAFF - INVESTMENT 	<ul style="list-style-type: none"> - MONITORING - LISTENING - ROI - LEARNING 

Table 1. Key elements of digital and social media strategy in literature

theoretical and empirical insights. We derive key elements of digital strategies from various literature reviews and construct a framework titled the Digital Strategy Canvas. Table 1 presents the key elements of digital strategies as found in the literature [2,6]. After analysis, we have defined three overarching concepts that comprise the elements: Enable, Engage and Evaluate. These categories were assigned by sorting processes. Based on these three concepts we will highlight relevant findings from literature in the following chapter. We enrich the theoretical insights with our own talks with digital industry leaders.

Finally, we aim for an interactive and practical way to execute the Digital Strategy Canvas. In the final practical guide, we work with personas that have been tested in more than fifty real-cases. With a serious game [that we will release soon], our customers are able to actually use the bricks in the canvas to move to clicks in the digital future.

3 - ENGAGE



We have recognized various key elements of digital and social media strategies and placed them into three concepts. The first concept 'Engage' comprises of all those aspects and key elements of digital strategy about reaching out, getting attention to certain target audiences and interacting with them. This interaction could take place via web services, apps, social media, data platforms or other digital media channels. In this part of the strategy, we

comply with organisational strategy in answering the question: “Who is your primary customer”?^[1].

Engaging is all about developing relationships with customers by interacting with them through digital services and creating a two-way street of conversation. All digital strategic action in order to meet business goals in relation to a digital connection with the client or public can be seen as part of the ‘Engage’ section of the digital strategy. We first show various key building blocks of the ‘Engage’ part of the canvas and then show how companies have addressed those blocks in practice.

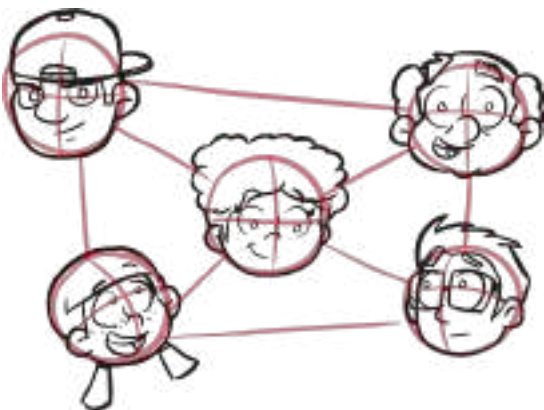
“ENGAGING IS ALL ABOUT DEVELOPING RELATIONSHIPS WITH CUSTOMERS BY INTERACTING WITH THEM THROUGH DIGITAL SERVICES AND CREATING A TWO-WAY STREET OF CONVERSATION.”

GOALS

Goals are the foundation for any digital media strategy. Therefore, companies that deploy digital strategies also need to determine their ideal objectives in terms of business value. This means that a number of likes, views or installs cannot be the goal in itself. The goal should be somewhat aligned to the identity and reason of existence of the company.



The 'why' question is more important at this stage than the 'what' and 'how' question. Examples are a concrete number of prospects, new client, sales, customer satisfaction, brand reputation, and so on. These goals need to be defined in a measurable (smart) way so that the strategy can be evaluated and constantly adapted if necessary. The determination of these goals needs to be completed before setting up digital activities to guarantee a successful implementation. To define the goals of utilizing social media corporately, an alignment between these objectives and the overall business goal is required. There should be specific attention to engagement and interaction because they play a significant role in digital customer channels. Integrating digital media into the consumption and purchase experience for customers rather than implementing sites, apps and social media channels as purely marketing channels would be advantageous for the companies.



TARGET AUDIENCE

For a successful digital presence, it is moreover essential to define your target audience in your digital strategy. In order to design the digital presence in a way that different types of customers are addressed, it is important to consider

the different groups/characteristics of customers presence and accurately segment them. Gaining a significant reach and attracting enough attention to the selected target audience is the foundation for creating business value. Digital media are predominantly used for approaching customers, but a reason to

be present might also be to interact with suppliers or vendors of the firm. Business-to-business relations can be part of a specific target group. Another option for a target audience is to reach out and try to address the key opinion leaders, social influencers on social media platforms such as YouTube and Instagram. This will allow companies messages reach the wide audience through various channels and the application of word of mouth concept breaks through relationships and networks. Also, identifying the segments of customers that generate 20% or 80% of the revenue is a good starting point for a digital strategy to calculate return-on-investment.

CONTENT

Various authors point out that content is key in a digital strategy, particularly, when working with social media. The importance of a relevant content strategy is increasing

in order to stand out in an information society. Primarily, the content has to be relevant. The digital media content should fit the company culture, business goals, should be of significant quality and deliver customer value. Organizations need to design a recognizable brand presence that contains interesting information or objects (e.g. videos, pictures, sounds) in order to enhance customer engagement. Organizations can start discussions, develop games, or present campaigns so customers can get involved. Furthermore, it is important that organizations build and maintain a good relationship with their users. Building



a friendship based on trust and understanding. Organizations are advised to create content distribution strategy to allow systematic engagement with customers. Random advertising and content posts may result in less customer engagement. An action plan or content schedule for a digital strategy can imply the creation of a schedule for corporate posts. This schedule might include information about the organizations' activity concerning the specific time of the day, the frequency and the subject of the content if not static. The regularity of the postings is important for finding a right balance. In order to foster engagement, posting questions on the platforms is likely to create awareness and a sense of membership among users.



CHANNEL CHOICE

Digital media differ in appropriateness and effectiveness for disparate or complementary communication goals. WhatsApp and other messaging apps can be used for the customer-care channel

for direct communication with the customers. However, posting images, words and videos for a wide audience require a different channel for effective dissemination of information. If companies want to introduce a new app for Android or Apple iOS they have to take into account that they are creating a barrier to swift interaction. The point is that there are clear differences between digital channels in terms of reach, interaction, social presence, audio, video and 3d capabilities. Also, digital media channels differ in the extent to which they openly share information with their users. Furthermore, the popularity of digital channels can differ between countries. It is important to explore some basic digital

adoption rates from apps, social media and other digital channels in advance before setting the strategy.

Based on academic research, two factors are key to assess the capacity and appropriateness of digital channels ^[7]. Those factors are interactivity on the one hand and social presence on the other. Interactivity is the extent to which a channel is capable of exchanging swift and instant feedback. This feedback can also be non-verbal. Social presence is the extent to which you can share a personal appearance through means of the computer-mediated communication. One useful way of determining whether the channel is appropriate for your goal, content and target audience is using the following matrix as displayed in Figure 2.



Figure 2. Digital channel appropriateness matrix

The positions of the various channels on this matrix are just for example and positions can change over time due to new technical functionality. We have to take into account that despite the tremendous power of digital communication, there are still some tasks that fit best with offline face to face communications. The combination of offline events with online channels could be sometimes a strong combination. Also, you can, of course, think of additional channels for this matrix. Another important factor could be the efficiency of channels. For an invite for an upcoming event "Face-to-Face" is not that efficient and costly.

Heineken (Desperados) - ENGAGE!

GOALS	CHANNELS
<ul style="list-style-type: none"> - GOALS PER COUNTRY - 6% OF COMMUNITY - 2ND ENGAGE 	<p>FACEBOOK</p> <p>RELEVANT</p> <ul style="list-style-type: none"> - INSTAGRAM <p>YOUTUBE</p> <ul style="list-style-type: none"> - AS PLATFORM
TARGET GROUPS	CONTENT
<p>DESPERADOS</p> <p>18 - 24 YEARS</p>	<p>FESTIVALS</p> <p>&</p> <p>ONLINE CAMPAIGNS</p>

Heineken International has plenty of models and goals to analyse and to study how people think about our brand Heineken (To

what extent is Heineken a top-of-mind product?). For each brand or each country, we give the goals that need to be achieved. If people in a country do not know the brand yet we put the focus on reach and set the following goal:

"WITHIN A YEAR, WE WANT TO REACH 6% OF THE COMMUNITY OF THE TARGET AUDIENCE."

In the upcoming year, we will focus more on engagement, like we do in The Netherlands right now.

We compare ourselves with our competitors in the industry. For example, you can compare Desperados with Converse. They both sell a different product but focus on the same target audience.

The target audience of Desperados is very active on social media. They have an age between 18 and 24 years old and because of this reason, Desperados is active on digital media; website, advertising and social media.

In the Netherlands, we noticed that our brand is quite popular so we can start engaging by means of festivals but also online campaigns and lots of social media. Unfortunately, Heineken barely uses user-generated content enough. Heineken thinks this is a chance we still must take.

Looking at reach, Facebook is our most important channel. We reach lots of people for a relatively low cost. But when we want more relevance and be present at more channels, then we use Instagram. We dropped our use of Twitter for several brands because we didn't get enough out of it in our opinion. For some other brands, we use Snapchat but the people on this app are not our main target audience. When there is a new social media channel launched, we make a choice whether we should be an early adopter or wait till we see if it even has potential. We use YouTube as a hosting platform, not as a social media platform. For

us, YouTube is a place to put our video content on and show these videos on our website or other social media channels.

Heineken International has a global agency for content producing. The content they produce is generic. Content is also created local so there are local campaigns. Content creation is a fusion between global and local. Lots of locals do not have the budget to create their own assets so they use a lot of global campaigns.

BOOKING.COM AND STAYING.COM

- ENGAGE!



One of the reasons for the success of Booking.com is the high customer orientation. This means we are high in the digital pyramid and that target groups, goals and monitoring are well

established. “Still, it ends with a booking”, Geert Jan says where the customer services of his new company began. “The most frequently asked question in a hotel is the Wi-Fi code”.

The ultimate goal of Booking.com is as many conversions as possible. The target audience is very broad, and the content focuses on knowing the customers (focus) and with a/b testing the right content is delivered to the customer. Facebook is the main channel, but every new channel is carefully assessed.

WEHKAMP - ENGAGE!

GOALS	CHANNELS
REACH VOLUME	FACEBOOK <hr/> YOUTUBE
TARGET GROUPS	CONTENT
FAMILY 	RELEVANT MESSAGES <hr/> PRODUCT, CONTACT & TIME

Brand development is one of Wehkamp’s digital goals and volume does help to achieve that. A physical store can never reach that volume and therefore brands are interested. The next

thing to do is defining your target group and that directly takes us to the engagement side of the canvas. Our core target group is Dutch families and we strive to increase their engagement with Wehkamp to drive loyalty. Joris shows a picture of Simon Sinek to emphasise that a relevant message (content) is very important. Later he says: “we personalize on three aspects products, content and time. Furthermore, we study on a fourth one, frequency for display and email marketing in particular”. Wehkamp’s objective is not customer-driven, it is customer obsessed! Google can both be seen as a channel (search) and a tool (analytics). However, the partnership with Google is the key part for Wehkamp.

As a company you do not want to be too dependent on Google. For example, some Google services started free of charge but are now quite expensive.

At Wehkamp, Facebook is more seen as a platform and apps are developed next to the website sales channel. Instagram is also an important platform because of its inspirational nature, and Pinterest is interesting because many of the products need visualisation.

RANDSTAD - ENGAGE!



Once there was a productivity goal, like how can we get our consultants more productive? That was also very interesting because we never had this scope but now people stay with us for an average of one and a half or two years. If you took new people in, it took sometimes six months to become productive. With the Sales, Navigator people become productive after two weeks so that is really interesting. The second is more of a marketing objective. For example, having a better portfolio mix, there was a lot of focus on large clients so we considered a mix of small-to-medium customers. It is a Web app for all platforms. It is really mobile first.

We see that our target audience, the consultants are in the age between twenty and thirty-five. They are addicted to their

smartphones and access the internet via this medium as they don't always have their laptop with them. It is 'bring your own device' and they get a subsidy for that to have unlimited data. There is no issue there.

Content; It is basically what we have: All chamber of commerce information; Our own complete transactional database; Email history: see if we've interacted with them and if they opened recent emails; Scraped all the vacancies in the Netherlands and information from the central bureau of statistics about percentages of a flex worker in a sector. That is our basic information and based on that we have had forty hypotheses. With these, we can see patterns. There were also consultants helping us with these patterns and they say for example that if the neighbour is a client of Randstad, he might become a client as well. We also found that that one was working as well. All the forty hypotheses we checked with the data scientists if they were predictive, they were part of the algorithm. The main channel for Randstad is the new Web app.

BRITISH TELECOM - ENGAGE!



The initial key element is to get our content out to our target audience, to get them to engage with that content is our primary goal. The secondary goal is to help us identify new contacts within that target audience and grow our base. They meet very closely with the organizational goals because they all fall down from what we're trying to do, is lead generation.

We will use our channel, our own work channel, we use LinkedIn, we use paid digital channels. So, we'll use social platforms as part of that productivity, we'll use content synchronization channels as a part of our strategy, we'll use the party media channels as part of our strategy. It really depends on identifying the right message to the audience and then identifying the channel where

the audience can or will receive those messages.

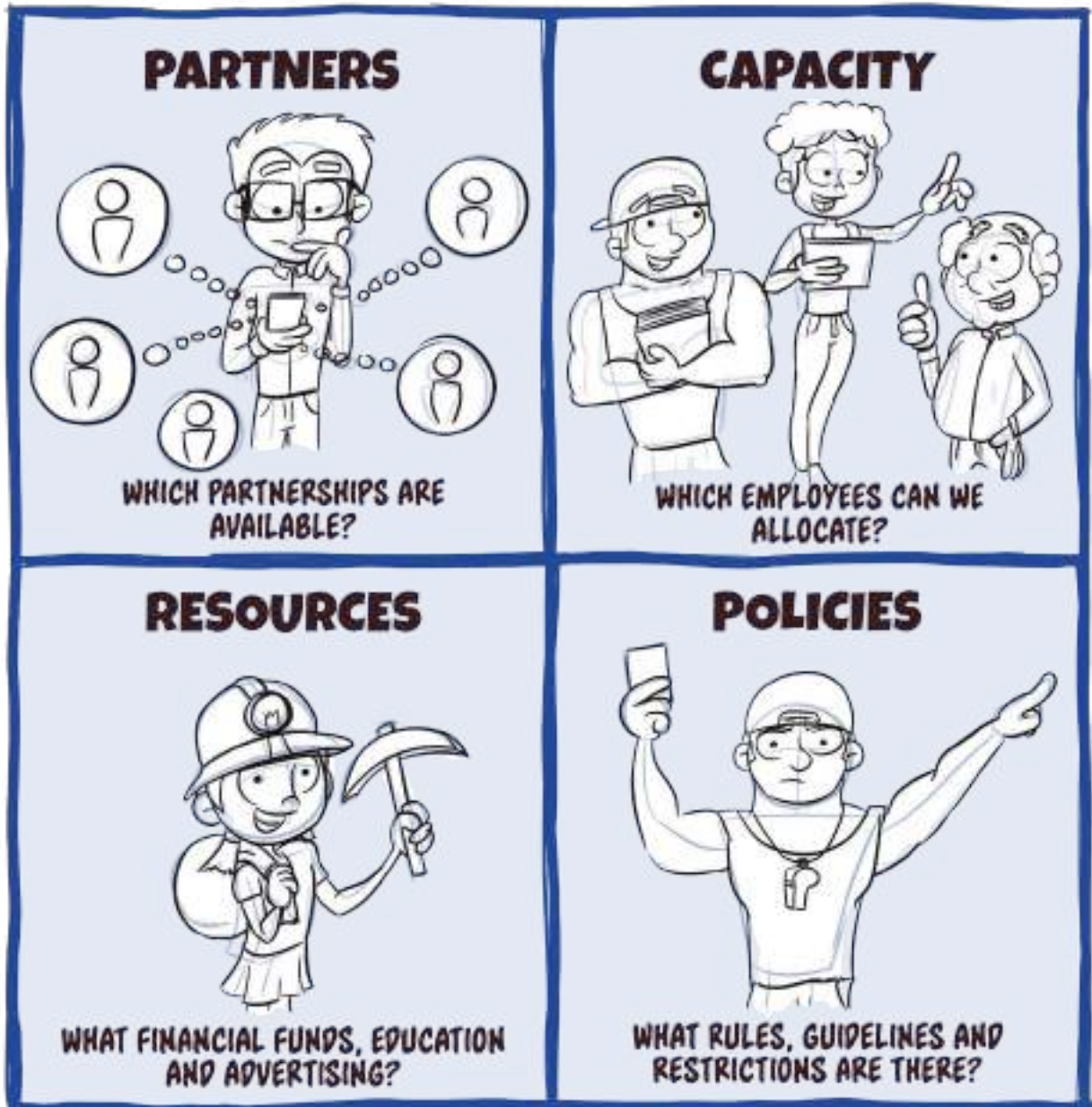
We have a variety of content, we go through different stages. So, the whole point of our content is to take the customer down a journey. That journey starts with what I call “awareness content”. It’s to make the customer aware of what type of things we do; it’s general interest things, so we will not be going for like leadership type content and we will do subject matter, expert content. We then create a series of content around how the customer addresses their issue and what’s the business issue that it helps them with, how does that then sit within the marketplace, how do we compare against our competitors? And then, that goes on to how can we help the customer build a business case to support span around this specific project.

GOALS	CHANNELS
<ul style="list-style-type: none"> - LOYALTY - #CONVERSIONS - % OF TARGET AUDIENCE FOCUS → - CUSTOMER ORIENTATION - VOLUME - BRAND NAME 	<p>B2C AC2C <u>FACEBOOK</u></p> <p>YOUNGER <u>INSTAGRAM</u> PLATFORM <u>YOUTUBE</u></p> <p>B2B <u>EMAIL & APP</u></p>
TARGET GROUPS	CONTENT
<p><u>PERSONA'S</u></p> <p>AGE SIZE KIND</p>	<ul style="list-style-type: none"> ◊ RELEVANCE ◊ THEMES ◊ CAMPAIGNS ◊ FUN

Our target audience is generic across, different parts of BT. They are our top eight hundred customers. And what we’re trying to do

is to increase shared content with those customers. They are not easily identified, they are big global multinational organizations. In terms of, you can't just profile them to say, organizations or ten thousand employees post in these regions, in these sectors, that doesn't work, so it's customers who have placed attention in an organization and fit into the profile that we have specific to them.

4 - ENABLE



The second concept of 'Enable' is about preparing and setting up digital activities and campaigns. Enabling the digital strategy asks for an appropriate balance between the ambitions set in the engage part while making sure that you can arrange everything to make it happen. We have learned that effective action is only possible when preconditions are met, risks are managed, and the organizational aspects are not forgotten.

PARTNERS

“Partners” is a topic of a digital strategy that includes both internal and external quality services that could enhance the digital campaign. For example, this could be a partner for internet marketing that excels in search engine optimisation of a graphical design department. In any cooperation, it is important that you clearly define responsibilities of each partner. For each task, you have to look at the specific skill set and competencies that are required to meet the digital goals. While many tools from Google, Facebook and others seem free, employing them in a professional way ask time and attention.



CAPACITY

In the end, you have to allocate or create the capacity at your organization in order to deliver the desired campaigns or results. At least there should be someone leading the project, campaign or transformation. For example,

one employee or intern cannot deliver 24/7 web care. Also, you have to investigate whether you have the people with the right competencies and qualities to deliver the results. When you have little room for allocating existing staff you can of course work



with partners or outsource projects. But do not forget that you have to keep in control.



RESOURCES

Resources include the financial part, namely the budget for implementing such a strategy with all related technological expenses such as Facebook Ads and tool subscriptions, as well as the allocation of the dedicated time and staff. Resources you can think of are for example expertise or training and education that is needed, quality control of messages and development or subscription fees for necessary technology.



POLICIES

Policies intended to provide guidelines for employees' usage digital media channels by directing them in what they can and cannot do at the organizational level.

Especially social media opens various portals for the exchange of fast and potentially sensitive communication. However, you should be careful not to overly constrain your employees or colleagues limiting their personal freedom of expression on such

social media channels. Social media policies often address ethical issues. This does not differ from the responsibilities a company has beyond social media, which is why these policies tend to rely on the common rules and regulations valid for the entire organization.

Heineken (DESPERADOS) - ENABLE!



Heineken is a partner of the UEFA Champions League and Formula 1. Desperados uses DJs and bloggers for advertising. The Global market works with global DJs but when a local market wants to work with a local DJ that is fine too.

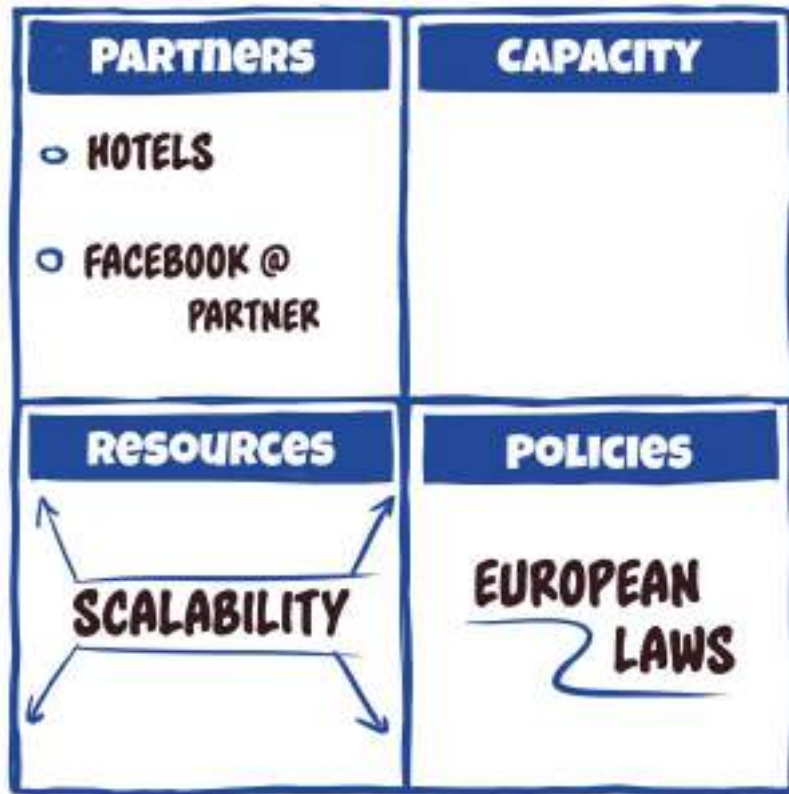
Training is facilitated by the global market. Global expects some basic knowledge from the local market and the agencies but when a new program is introduced, global takes care that all the local markets know how to work with this program. We have had a Global Commerce University. Occasionally, marketers were flown in from all over the world to follow a masterclass. Now more and more happens online. Now you can find strategies and terms online, only when there is a high need for a training we give it.

Heineken invests a lot of money to get employees at the same knowledge level in terminology and strategy but to keep this up is a huge challenge. We try to keep up by giving training, share knowledge and let people read the brand well and make sure they know all the guidelines. We do this by means of videos and online presentations.

Our policy is to keep everything the same for each country (excluding the content of course). How much freedom a local has depends on the brand. Heineken has a global history so each local must communicate the same history. Amstel has a different identity and a different bottle and taste in each country. In the Netherlands, Amstel stands for friends but in Russia, Amstel means status and money.

The budget is managed by the global and local market. The amount of budget that is managed by the local market depends on the brand. For example, Heineken has more countries (local markets) compared to Desperados so there is more local than global budget from Heineken compared to Desperados. The local markets determine what advertisements are being launched.

BOOKING.COM - ENABLE!



The main partners of Booking.com are the hotels but Bruinsma mentions Facebook both as a platform and as a partner. “More and more people go online and go smart, the technology develops very quickly,” says Gillian Tans, executive booking.com leader, in a newspaper interview^[8]. The customers expect us to be a service organisation and we have to build a close relationship with both hotels and customers. The website changes every day, it’s about small things, we measure continually. More and more bookings are done with smartphones.

“MORE AND MORE BOOKINGS ARE DONE WITH SMARTPHONES.”

But to create a backend on the mobile is still quite complicated, for staying it is the only way to go. When we talk about Airbnb as a competitor Geert Jan says, “all competitors have to deal with the same laws but every day a new booking.com is created so it cannot afford too many mistakes”.

The chaos behind the Digital Single Market is bad for the entrepreneurial climate” ^[8]. There is not a single European law that enables the digital future.

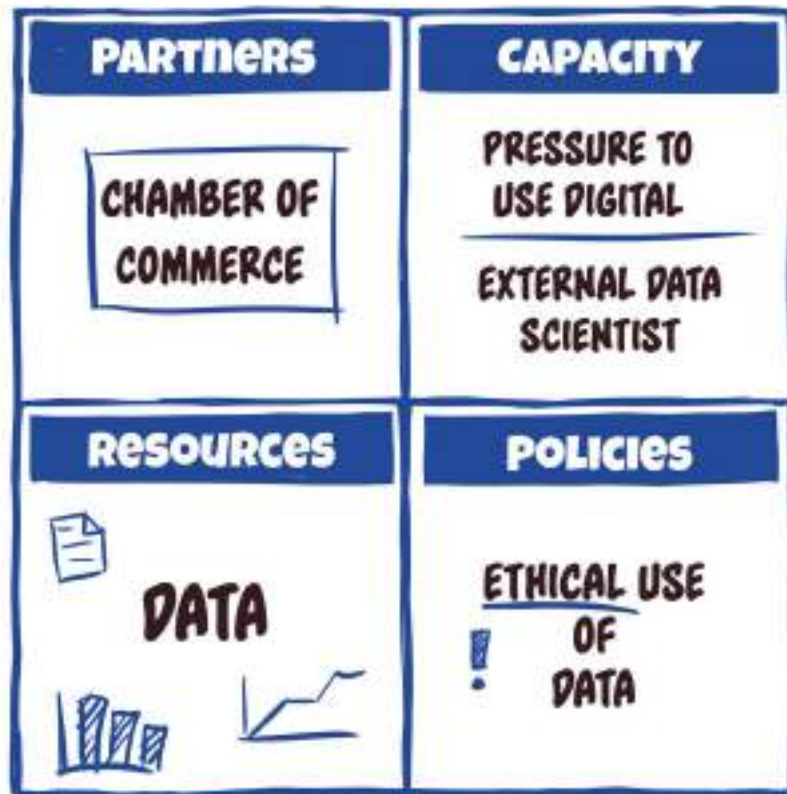
Geert Jan Bruinsma, the founding father of Booking.com, rather talks about scalability than about tools. You start with a minimal viable product (MVP) and try to scale it. When it works you are in business and you push through.

WEHKAMP - ENABLE!



Google and Facebook are not merely tools and channels. The companies can also be seen as partners for generating external traffic. In terms of capacity for digital development it is difficult to find the right people. Not many companies are capable to “proof” their earning model for social media. But if you are able to show ROI from social media you can create additional resources. With regard to the policy issue there is a code of conduct for the employees.

RANDSTAD - ENABLE!



You have to remind people in using new digital services says Jildert Huitema, when he talks about their B2B salesnavigator application. To make this happen you need to have partners in the business. The business needs to believe you and make it work. They have to be part of it and it has to be a perfect combination. At Tempo Team (a daughter company of Randstad) they put a lot of pressure there and they really did that fantastically. Foundations are very important, especially the one who is scraping the vacancies, the one who is getting the chamber of commerce information. In the beginning, we had help from a consulting company but now it is all internal.

We had to get our data lake that was like a precondition, therefore we had to invest in that. We had to invest in external data

scientists first to educate our data scientists. In the beginning, we worked with a Google sites front and so we had some external development there but we had moved that to our own core systems.

BRITISH TELECOM - ENABLE!



The capacity at British Telecom is about the understanding of the digital marketplace, what's available in the digital marketplace and what's closed off in the B2B area and how that plays out for our customers, how they use it, all becomes a critical base.

Because our view is that, it's the customer who defines the channel; we've got to make sure that the content is available to them on the channel they prefer. We try and be very customer driven. Obviously, that then comes with, there has to be a volume, a big enough volume to make it worthwhile for you to work. The training is more around the transformation stories. We also need knowledge about campaigns and how to put them in the right channels. For it is a sensitive data. So, within our campaign, we will define the various messages we want to get to an audience. And then, we will create the different vehicles and channels that are available to get that message to our audience and then the sales people will be able to select that channel preference for their customer. And the customer projecting the campaign based on those channels of preference.

In the main part of the Digital Strategy Canvas, concerning resources, we tend to put much work with the key agencies who are the experts in digital strategy according to our record. So, it's very much around key individuals and key agencies.

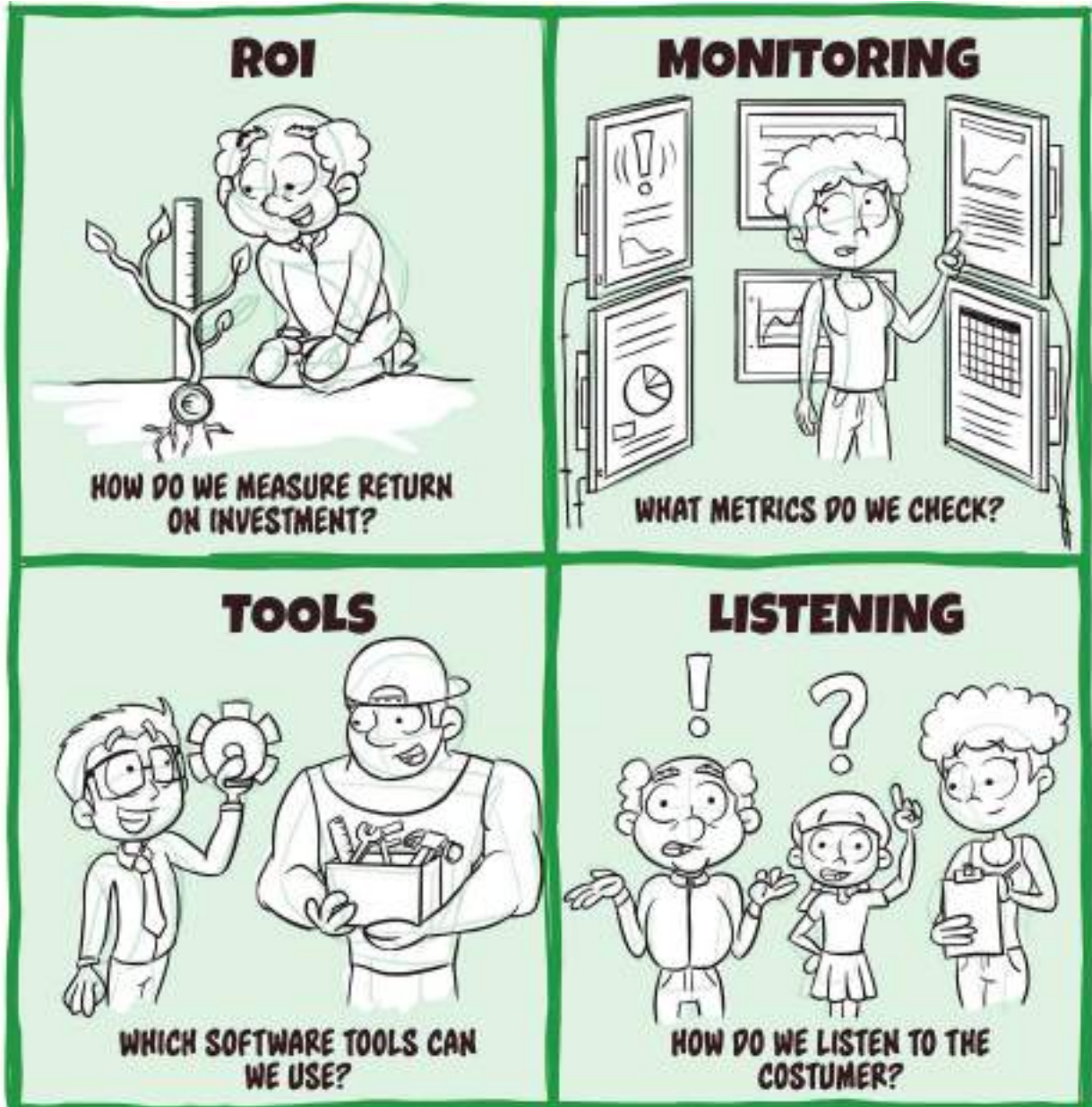
Guidelines, in terms of specific social elements, again, we say to people, we want employees to share our content and what we don't want our employees to be, is an official BT spokesperson. We want them to be seen as individuals, we want them to be sharing content about things of interest to them and hope it's about things that we do and the last time it worked. In terms of guidelines, we'll say to people, don't comment on things unless you are an expert in those areas, and comment from your own behalf, you're commenting not on the business' behalf. Again, can all be decided on an individual basis.

We have stringent sign off processes to all our content, which is why we ask our people not to comment on things unless they are

the official spokesperson. Because we have sign off processes and agreement of how we respond from a corporate point of view. Also, we have various crises management processes in place so if something does happen that we aren't expecting, then we have processes in place to get the right people involved to manage it.

PARTNERS	CAPACITY
<ul style="list-style-type: none">- DJ'S & BLOGGERS- FACEBOOK AS PARTNER<ul style="list-style-type: none">- BRANDS- CHAMBER OF COMMERCE<ul style="list-style-type: none">- AGENCIES	<ul style="list-style-type: none"><u>GLOBAL KNOWLEDGE</u><u>MARKET INTELLIGENCE</u><u>DIGITAL PRESSURE</u>TRANSFORMATION STORIES
RESOURCES	POLICIES
<ul style="list-style-type: none">○ LOCAL BUDGETS○ SCALABILITY○ ROI CYCLE○ DATA RESOURCES○ KEY AGENCIES	<ul style="list-style-type: none"><u>GLOBAL HISTORY</u><u>EU LAWS</u><u>ACCEPTANCE</u><u>ETHICS OF DATA</u><u>RESILIENCE</u>

5 - EVALUATE



The third concept 'Evaluate' comprises of various ways of using data analytics, statistics and insights to learn, adapt and measure whether the company's activities on digital and social media are delivering desired effects. The literature largely agrees on the importance of monitoring the social media activities for a successful social media strategy.

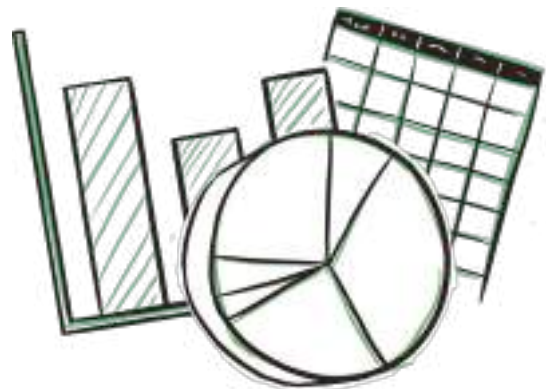
ROI

Return on Investment should be top of mind. Too many digital projects are not delivering any company value. But company value is more than direct financial benefit. ROI can be approached from various quantitative and qualitative angles of creating value. Two concrete possibilities to measure the success of your digital action is to look at either key performance indicators or direct measurable returns preferably put in monetary gains. Performance indicators could include metrics in terms of conversion, client interest, number of new prospects, and so on. To measure ROI, there could be measurable indicators such as the increase in website traffic, customer satisfaction, and so on. Evaluating the results of digital activities helps to estimate to what extent the strategic goals are reached and to adjust the digital strategy in case of weaknesses or lack of alignment to your organisation's interest.

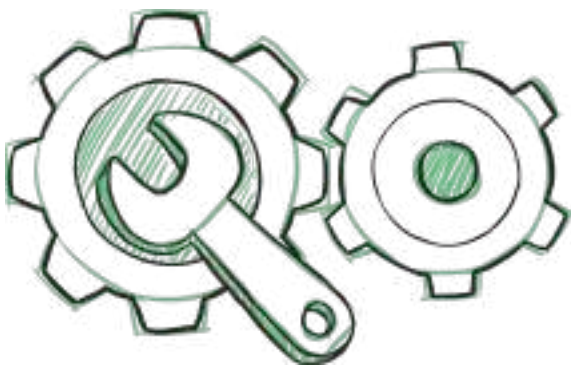


MONITORING

The outcome of monitoring digital platforms, namely the vast quantities of data, is considered equally as beneficial as a thorough marketing research. Companies that fail to carefully monitor their digital channels lose a significant amount



of valuable insights from the market. Therefore, clearly monitoring the buzz and client's interactions is important for companies for it can lead to a better understanding of the consumer behaviour and feelings of the mood in the market. Moreover, the outcomes of the monitoring process can help in the creation of customized offerings for the users. With sufficient information about the current and potential customers, a company is able to adapt their advertisements to the individual needs and thereby increase the likeliness of attracting the followers' attention. Measuring the success of a digital strategy can more specifically occur through monitoring of concrete digital metrics. Metrics to monitor can be the number of likes, posts or retweets on companies' social media sites or the number of installs, uninstalls and rating on the app store. On web services you could, for example, look at page views, time spent on the site, conversion into specific forms, and so on. These structured metrics can provide a company with a decent overview of the value of their activities.



TOOLS

The process of monitoring can be done with the aid of available monitoring tools. Since the market is continuously changing we choose not to provide a list of products and services here, but nevertheless we show you some examples. Google Analytics provides you with an extensive analytics environment to measure the performance of web activities, search and mobile app performance. Many social media monitoring tools exist on the market that can monitor the

impact, sentiment, trends and other useful insights for evaluation. By natural language processing and advanced algorithms, we can today easily calculate the share of negativity in posts or even in images by using neural networks algorithms. But looking at basic statistics can help already to evaluate. Digital platforms such as YouTube, for example, can give you quite a good understanding of the quality of your content such as the view time showing you when watchers leave the video. Furthermore, social media monitoring tools can be used to set up alerts for relevant new posts on both your own and other public digital places.

LISTENING

Several authors agree that listening to their audience is an essential part of operating social media strategically. With listening to the customers' voice, the organizations are more likely to gain insights into their preferences and needs. An assessment of search history, keywords used, and also engaging in talks via social media with customers can tremendously increase the understanding of customers. Listening is not only a technique but a shift in organisational culture. Listening does not automatically mean that the customer needs to be served, but it is obligatory that the customer gets the feeling that he or she is heard.



Heineken (Desperados) - EVALUATE!

ROI	MONITORING
<p>NO ROI</p> <hr/> <p>REACH & RELEVANCE</p>	<ul style="list-style-type: none"> ◦ % VIDEO ◦ % ENGAGED ◦ # LIKES, SHARES & COMMENTS
TOOLS	LISTENING
<p>SYSOMOS</p> <p>EXPION</p> <hr style="border-top: 1px dashed black;"/> <p>FACEBOOK TOOLS</p>	<p>SENTIMENT</p> <hr/> <p>FEEDBACK ON CAMPAIGNS</p>

We do not have ROI goals because we do not sell a lot online. What we do is pure marketing instead of sales.

KPIs we do keep up with our reach and relevance, whereby for reach, we consider the range and awareness. Relevance is important because you want to be relevant to your community.

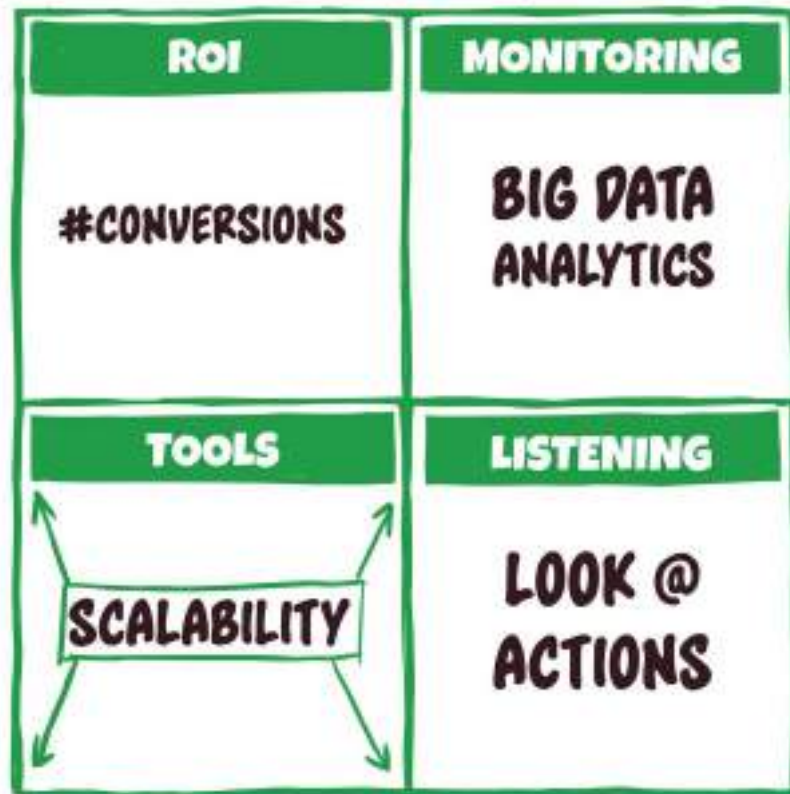
To monitor our engagement, we look at the number of likes, shares and comments. With videos, we look closer to the amount of attention it gets and the rate of the video. Should we use short videos or longer videos? We try to improve ourselves constantly. Therefore, we look to what extent our community is engaged with the brand and the things we do on social media. For this, we look at the number of likes, sharing, views and comments. For posts with a video we ask ourselves the following question:

“How many percent watches the video until the end and how many times does the video reach the community”? Heineken International focuses on certain percentages. This way we try to determine our assets (how good they work). If you reach a lot of people but no one responds the asset of essence is not good enough. This means we put our budget on the wrong asset.

We do listen to the consumer on social media but this is a local responsibility mostly because of language. Heineken Company (Personal Relations) does monitor this. When there is an issue we must focus on it immediately. We have a tool that analyses potential viral posts. When this tool comes with a post that has been shared a few times by people with lots of followers and it's negative then we must solve it immediately before it gets too big. Each month we give ourselves feedback on the content and campaigns. We see which local market is doing the best and which local market needs some more facilitating. One thing we have learned from this is when posting a video, you should make sure your first shots look perfect. Otherwise, people are not motivated to watch your video.

We use Sysomos Expion to manage our content. This is a social media platform with a media library where we can find everything. We can also see an approval flow, we can plan our content and monitor all the results of our posts. We make this available for all the locals so we, as global, have all the data and can monitor this ourselves. Some countries use their own tools instead of Sysomos. They use the native tool of Facebook.

BOOKING.COM - EVALUATE!



“It’s all about conversions”, that is the main goal. If you have good, hopefully, quantifiable goals, you can hire or find the resources that you need and account for it. So, your target group and the way you target that group is the most important aspect of this digital success. On how we can build Return on Investment in the digital future he tells a story about Facebook. When Facebook went to the stock market it was a company with relatively low revenue but with a very high appreciation from their customers. Nowadays they make money with a highly effective ad platform. All conversions can be measured so Facebook can guarantee that if you invest a billion euro, you get two billion worth of bookings in return.

“We do constantly A/B testing to measure what alternative

delivers the most conversions”. That means big data analytics is not done in the dark but clearly measures the data about those target groups and about conversions reached. “Booking.com was never able to predict where its customer was heading next time but was able to measure that if you send him one email, it is not enough if you send him three, he will be irritated and if you send him two you will get the most conversions possible”.

“We only do what we can measure”, Geert Jan Bruinsma, one of the founders, mentions when we talk about monitoring, “and we do not listen to the customer but we look at their actions”.

“WE DO NOT LISTEN TO THE CUSTOMER BUT WE LOOK AT THEIR ACTIONS”

It does not matter what tooling is used as long as it pays off. Most of the tooling is built by their own designers. As mentioned in the enabling part, the scalability of these tools is very important.

WEHKAMP - EVALUATE!

ROI	MONITORING
ROI SESSION CONVERSION ROA ADVERTISEMENT SPEND	INTERNAL & EXTERNAL DASHBOARDS
TOOLS	LISTENING
HADOOP DATABASE ALGORITHMS NET PROMOTION SCORE	FOCUS GROUPS

In the end, the monitoring is all about ROI (session conversion) and ROAS (Advertisement Spend). It is difficult to exactly trace the influence of the display and the channel. The attribution shows who gets credit for the sales. The data-driven automated SEA leads to a new campaign set up.

Wehkamp has numerous dashboards to evaluate the customers, the external conditions like the weather (sunhours!) and the article database. The Net Promoter Score (NPS) is an important indicator for data-driven decision making, another objective of Wehkamp. "If we can make a better turn over with extra mailing but the NPS gets lower then we decide for the latter".

Listening to the customers comes very literally at Wehkamp. They have focus groups in which they actually listen to the customer and have week panels to test the usability. “We can measure what they click but we cannot measure what they think”.

They use tools like Hadoop and numerous database algorithms to follow the clicks and they love cookies.

RANDSTAD - EVALUATE!

<p>ROI</p> <p>% GROSS MARGIN</p>	<p>MONITORING</p> <p>PATTERNS</p> <p>DATA VACANCIES</p>
<p>TOOLS</p> <p>SALES NAVIGATOR</p>	<p>LISTENING</p> <p>LIST OF INTERESTING CUSTOMERS</p> <p>SURPRISES</p>

We can see that we found out more and more about other companies. We can see that we are pretty advanced on that compared to others. Together with finance, we've made a business case and we saw that in eight months with three-hundred consultants it added 2.2 million euro added gross margin

and that was only in one business-line of Tempo-Team. If there has been a contact and that is a contract that was not active yet and that leads to billing which is something that we can attribute to the Sales Navigator.

Now I can predict for every company in the Netherlands based on what they would need and because we've got three million people in our databases and our matching algorithms have become better. We can with our knowledge enrich profiles so that the search result will be better. The good thing is that every day we've got 80.000 people working for only Randstad so with Tempo-Team and Yacht we've got 130.000 people working for us every day. That means that in a year we're making millions of matches and we're getting millions of job requests. We have that for the last ten years so that means we, of the average of the Netherlands, know a lot about patterns and seasonal patterns and companies. We can say that we can find look-alikes very easy. Next, we've got three years of all the raw data of all the vacancies in the Netherlands of all the companies. That means that we're really good data wise.

Start with listening to the customer because that is the main question in intelligence. Could you provide me with the list of interesting customers in my area? Instead of giving them the list we're making a segmented list. We're really coming up with something that completely surprised them and made the Sales Navigator.

We [first] implemented [sales navigator] at Tempo-Team and you could see in market share numbers that Tempo Team was gaining a lot of market share compared to Randstad.

You see that sixty percent of the use is from the app. If you are on a branch and you have to do cold calling you can also open it.

BRITISH TELECOM - EVALUATE!

<p>ROI</p> <p>TARGETS VS COSTS</p> <p>OR</p> <p>LEADS VS COSTS</p>	<p>MONITORING</p> <p>BUSINESS</p> <p>ENGAGEMENT</p> <p>+ VIEW LEVELS</p>
<p>TOOLS</p>	<p>LISTENING</p> <p>SOCIAL LISTENING</p> <p>THE VOICE OF CAMPAIGN ELEMENTS</p>

When a campaign is specifically settled, then there would be a set of targets created against cost. And typically, if it's an awareness campaign, those targets will be around views and engagement and then if there is specifically a lead generation campaign, it will be against the leads. Before a campaign goes live, it has to be signed off and the office signed off against that ROI.

We monitor at various levels. So, we'll monitor typically at views level, on an engagement level and then that will lead on a business level.

We use social listening. We don't do it on a daily basis, we will look at it on a campaign basis and so it looks, for example in creating campaign, it's around the tone of the campaign

and the terminology we use, so we will look at socially, how a person is talking about certain topics and things, how they're being addressed, how do they talk about and what sort of things specifically interested them and then we look to create the content around those specific topics, individual items. We'd use the same terminology that our customers are going to use. Also, we'd look to do a view on the market share around who are talking about those things, what are our competitors talking about in that space, how do we currently compare pre-campaign and then throughout the campaign we'd look to review that and see how that is changing, depending on the different campaign elements and how sharing and the voice movies.

<p>ROI</p> <ul style="list-style-type: none"> • REACH & RELEVANCE • #CONVERSIONS • ROADVERTISEMENT <ul style="list-style-type: none"> • NPS • % GROSS MARGIN - LEADS VS COSTS 	<p>MONITORING</p> <ul style="list-style-type: none"> - % ENGAGED - BIG DATA ANALYTICS - DASHBOARDS - PATTERNS - MONITOR LEVELS
<p>TOOLS</p> <ul style="list-style-type: none"> - SYSSOMOS EXPION - SCALABILITY OF TOOLS - HADOOP • SALES NAVIGATOR 	<p>LISTENING</p> <ul style="list-style-type: none"> FEEDBACK CAMPAIGNS LOOKING @ ACTIONS FOCUS GROUPS SURPRISES SOCIAL LISTENING

6 - ANALYSIS DIGITAL FUTURE CASES

We have provided you with recent cases regarding digital strategies. These cases were helpful to better understand how industry leaders develop, implement and test their digital strategies. In the following table, we display the highlights of each case.

COMPANY/ DIGITAL STRATEGY	Heineken/ DESPERADOS	BOOKING.COM/ STAYING	WENKAMP	RANDSTAD	BRITISH TELECOM
ENGAGE	BRAND AWARENESS PROMOTION VIA FACEBOOK	HIGH CUSTOMER ORIENTATION	BRAND LOYALTY AND CUSTOMER OBSESSION	CUSTOMER-NEEDS PREDICTION VIA WEB APP	ENGAGE WITH A CUSTOMER JOURNEY CONTENT
ENABLE	<ul style="list-style-type: none"> - GLOBAL LOCAL COLLABORATION - BIG PARTNER EVENTS (UEFA / F1) 	<ul style="list-style-type: none"> - FLEXIBILITY, SCALABILITY - AGILE SERVICE DEVELOPMENT VIA MVPs 	<ul style="list-style-type: none"> - USER ADOPTATION - NEURO MARKETING 	<ul style="list-style-type: none"> - USER ADOPTATION - UX-FEEDBACK AND DATA LAKE 	STRINGENT SIGN OFF PROCESSES
EVALUATE	<ul style="list-style-type: none"> - COMMUNITY MARKETING INSTEAD OF SALES - REACH, AWARENESS AND RELEVANCE 	<ul style="list-style-type: none"> - CONVERSION-DRIVEN - A/B TESTING - "WE ONLY DO WHAT WE CAN MEASURE" 	<ul style="list-style-type: none"> - LISTENING TO CUSTOMERS - DATA ANALYTICS AND PREDICTION 	<ul style="list-style-type: none"> - BIG DATA ANALYSIS - PREDICTIVE ANALYSIS - CLEAR BUSINESS CASES 	LEADS VERSUS COSTS

Table 2. Analysis of digital future cases

As the table 2 above shows, each company has its own specific strengths and points of excellence. There is no such thing as a one-size-fits-all strategy. Heineken uses digital as a marketing tool for creating and fostering communities of brand followers eventually driving sales via traditional retail shops. Booking.com

is a typical example of a company that started out in a digital way and is always looking for optimal conversion rates of their service improvements that can be scaled to larger audiences. Wehkamp, which has a history in mail-ordering is combining traditional customer listening panels with highly advanced data analytics to further improve the way they address their quite loyal customers. Randstad shows how companies that acquired lots of data over the years and have a big market share can use that data in combination with other data sets to radically improve efficiency and predict needs of customers.

The engage strategy is predominantly driven by a tremendous customer orientation in each case. The enable strategy shows various ways of organizing the power to excel, among them user adoption efforts, strong partnerships and agile scalable service delivery. For the evaluate strategy we notice the big drive to monitor as much client interaction as possible and do predictions of their future needs in order to stay in the leading position.

Let us not forget that these companies all have made digital a key part of their business and show dedication to their goals. But they do this without forgetting their reason of existence, making their customers happy. In order to do this, they increasingly use data intelligence methods like predictive analysis, UX-testing and A/B testing of their digital services based on big data.

7 - CONNECTING THE BIG FIVE TECHNOLOGY TRENDS

This chapter focuses on digital-business strategizing towards higher customer-orientation and e-leadership, by considering the digital resources and the socio-technical context of organizations. The digital resources addressed in this chapter are five currently trending ICT technologies. These BIG Five technologies are Cloud Computing, Mobile Computing/Technology, Big Data, Social Media, and the Internet of Things. We label these key technology trends as the BIG Five technologies^[9].

To connect these five digital technology trends, we construct an overview table to highlight the main thoughts of this concept. It shows that the cloud is an infrastructural technology, enabling all of the other ICT trends. Furthermore, mobile computing, IoT, and social media all generate large amounts of unstructured data, at a high rate, thereby feeding Big Data analytics. Also, in recent years, we have seen more and more convergence of these technologies. By combining the best of these technologies strategies become more integrated. Mobile technology and cloud services can be seen as an accelerator for process innovation. It delivers the infrastructure for big data and on its turn, big data delivers many services for the cloud. Cloud computing in practice seems to move from data toward information services.

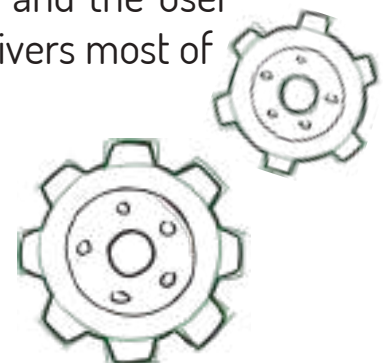
In literature, we see a steep rise of Big Data and even higher amount of publications on the Internet of Things. Social media is currently the technology which helps to achieve the highest personalization (and customer tailoring) of products in organizations and thus achieves business model innovation by

offering possibilities for co-creation and open innovation. It is not only social media though, in most of the cases it is mentioned together with information services as main drivers for business model innovation. As an example, the Internet of Things, social media, and mobile technology allow for a more complex customer-organization relationship. Cloud computing and mobile computing can be seen as the main infrastructural technology enabling all the other four digital technologies and as the main accelerator for process innovation. Good digital leaders recognize the mobile shift and take responsibility in the mobile cloud in a secure but innovative way. Big data and the Internet of Things can be seen as the building blocks for all IT within organizations and part of the architecture of the organizations. They can be

“GOOD DIGITAL LEADERS RECOGNIZE THE MOBILE SHIFT AND TAKE RESPONSIBILITY IN THE MOBILE CLOUD IN A SECURE BUT INNOVATIVE WAY.”

regarded in that respect as accelerators for product and service innovation. Digital leadership and preparing for a digital future asks for understanding of changing possibilities in customer monitoring. Social media remains a powerful way to engage with customers and also a strong way to change the business model of e-leaders. The interaction with the other big four is important as the cloud delivers the information services and the user interface is mostly mobile. The architecture delivers most of the data.

To be successful in the Digital Future one thing is clear from both theory and best practices, SMART FOCUS is needed. The future e-leader



sets clear goals but is flexible enough to look at and listen to their customers to engage. Heineken wants to look at customer content since many people post their brand but how to control this massive flow of movies and pictures? They always keep an eye on music trends. These are important for their commercial videos, especially Desperados because this brand has a young target group. There are consumers who make beautiful photos of Desperados brand on a festival while they send a whole agency to make great photos. If they could use an image recognition tool

DIGITAL FUTURE	ENGAGE	ENABLE	EVALUATE
COMMUNITY SERVICES	<ul style="list-style-type: none"> • CONVERSIONS • USER CONTENT • SMART FOCUS 	<ul style="list-style-type: none"> • DEVICELESS • (CHAT)BOTS 	RETURN ON ADVERTISEMENTS
MOBILE CLOUD	SMART EVERYTHING	<ul style="list-style-type: none"> • BEYOND INTERNET PLATFORMS • NET ENABLING 	NET PROMOTER SCORE
BIG DATA INTELLIGENCE	LOOKING & LISTENING	<ul style="list-style-type: none"> • DASHBOARDS • VISUALIZATION 	<ul style="list-style-type: none"> • DATA ANALYTICS (ROI) • INTERNET OF DATA

Table 3. Connecting the dots

that recognizes the brand when they search for it. Maybe they could reuse the photo for marketing purposes. The engagement with the brand might also arise when we thank and name the

consumer who made the photo. This way the consumer is more involved in the marketing strategy.

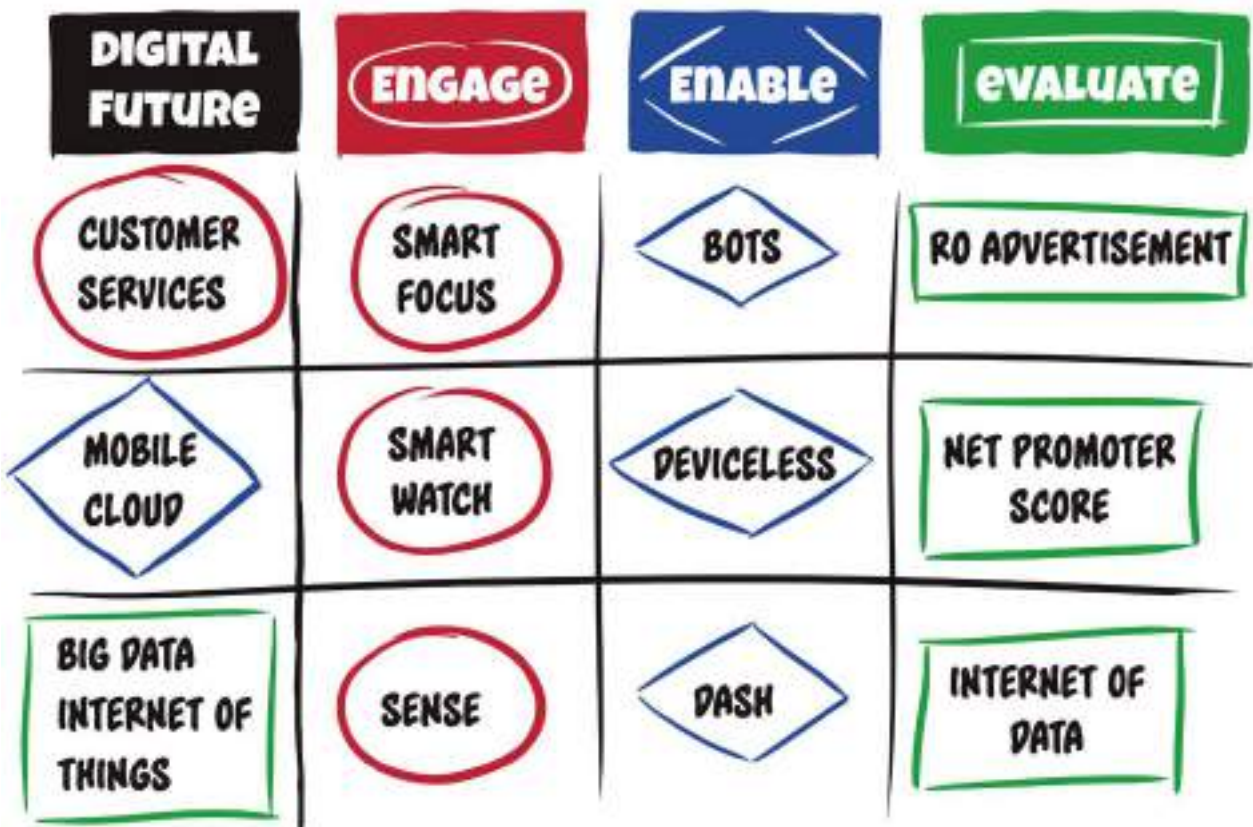
Booking.com focuses on conversions and Wehkamp on families. There are some smart “net” thinking necessary to get through the chicken and egg problem of tooling and knowing what your customer wants. When we talk about engagement it is also relevant to talk about competition, especially internationally. Every day a new booking website will start. China is a big player in this future, but Bruinsma believes that because the Chinese market itself is as big as it is, the Chinese “booking.com” will not become the world leader and “WeChat”, a Chinese combination of what’s app and Facebook and much bigger than Facebook will not pass Chinese borders easily. The USA has the same kind of problems as Expedia experienced but is more likely to address the European market. Countries like France and Italy are starting to create their own laws against that and European law on taxes will probably change.

“It is all about adapting to the future, nobody is able to tell the future”. “The Internet is getting smaller”, he says. “You do not need Google anymore to get to your favourite sites and your smartphone will be delivered in the future with all your favourite apps installed creating a kind of applet net next to a Facebook net next to a Google net”.

Wehkamp started out low in the digital strategy pyramid: “how many percents of the visitors use a mobile”? The audience is young (average 20) and guesses too high, “it is 44% mobile visitors at Wehkamp and 38% via the desktop and only 18% use the tablet”. Later he tells that mobile visitors to lead to fewer conversions but you need the mobile to get to the desktop conversions. Another disadvantage of the mobile is that it is small with little room to

show your 320.000 products. Still, “the digital future is mobile and maybe even devices”. “In the future, we will talk to a device like the Amazon Echo and it will buy things but you will not see it”. In contradiction to that augmented reality will show you that the colour of the shirt you chose does not fit your hair. “It is also very important to align your messages to the customers across devices”.

Secondly, the Digital Future will be about DATA and especially about how this data will be connected to the Internet of things. The fifth V of big data will be essential in creating Value with INFORMATION. Only big data will not bring this value, integration of relevant data will! Wehkamp balances its Net Promotion Score



and Conversion Rate and Booking can control adds by creating Return on advertisements.

Finally, we come to the Digital Future Infrastructure. Talking to many e-leaders in the world brought us delightful discussions about artificial intelligence, self-guided cars and digital implants. The Digital future is more about acceptance of technology than in the technology itself, Wehkamp says. "The consumer lags behind technology". A car can drive itself but it has to be accepted and organised. The Asian influence on the digital future will be big. Alibaba used to take two weeks for shipping but now manages within two days.

At Randstad they are going to earn less money in matching demand and supply because also a lot of lower jobs will disappear because of automatization and robotization. Although we still have many wires we live in a "wireless society" in which mobile technology has a leading role. In the future, we will still have many devices but we will live in a "DEVICELESS SOCIETY".

"YOU HAVE TO MOVE FORWARD BY MAKING BOLD CHOICES AND DEVELOP SCENARIOS OF DIGITAL STRATEGIES."

Our best practice cases showed that the future is digital. But the future starts today. You have to move forward by making bold choices and develop scenarios of digital strategies. The Digital Strategy Canvas tool and practical guidelines can help you to prepare and get ready for tomorrow.

8- PRACTICAL GUIDE

This chapter forms a practical guide for developing strategies with the Digital Strategy Canvas for your own organization. The Digital Strategy Canvas is displayed on the next page.

This twelve-part model makes quite clear what aspects of the digital strategy already exist and what blind-spots can be identified. After completing the twelve subjects in the model, you can immediately see what needs attention. A practical digital media strategy can then be derived, which will immediately make the most of your digital media strategy.

Not only digital media is used more effectively, but validation is also made more transparent. Based on the model, you can see what does and what will not work. As a marketer, you stand close to the target group and you can immediately respond to their wishes and needs for optimal results.

The digital strategy model consists of twelve aspects including

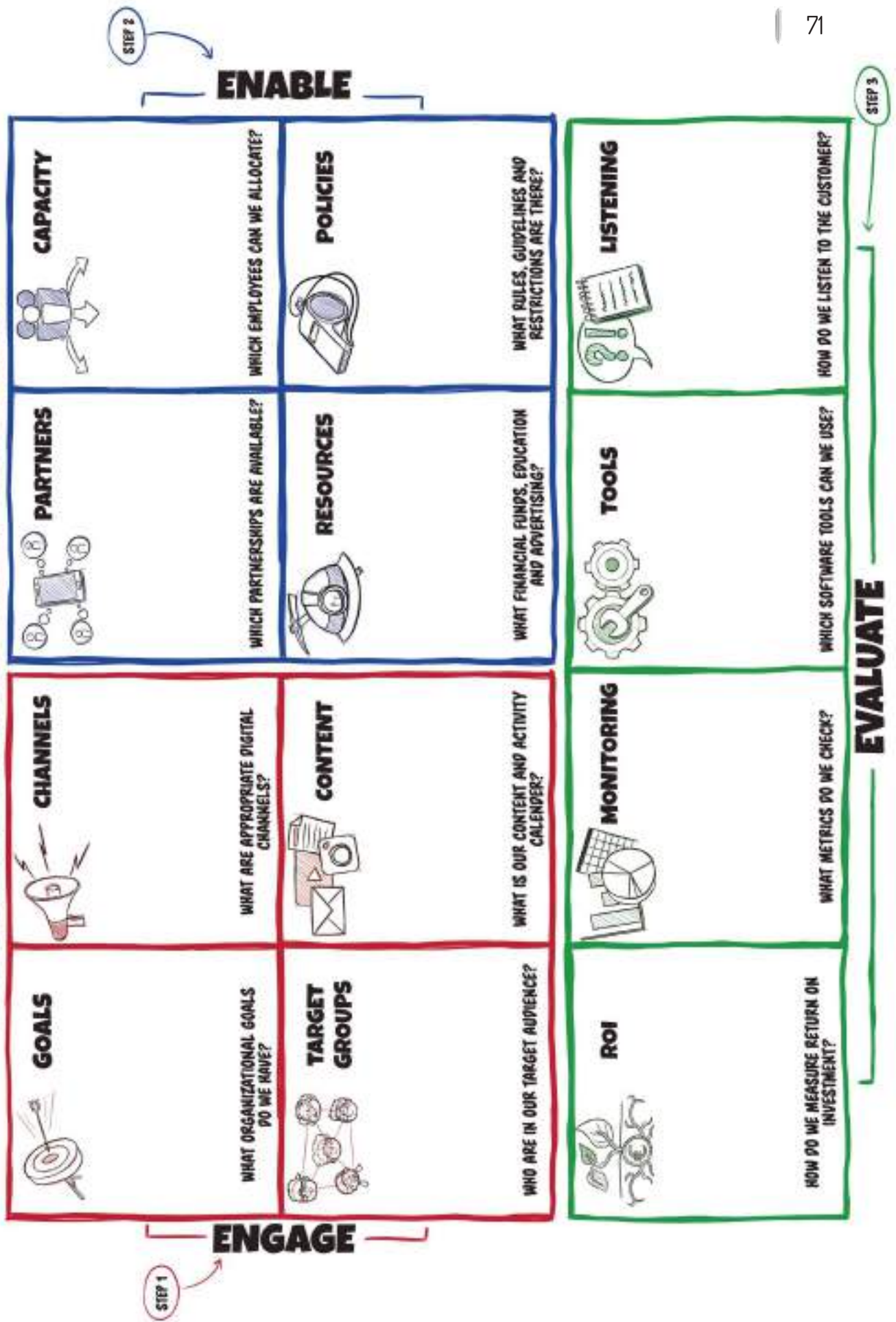
questions. These components help you to answer questions such as the most important aspects of a digital media strategy, how to validate it and how you create engagement with your followers.

As mentioned before, the model is divided into three parts that we divide into three phases: to connect (engage), to enable you to digital marketing (enable) and to evaluate your activities (evaluate).

We strongly advise that the digital strategy model is not filled in by one single person but is used in



DIGITAL STRATEGY CANVAS



groups of decision makers. The reason is that key stakeholders should be involved in order to receive their commitment and put the plan to action.



In the first phase, the connection phase, you think first about what your underlying goal is what got you interested in digital in the first place. No plan can come without a goal. We have to emphasize that the goal formulation should depart from the perspective of your organisation or business. Sometimes organisations confuse the goal with a result such as creating an app or a website. It is important to formulate clear measurable objectives. What those goals are varied per organization, from the simple increase of name recognition to the concrete generation of hard sales, everything is possible. The next step is selecting an audience, your target audience. Your organization probably already has a reasonably good picture of the target group. Market numbers, profiles and segments can be used, but avoid a too abstract view of your target audience. We fit this image into our digital strategy. There are personas drawn up, user stories made, etc. A good company image represents an approachable brand to customers.

Only when the goals and target audience have been set, we examine which channels are suitable for those. The final part of the connection phase is about ideas for the content you are about to share. Where do you go about messages, which rules are you going to use and what is your activity calendar? You could repeat the steps of above to create a few possible scenarios.



ENABLE

In the next phase of enabling you will see what is possible and feasible for your organization. Furthermore, you have to setup resources and have to think of practical guidelines in order to make the strategy work in practice. A clear and realistic plan is drawn up here. Are you using a social media team? How is it financial? Is there a budget to advertise? We give you a good insight into the costs of, for example, paid advertising or monitoring software. We also provide insight into the rules, guidelines and limitations that need to be taken into account. Without this information, you will quickly run into mistakes or even punishments. Consider, for example, sharing a non-royalty-free image with a fine on it. Another example is the ruining of the reputation of the company due to the lack of guidelines in social media.



EVALUATE

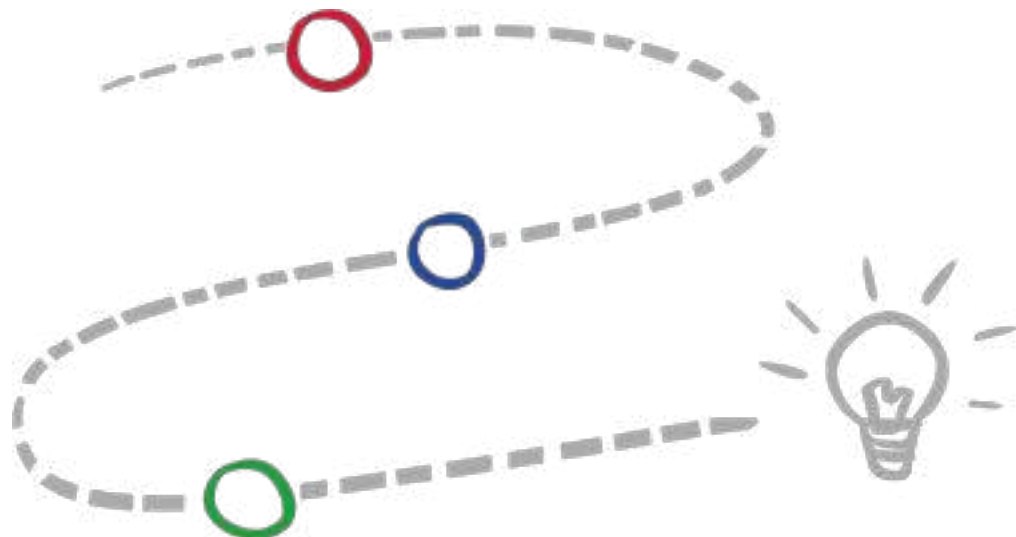
In the final phase, consideration is given to the evaluation of your strategy. How do you measure what your expenses have yielded? The monitoring is also discussed in this phase. Monitoring has never been completed and for a successful digital media identity, it is very important that you are always aware of this. This way partner companies can completely take over the monitoring and act as a digital watchdog for you; we keep an eye on all known social media channels looking for interesting terms, negative and positive statements about your company or organization, current events to respond to, etc. You can also receive training and education in order to perform the monitoring yourself.

GETTING STARTED WITH THE DIGITAL STRATEGY CANVAS

We will start by studying the Digital Strategy Canvas model and it is important that we take into account;

- That there are three main parts namely Engage / Enable / Evaluate
- Not static / there are several roads that lead to Rome
- The canvas model is not linear, one does not have to read this from left to right. It is clustered by means of colour.

Walk along the digital strategy model and bring the following items with the corresponding questions and write this on a post-it. Then you can stick the post-it to the right cup.



ENGAGE

GOALS

Where do you want to go as an organization?

TARGET GROUPS

Who is your target group based on personas (example persons)?

CHANNELS

Which social media channels are you going to use?

CONTENT

What types of messages (video, images, quotes, text, etc.) are you going to post?

ENABLE

PARTNERS

Which internal and external partners are we going to involve? (For example, a social media company)

CAPACITY

How many people from Box full of hopes & dreams © and Field in a box are going to maintain the social media channels?

RESOURCES

How much budget for training, advertising, etc. is available?

POLICIES

Which agreements do we make?

EVALUATE



ROI

Which KPI (Key Performance Indicator) will we measure?
For example 1,000 leads.

MONITORING

How often do we monitor?
Have we achieved interim targets?



TOOLS

Which software tools are we going to use?

LISTENING

How quickly do we want to respond to questions, comments and complaints?
For example, interact with your target audience that you want to address.

MATERIALS



Post-it, pens or markers and canvas model.

EVALUATION



- What gives us results?
- Is there a clear description of the (sub) components in the Digital Strategy Model?
- Are parts also less clear or clearly defined? Yes / no how do we get this even better?
- What has it yielded to us so far?
- Where do we go from here?



READ MORE


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PERSONA EXAMPLE

FOR CREATING TARGET AUDIENCES

Making a persona of your target group helps you to focus on the need of your stakeholders. You try to make the stakeholders as real as possible to identify their content needs and their online presence.

	NAME:
	QUOTE:
	AGE:
	JOB:
	EDUCATION:
FEMALE/MALE	

PERSONALITY	
ACTIVE	PASSIVE
SOFT-HEARTED	SUSPICIOUS
HARD-WORKING	LAZY
CALM	EMOTIONAL
ORIGINAL	CONVENTIONAL

HOBBIES:

QUESTIONS:

FAVOURITE MEDIA:

BELIEFS:

