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# Shedding Light on Your Digital Transformation Roadmap

# What is digital transformation?

Digital transformation isn't just a buzzword. It's a strategy for identifying the pain points that your business can overcome with digital tools and processes. By implementing these new technologies, you can see transformative improvements in marketing, sales, and customer experience.

Whether your business already uses things like a customer database, website, email marketing, social media, and text messages to connect with customers and sell products or you're just starting to explore these solutions, investing in digital transformation empowers you to move the needle in all new ways.

## What does digital transformation look like?

Digital transformation is a journey. To illustrate, let's say you own a bakery called "On a Roll". Back when your grandfather started the business, he sold cakes and bread from his cafe. However, as the business grew over the last two decades, On a Roll evolved into an area specialty bakery that specializes in providing breakfast foods to hotels and conference centers throughout the DC area. Recent years have seen some interesting shifts and growth opportunities, and you've landed new deals with co-working facilities and one area vacation home rental operations.

There's some bottlenecks in your business, though. You're finding that your team members are spending a lot of time on the phone collecting information for quotes and estimates.

Working with your team, you develop a digital transformation strategy to add a feature to your website to take orders and generate quotes automatically; create automated processes for invoicing; and conduct regular surveys with your customers.

By adopting these new strategies, your bakery is able to collect new leads (and new orders) at a lower cost; invoices are sent and payments are received with less work from accounting; and you are regularly introduced to the wants and needs of your customers. This digital transformation journey has improved your bottom line and given you insights to deliver more value.



### The Struggle is Real

There's a lot of reasons founders, owners, CEOs, and other leaders look to digital transformation. Where are you struggling?

- Billing and invoicing takes too much time
- Difficulty working remotely
- Struggle to find or connect with new customers
- Spending too much time on email
- Sales team is spending a lot of time on the phone
- Not enough leads
- Leads are not right for our business
- Sales process takes too long
- Uncertain how to hire or onboard in a remote workforce
- Not enough name and brand recognition
- Shipping takes too much time
- Friction between sales and marketing
- Under-production of products and goods
- Over-production of products and goods
- Unused talent
- Employee burnout
- Not enough value for the price point of the product
- We're making costly mistakes due to human error
- When someone is out, there are tasks we can't complete

# Where is your team?

(A handy chart to see where you are — and where you're going. Go ahead. Print it out and hang it on your bulletin board.)

## Culture and Attitudes

Uncertainty; possibility of hesitance or reluctance to new ideas and innovations

May feel that "that's how we've always done it" is the best approach

There's interest in trying new technology and systems.

Curiosity drives your team, and they're excited about adopting and using new technology.

Your team is proactive about identifying problems and seeking solutions.

## Technology and Tools

You're not quick to invest in new tools or technology.

When you do, it is typically a reaction to a pressing problem.

You have invested in some new systems in the past, but you may not have been able to measure the value.

You invest in new technology and tools proactively. Your organization has established processes in place for requesting the funds to make these investments, and you measure their return on investment.

## Utilization and Mastery

There are people in your organization who "hold the keys" to many of your systems. When they're out, those systems are largely inaccessible.

Many of your team members understand your systems and processes, but it often feels like you're not getting the most of your digital tools.

You feel good about how you use your digital tools, and your team gets excited about beta releases.

## Data and Metrics

Your data is not in a central location. Accessing it is a manual process. You are not able to calculate things like cost per lead.

You want to understand things like customer lifetime value, but you're not sure how to compile all the necessary data or prepare the reports that would give you those insights.

You and your team know the key performance indicators for your most important projects.

You are able to pull the data without struggle.

Proficiency in Digital Transformation

No organization fits neatly into these boxes. Most of the time, the businesses Illumine8 works with exhibit different levels of proficiency in different areas of transformation, maybe flexing up and down the spectrum depending on the department and the project. There is a shared goal, though, with each of these businesses: to become more mature in order to adopt more innovative approaches to digital strategy.

## What's next?

With an understanding of where you are, it's possible to identify where you need to go next in each area of transformation.

### Culture and Attitudes

Adopting new technologies and processes that will impact your entire team presents a number of challenges, and it all starts with fostering a culture of honesty and openness that doesn't just give your team space to communicate effectively — it encourages interaction across the entire company.

In BCG's [report](#) on creating a digital culture that delivers breakthrough results, they observe clearly that, "digital culture thrives on transparency and interaction." ([Source](#)) That's because big change will create uncertainty, questions, and conflict, and it will be your responsibility, as a leader, to guide your team through those moments without shying away from the hard conversations.

Curating an office where people communicate honestly and openly starts by educating and empowering yourself and your team.

**Read Kim Malone Scott's book *Radical Candor*, Brene Brown's *Dare to Lead*, and Julie Zhuo's *The Making of a Manager*, and think critically about your leadership style. Ask yourself where you can grow.**

### Technology and Tools

Understanding where to start can be incredibly overwhelming, and for that reason many leaders struggle to know where to start with digital technology and tools. In order to avoid this, you need to really invest yourself in researching the problem you're trying to solve with a new software or digital tool.

**Start by uncovering the most tedious tasks that your team tackles. Spend a couple of weeks really getting to know what the workdays look like for your team. Some questions that you can ask include:**

- Where do you wait or experience delays? What are you waiting for? How long do you wait?

- What do you do when you're waiting?
- What are your most repetitive tasks? How much time do you spend on them on average?
- What tasks do you dread?
- Where do you often make mistakes? And where are mistakes the most costly?

Simply having this data makes your organization more mature. With these answers in hand, you can research what specific technologies, softwares, and other digital tools can reduce time spent waiting, automate repetitive tasks, and much more.

## Utilization and Mastery

For many teams like yours, people have very specific roles and responsibilities. A common challenge is that many tasks and projects are contingent upon the knowledge and ability of one or two people, and this can create dangerous bottlenecks, slowdowns, and backlogs.


As you lead your team on your digital transformation journey, you will need to start by understanding these processes and then documenting them. Creating standard operating procedures means that you open the flow of productivity and create a safety net for times when your key players are unexpectedly inaccessible. It also means that, if need be, you can increase your production by tagging in backup.

Your endeavors here will be rewarded as your business continues to evolve and become more mature. Your team will be more informed, more agile, and more prepared -- qualities that are absolutely critical to teams as they start to use and master more complex tools.

## Data and Metrics


One of the most frequent complaints of leaders in your position is the inability to access the kind of data you need to make important decisions about your business and strategy. Sometimes it's because you don't have the right technologies in place to capture that data, and other times it's because you don't know how to use the technology that you have at your disposal.

No matter the obstacle, not being able to easily reference crucial information about your marketing, sales, and customer experience leaves you and your business in the dark.



Regardless of what you're selling, following up with your potential customers can be a time-consuming (and, thus, expensive process), but it doesn't have to be.

Adopting new tools and technology to automate lead nurturing can reduce the amount of time you spend pursuing prospective sales. Learn how the Illumine8 team used a digital transformation strategy to automate follow-up and increase conversions by more than 400%.

**[See Digital Transformation in Action](#)** 

To move beyond this point, you first need to determine what data is essential in your strategic process, and then determine what tools you may need to collect and analyze these numbers.

## The team at Illumine8 likes to start with three key calculations as a starting point:

**Sales Conversion Rate** is a measure of how many of your leads actually become customers. To find your Conversion Rate, you'll need:

- Number of leads
- Number of closed deals

**Customer Acquisition Cost (CAC)** determines the resources that are needed for a company to attract new customers and continue its growth. To calculate your CAC, you'll need:

- Cost of Sales and Marketing
- Number of New Customers Acquired

**Customer Lifetime Value (CLV)** is the metric that indicates the total revenue a business can reasonably expect from a single customer account. In order to calculate your CLTV, you'll need:

- Average purchase value
- Average purchase frequency
- Average customer lifespan

If you look at all of that and feel overwhelmed... it's okay. You're not alone. Even digital-savvy owners, presidents, CEOs, and other leaders get overwhelmed by the speed at which technology shifts and changes. Things are always evolving, and understanding that shifting landscape can feel like a full-time job all on its own — and you have a business to run.

The key to success here is to pause, and ask yourself what you don't know so that you can seek help from someone who does.



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