



DIGITAL PLAYBOOK

Digital for people

How to make your digital transformation matter.

H



Human Digital Transformation

Soulless code isn't cutting it as humanity searches for meaning in a world of change. People are no longer satisfied by quick transactions or products that follow them across devices.

Human connection is the key to digital transformation.

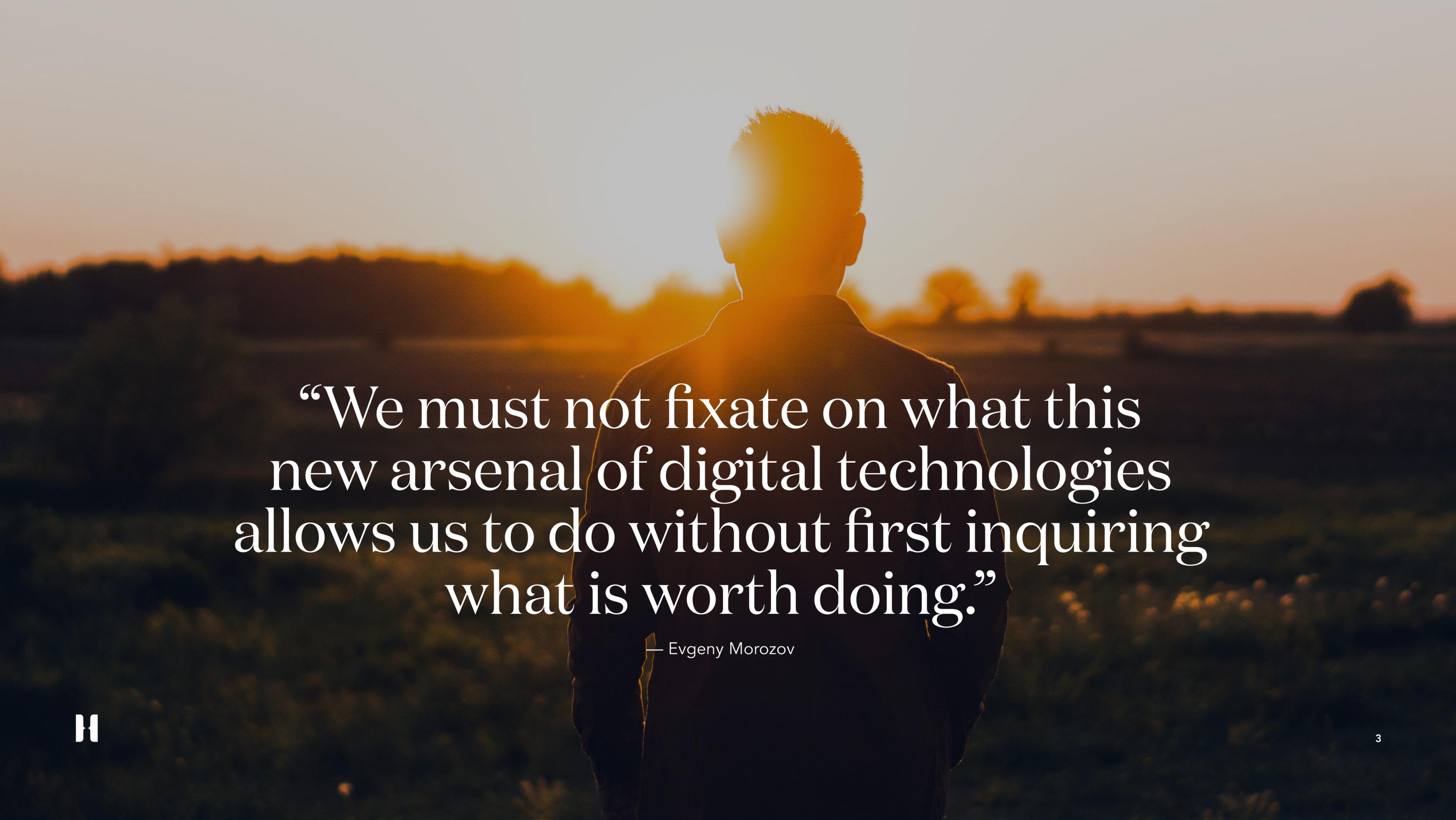
Business priorities impact the people you serve, from internal actors to emerging customers and beyond. How well you identify and meet evolving human needs determines your future success.



84%

of customers say being treated like a person, not a number, is very important to winning their business.

— Salesforce

A silhouette of a person standing in a field at sunset. The person is facing away from the camera, looking towards the horizon where the sun is setting. The sky is a warm orange and yellow, and the field is dark with some light reflecting off the grass. The quote is overlaid in white text on the person's silhouette.

“We must not fixate on what this new arsenal of digital technologies allows us to do without first inquiring what is worth doing.”

— Evgeny Morozov

Digital Transformation Playbook

Meaningful digital transformation starts with understanding the people on the other side of the screen.

When planning for digital business transformation, prioritizing where to invest resources is difficult. Small mistakes can cost companies millions of dollars, or worse. Often, in an effort to keep up, companies invest in technology, without first examining the human needs that drive change.

Before undertaking customer experience and digital transformation initiatives, it's important to make sure what you're doing matters to the people you serve.

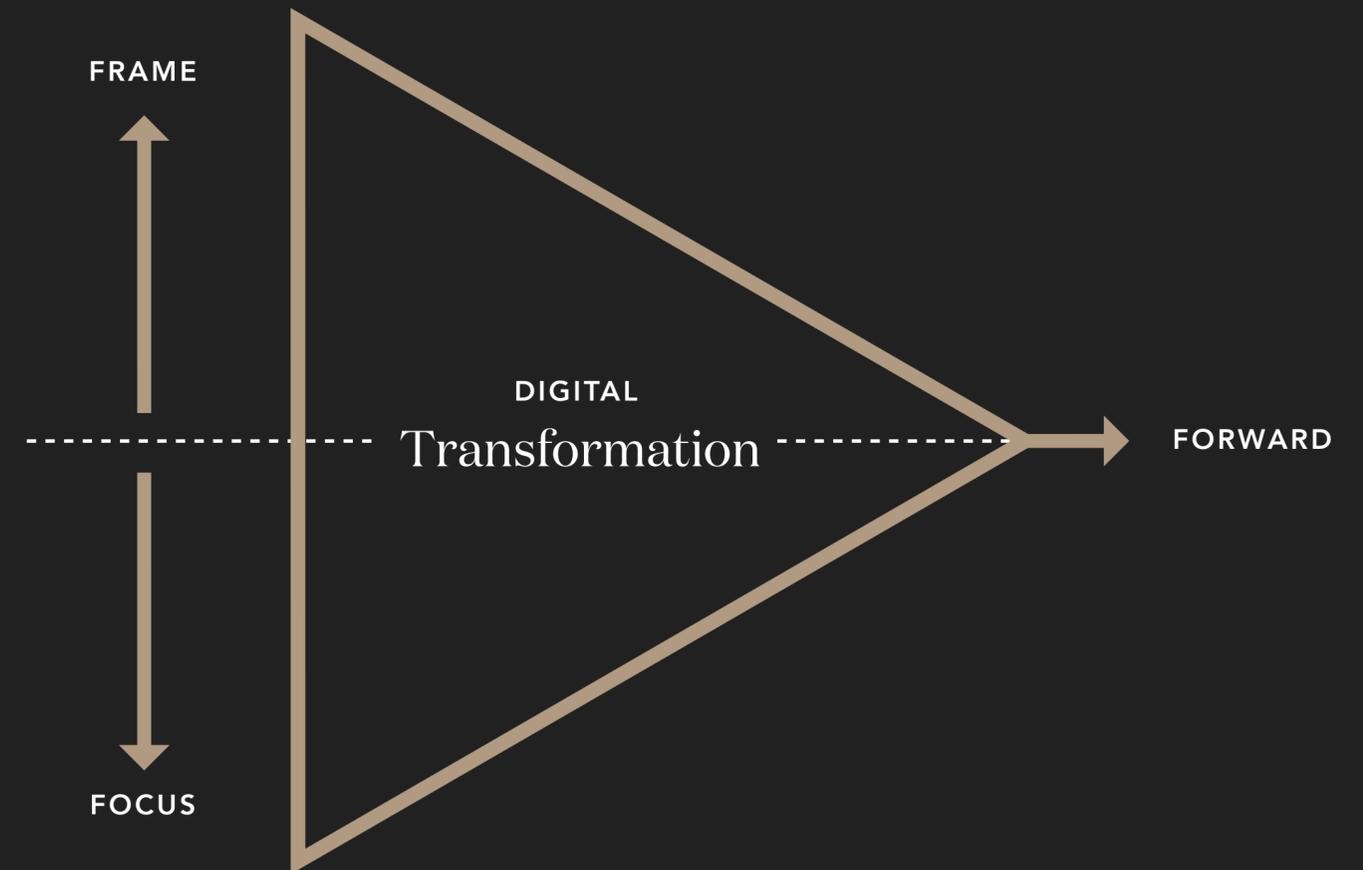
Hero Digital's Digital Transformation Playbook helps you focus your business strategy on what matters most to your customers and clients, highlighting key takeaways from five industries—Financial Services, Health & Wellness, High Tech, Retail & Consumer Goods, and Manufacturing.

A clear vision for the future

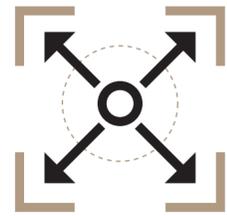
The path to meaningful digital transformation is a balancing act of vision and action.

You must move in the right direction to achieve success.

Using a human lens to prioritize business opportunities allows you to frame what's possible, focus on key opportunities, and move forward with momentum.

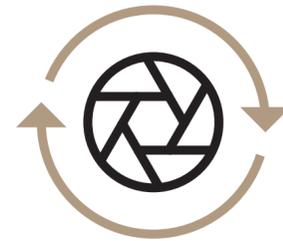


Achieve meaningful digital transformation with a human lens.



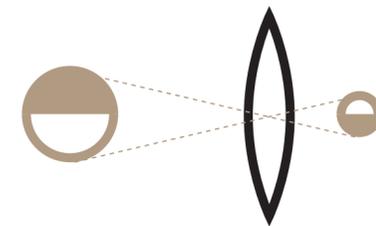
Frame

Zoom out to gain perspective and identify unmet human needs. These truths guide the way to possibility.



Focus

Zoom in to assess possible opportunities on their potential for meaningful impact and scalability.



Forward

Advance concepts to capture their value and vision, and plot a path to reach their full potential.

08 Frame possibilities

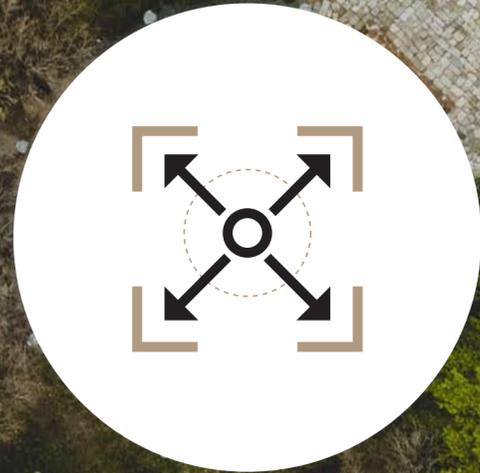
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DIGITAL FOR PEOPLE



Frame

Possibilities



How objective is your perspective?

The difference between digitalization and digital transformation is altitude.

Too often, companies move fast and low, thinking they don't need to look around. Their unfounded assumptions cause them to zero in on what feels obvious. Yet, these blind decisions result in a series of digitalization attempts, dead or dated on arrival.

Successful companies zoom out to scan the broader context and identify unmet human needs. They solve real problems and earn meaningful results worthy of the effort.



How digital transformation fails

Organizations fail because their initiatives are dictated by inward-looking business priorities. Since market opportunities are constantly changing, their solutions are often dated by the time the project launches.

Disregarding the problems people face both internally and externally hurts companies in the long run.

BUSINESS PRIORITIES

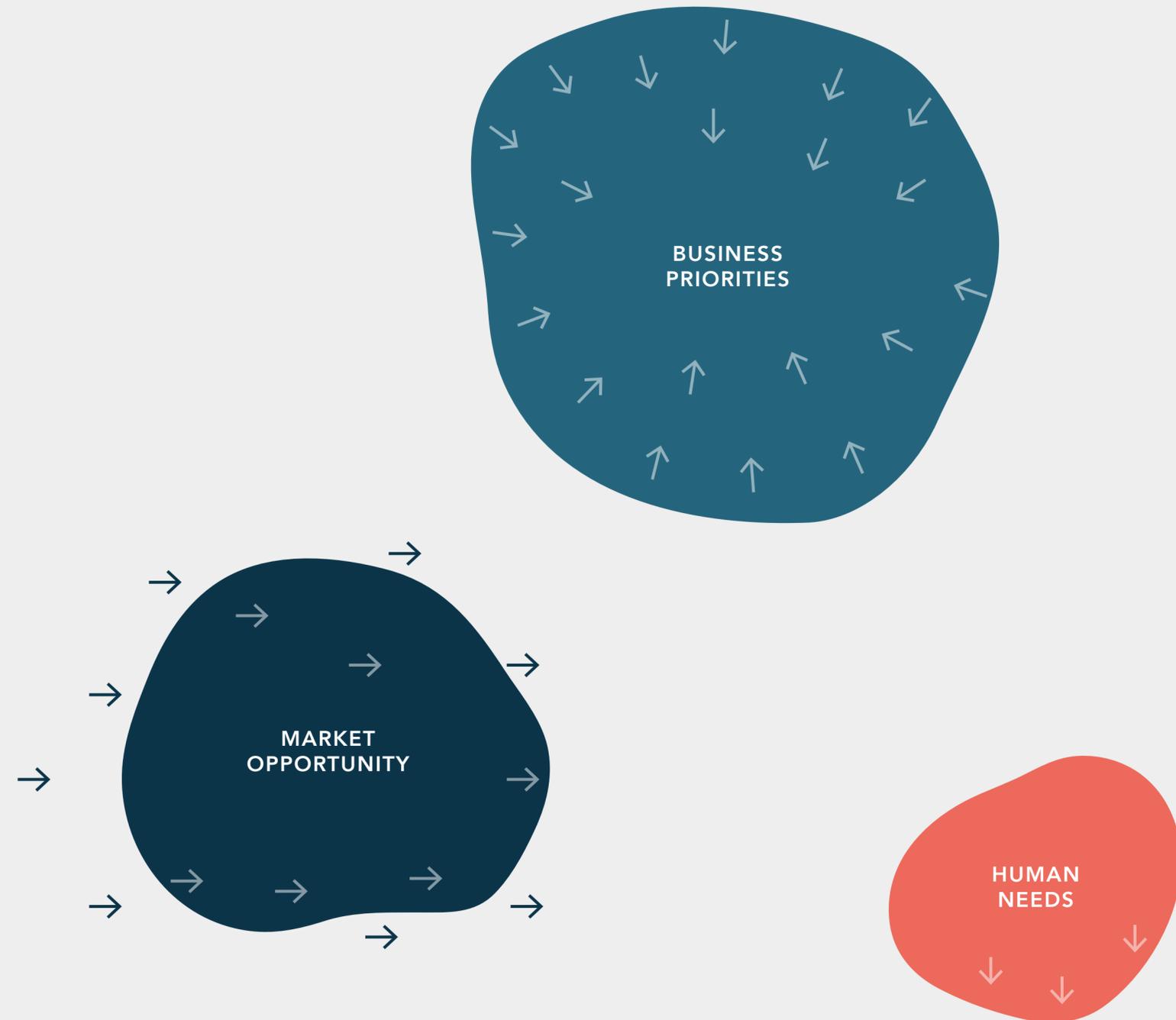
- Projections based on inaccurate data
- Chaotic processes create pushback

MARKET OPPORTUNITY

- No time to react to disruption
- High risk of cultural missteps

HUMAN NEEDS

- Unaware of emerging unmet needs
- Lacks insight into future landscape



How digital transformation wins

Meaningful digital transformation begins by identifying essential human needs and aligning business priorities with them.

This allows companies to zero in on the right market opportunities for future business success.

HUMAN NEEDS

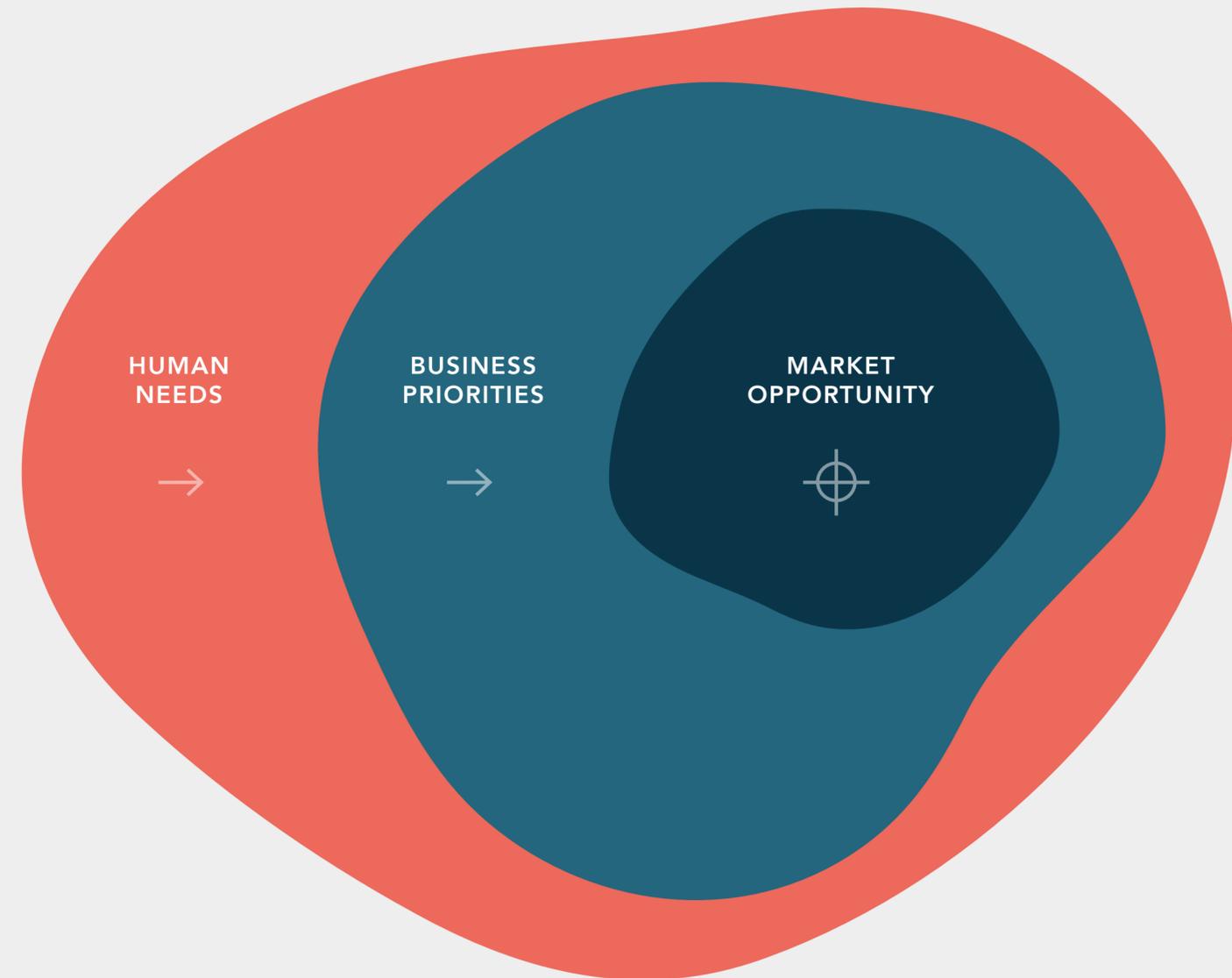
- Anticipates customer needs in real time
- Realistic solutions that adapt with time

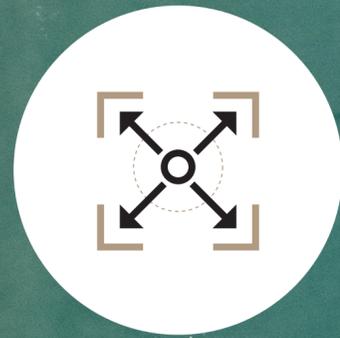
BUSINESS PRIORITIES

- Vision is participative and socialized
- Holistic rigorous criteria for decisions

MARKET OPPORTUNITY

- Early indicators allow timely response
- Market leader with pulse on culture





Frame

KEYS TO SUCCESS

Customer psychographics

Get to know customers outside their demo or geo to access how they self identify and what they prioritize.

Service blueprint

Factor internal forces early and often to seed and plan for adoption by the team and those they touch.

Emerging signals+trends

What is popular today will no longer be relevant tomorrow making it vital to learn from what isn't popular yet.

WHY IT MATTERS TO PEOPLE

Meaningful segmentation

How people see themselves is more accurate to predict future behavior and group into subsegments.

Stakeholder ecosystem

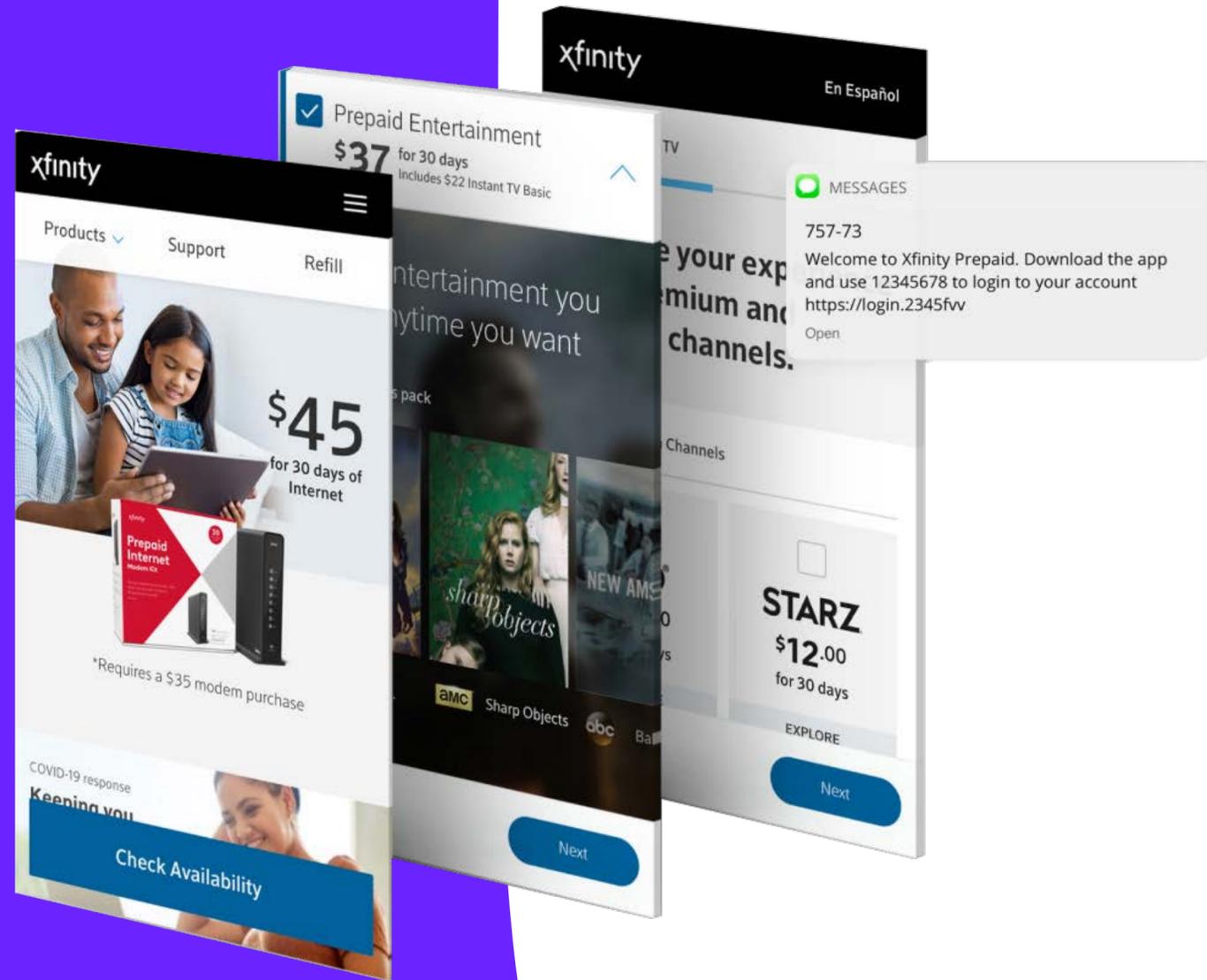
Understanding interdependencies between stakeholders is the best way to orchestrate change effectively.

Culture and context savvy

Nuanced insights are more likely to yield culturally appropriate and practically relevant ideas and impact.



Unlocking growth in a new market segment



THE SITUATION

Comcast Xfinity needed to build a pre-paid product and ownable experience that would bring new customers to the brand and scale—adding long-term value to the company and customers.

HERO SOLUTION

Connecting the physical to digital. Xfinity Prepaid created a digitally-enabled in-store purchase experience to meet customers where they shop, grow sales channels, eliminate friction at point-of-sale, and minimize the need for sales team training.

TRANSFORMATION OUTCOME

+122%
ONLINE PRODUCTS SOLD

+102%
ONLINE REVENUE

+76%
ONLINE REFILL COUNT

+112%
RETAINED CUSTOMERS



DIGITAL FOR PEOPLE



Focus

Opportunity



How to spot ideas worth pursuing

Successful digital transformation isn't an accident. Organizations that get it right unpack insight-grounded possibilities. They spark bold ideas and then filter them by their future potential. These savvy digital business teams nurture concepts to reach sustainable impact at scale.

The following examples illustrate how to focus on opportunity.

STEP 1

Concepting

STEP 2

Validation

STEP 3

Prioritization



STEP 1

Concepting

Ground in human need so ideas that surface are tied to opportunity space, leading to actionable concepts.



WIN

iPhone by Apple has changed the way that consumers interact by learning and responding to unmet needs. Their focus on concept iteration allowed the company to enter a saturated mobile market and gain dominance in a few years.



FAIL

Nokia remained focused on voice when others in mobile were trending to data. By failing to lead on user experience, they developed a problematic operating system that didn't fit the direction of the market or the needs of customers.



NOKIA

ADVICE

Ideas can be based on anything, but they may be totally off base when there are breaks in logic or relevance.

KEY TO SUCCESS

Often, the most salient inputs to a good idea are outside category, but keep tight focus on subsegment attitudes and needs.

WATCH OUT

Avoid basing decisions on "sample of one" opinions. You are rarely, if ever, your exact target customer.

STEP 2

Validation

Build concepts with your team and test the substance of the value exchange to gauge customer desirability.



WIN

Mattel has, among other endeavors, been innovating on its famous Barbie. To respond to shifts in culture and consumer, they introduced new body types and other diversity that allowed digital extensions which have boosted e-com sales.



FAIL

Toys R Us failed to commit to understanding the 21-century consumer, and their commerce site seemed to assume if you build it they will come - but it was purely transactional with poor customer experience.



ADVICE

It is true that concepts can be built in a day, but this assumes the required prep, process, and target payoff are in place and aligned.

KEY TO SUCCESS

Ideas developed with rigor coalesce into concepts worth building, breaking, and reforming. Brilliant ideas only look easy.

WATCH OUT

Solutioning (guessing) is fast and fun but distracts from solid solutions based on insight and data. Be patient.

STEP 3

Prioritization

Assess opportunity size and prioritize based on the four: desirability, viability, feasibility, and sustainability.



WIN

BBVA, the Spanish financial services group, uses behavioral economics, design and user experience, and a '3,6,9 process' to deliver a product or service into the hands of the customer in 9 months.



FAIL

The Co-operative Bank in the UK went to rebuild systems from the ground up, instead of stepped improvements. The complexity without prioritization was too much and they abandoned the project after investing £300-million.



ADVICE

Basing decisions on unvalidated assumptions is sabotage to potentially good concepts right from the beginning.

KEY TO SUCCESS

Detail the process and thinking used in order to build greater trust in the concepts that result, driving internal adoption and advocacy.

WATCH OUT

It's better to test ideas with customers and apply learnings now instead of later.



Focus

KEYS TO SUCCESS

Empathy mapping

Plot assumptions about customers and stakeholders to uncover what is true and where the logic breaks.

Concept vetting

Building and dissecting a concept is both the art of intuition and the science of objective reasoning.

Testing

Failing is a step all ideas take at least once. Learning from the fail is effective when the test is focused.

WHY IT MATTERS TO PEOPLE

Ideas grounded in truth

→ Great ideas come to life when the logic used to create them is apparent and applied consistently.

Ideas worth pursuing

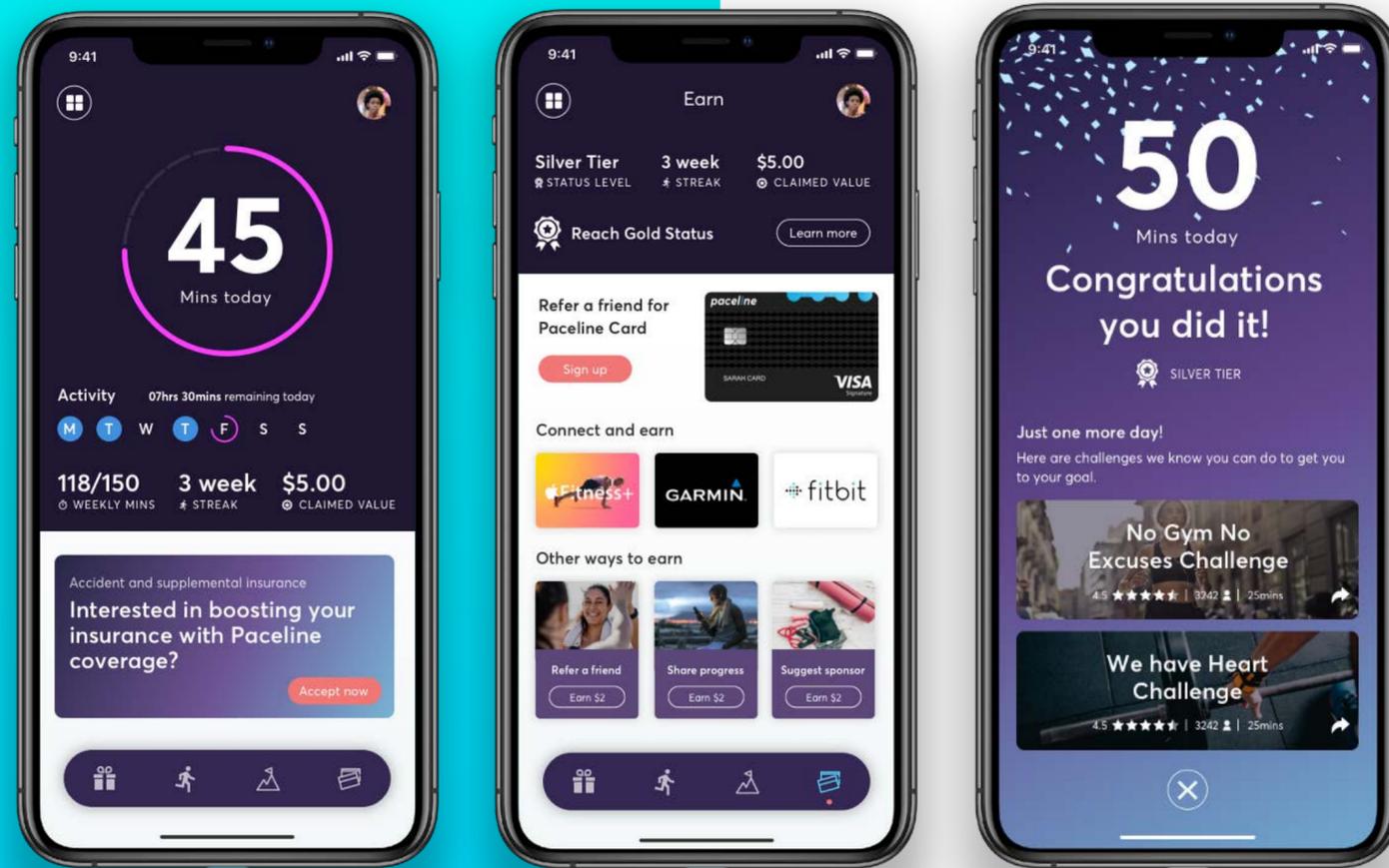
→ Ideas can be plentiful in any setting, but they are not all created equal. Great ideas require rigorous process.

Reality check

→ Faster testing allows ideas to shake off what's not needed and emerge with more nuance and less fluff.



Disrupting the evolution of wealth for health



THE SITUATION

Paceline—a wellness app that combines physical health with financial rewards—sought to expand their existing rewards ecosystem to include a credit card product, they needed a strategy to seamlessly integrate it into their existing offering.

HERO SOLUTION

Accelerating the Next-Gen Experience. Paceline incorporated credit cards into the existing Paceline app and its health-related features. Hero accelerated the next generation of the Paceline experience—from vision, persona research, and ideation to market-ready in weeks, not months.

TRANSFORMATION OUTCOME

 **#1 HEALTH & FITNESS APP**
Apple App Store

 **RECOMMENDED**
Yahoo! Fitness

 **FEATURED**
Fintech Times

 **FEATURED**
CrowdFund Insider





How companies are creating momentum

Transformation is taking place across the business landscape. From consumer to commercial, organizations are leveraging digital tools designed with a purpose.

Since people's values change with time, it's important to focus energy on what capabilities to internalize, and what use cases to prioritize.

Companies across all industries are raising the bar by creating digital experiences that add value in new ways.



Customer truths to understand

Every year, for Hero Digital's Truth & Beauty Index, we analyze the top attributes that foster brand advocacy for customers across key industries. The results reveal a growing need for brands that authentically care.

For sectors we surveyed in the Truth & Beauty Index—retail & consumer goods, health & wellness, and financial services—we have listed the top 10 ranked attributes.

For the high tech and manufacturing sectors, we've compiled common customer values from our signals repository.

MORE ABOUT TRUTH & BEAUTY INDEX



Capabilities to unlock value

Technological advances are prevalent, yet they will always be measured by the human truth they unlock. Before leveraging new technology, consider its human impact.

Trust and Data

As products become data enabled services, customers are trading privacy for personalization.

Empathy and AI

How one sees the world is apparent in every decision they make, regardless of how simple it may be.

Meaning and Cloud

Customers will share personal information to access your brand and your experience value.

Retail & Consumer Goods

Your next digital wave could be the latest trend.

The retail and consumer goods sector is leading the charge in digital adoption. This has ramifications for every organization.

Consumer standards are high. To have the greatest impact, it's important to deliver contextual digital experiences that include personal details.

71% of retailers agree that digital transformation is an essential part of retail technology.
— Fujitsu



Retail & Consumer Goods

Customer truths to understand

TOP 10 ATTRIBUTES THAT DRIVE BRAND ADVOCACY

1	Is a brand I can trust
2	Provides outstanding customer service
3	Easy to shop
4	Has retail stores I love going to
5	Has the highest quality products
6	Consistently has the products I'm looking for
7	Prices are reasonable
8	Is constantly improving
9	Offers the right balance between quality and price
10	Gives me confidence in my purchase decisions

Source: Hero Digital Truth & Beauty Index

Capabilities to unlock value

Trust and Data

Request data in a way that builds trust and shows clear benefits to the customer. Then use it to personalize experiences.

Empathy and AI

Apply segments with attitudinal and behavioral traits to build cultural sensitivity into your code.

Meaning and Cloud

Use agile models to understand customer behaviors and prioritize actions to meet emerging needs.

Health & Wellness

Disruption is a pill to swallow.

The health and wellness industry is experiencing great pains born from great needs. Transformation in this unique sector helps people live healthier lives.

Meanwhile, preventative care is growing in many directions, with groundbreaking success. Digital adoption rates determine which companies healthcare and wellness companies thrive.

76%

of consumers are now interested in using telehealth, up from 11% the previous year
— McKinsey



Health & Wellness

Customer truths to understand

TOP 10 ATTRIBUTES THAT DRIVE BRAND ADVOCACY

1	Is a brand I can trust
2	Helps me live my best life
3	Is effective
4	Gives me a sense of pride
5	Is high quality
6	Empowers me
7	Gives me confidence in my decisions
8	Is constantly improving
9	Simple and easy to understand
10	They are easy to contact and communicate with

Source: Hero Digital Truth & Beauty Index



Capabilities to unlock value



Trust and Data

Regulations tend to lag cutting edge solutions, often for good reason.



Empathy and AI

Machine learning doesn't directly comfort the sick. Surrounding systems must.



Meaning and Cloud

Patients are searching for answers, yet time is limited. Intuitive technology bridges gaps.

High Tech

Any bias will be apparent in the code.

Emerging tech doesn't always equate to human readiness. As technology matures, it is overcome by evolving behaviors. Certain human problems that prevent select changes.

When you meet core human needs, you improve the odds that the moral of your technology story will turn out alright. Prove this enough and you'll gain the trust of society.

90% of new enterprise apps will include AI technology by 2025
— IDC



High Tech

Customer truths to understand

IMPORTANT BRAND FEATURES
Harnessing digital demand
Empathy in communications, engagements, and interactions
Service contingency planning
High-touch client relationships
Fresh, high quality data
Adapt behavioral processes to adopt new procedures
Data-backed insights
Business value in quickly evolving tech
Life-saving and tech-equalizing technologies
Culture of innovation

Source: Hero Digital Signals Repository

Capabilities to unlock value



Trust and Data

Information about people is valuable when used right, but permissions are slipping.



Empathy and AI

Emerging tech is constantly evolving, yet the fast pace needs some moral code.



Meaning and Cloud

Flawless storage and access to sensitive information is now critical to our society.

Financial Services

Too big to fail remain stuck in the past.

Financial services customers look to adaptability and continuous improvement for their financial needs.

From retail banking to mortgages, people are changing how they interact with financial institutions. Leading organizations are gaining traction with this new generation of customers by responding to human needs, while also fueling internal digital adoption.

53%

of consumers of financial institutions have changed the primary financial provider they use.

— EVERFI



Financial Services

Customer truths to understand

TOP 10 ATTRIBUTES THAT DRIVE BRAND ADVOCACY	
1	Is high quality
2	Is a company or bank I trust
3	Helps me live my best life
4	Provides outstanding customer service
5	Easy to bank with
6	They are easy to contact and communicate with
7	They can be trusted to protect my personal data
8	Cares about me as a customer
9	Gives me a sense of pride
10	Is constantly improving

Source: Hero Digital Truth & Beauty Index



Capabilities to unlock value



Trust and Data

What customers think of your value could be worth millions at once or at scale.



Empathy and AI

Finances are intensely personal, so your algorithm needs to be sensitive.



Meaning and Cloud

From crypto to digital-only banks, your current and future customers are looking ahead.

Manufacturing

Digital investment creates jobs with critical value.

Your workforce and front-line teams are exhausted. In addition to trying to pace technology, there's a need to pivot to new systems.

Manufacturing companies need to skill up and be equipped at scale. To empower these unique B2B sellers and buyers, focus on user-centered digital tools. For instance, designing experiences that work at critical moments.

36%

CIOs of heavy manufacturing whose enterprise recently had some kind of disruption that said operating cost competitiveness had fallen behind.

— Gartner



Manufacturing

Customer truths to understand

IMPORTANT BRAND FEATURES

- Ongoing warranty support
- Improve return on investment
- Increase delivery efficiency
- Reduce total cost of ownership
- Invest operational budgets in Cloud and SaaS
- Selecting new, disruptive technologies
- Internet of Things (IoT) capabilities
- Partner around shared goals and outcomes
- Real time order status
- Better demand forecasting

Source: Hero Digital Signals Repository



Capabilities to unlock value



Trust and Data

Security can only go so far in keeping your data safe, your team has to buy-in.



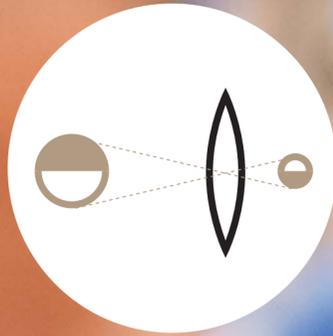
Empathy and AI

Design your code to create value for the customers, team, and other you serve.



Meaning and Cloud

Failsafe systems are critical to safety, making cloud accessibility a very real human concern.



Forward

KEYS TO SUCCESS

Socialization plan

Get the broader team involved in creating and/or validating insights, ideas, and impact.

Pragmatic vision

Give tangibility of the day-to-day impact, with big picture vision of why it will matter to customers.

Roadmap execution

Set a schedule and ROI time horizon that is bold enough to build energy and long enough to be possible.

WHY IT MATTERS TO PEOPLE

Engagement over division

Teams that are thoughtfully brought along throughout the process are champions in executing transformation.

Clarify to unify

When people know their job is secure, they support change and share the benefits broadly.

Responsive to change

A proven implementation process allows for adaptation when elements are delayed or deleted.



Introducing a new enterprise guardian to the world



THE SITUATION

As Gigamon evolved from a network hardware provider to a provider of services that closes this visibility gap—they needed a partner to help them position it for success.

HERO SOLUTION

Introduced Hawk, the first-to-market visibility and analytics fabric for the hybrid cloud. Delivered global go-to-market positioning, brand architecture, and messaging that clearly signaled their value as a service provider across not just NetOps audiences, but also SecOps and DevOps.

TRANSFORMATION OUTCOME

32K+

VISITS TO LANDING PAGE

1.6M+

BRAND VIDEO VIEWS

900+

EBOOK DOWNLOADS
SITEWIDE

67+

MARKETING
QUALIFIED LEADS



DIGITAL FOR PEOPLE



Vision

Accelerator

Where are you with digital transformation?



Cost of doing nothing

Companies that defer on digital transformation are unlikely to survive.

Ignoring the potential impact of the digital world won't change that people and systems are already progressing rapidly.



Cost of doing the wrong thing

Rushed digital initiatives often backfire or are met by customer indifference.

Whether failure is seen internally only, or is very public, there are sizable ramifications that impact the ability to function and grow.



Value of acting now

Swift, targeted responses to customer and stakeholder needs is the hallmark of thriving organizations.

Prioritization with a real plan for socialization inside and out is critical to digital transformation.



Value of doing it right

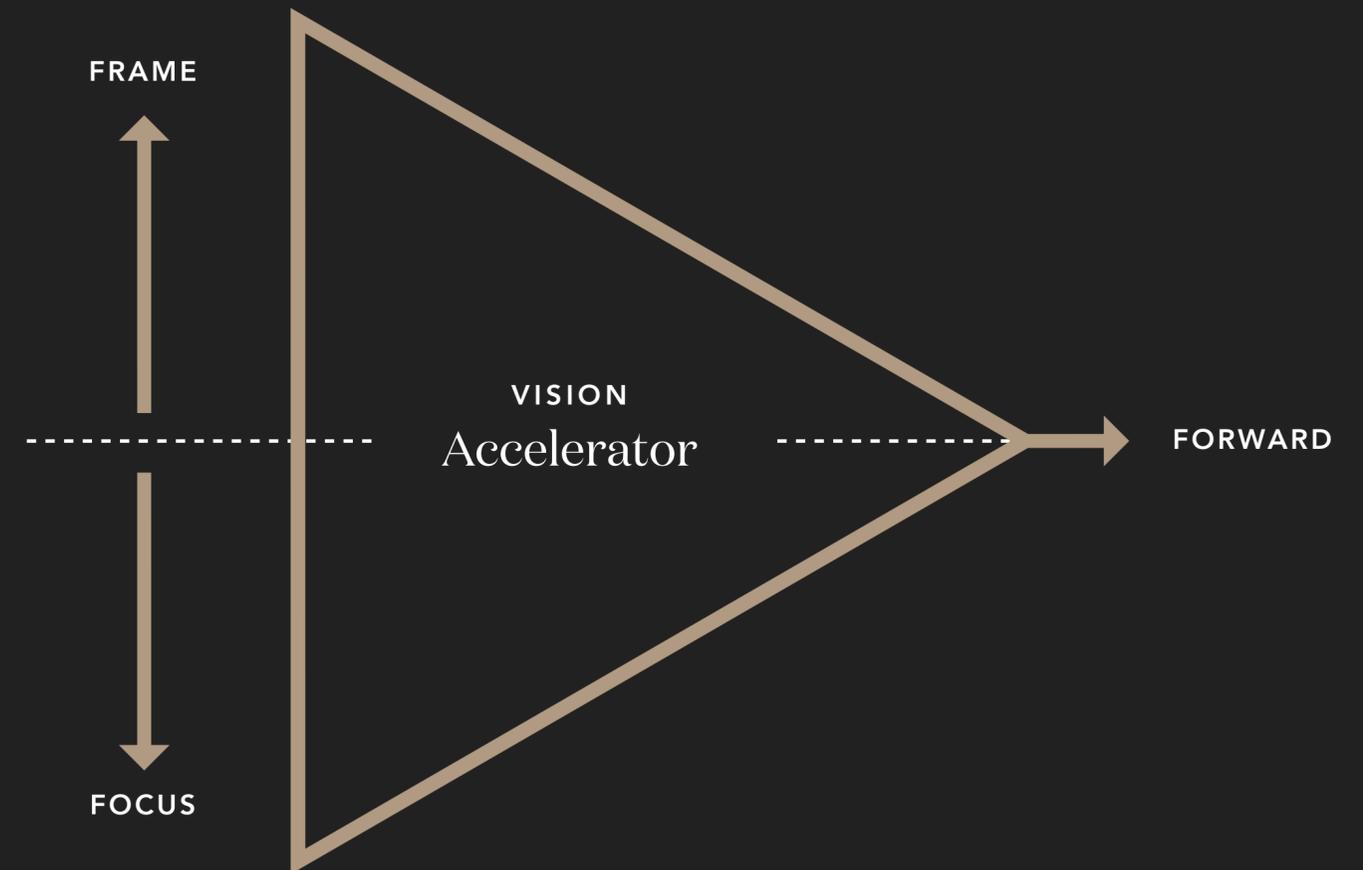
Markets respond to human needs worth solving, when executed flawlessly.

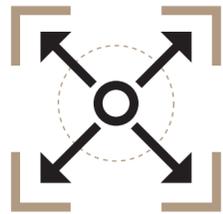
A robust approach and transparent process carry insights and ideas through to realize their full potential.

Accelerate Digital Transformation

No matter where you are in your digital journey, Hero Digital's Vision Accelerator Solution helps you jumpstart meaningful business transformation.

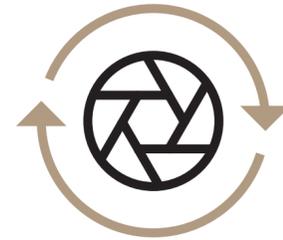
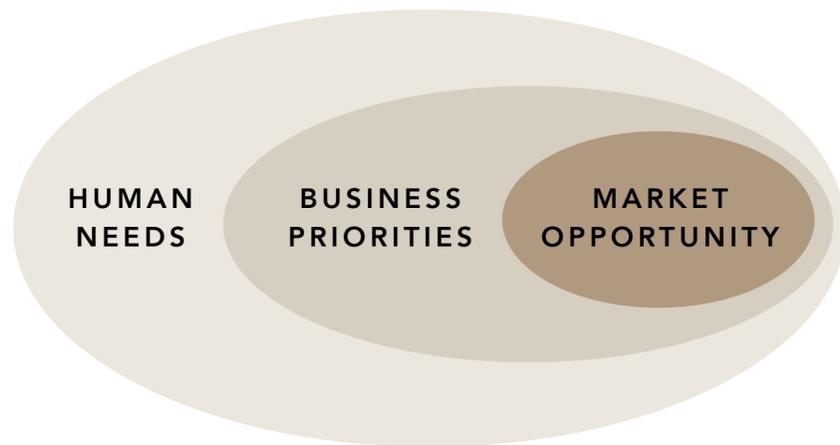
Through Vision Accelerator, we work with our clients to uncover possibilities, reveal opportunities, and create positive business outcomes.





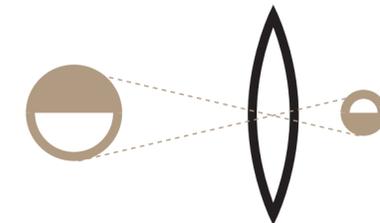
Frame

Frame your vision for change in the broader context.



Focus

Focus on opportunities worth pursuing.



Forward

Capture forward momentum to make an impact at scale.



Get a jump on your transformation

Hero works with you to streamline digital transformation by incorporating assets you've already completed as key inputs.

It's vital to review the work to see if important characteristics are woven through. For instance, demographic segmentation is common, but this narrow view compounds organizational blindness. Attitudinal segments, on the other hand, more accurately predict changes over time.

WHAT DO YOU HAVE ALREADY? CHECK ALL THAT APPLY...

- Attitudinal segment insights
- Socialized vision of future
- Indicators in+out of industry
- Psychographic personas
- Integrated digital vision
- Emerging signals/micro trends
- Behavioral journey set
- Aligned ROI expectations
- Customer of the future



Transform today

Accelerate your vision to plot a positive path forward for your company.

business@herodigital.com

CONNECT WITH HERO

H

Truth Beautifully