



DIGITAL FOR PEOPLE

Manufacturing Digital Playbook

How to make your digital transformation matter.

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Manufacturing Disruption

Complications in a complex world

Technological, market, and human challenges are placing increased pressure on manufacturing companies to reduce costs, improve customer experience, and increase profitability.

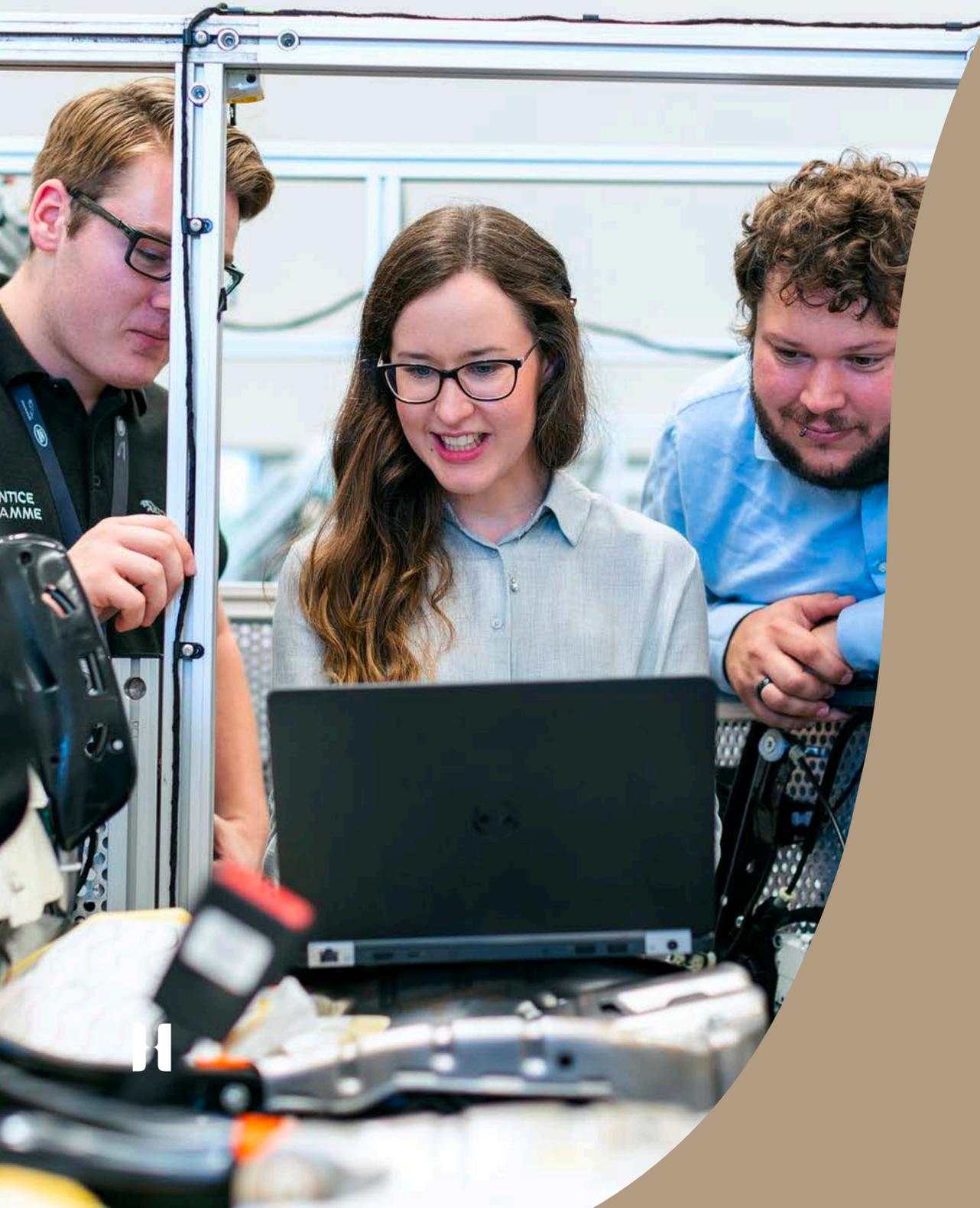
Workforce and front-line teams are exhausted. In addition to pacing technology, they're trying to pivot to new systems. Manufacturing business teams need to skill up and be equipped at scale.

36%

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

— Gartner





Intelligent Manufacturing

Digital acceleration creates human value.

Manufacturing leaders must act on both internal and external factors to succeed in an increasingly digital world. Human-centered digital tools are essential to this response.

Smart systems, with real-world scenarios factored in, equip business teams for what's here and what's coming. Digital manufacturing tools meet expectations with specific applications.

Manufacturing Digital 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.

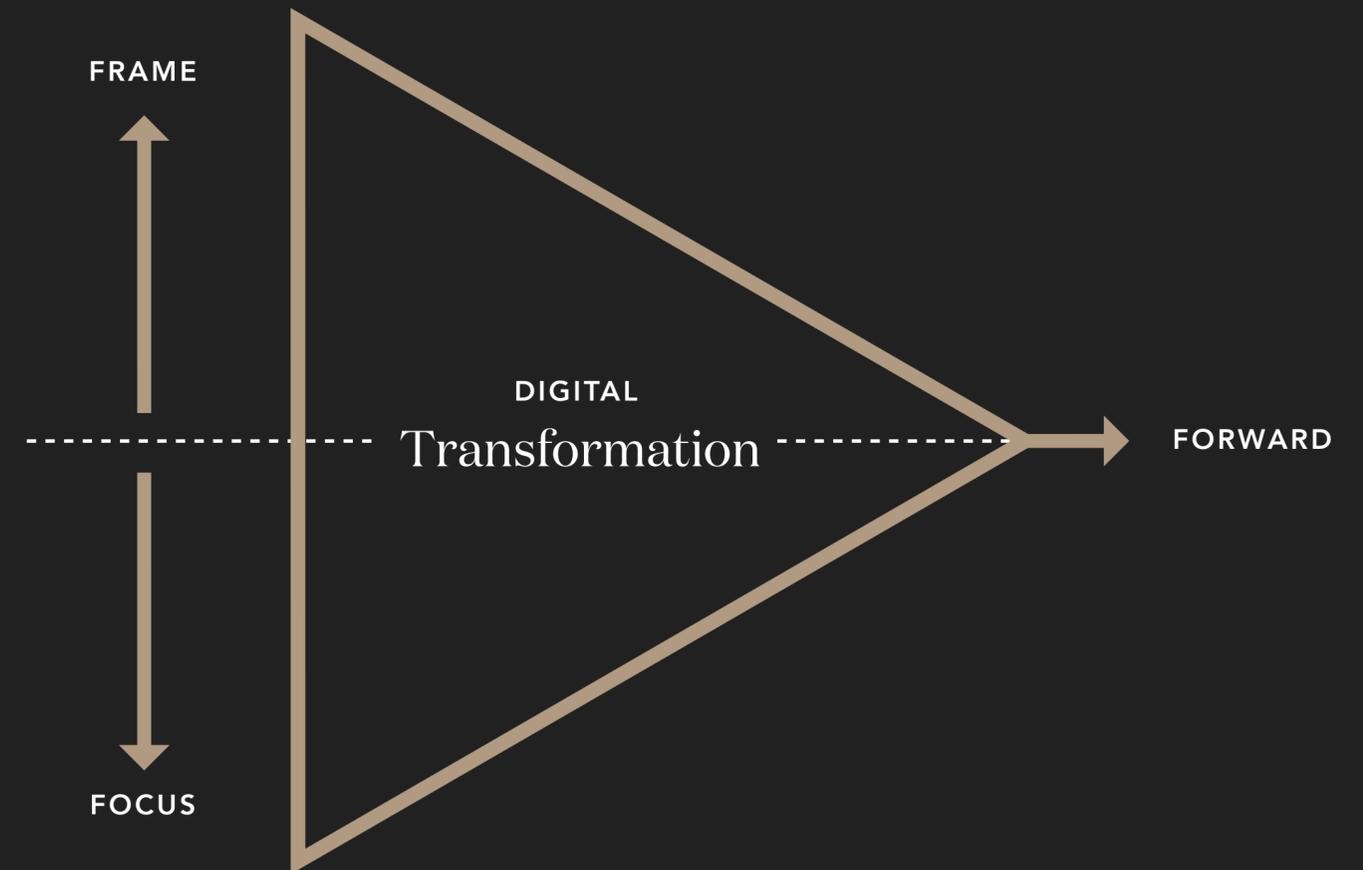
Hero Digital's Manufacturing Digital Transformation Playbook helps you focus your business strategy on what matters most to your customers and clients.

A clear vision for the future

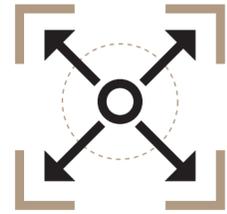
The path to meaningful digital transformation is a balancing act of vision and action.

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.

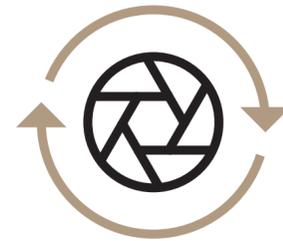


Achieve meaningful digital transformation with a human lens.



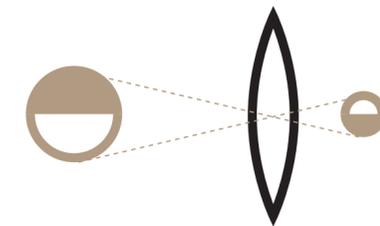
Frame

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

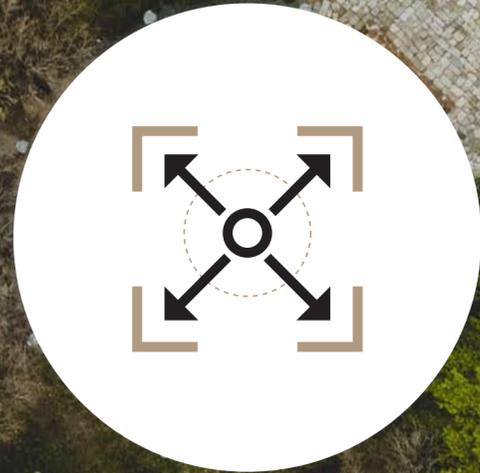
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Frame

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

Manufacturing organizations fail because their initiatives are dictated by inward-looking business priorities. Because 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

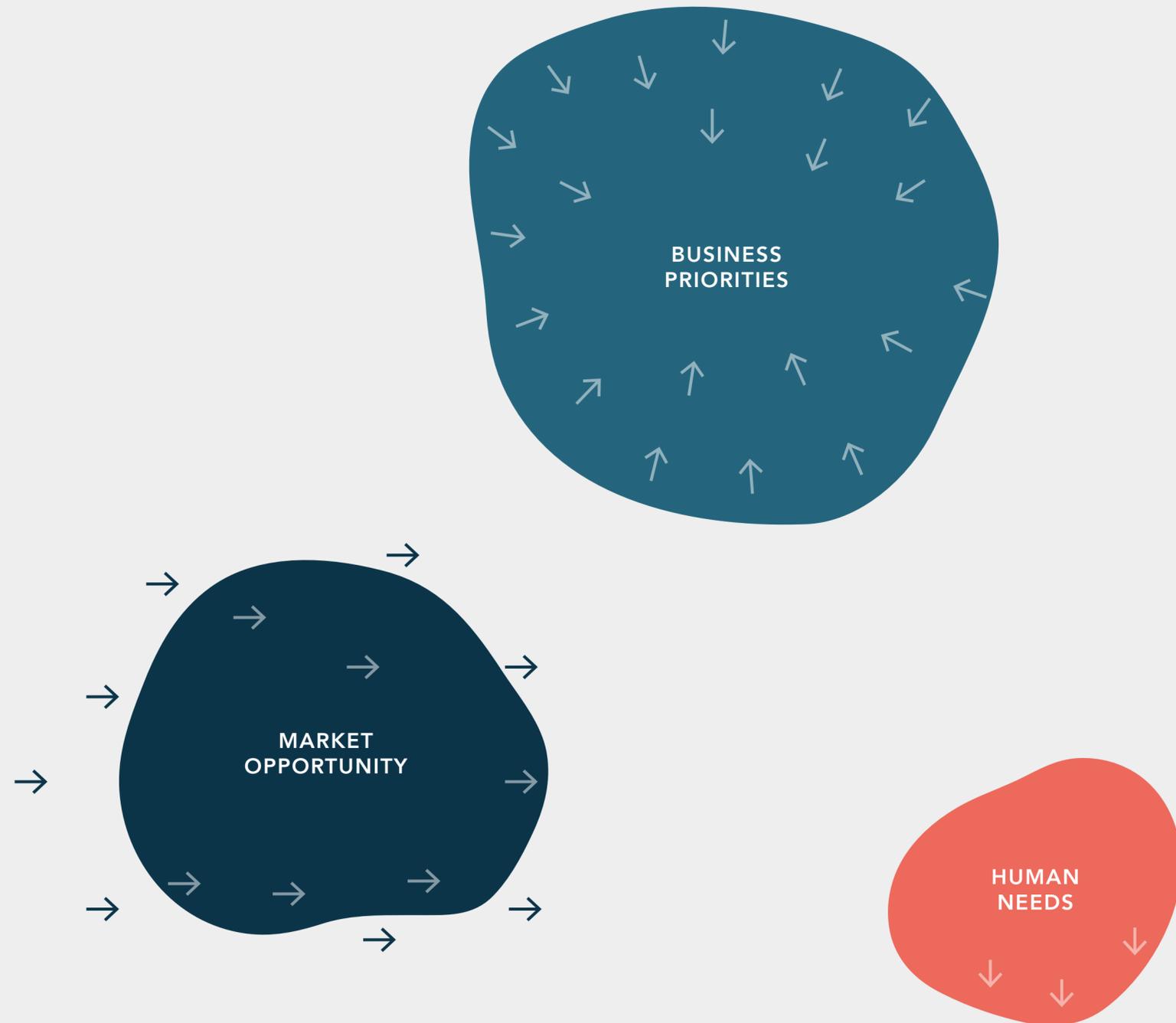
- Projections based on inaccurate data
- Chaotic processes create pushback

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

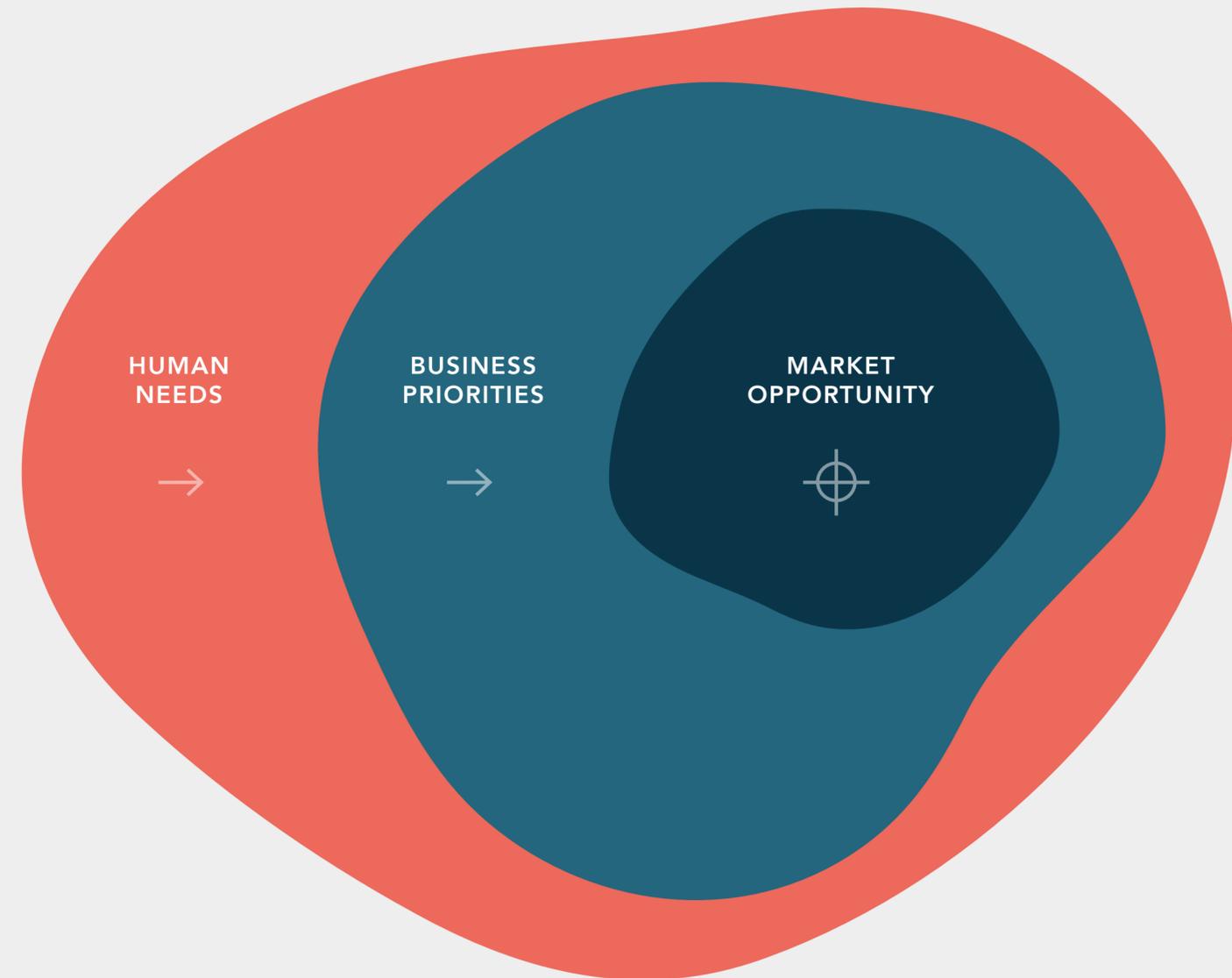
- Anticipates customer needs in real time
- Realistic solutions that adapt with time

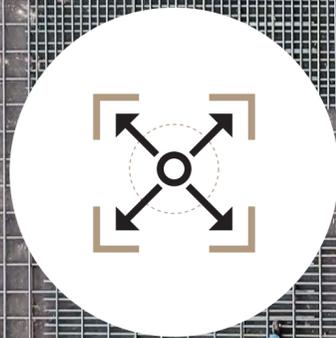
BUSINESS PRIORITIES

- 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

Use case context

Sharpen your understanding of the paths taken by key stakeholders, including your team, with specific mapping journeys.

An omnichannel customer journey is impactful, but internal manufacturing teams can also benefit from new digital tools. Identifying your team's pains today will help you create a better future for your company.

WHY IT MATTERS TO PEOPLE

Real pain points

→ When your internal team journey is complete, juxtapose other stakeholder paths to see what intersections emerge.

By looking into interaction moments, patterns will emerge that require clear solutions. Without fresh eyes, it's hard to identify which problems to solve with digital tools.

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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

Validation test and learn

As you identify solutions, some elements will be based on assumptions. Gaps in understanding are riskier and have a greater impact when they're wrong.

To mitigate mistakes, test assumptions during the concepting process. If you see where the fail point is now, you can avoid problems when the solution is deployed.

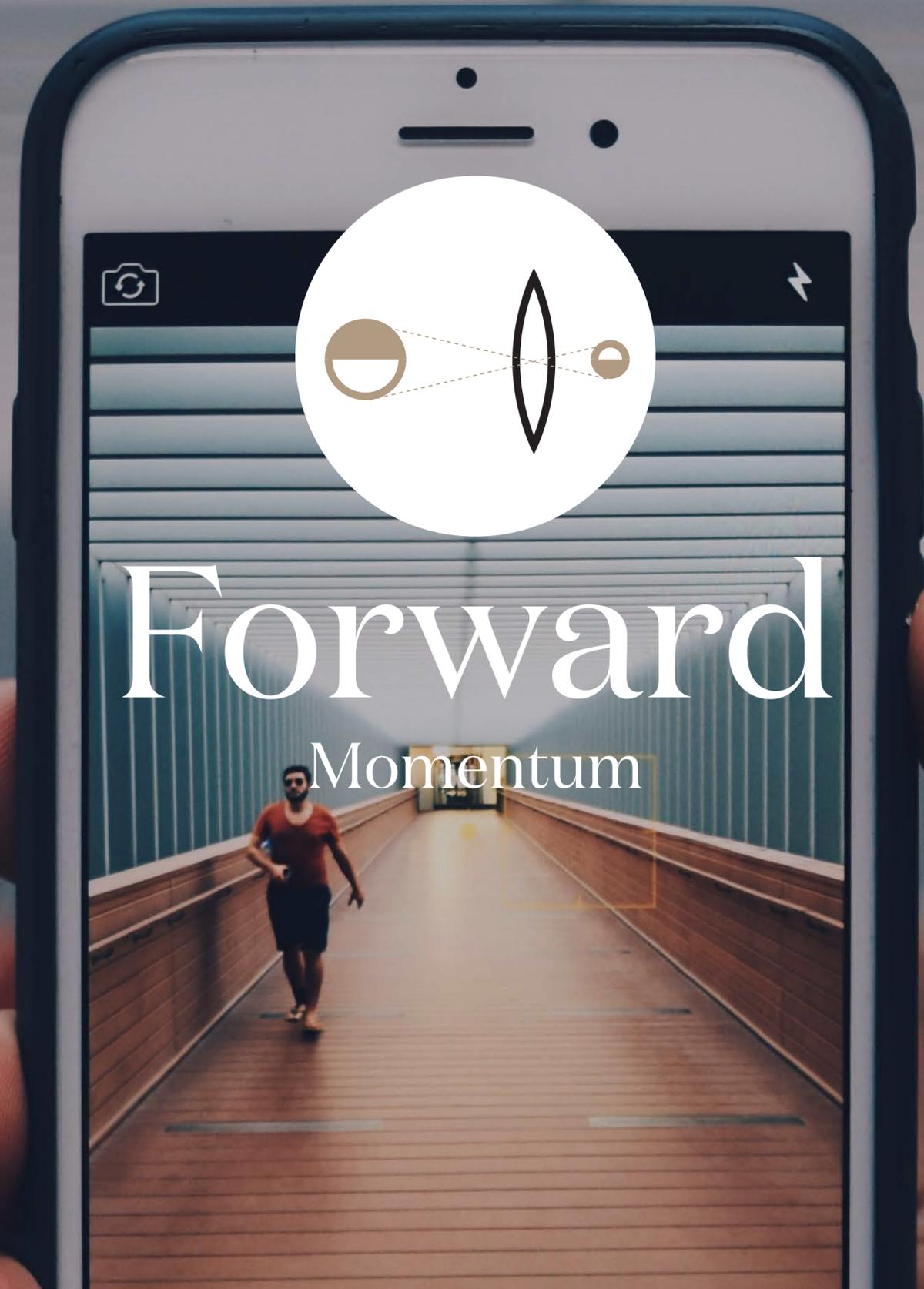


WHY IT MATTERS TO PEOPLE

Fail fast to prevent harm

No one wants their tools to break during a critical moment. This is especially true in the dynamic manufacturing industry.

Button size is a perfect example. Will the interface work with dirty hands? How often will users use their thumbs, mandating an increase in button size? Testing quickly and iterating often uncovers case-specific considerations.



How companies are creating momentum

Transformation is taking place across the manufacturing industry. Leading organizations are leveraging digital tools designed with a purpose.

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

Manufacturing business leaders are raising the bar by creating digital experiences that add value in new ways.



Manufacturing customer truths

Hero Digital’s Market Signals Repository looks at the top attributes that foster brand advocacy for customers across key industries.

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

Source: Hero Digital Signals Repository



UNIQUE OPPORTUNITIES IN DIGITAL

★ Improve return on investment

Digital tools that gather data in targeted and efficient ways give additional value to customers, proving out the value of their investment.

★ Selecting disruptive technologies

Accurately selecting emerging tech that will be relevant in the future is an important challenge in manufacturing. Ramifications, such as supply chain, make the decisions even more vital to get right.

★ Partner on shared goals and outcomes

More precision throughout the B2B business-customer relationship pays off for both. More accurate estimation leads to more efficient production, which allows for a bolder development cycle.

Unlocking human 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. Security can only go so far in keeping your data safe. Your team has to buy in.



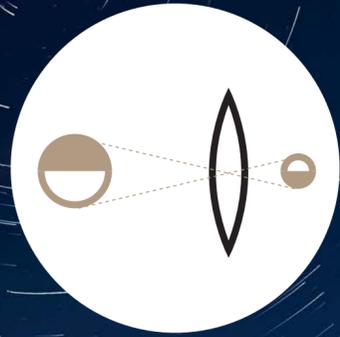
Empathy and AI

How one sees the world is apparent in decisions they make, regardless of how simple they are. Design your systems to create value for your team and the people you serve.



Meaning and Cloud

B2B manufacturing customers are willing to share personal information to access your brand and your experience value. Failsafe systems are critical for safety, making cloud accessibility a very real human concern.



Forward

KEYS TO SUCCESS

Vision and value story

To build the case for change, develop a compelling narrative with clear measures of success and direction that builds over time.

Weave together customer truth, market opportunity, and business priority alignment when constructing the story that explains the concept and changes the game.



WHY IT MATTERS TO PEOPLE

Inspire confidence

Being inspirational in moving concepts forward is about setting clear expectations about the levels of risk and reward.

Backing vision with tangibility comes from unique insights and the responsible use of data.

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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

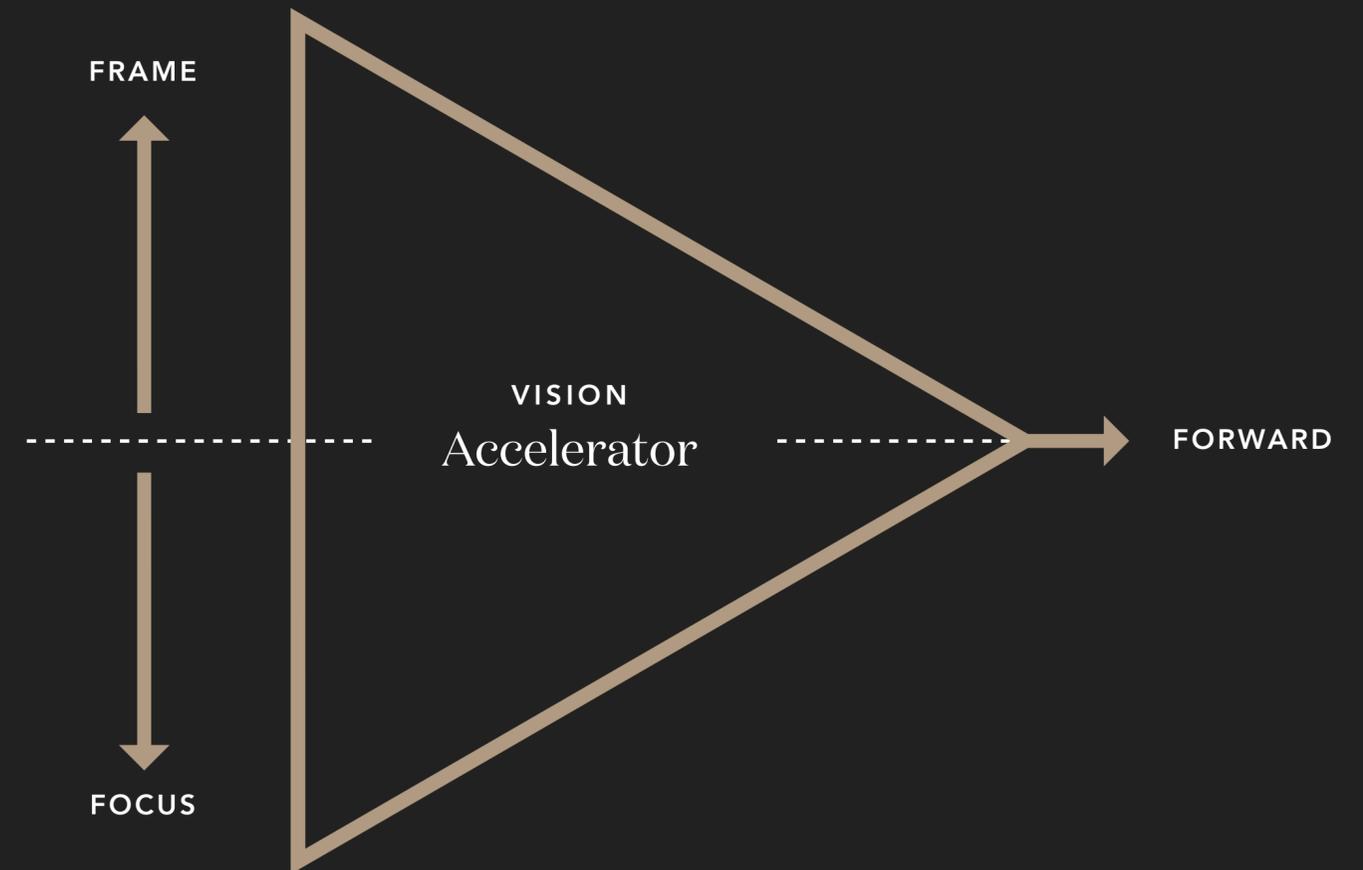
Markets respond to human needs worth solving, when executed flawlessly.

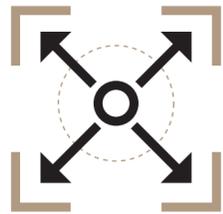
A robust approach and transparent process carry insights and ideas through to realize their full potential.

Accelerate Digital Transformation

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

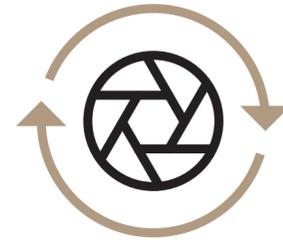
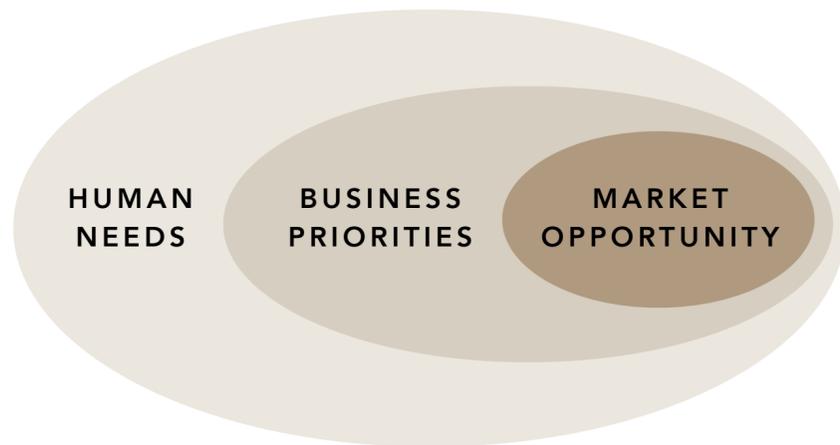
Through Vision Accelerator, we work with our clients to uncover possibilities, reveal opportunities, and create positive business outcomes.





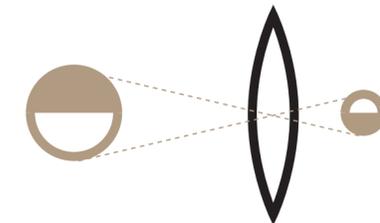
Frame

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

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Truth Beautifully