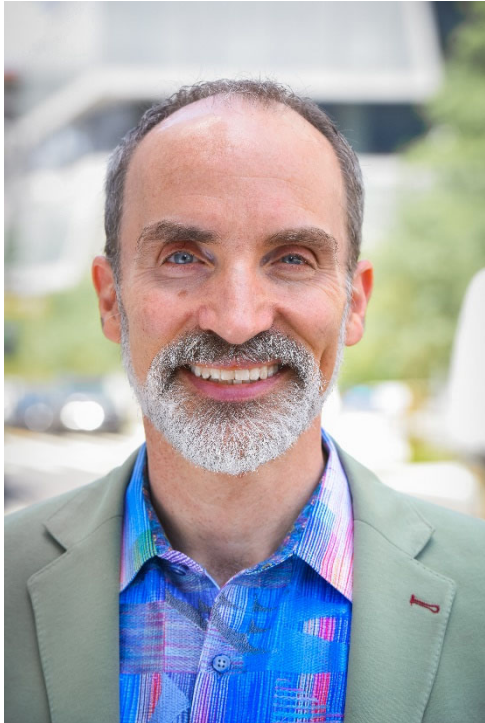


THE DIGITAL TRANSFORMATION ROADMAP

Rebuild your **organization** for **continuous change**



DAVID L. ROGERS



DAVID ROGERS
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Bestselling author
Faculty, Columbia Business School

David Rogers is the world's leading expert on digital transformation, a member of the faculty at Columbia Business School, and the author of five books.

In his newest book, "The Digital Transformation Roadmap" (2023), Rogers tackles the barriers behind the 70% of businesses that fail in their own digital efforts. He shows why every business must transform not just its products—it must transform the organization itself. Rogers offers a five-step roadmap to rebuild any organization for continuous digital change.

His previous landmark bestseller, "The Digital Transformation Playbook" (2016), was the first book on digital transformation and put the topic on the map. Now published in thirteen languages, it defined the discipline by arguing that digital transformation (DX) is not about technology; it is about strategy, leadership, and new ways of thinking.






Rogers has helped companies around the world transform their business for the digital age, working with senior leaders at corporations including Google, Microsoft, Citigroup, Visa, HSBC, Unilever, Procter & Gamble, Merck, GE, Toyota, Cartier, Pernod Ricard, China Eastern Airlines, NC Bank Saudi, and Acuity Insurance, among others.

Rogers regularly delivers keynotes at conferences on all six continents and has appeared on CNN, ABC News, CNBC, Channel News Asia, and in The New York Times, The Financial Times, The Wall Street Journal, and The Economist.

At Columbia Business School, Rogers is faculty director of executive education programs on digital business strategy and on leading digital transformation. He has taught over twenty-five thousand executives through his programs in New York City, in Silicon Valley, and online. His recent research has focused on new business models, innovating through experimentation, governance for growth, and barriers to change in digital transformation.

For new tools and weekly content from David, visit www.davidrogers.digital.

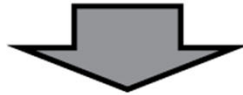
The DX Roadmap

DX Roadmap Steps	Key Concepts
<p>VISION</p>  <p><i>1. Define a Shared Vision</i></p>	<ul style="list-style-type: none">• Future Landscape• Right to Win• North Star Impact• Business Theory
<p>PRIORITIES</p>  <p><i>2. Pick the Problems that Matter Most</i></p>	<ul style="list-style-type: none">• Problem/Opportunity Statement• P/O Matrix• Venture Backlog
<p>EXPERIMENTATION</p>  <p><i>3. Validate New Ventures</i></p>	<ul style="list-style-type: none">• 4 Stages of Validation• The Rogers Growth Navigator• Illustrative vs. Functional MVPs
<p>GOVERNANCE</p>  <p><i>4. Manage Growth at Scale</i></p>	<ul style="list-style-type: none">• Teams & Boards• Iterative Funding Process• 3 Paths to Growth• Corporate Innovation Stack
<p>CAPABILITIES</p>  <p><i>5. Grow Tech, Talent, and Culture</i></p>	<ul style="list-style-type: none">• Tech & Talent Map• Modular Architecture• Culture-Process Map

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TOOL: Shared Vision Map

Set Your Scope



1. Future Landscape

Customers

Technology

Competition

Structural Trends

What If We Do Nothing?

2. Right to Win

Unique Advantages

Strategic Constraints

3. North Star Impact

Framing Questions

Statement of Impact

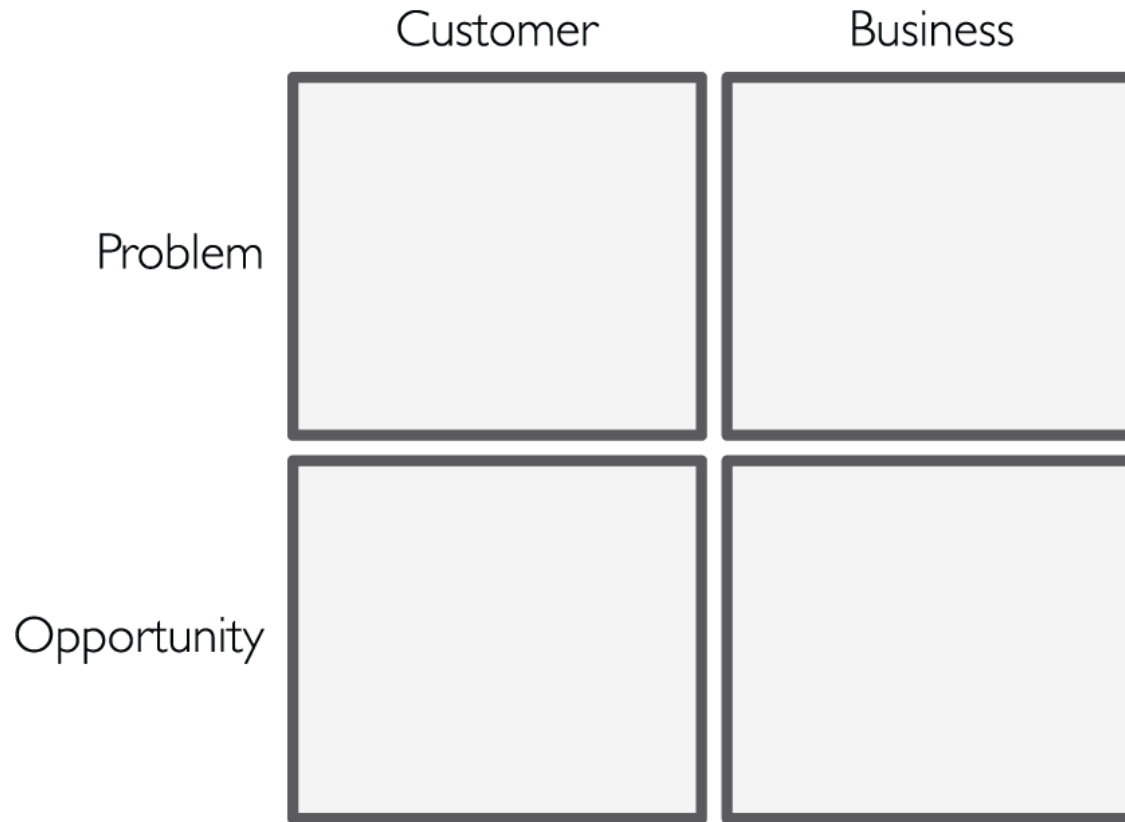
Definition of Success

4. Business Theory

Value Drivers

Causal Theory

The Problem/Opportunity Matrix



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Problem/Opportunity Statements

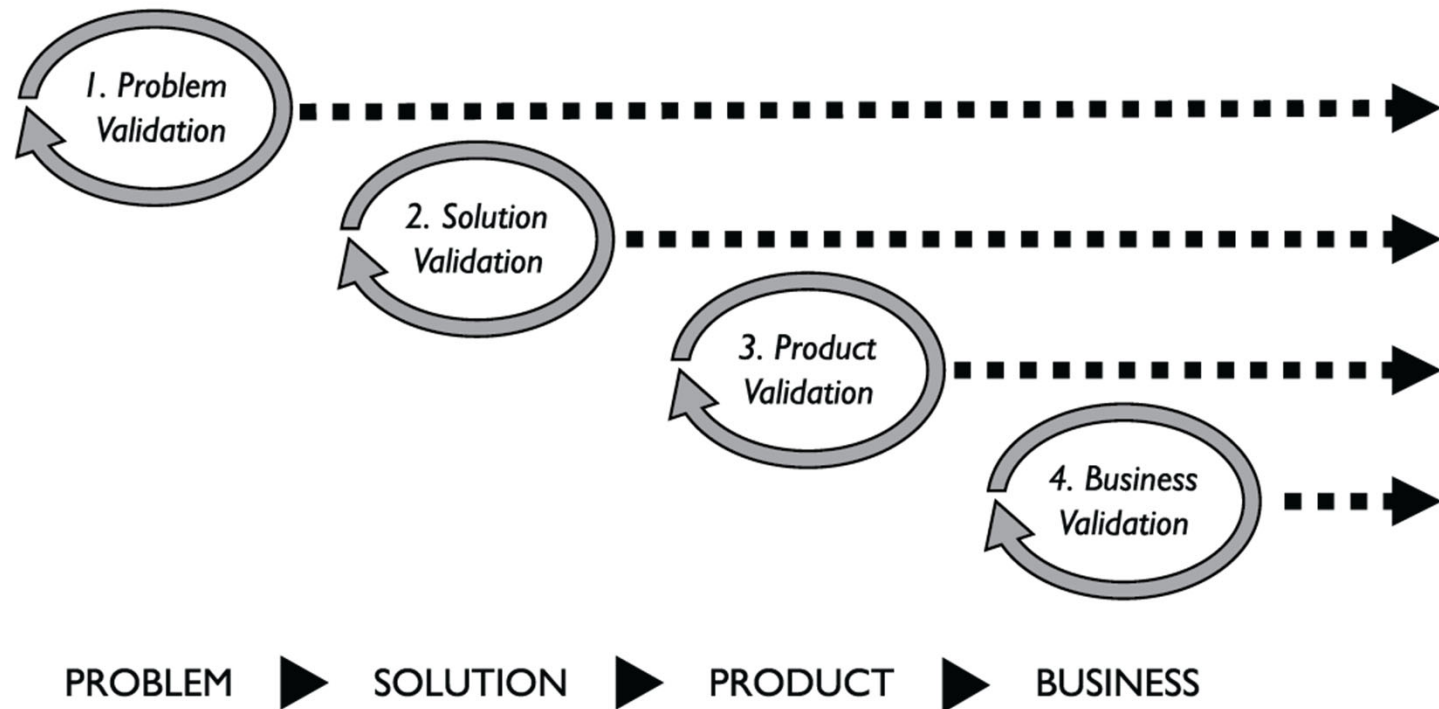
EIGHT QUALITIES OF GREAT P/O STATEMENTS

From my own observations and coaching of leaders on strategy across diverse settings, I have identified eight key principles of an effective P/O statement:

1. It is posed as the question “How might we. . . ?” (“How might we provide financial inclusion to unbanked communities?”)
2. It focuses on an important problem or opportunity to create value. (“Improve the customer’s digital path to purchase—from online discovery to e-commerce, to loyalty.”)
3. It takes the point of view of the customer or the business. If the P/O statement is for a customer, use language the customer would use (“works well on my current phone”); if it is for the business, phrase it in business terms (“upsell customers on our latest data plans”).
4. It focuses on the desired outcome (“improve tracking in our supply chain”) and avoids suggesting a solution (not “create a blockchain ledger to track our supply chain”).
5. It is open enough to inspire different choices. (“Enter the market for diagnostics,” not “acquire diagnostics company X.”)
6. It is narrow enough to give helpful guidance. (“Improve the in-store product returns experience,” not “create a better user experience.”)
7. It avoids compounds. (Instead of “reduce shipping errors and increase speed,” write one P/O to “reduce shipping errors” and another to “increase shipping speed.”)
8. It includes a measurable definition of success. (“Reduce employee onboarding time by 75 percent.”)

The real test of a P/O statement is the inspiration it sparks in those who read it. Remember that a good P/O will help you to fall in love with the problem, not the solution.

The Four Stages of Validation



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The Four Stages of Validation

Validation Stage	Key Question to Answer
1. Problem validation	Are we focused on a genuine problem for an actual customer?
2. Solution validation	Does the customer see value in our proposed solution?
3. Product validation	Can we deliver a solution that customers use?
4. Business validation	Can we capture sufficient value from this innovation?

TOOL: Rogers Growth Navigator

I. PROBLEM VALIDATION

Problem	Customer
<i>Problem Definition</i>	<i>Addressable Segments</i>
<i>Existing Alternatives</i>	<i>TAM</i>
<i>Unmet Needs</i>	<i>Early Adopters</i>

2. SOLUTION VALIDATION

Value Proposition	Solution
<i>Value Elements</i>	<i>Delivery & Design</i>
<i>Job to Be Done</i>	<i>Competitive Differentiation</i>
	<i>Feature Roadmap</i>

Top-Line Summary *For [Customer] who [Problem], X is a [Solution] that [Value Proposition]*

Metrics That Matter Now *3-6 key metrics right now*

3. PRODUCT VALIDATION

Usage	Delivery
<i>Customer Use Cases</i>	<i>Business Activities</i>
<i>Customer Journeys</i>	<i>Technical Requirements</i>
	<i>Compliance & Risk</i>

Capabilities	Right to Win
<i>Key Assets</i>	<i>Unique Advantages</i>
<i>Key Skills</i>	<i>Competitive Benefits</i>
<i>External Partners</i>	<i>Deepen the Moat</i>

4. BUSINESS VALIDATION

Value Capture	CLV
<i>Revenue Model</i>	<i>CLV by Segment</i>
<i>Paying Customers</i>	<i>Acquisition</i>
<i>Cost/Risk Savings</i>	<i>Retention</i>
<i>Non-Monetary Value</i>	<i>Expansion</i>

Cost Structure	Path to Profit
<i>Fixed Costs</i>	<i>Profit Formula</i>
<i>Marginal Costs</i>	<i>Time Frame</i>
<i>Scale Economies</i>	<i>Maximum Upside</i>

TOOL: Corporate Innovation Stack

I. STRUCTURE'S CHARTER

Structure: Mission

Mandate *P2 vs P3* *Goals & Metrics*
Resources *Leadership*

Structure: Process

Talent Pool *Recruiting*
Independence *Learning*

2. BOARD'S CHARTER

Board: Members

Composition *Abilities*
Responsibilities

Board: Process

Pipeline *Portfolio* *Resources*
Iterative Funding *Handoffs*

3. TEAM'S CHARTER

Team: Members

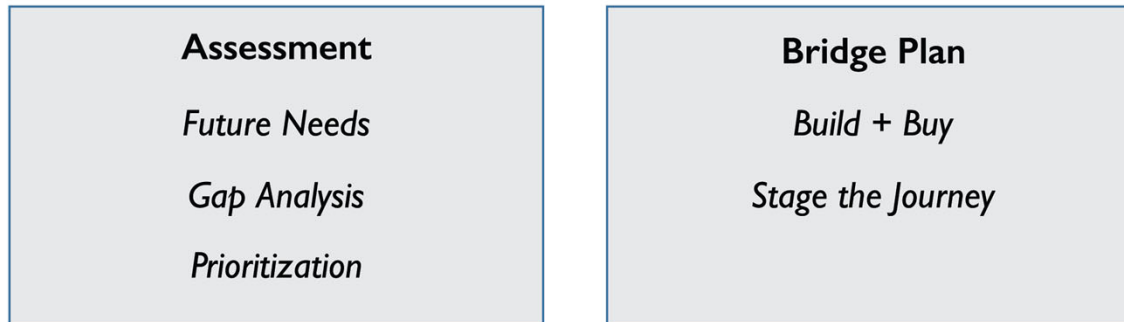
Composition *Commitment*
Incentives

Team: Process

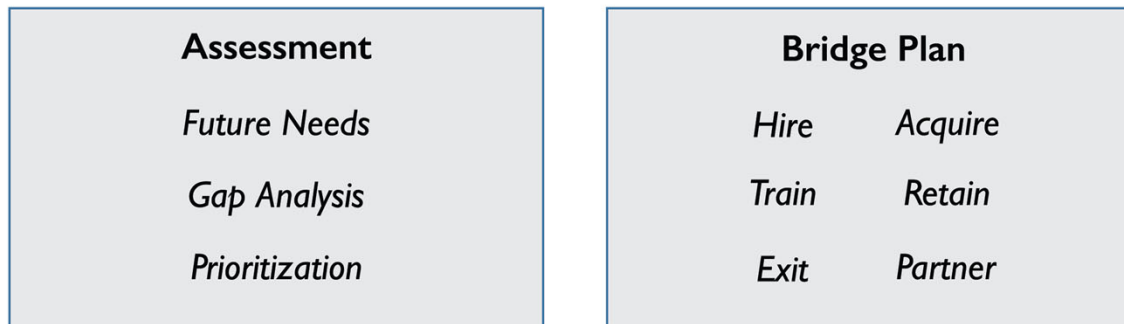
P/O Statement *Metrics*
Experimentation *Decision*
Methods *Rights*

TOOL: Tech & Talent Map

I. TECHNOLOGY CAPABILITIES



2. TALENT CAPABILITIES



TOOL: Culture-Process Map

1. Define Your Culture

From > To

This, Not That

Principles

2. Communicate Your Culture

Stories

Symbols & Actions

3. Enable Your Culture

Big Three Processes

Other Processes

Praise for *The Digital Transformation Roadmap*

“Required reading for corporations grappling with how to thrive in the digital age. Rogers takes you behind the scenes of companies that are getting digital transformation right to drive real organizational change.”

—**Athina Kanioura, Chief Strategy and Transformation Officer, PepsiCo**

“To succeed in today’s digital revolution, companies must reinvent not just their business models but also their organizations. Rogers’s book gives you the essential tools to tackle both challenges and to lead any established business to real and lasting transformation.”

—**Alex Osterwalder, CEO, Strategyzer, and inventor of the Business Model Canvas**

“Rogers opens the doors on what makes transformation work inside high-performance organizations. The key: engaging your own people at every level and every function of the business. Don’t miss this book!”

—**Philipp Wohland, Chief People and Transformation Officer, Virgin Media O2**

“*The Digital Transformation Roadmap* lays out the five fundamental steps for corporate transformation. It’s the essential resource for corporate leaders navigating continuous change.”

—**Steve Blank, the “father of modern entrepreneurship” and coauthor of *The Startup Owner’s Manual***

“To thrive while facing disruption at every turn, leaders must reinvent their companies again and again. *The Digital Transformation Roadmap* shows them how. In these pages, Rogers provides the indispensable guide for how to drive continuous change.”

—**Chris Reid, Executive Vice President, Identity Solutions, Mastercard**

“When it comes to digital transformation, don’t get overly enamored with the *digital* and instead pay close attention to the *transformation*. That’s the key lesson of Rogers’s book, which calls on everyone in the enterprise, not just the IT team, to drive change.”

—**Geoffrey Moore, author of *Crossing the Chasm* and *Zone to Win***

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