

# DIGITAL TRANSFORMATION

Simple As Flicking A Switch



Despite the fact that a lot of companies have already started going digital, it has been hard to make any real change in the business. It is not as simple as just thrusting digital products and innovative technologies to the company and waiting for magic to take place.

Take for instance GE, Ford and other major players in the market. They spent \$1.3 trillion on digital transformation, however, 70% of which (approximately \$900 billion) was wasted on unsuccessful programs.

We ask, why? The reason was, they failed to effectively communicate their purpose, strategy, goals, and outlook to their employees.

In this article, we will dig deeper into what it really takes to be successful in the digital world. We will explain the significant elements involved in digital transformation. We will also provide insights on how to be truly transformative and stay competitive.

## **BELOW ARE THE 4 VITAL ELEMENTS THAT CAN BRING SUCCESS TO DIGITAL TRANSFORMATION:**

### **1. Technology**

The apparent innovative technology is astounding. However, even though most new software is easy to use, understanding the transformational opportunity digital offers is difficult. Including adapting and integrating new software and data with existing systems and revenue pricing structures. As a matter of fact, most companies have existing legacy technologies that are not easy to change. Solving this issue is difficult, but not insurmountable, as having the right people will help you a lot. You need people to have technological knowledge and the capability to work with each other to solve technical data issues as they arise during the project.

Unfortunately, a lot of businesses have lost confidence in their IT department's capacity to bring about a major change. They believe that the IT manager's main function is to make sure things are ticking over okay rather than driving innovation or fixing problems. Failure in all areas are common with serial project delays, limited innovation value and zero margin returns.

Nevertheless, digital transformation should include institutional IT. Therefore, rebuilding faith is very important. That is, with every technological innovation, technologists should give and show business value. They must possess the strategic sense to create technological choices that give stability to innovation and dealing with technical issues in an effective and timely manner. So, technology leaders should be effective leaders and admit when they don't know what to do and clearly communicate when they do know.

## 2. Data

Data in most companies today is not up to basic standards. The accuracy of transformation needs better data quality and analytics.

Data has an interesting contradiction. Major businesses know data is relevant and they know the quality is not good, however, they still waste vast resources by not setting up the right roles and responsibilities. Same with technology, talent with great knowledge in data is needed. The capability to convince people to undertake new roles as data, customers and data creators are significant. Meaning, contemplating and communicating the data needed today and after the transformation.

### 3. Process

Transformation needs reevaluating approaches to meeting customers needs, the capacity to lead across silos, and smooth connection of work activities and going forward. A natural fit for these needs is process orientation. A business can have small improvements but without process management, it can't truly be transformative.

To build talent, look for the capability to control or organise – aligning silos favouring the customer to improve existing processes and create new ones. Make sure that it comes with a strategic sense that can tell when incremental process improvement is enough and when radical process re-engineering is needed.

### 4. Change Capability

The ability to change includes courage, emotional intelligence, leadership, teamwork, and other elements of change management. Anyone responsible for digital transformation should have the know how. It is important to look for those with excellent people skills.

## IMPLICATIONS

- Many companies have legacy technologies that are not easy to change. Solving this issue is difficult, however, having the right people will accelerate the ROI from digital projects.
- The primary principle of digital transformation lies in how the organisation adapts to the ever growing market and how the human resources focus on future goals and the digital tools take care of the present. It also means that the employees in the organisation should adapt to the changing systems with time.
- The most valuable thing from making a plan, to designing and modifying, to working hard over a period of time over the details, is all about people. That is to say, talent is essential to digital transformation.

## CONCLUSIONS

Failure to properly implement the 4 elements above will ruin all digital transformation programs.

Technology is the engine, data is the fuel, process is the guidance system and organisational change capability is the landing gear in digital transformation. All these four elements must work together. Automating a process that doesn't work makes no sense.

## TAYLOR WELLS IS A GLOBAL PRICING & ORGANISATIONAL ADVISORY FIRM

Since 2014, our single focus and mission is to help our clients deliver increased profitability today and ongoing through our end to end approach to pricing transformation initiatives.

We work with leaders and pricing teams to develop pricing strategies, tests and trials to drive profitability. We work with sales directors to isolate the activities that lead to revenue growth and then build the tools, structures and processes to get there faster. We work with HR and marketing leaders to design organisational structures, roles and responsibilities to accelerate business outcomes and embed sustainable EBIT growth. We work with HR to hire the right pricing managers and advise them on how to build, reward, develop and motivate their pricing teams and commercial function. And, we help pricing professionals navigate and advance their careers.

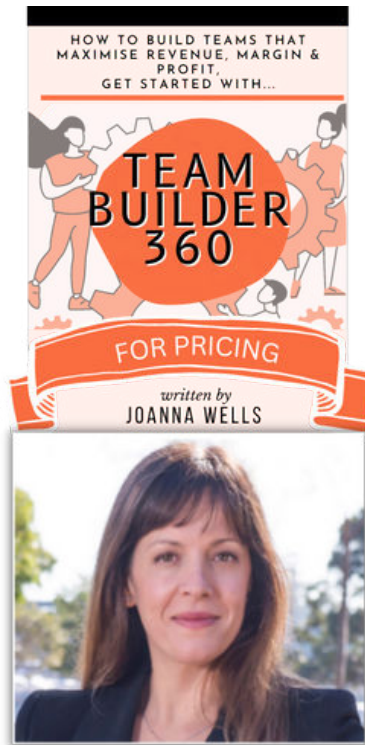
## SERVING CLIENTS ACROSS THE GLOBE



### THE ROI

## THE REAL FINANCIAL BENEFITS

The key differentiator of our offer is that we enable our clients to internalise the pricing expertise so that they can build a sustainable pricing system that generates at least 3% - 10% additional margin each year.



## JOANNA WELLS

Director

BA / MA Arts, Msc Science  
University of Cambridge

“My passion is building world class pricing organisations using the latest pricing strategy, people and operations. My mission is to maximise and combine the power of strategic pricing, teams and culture to help leaders and teams drive profitable revenue growth.”

### FOUNDER

## MANAGING DIRECTOR

Joanna Wells is the founder and managing director of Taylor Wells Advisory, a pricing and organisational advisory firm that supports Fortune 500, private Equity and ASX Listed companies in pricing & organisational strategy, commercial capability building and talent strategy and recruitment since 2014.

A Cambridge University qualified psychologist with over 12 years' experience in latest pricing and organisational consulting across B2B and B2C markets in Australia, the USA, the UK and Ireland; 25 years experience in industrial psychology & hiring; Joanna's sole focus and specialisation is helping business leaders build world class pricing organisations.

Joanna has worked on > 23 major pricing transformations, studied > 100 firms' pricing strategy and culture, evaluated 7,000 global pricing skills and capability assessments, and interviewed over 4,000 executives and managers around the world to answer complex pricing and commercial problems:

- How can we accelerate the ROI in pricing in < 12 months?
- How can we move the business from cost plus to value based without disrupting teams, customers and operations?
- How can we build high performance pricing organisations?
- What's the best way to integrate a new pricing team and/or system in the business?
- Why do over 70% of price change / improvement initiatives fail?



# EVIDENCE

## OUR RESEARCH

Our findings show that with the right strategy, set up and pricing team in place, incremental earnings gains can begin to occur in less than 12 weeks. After 3 months, the team can capture at least 1.0 to 3.25 per cent more margin using better price management processes. After 6-12 months, businesses are very often generating between 3 to 10 per cent additional margin each year as they identify more complex and previously unrealised opportunities, efficiencies and risks.

## OUR CAPABILITIES

Our unique strategy advisory de-risks pricing strategy development. Our optimised commercial system ensures your teams drive an efficient and effective transformation process. Our scalable design structures and processes; and research and experience that spans over 25 years and over 23 major pricing transformations around the world, ensure your teams learn and embed the right skills, at the right time to drive the right outcomes - no matter how tough the challenge or how challenging the business culture.



### PRICING & ORGANISATIONAL STRATEGY

Our focus is to enable leaders and pricing teams to develop and implement best-in-class pricing strategy. Unlike traditional consultancy, we strongly believe that the pricing transformation is powered through your teams from start to finish, not consultants. Our advisory, expertise and optimised systems support and guide teams to reach outcomes faster. Our expertise lies in enabling and supporting teams to be the best they can be using best-class pricing strategies, structures and practices.



### COMMERCIAL CAPABILITY BUILDING

Unlike traditional consultants, we specialise in unlocking the value of your teams & culture to drive & capture commercial strategy faster. Our optimised commercial system covers the basic pricing skills. Just like a fitness programme. Then, it builds up from there as teams master new skills, kick key milestones, reach personal and team goals, and achieve shared outcomes.



### PRICING TEAM ASSESSMENT & EVALUATION

We are world leaders at identifying and evaluating the pricing talent you need compared to the talent you have to prepare teams for a pricing transformation. Our founder, Joanna Wells, started her undergraduate research in devising multi trait assessments & evaluations to identify high performance leaders and specialist financial teams at the University Of Cambridge, Great Britain, 22 years ago. She further developed her research as a post graduate at Manchester Business School; and continues to invest in research and development at Taylor Wells Advisory. We have now collected millions of data points and valuable insights on high performance pricing strategies, teams, business culture and pricing transformations. Our objectivity and unique research and data is crucial to strategic decision making at the executive and board level. Our clients rely on us to mitigate risk and safely forge a clear path forward.



### PRICING RECRUITMENT

Our consultants are all highly qualified executives with backgrounds in pricing, economics, finance, psychology at the post graduate level. Our consultants also hold professional industry certificates in accountancy and industrial psychology and testing and all practice best-in-class value based pricing. We know exactly what great pricing talent looks like, and have worked with world leading pricing functions and executives around the world to find the right pricing professionals for their pricing and revenue management roles and transformational projects.



### SCALABILITY

We have created a scalable and optimised commercial system called Value Culture to enable leaders to build and embed commercial strategy development and price-setting capability across all teams in a business.



## SELECT TAYLOR WELLS CLIENTS

Taylor Wells has had the pleasure of working with many top companies in a variety of industries.



## SELECT TAYLOR WELLS PRESS ARTICLES & NEWSPAPER FEATURES

Taylor Wells has had the pleasure of working with many top newspapers, magazines to educate on business, teams, psychology and pricing related topics.

