



# THE STRATEGIC GUIDE TO DIGITAL BUSINESS TRANSFORMATION

Your digital transformation journey begins with us

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# from the editor

Dear Digital Transformer,

Are you considering digital transformation for your company? Then you are in the right place.

Digital Transformation is no longer a buzzword. Many believe that 2020 will be the year of the 'Digital Industrial Revolution'. Digital Transformation refers to the leveraging of digital technologies in the strategic transformation of an organization by its leaders. Transformation is not limited to just commercial businesses.

Governmental or societal bodies are also looking to digital technology to enable them to reach their objectives.

Digital Transformation is all about People. Mark Lemonis states that there are 3 key elements to building a successful business: **People**, **Product**, and **Process**. Digital Transformation will involve all three, and it's vital to know from the outset that they are interconnected – but the People element will be the driving force.

## MYTH = DIGITAL TRANSFORMATION IS ABOUT TECHNOLOGY

Whether your decision to transform is driven by changing customer behavior, the economic situation or regulatory changes, the result will be felt by the entire organization, impacting both technology and culture.

**Start by asking yourself: why, what, and how do we need to transform?**

In this eBook, we will focus mainly on digital business transformation by examining the challenges and opportunities that need to be taken into consideration before embarking on your journey. With interviews and results from our survey of digital transformers, this strategic guide is your starting point before embarking on your digital transformation journey.

Happy reading!



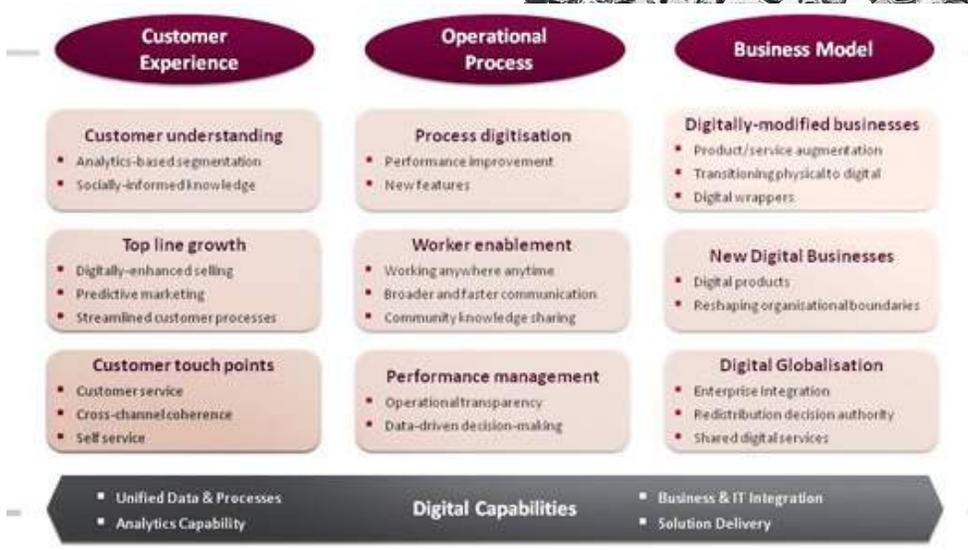
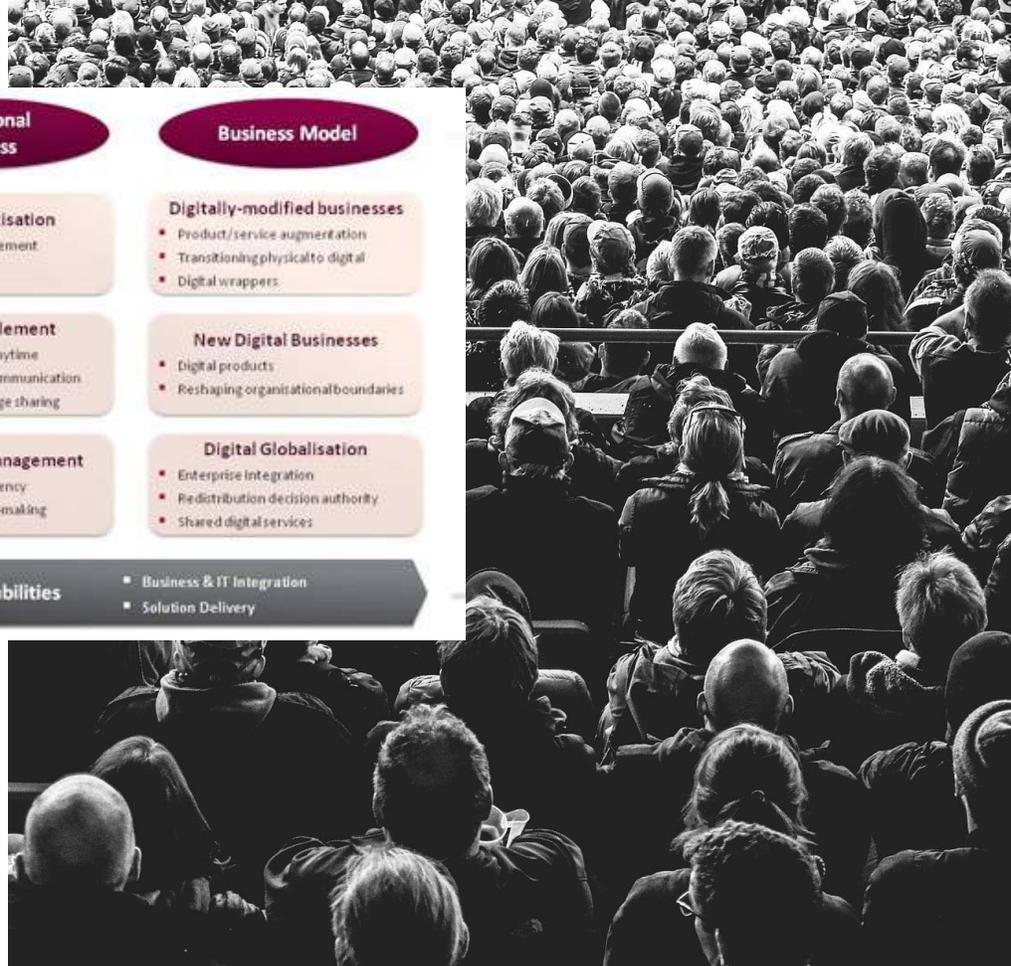


Chart by  
**CAPGEMINI & THE MIT  
CENTER**

# the concept

CapGemini and the MIT Center for Digital Business were the first to put together a digital transformation framework, breaking it down into 3 categories: **Customer Experience**, **Operational Process**, and **Business Model**.

Customer-centricity is a huge trend that came out of the emergence of the digital world. Digital tools allow companies to engage with potential/current consumers in real-time and gather in-depth analytics on their behavior. This "socially-informed knowledge" has driven many companies to transformation, putting the customer first and leading to extreme growth. Paying particular attention to the customer touchpoints like customer service, and closing the loop on your

cross-channel activities is important to improve your customer experience.

In any digital transformation, your operational processes will be affected. The process of digitization will streamline your performance, but it's important to consider your workforce here. On the one hand, enabling your workforce to be more flexible, on the other changing their routine. Any transformation will be halted if your colleagues are not on board. So, before any major changes take the time to get them invested in your goals.

Many digital transformation stories have actually led to shifts in business models, with new product opportunities opening up, and traditional boundaries disappearing. This shift can lead to a redistribution of roles. Take Coca-Cola who recently restructured, removing the role of CMO and creating the roles of Chief Growth Officer and Chief Innovation Officer.



# the reality

Before we get into the nitty-gritty of the digital transformation journey, it's important to understand the key realities behind transforming your business.

## relationship with IT

Digital transformation by nature involves technology, whether that be adapting existing or choosing new platforms to leverage. The transformation is likely to stall, without the backing and support of your IT team.

## led from the top

Any strategic transformation has to be led from the top. Digitization will affect the core practices and culture, igniting huge change within a business. Leaders must offer clear communication, and ensure buy-in or the transformation will fail.

## common traits

All digital leaders share certain characteristics, beyond a senior position.

- They have a clear vision
- They communicate this vision clearly, regularly influencing their colleagues by promoting progress and success
- They understand their business model
- They crave growth and look for new revenue avenues at every turn
- They own analytics and use the data to make informed decisions
- They cultivate talent and build teams that act as an organism
- They are adaptable
- They are informed about their market and most importantly about their customer



# the drivers

Digital transformation is driven by multiple factors, dependent on the industry.

## customer behavior

Changing consumer behavior or demands is the single biggest driver of digital transformation, for two reasons:

1. Digital tools have empowered the consumer, making them more knowledgeable, and more in control than ever before; and
2. We are data-rich. With analytics and data coming out of our ears, businesses are uniquely placed to identify and answer new trends.

## 'brick-and-mortar' is disappearing

Customers are increasingly favoring digital portals, and no longer heading to traditional brick-and-mortar locations to purchase.

## mobile

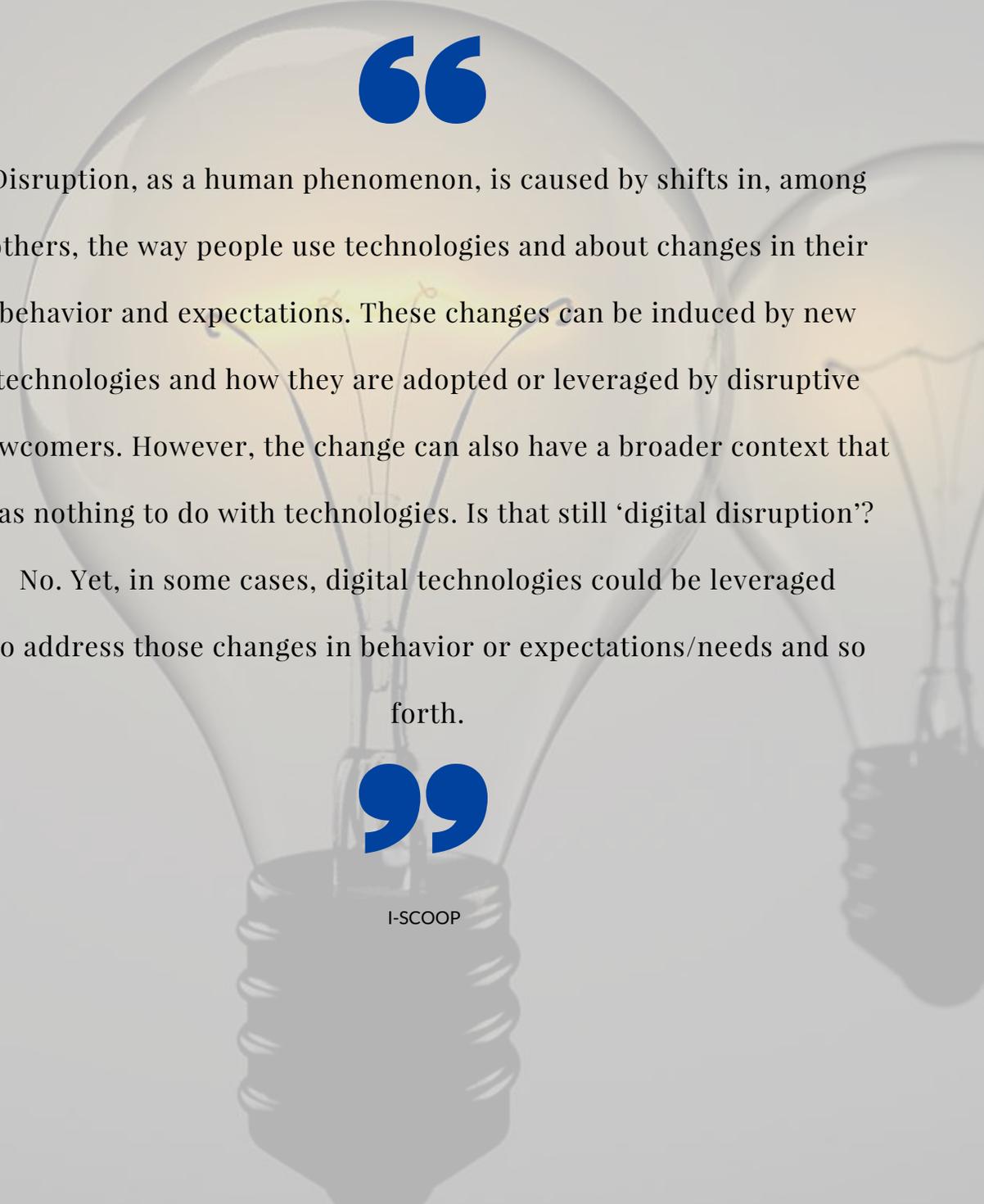
Increasingly customers are using mobile devices. It is now imperative to offer mobile-friendly technology.

## digital overtaking traditional

Just as the traditional brick-and-mortar store is losing foot traffic, traditional channels of communication are losing popularity in favor of newer digital platforms.

## analytical & reporting capabilities

Digital platforms empower the customer. They also empower enterprise, by offering increased analytical and reporting capabilities.



“

Disruption, as a human phenomenon, is caused by shifts in, among others, the way people use technologies and about changes in their behavior and expectations. These changes can be induced by new technologies and how they are adopted or leveraged by disruptive newcomers. However, the change can also have a broader context that has nothing to do with technologies. Is that still ‘digital disruption’?

No. Yet, in some cases, digital technologies could be leveraged to address those changes in behavior or expectations/needs and so forth.

”

I-SCOOP



# challenges

There are many potential challenges that can arise from undertaking digital transformation.

Common challenges include:

## buy-in from key players

Digital transformation has to be led from the top, but that doesn't mean that getting buy-in from key players isn't important. Selling your vision to other board members or departmental heads can be a long drawn out process.

**Step 1** to any major shift should always be to meet with key individuals in the business to better understand their functions, their objectives, and their challenges.

**Step 2** is the planning phase. This is where you put together a clear strategy and timeline for your digital transformation vision. Start with the end goal, and work your way back. Detail the smaller

objectives you'll need to hit to ensure that you reach that end goal. This will help provide clear parameters for all involved and allow you to track progress.

**Step 3** is to strategize, where you gather all the data together in a clear, logical way. This document should be openly available to the business at all times. For those data-hungry few, they will want to know more. This will help you get past the gatekeepers. For the innovators, it will help them understand your vision and see your logic. You can't think outside the box unless there is a box!

**Step 4** create your pitch. This is where you attempt to make all of this digestible. Your pitch to the board has to sell your vision, so use proven sales techniques to get your message across. Make sure your presentation is no longer than 15 minutes long.

Here are the slides you need to include. The best presentations are short and succinct. Provide your audience with a printed version of your more detailed plan.

**Slide 1** – The Elevator Pitch – succinctly provide an overview of your plan.

**Slide 2** – The Opportunity – why is your vision necessary to the business? Remember to directly answer the problems faced by your peers and any concerns that were raised during step 1.

**Slide 3** – Hero Slide – this is where you show how your vision solves each functions' needs.

**Slide 4** – People – digital transformation is often associated with technology, but it's actually all about people, so talk workforce, resources, and how to get buy-in from staff.

**Slide 5** – Competition – business leaders are obsessed with where they stand versus their competition. Use this to your advantage.

**Slide 6** – Timeline – briefly detail the key steps and the time it will take for your vision to reach fruition. Typically, most digital transformations should be completed between 6-12 months.

**Slide 7** – Technology – detail what assets you have and what you need. The relationship between management and IT is critical. Make sure you speak directly to IT here.

**Slide 8** – Finances – money talks. Show that you've thought carefully about the costs involved and how your vision will lead to more revenue.

**Slide 9** – Back it Up – provide success stories. Don't have to be from your own market. Real-life cases will add conviction to your pitch.



**Slide 10** – Open up to the Floor – leave plenty of time for questions and be prepared. Revisit your notes from step 1.

## IT structure limitations

Limitations within the IT infrastructure is a common challenge facing digital transformers. Conducting a thorough legacy technology audit, taking the time to understand the technology out there, and working with your IT team is vital to recognizing the opportunity that enhanced IT will deliver.

## customers set high expectations

Customers are more informed and more demanding than ever before. Companies are fighting to answer these high expectations first. Digital transformation gives you the tools to identify, respond, and engage with the consumer quickly and efficiently.



# response strategies

A common reason behind a business' decision to digitally transform is the emergence of a digital disruptor within their space.

How can you respond to these new competitors?

## block

Use every tool in your arsenal to block the disruptor. Methods used are often legal including claiming patent or copyright infringement.

## milk

Prepare for the disruption by milking everything you can of value from vulnerable businesses.

## invest

If you can't beat 'em, join 'em?

## disrupt

Follow their lead by launching a new product or service that competes directly with the

disruptor. Be one step ahead by leveraging your strengths as an established business such as size, market knowledge, brand, access to capital, and relationships.

## retreat

Focus your effort on a profitable niche within the market. Monopolizing a niche can often be more profitable than attempting to dominate the whole market.

## redefine

Throw your business model in the bin and redefine your business to tackle the disruptor.

## exit

You can exit the market, preferably by selling your business for a profit, returning capital to investors.

Source: <http://digitalintelligencetoday.com/the-10-business-models-of-digital-disruption-and-how-to-respond-to-them/>



# expert books to read

Why reinvent the wheel? Learn from these digital experts. These books are all available to download on Amazon Kindle today.

## The Digital Transformation Playbook: Rethink Your Business for the Digital Age by David L. Rogers

Digital transformation happens extremely quickly. The fast-paced nature of the digital world has made navigating the digital transformation journey challenging. David L. Rogers has broken down the journey is his fantastic book, identifying 5 clear rules and providing useful tools to help you lead your business' transformation. David's rules identify critical areas for discussion that matter to businesses of any size: customers, competition, data, innovation, and the value proposition.

## Transform: A Rebel's Guide for Digital Transformation by Gerry McGovern

This is a great read. Not only because it has a fantastic title and is a bargain at \$3.99, but because it makes you ask questions about yourself as a leader and your business. Gerry's 6th book will have you challenging what you understand to be customer-centricity.

## Digital to the Core: Remastering Leadership for Your Industry, Your Enterprise, and Yourself by Graham Waller

Digital transformation starts and must be led by the top. Drawing on interviews with over 30 top C-level executives from GE, Ford, Tory Burch, Babolat, McDonald's, Publicis and UK Government Digital Service, and more, Graham offers you practical insights from those on the front lines of major digital upheaval all in one place.



# podcast episodes to listen to now

Podcasts are a fantastic source of information. Here are the top 4 episodes to help you on your road to digital transformation.



Listen to the Wall Street Journal's Media Mix's latest podcast, featuring Jen Wong, Chief Operating Officer and President of Digital from Time Inc. Since taking on the role in

September 2016 Wong has accelerated Time Inc.'s digital transformation. She offers unique insight into how she has disrupted the 'traditional media' paradigm with her digital focus. Her focus on growth and consumer insight has enabled Time, Inc. to lead media's digital transformation.

Next on the list is this one-off special episode from the guy's at The Marketing Companion. Mark Schafer and Tom Webster interview Bryan Jones, VP Commercial Marketing from Dell on



'What does digital transformation mean for marketing?'



Digital Transformation is synonymous with technology. Video, VR/AR, AI technology is revolutionizing digital marketing. This podcast episode 'Automation, AI and business with Michael Chui (McKinsey) and David Bray (FCC)', dives straight into how data and automation have the power to not only transform a business but also society.



# expert books to read

## Grow: How Ideals Power Growth and Profit at the World's Greatest Companies by Jim Stengel

Jim Stengel, an undercover digital transformation agent (if you like!), who has meticulously researched 50 of the world's best businesses to identify what common factors led to their success. One stood out – their ideals. Stengel identified a significant link between their performance and how they connect with their customers.

Included in his research Visa, Zappos, Samsung, Innocent, HP, Pampers and more.

## Be the Business: CIOs in the New Era of IT by Martha Heller

In this digital era, new C-Level roles have emerged. CIOs and CDOs are huge drivers of digital change. Martha Heller takes a look at what makes a successful CIO.

She identifies 10 common skills and behaviors of some of the world's top CIOs. Fantastic read for anyone thinking of hiring a CIO, or hoping to be one.



# mile 1 – identify your goals

With any strategic business move, the first step is always to Plan, by setting clear expectations, defining the metrics, and determining what the end-game result or goal is.

Typically, the goals linked to transformation fall into one of the following four categories:

**Customer, Innovation, Technology, Ecosystem.**

No matter the instigator, the important thing to remember is that

## change is constant

Regardless of your goal, your digital transformation should leave your business able to better adapt to future market or consumer behavior changes, whilst of course, answering present needs. Whether you're looking to enhance customer experience to foster loyalty or simplify processes to improve agility and efficiency, an effective transformation will allow your business to stay competitive in the future.

## customer

Digital transformation can enable you to run a customer-centric business that prioritizes their experience over everything else. It also provides you the tools to monitor and adapt to trends.

## innovation

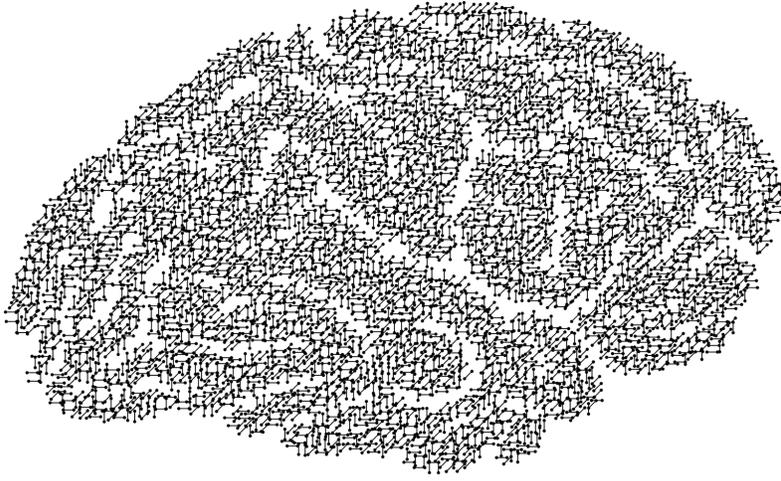
Novel approaches have driven human behavior and by default, business. Digital transformation can help you to leverage a new idea.

## technology

Adopting the technology used by our customers, competitors or partners is a leading cause of digital disruption.

## ecosystem

A dip in the economy or a new President, digital transformation can be ignited by a variety of external forces that impact a market's ecosystem.



# the impact on your business

A strategic business move, like digital transformation, can impact multiple areas of your organization.

During Mile 1 of your transformation journey, it is vital that you take the time to consider the various areas of your business and how they might be impacted. This will help you predict potential challenges.

It will also help you to get buy-in from your peers. By taking the time to map out the possible outcomes, you'll be more prepared to answer the questions or concerns from the other stakeholders.

The following six areas should be at the core of your analysis.

## functions

Marketing, Operations, Sales, Production...each business function is likely to be affected by the transformation in different ways. Understand the individual objectives of each, how transformation will aid these, and tie it back to your end-goal.

## processes

Digital tools will optimize core processes in your business, as you become more efficient. Pay special attention to the customer-facing roles.

## culture

Your business' culture could be impacted by digital transformation. Clear leadership, customer-centric practices and well-defined core principals are essential.

## models

A transformation could fundamentally change the core of your business, opening up new opportunities to generate revenue.

## ecosystems

Fundamentally changing the core of your business, is likely to change the organizational ecosystem you've created, or that of your market.

## asset management

Your focus will likely shift to less tangible assets like data and customers.

## partnerships

Consider your strategic partnerships and assess their needs. You may need to change partners if their objectives do not align with yours.

# mile 2 - get to know your market

Understanding your market, your customers, your competitors, and where you fit is a vital mile on the road to digital transformation. It will enable you to envision your future business model.

Use the 'SWOT' analysis template to assess your business and your competitors. This will allow you to measure the health of your market and your position.

Strengths indicate the positive attributes of your business that are internally controlled.

Weaknesses are the opposite. The Opportunities and Threats elements are the external factors influencing your business and your market. There are 4 key areas you should make sure you assess:

## own assets

Begin by cataloging and reviewing your own digital assets. This is the starting point of your analysis. It is from this that you will be able to identify current strengths and weaknesses within your organization's infrastructure, which will guide the steps you need to take to achieve digital transformation.

## process of innovation

Whilst examining your assets, look at how your company currently manages innovation. Do we foster an environment of experimentation? Are we ready with adequate cloud capabilities for team collaboration? How open is our senior management team to change? The importance of this process cannot be underestimated.

## competitive landscape

In the words of Neil Patel, 'Think like a Detective'.

What search terms do your competitors' use? -

**SEMRush**

Where do they run their digital adverts? - **What**

**Runs Where**

What technology do they use? - **Built With**

What are the websites linking to your competitors' websites? - **AHREFS**

## study the tech

And finally, examine the technology available in your market. This step may seem obvious considering the link with technology, but it cannot be overlooked.



# digital business models

Now you've defined your goals, audited your own assets, those of your competition, and taken a look at the health of our market, you have the basis from which to envision your new, digitally transformation business.

According to Digital Intelligence Today, there are 10 digitally disruptive business models to consider for your digital transformation.

## subscription model

Think streaming services like Netflix or Hulu that have changed the way we consumer television. By taking a product traditionally purchased on an ad-hoc basis, they locked in repeat custom by creating streaming subscription services. These services also answer the consumer demands for less

commercials and instant demand to their favorite shows. Consumers have now entered the age of the "binge".

## freemium model

LinkedIn is one of the best examples of this business model. By offering a free service, they enticed millions of users onto their platform. With constant calls-to-action detailing premium features, the platform convinces you to upgrade for an enhanced experience.

## free model

Facebook offers a completely free model, generating revenue from advertizing and data services.

Source: <http://digitalintelligencetoday.com/the-10-business-models-of-digital-disruption-and-how-to-respond-to-them/>

# marketplace model

The marketplace model, like that employed by eCommerce giants like Amazon, Alibaba are clear examples of the success of this business model. Startups like Uber have also utilized this model. By providing a digital marketplace for drivers, in return for a small placement fee or commission, the company has enabled drivers to leverage their own assets and earn a little extra cash.

# access-over-ownership model

Airbnb is a great example of this business model and has disrupted the hospitality space, by enabling people to monetize their own assets, in this case, their homes. The emergence of the 'Sharing Economy' has changed how consumers operate. Consumers can now gain access to goods and services on a temporary basis.

# experience model

Arguably the business model most impacted by the consumer, as it is based on the idea of setting yourself apart from the competition by delivering a superior, unique experience. Apple disrupted retail, in particular, in electronics, by opening stores that offered a unique, more personal experience to the consumer. With in-store experts, the chance to try out the software, and leveraging the latest technology to make the buying process seamless.

# pyramid model

A model heavily reliant on customer experience and loyalty, companies like Dropbox leveraged their existing customer base to grow their user base. Using a simple signup-driven homepage, a strong refer-a-friend incentive, social sharing buttons, and mobile-friendly technology, Dropbox grew their business exponentially.



# on-demand model

Handy have monetized the simplest of activities, that we all try to avoid, housework. By selling an on-demand service, consumers can get instant access to Handy's army of employees. Unlike other, similar services, Handy's success is also down to an extremely strong retention campaign. 80% of their bookings come from returning customers.

# ecosystem model

Google has created a suite of products, which in turn allows it to offer a free search engine. The Google ecosystem includes email, advertising, data purchasing, document-creation tools, search engine, and more.



# how to choose

Start by assessing your goals from step 1 of your digital transformation journey again. From here, there are 7 factors to consider that will help you to choose the right business model.

Firstly, **Market Potential**. You need to consider how big the market for your product is. If the market is small, an Ecosystem Model like Google is unlikely to be a good choice.

Next, use your **Competitive Landscape** to determine what models your competitors' use. This is a great starting point as you can either rule out or choose a business model based on their successes or failures.

Who is your ideal **Customer**? Defining the qualities and needs of your customers will often be the clearest indicator of what business model you need. Handy is a good example of how this works. Their customers wanted a cleaning service that they could book whenever they needed – hence the choice for an On-demand model.

What is your **Value Proposition**? What makes you unique? Why will your customers choose your

product over another? This can again be a huge indicator as to which business model suits. Apple, using the experience model, is an example of this as by offering superior customer service, they set themselves apart from their competitors.

**Marketing and distribution channels** will also offer insight into which business model you should choose, especially as profit can vary with each model and these channels cost!

You are running a business, therefore you need to generate **revenue**. Assess your core product, but also take a look at how each business model could enable you to launch auxiliary products in the future. Growth should play a role in your choice.

Last but not least, consider your strategic partnerships. Dependant on your product or service, your dependence on strategic partners will vary. You must consider their business models and how that might impact your business in the future.



# mile 3 - choose the vehicle

At mile 3, your legs start to get tired. Now it's time to choose a vehicle to help you on the rest of your journey.

## acquire

Wal-Mart, a major US retailer has used the tactic of acquiring already digitally aware companies to tackle competition from the likes of Amazon and Alibaba, two eCommerce giants.

## partner

IBM and SAP have joined forces in a partnership to push forward their digital transformation. This move to co-innovate solutions has been planned with the customer in mind, providing more value by cognitive extensions and industry-specific functionality.

## build

Arguably the slowest of the three options, building your own digitally transformed business gives you added control over any changes to your business model or ecosystem.

Many favor partnership or acquiring an already digitally agile company, as faster vehicles to take them further down the road.

## choosing a partner

There are several factors to consider, when considering a partnership. The first step is always to decipher the goal behind the strategic partnership, as this will influence who you decide to partner with.

The next step is to determine the possible partners out there. This is time-consuming and requires careful consideration. Firstly, think about if your brands align. Where is your potential partner located? Does your potential partner offer complementary products, affording them expertise in a given area? Both you and your partner must benefit from the partnership, so make sure that your objectives align from the outset. Last but not least, consider your customer. Partnerships work best when both parties are targeting the same customer profile.

Take all of this information and pitch your idea to your partner.



# mile 4 - build out IT infrastructure

As previously stated, the relationship between the business leaders and the IT department is crucial during the process of digital transformation. There are 6 key approaches to consider when building out an IT infrastructure:

## agile

The agile method has impacted the software development side of IT recently.

The theory behind this method is to enable IT departments, particularly, the software developers, to react to consumer demand by producing outcomes quickly in short periods of time. Quick reaction time allows IT to quickly align with the needs of the business.

The agile manifesto is clear:

***"We are uncovering better ways of developing software by doing it and helping others do it.***

***Through this work we have come to value:***

***- Individuals and interactions over processes and tools***

***- Working software over comprehensive documentation***

***- Customer collaboration over contract negotiation***

***- Responding to change over following a plan***

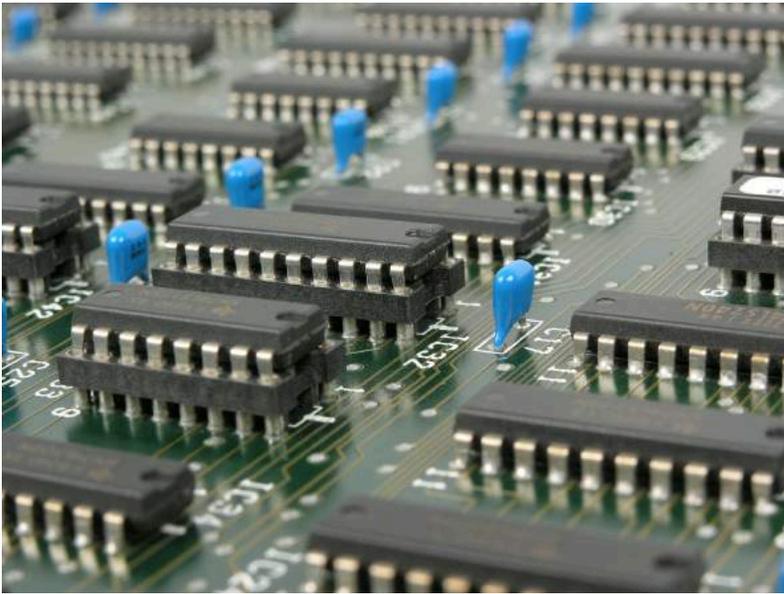
***That is, while there is value in the items on the right, we value the items on the left more."***

## devops

DevOps has been hailed as a pillar of modern IT infrastructure. This process has emerged from the growing need to manage modern, cloud-based infrastructure.

Essentially DevOps refers to a set of practices to encourage the collaboration between software developers and IT professionals. In traditional firms, these functions are kept separate. This process also enables the automation of software delivery and infrastructure changes.

There is no single DevOps tool, rather it is necessary to adopt multiple tools. DevOps does have a close relationship with agile software development.



## as-a-service- infrastructure

As-a-service-infrastructure or Infrastructure-as-a-Service (IaaS), provides virtual computing resources on the internet using cloud technology.

This infrastructure model typically requires a third-party provider to host the hardware, software, servers, storage, and any remaining components. These providers not only host, but also take on responsibility for system maintenance, backup, and upgrade planning.

This infrastructure offers you a highly-scalable solution that can be adjusted very quickly to fit changing demands. Other popular characteristics include the automation of administrative tasks, dynamic scaling, desktop virtualization and policy-based services.

IaaS is one of three main categories of cloud computing services, alongside Software-as-a-Service (SaaS) and Platform-as-a-Service (PaaS).

## intelligent automation

Infrastructure leveraging Intelligent automation are utilizing artificial intelligence and automation. This combination helped companies to move beyond conventional performance, with high levels of efficiency and quality.

Applications range from the routine to the revolutionary: from collecting, analyzing, and making decisions about textual information to guiding autonomous vehicles and advanced robots.

## personas and context

Looking beyond the SMAC (Social, Mobile, Analytics and Cloud) stack will enable you to stay ahead of the latest trends shaping IT.

The next wave of enablers includes the idea of personas and context. Taking on a marketing principle here, the idea is to accelerate digital services by making the services on-demand, personalized for specific roles, and manage holistically.

## digital service management

The rise of digital service management is helping CIOs handle the growing role of IT in their businesses. The advent of new technology in an enterprise has added to the challenges of the role of CIO. The sheer volume of technology available to help businesses become more agile means that there is more for the CIO to manage than ever before.



# mile 5 - execution

The final stage of the digital transformation journey is the execution, which requires a holistic, interconnected approach. Remember, this is not a one-time, fixed point on the road.

## change is constant

The ultimate goal of this process is to end up with a business that can quickly adapt to both internal and external factors impacting the market in which they operate. This enables a business to maintain its competitive advantage in the digital world, which is constantly changing and impacted by the latest technology.

## data security

Data security is a vital consideration in the digital transformation process. Not only do you need to protect your proprietary information, but according to law, you have to protect the personal data of all your contacts.

## essentials

Now you're in the implementation phase of the digital transformation journey, it's important to remember these essentials.

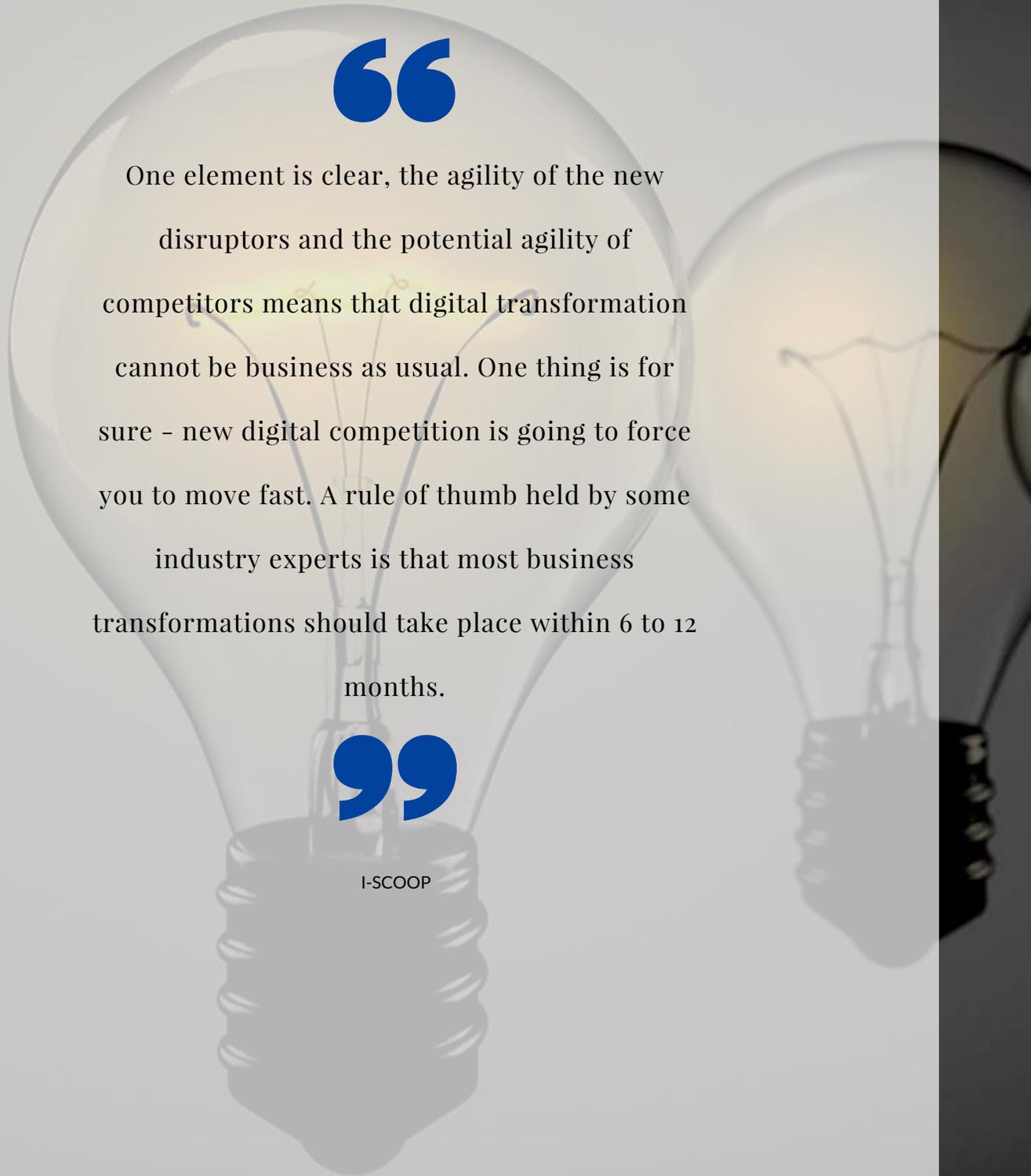
**Change Management** - People again. Remember to communicate clearly and often, updating all parties on the progress.

**Priorities** - map the actual needs of the business and the people within your ecosystem. This will help prioritize.

**Responsibilities** - each function will need to take responsibility for digital transformation. Focus on creating customer-centric marketing and business processes. New jobs and redistribution of responsibility can occur. Be open and designate by skillset.

**Digitization** - this does mean turning paper records into electronic records! It's the use of digital tools, methods, and principles in both front and back office.

**Read on for a look at the digital transformation of healthcare, retail, marketing, and the financial services, backed up with survey results and expert interviews.**



“

One element is clear, the agility of the new disruptors and the potential agility of competitors means that digital transformation cannot be business as usual. One thing is for sure - new digital competition is going to force you to move fast. A rule of thumb held by some industry experts is that most business transformations should take place within 6 to 12 months.

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I-SCOOP



# the DX economy

A term originally coined by the folks over at IDC, the DX economy is the predicted result of the "Digital Industrial Revolution" that many people suggest we are heading towards in 2020.

"We are at an inflection point as digital transformation efforts shift from 'project' or 'initiative' status to strategic business imperative."

There are 5 stages to DX economy.

1. The 3rd platform.
2. Innovation accelerators
3. From transformation to innovation
4. Acceleration

"Every (growing) enterprise, regardless of age or industry, must become 'digital native' in the way its executives and employees think, what they produce, and how they operate"

Stage 5 is the Digital Industrial Revolution, predicted to be 2020.

By this time, over 50% of the global 2000 will be dependent on digital business, with over 70% of the global 500 creating dedicated teams to manage digital transformation. This growth in digital will demand a new set of DX-driven benchmarks.

"At the same time, 3rd platform technology adoption and digital transformation is happening much faster than most expected and early competitive advantages will go to those enterprises that can keep pace with the emerging DX economy."

What is evident is that digital transformation is driving conversation even now. By the end of 2017, over 30% of consumer-driven industries will be experimenting with Virtual Reality and Augmented Reality technology.



## Predictions by IDC

Source: <http://www.idc.com/getdoc.jsp?containerId=prUS41888916>

# Where will we be by 2020?



- 50% of the Global 2000 will be dependent on digital business. Their ability to create digitally-enhanced products, services, and experiences will determine their market share.
- 3rd Platform technologies and services will drive nearly 75% of IT spending.
- Cloud-first will become a reality taking 67% of enterprise IT infrastructure spending.
- Cognitive/ AI technology will be 100% integrated with all IoT efforts and initiate 40% of all digital transformations.
- This year, over 30% of consumer-facing companies will be experimenting with Augmented Reality/ Virtual Reality as part of their marketing efforts.
- Over 80% of the Global 500 will be digital services suppliers through ICCs with the number of Industry Collaborative Clouds (ICCs) will triple to more than 450.
- 70% of the Global 500 companies will have a dedicated team to digital transformation.
- More than 70% of cloud services providers' revenues will be mediated by channel partners/brokers.
- This growth in digital will demand a new set of DX-driven benchmarks, leading to a significant increase in business performance.
- One-third of health/life sciences and consumer product companies will begin to develop the first wave of products and services tightly integrating 3rd Platform technologies with the human body.

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# ARTIFICIAL INTELLIGENCE, OMNI-CHANNEL STRATEGY, COGNITIVE MARKETING, PERSONALIZATION, MARTECH, THE DATA REVOLUTION

2017 IS SET TO TAKE US ONE STEP CLOSER TO A “DIGITAL INDUSTRIAL REVOLUTION”. WITH CONSUMER BEHAVIOR CHANGING ONCE AGAIN, DUE TO THE RISE OF INDIVIDUALISM AND THE DESIRE FOR GREATER PRIVACY, CEOS, CMOS AND CDOS AROUND THE WORLD ARE ANTICIPATING THE NEED FOR MORE PERSONALIZED, TARGETED MARKETING IN A WORLD WHERE OUR CONSUMPTION OF ADVERTS AND COMMERCIALS IS DECREASING. FINDING NEW WAYS TO ENGAGE ON A 1-2-1 LEVEL WITH CONSUMERS IS BECOMING INCREASINGLY IMPORTANT. THE RISE OF CHATBOTS AND MESSENGER APPS LIKE SNAPCHAT IS EVIDENCE OF THIS.

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**OCT 19-20**

DIGITAL  
MARKETING  
Transformation

Snapshot of Kia's Super Bowl advert, released using "NiroBot" on Facebook Messenger.



# is the future of marketing conversation

Marketing is ahead of the game when it comes to digital transformation. But what's next? It's now impossible to ignore this trend. Chatbots and messenger apps are changing the digital marketing field. As a CMO, why should you invest in this technology?

Its 24/7 In this time of Amazon Prime 2-hour delivery, consumers want everything now, literally. Your consumer will get frustrated if they don't get timely responses from you and your business. The banking industry suffered from failing to adapt to the consumer desire for service at the time they want it. Don't make the same mistake.

You're also way more likely to get engagement within Messenger apps or chatbots than say from your Facebook page. That's because the communication is 1:1 and 24/7. You aren't in competition with the hundreds of other marketers flooding your target's newsfeed.

**Unique data to create personalized campaigns.** Possibly my favorite element of this new technology is the data you can extract. Can you tell I'm a marketer by trade? You can monitor your consumer, gather data and ultimately adapt your marketing to be highly personalized. Marketing has to be personal. The customer should be at the heart of all your content.

What's also great is that as soon as you engage with someone, you then have the ability to push messages out to them. You can even set automation workflows, just as you would on email.

**All-inclusive.** Chatbots can provide an all-inclusive ecosystem for shoppers. Users can ask questions, receive answers, and based on data you've collected, gather recommendations increasing their likelihood to buy additional products.

**Self-perpetuating marketing.** This technology markets itself. Leads to more word-of-mouth, social sharing, better customer experiences...need I say more?



# sit down with Russ Klein

**CEO  
AMERICAN MARKETING  
ASSOCIATION**

Having held top marketing positions at several of North America's top brands, how has marketing changed during your career?

**RK:** I'll answer that question with a line from Ernest Hemingway's novel in which a character was asked... "How did you go bankrupt?" ....to which the response was... "Gradually, then suddenly."

My point is that the field has always been a dynamic one, and change management has always been a factor. More recently, however, there is an abruptness and suddenness to the types of changes we're experiencing. The "four P's" have changed significantly. Not Product, life solutions. Not Price, time/knowledge

(privacy could become currency too) have emerged as alternate perhaps more valuable currency. Not Place, but context (access/immediacy), not Promotion, but storytelling/co-creation/trust-building. And the 5th P for People is now personalization.

**Digital technology has been driving marketing over the past few years. As we head towards what some call a 'Digital Industrial Revolution', what advice do you have for CMOs looking to stay ahead of this revolution? What trends are you keeping your eye on?**

**RK:** First, keep your eye on the customer. Keep your eye on the transcendent brands that have set the standard for expected frictionless user experiences across all categories...like it or not those brands are setting the hurdles for customer engagement and satisfaction. No brand lives alone in any space anymore.

Learn about blockchain technology...it is the next

seismic tectonic global structural shift getting ready to explode suddenly on the scene. Marketers must not take their eye off strategy and branding. They must embrace the distributed power that sits outside their company's four walls and not let the mountains of data paralyze them into inaction.

The most valuable learning a CMO can gain is by acting.... learning by doing.

**With this 'industrial revolution', comes the emergence of numerous technology, giving rise to the term 'MarTech'. Automation software, Virtual Reality, and Artificial Intelligence are just a couple of examples. How do marketers cut through the buzz, understand and become fluent in the language of technology?**

**RK:** Some sources predict that by the end of 2017, the CMO's MarTech budget is now larger than the CIO's budget! Marketing is requiring a new breed of athlete who starts out as much more of a specialist given the depth and complexity of the platforms and technologies to which you're referring. A CMO's job has two very new challenges in their job description.

1. How do I recruit, train, and develop the right talent for now, but ensure they can acquire broader managerial and leadership skill sets that will eventually be required for their ascension in the organization?

2. How do I maintain my influence on the branding and strategic issues of the business while also becoming a connector and integrator necessary to bring a systems-thinking approach to the business's marketing activities and contextual understanding of the world around them?

**What 'MarTech' do you predict will fuel future digital marketing strategies?**

**RK:** Internally enterprise bots that help democratize access to data in real-time throughout the enterprise. Externally, AI driven marketing automation.

**ChatBots and messaging apps are becoming increasingly popular with consumers. Is this indicative of another shift in marketing, one ignited by the rise of individualism, the desire for privacy and the quest for more personal brand experiences? What does this say about how marketers should be targeting millennials?**

**RK:** I wrote a blog on the rise of individualism. It's a complicated subject. I am concerned there is a Content Marketing bubble. I used to say a brand = the promise + the experience. Marketers spent more than 75 years in the promise-making business with little commitment to the experience. Then brands like SBUX came along and created their brand through experience alone (very little promise-making). Of course, many have now followed. The new equation is that a brand = the story + experience. The story factor isn't just about storytelling, it's also a realization that a brand's story is now co-created, and as a result not entirely in a marketer's control. I also think brands should be more careful about playing political cards in the marketplace.

Social impact and the broader more noble pursuit of sustainability doesn't have to be politicized. I am concerned when brands play a role in the political tumult, they fuel division; despite their principled intentions. I don't understand why we all agree internal office politics is toxic, but don't see the analogous unintended consequences externally. There's so much we could get done by focusing on the common ground inside Social and Sustainability agendas instead.

With a wealth of customer data, there has never been a time when a marketer has been more armed with information! How can senior marketers leverage the data to create meaningful connections on an individualized level, and ensure they are delivering powerful experiences?

**RK:**Of course, everyone is talking about the role of design thinking as part of the marketer's expanding skillset. We (Bain and BK) created Design Targeting at Burger King back in 2003, which was about fusing Design Thinking approaches to building customer advocacy/promoters. My only advice on experience design is to remember that brands don't design experiences.... they design for experiences. The "dirt path" a customer is taking is very likely there because it's now permanently etched into their habits. Stop trying to force them onto a sidewalk when they would prefer you plant flowers along their dirt path.

Are there any brands whose marketing strategy stands out to you?

I love GroupOn's customer insight in that "you can own stuff or you own experiences". I love Subaru's work. Amazon. Massage Envy. LaQuinta. Choice Hotels. Garmin. Lifetime Network. Southwest Airlines. I could go on but these are all brands that have not just experiences that deliver or exceed customer expectations, they have great insight into their customers.

In any company, the culture and leadership often makes or breaks digital transformation. Back in 2016, you spoke at the Leadership Summit, where you said "Positivity and optimism are the stuff of magic. It's the magician's elixir and the opening to possibility thinking which is the stuff of transformational creativity." Can you tell us a little more about why these leadership qualities are so vital to a successful transformation?

**RK:**This answer could go on forever. I'm a believer in predictive language. That is, what you say and how you say it is predictive of outcomes. I'm not delusional about it, but I know that any transformation is going to hit low points when you simply must "believe to see." Positivity isn't just pixie dust...the science and empirical data on the power of positive thinking is abundant. If you can paint a co-created vision in which your team can see themselves playing an epic role...you have a chance.

“Positivity is about being willing to think epic.”

# top tech for marketers

Keeping on top of the latest technology is not always easy. To help, here is a list of the companies working on the best solutions for marketers.

## MAGNETIC™

**CEO: James Green**

Magnetic expertly brings together big data, patented algorithms, predictive intelligence, and proprietary analytics to create a powerful tool for marketers to respond to people's behavior in real-time, on any device.

## LOTAME™

**CEO: Andy Monfried**

Data, data, data – the lifeblood of all digital transformation. Lotame provides a data management platform to help marketers, agencies and publishers organize their data, and most importantly, use it to make smart choices.



**CEO: Jack Philbin**

Vibes has over 15 years of mobile experience. Leveraging cloud technology, their mobile relationship management platform is uniquely positioned to help marketers drive revenue and customer loyalty through mobile messaging, push, and mobile wallet.

## richrelevance

**CEO: Eduardo Sanchez**

Embracing personalization is key for marketing these days. With so much competition, especially in the digital landscape, making your customer feel like an important individual to your business is vital. Using data science to aggregate key information about your customer, RichRelevance is enabling marketers to deliver targeted messaging and create personalized experiences for their customers.

## [ PERSADO ]

**CEO: Alex Vratskides**

Content or inbound marketing is core to every digital marketing strategy. Helping to boost SEO strategies and demonstrate credibility, Persado has used technology to create what they call a cognitive content platform. Combining natural language processing and machine learning technologies to generate precise words, phrases, and images that your customers respond to.

# survey results

What are the priorities of digital marketers in 2017?

## highest priority

- Creating the next great experience with strategy, innovation, and technology
- Improving digital customer experience
- ROI analysis, attribution, and optimization
- Driving in-store shoppers with local search marketing
- Mobile-first strategies in a connected ecosystem
- Social media marketing
- Artificial intelligence and machine learning

## high priority

- Driving engagement with true real-time 1:1 personalization
- Create and deliver personalized experiences across digital properties at scale, keeping in mind mobile platforms
- Cross-channel marketing attribution
- Programmatic media buying

## low priority

- Leveraging influencer content across digital marketing channels
- Real-time, data-driven customer engagement & loyalty
- Data-driven multi-channel marketing campaigns
- Data insights to drive & optimize cross-screen video advertising
- Analytics (web, mobile, social)

The survey was conducted with over 2,000 digital marketers across several industries, during their attendance at the Millennium Alliance 2016 assemblies.

# top tech for marketers



**CEO: Ross Kramer**

Listrak is transforming retail with their eCommerce marketing platform, which includes content personalization and cross-channel orchestration. Providing a 360-degree view of their shoppers, retailers are empowered with insights.



**CEO: Louis Fournier**

Orchestra utilizes cloud technology to centralize their product offerings, which include commerce experience, data exchanges, and workflows.



**CEO: John Castleman**

Perhaps more obvious in B2C marketing, but no matter what channel you use as a marketer, it's important to remember that you are talking to a human being. Mobiquity helps a variety of industries to create meaningful digital experiences for their customers.



**CEO: Ari Kaufman**

Digital marketing channels have opened markets for businesses across the globe. However, it is vital to remember that targeting to local areas can be more effective for your business than mass marketing. Targeting by demographic, behavior and geography are equally important. Placeable makes local targeting easy.



**CEO: Brent Franson**

We talk a lot about tracking in the digital world, but it's just as important to track in the physical world, especially for retail. And that's where Euclid analytics comes in. Their platform allows retailers to track both online and in-store, leading to rich customer behavior data.



# sit down with Adam Sharp

**Former Head of News, Government, and  
Elections**

**TWITTER**

Earlier this year, you joined us at Digital Marketing Transformation Assembly as our keynote speaker. What were your key takeaways from the event?

**AS:** The biggest takeaway for me was that on the surface it appeared that everyone came from different industries, the issues faced were remarkably consistent. I'm from news and politics. I sat next to a gentleman from Lowes. There were chocolate, sports and several other spaces in the room as well. While it would seem dramatically diverse, it was amazing to see from the conversations how much overlap there is and how the marketers in the room were often dealing with the same challenges. Seeing that exchange of ideas and how innovation in different spaces benefits others was really encouraging.

Back in 2014, in an interview with ABC News, you discussed how Twitter has marked a return to 'retail politics'. Trump's surprise election heralded what some have called a win for "new media". How has the role of social media in politics changed over recent years? And how do you predict it will continue to shape politics in the future?

**AS:** This theme of 'retail politics' was echoed in my remarks at the assembly. That core line, from the potential of it in 2008 to the resolution in 2016, is pretty directly connected. As with any new technology or industry or product, the biggest shift has been maturity.

If we look at the timeline of the last presidential elections, 2008 was the first where Twitter was an entity, having been founded in 2006. Some reporters used it. The campaigns did a little, the candidates did not. Obama didn't send his first tweet until election night, to say thank you to voters. Coming out of the

2010 midterms that followed, fewer than one-fifth of members of congress were on Twitter. By the 2012 election two years later, more than 99% of them were, and both presidential campaigns had significant investments in the platform.

We had witnessed a shift from insider baseball, to the mainstream political class of voters, candidates, and journalists alike using Twitter to connect. That said, in most campaigns, it was still an add-on to existing digital infrastructure. The candidates at the presidential level were not tweeting themselves. Occasionally Obama would, and Romney used the account mainly for fundraising, not persuasion and conversation.

“The 2016 candidate had his device in his hand, allowing for direct 1-on-1 retail connection.”

2008 was the year for early adopter experimentation. 2010 we saw it move into the mainstream but it remained wholesale in its use. Finally, 2016 saw the delivery of “retail politics” direct from candidates to constituents.

**Over your career, you’ve worked with many politicians, teaching them how to use twitter and offering advice on social media. In the run-up to the UK’s general election in 2015, your advice to politicians was to ‘act like humans’. Politicians are now daily social users. Does this advice still stand? How can they maintain a level of authenticity?**

**AS:** Well, I think the advice remains good advice for any politician, whether talking about social media or anything else. In 2016, the premium that the

electorate held on authenticity was stronger than ever. Part of this has roots in trends from retail and commerce. Even the biggest corporation can now be the bartender who always remembers your drink. Think Amazon and their tailored experiences. Netflix is another example.

Users expect to have more intimate connections to a brand, let alone an individual. In the individual environment, it has an even higher premium. They want to be engaging with another human being. Where voters gave a lot of latitude to Trump, and not to Clinton, was due to a sense of authentic engagement with the candidate. They favored the authentic approach the well-packaged marketing campaign, which would have been a textbook success in any previous cycle.

Some examples of this pattern that I spoke about in my remarks at the assembly were members of U.S. Senate. Chuck Grassley, the 83-year-old Republican Senator from Iowa, tweets himself, makes accidental jokes, misspells, and says odd things about the History Channel. Yet, when aides asked a focus group about the bad spelling and whether it bothered constituents, they were told: “that’s how we know it’s Chuck!” This example also demonstrates that willingness to accept mistakes when voters know they are coming from the politician personally. They would not so easily forgive if the account were managed by a staffer or digital marketing firm.

**Speaking of authenticity, traditional news outlets seem to be in constant battle with the current US political administration over their credibility. With ‘fake news’ seemingly everywhere, those who have historically turned to traditional media for information are looking elsewhere. What impact is this having on the relationship between politics and news outlets?**

**AS:** One thing that Trump has in common with every one of the 44 presidents that preceded him, is that at one point or another they have all felt that the press was out to get them. Historically, the White House has never felt that the media has 100% reflected their agenda and how it should be portrayed to the people. This has heightened since Watergate. The increase in fake news and conversations about it certainly changes the dynamic. I think that's probably to the advantage and disadvantage of policy makers at the same time.

The advantage is that politicians can go and say that they've been misrepresented and there is a greater public acceptance that it's "the media's fault." It adds more weight to the politician's argument. The disadvantage is the impact of undermining public faith in all institutions – government and news alike. Rather than picking a side, this dynamic risks voters trusting no one. Both outcomes are fundamentally problematic to democracy.

The response to this is that voters are seeking out diversity in information sources. Social media makes this a lot easier. Not long ago, access to Washington news was limited to the delivery route of trucks. Now, you can connect to a journalist or a media outlet directly, from anywhere in the world, and build your own front page on Twitter or Facebook.

Diversity can positively affect fake news, as it brings perspective and confirmation. It does, however, risk people creating their own bubbles and only going to those sources that give them the news they "like."

**Digital transformation is no longer limited to business, government and social organizations are jumping on the bandwagon. What technology will disrupt politics next?**

**AS:** I don't think we have fully completed the mobile transformation yet, at least not in politics. That trend tends to be very generational. At this point, candidates and campaigns face a challenge in that older voters, those who more reliably turn out, have not yet made the complete move to mobile. Landline, direct mail and other traditional forms of persuasion are still the most effective methods to reach these voters. The next generations, gen x and certainly millennials, have cut the cord must more demonstrably and use mobile as their principal platform.

Campaigns are still struggling with how to reach voters through these mobile platforms. It is certainly top of mind for campaigners, but politics has not moved as fast as other industries, as the core customer – the reliable voter – is still often the older cohort. They are still heavily invested in serving this slice of the electorate, which is limiting. Politics doesn't have the same flexibility that more consumer-oriented brands have. These brands can opt to say, "our key demographic is 18-24, so we'll put all their resources there." If they lose some of the older demographic – so be it. In politics, there isn't always that same flexibility to prioritize.

**You recently founded Sharp Things LLC, a strategic consulting and project management firm. What does the future hold for Adam Sharp?**

**AS:** The future holds a natural iteration of the past. When you look at my career, I've spent more than 20 years carving out a distinct niche at the intersection of news, politics, and technology. Looking to the months and years ahead, my focus will be to continue looking at this overlap – it has become far clearer with every passing day and every passing election. Focus will be on working with clients that are affected by this intersection, and to build successful businesses and strategies within it.

# THE FUTURE OF HEALTHCARE IS DIGITAL

John Nosta,  
Digital Health  
Philosopher



KEYNOTE

Alexandra Moorhouse,  
CMO,  
Banner Health



Brian Ahier,  
Digital Health  
Evangelist,  
Aetna



## DIGITAL HEALTHCARE TRANSFORMATION ASSEMBLY

DIGITAL  
HEALTHCARE  
Transformation

With the future of ACA uncertain and increasing consumer concern around drug pricing, healthcare systems and insurance carriers are being forced to respond to new demand rapidly. Businesses across the industry are scrambling to innovate and compete with non-traditional players, but above all, they must respond to empowered consumers. The customer-centric transformation has revolutionized retail, aviation and more. Now, it's tackling healthcare.

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# the state of healthcare

With the future of the Affordable Care Act uncertain, despite the failure of the AHCA, healthcare is a difficult industry to predict.

The advantages of digital technology on healthcare are numerous. Not only does it empower the patient, it leads to faster diagnosis and more effective treatment; improved access to treatment and helps reduce the cost of medicine. This intersection of genomics and digital technology is making Personalized or Precision Medicine a reality.

From the Apple Health app to the Fitbit on your wrist, you, the consumer, are now empowered to monitor your own and your family's health.

According to the Digital Health Consumer Report of 2015, undertaken by Rock Health, digital health technology has been adopted by 80% consumers. This equates to around 4.5 billion people worldwide! mHealth apps have empowered the patient and also led to an unprecedented amount of data. Big Data. Data analytics enables healthcare providers to target, attract, and retain increasingly well-informed patients at the 'moment of healthcare need.'



“Today, everything is affected by the digital revolution – the impact of new technology on improving the health and well-being of individuals, communities, and populations is unprecedented. Recent technological achievements have revolutionized clinical practice, from prevention through diagnosis, monitoring to disease management, and enabled unprecedented public interest and engagement in self-management and well-being.”  
– NCBI, NIH

This has opened up an incredible opportunity to revolutionize the patient experience and the practice of medicine. Healthcare is having to look to more traditional “consumer” based industries like retail, as we enter into a new paradigm of the ‘on-demand patient’. This shift towards value-based care is enabling digital officers in healthcare to focus on improving the patient experience, and control healthcare costs such as health insurance premiums and higher deductibles.



# sit down with John Nosta

Digital Health Evangelist & President  
**NOSTALAB**

You founded Nostalab in 2012 as “a healthcare ‘innovation think tank’”. What motivated you to jump into the digital health space?

**Nosta:** Well actually it was one simple phrase that drove me into this space. Simply, “Winking in the dark.”

I found that innovation must be powered through communication. There are so many interesting dynamics that are going on in the world today, that the ability to diffuse innovation into clinical medicine, into any aspect of our lives is critical. So, for me my background in cardiovascular physiology, in marketing and advertising, in social media and in technology, gave me an interesting perspective to help clients navigate the treacherous path of exponential change..

I think that is such an important area because the rate of change is increasing so dramatically. The traditional concept of exponential growth no longer applies. The rules have change. I’m looking forward to talking to everyone about exponential change in a couple of weeks. And I’m going to show you a chart that no one has ever seen before. Everyone talks about fast it goes but, I’m going to talk about a couple of the perils of exponential change that I think will really resonate with the audience.

Basically, that’s what got me interested. I felt that I had a voice that was uniquely tuned to this very interesting point in time and wanted to help people, innovators and clinicians alike really be able to empower their innovations through effective strategic thinking and creative communication

We often talk about the technology aspect of digital healthcare. As a voice in the industry and a writer for Psychology Today you've introduced a new term "TQ". Can you explain this term?

**Nosta:** Every parent wants their child to be smart. I think that's a very easy concept to understand. Every Mom and Dad wants their child to be empathetic. Sometimes we talk about that as not only cognitive ability as expressed by IQ but street-smart the ability to be empathetic to engage in and with people on a human level or EQ. Those are sort of the two classic developmental parameters we talk about when we raise our children.

“What I see today is that the changes in the world are happening so quickly, again this is all around the concept of exponential change, that our ability to assimilate and to adapt to these changes will be in part a function of our success.”

Our ability to include technology in the ever-changing world and in our lives is part of this technology quotient or TQ.

Just imagine if you didn't adapt to the computer. And you found yourself in college. Or you didn't adapt to other technology and you found yourself in a new job. What would happen?

You would really be sort of disconnected with the functionality of how technology and life interface. I believe that going to happen at such a pace that we need to be proactive in our ability to integrate technology into our lives, our lives into technology and interestingly and along the line that distinction will become so blurred that it may very well become one and the same.

In any company, the culture and leadership often make or breaks digital transformation. What advice would you give to healthcare professionals leading the digital mindset change in their business?

**Nosta:** I think the one biggest piece of advice I have for those people who are looking to evolve in our period of exponential and technological change is to experience it first-hand.

One of the problems that I find is many people, whether they be clinicians, brand marketers, directors of marketing, pundits or advocates, often articulate a description of the technology. And what they do is they basically say I want to tell you about something that's called a banana split. And the way I'm going to describe that banana split to you is to tell you that it's made of 37% oxygen, 12% nitrogen, etc. etc. Or another description would say this is a market-based commodity that can be acquired at a cost of \$5.87 or they come up with another description using temperature.

These are all perfectly fine, perfectly smart, and perfectly valid descriptions of what a banana split is. The only true way to know what a banana split is is to taste it! And I believe that with technology this analogy is perfectly true. In that physicians and brand managers and all the stakeholders need to go online and to download apps and to be involved in these things first-hand. They have to experience it.

So that's really my biggest challenge to people. If they want to understand social media, get on Twitter and spend some time listening and speaking with a community. If they want to understand how to monitor blood glucose levels using an app, get an app and track some physiological parameters that are relevant to you like weight or something.



**KEYNOTE**

Henry Chao, Retired CIO & CTO, Centers for Medicare & Medicaid Services

The Millennium Alliance is pleased to announce that application for our biannual Healthcare Payers Transformation Assembly is now open. North America's most prominent IT and business leaders from the Healthcare Insurance industry will be gathering on May 15-16, 2017 at The Biltmore Hotel in Miami, FL, to discuss how to adapt to the industry's customer-centric makeover.

Technological advances in genomics, personalized healthcare, AI (and more!), coupled with consumer demand for greater price transparency, have changed the face of healthcare in North America. The need for the Healthcare Insurance industry to adapt has never been greater.

**MAY 15-16, 2017 | MIAMI, FL - BOOK NOW : 212 256 9Z890 - INFO@MILL-ALL.COM**



# sit down with Henry Chao

## Retired CIO & CTO CENTERS FOR MEDICARE & MEDICAID SERVICES

The current political climate in the US is uncertain. President Trump has spoken often about the need for healthcare reform and his desire to repeal Obamacare and ACA. It's tough to predict the future right now. What are you keeping your eye on? What advice do you have for CIO/CTOs trying to navigating this uncertain landscape?

**HC:** In the 2 decades, I was at HCFA/CMS every administration and sessions of Congress produced some level of disruption to the healthcare landscape from HIPAA starting in 1996 through MACRA in 2015 so change is a constant in public policy and healthcare gets its fair share of change.

In the coming 12-18 months, I think what is inevitable and critical is the execution of “repeal & replace”, namely how to not do harm to the 20+ million people enrolled in either the Marketplaces or through Medicaid Expansion.

I would also closely observe the operational aspects of the Quality Payment Program with regards to the data that will be initially be very difficult to manage, the initial rough spots that will happen between the MIPS and APM tracks, and what will surface as the next generation health data ecosystem that can make sense of all the existing and new data exchanges, transformations, integrations, and who will have the best answer in which to execute a health care decision, a payment decision, and so on.

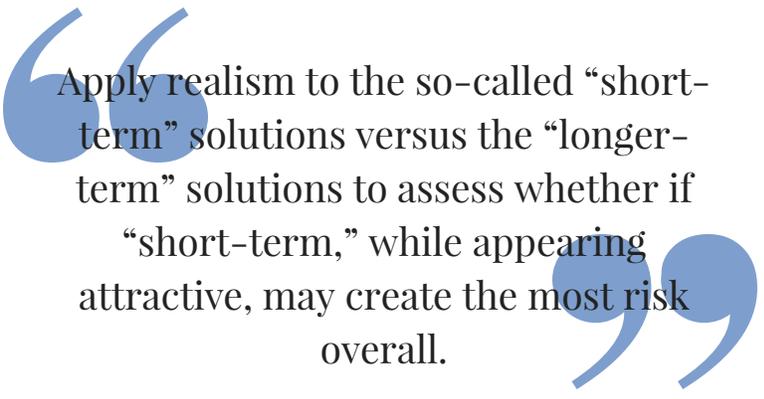
As a leader in your organization, the first step is to explicitly embrace change. Don't dance around it. Don't

delay talking about the possibilities. Don't let fear seep in. Don't let the rumors spin out of control. Do take the hallway conversations back into productive meetings. Do try to reduce the amount of speculation and provide guidance early and/or share the leadership's thoughts on what might be done in a time of uncertainty. Do think through and communicate what can be directly controlled and what may need time, clarity, or additional influences to effectively proceed. Do put your collective experiences in weathering uncertainty on behalf of an organization to project what are some logical steps to take to prepare to make progress absent of even half of an answer.

Figure out what the "clearance" process is—in non-government entities, this may be described as knowing who makes decisions on what issues. Even if it's unclear and chaotic at least you have a chance to not have to repave the path every time a decision is needed. Also, when no decisions are made in a timely fashion, remind everyone that time then makes the decision for you.

Given this constant and the difficulty in predicting the future, it would be wise to develop more than one scenario for anticipating the initial impact of change as well as the related/dependent business processes that will also be affected, in descending order of impact. In these exercises, you can develop high-level assumptions and requirements to be used for ROM estimates and Level Of Effort estimates.

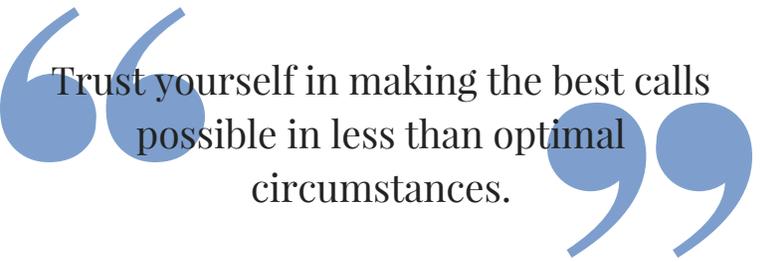
Using the high-level assumptions and requirements, develop and update regularly rough estimates of the costs and resources needed for your scenarios. Separate what would be a "fixed" costs or a constant from the "variable" costs to better manage the debates about what can be realistically cut from the budget.



Apply realism to the so-called "short-term" solutions versus the "longer-term" solutions to assess whether if "short-term," while appearing attractive, may create the most risk overall.

"Pencils down" is a fleeting concept because "no one raindrop believes it caused the flood." Product Managers cannot just be an IT PM or technical lead—they must understand the overall business context for delivery and have legitimate authority to determine what is in an increment of delivery and what gets worked on in the backlog.

Resources that work on UX and in an Agile approach towards development are not necessarily thinking about the bigger picture—software still must adhere to a lifecycle discipline especially in regards to security and integration requirements between new and what already exists in the IT ecosystem inter and intra-organization. They need guidance, support, and oversight in order to maximize what they bring to the table.



Trust yourself in making the best calls possible in less than optimal circumstances.

**The healthcare industry is being revolutionized by digital technology. How do you envision the role of payers changing in the world of connected health?**

I have always believed that data flows between entities happen because of some form of financial implication whether in the positive or negative sense and the quality

of the data within the flow is often affected by the magnitude of the financial implication such as payment. Therefore the flow of eligibility and claims are relatively in an optimized state as compared to the flow of data in a HIE to support treatment for a patient.

Government payers like Medicare drive much of the tenor and tempo of change in healthcare because it can drive the public policies towards some national goals. Commercial payers, while driven by different motivating factors share the same goals, for example, better care at lower costs. Both are influential in how access (or eligibility) is created, how coverages and cost shares are determined, how treatment is provided, how reimbursement is determined, and how quality is applied to the overall payment equation. I think that regardless of the access and delivery models promoted by government or commercial payers that there can be greater influence over the implementation of technologies to produce the common goals between government and commercial payers. This can be done through greater inclusion of the policy makers and product people from all payers in discussions of standards, interoperability, sharing of common goals and consistencies in how data is used to across all payer programs. The technical and operational people that are in the mix of the standards and interoperability discussions can complement the policy and product people to work on common reference data models, harmonized privacy and security frameworks, and the implementation of enabling technologies that can more seamlessly manage the integration of clinical and administrative data which is more imperative than ever under the new payment models and risk sharing arrangements.

## HEALTHCARE PROVIDERS Transformation

June 5-6, 2017  
HUTTON HOTEL,  
NASHVILLE, TN

## HEALTHCARE PAYERS Transformation

May 15-16, 2017  
Biltmore Hotel Miami  
Florida

## DIGITAL HEALTHCARE Transformation

December 5-6, 2017  
Hutton Hotel, Nashville

# top tech in healthcare

Keeping on top of the latest technology is not always easy. To help, here is a list of the companies to watch in healthcare.



## CEO: Deborah M. Gage

Medecision's platform minimizes risk in healthcare. Their risk management platform Aerial™ is built to provide connectivity, unmatched insight, intervention & engagement, sharing & exchange, and transparency. It helps identify high-risk patients, enables the use of analytics to segment population health data, helps patients avoid emergency room visits, access real-time data and more.



## CEO: Bill Anderson

Medhost's enterprise solutions provide healthcare providers with an engagement platform to answer both clinical and financial solutions. They aim to help their clients to optimize healthcare delivery, manage the care continuum and engage with consumers.



## CEO: Nesim Bildirici

AMC Health provides visibility to healthcare providers into an individual's patient health status. By empowering the patient to take control of their own health and a more active role in managing their health, they can connect patients with the "right care at the right time".

## MEDITECH

## CEO: Howard Messing

Meditech offers web-based EHR, electronic health record tracking. Their Web Ambulatory provides physicians with instant, full access to all patient records and information in one place. Meditech offers a platform that allows you to drive financial performance, analyze your data and supercharge productivity.

# survey results

## What are key objectives of digital transformation for healthcare providers in 2017?

- Implement NLP
- Rollout and test PRO capture
- Navigate the path from FFS and PHM
- Move to tighter management of our at-risk patient population
- Complete physician compensation redesign
- Continued improvement in physician and staff satisfaction
- Disseminate communication training programs, online CME-CEU modules, and patient education videos related to goal-aligned whole person care
- Improving the security of our data networks and technology infrastructure
- Completing major upgrades and implementation of several core systems: EMR, Lab, PACS, VNA, HR etc.
- Population management, medical neighborhood, analytics, health enabling technology

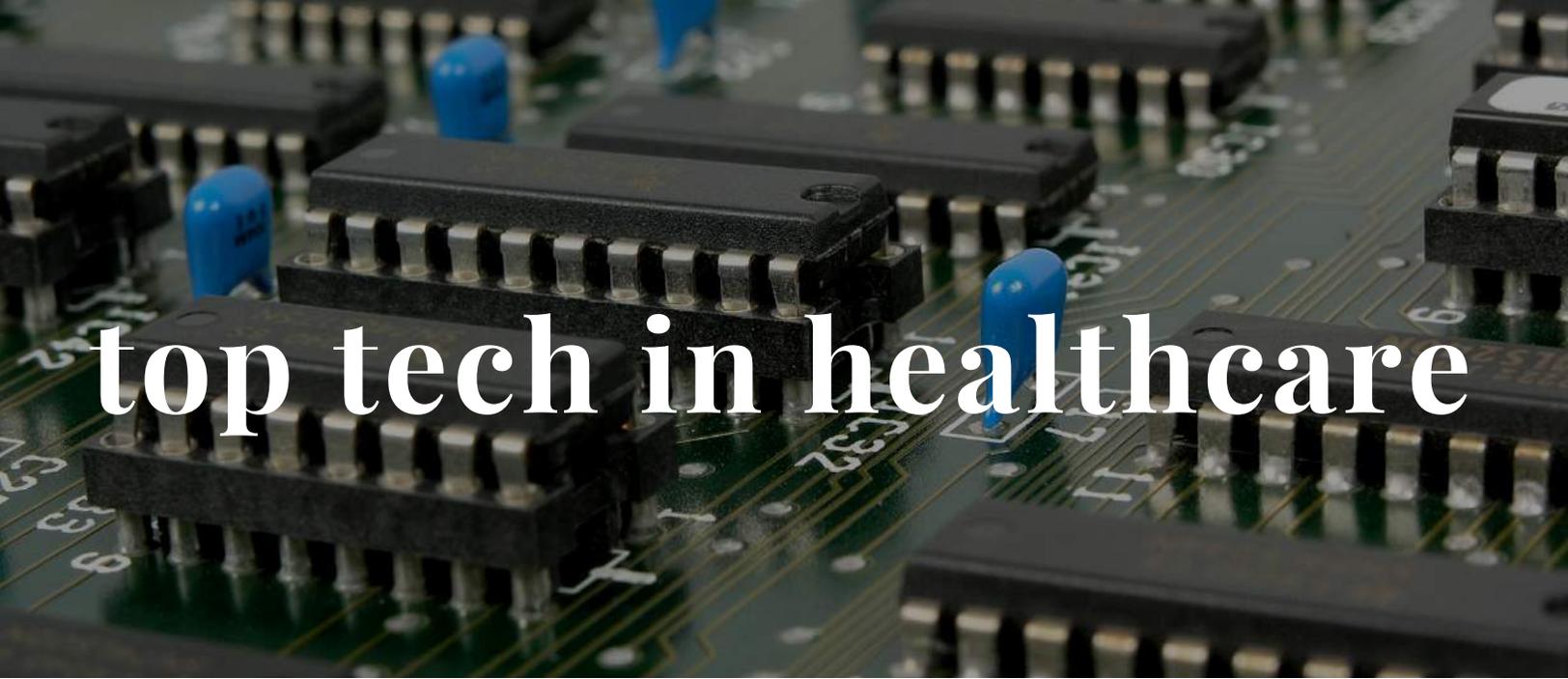
## What are the problems facing digital healthcare transformation?

- Funding
- Lack of skilled personnel
- Interoperability of vendor systems
- Overcoming FFS history
- Practice & system transformation
- Competing priorities and the 'tyranny of the urgent' for leader and managers across a system
- Prioritization of resources, particularly IHT
- Time and resources
- Culture
- Speed of contracting
- Reimbursement challenges

## What technology is required for digital healthcare transformation?

- NLP
- PRO Capture
- Streaming data analytics
- EHR interoperability and enhancements
- Care management software
- Episode of care analytics
- EPIC single-instance across enterprise
- Security enhancements
- Vendor neutral archive to consolidate images from various PACS and modalities

The survey was conducted with over 500 healthcare leaders during their attendance at the Millennium Alliance 2016 assemblies.



# top tech in healthcare

*eClinicalWorks*

**CEO: Girish Navani**

eClinicalWorks is the leading cloud-based EHR in the industry with over 115,000 providers and 800,000 medical professionals using our solutions today.

eClinicalWorks offers a range of products, including EHR management, population health management, patient engagement, and revenue cycle management.



**CEO: Keith R. Dunleavy**

Inovalon combines cloud-based data analytics and a data-driven intervention platform to achieve meaningful impact across the healthcare landscape.

Leveraging large-scale data interconnectivity capabilities, unparalleled proprietary data sets, advanced analytics, data-driven intervention systems, and industry-leading subject matter expertise, Inovalon enables the assessment and improvement of clinical and quality outcomes and financial performance across the healthcare ecosystem.

getwell:)network

**CEO: Michael O'Neill**

GetWellNetwork leverages the patient engagement movement which has gained significant momentum in recent years. Their scalable change management system is designed to help health care systems to be patient- and family-centered and achieve the Triple Aim. The O'Neil Center is the industry's first, single-source "think tank" for patient and family engagement and is advancing the integration of patient and family engagement by defining the need for patient engagement through Interactive Patient Care (IPC); growing the body of empirical evidence, and translating theory into actionable management.

**MDLIVE**

**CEO: Scott Decker**

MDLive provides virtual care, anywhere – in other words, it's a telemedicine platform that makes getting access to your doctor convenient for you. After you register, you will get a virtual consult within 15 minutes, to diagnose non-emergency medical issues.



## UNPARALLELED EDUCATION & NETWORKING OPPORTUNITIES

HEALTHCARE  
PROVIDERS  
Transformation

As we began to settle into the ACA era, Health Systems are shifting more retail-focused as they responded to consumer demand for greater price transparency and cost savings. Despite the unknown future of ACA, these customer-centric policies have never been more important. Businesses must address rapid innovation and competition from non-traditional players, but above all, they must continue to respond to empowered consumers as customer-centric transformation sweeps healthcare.

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# virtual reality is adding a new dimension to retail



Virtual reality is changing the face of retail by adding a new dimension to a shopper's experience.

Imagine this scenario. You're planning to buy a birthday present for your Mum. Like every year, you plan on splitting the cost with your sister. You both search online to find the perfect gift and settle on something for her next holiday. The only problem is the website is not great. It's tough to see the colors properly and if you buy in-store, you can get it personalized. The other challenge – you live in New York and your sister in London, and neither of you is near a store.

Enter virtual reality.

You can both enter the store, see the product, and test it out, all from the comfort of your two abodes.

Virtual reality (VR) and its sister technology augmented reality (AR) are changing the face of retail by digitally transforming how people shop.

You are no longer limited to the 4 walls of a store or the limits of a website. In the future, you will be able to try on that dress you've been eyeing without going in-store. You will be able to test if that dining set fits in the space and looks good in your dining room with the rest of your furniture.

VR and AR are emerging technologies, however investment in the sector is huge right now, with startups raising \$658 million in 2015. In the retail space, some predict that investment could be close to \$30 billion by 2020.

The digital transformation of retail is enabling the application of technology to eliminate customer pain points, improve customer service, and create a differentiated, unique, and personalized customer experiences.

The successful incorporation of VR and AR into retail models has already begun. Here are just a few examples of retailers who are ahead of the game when it comes to this new technology.



KEYNOTE

Sarah Robb O'Hagan, CEO, Flywheel Sports

The Digital Retail Transformation Assembly will bring together North America's most prominent digital, marketing, technology, and business leaders from the Retail Industry and. The digital landscape is changing, making the roles of the Chief Digital Officer and Chief Marketing Officer more important than ever before. The digital revolution has forever changed the balance of power between individual consumers and brands. CDOs and CMOs are working to take advantage of the explosion of information driving the digital enterprise.

Digital leaders know that digital marketing tools, like social media, are key for engaging with customers. Measuring these digital conversations and rapidly adapting to results will help their organizations stay ahead of the competition.



# sit down with Sarah Robb O'Hagan



CEO  
FLYWHEEL SPORTS

You are famed for leading the movement “Extreme Living”, which is dedicated to helping individuals, teams and businesses unlock their potential by discovering their own uniquely exploitable traits. Can you tell us a little bit about the movement and how it benefits executives’ careers and personal lives?

**SRO:** The biggest benefit of “Extreme Living” is getting more out of your own potential and ultimately delivering on more of your own personal ambitions. Be it as an executive or as someone leading a team or business that’s trying to go to a higher level. The whole idea behind “Extreme Living” is being willing to break yourself down and get uncomfortable, to push yourself to a higher level through growth and learning whilst having a lot of fun along the way.

As an internationally recognized business leader and a transformation pioneer, what advice do you have for business leaders today?

**SRO:** I think I would say particularly for old leaders, the world has changed so significantly in the last 20 years, certainly in the last 5 years, that it’s all about how can you stay in touch with the innovations and capabilities that are available to you. My biggest advice to leaders out there is to make it your obligation to stay in touch with technologies and breakthroughs that give you an opportunity to leapfrog your business. You often see the situation where the older executives’ kind of go “oh well the young kids know how to do that – it’s all good”. It’s not all good. If you can’t understand the fundamentals of how these new technologies enable your business to grow, how can you make the right decisions? I think it’s important to get uncomfortable, to get into these new spaces, and to learn them.

**Wearables, fitness, and health trackers have changed the way consumers interact with the healthcare industry igniting a need for digital transformation.**

**When you launched game changer 'Nike Plus', in collaboration with Apple, did you foresee the impact this technology would have?**

**SRO:** That's a great question. I was obviously one of a very large team launching Nike Plus. I look back now and think that really was the beginning of what we now call "modified self." One of the greatest things I learned from having lived and worked at Nike, this a company that exemplifies staying ahead of trends because they're not afraid of learning about new technologies, experimenting, trying, and pushing themselves.

“When we launched Nike Plus we had to go person-by-person, convincing runners to use it because no one knew what it was. It was incredibly hard. I think in a lot of companies, particularly bigger companies, we don't often have the patience to stick with innovation and enable it to find its audience. You have to have the resilience to do that.”

I had a similar experience later working at Gatorade when we were launching new product innovations. Same thing, when you bring something new the consumer, they're like "wait, what is this?" It's easy to think it's a failure, to give up or not to stick with it. Innovation, in general, is about constantly iterating, making it better, and helping it to find its audience. It's important to do that.

What Nike Plus is now compared to what it was is so different. Back in the day, it was a little chip that you had to buy and put in your shoe. People just didn't understand why the hell you would do that. Now you look at what's it become, Fitbit, Strava, and all the other players out there. It's incredible how the category has been created.

**At the Digital Retail Transformation Assembly, we're discussing the latest technology in retail, from virtual reality to smart mirrors, from artificial intelligence to mobile apps. What technology do you think will impact retail?**

**SRO:** That's an interesting one as there's so many! I think for the space [boutique fitness] we work in, any technology that improves the quantifying of fitness performance and enables people to be accountable to their own goals is going to be big. That's an area where we are also only just at the very beginning.

Take Flywheel, we enable our riders when they're on the bike to see their power. When they're taking a ride with an instructor, they can see how hard their resistance is or how they can push it further. The fitness experience has been a game changer for us. Again, we are just at the beginning of what this can be. When I think about the ability to track physiology and biology as you're working out, which is what the consumer wants, it's an enormous opportunity to deliver more value.

I do think the other big, general trend is that the retail industry in the last 5-10 years has become data-rich but knowledge-poor. We have so much data coming out of our ears, often as executives, it's hard to know how to effectively use it. You see that as a business and you see

it as a consumer. How often do we just get stalked around the internet with mobile advertising that is just a hassle and not relevant? I think we have a ton of opportunity with technology helping us be much more relevant in the years to come.

**Can you tell us a little about how you got started in the Sports Industry? What advice do you have for female graduates looking to get ahead in a historically male-dominated industry?**

**SRO:** Just bring it! Be yourself and don't have any fear of failure. I think one of the things that research would tell you is that younger women, in particular, feel a lot of pressure to be really perfect and get everything right, for example having the perfect resume. If there is one thing that I have learned from the research for my book is that this is not the route to great success. Everybody who has really made it has made a lot of mistakes and learned from them.

“My biggest advice is swing hard. Just know that whether it works out or doesn't, it's all going to help you get to a great place.”

**Why did you decide to join Flywheel Sports as CEO and what excites you about the company's future?**

**SRO:** What I love about Flywheel is that it's a 7-year old company, so it's a real business that's operating and delivering profit, doing all those great things and it has enormous potential to grow, scale and move into different channels of content.

The thing that really excites me about Flywheel is that it has all the raw materials to be the kind of business that can continue to be a category leader. The whole area of boutique fitness that we operate in is at its very beginning, it's in its infancy, compared to where I think the consumer is going and therefore where this market can go.

**Your new book EXTREMEYOU is about to be released [April 4th]. Can you tell our readers a little about what they can expect from the book?**

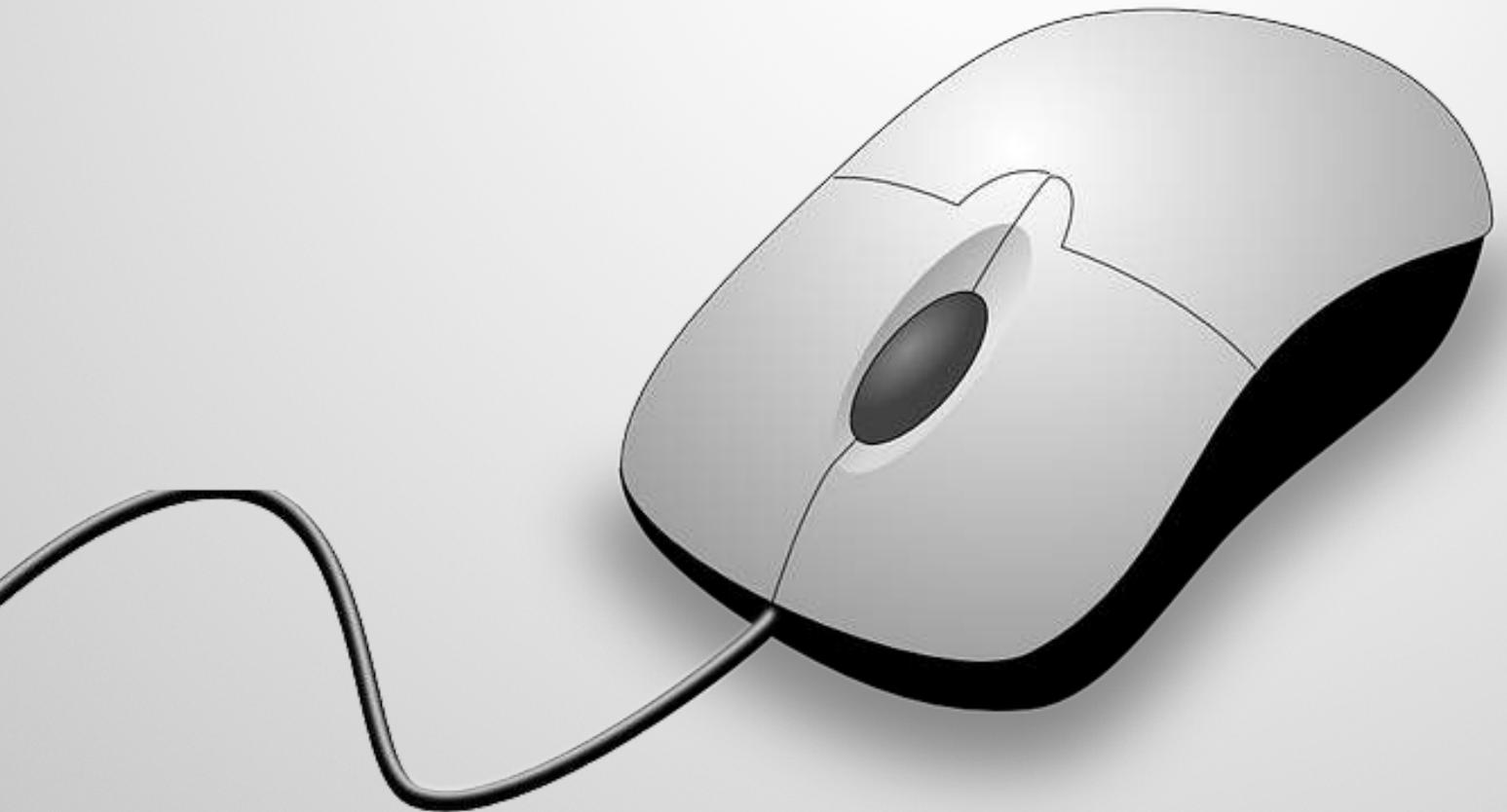
**SRO:** The book is made up of 23 interviews with people I call "Extremers" who happen to be at the absolute top of their games globally, in their respective fields. Everything from Condoleezza "Condi" Rice our former secretary of state, to Bode Miller a downhill skier, and Mister Cartoon a tattoo artist; it's very broad spectrum of people from which to explore what it takes to go from having ordinary talents or skills to extraordinary success.

What the book has is a lot of very, very inspiring stories and frankly at many times quite vulnerable stories about some of the hard stuff that people go through on the road to figuring out the best version of themselves. It has a bunch of psychology research backing it up and also very, very practical tips for people to apply it to themselves. It has relevance for people as leaders, and it has relevance for teams and even brands. How can you apply these principles to developing a really strong position in the market? It's a lot of fun that's for sure.

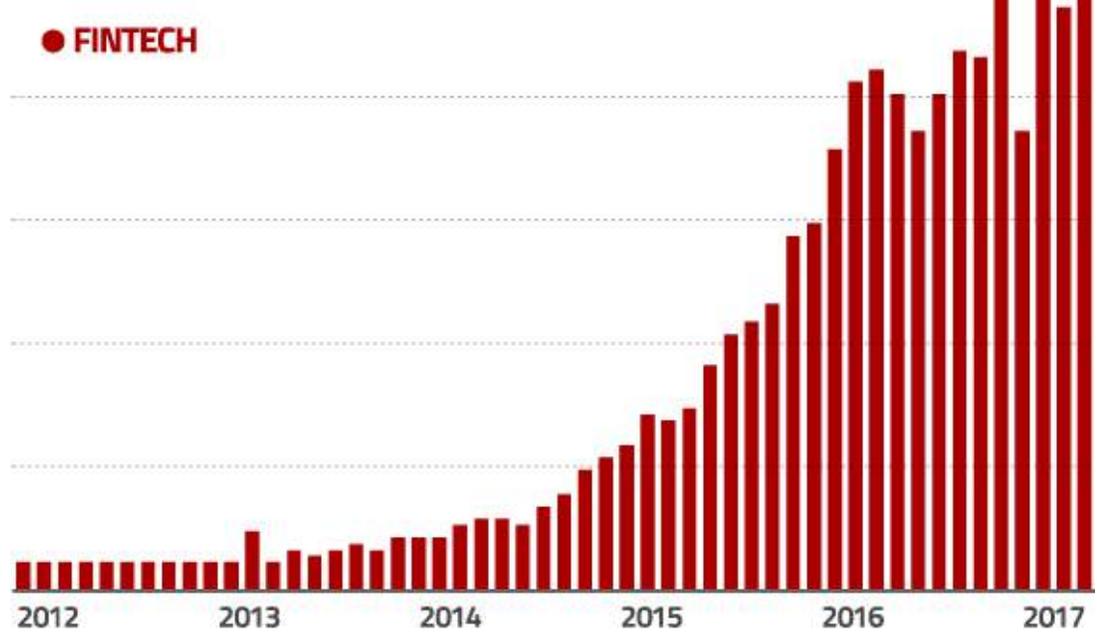
“It's an entertaining read, but definitely has a lot of substance behind it!”

# THE DIGITAL DIARY

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# the financial services are next

The Financial Services are on the brink of digital transformation, as revealed by the Financial Brand's annual look at the Google Search trends impacting the financial services.

Google Trends allows you to delve into a variety of topics from the spread of flu, to the latest blog on virtual reality. It's a powerful tool for any marketer to understand what's resonating.

## customer experience

Marketers are universally looking at methods to improve customer experience, looking at UX and customer journey trends online to find the latest tip or trick.

The trend of customer experience in the marketing context is not restricted to the financial services. Over recent years, we've witnessed how i

increasingly the role of customer experience manager has naturally been managed by the marketing department or completely incorporated into the marketing function. The new roles work together seamlessly as both work to represent the 'voice of the customer'.

## data sciences

You can't talk to a marketer these days without them spilling out words like "digital transformation", "artificial intelligence" or "big data".

As The Financial Brand identifies, the need to ramp up your data skills is not stopping anytime soon! If anything, it's becoming a vital skill for any marketer. Having these skills is a great way of setting yourself apart from the crowd when applying for jobs.

## shift to digital marketing

Following retail, travel, and now healthcare, the financial services are the next on the precipice of digital transformation. As always, the marketing function is leading the way with the move from traditional advertising to digital marketing tactics.



## THE INDUSTRY IS ON THE PRECIPICE OF DIGITAL TRANSFORMATION - ARE YOU READY?

Following on from the success of our February edition with Keynote speaker – Lisa Shalett, Retired Partner and COO of Global Compliance, Legal & Internal Audit, Goldman Sachs, the FSI Transformation Assembly will bring together North America's financial services and insurance organizations. While financial services and insurance CIOs will have to deal with many challenges in the coming year as the industry makes the final leap into digital transformation. C-level IT leaders need to understand the convergence of mobile, social, and cloud to stay ahead of the competition.

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# FSI Transformation



# sit down with Steve Facini

CMO

**ONDEMAND CMO**

**The financial services are on the precipice of digital transformation. What trends are you keeping an eye on?**

**SF:** The big trend for me is the impact digital transformation is having on the customer experience. More so now than ever before, we need to make the client the epicenter of everything we do and allow technology to help us deliver rich and rewarding experiences throughout the customer journey. Competition is as fierce as ever and the company that can deliver a unique and seamless omnichannel experience is the company most likely to win. And in this age of social media, if you deliver an exceptional experience your customers will become your advocates and spread the word. Nothing is more powerful than when your customers promote your brand.

Competition is as fierce as ever and the company that

can deliver a unique and seamless omnichannel experience is the company most likely to win. And in this age of social media, if you deliver an exceptional experience your customers will become your advocates and spread the word. Nothing is more powerful than when your customers promote your brand.

**What advice do you have for c-level leaders in the financial services space looking to leverage digital tools?**

**SF:** Embrace the digital tools available to you. Marketers are on a journey to create the ultimate attribution model but that can only be achieved through a process of “testing and learning”. We can’t be afraid of trying new things. With each iteration, you will gain new insights, sharpen our focus on the tactics that are truly driving results and ultimately, improving our attribution model while also driving ROI. The future is here and we need to embrace it.

# survey results

What are the priorities of digital leaders in the financial services in 2017?

## highest priority

- Hybrid cloud - solving complex finance/risk transformation initiatives for financial institutions
- Innovative digital, data and analytics technologies and solutions to drive consumer centricity and improves outcomes
- Making omnichannel a reality: transform and simplify how you enable customers and bankers alike
- Responding to regulatory changes
- ROI analysis attribution and optimization
- Cross-channel marketing attribution
- Connecting with the connected customer
- Thinking mobile-first
- Improving omnichannel customer experience

## high priority

- Effectively leveraging hybrid cloud
- Leveraging API economy
- Enterprise feedback and online review management
- Integrating social media into digital marketing strategies

## low priority

- DevOps transformation through automation
- Increasing agility in the execution of IT
- Track, analyze, and manage digital reputation
- Breaking down barriers on your path to personalization

The survey was conducted with over 500 financial services leaders during their attendance at the Millennium Alliance 2016 assemblies.

# top enterprise & security tech

Keeping on top of the latest technology is not always easy. To help, here is a list of the companies working on the best solutions across Enterprise and Security.



**CEO: John Van Siclen**

Digitally transformed companies need to monitor their security constantly, 24/7. Dynatrace's platform combines united performance management, smarter monitoring at scale, with big data analytics in an open ecosystem to provide their clients with an all-in-one answer to their monitoring needs.



**CEO: Josh James**

Domo is a business cloud service that creates a unique ecosystem for a business management, connecting various touchpoints, visualizing data, and enabling faster insight – all from mobile devices.



**CEO: Lloyd Carney**

Marketing themselves as the network provider for data centers everywhere, their solutions help organizations define their infrastructure.



**CEO: Matt Mills**

The MapR Converged Data Platform provides a competitive advantage for organizations across industries in several key functional areas of the business including IT, marketing, security and risk, and business operations. By enabling big data applications for both operational and analytical use cases, the MapR Converged Data Platform represents the heart of the data-driven businesses, helping their clients realizing 5 times more ROI.

# THE CONVERGENCE OF MOBILE, SOCIAL, AND CLOUD

THE DIGITAL ENTERPRISE TRANSFORMATION ASSEMBLY WILL BRING TOGETHER NORTH AMERICA'S MOST PROMINENT TECHNOLOGY AND BUSINESS LEADERS FROM ALL MAJOR INDUSTRIES. CIOs KNOW THERE IS AN EXPLOSION OF INFORMATION DRIVING THE DIGITAL ENTERPRISE. UNDERSTANDING THE CONVERGENCE OF MOBILE, SOCIAL, AND CLOUD IS CRITICAL FOR ORGANIZATIONS LOOKING TO CREATE OPPORTUNITIES AND STAY AHEAD OF THE COMPETITION. IT IS THIS CONVERGENCE THAT WILL BE THE FOUNDATION OF THE NEW DIGITAL WORLD.

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# top enterprise & security tech



**CEO: Flint Brenton**

CollabNet is a DevOps lifecycle management platform, that provides hosted services, Enterprise SCM and agile development. CollabNet helps its clients to develop and deliver high-quality software.



**CEO: Joel Daly**

The HOSTING Unified Cloud layers the industry's leading managed services atop AWS and Azure cloud infrastructures. The result is unmatched, single team support and visibility into cloud environments powered by HOSTING.



**CEO: Tucker Callaway**

Chef Software offers infrastructure and applications that enable companies to deploy code fast. With the following solutions available, if you are looking to increase speed and efficiency, you should contact these guys: Infrastructure automation, cloud automation, DevOps, Compliance and Continuous Delivery.



**CEO: Prashant Parekh**

KloudData is at the forefront of building transformative software solutions that help market leading enterprises remain ahead of the pack. With a proven history of demonstrating innovation and consistency in its customer engagements, KloudData's signature is a customer-first approach. KloudData's software solutions are built for cloud or on-premise deployments based on its deep expertise in mobility, analytics, and enterprise backend systems presented through breathtaking UI/UX.



# top enterprise & security tech



**CEO: Fima Katz**

Exadel is a software engineering company who work with their clients to design, build and support enterprise applications. Offering high-quality services, Exadel helps businesses seeking to leverage mobile and web tech.



**CEO: Jesper Andersen**

Infoblox provides actionable network intelligence for their clients, by increasing business speed and efficiency with their network and security systems. Clients can automate core network actions across your data center, virtualized environments, and the cloud with Infoblox DNS, DHCP, and IPAM (DDI); and proactively detect, isolate, and stop data exfiltration that exploits DNS vulnerabilities with enhanced DNS security and real-time threat intelligence.



**CEO: Lior Div**

It's a reality that in the digital world, businesses must protect themselves from hacking. More and more, businesses are looking at their cybersecurity infrastructure. Cybereason offers a service that continuously defends IT infrastructure by detecting malicious activity, identify the root cause efficiently and respond without delay.



**CEO: Gregory Webb**

Bromium offers Automatic Data Processing or what they refer to as Virtualization-based security for enterprise. Their platform defeats cyber-attacks, streamlines IT infrastructure, provides stress-free security with real-time intelligence and remediation.

