



# Digital Execution Workshop

Yesterday's success no longer guarantees tomorrow's results as the way business operates is being dramatically transformed.



To prepare for tomorrow, leaders need to identify and execute new strategies that work with the latest technologies. The concern is that the failure rate for Digital Execution is even higher than for past strategy executions. And yet adopting digital is not optional; it's compulsory – just as adopting the Internet 18 years ago was not an option.

To compete in this highly complex and competitive market means understanding how to develop and execute your strategy in a digital world.

**“ It's not about having a digital strategy but a strategy for a digital world. ”**

You also need to examine how major new technologies such as Artificial Intelligence (AI), Robotic Process Automation (RPA), Data Analytics, Agile, Human Design Thinking, Internet of Things (IoT), etc., will affect your business and how can you leverage them as a strategic advantage, not just as cost-saving tools.

The Digital Maturity Model, introduced at the start of the workshop, allows you to assess where you are in your digital journey.

Adopting these major new technologies requires a complete business model shift that will, eventually, transform your business from the core. As being digital-driven weaves through every component of your organization, its DNA is altered. As a result, it's not about making small adjustments to your business model but embracing a whole business model transformation.

The workshop explains this challenge and more while addressing how Digital Execution differs from traditional strategy execution.

A common misconception by leaders is to assume every organization needs to become digital-driven by tomorrow. Not every organization needs to transform its business at the same speed. The strategy and market dictate the speed at which you need to move in your execution. Technology and financial institutions, for example, need to move fast while agriculture and the luxury businesses can advance at a slower rate.

The speed at which an organization executes its strategy is called its Strategy Cadence and features three gears:

- Slow – more than five years with a low sense of urgency
- Medium – less than five years and more than three years with an average sense of urgency
- Fast – less than three years with a high sense of urgency

In this Digital Execution workshop, you are introduced to two frameworks:

1. The Ticking Clock®
2. The Implementation Compass™

The Ticking Clock is one of the few models available that explains how to transform your business to being digital-driven. The 11 steps – from crafting a digital vision to reporting digital measures to your Board and nine steps between – provide the framework to guide your organization.

The Ticking Clock is based on research from Bridges clients as well as more than 1,800 leadership interviews conducted at the end of 2018 in North America, Europe and Asia Pacific.

The Implementation Compass is Bridges' proprietary framework that explains the eight areas required for excellence in execution.

Both the Ticking Clock and Implementation Compass support you to overcome significant hurdles and avoid being among the 84 percent of Digital Executions that fail. You'll hear amazing examples and stories about organizations around the world that did succeed!

This workshop ends with a case study on DBS Bank. In 2018, it was named the best digital bank in the world. This case study was written by Robin Speculand, the course facilitator, who is also writing the book on DBS's transformation story.

## Benefits from Attending the Workshop

When you attend this one-day highly informative, engaging and entertaining workshop, you will:

- Use the Digital Maturity Model to identify where you are on the Digital Execution journey
- Understand the different components of becoming a digital-driven organization
- Determine the speed your organization needs to execute its strategy
- Assess your organization against the 11-Step Model for transforming into a digital-centric organization
- Identify how to be excellent in execution by adopting each of the eight essential areas of the Implementation Compass
- Learn from the DBS Bank success story

## Workshop Outline

During this workshop, a wide range of methods and tools are being leveraged to build a meaningful experience. Specifically, we combine theory with practice, lectures with experiential learning and individual reflection time with group discussions and case studies. We employ the latest neuroscience research, puzzles and stimulated challenges. To make points and keep them relevant, we also use video and business simulations.

### Morning Session

#### Industry 4.0 Overview

The Internet transformation 18 years ago was the first wave of Industry 4.0. Today, that shift pales in comparison to what's now happening in business. Momentum has been rapidly increasing with several major innovations in digital technology coming to maturity. They're all poised to transform the way business operates in the future. That's why it's important to understand the various components of becoming a digital-driven business.

#### Digital Maturity Model

Leaders are at one of three stages in fostering a digital-centric organization. They are either at a level of:

1. Awareness – reading articles and watching videos to learn
2. Adopting – looking for guidance and frameworks
3. Aggressive – leveraging digital as a strategic tool

In this module, you'll identify where you are on your digital journey and what it means. It addresses this question: *What's required to transform the organization's strategic business model?*

## Why Digital Execution Fails

The reasons a digital execution fails include:

- leaders failing to develop a digital mindset
- cultural resistance to business model transformation
- lack of support from an organization's board of directors

This module examines how to avoid these pitfalls so you can succeed.

## The Ticking Clock® – 11-Step Model

Most steps needed to transform an organization are likely not already part of your organization's DNA. This means leaders need to step up to adopt new thinking and approaches.

This module outlines what's involved in transforming to digital. It explains future thinking of the business, adopting centricity and future proofing for tomorrow. You will have the opportunity to apply this 11-Step Model to your business.

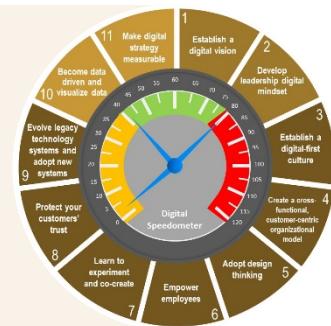


## Afternoon Session

### Digital Speedometer®

Not every organization needs to be digital-driven immediately. Depending on your market and your strategy's aggressiveness, you could move at a slow, medium or fast cadence.

In this module, you will learn to identify your organization's Strategic Cadence, your speed of execution.



### An Execution Framework – The Implementation Compass™

The framework introduces the eight areas for excellence in execution and shares where you need to focus on your Digital Execution. The module shares examples, stories and tips from top-performing organizations. It ensures leaders don't underestimate the execution challenge, which commonly happens.



## DBS Bank – Case Study on becoming the Best Digital/Bank in the World

DBS Bank was the first bank to receive Euromoney's inaugural award "World's Best Digital Bank" in 2016 and again in 2018. In just a few years, DBS was transformed from the poorest-performing bank in Singapore to being recognized as the best digital bank in the world and then the best bank in the world by Global Finance. You'll learn how the bank's leaders successfully transformed this organization.

In this module, you'll see an exclusive video from the facilitator's research in preparing to publish the bank's story as a book at the end of 2019.

# Workshop Facilitator – Robin Speculand



Robin Speculand is driven to transform strategy/digital implementation in organizations globally by inspiring leaders to adopt a different approach. His work begins when organizations are crafting their strategy and starting to think about the implementation. He guides them through the journey and transfers the IP knowledge, tools and templates needed to succeed where so many fail. These include Bridges' Implementation Compass™—a proprietary framework for successful implementation—as well as the Ticking Clock© and access to The Implementation HUB, the first portal in the world dedicated to strategy implementation with over 600 resources.

Robin is a prolific writer on implementing strategy and an international bestselling author who has written five books in this series. These include *182 Questions for Digital Execution–Strategy Implementation Starts with the Right Questions*, *Excellence in Execution–HOW to Implement Your Strategy, Beyond Strategy–The Leader's Role in Successful Implementation* and *Bricks to Bridges–Make Your Strategy Come Alive*.

In 2000, Robin left his position as Citigroup Regional Vice President, Corporate Bank, Asia Pacific to start Bridges Business Consultancy Int, a specialist in strategy/digital implementation. Since working with its first client, Singapore Airlines, Bridges has assisted governments, multinational corporations and local organizations across five continents to achieve excellence in execution.

His pioneering work has been featured in strategy journals as well as international print and electronic media including the BBC UK & Global, CNBC, Financial Times, Sunday Telegraph and Singapore Straits Times. He is a sought-after speaker at strategy and international business forums.

Robin is the co-founder of the Strategy Implementation Institute, a founding member of the Asia Professional Speakers Singapore and founder of two other societies. He has earned an MBA from the National University of Singapore and serves as an adjunct member of Singapore Management University. Outside of work, he's a die-hard ironman athlete.



**“** *Robin Speculand is a global pioneer and expert in strategy and digital implementation.* **”**



# BRIDGES™

Business Consultancy Int.

Bridges Business Consultancy Int

[bridges@bridgesconsultancy.com](mailto:bridges@bridgesconsultancy.com)

[www.bridgesconsultancy.com](http://www.bridgesconsultancy.com)