



DIGITAL
INNOVATION
SUMMIT

Welcome to the Digital Innovation Summit 2014

#DIS2014

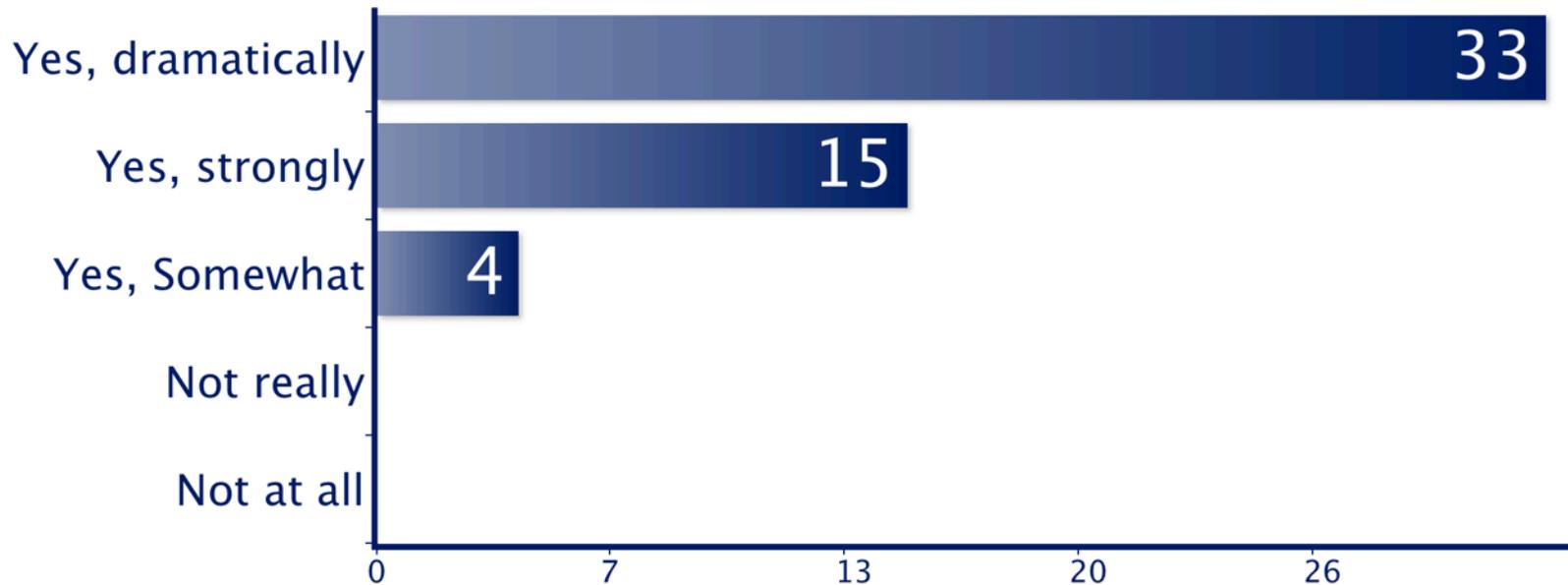
**DICITAS
CONSULTING**
PARTNERS IN TRANSFORMATION

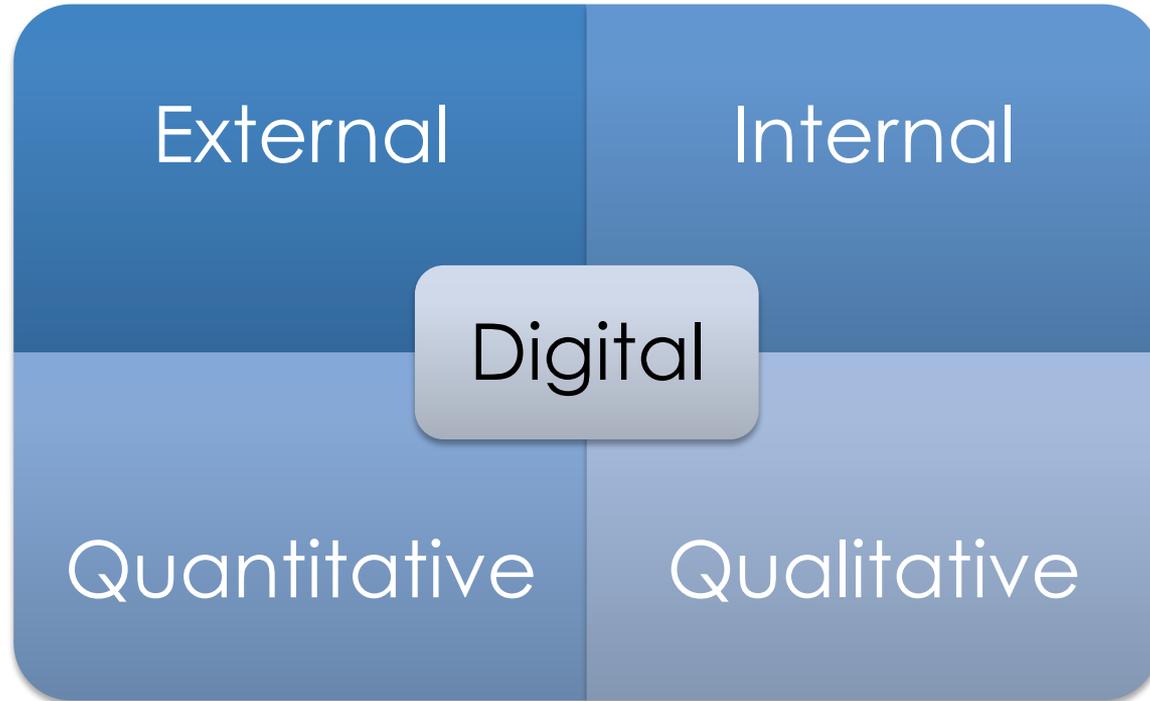
Time	Agenda Item		
13:00	Opening of the Day by Martin Hermsen Dicitas Consulting		
13:30	Stand-out Social Media by Mike Lewis		
14:15	Digital Transformation at Office Depot by Neil Maslen		
15:00	Break		
	<i>Breakout 1 Interaction</i>	<i>Breakout 2 Operations</i>	<i>Breakout 3 Analytics</i>
15:15	Break-out round 1		
16:00	Break-out round 2		
17:00	Break-out round 3		
18:00	Closing		
18:30	Networking & Drinks		

learn
networking
discussion innovatie
innovation
inspire
meet acceleration customer technology
excitement fun learning
information news
insights digital understand optimisation
experience

6. Are you impacted?

Is your company impacted by the digitalization of the market and customers?







€183 bn



EU Market Value

20%



EU YOY Growth

4.2 bn



World wide parcels

€7.85 bn



Netherlands B2C
Market Value

€1.10 trillion



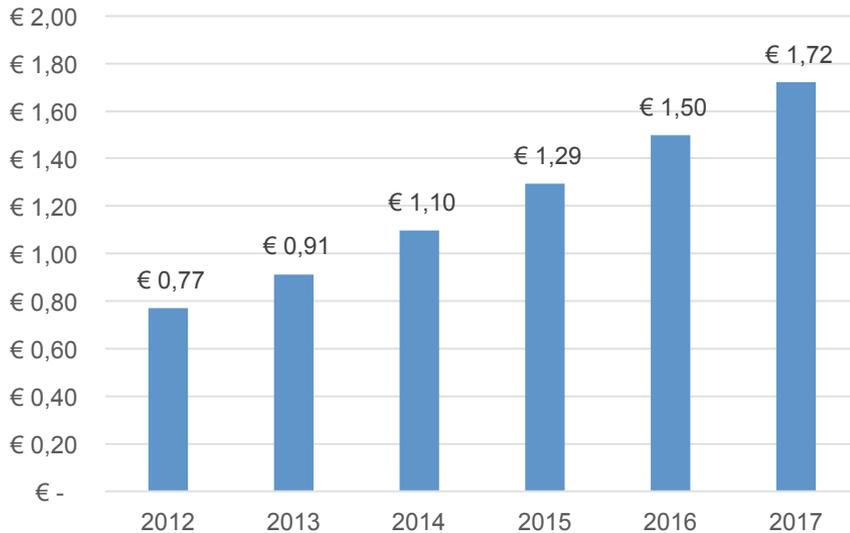
EU vs ROW

€220 bn



BRIC Market Value

B2C eCommerce Sales Worldwide (trillions)



20.1%

worldwide B2C eCommerce growth

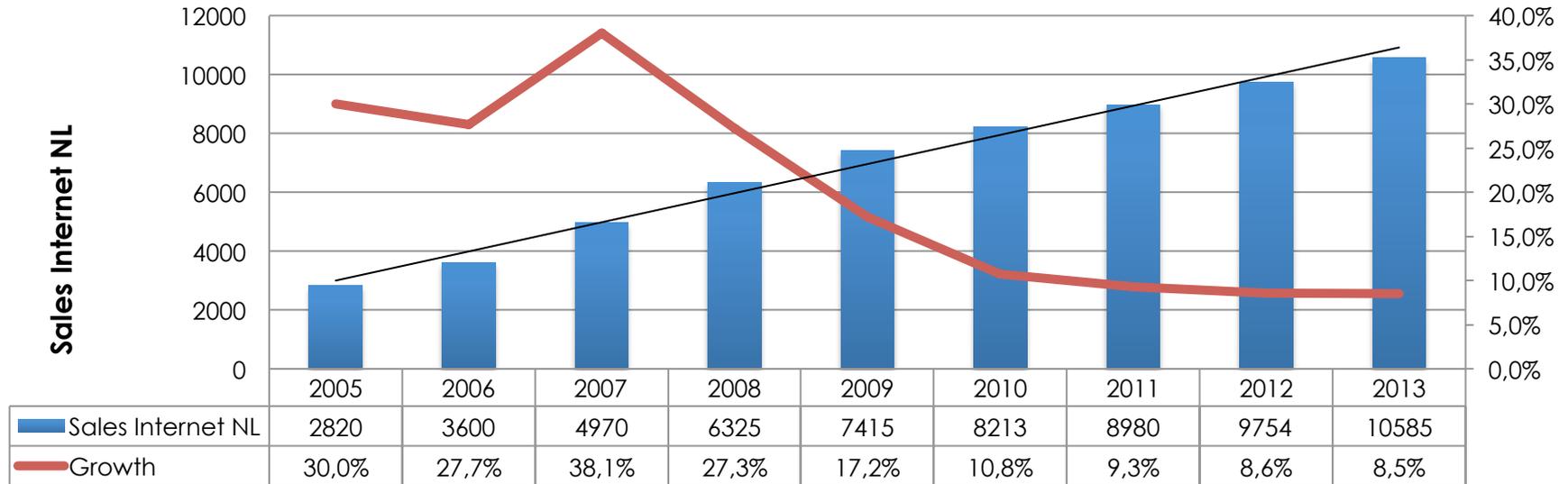
€1.10 trillion

total retail eCommerce sales in 2014



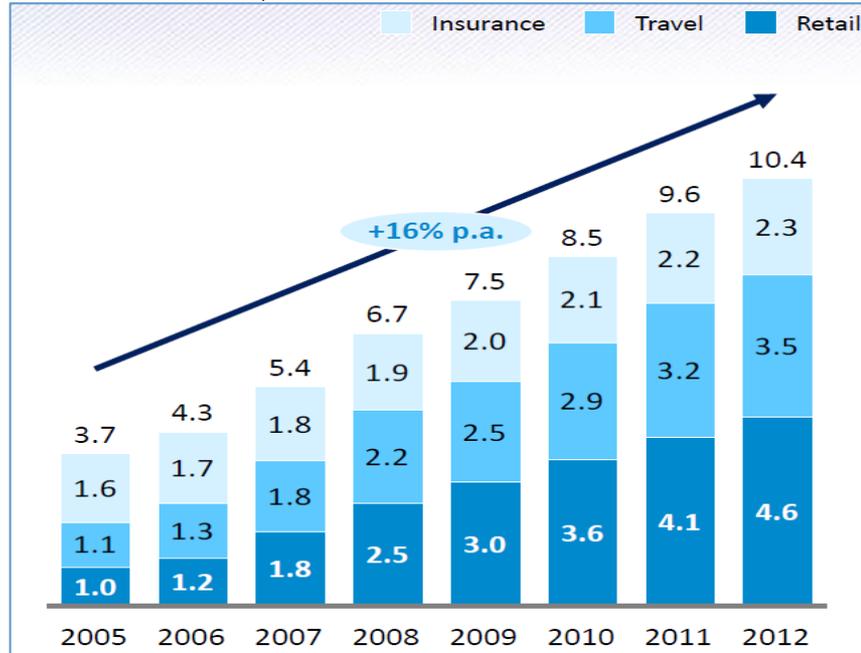
In 2013, the total online sales for consumers in the Netherlands was €10,6 billion euro. The increase of 8,2% was mainly due to the increase of average shopping basket value of 8,9%.

Internet Sales NL 2005-2013 in Millions Euro



Growth of the online retail, travel & insurance market

NL for 2005-2012, EUR billion

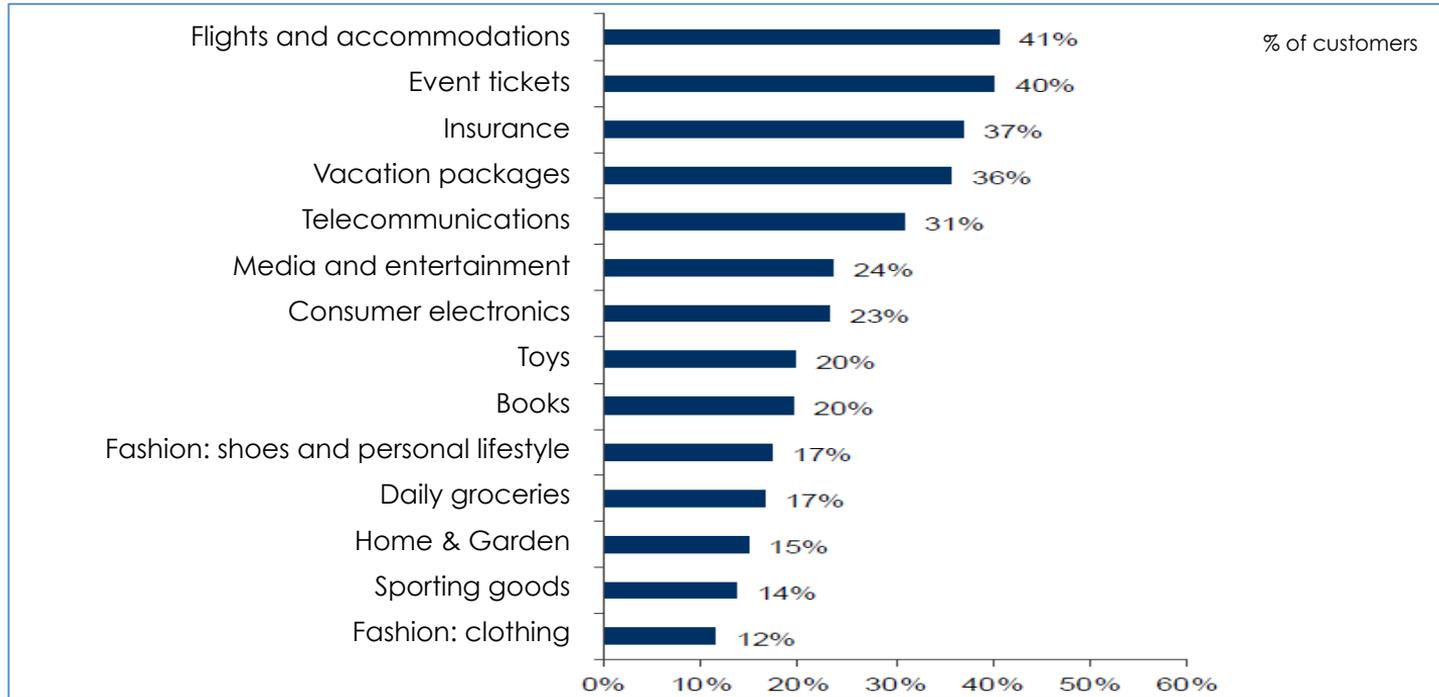


Characteristics of eCommerce growth

NL for 2005-2012

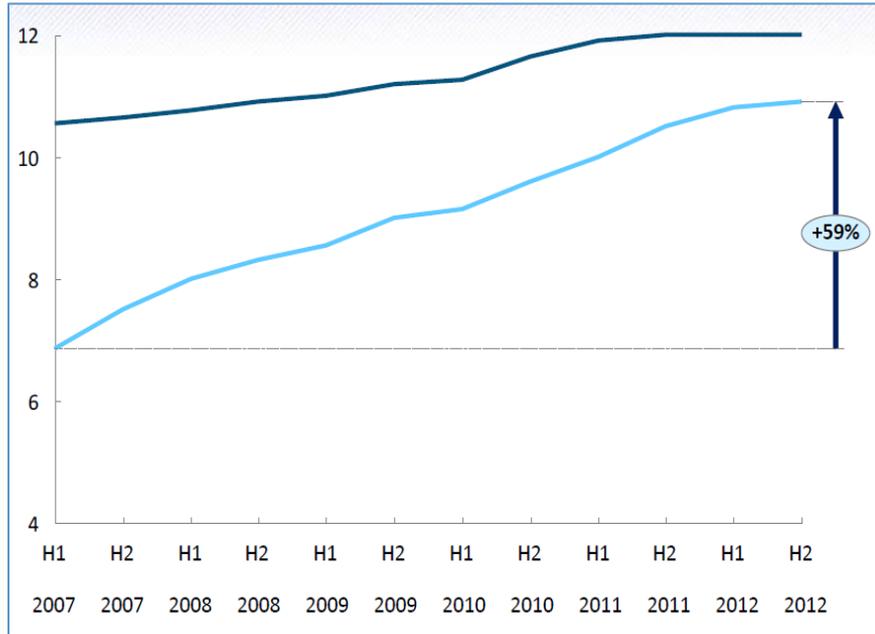
1. Increasing number of online buyers
2. Higher average online spending
3. Increasing number of orders
4. Growing number of online shops
5. Increasing online share of products vs. services

Shopping for which consumers won't go to physical retail anymore...



The number of online buyers has increased dramatically in past 5 years

Internet users & online buyers



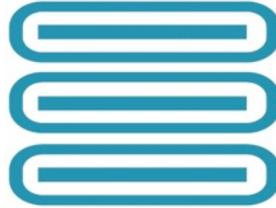
- **The Netherlands (74%), Denmark (71%) and the U.K. (68%)** had the **highest shares of e-shoppers** in Europe in 2012
- **Frequent Dutch e-shoppers** are often **men, between 25 – 44 years old** and **higher educated**
- With **24%**, **NL** was the **fifth country** when it comes to **high-speed broadband adoption (>10Mbps)** in 2012

83%



Want a clear indication of when items will arrive

71%



Want the in-store inventory of products

64%



Want a store locator

54%



Want to buy online and pick up in store (Click & Collect)

49%



Want to reserve online, pick up and pay in store

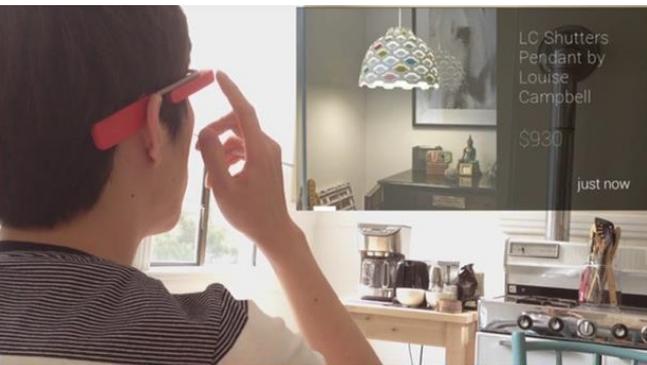
41%



Want to buy online and pick up at convenience location

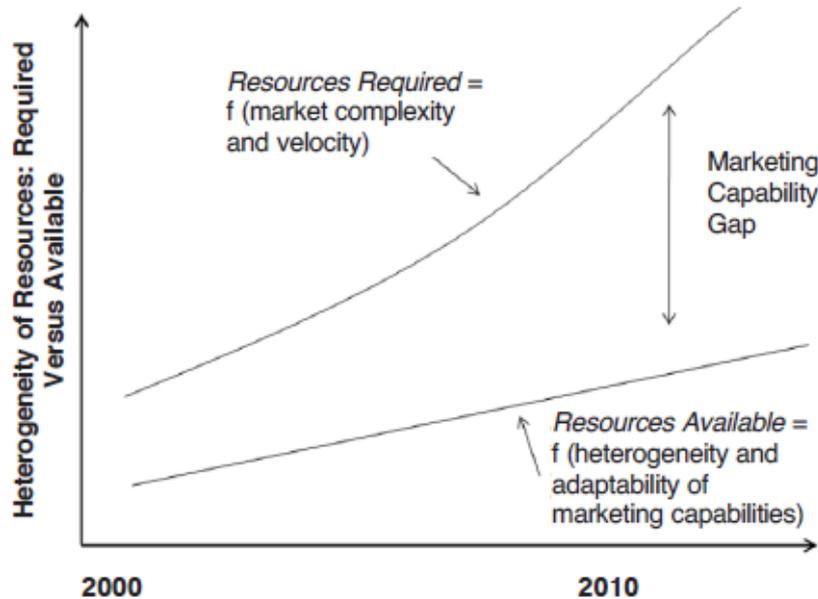
Consumer behavior is fundamentally changing

In 2020 we will shop much more from home, in environments that provide a virtual experience, using virtual shop assistance.



The Marketing Capabilities Gap

George Day, Journal of marketing July 2011



- Deluge of data that is well beyond the capacity of organizations to comprehend and use.
- Strategies are not keeping up with the disruptive effects of technology-empowered customers; the proliferation of media, channels, and customer contact points;



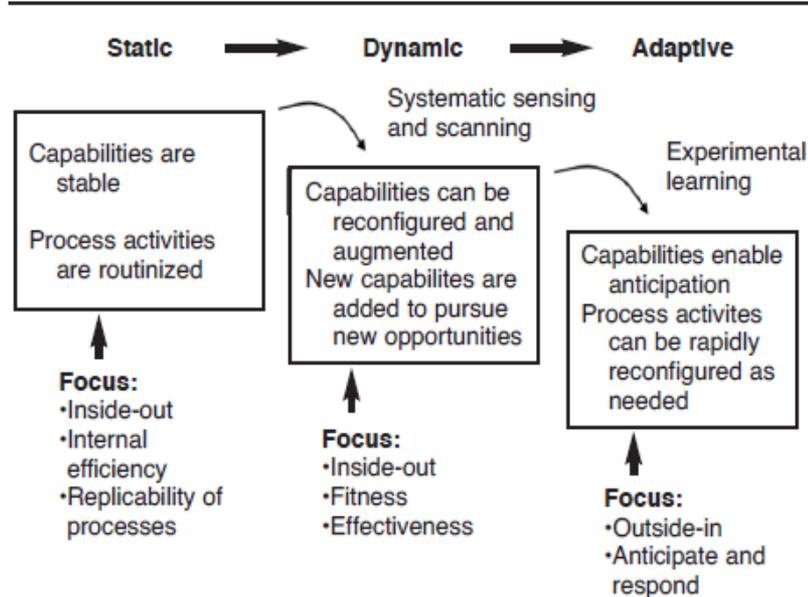
- ***Closing the widening gap between the accelerating complexity of markets and the limited ability of organizations to respond demands new thinking about marketing capabilities.***

Adaptive vs. Dynamic Marketing Capabilities

		Function	
		Exploiting	Exploring
Orientation	Inside-out	Resource-based view of the firm	Dynamic capabilities
	Outside-in	Capabilities of market-driven organizations	Adaptive marketing capabilities

- Adaptive processes require balancing exploration of **new possibilities** (through experimentation, discovery, risk taking, and flexibility) and exploitation of **old certainties** (efficiency, replicability, and predictability of processes and routines)
- **Outside-in orientation** makes market sensing and customer interaction essential distinctive capabilities.
- **Adaptive capabilities** augment and extend the existing dynamic capabilities so that rapid adjustments can be made.

From Static to Adaptive Capabilities



Three adaptive capabilities are needed:

- **Vigilant market learning** that enhances deep market insights with an advance warning system to anticipate market changes and unmet needs,
- **Adaptive market experimentation** that continuously learns from experiments, and
- **Open marketing** that forges relationships with those at the forefront of new media and social networking technologies and mobilizes the skills of current partners.

As the marketing gap is present amongst most companies we can also identify other variations of this capability gap:

- The digital performance gap
- The mobile communications gap
- The service gap
- The supply chain gap
- The mentality gap between marketers and information technology
- The Big Data capability gap



Inspiration

Orientation

Purchase

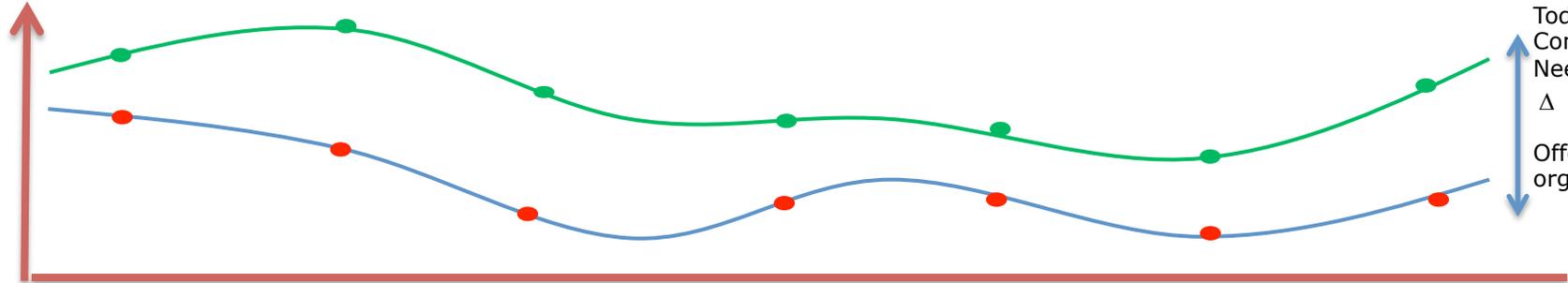
Use

Service

Extend
relationship

Retain

Digital Interaction Intensity



Today's
Consumer
Needs

Δ

Offered by
organizations

- Online and mobile access
- Recommendations
- Social Media

- Product comparison
- Aggregator comparison
- Real-time support through customer chat

- Online registration
- Instant activation

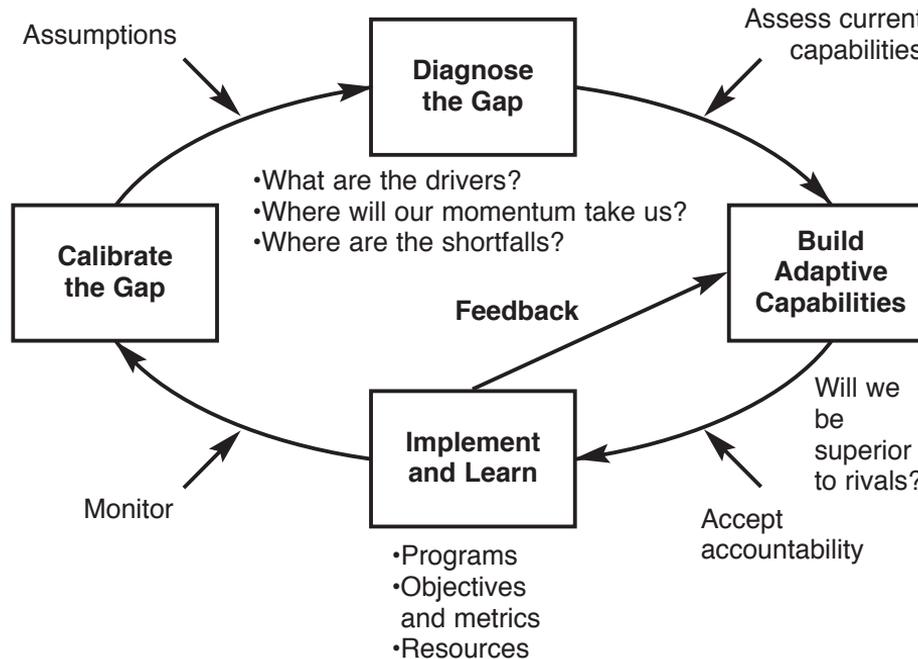
- Multi-channel, real-time alerts
- Single view of all products and benefits
- Secure message centre

- Customer help/support through social media
- Account level chat support

- Personalized offers via preferred channel
- Single view of offers

- Proactive retention offers
- Loyalty offers
- Benefits reinforcement
- Continued access to servicing even with closed account
- Social media communications (e.g. Refer a friend)

The Capability Development Process



The Digital Performance Benchmark

6. Measure your Digital Performance

- We review our digital performance improvement roadmap regularly
- We measure our digital performance and know the bottom-line
- We monitor our Digital Customer Experience

5. Master big data to enable digital engagement

- Extract and Apply Value-Adding Insights
- Use Customer Data Strategically



1. Deliver a superior digital experience

- Deliver digital experience consistently
- Deliver a branded digital experience
- Enable customer service differentiation and personalization
- Have an integrated customer experience strategy towards digital

2. Use digital to create and shape demand

- Expand Into New Markets
- Have best in class e-commerce capability
- Use Channels Strategically
- Create High-Margin Digital Products and Services
- Use digital to reinforce position in the value chain

3. Use Digital technology to innovate

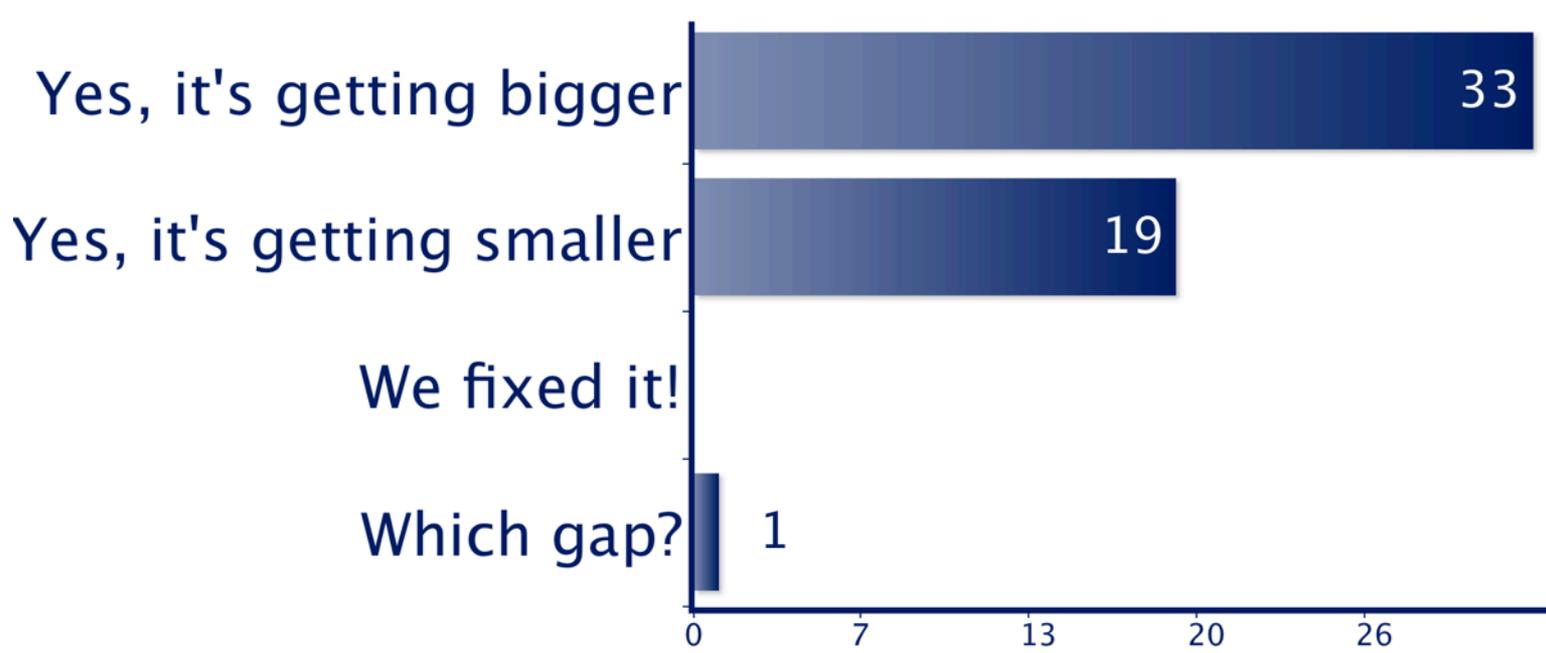
- Execute Pervasive Digital Innovation Agenda
- Implement clear, efficient processes
- Use digital to improve the efficiency and effectiveness of business processes
- Master Digital Security
- Master Digital Channels

4. Organize to be digital

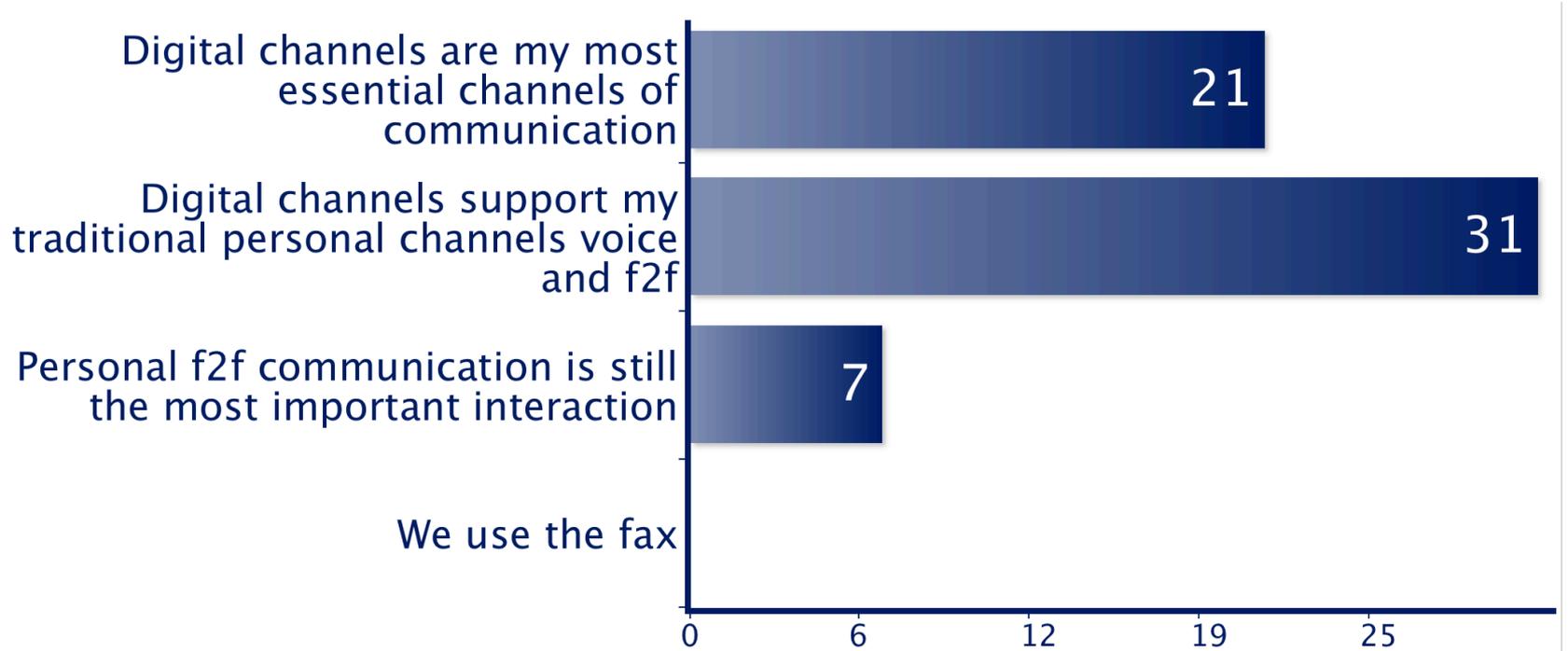
- Articulate a clear integrated strategy towards digital
- Integrate digital throughout the organization
- Manage, Train, and Retain Best Talent
- Ensure Senior Executives are Digital Savvy

7. Does the Gap Exists?

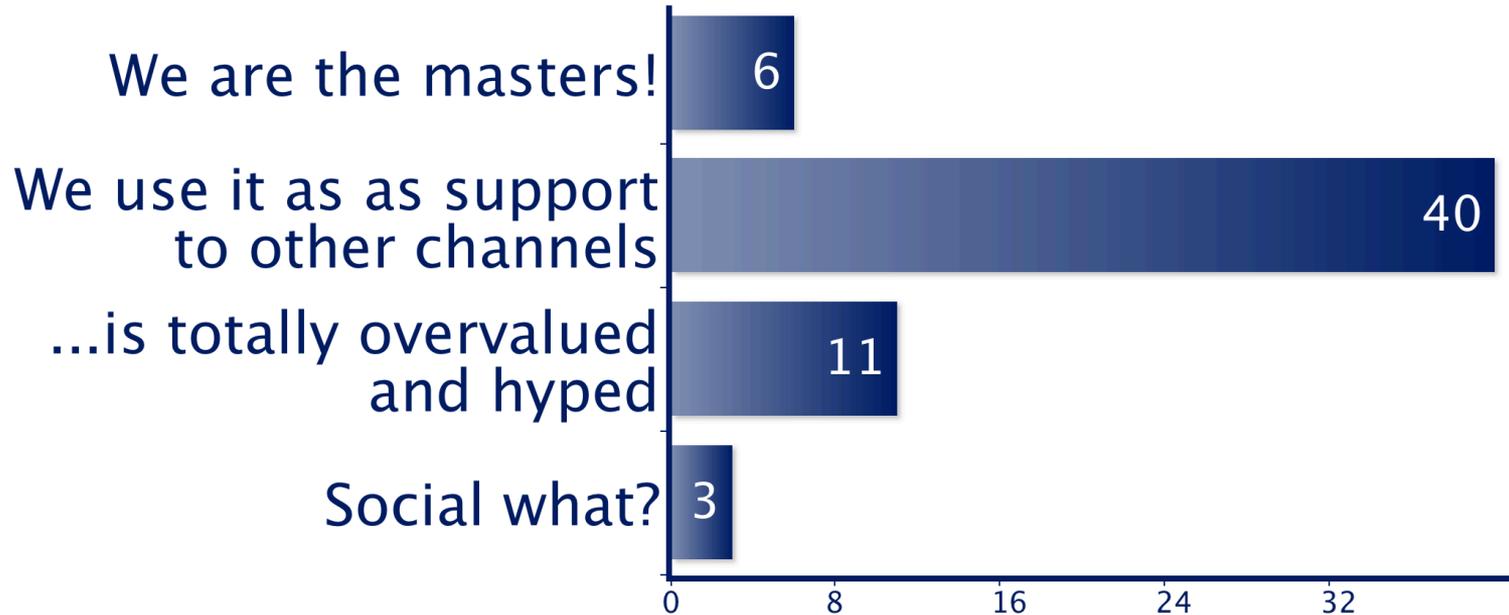
Do you believe the Digital Performance Gap exist?



How essential are digital channels for your customer interactions?



What about social media?



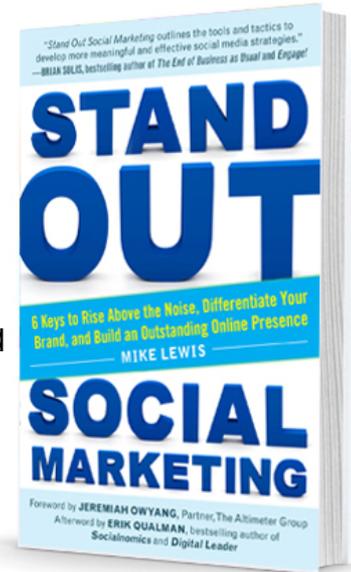
What is your approach towards digital?



STAND OUT SOCIAL MARKETING



- VP of Marketing & Sales at Awareness
- Boston native, father of 2, Entrepreneur and 'marketing guy'
- Active blogger, tweeter, and social media enthusiast
- Author, ***Stand Out Social Marketing***, McGraw-Hill, Nov 9, 2012





- Senior Vice President: Business Transformation and Strategic Business Development Office Depot
- Business leader and inspirator

	Agenda Item		
Time	Interaction	Operations	Analytics
15:00	<i>The next generation digital customer experience</i>	<i>The digital supply chain</i>	<i>Machine learning, the new frontier in data analytics</i>
	<i>Deliver next-generation digital customer experiences across all touch points</i>	<i>The digital supply chain in multichannel retailing</i>	<i>Next generation data analytics thru machine learning</i>
Speaker	<i>Rob in de Maur</i>	<i>Pieter Van den Broecke</i>	<i>Jörgen Sandig (Scyfer) and Martin de Lusenet (ING)</i>
Case	<i>Philips</i>	<i>Retail</i>	<i>ING Bank</i>
By	<i>Adobe</i>	<i>Manhattan</i>	<i>Scyfer</i>

	Agenda Item		
Time	Interaction	Operations	Analytics
16:00	<i>Understanding multi-channel conversations</i>	<i>Personal Digital Marketing Communication</i>	<i>From a good idea to a prosperous online business</i>
	<i>Big Data 'Understanding the opportunity of multi-channel consumer conversations'</i>	<i>How strong Marketing Content Management results in consistent communication across channels and more sales</i>	<i>The journey from a good idea to a prosperous online business model by</i>
Speaker	<i>Theo van der Steen</i>	<i>Paul Broersen</i>	<i>Sebastiaan van der Greef and Kasia Meerman</i>
Case	<i>ANWB, AEGON and SNS Bank</i>	<i>FMCG/Automotive</i>	<i>Justlease</i>
By	<i>Underlined</i>	<i>Adnovate</i>	<i>Yonego</i>

	Agenda Item		
Time	Interaction	Operations	Analytics
17:00	<i>The Digital Performance Benchmark</i>	<i>The Digitization of the Shopfloor</i>	<i>Monetizing on fast big data. today</i>
	<i>How the Digital Performance Benchmark can boost your digital</i>	<i>Performance breakthrough by the digitization of the shop floor</i>	<i>Monetizing on fast big data through intelligent business operations at by</i>
Speaker	<i>Martin Hermsen</i>	<i>Kenny van Sleuwen</i>	<i>Ricardo Passchier</i>
Case	<i>All industries</i>	<i>Akzo Nobel Coatings</i>	<i>Royal Dirkzwager</i>
By	<i>Dicitas Consulting</i>	<i>Quinso</i>	<i>Software AG</i>