

# Narrowing the gap between digital strategy & implementation

Your guide to delivering the full potential of your digital strategy

An Elsewhen Report by Leon Gauhman  
and Yafaa Ahres

Copyright Elsewhen Ltd. 2023

Elsewhen



# Successful organisations today understand that having an effective digital strategy is vital. But how do you narrow the gap between digital strategy and implementation?

Digital leaders love creating compelling visions for their products. But, too often, the vision remains just an impressive presentation deck—and is never brought into reality.

In this guide, we address the importance of building an action-oriented digital strategy—one that can actually be executed in practice. We discuss the different pulls and pushes, recognise their obstacles and consider how to overcome them.

Should a business prioritise action over planning? What is the role of the customer and technology? What are the latest trends that just can't be ignored? We also explore how working with a digital strategy consultancy can help you move your digital plans forward from vision to reality.

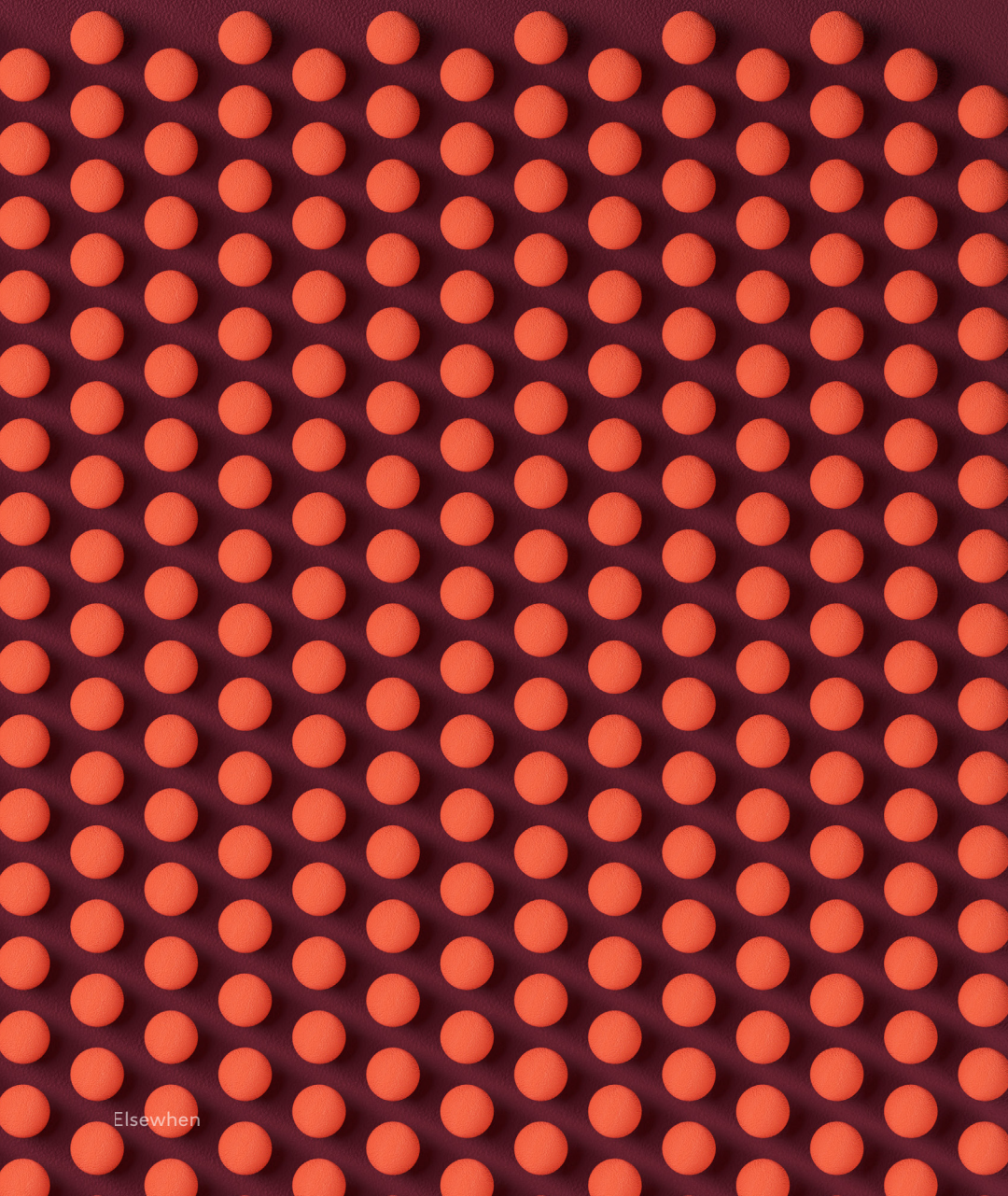
# Narrowing the Gap Between Digital Strategy & Implementation

Your guide to delivering the full potential of your digital strategy

Introduction	2
Developing your digital strategy	4
Insights: Customer focus and digital strategy	6
Understanding different types of digital strategy	10
Insights: Digital strategy research vs action	15
Working with a digital strategy consultancy	20
Insights: The strategic role of technology	23
Exploring your digital ecosystem	27
Insights: Obstacles to your digital strategy	30
Removing internal blockers to productivity	34
Insights: Capitalising on digital trends	39
Bringing your new digital offering to market	43
Success stories: Putting digital strategy into action	49
About Elsewhen	54



# Developing your digital strategy





Taking a strategic approach to the role of digital technology in your organisation is vital to deliver successful outcomes. The elements of your digital strategy will typically include:

- 01** Research into your market  
Customers and technology landscape
- 02** Definition of your digital vision  
What your organisation wants to be
- 03** Implementation plan  
How to deliver the required digital transformation
- 04** Definition of Jobs To Be Done  
Understanding user and customer needs
- 05** Solution architecture  
Mapping out a framework for your digital solutions
- 06** Service blueprint  
Visualising the elements and process of digital services
- 07** Roadmap  
A phased timeline of your transformation journey
- 08** Key performance indicators (KPIs)  
Measuring the value delivered
- 09** Financials  
Securing and managing budget for digital projects



# Insights: Customer focus and digital strategy

We asked digital leaders for their opinions and insights on digital strategy. Is it really all about the customer? Should you laser-focus on the customer KPIs with other priorities to be secondary and cascading? Or are there equally important operational priorities?

(Comments from participants at Elsewhen's Rebase forum event, 2022).



## Serving your customers

**"Customers will tell you what they want—but never what they need. You have to understand how information from the customer will allow you to prioritise the most significant pieces of work and ensure you meet their needs."**

Healthcare industry executive



## Customer, technology and product

"A huge focus of our industry has always been on the customer. But more and more, we also focus on how technology and products have to work hand-in-hand for the customer. As such, we see the emergence of new job roles such as Chief Product Technology Officer (CPTO)."

Gaming industry executive



## Connecting for customers

"Different elements of the customer experience don't always work in harmony across the business. The role of technology in this case is to bring these parts of the business together.

For example, if a customer requests servicing or repairs, they should see an Uber-like display that the engineer will be at their property within a specified timeframe. If an engineer is prioritised to an emergency over a routine installation, then the technology should connect everything automatically to keep all customers properly informed."

Utilities industry executive



# Understanding different types of digital strategy



Your digital strategy defines your approach for applying digital technologies to your business models, infrastructure and processes—to enable new advantageous business capabilities.

But there is more than one type of digital strategy. The strategy type you choose will largely be determined by the current status of your technology evolution—and by your main objectives for technological change. Three typical types of digital strategy focus are:

- Transformation of legacy technology
- Digitisation of manual processes
- Innovation of new products or services

The focus of your digital strategy may be on just one of these, but many strategies will encompass all of these to a varying degree.



# Transformation of legacy technology

Since technology advances year by year, almost every organisation will find itself dealing with legacy technology over time—and face the challenges that brings. Most businesses understand that their technology will ideally need to be modernised on an ongoing or regular basis. Today, many organisations are transforming from a reliance on on-premise systems in private datacentres—towards the efficiency, agility and scalability of cloud-based systems.

However, many organisations continue to maintain and operate their legacy technology beyond its natural lifespan—sometimes for decades. This resistance to replacing legacy technology is typically a result of three main reasons.

Firstly, the cost of investing in new technology. While maintaining a legacy system is costly, companies worry that moving to a new system will demand a large up-front investment of money, time and effort.

Secondly, they fear the change—particularly in terms of what might happen if something goes wrong, or they cause a security breach. Moving a business function or a whole organisation to a new platform may be resisted by those who believe "if it ain't broke, don't fix it".

And thirdly, they worry about the difficulty of modernising. Migrating may require a deep technical understanding of the legacy technology system—but the people who knew the details may be long gone. They also worry about the sheer difficulty and complexity of defining a replacement system that will do everything the legacy system does.

For these reasons, your digital strategy for technology modernisation must address these worries. Your proposals must convince business leaders and stakeholders that the benefits of modernisation far outweigh those of maintaining the legacy status quo. You must also prove that the transformation can be achieved with the minimum of disruption to critical business operations. When legacy technology cannot yet be replaced, an option for modernisation is to use advanced middleware to communicate and integrate between old and new systems.

## Digitisation of manual processes

Another frequent goal of a digital strategy is to transform manual business processes to a digitised form. Digitising a business process is about more than just 'going paperless' or communicating with your team online. It means applying the capabilities of digital technology to every aspect of that process. This enables a wide range of benefits, such as process acceleration, business efficiencies, greater visibility, advanced automation and new data integrations.

You first need to fully understand the process in question—because you can't transform what is not properly understood. Process mapping is the act of documenting each step in a process, and the flow of information between these steps—and then representing this in a clear visual form.

Then you can identify which steps and information flows have not yet been fully digitised. These may still involve paper documents or manual data entry. Converting the entire process to a digital form enables immediate advantages in terms of your ability to accelerate actions and search for information—but the transformation doesn't stop there.

Next, with the whole process digitised, you can use automation technology to remove manual tasks wherever possible—with dramatic improvements to speed and efficiency.

The transformation process is not a one-off change. Once in a digital form, the process becomes easier to adjust and refine—enabling an iterative cycle of business improvement. When processes are digital, you can also use cloud computing to improve their cost-efficiency, scalability and agility.

Your digital strategy can do more than digitising existing ways of working. You can also completely reinvent business processes—or create entirely new ones that were not previously possible.



# Innovation of new products or services

Another common driver of digital strategy is the need for business innovation. Organisations are looking to the examples set by tech-enabled businesses like Amazon, Uber and Netflix. They understand that to stay competitive in a fast-changing market, they must be able to deliver innovative new digital products and services.

This innovation may be manifested in the nature of the products and services themselves, and also in their delivery method, core value proposition and business model.

For example, Amazon embodied this innovative quality when it reimagined the hosting of its online retailing by setting up its own cloud computing platform. It then launched Amazon Web Services (AWS) as a B2B tech offering in its own right—one which soon became more profitable than the original retail business. Another Amazon innovation, its digital advertising business, is now even more profitable than either of these.

Transforming your existing physical product or service to a digital form is an effective way to be a disruptive industry innovator—rather than a disrupted dinosaur. Netflix successfully achieved this when it transformed from being a “DVD rental by post” company, to a paradigm-shifting subscription video streaming platform. Netflix also rode a larger wave of innovation enabled by fast networks, mobile devices and apps.

To drive innovation, your digital strategy must overcome internal resistance to change in your organisation. You should use data-driven Insights on your business and its market ecosystem to guide your decisions. You need the bravery to experiment with new ideas—but also be prepared to “fail fast”, learn and move ahead to success.

# Insights: Digital strategy research vs action

We asked digital leaders about the challenges of moving from digital vision to action. How do you approach working on an effective executable strategy? How do you balance the need for action and the de-risking of planning? With methods like 'Lean Startup' and 'Customer Insights' in today's toolboxes, how do you find the right balance?



### Where research meets action

**"Regarding software and digital technology, in many aspects, the action is the research. You need to test and learn as you go. Through design, development and testing, you provide the impetus and ability for things to move forward and improve quickly."**

Financial services industry executive

### Researching user experience

"User research is an approach used for many utilities projects—such as when building a digital toolset for our field workers. This is important because there are so many operations and processes in the mix, working on different technologies.

Also, because of the regulations, there is a need for better efficiency and utilisation of people. We need to get a consistent understanding of how those field-workers will operate when using the technology and processes that serve them."

Utilities industry executive



### Change and risk

"Projects by nature involve change—and change is hard for people, generally speaking. You have to prove a case for it and bring tangible solutions to existing challenges. People are risk-averse by nature. They may resist changes to the way they work, and fear a 'land grab' of their responsibilities. In the end, it comes back to managing different levels of risks.

From a risk perspective, you need to manage big strategic bets versus small incremental changes. The risk and confidence level of decision-makers is a critical element."

Healthcare industry executive

### Ready for risks

"The gaming Industry in general involves a significant element of risks. It's highly transactional and revenue-focused. We're open to making changes and optimising everything. We understand that quick iteration can generate better user engagement and increase revenues."

Gaming industry executive



# Working with a digital strategy consultancy

A digital strategy consultancy can provide valuable support during your digital strategy journey. Let's look at some of the key areas where they can make a big difference to your success.



## Aligning internal stakeholders

A digital strategy consultant will help you create vital alignment on your digital strategy among internal stakeholders across your organisation. This may include C-suite executives, departmental leaders, team managers, and the wider workforce.

Even a small-scale digital project will impact a range of stakeholders—and for an enterprise-wide digital strategy, stakeholder alignment becomes far more complex. A good consultant will help you ensure that your stakeholders become enthusiastic enablers of the strategy, rather than resentful blockers to your progress.

The data, processes and infrastructure needed for your strategy will reside in multiple domains across the organisation, so gaining stakeholder confidence and commitment is essential. Stakeholders can also contribute specialist strengths from their functional areas, such as project management, financial planning and resourcing.

Achieving this stakeholder alignment may seem like a major effort in the short-term—but cross-organisational collaboration will make the longer-term implementation of your strategy much more achievable and successful.

Your consultant will help stakeholders to understand that your digital strategy is not just an IT initiative. It is a business-critical activity that involves and benefits all of them—together with every other person and function in the organisation.

The consultant will understand the importance of involving stakeholders as early as possible in the process to gain their initial buy-in. Stakeholders will value the chance to have a say in the digital strategy discussion, and to input on the organisation's digital vision and roadmap. A consultant can also help you identify key stakeholders that you may not have considered, but whose involvement will be critical to your strategy's success.

Your consultant will help you understand what motivates your stakeholders, and what they want from a digital strategy. They can also help you prioritise stakeholders in terms of their influence on the success of the strategy.



# Understanding the needs of customers and users

Your organisation's digital strategy must be based on how it enables you to better meet the needs of your customers. For a B2B organisation this can mean your external business customers. But it can also include your internal customers—employees that use the digital workplace tools and processes you provide.

Understanding the needs of these customers and users can be challenging. A digital strategy consultant can help you build a clear picture of these needs, through quantitative and qualitative research, interviews and surveys of users and customers.

The consultant may begin with a period of immersion in the user or customer environment to observe their needs, challenges and pain points at first-hand. They give you valuable outside perspective on the real needs, helping you see with a user-focused and customer-centric lens.

The consultant will collect, collate and analyse data and feedback from these customer engagements, synthesising them into actionable insights that will inform your strategy development.

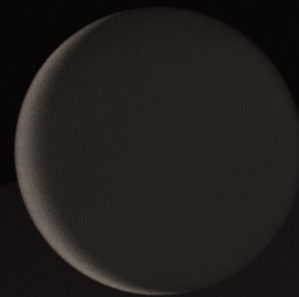
An expert consultant will apply a proven methodology to identifying customer needs—such as the Jobs To Be Done (JTBD) framework. In this system, customer needs are analysed in terms of 'jobs'—the objectives or outcomes that a customer wants to achieve. You can then identify the customer needs associated with each objective, and consider how best to meet those needs.

This approach enables the consultant to help you identify which needs of your customers are currently unmet—and potentially to find new customers with unmet needs that you are well positioned to serve in future.

# Insights: The strategic role of technology

We asked digital leaders for their views on technology.

What is the role of technology in strategic planning? Is technology an enabler—or is it the core? Is it following your vision—or a key pillar in setting it?





## Technology on the rise

"Ours is a very risk-averse environment. Technology is not seen as the core—but as an enabler for the business. Even five years ago, technology was still perceived as just a cost centre—but since then, the tech budgets have increased dramatically.

Instead of increasing headcount, we use technology to scale lean operations—to do more with fewer people. However, creating more products and types of funds, at higher velocity does create more pressure on the operations side."

Private equity firm executive

## Realising tech value

"It's true that IT is moving from a cost centre to a critical enabler in our industry, with high expectations on it. The technology footprint of utilities companies is growing significantly.

Processes are moving from pen and paper to digital, as the cost of digital comes down. Businesses now realise the value of technology—especially when it goes wrong!"

Utilities industry executive



## Tech evolution

"Technology for the financial sector is now a case of disruption versus realisation. Digital payment systems are the lifeblood of the modern economy—a financial enabler for moving money, paying and getting paid. New startup digital-native banks like Starling use technology to drive costs down and increase efficiency.

Providers like Venmo and PayPal are enabling digital payments between consumers. Cryptocurrencies, blockchain, NFTs and digital marketplaces provide new ways to exchange and transmit value. But digital financial systems still face many of the traditional payment risks around identity and fraud."

Financial services industry executive



# Exploring your digital ecosystem



Your organisation and its digital strategy do not exist in a vacuum—they must succeed in a competitive landscape of other digitally-enabled businesses and fast-moving technology trends. A digital strategy consultant can help you understand this dynamic digital ecosystem, in order to frame your strategy accordingly.

To build a robust business case for digital change, they can conduct detailed research into market sizing, customer segments, the competitor landscape, and possible market opportunities. Your consultant may offer two main types of research to consider—primary and secondary research.

Primary or field research is where you conduct original research on your specific topic of interest, via focus groups, surveys, interviews and other methods. This can provide specific insights—but can be expensive and time-consuming. You also run the risk of asking the wrong questions.

A better way to start may be asking your consultant to conduct secondary or desk research. As the name suggests, this involves gathering and analysing information already available online at a desk. This will come from a range of secondary sources, such as industry reports, survey results, case studies, institutional research, academic papers, and news articles.

While these sources may not be specific to your own digital strategy, your consultant can glean the relevant insights and collate these into helpful reports that highlight technology best practices and new digital business models.

Your strategist can also help you locate and gather data and reports that may already exist in your own organisation. These may provide insights on your current or previous digital business activity that has been overlooked—but can be of new value to your digital strategy.

## Evaluating the trade-offs of build vs buy

When it comes to the technology implementation of your digital strategy, you will be faced with the dilemma of whether to buy off-the-shelf solutions—or build your own from scratch. Your digital strategy consultant can provide expert evaluation and recommendations on whether to build versus buy.

Choosing an existing product may be quick to implement and come with vendor support. But the licensing fees may be high—and the solution may be a sealed 'black box' with little or no scope to customise to your needs.

By contrast, building your own solution makes it tailored to your specific requirements, and saves cost on ongoing licensing. But your organisation may feel unsure about having the necessary in-house capability to develop and maintain this.

An expert consultant can advise on all aspects of your digital architecture, running a discovery and analysis process focused on helping you make the right technological choices. They can provide confidence on whether to build versus buy for each component or product, consulting with you on the trade-offs and relative risks before execution starts.

For each option, they will assess and apply due diligence on its desirability, feasibility and viability. They will consider potential pivots that might be required in the future, and take into account your time-to-market requirements.

An experienced consultant will often recommend an approach that is not simply one choice or the other—but a carefully considered combination across each technology aspect, to obtain the best of both models.

# Insights: Obstacles to your digital strategy

We asked digital leaders about their digital strategy challenges. What are the top obstacles to successfully deciding on strategy and implementing it in your organisation? How could you overcome them?



### Managing complexity

"In our industry, we must manage more complex environments than ever before. We face disruption from digital neo-banks, the evolution of open banking, and new payment technologies. You need to keep focus on what is your core, but also be open to these challenges. You have to understand how to navigate the complexities of these changes, and manage the impact of customer expectations.

You should recognise the business opportunities—and the potential threats of these new technologies to traditional business models. Trust and certainty are worth a huge amount, especially when things go wrong."

Financial services industry executive

### Overcoming legacy mindsets

"It's true that the utilities industry is traditionally an environment with a lot of legacy technology. There is still a tendency to have a convoluted architecture—as the legacy mindset is difficult to split out.

But there are pockets of digital product development across the industry that are moving away from that—but they can get slowed down by the greater set of dependencies that still exist."

Utilities industry executive

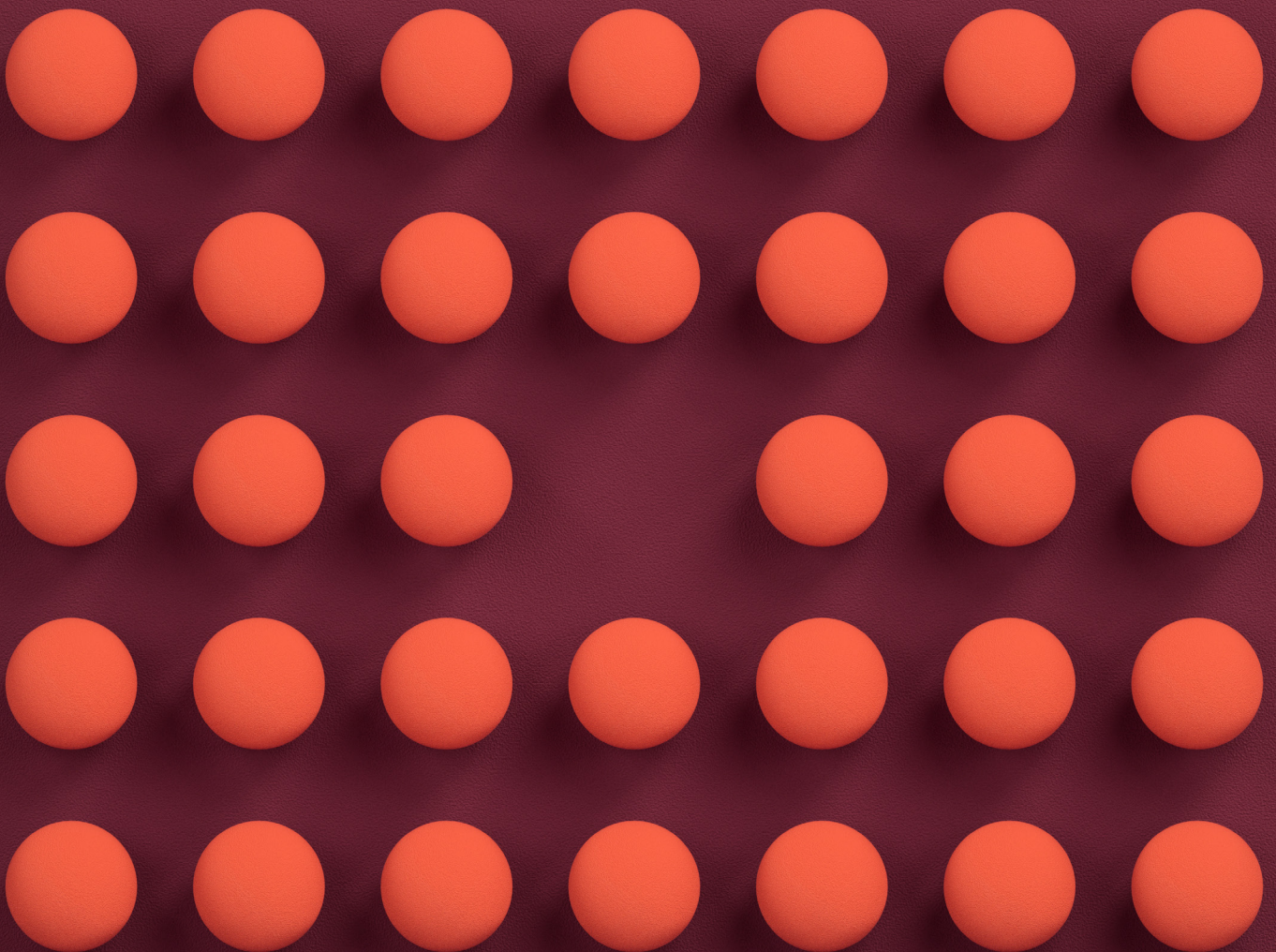
### Choice and change

"We face a proliferation of available choices around technology and software. Working out which tech stack to adopt is hard enough—but the pace of change in technology means that in a few months, you find a new set of tech that changes the whole direction of your planning. And all this must be approved by many internal stakeholders—including the equity partners that own the business."

Private equity firm executive



# Removing internal blockers to productivity





Digital strategy consulting services can enable you to raise productivity in the workplace and beyond. New digital processes, services and collaboration tools help your people be more empowered and engaged.

You can build a digital business culture combining people, technology, and best practice. Moving forward, you can increase efficiency, improve performance and enhance the working environment for your employees.

For a more collaborative organisation, you need to equip your people with the right digital processes and tools. You can consolidate data silos, and enable alignment and cooperation across all your teams. Automation of digitised tasks makes processes run faster and more efficiently, with less stress on employees.



## Scaling your digital operating model

Many organisations struggle with growing their digital initiatives beyond individual processes and pilot projects. To deliver the full potential benefits of digitisation, it needs to be scaled across your organisation.

Digital strategy consulting services can help you scale up operations beyond the limits of manual human resources. As digital change rolls out across your business, you move towards transforming all your organisation's operations to digital processes.

A consultancy can help your organisation successfully move to a transformed operating model, overcoming barriers to scaling that can hinder digital programmes. They help you see beyond technology aspects, to understand the wider issues of the organisation, such as supporting infrastructure, people, skills and communication.

For this level of scale-out, your organisation's leaders must be fully on-board and believe in the benefits of digital. As these changes will affect the fundamental operation and culture of the business, they must be driven from the top of the organisation. The consultancy will help you ensure that your leadership and stakeholders become positive backers of your digital strategy, rather than impeding the scale-out.

Driving digital efficiency at scale will enable your organisation to quickly deliver significant business value, bring agility and resilience to operations, and improve productivity for all your employees.

# Gaining productive insights from your data

Information is the vital fuel for your decision-makers. Previously much of this information was often hard to access, locked in paper reports, stored in spreadsheets or siloed in databases.

Digital strategy consulting services can help you use the data that your organisation collects to provide insights and design new processes. They can enable your business to support, augment and enhance human decision making with data and analytics.

Your digital strategy consultancy can help you consolidate your business information as digital data and make it accessible to the decision-makers who need it.

However, you also need to be able to interpret your data in a meaningful form to support business insights and decisions. To this end, your consultancy will help you use intelligent analytics, data visualisations and interactive dashboards. These give your decision-makers a clearer overview of the situation, helping them make the optimum choice.



# Providing real-time visibility of your business processes and teams

Digital strategy consulting services can help you gain a real-time picture of your organisational processes. Once your processes are digitised, your consultancy can equip you with powerful business management tools that give you new visibility into the status and productivity of your operations.

Your consultancy can help you bring more effective management to your organisation. Rather than using generic project tracking software, teams can manage their projects with tailored systems in real-time with more detailed status metrics and delivery estimates.

Your people can use interactive visual dashboards to see at a glance how teams are performing against a range of key metrics. You can use traffic-light indicators to clearly see where delays, blockages and bottlenecks are occurring, in order to take quick remedial action.

As all organisations discovered during the pandemic, remote working is now an essential business capability. However, managers can find it hard to maintain a clear overview of how remote teams are performing.

Your organisation needs real-time visibility and effective management of the remote workforce. Your consultancy can help you implement new digital ways to bring clarity, connection and control for managers and teams to ensure productivity and employee wellbeing.

# Insights: Capitalising on digital trends

We asked digital leaders about the importance of technology trends. What are the key digital technology trends that you just cannot ignore—no matter what you are working on from a strategy and execution perspective?

From COVID to crypto

"There are many interesting trends to consider. Particularly relevant to healthcare, there's the recent shift due to COVID in how people think, interact and travel. Where are big tech companies investing their money?"

They are diversifying into all kinds of other industries—often through their holding companies, such as Google / Alphabet or Facebook / Meta. There's the rise of crypto. Web 3.0 is pretty nascent now, and that will evolve. But remember, new technology itself will not resolve your problems—it is always a question of pros and cons."

Healthcare industry executive



## Knowledge is power

"Gaming is a bleeding-edge industry, always at the forefront of the latest tech trends. But in the end, you always have to know your market, know your audience, know your customer—and know where they're at in their journey. Don't give them things that they're not ready for. Trust and regulations are also huge factors to consider."

Gaming industry executive

## Infinite potential

"The next changes will be more subtle, rather than revolutionary transformations. Open-banking has not yet reached a level of full maturity. People want better experiences and better outcomes. The financial things you can do online will be more complex—such as getting access to alternative investment markets.

Crypto and payments will evolve with the emergence of Central Bank Digital Currencies (CBDC). Digital marketplaces and virtual 'metaverse' environments will bring new opportunities. But how property speculation will work in a potentially infinite metaverse remains to be seen!"

Financial services industry executive



# Bringing your new digital offering to market



Your organisation's digital strategy will manifest itself in the delivery of new digital offerings, products and services.

Whether you are bringing these to market for your customers or launching them internally to your employees, the process will be similarly complex.

An expert digital strategy consultancy is a vital resource for your organisation's ability to serve customers and employees with great digital products and services. Through their product delivery expertise, they can help you drive improvement of your business processes and customer experiences. They do the work required to go from strategic thinking and planning—to bringing real digital empowerment for your employees and customers.

Digital strategy consulting enables a complete rethink of the products and services you offer to your customers—and the business processes and tools your employees use. Your consultancy can help you bring out the best from your own product teams—and provide experienced personnel to work collaboratively with your people.

Let's explore some of the issues and challenges your organisation may face when bringing a new digital offering to market—and how a digital strategy consultant can help you.

## Establishing a vision for your digital offering

Your consultant will help you develop a product vision statement—describing what your organisation wants to achieve with the new digital product in terms of delivering customer value. This vision forms the core of your overall product strategy defining how you will make it happen.

You need to define a forward-looking vision that sets out what challenges you will solve for customers, and how they will engage with your product or service. The product vision acts as a top-level guide for your stakeholders, to clarify the direction the product should follow—and sets the shared objectives for the product team.

Example product vision statements of well-known companies include: "To be Earth's most customer-centric company, where customers can find and discover anything they might want to buy online" (Amazon) and "To bring the best user experience to customers through innovative hardware, software, and services" (Apple).

## Making a plan that can be implemented

Your consultant can help you plan a go-to-market (GTM) strategy for your digital product. This is a tactical action plan outlining the process needed to create and launch your product to customers—and build success in the market. This can apply to launching an entirely new product or service, improving and re-launching an existing offering—or adapting your current product for a new market.

The consultant can guide the creation and delivery of an ambitious yet realistic digital product plan. You should construct a pragmatic and achievable implementation plan for your digital product that defines the actions your organisation will perform to realise your goals.

## Defining your 'north star' metric

Your product's 'north star' metric is a key measure of its success in meeting your product vision—and delivering value for customers. It is the "guiding light" that connects the goal of meeting customer needs—with the generation of business value and revenue essential to your organisation:

Your performance against the north star metric demonstrates your product's impact and progress to your leadership and stakeholders—and keeps the product team accountable to a specific outcome.

Your north star metric should be based on a deep understanding of how your product delivers value for the customer. A KPI such as "number of users" is not a good north star as it does not show what value your product is delivering. A good north star reflects your product strategy, measures a key way in which customers find value from your product—and acts as a predictive indicator of future business outcomes.

North star metrics commonly relate to transactions (volume or value), attention (time spent or engagement level)—or productivity benefits (for your customer or employee). For example, a digital customer service platform's north star metric might be "percentage of contacts resolved within 2 hours"—while for an online ordering portal it might be "number of customer orders delivered weekly".

## Managing the risks of digital product development

Your consultancy can help you manage the risks inherent in developing a digital product. It is essential to prepare for and mitigate these risks to ensure successful product delivery and operations.

For example, significant risk can emerge in software development due to poor quality code. This can result from issues such as a shortage of in-house skills and resources, or the pressure of demanding timelines. This faulty code may only become apparent when the product crashes



in production, causing a bad customer experience and loss of revenue. Your consultancy can help you reduce risks by frequent and thorough testing of code—and early resolution of bugs and logical errors.

They can help you set realistic product development timelines that reduce the likelihood of problems—and provide skilled product engineers and designers to overcome any internal skills gaps or resourcing issues. They can also enable agile ways of working that overcome blockers to productivity in product development.

Further risks in product development come from failing to manage expectations—both of stakeholders and users—or allowing “scope creep” to take the project in the wrong direction. As discussed above, your consultancy can address this risk with ongoing stakeholder alignment and consensus—plus an in-depth understanding of customer and user needs.

### **Improving your digital product delivery**

Your digital strategy consultancy can help you deliver products and services in a seamless and scalable way, to many customers at the same time. By creating your own digital products, services and tools, your organisation can better meet the needs of customers—and help employees be more productive.

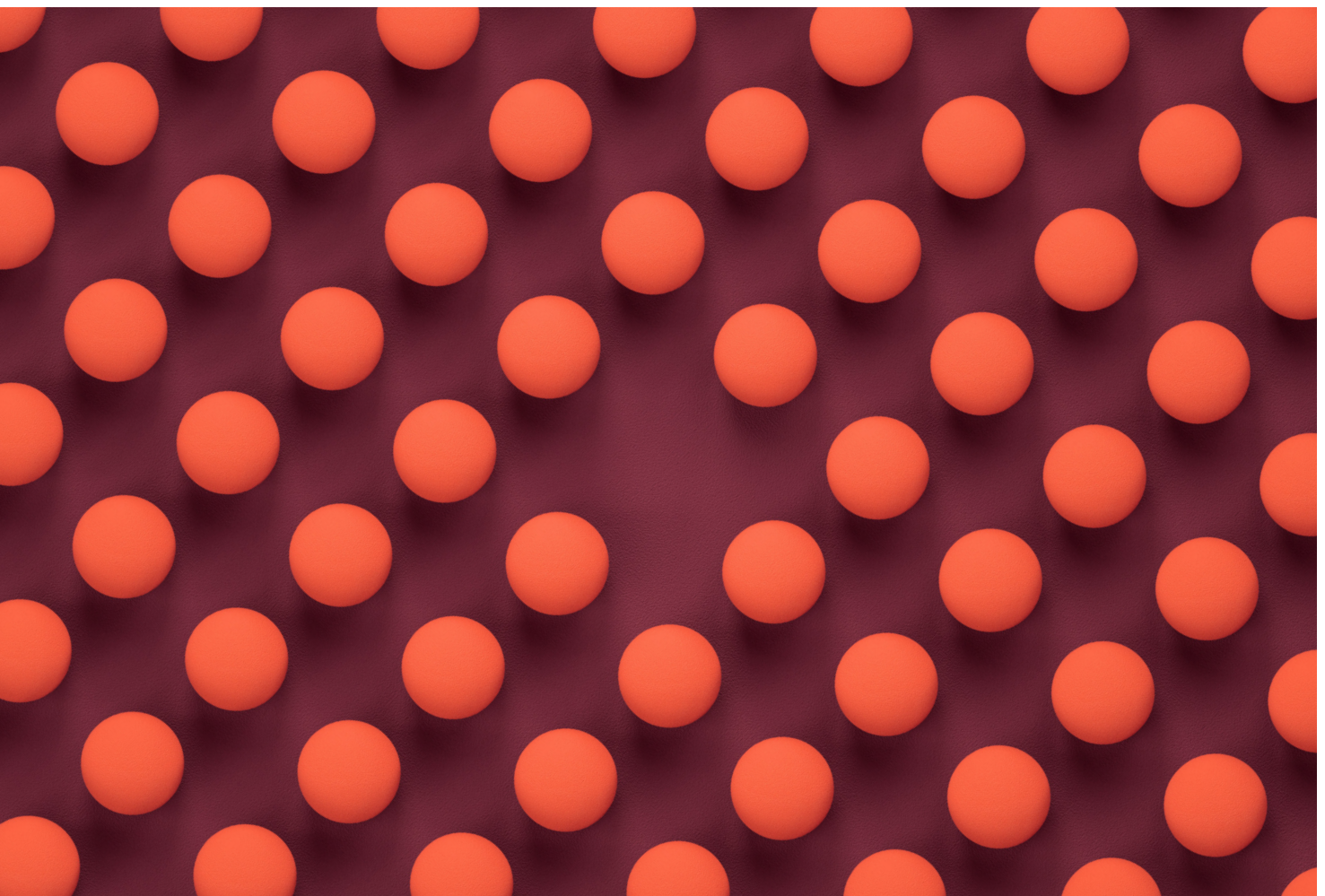
However, many organisations struggle to recruit and apply the right digital design and engineering talent to create these products. Expert digital product professionals with the right combination of skills and experience are in huge demand and are very hard to hire.

Your consultancy can help by providing skilled people, knowledge and resources to power product delivery. A good consultancy will have whole teams of such experts. By working with a consultancy, your organisation gains access to the right talent exactly when needed—without the challenges of finding, managing and retaining this rare resource in-house.

A consultancy can help your organisation increase efficiency and productivity across your product delivery workflows and operations, using agile development and design methodologies.

Boosting productivity is important for improving your product development—with new tooling and processes emerging and evolving to help. Productivity can be a complicated area to navigate, whether defining, measuring, or looking to improve—but it is a necessary area of focus for any company with product delivery operations.

Your consultancy can help you identify and overcome the bottlenecks and blockers in your workflows—conducting user interviews and workshops to identify causes of congestion that may be hindering productivity.

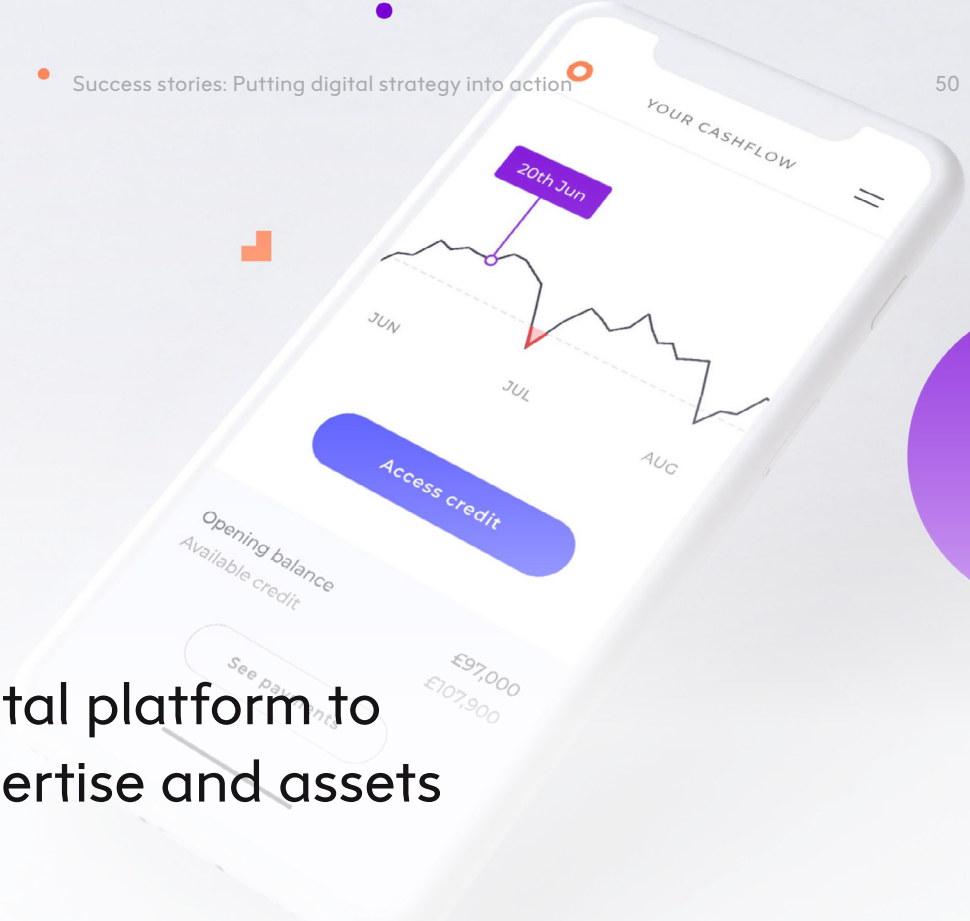




# Success stories: Putting digital strategy into action

Elsewhen has delivered transformational digital projects for a wide range of clients. Discover a few of our customer success stories.





## Creating a digital platform to productise expertise and assets

Elsewhen also recently worked with a leading private equity firm to help it deliver on its digital strategy. The firm works to build a portfolio of high-growth, sustainable businesses that deliver a compelling proposition—supporting them with expertise and capital to drive growth.

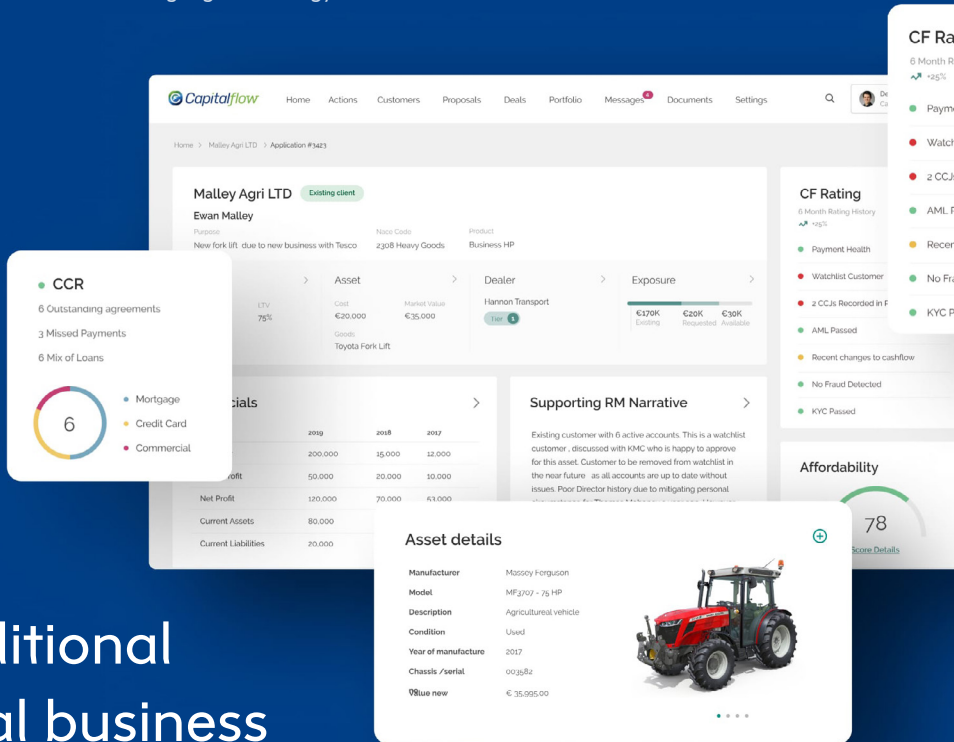
As an evolution of its digital strategy, the firm identified the potential for a new digital service, targeted at SME businesses. Elsewhen worked on a proof-of-concept to develop this in terms of a value proposition, service design and technology strategy—creating a viable digital platform to empower SMEs.

The Elsewhen team visualised a digital 'one-stop-shop' for SME banking and finance. They also identified, assessed and shortlisted technology partners and financial service providers who could enable the platform's core functionalities.

From the end-user perspective of SME businesses, the new platform will enable them to see into their financial future more clearly. They will be able to take action to avoid running out of cash, easily changing a payment date or amount—while gaining access to credit, loans and other tailored financial services at the right time.

[Read the full case study](#)

# Transforming a traditional company to a digital business



Financial services firm Capitalflow has become Ireland's fastest-growing alternative lender to SME businesses, serving more than 2000 companies. The business had launched with an attractive offering to customers—but its underlying technology infrastructure was holding it back from the next phase of growth.

The company's lending process was based on a complex mix of manual activities, requiring phone calls, emails, Word files, paper documents, PDFs and spreadsheets. Receiving a customer lending application, assessing this, making a decision and transferring capital could take weeks.

Capitalflow appointed Elsewhen to conduct a review of its current processes and technology to ascertain the best approach to achieve its growth ambitions. Elsewhen worked closely with Capitalflow to create a new technical architecture that would be needed to achieve its ambitious goals.

Capitalflow now has the strategy for a scalable digital platform to improve customer experience, gain greater market share, better identify market opportunities—and roll out new offerings quickly to take advantage of these.

[Read the full case study](#)



## Launching an innovative technology-enabled offering

As a digital-native insurance business, Zego has a highly evolved digital strategy—and a belief in the power of data. Its customers include professional drivers of private hire vehicles and food delivery scooters—and it is a preferred insurance partner to Uber, Just Eat and Deliveroo.

As an evolution of its digitally-enabled offering, Zego wanted to use app-based telematics technology to identify and reduce risk for customers through helping them improve their driving behaviour.

Digital consultancy Elsewhen's strategic work and insights guided the creation and launch of the new Zego Sense telematics app in late 2020. The app enables customers to automatically share

driving data. This allows Zego to assess risk more accurately—and consequently offer insurance products to professional drivers at a fairer price.

Elsewhen's delivery of a strategic open market telematics product has helped Zego fulfil its digital strategy and become the UK's first Insurtech 'unicorn'—achieving a business valuation in 2021 of over \$1 billion (£0.7 billion).

[Read the full case study](#)



# More digital strategy success stories

## 01 Spotify

Music streaming giant Spotify worked with Elsewhen to improve productivity in its internal business and design workflows.

[Service Design Blueprint](#)

## 02 Mastercard

Global payments business Mastercard worked with Elsewhen to improve quality assurance, user testing and wider digital strategy.

[Accelerating product delivery for Mastercard](#)

## 03 Bupa

Healthcare group Bupa worked with Elsewhen to bring digital transformation to its dental business, giving both patients and dentists a personalised experience.

[Leading the way in UK dental care](#)

## 04 Selecta

Europe's leading unattended retailer worked with Elsewhen to create a digital self-service B2B2C channel.

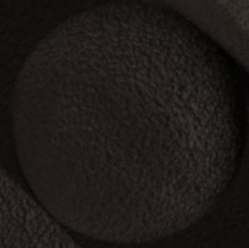
[Creating a digital self-service B2B2C channel](#)

## 05 Secret Escapes

Luxury travel brand Secret Escapes worked with Elsewhen to transform its digital experience into a 'true customer conversion engine'.

[Building a customer conversion engine](#)

# About Elsewhen



At Elsewhen, we reimagine consulting for the digital age. We are a 65-person digital product consultancy established in 2011 and based in London, UK. We combine strategy, design and engineering into one unified process.

We are independent and have none of the legacy technology, outdated culture, or procedural complexity that comes with being a thousand-person consultancy founded in the previous century.

We help companies tackle new market realities, pinpoint new business possibilities and surpass new customer expectations, and we lead the conversation—whether on technology, design, product or business—sharing our insights and best practices.

We work seamlessly with cutting edge organisations, and companies that aspire to drive change —delivering best-in-class solutions into business-critical functions. They understand that strategic thinking has to be deeply connected to execution experience—and that achieving lasting change cannot come solely from the boardroom, but also requires on-the-ground transformation.



# Get in touch

Leon Gauhman  
CSO, Elsewhen  
[leon.g@elsewhen.com](mailto:leon.g@elsewhen.com)