

## Critical Competencies and Capabilities

What Global Brands Need to Have or Do to Capture Value

OUTCOMES and EXPERIENCES	SUMMARY STRATEGIC USE CASES	PEOPLE	PROCESS	TECHNOLOGY
<p>Desired Company Outcome:</p> <p>► <b>We Know Who's Talking, and What They're Saying, and We Can Respond Appropriately</b></p> <p>Desired Customer Experience:</p> <p>► <b>I Am Heard</b></p>	<p><b>LISTEN</b> Monitor, Detect, Assign, and Route Every Relevant Social Conversation to Appropriate Handlers</p> <p>↕</p> <p><b>SEGMENT</b> Create Unified Profiles and Clustered Segments Around Key Social Audience Attributes and Behaviors</p>	<ul style="list-style-type: none"> <li>Executive commitment to capturing the voice of the customer and using it to inform business strategy and customer engagement.</li> <li>Recruit, hire, train, and assign leaders experienced in social listening; task them to be responsible for training others to manage conversation 'outposts' across key teams, functions, and business units.</li> <li>Specialists trained and experienced in creating focused keyword lists and advanced search queries.</li> <li>Experienced social analysts who understand how to deploy listening software to efficiently and effectively capture PII from any social channel and, to the extent possible, from across the Web.</li> </ul>	<ul style="list-style-type: none"> <li>Triage high volumes of inbound conversations and route them to appropriate handlers; consistently evaluate keywords and search terms to ensure all product, services, brand, and other key issues are captured from social channels and across the Web.</li> <li>Create and tag profiles with information based on each customer's history of social interaction, stated interests, owned products, and other social account profile properties.</li> <li>Merge social accounts into a single customer profile to allow for a unified view of conversations; group, cluster, and uniquely label social profiles into specific segments (influencers, competitors, analysts, press, etc.).</li> <li>Automatically add users to audience segments based on any available distinguishing criteria (e.g., geography, gender, language, keywords, hashtags).</li> </ul>	<ul style="list-style-type: none"> <li>Software that captures high volumes of social mentions and individual conversations from all social channels and the Web, detects and filters sentiment, mood, intent, spam and other attributes, and routes them to appropriate handlers according to established SLAs and other relevancies.</li> <li>Software that enables inbound and outbound conversation tagging so that teams can create and manipulate specific segments and clusters of people with similar attributes.</li> <li>Software that integrates conversation data with other customer profiles to build a unified view of each customer.</li> </ul>
<p>Desired Company Outcome:</p> <p>► <b>We Know How Well We're Doing Today and We Can Gauge Progress Over Time</b></p> <p>Desired Customer Experience:</p> <p>► <b>I Enjoy Interactions with This Brand More and They Are More Meaningful to Me</b></p>	<p><b>ASSESS</b> Map Current State of Social Capabilities</p> <p>↕</p> <p><b>BENCHMARK</b> Leverage Foundational Social Metrics to Evaluate Engagement Impact Over Time</p>	<ul style="list-style-type: none"> <li>Leaders across the organization committed to self-assessment and leveraging performance data to measure and track how social engagement impacts ongoing customer experiences.</li> <li>Experienced social analysts to develop the KPIs and evaluation criteria by which social initiatives and overall performance will be assessed.</li> </ul>	<ul style="list-style-type: none"> <li>Task leadership teams to define assessment criteria across the organization and partner networks.</li> <li>Incorporate current state evaluations of all processes related to social operations, including but not limited to roles, responsibilities, access to data, governance, and workflow.</li> <li>Compare benchmarks against competitors; including metrics for brand love, advocacy, mindshare, and loyalty; create dashboards and leaderboards to visualize current state and progress to management.</li> <li>Integrate KPIs into individual and team operational plans.</li> </ul>	<ul style="list-style-type: none"> <li>Social software that enables individuals and teams to benchmark operational performance across any social data point, metric, KPI, campaign, or engagement activity.</li> <li>Software that enables analysts to create automated or customized operational reports across any set of metrics.</li> <li>Software from which reports can be automated, accessed, customized, and distributed to anyone at any time, based on pre-set permissions and other settings.</li> </ul>
<p>Desired Company Outcome:</p> <p>► <b>We Tell Consistent Stories That Are Personal and Relevant</b></p> <p>Desired Customer Experience:</p> <p>► <b>I Am Remembered, Preferred, and Loved</b></p>	<p><b>PLAN</b> Build a Cross-Functional Asset Management, Content Planning, and Campaign Design Ecosystem</p> <p>↕</p> <p><b>PUBLISH</b> Efficiently Publish and Appropriately Respond On-Brand Across Social Accounts and Owned Digital Properties</p>	<ul style="list-style-type: none"> <li>Experienced social marketers and customer care leaders committed to developing content for and planning campaigns around customer journeys and touch points.</li> <li>Agencies and other partners trained on how the brand wants to develop social content and deploy campaigns in social channels and on the Web to drive engagement.</li> <li>Community managers trained and experienced in leveraging social content, campaigns, and other evergreen initiatives to drive engagement, increase sharing, extend reach, motivate advocates, and grow conversation and affinity.</li> </ul>	<ul style="list-style-type: none"> <li>Streamline data, content strategy, and engagement planning and approvals (and approval-flow) processes within a unified, integrated workflow.</li> <li>Rapidly develop brand-appropriate content and campaigns across disparate teams and partners.</li> <li>Create global and local asset creation, management, and publishing calendars for individuals, teams, and agency partners.</li> <li>Analyze content and campaign performance in real-time to develop insights that engagement teams can leverage to re-design and optimize customer experiences.</li> </ul>	<ul style="list-style-type: none"> <li>A unified, integrated, and connected System of Engagement that enables multiple teams to simultaneously align content and creative strategies, and to collaborate at each stage in the content planning process.</li> <li>Software that enables internal and external teams to curate and disseminate content consistently across divisions and lines of business so that content aligns with the specific needs of individuals in each social channel and other digital properties.</li> <li>Software that enables community managers and agencies to personalize content and campaigns in real-time in multiple languages, and enables all internal and agency teams to have visibility into highest and best-performing content for re-use and better targeting.</li> </ul>
<p>Desired Company Outcome:</p> <p>► <b>We Immediately Recognize Every Customer, Regardless of Where They Touch Our Brand</b></p> <p>Desired Customer Experience:</p> <p>► <b>I Am Recognized and Appreciated</b></p>	<p><b>INTEGRATE</b> Connect the Social System of Engagement to Existing CRM and Other Priority Legacy Front-Office Systems</p> <p>↕</p> <p><b>AUTOMATE</b> Streamline Workflow and Synchronize the Ability to Collaborate Cross-Functionally</p>	<ul style="list-style-type: none"> <li>Executive sponsorship for ensuring all customer-facing systems and processes are unified, so that customers experience a unified brand, regardless of where or how they interact.</li> <li>Experienced social leaders who prioritize the use of technology to automate disparate workflows and systems to the highest degree possible without compromising the needs many customers have for ad hoc, personalized one-to-one experiences.</li> <li>Trained social technologists who understand how an integrated social infrastructure augments and enhances existing customer-facing technologies.</li> <li>Engineers and developers are capable of building APIs and other connectors that enable systems to share data and workflow.</li> </ul>	<ul style="list-style-type: none"> <li>Evaluate workflow, collaboration, and integration requirements across teams, functions, and business units.</li> <li>Determine how to deploy social technology to meet workflow requirements and configure operational settings and administrative permissions appropriately.</li> <li>Continually evaluate integration requirements across teams and functions; determine which external software is best of breed to deliver on requirements; develop APIs and other connectors required; assign technical teams to execute integrations in collaboration with user groups.</li> <li>Analyze best-of-breed use cases and case studies; recognize and reward best performers; share and train teams appropriately.</li> </ul>	<ul style="list-style-type: none"> <li>Software with automation at its core including, but not limited to, single sign-on, a best of breed rules engine, natural language processing, and macros.</li> <li>Best of breed APIs and data connectors that enable specialized integration with a variety of products, including internal CRM and marketing automation systems, paid solutions, Web analytics, link shorteners, listening modules, archive stores and data warehouses, content planning, and community and advocacy applications.</li> <li>Social technology capable of capturing signals from social channels and the Web to detect potential crises and auto-alert crisis managers in real-time on any device.</li> <li>Social software system designed for any potential future use case.</li> </ul>
<p>Desired Company Outcome:</p> <p>► <b>We Have an Army of People Who Show Support and Respond to Us</b></p> <p>Desired Customer Experience:</p> <p>► <b>I Am Proud to be a Brand Loyalist</b></p>	<p><b>ACTIVATE</b> Build Communities of Brand Advocates, Opinion Leaders, and Influencers</p> <p>↕</p> <p><b>ENGAGE</b> Nurture Advocate Communities to Propel Positive Sentiment, Extend Reach, and Improve Share of Voice</p>	<ul style="list-style-type: none"> <li>Executive commitment to building communities of advocates, loyalists, opinion leaders, and influencers.</li> <li>Marketing, customer care, and corporate communications leaders experienced in leveraging social processes and technologies to manage, nurture, and activate advocate networks within the brand's ecosystem and those it does not directly control.</li> <li>Community managers trained to manage and nurture individual community members, including creating and distributing member-specific content, and messaging and tracking the impact of community engagement and advocacy.</li> </ul>	<ul style="list-style-type: none"> <li>Leverage audience segments to build branded communities; identify non-brand-owned communities, understand why they exist, nurture the most vocal among them, learn how to engage, and create content specifically for them.</li> <li>Implement a complete advocate influencer program; identify and recruit specific groups of highly engaged fans.</li> <li>Enable brand superfans to access exclusive content, interact with each other, and share their brand love externally.</li> <li>Measure advocacy campaign impact, feedback, and recommendations in real-time.</li> </ul>	<ul style="list-style-type: none"> <li>Software that enables teams to identify, segment, and target clusters of likeminded people.</li> <li>Software that creates and extends social interactions and advocacy experiences to any digital property, measures the impact of advocacy campaigns, analyzes feedback at the individual and post level, and generates new content recommendations in real-time.</li> <li>Software that can automatically add new profiles to audience clusters based on any criteria, such as the number of fans or sentiment towards the brand.</li> <li>Software that can auto-activate audience segments using paid media to target their friends or look-alike audiences.</li> </ul>
<p>Desired Company Outcome:</p> <p>► <b>We Can Leverage Social Engagement Intelligence to Deliver Better Customer Experiences</b></p> <p>Desired Customer Experience:</p> <p>► <b>Interactions with the Brand Help Me and Make Me Smarter</b></p>	<p><b>ANALYZE</b> Create Business Insights from Data Captured from Social and Digital Channels, Surveys, and Other Research</p> <p>↕</p> <p><b>REPORT</b> Create, Provide Access, and Distribute Automated and Ad Hoc Reports on Every Meaningful Social Engagement Activity, KPI, or Performance Metric</p>	<ul style="list-style-type: none"> <li>Create a social intelligence team with representatives across business units; assign this team to produce models and distribute reports in real-time.</li> <li>Cross-functional management commitment to educating and training the organization to leverage data for planning, operational efficiency, and decision making.</li> <li>Social data scientists and analysts experienced in conducting analysis of social data and creating business insights.</li> </ul>	<ul style="list-style-type: none"> <li>Generate performance and operational analytics frameworks for brand, audience, and competitors.</li> <li>Create models such as customer journeys, social-to-sale attribution, paid, owned and earned ROI, and others to inform social strategies and execution.</li> <li>Create a centralized insights repository that enables intelligence leaders to share insights and enables others to access data in real-time.</li> </ul>	<ul style="list-style-type: none"> <li>A single, centralized system that enables deep data mining from thousands of captured user, content, and campaign level metrics.</li> <li>Centralized reporting infrastructure that captures and processes data across all channels, branded social media accounts, earned engagements, and paid, owned and earned marketing results.</li> <li>Software that generates and distributes automated, pre-configured reports as well as enables customized 'self-service' report generation.</li> </ul>
<p>Desired Company Outcome:</p> <p>► <b>We Directly Reach and Engage More of the Right People</b></p> <p>Desired Customer Experience:</p> <p>► <b>The Ads and Other Stuff This Brand Sends Me Are for Me and Help Me Along My Journey</b></p>	<p><b>TARGET</b> Use Audience Profiles and Paid Media Targeting to Create Personalized, One-to-One Interactions and Experiences on Every Social and Digital Property</p> <p>↕</p> <p><b>AMPLIFY</b> Leverage Paid Social Advertising to Boost Resonating Content and Extend Campaign Reach</p>	<ul style="list-style-type: none"> <li>Leadership committed to interacting with people at an individual level at the right times during their journeys, and deploying social technology to efficiently map customer journeys and optimize engagement with them.</li> <li>Specialists within the organization and in partner agencies trained in all aspects of social paid advertising.</li> <li>Analysts trained to capture value from consolidated reporting of paid, owned, and earned media effectiveness, specifically how integrated campaigns create and activate advocate communities.</li> </ul>	<ul style="list-style-type: none"> <li>Deploy paid advertising to boost high-performing content, amplify campaign reach, and extend marketing impact.</li> <li>Track performance and generate reports that help teams synchronize paid, owned, and earned initiatives across the organization as campaigns unfold in real-time.</li> <li>Decrease risk and reduce costs by centrally controlling budgets, assets, and teams within a unified system that connects paid social advertising to other social marketing initiatives.</li> <li>Utilize Command Center and self-service, distributed data visualization to democratize social data throughout the organization.</li> </ul>	<ul style="list-style-type: none"> <li>Software that manages paid social advertising in the same system as all other social functions.</li> <li>Software that automatically optimizes paid budgets and consolidates reporting across paid, owned, and earned media channels.</li> <li>Software that enables teams to analyze and manage which ads and social channels are performing the best in real-time in terms of any KPI the brand wants to track and which objective the brand seeks to achieve.</li> <li>Software that enables teams to instantly view all comments on dark or unpublished posts.</li> </ul>
<p>Desired Company Outcome:</p> <p>► <b>Our Brand Reputation and Equity Is Safeguarded, and Customer Data Is Secure</b></p> <p>Desired Customer Experience:</p> <p>► <b>I Control How My Data Is Used, My Identity is Protected, and I Am Respected</b></p>	<p><b>GOVERN</b> Prevent the Advanced Persistent Threat—Account Hacks, Data Leaks, and System Breaches</p> <p>↕</p> <p><b>COMPLY</b> Sustain All Required Certifications and Industry Standards</p>	<ul style="list-style-type: none"> <li>Senior leaders who know how to enable the organization to comply with security and privacy regulations, standards, and certifications.</li> <li>C-suite assigns leaders responsible for protecting brand reputation, securing technology systems, and governing data and privacy.</li> <li>All employees and external partners are trained appropriately on security and privacy measurement and policy adherence; high performers are recognized and rewarded for outstanding work.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure compliance with all required regulatory, operational, and technical certifications has been achieved and standard industry protocols have been met.</li> <li>Create policies and procedures that govern crisis management, data and privacy protection, and technical security; ensure social brand guidelines are consistently evaluated and reviewed, modified appropriately, and institutionalized.</li> <li>Stress-test the organization to ensure every employee is aware of and executionally capable of adhering to policies and procedures.</li> <li>Tune and configure social technology to detect potential crises in social channels and across the Web.</li> </ul>	<ul style="list-style-type: none"> <li>Social software system that meets all industry-standard social policies and procedures, provides data privacy and security controls, permissions, audit trails, SLA performance, and other key compliance measures across the entire corporate user base as well as agency partners.</li> <li>Social technology capable of capturing signals from social channels and the Web to detect potential crises and auto-alert crisis managers in real-time on any device.</li> <li>Software that enables the organization to consistently analyze data that determine measures of brand reputation health.</li> <li>Reaffirm social governance processes through a dynamic, modular interface governed by roles, permissions, and access.</li> </ul>

# The Digital Customer-First Transformation System

## Situation — Digital Disruption

Customer Experience. Digital Transformation. Customer Centricity. The buzzwords swirl around us every day in blog posts, white papers, panel discussions, podcasts, and more. What do they really mean? They're all about customers — and in the new world of empowered, connected people, recognizing all customers and their specific needs is paramount to business success. Every enterprise, however, has been disrupted by digital technology and social engagement.

How did we get here? Three moments in time — we call them waves — tell the story.

### Wave 1 Analog to Digital

The first wave seems so basic in retrospect. As computers came to replace analog systems and processes, the Internet emerged as the new way to interact directly with customers. Email accelerated message sharing. E-commerce compressed the world, enabling brands to sell anywhere at any time. Websites enabled brands to deliver product messages direct to consumers. Smart companies leveraged the Internet and other new digital systems to create operational efficiencies. Some innovators thrived, while others struggled to survive. Some, like Blockbuster, never got it, and died.

This first digital wave, the age of the Internet, brought us speed and efficiency, and the newly connected world created dreamers and inspired millions. In hindsight, however, it didn't fundamentally change the relationship between people and big organizations. What it did do was spawn another undeniably transformational wave.

### Wave 2 Social Disruption

Today, a single Facebook post can spur hundreds of customer-facing employees at your company into action. Social media has become more than just a new communication channel where people post pictures of their pets. Social engagement is a revolution, the most disruptive agent large organizations have ever had to deal with.

Social disruption stretches across borders, creating unprecedented levels of information sharing and immediate human-to-human connectivity. It changes how people interact with each other and with brands. Enabled and empowered by countless digital devices and social channels, customers today interact on their terms. The world is their turf, not yours.

This power shift creates massive challenges for complex, distributed, global brands. It forces companies to immediately recognize and engage with each customer as a unique individual, regardless of how or where that interaction takes place.

Doing it right requires linking customer profile data between marketing and customer service divisions so the history of each customer's relationship with your brand is immediately available to any customer service rep or retail sales clerk. This is the new business paradigm. Brands that don't embrace it risk falling behind.

### Wave 3 Connected Devices and the Internet of Things (IoT)

The third wave is even more challenging. Building on the emergence of socially connected and digitally empowered people, the Internet of Things is connecting devices to devices — and to people too. Your brand has little chance of winning if you can't map devices to human needs at a personal level.

Adding to this complexity is the changing nature of customer interactions. Today they are fundamentally unscripted, producing ever-increasing streams of unstructured data. To deal effectively with this data tsunami, you'll need a technology infrastructure that can process the most meaningful information and deliver it to the right people at the right time so they can act on it in the right way.

### Market Response: Misguided

Many brands are struggling to respond. While 80% of companies believe they deliver superior customer experiences, only 8% of customers say they actually receive great experiences from brands. That's a problem.

None of this means brands should abandon investments in legacy technologies. They must, however, find a way to capture unstructured data, or else they risk missing important context for engaging with customers the right way. Otherwise, they can only see part of the picture: just a portion of who their customers really are and what they really want.

### Enter the Digital Customer-First Transformation System

Solving the challenges of social and IoT disruption starts with a mandate: embrace and enable a Customer-First imperative that prioritizes customer needs over everything else. Many brands are just beginning their journey to become a Customer-First organization. Most can't put this transformation into action because they don't have the right technology solutions to manage social disruption.

But the challenge is bigger and requires more than just the right software. Companies need the right technology to bring teams together to meet customer needs, and in the process, move faster to create meaningful value for both customers and the brand.



The urgency to become Customer-First is real. And many global brands need help on their journey. That's why we've created the **DIGITAL CUSTOMER-FIRST TRANSFORMATION SYSTEM**. We invite you to explore the system and learn how it can help you align stakeholders to a common vision for engagement, move faster as a unified team, and create strategic business value from engagement.

## Benefits and Outcomes

Situations where the Digital Customer-First Transformation System Aligns Stakeholders, Accelerates Activity, and Creates Strategic Value:

#### Aligns Stakeholders



Functional teams are not aligned to the same strategic plan.

Team leads are working together cross-functionally but need to align partners and agencies to the strategic program.

Social team does not have a plan to scale engagement across the organization.

#### Accelerates Activity



Senior executives have initiated a digital transformation program but it is not moving fast enough.

Cross-functional customer experience strategies are taking more time to execute than senior executives originally planned.

Digital transformation strategies are in motion but the organization is struggling to map the competencies and capabilities required to get there.

#### Creates Strategic Value



Executives are unaware of and/or skeptical that engagement can drive revenue, reduce cost, or reduce risk.

Executives want to become Customer-First but do not have a plan to get there.

Capturing the ROI of engagement has not been successful to-date.

## The Models

	RATIONALE	MODEL NAME	DESCRIPTION
1	WHY	Value Model	The Ideal State of Digital Customer-First
2	WHAT Overview	Capabilities Model	What's Needed from People, Processes, and Technologies
3	WHAT Deep Dive	Functional Use Case Model	What's Needed to Drive Strategic Value Across the 'Last Mile'
4	WHERE	Maturity Model	Your Journey to Digital Customer-First
5	HOW MUCH	ROI Model	Validating The Investment in Engagement
6	HOW Overview	Operations Model	Making Engagement Happen — The SCs
7	HOW Deep Dive	Reference Architecture Model	Making Engagement Happen — A Unified Design

# How to Use the Capabilities Model

## What It Is

A map that illustrates what brands need to have, and be able to do — Critical Capabilities and Competencies — to create and capture value from engagement.

## How It Helps

It focuses the brand on a streamlined portfolio of Summary Strategic Use Cases, so it knows where to start and consolidate activity.

It details the requirements of People, Processes, and Technologies required to successfully execute on the Summary Strategic Use Cases.

## Step-by-Step Guide:

### Step 1:

#### Review Summary Strategic Use Cases

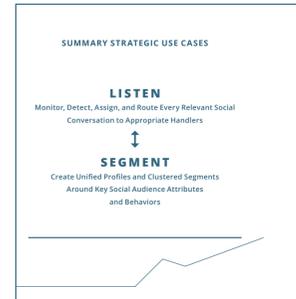
Summary SUCs are grouped into sets of two closely related initiatives.

- Each set represents the most common tasks or initiatives the organization needs to do to drive Executing Strategies.
- Review the summary Capabilities and Competencies required across People, Process, and Technology to the right.
- By mastering these Summary Strategic Use Cases, the organization is aligned to achieve the desired Customer Outcomes.

### Step 2:

#### People, Process, and Technology

These summary statements outline what the organization needs to execute on the Summary Strategic Use Cases.



## Critical Competencies and Capabilities

What Global Brands Need to Have or Do to Capture Value

PEOPLE	PROCESS	TECHNOLOGY
<ul style="list-style-type: none"> <li>Executive commitment to capturing the voice of the customer and using it to inform business strategy and customer engagement.</li> <li>Recruit, hire, train, and assign leaders experienced in social listening; task them to be responsible for training others to manage conversation 'outposts' across key teams, functions, and business units.</li> <li>Specialists trained and experienced in creating focused keyword lists and advanced search queries.</li> <li>Experienced social analysts who understand how to deploy listening software to efficiently and effectively capture 90% from any social channel and, to the extent possible, from across the Web.</li> </ul>	<ul style="list-style-type: none"> <li>Triage high volumes of inbound conversations and route them to appropriate handlers; consistently evaluate keywords and search terms to ensure all products, services, brand, and other key issues are captured from social channels and across the Web.</li> <li>Create and tag profiles with information based on each customer's history of social interaction, stated interests, owned products, and other social account profile properties.</li> <li>Merge social accounts into a single customer profile to allow for a unified view of conversations; group, cluster, and uniquely label social profiles together into specific segments (influencers, competitors, analysts, press, etc.).</li> <li>Automatically add users to audience segments based on any available distinguishing criteria (e.g., geography, gender, language, keywords, hashtags).</li> </ul>	<ul style="list-style-type: none"> <li>Software that captures high volumes of social mentions and individual conversations from all social channels and the Web, detects and filters sentiment, mood, intent, spam, and other attributes, and routes them to appropriate handlers according to established SLAs and other relevancies.</li> <li>Software that enables inbound and outbound conversation tagging so that teams can create and manipulate specific segments and clusters of people with similar attributes.</li> <li>Software that integrates conversation data with other customer profiles to inform a unified view of each customer.</li> </ul>

### Step 3:

#### Outcomes for Companies and Their End-Customers

Review the first, left-hand column. Here, with the help of clients, we've written out what brands get if they have their capabilities and competencies in place for each of the Summary Strategic Use Cases.

NOTE: you can start the discussion about Critical Capabilities and Competencies with this column of Outcomes first if you want!

**Outcomes for Companies:** The value derived by organizations who become masters of the Summary Strategic Use Case action sets.

**Outcomes for End-Customers:** Value statements from the mindset of the company's customer — what the consumer will feel and/or say as a result of the organization's ability to deliver or execute on a Summary Strategic Use Case action sets.

#### OUTCOMES and EXPERIENCES

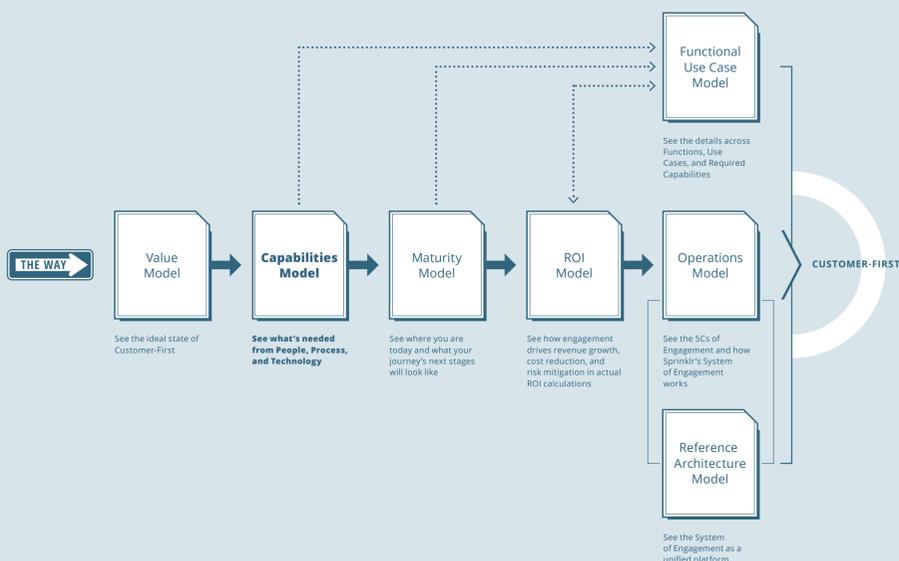
Desired Company Outcome:  
**▶ We Know Who's Talking, What They're Saying, and Can Respond Appropriately**

Desired Customer Experience:  
**▶ I Am Heard**

Desired Company Outcome:  
**▶ We Know How Well We're Doing Today and Can Gauge Progress Over Time**

Desired Customer Experience:  
**▶ I Enjoy Interactions with This Brand More and They Are More Meaningful to Me**

## Your Journey to Digital Customer-First



# Capabilities Model

## Critical Competencies and Capabilities

What Global Brands Need to Have or Do to Capture Value

