



Organisation **A**

low ▼ high

Vision

Target Customer Experience [TCE]		Partial, and partially expressed
Digitally re-made organisation		Transparent, agile iterative culture is challenged by physical retail
Shared, acted on		New energy about the merged digital and physical proposition
Budget, sponsorship, team		Funding and commitment in place

Surface

Single sign-on		Yes, for digital-direct. Not at all for physical and mediated
Digital as nervous system		High levels of instrumentation, but a little blind
Product owner control		No clear Product Management hierarchy
All devices		Fully responsive, and a mobile-first practice

Plumbing

Agile interoperable tech		Yes, refreshed platforms of services
Business/technology relationship		Originally there was no separation. Now, there is....
Flexi tech roadmaps		Tech roadmaps are shared and modular
Deep tech expertise		Full engineering strength in-house

Capability

TCE drives Target Operating Model		TCE and TOM both shifting
Agility trumps predictability		In the main, yes, though pressure from physical retail partners and staff
HR drives digital capability		Not driving culture, or using digital for recruitment, development
Digital first product dev		Again, two cultures, two practices
Digitised workflow & transparency		Yes, high instrumentation, high transparency, fluid data

Highlights

The move to physical retail has reignited growth but created challenges of focus, purpose, culture.

Originally a tech business. Now needing to consciously foster a Business-Technology relationship.

Physical retail imposes challenges on achieving target customer experience.

A two-companies-in-one-risk, digitally-native, agile, MVP vs FMCG-native, waterfall, etc.

The org has acquired the digital maturity challenge of every FMCG business, but has a digital core.

Some classic growing pains visible, in the shift from a founder-controlled start-up to a mature, governed org.

Potential for strength and market advantage, if the two cultures can interoperate.

Most of the basics of “digital culture” are in place; instrumentation and data, transparency, engineering, agile, MVP.

Overall, the unifying Target Customer Experience seems missing.

Digital Maturity

■ HIGH
■ MEDIUM
■ LOW

