



David Rogers

Speaker & Author, “The Digital Transformation Playbook”

Faculty, Columbia Business School

David Rogers, a member of the faculty at Columbia Business School, is a globally-recognized leader on digital strategy, known for his pioneering work on digital transformation. He is author of four books, including his best-selling “The Digital Transformation Playbook: Rethink Your Business for the Digital Age,” published in 12 languages.

Rogers has advised executives and delivered workshops on digital transformation in companies such as Google, Microsoft, HP, Citibank, Credit Suisse, Visa, Procter & Gamble, Merck, Toyota, General Electric, Cartier, Pernod Ricard, Hard Rock Café, Acuity Insurance, China Eastern Airlines, International Red Cross, and dozens of others.

Rogers delivers keynotes at conferences across six continents on digital transformation and leadership. He has appeared on CNN, ABC News, CNBC, Channel News Asia, and in The New York Times, The Financial Times, The Wall Street Journal, and The Economist. He received the 2009 Award for Brand Leadership at the World Brand Congress, was a board member of The Marketing Hall of Fame™, and is Past President of the American Marketing Association New York.

At Columbia Business School, David teaches global executives as faculty director of Executive Education programs on Digital Business Strategy, Digital Transformation, Digital Business Leadership (with modules in New York, Silicon Valley, and online) and the Google-Columbia CMO Academy. Rogers’s recent research has focused on business model design, asymmetric competition, customer data sharing, and digital transformation in legacy organizations.

EMAIL: contact@davidrogers.biz

WEBSITE: www.davidrogers.biz

THE DIGITAL TRANSFORMATION PLAYBOOK

Rethink your **business** for the **digital age**



DAVID L. ROGERS

CONTENTS

	Preface	0
1	The Five Domains of Digital Transformation: Customers, Competition, Data, Innovation, Value	1
2	Harness Customer Networks	19
3	Build Platforms, Not Just Products	50
4	Turn Data Into Assets	89
5	Innovate by Rapid Experimentation	123
6	Adapt Your Value Proposition	165
7	Mastering Disruptive Business Models	194
	Conclusion	239

Book Jacket Summary

The Digital Transformation Playbook: Rethink Your Business for the Digital Age

David L. Rogers

(Columbia Business School Publishing)

Rethink your business for the digital age.

Every business begun before the Internet now faces the same challenge: How to transform to compete in a digital economy?

Globally recognized digital expert David Rogers argues that digital transformation is not about updating your technology but about upgrading your strategic thinking. Based on Rogers's decade of research and teaching at Columbia Business School, and his consulting for businesses around the world, *The Digital Transformation Playbook* shows how pre-digital-era companies can reinvigorate their game plans and capture the new opportunities of the digital world.

Rogers shows why traditional businesses need to rethink their underlying assumptions in five domains of strategy—customers, competition, data, innovation, and value. He reveals how to harness customer networks, platforms, big data, rapid experimentation, and disruptive business models—and how to integrate these into your existing business and organization.

Rogers illustrates every strategy in this playbook with real-world case studies, from Google to GE, from Airbnb to the *New York Times*. With practical frameworks and nine step-by-step planning tools, he distills the lessons of today's greatest digital innovators and makes them usable for businesses at any stage.

Many books offer advice for digital start-ups, but *The Digital Transformation Playbook* is the first complete treatment of how legacy businesses can transform to thrive in the digital age. It is an indispensable guide for executives looking to take their firms to the next stage of profitable growth.

David Rogers is faculty director of Columbia Business School's executive education programs in Digital Business Strategy and Digital Marketing and founder of the BRITE (brands, innovation, and technology) conference. He advises global companies such as Google, GE, Toyota, Visa, China Eastern Airlines, Kohler, and Macmillan on digital strategy and has led strategic workshops for executives in hundreds of companies from 64 countries. His most recent book is *The Network Is Your Customer* (2011).

Praise for *The Digital Transformation Playbook*

“Seldom have the effects of digital change on legacy businesses and innovators alike been so succinctly explained. David Rogers uses frameworks and case histories to illustrate how and why the times they are a changin’. And more importantly, exactly how to adapt.”

—**Bob Garfield, cohost of NPR’s *On the Media***

“In this indispensable (and highly readable) guide, Rogers shares what we can learn from today’s greatest digital innovators. Packed with illuminating case studies and practical tools, *The Digital Transformation Playbook* maps out clear strategies for thriving in the digital age. Don’t start a business without it.”

—**Neil Blumenthal, cofounder and co-CEO, Warby Parker**

“Everyone talks about digital transformation, but here’s your chance to truly do it well. Rogers provides a roadmap that every executive should read. If you’re not part of the transformation of your business, it will happen without you. Read this book and get started!”

—**Sree Sreenivasan, chief digital officer, Metropolitan Museum of Art**

“Every so often, a book comes along that takes a subject that is mysterious and complex and drills down to its essential essence. Think of the *Digital Transformation Playbook* as your secret weapon for getting ahead of the extremely disruptive innovations transforming business at breathtaking speed. You can’t afford not to know this stuff!”

—**Rita McGrath, author of *The End of Competitive Advantage***

“Rogers expertly captures the moment we’re in—the swiftly changing business landscape brought on by the digital revolution—and gives practical guidance for the decisions every business must make if they want to stay relevant.”

—**Russell Dubner, president and CEO, Edelman U.S.**

“Rogers explains the changes at the heart of the digital revolution. More importantly, he shows us that change is possible and how any business, no matter its age or industry, can adapt to grow for the future.”

—**Bernd Schmitt, author of *The Changing Face of the Asian Consumer***

Columbia Business School Publishing

978-0-231-17544-9 cloth