



Part 2: Beyond the digital team

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What's the perfect sized team?

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Size of the digital team

- There is **no perfect ratio** for optimal digital team size : size of the organisation
- The optimal size is most likely to be **determined by the number and complexity of functions** overseen by a digital team
- 75% cited a **lack of digital resource** relative to the organisation's long-term ambition

Size of the digital team

If it's a small team, focus on what you do well. Have clear objectives (ideally filtering down directly from the wider organizational mission), which can be used to make decisions on future work. Be prepared to stop projects that aren't meeting your objectives.

Cassie Williams, Head of Digital, The Royal Institution, UK

Location and reporting

- Where digital sits depends on how you **define digital** and what you want to **achieve**
- Good news is that most of those we surveyed agree or slightly agree that they're **in the right location**
- We all believe digital should ideally **report directly to the top** of the organisation
- More important than the model being used, is the **digital literacy and advocacy** of the person that teams report into
- Having a **vision** for digital and **defined success metrics** will help identify the right location for a digital team, or teams

Location and reporting

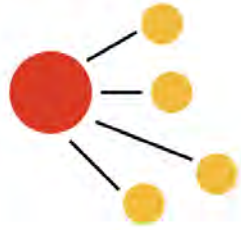
‘There’s no right place in the org chart for digital as it operates both a vertical and as a horizontal and has blurred edges. It’s not a traditional horizontal support function like HR or finance, nor a traditional vertical like conservation or education.’

John Stack, Digital Director, Science Museum Group, UK

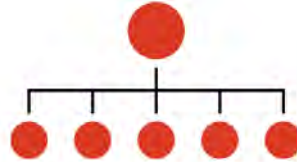
Types of team structure

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Initially, we thought digital team structures might look like this...



Outsourced



Centralised

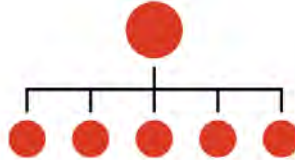


Decentralised

Types of team structure



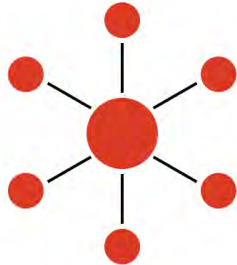
Outsourced



Centralised



Decentralised




Hub and spoke



Holistic

Stages of digital maturity

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	Maturity segment	Characteristic behavior	Strategy	Score range
High	Differentiators	Leveraging data to drive customer obsession.	Blend the digital and physical worlds.	72-84
	Collaborators	Breaking down traditional silos.	Use digital to create competitive advantage.	53-71
	Adopters	Investing in skills and infrastructure.	Prioritize customer relationships over production.	34-52
Low	Skeptics	Just beginning the digital journey.	Prompt a willing attitude.	0-33

The Digital Maturity Model 5.0, Forrester Research, Inc., 2017

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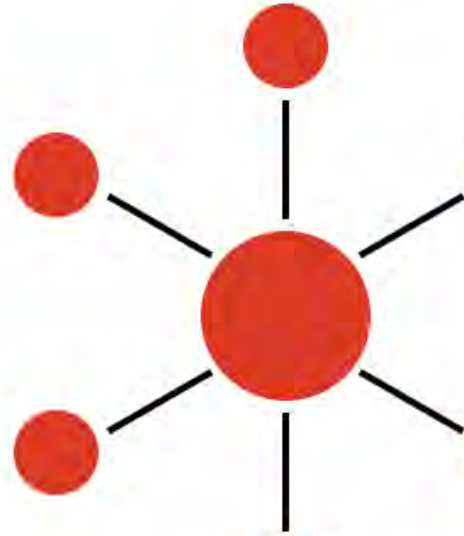
The virtuous circle of digital maturity

- Digital will have **even greater impact** in the later segments of digital maturity
- Those that are willing to **invest more** in digital are seeing higher levels of digital maturity, and moving towards 'differentiator' status
- It is a **virtuous circle**: the appetite for innovation is higher among those that invest more in digital, who are therefore seeing better results

And...



How organisations structure digital responsibility is an indicator of their success





How organisations structure digital responsibility is an indicator of their success.
Organisations must actively structure their teams to push towards digital maturity.

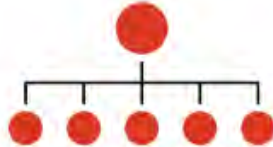
Mapping stages of maturity onto team structures

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DECENTRALISED



CENTRALISED



HUB AND SPOKE



HOLISTIC



Skeptics

Adopters

Collaborators

Differentiators

DIGITAL MATURITY

Structuring the digital team

- Most of us are gathering digital resource in one location (**centralised**) which is the right decision right now
- The core functions for digital teams now, are most likely **content, social media** and **digital infrastructure**
- The structures of digital teams are evolving as they **draw in other functions**, such as marketing, visitor experience and publishing.
- In future, specialist functions, such as content and product development, will **still exist** in small central teams in a holistic model

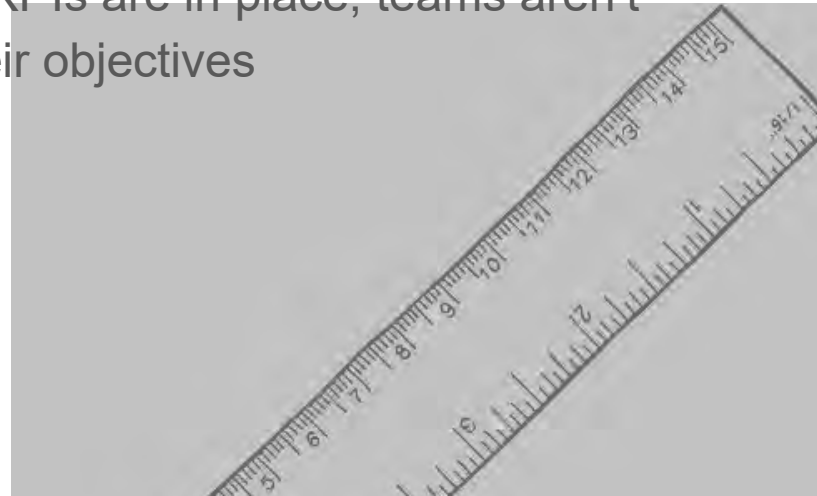




Digital teams are part of a shifting culture rather than a permanent structural fixture.

Getting the right measures in place.....

- Setting **clear objectives** with achievable, measurable goals can help organisations increase their digital competence
- Our survey, however, revealed that many organisations **have not set Key Performance Indicators** to measure progress against goals, or teams are unaware if they exist. Frustratingly, even if KPIs are in place, teams aren't necessarily measuring progress against their objectives



Defining and measuring success

- Many organisations are **not ambitious** in their definitions of digital success
- For some, success was defined as getting a project completed, rather than ongoing measurement to understand how products are delivering against **business and user goals**
- For the most digitally mature organisations, this will be defined **beyond engagement metrics**

Defining and measuring success

- **Data** should help inform decisions around work priorities (which, in turn, should be informed by organisational mission and goals)
- This is a clear challenge for many digital leaders, who must look to demonstrate that digital activity is **driving business results** to get buy-in across the organisation
- It is vital they understand and articulate how digital is supporting **the wider organisational mission** and know how to measure broader digital impact

Aligning for success

Digital success is...

- audience engagement and increasing digital reach
- driving organisational change through digital transformation
- improving business processes and infrastructure
- distributing knowledge and research
- building brand awareness
- delivering on commercial goals
- and...

Aligning for success

- Digital maturity can only be achieved when the **digital vision is aligned** with the business.
- Those with the clearest definitions of success had **aligned** their digital objectives around those of the organisation
- They are focussed on **outcomes (rather than outputs)**, with measurable, well-defined goals, using data to inform their decision making

Aligning for success

- **But**, we didn't see many well-defined visions for success among the organisations we surveyed
- Even where they do exist, these visions are **not necessarily well communicated** and understood by the whole team
- We saw there is still **a project-based mentality** which will hinder organisations' digital evolution from moving beyond project metrics **towards a product culture**

Aligning for success

'The [digital] vision should ultimately support the vision/mission for the organisation. A digital strategy should never be separate from the overall strategy, but a means to achieving.'

Ros Lawler, Digital Director, Tate, UK

Funding

- Given that budgets are **not large enough** to serve our organisations' digital ambitions, it is vital for digital leaders to make the case for **continuous (rather than continual) investment** in digital activity and infrastructure
- We must **manage organisational expectation** of what is realistic with existing, as well as with future budgets

Funding

‘Without adequate revenue to invest in ongoing digital development, attention and effort will constantly be pulled in the direction of highly visible digital initiatives that might be more opportunistic than they are strategic.’

Oliver Vicars-Harris, Consultant, UK

Future of digital teams

None of the organisations we surveyed have genuinely reached the final segment of digital maturity.

We therefore need to:

- align digital with organisational ambitions
- define and communicate visions for digital success
- ensure organisation-wide digital literacy
- invest in core skills and infrastructure
- invest in technical leadership and data analysis skills
- use data and insights to inform strategy
- remunerate our staff properly to attract a talented workforce

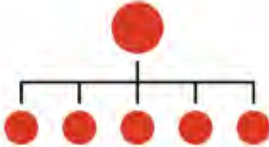
Future of digital teams

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DECENTRALISED



CENTRALISED



HUB AND SPOKE



HOLISTIC



Skeptics

Adopters

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Differentiators

DIGITAL MATURITY

A large black arrow pointing to the right, indicating the progression of digital maturity.

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Future of digital teams

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Future of digital teams

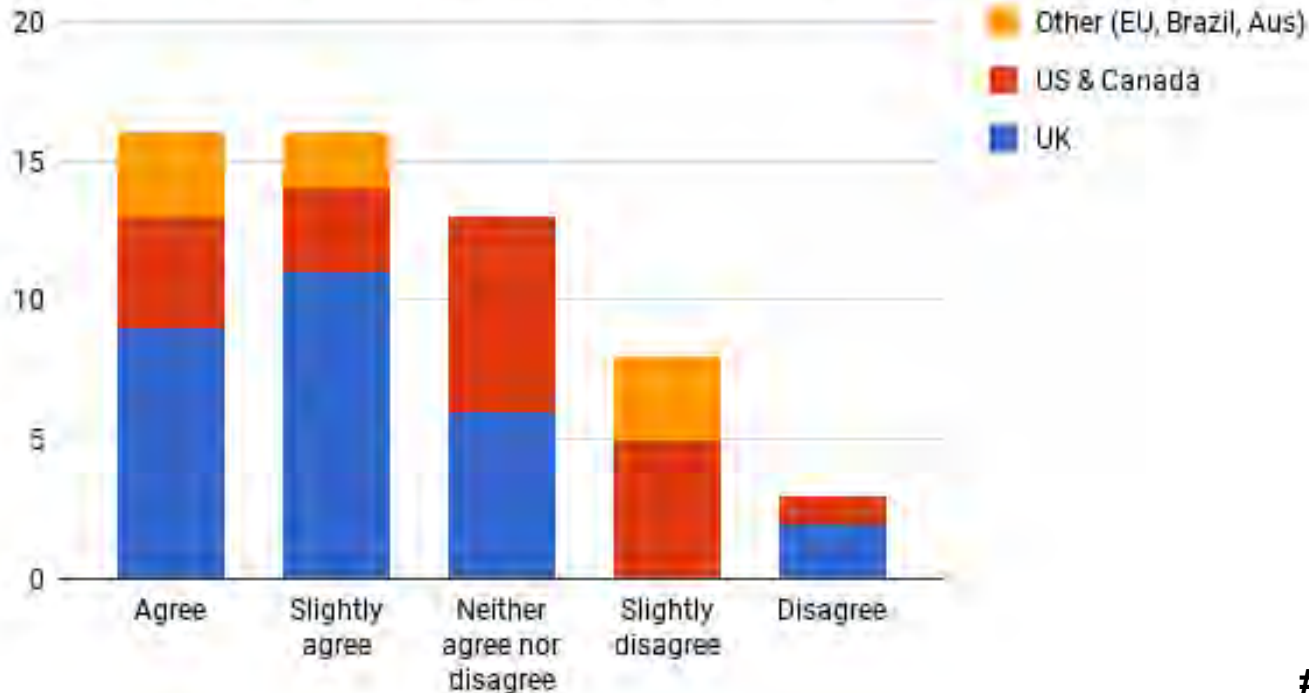
Moving an organization towards a supposed utopia where everyone is digitally empowered and proactive, working across the organization can be a paralyzing prospect—where to start? Digital needs leadership, trust, enthusiasm and a growth mindset.

Adrian Barr, Senior Program Manager-Digital Education, Musica Viva
Australia

Future of digital teams

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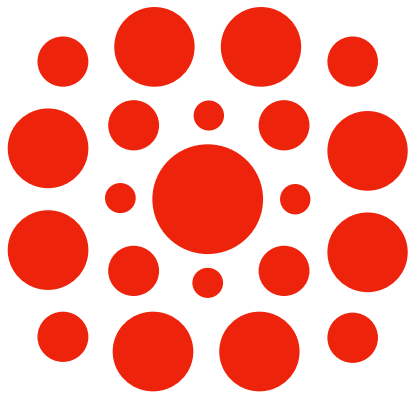
I am feeling positive about the digital future of my organisation



Future of digital teams

‘Digital teams are still in their infancy in the sector. We're building the future digital teams right now and should share, share and share some more.’

Zak Mensah, Head of Transformation, Bristol Culture, UK



Thank you!



We would like to continue this research, if you're interested in collaborating please get in touch!

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