

*Profitable
growth in the
digital age*
Unleash your
potential

2013



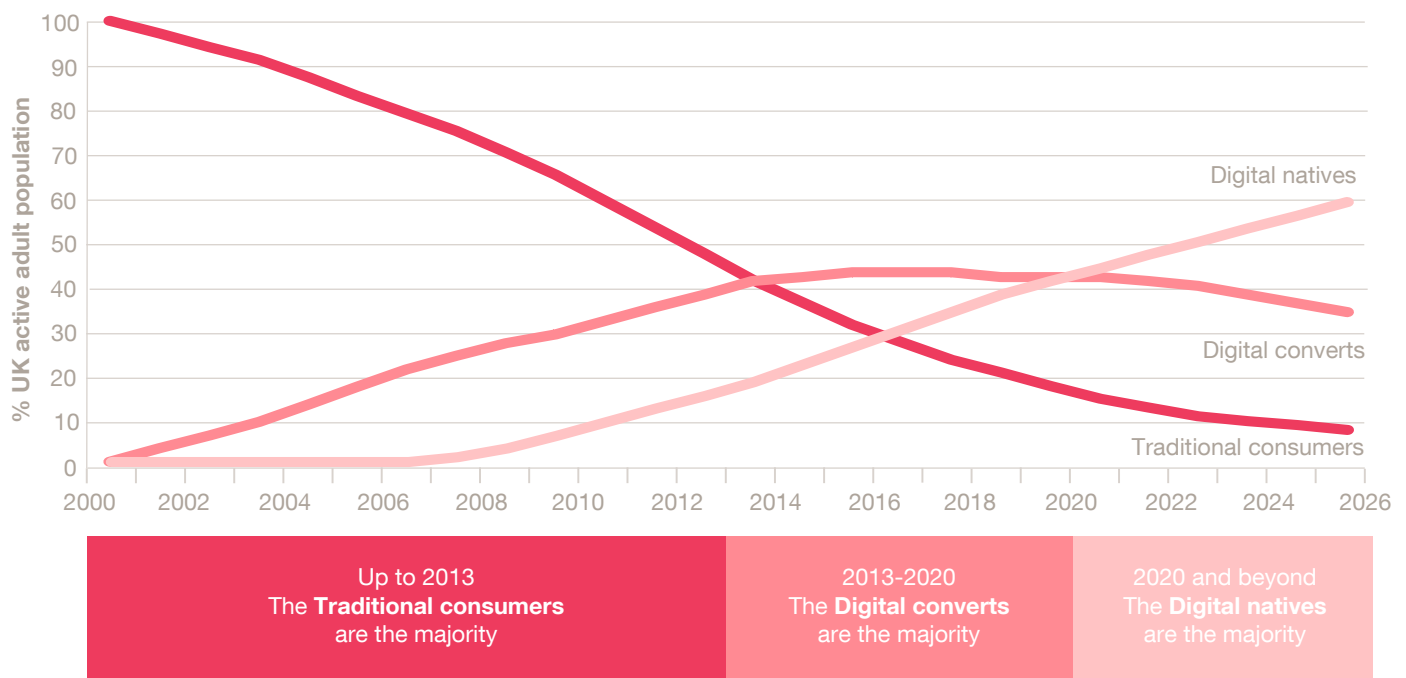


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How well do you know your customer?

The growth of digital and mobile technologies has fundamentally changed the DNA of the customer. Demographic change will see digital natives becoming the norm over the next decade. So, you should ask yourself: how well do you know your current customers and how well are you serving the needs of new customer groups?



Are you ready to survive, grow and win in the digital age?

The digital generation is growing up – making digital the new normal in both the B2C and B2B markets. This creates issues, threats and opportunities for all businesses. One thing is clear: continuing as is or just trying harder is unlikely to work.

Our point of view

Achieving profitable growth in the digital age

Achieving profitable growth in the current climate is challenging. But digital technology has plenty of potential to help – making your e-commerce channels more profitable and developing customer value propositions that are centred on delivering better outcomes for your customers.

Deciding how to make the most of digital opportunities can be complex, overwhelming and distracting. That's why many organisations fail to explore the opportunities, or, worse, apply a wait and see approach. But not embracing digital opportunities is no longer an option. Barely a week goes by without another reminder of how the power of digital technology continues to disrupt traditional business models and offer innovative opportunities to create new sources of value. That said, moving too soon and not being clear on where you need to be can also disrupt your current business.

So, what does it take to succeed? There are three keys to success:

- Knowing your customer and market.
- Defining your ambition and success criteria.
- Identifying the right path to your end goal.

Customer centricity takes on a new meaning. Making the right choices will require navigating some important trade-offs – for example, should you make more of what you have or leap forward to the next wave of digital innovation?

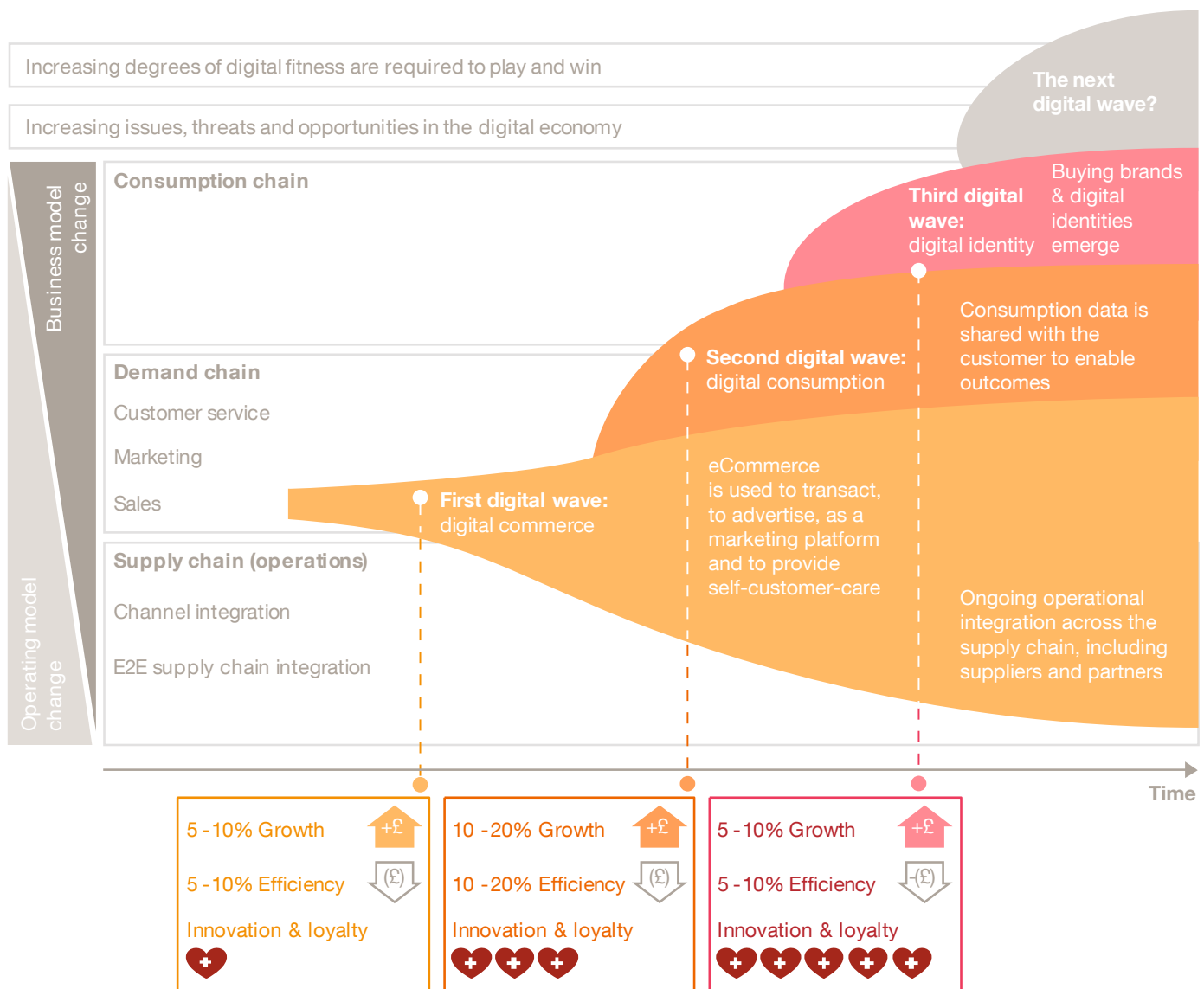
What's certain is that you will need a business strategy for the digital age – not a digital strategy. Your organisation will need to foster more collaboration, greater innovation and faster decision-making than you've experienced before.

Evolving your organisation requires a repositioning of your existing business whilst creating and unleashing your growth engines. Throughout the journey, you'll need to protect the value and reputation of your assets in what is a high risk environment.

You need an accelerated programme of change to make this happen. All in all, it's a big challenge for leadership.

Our rapid digital growth assessment is designed to help you work out what to do and when to do it based on a business case and action plan for change. We'll help you implement the plan and we will work to commercial arrangements based on sharing your risk and reward: we're committed to helping you achieve profitable growth in a digital age.

The digital waves of profitable growth opportunity



Our point of view

Profitable growth requires the best that digital can offer

Digital technology has transformed the scope, scale and potential of business over the last decade. In doing so, it has disrupted the business models of traditional organisations at a rate never experienced before. And it won't stop there. Profitable growth requires the best that digital can offer. Knowing what success is for your organisation and the digital opportunities available is critical to achieving profitable growth. Those who have harnessed the potential have achieved greater returns and higher engagement with their customers.

Looking to the future we see three waves of opportunity for organisations to generate profitable growth:

First digital wave

Improve e-commerce profitability

Most organisations see digital as a more effective channel to market (the demand chain) and to suppliers and partners (the supply chain). But there's plenty more they can do to extract more value from this channel, whether through a better customer experience, more effective distribution or smarter pricing. But a warning on the risk of destroying value: multiple channels can result in multiplication of cost; different experiences across different channels can damage brands; and organising around a channel can put a company at odds with customers who don't always consider themselves channel-centric. So, we think organisations need to think about a total customer centricity that transcends channels – focusing on the customer to deliver a valued experience and helping the customer achieve his or her desired outcomes is at the heart of success. Channels are a crucial means to this end, but not the end in itself.

Second digital wave

Develop propositions that encourage your customers to share their consumption data

This will increase customer loyalty, increase revenue and reduce operating costs even further. Leading-edge organisations (both B2C and B2B) are creating additional individualised value for customers as they consume products and services by understanding and enabling the outcomes they're seeking to achieve. This creates far greater customer engagement, and for longer. Innovative organisations are already doing this, but there's scope to apply the idea to many sectors. This requires a new mindset, new capabilities, and a new relationship with their customers, founded on unprecedented levels of trust.

Third digital wave

Use digital identities to offer opportunities for new organisations to meet the needs of customers

Customers want more access to, and control of, their own data – their digital identity – as they share their consumption data. They will use fourth parties (digital butlers or infomediaries) to manage their data and – with permission – to meet their needs through finding the right products and services at the right price. The result will be the emergence of buying brands that cultivate relationships with businesses in adjacent sectors, using their trusted positions to provide complete service and product solutions centred around activities that customers care about.

After the wave of digital commerce will follow a digital consumption wave where companies will help customers achieve outcomes they care about by using the data they share.

Next is the digital identity wave, where customers will be helped by trusted players to own and manage their full digital identity. They'll declare their needs and demand for goods and services, and come together as digitally-enabled buying brands. And all this will happen in a world ever more connected by social media.

Each new wave will be an addition to the previous waves rather than a replacement, and yet the inception of each new wave will be game-changing in its own right...

Only the digitally-fit will survive and thrive during the decade of digital change

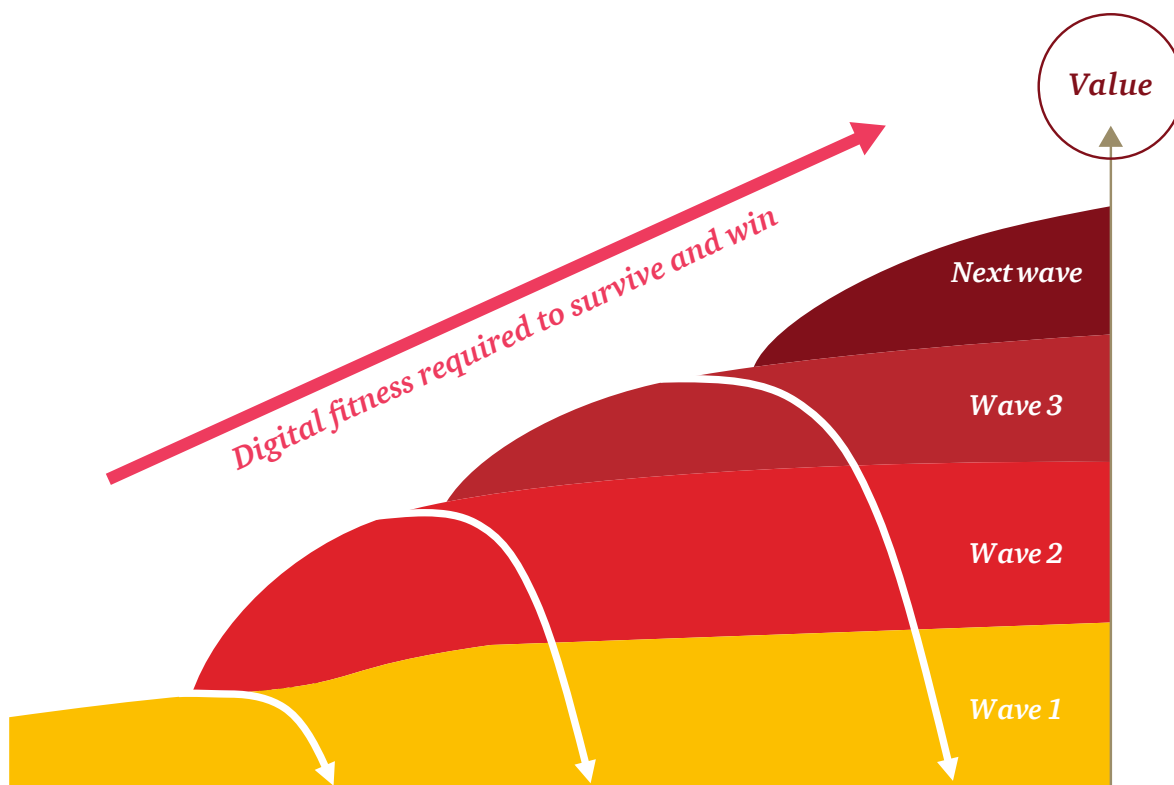
In the decade of digital change the first objective is to survive

The forces at play are so powerful and the dynamics so swift that both failure and success happen at high-speed.

And – to make matters more interesting – both the upside and downside get bigger at every cycle.

One thing is clear: the players that will survive and thrive will be the ones that recognise the need to become more digitally-fit.

This will require substantial change for many organisations. The winners will drive this on their own terms.



In the first decade of the 21st century eCommerce has transformed the way value is transacted. Over the next decade digital will fundamentally change value creation itself. It will change business at its heart.

Organisations that raise up to the new game will survive and build a platform for profitable growth. Organisations that underestimate the change or can't adapt fast enough, risk failure.

Our point of view

Profitable growth in a digital age requires an organisation led, managed and operated in an agile and collaborative way

Tapping in to these three waves of opportunities can be difficult, distracting and overwhelming.

That's why many organisations wait and see what happens before innovating. By the time they respond it's often too late – they face disruption, disintermediation and, ultimately, failure. The brave or the restless few move fast to pursue a new wave of opportunities only to find they have disrupted their current business along the way. Finding the right moment to move is therefore essential.

But there's no time to wait. The rate of change is faster, and different, than previous technology driven change.

The cost of gathering and mining granular data is falling substantially and a lot of new technology is now in the hands of consumers, as well as organisations. It's no longer an option to consider digital as a special project or simply a channel to market.

You need a business strategy for the digital age – not a digital strategy.

It has to set out why you're still relevant to customers and answer some difficult questions: should you optimise what you do or create new propositions? Should you wait and fast follow others or leap ahead with new innovation?

A new form of leadership will be critical in transforming your organisation to deliver this strategy. What worked in the analogue or offline world won't suffice.

You'll need to:

- Be prepared to experiment, learn from experience and move on to the next opportunity. This will require a healthy dose of courage in exploring new opportunities, and resilience when the experimentation doesn't pay off (and it may not at some point).
 - Understand and anticipate the new dynamics and rules of this digital age. Extrapolation from old paradigms or waiting and seeing won't cut it. There's no pause button and no one unaffected customer group.
 - Enable a collaboration culture: making the most of digital cannot be achieved by efficient execution of traditional processes only. It requires connecting, engaging and enabling communities of people (across organisational, company and sector boundaries) who share an interest in a particular outcome, and unleashing their desire to interact, contribute, belong, solve and create. Structuring partnerships effectively becomes a real source of competitive advantage.
- Appreciate your capacity for change given your market position and level of maturity:
 - Traditional organisations face the challenge of managing the transition to digital – taking an analogue or offline business into the digital age, transforming a core business whilst experimenting with new digital business models. Survival is the order of the day for some, whilst others see it as an opportunity to rethink their business and kick start innovation.
 - New entrants are innovating their propositions and growing rapidly with digital technology. They're creating whole new business models based on digital technology and growing faster than non digital companies. But they face the challenge of turning a great set of ideas in to a sustainable, viable business.
 - Increase your decision making tempo and at the same time provide the insight to inform and fuel these decisions. Mastering this insight-to-decision chain will be in itself a source of advantage.
 - Master holistic change and accelerated change at the same time. It isn't a trade-off.
 - Navigate more complex tax, regulatory and legal enablers and constraints as more of your business becomes global in nature.

A man with dark hair and glasses, wearing a white button-down shirt, is seated at a wooden desk. He is looking down at a black smartphone held in both hands. In front of him on the desk lies a white tablet. The background is a plain, light-colored wall. The text "Our point of view" is overlaid in the top right corner in an orange, italicized font, with a thin orange line above it.

Our point of view

Organisations that will be successful in the digital age will master six activities: Know, Define, Evolve, Create, Accelerate and Protect

You'll need to **Know** your customers inside and out. Customer centricity will take on a far more challenging meaning. And **Defining** the right path to success will involve some hard choices and trade-offs.

Evolving your organisation requires a repositioning of your existing business whilst **Creating** and unleashing your growth engines. **Accelerating** the programme of change – to mitigate the risk of your competitors moving ahead – will be a necessity. And throughout the journey, you'll need to **Protect** the value and reputation of your assets in what can be a high risk environment.



- Understand the key value shift dynamics in the digital economy.
- Understand the rapidly-evolving digital customer (needs & desired outcomes).
- Use digital to understand the customer's decision-making process, consumption and profitability.
- Embrace a total customer insight approach, which includes harnessing social and consumption data.



- Understand how value is created in the digital economy in your value chain and ecosystem.
- Formulate your vision, business strategy and overall proposition strategy for your success in the digital age.
- Redefine your business model accordingly.
- Quantify the value potential.
- Create a case for change.
- Achieve alignment on the case for change.



- Align business processes and structures to deliver customer needs.
- Respond to changing customer needs throughout the organisation.
- Develop a digitally fit organisation across the organisation, from customer to supporting processes.
- Measure delivery of customer outcomes.
- Develop an "Innovation Inside" culture.



- Create new proposition elements, propositions, business ideas.
- Incubate and test new propositions in order to minimise operational and brand risk (prototyping, pilots, incubators, etc).
- Create, launch, operate and measure these new units or entities (if that's the chosen path).
- Develop and execute an integration approach.



- Implement your new business model.
- Implement your new operating model (people, processes, structure, KPIs, systems, etc).
- Acquire and master the required IT capabilities to become a digital enterprise.
- Adopt agile approaches to design, build and integrate enterprise-wide social, mobile and web solutions.



- Define digital protection roles and responsibilities.
- Equip relevant people with the full complement of cyber skills and insights to respond to the full range of digital threats.
- Integrate digital risk protection throughout the organisation.
- Build a 360° situational awareness of the latest trends, present and emerging threats in the digital landscape.

The top three strategic priorities identified for UK CEOs in 2013 are:

1. Growing customer base.
2. Improving operational effectiveness.
3. Enhancing customer service.

91% of CEOs are looking to strengthen customer engagement through social media.

Source: PwC 16th Annual Global CEO Survey, Country Summary for UK, p3

Increasing your profitable growth potential

Our impact

Typically we achieve significant incremental new revenue growth of up to 40% focusing on quick wins in year 1 that also pay for subsequent phases of the programme.

The customer is the heart of everything we do. Our change programmes drive the people, organisational and cultural change to deliver great customer experiences that lead you to more profitable revenue streams in the new digital age.

We deliver efficiencies of up to 30% by sophisticated and sustainable cost reduction initiatives, ongoing cost control and more effective deployment of your assets.

We work with you to build an agile organisation – we improve the speed to market of new products, the quality of decisions, and the responsiveness to customer and competitor behaviour.

Shared risks, shared success – we believe so strongly in the quality of our approach that we will align our fees to your success.

How we do it

Profitable revenue growth

- Return on investment at the core.
- Diverse perspectives deliver deeper insight and sustainability.
- Focus on the right opportunity, right moment, reflecting your ambition, risk appetite and capability.

Creating loyal customers

- Deep insight into customer needs and market opportunities.
- Change and operating model orientated around your customer.
- Agile organisation that senses and responds to changing circumstances.

Delivering significant efficiency savings

- Supply chain efficiencies to optimise inventory and WIP with appropriate sourcing models.
- Effective use of cloud computing and software as a service to reduce IT capex.
- Increased asset efficiency.

Building an agile organisation

- Reduction in complexity.
- Improvements in standardisation and new ways of working.
- Better collection and use of all forms of data in decision-making.

Giving you confidence in delivery

- Trusted partner prepared to share the risks with you.
- Delivery team aligned to the achievement of your success.
- Programme structured to deliver benefits early and often.



Our rapid digital growth assessment

Our solution starts with a rapid digital growth assessment to identify how you can achieve your full potential. And where to focus your attention in each of the six areas outlined below in order to drive profitable growth in a digital age:

Know your customer and your ecosystem

We help you understand the true value dynamics of the digital economy, and your customer's expectations, consumption and potential through:

- Transactional and consumption analysis.
- Smarter measurement.
- Revenue and profitability optimisation.
- Data innovation and monetisation.

Define what your success looks like

We help you define your winning play in the digital age by working through:

- Value dynamics in your value chain / ecosystem.
- Key strategic and trade-offs choices.
- Vision and business strategy.
- Proposition development.
- Business model architecture.
- Leadership and stakeholder alignment.

Protect your business from the risks of the digital economy

We help you quantify the value of the digital assets you increasingly rely on, and protect you from the risks associated with online security and cyber crime through:

- Compliance.
- Security assessment.
- Mitigation services.
- Response services.

Evolve your business

We help you evolve into the digital enterprise you want to be through:

- Detailed propositions design.
- Operating model & capabilities architecture.
- Employee engagement and empowerment.
- Detailed capability diagnostic.
- Business case & value realisation plan.
- Detailed roadmap for change.

Accelerate your execution through technology-enabled change

We help you accelerate the execution of your business model, operating model and solutions:

- Business model execution.
- Operating model transformation implementation.
- Technology strategy and architecture.
- Agile approaches to design, build and integrate enterprise-wide social, mobile and web solutions.
- User experience design and implementation.
- Cloud infrastructure planning and integration.

Create new value

We help you generate, test, implement, commercialise and integrate new proposition elements, new propositions and new business ideas, minimising brand, financial and operational risk:

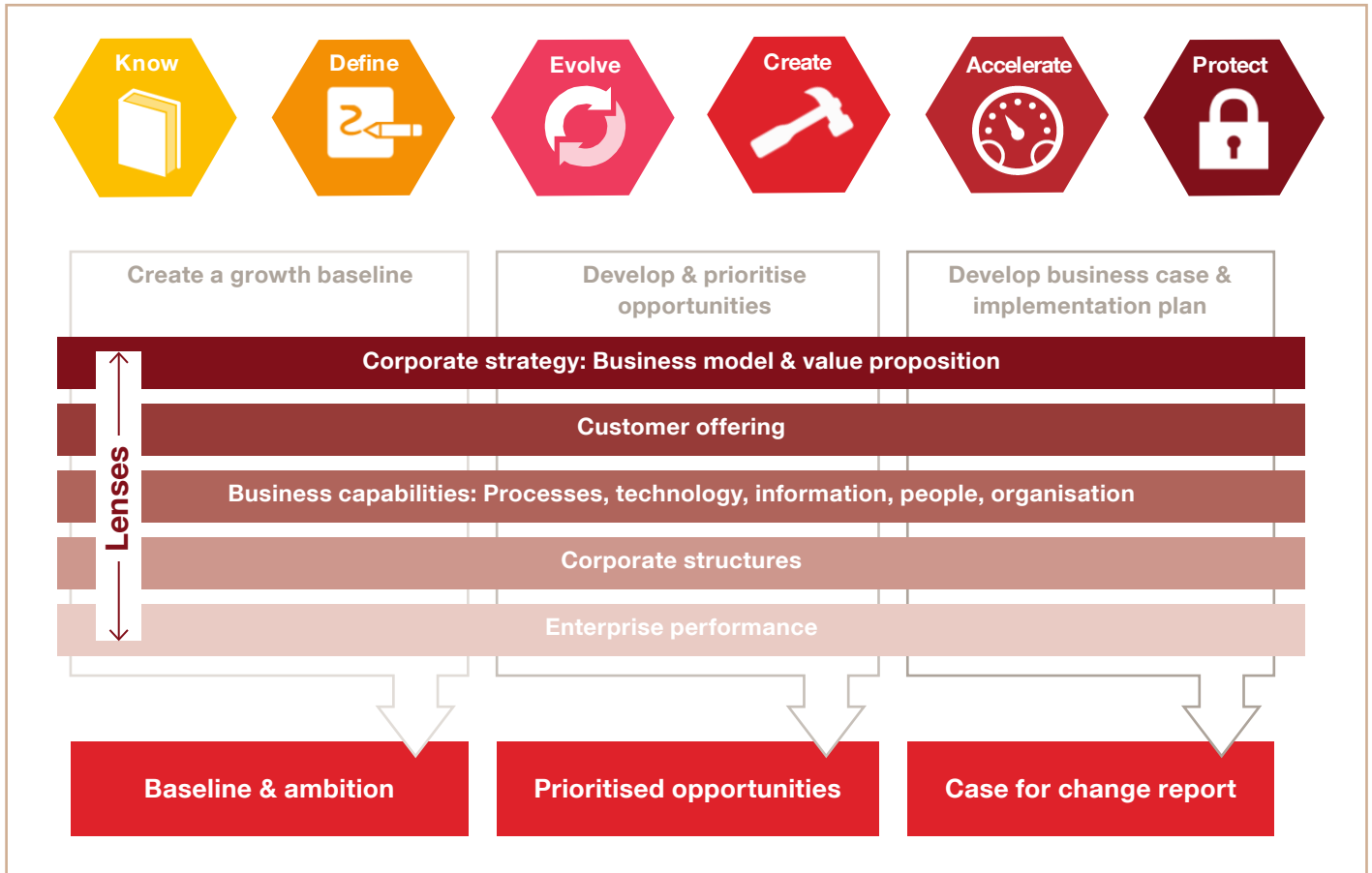
- Ideation.
- Pilot and test.
- Launch and commercialisation.
- Integration.





Our rapid digital growth assessment

Our rapid digital growth assessment produces a clear plan to profitable growth based on reviewing each of the six areas:



What do you get?



Clear view of prioritised opportunities



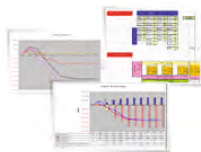
Alignment and consolidation of existing initiatives



Route map and programme plan



Programme structure



Financial case



A high level operating model for the digital age and view of alternative business models

The rapid digital growth assessment takes up to 8 weeks, giving you a clear business case for change.

It establishes a strong platform for sustainable change and the business strategy creates a catalyst for sustained and profitable growth.

Experience tells us the greater the investment you make the better the outcomes of this process.

We'll work with you to build your skills and capacity to deliver profitable growth in a inclusive and collaborative way. We bring a practical injection of diverse expertise and skills, providing options and challenging you to think differently.



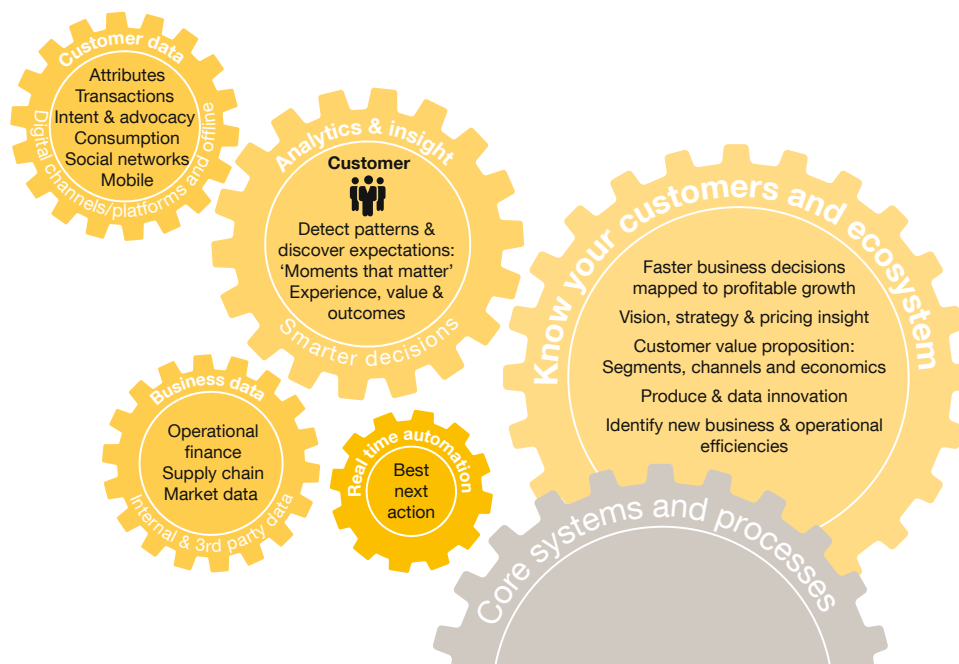


What does good look like:

- Unlock opportunities for profitable growth by combining data from a wide range of enterprise activities, operationalise the delivery of both insight and foresight from analytics and enable smarter decision making.
- Customer centric data from transactions, digital platform consumption, social network and mobile are combined with data from business operations (such as marketing, finance and suppliers) and data from partners (often using APIs).
- Analytics is used to develop a deeper understanding of customers, identify new value propositions and opportunities to improve operational efficiency – such as real-time customer experience optimisation through automated decisions or pricing optimisation.
- Better understanding of what happened and why enables smarter, more predictive decisions.

How we help

We help you better understand the enterprise impact of the evolving ecosystem through assessment of customer and business data, capability to operationalise and automate insight. This will include looking at customers and propositions, smarter measurement, marketing and trading optimisation, transactional and consumption analysis, data innovation and monetisation as well as carrying out digital data due diligence.



Benefits

- Understanding the likely effectiveness of the current vision, strategy and business models in the emerging digital ecosystem.
- Deeper understanding of your consumers' expectations, consumption & their potential.
- Confidence, based on data, to make the right and timely decisions in the uncertain and rapidly changing digital world Identify opportunities to drive growth by creating new businesses or commercialising digital and data assets.
- A clear list of the quick customer wins that will make an immediate growth impact.
- New ways to interact and engage with consumers, producing rapid financial results in the short term.

We help you understand the true value dynamics of the digital economy, and your customer's expectations, consumption and potential.

This foresight will enable you to make more timely and better informed business decisions.



What does good look like:

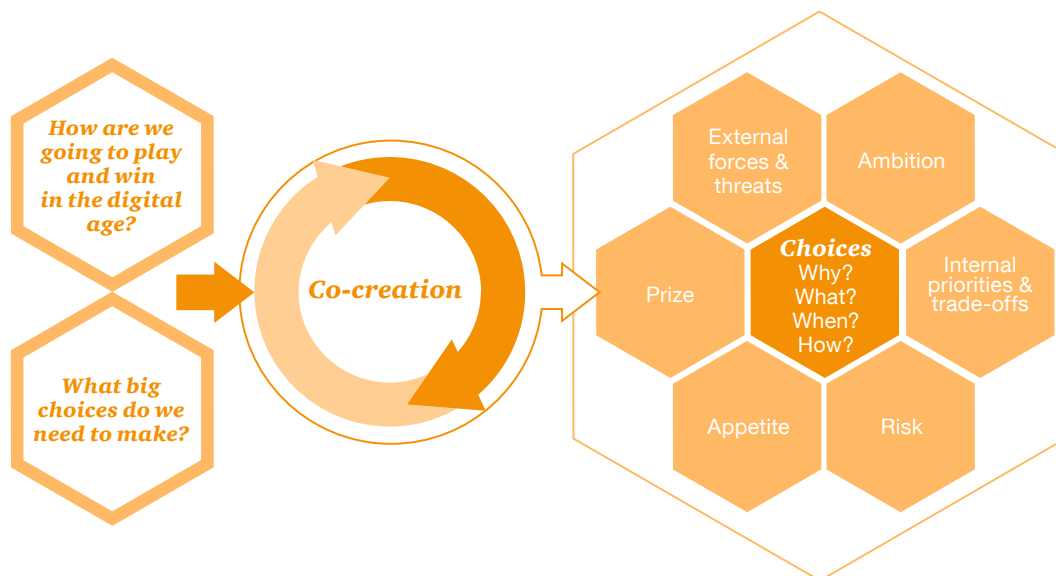
Organisations who have articulated their success in the digital age in a compelling way master the following areas:

- Understand how value is created in the digital economy in your value chain and ecosystem.
- Formulate strategic priorities and recognise explicitly their strategic trade-offs.
- Formulate a simple and coherent vision, business strategy and overall proposition strategy for your success in the digital age (for example, which digital waves' do you want to play in, and when).
- Redefine their business model accordingly.
- Achieve leadership and stakeholder alignment.

How we help

We can help you formulate your vision and strategy, frame the big choices to achieve profitable growth in the digital age, and to make decisions. We run engaging digital discovery events where we use your expertise, our thought leadership and practitioners from your industry and other industries to make the “art of the possible” come to life, and to shape your own desired path to growth in the digital age.

We facilitate co-creation events with your employees, customers and partners to help you innovate and craft your path to growth. We also help you analyse and simulate scenarios to anticipate what other players in your ecosystem are likely to do, and to inform your strategy for competing and partnering. Once the big choices are framed, we help you achieve alignment on a specific set of choices for you, which takes into account your context, your ambition, your risk appetite, your priorities and the specific trade-offs at play in your organisation.



Benefits

- A compelling and differentiated vision, aligned to your brand.
- A strategy that is holistic and deliverable on your terms based on your competitive context, your strengths and your desire, appetite and ability to change.
- Identification of the right partners in the ecosystem, both within and outside your sector.
- Removal of the key barriers in order to go on the journey to survive and perform in the digital age.
- Stakeholder alignment, engagement and commitment to succeed in your journey.
- Clarity on what to do to start the journey, and to maintain momentum once you have started.
- Innovation that maximises the ability of digital to create value in different ways.
- Clarity on new forms of customer engagement that can deliver profitable growth.

We help you define what your success in the digital age looks like, by working with you to formulate a clear and compelling vision and helping the business make the big choices and identifying the best opportunities.



What does good look like:

Knowing where to move to tap in to profitable growth is one thing; evolving your organisation to support this transition is quite another. Successful organisations:

- Know how fast to move the organisation to their new position: too fast risks disruption to a profitable business at a time when new revenues won't replace lost revenues from the legacy business; too slow risks disintermediation and financial distress.
- Reposition the legacy business by making the most of the existing assets and capabilities in the existing competitive environment.
- Link the legacy to the new organisation, exploiting synergies and shared capabilities; and they protect the boundaries between the two businesses.
- Create new sources of value through attracting new people, and building a new culture.
- Make the most of the legacy assets – which in many cases are still profitable in the short-term – which provide the funding for the development of new opportunities.

How we help

We identify how best to reposition your existing, core business – making the most of your legacy business. We do this by assessing the full potential of your assets in the competitive environment you face. We then help you build the new organisation – set out in the 5 areas below – you need in order to generate profitable growth. In doing both, we identify what should be shared and separated between the two in order to: (a) maximise synergies; and (b) preserve the clarity of focus and culture of each area of the new organisation.

Evolving your business into a digitally fit enterprise

Social

Mobile

Analytics

Cloud

Corporate Strategy

(Business model & Value proposition)

What opportunities does the digital landscape create for your business? Which new propositions can exploit new value for the enterprise?

Customer Offering

How do you successfully engage with customers across all channels to grow revenues, drive advocacy and build engagement and loyalty?

Business Capabilities

(Processes, Technology, Information, People, Organisation)

How do you facilitate better knowledge sharing, collaboration and productivity within your own organisation and business partner networks?
 How do you adapt your business process and organisation structure to support the production and management of new digital products and services?
 What new technology architectures, platforms and capabilities are needed to underpin enhanced Business agility, risk management, security and efficiency?

Corporate Structures

What are the tax and legal structures, and regulatory levers, that provide a platform for profitable growth?

Enterprise Performance

What measures and targets will be required to monitor success of a new business model?

Benefits

- A clear understanding of the opportunities to evolve your business in the digital age, providing you with the strategic choices you need to decide on your future.
- The maximum value you can extract from your existing, core business whilst transitioning to your new organisation.
- Establishment of an agile operating model that provides the flexibility, efficiency and adaptability needed to survive and thrive.
- A considered and comprehensive transition plan for your business, that recognises likely co-existence between old and new worlds, and realises benefits early.
- Stakeholder alignment, commitment and clear accountability to make the changes required to evolve your business.
- An empowered workforce, with the skills, tools and clarity of purpose to successfully operate your digitally fit business.

We help you to reposition your existing, core business whilst building an organisation fit for the digital future.



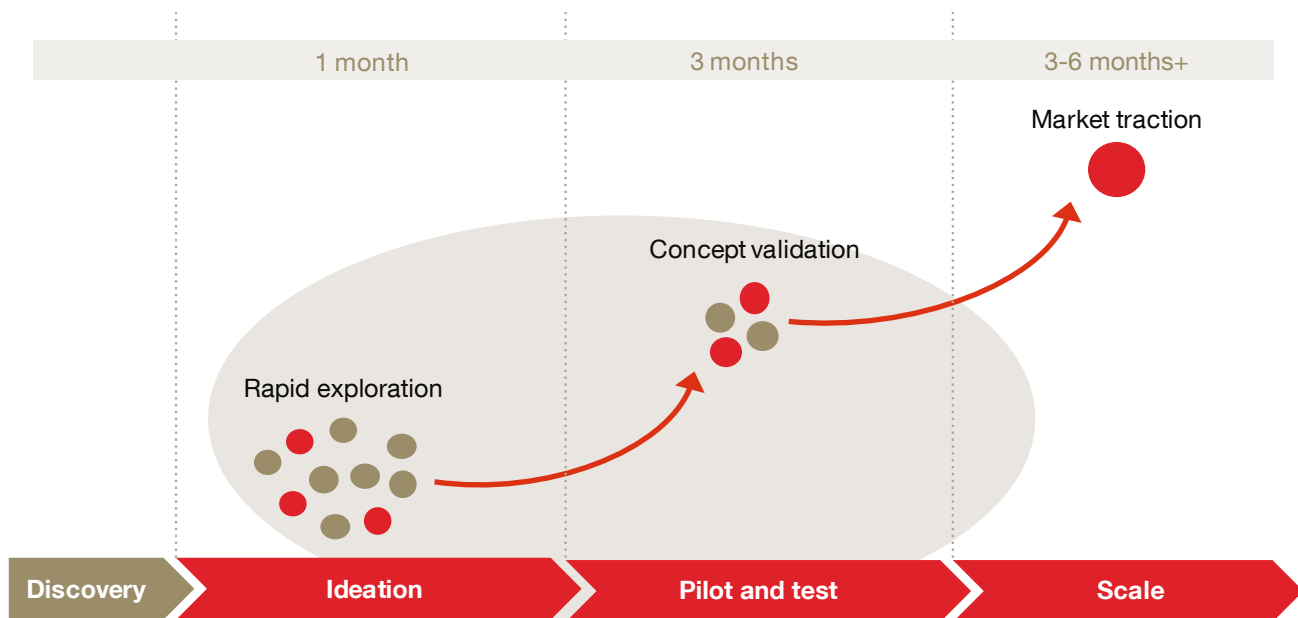
What does good look like:

Successful organisations don't leave innovation to chance; they develop sophisticated capabilities and process to create, and industrialise, new sources of value. They:

- Establish a business innovation capability that potentially transcends the traditional boundaries of an organisation; suppliers, customers, employees to shape and define new opportunities and concepts.
- Nurture a creative environment of ideation; and promote a culture of prototyping and iterative improvement.
- Establish structured processes to validate and extend ideas into tangible business capabilities. They ensure that new value opportunities are aligned with corporate and the innovation community's objectives.
- Dynamically manage a diverse portfolio of new value opportunities. And they balance investment in both incremental and radical innovation.
- Leverage multidisciplinary skills to ensure that the business potential of technology and process innovation is realised.

How we help

Our ideation, pilot & test, and scale approach helps organisations discover, validate and extend ideas into business capabilities. It strikes a balance between creative ideation with a rigorous validation of concepts; hence, the approach helps to minimise brand, operational and investment risks while supporting focused investments in business innovation. We can assist with many aspects of the process of creating new value – facilitating ideation workshops, assessing the potential of ideas, prototyping new products/services at our Digital innovation centre and advising on the industrialisation of new business capabilities.



Benefits

- A structured framework that provides a platform from which to innovate and develop ideas quickly.
- Higher return on investment through the selection of only the strongest most viable concepts in rapid ideation phase.
- Minimisation of risk and acceleration of implementation and learning through using a controlled pilot release environment.
- Faster release to market of new products and services.

We can help you discover, explore, validate, and extend business innovation ideas. Our pragmatic approach helps you to achieve future growth, while eliminating unnecessary risk.



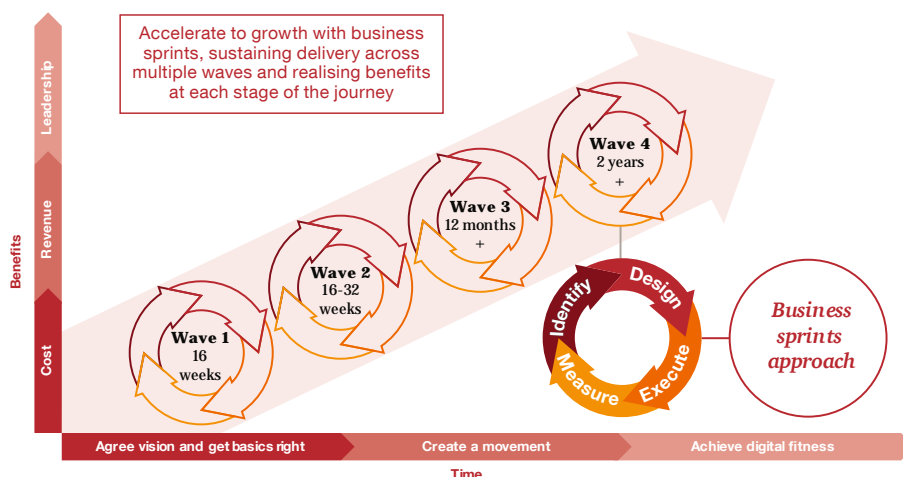
What does good look like:

- Organisations are growing rapidly and profitably in the digital age embrace transformational change. They learn to drive constant innovation and development of their operating model and supporting technology platform to fully integrate and adopt new capabilities and respond to market opportunities.
- They are also able to accelerate and coordinate significant changes across both operating model and technology without negatively impacting the performance of the business. This is the key to successful transformation and to realising high returns on digital change investments.

How we help

We help organisations prioritise and accelerate how they respond to the pace of technology driven disruption to their industry. PwC has significant expertise in the successful management and delivery of large scale operational and technological change. Our ability to mobilise multi-disciplinary consulting teams, with a breadth of transformational experiences and perspectives from other industries is key to our digital transformation expertise. Organisations can struggle to deliver transformational change across groups and functions effectively, sometimes focusing only on incremental improvements and taking too long to deliver the benefits.

We can help clients successfully engage the whole organisation in the transformation journey that truly delivers successful change. We bring together leaders and employees to design solutions through PwC's catalyst events and business sprints approach, to accelerate the development of solutions, improving their quality and ensure strong ownership of the outcomes.



Accelerated delivery principles

- Focus on fewer wins fast.
- Create belief through early success.
- Drip-feed success stories regularly and keep momentum.
- Abandon ineffective projects early if not working.
- Deliver proof of the concept rapidly through prototyping to test and learn.
- Be agile, prepare to change your plans.
- Put in place clear accountabilities and governance to establish and retain control.

Benefits

- Early capture of value and benefits from digital opportunities creating business momentum.
- Engagement of people across the business leading to greater productivity and speed of change.
- Higher return on investment from removing non-value adding activities with more self service from customers and employees and less capital investment.
- Mobilisation of the business behind the change direction learning as we implement in sprints creating both acceleration to value and agility.
- Balance and pragmatism that achieves the right speed of change and does not overwhelm the organisation yet drives adoption of new ways of working and integration.
- Partnership that shares risk based on the outcomes to ensure the benefits are realised and delivered.

Our clients' transformational success hinges on their ability to accelerate change across their operating model and technology platform. This is where PwC can help the most.



What does good look like:

In the digital age you will have more and more assets that are either digital in nature or exposed to digital risk; and your reputation is in itself created and potentially destroyed 'digitally' much more than before. Successful organisations focus on building trust, privacy and achieving security of their assets.

Successful organisations:

- Clarify digital protection roles and responsibilities from the top down, starting with the CEO and the board.
- Develop the cyber skills and insights they need to understand, defend and rapidly respond to threats.
- Integrate digital risk protection governance, processes and controls into the fabric of their business.
- Achieve a state of continuing 360 degree situational awareness of the emerging threats in the digital landscape.

How we help

Digital active security and risk management: growth opportunities can come at the cost of an increased level of threat and enterprises are under attack. You need to understand the nature and scale of the risks and put in place a plan to mitigate these risks. Its significance and scale make it the responsibility of the board to own; avoid the temptation to delegate this challenge to IT or information security.

Reputation management in the digital age: Your reputation – albeit intangible – is a key asset in your balance sheet. In recent years this has both become an ever more important, and fragile, asset. We help you define, measure, protect and augment your reputation – to create value and to manage financial and operational risks from digital activity.

Setting direction

Brand protection and security strategy

Organisational design, governance and management reporting.

Building in resilience

Business continuity management, disaster recovery, crisis management

Managing incidents

Incident response review, corporate, regulatory and legal investigations, forensic investigation and readiness, crisis response.



Creating a sound framework of control

Integrated governance structure across brand, legal, IT and information security, risk management, marketing, communications & product teams

Risk, policy and privacy review, regulatory compliance assessment, data loss prevention, awareness programmes.

Managing exposure

Assessing the threat to digital revenues and services, including commercial and operational risks.

Assessing digital royalties and licensing, social media monitoring, etc.

Penetration testing, vulnerability scanning and remediation, continuous and global threat monitoring

Building secure systems and infrastructure

Security architecture, network security, cloud computing security, identity and access management solutions, ERP security.

Benefits

- Reduction in financial risk and ensuring regulation adequately addressed in your digital initiatives .
- Commercialisation of digital assets while understanding how to balance freedom presented by digital opportunities with financial and reputation risks.
- Development of incident response and cyber security capability with 360 situational awareness of current and emerging digital threats such as brand appropriation, insider attacks, industrial espionage, cyber crime, digital activism, terrorism and rogue states activities.
- Understanding and plan to counter the risks that can have the biggest impact on your business.
- Integration of Protect thinking with your corporate and technology strategy, and embedded into organisational governance and corporate processes.
- Ability to minimise the frequency and magnitude of incidents that could dent or damage your reputation.

We help you to protect the digital assets and reputation you rely upon to run your business and serve your customers in the face of the increasingly sophisticated and determined attacks that characterise business in the digital age.

Organisations we're proud to work with

"... I thought we were right on target and the approach was perfect. There's hard work ahead of us; we are keen to continue working with you."

Chairman, Global telecoms company

"PwC provided a real focus on the issues, a no-nonsense approach and an ability to leverage their global experience on any given issue. In addition, they have great people on the ground."

CEO, Digital TV broadcaster

"Compelling & challenging but clear about what we have to do. These guys deserve a round of applause."

Founder and CEO, UK clothing retailer

"...I found it particularly helpful that PwC helped us to maintain focus on the benefits of our customers through the use of first-hand insight, personas and digital scenarios."

Large County Council

"... If you want a team to deliver a comprehensive, well argued, evidence-based assessment of an issue to a tight timetable, it's difficult to see what other media team would be better placed to do that for you."

Director of Strategy and Transformation, UK TV network

"For the first time we have a true, holistic picture of conversion at a granular level, which has facilitated a fundamental change."

"I speak for all of us when I say, thank you so much for your help and support on getting the [trading framework] really up and running... this will continue to be a fundamentally strong focus in our use of data to trade the site and digital channels."

UK retailer

"The work on our Digital Trading tool has been highly valuable, and we would have struggled to develop the solution we have without PwC."

"Literally the best thing I've ever seen."

Large global retailer

"A very good piece of work, we couldn't have completed this time critical project without you..."

Global confectioner

Bringing alive our track record

Global bank

Client Need The client sought to develop an innovative set of new digitally enabled propositions to meet the needs of the small and medium sized business customers.

Solutions Delivered We used a customer centric rapid prototype visioning approach to guide the bank to develop the propositions. We used rich illustrations and an iPad app prototype to demonstrate the value first hand of the propositions that were developed.

Value Unleashed

- Identification of over £3bn – £12bn in new liquidity over three years.
- Power of customer co-creation to develop rich and compelling value propositions.
- Designed the business and operating model to execute the change.

Large UK Local Authority

Client Need In a period of austerity, the Council sought to reduce £5m in operating costs whilst improving customer engagement for 1.3 million residents.

Solutions Delivered We initially helped the client to develop a channel strategy with a focus on digital which supported a high-level target operating model and business case and programme plan. Digital experience booths, customer research and personas were used to enable customer, politicians, management and staff to visualise the benefits of the vision. We then went on to programme manage and supported the design and implementation of new processes and digitally enhanced service improvements with continuous feedback from customers.

Value Unleashed

- Service improvements were co-created the Council's customers, political leaders, executive management, and staff.
- Customers were involved in the design of service improvements.
- The solutions that were implemented supported the business case.

Global retailer

Client Need The retailer was facing intense competition and needed a new future operating model across all channels.

Solutions Delivered We helped to develop a roadmap aligning customer experience, organisation, process and technology. We also developed a bespoke Product Trading toolkit that integrated with existing BI systems to enable the optimisation of their product range and efficient use of resources on a daily basis.

Value Unleashed

- The new operating model supported multichannel excellence.
- Toolkit allowed the business to make better and quicker decisions on which products and through which channels to purchase and sell.

Major UK media company

Client Need The Board of a major UK media sought advice from PwC on what capabilities were needed now and in the future in order to respond to the rapid changes affecting the UK TV industry including the rising threat from OTT TV services and new digital distribution channels.

Solutions Delivered PwC developed a market framework and used it to analyse the market, establish key trends, and the threats and opportunities these presented to the client. We facilitated the Board discussion to present our findings and help them understand the options available to defend and capture market share. We prepared a supporting 5-year capability roadmap, distinguishing between basic requirements, potential differentiators and new opportunities.

Value Unleashed

- Robust board discussion on the best course of action based on a clear articulation of market trends and strategic options which enabled.
- Output highlighted the need to build differentiated customer experiences harnessing emerging digital platforms.
- Capability roadmap informed strategic planning and investment submissions to the Board.

Global financial services company

Client Need	The client wished to develop a long-term approach to improving the customer service experience for its international card members through competitive digital servicing capabilities.
Solutions Delivered	We developed the 3-year digital strategy for web, mobile and e-mail channels and spanned 20 geographies resulting in a 10% annual revenue uplift. Defined enterprise-scale shared-service layer architecture. We then supported the implementation of that strategy.
Value Unleashed	<ul style="list-style-type: none">• Insight into their customer's digital behaviours.• Focus on competitive parity across all markets, with a focus on innovations where appropriate.• Standardised global customer experience and service.

Australian online advertising company

Client Need	The client has been experiencing significant growth and had an ambitious sales strategy. They needed to understand whether their operating model would support their strategy and growth trajectory.
Solutions Delivered	We worked with their sales and support operation to assess their current operating model in order to identify areas of improvement and investment. This areas of assessment included: <ul style="list-style-type: none">• Their current go-to-market / customer segmentation model it's business units• People, capability and sales incentives• Their current systems and infrastructure. As a result, we helped to define new customer segments, a standardised set of sales and support processes and a new product management reporting system. We further delivered recommendations for quick wins and a 100 day plan for longer-term improvement plans.
Value Unleashed	<ul style="list-style-type: none">• Identified a large opportunity for revenue uplift.• Identified cost –reduction opportunities through serving segment across multiple channels.• Alignment of key stakeholders across the Australian business as well as global operations.

Global cosmetics company

Client Need	The client was experiencing high attrition and low sales among its sales network of 6m agents over 66 countries. They wanted to use social media to improve retention in both its agent and customer base; to improve loyalty and advocacy with existing customers; to acquire new customers; and to improve service delivery to its customers.
Solutions Delivered	We worked with the client to develop a social media strategy that enabled agents, customers and alumni to interact in new ways on digital channels, and to develop deeper relationships with customers. The online social media platform became a place where information relevant to the representatives, customers and alumni was shared. The platform enabled these groups to engage in a community and collaborate.
Value Unleashed	<ul style="list-style-type: none">• Better positioned to use social media to support sales and customer engagement.• Reduced effort to maintain existing customers increased engagement and recognition.• Increased access to company's representatives / products and improved post-purchase experience.• Inactive alumni do not lose sense of belonging to the company's community.

UK Rail Company

Client Need	The client defined its vision and roadmap for the delivery of better quality asset information for the UK rail industry, to offer better rail information services through digital channels.
Solutions Delivered	Use of innovative techniques such as a competitive event where over 80 talented developers were given access to the Authority's real-time business data that resulted in a user-friendly suite of Apps for the authority and its customers.
Value Unleashed	<ul style="list-style-type: none">• Improved safety for people working on the railways.• Improved value for money in the lifetime management of railway assets.• Momentum, and focus, on delivering customer outcomes.

Telecom joint venture

Client Need

Several global telecommunications companies wanted to jointly develop an m-commerce platform to provide a consistent, secure, highly integrated m-commerce platform for businesses, and a common but powerful user experience for their customers.

Solutions Delivered

We worked with the shareholders to develop a joint venture and platform architecture, as well as the operating model and transition / implementation plans. We also provided the programme with insight and analytics capabilities, especially around monetisation of data; the development of a data model; and environment that support both “big data” and the security and speed / volume requirements of the shareholders.

Value Unleashed

- Shareholders received objective challenge and aligning the shareholders on fundamental strategic, commercial and operational issues.
- We also provided interim CEO and COO roles to support the transition.

Large Global Financial Services Group

Client Need

Our client was not confident about the knowledge they had on the group’s information security risk. PwC were asked to provide an independent view on the extent to which they were set up to protect themselves.

Solutions Delivered

We provide a broad ranging end-to-end review of the information security position including governance, risk management, organisation and technical controls.

Value Unleashed

- Focused spend on risks which were most significant in the context of their business.
- New risks were uncovered which had not received senior management focus, allowing management to close out risk positions.

Large European Insurance Company

Client Need

Our client had experienced a high profile data breach, which had attracted significant attention from the media and from their regulator. We were asked to conduct a detailed review of their control environment, to ensure that the risk of future incidents was minimised.

Solutions Delivered

We challenged our client across a wide range of domains, going beyond the tradition IT security framework assessments to assess whether the company really understood where its critical data resided, what risks they were exposed to and whether their controls were operating effectively.

Value Unleashed

- Enabled client to identify complex legacy risks.
- Enabled client to focus on controls to manage those risks.

Large Global Insurance Company

Client Need

Our client was exposed to a significant and growing threat from external and internal cyber attack. PwC was asked to conduct global penetration tests where we sought out and attempted to exploit system security vulnerabilities.

Solutions Delivered

We aggregating findings of the testing to establish patterns, and lessons learned that enabled the development of consistent policy compliance. We also helped them to establish an ongoing risk-based penetration testing regime on a global basis, which provides group and regional management with full visibility of the testing performed, the issues encountered in meaningful business language, as well as the technical details of weaknesses found.

Value Unleashed

- Identification of data security risks.
- Global testing regime that continually enhances their IT security control environment.

Key contacts



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