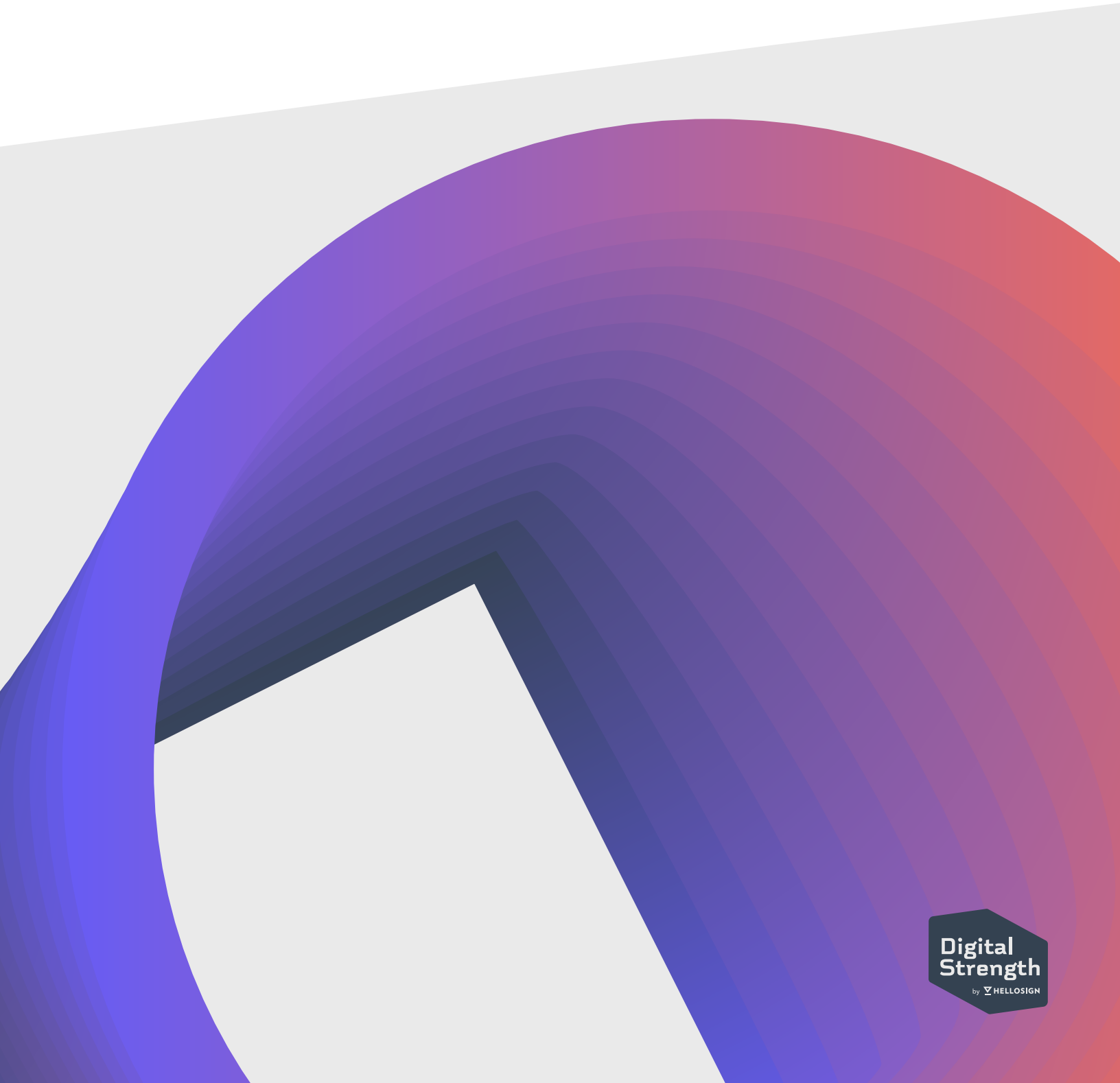
Digital Transformation: What and Why?



Contents

Clicking on the titles will take you to the different sections.

About the Digital Strength Program

In this digital age, the pace of change is increasing exponentially and every organization faces existential threats from new and existing competitors. The Digital Strength program is crafted to give everyone within an organization – from the C-Suite to the production line – an understanding of what digital transformation means within a global context, and guidance to achieve the digital transformation journey in your own organization.

In this first course, we'll cover an explanation of what digital transformation involves, the roles and responsibilities around digital transformation, as well as the cultural aspects of a digital change. Over the course of the Digital Strength program we'll detail tips and tricks, potential barriers, clues into the ideation approach, and how to move towards seeing digital as an ongoing process.

By the end of the program, participants will be fully conversant about digital transformation, and armed to be change agents within their own organization.

No matter whether you're just beginning the journey of transformation or are well on your way, the guidance in this program will be useful to you. Early adopters, those mid-way on the transformation journey, or those yet to begin will all find something of value from.

Welcome to the future!

I. Introduction

Digital Transformation is a term we hear thrown around on a daily basis. But what does it actually mean, and how does it impact every business no matter the size? Where in the world is digital transformation located, and what industry is it involved with? In the first paper of the Digital Strength program, we explain what digital transformation is and why YOU need to think about its impacts today.

In this course, we'll give examples of digital disruption and its impacts, and give insights into the mega-trends that are enabling this transformation to occur. We'll draw on some historical perspectives to show how digital transformation is more than a trend, but rather the new way of thinking. We'll give organizations advice on how to envision what their future could look like post digital transformation.

Finally, we'll introduce the P.A.C.E. model as a way for organizations to develop a clear methodology to enable efficient and effective transformation.

Let's begin!

II. What is Digital Transformation, and Why Does Every Business Need to Think About It?

Back in 2011, noted entrepreneur, investor, and board member Marc Andreessen wrote an opinion piece for the Wall Street Journal[1] suggesting that software is "eating the world."

In his essay, Andreessen put forward his theory about the size and scope of this change, opining that:

> *"My own theory is that we are in the middle of a dramatic and broad technological and economic shift in which software companies are poised to take over large swathes of the economy." More and more major businesses and industries are being run on software and delivered as online services — from movies to agriculture to national defense. Many of the winners are Silicon Valley-style entrepreneurial technology companies that are invading and overturning established industry structures. Over the next 10 years, I expect many more industries to be disrupted by software, with new world-beating Silicon Valley companies doing the disruption in more cases than not.*

It was almost eight years ago that Andreessen wrote that essay, and many of his predictions have come to pass. While it has become a cliché to use Tesla, Uber, Lyft, Netflix, and Airbnb as examples of digital disruption, it's safe to say that executives in both cab and accommodation companies have been hit by a tidal wave of unprecedented proportions. Go to a city of any reasonable size and you'll see individuals booking travel, arranging transportations, consuming entertainment, and even interacting with their automobiles – all through their mobile devices.

But Tesla, Uber, Lyft and these other examples are all Silicon Valley companies, born into an internet age. It would be easy to assume that digital is the expertise of these newer companies, and that existing companies have no need to think about it.

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1 Andreessen, M. (2011, August 20). Why Software Is Eating The World. Retrieved January 11, 2018, from https://www.wsj.com/articles/SB10001424053111903480904576512250915629460

Nothing could be further from the truth, however, and there are countless example of companies in the automotive, transportations, accommodation – and so many other fields – that paid the price for dismissing digital as "just a fad." New "Digital-first" companies may be exemplars of how digital is transforming industries, but they are not alone – existing players, out of choice or necessity, also have the ability to be at the forefront of this digital transformation.

We suggest that waiting is no longer an option and that every organization faces existential threats to its continued existence. Not changing is no longer an option. Every organization needs to look at what they do through the lens of digital. In the next section we will give some example of digital disruption to help readers to start – and continue – "thinking digitally."

III. Examples of Digital Disruption

It's worthwhile looking at some examples of how traditional organizations have leveraged digital technologies to innovate and remain competitive.

Some examples:

AUDI AND FORD - CHANGING THE AUTOMOTIVE GAME

The automotive industry is highly competitive with some massive disruptive elements in the short- to mid- term. New sales models, the rise of electric vehicles, and autonomous driving all change the game for these companies. Faced with these changes, Audi has changed the way in which its vehicles are sold[2].

Launched in 2012, Audi City provides a deep brand experience which enables visitors to virtually explore the entire Audi range, even in city-center stores without enough room for showrooms.

2 Petersen, R., Abelow, D., Mathewson, J., McKenzie, B., & Moran, M. (2016, December 25). 11 inspiring case studies of digital transformation. Retrieved January 11, 2018, from https://biznology.com/2016/12/11-inspiring-case-studies-digital-transformation/

For its part, Ford has been looking at technology as a driver of efficiency[3]. A decade or so ago, Ford was structured as a loose confederacy of regional business centers and IT silos. From 2006 on, the company moved forward with clear goals: simplifying the company's product line, focusing in on quantitative data and quality vehicles, and unifying the company as a whole.

On the IT front, Ford slashed the budget by a massive 30 percent. Their goal, however, was not to reduce expenses, but to take resources that were tied up in maintaining fragmented and complex legacy systems and free them for use in expansion and innovation. It was all of these measures together that gave Ford the agility and capital to invest in projects such as the Ford SYNC and MyFord Touch.

ALL ABOUT DATA - GE BECOMES A SOFTWARE COMPANY

GE has long been known as a massive company that manufactures equally massive items of plant and machinery – wind turbines, jet engines, and the like. Over the past few years, however, GE has reinvented itself to be a company that uses technology to sell services, rather than just products.

GE has put a huge number of sensors on the different pieces of machinery it produces, with the intent to capture vast quantities of data. From there GE crunches the numbers and delivers rich insights. This data allows the company to guarantee its customers the best levels of reliability and efficiency.

In one example, GE paired its wind turbines with some smart technology in an effort to drive high efficiencies. The new Digital Wind Farm technology promised 20% efficiency improvements, which could help generate up to an estimated $50 billion in economic benefits to the industry[4].

NO LONGER JUST ABOUT BUILDING BLOCKS

LEGO is the famed Danish inventor and manufacturer of the eponymously named children's

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3, 4 Petersen, R., Abelow, D., Mathewson, J., McKenzie, B., & Moran, M. (2016, December 25). 11 inspiring case studies of digital transformation. Retrieved January 11, 2018, from https://biznology.com/2016/12/11-inspiring-case-studies-digital-transformation/

toy. But after a period of expansion (1970-1991) LEGO suffered a steady decline (1992-2004). By 2004 LEGO was close to bankruptcy. Reaching a tipping point, LEGO started restructuring. Their digital transformation focused on nurturing new revenue sources coming from movies, mobile games, and mobile applications.

DIGITAL JOE - MAKING STARBUCKS DIGITAL FIRST

Starbucks CEO Kevin Johnson was previously an executive at Microsoft. This experience with the Redmon technology company helped him apply digital to his new role at a very different sort of organization.

Johnson talks about Starbucks' digital journey plainly:

> *"Where others are attempting to build a mobile app, Starbucks has built an end-to-end consumer platform anchored around loyalty."*

The company's main innovation is their Mobile Order and Pay app. This is fundamentally a customer-first strategy, as it addresses the basic wants of the consumer: convenience, line avoidance, and so forth.

Coupled with their extensive loyalty program, the app gives Starbucks the perfect venue to upsell and market to consumers. Furthermore, the app funnels back massive amounts of user data to the company, allowing them to better understand their customers' habits and desires.

THE DIGITIZATION OF UNDER ARMOUR

Under Armour is perhaps best known as an athletic apparel company. But several years ago the company realized that to remain competitive, they needed to offer more to customers. To do so, they leveraged customer data to drive their own development efforts.

Under Armour introduced "connected fitness"—a platform to track, analyze, and share personal health data right to customers' phones. This new application provides large amounts of information to the company that enables them to immediately identify fitness and health trends. For example, Under Armour, which is based in Baltimore, was able to imme-

diately recognize a walking trend that started in Australia. This information allowed them to deploy localized marketing and distribution efforts way before their competitors knew what was happening.

These brief examples all come from different industries with different customer types and levels of maturity. But one thing connects them all – a willingness to embrace digital transformation as a way to gain and maintain market share and competitiveness.

Over the duration of this Digital Strength program, we will give participants tools and strategies to apply these technologies to their own organizations.

IV. Your Employees Are Already Digital – Just Not in Their Working Lives

Take a minute, if you will, to think about your day-to-day existence outside of work. The average reader of this course is highly likely to have a mobile phone in his or her pocket. You may even be reading this course on your mobile device. This mobile device, while potentially being useful for phone calls, is a window to the world, and a remote control for an imaginable number of things.

Consumers use their mobile devices, and the associated internet connectivity they generally come with, for a myriad of different tasks: from entertainment to education, and from communication to commerce. The mobile phone has become one of our most critical tools.

In case anyone needed proof of the size of this change, it is estimated that there are four billion global internet users as of 2017. And in just one realm, digital commerce, their usage is incredible – in the most digital savvy markets, 12% of all payments are being made on digital devices. In China, 71% of all digital purchases are made on a digital device[5].

But it's not just about buying products. Increasingly consumers are using their mobile devices as the way to obtain information, communicate with friends and family, take, share

5 Evans, M. (2017, August 22). 5 Stats You Need To Know About Connected Consumers In 2017. Retrieved January 11, 2018, from https://www.forbes.com/sites/michelleevans1/2017/08/22/5-stats-you-need-to-know-about-connected-consumers-in-2017/2/#3bfd451e6e96

and arrange photographs, and even as a way to make new friends – both platonic and otherwise.

All of these interactions are ones which formerly had analog methods – writing letters, making photo albums, reading encyclopedias and books – but are now largely replaced by digital methods. Yet interestingly, whereas the consumer world has had a huge move to digital interactions, in consumers' working lives, they are still predominantly forced to use traditional methods and processes. From paper forms to printed instruction manuals, and from disconnected machinery to faxed documents – organizations have yet to seize the value that digital can bring.

But as we will see later in this course, the dual impacts of technological trends, alongside societal changes, mean that organizations must embark upon this digital journey, and give employees and other stakeholders experiences that are on par with those in their lives outside the workplace.

In the next section we will look at technology changes and how they are enabling easier digital transformation.

V. Technology Advances and How They're Enabling Digital Transformation

Technology was once the realm of an elite few: the biggest organizations with the largest budgets. That was back in the day when computers took up entire basement floors, required white-coated technicians to run them, and outputted punch cards.

Fast forward to today and a very different paradigm exists. No longer in the hands of a select few technicians hanging out in cold, dark basements, cloud computing now means that any organization can leverage technology of a similar style and quality as the very largest of organizations.

It is a cliché (but an accurate one!) that the phone we carry around in our pockets has more processing power than the original Apollo spacecraft that were sent to the moon. The democratization of computing has meant that the once fanciful idea of putting a "computer on every desk," has come to fruition. And more.

This spreading of technology was just the very start of the trend. It's been the growth of mobile access, smart devices, and cloud computing that has led to a point where data can be put in the hands of any employee, anywhere in the world, nearly instantaneously.

Cloud computing has also moved the buying decision for technology products from centralized IT to individual business units. In the past, a technology purchase – be it hardware of software – generally required capital expenditure and a rigorous approvals process. The rise of Infrastructure as a Service (IaaS) means that organizations can acquire technology infrastructure on a utility basis. A business unit has the ability to build itself a virtual data center just by using a cloud provider and a credit card.

Similarly, software has been democratized. The rise of Software as a Service (SaaS) vendors has resulted in business units making their own software buying decisions and acquiring SaaS outside of the kingdom of central IT.

Finally, the rise of "Bring Your Own Device" BYOD, has led to a deluge of individual employees within organizations having the ability to buy, run, and manage their own hardware (laptop, smartphone etc.…). This democratization is positive in that it drives choice for consumers, but it is also difficult as it challenges the traditional approach towards IT.

Technology democratization delivers unprecedented agility and flexibility, but it also introduces new challenges to organizations. It highlights the increasingly obvious friction that occurs between IT and the business, and speaks to a fast-approaching watershed moment when business users finally revolt en masse in reaction to the perceived reluctance of enterprise IT to deliver what they need.

If this wasn't enough, this technology change has been matched by a corresponding societal change, and in the next section we discuss this trend.

VI. Societal and Workplace Changes

Alongside all of these technology advances, we've seen societal shifts that fundamentally change the way people and – by extension – organizations operate.

Only a generation or two ago, individuals tended to work for one organization, in one dis-

creet role, for their entire working career. Today, the new normal is for workers to move roles and organizations regularly. The rise of the "gig economy" has changed the structure of work. An individual might drive for Uber and Lyft, work for Taskrabbit and have a gig role transcribing audio – and they might work on tasks for all of these companies within the same day!

And from the organizational perspective, the near-instant availability of human resources is attractive. While it certainly raises issues around employee rights, the ability to leverage workers "on-demand" and to scale up and scale down a human resource the way they do their cloud computing resource is attractive.

We are seeing a huge move to use external parties within an organization. Research and Development is one particular area that we're seeing this happen a lot, with organizations leveraging diverse skills from a diverse range of individuals on an ad-hoc basis.

One of the best known case studies of this move from process and construct to agility and flexibility is that of Proctor and Gamble.

In a 2006 paper[6] which focused on P&G's approach to innovation, it was pointed out that:

> *By 2000, it was clear to us that our invent-it-ourselves model was not capable of sustaining high levels of top-line growth. The explosion of new technologies was putting ever more pressure on our innovation budgets. Our R&D productivity had levelled off, and our innovation success rate—the percentage of new products that met financial objectives—had stagnated at about 35 percent… The world's innovation landscape had changed, yet we hadn't changed our own innovation model since the late 1980s…*
> *We discovered that important innovation was increasingly being done at small and mid sized entrepreneurial companies. Even individuals were eager to license and sell their intellectual property. The Internet had opened up access to talent markets throughout the world. And a few forward-looking companies like IBM and Eli Lilly were beginning to experiment with the new concept of open innovation, leveraging one another's (even competitors') innovation assets—products, intellectual property, and people.*

6 Sakkab, L. H. (2014, July 31). Connect and Develop: Inside Procter & Gamble's New Model for Innovation. Retrieved January 11, 2018, from https://hbr.org/2006/03/connect-and-develop-inside-procter-gambles-new-model-for-innovation

P&G set the aim of acquiring at least 50 percent of its innovations from outside the company. This isn't a reflection on innovation per se. Rather it is a tacit admission that lack of agility – created by regimented and hierarchical workplaces – often limits growth and profitability opportunities for organizations.

As these changes are taking place, Generation Z is poised to enter the workforce en masse. Their predecessors, Millennials, have already arrived in the workforce in large numbers. Millennials are of course that famed generation that has grown up, as noted futurist Don Tapscott put it in his acclaimed book[7] "bathed in bits."

Some commentators suggest that this next generation, the Z's who will be entering imminently, have an even deeper relationship with technology[8]:

> *Millennials have long been described as digital natives, but they actually grew up in a world that was still full of landlines and dial-up internet. They're used to progress taking time, and are just as confused by some of the newest apps as baby boomers are. Gen Z, on the other hand, has been living in a world of smartphones and free Wi-Fi for as long as they can remember. Ninety-two percent of them have some sort of digital footprint.*
>
> *They easily flit between platforms and technologies and pick up new software quickly. Their relationship to technology may be even more instinctual than that of a millennial in their late 30s.*

Indeed, some people estimate that Genration Z will constitute a fifth of the workforce[9]. No matter X or Z, generational changes are going to have huge impacts on the workplace.

These generations grew up ever exposed to new technology, and consider their mobile device and the various services they use with it – Snapchat, Instagram, Facebook etc. – not

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7 Grown Up Digital: How the Net Generation Is Changing Your World (McGraw-Hill, 2009

8 Patel, D. (2017, September 22). 8 Ways Generation Z Will Differ From Millennials In The Workplace. Retrieved January 11, 2018, from https://www.forbes.com/sites/deeppatel/2017/09/21/8-ways-generation-z-will-differ-from-millennials-in-the-workplace/#1ac47e9c76e5

9 Boitnott, J. (n.d.). Generation Z and the Workplace: What You Need to Know . Retrieved January 11, 2018, from https://www.inc.com/john-boitnott/generation-z-and-the-workplace-what-you-need-to-know-.html

an augmentation of their lives, but rather as an extension of who they are.

It is increasingly apparent that these new generations find it difficult to work within the constraints of the traditional models an organization uses for its systems and processes. And while they can clearly be coerced to use these systems, that will change; Millennials will rise into positions of power within an organization, and poor systems will make these workers so inefficient that organizations will be hugely uncompetitive. Additionally, Generation Z will bring a new wave of expectations as they are the first truly "Digital Natives."

As Tapscott wrote in his book[10]:

> *Computers and other digital technologies, such as digital cameras, are commonplace to N-Gen members. They work with them at home, in school, and they use them for entertainment. Increasingly these technologies are connected to the Internet…*
>
> *Constantly surrounded by technology, today's kids are accustomed to its strong presence in their lives. Today's kids are so bathed in bits that they are no more intimidated by digital technology than a VCR or a toaster. And it is through their use of the digital media that N-Gen will develop and superimpose its culture on the rest of society. Boomers stand back. Already these kids are learning, playing, communicating, working, and creating communities very differently than their parents.*

Put the technology and the societal changes together, and we can see that organizations have no option but to consider what they do through the lens of these digital workforces. To the new generations, digital won't be transformative – it will simply be the way of life. In the next section we compare and contrast the digital revolution to other economic revolutions from before.

10 GrowingUpDigital.com. (n.d.). Retrieved January 11, 2018, from http://www.growingupdigital.com/

VII. What is the Historical Context for Digital Transformation?

This is, of course, not the first time that we have had to work our way through a societal revolution. Around 10,000 years ago society went through what is known as the Agricultural Revolution. During this period in history, there was wide-scale transition of many human cultures from a lifestyle of hunting and gathering to one of agriculture and settlement. The shift had significant impacts on society, including mass population growth.

The adoption of agricultural food production supported a denser population, which in turn supported larger sedentary communities. This led to an accumulation of goods and tools, and specialization in diverse forms of new labor. As a result, diverse changes came to fruition such as new means of decision making, the rise of a social elite, and even gender-based inequality.

For its part – and more recently – the Industrial Revolution again upended societal norms. The Industrial Revolution occurred around the mid 1700s until the early 1800s. The Industrial Revolution saw a move from hand-based method of production, to mechanized ones where new production processes – and even new raw inputs for production – were created. Chemical manufacturing, textile production, steam power, and machine tools were all a part of this time.

Perhaps most impactful on society, however, was the rise of the factory system which saw manufacturing centralized into discrete areas> No longer would every family or small community group take care of the bulk of their personal needs; Now vast factories would be set up which would product textiles, machinery, and food for large population areas.

But both revolutions, despite having positive impacts on society, had hugely negative ones as well.

The Agricultural Revolution marked, for the first time, the domestication of animals and the move from a largely migratory population to one which had fixed locations. This, in turn, led to the rise of new diseases and more sensitivity around human-impacts on the environment.

As for the Industrial Revolution, while it certainly made some people's lives easier, it also helped create a massive population increase, a massively unequal class system, and saw

the rise of child labor and predatory labor practices.

It also saw the start of huge economic disparities – as an example, the mechanization of textile manufacturing decimated hand textile production in India, China, and other countries.

Both the agricultural society, and the industrial society disrupted the social status quo – traditional hunter-gatherers had the option of either adapting to an agrarian existence, or becoming obsolete. And mechanization saw millions of artisans across the world replaced by machinery run by often young and inexperienced workers.

The Digital Revolution is, in our eyes, analogous to these revolutions that went before. But whereas the agricultural and industrial revolutions took decades – and even generations – to impact upon society, the Digital Revolution isn't nearly so understanding. Whereas previous revolutions occurred on a largely linear scale, the Digital Revolution is exponential. Every increase in the computing power of a silicon chip directly feeds into the systems that will further increase the speed of that silicon chip. All the data that is being ingested, analyzed, and made sense of, is directly leading to far more efficient and effective algorithms which will increase the speed and efficacy of future analysis.

In an essay looking at the Digital Revolution[11] Paul Hudson wraps some context around the speed of digital uptake:

> *Let's take a quick look at exactly how this Tech Revolution has affected the world:*
> *In 1990, the total amount of cellphone subscribers was only 12.4 million — 0.25% of the world's population at that time. In 2002, 1.17 billion people had cellphones — 19% of the world's population. By 2010, the number of cellphone subscribers has gone up to 4 billion — roughly 67% of the world's population.*

11 Hudson, P. (2017, December 22). Why The Tech Revolution Is The Industrial Revolution Of Our Time. Retrieved January 10, 2018, from https://www.elitedaily.com/news/technology/tech-revolution-industrial-revolution-time

> *As far as Internet usage goes, back in 1990 only 2.8 million people used the Internet — 0.05%. In the year 2002, the numbers went up to 631 million — or 11%. By 2010, the number went up to 1.8 billion — 26.6% of the world's population. The availability of this technology has been growing exponentially and does not show signs of stopping.*

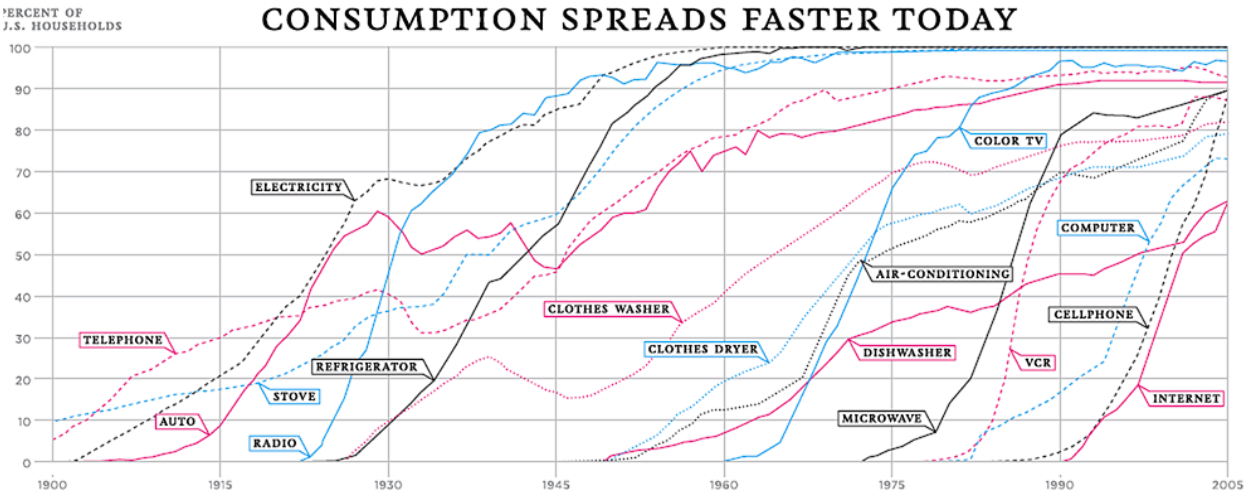
A recent World Economic Forum report[12] posited the huge benfits that the Digital Revolution will bring:

> *In the future, technological innovation will also lead to a supply-side miracle, with long-term gains in efficiency and productivity. Transportation and communication costs will drop, logistics and global supply chains will become more effective, and the cost of trade will diminish, all of which will open new markets and drive economic growth.*

But to leverage this coming miracle, organizations will need to embrace and leverage digital opportunities. It is no longer sufficient to be a consumer of digital tools, every organization needs to be a creator and an enabler of Digital Transformation.

If you weren't sufficiently convinced at the exponential increase in the how fast innovation is being adopted around the world, the chart below details the time it took various technological advances to reach critical mass within society. Extrapolate this forward and it is plain to see that there is a digital future just around the corner for organizations of every type.

12 Written by Klaus Schwab, Founder and Executive Chairman, World Economic Forum. (n.d.). The Fourth Industrial Revolution: what it means and how to respond. Retrieved January 11, 2018, from https://www.weforum.org/agenda/2016/01/the-fourth-industrial-revolution-what-it-means-and-how-to-respond/



Source: The New York Times

So with acceptance that organizations need to embrace their digital future, it is critical to envisage what the future of an individual organization might look like in a digital world.

VIII. How to Envision What Your Future Could Look Like

So you're sold on the need to move to digital and the need to think in more innovative ways about your organization. But where do you start? Or if you've already started, how do you continue effectively? What is the best way to continually envision a future that looks very different from the one you live in today?

It's a similar task to asking a hunter gatherer to think about what life might be like in an agrarian settlement. Or asking a hand weaver to consider what a steam-driven textile factory might look like. In isolation it is difficult, if not impossible, to imagine what the future looks like.

But Design Thinking, or the idea of looking at an organization as a whole and rethinking it through a different lens, was invented to tackle this seemingly insurmountable problem. Rather than look at operations in isolation, Design Thinking is a methodology that looks more holistically at a process, a product or an entire organization, and does so using external analogs, imagination, and intuition.

We contend that by adopting this sort of approach, organizations are able to unshackle themselves from their existing status quo, and to create ideas about what the future might look like. From there they are able to start thinking about their products, processes, tools and organizational structures through a different lens.

IDEO[13], the design agency that is generally accepted to be at the forefront of Design Thinking, suggests four stages for the process:

1. **GATHER INSPIRATION** - Inspire new thinking by discovering what people really need.

2. **GENERATE IDEAS** - Push past obvious solutions to get to breakthrough ideas

3. **MAKE IDEAS TANGIBLE** - Build rough prototypes to learn how to make ideas better

4. **SHARE YOUR STORY** - Craft a human story to inspire others toward action

13 Frequently Asked Questions. (n.d.). Retrieved January 11, 2018, from https://www.ideou.com/pages/faq

In future courses we will spend more time looking at the process for both embarking on and continuing Digital Transformation, but suffice it to say that organizations will need to involve a broad range of stakeholders when ideating Digital Transformation opportunities. They need to look outside of their own operations, and even outside of their own industry, and draw analogs from a range of different examples.

IX. The P.A.C.E Model

Throughout the Digital Strength program we will be referring to P.A.C.E, a model we created for organizations to use as a guiding light in their digital transformation journey.

The P.A.C.E acronym refers to the process for embarking, executing and iterating on digital transformation and stands for:

- **Prepare**
- **Adopt**
- **Calibrate**
- **Expand**

The P.A.C.E model allows organization to both bed in existing transformational initiatives, while at the same ideating on future innovations. We will be expanding upon the P.A.C.E model, and giving organizations some guidelines on how to implement it, later in the program.

About HelloSign

HelloSign simplifies work for millions of individuals. Over 60,000 companies world-wide trust the HelloSign platform – which includes eSignature, digital workflow and electronic fax solutions with HelloSign, HelloWorks and HelloFax – to automate and manage their most important business transactions. For more information visit http://www.hellosign.com

About Ben Kepes

Ben Kepes is a business leader, a technology evangelist, an entrepreneur, and a commentator. Ben covers the convergence of business and technology. His areas of interest extend to leadership development, startup activity, digital transformation, and enterprise software, as well as articulating technology simply for everyday users.

He is a globally recognized subject matter expert with an extensive following across multiple channels. His commentary has been published on Information Week, Computer World, Forbes, Wired, ReadWriteWeb, GigaOm, The Guardian and a wide variety of publications – both print and online.

Ben's insight into the business of technology, and the technology of business has helped organizations large and small, buy-side and sell-side, to navigate a challenging path to a successful future.

Ben is passionate about technology as an enabler and enjoys exploring that theme in various settings.

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