

SHIFTING

YOUR ORGANIZATION TO BE

DIGITALLY READY

by Leveraging Internal Marketing and Communications
to Accelerate Digital Transformation



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Our Promise

In this eBook, we share how and why IT organizations should become IT service organizations and the successes global bank IT leaders have achieved by embracing internal marketing and communications.



Customer and market demands are ushering in an era of unprecedented transformation at global enterprises.

This challenge is also an amazing opportunity. IT leaders can serve as strategic partners to C-level executives in developing and executing the digital strategy.

To do so, many IT leaders are meeting business demands for transparency and control by becoming IT service organizations. IT service management ensures IT delivers services that are closely aligned with real needs and flexible enough to evolve with the business strategy.

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IT Service Management is a Critical and Important Step on the Path to Digital Transformation

However, IT leaders must do more. They also need to master and harness the power of internal marketing and communications to communicate with the business in a language they understand, demonstrate alignment with strategic priorities, and provide value above and beyond product and service delivery.

Whether IT leads the digital strategy or enables it, the IT organization must transform itself. And updating legacy infrastructures, while important, is only one step on the journey forward.

Quick Start:



Download the IT services marketing maturity grid right now.

You can use this tool to create and grow an internal IT marketing function that will help you drive value.

[View full marketing maturity grid](#)

Internal Marketing Maturity



The Evolution Revolution:

What to Do About Digital Transformation Pressures

Digital transformation pressures are causing companies to rethink their business and how they can thrive in the global marketplace. Many are adopting a “platform” model – viewing their business, talent, and technology as a “stack” that can be integrated with partners’ offerings to increase competitiveness. They’re also racing to create a frictionless, high-value experience for customers, employees, and partners alike.

“Digital transformation” is a critical priority of the C-Suite and requires close collaboration among internal organizations to achieve.



By 2019, all digitally transformed companies will generate nearly **\$1 of every \$2** from future of commerce businesses, finds IDC.¹

Higher Demands, Less Control: The IT Organization's Paradoxes

IT must overcome the following paradoxes to thrive in today's marketplace.

IT budgets have flattened, and IT leaders have more responsibilities than ever.

Executives must grow the business (with new apps and services), transform the business (from legacy to cloud solutions), and protect the business (with information risk management and cyber security programs). They also must prove their worth to line of business (LOB) heads who own nearly \$1 of every \$2 IT dollars², and can easily go outside the enterprise for partnerships and support.

Customer Experience (CX) demands aren't just market-facing: They are now internal.

Employees expect fast, easy access to the solutions they need to do their jobs or they won't hesitate to provision their own. Developing a compelling and frictionless user experience (UX) for staff and partners is quickly becoming a marketplace differentiator and is needed to retain top performers. Soon it will be table stakes for all mid-size to large companies.

IT organizations need to evolve IT systems to gain flexibility and agility, while protecting customers and the firms.

IT organizations are experimenting with hybrid cloud solutions to gain powerful new Infrastructure as a Service (IaaS) capabilities but must ensure compliance with regulatory requirements around protecting confidential and private customer data.

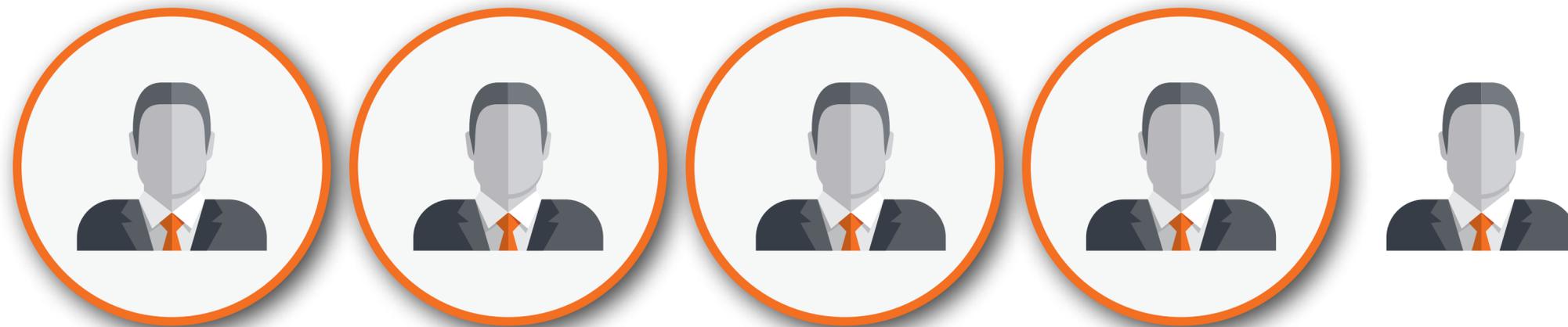
Developing a superior customer experience (CX) is often led by IT, but companies lack a clear understanding of the end-to-end experience.

More than 3 in 5 companies³ has completely mapped the customer journey or is in the process of doing so. Accomplishing this objective will take the close cooperation of multiple functions that touch the customer.

The Take Away?

To navigate and reconcile IT paradoxes, IT leaders need to come to the table with a strong digital vision. They must help the C-suite and other senior leaders craft a strategy and roadmap for digital transformation, prioritize initiatives by business value, and show how an IT service orientation can support and accelerate that journey.

Achieving these goals will require evolving IT marketing and communications from ad-hoc, reactive processes to a strategic capability that empowers IT staff from senior leaders down to line employees.



4 in 5 leaders believe they have just 2 years
to make significant progress with digital transformation or face
economic consequences in the marketplace.⁴

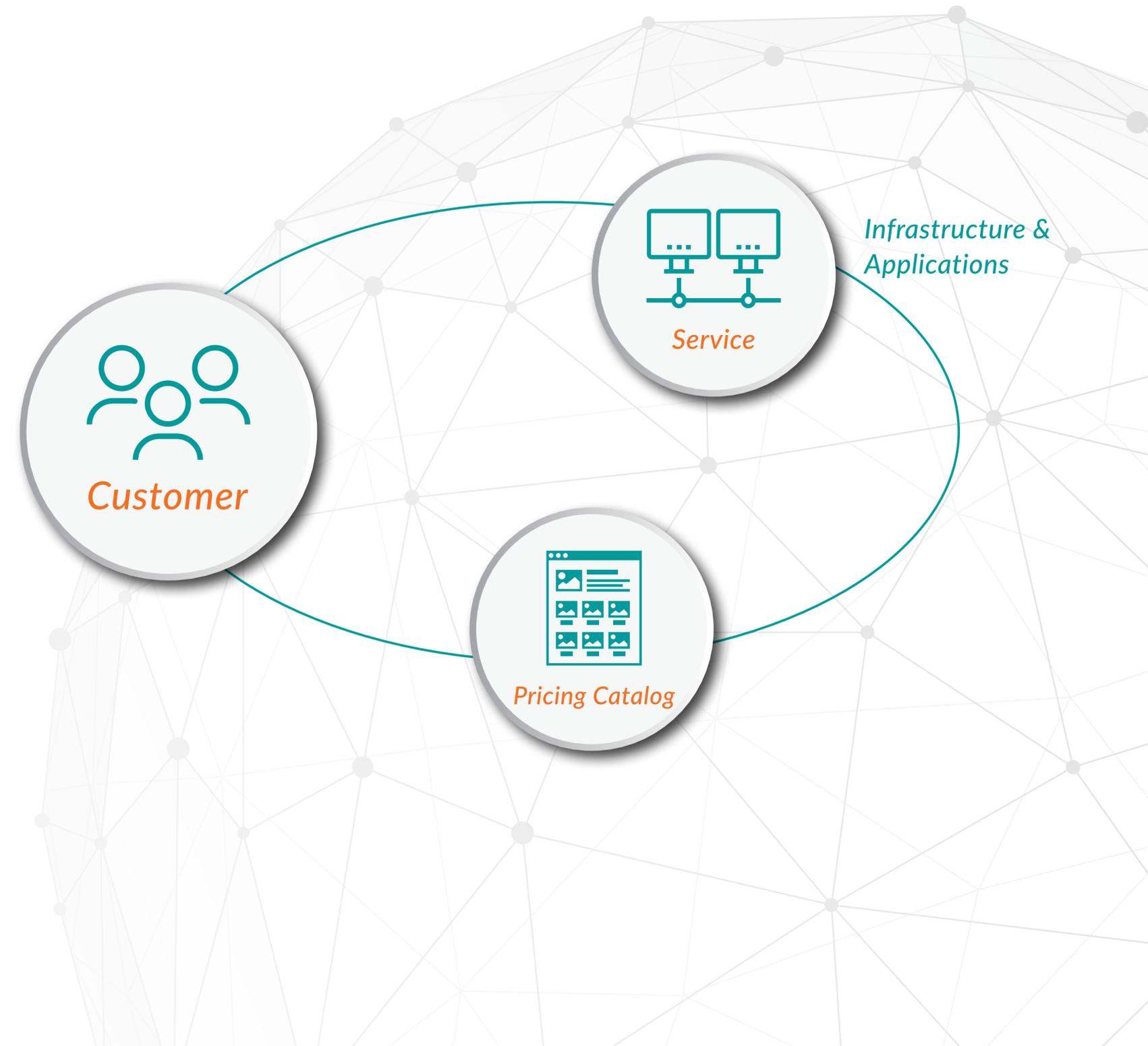
The Art and Science of Service:

IT Organizations Must Reposition Themselves

When it comes to IT services, the market demands transparency, performance, and value, and so do LOBs.

Many IT organizations anticipated or swiftly responded to this reality in the early 2000s by transitioning from product focused to IT service organizations that put customers first.

For this eBook, we assume that your organization has already opted – or is currently adopting – IT Service Management. We will focus on the role of internal marketing and communications to socialize the IT strategy and standardize service launches.



What is an IT Service Organization?

An IT service organization is one that is aligned around **CUSTOMERS**. It anticipates their needs and provides exceptional value with services that helps customers grow and manage the business. It provides the tools, transparency, and reporting lines of businesses need to order, manage and consume IT resources.

“ *IT service management recognizes that services are a strategic asset to the business and create value by being efficient, effective, and economically priced.* ”

Why Should You Market Services?

Internal marketing can position the IT organization and its leaders as strategic partners to the business in solving critical challenges and achieving transformation objectives. IT leaders can **use strategic messaging to communicate to the business in a value-based language** they understand and demonstrate ongoing progress. They also share thought leadership on issues that are reshaping the industry.

Leaders we've worked with have helped convene and host industry roundtables; served as the sponsor and spokesperson for global internal campaigns; and shared their perspective via webinars, POVs, and more. They realize it's important to nurture an ongoing conversation with their internal stakeholders to inform and elevate the customer experience (CX).

Embedding internal marketing in your service launches also helps solve the growing—and costly—problem of poor user adoption. Many enterprises spend months and millions of dollars designing and launching services, only to see them fail. This can have a crippling impact on internal operations and digital transformation objectives. To achieve business goals, IT leaders need to drive adoption of IT services, while reducing the impact of serial service launches on the business.



IT Services Marketing Maturity Grid

You can use this tool to create and grow an internal IT marketing function that will help you drive value.

Measure your effectiveness.

How far along are you in using IT services marketing to provide an exceptional user experience and drive global adoption of IT services?

IT services marketing maturity grid:

We demonstrate how marketing supports the move to IT services management. This model is based on our work with global financial services leaders over the past 20 years. It is intended to be a reference point for strategic action, rather than a definitive roadmap.

[View full marketing maturity grid](#)

Internal Marketing Maturity



Use Internal Marketing to Drive Change

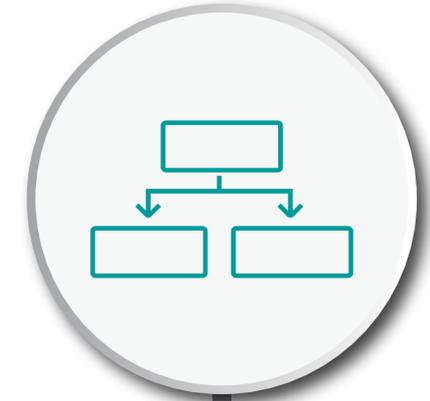
Magnolia Communications has supported clients as they have made the move to IT service management and evolve their internal marketing functions. Here are just some of the successes we've had.



Helped the CIO at a global bank communicate their IT strategy to key stakeholders while establishing a clear understanding of the value of their organization.



Redesigned an operating report for one of the world's biggest banks, reducing the pain and strain on the business to produce it and communicating progress in language the bank understood.



Helped shift a project oriented IT culture to a service oriented IT organization – developing a repeatable marketing process to launch new products and services.



Helped a global bank embed internal marketing in the SDLC process, using an online help tool as the pilot program. The bank now uses this process to launch all IT services globally, standardizing services and driving adoption.



Produced messaging and materials for the rollout of a bank's transformation program. Content was used with C-level leaders, LoBs, managers, and staff.

So how can Magnolia Communications help you?

IT Service Organizations Have Never Been **More Important**

As global enterprises strive to increase business flexibility and IT agility, a service orientation can help them move fast and capitalize on marketplace opportunities. With pervasive, real-time data, business advantage will increasingly be created by decisive action in the “micro-moment.” IT service management helps IT leaders and employees lead, not lag, in the digital now. The organization, processes, services, and people all move seamlessly to support the ever-evolving business strategy and tactics.

Internal marketing can help IT leaders and their workforces make the business case for everything from the one-time (but lengthy) move to an IT service model, to yearly strategy setting and ongoing service launches. It also enables every employee to be a communicator, amplifying the message about the value IT provides and creating supporters and champions of IT across all LOBs.



Let us help you connect with your partners and customers

Let's begin elevating your ideas today.

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Our clients have included:

Bank of America 


BNY MELLON

JPMORGAN CHASE & Co.

 **MUFG**

Morgan Stanley

MetLife



ENDNOTES

1. "IDC Reveals Worldwide Digital Transformation Predictions," IDC, Press Release, November 1, 2017, <https://www.idc.com/getdoc.jsp?containerId=prUS43188017>.
2. "Technology Purchases from Line of Business Budgets Forecast to Grow Faster Than Purchases Funded by the IT Organization, According to IDC," IDC, Press Release, March 23, 2017, <https://www.idc.com/getdoc.jsp?containerId=prUS42405217>.
3. Daniel Newman, "Customer Journey Mapping: What You Must Know," Forbes, December 13, 2016, <https://www.forbes.com/sites/danielnewman/2016/12/13/customer-journey-mapping-what-you-must-know/#155daace35e8>
4. Tricia Morris, "17 Statistics Showcasing the Role of Data in Digital Transformation," MicroStrategy, November 30, 2017, <https://www.microstrategy.com/us/blog/bi-trends/17-statistics-showcasing-the-role-of-data-in-digital-transformation>.



Internal Marketing Maturity



| | Level 1: REACTIVE Providing Reactive, Customized Communications | Level 2: MANAGED Setting Up the Internal Marketing Team | Level 3: DEFINED Embedding Internal Marketing in the Services Lifecycle | Level 4: OPTIMIZED Improving Service Marketing Consistency and User Adoption |
|------------------------------------|--|---|--|---|
| IT Service Management State | Early Stage: IT sets up governance, processes, and services with customer input. IT moves from a product to service delivery model. IT develops business cases for each service, but does not request client input. | Transparent: Customers can use an online portal to order services and manage costs. IT uses customer feedback improves services. | Proactive: IT is considering customer needs upfront. LoBs are involved in developing service business cases, rather than providing feedback at the pilot stage. | Customer-focused: Improving the customer experience is the #1 focus of the IT organization. All services are clearly aligned to the business needs. Employees have a clear understanding of service benefits. |
| Organization Pain points | <ul style="list-style-type: none"> • Lines of business (LoBs) are not clear how to request services. They are not satisfied with the technology the company provides. • The IT organization is not valued by its customers. • It is difficult to segment audiences and deliver targeted messages to drive adoption. IT solutions do not achieve desired adoption. | <ul style="list-style-type: none"> • LoBs are aware of some services. • LoBs don't feel services provided help solve their challenges. • LoBs may feel that services do not provide desired value and speed-to-market. | LoB heads and end-users feel that IT's products/ services are not customized to their unique needs and roles. | <ul style="list-style-type: none"> • End users want their products personalized • Employees want to have a seamless experience and have all the tools available all the time. |
| People | The communications staffer has a limited marketing background and is usually tactical, rather than strategic. | IT should hire a skilled digital marketing strategist to build team. | The internal marketing team includes a designer and content specialist. | The internal marketing team is seen as a strategic advisor. Service managers develop their own marketing plans and content, owning development and implementation. |
| Process | IT has a reactive communications environment. No marketing budget is allotted, and there is no processes in place. | IT implements defined internal marketing and communications processes including a yearly marketing budget, metrics, and reporting. | <ul style="list-style-type: none"> • Marketing is embedded in the services management lifecycle. There are standardized processes and templates. • All roles and responsibilities are clearly defined (i.e., marketing, product/service managers, user experience, and quality assurance). | The IT organization has implemented: <ul style="list-style-type: none"> • Best practice groups and libraries • Case studies and proven tools • Adoption metrics |
| Technology | There are no customer and employee-self service tools. There may be minimal digital marketing tools, such as email blasts to internal stakeholders. | Basic digital marketing tools are in place: <ul style="list-style-type: none"> • Analytics dashboard, reporting solutions • Geotargeting, email marketing solution | IT internal marketers use digital tools such as marketing automation, social media, and more. | Service managers use an online marketing self-service platform to access templates and tools. |
| To move to next level | <ul style="list-style-type: none"> • Assess your current internal marketing staff skills and hire based on skills needed to achieve IT goals • Understand your customer needs and current satisfaction with your services | <ul style="list-style-type: none"> • Create a marketing strategy • Embed marketing in the service management lifecycle • Ensure customer input is acquired early, during product design, and often | <ul style="list-style-type: none"> • Service managers adopt new processes during the pilot stage of new initiatives. • They share results, refine, and scale initiatives globally. • Marketing messages are customized to audiences' unique needs. | Internal marketing and other functions work closely together and have a consolidated view of launches. The launch schedule is simplified to reduce the impact on the business. |



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