## Contents

Series Foreword vii Preface and Acknowledgments ix

- 1 Digital Business Design 1
- 2 Building Shared Customer Insights 21
- 3 Building an Operational Backbone 39
- 4 Building a Digital Platform 57
- 5 Building an Accountability Framework 77
- 6 Building an External Developer Platform 101
- 7 Developing a Roadmap for Your Digital Transformation 119

. . •

8 Designing Your Company for Digital 143

Appendix 1: Committing to an Operating Model to Buildan Operational Backbone153Appendix 2: Assessing Your Building Blocks for Digital Transformation161Notes167Index181