

SOCIAL MEDIA PLATFORM CREATING FRAMEWORK OF BUSINESS TRANSFORMATION

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Abstract

We have been living an era of great changes across globe, mostly brought about by Innovation and technological advancements. It is the era of Social media platform, instant communication and the era of big data. These improvements are reflected in every aspect of life, including consumption, purchase behavior and, consequently, in the Business Framework. In today's time millennium generation do not find time to come & interact with each other, without Social media platforms. Social media are fundamentally changing the way we communicate, collaborate, consume, and create, connecting people across globes with social networking sites.

Social media marketing have radically transformed the business framework. Technology has taken marketing by storm with Channels proliferated, and then converged; information turned into a tidal wave; and customer expectations for new experiences rose to new heights. The speed of change in Social media marketing is picking up its pace, and it's going to keep accelerating. This research paper emphasizes on Marketing trends and the strategies to stimulate innovative investigations of the relationship between social media and business transformation. In this paper we outline a broad research agenda for understanding the relationships among social media, business, and Customer engagement

Keywords: Social Media; Business transformation; Social media platforms; Social Advertising

INTRODUCTION

Enterprising BusinessMark out and operate with a clear Vision of business direction, using a framework of roadmap that define the way forward. Many companies, considering that IT is increasingly interwoven and integral into the very fabric of most businesses, markets and societies. New digital solutions offer Potential opportunity for organizations to build new business model to compete and create a foundation for outperforming others in the changed Business environment. Social Media has begun the marketing revolution. It is a new marketing tool that allows Business to get to know your customers and prospects in ways that wasn't possible earlier. The emergence and popularity of social networking websites and social media has made it simple and easy platform for an individual to communicate in real time with thousands of total strangers as with a single close friend.

Social networking websites have also been a great equalizer, making it just as easy for

an individual to build or break a marketing brand of a large corporation, as well as made it easy for competitive corporate to analyze and evaluate impact of Promotions and connections attempt of Rivals. Increased communication for organizations extends to three additional areas: digitizing operations, products and services, it further fosters brand awareness and often, improved customer service. Additionally, social media serves as a relatively Economical and effective platform for organizations to implement marketing campaigns.

Digital developments are taking place in across all industries, throughout the globe. for example, life sciences, Electronics, Retail, Manufacturing, Consumer goods, Chemicals, Banking and Insurance we have found common elements in all four of these areas that apply to most companies in both the B2C and B2B markets Every organization is required to develop a tailored Business Framework in his industrial sector, for each market to ensure proper fit.

Traditional media has a one-way communication where customer can read a newspaper or listen to a report on television, but have very limited ability to give their thoughts or opinion on the matter. Social media, on the other hand, is a two-way street that gives you the ability to communicate and give feedback too.

Key drivers of Business transformation

Digital business transformation is the ultimate challenge for all Organizations in change management. It impacts not only industry structures and strategic positioning but it affects all levels of an organization and even its extended supply chain. Business leaders must constantly challenge their organizations to ensure this change can unlock productivity gains and significant competitive advantage all while delivering exceptional customer experience.

Decision-makers in today's time work

out their broad strategic for Business Transformation based on the under mentioned key drivers:

- Improving the experience of customers
- Growing revenues and thus Profitability,
- Improving differentiation
- Increased speed-to-market.
- And reducing costs.

Digital business transformation can be motivated by a number of factors. In some

cases, it comes from consumers, who are better informed than ever before.

Consumers today are actively searching for enhanced service, lower prices, and higher levels of quality. The Footfall at Store in retail environments, where consumers visit physical stores to see items and then order them from online vendors, is an example of the increasing sophistication of customers to seek the best deals.

IT capability (how information is managed), the offerings (what products and services a company offers), and the engagement model (how a company engages with its customers and other stakeholders) These categories make up the most important elements of an organizational value chain as it relates to digital transformation. It is vital to set priorities and identify the most important areas of focus to introduce a staged approach.

The above figure is smart transformation business model to be considered as per the stage of development and transformation required.

Social media marketing refers to the process of gaining website traffic or attention through Search Engine Optimization tools. Social media marketing programs usually based on AIDA (Attention Interest Desire and Action) efforts to create content that attracts attention and encourages readers to share it with their C2C social networks.

Social Media is revolutionized the communication radically, with countless array of internet based tools and platforms that increase and enhance the sharing of information. This new form of Social/Digital media makes the transfer of text, photos, audio, video, and information in general increasingly fluid among internet users. Social Media has become relevant not only for regular internet users, but also to all form of business as well. Social media refers to the means of interactions among people in which they create, share, and/or exchange information and ideas in virtual Social communities and Social networks.

Popular Social Media Platforms:

1. Social networking sites- Facebook, Google Plus, CafeMom, Gather, Fitsugar - Interact by adding friends, commenting on profiles, joining groups and having discussions. Face book is the world's largest social networks, where users create a personal

Transformation Category	Guiding questions to ask of each organizational transformation category
Business Model (how you make money)	What are your routes to market? How relevant is digitally-enabled commerce, i.e. e-commerce, m-commerce? Where does most of your revenue and profit come from? What are your main customer segments? Do these need to change? How are you differentiated from your competition? How relevant is this for the future?
Structure (how you are organized)	What type of organizational structure do you have? What is the balance between local and global decision making? Does this make sense for the future? Where do different aspects of 'digital' sit in your organization? Are they effective?
People (the people who work for you)	How digitally savvy are your employees across different parts of your organization? How digitally savvy are your leaders? What new capabilities are required? How will you acquire them?
Processes (how you do things)	To what extent are your processes automated and digitized? To what extent are your processes consistent across your organization? To what extent are your processes adaptable to change?
IT Capability (how you collect and manage information)	How effective is your IT infrastructure: core systems, networks, databases. Is it able to support your digital ambitions? How effective is your forward facing IT: websites, mobile sites, social media? How effective is your customer relationship management system?

Engagement Model (how you engage with customers, suppliers, etc.) How strong is your relationship with customers? How many customer touch-points do you have, i.e. web, mobile, mail, face to face? How often do you engage with them? How loyal are your customers?

Digital business transformation can take many forms and smart transformation requires prioritization of the business model including (how a company makes money), the structure (how a company is organized), the people (who works for a company), the processes (how a company does things), the

- profile, add other users as friends, and exchange messages, including status updates. Brands create pages to promote invite Likes from Face book users brands' pages
2. Micro-blogging sites- Twitter, Tumblr, Posterous - A social networking/micro-blogging platform that allows groups and individuals to stay connected through the exchange of short status messages and following each other.
3. Publishing tools- WordPress, Blogger, Squarespace - A platform for casual dialogue and discussions on a specific topic or opinion
4. Collaboration tools- Wikipedia, WikiTravel, WikiBooks etc.
5. Rating/Review sites- Amazon ratings, Angie's List
6. Photo sharing sites- Flickr, Instagram, Pinterest and SnapChat - Instagram and SnapChat A free photo and video sharing app that allows users to apply digital filters, frames and special effects to their photos and then share them on a variety of social networking sites. Pinterest is a social curation website for sharing and categorizing images found online. Pinterest requires brief descriptions but the main focus of the site is visual. Clicking on an image will take you to the original source, so, for example, if you click on a picture of a pair of shoes, you might be taken to a site where you can purchase them. An image of blueberry pancakes might take you to the recipe.
7. Video sharing sites- YouTube, Vimeo, Viddler -where companies and customer host videos and movies
8. LinkedIn Groups: A place where groups of professionals with similar areas of interest can share and participate in a conversations happening in their fields
9. Personal broadcasting tools- Blog Talk radio, Ustream, Livestream
10. Virtual worlds- Second Life, World of Warcraft, Farmville
11. Location based services- Check-ins, Facebook Places, Foursquare, Yelp

12. Widgets- Profile badges, Like buttons
13. Interact by voting for articles and commenting on them. Interact by tagging websites and
14. Searching through websites bookmarked by other people.
15. Group buying- Groupon, Living Social, Crowdsavings

Role of Social Media in Business Transformation

The number of social media users has risen by 176 million in the last year. 1 million new active mobile social media users are added every day.

Unquestionably, Social media is an invaluable tool for businesses. Customer engagement will grow rapidly and you can easily achieve your objectives.

To gain unbridled continuous success on the Worldwide Digital Market, business leaders should focus on the emerging Social Media platforms to write their success stories. Organizations must use the latest social media strategies to win the battle

A corporate message spreads from user to user and presumably resonates because it appears to come from a trusted, third-party source, as opposed to the brand or company itself hence, this form of marketing is driven by word-of-mouth, through social network meaning it results in earned community of followers and friends rather than paid media. When products or companies join those sites, people can interact with the product or company. That interaction feels personal to users because of their previous experiences with social networking site interactions. Social networking sites like Twitter, Facebook, Google Plus, YouTube, Pinterest and blogs allow individual followers to "retweet" or "repost" comments made by the product being promoted. By repeating the message, all of the users connections are able to see the message, therefore reaching more people

Today, organizations are exploiting the potential of social media to create a lasting value and brand impression for their businesses, obtain extensive results and attract and retain increasing number of customers. In fact, in this fast changing digital business landscape, social media is gaining attraction like never before. Technical experts have started formulating working strategies accordingly.

However, it is important for business to :

- understand the role of social media in new business landscape;
- keep track of the changes;
- develop new approaches;
- recognize and learn how to compete with the competitors on social platforms;
- understand the way social media platforms are changing;
- to utilize the analytical tools properly.

In a nutshell, it is important for the Marketing experts to explore new opportunities that social media offers.

Engage customers through a varied set of platforms

We believe the future of customer contact is 'digital by default' – that customers will opt first for digital channels for almost everything, using the phone only when their issue is so complex or so emotionally charged that they need to speak to someone. Every business – and its customers – is different and specific today, many people call contact centers simply because they can't find the answers they need on digital channels – frustrating for them and costly for businesses. An organization serving 250,000 customers could save enough every year if take-up of digital services increased by a modest 30%. A customer interaction online is fifty times cheaper to serve than an equivalent face-to-face interaction

There is growing need to understand how

to engage customers through a varied set of platforms.

Here are a few ways to:

- Never ignore buyers' personas – Create content according to your buyers' persona. Understand their needs and provide solutions accordingly. Better use compelling images and videos and an engaging content.
- Respond Instantly and Positively – This is the best way to build your credibility and gain confidence of your customers. You should always respond instantly and positively. If there is any serious issue, solve it immediately. Clarify the doubts of your customers; this will improve customer satisfaction and enhance your brand image.
- Choose platforms wisely – Use the most suitable platform for communication. Twitter and Facebook are good for quick interaction and to address problems.
- Keep your customers informed – Whatever the platform you choose, you should always try to improve the experience of your customers. Share business related information, infographics, Pdfs, Url links and other useful information to help them make their decisions easily.

You need to explore new opportunities and monitor consumers' choice in order to adjust your strategies accordingly.

Social networking sites act as word of mouth. Because the information about the product is being put out there and is getting repeated, more traffic is brought to the product/company. Through social networking sites, products/companies can have conversations and interactions with individual followers. Also, by choosing whom to follow on these sites, products can reach a very narrow target audience. Mobile phone usage has also become a benefit for social media marketing. Today, Smart cell phones have

social networking capabilities: individuals are notified of any happenings on social networking sites through their cell phones, in real-time. This constant connection to social networking sites means products and companies can constantly remind and update followers about their capabilities, uses, importance, etc. Because cell phones are connected to social networking sites, advertisements are always in sight. Also many companies are now putting QR codes along with products for individuals to access the company's website or online services with their smart-phones Customer Engagement. In the context of the social web, engagement means that customers and stakeholders are participants rather than viewers. Social media in business allows anyone and everyone to express and share an opinion or idea somewhere along the business's path to market. Each participating customer becomes opinion leader and vital member of the marketing department, as the other customers read their comments or reviews and testimonials.

The Customer engagement process is fundamental to successful social media marketing.

Business transformation

Framework Strategies

Strategy 1: Digitizing the Customer Experience through Omni channel and Social media Platforms

Customers are clearly the most important stakeholder of any organization. In order to serve customers in the best possible way, it's essential to know them, which until recently was only possible through companies' internal systems. Using CRM, companies can identify which products a particular customer has historically purchased; now, better analysis can be performed through the Internet: What complementary products do similar customers buy who have a similar purchasing history?

The digital footprint that consumers leave behind in their day-to-day online behavior accumulates not only around customers, but also around processes, organizations and devices. Based on information derived from social media, organizations can link certain consumer preferences to potential buying habits.

Customer insights acquired through digital technology can also be used for digital marketing. In today's connected world, the first thing that consumers and business customers often do when researching a purchase is to check the Internet, exploring Web sites and their own personal networks and communities for advice and rankings before they decide to buy. To be competitive, organizations must provide up-to-date product information online and engage with online communities to provide advice on their products. Organizations can use digital marketing tools to personalize their product and service promotions, with the goal of increasing customer loyalty.

With new channels of interaction, such as mobile and social media, customers now expect all their engagements with the company to be consistent across all available channels. For instance, they expect to place an order when and where it's most convenient for them, and then to receive their products through the channel of their choosing. If organizations do not enable such an omni-channel approach, they risk losing customers and increasing customer dissatisfaction.

Omni-channel communication and service is, therefore, key. It is no longer a question of whether your organization should act on this but when, as consistent and efficient interactions across channels are now a crucial requirement for competing in the digital world.

Strategy 2: Digitizing Products and Services

Organizations today increasingly realize

they can no longer focus on just selling products; they need to sell an experience. An increasing number of products today both consume and generate data, and many are interconnected through the Web. Because of this increased intelligence, their usage can be monitored, additional services can be proactively offered, or maintenance can be provided when a problem is detected. To create such experiences, customers should be taken on a journey through the process. To accomplish this, organizations need to think about how they can stay in touch with customers all along their journey.

As organizations implement more sophisticated ways to understand their customers, expectations will rise for product and service offerings that are tailored to individual customer needs.

Because they can easily access vast volumes of information and switch suppliers with the click of a mouse or tap on a touch screen, consumers no longer feel compelled to pay for products or services they don't want or need. They only want to pay for what they use, requiring organizations to respond in kind. For example, publishers might let customers pay per article instead of for the whole newspaper, like the "Blendle" initiative in The Netherlands. A combination of subscriptions based on pay-per-use is possible, with articles from different newspapers being combined into one overview. New pricing models such as charging extra for upgraded service are also possible, but because pricing has become so transparent, companies should proceed with caution. If pricing is inexplicably high, this could backfire.

Strategy 3: Digitizing Operations

Advanced digital technology, aided by sensors, can improve business processes in several ways. For example, big data analytics can help in-bound logistics run more smoothly by tracking product movements; the cloud can be used to create uniform

business processing platforms; and mobile platforms can enable employees to perform their work anytime, anywhere and on any device. Standard cloud platforms offer feature and functionality updates more quickly and can lower testing costs.

By automating, standardizing and globally sourcing processes, organizations can become more agile, more responsive to changes in demand, and better able to increase and sustain profitability. Such agility is essential as competitiveness is increasingly dependent on responding and anticipating to fast-changing market developments through human intervention; artificial intelligence and automated machines are not yet fully able to respond. Therefore, organizations must adopt an agile way of working.

Strategy 4: Multimedia Usage

The term "A picture is worth a thousand words" has never been truer. Consumers are now using the web to look for product pictures and videos; they want more information and want to see what they're considering buying. The good news is that it's easy for a company to create and publish videos and pictures. In addition to taking photos of products, you can also take pictures at office events as a way to highlight company culture. This not only helps convince others to work with you or to buy from you it also helps your HR department recruit new employees. Who doesn't want to work for a company that celebrates birthdays and has a good time? Showing step by step directions can have a greater impact than even the most well written article. Businesses don't have to invest huge sums of money to create good videos, either. I highly recommend the relatively cheap Flip camcorder, which takes great videos and is easy for even a non-technical marketer to use. Multimedia can break down the faceless business-to-consumer sales flow and make your company appear friendlier. Use videos and images to show that your business is fun, you care about your employees, and most importantly, that you care about your

customers. **EXAMPLE: WORLD MUSIC SUPPL.COM** WorldMusicSupply.com, an online retailer of musical instruments and accessories, has used YouTube to build a strong online community. Their channel has built over 7,000 subscribers and has over 260,000 views.

Strategy 5: Integrate Offline and Online Advertising

Many small businesses do some sort of offline advertising, whether it be radio, print, or TV. Social marketing allows a business to extend their offline sales pitch. Including your Facebook Page or blog URL in offline advertisements act as social proof, inviting potential consumers to see your community and increase trust in your business. Not only can integrating online and offline advertising help the conversion process, but it can also help build your community. Introducing potential consumers to your social profiles means they may join your community now and buy later.

Strategy 6: Message Adaptation

As businesses start to become more sophisticated with social media they are starting to leverage more online platforms. However, most deliver the same message over multiple platforms instead of tailoring communications for each individual site. Social platforms each have an ecosystem of their own. What might be acceptable on Tumblr might be considered spam on Facebook. A specific style of writing might spread on Twitter but fail on FriendFeed. Understanding that each site is different and then customizing your message ensures they do well on each respective site. Not only does customizing messages across sites help the message spread but it keeps users from receiving multiple identical communications. Be sure to maximize your potential by sending a user that follows the business on Twitter and Facebook two different messages, instead of the same thing.

Strategy 7: Local Social Networks Beyond

YELP Make sure your site is included in local business directories in order to help ensure that consumers find you when they need you. Check inbound links for your competitors to check for business directories you can add yourself to. Also, make sure your business has been added to Google Maps, using the Local Business Center. Take the time to include all the information you can and update any old news.

Strategy 8: Contests and Discounts

Building a community is only the first part of social marketing. Using that community to drive sales, propagate marketing, or crowdsource operations is the true power of social media. One way to excite the community is to collectively do something to create a contest or offer an exclusive discount (i.e., the contest can create competition between users). Not only does a contest build buzz organically but if contestants need to, for example, publish an article that gets the most comments in order to win, the contest itself becomes viral. A good social media contest should include some sort of sharing or viral messages as a requirement for winning. By giving exclusive coupons to your social community, you're rewarding and reminding them that you are not only a brand to engage with, but also to buy from.

EXAMPLE: NETFIRMS.COM NetFirms.com decided to make it easier to register a domain by allowing people to do it via Twitter. Those who participated or spread the word by tweeting, were also entered into a prize drawing.

Case Studies

1. **CAMPAIGNS of ADIDAS** In 2007, Adidas, and their agency Carat, created a social media experience for soccer players. Adidas pitted two different cleat types against one another and asked people to "choose your side." The content focused on fostering an environment of friendly

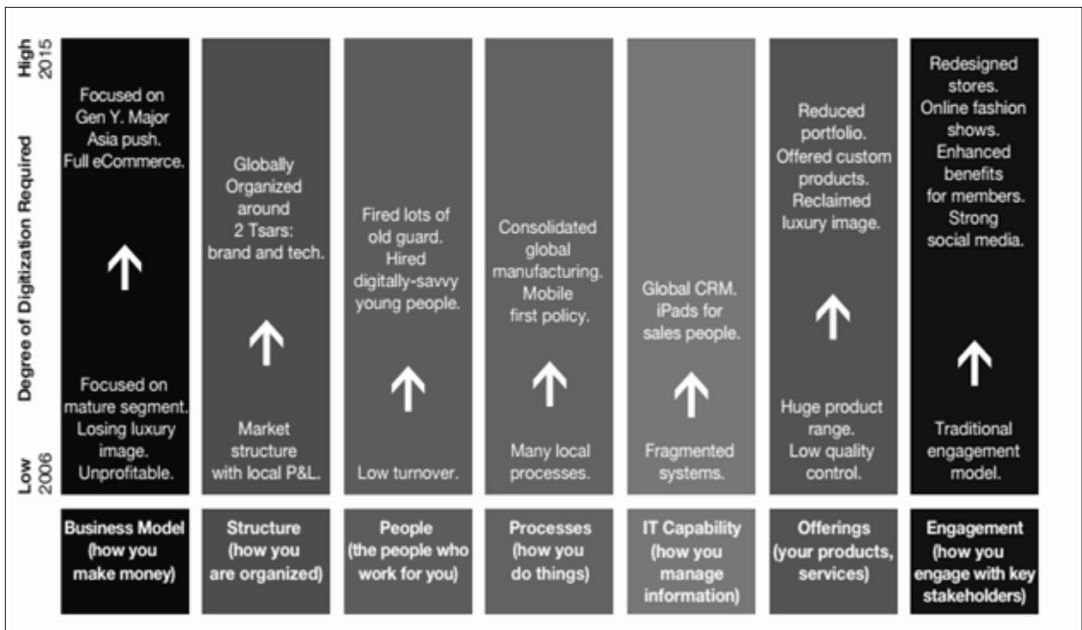
discussion and debate of Adidas' two models of elite soccer cleats/boots, Predator and F50 TUNIT. Visitors to the community had the opportunity to align themselves with one product "team" and offer comments in support of their preferred model. The community included content about professional Adidas soccer players on each "team," rotational product views, downloadable graphics, forum discussions, a link to additional product information, and a link to the adidas Mexico Fútbol profile page

2. **BETTY WHITE** Social networking sites can have a large impact on the outcome of events. In 2010, a Facebook campaign surfaced in the form of a petition. Users virtually signed a petition asking NBC Universal to have actress Betty White host Saturday Night Live. Once signed, users forwarded the petition to all of their followers. The petition went viral and on May 8, 2010, Betty White hosted SNL
3. **2008 PRESIDENTIAL ELECTION** The 2008 presidential campaign had a huge presence on social networking sites. Barack Obama, a Democratic candidate for US President, used Twitter and Facebook to differentiate his campaign. His social networking site profile pages were constantly being updated and interacting with followers. The use of social networking sites gave Barack Obama's campaign access to e-mail addresses, as posted on social networking site profile pages. This allowed the Democratic Party to launch e-mail campaigns asking for votes and campaign donations.

LOCAL BUSINESSES Small businesses also use social networking sites as a promotional technique. Businesses can follow individuals social networking site uses

in the local area and advertise specials and deals. These can be exclusive and in the form of "get a free Cofee with a copy of this tweet". This type of message encourages other locals to follow the business on the sites in order to obtain the promotional deal. In the process, the business is getting seen and promoting itself.

4. Various aspects of Burberry's digital business transformation between 2006 and 2015. In 2006, Burberry was faced with multiple challenges, including high costs, a fragmented manufacturing base, product proliferation, and inconsistent global pricing. However, the company's largest problem was the state of its brand. The iconic clothing company's image had been hijacked by so-called 'chavs', a kind of lower class ruffian. After several years of declining revenues, a new CEO, Angela Ahrendts, was brought in with a vision to digitally transform the company. She initiated a number of changes to the company across many elements of the digitization piano. For example, she made major changes to the business model, deciding to focus on millennials instead of the traditional mature consumer base. She also shifted the revenue focus of the company to Asia and other emerging markets. In order to make this shift, the company needed to initiate a dialogue with its customers in a different way, and hence it made a very significant move into social media. Burberry pursued a multi-technological approach, drawing on social media, analytics, and mobile solutions to achieve their goals. They also changed their organizational structure at the same time as recruiting younger employees. It is extremely difficult to achieve digital business transformation benefits by making single



5. Tactics Twitter -Twitter allows companies to promote products on an individual level. The use of a product can be explained in short messages that followers are more likely to read. These messages appear on followers' home pages. Messages can link to the product's website, Facebook profile, photos, videos, etc. This link provides followers the opportunity to spend more time interacting with the product online. This interaction can create a loyal connection between product and individual and can also lead to larger advertising opportunities. Twitter promotes a product in real-time and brings customers in.. SOCIAL MEDIA MARKETING TOOLS Besides research tools, there are many companies providing specialized platforms/tools for social media marketing, such as tools for: Social Media Monitoring ,Social Aggregation ,Social Book Marking, Tagging ,Social Analytics, Reporting, Automation, Blogging, Marketing and Validation

CONCLUSION

The importance of social media platforms have grown over the last few years

dramatically and companies should not ignore them or not being part of them. To be up-to-date on social media platforms is essential for the success of a company.

Nevertheless companies have to re-think how they will approach customer and via which channels. The shift from the company to the customer has started also in the area of communication, the market defines how the communication has to look like and the customer gains power on all communication levels. This new development means for companies that they do not only present their new products online but more important are building-up a relationship with potential customer in a very early phase of the product development,

Social platforms each have an ecosystem of their own. Creating a basic social media presence is easy enough, getting your community to actually do something is more difficult. Customizing messages across sites help the message spread but it keeps users from receiving multiple identical communications. Taking advantage of the strategies discussed can help you build your community, make your marketing more effective, and incentivize buying. Our research suggests that many firms underestimate the

dangers of digital disruption, and thus may not be sufficiently prepared for the negative consequences that have already befallen many firms in the technology, media, entertainment, retail and other sectors. Understanding the need for transformation leads to the question of which parts of the value chain that need to be transformed. We have divided the organizational value chain into 7 critical elements that are at the core of digital business transformation: the business model, the structure, the people, the processes, the IT capabilities, and offerings, and the engagement model. We have found that the chances of successful transformation are enhanced if an organization addresses more than one element at the same time. This combination response is appropriate to the threats of digital disruption that often come in multiple forms. Understanding the need to transform and having a good grasp of what must change are important, but the key to success lies in the implementation. While there is no one-size-fits-all roadmap for organizations across every sector, we found that a digital business agility capability is positively and significantly linked to both positive financial performance and the ability to respond to digital disruption. Digital business transformation is by no means easy to achieve; but for many firms, it is a competitive necessity. Digital disruption is spreading quickly across industries and many executives are unsure of the appropriate responses. The frameworks we propose in this research paper can help to guide the choices that decisionmaker must make to transform their organizations in the face of digital opportunities and threats. Digital solutions can support value chain players to work more closely together. Organizations can either shape and orchestrate an ecosystem themselves, and provide a significant number of products and services, or focus on a niche service that adds value to the customer experience and become part of an already existing ecosystem. Organizations that shape and orchestrate an ecosystem and introduce their standards into the industry value chain,

like Airbus and Walmart, tend to become dominant players in global markets.

To work effectively within an integrated ecosystem, employees need to work together in a new way, breaking down silos and collaborating across different departments. Geographically dispersed employees need collaboration tools to share documents, ideas, contacts, experiences and knowledge so that they avoid “reinventing the wheel” and provide the business with enhanced value. Corporate cultures also need to move toward a digital mindset; innovation should be rewarded, and additional digital expertise can be brought in to help employees embrace the digital world and acquire the necessary skills and knowledge.

Digital collaboration today stretches beyond the borders of the organization, with communities co-creating products or services, and customers providing opinions and suggestions for product improvement. Customers can influence product development, benefiting both themselves

and the business. Based on the fact discussed in research paper, organizations can develop their digital vision, design new digital business models and determine how to acquire the necessary digital skills and capabilities. Based on the industry and business case, the digital roadmap needs to outline which areas or opportunities should be brought to market first.

To avoid falling behind the competition, organizations need to rethink how they do business in the digital era, in which change happens at warp speed. Those that cannot keep up will lose business to competitors that respond rapidly. It is crucial, therefore, to develop an Integrated digital strategy and begin the digital transformation sooner rather than later

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