A step-by-step guide to building your

Digital Strategy
Roadmap

akeneo   VAIMO   dotdigital   KLEVU

alokai   contentful   commercetools

Contents

Digital strategy and success

Vaimo works with retailers, brands and manufacturers all over the world to help them accelerate their growth in the digital space. A key part of achieving success is knowing where you are going as a business and why you embarked on your chosen journey. Defining your company's needs and digital strategy sometimes feels overwhelming. Most project teams spend their days working through a long list of backlog items without a clear idea of what digital activities will ultimately drive success for their business and help them achieve their KPIs and overall goals.

At Vaimo, we help our clients build and develop their digital strategies in digital commerce, content management, data management, and insights & activation, tailoring technical solutions to suit each business's specific needs. We focus on aligning our teams with clients on their goals and success criteria to form a successful long-term partnership. One of our most important goals is client satisfaction. To this end, we've developed a client success program to ensure we work with them to achieve growth and success.
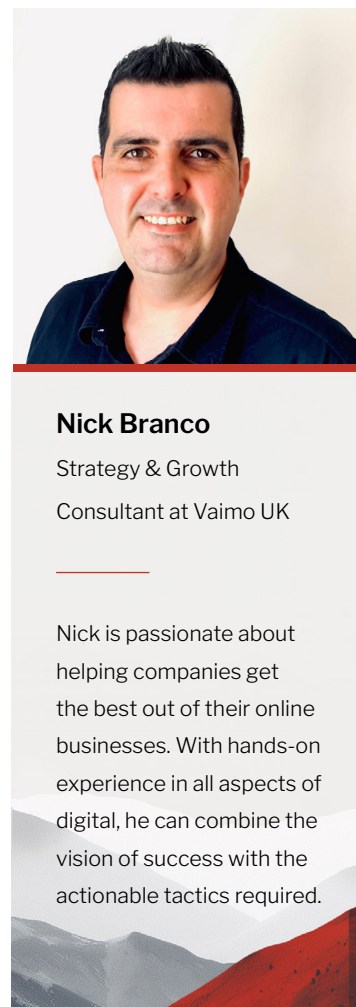
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Strategy & Growth
Consultant at Vaimo UK

Nick is passionate about helping companies get the best out of their online businesses. With hands-on experience in all aspects of digital, he can combine the vision of success with the actionable tactics required.

Key aspects of project success:

- Regular, meaningful engagement between teams (Vaimo's team is dedicated to a specific client and client team)—weekly updates, quarterly strategic check-ins, demos and retros
- Clear, aligned ways of working
- Alignment on short, mid, and long-term goals with a client
- The roadmap is defined and shared between the client and Vaimo
- Goals and roadmaps are shared with teams in Vaimo and on the client side
- Client scoreboards are shared with key performance metrics and goals
- Vaimo becomes an extension of your team, helping you succeed

We'll break down each stage in the upcoming chapters, showing you how to create your digital strategy roadmap. We'll include tips, recommendations, and best practices from our partners, commercetools, Dotdigital, Klevu, Alokai, Contentful and Akeneo, to help guide you throughout the process.

Building a digital strategy roadmap

This guide will help you create and develop your own digital strategy roadmap. It includes tips, recommendations, and best practices from leading digital commerce agencies. These are our partners who helped make this guide possible.

Akeneo – Product information management
Akeneo is a global leader in Product Experience Management (PXM) and Product Information Management (PIM) solutions that help merchants and brands deliver a compelling customer experience across all sales channels.

commercetools – Leading commerce solution built on MACH
commercetools is the world's leading commerce solution built on modern MACH principles, allowing you to work with, not around, your commerce solution to tailor experiences to the exact needs of your business and its customers.

Contentful – Leading composable content platform
The Contentful® Composable Content Platform brings the building blocks of content together to create once and reuse for any digital experience. The API-first platform integrates easily with data sources and new functionality as digital experiences and technology evolve.

Dotdigital - Building tools to help marketers connect with their customers
For over 20 years, Dotdigital has been working with brands to improve their marketing and engagement. The platform has continued to innovate to meet the demands of the data-driven world, whose brands and consumers expect seamless, relevant, instantaneous connections wherever they are, whenever.

Klevu – AI-powered discovery suite
Founded in 2013, Klevu's proprietary search & product discovery technology drives traffic, conversion, and loyalty for ecommerce websites while reducing bounce rates.

Alokai – Frontend as a service for headless commerce
Alokai is not only the biggest and the fastest growing frontend for ecommerce, but it's also a whole ecosystem of frontend services that can work together or independently.

Setting goals

Adriana Soliz

Manager, Customer Success

ⓒ contentful

Business goals are often already in place and relate to revenue or market share targets. The key part is understanding which digital areas and activities support these targets. In larger teams, a democratic approach is recommended, where various teams, such as strategy, content, experience, UX, and IT, collaborate to set appropriate goals and achieve the desired outcomes.

This process begins with visualizing the celebration after achieving your biggest goal. In this exercise, team members think about what needs to be achieved to reach this goal. A simple voting process and collection of findings can produce clear patterns and ideas on where to start setting goals.

Goals should follow the simple SMART rules:

- Specific, Measurable, Achievable, Realistic and Time-bound
- Goals should clearly state the baseline or current statistics, the future objective, and when you expect to achieve them
- Look at goals from short-term, mid-term, and long-term perspectives

Short-term goals (quarterly):

- Here are some examples of short-term goals:
- Grow customer base from 20,000 in Q1 to 22,000 in Q2
- Successfully implement the new Content Management System on time and within budget
- Grow your brand product mix from a 25% contribution to 50% by the end of the financial year
- Improve content creation cycle from 7 days to 2 days by the end of Q2
- Increase content publishing from 2 articles a week to 4 articles a week by the end of Q1
- Improve content engagement e.g., time spent on a page, pages per session, likes and shares
- Increase page views by 20% and returning visitors by 15%

Mid-term goals (annual)

Here are some examples of mid-term goals:

- Increase B2B revenue contribution to total revenue from 30% in June to 50% in the next 12 months
- Successfully launch a new Ecommerce platform on time and within budget
- Improve Customer Experience Net Promoter Score from 7 to 9 by the end of the year

Long-term goals (2-5 years)

Here are some examples of long-term goals:

- Grow own brand product mix from 25% contribution to 50% by the end of 4 years
- Introduce product customizations on the site for customers to personalize their products
- Introduce a Product Information Management tool

There's no rule regarding the number of goals, but avoid setting too few and making the strategy vague. On the other hand, you should avoid setting too many goals and obscuring the focus on crucial goals. Once your short-term, mid-term, and long-term goals are defined, make sure they are shared and kept visible.

Goal-setting is also about defining the process, communication, and ways of working that will ultimately facilitate success and growth. At Vaimo, we work hard to serve each client's individual needs. We review goals with our clients every quarter and monitor progress to identify what areas need attention and when to focus on them.

☑ Create a digital content strategy

As a part of your overall digital strategy, it's important to also create a specific digital content strategy. A digital content strategy describes how a company produces high-quality content for their target audiences and personas in a repeatable, reusable way that produces consistent experiences throughout the buyer journey and across digital channels. It helps define workflows, inform the content model, and unify content operations across the business for more efficient content creation and distribution.

Your digital content strategy is the thread that weaves together a vast amount of content into a unified plan.

It breaks down silos and connects different types of content — blog posts, video content, webinars, info-graphics, landing pages, online tutorials, social media platforms, ecommerce sites, podcasts, mobile, voice, IoT, digital billboards, etc. — to produce seamless user experiences.

Most companies have some components of a digital strategy already in place. Ask yourself a few of the following questions to identify and unify the strategies your organization already has, fill in any gaps, and produce a digital content strategy that serves your needs and takes advantage of modern technologies.

- What are our high-level goals?
- What existing content do we have, and is that content doing what we need?
- What content processes and workflows do we currently have in place, and are they effective?
- What tools exist that will help us build a tech stack to deliver on our priorities? Do these tools integrate with our existing technology investments?
- How will this digital content strategy facilitate new ways of working for our digital teams and allow them each to spend time on the most valuable initiatives?

☒ Start building a tech stack that won't serve your future needs

If you try to "freestyle" this part of the process and start making big technology purchases without a digital content strategy in place, you may find that you end up with a tool that won't get you where you need to go in six months, let alone in the next 3-5 years.

Future proof your investment by choosing a composable content platform that fits into your overall digital strategy and is able to deliver to any digital channel and can integrate easily with the tools you want to use. Identify what tools you have, which ones you want to add or replace, and what your timeline for change looks like.

Defining KPIs

Frank Brooks
Head of EMEA Marketing

◎ dotdigital

To celebrate success, you must define success early on. One of the best ways to do this is by ensuring stakeholders define and understand your digital strategy roadmap through Key Performance Indicators (KPIs).

What is a KPI?

A KPI is a metric with a target integral to your business's success. Every company has goals and objectives, which usually touch on financial performance, customer satisfaction, operational efficiencies, etc. KPIs track the efficacy of goals and ensure that the roadmap's planned activities

Frequency and duration

It's important to know how often to track KPIs. The evaluation frequency reveals new opportunities and even finds different ways to achieve your goals. The following frequencies are used when tracking KPIs:

- Live (tracked continuously)
- Daily
- Weekly
- Monthly
- Quarterly
- Bi-annually

The duration of your KPIs is just as important as the frequency of tracking them. It's important to set short-term and long-term KPIs. Locating your immediate targets and envisioning the road ahead gives a complete strategy overview.
Start with long-term KPIs and work backward to define the short-term targets. Once you set your short-term KPIs, you will notice that they give rapid feedback on your performance and time to course correct. Leave room to reevaluate KPI targets and be realistic about performance and what you feel is achievable going forward.

Setting KPIs

As one of the foundational aspects of your digital strategy roadmap, KPIs propel your business forward. But first, ensure you have clearly defined what the KPIs are. Usually, they are known and well-used metrics attached to customer experience and financial performance. They can also be based on time and cost savings if they are integral to your business. Here are some examples:

- Revenue
- Conversion rate
- Customer lifetime value
- Net Promoter Score (NPS)
- Customer satisfaction
- Average order value
- Time on the site
- Customer service ticket rate of resolution

Next, set a baseline. This means capturing the metric as-is or in its current state. From there, you can set your short-term and long-term targets. In some instances, ambitious targets can be used to motivate teams to push further. Finally, attaching a timeline to your targets and KPIs is critical.

A good approach is to use the following and fill in the blanks:
Increase/ Decrease (KPI) from X (baseline) to Y (target) by Z (date) = Increase turnover from £1M to £2M in the next 12 months.

Focus Area	Measure / Metric	From	To (Base)	To (Stretch)	By	Frequency	Data Source	YTD Q1	YTD Q2	YTD Q3	YTD Q4	Roadmap Features/ Epics Drivers
Commerce	Conversion Rate					Monthly	Google Analytics					Conversion Optimization
Commerce	Average Order Value (AOV)					Monthly	Ecommerce/Sales Platform					Conversion Optimization
Commerce	Customer Lifetime Value (CLV)					Quarterly	CRM/CDP Tool					Retention
Commerce	Cart Abandonment Rate					Monthly	Google Analytics					Conversion Optimization
Content	Engagement Rate					Monthly	Google Analytics					Customer Engagement & Loyalty
Content	Bounce Rate					Monthly	Google Analytics					UX Optimization
Content	Time on Page					Monthly	Google Analytics					Content Optimization
Content	Content Share Rate					Monthly	CMS					Customer Engagement & Loyalty
PIM	Data Completeness					Quarterly	PIM solution					Content Optimization
PIM	Data Accuracy					Quartlerly	PIM solution					Content Optimization
PIM	Time to Market					Monthly	Project Management Tool					Performance
PIM	Error Rate					Monthly	PIM solution					Performance
Insights	Customer Satisfaction Score (CSAT)					Quartlerly	Customer Feedback Tools					Customer Engagement & Loyalty
Insights	Net Promoter Score (NPS)					Quarterly	Customer Feedback Tools					Customer Engagement & Loyalty
Insights	Customer Effort Score (CES)					Quarterly	Customer Feedback Tools					UX Optimization
Insights	Customer Retention Rate					Quarterly	CRM/CDP Tool					Retention

Accountability

All KPIs should have an owner responsible for monitoring KPIs and achieving the targets set. KPIs need continuous grooming and assessment. KPIs can also be associated with an individual's performance. This can directly and positively impact your targets and business goals.

Finally, it's important to remember that KPIs can fail. Some common reasons for this are KPIs lacking specificity and not being defined properly. KPIs can also fail when it is unclear how to measure them. Ensuring access to the data you need and determining the data source upfront is critical for alignment. Lastly, make sure your KPIs are achievable. Looking at short-term and long-term targets at the right frequency will help you understand if you are on the right path.

☑ Keep your digital strategy roadmap flexible

One of the most important things you can do when creating your digital strategy roadmap is to keep it flexible. While it's important to have a plan in place, the digital landscape is constantly changing, and you need to be able to adapt to these changes quickly. Instead of creating a rigid plan that is difficult to change, focus on creating a flexible and adaptable roadmap. This means breaking your plan into smaller, more manageable pieces that can be adjusted as needed. It also means being open to new ideas and approaches and pivoting when necessary.

☒ Overcomplicate your digital strategy roadmap

While having a clear and comprehensive digital strategy is important, it's equally important to avoid overcomplicating your roadmap. A roadmap that is too complex can be difficult to understand and communicate, and it may lead to confusion and delays. Instead, focus on creating a roadmap that is clear, concise, and easy to understand. This means avoiding technical jargon and using language that is accessible to everyone. It also means prioritizing your goals and objectives and focusing on the most important steps you need to take to achieve them.

Want to read the full Digital Strategy Roadmap?

[Download it here >](#)