DIGITAL CULTURE
AND TRANSFORMING
ORGANISATIONS
EXECUTIVE SUMMARY
DIGITAL TRANSFORMATION
OF THE BUSINESS ENVIRONMENT

We live in a digital, global and hyperconnected world characterised by continuous and rapid social and technological change, the constant arrival of new players, and ubiquitous mobility and connectivity.

We are part of a networked world in which hierarchies and power relationships between people and structures are called into question every day; a world in which analogue, physical and conventional ways of thinking coexist and interact with digital logic; and in which information and knowledge flow in abundance and are accessible any time, anywhere.

A world undergoing constant transformation that brings about and feeds back changes in our way of seeing things and in our everyday behaviour, attitudes and values, turning the public, professionals, customers and markets into agents of change based on new demands and needs that are not met through conventional forms and businesses.

Highly competitive traditional organisations, which have been trained for years to provide excellent responses to old questions but that are unable to respond to or, sometimes, even understand, new situations and new questions.

We are now faced with a technology-based transformation, fuelled by information and knowledge, which is being driven at a fast but uneven pace of societal adoption, giving rise to an unstable, complex and digital new economy.

It is an economy in which new-generation companies, which are more digital, agile and swifter, are seeking to gain ground from established companies, which have an outstanding past but sense an uncertain future and are immersed in an intense process of digitisation.

The digitisation of a company is not an aim in itself. It is not a destination but rather a process of profound transformation that requires attitudes of constant adaptation and change in order to break out of our comfort zones and explore new possibilities. The key for people and organisations is to see this transformation as an opportunity that makes it possible to intelligently combine practices and ways of doing things that continue to produce results with new techniques and abilities that connect us with the results of the future.

Organisations that have the right culture and the necessary talent brilliantly achieve their strategic objectives. They follow the maxim that in order to be competitive you have to be skilled. It seems obvious that if the challenge is digital then organisations need an appropriate digital culture and professionals with the necessary digital skills.

Being skilled in order to be competitive
The challenge of digital transformation of business thus becomes the challenge of digital transformation of talent.

Organisations can only be considered digitally competent when they have competent professionals working for them. Only digitally skilled professionals can enable you to face the future with confidence.

8 DIGITAL SKILLS TO TRANSFORM BUSINESS

The skills model set out here is an experience-based model. **It brings together the 8 basic skills that we at RocaSalvatella think every professional facing the current process of digital transformation should acquire and develop.** Separately they each make people better professionals. When they are applied to an organisation as a whole, they have a great impact. Collectively they enable you to successfully tackle the digital challenge.

They must all ultimately be results-oriented. Looking at each of the 8 skills through a results-oriented prism transforms them into powerful business tools and essential skills for any 21st-century professional.

1. **Digital knowledge:** the ability to operate in the digital economy on a professional and personal level.

2. **Information management:** the ability to search for, find, assess, organise and share information in digital contexts.

3. **Digital communication:** the ability to communicate, maintain relationships and collaborate efficiently with digital tools and in digital environments.

4. **Networking:** the ability to work, collaborate and cooperate in digital environments.

5. **Continuous learning:** the ability to manage learning autonomously, know about and use digital resources, maintain and take part in learning communities.

6. **Strategic vision:** the ability to understand the digital phenomenon and incorporate it into the strategic approach of your organisation's projects.

7. **Network leadership:** the ability to manage and coordinate network-distributed teams to direct and coordinate work teams that are network-distributed and spread among digital environments.

8. **Customer orientation:** the ability to understand, comprehend, know how to interact with and meet the needs of new customers in digital contexts.

Digital transformation is not a technological issue but rather a matter of vision, strategy, organisational culture and redesigning processes. It means being able to successfully overcome the challenge of managing talent in the network era. Hence the importance of professionals and their professional development and the leading role that management teams must play in the initial push and subsequent support and maintenance of that transformation. Digital transformation is a shared responsibility but it is, above all, management teams who are responsible for being firmly committed to driving forward the internal development of digital culture and these digital skills. The digital challenge requires organisations to develop a new business culture based on a set of new skills in which digital plays the leading role. These are developed through collaboration and networking.
1. Digital Knowledge

2. Information Management

3. Digital Communication

4. Networking

5. Continuous Learning

6. Strategic Vision

7. Network Leadership

8. Customer Orientation
2

DIGITAL, GLOBAL, CONNECTED AND Changing

We live in a digital, global and hyperconnected world, characterised by continuous, rapid change
[1] WE LIVE IN A DIGITAL WORLD

A world that is at least as digital as it is analogue. There are not two separate worlds. They both interweave and intersect. They overlap and blend together to form a single reality. As far as organisations are concerned, as has always been the case, it only makes sense to speak of value creation and business goals; but now we must do so in an environment in which digital has a strong impact. Digitisation is transforming society, generating new challenges and business opportunities. Although it may seem hard to believe, we are just at the beginning of the process. Only 20 years have gone by since the first companies started to use the internet. It was first used as a tool that enabled them to do some of the things they had always done in a slightly different way. The phenomenon gradually grew to the point where it became essential. From 1994 to 2004, we saw how it rapidly expanded as it was promoted among companies and institutions. The first web pages were plain sites with little depth and no interactivity. They were just product and service catalogues in a new format. As access costs fell and connectivity became universal, the economic and social environment became more and more digitised. Around 2004, the web became social and companies started looking at that new social internet. Many business management processes and technologies became social. Nowadays, anyone can publish a video, edit a photo, write a post, comment on a product or recommend a service. We are increasingly more active in using the internet to arrange our lives, find information, learn, express our opinions and to try to make ourselves heard, considered and respected. Today there are around 4,000 million people with internet access who can now communicate as never before. The conversation is relevant, information and knowledge are multiplying, markets are changing and new business opportunities are constantly arising. Accepting digital transformation implies acceptance that we have changed forever in the way in which we communicate, find information, work, relate, love and protest. In the business world, professionals and organisations that have better managed to combine the two worlds into one have an advantage. This is shown by the fact that organisations that have taken digital logic on board are more competitive, earn higher profits and surpass their less digital counterparts in at least three key areas: income, profitability and market valuation. In fact, some studies even state that on average, digital organisations are 26% more profitable than their less digital competitors.

[2] GLOBAL AND HYPERCONNECTED

Markets are global, organisations and businesses are global, professionals are global. Being global has become something normal and familiar. Digital has shortened distances, blended differences and made the peripheral visible. Globalisation and digital have given greater relevance to what is local, to contexts, to what is different and to market niches, specialisation and the long tail. The globalisation of markets, products, workers and customers combines with the ubiquitous real-time mobility and connectivity of these markets and their users. Globalisation, digitisation and connectivity facilitate the appearance of new business models and the entry of new players.
This vastly expands the challenges that organisations and professionals face but also business opportunities. The internet, connectivity, mobility, digitisation of the media, social networks and social software tools have led to the development of horizontal networks of professionals, the formation of communities of interest and consumption, and the construction of professional learning environments that connect, as never before, the global with the local and customers’ demands with companies’ possibilities. And they do so any time, anywhere.

The new workplace is global and connected and needs professionals with a set of new digital skills such as continuous learning, collaborative skills, digital communication, distributed leadership and network and community management.

[3] CHARACTERISED BY CONTINUOUS, RAPID CHANGE

Alongside technology and digital, constant change is another of the features of our time. We live in a changing, innovative, disruptive, abundant and rapid world but one that is also uncertain and fragmentary. Not even the pace of change is stable and it accelerates every day. We are living in a world dominated by the so-called digital laws: Moore’s Law (chips become twice as powerful every 18 months), Kryder’s Law (storage capacity doubles every 12 months) and Nielsen’s Law (data transfer speeds double every 21 months). The amount of information generated, computing power and data transmission speed is exponentially increasing. We live in a world marked by what Barry Schwartz has called the paradox of choice, Zygmunt Bauman has described as liquid modernity and John Seely Brown has termed a world of constant flux. In this context our capacity for adaptation, resilience and continuous learning are essential. Change has brought with it new forms of business organisation, internal communication, information management and new ways of relating with customers and interest groups and of recruiting and retaining talent. It has determined new innovation and business models. The key for organisations and professionals is to be able to see change as the perfect opportunity to adapt, learn, relearn, evolve and progress; seeing digital transformation as a great source of opportunities.

The speed at which all this happens, the change, flexibility and ease of consumption models, is bringing about a proliferation of disruptive technologies. The convergence of social, mobility, the cloud, big data and integrated communications leads in turn to more changes, new innovations, more technologies and new business opportunities. Digital pressure on organisations comes from many different sources: evolution from traditional skills, new players entering the industry, customers, shareholders and employees; and it also comes from the differing logics of productivity, differentiation, competitive advantage, the market, social responsibility and customer service.

In this context it becomes increasingly necessary for organisations to be able to recruit talent, retain the talent they already have and encourage internal learning and networking processes so as to incorporate and acquire the digital skills needed to tackle this new reality.
ORGANISATIONS, PEOPLE AND PROCESSES

If the conventional resists the digital then
it is the conventional that will suffer
Every business is now a digital business. We are dealing with one of the few disruptive revolutions in history. One of those transformations that transcendentally changes our production system. We are living in a world in which there is an increasing need for talent and innovation to respond to globalisation and the complexity of markets but also to respond to the local and attend to what is different. Digitisation, continuous and rapid social and technological change; the unstoppable process of globalisation, the cost and appearance of new players and extreme connectivity are bringing about changes in organisations and the skills needed to effectively respond to the horizontalisation of knowledge, the flattening of hierarchy in relationships and the appearance of a new kind of customer.

Digitisation is not a destination for customers and brands but rather a process of profound transformation that requires, above all, focus and strategy so as not to lose sight of business goals.

The appearance of mobility, the cloud and user-focused social technologies means that technology is no longer a cost centre and has now become a critical aspect in defining business models and their viability. Digital transformation has caused technologies to mould business models but has also caused business models to mould technologies. Now that technology is a ubiquitous and abundant commodity, the competitive advantage no longer lies so much in technology itself as in knowing how to give it a business focus, using it to manage information and knowledge and, above all, being able to exploit the connection between people and knowledge to the maximum.

It is not so much technology we need as networked professionals with the right skills. And it is not so much knowledge management we need as knowledge workers with the digital skills required to deal with the convergence between globalisation and rapid technological change.

Knowing what is happening on the internet and reviewing processes through that prism; understanding the new digital logic and using it in the right way for business; knowing how to spot talent both inside and outside the organisation; having digitally-skilled professionals; and, ultimately, being at an appropriate level of digital development is a key factor in the growth of companies and their future sustainability.

Digital has amplified our social nature. Being more digital means being more social, being part of a new culture of participation characterised by very low barriers to producing shared knowledge, collaborative problem-solving, and information circulation and abundance.

Traditional, vertical, rigid, heavy and slow traditional structures are not capable of adequately responding to the challenges of the current network society based on interaction, lightness, speed and connectivity.

New customers are highly social (both online and offline). They are used to instant connection and to stating their opinions and sharing their user experiences through social media. Customers are no longer passive and have
become agents who talk about, express opinions on, criticise and praise companies. They look to participate in the design of new products and services and the redesign of processes and practices and they have the means to do so. New customers are highly technologically skilled, they are global and they change product, brand or company if there is something they do not like. They process vast amounts of information in their selection and assessment processes. They coordinate and network with one another and they know that change is an inherent feature of these new times. New customers multitask and access information while mobile, any time, anywhere. The way they behave in purchasing processes has changed. They value immediacy, ease and efficiency. They do not trust traditional advertising so much as recommendations and their social connections. While yesterday they thoroughly researched products on the internet before buying (Research Online Purchase Offline - ROPO), nowadays it is more common in practice to look in-store before buying on the internet (showrooming). Every day an increasing number of customers have only lived in the digital era; they operate according to the logic of digital culture. They demand honesty, transparency and equality in their relations with organisations.

Organisations that are capable of understanding these new customers and of relating with them appropriately and establishing lasting relationships have a great opportunity for differentiation in the market and to build up a competitive advantage.

As organisations become more digital they also need to become more social. An organisation is digital if it encourages its social side and it is social if it works according to digital logic. That brings people to the forefront again. Organisations change through peoples’ drive and determination. It is only through people, their abilities, knowledge, skills and attitudes, that we can change organisations.

Specialising in something, building up a great deal of knowledge in a specific field, may be a necessary condition but it is no longer enough. The digital era also requires professionals who have great capacity for understanding, resilience and adaptation to change. Professionals who are capable of managing information, networking, constantly learning and adapting to change. Professionals who are autonomous, have leadership ability and have a strong customer orientation.

If what a professional does is the result of putting training, information, relationships and tools into action, the challenge is to create environments to develop skills that help and allow each worker to manage themselves in those four fields. Managers who are capable of driving forward and leading digital transformation are necessary to achieve this. In short, what is needed is a new business culture based on a set of new skills in which digital plays the leading role; and these skills are developed through collaboration and networking.

[3] PROCESSES

It is increasingly clear that digital is not synonymous with technology and also that new technologies do not merely enable new ways of dealing with old problems. It is becoming clearer by the day that digital defines, above all, a new
way of relating with one another. As individuals we constantly use mobile devices, interactive networks and communication tools to determine who we trust and what services to purchase. At the same time, organisations are in the midst of a process of transformation, rethinking what their customers value, adapting their value chain to digital, implementing new processes and trying out new business models to enable them to maintain the competitive edge that will ensure they are sustainable.

If the environment is digital, changing, rapid, global and connected, and if we also accept that organisations and professionals must change in order to adapt and remain competitive, then the natural conclusion is that the processes that govern an organisation’s activities must also change.

Changes are also occurring in the way in which business goals are set, the way in which teams are formed, how they are led, information flows and the spread of knowledge, relations with customers, business development and innovation systems, financial processes and operations. The assessment and monitoring of such actions and processes also end up changing.

It is increasingly clear to see that organisations no longer use social media just to communicate better with their customers but also, and above all, to share knowledge with their main interest groups and, perhaps more importantly, to improve internal knowledge transfer flows. Recent studies show us that more than 80% of companies already use some kind of social technology in their processes and that 90% of managers claim they produce quantifiable benefits and express optimism about improvements to productivity. However, the same studies also tell us that managers increasingly think that in order to speed up these changes it is necessary to support and encourage the acquisition of digital skills by the entire organisation.
THE ROCASALVATELLA DIGITAL SKILLS MODEL

An experience-based model

1. Digital knowledge
2. Information management
3. Digital communication
4. Networking
5. Continuous learning
6. Strategic vision
7. Network leadership
8. Customer orientation
Despite the fact that most managers think that neither they nor their organisations are sufficiently prepared to make the cultural changes involved in embracing digital, organisations are still governed by analogue logic when it comes to recruiting and developing talent and their internal organisation. The greatest concern has to do with the in-depth change that digital represents in interaction with customers, ways of internally managing people, teams and knowledge, and redefining work processes and management. Vast financial and human resources are invested in technological improvement projects in these fields and little or no attention is
paid to skills building and the cultural change that effective digitisation of a company requires.

The concept of digital skills has become relevant in this context. It is now one of the key concepts for understanding how to take advantage of the opportunities the digital society offers. In this document, digital skills are the combination of capabilities, knowledge, abilities and attitudes that enable people to achieve objectives efficiently and effectively in highly digital contexts. Digital business skills are the digital skills required for organisations and professionals to take advantage of and make the most of the business and strategic opportunities offered by digital transformation.

This model of 8 digital business skills is the result of combining analysis of and research into the phenomenon of digital transformation with experience built up in recent years in providing solutions to specific challenges and demands of management teams and organisations. Most of the skills we find in business dictionaries are still valid and applicable but they change profoundly when they are revisited from the viewpoint of digital logic, which then expands the range of capabilities and behaviours they include.

Some of the skills in the model we are presenting here, such as digital knowledge, are new; while other traditional ones such as information management have been completely transformed by digital; and most of them, which are commonplace in business management, such as digital communication, networking, continuous learning, strategic vision, customer orientation and network leadership, now play a leading role and have undergone a thorough revision.

They are all fundamental and are applicable across all levels of an organisation and to all organisations. Customer orientation is a skill that drives and guides the others towards the business goals of value creation and sustainability. Obviously, they are all inevitably intended to be results-oriented, which is essential for any manager, regardless of his/her organisation’s degree of digitisation, or the position or role performed. That is why it is not included in this set of 8 skills. When each of the 8 skills is examined through a results-oriented prism, they are transformed into powerful business tools and, as we have argued, they become essential skills for any 21st-century professional.

Although they can be separately developed, the 8 of them form an interrelated whole. Being skilled at information management enables you to develop continuous learning in digital environments. And, in turn, learning has become an ever-more social activity, which makes it essential to understand and be skilled at networking. Lastly, achieving a high level of these three skills requires you to have a good level of digital communication. This is a virtuous circle in which the development of one of the skills amplifies and improves the rest of them.
In 1999, Levine, Locke, Searls and Weinberger published the Cluetrain Manifesto, 95 theses about the impact of the internet and IT on markets, organisations and their business models. Their proposition was based on the hypothesis that technological change would bring about a complete transformation of relationships between companies and customers. They pointed to a new way of doing business based on dialogue, transparency, collaboration, personal contact and horizontality. Over time, these values have become what we now see as digital culture. The manifesto describes a scenario of relationships between organisations, employees and customers governed by concepts such as continuous and disintermediated communication, conversation and dialogue as the driving forces behind markets; trust and honesty being essential characteristics of business sustainability; an abundance of data and information as the context for work; closeness, the need to add value and serving the real economy being the drivers of differentiation in business; and the social company, open innovation and crowdsourcing as more efficient models of governance and excellence in business management. The authors followed a maxim that is no less important for being obvious: markets are conversations. Or as it has now evolved to be: markets are relationships.

If there is any one that characterises this new era, it is the central role that people play inside and outside organisations. If there is anything that differentiates digital organisations from their traditional counterparts, it is the central, leading role that people, whether employees or customers, play in transformation processes. When we speak of digital knowledge within an organisational environment we mean structures and teams that take on board the values of horizontality, open innovation, collaboration and collective intelligence as key aspects of their organisational DNA. Organisations that are conscious of the need for transformation through training and continuous learning and the obligation to recruit new professionals who share those values. Being digitally skilled obviously means having technological knowledge, but it especially means having capacity for exploration, learning and adaptation. This involves, every day, going on the journey from the logic of competitiveness to the logic of collaboration and cooperation, from unidirectional communication to conversation, from heavy, rigid structures to light and flexible ones and from management based on scarcity to the management of abundance.

Digital knowledge is the most intangible of the skills. You either have it or you do not. But you can
also acquire and develop it. For a professional that means doing things such as continually updating your knowledge of the main social networks; using a social network from a personal and professional point of view; having a personal brand strategy on the web; planning and structuring your participation on the internet so that it is systematic and high quality; taking part responsibly, securely and ethically in corporate and private digital environments.

Digital knowledge means having an in-depth understanding of the environment and the nature, role and opportunities generated by the digital environment in any aspect of your life, whether private or professional. It also requires you to have technical knowledge to understand, produce and present sets of complex information.

**A PROFESSIONAL WITH THE DIGITAL KNOWLEDGE SKILL**

**IS CAPABLE OF**

1. Efficiently using digital resources and tools
2. Making use of digital tools and media for professional development
3. Understanding the hypertextuality and multimodality of new digital media
4. Integrating the new digital logic into your professional work
5. Using digital tools for reflective thought, creativity and innovation
6. Appropriately managing corporate and personal digital identity
7. Taking part in corporate or personal digital environments responsibly, securely and ethically
8. Critical assessment of social practices in the knowledge society

**CONTRIBUTES TO THE ORGANISATION BY**

1. Increasing productivity and speeding up innovation
2. Changing how talent is managed and processes are generated
3. Improving flexibility and ability to react and anticipate
4. Increasing knowledge of the business environment
5. Producing security in the face of change and uncertainty
Every day, 2.5 quintillion bytes of data are created¹. 90% of the data we currently have is less than two years old and 99.5% of the data generated in 2012 has never been analysed or used. Every day, more than 400 million tweets² are sent by 200 million users. 48 hours of video are uploaded to YouTube and more than 2 million google searches are carried out every minute³. Organisations receive more than 34,000 likes on their pages and write more than 27,000 tumblr posts per minute. We live surrounded by data and information. Information is abundant and accessible. It is ubiquitous and mobile. We access it anywhere, any time. However, data are useless unless they are communicated and used. Communicating and using them requires us to know how to manage them. After the cloud and mobility, the next frontier for the most competitive companies is managing and analysing big data.

Information management is one of the conventional skills that has been changed the most by the arrival of the internet and the web. It has to do with the ability to benefit from the vast amount of information and resources available on the web. It enables you to access the digital media and information technologies and communication in general; to understand and critically assess different aspects of digital media and content; and to efficiently communicate in different contexts. Managing information well involves improving the current information flows within organisations. It means being capable of finding information that is relevant but also knowing how to store it and use it. It requires you to be critical with information that you receive, to interpret it and learn how to choose discerningly among the abundance of information produced every instant so as to judge and select the most relevant information for your activity or business. It requires knowledge and use of tools such as social networks, microblogging, search engines, aggregators, curation tools and mental maps. It increasingly involves managing large datasets and exploiting them: Data Analytics.

This skill involves being capable of searching, finding, assessing, organising and sharing information. This covers actions as diverse as web browsing to access information, resources and services; subscribing to relevant content; monitoring the web; saving information in an organised way to make it easier to find again.
later; assessing the quality, reliability, relevance and usefulness of information, resources and services found on the web; systematising and using the information and knowledge acquired, adding value to the results obtained; locating and pinpointing new information sources and combining them with existing ones and obtaining information in real time, anywhere. This helps you research subjects on the web and administer your diet of information. It is a basic part of developing **continuous learning or networking**. Nowadays, being a good professional means being capable of **taking advantage of the information opportunities provided by the digital world**.

### A PROFESSIONAL WITH THE INFORMATION MANAGEMENT SKILL

**IS CAPABLE OF**

1. **Browsing** on the internet to access information, resources and services
2. **Carrying** out efficient internet searches enabling him/her to obtain information relevant to his/her goals
3. **Obtaining** information in real time, anywhere
4. **Knowing how** to subscribe to content relevant to his/her goals and monitoring the web to find key information
5. **Saving and storing** digital information in an organised manner to make it easier to find afterwards
6. **Locating** and **pinpointing** new information sources and combining them with existing ones
7. **Assessing** the quality, reliability, relevance, accuracy and usefulness of information, resources and services found on the web
8. **Systematising** and **using** the information and knowledge acquired, adding value to the results obtained

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**CONTRIBUTES TO THE ORGANISATION BY**

1. Generating relevant knowledge
2. Providing business intelligence and competitive analysis
3. Facilitating innovation
4. Improving the circulation of information and efficiency of processes
5. Helping with brand positioning
Markets are conversations. Communication is conversation. All communication is now digital. Communication now plays a fundamental role in improving the efficiency and productivity of organisations and is a unique opportunity for business transformation. It plays a key role in relationships with customers, audiences, employees, shareholders, markets and investors. It is the basic skill that allows you to communicate your brand message, both outside and inside your organisation, and plays an increasingly important role in improving internal information flows, managing knowledge and improving productivity and business efficiency.
In the **era of the connected company**, digital communication is one of the main skills for any professional. In order to be effective, communication must be permanent, relevant, pertinent and distributed. Each professional must be capable of communicating efficiently with the rest of the organisation, and with those outside of it, using all of the available media and formats. A professional who is skilled in communication is capable of monitoring information and communication sites of interest; understands the codes and languages of the digital world; knows how to create his/her own communication channels on the web so as to transmit and share information with customers and potential customers; reuses and transforms information and is capable of making it available in different media and formats to communicate and express him/herself better; actively participates in social networks concerning specific subjects; maintains virtual networks of professional contacts and proactively participates in virtual environments and collaborative sites online. Being skilled in communication also means knowing how to write and make use of digital writing and collaborative writing tools, being able to give effective presentations and knowing how to create multimedia and carry out synchronous and asynchronous communication, and to do so any time, anywhere with fixed or mobile devices.

### A PROFESSIONAL WITH THE DIGITAL COMMUNICATION SKILL

**IS CAPABLE OF**

1. **Communicating** efficiently in an asynchronous manner
2. Actively **taking part** in online conversations and debates, making valuable contributions
3. **Communicating** effectively and productively with colleagues, using digital media
4. **Communicating** efficiently online in a synchronous manner
5. **Generating** valuable content and having opinions that help generate debate
6. Proactively **participating** in digital environments, social networks and collaborative sites online, making valuable contributions
7. **Identifying** new sites for participation that may be of interest
8. **Establishing** relationships and professional contacts with digital media

### CONTRIBUTES TO THE ORGANISATION BY

1. Generating knowledge of the market and customers
2. Increasing efficiency and internal productivity
3. Encouraging positioning and brand building
4. Reducing the risks of a brand crisis
5. Increasing the transparency and visibility of internal knowledge
In a world characterised by the production of knowledge in which there is constant communication through multiple channels, the ability to work on the web and network is one of the key skills.

A successful professional is no longer the one with the most knowledge or resources, or even the one who has the most experience, but rather someone who is capable of navigating his/her way through a world of superabundant information, which is in constant change, selecting, hierarchically arranging and reusing it and making it available to others. A person who is capable of networking and network leadership. The most efficient way of doing so is through the web and in a network, mobilising networks of people and resources available on the internet. The expansion of the social web, social platforms and communication tools has created a variety of opportunities for being connected, for collaboration and full participation in the work environment. Networking ability enhances the traditional skill of teamwork. Networking means being capable of being connected, sharing and creating together. In this context, abilities that involve sharing knowledge and building knowledge collaboratively are of great importance.

Tim O’Reilly coined the term web 2.0 to explain how the value of digital networks does not depend on the technology used or the content they circulate but rather how they manage to promote the creation and participation of large-scale communities of interest. The differential aspect is their ability to create value through collectively mobilising resources, flexibility and richness of networking. In this scenario, what professionals have learned at a particular point in their lives is no longer enough, nor is the experience they have built up throughout their working lives. Professional development, the ability to keep up-to-date and continuous learning are a fundamental skill which, in turn, implies that every professional must be capable of learning to learn, reflecting and selecting what, where and from whom to learn. Networking not only implies collaboration and coordination, it also requires you to know how to manage trust and authority in environments in which the participants are not present. This requires you to know what negotiating processes in non-pyramidal structures are like. Networking is a basic skill for saving time and reducing inefficiency in decision-making in hierarchical structures. Networking improves the circulation of information, makes results more visible, and enhances transparency, accountability and business competitiveness in the long run.

Professionals who master the networking skill know how to work with collaborative tools to
create documents with other people; and use social internet tools to communicate and coordinate with their team and with other professionals.

They know how to act as an expert for the rest of the team when necessary. Of course, they must know how to rejuvenate internal virtual sites and make the most of external sites both to improve brand positioning and for professional development. Lastly, they must know how to give and receive feedback, negotiate, contribute, share and manage tasks in a distributed manner.

A PROFESSIONAL WITH THE NETWORKING SKILL

IS CAPABLE OF
1. Working on processes, tasks and shared objectives with digital media
2. Producing collaborative documents online
3. Communicating with his/her colleagues effectively and productively through digital means
4. Coordinating and working as a team in digital environments and with digital tools
5. Managing time and the assigned human resources efficiently using digital means
6. Developing and implementing personal and organisational strategies for networking
7. Collaborating through formal and informal networks, sharing information and knowledge
8. Triggering interaction and forming quality relationships in online environments and communities, taking advantage of social intelligence

CONTRIBUTES TO THE ORGANISATION BY
1. Improving the circulation of information and knowledge, both tacit and explicit
2. Improving the efficiency of processes
3. Promoting creativity, innovation and serendipity
4. Encouraging informal learning among members of the organisation
5. Enhancing the sense of belonging and alignment with strategic objectives
Living in change, working in constant innovation and in a network, and continually learning are the everyday challenges of any professional today. Lifelong learning is no longer an option for getting ahead but rather the basic condition for staying in the labour market.

Learning to learn, continuous learning, is a fundamental skill throughout your professional life and pretty much the main way of maintaining business competitiveness. Among the many changes that will come about in the world of work over the coming years, those concerning professional development stand out. The main feature of 21st-century professionals is that they will be serial experts or people with in-depth, expert knowledge and skills in various areas but with the characteristic that these areas will change throughout their career, which will force such professionals to engage in a constant learning process. So the main skill for these new professionals will not so much be specific knowledge as being able to change and adapt. In other words, their capacity for continuous learning and implicitly their ability to create and manage relationship networks that encourage continuous learning.

The relevant thing will be their capacity for continuous networked learning and their ability to manage their learning themselves and learn socially with and from others.

In the business world, the internet is also changing the way in which professionals learn and access training. Therefore it is changing the role to be played by training and human resource departments. Learning and keeping informed and trained is a personal and autonomous decision today. Institutional disintermediation in learning is increasingly common. In the work environment an increasingly relevant role is being played by Professional Learning Environments (PLEs) in which each person constructs their own training itinerary and selects their own learning network based on their needs, their availability and their prior abilities, taking advantage of content on the internet and interaction with other professionals on social networks. People responsible for training in organisations will no longer be the providers of specific content during a specific period of time (training hours) and in a particular place (training room) but will instead play a new role as connectors and promoters of internal and external learning communities and networks. Their main task must be to ensure that the right environments exist so that professionals can learn continuously while they work.

Just as it is becoming more common every day for each employee to bring their own devices to work (BYOD), we are increasingly witnessing a related phenomenon that each professional is learning...
using his/her own personal learning system. It is increasingly less viable economically and less efficient for training to be uncoupled from day-to-day working processes. One of the keys to the future of learning in work environments will be learning on the job. This is an enormous challenge for both organisations and professionals. Knowing how to act in this self-learning scenario requires you to acquire and use skills such as information management, networking and continuous learning.

Whatever your business, the training you have at any particular time, no matter how complete it may be, quickly becomes obsolete. Keeping up-to-date is a task that lasts throughout your professional life. Mobility and change are not issues that only affect technology. Constant change, not in terms of your position or company but rather your career direction, is now a reality.

Learning today has to do with understanding the values of digital culture, proactively participating in the learning process itself, developing connected, situated and contextualised learning, creating learning networks, sharing practices and experiences, understanding and applying collaborative learning, developing the ability to learn autonomously, setting goals and objectives, and having a critical spirit to select learning sources.

Continuous learning includes the ability to manage your digital skills building yourself; knowing how to use the internet and its resources and networks to identify relevant information; knowing how to manage knowledge; knowing about online learning mechanisms, both synchronous and asynchronous, individually or as a group; knowing how to take advantage of the potential for learning from peers and contribute to the learning of others,
recognising the importance of your professional digital identity, your CV as a portfolio of activity throughout your working life and the relevance of building stable networks of professionals that enable us to learn with others and from others.

The new professional also wants to learn **on the job, continuously**, using both internal and external information sources, **immediately**, as and when needed, **socially**, with and from others, and **autonomously** and with control over what he/she learns.

Continuous learning includes a set of formal, non-formal and informal practices that must be continually adapted with the aim of improving knowledge, abilities and skills. Acquiring the continuous learning skill is, by definition, a process.

### A PROFESSIONAL WITH THE CONTINUOUS LEARNING SKILL

<table>
<thead>
<tr>
<th>IS CAPABLE OF</th>
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<tbody>
<tr>
<td>1. Managing his/her own digital skills building</td>
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<tr>
<td>2. Using the internet to keep up-to-date in his/her speciality or field of knowledge</td>
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<tr>
<td>3. Knowing and using digital tools and resources for good knowledge management</td>
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<tr>
<td>4. Taking part in guided or informal training activities online</td>
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<tr>
<td>5. Contributing to learning between peers in virtual environments and communities of practice</td>
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<td>6. Transferring skills learned in analogue environments to the new digital environments and tools</td>
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<tr>
<td>7. Making professional skills acquired visible by using the web</td>
</tr>
<tr>
<td>8. Establishing and maintaining a network of valuable professional contacts on virtual networks</td>
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</tbody>
</table>

### CONTRIBUTES TO THE ORGANISATION BY

| 1. Improving efficiency and cutting training costs |
| 2. Developing the organisation’s internal culture |
| 3. Keeping the organisation up-to-date and competitive in the market |
| 4. Encouraging the creation of internal learning networks |
| 5. Facilitating the exchange of information and innovation in the long run |
Your vision must be realistic, believable and appealing. Strategic vision has a motivating effect on the organisation, gives meaning to the work of each member of the organisation, sets the standard of excellence and, above all, connects the present to the future. Strategic vision provides the organisation with a common, shared objective.

It is the least common of the skills. **Strategic vision** in digital environments is scarce even among the managers of some of the most important organisations in the business world. It is necessary in order to exercise leadership and essential in order to lead an organisation. At a push, an organisation’s CEO may lack one of the other skills but never strategic vision. There are many examples of how lack of strategic vision has led to loss of competitiveness and market share and, ultimately, the disappearance of an organisation.

From a digital point of view, strategic vision requires in-depth knowledge of the keys to and trends in the digital phenomenon and how this may positively or negatively affect the value proposition and business model.

**Leaders with digital strategic vision are the main driving force behind their organisation’s digital transformation.** They also encourage training and up-to-date knowledge of digital among employees. They see digital as a business opportunity and know how to add value through digital transformation. Thanks to their global vision and integration of the entire organisation in the digital transformation strategy, they manage to develop a digital culture that allows the organisation to make changes to its value chain. They understand the importance of identity and digital reputation and are the first to take a leading role in developing that identity. They understand the importance of data and data analysis; and they monitor and use indicators of digital and business reputation.

They have a vision of how social networks, mobile devices, available volumes of information and collaborative logic can improve the business and share it with the management teams and the rest of the organisation. They understand and know how to manage in step with digital pace and timing and understand the dynamics of collaboration and so constantly promote strategies to seek out partners, cooperation and alliances.

They know how to look for and identify the opportunities that the new digital scenario
creates. They focus the organisation on those opportunities through a realistic strategy and specific action plans and remember that no vision is valid unless it is properly customer- and results-oriented. They focuses the entire digital strategy on achieving business goals.

A PROFESSIONAL WITH THE STRATEGIC VISION SKILL

**IS CAPABLE OF**

1. Knowing the main keys to and trends in the digital phenomenon
2. Understanding how the new digital logic can influence the strategy of the organisation, users and competitors
3. Applying the benefits of digital logic to the organisation in order to achieve goals and efficiency
4. Making use of digital reputation indicators for the organisation and its competence
5. Promoting specific action to encourage information circulation
6. Having an overview of the information and knowledge needed to achieve the organisation’s strategic objectives and carry out specific action to achieve them

**CONTRIBUTES TO THE ORGANISATION BY**

1. Motivating the organisation
2. Guiding and giving meaning to everyday work
3. Guiding the organisation towards excellence
4. Opening up business opportunities
5. Contributing to the organisation’s medium- and long-term sustainability
The rocasalvatella skills model

Having good ideas, being innovative, managing information well, achieving outstanding implementation and performance of processes, and doing things well is no longer enough. Nowadays, being competitive at both individual and organisational level requires you to understand the digital environment and master the set of skills we are describing. Leadership, which is linked to networking ability, has become a basic skill for any modern professional not just managers. The differential aspect lies in being able to lead through networks and lead networked teams. Leadership has never been as necessary as it is now. However, we are living at a time in which it is scarcer than ever. People who lead teams often do not have the necessary skills or simply lack the time to properly manage change and the challenges of the modern world. The problem is not so much a lack of individual abilities as the need to think of leadership within an organisation as something distributed, shared, flexible and mobile. We need individual leaders who know how to work collectively and cooperate as a team. We need people with individual leadership skills but who are able to work in collaborative and networked environments to build distributed, network leadership, which is shared and often temporary, linked to specific projects and situations. Organisations need far-sighted leaders with vision and foresight but who are also practical professionals, people of action who are technologically skilled. A digital leader manages through networks and within networks. He/she marks out the path and motivates people. He/she sets objectives and assesses results.

The transformation of the markets, globalisation and digitisation makes it increasingly common to work with multicultural, multidisciplinary, scattered, temporary and mobile teams. Teams that are put together for a specific project, for a particular period of time and that include a set of people from different backgrounds and career paths. Teams led by people who must be capable of networked coordination in changing environments and digital contexts and in a distributed manner. Project management is no longer a permanent position. Teams and project managers change with each project. Management is temporary, leadership is permanent. Management is a function, leadership is an attitude. It is also a skill that can be acquired and developed throughout your working life.

Leading a network in a distributed manner requires you to know how to encourage, drive forward and facilitate the use of digital tools by the team to make communication and the circulation of information and knowledge easier. Network leadership implies that you have...
developed **information management, digital communication** and **networking skills**.

Digital leaders manage through moral influence instead of formal authority. Or, to put it another way, their authority does not lie in the hierarchy but rather in their qualities and skills. A good leader should be highly collaborative and encourage the teams’ career development. They know the codes for effective communication with colleagues. A digital leader assigns responsibility and works on the basis of trust placed in the team. They promote dialogue and conversation and know how to resolve conflicts in virtual environments. Network leadership implies a commitment to developing professional skills, an attitude of experimentation with technologies, making decisions to invest in new tools and security to encourage team participation, and promoting organisational structures to grasp opportunities in the digital context. In relations with the social media, a digital leader must be capable of producing, distributing, managing, recommending, structuring and analysing.

**A PROFESSIONAL WITH THE NETWORK LEADERSHIP SKILL**

**IS CAPABLE OF**

1. **Encouraging, driving forward and facilitating** the use of digital tools by the team in order to achieve goals and results
2. **Promoting and facilitating** organisational structures that encourage and facilitate the circulation of information among the team
3. **Communicating** with the team effectively through virtual channels
4. **Promoting** the use of digital tools to keep the team informed, making sure they have the information they need to do their work
5. **Inspiring** confidence and making the team committed without being physically present
6. **Leading** in a distributed and virtual manner, listening and encouraging participation in team decisions
7. **Understanding** interactions within virtual groups, managing conflict and encouraging collaboration

**CONTRIBUTES TO THE ORGANISATION BY**

1. Promoting internal brand building
2. Providing distributed network leadership, which creates a competitive advantage
3. Improving the integration of work teams
4. Encouraging the best use of resources and professionals’ abilities
5. Improving the efficiency of processes
This is the key skill from a business point of view. It enables you to focus all the other skills on a company’s ultimate aim, which is to create value in the form of products or services for its customers. Any digital transformation requires focus and business goals. We are not saying anything that people have not been saying for approximately forty years, since the customer became the central focus of a company’s organisation, which had previously been reserved for the product (Era of Production) or sales (Era of Marketing). The main difference is what we now mean by customer. One thing that has profoundly changed over the last 10 years with the appearance of the internet and social media is customers. The customer orientation skill requires professionals and organisations to understand, comprehend, know how to interact with and meet the needs of new customers in the digital context we are describing.

If we had to point to any one truly relevant change in the recent years, it is the empowerment of consumers, customers and users by digital. We have gone from company-consumer environments characterised by simultaneity, homogeneity and centralised attention to environments in which the alternative, the diverse and the battle for attention predominate. Until very recently, customers’ influence on companies was limited to their ability to choose which product to buy or service to use. They had no other ways of expressing whether they liked or disliked a product or service, how they were treated or what they thought of improper business conduct. They had hardly any ability to be involved in defining and building new products and services. Through their intensive use of information technology in their relationship with customers and as networked customers through their powerful contact and communication networks, modern customers, which we could call digital customers, dominate the conversation with companies and demand that companies pay attention to them, and provide responses, dialogue and solutions. This is part of the new culture of participation that affects the markets and the traditional company-customer relationship, which is leading organisations to carry out thoroughgoing changes to their contact, relationship and business models. New customers are constantly connected, share information and recommend products and services through their networks. Young people, the so-called millennial generation, want everything fast. They trust their contact network more than brand advertising and are tremendously social. These new customers are more demanding and autonomous. They require more personal service and greater transparency from organisations’ communication and management. And although they have a set of shared characteristics, they cannot be included in a homogeneous category and diversity is one of the factors that organisations and new professionals must take into account and understand in their approach to the launch of new products and services.
Organisations need to understand this change and deal with it through new customer relationship strategies based not so much on the concept of management as on providing collaborative experiences and dialogue to add value for their customers and also to take advantage of the market potential generated by user communities, recommendations and influencers. Customer-oriented professionals must know how to manage and monitor information in order to be up-to-date with the latest market trends and understand the changes in customers’ expectations and needs. They must know how to share information with their customers and use digital communications and networks to interact with them. They must be proactive whenever necessary. They must always take into account the digital context and be flexible and efficient when responding and providing solutions to customers, both when modifying processes and when creating new services and products.

21st-century professionals must be capable of understanding and taking into account new digital customers’ activity on the web and put systems in place to monitor and assess it in order to enable continuous improvement of relationships and products and services.

Customer orientation, together with digital communication and networking, make it possible to use the entire potential of the internet and users in processes of innovation and improvement of products and services. Therefore, 21st-century professionals need to focus their information management, continuous learning and networking skills, in particular, and their entire professional work in general, on meeting their customers’ needs.

A PROFESSIONAL WITH THE CUSTOMER ORIENTATION SKILL

**IS CAPABLE OF**

1. Monitoring the activity of the main customers/users on the web
2. Knowing customers’ profiles and knowing how they relate with one another on the web
3. Using the web to find out customers’ and users’ current and potential needs
4. Putting mechanisms in place to engage in digital conversations with customers and users.
5. Keeping informed and communicating effectively through digital media
6. Taking digital into account when providing solutions to meet customers’ and users’ needs
7. Establishing digital mechanisms to monitor customer and user satisfaction

**CONTRIBUTES TO THE ORGANISATION BY**

1. Creating value-added experiences for customers
2. Orienting and focusing the rest of the skills on a single goal
3. Being essential to the organisation’s viability
4. Improving quality and promoting excellence
5. Driving innovation and continuous improvement
CONCLUSIONS

Being skilled in order
to be competitive
We live in a digital, global and connected world characterised by continuous and rapid social and technological change, the constant arrival of new players, and ubiquitous mobility and connectivity. The process of digitisation we are undergoing is creating an economic situation that offers new opportunities. The digital economy is silent. It takes place in a non-physical, vast and invisible domain and is governed by numerous automatic systems that give it two key features: speed and unpredictability. The digital economy is acting as a source of growth and creation of business and work opportunities. It is estimated that within 4 years, the digital economy's share of the global economy will be twice as large as it is now. In other words, growth opportunities in advanced economies lie in the digital economy. In Spain it now contributes more than €23,400 million to GDP (2%). This figure will triple by 2015 and make digital, which is the only part of the economy with
such growth potential, a key element in the future of the Spanish economy.

The economic situation calls for company managers to integrate digital into their everyday work, exploit new business opportunities and adapt their companies’ organisational abilities to take the greatest advantage of the growth opportunities offered by digital.

The key for organisations and professionals is to be able to see digital change not as a threat but as a great opportunity to adapt, learn, relearn, evolve and progress. The key is to see digital transformation as the great opportunity it is.

Only by being digitally skilled professionals can we confidentially face the future of work and only with digitally skilled professionals can organisations confidentially tackle the current processes of digital transformation. Organisations can only be considered digitally competent when they have digitally competent professionals working for them. Having skilled professionals is the surest guarantee of being competitive and building responsive teams and organisations that enable you to successfully tackle the changes rapidly taking place in the business environment. These high-performance teams must be results-oriented, based on distributed leadership, make intensive use of technologies and information, have great capacity for communication and learning and be used to networking and collaboration.

The key for organisations and professionals is to be able to see digital change not as a threat but as a great opportunity.

The skills model set out here is a highly-practical, experience-based model, which we have developed by consulting on digital transformation processes in businesses and organisations. It brings together the 8 basic skills that every professional should acquire and develop to tackle the process of digital transformation. When they are applied to an organisation as a whole, they have a great impact. They are all relevant and necessary. Separately they each make people better professionals. Collectively they enable you to successfully face the digital challenge; take advantage of opportunities; focus investment; develop a digital culture throughout the organisation; persist with change and be consistent in your vision. Digital transformation is not a technological matter but rather a question of vision, strategy, organisational culture and redesigning processes.

It means being able to successfully overcome the challenge of managing talent in the network era. Hence the importance of professionals and their professional development and the leading role that management teams must play in the initial push and subsequent support and maintenance of that transformation. That is also the reason for the importance of having suitable talent and having digitally skilled professionals. It is a shared responsibility but it is, above all, management teams who are responsible for being firmly committed to driving forward the internal development of these digital skills.
THE 21ST-CENTURY PROFESSIONAL

- Continuous Learning
- Customer Orientation
- Strategic Vision
- Digital Communication
- Digital Knowledge
- Networking
- Network Leadership
- Information Management
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ABOUT ROCASALVATELLA

We are specialists in digital transformation of businesses
The “Digital Skills Model” has been published by RocaSalvatella as part of our effort to explain and share the tools and methodologies we use in our strategic consulting work.

We are sharing and opening our methodologies up to professionals, academics and customers interested in the work tools used in digital strategy projects under a Creative Commons licence (CC 4.0 by-nc-sa).

Strategic consulting specialising in digital transformation of businesses.

Founded in 2008, with offices in Barcelona, Madrid and Bogota, we work for large companies in many different industries. We work alongside managers on the challenges involved in digitisation, detecting opportunities, understanding the organisation and its culture, organising the work and targeting it at measurable results.

Experts in digital transformation of businesses: digitisation affects all industries, creating new relationships, new opportunities and even redefining the business model for some industries. Understanding digital change, the time it takes and its consequences is critical for the future of organisations.

Results-oriented: the result of incorporating digital logic into your business is not measured with new indicators such as the number of fans you have but rather with the measurements appropriate to each business: units sold, database entries recorded, decrease in customer default, customer service response times, etc.

Exploiting digital opportunities: as a technology and place of activity, the internet is now the largest source of business growth and opportunities. Strategies to increase sales and access new markets and to minimise and cut costs are based on correct use of digital concepts and resources.

Understanding organisations and their culture: adopting new solutions and managing change is not technology-dependent. We help management teams properly understand how digital changes the business and its functional departments and we provide them with sound judgement and strategic vision.

Designing the strategy and guiding execution: once the need has been identified, based on the opportunities in the digital environment, we define the strategic plans, detail the action plans, identify the necessary profiles, assess the costs and design the balanced scorecard.
We work alongside businesses and organisations on their digital transformation