

# A STORY OF TRADITION, INNOVATION & TRANSFORMATION

building authority with  
CEDTL thought leadership



## DIGITAL TRANSFORMATION RAISES BRAND EQUITY

T. Rowe Price's digital transformation is not only a business opportunity, it's a marketing opportunity--a chance to impress upon the world that this brand is ready to lead the investment sector into the new economy.

Capital One has turned its digital transformation into fuel for its publicity machine; a search for *capital one digital transformation* yields 1.3 million results. We can do the same by using mostly resources on hand and consistently releasing content to appeal to a variety of audience segments.

## FACT

Digital transformation is a \$2 billion dollar market, projected by Gartner to be nearly \$800 billion by 2025.

## IMPACT

Companies understand the value of digitizing operations and customer-facing services. However, understanding and acting are two different animals.

*Enterprises are hungry to learn how other businesses are paving the way.*

## A CONSISTENT CONTENT PROGRAM BUILDS MARKETING MUSCLE

FLEXIBLE	Strategic shifts are no problem. New messages can be pushed immediately.
EFFECTIVE	Content outlets are eager for quality material. Reach can be captured reliably.
PROVEN	This type of program is in place and working well at Adobe, IBM, and other industry leaders.
LOW-COST	Most of the necessary resources are already in place. Freelancers can fill in the gaps for little outlay.
LOW-RISK	Low-cost equals low risk. Also, this program can be rolled out on a limited basis as a pilot program before fully committing.



## ONE METHODOLOGY, MANY MARKETS

1. Build a process
2. Feed it with content from diverse contributors
3. Connect with many types of audiences

### **Plan sponsors** want asset managers that are as forward-thinking as they are—or as they aspire to become

The experience a plan sponsor offers its employees reflects on their own brand. “One way to help people engage with the plan is to provide a modern online experience, where they can see their account data, where it is going in the future, how to allocate investments properly and the importance of saving often and more. [Retirement readiness and income projection tools on websites are growing and popular.](#)”

### **Individual investors** consider digital services when choosing an asset management firm

[87% of high net worth investors](#) prefer digital financial services. [57% of millennials](#) would change their bank relationships for a better technology platform. These numbers will rise as Boomers and Gen Xers move past any remaining discomfort with online transactions and generations of digital natives overtake the workforce.

### **Digital workers** are looking for companies that walk the DT walk

“Banks can’t build enough talent fast enough by developing their own people. And there simply are not enough tech-savvy people available for hire by every bank that wants to go digital.” Workers with the skills to implement a digital transformation can choose their jobs, and they’re wary of joining a company that says it’s committed to digital transformation but doesn’t really have cross-organizational support for the effort. Candidates need to feel excited and confident before they’ll submit a resume.

### **Traditional brands** need to show they’re staying relevant

“Traditional organizations need to take a look at the opportunities around them. Their library of content on tap can be re-defined and optimized for a digital audience. This content provides a route for the brand to refine and [develop their content offering to become the expert within their sector.](#)”



## CREATE A MULTI-CHANNEL PRESENCE

### THOUGHT LEADERSHIP

Targets: Plan sponsors, analysts, investors, brand followers

Traditional brands need to show the world they are staying current in a rapidly changing business environment. A lot of companies say they're doing digital transformation, but scratch the surface and there's no real change there. Thought leadership will demonstrate to the world that T. Rowe Price is not only adapting to change, but leading it. We should aspire to be the company other companies call when they want to know how DT is realized in a highly regulated, conservative industry.

**Step 1** Develop stories and messages targeted to each audience. Engage PR with the plan.

**Step 2** Identify thought leaders from every discipline in the CEDTL (including SMEs) and among corporate leaders. Work with each to refine messaging for their audience.

**Step 3** Assemble lists of channels suitable for each; for instance, a legal SME's list would include ACC Docket and Legal IT Insider, a UX designer's would include Smashing and How, and a chief executive's would include Forbes, HBR, and CIO.

**Step 4** Assign a writer (freelance or in-house) to each thought leader and set up a regular schedule to produce articles and other content under the thought leader's byline. Thirty-minute interviews twice a month are enough to generate a significant body of work fairly quickly. These same writers will soon become very knowledgeable about their leaders' hot buttons and can also be a resource for the development of speeches and presentations.

PR may also sit in on these interviews to be sure the ideas are suitable for the chosen publications. New thought leaders sometimes struggle with idea generation, so the writer and PR rep should be prepared to help the leader by asking probing questions.

**Step 5** PR places the content in the selected publications, negotiates rights, tracks results, and reports back.

**Step 6** Repurpose content after first rights expire: Collect articles from single thought leaders into bylined ebooks to place on Amazon for extended SEO and credibility, post articles on LinkedIn and the corporate blog, organize articles by theme to create white papers, pull quotes to tweet or incorporate into other marketing materials, etc.



## CREATE A MULTI-CHANNEL PRESENCE

### TRANSFORMATION U

Create a library of all practical content into a learning center: TRANSFORMATION U.

Proprietary content can be gated and incorporated into the onboarding process for new CEDTL employees. Ungated content can be used to promote our digital leadership. In 6 months, we could have enough content to be the go-to resource for finance, insurance, and healthcare orgs seeking to implement their own digital transformations.

### CULTURE & REPUTATION

Targets: Candidates, brand followers

Competition for digital transformation talent is fierce and we're not the only game in town. When forward-thinking candidates think of T. Rowe Price, we want them feel excited. We also want to future-proof our business: today's millennials are tomorrow's retirement plan participants, and we want them to feel comfortable with T. Rowe Price when they become investors. To achieve those goals, we need to be transparent about who we are and how we work.

- Step 1** Gain buy-in from developers, navigators, scrum masters.
- Step 2** Set up TRANSFORMATION U and channels for T. Rowe Price on YouTube, Snapchat, etc.
- Step 3** Create/elicited list of questions like What is the biggest challenge you faced this week and how did you handle it? What did you learn this week? What did you teach someone this week? Etc.
- Step 4** Once a week, video different team members answering the questions in 30-90 second vids. Location of recording would be right in the workspace near the walls to share a sense of the creativity that happens in the lab. Use a videographer or just use an iPhone.
- Step 5** Post vids on TRANSFORMATION U, social media channels, TRP Careers page, incorporate them into presentations when appropriate, project them on the booth back at hiring fairs, and push them to employees with authorization to share them on their personal social media.

**STEP X** **General Snapchat**  
Pictures of the evolving walls, the construction once it's under way, the All-Hands, the stand-ups, etc. Anything interesting that doesn't expose us to risk. Also post images of the thought leadership content with links.  
Budget: zero.

**Spotify playlists**  
Put the music we play in the labs into Spotify playlists and share them on a channel called something like The Sound of Transformation. Encourage employees to share. The point of this is not to gain a lot of followers, but just to have something fun recruiters and employees can talk about (with almost no investment of time and no budget).



## CREATE A MULTI-CHANNEL PRESENCE

### TRANSFORMATION U

Deliver value

Garner goodwill

Build credibility and authority

### PRACTICE LEADERSHIP

Targets: Candidates, brand followers

We're designing our jobs on the fly in the CEDTL. This is a challenge that other DT teams and aspiring DT workers share. We can speak to the process by identifying thoughtful dev leaders, UX designers, and content strategists who can talk about the evolution of their roles. The end goal is to develop the authority of lab contributors and, thus, the lab itself.

#### Step 1

Select practice leaders.

#### Step 2

Identify topics that can be addressed in small bites which can then be collected into a cumulative hour of practical insights.

#### Step 3

Each practice leader works with a freelance writer or content strategist to come up with 3-5 minutes of education on their topic. Topics are progressive, so if a follower watches all, he or she can learn something useful.

#### Step 4

Videos are placed on TRANSFORMATION U, with publications, on YouTube and other social media, and on the TRP career page and corporate intranet.

**Questions?**  
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