

The background of the slide is a photograph of a modern building with a glass facade, featuring diagonal white lines that create a sense of movement and depth. The text is overlaid on a dark blue rectangular area.

Digital Transformation Case Study: Brunswick Corporation

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“Brunswick needed to begin leveraging IT in a strategic way. We needed to unlock the value of IT to enable the business transformation journey.”

— Mike Adams,
Vice President, Chief
Information Officer

“As the organization began thinking about business transformation, we knew IT needed to help the shift by providing modern platforms, data, and digital products.”

— Dani Brown,
Former Vice President, Chief
Information Officer

Executive Summary

Digital transformation has the power to disrupt traditional ways of working and unlock new capabilities and opportunities in any industry sector. In this case study, we examine the digital transformation journey of Brunswick Corporation, a 175-year-old company known historically for bowling and billiards products and, now, focused solely on its legacy boating-lifestyle brands.

Brunswick's digital transformation is enabling the organization to realign its business growth strategy by prioritizing customer experience, employee engagement, and the digital supply chain. Within the overall digital transformation, Brunswick has embarked on three distinct information technology (IT) transformations, focused on transforming the organization (people), modernizing the IT environment (infrastructure), and modernizing business systems (applications). This case study highlights several factors, many of which are still ongoing, that have contributed to Brunswick's digital transformation successes thus far:

- **Internal transformation:** To bolster internal capabilities and align with the organization's needs, Brunswick transformed its internal IT organization by developing IT leadership, establishing a cloud-first culture, building competency in contemporary skills, driving continuous improvement, and strengthening their security posture.
- **Reinvestment of savings in innovation:** IT leaders reduced infrastructure spending by 15% annually. They reinvested these savings into modern capabilities and innovation to help advance the enterprise and business strategies.
- **Strong focus on customer engagement:** Brunswick's corporate growth strategy prioritizes customer engagement. With support from IT, Brunswick has been able to launch e-commerce and digital marketing platforms, which have generated new business growth and enhanced existing customer experiences.

Acknowledgements: RTI greatly appreciates the time and insights provided by Brunswick leadership and the digital team. Many thanks to Mike Adams, Lauren Beckstedt, and Dani Brown.

Context for the Reader

This case study is one of a series of case studies IRI is developing to examine successful digital transformation within legacy companies. To evaluate each digital transformation, RTI Innovation Advisors developed a series of perspectives or “lenses” to explore different aspects of the case study company in a systematic and comprehensive fashion. In this and future case studies, we apply these lenses to understand how the company’s digital transformation manifested itself and how the company has changed as a result. Each case study will be documented in the context of the following digital transformation lenses:

- **Strategy** - the corporate, product, and digital strategies and how they inform the business and how or if corporate vision and strategy have changed as an intentional part of the digital transformation
- **Structures** (organizational structures and hierarchies) - how structures, teams, and leadership have influenced the digital transformation work and how the purpose, design, governance, and activities of the organization and teams have evolved as part of the digital transformation
- **Resources** (people, time, funding, etc.) - how resources and their allocations are influenced by digital transformation initiatives and how these have changed digital investments, talent and expertise, and capabilities
- **Culture and Change Management** - how existing beliefs and norms influenced digital transformation and how culture, communication, collaboration, incentives, and training changed in the face of digital transformation
- **Technology and Data** - how information technology, digital systems, and data environments are shaped and evolved as a result of digital transformation. As part of the digital transformation, what changes to technology infrastructure, systems integrations, data management (access, quality, etc.), capabilities, and new applications have occurred?
- **Opportunities and Offerings** - how existing business opportunities and business models influence digital transformation and how, in turn, business opportunities are changed or are introduced as digital transformation evolves. Customer centricity is often a key aspect of new digital efforts and offerings and will be considered in detail.

If digital transformation explores or affects some or all of the aspects via these evaluative “lenses,” we will include the learning from those changes in our analysis.

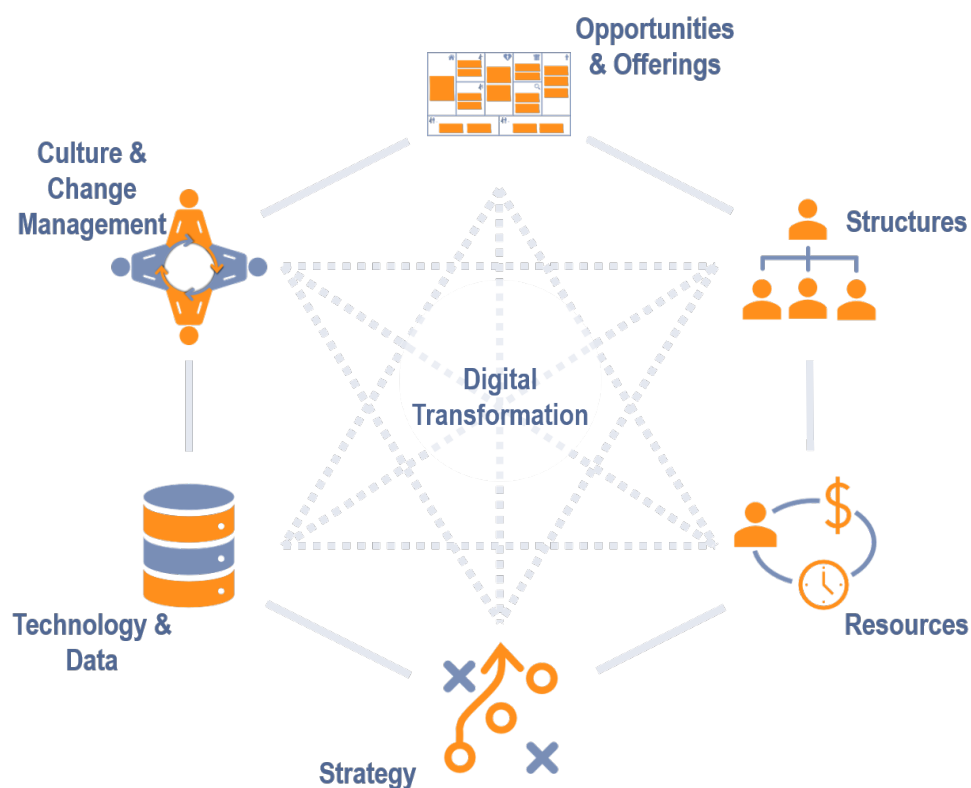


Figure 1 - Six Lenses of Digital Transformation

Each case study will follow a basic organizational transformation construct, examining:

- **Impetus** - Change drivers that led a company to contemplate and pursue digital transformation
- **Preparation** - The specific initial steps taken to set the stage for and embark on the digital transformation
- **Action** - The kinds of actions taken across the key aspects or “lenses” as the company’s digital transformation progressed
- **Maintenance** - Lessons learned and continuing actions to sustain the transformation

Company History and Digital Opportunity

Brunswick—The Company and its History

Brunswick Corporation has been developing, manufacturing, and marketing a wide variety of products since 1845. Brunswick's early years were focused on the design and manufacturing of billiards tables and bowling balls and pins, growing a focus on sporting equipment. In the early 20th century, Brunswick diversified their product line to include toilet seats, automobile tires, and phonographs. In 1997, Brunswick acquired Life Fitness, further expanding its sporting equipment business. In 2019, Brunswick sold Life Fitness and transferred Brunswick's entire fitness, recreation, and sporting equipment division into private hands, becoming a pure marine-focused company.

Brunswick has evolved from a holding company to an integrated full-spectrum marine company. Today, Brunswick Corporation is best known for its boating-lifestyle brands such as Mercury Marine, Freedom Boat Club, Sea Ray, Bayliner, Crestliner, Harris Boats, and Boston Whaler.

Headquartered in Mettawa, Illinois, Brunswick has over 12,000 employees, operates in 24 countries, and serves customers in over 170 markets. Brunswick's marine endeavors are separated into four distinct business segments: propulsion, parts and accessories, boats, and business acceleration. In 2020, Brunswick posted \$4.35 billion in consolidated net sales and operating earnings of \$579 million.

The Impetus for Digital Transformation

For Brunswick's new business growth strategy to flourish, IT's systems and role in the organization needed to be transformed.

Brunswick had traditionally been a physical products company but began to realize digital transformation was essential to moving from products to solutions and services, creating compelling, holistic experiences for their customers. Brunswick wanted to reimagine the customer experience by integrating customer-centric technologies, understanding the evolving needs of boaters, and opening new opportunities for collaborative advancements.

The emergence of a digital focus in other industries, coupled with the adoption of digital means to support product evaluation and shopping by the Brunswick customer base, motivated the company to act. Brunswick wanted to realign their organization to keep up with new trends influencing customer expectations. They acknowledged that customer expectations related to the world of boating are driven by other mobility experiences, such as Uber, Zipcar, and other sharing-economy models. Trends in society, such as shared access and rentals, could influence the future landscape of marine recreation and participation. Thus, Brunswick implemented a new business growth strategy with digital transformation at its core.

To support the increased focus on digital capabilities, Brunswick needed to elevate the role of IT. In 2016, Dani Brown joined Brunswick to change the way IT partners with Brunswick businesses.

The Preparation for Digital Transformation

Optimization of IT spending enabled savings that were reinvested into new business solutions.

With a new growth strategy necessitating digital innovation, Brunswick realized that several transformational business initiatives were highly dependent on IT capabilities, such as offering technology-augmented products and services and achieving operational excellence.

Shortly after the rollout of the new business strategy, Brunswick announced the spinoff of one of their core business units: Life Fitness. The spinoff provided an opportunity to accelerate Brunswick's digital transformation journey.

Life Fitness and the rest of Brunswick were intertwined through a dual data center configuration, where computer systems were interconnected and housed together. IT leaders quickly realized the spinoff could be a launching point to accelerate the transition of their data away from premise-based data centers and into the cloud. Brunswick IT leadership approached senior executives with a plan to shift their data centers to two separate environments in the cloud, enabling a smooth separation from Life Fitness and the establishment of a strong foundation in the cloud. Executives realized that this approach to completely separate Life Fitness and Brunswick was in the

business's best interest. They provided the necessary funding, and IT was able to complete this transition within 18 months.

The investment and subsequent successful move to the cloud further sparked the IT transformation by helping accelerate the shift away from legacy systems, enabling efficiency and agility and garnering buy-in from leadership.

The Actions of Digital Transformation

A customer-centric digital strategy helped drive business growth and enhance the customer experience through digital product offerings.

After demonstrating a successful transition to the cloud, Brunswick's IT team used that momentum to pursue subsequent steps in the digital transformation journey. Some overarching themes emerge from the story:

- Activating the corporate growth strategy through IT: Brunswick's IT team pivoted from functioning as a cost center to acting as a strategic partner with Brunswick's business units, specifically the marketing organization, which was undergoing a similar capabilities transformation journey.
- Supporting and enabling a frictionless customer experience: Brunswick is developing new customer experiences through digital marketing platforms, enabled with commerce capability.
- Developing talent: Brunswick IT leaders are modernizing IT systems and enhancing the skill sets of their people to support and grow modern digital capability.

The following six lenses highlight key aspects of Brunswick's actions and progress in their digital journey.

Strategy Lens



Brunswick's IT transformation seeks to change three pillars of the organization: the people, the infrastructure, and the applications. The resulting strategy and transformations have been extremely effective in driving Brunswick's new growth strategy. Brunswick leaders said repeatedly that the IT transformations have been essential for the business's success in aligning with new customer demands in the boating-lifestyle industry.

Brunswick's leaders explained the three IT transformations in this way:

Transformed Organization (People): The focus of Brunswick's initial strategy was on optimizing internal operations. Specifically, they focused on developing talent and enhancing capabilities. Although Brunswick IT spend as a percentage of revenue was on par with industry benchmarks, it was directed more toward legacy support and less toward innovation compared with Brunswick's industry peers. In 2017, IT spent 63% of its budget on core IT support, such as physical data centers. Brunswick wanted to shift from IT support to digital business enablement, such as business solutions and innovation. The IT organization was able to shift spending to third parties for non-core services and reinvest savings in new business innovation and solutions.

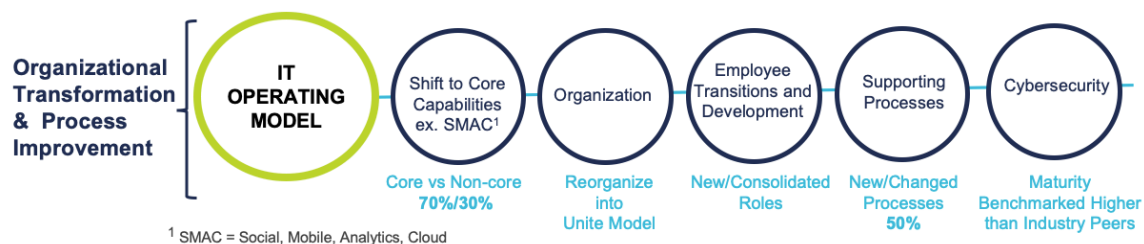


Figure 2 - Brunswick's Contemporary Operating Model
(Source: IT Strategy and Analytics Capabilities presentation by Brunswick)

Modernized IT Environment (Infrastructure): The second transformation focused on driving portfolio agility, increasing speed to value, and improving service cost and flexibility. Brunswick shifted from a legacy environment to a

modern cloud platform. In 2016, 10% of Brunswick's assets were in the cloud. In 2020, 80% of their infrastructure was in the cloud, with another 5 to 10% planned in early 2021.

Modernized Business Systems (Applications): The third transformation, and the one currently in progress, seeks to modernize business systems by simplifying the application landscape, shifting to modern business platforms, enabling business process agility, accelerating the pace of change, and lowering the total cost of ownership. This transformation is aligned with two key areas. First, the shift to modern business platforms has enabled Brunswick to support a frictionless customer experience by leveraging new e-commerce and digital marketing platforms. Second, the shift is supporting efficiency and effectiveness in operations by enabling a new, modern enterprise resource planning (ERP) program and connected manufacturing systems.

The first two transformations were designed to focus on internal optimization, freeing up capital to invest in external, customer-facing capabilities. They helped Brunswick improve internal operations and structure to transition the company to modernized business systems, the third transformation. As the company progresses on this aspect of their strategy, they will continue to advance digital solutions that enable a frictionless customer experience and streamlined manufacturing operations.

Structures Lens



Brunswick's structural changes are described internally as a "digital operating model." This model has undergone two shifts during the company's digital journey. The first operating model was embedded within IT to optimize cost and investment in providing commodity IT. This structure enabled Brunswick to shift investment and development to areas that would help unlock new capabilities and benefits (e.g., cloud adoption).

The second shift, which is currently underway, places digital innovation at the nexus of IT and the business, bridged by digital product management. The acceleration of this shift in 2020 was due to increased demand for and participation in marine activities, typically considered COVID-19-friendly leisure activities.

The new operating model, captured in Figure 3, is designed to create an effective team to develop digital solutions and improve important experiences for customers, suppliers, and employees. The new digital operating model was piloted as part of a broader effort, named "Project Unite," to further evaluate the benefit of organization in accordance with Digital Project Management teams. This model features a digital experience owner, who works with business unit leaders to get input and align on the strategy and associated experience road map. Digital product owners and designers also collaborate with the businesses to develop new digital products. They align with agile practitioners and scrum masters to develop the digital products and subsequent features to meet ongoing digital product capabilities.

Additionally, through IT's own shift in their operating model (discussed in the strategy section), IT upskilled and onboarded new employees to develop new capabilities in enterprise architecture, development operations (DevOps), data

Selling the Vision

"The most challenging aspects of technology transformation do not relate to technology at all, but people. It is important that Organizational Change Management is a meaningful thread supporting programmatic transformation. When you introduce new ways of working or doing something, it is natural for business leaders to be skeptical until they understand how it will help them."

— Mike Adams,
Vice President, Chief
Information Officer

science, and analytics. These new skills are being leveraged to support the holistic digital operating model. Project Unite served as a catalyst for exercising this new Digital Enablement Model between IT and the businesses. Together, this revamped set of IT capabilities and the aligned enterprise digital product capabilities helped enable digital acceleration.

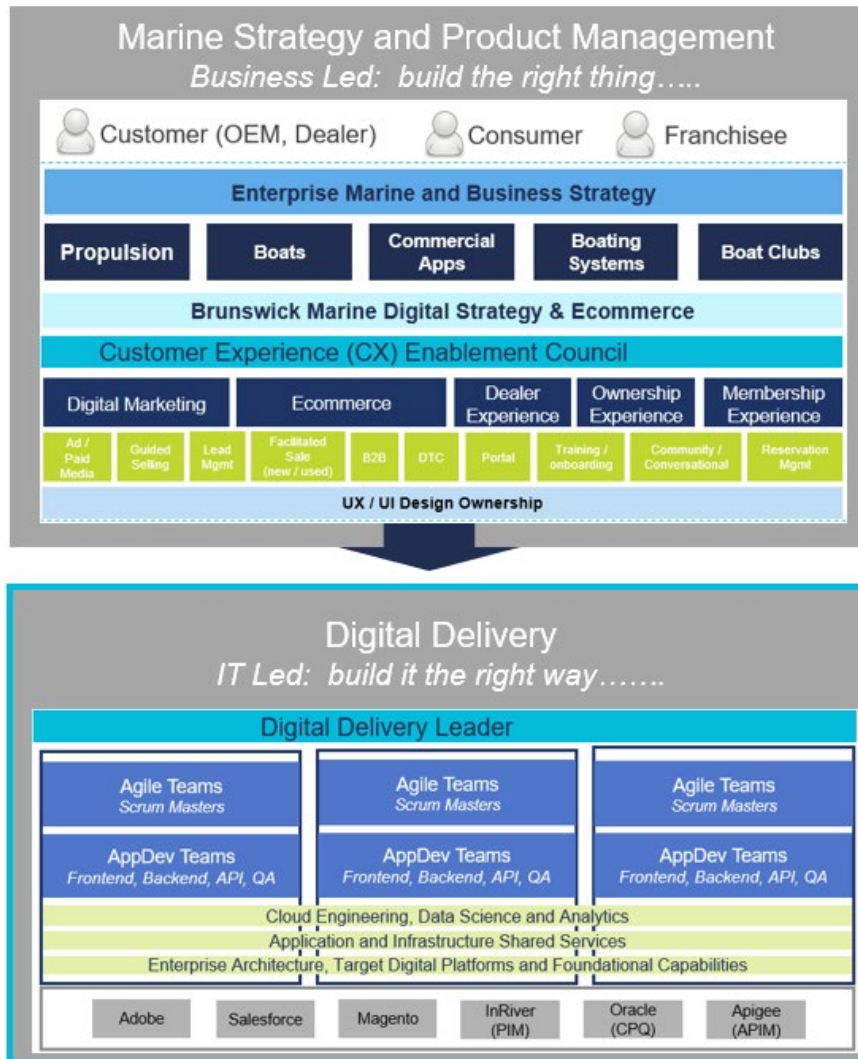


Figure 3 - Digital Operating Model
(Source: IT Strategy and Analytics Capabilities presentation by Brunswick)

Aligning digital demand with digital products governed by product ownership became essential to delivering and maturing digital capabilities more quickly.

Resources Lens



The resources lens helps evaluate the digital transformation work by examining the investments and resources that were important for its success. Brunswick's digital strategy was resourced and enabled by redirecting savings from commodity IT and reinvesting in innovative digital products and platforms.

Brunswick's early decision to focus on transforming its organizational structure and improving processes enabled IT to redirect savings to modern capabilities and processes and help advance the business's growth strategy.

The initial effort to modernize the IT environment required significant investment to transition from a legacy data center-based system to the cloud. The spinoff of Life Fitness presented the opportunity that helped IT secure the investment necessary to carry out this transition. To reduce the cost of transitioning Life Fitness to its own legacy platform and at the same time ensure a smoother transition, IT needed to transition away from a dual data center model and create two new modern environments in the cloud. IT was able to shift to two separate environments in the cloud in 18 months, more quickly than the traditional time frame of 3 to 4 years.

In addition to the financial benefits derived from transitioning to a contemporary IT model, the transition sparked people and talent development opportunities for the IT workforce. Given the need to optimize costs, IT shifted spending on non-core services to third-party providers. New core skills were developed in-house.

Employee Growth and Development

"Seeing people grow and develop on this journey has been so important."

— Dani Brown,
Former Chief Information
Officer

Brunswick had to develop many competencies in the IT organization. Before the organizational transformation, most of the IT staff were working on network, server, application, and database administration. To scale and grow expertise, Brunswick partnered with several third parties. Dani Brown, Brunswick's Former Chief Information Officer, used her experience from a previous role to manage collaboration with external partners. Brunswick engaged several third-party partners to "buddy up" external resources with internal resources to minimize scope creep, invest in internal resource development, and ensure Brunswick did not become too dependent on the third parties for ongoing execution.

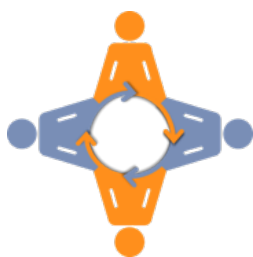
Lessons Learned from Partnerships

"Don't put all your eggs in one basket—use more than one external partner to stand strong against scope creep."

— Dani Brown,
Former Chief Information Officer

Brunswick was able to work with external partners to grow internal capabilities and upskill the workforce, creating 25 career tracks and reinvesting savings to help support business development and cloud engineering and automation capabilities. Through upskilling efforts, many IT staff developed new and much needed skills in cloud engineering and information security, helping Brunswick fulfill its digital transformation objectives.

Culture and Change Management Lens



Digital transformation was foundational to evolving corporate culture and driving the business's new growth strategy. Brunswick executives and IT leaders recognized that to unlock value and enable the desired business transformation shifts, IT needed to be involved as a partner. However, before supporting the business in their digital transformation journey, IT needed to revamp its role in the company. At the time, IT was heavily invested in supporting legacy and not invested in new business solutions or innovation.

To bolster support and garner buy-in, IT had to build credibility. The Life Fitness spinoff and subsequent transition to the cloud provided an early demonstration of the new strategic value IT could provide. That early demonstration, followed by subsequent successful digital pilots, laid the foundation for a more collaborative culture between IT and Brunswick enterprise and business leaders. The early successes fueled demand for even more digital capability. Brunswick is now at the point in their journey where there is less of a need to evangelize the importance of digital transformation. Business leaders are reaching out directly to the IT team to develop joint projects. Now that credibility has been established, IT is able to leverage their position and partner seamlessly with the business as part of the new operating model.

IT Enabling Business Transformation

“As the company was thinking about business transformation, we knew IT needed to help that shift by providing modern platforms, data, and digital products to support new business solutions.”

— Dani Brown,
Former Chief Information Officer

IT leaders interviewed for this case study highlighted the importance of culture in IT change management efforts. They needed to understand who the changemakers and allies were outside of IT and partner with and invest in them to jointly transform with the right business advocates. Additionally, they had to calculate when and where to accelerate progress by recognizing opportunities to solve important business problems and instituting the right platform capabilities to scale and sustain success. Now, the enterprise, business, and IT strategies are intertwined.

Technology and Data Lens



To support the business’s new growth strategy, Brunswick created enterprise architecture capabilities. IT needed an architecture foundation to pursue digital innovation, starting first with moving from an antiquated legacy data center to the cloud.

The sale of Life Fitness helped accelerate the transition to the cloud. The conversion to the cloud was preceded by challenges with siloed data sources and accessibility issues. The legacy system

prevented the IT organization from focusing on innovation and new digital capabilities. Brunswick's cloud-first strategy enabled IT to move workloads to the cloud to better support a cloud-native, extensible API¹-based foundation.

To modernize their applications and business systems, the company is leveraging analytics to inform the scoping and development of relevant digital experiences. For example, Brunswick leveraged descriptive analytics to better inform product take rates and other consumer insights for value chain partners, such as dealers.

With respect to the Internet of Things, Brunswick is leveraging data to inform models to support preventative maintenance and product quality actions, while also enabling original equipment manufacturers, third-party suppliers, and dealers to remotely access and troubleshoot problems. In the future, Brunswick hopes to further their descriptive and predictive analytic capabilities to enhance customer experience and improve supply chain quality.

Looking ahead, Brunswick sees opportunities to embed analytics throughout the customer journey. Analytics are already a central pillar to Brunswick's strategy. IT plans on working with the digital marketing team to enable the development of consumer data personas. By leveraging data harvested from web experiences and native mobile experiences, Brunswick can better serve prospective and current customers.

By enhancing customer experiences with Brunswick products and services, Brunswick will improve both customer acquisition and retention. Establishing foundational analytics with a holistic tagging design and customer data architecture will

enable Brunswick to learn more about customers across different marine categories and identify opportunities to personalize experiences, cross sell, and upsell. Leveraging enhanced analytical capabilities will provide Brunswick the insights needed to reach new customers and retain existing customers.

Analytics and Marketing

"Without a strong analytics capability, you are flying blind. Analytics has enabled significant transformations in marketing."

— Lauren Beckstedt,
Chief Marketing Officer

¹ Application programming interface

Opportunities and Offerings Lens



IT leaders highlighted two types of outcomes driven by the IT transformations. First, Brunswick was able to reduce IT infrastructure spending by almost 15% annually, enabling them to reinvest in new platforms and business enablement opportunities. Second, the savings supported a shift to new business models. By reducing legacy support to a minimum, Brunswick has been able to reinvest in innovation and next-generation platforms. Specific opportunities and offerings align with three key areas: digital supply chain, customer engagement, and employee experience.

Digital Supply Chain

Brunswick started its IT transformation journey by driving operational excellence in IT management, both in refining the organization and upgrading infrastructure. New investments in connected manufacturing are now digitizing the supply chain, enabling improvements in operational performance, and driving competitive advantage in manufacturing. For example, Brunswick is leveraging infrared technology and preventative analytics to analyze engine block casts and improving models to avoid waste/scrap downstream as part of the manufacturing of engines.

Customer Engagement

Brunswick's IT transformations have been a key enabler to digital marketing and customer engagement efforts, an essential component of the business growth strategy. The IT transformations have had a significant impact on marketing by enabling a frictionless experience for customers from discovery to purchase. E-commerce tools and digital marketing platforms are changing the way Brunswick interacts with its customers, strengthening insights and customer feedback and driving new business.

Digital marketing leaders interviewed for this case study highlighted the importance of bridging analytics between marketing and IT. Advanced analytics capabilities developed by IT have given marketing operations more insights into the visibility of performance. As digital marketing develops new customer-facing experiences, analytics enables real-time input on performance indicators.

Although the focus on operational excellence and digital supply chain has been a 3-year endeavor, the transition to customer-facing digital products has happened over the last 18 months. Despite the short time frame, Brunswick has successfully leveraged the savings from reducing legacy support to reinvest heavily in digital customer experience areas, including enhancing direct-to-consumer engagement and value chain enablement. This investment shift has created an immediate impact as Brunswick's marketing teams have been able to attract a new and younger demographic with record visitors to its various digital platforms. Some examples include:

- **Boston Whaler Website and Facilitated Sale Platform:** Brunswick is offering three new shopping and consideration customer experiences: a boat configurator, dealer locator, and guided selling. The boat configurator experience allows customers to build and customize their boats. The dealer locator experience allows customers to see inventory in their area that matches their ideal boat models and features. The guided selling experience guides customers through the buying process by asking them to identify aspects of boating that are important to them, resulting in recommended boat models with the option of exploring further product configurations or finding available inventory nearby. Enhanced consumer experiences like these, designed to be both engaging and tightly integrated with Brunswick's value chain partners (dealers in this case), enable lead conversion and revenue opportunities.
- **Freedom Boat Club:** Acquired by Brunswick in 2019, Freedom Boat Club operates a subscription model in which it sells memberships providing shared access to a fleet of boats at locations around the world. The boat club membership model provides Brunswick access to new customers. Brunswick uses analytics to provide insights on membership conversion rates and customer participation.
- **Nautic-On:** Leveraging smart diagnostics, Nautic-ON helps boaters stay connected with their boats remotely by monitoring key components and systems, including the engine and battery, and alerting operators when systems malfunction.

Employee Experience

The COVID-19 pandemic has accelerated Brunswick's adoption of employee-facing engagement, collaboration, and communication tools to adapt to a new way of working. Through Microsoft 365 and other cloud-based platforms, Brunswick employees were able to continue to operate and connect with customers during the pandemic. Exploiting the contemporary collaboration and personal productivity capability introduced by Brunswick IT over the last several years led to quick and effective remote work arrangements. Additional capabilities and supporting analytics enabled the restart and sustained manufacturing and distribution at all of Brunswick's facilities, ensuring the safety and well-being of frontline workers.

The Maintenance of Digital Transformation

IT has been able to elevate their role to better support the business growth strategy.

Timeline



In 2016, Brunswick Corporation undertook several business transformations, with stated goals of moving to a singular focus on boating and enhancement of customer experience.

IT transformation began in 2017 with a goal of engaging customers in digital experiences through new business models.

In 2018, Brunswick's announcement of the sale of their fitness business helped accelerate the transition of legacy systems to the cloud. In 2019, Brunswick's Chief Executive Officer outlined the company's new growth strategy, which included digital transformation and investment in ACES—autonomy, connectivity, electrification, and shared access.

Looking forward, Brunswick will complete their third IT transformation, Digital Enablement and Application Modernization, focusing on the customer experience and the supply chain and operations platforms, while continuing to embed analytic capabilities throughout the journey to better garner customer insights and understand product life cycles.

Brunswick's next horizon includes evolving the design and implementation of a digital operating model to support Brunswick's digital channel strategy and to mature digital experiences across all channels of engagement (e.g., web, mobile, social).

Measures and Metrics

Brunswick is measuring impact through the productivity of people, identification and elimination of waste, equipment utilization, cycle time, and efficiency.

This case study highlights several examples of digital transformation projects undertaken across Brunswick:

- Customer Experience:
 - E-commerce and digital marketing platforms: Engaging new and existing customers in a better way.
 - Introducing new business models as part of a digitally native playbook.
- Digital Supply Chain: Enabling change in operational performance and gaining competitive advantage in manufacturing.
 - Modern ERP and Warehouse Management Systems: Enabling innovation and increased revenue and operational efficiency through analytics that are applied through modern systems.
 - Cloud, machine learning, analytics: Driving industry 4.0 to support operations.
- Employee Experience:
 - Advanced collaboration and hybrid workplace: Ensuring continual employee engagement efforts, achieving overall employee productivity, satisfaction, and effectiveness.

Brunswick leaders provided these perspectives on how they measure the impact of digital initiatives.

Customer Experience:

- New e-commerce and digital marketing platforms are generating significant increases in the conversion of leads. Brunswick uses several key performance indicators to gauge engagement and sales, including bounce

rate, click-through rate, time on-site, completed calls-to-action, and lead conversion.

Digital Supply Chain/Connected Manufacturing:

- Finance modernization and modern ERP system: Improving cashflow, margins, and productivity.
- Digital supply chain metrics include overall equipment effectiveness, minimization of waste, and improved visibility to utilization and throughput.

Learnings and Lessons

When asked to share the top success factors that influence a digital transformation journey, Brunswick leaders provided the following insights from their experiences:

1. Look in the mirror: Establish credibility before projecting outwardly to the business. Make sure your “house” is in order by delivering and providing value on foundational competencies (e.g., security).
2. Communicate the why: The “why” needs to be tailored at the individual level to each stakeholder. Why does this journey matter to each part of the business? What is in it for them?
3. Do not let organizational inertia prevent you from getting started: Identify pockets of change that will be non-regrettable and commence the journey. The rest will become clear.
4. Relate to each stakeholder: Identify what it will take for them to buy in and drive it home.
5. Be courageous, bold, and smart: Any digital journey requires a leap of faith. You are experimenting with new platforms. Transformation beckons boldness.
6. Ensure strong collaboration between IT and marketing: Build an organization with dedicated IT resources to support a frictionless consumer experience.
7. Do your homework: Seek the knowledge of external partners but pick them carefully. Find an external partner that is willing and able to be in the trenches with you. “Succeed together or fail together.”
8. Do not put all your eggs in one basket: Diversify risk. Do not put yourself in a position to be beholden to scope creep or a single vendor.

9. Do not try to be everything for everyone: Identify service gaps, focus in on a specific business need, and deliver.
10. Focus on business platform enablement, not application rationalization: Routinely chasing new applications with technologies is labor intensive and futile. Instead, identify what is missing from a platform capability and figure out how it is a disadvantage to the business. Identifying what is missing enables you to make a case for how a digital platform can provide a competitive advantage. If done correctly, new digital capability and platform introduction supporting digital enablement will result in application rationalization overtime. The business lens needs to proceed the technology lens.

Conclusions

This case study highlights several factors that have contributed to Brunswick's digital transformation successes thus far:

- Reinvesting savings from legacy systems into innovation and digital products;
- Leveraging IT as a strategic partner to support and drive the corporate strategy;
- Transforming not only the operating model but also developing and upskilling the people that comprise the model;
- Establishing clear focal points for digital efforts (e.g., enhancing customer engagement, enabling connected manufacturing, embedding analytics, and developing new digital capabilities);
- Recognizing the importance of investing in and transforming people; and
- Making internal changes before focusing on externally focused digital products and engagement.

These factors can also help other organizations that are earlier in their digital journey.