Healthy Transformation

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INNOVATION

Concurrent Delivery

Business Transformation

- Physical (DVD) to digital media

- Telemarketing "cliff" and Network marketing hockey stick

- Internationalization – Network and Digital subscriptions

Technology Transformation

- Multi- platform video streaming

- Digital subscriptions and personalization

- Network distributor business

- Data Lake + Advanced Analytics

- API gateway

- Community engagement platform

- eCommerce + CMS

- ERP

- Identity Management

Process Transformation

- Strategic portfolio and program management disciplines

- DevOps + CI/CD

- Organizational change management

RESULTS

Conversion and RPO YoY	Customer Satisfaction	Growth and Scalability
• Conversion ↑ 70%	• Direct Expense ↓ $1M	• 50% Cost reduction for new market entry
• Units/Order ↑ 24%	• 80% Self-Service Take Rate	• Concurrent, multi-market product launches
• RPO ↑ 15%	• CSAT ↑ 40 basis points	• Auto-scaling cloud services

- Ability to understand consumption of digital content, workout personalization and audience behaviors that were previously unavailable with physical media

- Reduction in latency of reporting and lead generation data for Coaches from up to 24 hours to less than 10 min

- Enculturated cross-functional accountability and delivery methodology across company

LESSONS

Technical

- Delicacy of data migration

- On-prem to cloud roadmaps of platform partners

- Matchmaking: talent and technology

- Environment sprawl is not a strategy

Program Execution

- Value of program management

- Multiple implementation partners do not like being beholden to a delivery process that is not their own

- Change management is not for the faint of heart

Political and Cultural

- Competing priorities of two technology departments

- People: Don't underestimate the impacts of change management

- "Implement it the same way it works today" is not a requirement