Digital Transformation
From Dream to Reality!

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Transformation

Why so much hype?
Transformation

• Businesses have always been changing and innovating
• Technologies always came with challenges and opportunities
• Regulations and ecosystems have always evolved

It’s in the degree of interconnectedness and speed of accelerations
“Digital transformation is the profound and accelerating transformation of business activities, processes, competencies and models to fully leverage the changes and opportunities of digital technologies and their impact across society in a strategic and prioritized way”.
Digital Transformation

• Is a journey with multiple connected intermediary goals
• Continuous optimization across processes, divisions and the business ecosystem of a hyper-connected age

Digital transformation is not just about disruption or technology.
Digital Transformation is NOT Just About

• Digital marketing
• Digital customer behavior
• Technological disruptions
• The transformation of paper into digital information

• It is much more than what we see on the tablet, PC or a mobile device
## Digital Transformation – Fact or Fiction

<table>
<thead>
<tr>
<th>Fact or Fiction?</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Digital is primarily about customer experience</td>
<td>Fiction</td>
</tr>
<tr>
<td>Digital primarily matters to technology or B2C companies</td>
<td>Fiction</td>
</tr>
<tr>
<td>Digital Transformation must be led from top to down</td>
<td>Fact</td>
</tr>
<tr>
<td>If we do enough digital initiatives, we will get there</td>
<td>Fiction</td>
</tr>
<tr>
<td>Digital transformation will happen despite our IT</td>
<td>Fiction</td>
</tr>
<tr>
<td>Digital transformation approach is different for every company and industry</td>
<td>Fiction</td>
</tr>
<tr>
<td>In our industry, we can wait and see how digital develops</td>
<td>Fiction</td>
</tr>
</tbody>
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Macro Environment

Changing Context
Leverage Technology to innovate, create operating efficiency, enter new markets, increase customer loyalty and gain ground against competition.
Digital Transformation

1964

Users: Millions
Applications: Thousands
Products: Designed for the enterprise first and only
Drivers: Systems > Services

1981

Users: Hundreds of Millions
Applications: Tens of Thousands
Products: Designed for the enterprise first, "downsized" for the consumer
Drivers: IT Agility > Business Agility

2006

Users: Billions
Applications: Millions
Products: Designed for the consumer enhanced for the enterprise
Drivers: Information > Innovation

Source: IDC, 2014
Social

- Everybody On
- Everything is Digital
- Self-service
  - Customer / Partner / Supplier / Employee
- C - C
Mobility

• Anywhere, Any segment, Any time
• Interaction vs input
• For everyone – Customer, Partner, Supplier, Employees
Analytics (Big Data)

- Real time tied to execution decisions
- Cross enterprise analytics
- Customer Experience optimization
- Process optimization based on analytics
Cloud

- Enabling collaboration
- IT infrastructure on demand
- Monetizing differentiated services
- Transforming business operations
Technology Driving Transformation

Source: IDC, 2014
New Age Business Environment

Demanding Shareholders

- Interconnected world
- Hypercompetitive Industries
- Turbulent & Dynamic Markets
- Fast-paced Changes

Demanding Customers

Value. Innovation. Excellence
Result... Complexity Everywhere!

Evolving Business World
Reduce cost
Do more with less... Faster
Convergence – Digital, Mobile, Social media
Technology Advancements
Fast and Furious
Internet – everywhere, in everything
Every company is technology company
New Business Models

Vellicate Digital Transformation Model
Vx

Do more with less... Faster
Complexity is reality...
...developing capabilities to deal with it.

Value. Innovation. Excellence
Delivering Successful Business Outcome

Innovative Solutions

Leveraging Complexity
Problem Analysis
Opportunity Analysis
Stakeholder Analysis
Search for Alternatives
Experimentation
Business Requirements
Solution Assessment
Feasibility Analysis
Benefit Analysis

Implementing Innovation

Managing Complexity
Planning
Execution
Monitoring
Prioritization
Risk Management
Dependency Management
Team Management
Conflict Management
Predictability

Complex Project Management

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Value. Innovation. Excellence
What Does It Mean for BA

• Business Analysts need to increasingly focus on **strategy** and **innovation** rather than business as usual

• Key skills: Critical thinking, Ability to adapt, invent, re-invent, create, innovate

• Leverage technology advancements to stay in the game and become a major player
Business Drivers for Transformation

- Leverage technology to become more agile
- Enable innovation
- Create more operating efficiencies
- Enter new markets; quickly
- Increase customer loyalty
- Gain ground against competition
Digital Transformation is...

The use of new digital technologies (social media, mobile, analytics, cloud or embedded devices) to enable *radical business improvements*

- engaging customers
- enhancing customer experience
- streamlining operations
- creating new business models

It typically goes beyond intra-organization challenges

Digital Transformation requires *innovative approaches* while leveraging on technology
Digital Transformation
*From Dream to Reality*

Deliver Better Business Outcome… Predictably!
Digital Transformation – Key Principles

1. Design customer experience outside in
   • What customers do and why, where and how do they do it?
   • Where and how the customer experience can be enhanced?

2. Increase reach and engagement
   • Invest in Digital channels
   • User-friendly apps, social media experiences – always on

3. Put data at the center for decision making
   • Real-time data collection and analysis tide to operational decisions
   • Internet of Things (IoT)

4. Integrate physical and digital experience
   • Digital transformation is *not* about replacing old by new.
   • It is all about using digital technology to enhance customer experience
Crafting your Digital Dream

SARIE Model

AS-IS/Limitations
- Supporting data
- Root cause analysis
- **SS.PPT**

TO-BE
- Solution
- Gap analysis
- Business case
- Implementation & evaluation plan

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Implementing Digital Transformation – Vx Frameworks (1/4)

Crafting Your Digital Vision – SS.PPT

Source: TOGAF
Implementing Digital Transformation – Vx Frameworks (1/4)

- Analyze current state
- Define future state
- Identify and manage risks
- Define change strategy

Crafting Your Digital Vision – SS.PPT
Crafting Your Digital Vision – Vx Frameworks (1/4)

- Identify and group stakeholders
- Analyze stakeholders
- Define stakeholder engagement strategy
Implementing Digital Transformation – Vx Frameworks (1/4)

- **Structure**
- **Strategy**
- **Processes**
- **People**
- **Technology**

- Identify business processes for each stakeholder group
- Identify information need
- Define states and management strategy
Implementing Digital Transformation – Vx Frameworks (1/4)

Crafting Your Digital Vision – SS.PPT
Implementing Digital Transformation – Vx Frameworks (2/4)

Business Processes for Digital Transformation – CO.IPD

- Customer Alignment
- Digital Integration
- Process Optimization
- Performance Management
- Process Innovation
Implementing Digital Transformation – Vx Frameworks (3/4)

Build Business Intelligence – DR.DP

- Data Mining
- Interactive Reporting
- Decision Making
- Business Process Integration
Implementing Digital Transformation – Vx Frameworks (4/4)
Convert Digital Dream to Reality

SARIE Model

Support

Evaluation

Situation

Analysis

Recommendation

Decision

“Approval”

Business Leaders and Sponsors

Business Problem or Opportunity

Implementation

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ENTER THE IIBA
“Controlled transformation of an organization.”

Source: IIBA BABOK V3.0
“Business analysis is the practice of enabling change in an enterprise by defining needs and recommending solutions that deliver value to stakeholders. Business analysis enables an enterprise to articulate needs and the rationale for change, and to design and describe solutions that can deliver value.”

Source: IIBA BABOK Guide v3.0
Perspectives

- Agile
- Business Intelligence
- Business Architecture
- Business Process Management
- Information Technology
Take Away

• Digital Transformation is real and more than a buzz word

• Vx Framework to systematically define and deliver Digital Transformation

• IIBA framework can help deliver value-driven Digital Transformation
Thank You!

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