



DIGITAL TRANSFORMATION ≠ (PROCESS + TECHNOLOGY) & STIR

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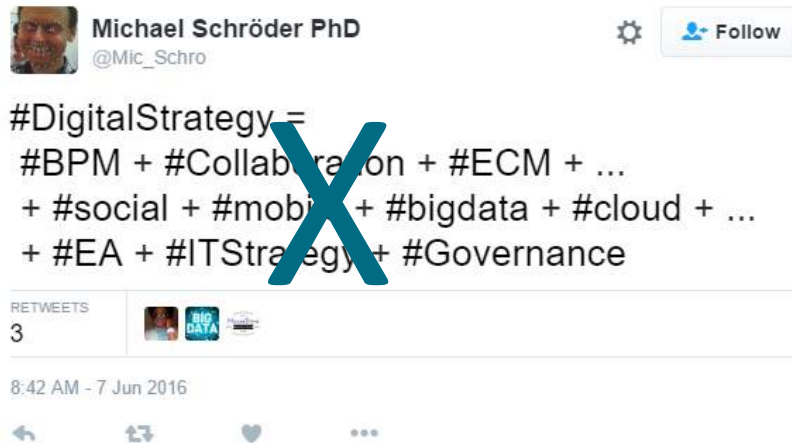
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Maybe I Was Being Prophetic ...

DIGITAL TRANSFORMATION ≠ (PROCESS + TECHNOLOGY) & STIR



A screenshot of a tweet from Michael Schröder PhD (@Mic_Schro) dated 8:42 AM on June 7, 2016. The tweet text is: "#DigitalStrategy = #BPM + #Collaboration + #ECM + ... + #social + #mobile + #bigdata + #cloud + ... + #EA + #ITStrategy + #Governance". A large blue 'X' is drawn over the text. The tweet shows 3 retweets and a 'Follow' button.

“Digital transformation is the reinvention of business practices to derive the maximum value from digital technologies such as social media, cloud computing, mobile technology and big data analytics.”

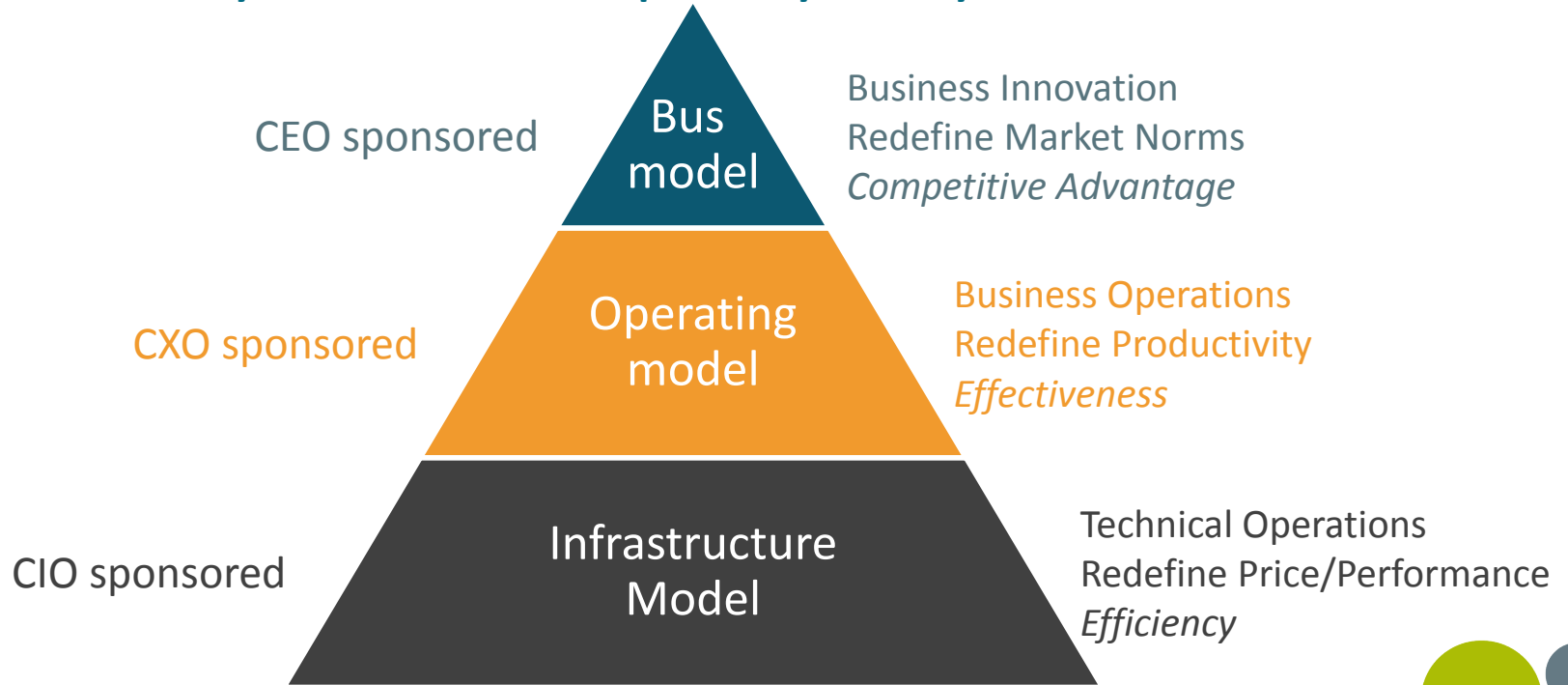
Source: EIU Digital Transformation Report sponsored by Accenture & Pega
<https://www.pega.com/digital-evolution>

Your Furniture Will Not Transform Your Business
(You Have To Engage Your People To Do That – Technology Is The Easy Part)



Transformation = Fundamental Change In Value Delivery

“Business transformation means being prepared to change everything you do—but most importantly—how you think”



Different rewards ... Different sponsors ... Different priorities

Even The Metrics Of Change Are Changing

Traditional View

Supply-side economies of scale

Exploitation

$$\text{Productivity} = \frac{\text{Value}}{\text{Resources}}$$

Do things right!

Reductionist philosophy
Technology seen as a cost
Command and control
Change imposed
“Band Aid” Projects

New World Order
New network businesses
Leverage excess capacity

Exploration

$$\text{Value} = \frac{\text{Optimised Outcome}}{\text{Limited Resources}}$$

Do the right things!
(for the customer)

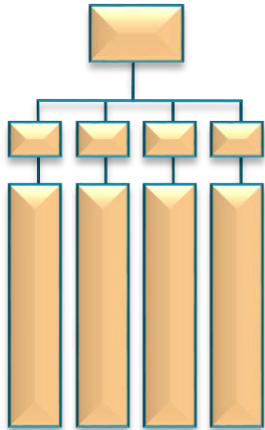
Customer-centric growth philosophy
Technology enables outcomes & experiences
Collaboration and self-control
Emergent change
Wellness Programme

Not
Either-Or
it's
Both-And



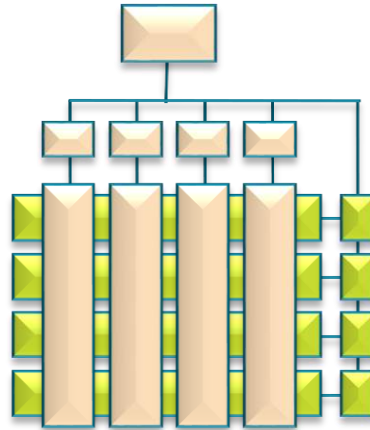
Seeking Real Transformation?

Silo'd
Functional

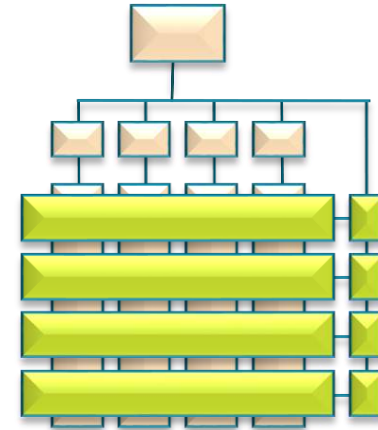


From Traditional Line
Management

Functions supported
by processes



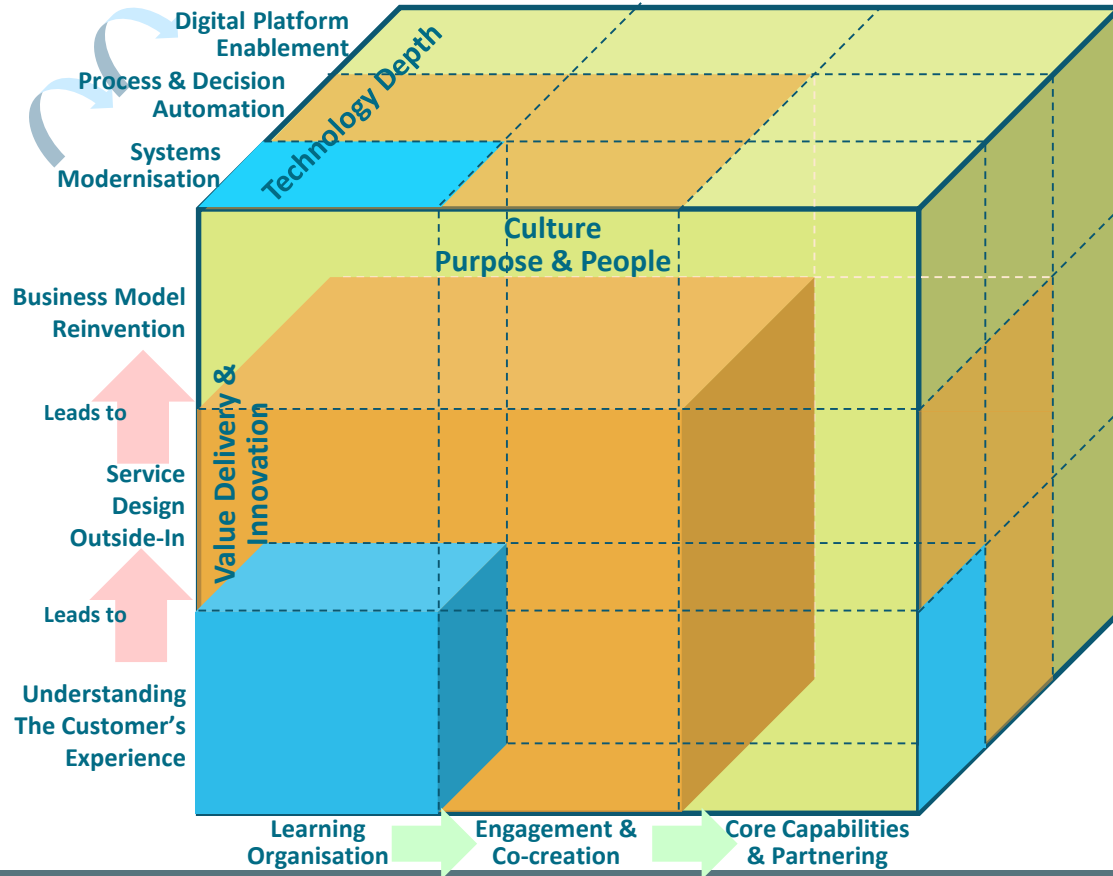
Processes supported by
functions



To Processes & Services
Management



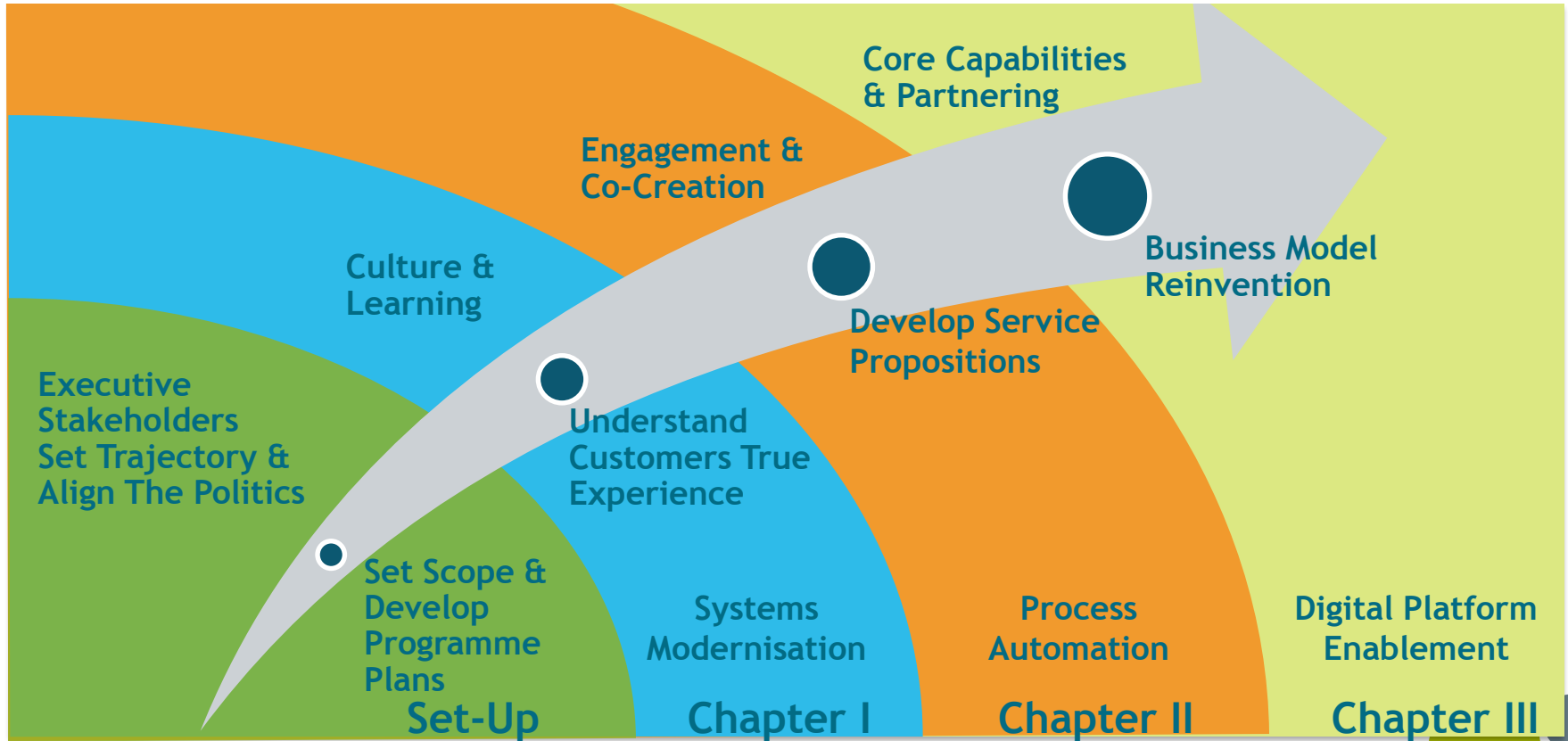
A Broad Framework For Business Transformation



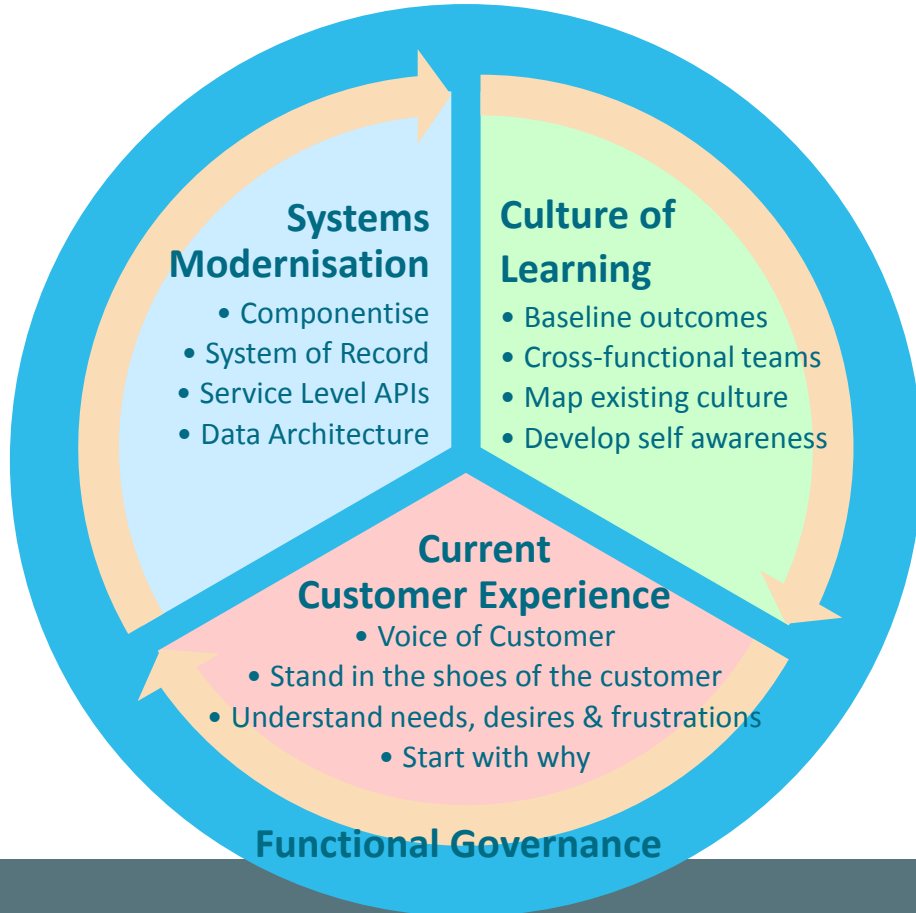
- Dynamic link between these three dimensions
 - Any missteps in one area will significantly impact the other two
 - Move too far on one without sufficient attention to the others, and the initiative becomes lopsided
- Holistic perspective needed
 - Many challenging levers to pull and coordinate
 - Working all three areas together makes for long-term, sustainable success



Co-Create The Appetite For Transformation



Chapter 1 – Laying The Foundations

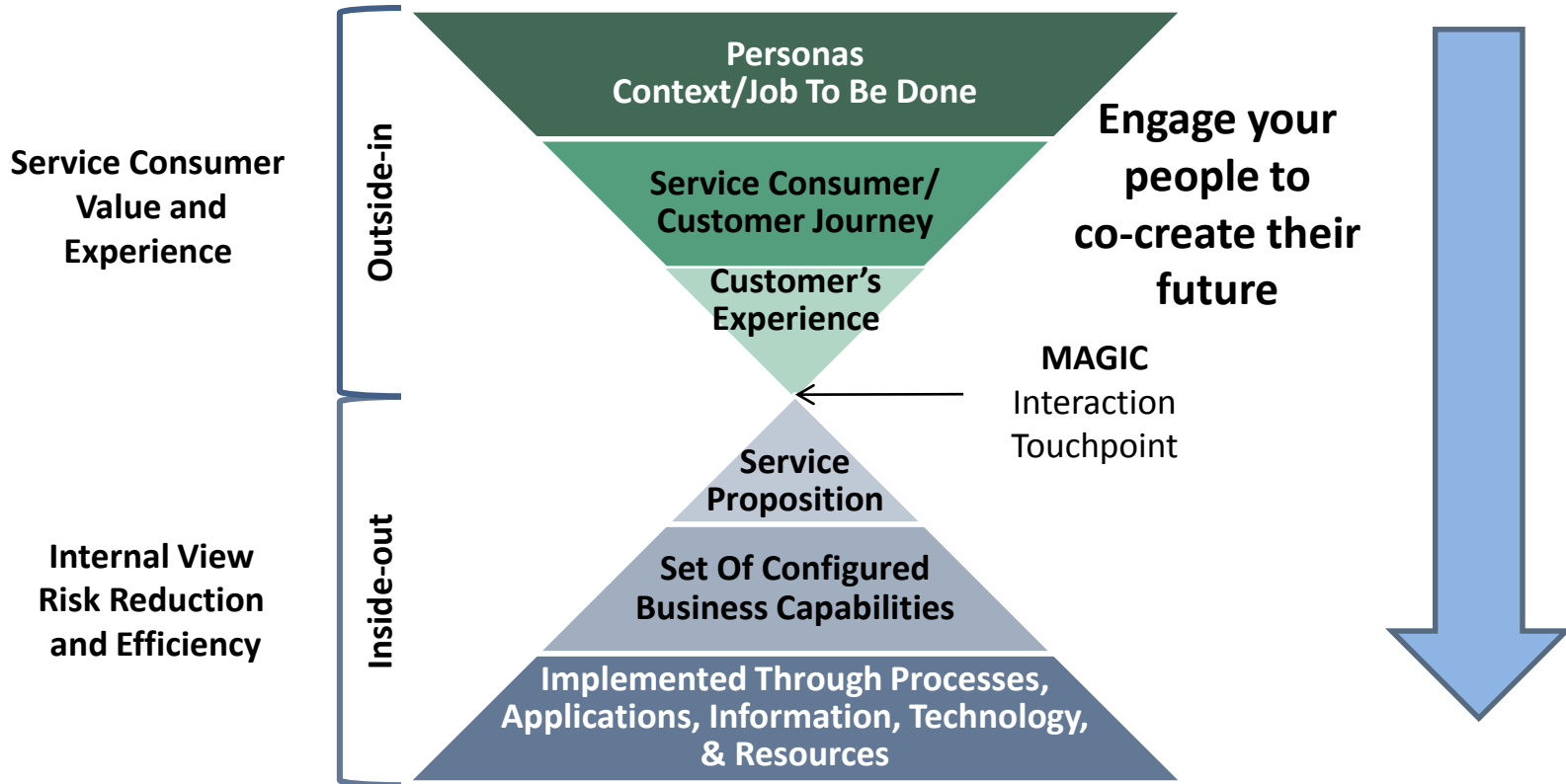


- Communicating the future vision
 - Compare with current trajectory
- Re-explore organisational purpose
 - Rich picture exercises
- Simplifying the existing business
 - Identify what's common
- Service enable your functions
 - Ready for the unfolding future
- Challenge the givens
 - Hierarchy and reward systems

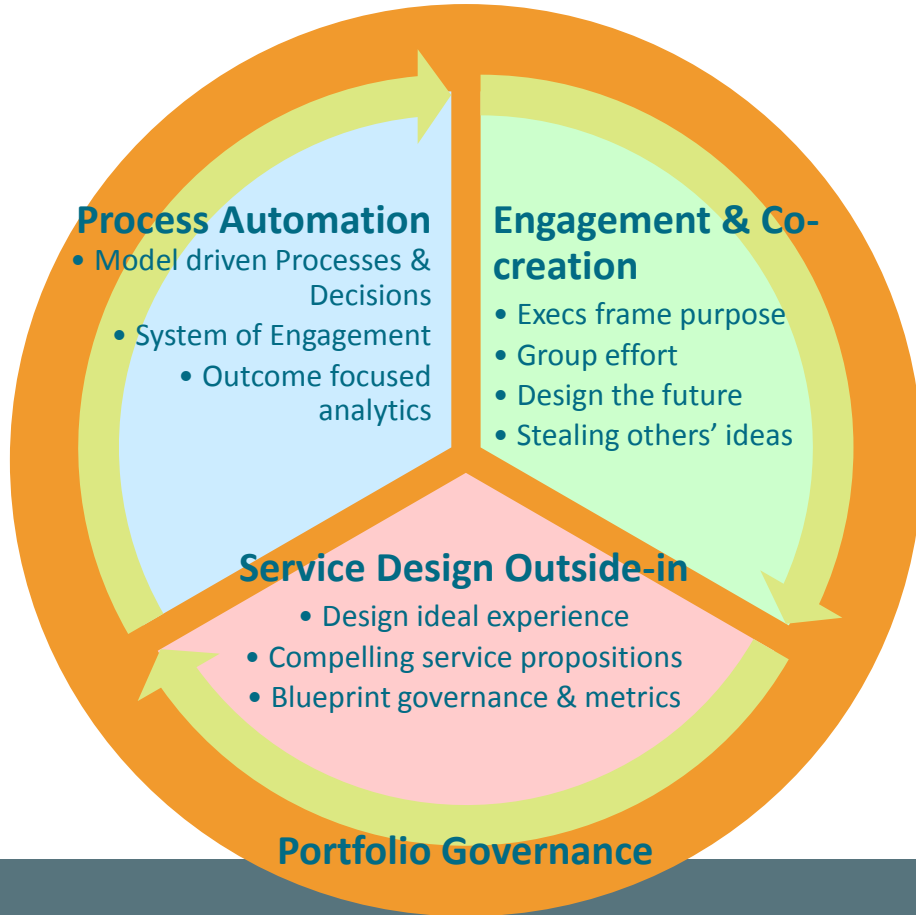


Engaging The Business To Rework Service Propositions

Outside-In Is Core To Operating Model Design

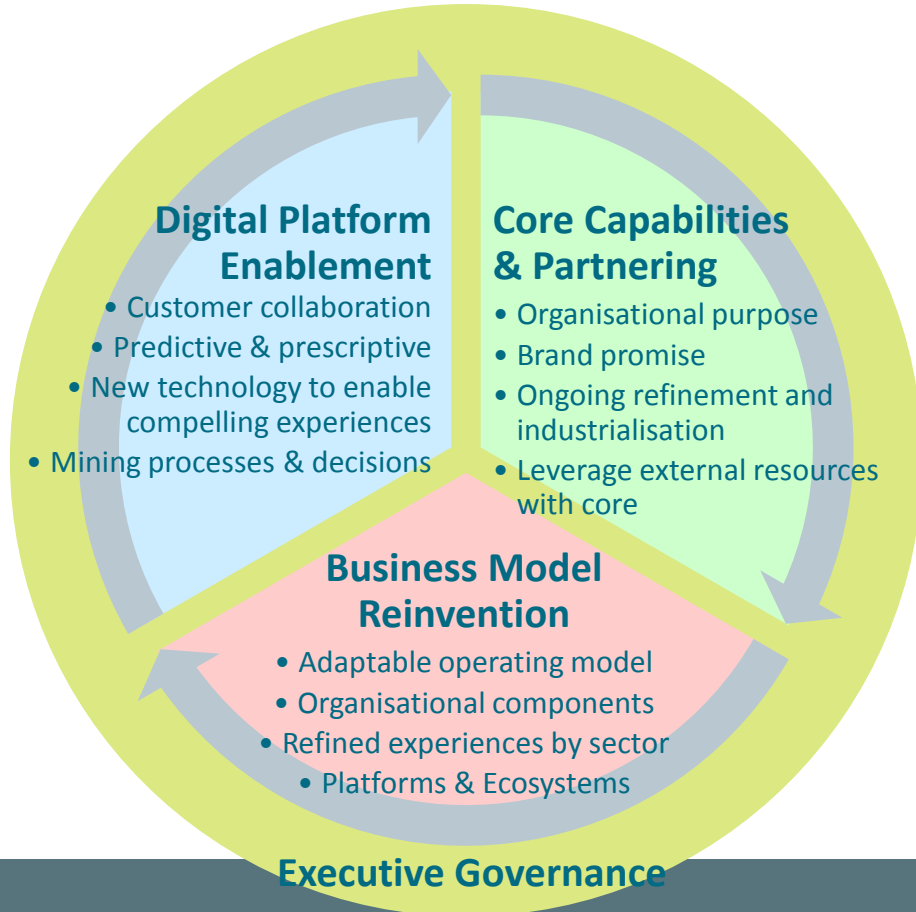


Chapter 2 – Operating Model Innovation



- Service design through co-creation
 - “Big Tent” workshops
 - Multiple cross functional teams made up of influencers/visionaries
- Challenge functional hegemony
 - Performance metrics
 - Organisational resources/outcomes
- Programme Management Office
 - Prioritize experiences, when, why
 - Assess against capability maturity
- Identify ritual changes in behaviour
 - Let employees know your serious

Phase 3 – Ongoing Business Model Innovation



- Specialised customer experiences
 - Enabled by scalable and adaptable services propositions
 - Each of which configures a set of robust core capabilities
 - Which in turn combine lower level capabilities
- Digital delivery
 - Enables the 24x7 experience
 - Personalized to customer needs
 - Human touch to balance control and adaptability

It's The Journey That Transforms

Pixie dust just doesn't work like it used to

It's all about the way you engage

- How will you articulate the vision?
 - What business are you really in?
- Or is it same old change tactics ...
 - ... yet somehow with different results?
- How will you bring the people along?
 - The right vision builds all the ideas and energy you will need for the journey
- Make it work; Do not outsource change
 - Service providers can help; not lead
- Align the politics up front ...
 - Engage people with attitude / aptitude
 - Engage the corporate hackers
- Soft issues are the hard issues
 - It takes facilitation and methods



Thank You

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