



Digital Transformation Mastery

What's more important:
what you do or how you do it?

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DIGITAL
TRANSFORMATION

So, what's the deal?



Organizations are pursuing emerging and advanced technology projects with an expectation to:

- › Close out legacy gaps;
- › Accelerate differentiation and competitiveness



Technologies creating a lot of excitement have limited use cases



Organization's ability to harness these technologies is dependent on choosing the right technology and having the best-case organizational foundation



The main challenge we face:

- › Many digital transformation related initiatives are not viable
- › Transforming organizations is turning out to be far more complex than many leaders recognize at the outset



It's time to recalibrate, refocus and get back to basics!

48%* of leaders believe they have the skills required to lead transformation

*2019 1300 executives surveyed by NTT

Business vs Technology



- › Pressure to sustain business as usual
- › Legacy processes
- › Customer (dis)satisfaction
- › Employee (dis)engagement
- › The way work is done



- › Many disparate, complex and deficient legacy systems
- › Governance and priority to keep the going concern going with existing technology platforms
- › Data challenges with quality, accuracy, accessibility, usability, relevance and interoperability
- › Technologies ability to meet new and changing business needs in an appropriate way

32* average number of digital transformation projects in execution

*2019 Assessment of transformation projects in execution by BH

Which technology?



Cloud



Data and Analytics,
Big Data



Integration and
micro-services



Automation, RPA
and robotics



Augmented intelligent
(AI/ML)



Cybersecurity



Augmented, virtual and
extended reality

Business as usual



Business as usual (BAU)

Protect and grow

- › Cost reduction
- › Efficiency optimization
- › Better leverage from existing technology
- › Performance improvement
- › Governance, limit risk, compliance
- › Seamless migration of existing technology platforms
- › Cloud first – migrating workloads
- › More integration and automation

vs

Transform and disrupt



Transform and disrupt

Getting on the front foot

- › Leadership
- › Shaping the environment and ways of work
- › Innovation
- › Process and system engineering

- › [C]ustomer experience
- › [D]igital business model
- › [E]mployee experience

Failing execution



Too many...

- › Projects
- › Wrong projects
- › Failing projects



- › The way projects are done
- › What value projects add
- › Balancing internal and external needs
- › Start, stop and continue doing

76%* of digital transformation organisations are failing

*2019 1300 executives surveyed by NTT

People before technology



WHO

Leadership,
management and
workforce



WHAT

Changing the
environment, culture
and ways of work

New belief systems,
skills, behaviors

Different measurements



HOW

Strategic execution

Enterprise agility

Rapid experimentation



WHEN

All the time!

New digital technologies

Problem solving
and experimenting

Cross-functional
virtual teaming

**Change the
environment -
*change the
business***

Risk
tolerance

Agile ways
of working

Changing how
leaders lead

Customer-led
prioritization

So, what you do, or *how you do it*?

People

- 1 Develop new leadership skills
- 2 Change the ways of work and foster a rapid ideation and experimentation environment

Priorities

- 3 Identify measurable value outcomes
- 4 Synthesize the list of prioritized business as usual projects
 - Reduce and then reduce again

Process

- 5 Bring your customers into your business and help them validate where to focus your efforts
- 6 Look at transforming business and system processes

Systems

- 7 Look at technology based on clear use cases
 1. Data and analytics
 2. Automation and integration
 3. Mobile and web services
 4. Augmented intelligence



Questions?



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