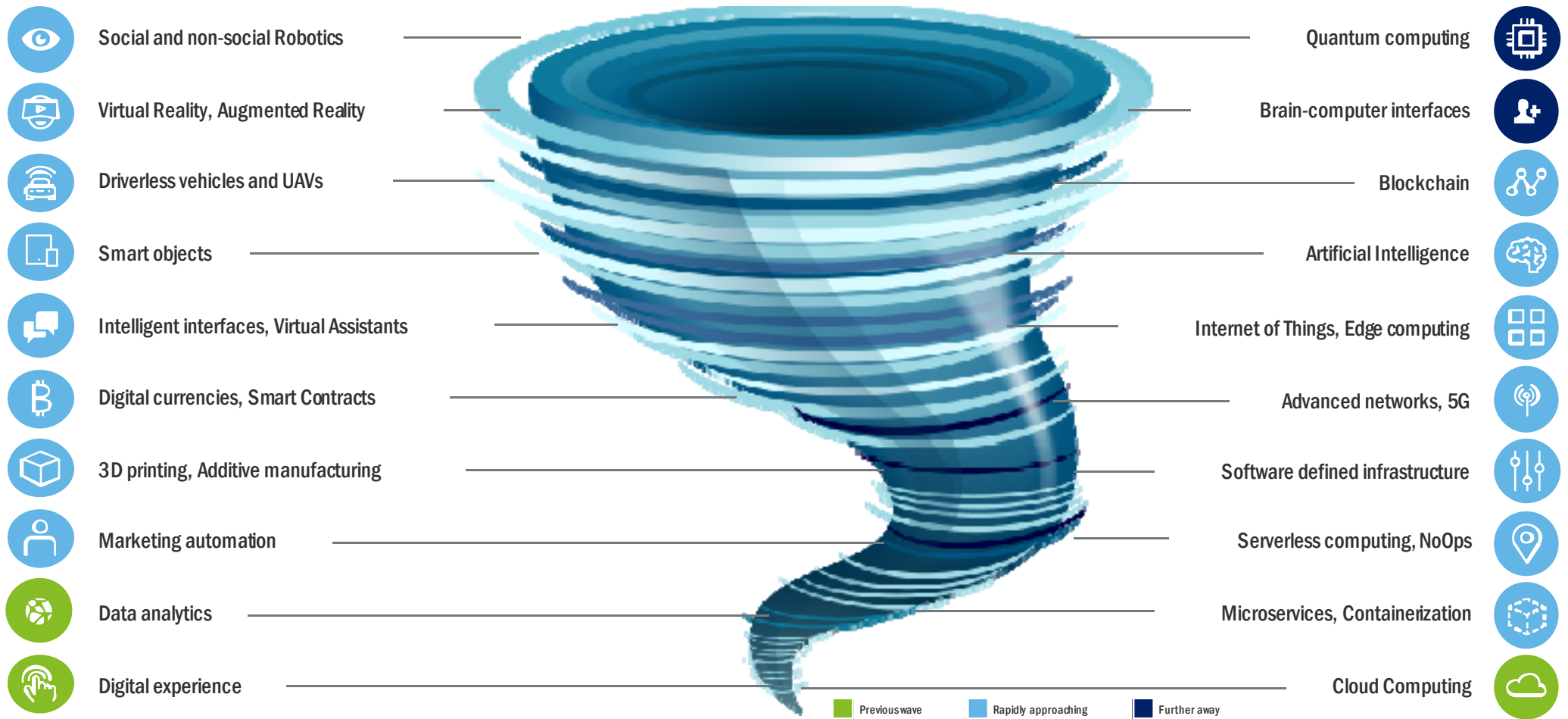
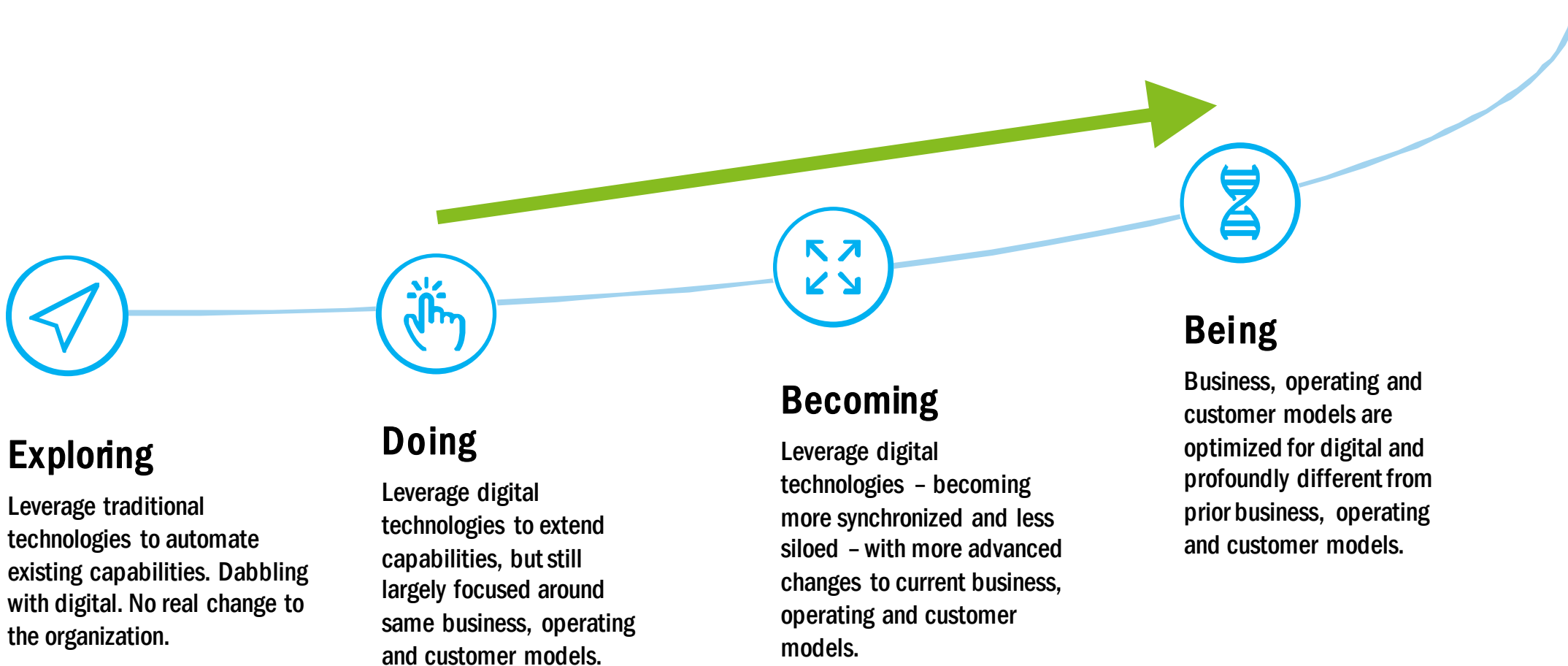




# Digital technologies: the biggest impact is yet to come!



# Enterprises need to move from 'doing digital' to 'being digital'



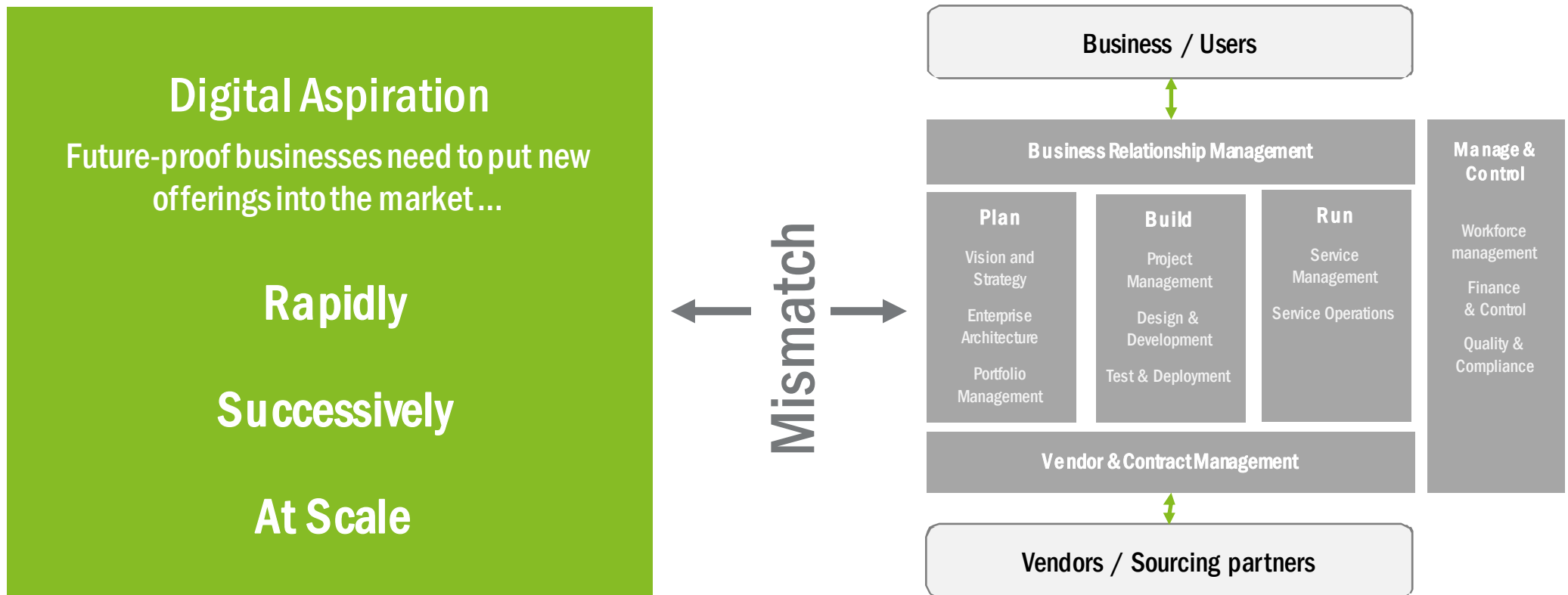
'Being digital' enterprises innovate ...

**Rapidly**

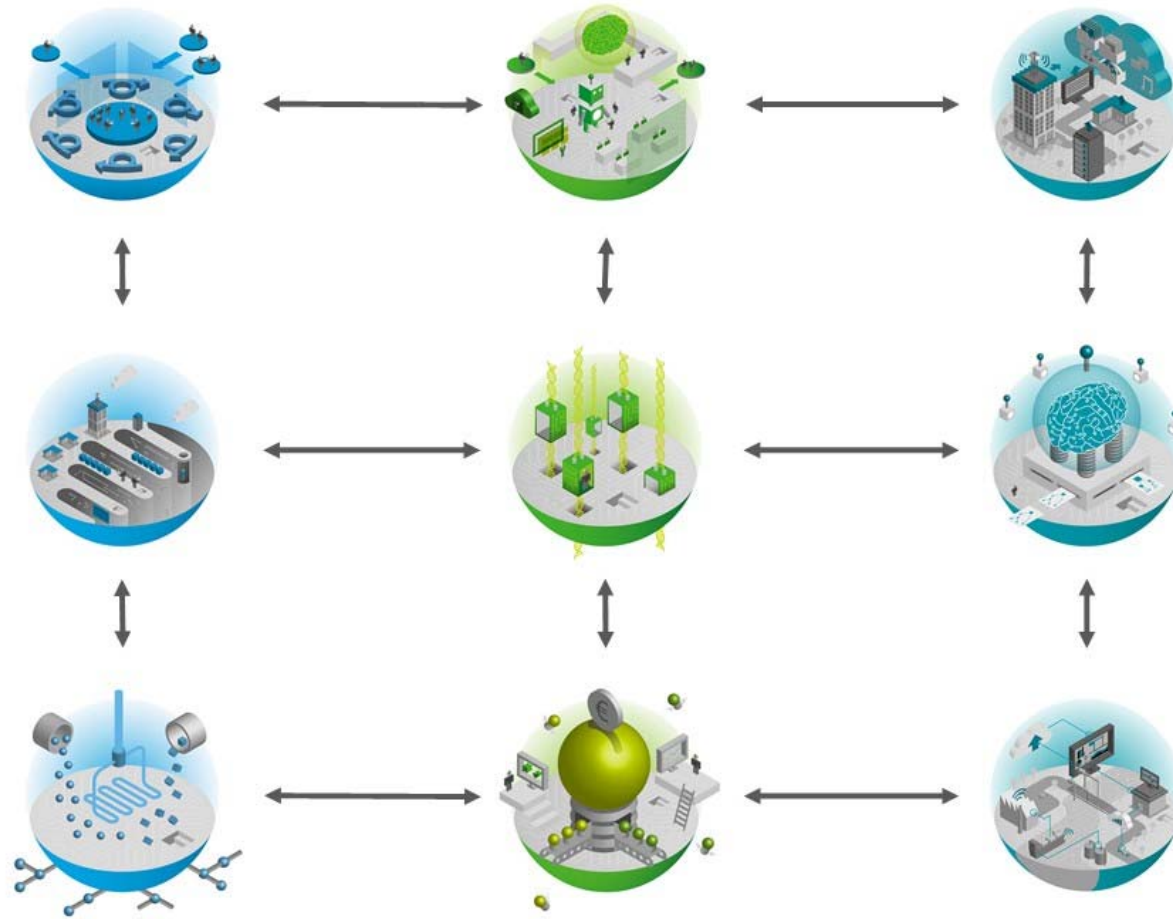
**Successively**

**At Scale**

# What we observed: a jarring mismatch between the digital aspiration and traditional way of thinking about IT



## The reason why: Nine Big Shifts (1/2)



# The reason why: Nine Big Shifts (2/2)

## Business of Technology Shifts

## Technology Macro Forces Shifts

**Innovate Rapidly**



Scaling to **enterprise agile**, shifting to **DevOps** and moving the needle in risk **appetite** and **experimentation**.

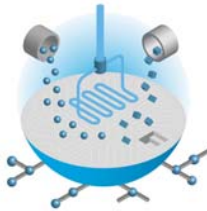


The **workforce** transitions as new technologies create new tasks and cause existing tasks to disappear. All require new digital **competencies**.



Organize for:  
**Digital experience** (past decade) &  
**Digital reality** (next decade)

**Innovate Successively**



A permanent **disruption radar** screen, at all times managing a **portfolio** of innovation initiatives, being part of a fluid innovation **ecosystem**.



Operating in different modes with fit-for-purpose **funding** mechanisms, **governance** and **risk control**.



Organize for:  
**Data analytics** (past decade) &  
**Cognitive** (next decade)

**Innovate At Scale**



**Tech fluent** business roles become the norm, **business-led IT** increases, transformational innovation through **edge plays**.



Digital DNA, the **leadership, culture** and **values** of 'being digital' deeply embedded in the fabric of the **entire** enterprise.

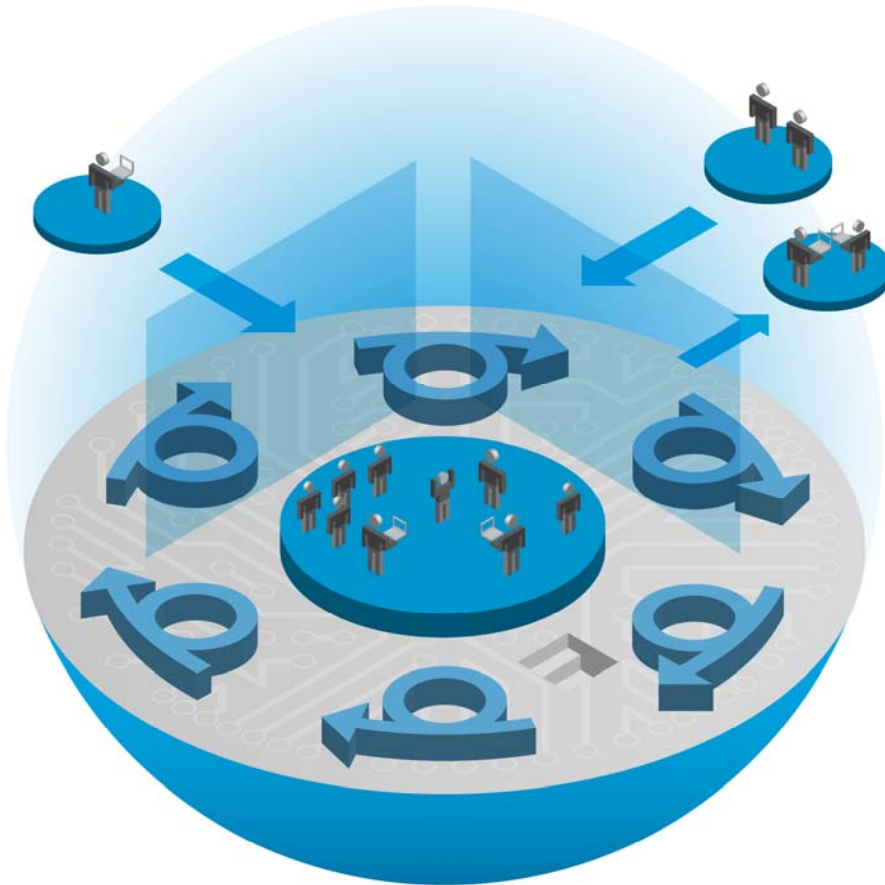


Organize for:  
**Cloud** (past decade) &  
**Platforms** (next decade)

## Examining the 9 Big Shifts



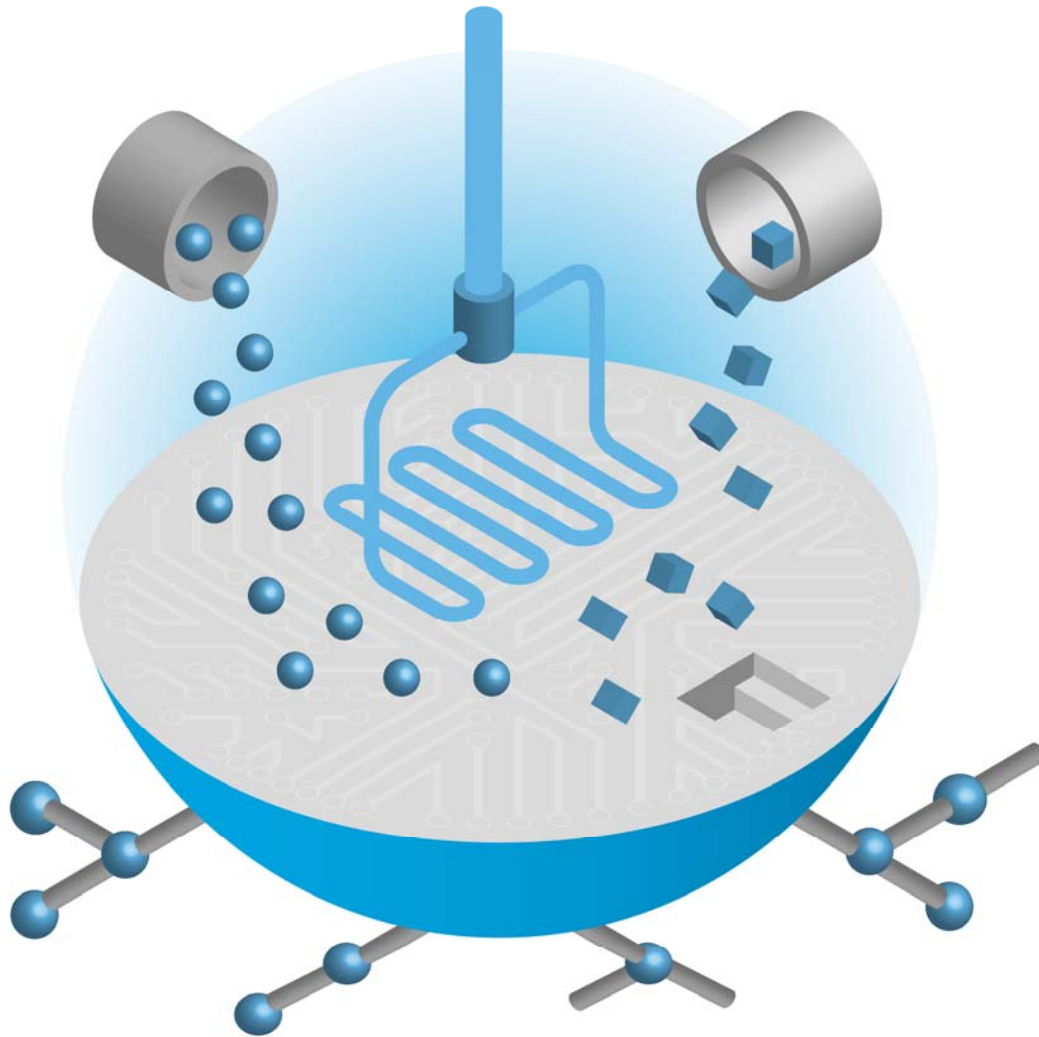




**Scaling to enterprise agile**

**Shifting to DevOps**

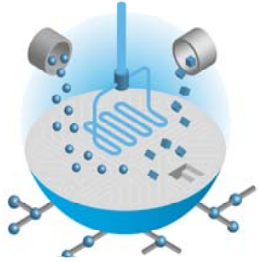
**Moving the needle in risk appetite  
and experimentation.**



**A permanent  
disruption radar screen,**

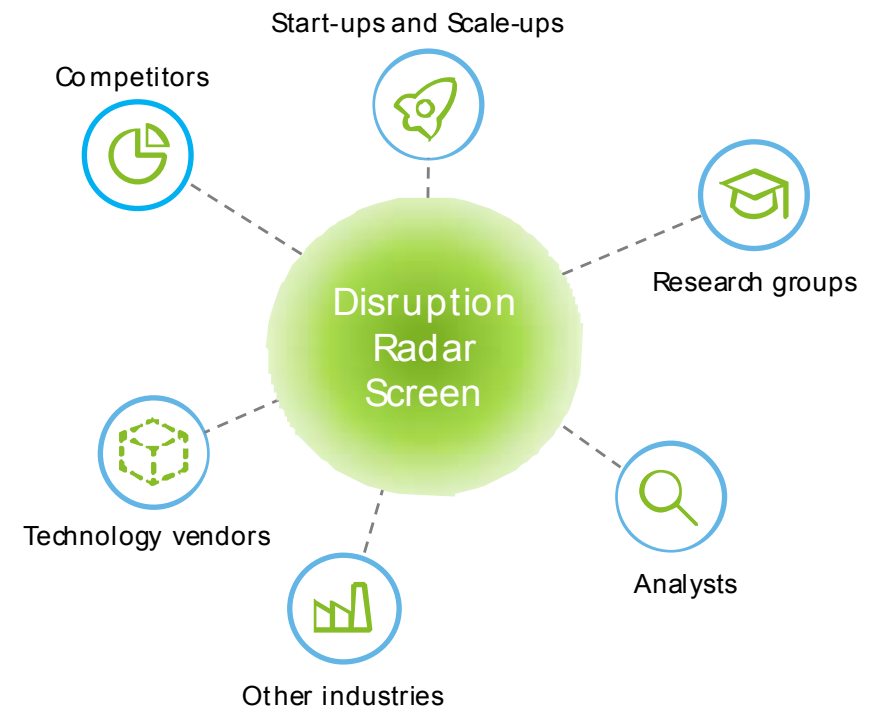
**At all times managing a portfolio of  
innovation initiatives**

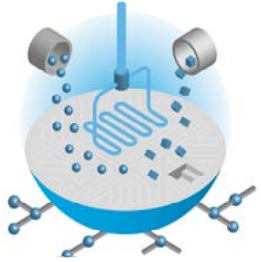
**Joint risk taking and value creation in  
innovation ecosystems**



## 2.1 A disruption radar screen (sensing capabilities)

- Anticipate trends and spot early opportunities
- Gain access to scarce talent
- Foster an environment for experimentation
- Constantly be on the look for new alliances/partners



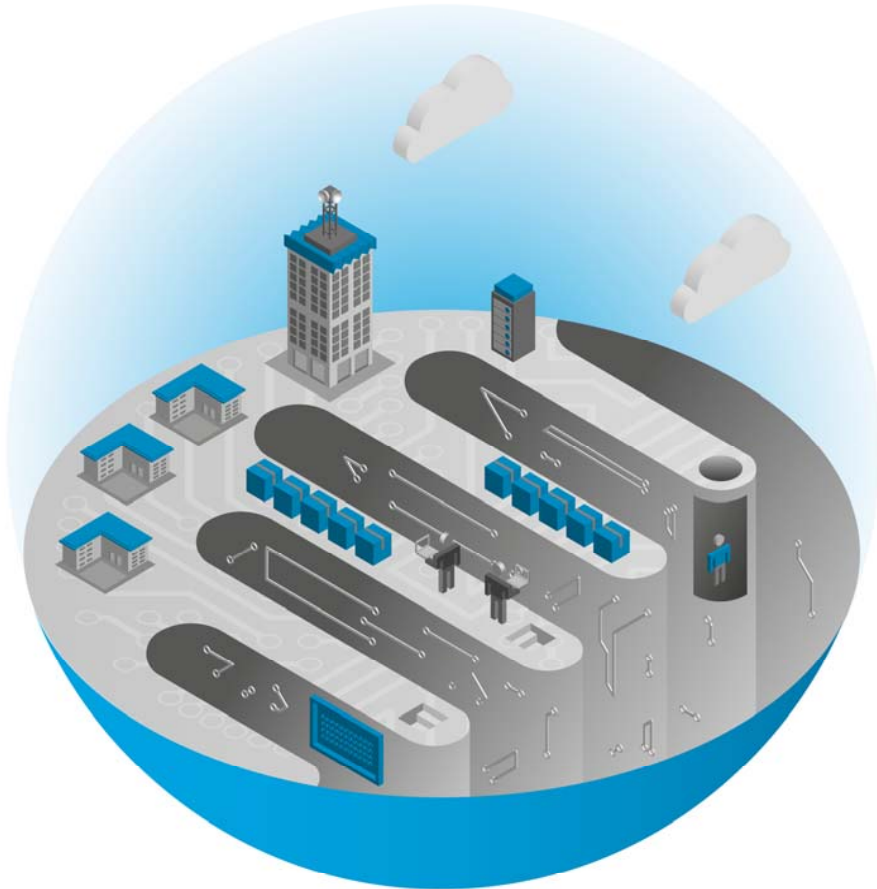


## 2.3 Joint risk taking and value creation

- **Forming innovation ecosystems with non-traditional partners**
- **Joint risk taking and value creation**
- **Solving a problem collaboratively**
- **Capability to:**
  - quickly engage
  - quickly disengage



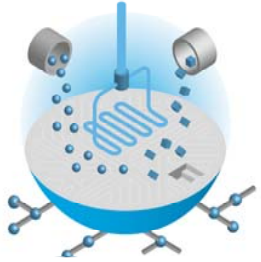
# 3



**The boundaries between business and IT  
blur,  
tech fluency is vital for all**

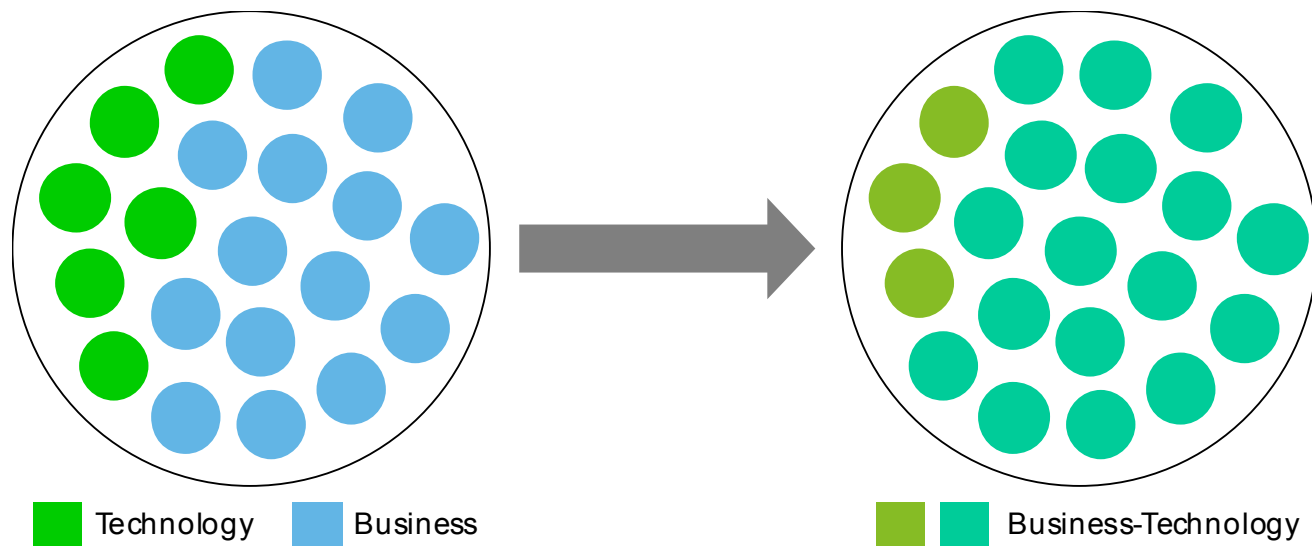
**Business-led IT increases**

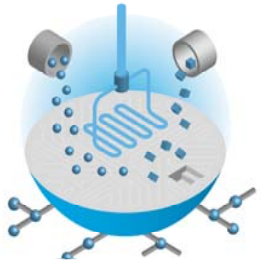
**Transformational innovation through  
edge plays**



## 3.1 Tech fluent business roles

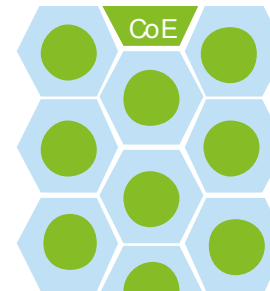
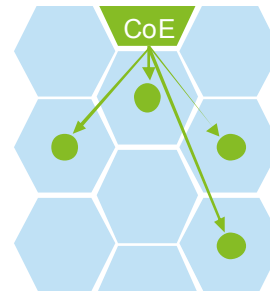
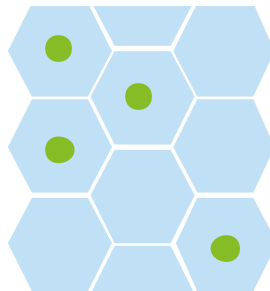
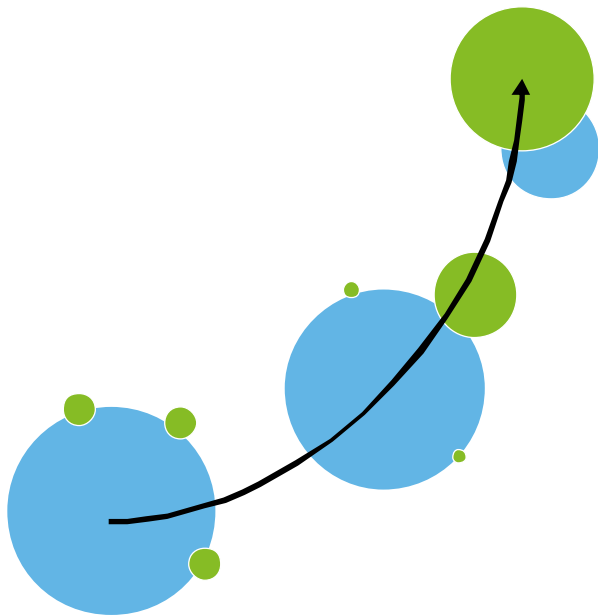
- The distinction between ‘business’ jobs and ‘IT’ jobs fades
- Tech fluency drives career success of business roles





### 3.3 Edge plays & CoE's

- Disruption on the edges of the company
- Centers of Excellence inside the company



# 4

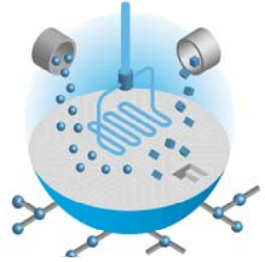


**Existing jobs disappear or transform  
and new jobs emerge**

**All jobs require new digital  
competencies**

**The organization structure morphs  
according to new principles**

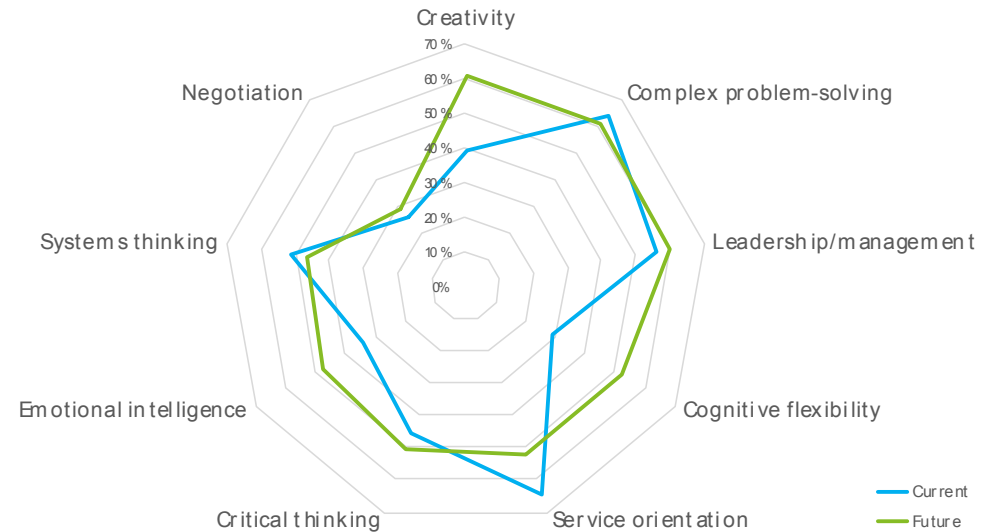




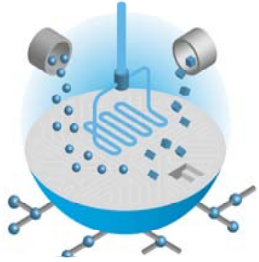
## 4.2 New digital era competencies and soft skills

- Customer centricity
- Design thinking
- Challenging orthodoxies
- Cognitive flexibility
- Creativity
- Emotional intelligence
- Political savviness
- Storytelling

Most important IT soft skills (currently and in three years)



Source: Deloitte CIO Survey 2018



## 4.3 New organization structure and operating principles

- Loosely coupled autonomous teams
- Teams are delineated by customers, products or services
- Leaders create followers by growing in influence and authority
- Job titles and role descriptions become more fluid



**Operating in  
different modes**

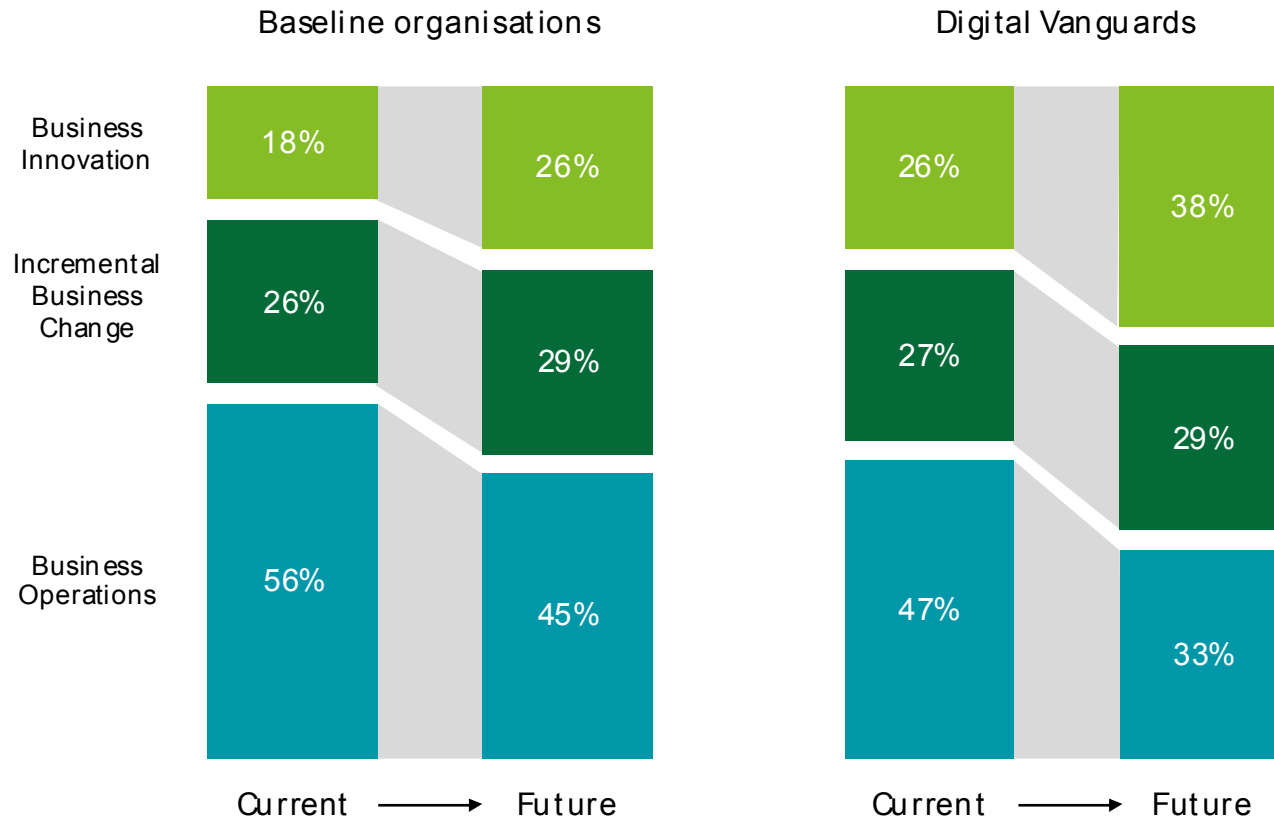
**Larger share of budget for  
innovation**

**From project funding to product  
funding**

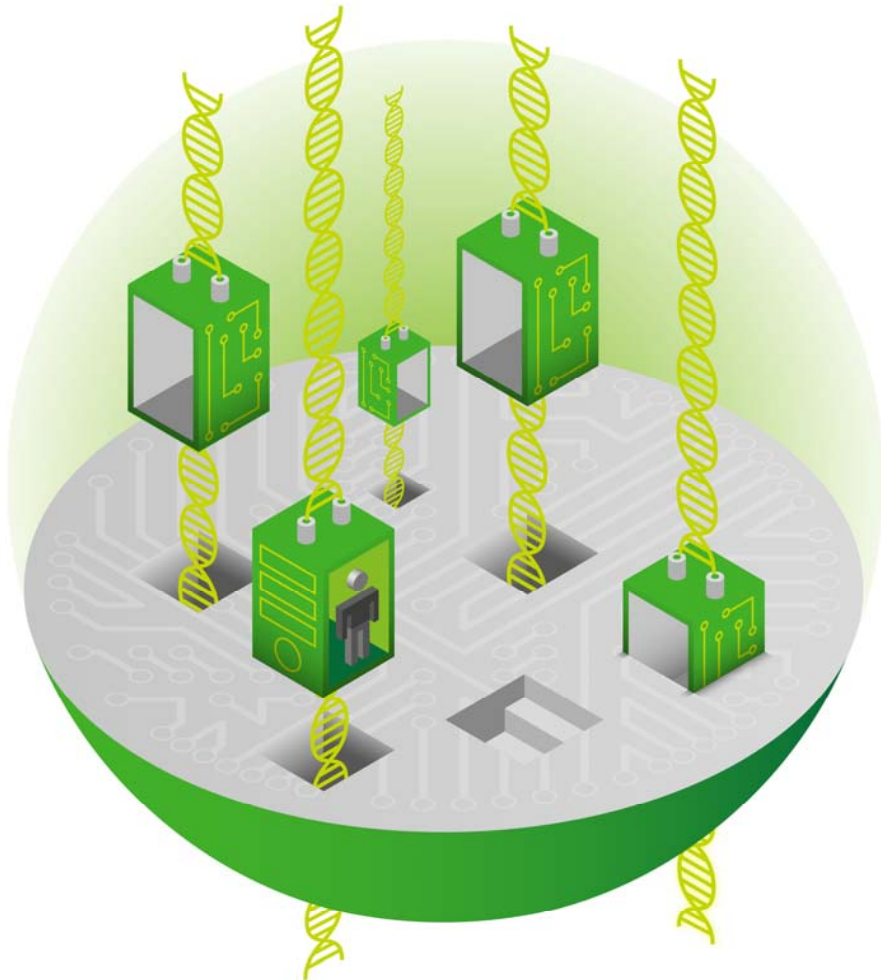




## 5.2 Larger share of budget for innovation



Source: Deloitte CIO Survey 2018



**Digital DNA:**  
**the leadership, culture and values of**  
**‘being digital’ deeply embedded in**  
**the fabric of the entire enterprise.**



## 6.1 Digital DNA traits

Compelling digital vision  
(‘commanders intent’)

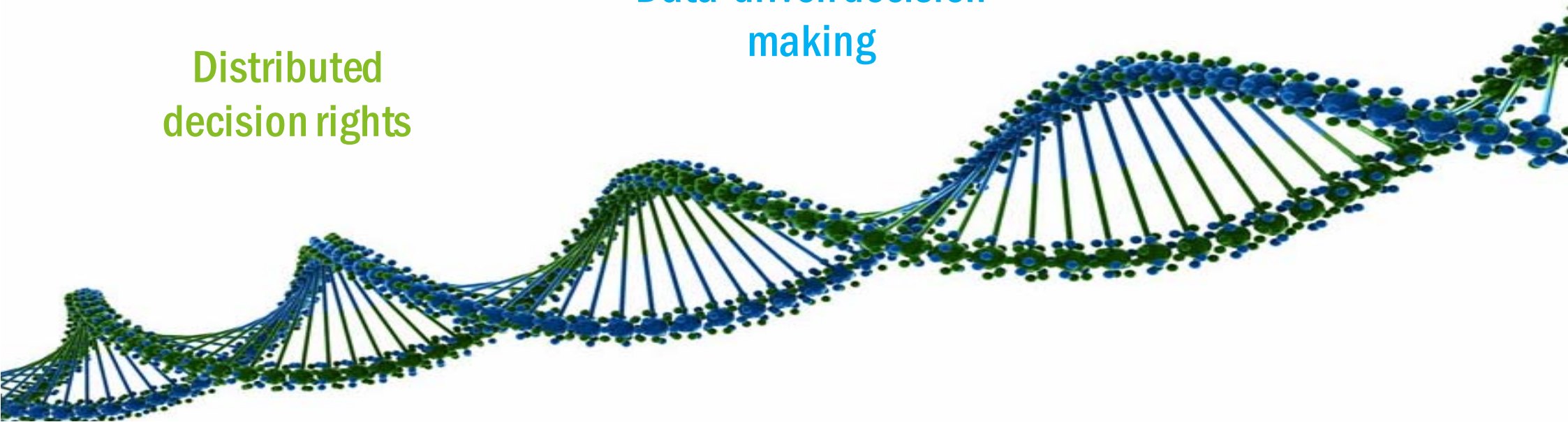
Innovation and  
exploration  
(risk appetite)

Agile way of  
working

Fast learning and  
collaboration

Data-driven decision  
making

Distributed  
decision rights

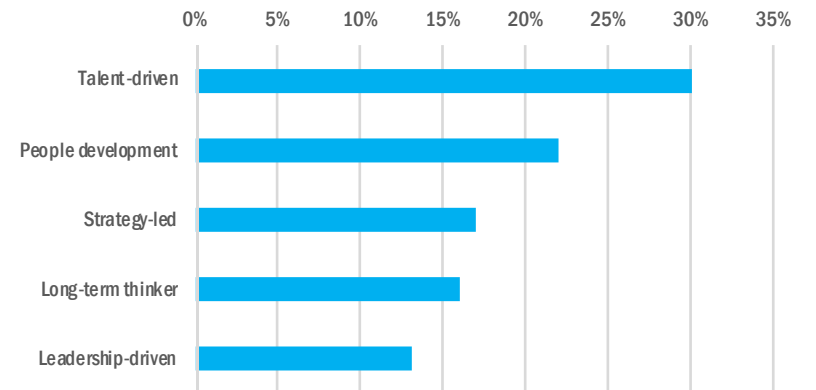




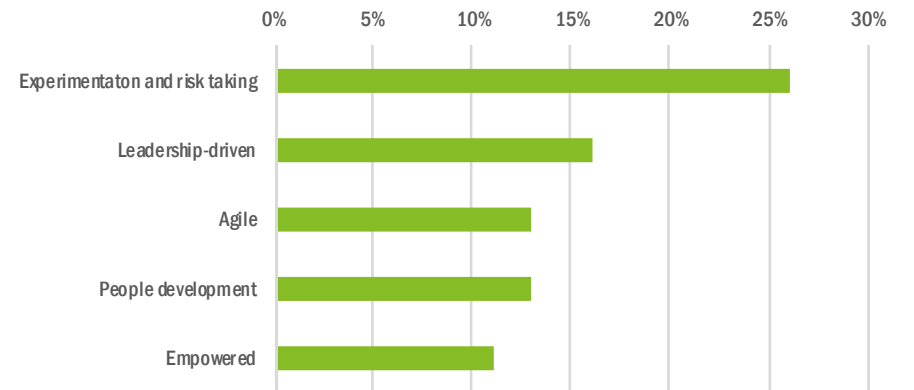
## 6.2 Digital DNA archetypes

- Laggards
- Chasers
- Talent and strategy led
- Fast-moving experiments

**Talent & Strategy Led top-5 digital DNA traits**

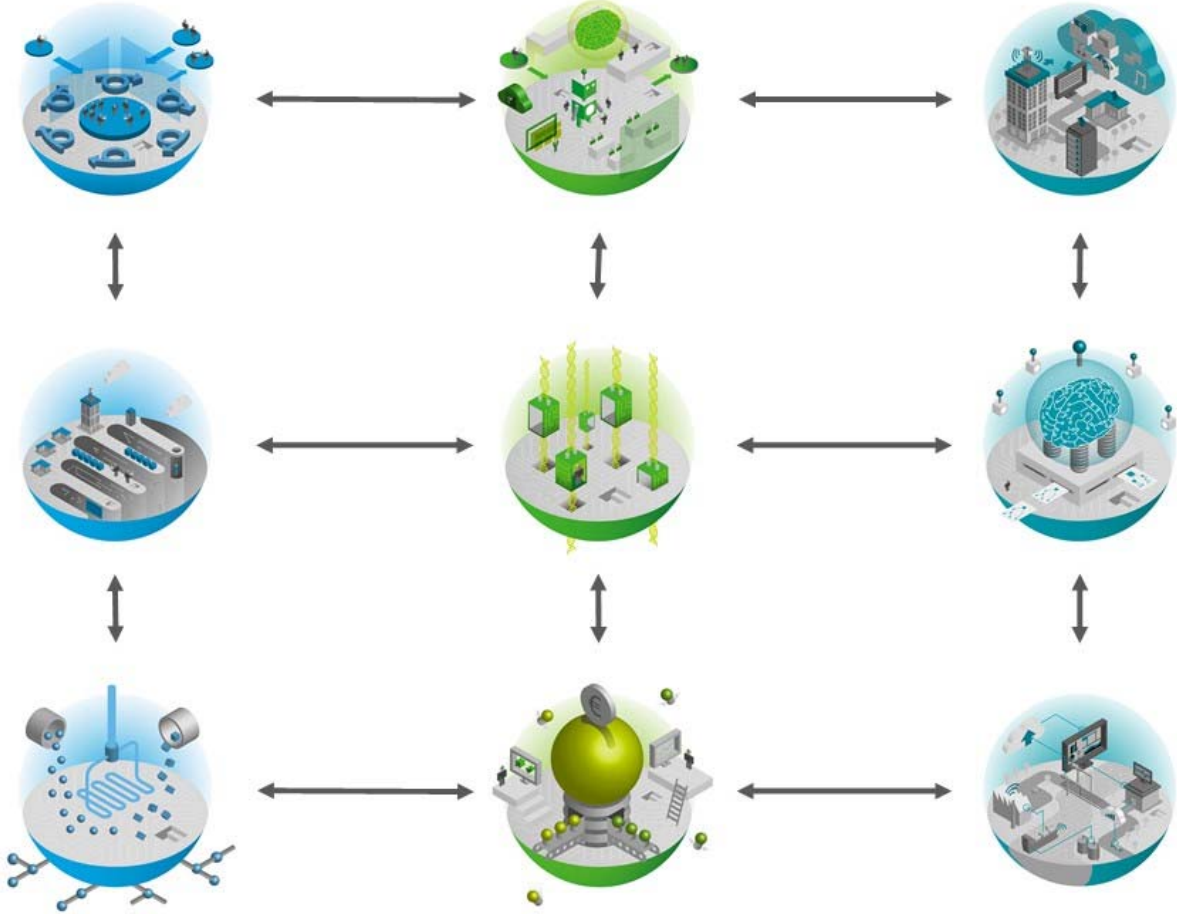


**Fast moving experimenters top-5 digital DNA traits**



Source: Achieving Digital Maturity, Adapting your company to a Changing World  
MIT Sloan & Deloitte, 2017

# Nine Big Shifts – All linked together

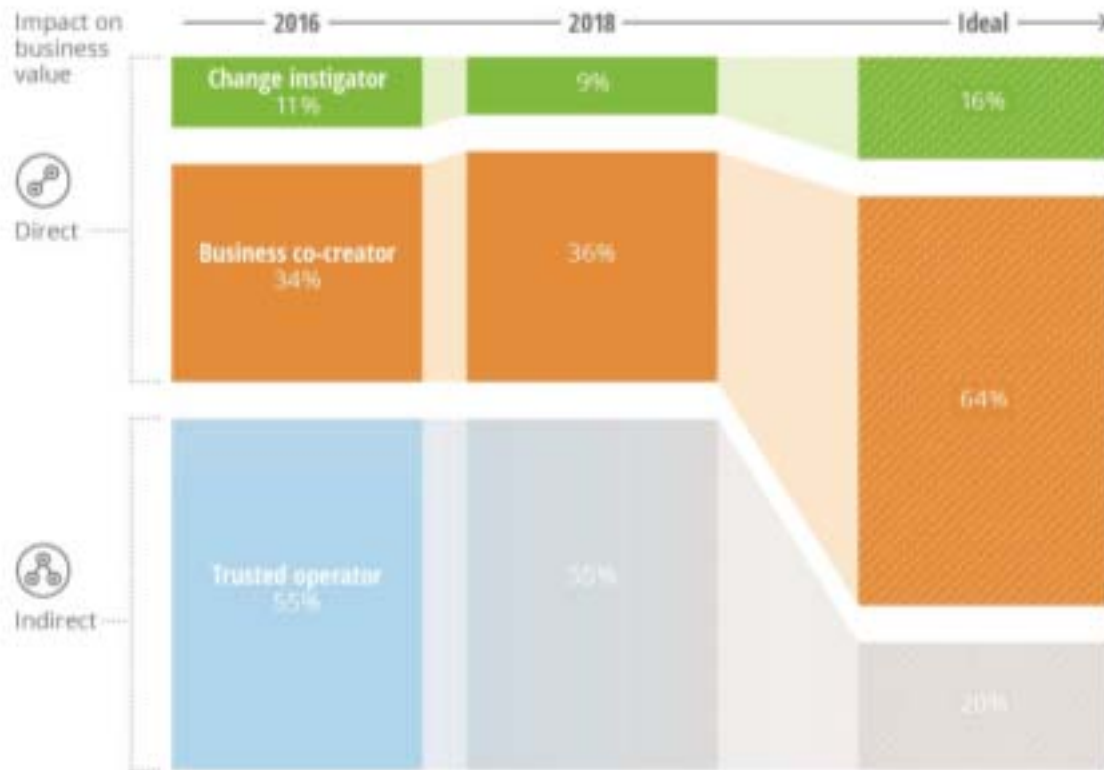




**Technology leader's  
role towards the future**



## The diminishing role of the Trusted Operator



**Fundamentally shift the thinking on how to deliver value**

**While still ensuring the operational excellence**

Source: Deloitte CIO Survey 2018

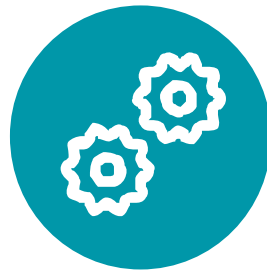
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## Dimensions of change



### **REDEFINE** role

- Harness digital
- Launch tech fluency



### **REIMAGINE** organizations

- Follow the money
- Transfuse talent and culture



### **REBALANCE** technology capabilities

- Strengthen the core
- Industrialize innovation

# Contacts



Want to talk more? Do not hesitate to contact!



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