

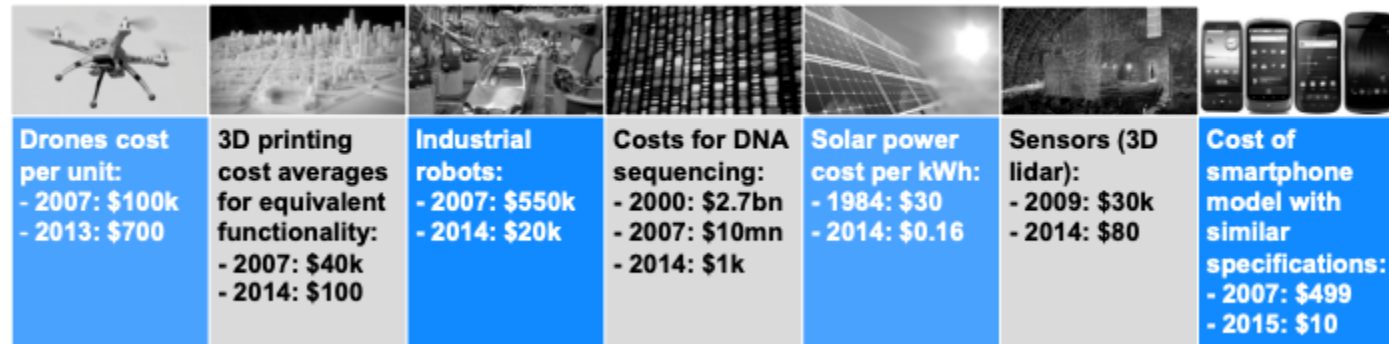


Digital Transformation, Steps to Success

Patrick Naoum, P. Eng., Executive VP
Strategy and Client solutions
September 17, 2020

A World of Transformation

Figure 1: The cost of key technologies has fallen rapidly

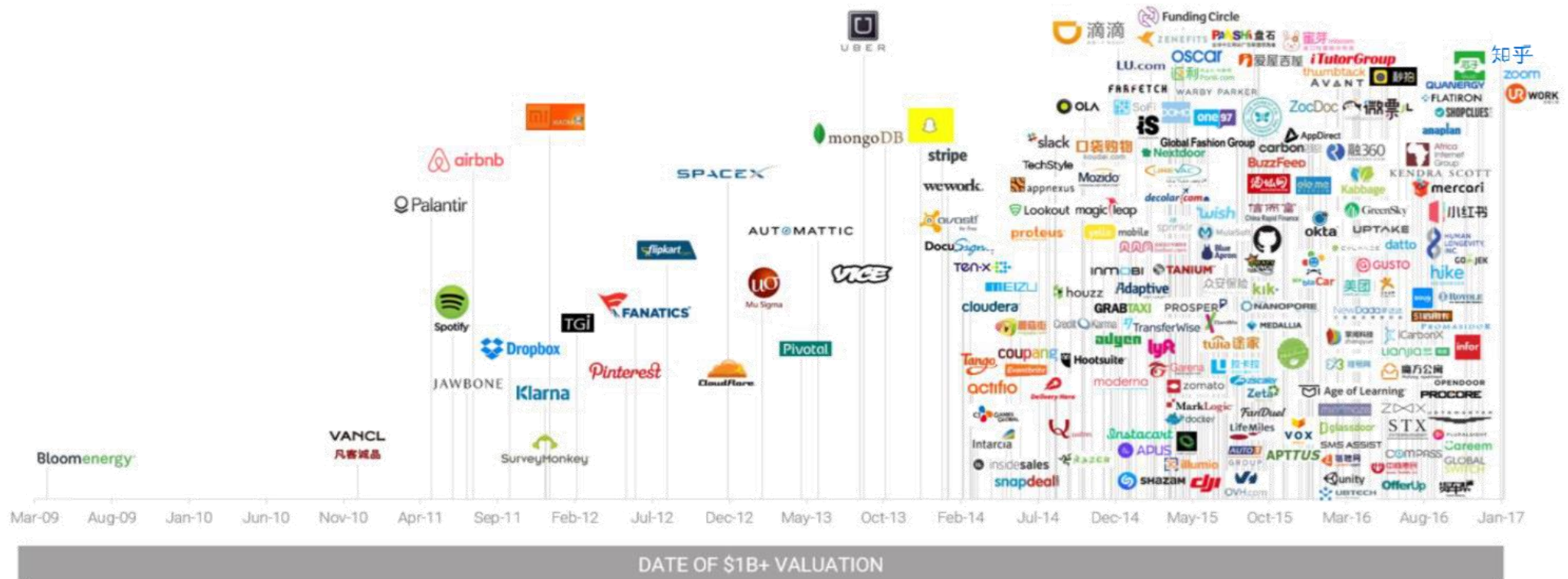


World Economic Forum - 2016



Unicorn invasion

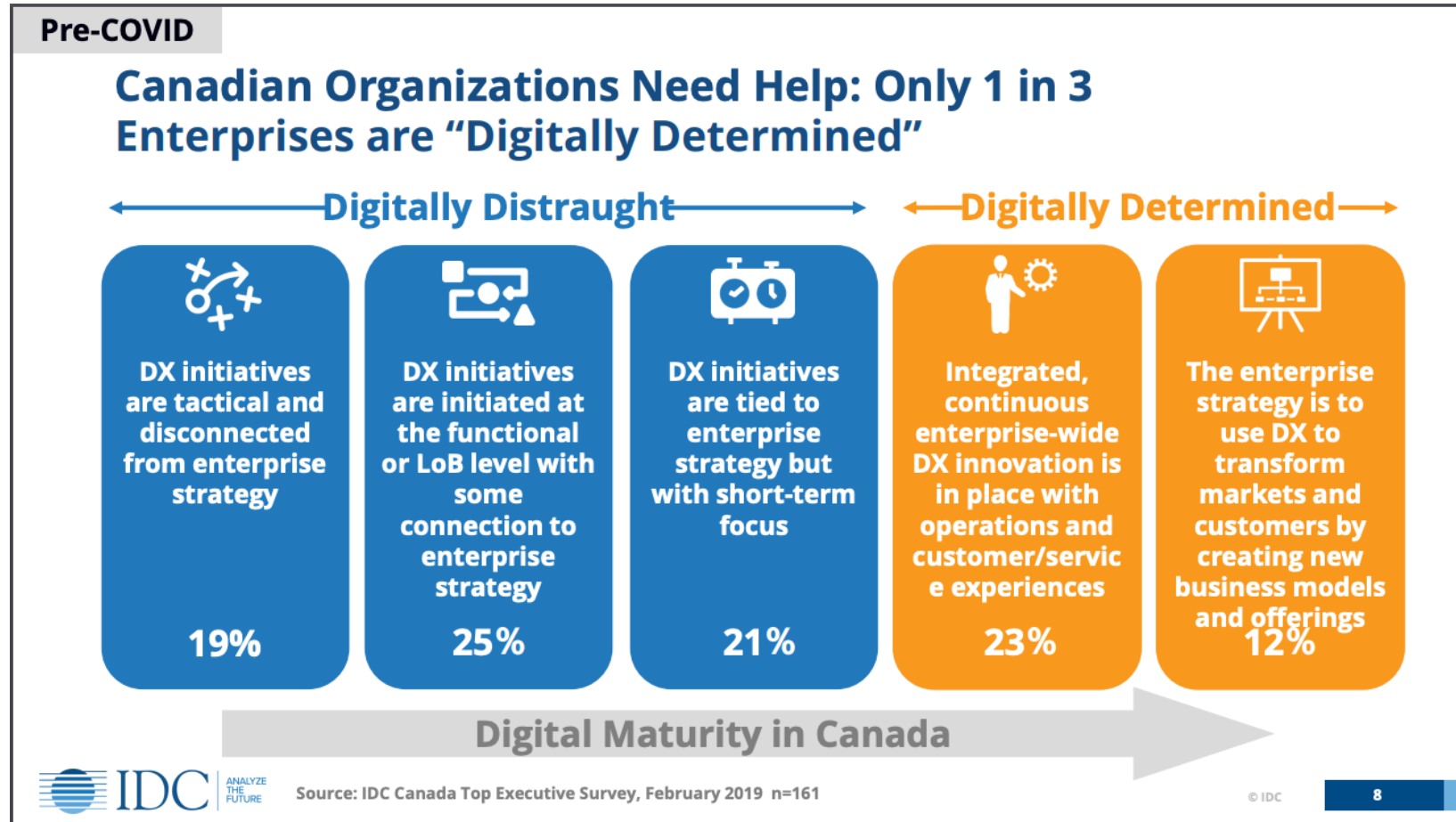
The explosive pace of technological change means we all need to be empowered to embrace new approaches



Source: Aileen Lee, founder CowboyVC

Historically, companies used to take more than 20 years to reach \$1B in private equity
... now they only need 2 years and the pace is accelerating...

Shortly before the pandemic...



What Now?

"We've see two years' worth of **digital transformation** in two months"

– Microsoft CEO, Satya Nadella, April 30, 2020



Who led the digital transformation of your company?

A) CEO

B) CTO

C) COVID-19

L TRANSFORMATION
RS AWAY. I DON'T
OR COMPANY
G TO CHANGE
ANY TIME SOON.



COVID-19

TOM
FISH
BURNÉ

Now consider

Local shopping...
online

Market share to
be gained,
celerity

New markets

Supply chain disruption,
now and in the future?

Increased demand:
punctual or long-
term trend?

New work
habits

Improved access /
communications

Productivity

Automation

Resiliency

“by 2023... 50% of organizations will neglect investing in market driven operations and will lose market share to existing competitors that made the investments, as well as to new digital market entries”

IDC 2019

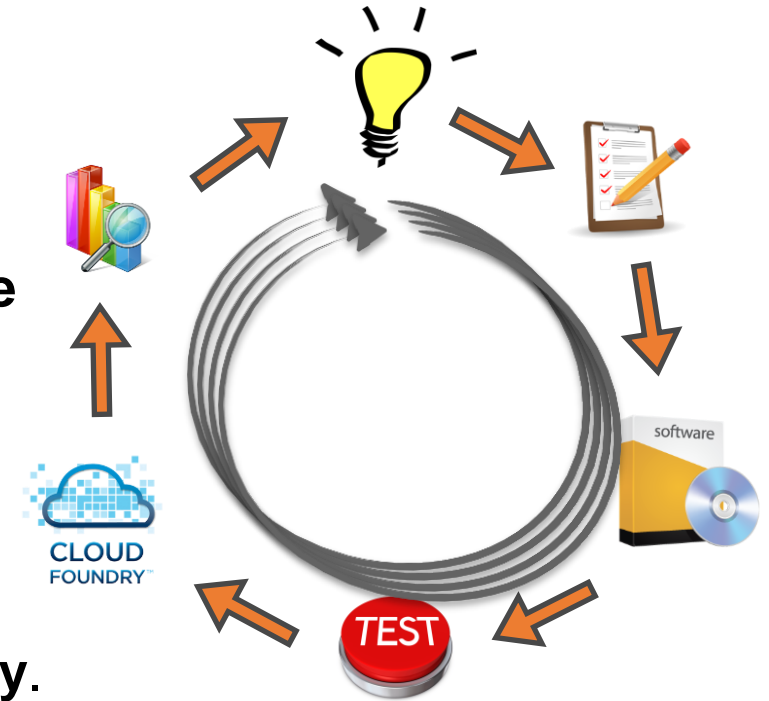
Defining IT Digital Transformation

IT digital transformation enables organizations to embrace the shift to business digital transformation by **modernizing** and **automating** their IT infrastructures as well as their **operational** and **development** processes.

The gain in agility obtained from this transformation ensures a better **alignment** between **IT services** and **line of business** requirements.

This ability to create or consume **new and innovative applications** enables clients to have **deeper knowledge** of their clients and their own businesses. This empowers them to make **better and clearer decisions** more **quickly**.

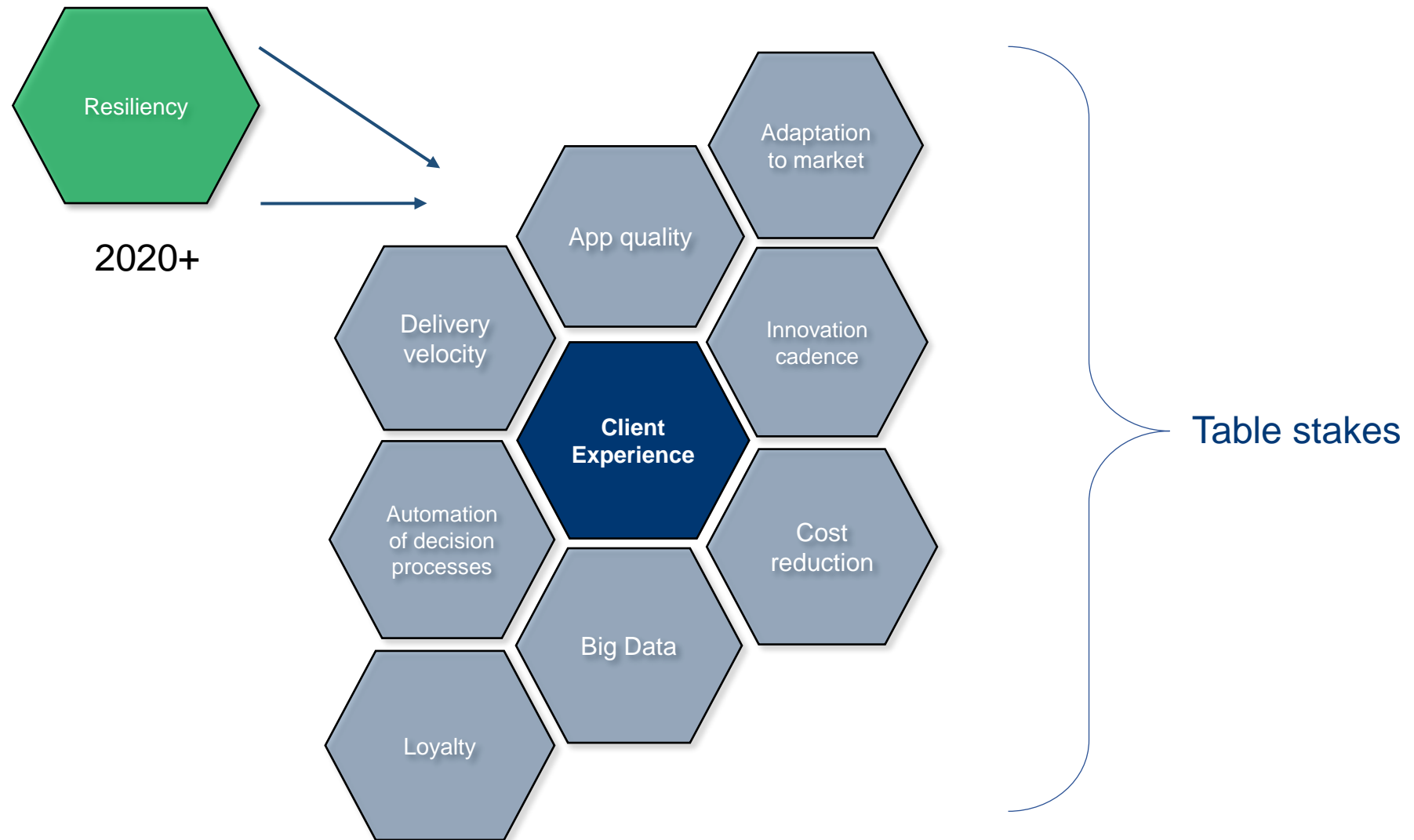
This is the key to success in this digital era.



The Challenges of Transformation

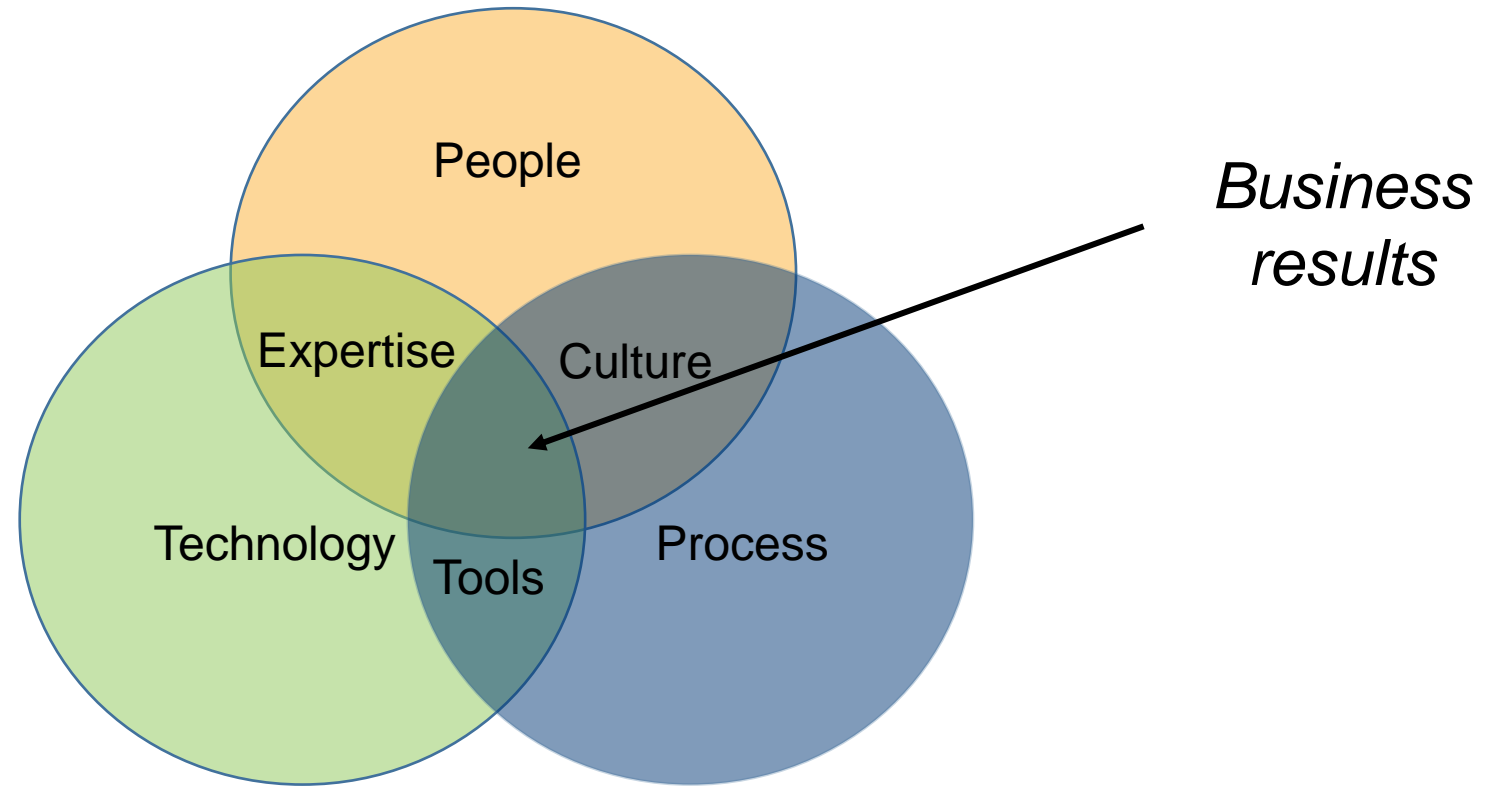
- Most organizations were not born in the digital age
 - > So it's a cultural change
- They have to deal with legacy systems and operating models, limiting their ability to transform their business
 - > Their technological debt

Why Transform ?



Effective Transformation

- People
- Process
- Technology



*“By **2023**, 65% of CIOs will be entrepreneurial leaders who will evolve their organizations into collaborative and innovative centers of excellence.” **IDC 2019***

Success Criteria of a Digital Transformation

Obtain consensus and communicate it

Execution skills to mitigate risks

Answering the question "Why should I change?"

Do we have the necessary resources to ensure transformation?

For the short term (quick wins) and the long term

Key criteria to ensure transformation of your organization

Vision + Competence + Incentives + Resources + Action Plan = Transformation

[Red Box] + Competence + Incentives + Resources + Action Plan = *Confusion*

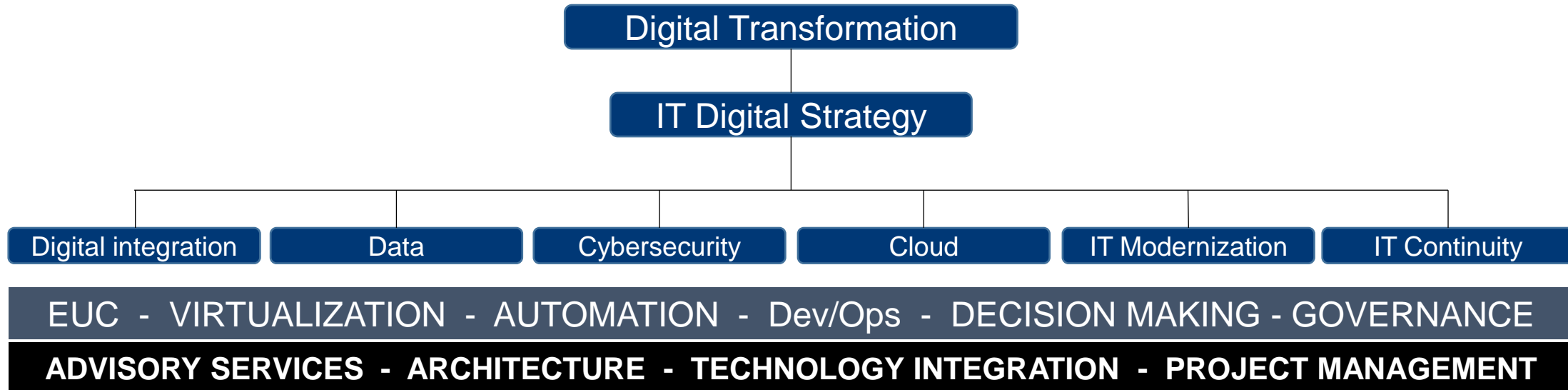
Vision + [Red Box] + Incentives + Resources + Action Plan = *Concerns*

Vision + Competence + [Red Box] + Resources + Action Plan = *Resistance*

Vision + Competence + Incentives + [Red Box] + Action Plan = *Frustration*

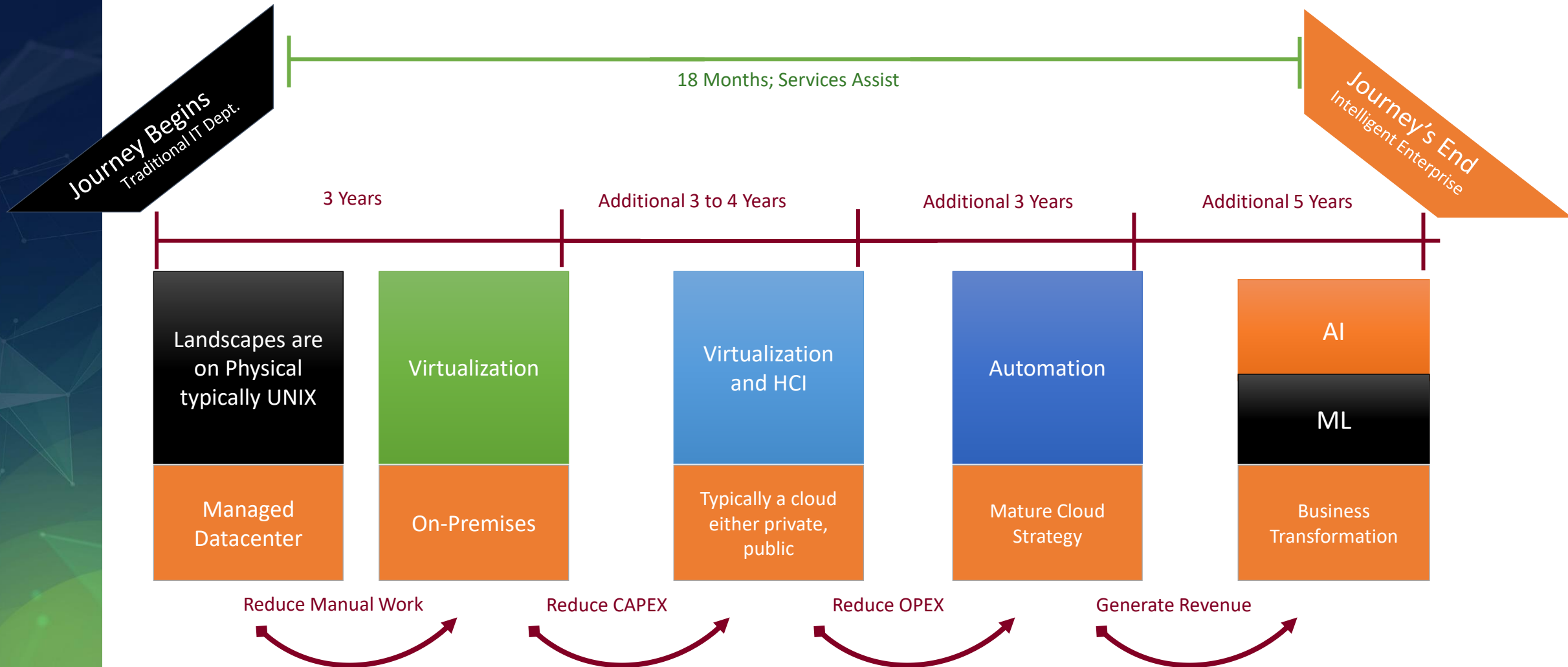
Vision + Competence + Incentives + Resources + [Red Box] = *Chaos*

A few steps in the right direction



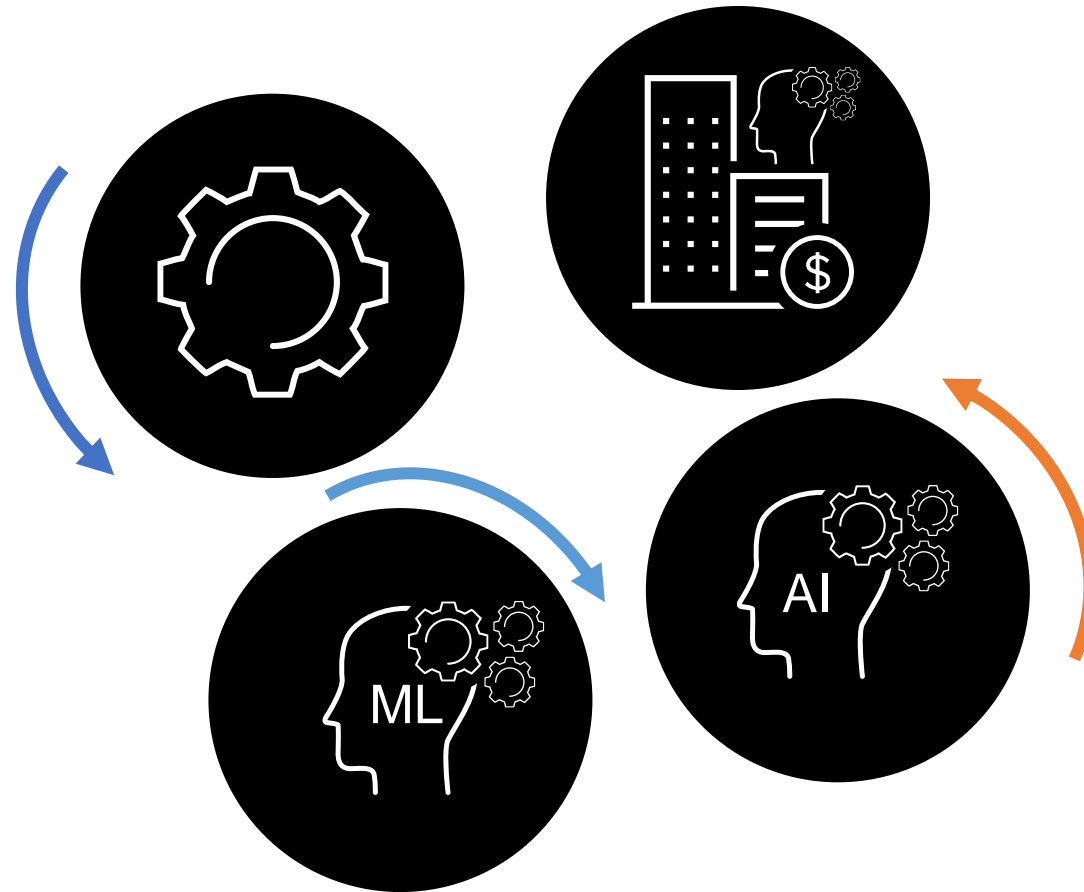
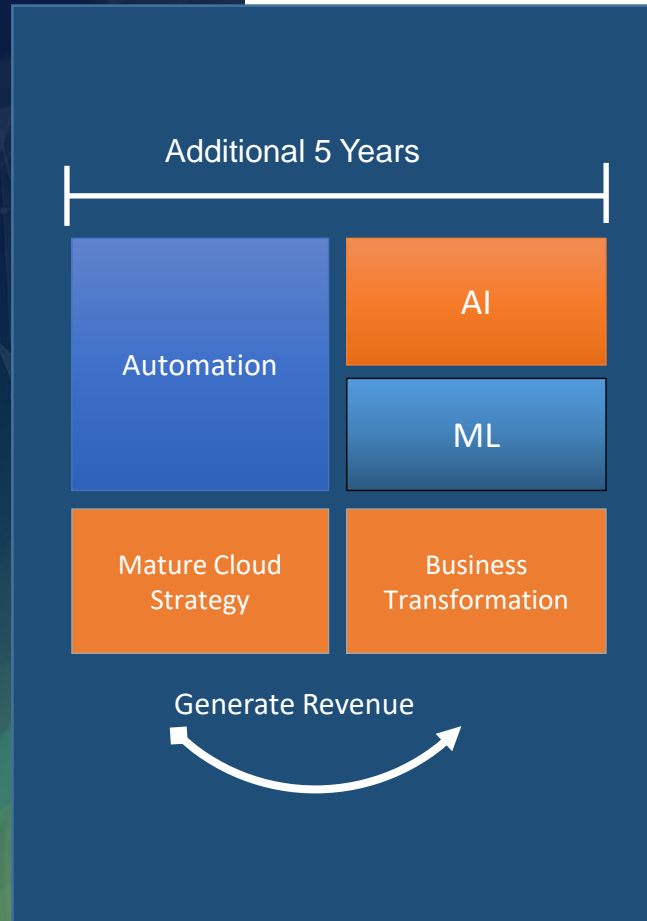
A Journey Timeline & Foundational Milestones

From Datacenters to Revenue Generation



Artificial Intelligence & Machine Learning

Business Transformation Empowers the Intelligent Enterprise



Automation is the key to driving AI, ML.

All 3 drive business transformation to empower the **Intelligent Enterprise**

Brief Guide to a Transformation

Business Challenges

- Leadership and stakeholders (vision);
- Success factors (modeling);
- Rotate the business model;
- Capability inventory;
 - > Change Management

IT Transformation

- “Start small, learn/fail fast, scale quickly”
 - > DevOps
 - > Always deliver value / iteration
- Sector/process/app ?
- Do we consume or do we build?
 - > Approach / criteria / budget
- Secure IT modernization (agility, scale, flexibility)



FOR 25+
YEARS:



Building



Managing



Connecting



Protecting

Our clients' data, information and IT systems
to enable and help transform their businesses

Committed to deliver, close enough to care