# PLANNING FOR TECH TRANSFORMATIONS

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# Build data-first

Organizations that design their business for scale using a digital core think data-first. Being focused on insight generation helps them design agile and resilient operations that adapt to uncertainty, instead of worrying about the same.

## Don't rush your tech strategy, start with your digital vision for business

Your digital vision for your business cannot be a copy or adaptation of any other successful case study you come across. In fact, two organizations within the same industry sub-group may need different IT strategies based on what the leadership team envisions their organization's future would look like.

Going back to the drawing board with a set of experts who might show you lofty visions helps, but that is not sufficient, as innovation must be driven from within the organization, and in the end, it all boils down to stringent execution.

## Digital at the core of your business - defined

Once the vision is crafted, a digital core must be established in the organization. A digital core can be thought of as the digital nervous system of the organization. Comprising of technology, applications, and data synergized for running your business operations, any line items in your tech application portfolio, especially platforms (if required for your organization) must be built with a digital core. This digital core gets fueled by enterprise-wide data, which can then be used for running real time analytics and insight generation, to enable agility in business decisions across all management levels.

This digital core should be designed for harmonized and simplified business processes. This combination is what enables scale-on-demand for your organization – a transformation which enables sustainable growth overall.

## How to design this digital core? Allow your CIO to unify business and IT

Newer age tools such as Apptio enable tracking value addition and north star contributions from IT. But before that, it is critical that stakeholders across the board understand the vitality of following enterprise architecture frameworks such as TOGAF.

Enterprise architecture frameworks help CIOs in organizations to create and maintain blueprints for organization structure and business operations. The blueprints have consecutive, detailed layers – business, data, applications, followed by technology. This layering creates well-defined linkages between business and technology and ensures senior management can visualize how this digital core (made up of technology, applications, and data) charges up your organization's business operations.
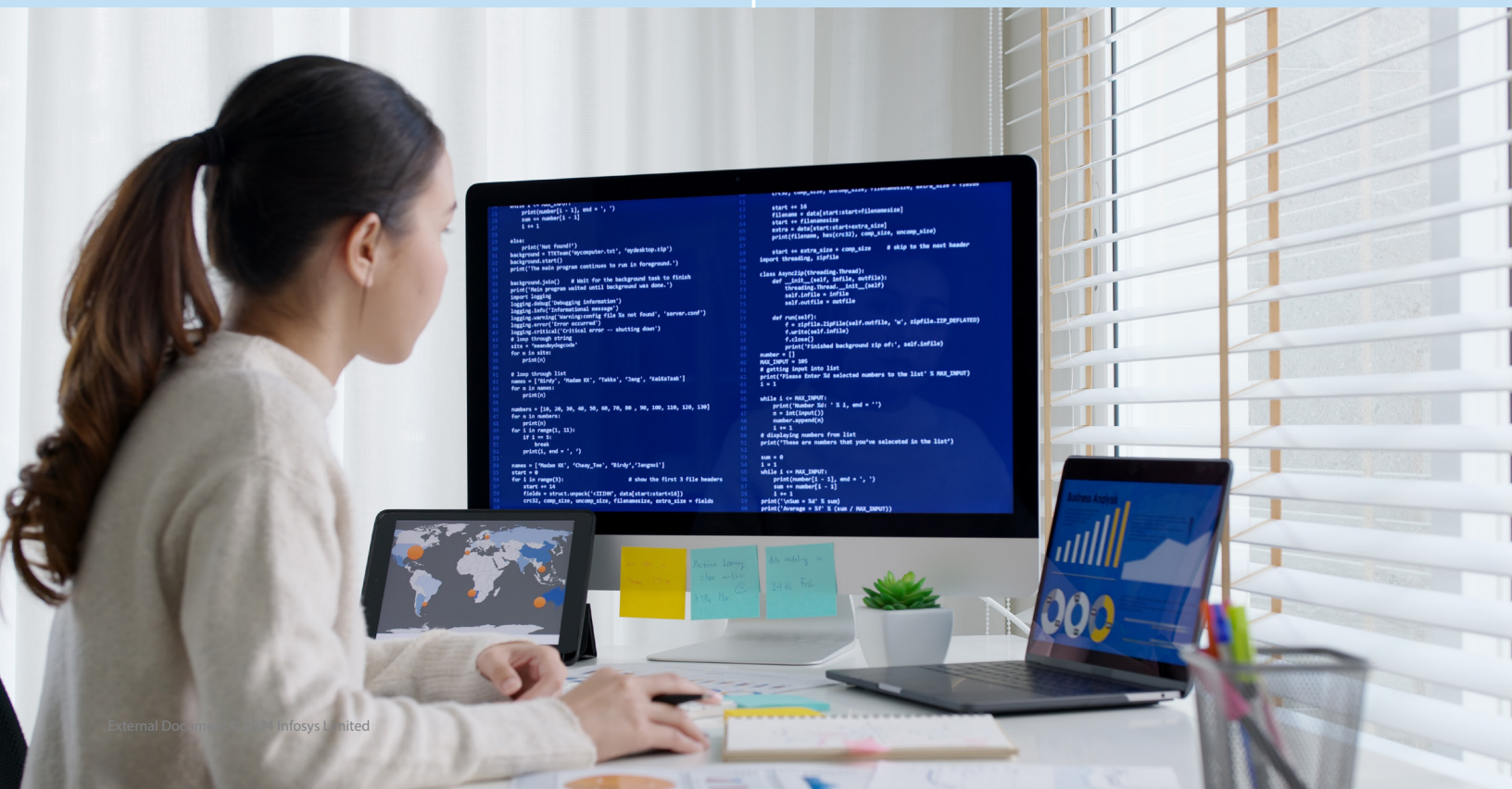
## Planning IT demand

Your organization's IT needs will differ greatly, depending on whether your organization is invention focused, does mass production, or mass customization or offers high-precision products.

Candidate IT projects (can be accounted for as assets once delivered) for IT budget planning as well as any middle of the year IT demands, need to consider several factors apart from costs associated with them, such as business transformation needs based on R&D and industry trends, latest technology which suits your business process' needs and has a short time-to-market, internal and external stakeholder readiness (who will play a critical role in ensuring these projects are successful), and a digitally trained workforce of the future.

## Add the secret sauce for successful value realization from digital transformations

Strong IT leadership coupled with change management is at the core of successful execution of any run, grow and transform project. Most post go live failures have poor execution and/or lack of change management as a root cause. It is critical that your business teams fully understand and jointly drive technology projects with your technology vendors.
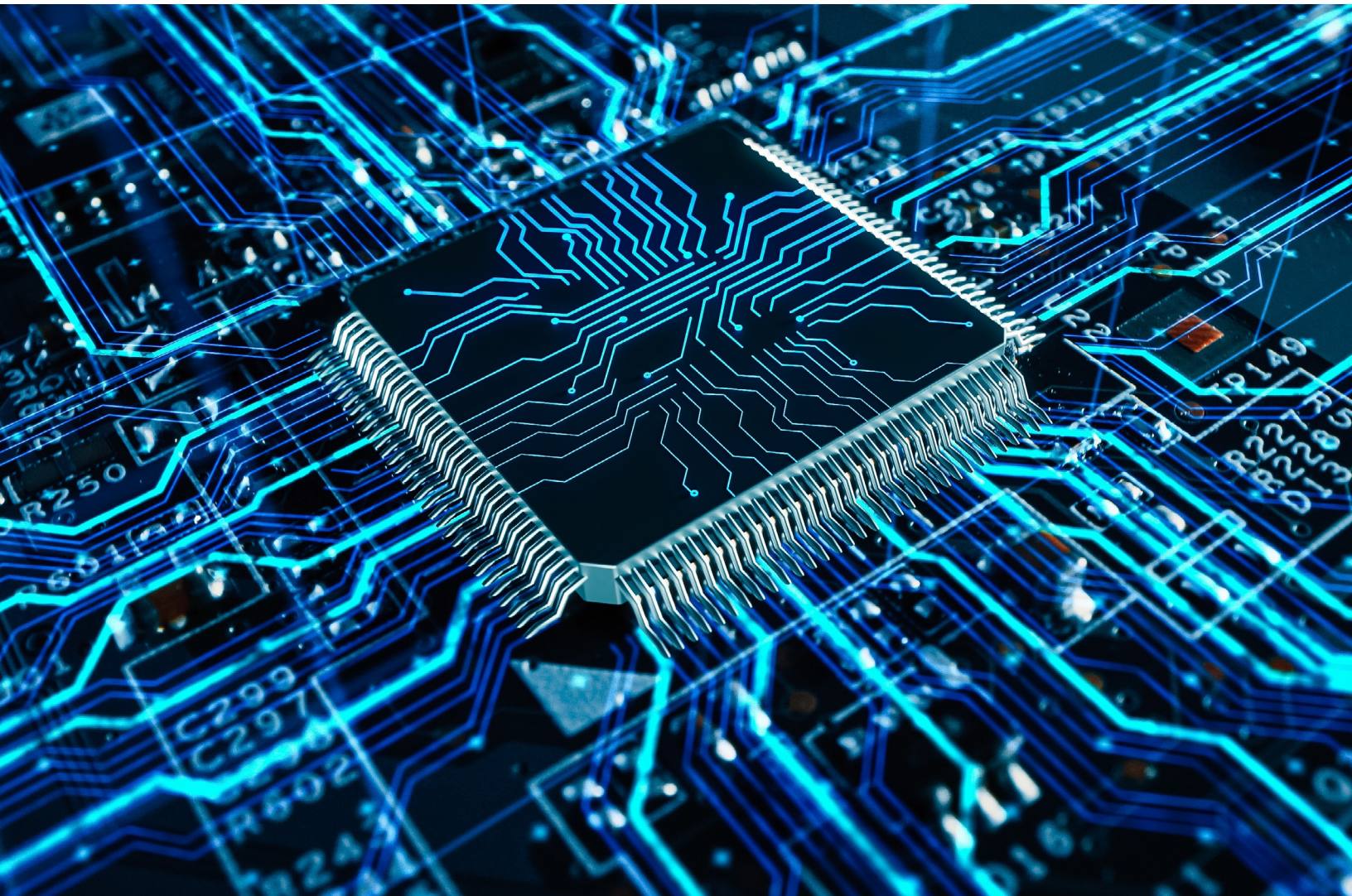


## Let go of legacy tech debt, embrace futuristic platforms

Do you have digital platforms in your organization? SaaS has successfully enabled capex reduction for businesses; manufacturing firms are now pivoting to becoming service providers, through platforms designed for both transactions (Amazon, PayPal, Apple Pay, UPI, etc.) and innovations (building apps on top of platforms – such as App Store from Apple or InfyMe from Infosys), bridging people and processes across the entire value chain.

Read the next piece in this series titled, "CEOs, energize your digital platforms core for margin growth", for more.

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