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Intelligent Digital Summit 2019

Oct 22
2019

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EOT
EXCELLENCE OF THINGS

EoT (Excellence Of Things) - Digital Transformation Framework

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DBA in Digital Transformation

Date: 22 Oct 2019

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Dr.Mahsud@eotSphere.com

- *Purpose of this presentation is to provide awareness and encourage 'jump start' on Digital Transformation based on EoT framework.*

Good News

Data Driven Organization

- 34% Revenue
- 2.7X OpEx
- 2X Profitability

Emerging Technology and Modern IT: The Key to Unlocking Your Data Capital
https://www.delltemc.com/resources/en-us/asset/analyst-reports/solutions/idc-emerging-technology-and-modern-it-the-key-to-unlocking-your-data-capital.pdf

DIGITAL TRANSFORMATION TIMEFRAMES AND GROWTH RATES

	YEARS IT TOOK FOR DIGITAL TRANSFORMATION	STOCK PRICE GROWTH RATE
MICROSOFT	5 YEARS	258%
HASBRO	7 YEARS	203%
BEST BUY	7 YEARS	198%
HONEYWELL	3 YEARS	83%
NIKE	2 YEARS	69%
TARGET	8 YEARS	66%
HOME DEPOT	2 YEARS	59%

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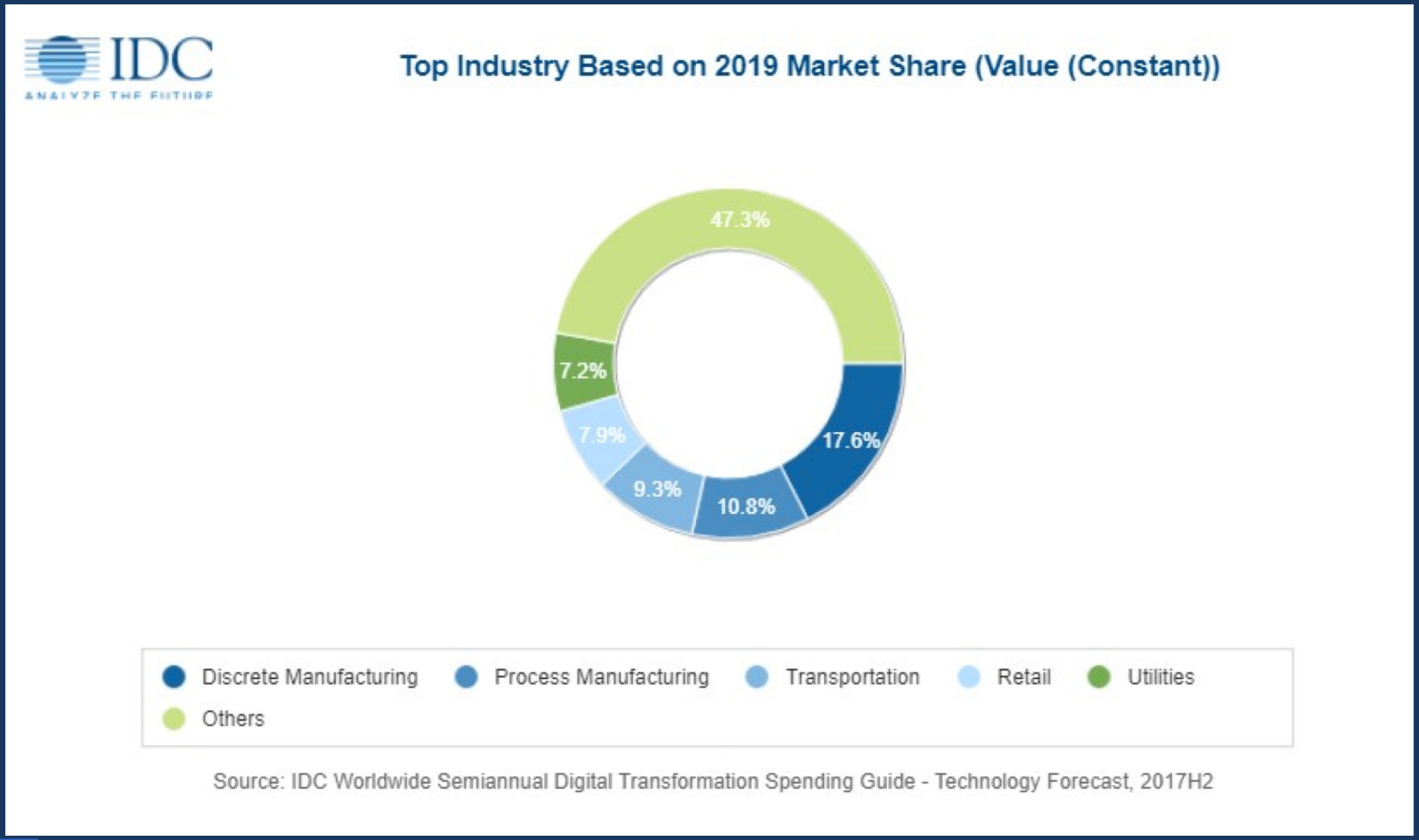
Fobs - 7 Examples Of How Digital Transformation Impacted Business Performance

https://www.forbes.com/sites/blakemorgan/2019/07/21/7-examples-of-how-digital-transformation-impacted-business-performance/#2fbc6ee651bb

Good News – Cont'd

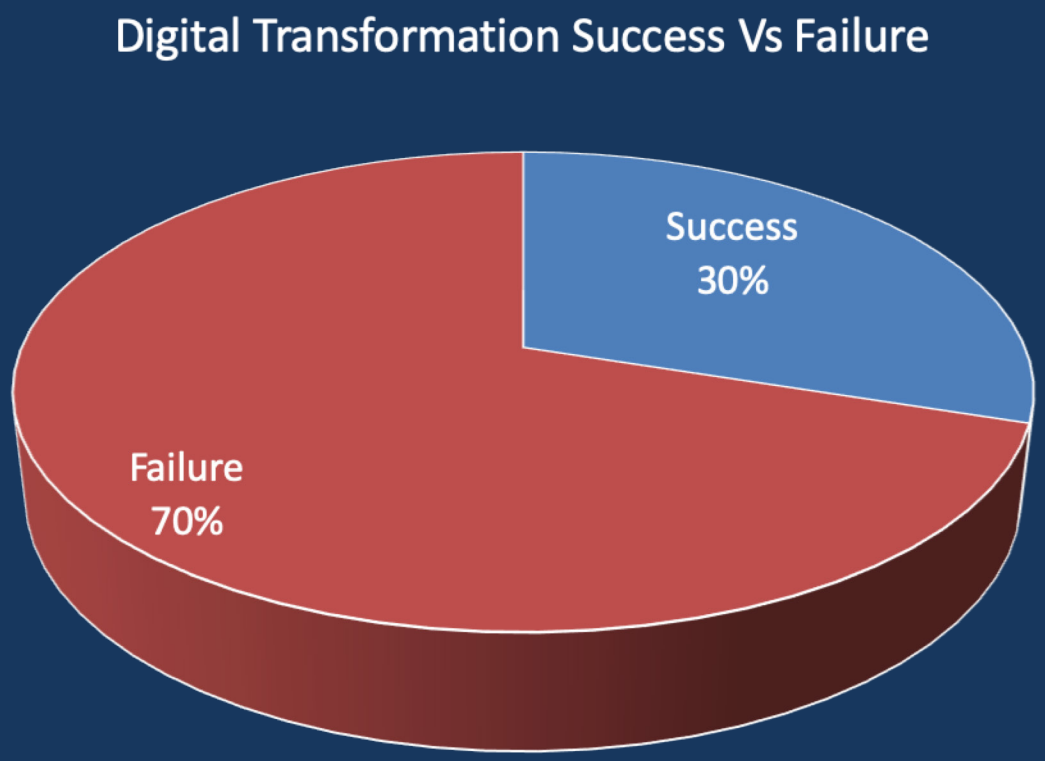
Spending increases up to $2 Trillion in 2022



Worldwide Spending on Digital Transformation Will Be Nearly $2 Trillion in 2022 as Organizations Commit to DX, According to a New IDC Spending Guide

https://www.idc.com/getdoc.jsp?containerId=prUS44440318

Bad News

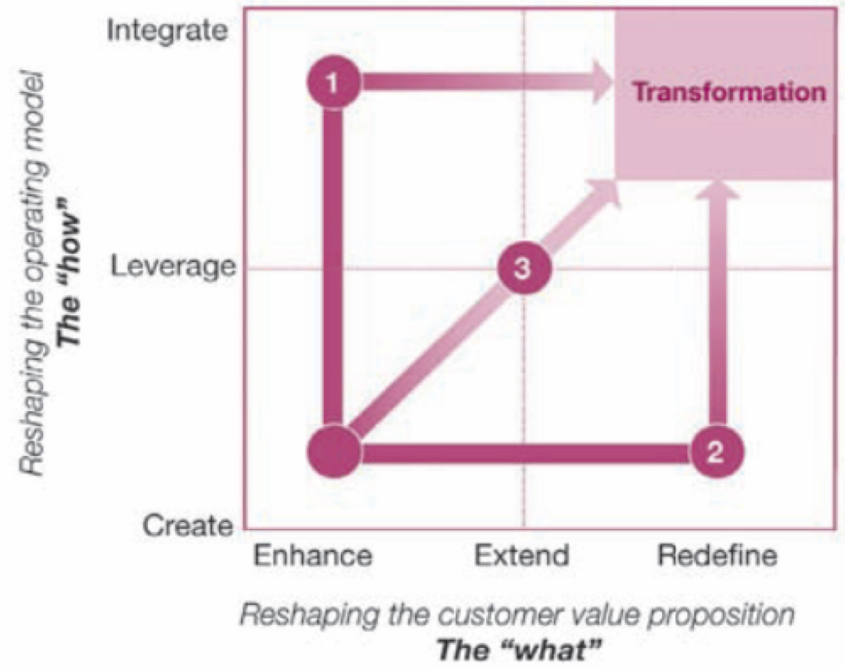


McKinsey - Transformations are hard, and digital ones are harder

https://www.mckinsey.com/business-functions/organization/our-insights/unlocking-success-in-digital-transformations

Success Path to DT

Paths to digital transformation



1 Path 1
Create and integrate digital operations first. Then address the customer value proposition to achieve full transformation.

2 Path 2
Enhance, extend or reshape the customer value proposition with digital content, insight and engagement. Then focus on integrating digital operations.

3 Path 3
Build a new set of capabilities around the transformed customer value proposition and operating model in lock-step.

Source: IBM Institute for Business Value analysis

Barman's Digital Transformation Paths
https://www.ibm.com/downloads/cas/B6Y8LY4Z

Seven Types of DT Model

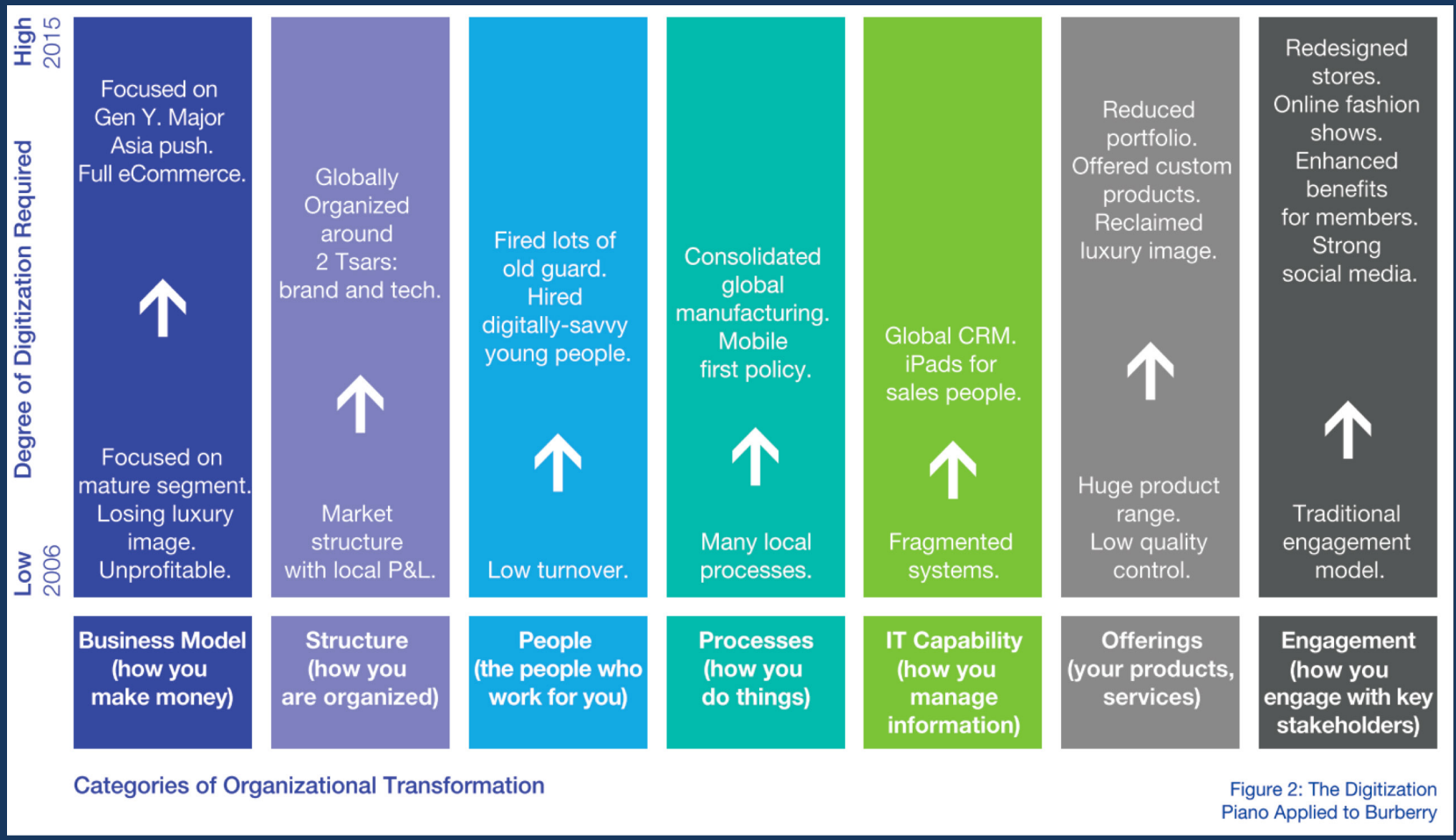


Figure 2: The Digitization Piano Applied to Burberry

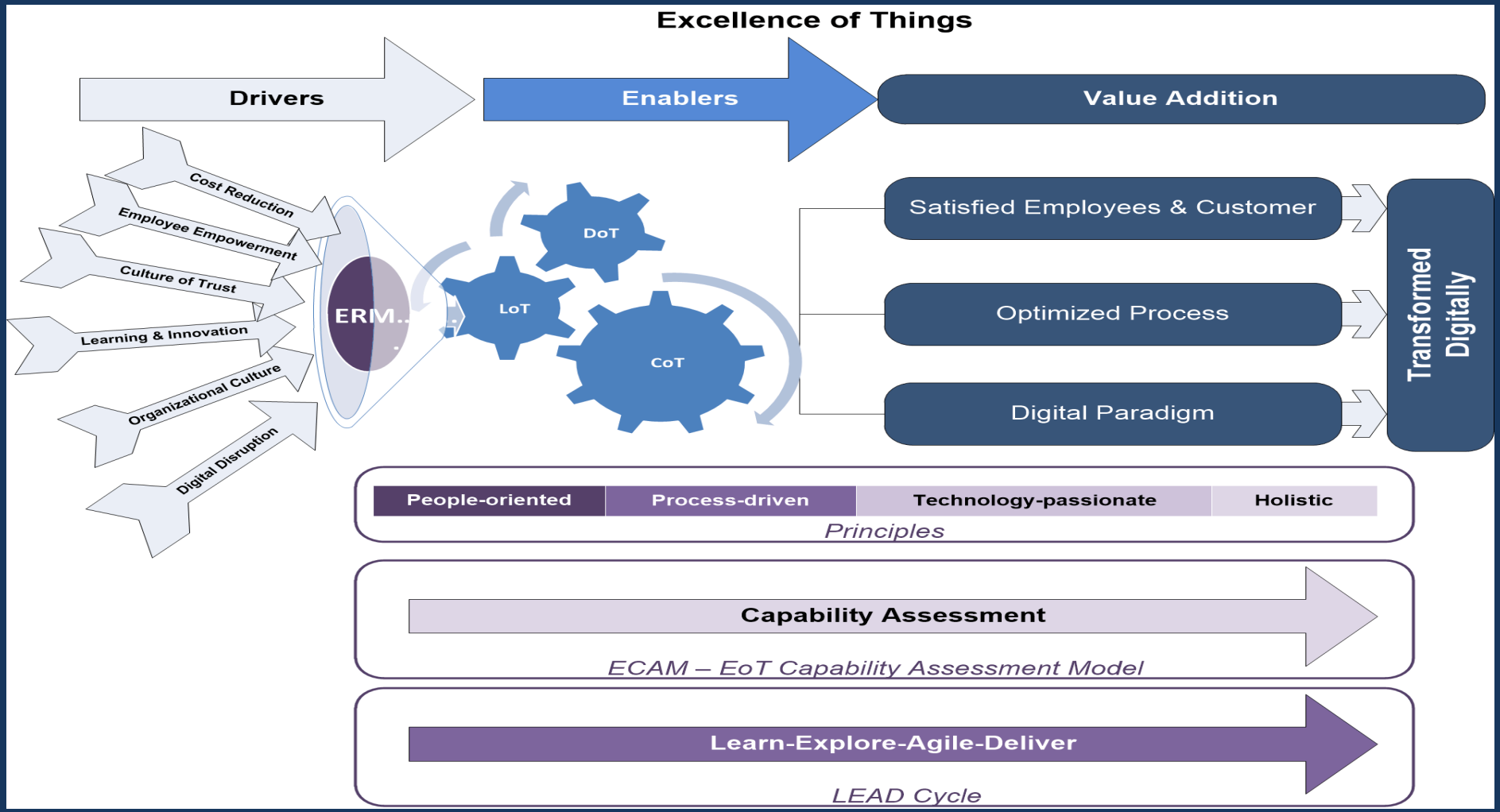
Wade's Categories of Digital Business Transformation Models

Wade, M. (2015). Digital Business Transformation: A Conceptual Framework. An IMD and Cisco Initiative June, (41), 1–4. https://doi.org/10.1002/ejoc.201200111

EoT – Excellence of Things Framework

- Focuses on 7 dimensions of Wade's study
- Utilizes platforms, services and best practices related to DT and BE for adding value in digital firms.
- Can be applied in any digital firm regardless of its nature, size and complexity
- Named after *IoT's* "of the things"

EoT at-a-glance



EoT at-a-glance – Cont'd

- EoT has two kinds of elements or components in its framework – 'core' and 'non-core'.

The integrated 4 (four) 'core elements':

- *Principles*
- *ERM* (EoT Reference Model)
- *ECAM* (EoT Capability Assessment Model) and
- *LEAD* (Learn-Explore-Agile-Deliver) implementation cycle

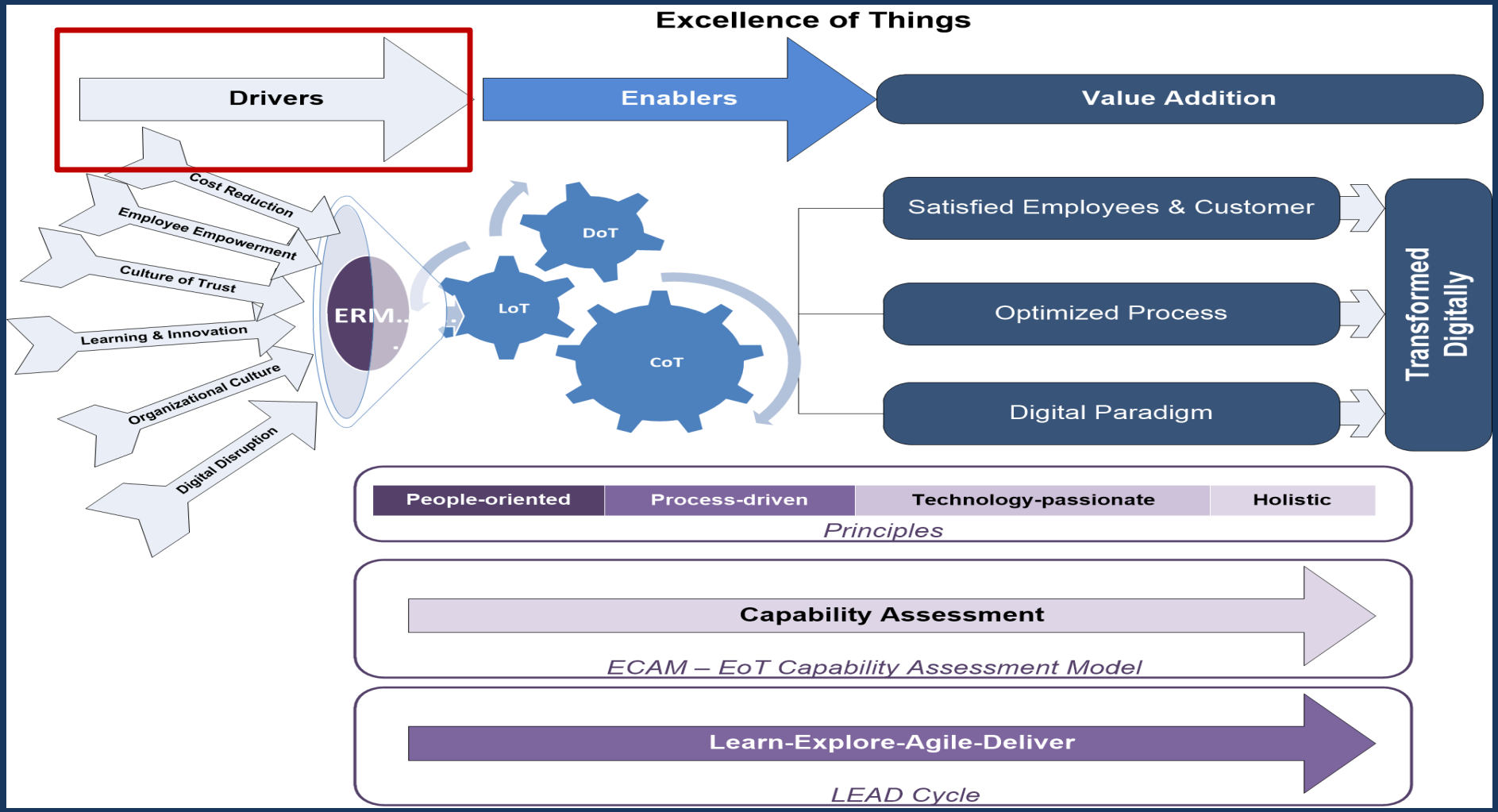
'Non-core' elements are

- Drivers -varies due to nature and size of digital firms,
- Enablers - varies based on circumstances and
- Result or value addition – varies due to interaction of drivers, enablers and other inputs.

EoT Implementation

1) Identify the DRIVERS,
2) Define ENABLERS and classify them with CoT, LoT and DoT,
3) Define the RESULTS
4) Strict to EoT PRINCIPLES,
5) Build ERM based on focus areas
6) Assess the current state with ECAM
7) Apply LEAD Cycle for each Transformative Focus Area (TFA) or combined related TFAs.

1. Identify DRIVERS



1. Identify DRIVERS – Cont'd

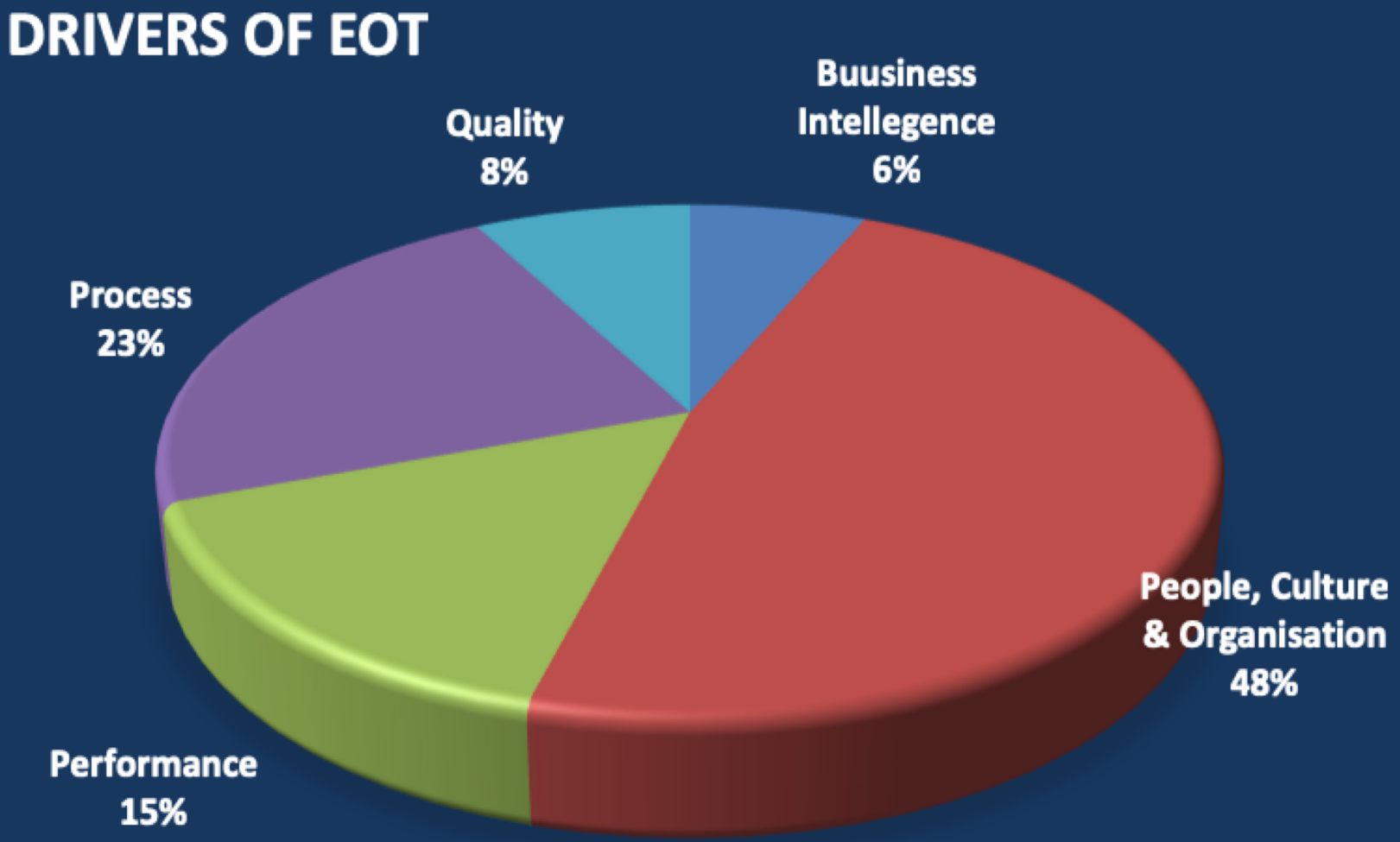
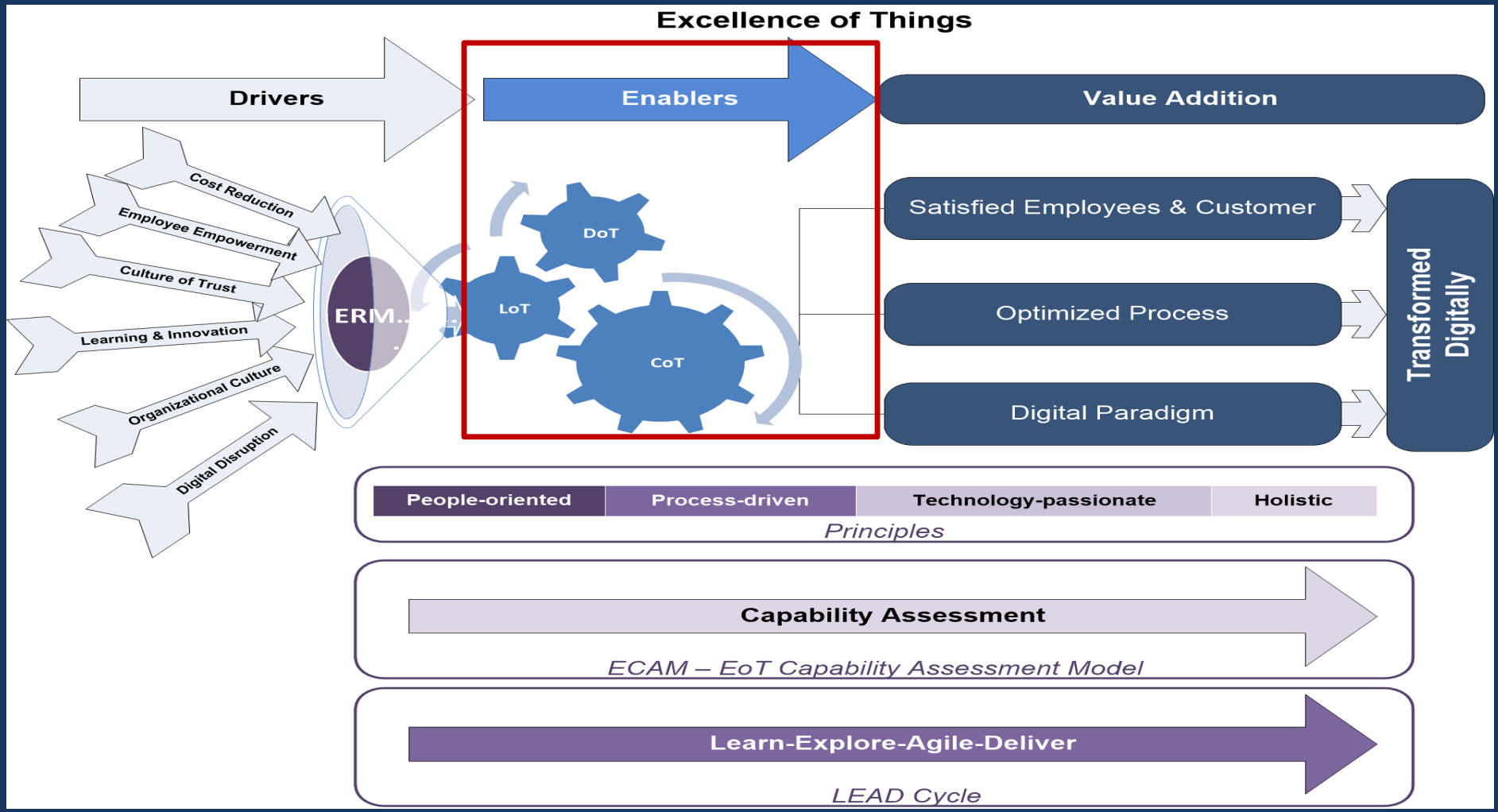


Figure 30: Drivers of EoT

2. Identify ENABLERS



2. Identify ENABLERS – Cont'd

CoT – Corporate-Entrepreneurship of Things

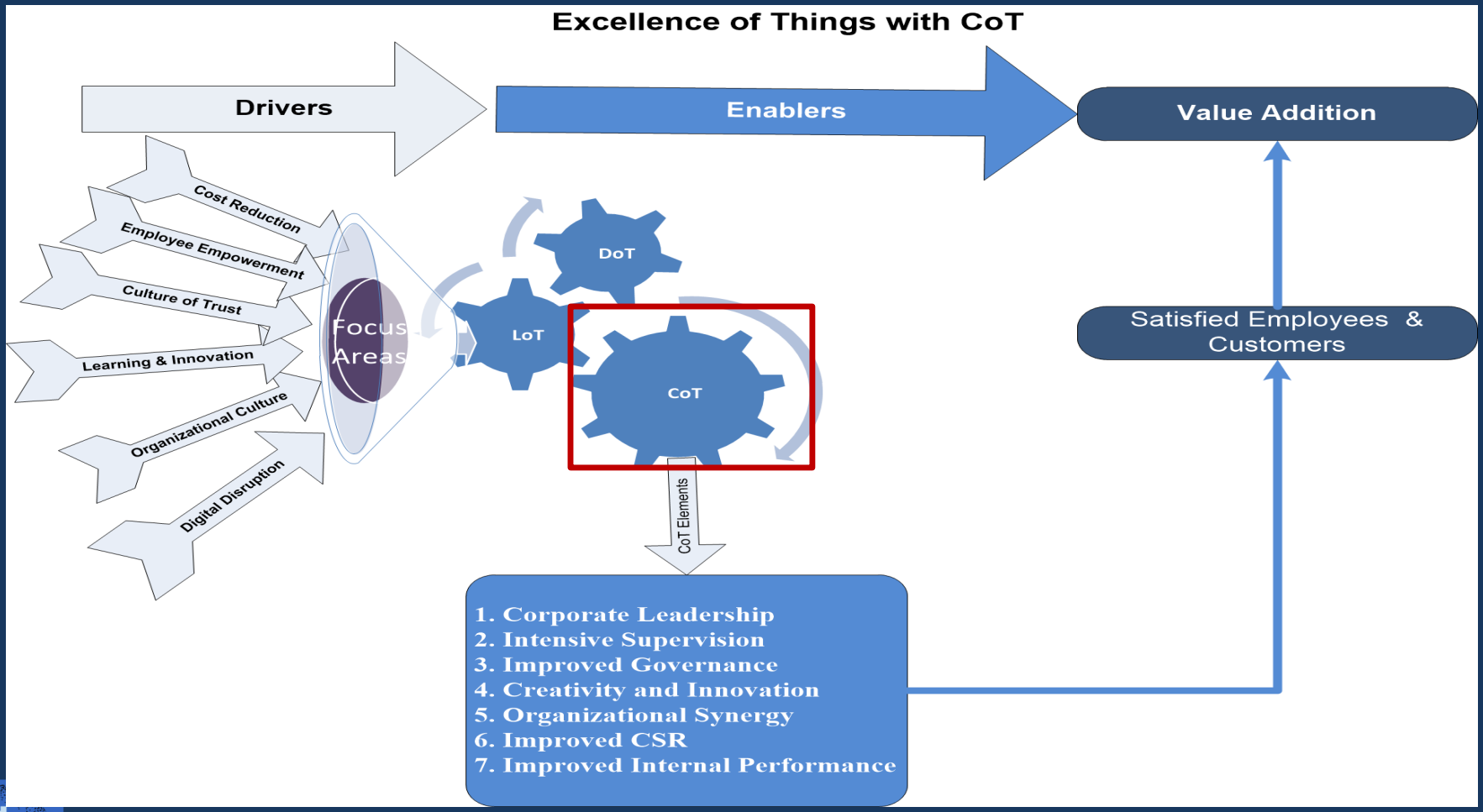


Figure 34: Relationship of CoT Elements

2. Identify ENABLERS – Cont'd

LoT – Lean of Things

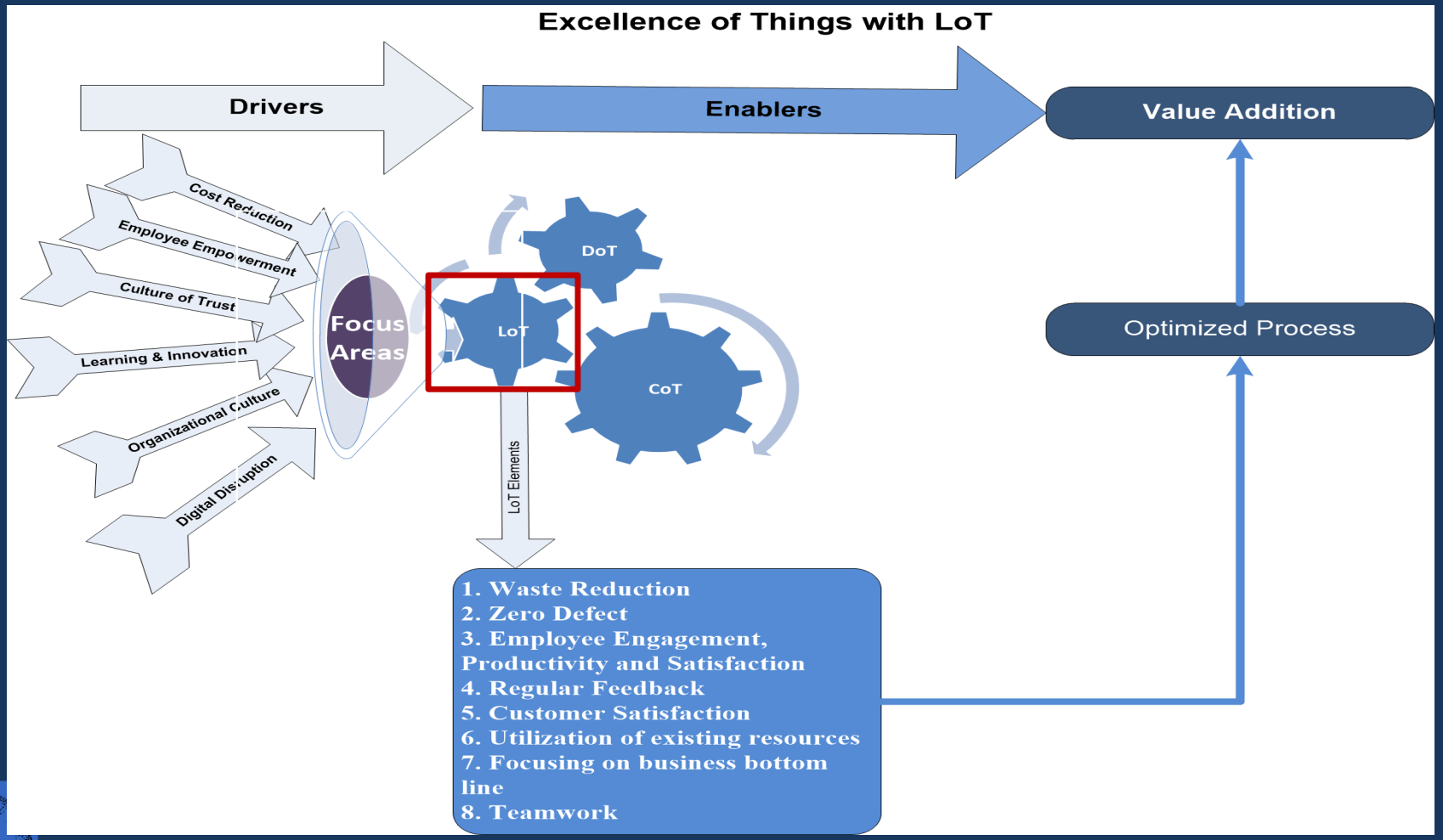


Figure 37: Relationship of LoT Elements

2. Identify ENABLERS – Cont'd

DoT – Data of Things

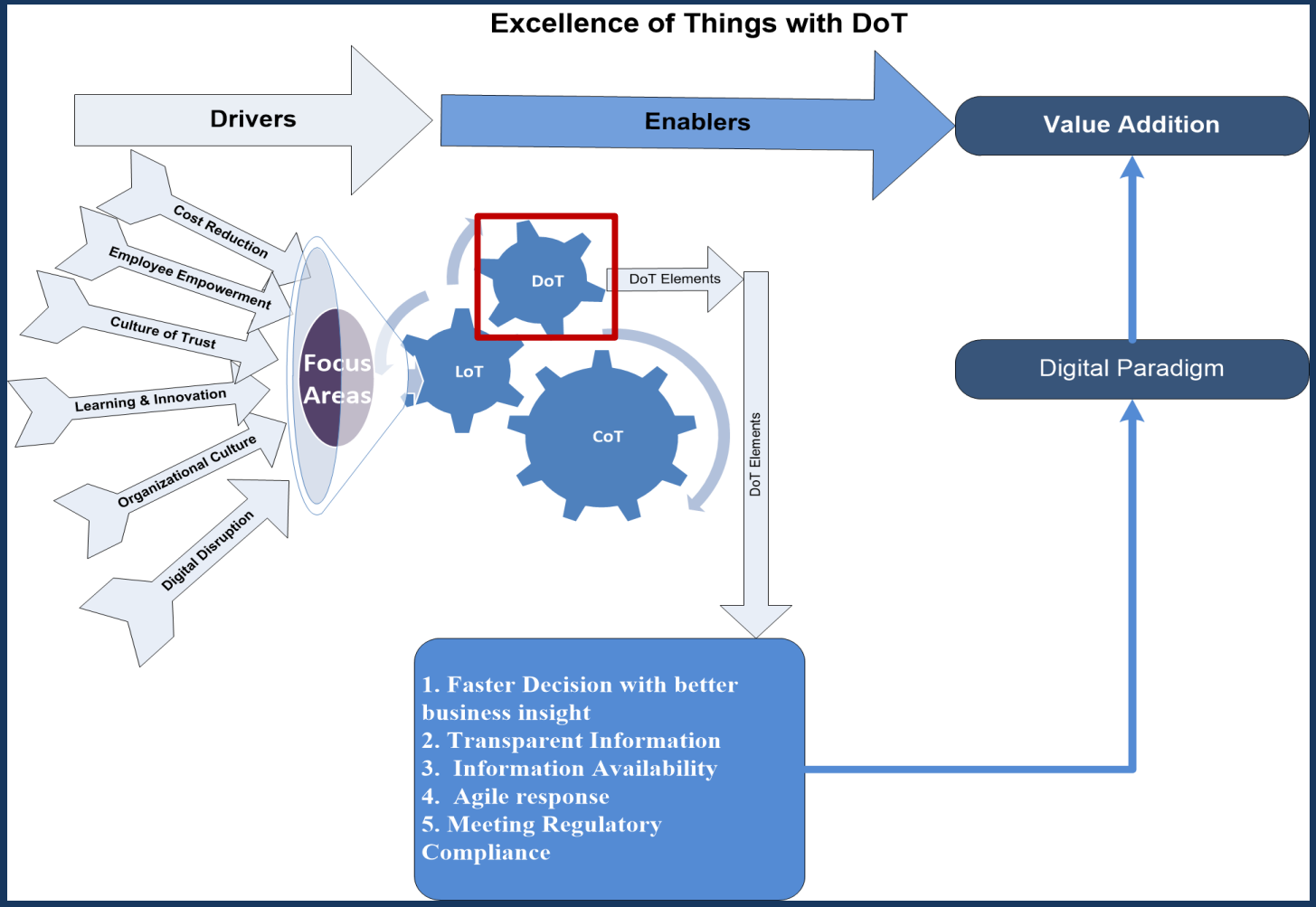
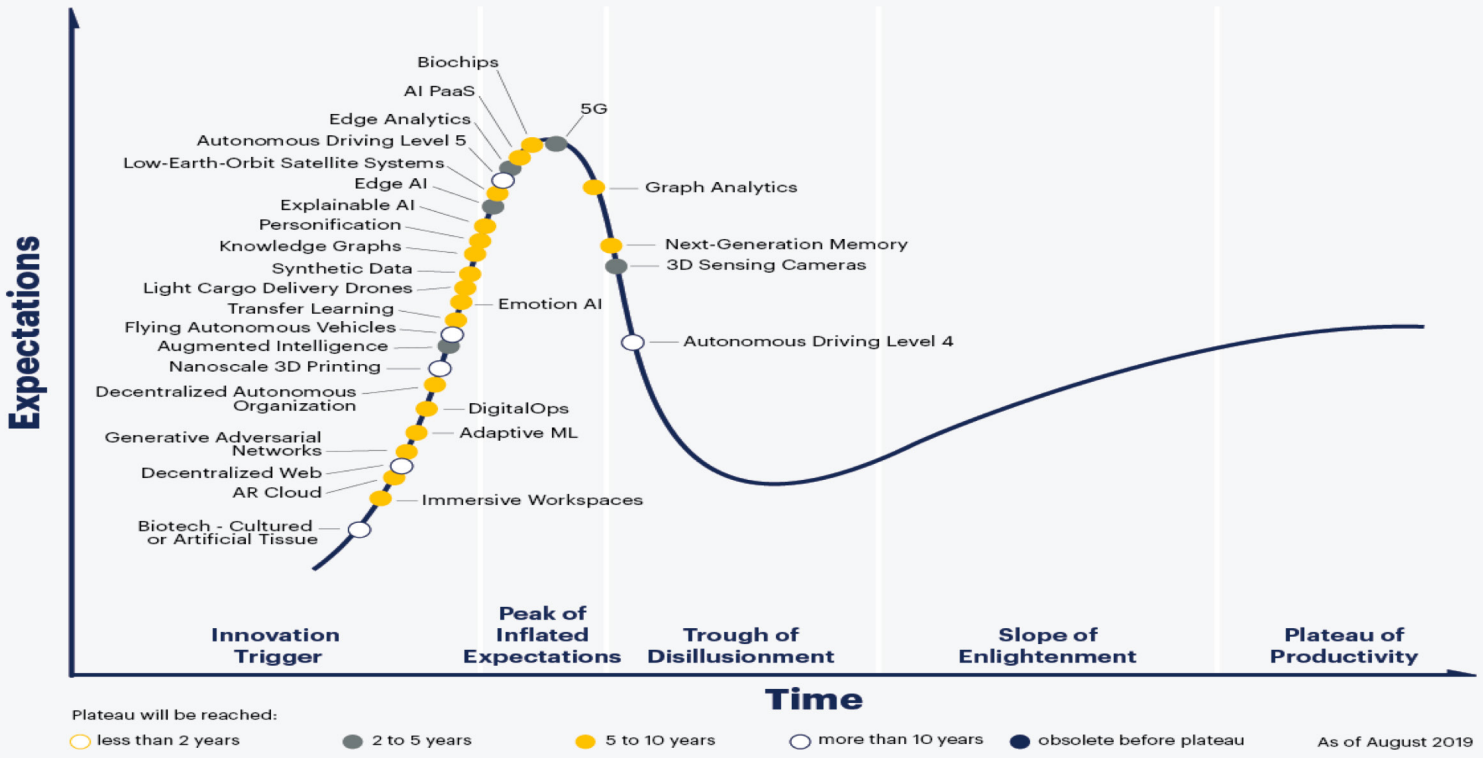


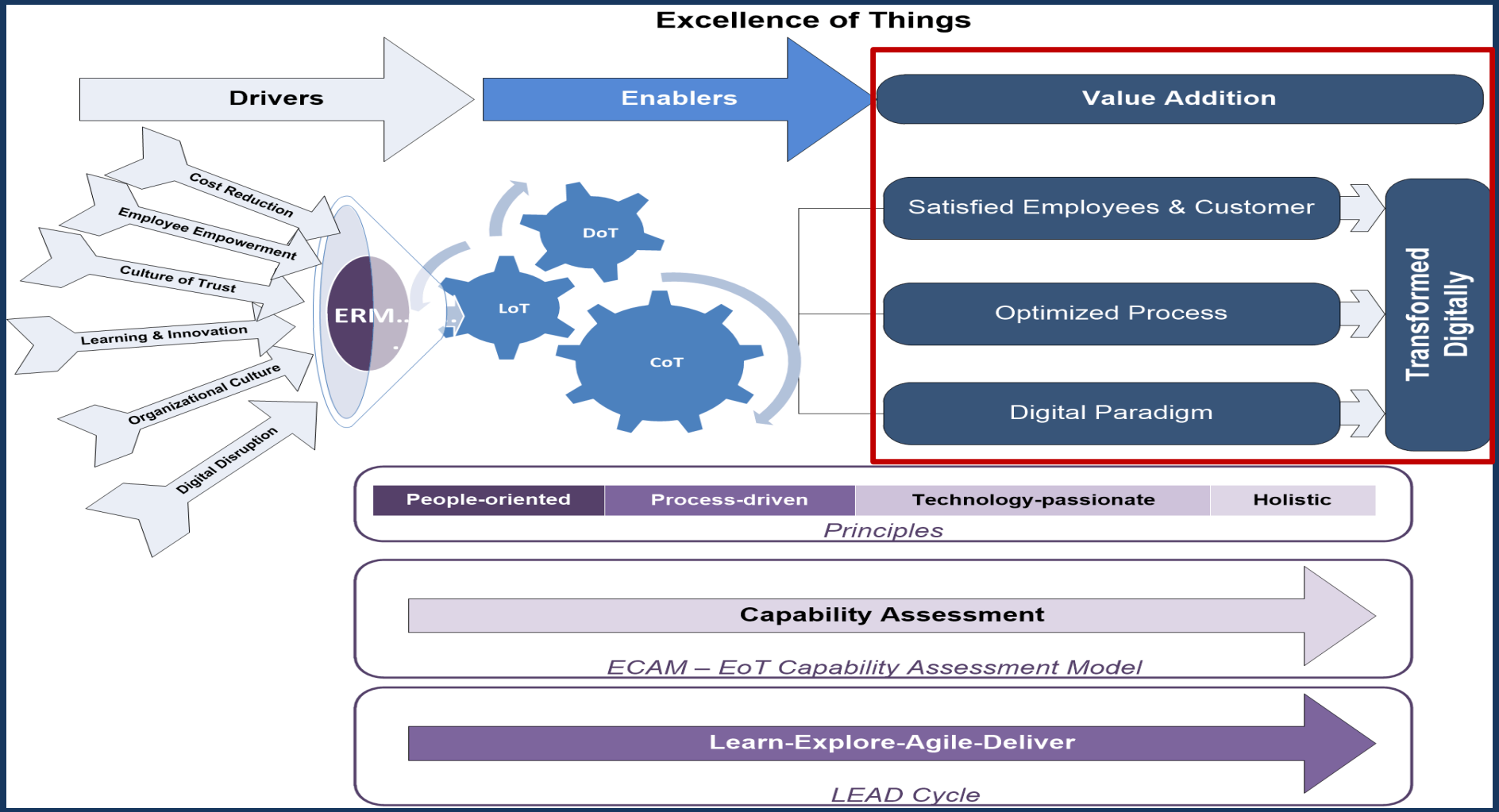
Figure 40: Relationship of DoT Elements

2. Identify ENABLERS – Cont'd

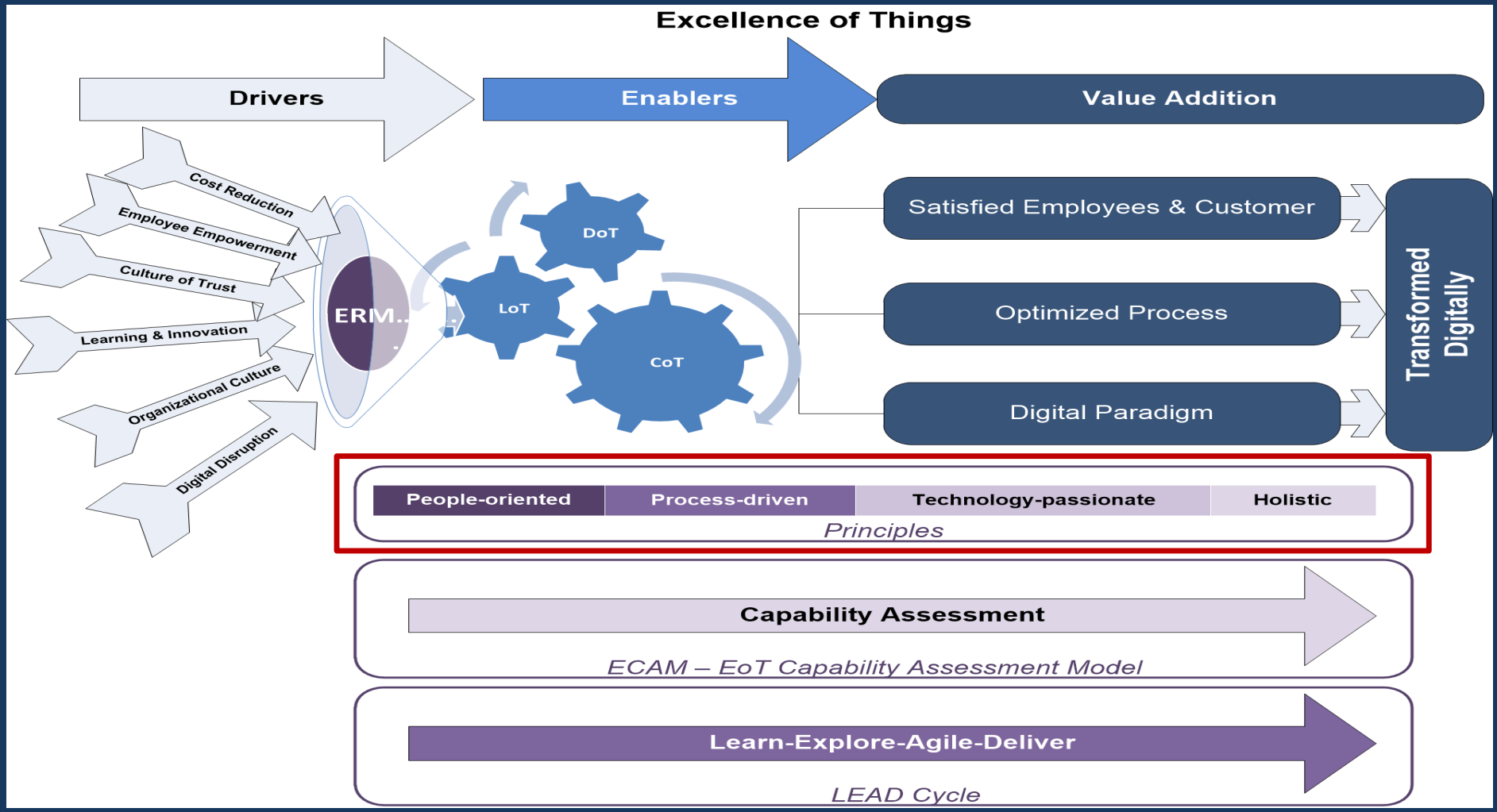


https://www.gartner.com/smarterwithgartner/5-trends-appear-on-the-gartner-hype-cycle-for-emerging-technologies-2019/

3. Define RESULTS



4. Strict to PRINCIPLES



4. Strict to PRINCIPLES – Cont'd

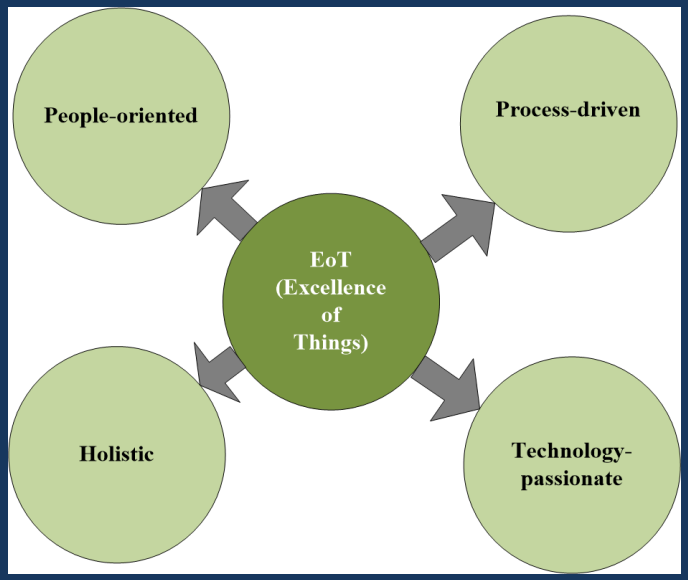
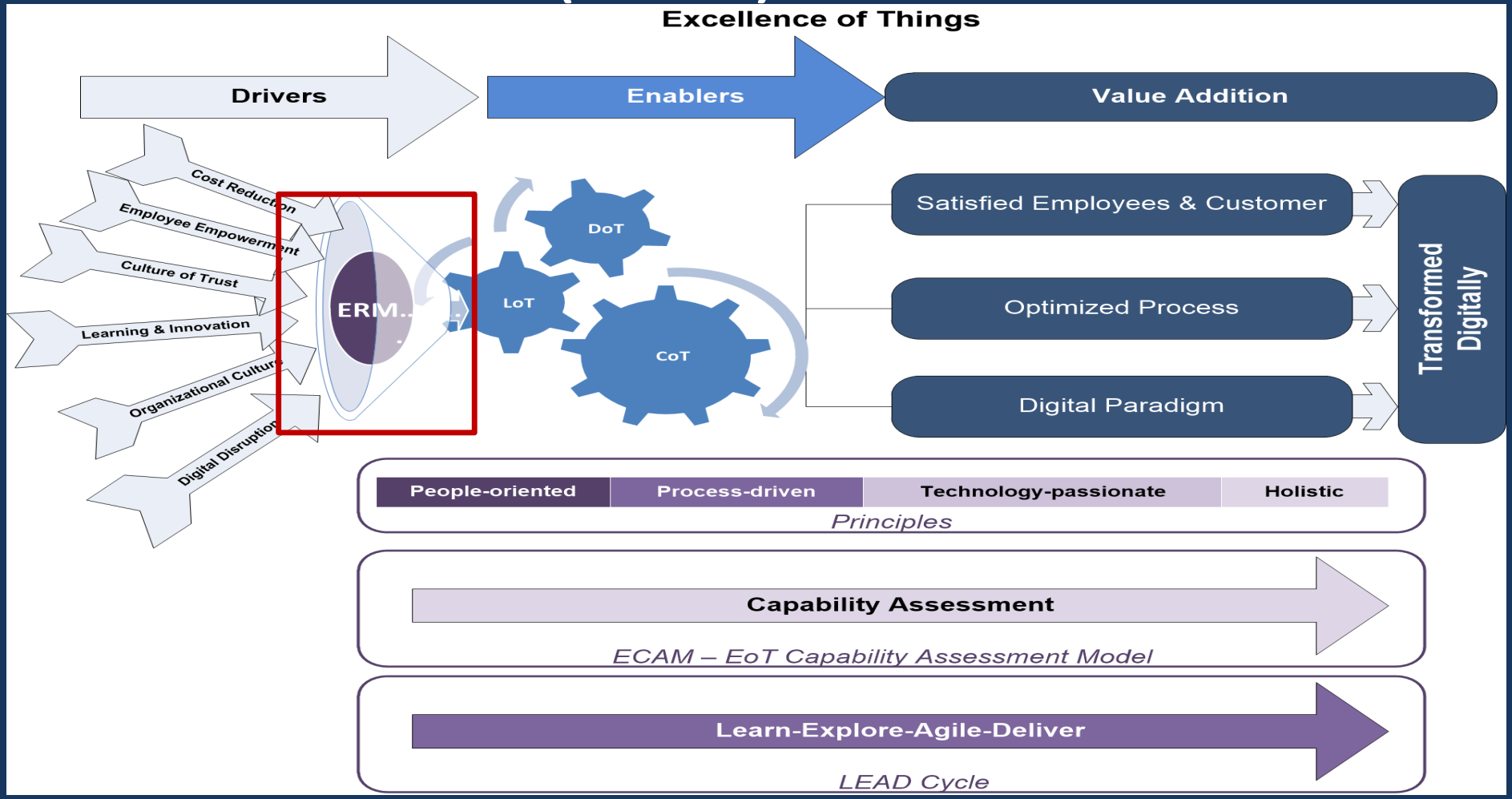


Figure 45: Principles of EoT

- Principle-1: People-oriented – 'People, Culture and Organization' are the top-most priority in the digital firm as people are the main resources that run the entire system.
- Principle-2: Process-driven - Process acts as mediator between the people and the product. People run the process; and process also help people to add value in business.
- Principle-3: Technology-passionate – People oriented and process driven digital firm requires technology to transform the digital firms in order to compete in the market and satisfy customers.
- Principle-4: Holistic - Being 'Holistic' is the key aspect of addressing all functional areas of the digital business transformation framework. Finally, with the help of DT, overall business improves together and by utilizing people, process and technology in holistic fashion (Angell & Corbett, 2009) .

5. Build ERM based Transformative Focus Areas (TFAs)



5. Build ERM based Transformative Focus Areas (TFAs)

ERM - EoT Reference Model

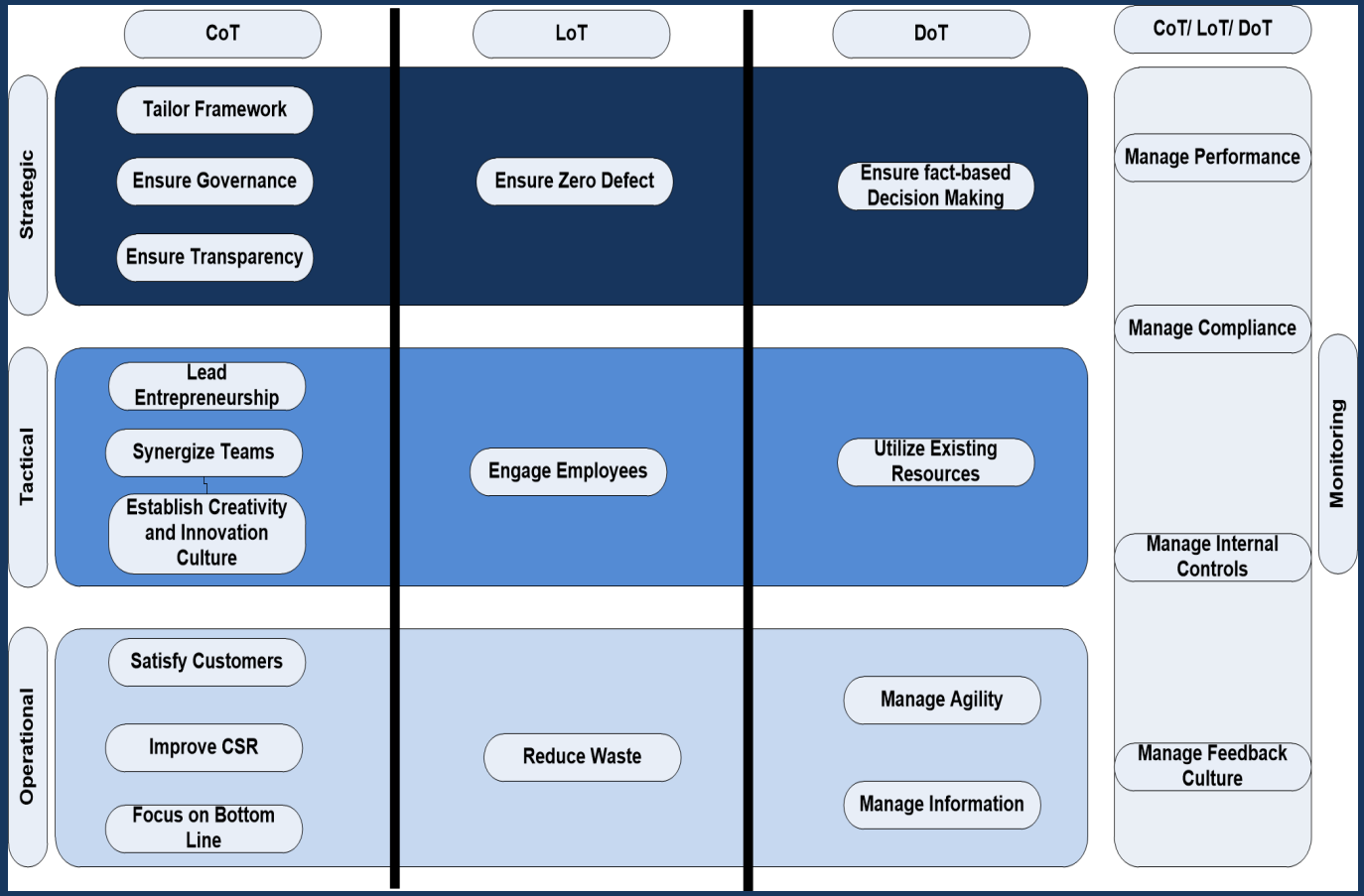
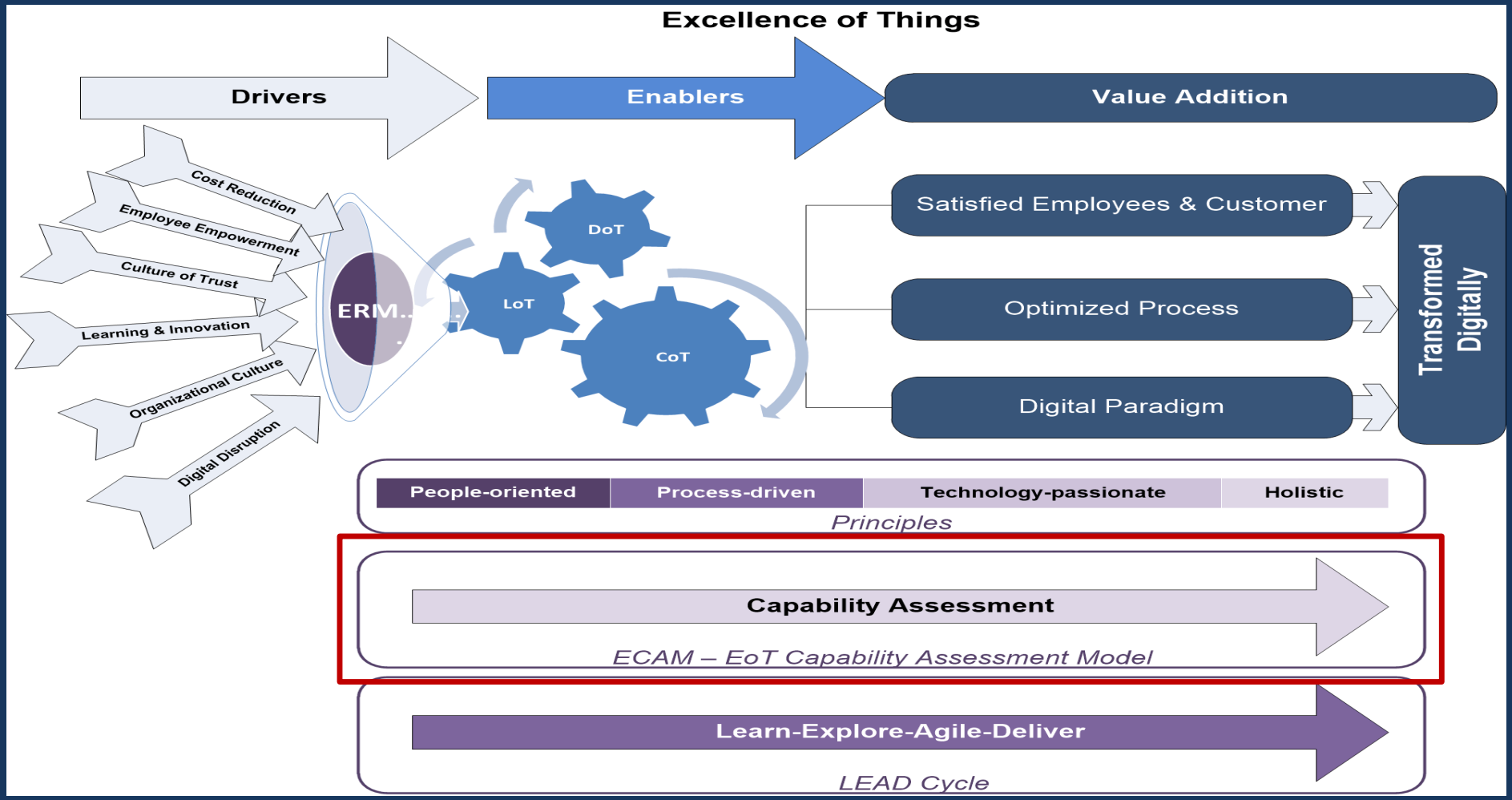


Figure 46: EoT Reference Model

- ERM is the heart of DT based BE framework, EoT.
- ERM shows the relationship among building blocks of digital transformation or TFA (Transformative Focus Area)

6. Assess Current State with ECAM



6. Assess Current State with ECAM

ECAM - EoT Capability Assessment Model

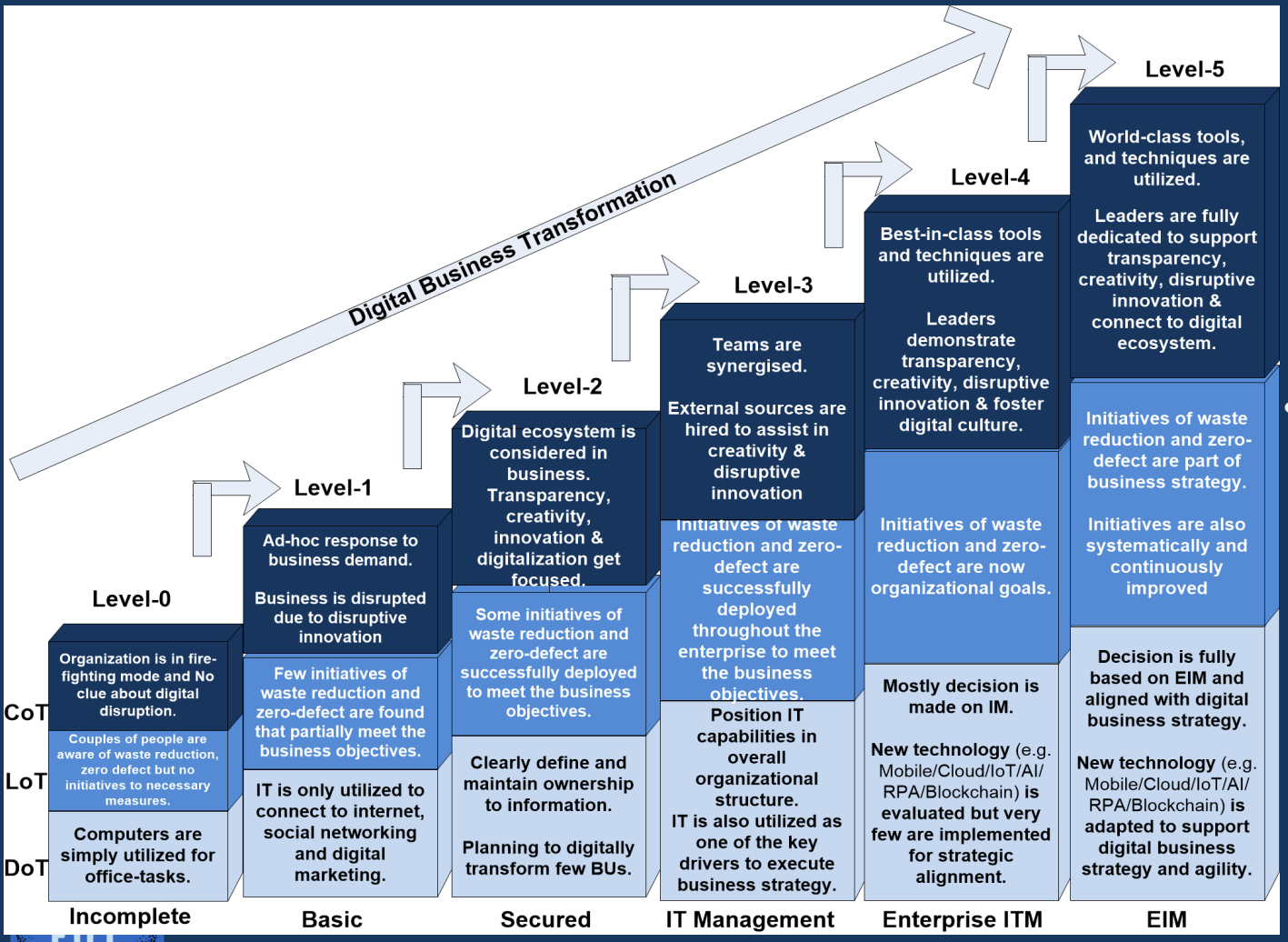


Figure 47: EoT Capability Assessment Model - ECAM

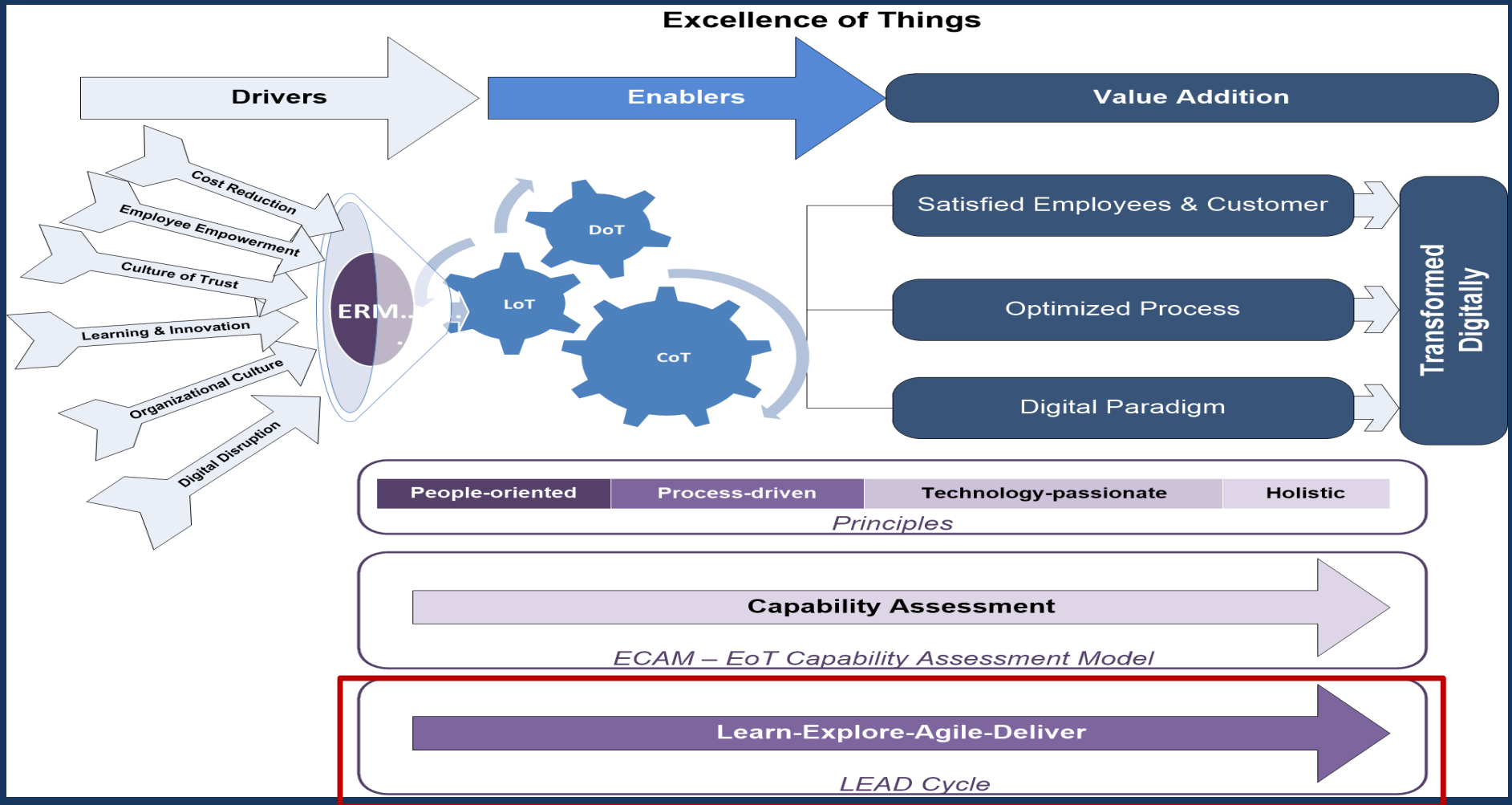
- Like other capability model, ECAM performs similar assessment on each TFA that is the building blocks of the digital transformation
- ECAM provides a way to gauge the performance, and identify the improvement factors of each focus area so that it can pave the way for DT based BE, EoT (ISACA, 2013a).

6. Assess Current State with ECAM

Score	Meaning	% of Score	Description
N	Not achieved	0% to 15%	There is little or no evidence of achievement of the defined focus area.
P	Partially achieved	15% to 50%	There is some evidence of an approach to, and some achievement of, the defined focus area.
L	Largely achieved	50% to 85%	There is evidence of a systematic approach to, and significant achievement of, the defined focus area.
F	Fully achieved	85% to 100%	There is evidence of a complete and systematic approach to, and full achievement of, the defined focus area.

- A TFA cannot move to the next level unless it achieves 'L' or 'F' at the existing of the level.
- ECAM will only be utilized on each of the focus area separately for going ahead in the journey of digital transformation and achieving DT based BE, EoT.

7. Apply LEAD Cycle for TFAs



7. Apply LEAD Cycle for TFAs – Cont'd

LEAD- Learn-Explore-Agile-Deliver 'Implementation Cycle

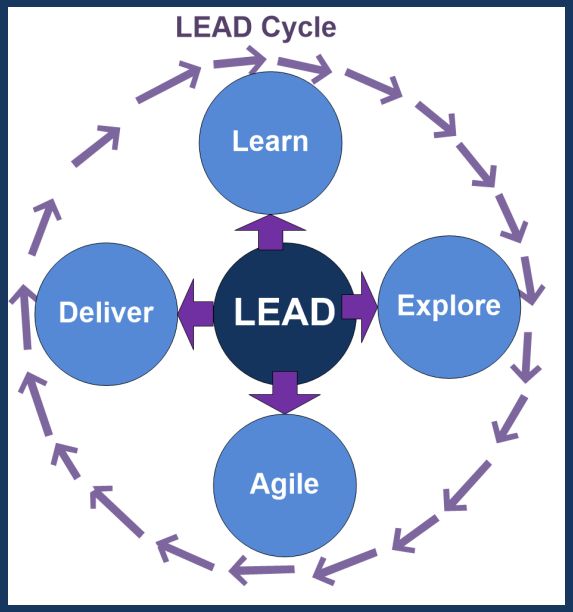


Figure 48: Learn-Explore-Agile-Deliver Cycle

- L = 'Learn' consists of getting aware of focus area/ initiatives and its connection with Digital Ecosystem;
- E = 'Explore' includes gathering in-depth info and analysis of gap;
- A = 'Agile' consists of ensuring agile actions identified on gap analysis; and
- D = 'Deliver' includes taking measure to disruptive innovation.
- These stages are iterative process that continuously rotates clock wisely.

7. Apply LEAD Cycle for TFAs – Cont'd

LEAD 'Implementation Cycle – in Details

	Learn	Explore	Agile	Deliver
Stages	Get aware of initiatives and its connection with Digital Ecosystem	Gather In-depth info & analyze gap	Ensure agile actions identified on gap analysis	Take measures to disruptive innovation
Objectives	Document plan, procedures and team charter	Analyze current state, determine future state and the gap	Apply lesson learned and best practices	Optimize output for Digital Ecosystem and continually innovate
Scopes	• Understand organizational culture • Understand digital drivers and trend • Understand digital ecosystem and related risk profile • Prepare simple digital strategy	• Review gap in regard to CoT, LoT and DoT • Identify focus areas • Assess trending technologies that impact the business • Apply descriptive, predictive and cognitive analytics	• Refine objectives and/or deliverables in internal and external approaches • Review and update system as required • Emphasis on Agile methodologies either for operation or projects	• Monitor and control the output • Take 'breakthrough' approach for further improvement and innovation • Ensure collaboration with Digital Ecosystem
Outcomes	One-page digital strategy & Roadmap	Gap report & Strategic Objectives	SMART agile goals	Digitally transformed Focus Area(s) or Business

Figure 49: Detailed LEAD Cycle Stages

- Regardless of the types of the building blocks or TFA the LEAD cycle can be applied for anyone of them.

7. Apply LEAD Cycle for TFAs – Cont'd

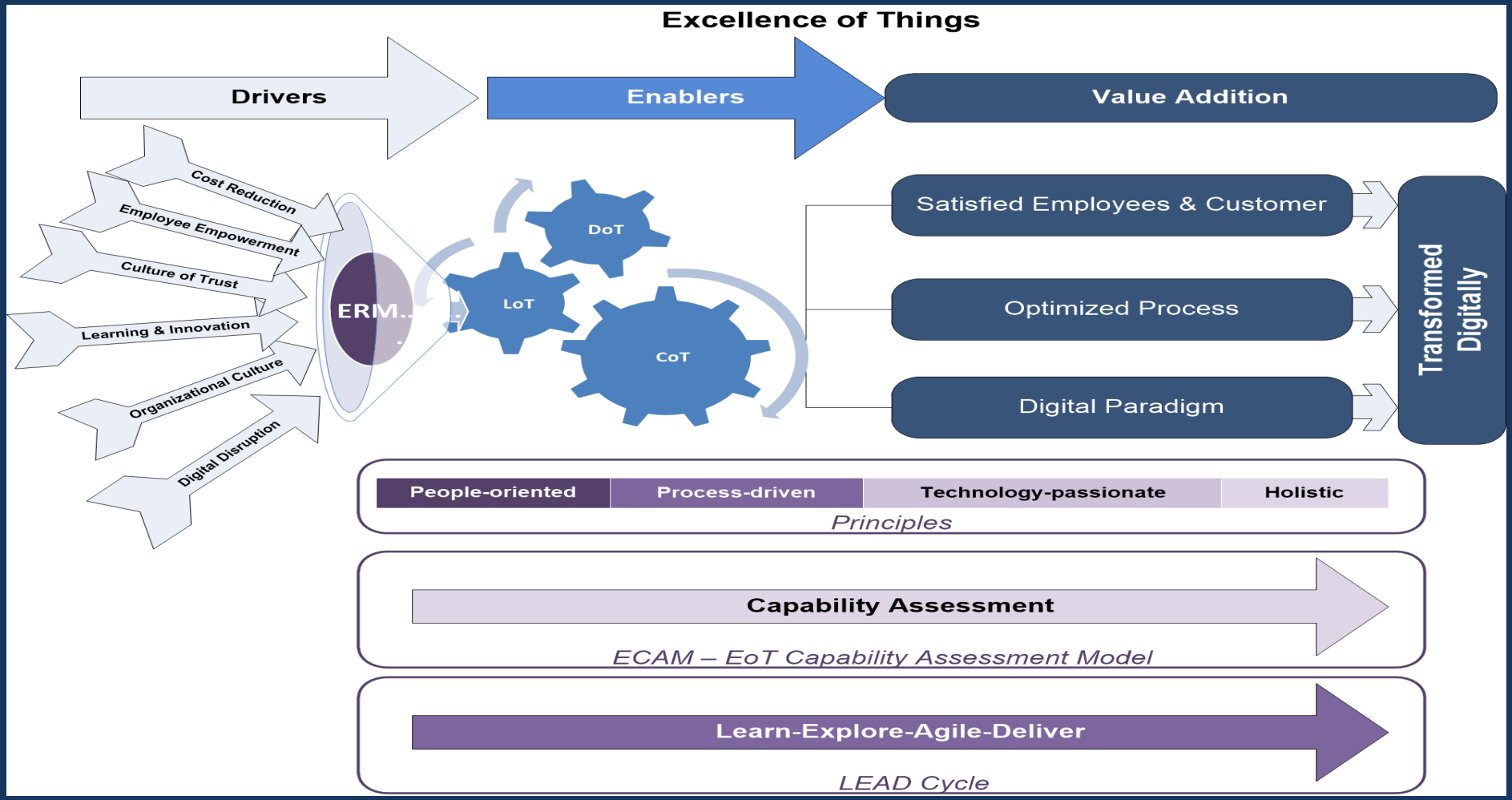
LEAD 'Implementation Cycle for a TFA e.g. 'Tailor Framework'

Stage	Learn	Explore	Agile	Deliver
State Description	Get aware of context of digital firm	Get in-depth details of connecting other focus areas and its connection in digital ecosystem	Ensure agile action items as found in gap analysis	Take measures in such a way that the tailored framework initiates disruption
Objectives	Document plan, process, procedures and team charter	Analyze current state, determine future state and the gap	Apply lesson learned and best practices; and slice the tasks in doable groups like sprint	Optimize and continually improve the tailored framework.
Scope	Understand organizational culture. Understand interaction of this focus area with others and with CoT, LoT and DoT. Understand digital drivers and trend. Understand digital ecosystem and related risk profile.	Review gap in regard to CoT, LoT and DoT Identify focus areas Assess trending technologies that impact the business. Apply descriptive, predictive and cognitive analytics if applicable and see the impact on business model due to is customization.	Review and update framework as required. Consider the 'framework' building as a small agile project.	Monitor and control the output Take 'breakthrough' approach for further improvement and innovation. Ensure collaboration with stakeholder and digital ecosystem.
Outcomes	Detailed Requirements and Risk Analysis	Gap analysis report with SMART goals.	Detailed doable objectives and deliverables	One-page digital strategy

Table 6: Detail of Tailor Focus Area

- As each of the TFA is having different criteria and are under different enablers or layers; related activities, measurement method, analysis, implementation steps and results are also different .
- However, LEAD cycle helps to achieve DT based BE, EoT to add value to the business.

EoT



Digital Transformation based BE framework - EoT

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18 October, 2019

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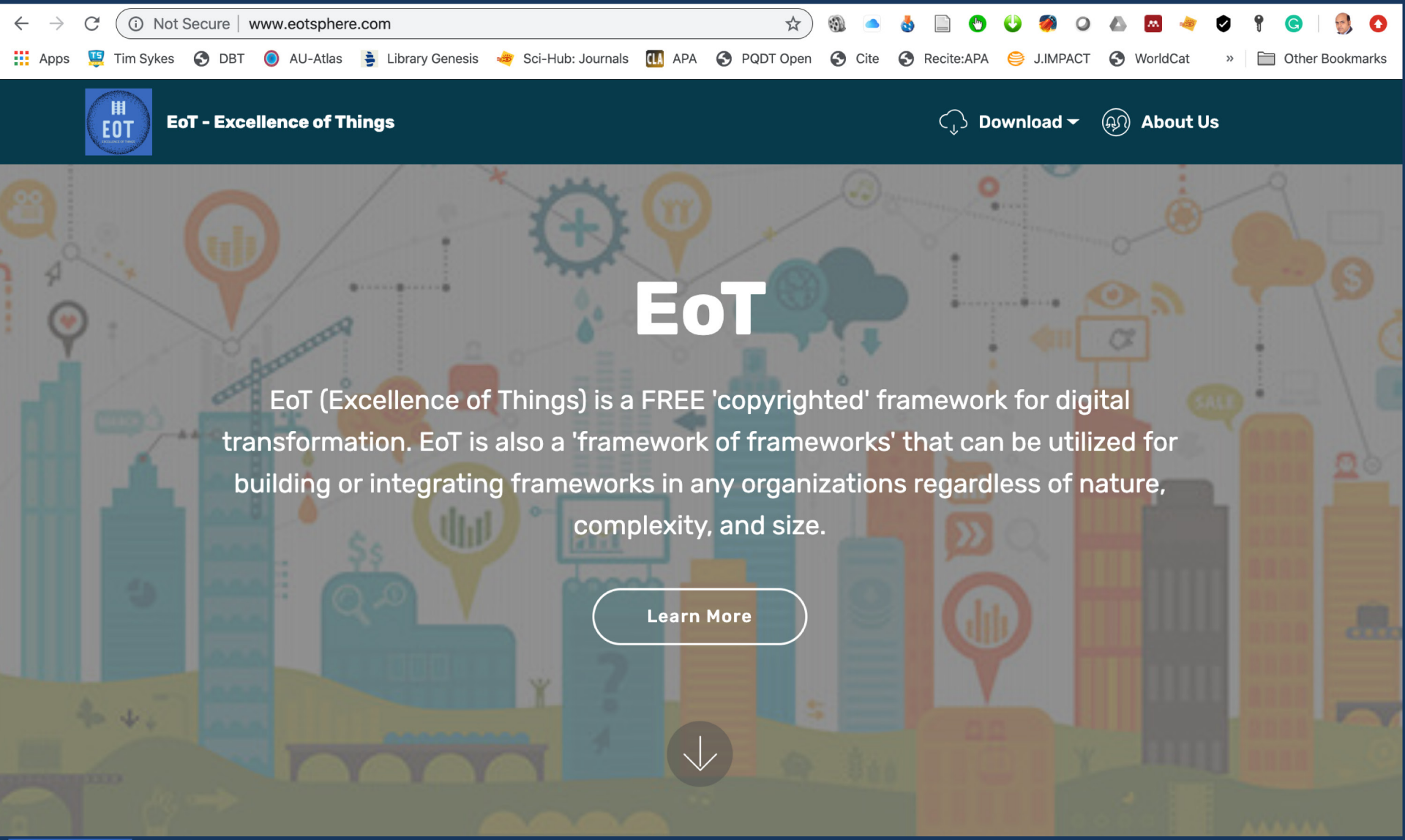

Thank You ☺