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WHITEPAPER



A WHITEPAPER ON

Incremental Approach to Disruptive Transformation

Executive summary | Tips | Conclusion | About Suyati

EXECUTIVE SUMMARY

In this decade we have witnessed an unprecedented consolidation and dissemination of information, supported duly by the advances made within the SMAC Technologies. AI, ML and BIG DATA & Analytics Technologies are now helping us move to the era of knowledge economy. Possibilities of business growth from each of these technologies on a host of Industries and business functions are immense and for a CIO/CTO today, it is very much like being a kid in a candy store - not knowing which individual Technology innovation – incremental and/or disruptive – to pick! This dilemma poses a key challenge to the CIO/ CTOs as they embark on a journey towards Digital Transformation. This whitepaper not only helps resolve this dilemma but also gives a tactical step by step guide to achieving the transformational objectives.

OUTLINE

1. **Executive Summary**
2. **C-level challenges to adopting Disruptive Transformation**
3. **Tactical incremental steps**
   - **Process Mining**
   - **Robotic Process Automation (RPA)**
   - **Connected Insights**
4. **Tip: Bringing it all together with Framework-as-a-Service model**
5. **Conclusion: Continuous improvement and delivery**

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DIGITAL TRANSFORMATION
C-LEVEL CHALLENGES

CIOs/ CTOs, responsible for driving the Digital Transformation agenda, are often heard saying:

- We are mostly stuck in 'Firefighting' mode, managing delivery of one or more priority requests from the business and Strategic Roadmaps are always pushed to the next month/ quarter/ Year.
- We do allocate specific budget for strategic roadmaps, but often it gets consumed by tactical priorities.
- Although we see clear business value in a specific transformational exercise, business cannot see a value in it until it is demonstrated.
- And many of the times, it is simply – We don't know where to start!

I am sure many CIOs/ CTOs – before even charting out a full-fledged DT Exercise - already acknowledge the necessity of creating strong DT advocates within their organization and of building a culture that accommodates and supports changes driven by such an exercise.



Furthermore, there is ample content out there that talks about how to methodically structure such initiative in terms of incremental phases to:

- Demonstrate Value of DT exercise quickly to business stakeholders and secure adoption
- Scale up value addition by leveraging connected ecosystems
- Transform truly through Insights driven solutions & business model innovation

You can also refer to the few articles below to dive deep on these things if this is your starting point:
Ref:https://suyati.com/whitepaper/3step-digital-transformation-approach-ebook/
Ref:https://suyati.com/blog/integrating-lean-principles-in-digital-transformation/

However, if you are beyond these strategic fundamentals and are now looking for some tactical frameworks and tools to help you flesh out this journey, here they are:

PROCESS MINING

It is rightly said that, "You can't do the same things, and expect different results!" This is especially true about an organization and applied aptly to Digital Transformation. DT as an exercise is and should be heavily outcome based and you cannot expect disruptively positive results from it without changing the status quo in the organization – especially with respect to the Business processes.

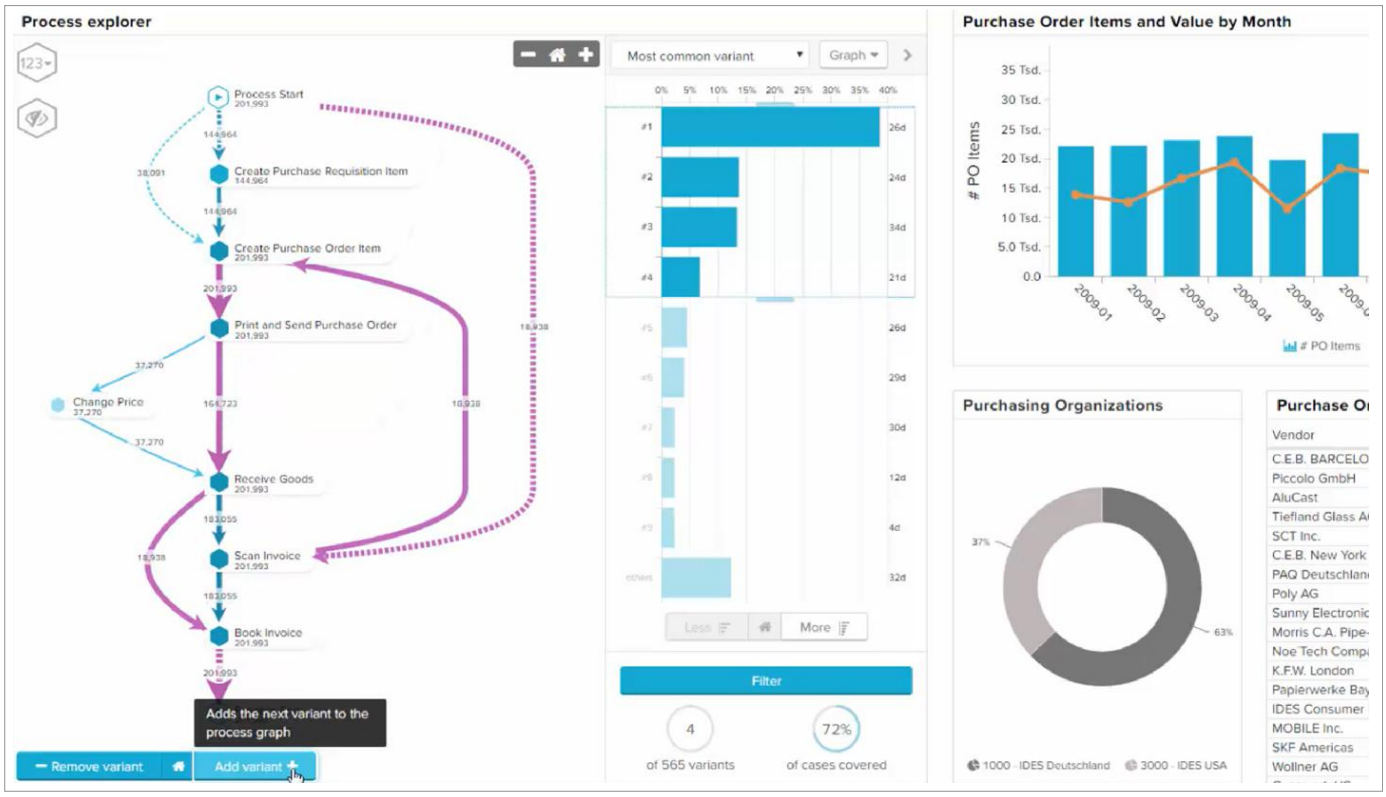
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The immediate and easiest way to kick start the DT Exercise is by:

1. Reconstructing & Visualizing business processes:

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Take a look at a sample Process Mining Visualization on **“Procure to Pay”** process of an organization. It not only shows the number of transactions flowing through the workflow (from the time when a Purchase requisition is created through to the step when an invoice is booked) but also showcases 565 variances occurring in the flow and more importantly, the top **4 variance types** accounting for **72% of the overall variations.**



Ref: https://www.celonis.com/product/

2. Detect Vulnerabilities:

The above step also helps see at a glance where inefficiencies occur that affect cost, speed, quality and risk in the concerned processes. This way one can quickly determine the ideal processing time and search cases where time is lost through bottlenecks, unnecessary detours, and interventions, or where compliance issues may arise.

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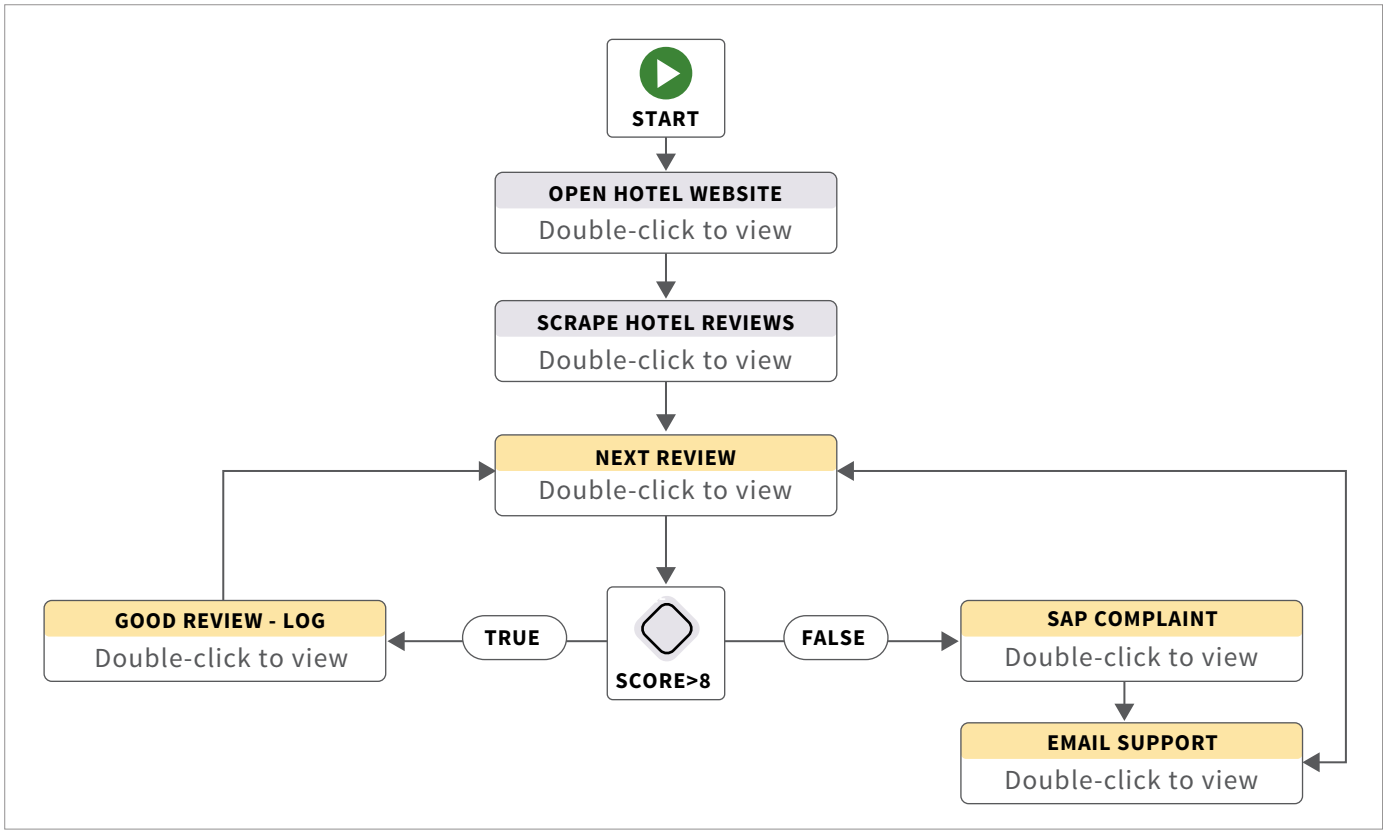
The Process Mining is thus a very insight-backed answer to "Where do I Start?" often kick starting the journey towards Digital Transformation

ROBOTIC PROCESS AUTOMATION (RPA)

One of the immediate outcomes of Process Mining also is a detailed report of processes which are inefficient because of data/workflow bottlenecks and are manually intensive. For e.g.: If a dependent data in CRM/ ERP was created at Time T1 but the eventual data was created by Manual Data Entry (Created by – "Application User") at a much later time T2, where T2-T1 is way greater than a standard mean time expected, this process is an immediate bet for RPA. Especially so, when the process mining report shows a large % of transactions impacted by this activity.



RPA allows one to configure a "bot" to emulate and integrate the actions of a human interacting with digital applications & systems to execute a business process. RPA bots interpret, trigger responses and communicate with other systems in order to perform on a vast variety of repetitive tasks. An RPA bot **never sleeps, makes zero mistakes and costs a lot less than an employee.**



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RPA helps a CIO/ CTO to fast track efficiency build up and save costs within the planned budgets. More importantly it frees up critical resources to help them add more strategic value rather than having to spend their productive time on menial & mundane tasks.

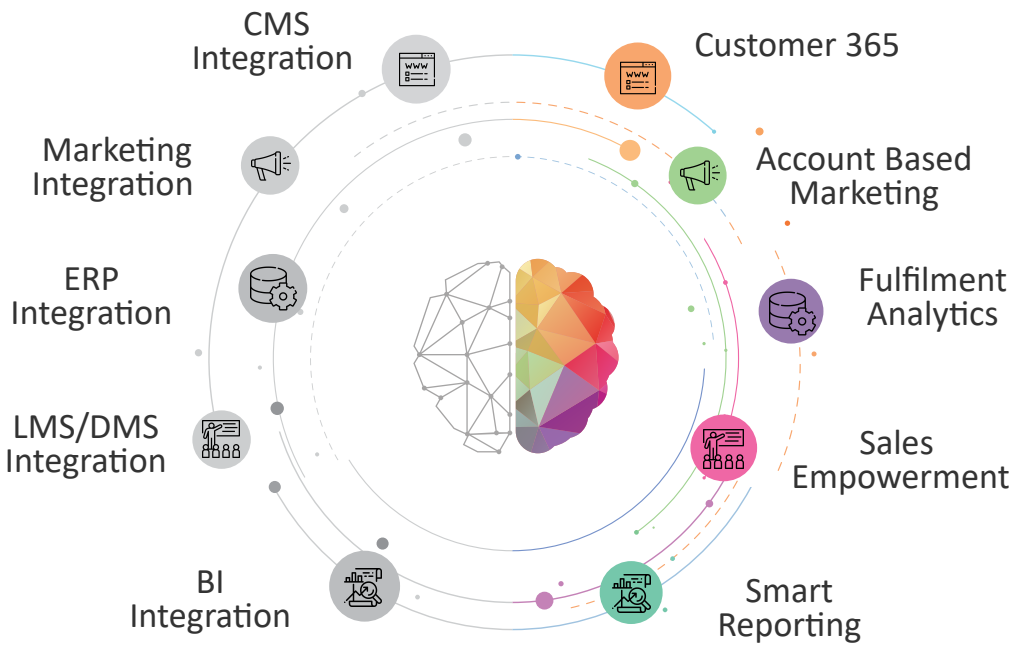
- Fast benefit realization
- Minimal upfront investment
- No disruption to underlying systems
- Led by the business, with support from IT
- Highly scalable scale, adapts to changing business

TIP

With Process Mining & RPA combined, a CIO/ CTO can aim to spot areas for building efficiencies, save costs and ensure availability of budget and talent pool for strategic executions.

CONNECTED INSIGHTS

Once the business process mapping is complete and necessary automations are in place, the immediate next steps is to start building the interconnectedness and consolidation of Insights within the digital footprint of an organization.



Ref: https://suyati.com/blog/suyati-at-dreamforce2018-connected-insights/

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Every year, 70% of businesses announce that they plan to increase investment in platforms - be it ERP, CRM, CMS, Marketing Automation, HCM or Ecommerce. CRM software leads this technology investment, with 49% of businesses planning to maximize their investment in it to improve sales.

However, the true ROI from these platforms is eventually realized only when these systems start talking to each other and the management gets a central view of this enterprise wide consolidated data with insights backed recommendations dash-boarded onto respective host applications for the concerned stakeholders.
TIP: Imagine the connected insights driven by integration of Marketing Automation, CMS, CRM & ERP, giving the sales and account management personnel a 360 degree view of customer journey across the need, assessment, selection, purchase, servicing and advocacy cycles. Imagine the possibilities where a sales manager gets recommendation on lead prioritization & lead assignment based on sales performance & lead qualification. Imagine a scenario where sales managers are able to negotiate better because of availability of Customer Life Time Value Predictions, Fair value pricing recommendations and/or Inventory/ Fulfillment Analytics. Imagine the responsiveness which a client servicing team can drive when they have a single dashboard access to customer profile & Case history across his/her omni-channel interactions.

The possibilities are immense and the integrations options, far too many. It is a matter of picking and prioritizing core functions which need more support in terms of informed decision making and building up the insights ecosystem one function, one workflow, one integration at a time.

BRINGING IT ALL TOGETHER
FRAMEWORK-AS-A-SERVICE

The Integration & Analytics Tools stack is filled with some great names, many of them offering off-the-shelf solutions around Platform integration, Customer Analytics, Vendor Analytics, Supply Chain Analytics, etc.

However, the common problem associated with these, especially encountered by organizations for whom DT is a Work in Progress initiative, include:

- They are not built for a company/organization but rather for an industry/ function at large. Customization therefore becomes a costly exercise.
- Intellectual Property of a customized outcome is mostly retained with the vendor company and it is easy for the vendor to capitalize it for cross/up selling to other companies in the same industry. Loss of key competitive advantages is thus an inherent risk.
- Dependency and Hold up risks are obvious concerns.

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Given these obvious issues and concerns, it is best to look for Framework/ Reusable code component based service partners who could deliver custom fit connected insights in a fast paced mode but at much reasonable costs and with no risk around IP, Hold Up and/or loss of competitive advantage.

CONTINOUS IMPROVEMENT, CONTINUOUS DELIVERY

As the ecosystem of Connected Insights builds up, the organization would have already matured in terms of DT Adoption. This directly impacts the culture and if it is backed by a dedicated focus group within the organization with personnel from IT Team and part time support from business stakeholder groups, there are many more possibilities that could be explored like Platformisation, Dis-Intermediation, etc.

DT strategy & execution is not an easy journey for sure. It takes guts, dedication, change management, and commitment of the leadership team and board, and more importantly the right culture and mindset. But Digital transformation is no longer an option for companies. Digitally transformed companies are winning big, and technology and customer focus are central to what and who they are. The only key question is – who is going to help you with it?

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Suyati is a fast-growing, digital transformation solutions company that helps you rebuild your customer experience for the digital consumer. We collaborate with businesses to strategize and implement impactful digital initiatives that position our clients ahead of the competition. We are digital-first and we focus on delivering digital transformation solutions that support your various engagement strategies.

Our three-phase approach to implementing digital transformation for you ensures that you win stakeholder support, secure early wins through competitive advantage, and transform your business for future growth. And our tailor-made platform, Mekanate, helps you discover your business DNA from your passive and active data, and use it to initiate, integrate and accelerate your DT implementation.

With our niche and rich expertise in a wide range of technologies and services - CMS, CRM, e-commerce, Cloud, IoT, Data Analytics, and Product Engineering - we help companies across the globe leverage their best on web/cloud/mobile platforms.

Learn more: **www.suyati.com**

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