



# Digital Transformation

## *Challenges & Opportunities*

**J Satyanarayana**

Chief Advisor, C4IR India

World Economic Forum

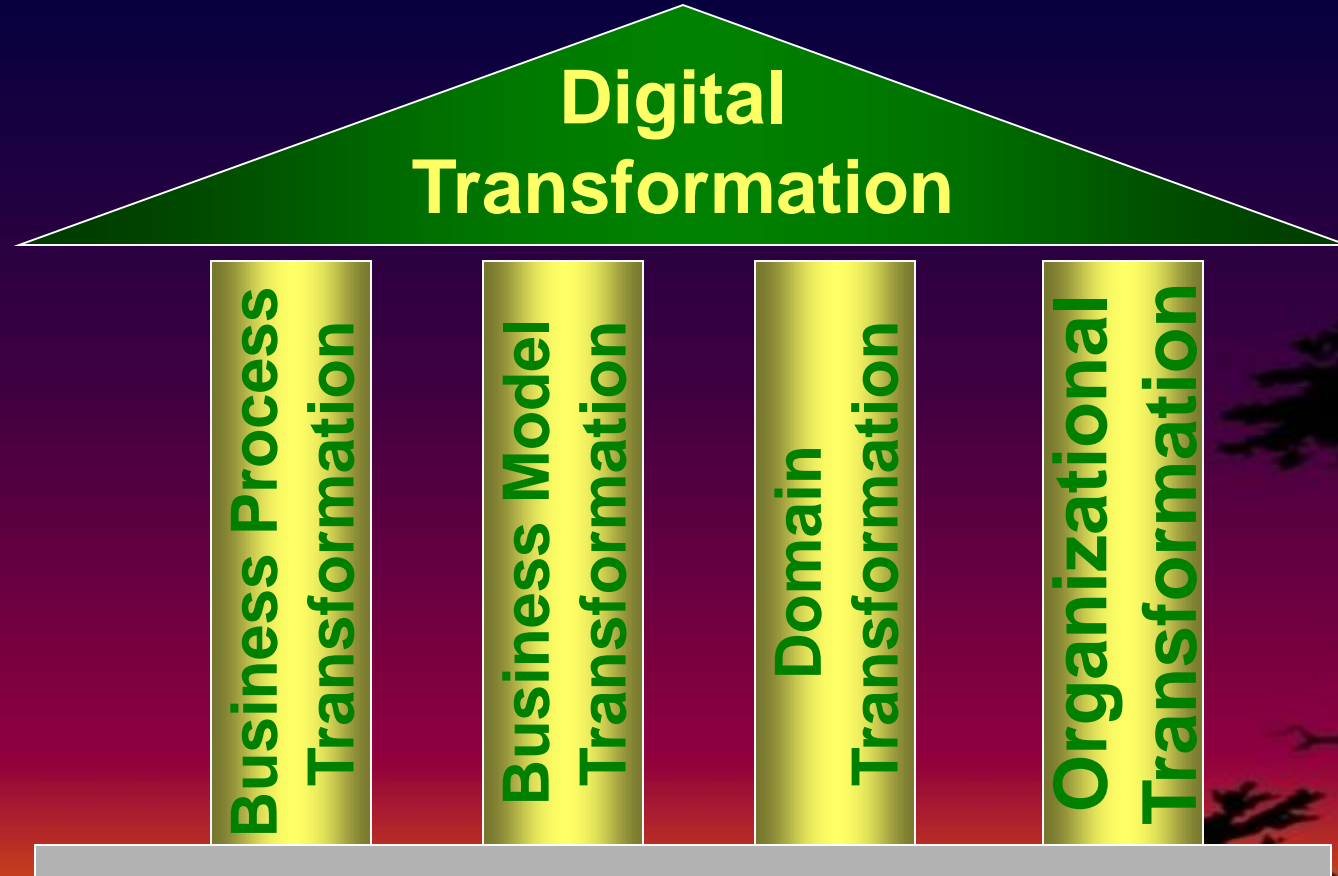
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# Digital Transformation - a definition

“ *Digital Transformation* is a fundamental change in how an organization delivers **value** to its customers ”



# The Four Pillars of Digital Transformation



# Principles of Digital Transformation

## 1. Align IT Objectives to Business Goals

- 'begin with the *end* in mind !'

## 2. Be bold in setting the scope

- take a holistic view of the entire operations of the enterprise

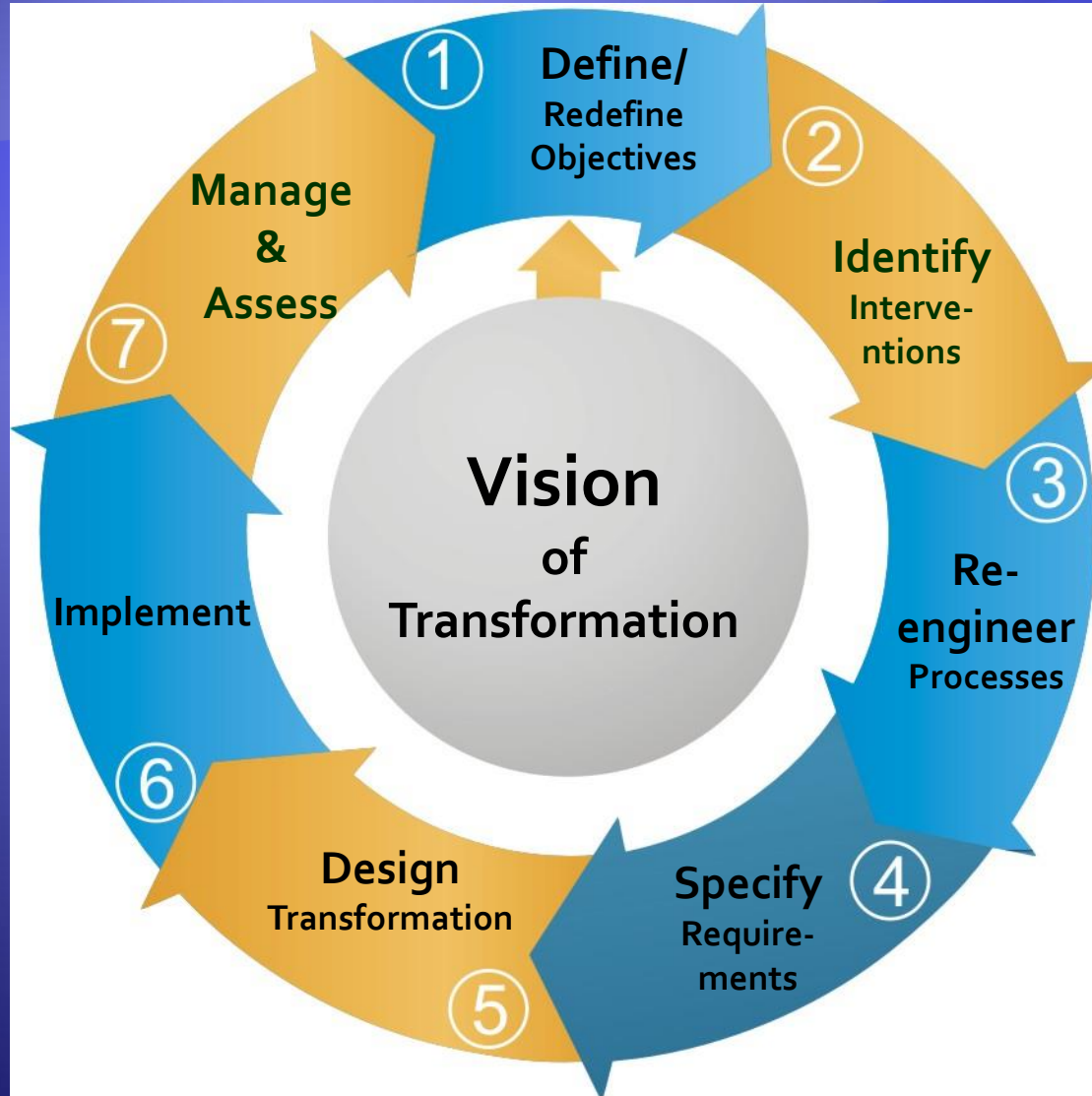
## 3. Focus on Architecture & Standards

## 4. Adopt Adaptive Design & Agile Execution

## 5. Aim to **DISRUPT** !




# Transformation Life Cycle (TLC)



We face challenges  
at each stage of  
**Digital**  
Transformation

# Challenges of Digital Transformation

## *-systemic*

- ‘**Immediate**’ supersedes ‘**Important**’
  - Lack of architectural & design capabilities
  - We can’t ‘procure’ Transformation
  - Resistance to Organizational & Domain Transformation
  - Hesitation in adopting bold business models
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# Challenges of Digital Transformation

## *-operational*

- Procurement Management
- Program / Project Management
- Data Management
- Strategic Control
- SLA Management



# How to address the Challenges?

*A few suggestions!*





# #1 Set the Right Objectives

- Differentiate ENDS and MEANS
  - Objectives are about 'ends' – WHAT impact do we want to create?
- Design SMART Objectives (Drucker)
  - Specific, Measurable, Achievable, Relevant & Time-bound
- Pursue 'transformational objectives'
  - Efficiency, Effectiveness, Quality, Value, Excellence



# #2 Architect & Design for sustainability

- Adopt established architectural patterns
  - E.g India Enterprise Architecture (IndEA 1.0)
- Identify, prescribe relevant Standards
  - Digital Service Standard, Agile IndEA (<https://meity.gov.in>)
  - Open Standards, Open Source, Open APIs
- Engage an agile architecture team
- Design the core design artefacts
  - Capacity Building Plan, BPR, SLA, Business Model



# #3 Transform processes

## 6 Targets of BPR

1. Forms
2. Business rules
3. Workflows
4. Reports, MIS
5. Delivery Channels
6. User Interfaces

## 6 Thumb Rules of BPR

1. Elimination
2. Optimization
3. Standardization
4. Integration
5. Automation
6. Self-Service

# #4 Select the right partner(s)

- Adopt the model RFP's of MeitY
    - Simplify, Customize
  - Define requirements precisely
    - Scope, functional/ non-functional requirements
    - Service levels, rewards, penalties
  - Adopt QCBS for evaluation
  - Design special programs for promoting innovation
  - PoC, leveraging established products can cut time, effort & cost
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# #5 Manage the Project effectively

- Establish PMU of appropriate size
  - Bid Process Management, Project monitoring
  - SLA Management, Quality Management
- Establish effective governance structure
  - Empowered Committee (for policy, strategy decisions)
  - Steering Committee (for operational decisions)
- Establish strategic control framework
- Obtain continuous feedback

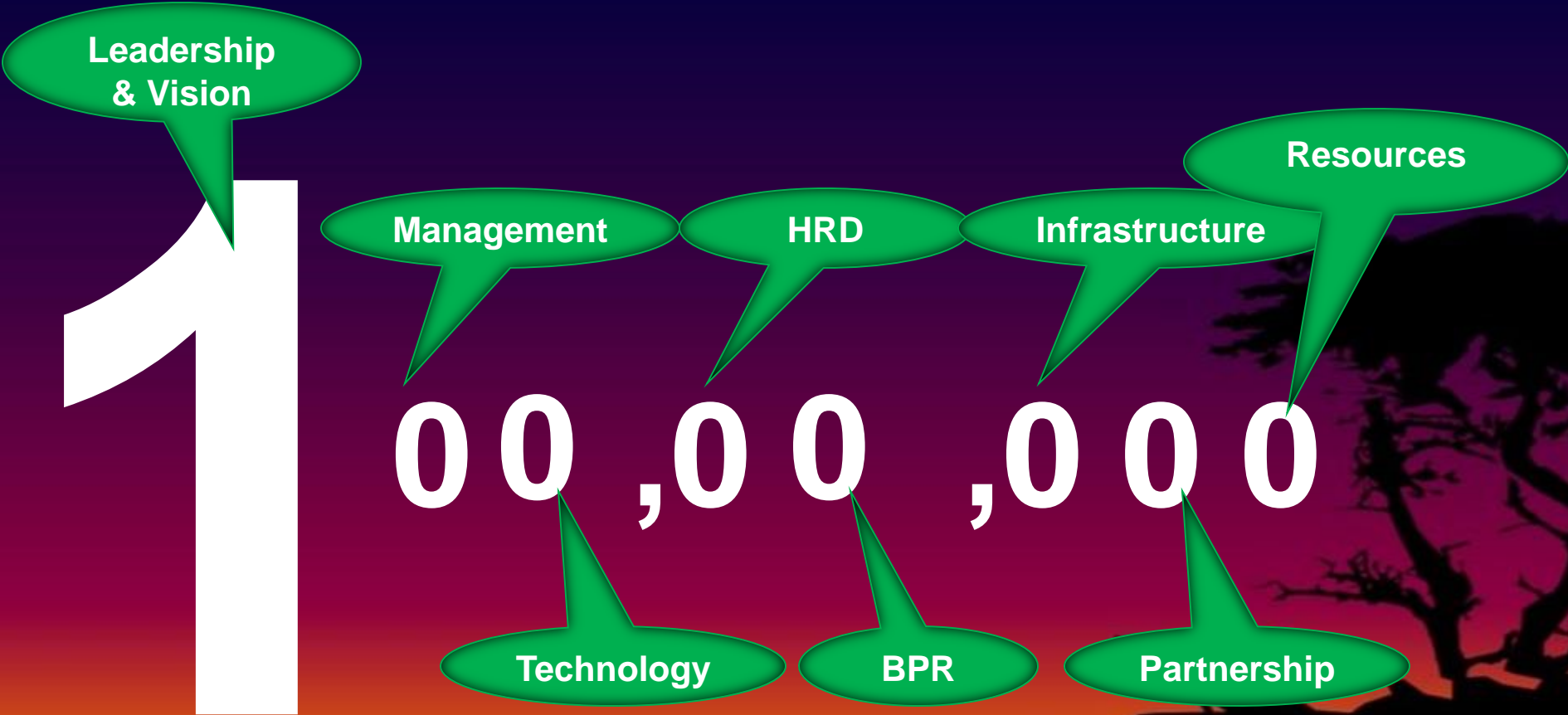




*It's happening !!*



# Value of ONE !!



# Thank You

[j.satya@nic.in](mailto:j.satya@nic.in)





# Framework of Strategic Control

(Red dotted lines signify Strategic Control)

