

WHITEPAPER ON DIGITAL TRANSFORMATION

4Ps OF DIGITAL TRANSFORMATION

PLATFORM, PEOPLE, PROJECT, PROCESS

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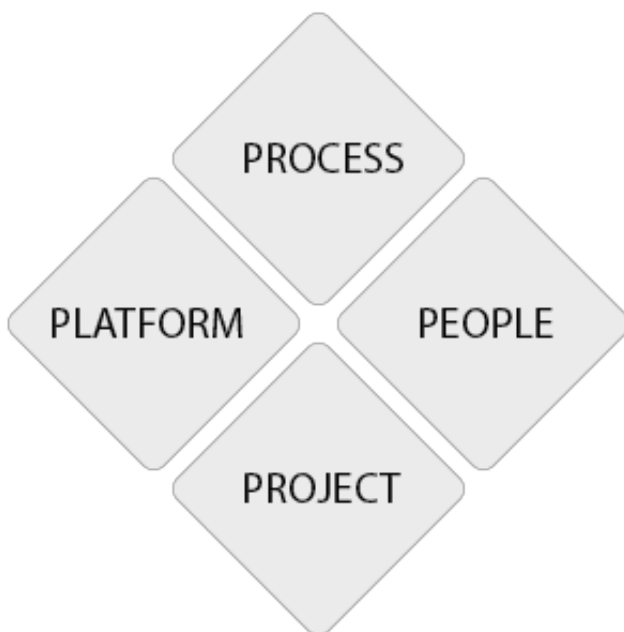
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4Ps OF DIGITAL TRANSFORMATION - PLATFORM, PEOPLE, PROJECT, PROCESS

For years marketers have learned and preached about 4Ps of marketing - Product, Place, Price & Promotion. Marketing roles have recently started shifting from growth drivers to more toward the Transformation engine. In the digital era, the role of a CMO have also become very crucial within an organization, along with some huge budget shifts from CIOs to CMOs.

Transformation today is an important survival and growth factor. Companies that do not transform are the ones that will be outpaced and/or left behind. Many executives nowadays question about how we align the 4Ps of core Marketing to Transformation.

The purpose of a business is to generate profits and continue growth. Traditional business models were aligned towards selling Products and/or Services. The industry has slowly started shifting towards Product-as-a-Service and/ or Services Model. Irrespective of how we look at the shift, the business output is still a PRODUCT and/or SERVICE. And that business output stays the same in a pre-digital era or in a digital era.



People sometimes get confused with Business Models and Digital Transformation. Digital Transformation is an enabler for Business. Business Models may have shifted to PRODUCT-as-a-SERVICE, PRODUCT, SERVICE, etc., but the purpose of business still remains the same - profits and continued growth.

Digital Transformation strategy is driven by PEOPLE responsible for implementing successful PROJECTs to optimize and streamline PROCESS. The core foundation of Digital Transformation is the choice of PLATFORM, a Platform that can fit within the existing IT infrastructure or that can integrate with the greater IT ecosystem.

Successful transformational strategy implementation and realization requires re-alignment of organization structures, infrastructure changes, change management, skill development, resources and re-assessment of existing projects. All these require changes to or have a direct impact on the 4Ps - PLATFORM, PEOPLE, PROJECT and PROCESS.

WHAT IS DIGITAL TRANSFORMATION?

Improving operational efficiency, streamlining business process, and enhancing customer experience along with the re-alignment of new business strategy is a key driver of digital transformation. Digital transformation is not necessarily just for the revenue driven companies, but it is also for government initiatives and for improving human life. In a competitive landscape, businesses and governments have to transform and implement new digital technologies to generate value for the customer.

Digital Transformation is an overall framework that drives the digitalization of business process. People often get confused with digital transformation and re-platforming of existing systems or business applications. Re-platforming or adaption of new technologies without improving a business process does not mean transformation.

From an overall perspective, digital transformation implies digitalization of business process that improves efficiency, enhances end-to-end delivery process, boosts customer engagement, exceeds customer experience and delivers value. There is no single technology or platform that can bring complete transformation.

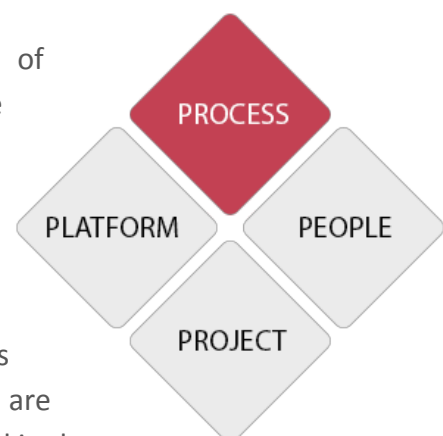
Emerging markets are re-shaping the user's interaction with the technology and customer expectations. For the organizations to plan for digital transformation, the re-assessment of existing business process is the foremost critical step before the re-assessment of existing technology. People & Process have equal significance, as without People we cannot define the Process.

PROCESS

Platforms are the enablers of process improvements. Process automation, optimization and efficiency are the key deliverables of digital transformation initiatives.

Adaptation of digital transformation requires synchronization of business strategies and business processes. Organizations that are not able to optimize internal business processes, and align it with business strategies may not be able to deliver value to the customer.

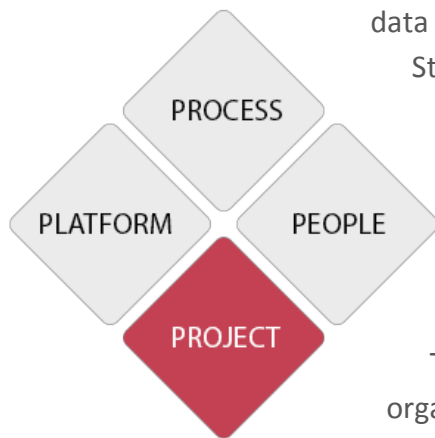
Successful implementation of digital strategy requires an iterative digitalization approach. In many organizations, within some business units, there are many sub-processes that are undisciplined but are creative. Many of these undisciplined processes end up unaccounted in the overall digital implementation plan.



Digital transformation cannot be accomplished without the process being at the forefront. Some executives may have realized that the need for process optimization drives the need for Six Sigma experts within the marketing organizations.

PROJECT

The overall digital transformation strategy may not be tied to a single project. Therefore companies look at the holistic view of their entire business strategy, and execute transformational projects through a multi-phased approach. In many large organizations, it takes at least a quarter for projects to be prioritized and then few other quarters for the implementation and delivery. With these longer cycles of delivery, large companies continue to stay at a disadvantage compared to smaller companies which deliver value to the customer with their much faster go to market strategy.



Digital Transformation Performance Matrix (DXPM) should include quantified data about improved 'business process' or enhanced 'customer experience'.

Strategists can use these quantified data points to measure the success of transformation projects, including improved speed to deliver value to the customer, along with increased revenue or reduced cost of operations.

Some large organizations have practiced the habit of maintaining the internal knowledge management documentation repositories.

The selection of digitalization projects for transformation within these organizations reduces the complexity as the end to end business processes of all these projects are known.

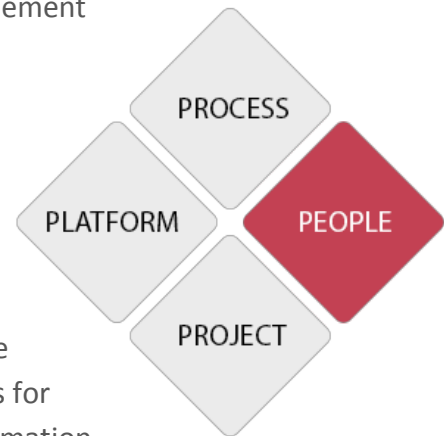
While trying to adapt agility, the larger organizations often run into the challenges of interdependent, disconnected or unknown existing projects. Even in an agile environment, a centralized PMO within larger organizations having full visibility of entire IT projects (small or big) can effectively address the needs of multi-tiered or multi-layered business units. PMO, as a governance unit can influence the Platform decisions that can be scaled across other business units.

PEOPLE

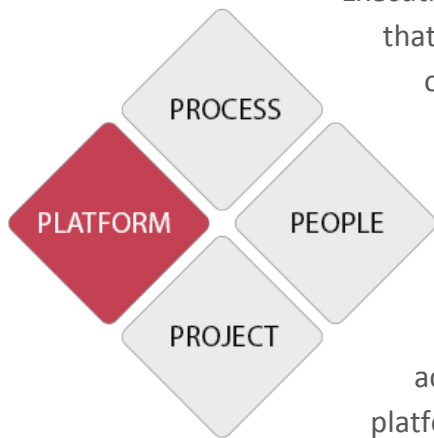
People help organizations gain competitive advantage by providing leadership, expertise and technical know-how required for implementation of digitalization projects. Implementation plan also requires collaboration across cross-functional teams that may be impacted by the new digital strategy. People

play a very crucial role in all the other Ps of Digital Transformation – People define Processes, People manage Projects, and People implement Platforms.

Even when the transformation process creates a cultural paradigm shift, it creates a new culture of participation and decision making. Leadership, executive decisions, stakeholder buy-ins, team work and individual contribution play a vital role in successful implementation of digital strategy. Within many organizations, the transformation projects redefine the organizational structures, and re-align new roles and responsibilities for the individuals. Adaption of new digital strategy requires transformation narratives through executive advocacy and a well-defined communication plan.



PLATFORM



Execution of digital strategy requires implementation of technical framework that can allow the business applications to be deployed and scaled. Success of digital strategy roadmap is dependent on the technical team, IT infrastructure, technologies, business applications, etc. CMOs rely heavily on the CIOs for the execution and implementation of digital strategy.

In a multi-layered system architecture, deployment of software applications is dependent on the underlying layer, where each layer acts as a Platform. Platform decision depends upon different layers of platform choices that includes hardware, web server applications, and software stack.

Platform acts as one of the enabler and accelerator of digital strategy. Business process improvement and the layer of software stack are the critical components of cohesive digital transformation execution strategy.

ABOUT JASBIR SANDHU

Senior Technologist with multiple years of experience in digital transformation through technical and functional process design and improvement. Excellent client interaction, communication skills, people skills, project management capability, and the ability to successfully influence and drive consensus across cross-functional teams.

Proven track record in maximizing resource utilization and delivering projects in Electronics Distribution, Healthcare, Hospitality, Banking & Finance, E-Commerce, Manufacturing, Supply Chain Management, Digital Marketing, and Government sector. Have broad exposure to technologies, platforms, processes & domains in the Digital Transformation arena.

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