



LEARNING TO RUN: DEMYSTIFYING DIGITAL TRANSFORMATION

Laying the groundwork for emerging technology with core digital architecture, transformative organisational culture, and a dose of reality.

Read time: 22 mins

Overview:

Businesses globally are rushing to implement the latest groundbreaking technology. However, many will discover they aren't able to fully benefit from those technologies without a full understanding of what digital transformation entails, a comprehensive change management plan, or a deeply ingrained culture of innovation and willingness to embrace constant change.

True transformation has no finite conclusion. It is not one project or 'go-live', but a succession of events which each builds on the previous, creating the foundations for continual adaptation. Underestimating the complexity and scope of true digital transformation frequently leads to failed transformation initiatives.

While businesses often consider transformation at the organisational level, the most significant change occurs at the employee level. Teams experience a radical shift; traditional processes are replaced by automated workflows, augmented by digital tools and insights. The old world, characterised by manual tasks, data silos and limited collaboration, gives way to a new world of interconnected systems, data-driven decision-making, and enhanced productivity. Only in this new world can emerging technologies, including AI, be added to further elevate the digital landscape.

This white paper explores the foundations required for successful digital transformation and highlights the key considerations organisations must navigate to achieve ongoing and continued innovation. It emphasises the critical role of change management, the importance of culture readiness for continued advancement and establishes the foundational groundwork required to support emerging initiatives.



DISCUSSION PILLARS



Embracing transformation as a controlled state of ongoing evolution, marked by iterative projects and successive 'go-lives'.



Exploring the intricacies and obstacles inherent in transformation initiatives to unravel the key contributors to failure.



Recognising that the most profound shifts occur at the individual employee and end-user level, bridging the gap between pre- and post-transformation realities.



Cultivating a culture of perpetual readiness and cumulative change mindset through holistic change management practices.



Engaging in strategic deliberations such as crafting an organisational roadmap and go-live strategy, to guide transformation towards desired outcomes.

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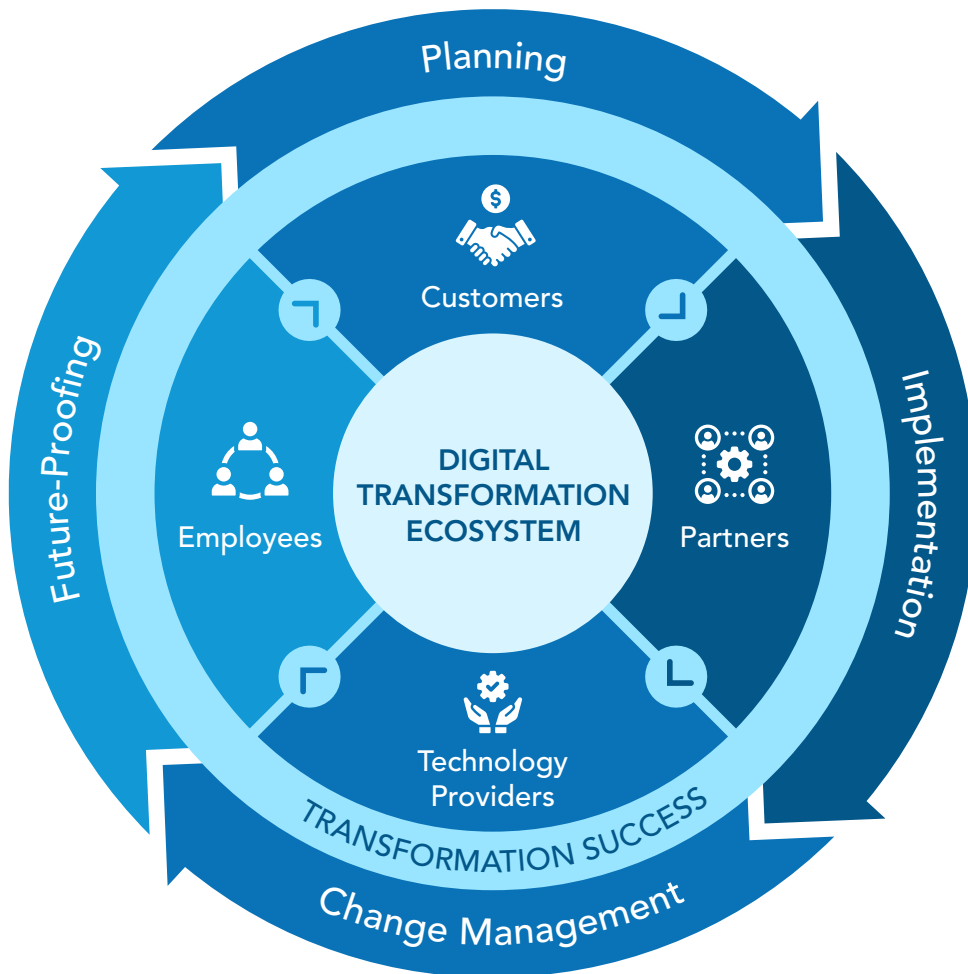
INTRODUCTION

In the modern business landscape, the pursuit of digital transformation stands as a paramount objective for senior leaders. Organisations across the globe are racing to harness the potential of emerging technologies to drive growth, efficiency and innovation. Yet, in this rush to modernise, many will inevitably find themselves standing at the precipice of a realisation: true digital transformation is far more intricate and multi-dimensional than anticipated.

Amidst the allure of automation, AI and streamlined processes lies a fundamental truth: embracing the digital age requires more than just the deployment of

new tools and technologies. It necessitates a holistic reimagining of how businesses operate, adapt, and thrive. Successful digital transformation isn't a single project or an isolated event—it's a dynamic and ongoing process that unfolds in a series of interconnected stages, each building upon the last to create a resilient foundation for continuous evolution.

By embarking on a transformation journey that is deeply rooted in change management principles, bolstered by a culture of readiness, and guided by a nuanced understanding of technology's potential, organisations can establish the foundations for continued and sustainable innovation.





NAVIGATING THE DIGITAL TRANSFORMATION LANDSCAPE

CHALLENGES, STRATEGIES AND EMPLOYEE IMPACT



Reading time:
8 Minutes





DIGITAL TRANSFORMATION: TRENDS AND INDUSTRY UPDATES

Despite 87% of senior business leaders prioritising digitisation, just 40% of organisations have effectively scaled their digital initiatives¹, highlighting a significant disparity between intentions and accomplishments.

The majority (91%) of organisations are actively involved in various digital initiatives¹, with Gartner reporting that an overwhelming 89% of board directors have integrated digital into their core business growth strategies². However, the progress towards digital transformation remains variable, with only 35% of

board directors having realised or made significant strides toward achieving their digital transformation objectives.²

While 40% of board directors believe AI and ML are imperative to driving digital business success³, the prevailing notion that AI serves as a panacea for digital transformation is misaligned. While these technologies are powerful tools with potential we are only beginning to explore, they are part of a broader ecosystem. True digital transformation stems from a holistic approach that harmoniously weaves technology, strategy, people and processes.

¹ Gartner, 'Digitalisation strategy for Business Transformation', 2020, <https://www.gartner.com.au/en/information-technology/insights/digitalization>

² Gartner, 'Gartner Says 89% of Board Directors Say Digital is Embedded in All Business Growth Strategies', October 19, 2022, <https://www.gartner.com/en/newsroom/press-releases/2022-10-19-gartner-says-89-percent-of-board-directors-say-digital-is-embedded-in-all-business-growth-strategies>

³ Hayman, Cheryl, Digital Nation, 'Column: How board members will tackle digital transformation next financial year', May 29 2023, <https://www.digitalnationaus.com.au/news/column-how-board-members-will-tackle-digital-transformation-next-financial-year-596298>

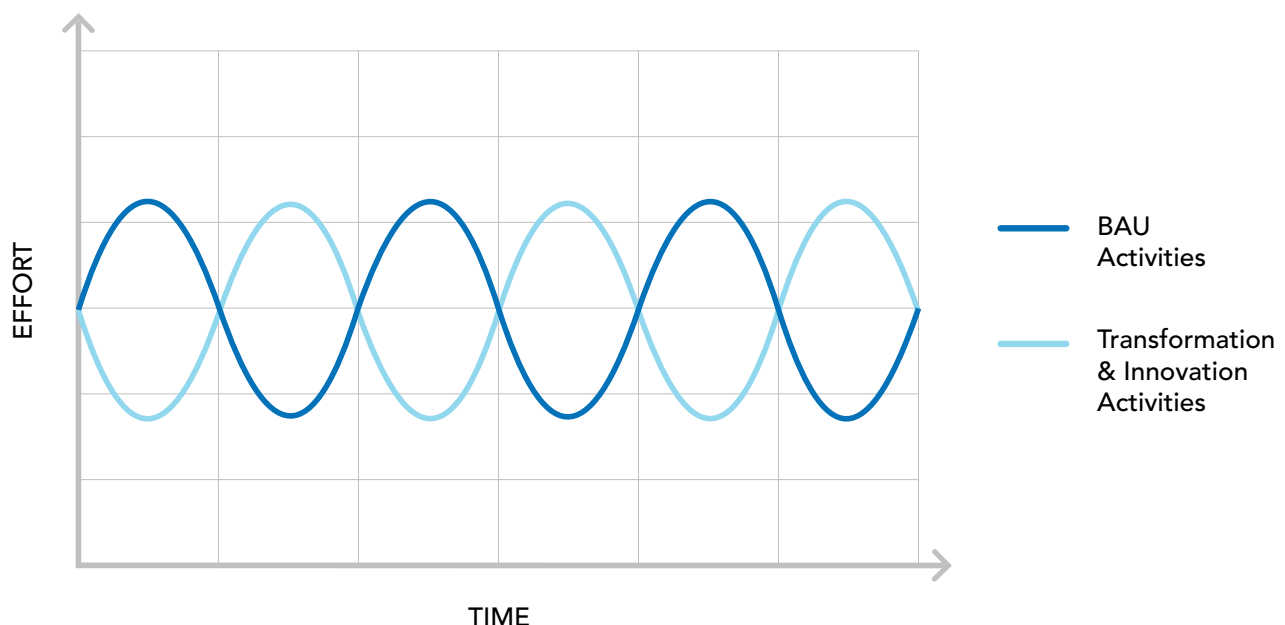
DIGITAL TRANSFORMATION: WHAT DOES IT REALLY MEAN?

Digital transformation is a perpetual state of controlled evolution. This dynamic process isn't synonymous with finality or completion; there is no distinct "end" to transformation. Instead, employees must adopt a mindset of continuous adaptation, involving a perpetual cycle of go-lives, constant shifts and seamless navigation of the digital landscape.

For example, consider a scenario in which a retail company deploys a modernised payroll platform to streamline employee compensation processes. Once implemented, the company conducts an analysis of its operations, identifying areas for further optimisation. This analysis leads to the decision to overhaul the existing point-of-sale (POS) platform, aiming to

enhance customer experiences and sales tracking. This sequential approach perpetuates an ongoing cycle, with each successful implementation driving the impetus for continuous improvement and adaptation, propelling the company forward in its digital transformation trajectory.

Digital transformation takes the form of an ecosystem characterised by the consistent introduction of novel technologies and methodologies. The duration is defined by the roadmap and objectives of the transformation, adjusting in accordance with the business's specific needs. Within this journey, there are ebbs and flows of effort, with phases where business-as-usual (BAU) activities command a larger portion of focus within the organisational pipeline, while transformational efforts take a back seat, and vice versa.



COMPLEXITIES AND CHALLENGES

Research into organisational transformation has revealed a harsh reality: the success rates for transformation remain strikingly low, with less than 30% achieving their intended outcomes.⁴ Just 16% of businesses say their digital initiatives enhanced performance and gave them the capacity to sustain change over the long haul. While 7% acknowledged performance improvements, they were temporary and unsustainable.

The barriers facing successful digital transformation have become apparent through Wild Tech's first-hand experience working with organisations across industries,

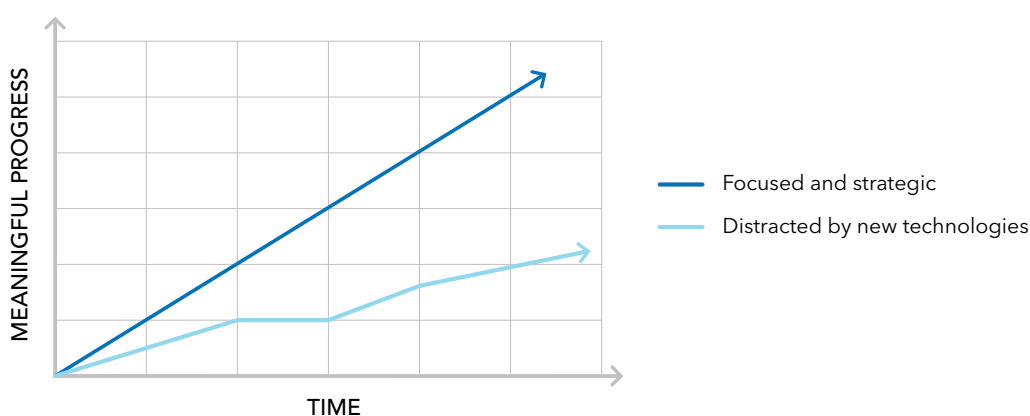
and continuous in-depth industry research. One of the key catalysts for understanding these complexities has been witnessing the struggles of businesses, both large and small, as they embark on their transformation journeys.

It is within this context that we delve into the complexities and challenges of digital transformation. By understanding the most prevalent obstacles, organisations gain valuable insights, allowing them to navigate the transformative process more effectively and increase their chances of achieving lasting success. This section will explore some of the most pervasive challenges that organisations encounter during digital transformation, drawing upon empirical evidence and industry observations.

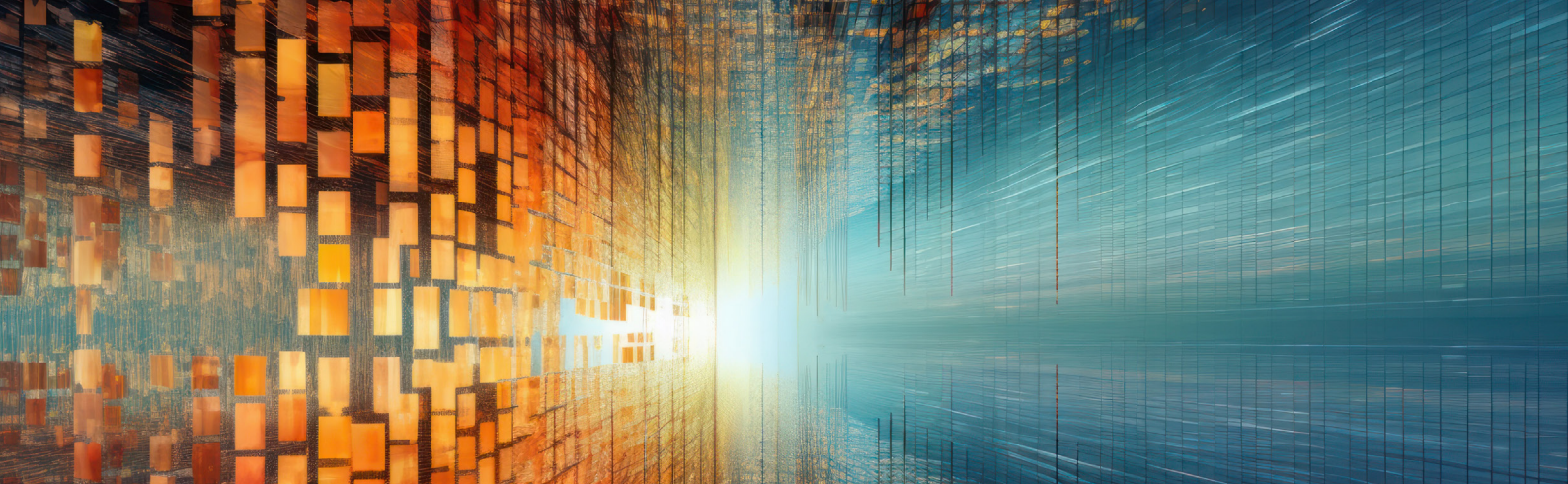
CHALLENGE 1: THE DISTRACTION PHENOMENON

A significant number of companies attempt digital transformation in the pursuit of emergent technologies, such as cloud computing or AI, often oblivious to the implications that accompany such a fundamental shift. Generative AI, particularly, is causing a significant shift in how businesses function and derive value. It offers substantial opportunities, ranging from content creation

to programming. However, amidst these enticing prospects, it's important to avoid being swayed solely by the allure of new technologies. Attempting to integrate emerging technologies without sufficient infrastructure or strategy, means these ventures are likely to result in wasted resources.



⁴ Hortense, Boutetière; Montagner, Alberto; Reich, Angelika, 'Unlocking success in digital transformations', McKinsey & Company, October 29, 2018, <https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/unlocking-success-in-digital-transformations>



CHALLENGE 2:

GAPS IN UNDERSTANDING

Many businesses have a self-admitted lack of clarity and awareness of what constitutes digital transformation. Without a clear understanding of their actual needs or the key elements required for successful digital transformation, a business's change efforts are

guaranteed to be misaligned with organisational goals. Ultimately, this translates into inefficiencies, missed opportunities, and a failure to harness the true potential of digital transformation.

CHALLENGE 3:

LACK OF MATURITY

Organisational maturity refers to the level of preparedness, adaptability and alignment within a company to effectively embrace and implement transformative changes. A deficiency in maturity frequently results in a resistance to change, the absence of a clear vision and strategy, resource limitations, adherence to inefficient processes, inadequate

change management and prioritisation of short-term goals over longer-term objectives. A survey by Deloitte found a lack of a digital strategy is the biggest barrier to digital maturity for companies in the early stages, according to more than 50% of respondents.⁵

CHALLENGE 4:

HAPHAZARD ADOPTION

Rushing into the adoption of new technologies can exacerbate challenges as businesses hastily integrate new systems without laying essential groundwork. This oversight can lead to subsequent barriers, such as inadequate security measures, network capacity

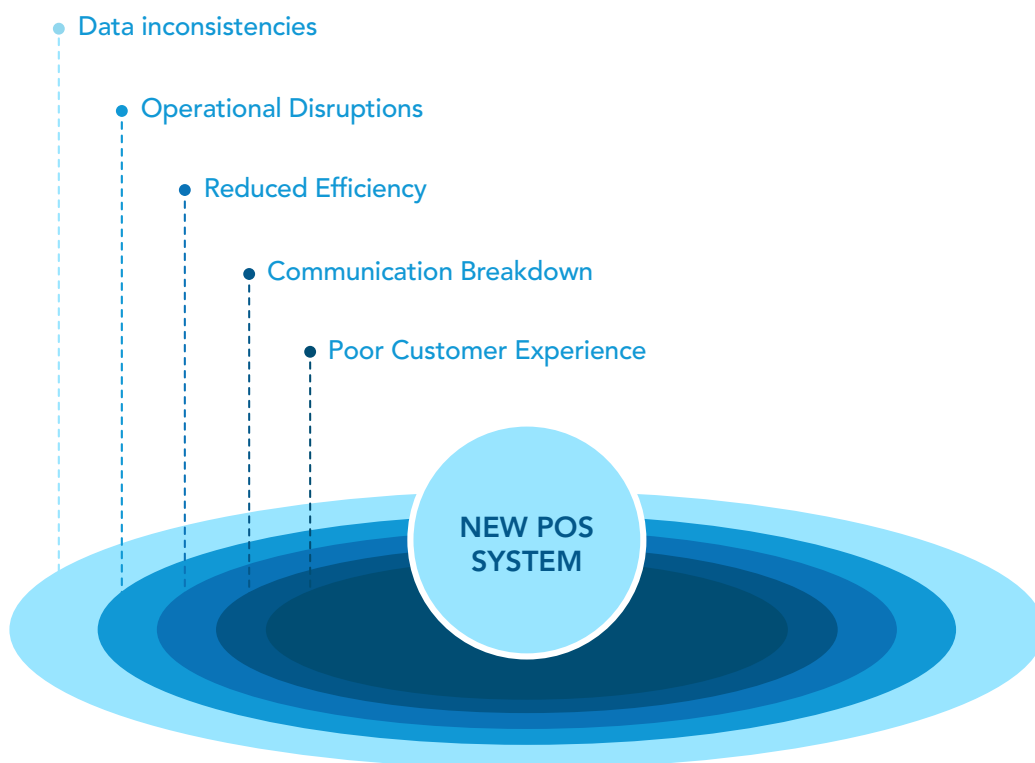
limitations and hardware resource deficits. Acquiring disparate systems, such as HR, POS and warehouse management, without ensuring their seamless integration, can also result in a fragmented operational landscape that impedes efficiency and coherence.

⁵ Dr Kane, Gerald, Palmer, Doug, and Phillips, Anh Nguyen, 'Strategy, not technology, drives digital transformation', 15 July 2015, <https://www2.deloitte.com/us/en/insights/topics/digital-transformation/digital-transformation-strategy-digitally-mature.html?id=us:2sm:3ab:dup1213:eng:dup:072215>

CHALLENGE 5: OVERLOOKING SYSTEM IMPACTS

Businesses often focus narrowly on specific system requirements, inadvertently overlooking the broader implications of integration. For instance, a business may deploy a new POS system but neglect to account for its potential impact on existing financial processes.

This lack of evaluation could result in unexpected disruptions, inefficiencies or conflicts that arise due to unanticipated interactions between the new system and existing processes.



CHALLENGE 6: LACK OF C-SUITE SPONSORSHIP

C-suite engagement plays an indispensable role in steering digital transformation. Their involvement is pivotal in constructing a compelling business case, securing essential resources and fostering an environment conducive to transformative success.

Thus, organisations are likely to fall short of their goals without committed sponsorship and buy-in from the C-suite. When senior executives wholeheartedly endorse and comprehend the project's objectives, the likelihood of success increases dramatically.

WHEN TRANSFORMATION FALLS SHORT

Examining examples of such cases highlights the critical need for strategic foresight, change management and proactive planning. Diverse challenges, regardless of how minor they are perceived to be, can converge to undermine the potential of digital transformation initiatives.

While these examples are drawn from anonymised cases, they are by no means unique. They represent recurring patterns that have been observed through extensive industry research and first-hand experience. Even seemingly minor challenges can, when left unaddressed, converge to undermine the full potential of digital transformation initiatives.

EXAMPLE 1: LACK OF COMMUNICATION AND PREPAREDNESS

A retail business embarked on a digital transformation journey with the intent of modernising their operations. Their objectives included implementing a new inventory management system and launching an e-commerce platform. However, the project encountered pitfalls as employees were not adequately trained to navigate the new system. This led to data entry errors and order processing delays, exacerbating the problem. The lack of effective communication and support during the transition created frustration among the staff and left customers dissatisfied. Ultimately, these issues cascaded into adverse effects on both sales and the company's reputation.

EXAMPLE 2: LACK OF C-SUITE SUPPORT

A global shipping business set out to bolster their logistics and tracking capabilities through digital transformation. While the IT department displayed enthusiasm for the initiative, top-level executives harboured doubts about the potential ROI. The absence of robust support from the C-suite translated into budget constraints and resource limitations. As a result, the project encountered hurdles that impeded successful implementation, highlighting the pivotal role of executive endorsement.

EXAMPLE 3: SYSTEM MISALIGNMENT

A mid-market hospitality business specialising in adventure tourism, sought to elevate customer engagement by adopting a comprehensive customer relationship management (CRM) system. However, the chosen CRM system was predominantly tailored for larger corporate travel groups, leading to a misalignment with their mid-market business requirements. The system overwhelmed their staff with extraneous features and complexities, leading to misuse of time and resources.

AT A USER LEVEL - TRANSFORMING THE DAY TO DAY

As businesses tread the path to digital maturity, one truth becomes evident: while transformation is often perceived at an organisational level, its most profound impact is felt by employees.

Digital transformation has the potential to reshape how work is performed, enhance productivity and empower employees to contribute more effectively to their organisations. This profound shift goes beyond the adoption of new tools and technologies; it encompasses a fundamental change in the way employees interact with their tasks, colleagues, and the entire work ecosystem.

This journey instigates a paradigm shift, where traditional methods yield to automated workflows, and data-driven insights shape decision-making. What once was a realm defined by isolated data silos and manual tasks now evolves into an interconnected ecosystem of collaboration, efficiency, and enhanced productivity.



DEPARTMENTAL MINDSET SHIFTS

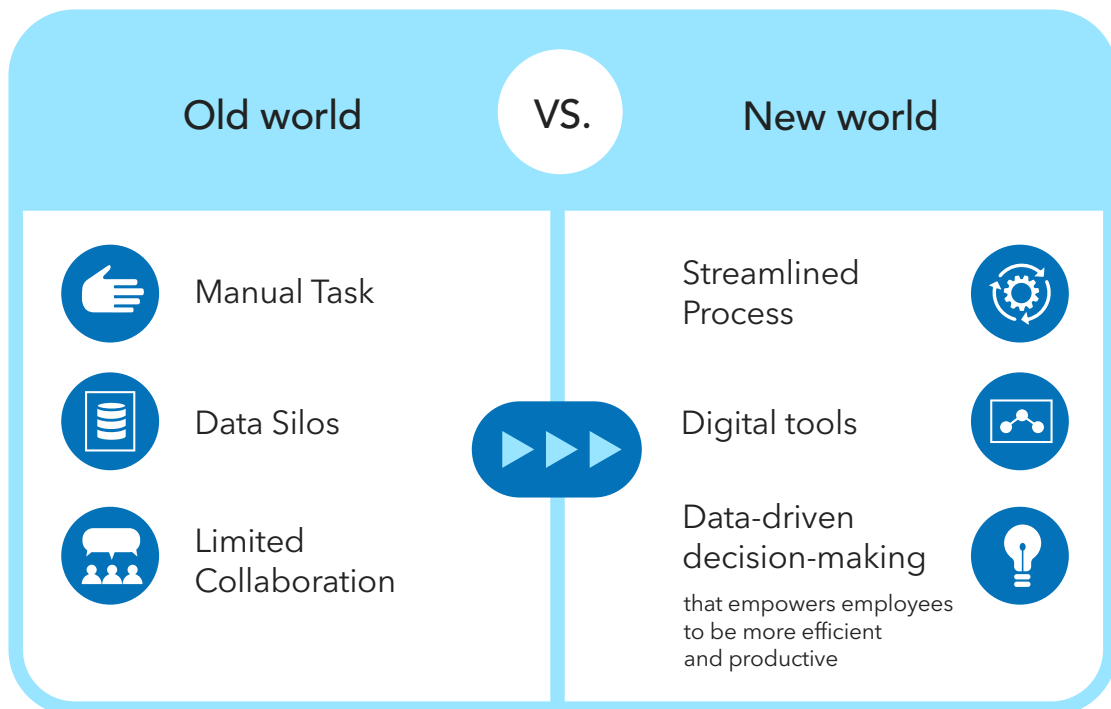
For a tangible illustration of this approach, consider the support division of a global product development and logistics company.

The unit uses an integrated platform, NetSuite, to gather information from diverse online sources and suppliers, to create product specifications. The seamless flow of information from buying support to the sales team contributes to heightened efficiency and productivity. The system's efficacy led to the dissolution doubling handling in the buying department, exemplifying the power of technological integration to enhance the value of individual team member job roles.





Another example may reveal how the accounts receivable department also experiences transformative

change through automation. Innovative tools streamline debt collection and AR processes through automated phone calls, SMS notifications, and payment handling. The potential impact is substantial, reducing the requirement for a sizable number of debt collectors. This technology promises elevated productivity, operational efficiency, and a robust ROI, facilitated by swift and cost-effective system integration.

This paradigm shift is particularly relevant to CEOs, CIOs, and CFOs seeking impactful solutions. Their interest lies in refining operational efficiency and streamlining the workforce where appropriate, while also bringing individual team members on the journey with clarity around expectations and dynamically changing roles and responsibilities towards higher value activities.



BREAKOUT: TRANSFORMING THROUGH THE EMPLOYEE LENS

FINANCE	PROCUREMENT	SALES
 DAY 0 		
<ul style="list-style-type: none"> • Finance team relies on manual processes and spreadsheets. • Time-consuming tasks, prone to errors. • Limited capacity for strategic analysis and decision-making. 	<ul style="list-style-type: none"> • Procurement operations are conducted with manual processes. • Merchandise planning lacks a centralised feature, making it challenging to assess brands, categories, and monthly sales in one place. • Reordering decisions are not efficiently supported with forecasting and comprehensive data analysis. 	<ul style="list-style-type: none"> • Sales operations rely on an old POS system with outdated bar codes. • The system lacks flexibility, limiting the types of items that can be scanned. • Inventory management and adjustments are time-consuming. • Real-time stock availability is not readily accessible, leading to inventory inaccuracies.
 DAY 365 		
<ul style="list-style-type: none"> • Transitioned to an advanced finance platform. • Automated routine tasks, reducing errors and saving time. • Real-time data access for quicker decision-making. • Role evolves to platform oversight and optimisation. • Finance team contributes more significantly to the company's growth and success. 	<ul style="list-style-type: none"> • A merchandise planning feature is implemented, providing a centralised view of brands, categories, and monthly sales. • The new system suggests the total to reorder, incorporating forecasting and advanced analytics. • The procurement team can manage the vast volume of transactions more effectively and accurately. • Better inventory management and cost optimisation. 	<ul style="list-style-type: none"> • New system allows for scanning of any item, improving versatility and ease of use. • Sales representatives can make adjustments on the fly, enabling real-time updates to the main system. • Real-time stock availability information is readily available • Automated system reduces human errors, leading to improved sales accuracy • Sales processes are streamlined, allowing sales representatives to focus more on customer engagement and closing deals.

To unlock the benefits of digital transformation, organisations must proceed deliberately, guided by central pillars of this paradigm shift.





CHANGE MANAGEMENT FOR SUCCESSFUL DIGITAL TRANSFORMATION



Reading time:
5 Minutes



CHANGE MANAGEMENT FOR SUCCESSFUL DIGITAL TRANSFORMATION

Digital transformation is a multidimensional undertaking that requires strategic alignment, informed decision-making and a deep understanding of both technology and human dynamics.

The true business value of a technology solution emerges not just at the point of system implementation, but when all stakeholders are both inclined and capable of executing the new processes and procedures enabled by those systems. Change management acts as the essential bridge, ensuring stakeholders are ready and capable of embracing the new system when it becomes operational.



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1. CREATING A CULTURE OF INNOVATION AND READINESS

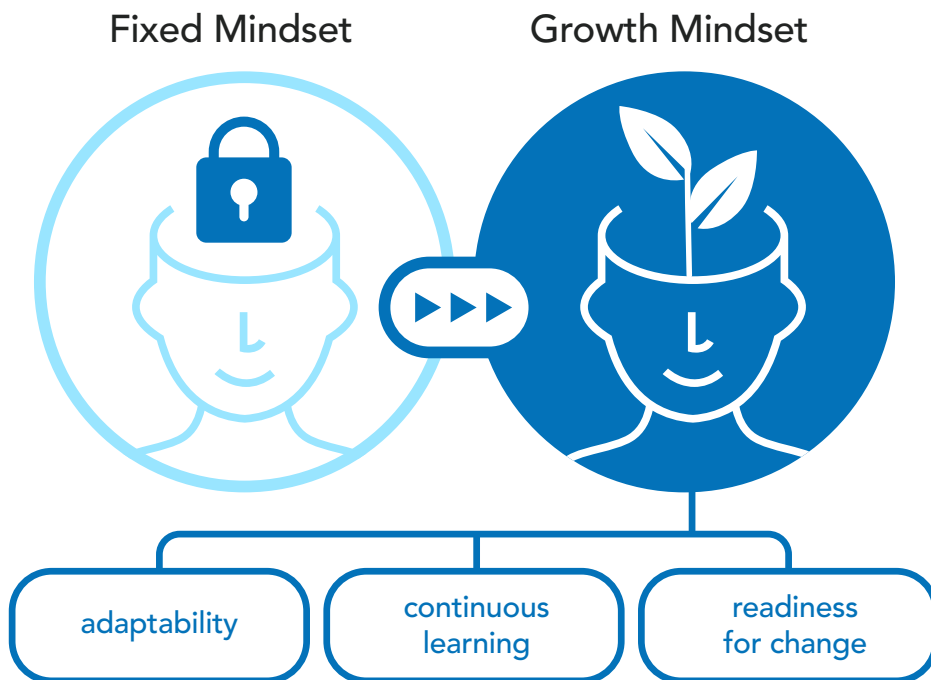
In the pursuit of true digital transformation, organisations must look beyond technological integration alone and embed a cultural shift that thrives on change.

Such a culture empowers employees to explore new ideas, challenge the status quo and continuously seek ways to enhance processes, products and services. By nurturing an environment where calculated risk-taking is encouraged, where failure is viewed as a stepping stone rather than an end, organisations create a fertile ground for experimentation and

improvement. Moreover, this culture drives ownership and accountability, as employees recognise their roles as co-creators of the transformation journey.

The C-suite plays a crucial role in cultivating a culture of innovation and change within an organisation by setting the tone, providing resources, demonstrating adaptability, offering strategic direction and leading by example. Their endorsement and commitment encourage employees to embrace new ideas and initiatives, while the allocation of resources directly enables the organisation to foster innovation. By actively championing digital transformation, top-level executives inspire a collective mindset of adaptability and resilience, which is essential for driving successful and sustainable change.

TWO MINDSETS



2. EMBEDDING HOLISTIC CHANGE MANAGEMENT

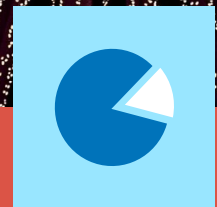
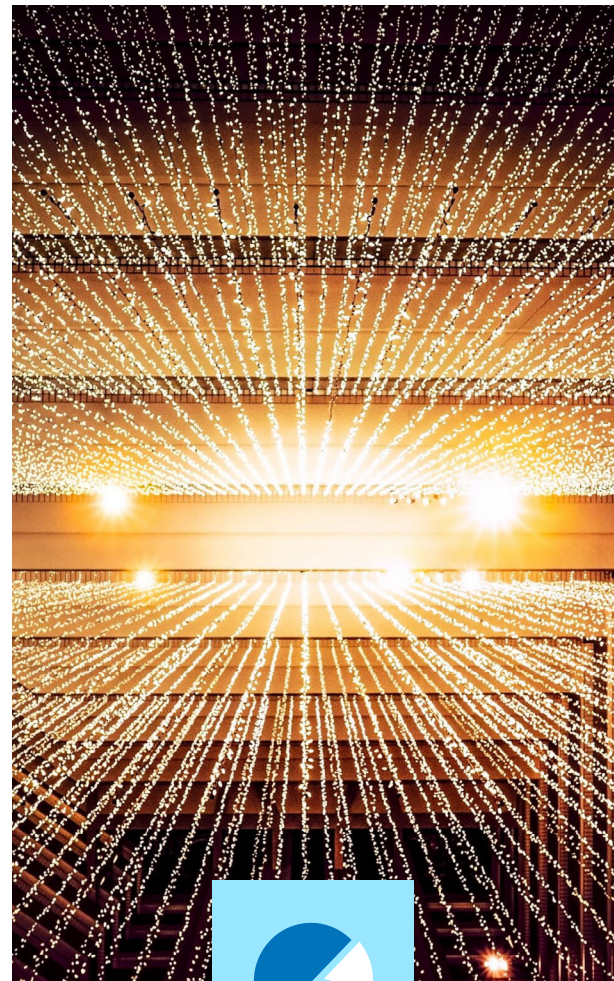
In change and training programs, two essential goals stand out: readiness and capability. Readiness involves cultivating a mindset that welcomes and understands change, while capability equips stakeholders with the skills needed for the new processes. Both goals work together, ensuring stakeholders are mentally prepared and competent to embrace and navigate the transformed landscape, fostering adaptability and innovation within the organisation.

Change management tasks encompass four distinct streams: sponsorship, communication, organisational impact and training. These streams are not isolated silos; instead, they interconnect and provide overlapping support to critical components of successful change.

1. SPONSORSHIP

It's crucial for the C-suite to have a clear understanding of the project's objectives and requirements. When leaders are aligned with the overall vision and goals of the project, they can provide strategic direction, allocate necessary resources and make informed decisions to support the project's success. Their early involvement helps set a precedent for the rest of the teams and departments.

Effective governance is essential in the context of digital transformation, but it should strike a balance that avoids stifling the project's progress. Overburdening or 'overcooking' governance with excessive oversight can impede agility and innovation. However, having an appropriate level of governance ensures that decisions are timely and aligned with the project's objectives.



Effective governance is essential in the context of digital transformation, but it should strike a balance that avoids stifling the project's progress.



2. COMMUNICATION

Effective transformation is underpinned by trust and understanding between the organisation and change management partner. Meaningful dialogue, multiple conversations, and truly assimilating the organisation's needs help build a relationship of trust.

One effective communication practice is known as a 'town hall'. They serve as a platform for bringing employees onboard the transformative journey, elucidating the reasons, timing, methods, and goals of the impending changes. This role becomes increasingly

pivotal when embarking on complex transformations that span multiple departments or encompass the entire organisation.

It's also important for employees to understand their roles in this new landscape. When there's clarity regarding job security and evolving responsibilities, employees are better positioned to perform optimally and contribute meaningfully to the transformation's success.

3. TRAINING NEEDS

Navigating change requires preparing employees for both immediate shifts and ongoing transformations. This involves addressing immediate concerns, providing requisite training, and offering consistent support to navigate the uncertainty that accompanies change. As individuals have different proficiencies and capacities, training approaches and implementations should be tailored on an individual basis.

Employees should be informed about the purpose and benefits of the transformation, creating buy-in and reducing resistance. Clear timelines, expectations, and objectives should be communicated, providing a roadmap for the transformation journey.

4. ORGANISATIONAL IMPACT

The organisational impact stream plays a pivotal role in the digital transformation journey by examining the existing operational landscape and mapping it against the processes slated for implementation. This analysis focuses on current practices, dissecting them to identify areas where misalignments or disparities

may exist in relation to the envisioned future state. By pinpointing these disparities, the organisational impact stream serves as a diagnostic tool, identifying the gaps that need to be bridged for a seamless transition to new processes.

COMPONENTS OF SUCCESSFUL CHANGE

Successful change is built upon six key components, each playing a vital role in the transformation process:

1. EXECUTIVE SPONSORSHIP

A strong foundation begins with visible and persistent executive sponsorship. This leadership presence creates a sense of urgency and priority for the project, driving alignment and commitment across the organisation.

2. ACCOUNTABILITY

Understanding the extent of accountability that extends to both business sponsors and stakeholders is crucial. This awareness ensures that everyone involved takes ownership of their roles and responsibilities, fostering a collaborative and driven environment.

3. VISION

An articulated vision is essential. A well-defined vision not only sets the project's strategic goals but also positions them as integral to the organisation's competitive future. The ability to repeat and reinforce this vision ensures a shared understanding and commitment.

4. DIALOGUE

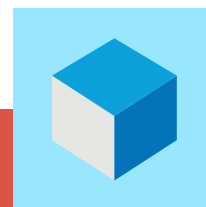
Ongoing, two-way communication is a cornerstone. Regular project communications serve to clarify expectations, address questions and concerns, and sustain commitment to the impending changes. Open dialogue facilitates a smoother transition.

5. REINFORCEMENT

Establishing rewards and reinforcement systems is paramount. These systems drive desired performance and behaviours, shaping the culture of the organisation to align with the transformation goals. Elements such as clear job role definitions and performance management programs contribute to this alignment.

6. TRAINING

Tailored training is pivotal. As roles and processes shift, comprehensive training based on new responsibilities ensures that all users are well-acquainted with the nuances between the old and new systems. Understanding the reasons behind process changes further enhances engagement and adoption.



These six components work in harmony to create a holistic framework that supports successful change initiatives, ensuring effective alignment, communication, and preparedness across all levels of the organisation.



STRATEGIC IMPERATIVES FOR TRANSFORMATION



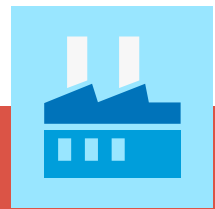
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STRATEGIC IMPERATIVES FOR TRANSFORMATION

The journey towards digital maturity demands a strategic approach that recognises the uniqueness of each organisation. As businesses strive to remain competitive and agile, a robust strategy becomes the cornerstone upon which digital transformation stands, enabling organisations to navigate complexities and harness the full potential of transformation.

There are several strategic elements to consider and implement at different stages of the digital journey.



It's critical to understand the ramifications and requisites tied to each system. This understanding transcends the technical and extends to how these systems impact the wider organisation.

1. PERFORMING AN ORGANISATIONAL AUDIT

A single uniform approach to digital transformation that can be templated and applied to multiple organisations is unrealistic. Not all organisations are poised for a comprehensive transformation. Therefore, a thorough evaluation of factors including organisational size, maturity and preparedness becomes pivotal. This analysis will inform the organisational approach to transformation including a timeframe of delivery that can actually be digested by the business.

It's critical to understand the ramifications and requisites tied to each system. This understanding transcends the technical and extends to how these systems impact the wider organisation.

The organisational appetite for change must also be taken into account during this stage with a meticulous appraisal of the organisation's risk tolerance. This assessment delves into the psyche of the organisation, determining the threshold of risk the entity is willing to undertake. Awareness of this risk spectrum serves as the bedrock for decisions, shaping the contours of the transformational roadmap, contributing to the smooth and successful execution of projects.

2. DEVELOPING AN ORGANISATIONAL ROADMAP

At the core of effective digital transformation is a well-structured roadmap, the creation of which involves delineating targeted outcomes, establishing priorities and sequencing initiatives.

A comprehensive roadmap both steers the transformational journey and provides a clear vision of the path ahead. This roadmap should align with the unique needs of the business and establish expectations for a manageable timeframe, ensuring a seamless transition without as little disruption to core operations as possible.

This future-proofing roadmap should also include the establishment of a robust digital framework, enabling the organisation to embrace a digital-first paradigm. To strengthen these foundations, organisations must prioritise technology solutions capable of scaling and adapting alongside their evolving needs.

A phased approach to implementation, particularly suited to situations where full-scale transformation is not feasible, allows for gradual integration that accommodates budget and resource constraints. Incremental implementation may be preferable in instances where the organisation may not be prepared for transformation in totality. In such cases, a phased approach with gradual integration becomes favourable, as it's also adaptable to budget and resource constraints.



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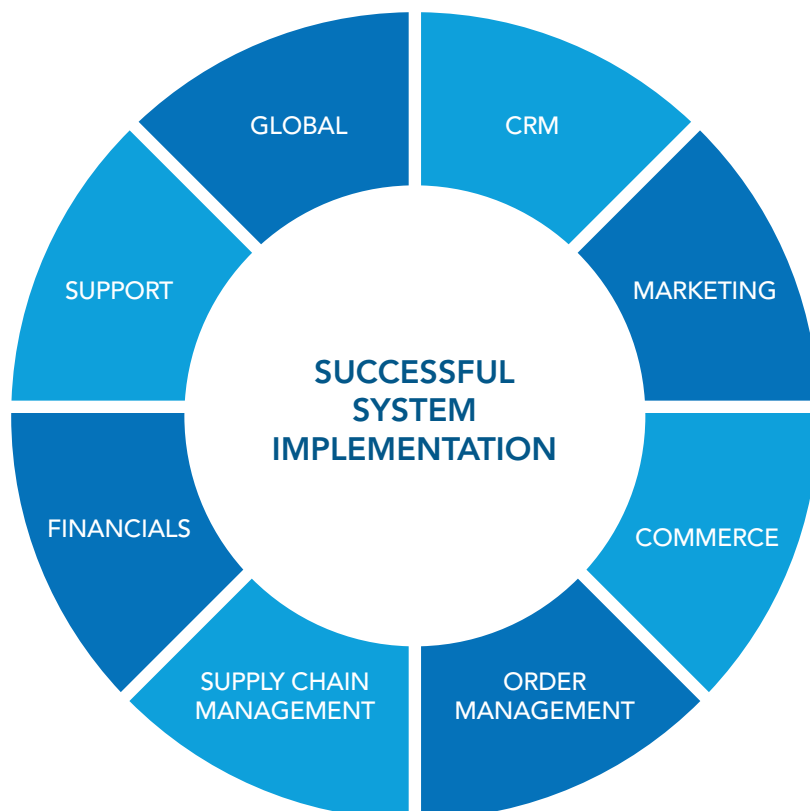


VENDOR RELIABILITY

Vendors are not just service providers; they are strategic partners who hold the keys to unlocking the full potential of a well-executed transformation roadmap.

Fostering robust relationships with vendors, ensuring their collaboration and upholding their dependability form a linchpin for successful system implementation.

This synergy reverberates throughout the transformation journey. During the implementation phase, vendor reliability ensures that technology integration proceeds smoothly, minimising disruptions and avoiding unexpected setbacks. Post-go-live, it serves as a safety net, providing immediate support for any unforeseen issues that may arise. This reliability catalyses the organisation's adaptability and agility, enabling it to leverage emerging opportunities in the ever-evolving digital landscape.



3. UNDERTAKING STRATEGIC IMPLEMENTATION

It's important to note that a complete overhaul of existing systems isn't always necessary. Achieving transformation objectives doesn't necessarily require an intricate restructuring of the organisation's infrastructure.

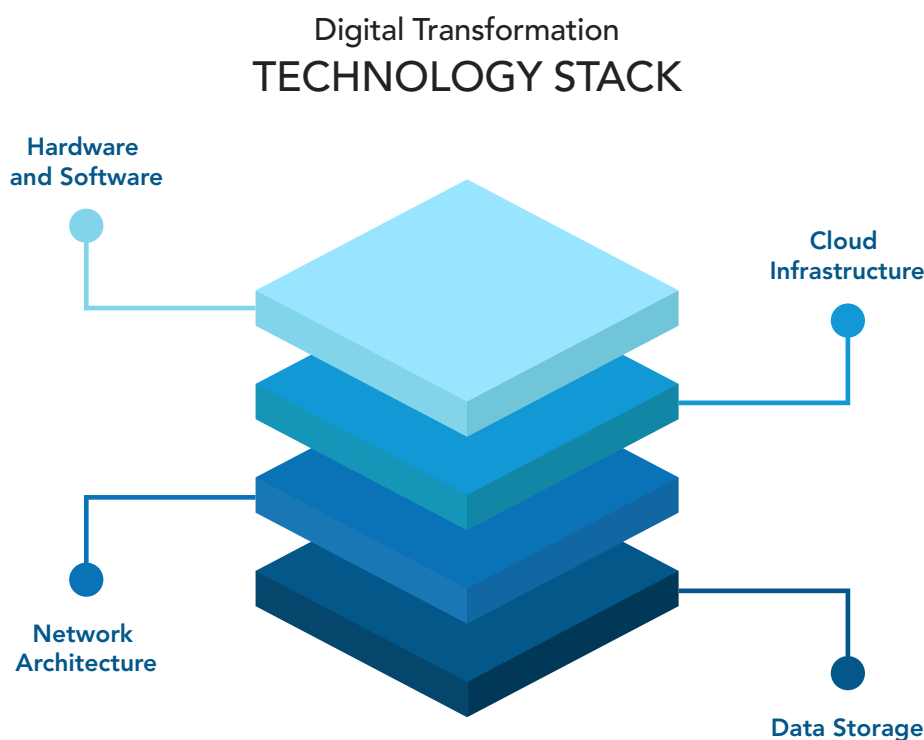
Alternatively, organisations could consider adopting a modular approach to technology implementation. This entails selecting solutions that can integrate with the organisation's current systems. This integration-focused strategy minimises disruption and facilitates a smoother transition, catering to the organisation's specific appetite for change.

Comprehensive technology implementation takes into account the entire technology stack, encompassing

hardware, software, networking, and other integral components. Intentional design is a cornerstone of effective digital transformation, enabling organisations to modernise while maintaining operations.

However, it's also important to recognise that digital transformation does not necessarily equate to more systems or tools. While initially counterintuitive, the reduction of systems and the streamlining of processes to leverage a select few core platforms is preferable to attempting to manage multiple disparate technologies.

An excess of separate systems can lead to complexity, inefficiency, and data silos. Instead, the strategy pivots towards designing systems that interlink, complement, and connect seamlessly, creating a unified ecosystem where each component enhances the performance of others. This holistic approach ensures that technology systems work cohesively, allowing data to flow seamlessly across various processes, departments, and functions.



4. PLANNING A SUSTAINABLE PROGRAM OF GO-LIVES

As the rollout phase approaches, a deep understanding of the business's challenges and objectives becomes paramount. It's important to discern the most pressing needs and align the launch plan accordingly.

For a successful rollout, the objective is to preempt potential setbacks and store disruptions. This can be achieved through a meticulously executed transformation process. Opting for staggered roll-outs is one possible strategy, where different sites are transitioned one at a time. This deliberate pacing contributes to a more seamless implementation, allowing for focused attention on each site's specific requirements and minimising disruption.

A prime example in this context is the case of Australian discount retailer, Cheap as Chips⁸. With an extensive workforce spread across numerous stores, their rollout required meticulous planning, including the training of thousands of staff members to be competent with the new system. Ensuring a seamless integration of both finance and operational systems was equally vital. To mitigate potential risk, the decision was made to initiate the go-live process by first implementing a point of sale system. This initial implementation aimed to limit the scope of change to staff members, streamlining the adaptation process. This phased approach allowed for lessons to be gleaned from the initial go-live, thereby enhancing subsequent implementations. This strategic approach not only facilitated smoother integration but also contributed to the reduction of business risk.



As the rollout phase approaches, a deep understanding of the business's challenges and objectives becomes paramount. It's important to discern the most pressing needs and align the launch plan accordingly.

⁸ Wild Tech, 'Old-School Retailer to Digital Powerhouse: The Journey for Cheap as Chips', 26 June 2023
<https://wild-tech.com.au/old-school-retailer-to-digital-powerhouse-the-journey-for-cheap-as-chips/>

5. FUTURE PROOFING: AFTER THE GO-LIVE

Future proofing a digital transformation initiative extends far beyond the completion of the initial go-live phase. In reality, digital transformation is not a finite project with a distinct endpoint but an ongoing, evolving process that perpetually seeks to enhance, improve and implement changes.

Once initial system implementation is complete, it's important to maintain a realistic perspective that not all challenges will be immediately resolved. Some persisting issues may not stem from the system itself but could instead be rooted in internal business processes or practices.

For example, the introduction of a new finance system could potentially offer a more detailed understanding of costs, empowering the finance team to delve into expenses on a finer scale. However, achieving a full optimisation of cost management might require more than just a system change.

Even as the go-live phase concludes, the journey of change management is ongoing. It remains pivotal to continue guiding employees through the process of adapting to the new system and to cultivate a culture of adoption. This sustained effort towards change management fosters a seamless integration of not only the new system, but future integrations, ensuring a continual cycle of evaluation, integration and improvement.



Digital transformation is not a one-time event; it's an ongoing and dynamic process. Digital transformation forms a continuous cycle where the initial implementation phase, marked by technology adoption, feeds into ongoing enhancements as organisations gather data and insights from these systems. These insights then fuel further improvements, leading to iterative cycles of enhancement and implementation.

This iterative and perpetual approach aligns with the understanding that the full benefits of a company's investment in digital transformation come with long-term commitment. As time progresses, business leaders who adopt a continuous approach to digital transformation are primed to seize emerging opportunities. Such companies are also better equipped to swiftly adapt to unanticipated shifts in the market due to their foundation on digitally resilient and agile systems.



WE WALK, THEN RUN

In the ever-evolving landscape of modern business, the quest for digital transformation has emerged as a defining imperative for organisations worldwide. Yet, the journey toward harnessing the potential of emerging technologies is far more intricate and multifaceted than anticipated.

The allure of automation, AI, and streamlined processes must be met with a profound realisation: true digital transformation is more than the implementation of new tools—it demands a holistic reimagining of how businesses operate, adapt and flourish. This profound shift necessitates an unwavering commitment to change management principles, an unwavering culture of readiness, and a nuanced understanding of technology's potential.

Digital transformation is not a single, isolated project—it's an ongoing process that unfolds across interconnected stages, each building upon the last to establish a resilient foundation for perpetual

evolution. Embracing this dynamic journey requires strategic foresight, proactive planning and a robust understanding of the challenges that may arise. Successful transformation remains elusive for many, however, within these challenges lie opportunities for organisations to strategically position themselves by learning from the missteps of others, mitigating potential pitfalls.

To thrive in the digital age, organisations must cultivate a culture that not only embraces technological integration but also thrives on change. This culture empowers employees to challenge norms, explore new avenues and contribute as co-creators of the transformation journey. By fostering a mindset of adaptability and resilience, organisations can navigate the complexities of digital transformation, ensuring that change becomes not just a strategy, but an ingrained ethos guiding sustained growth and evolution.

As the digital landscape continues to evolve, those equipped with a deep understanding of change management, a commitment to ongoing transformation, and an unwavering culture of innovation will stand poised to thrive amidst the waves of disruption.

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ABOUT WILD TECH

Wild Tech are end-to-end digital transformation partners, that leverage a unique industry led approach, combined with market leading platforms, to build Australia's next generation of digital operating models.

The company is Australian owned and operated with a demonstrated national capability.

For Wild Tech, the evolution of transformation starts with a deep understanding of industry requirements. That means listening in order to be a step ahead, ensuring that end-to-end business processes, and organisational maturity, are considered in light of the nuances of each platform and their ability to deliver on the promise of truly transformative technology.

Visit us at www.wild-tech.com.au

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Grant Wild
Managing Director

grant@wild-tech.com.au
0403 133 435



James Schwarz
GM (Mid-Market)

james@wild-tech.com.au
0433 097 401

