Reimagining Enterprise Digital Transformations

The Move Away from Events to a Part of Daily Operations

Digital transformations are a top priority, but a nightmare to complete

No matter what industry you operate in, today's competitive environment has made technology-enabled operations a fundamental requirement for success. With the rate of change and innovation in today's operating environment, digital transformations—both large-scale migrations and application modernizations to the cloud—must shift from being an episodic, isolated process, to one that is dynamic, agile and deeply embedded in daily operations.

In fact, in a 2019 survey conducted by CIO Magazine, 92% of CIO's surveyed cited IT upgrades, digital business initiatives, and product innovation were key expectations of their CEOs[1]. However, while a clear strategic priority, another survey of 4,600 business leaders found that 91% of respondents claimed to be facing persistent barriers to digital transformation[2].

87%
Of enterprises recognize DT's as a company priority[4]

However
51%
Of enterprises report challenges have had to cancel active projects due to operational roadblocks[4]

Resulting in
$900B
Wasted annually on digital transformations[3]

[1] *State of the CIO,* CIO Magazine, December 2018
[2] *Culture Shifts That Drive Digital Transformation For Small And Medium-Sized Businesses,* Forbes, October 2019
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These barriers include data privacy and security concerns, lack of budget and resources, operational silos, immature digital culture and lack of in-house skills and expertise - all key drivers of the estimated $900 Billion that was wasted on digital transformation initiatives that didn't meet their goals in 2019[3]. This is even more challenging in 2020 as teams need to work remotely yet collaboratively.

Fortunately there is a software platform that enterprises are now adopting that fully integrates the people, processes and tools required for digital transformation into a common platform to manage ongoing innovation and modernization, accelerating transformations by 70%, and reducing costs and effort by 60-70% on a continuous basis. In this Featured Insight, we'll explore both the challenges and solution.

Digital transformation strategies must be embedded into day-to-day operations

Too often, digital transformations are treated as one-off initiatives to digitally automate either a set of existing processes, applications, or tools. In reality, it should be an ongoing process of changing the way you do business.

But in today's rapidly changing environment, agile operations are paramount in order to keep up with the pace of innovation and remain competitive.

As this chart illustrates, innovation does not happen at the pace of play one would have experienced in the late 1990's or early 2000's – whereby one innovation is replaced with another.

Instead, today, with Cloud Computing, 5G, PaaS, SaaS, IaaS, On-Prem, and so on, we are operating in a hybrid environment.
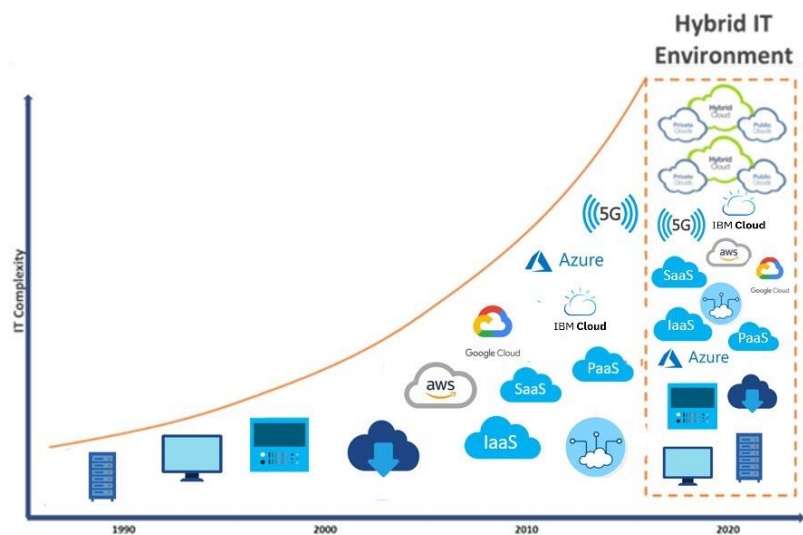
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Each innovation is compacted on to one another with most enterprises leveraging a variety of different structural components to innovate and meet the ever-changing needs of both their clients and employees.

Where do you start?
Strong partnerships between IT and business are the bedrock of a successful transformation

Digital transformation requires foundational investments in skills, projects, infrastructure, and, often involves evolving IT systems. It requires aligning people, machines, and business processes. And often that gets complicated. It also requires continuous monitoring and intervention from the top, to ensure that both IT and business managers are making informed decisions that align with the company's overall transformation goals.

The foundation of an enterprise's digital transformation is having a fundamental understanding of its application environment and the ability to effectively drive application modernization. Applications, which are any programs or a group of programs designed for an end user, such as mobile applications, simulators, sales force automation, ERP systems, etc., make up the foundation of a company's ability to carry out day-to-day operations as well as enable uptime for business-facing tools and resources.

Today, these environments are highly complex, especially at the enterprise level, where multiple divisions leverage multiple technologies across multiple geographic regions – creating disparate operational silos. When it comes time to modernize any application, like any software update, it's crucial to intimately understand what stakeholders rely on the application in terms of uptime and what the process to complete the task looks like from start to finish.

This complexity makes it critical that both IT and business teams come together to develop a comprehensive application roadmap. That roadmap is built upon a common

"Digital business strategy needs to be more continual and able to pivot more frequently, based on a continual stream of changes in markets, customer or citizen preferences, and the status of strategy execution. Enterprises should follow the lead of the transformers that create new value propositions and design new business models around them."

- Gartner, "Master These Core Enterprise Capabilities to Advance your Digital Transformation"

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understanding of what applications will move where and how they will connect with one another in a digitally transformed environment. Establishing this shared understanding builds trust between internal organizations and this is the foundation for a well-constructed, on-time, on-budget and sustained transformation.

So why is $900B annually wasted on these initiatives? Manual processes, lack of collaboration and event-based strategies

Today the process of developing an application roadmap strategy is a lengthy process that requires many manual steps and time-consuming analyses. Further, due to the vast web of dependencies between IT and business applications, the IT and business teams often do not have an easy way to collaborate or make real-time updates and contribute to decisions along the way. As a result, this laborious process requires multiple meetings and stage gates to ensure all business facts are captured and application dependencies are accounted for. This requires a heavy investment of time from resources often already at full capacity.

Because of the time required to manage and execute, enterprises typically leverage third-party resources to help manage and execute enterprise-wide digital transformations. While that solution may have worked well historically, with the shift of requirements from the legacy, project-based approach to one that is on-going and ever-changing, the use of a third party is simply a band-aid rather than a long-term solution.

Outside of the time and availability of labor, if a mistake is made or a dependency is unaccounted for in the process, it creates risk to the organization. Due to the vast web of inter-dependencies, these errors could result in application downtime or even worse, business disruption. The complexity associated with managing these analyses and making the right decisions can lead to stalled transformations as IT and business teams fear the possibility of an outage.

Bottom line, these arduous processes and having an incomplete picture of the environment make it difficult for organizations to keep pace with innovation, which in turn, prevents them from quickly adopting new technologies, improving competitiveness, and reducing operational costs (i.e. $900B wasted annually).

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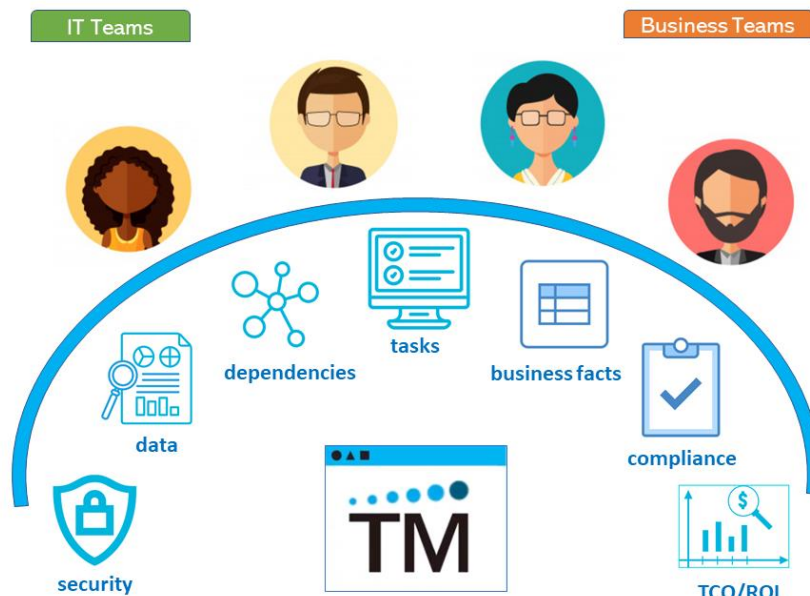[3] *Digital Transformation is Not About Technology,* Harvard Business Review, March 2019
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The Solution | TransitionManager™ by TDS

TransitionManager (TM) is TDS's flagship software platform that enables enterprises of all sizes to break down these traditional barriers that plague digital transformations. TM was built on the foundation of over 18 years of digital transformation experience to provide enterprises a scalable software solution that automates the application roadmapping process and enables long-term, continuous digital transformation management.

A key driver of TM's success is the software's ability to fully integrate the people, processes and tools required for digital transformation into a common platform to manage ongoing innovation and modernization.

TM enables teams to shift from the legacy way of working by providing a centralized platform and a holistic, 360-degree view of all critical business facts, operational process, as well as the technical, architectural, operational elements required to ensure achievement of the defined business goals and enable efficient management and monitoring of transformation tasks.

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TransitionManager uniquely provides unlimited license seats to the platform to drive transparency and enable more efficient collaboration across heterogeneous tools and environments. As a result, teams are no longer slowed down by the information bottlenecks and gaps experienced with old project management systems and outdated, often isolated work processes.

TransitionManager's automated ingestion and normalization tools capture the required data and simplify the time-consuming work of gathering basic information and identifying applications and their inter-dependencies. TransitionManager makes this easy with automated data ingestion from disparate sources, and an intelligent Extract-Transform-Load (ETL) engine that aggregates and normalizes data, filtering out unnecessary noise so IT can focus on the data that matters.
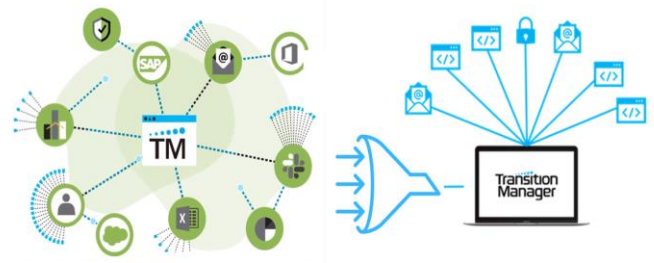
TM's Dependency Analyzer feature produces an interactive map for quick, at-a-glance identification of asset interdependencies and one-click drill down functionality. This enables teams to align around a common view of both business and IT data, build trust through collaboration and transparency, and manage these digital transformations quickly. Its automated runbook generation then orchestrates flawless, sequenced execution of both human and machine tasks.
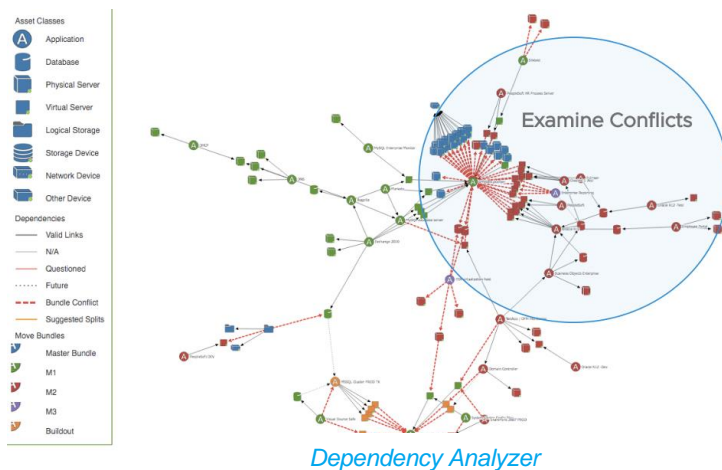
Dependency Analyzer

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With a clear line of sight for both the IT and business teams into the application environment and automated runbook generation, enterprises are able to self-manage their application environment and turn modernization, migration, and product innovation activities into fast, low-risk, low-labor automated processes.

> "When we complete this project, we are going to be free to be nimble and more forward-thinking. We will be able to tackle automation, AI, and machine learning. Our team and our processes will have less of a foothold in a waterfall methodology and move us closer to agile development. We will be physically co-located with business but also will have shifted away from a paradigm where IT and business are separate, and business just wonders why stuff breaks all the time. Instead, now it's a paradigm where we know what business needs and wants and we are working side by side with them to collaboratively deliver what they need, like greater sales and less operational costs over time."
>
> *-Brian Fenimore, VP, The Hershey Company*

TransitionManager is the only software solution available in the market today that breaks down the persistent barriers that continue to plague digital transformations, enabling application management and modernization across the enterprise to start within weeks, and accelerating results to be realized in weeks, not years.

These results are hard to ignore for organizations that wish to not only survive but thrive in today's demanding, dynamic and competitive environment:

- TM reduces risk in IT/Apps modernization/ transformation and migration
- TM drives achievement of business goals by fostering collaboration between business and technology teams
- TM reduces IT expenditure on IT/ Apps modernization while leveraging the investments already made in tools and technology
- TM enables IT to be agile and adaptive to a dynamic business environment
- TM establishes governance and resiliency with a system of record of both IT infrastructure and application portfolio dependencies

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With its proven ability to overcome these common barriers and to drive agility, the results are impactful and wide ranging. Each phase of the continuous process becomes faster and more efficient and productive, which builds confidence, and drives cultural change for future phases.

▲ **70%**
Increase in transformation velocity

▼ **70%**
Reduced labor costs

▼ **70%**
Decrease in disaster recovery time

▼ **90%**
Reduction in rollbacks

Customers who leverage TransitionManager become a more flexible and efficient organization, with the ability to collaboratively and efficiently manage a portfolio of applications, quickly adopt new technologies, achieve transformation goals, and leapfrog their competitors.

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