



Accelerating Time-to-Value in Digital Transformation

Driving Adoption, Engagement, and Proficiency
to Realize Value in Technology Investments

OCTOBER 2023

Executive Summary

Many companies are investing heavily in digital transformation through cloud technologies and platforms. However, they often encounter delays in realizing the value they expected due to adoption challenges. Centers of Excellence (CeX) can be critical in ensuring that technology aligns with business objectives, facilitating expert training, providing migration guidance, championing change, and promoting tool engagement and proficiency.

EmTech Institute emerges as a key partner in this journey, offering tailored services to create and operate a CeX. Through various engagement models, including advisory, build-operate-transfer, and complete outsourcing, EmTech ensures businesses accelerate the time-to-value of their technology investments and achieve their business objectives.



Introduction

In today's rapidly evolving business landscape, companies from various industries – including banking, telecommunications, media, CPG, and retail – embark on monumental digital transformation journeys. The pivot towards a cloud infrastructure such as AWS, Azure, or Google Cloud, alongside implementing cloud-based enterprise platforms like Salesforce or SAP, is proving indispensable.

Additionally, the hunger for competitive advantages drives businesses to boost their data science, artificial intelligence, and cybersecurity capabilities. Yet, a pervasive challenge arises: delay in realizing the promised value from these investments, primarily due to adoption issues.

The Adoption Challenge

While technology advisory and integration firms, including giants like Accenture, Deloitte, or PwC, are instrumental in the technical implementation of these solutions, the true potential of these digital assets often remains untapped. The culprits? Inadequate training, poor migration strategies from legacy systems, weak change management frameworks, technical glitches, and lack of continuous support.

1. Inadequate Training

Employees, even those tech-savvy, find themselves at a loss when navigating new systems, often leading to resistance or underutilization. While initial onboarding sessions introduce users to new systems, the journey shouldn't end there. Companies often fail to anticipate the continuous learning curve involving evolving functionalities and use cases. What's missing is an ongoing training structure that promotes technology as an evolving tool rather than a one-off project.

2. Poor Migration Plans

Transitioning from legacy systems to new solutions without a clear strategy can result in data losses, functionality overlaps, or disruption in business continuity. Moving from legacy to new systems is like relocating to a new city. You aren't just transferring items; you're adapting to a new way of life. Companies often underestimate the intricacies of this process. It's not just about data transfer and new platforms; it's about ensuring business continuity while adapting to a new environment.

3. Absence of Change Management

While technology can be procured and installed, redefining the organizational culture and operating paradigms accompanying these new tools is the more significant challenge. Humans are creatures of habit, making them resistant to change. Migrating to new technologies isn't just an IT challenge; it's a cultural challenge. It involves uprooting established ways of working and instilling a new mindset—a mindset where digital is seen as an enabler, not an obstacle. It is also critical to communicate the benefits of the new technologies; when employees don't understand the direct benefits of the new system to their roles and the company at large, they may not see the value in adopting it.

4. Technical Glitches

No matter how robust, newly implemented systems can have unexpected bugs or glitches. Also, When the new platform doesn't seamlessly integrate with other tools and systems, it can create bottlenecks, discouraging employees from using it. These technical issues can hinder adoption if not promptly addressed.

5. Lack of Continued Support

Post-implementation support is crucial for addressing user queries and concerns. A lack of such support can lead to reduced trust in the platform. Allow users to provide feedback on the platform's functionality; this helps resolve issues and makes users feel valued and heard.

The Path to Value: Centers of Excellence and Talent Development

Achieving adoption is like hitting the first milestone in a marathon. True success lies in employees not just using but mastering the tools at their disposal. Engaged employees, proficient in their digital tools, can unlock innovative ways to serve clients and streamline operations. Achieving these outcomes and realizing the value of technology investments requires a dedicated strategy; this is where Centers of Excellence (CeX) can prove invaluable. A CeX can provide five critical functions:

1. Governance and Value Measurement

One of the pivotal roles of the CeX is to provide a governance structure. They ensure that technology implementations align with business objectives. Furthermore, they measure value capture, monitor ROI, and ensure that the promised business outcomes are being realized.

2. Expertise and Support in Training

A CeX isn't just a repository of knowledge. They are breeding grounds for best practices. Through the CeX, employees can access ongoing training modules, stay updated on evolving functionalities, and engage in hands-on workshops. This approach ensures that they're both familiar with the tools and experts in leveraging them.

3. Guidance on Migration

With seasoned professionals at the helm, the CeX can provide a detailed roadmap for migration. They ensure the transition isn't disruptive, data integrity is maintained, and the new systems are optimized for

business needs. Migration is implemented by prioritizing high-impact use cases that ensure capability building and value realization go hand-in-hand.

4. Change Management Champions

The CeX plays a pivotal role in orchestrating change. They engage with teams across the organization, addressing apprehensions, driving engagement, and fostering a culture of continuous learning. By showcasing success stories and demonstrating the value of new technologies, they act as catalysts in driving cultural transformation.

5. Promotion of Engagement and Proficiency

The CeX facilitates the adoption and fosters an environment where employees actively engage with tools and seek proficiency. They organize workshops, hackathons, and innovation drives, encouraging employees to explore, experiment, and excel. Digital transformation is not merely about technological acquisition but involves a comprehensive metamorphosis of organizational processes, culture, and operations. Companies can overcome adoption challenges with the leadership of a well-structured CeX, a meticulously designed training program, a strategic migration plan, and an all-inclusive change management strategy. The road to transformation is undeniably complex, but with a clear adoption strategy, businesses can accelerate their time-to-value, ensuring that investments in digital technologies translate into tangible business benefits.

EmTech's Role in Accelerating Time-to-Value in Digital Transformation

Amid the complexities of digital transformation, EmTech Institute emerges as a catalyst, guiding companies toward value realization from their technology investments. With specialized technology training and a proven track record, EmTech offers a comprehensive suite of services tailored to businesses striving for excellence in today's digital age.

Creation and Operation of Centers of Excellence (CeX)

- EmTech collaborates with businesses to co-establish Centers of Excellence, ensuring a seamless transition into digital realms.
- EmTech's flagship training programs are designed to keep pace with evolving technological landscapes. Through these programs, employees get acquainted with tools and achieve mastery, unlocking innovative ways to serve clients and streamline operations.
- With strategic roadmaps and hands-on support, EmTech ensures businesses migrate with minimal disruptions, ensuring alignment with business objectives by implementing high-value business cases.

- By addressing human behaviors, EmTech helps businesses foster a culture where technology is an enabler, not a challenge.

EmTech's Engagement Models:

Advisory and Consultation: Companies with the resources to manage a CeX but require strategic insights can benefit from EmTech's advisory services. With expert guidance, businesses can ensure they're on the right path to digital transformation. **Build-Operate-Transfer (BOT):** EmTech can set up the CeX, operate it to ensure stability and proficiency, and then transfer operations back to the company. This end-to-end solution provides businesses with the expertise without long-term overheads.

Complete Outsourcing: This option is ideal for companies keen on leveraging EmTech's expertise without the challenges of daily operations. EmTech takes on the mantle of ensuring the CeX's success.

In the face of digital evolution, EmTech Institute positions itself as a strategic partner, committed to ensuring businesses don't just adopt technology but thrive with it. Our offerings aim to overcome challenges and turn them into opportunities, ensuring businesses accelerate their time-to-value in the digital transformation journey.



Case Study

Lessons from the Frontline of Digital Transformation¹

Digital transformation — the ubiquitous buzzword of the modern business era. While many companies embark on this journey with aspirations of streamlined operations and amplified profits, the path is often riddled with challenges.

Macy's: The Retail Behemoth's Digital Overhaul

Macy's story, a retail giant's turbulent dive into the digital realm, is emblematic of the trials and triumphs faced by many.

Macy's had the ambition to enhance its customer experience by consolidating its siloed customer data into a cloud-based data lake. Their vision was clear: an integrated view of customer profiles, needs, and behaviors. To enable this objective, they envisioned an architecture powered by Salesforce to enable a seamless omni-channel experience. A top technology integrator was entrusted with implementing the new technology to ensure a smooth digital transformation.

However, the initial wave of implementation wasn't the success story Macy's had expected. Despite state-of-the-art platforms and expert integrators, they faced glaring adoption challenges. The leadership was left questioning every facet of the project—from the platforms and integration to the overarching strategy. After much introspection, the epiphany struck: they lacked a cohesive adoption strategy.

After the creation of their Center of Excellence (CeX), they developed a structured approach to governance, training, support, and change management. With the CeX's intervention, adoption soared, transforming initial setbacks into success and setting a positive precedent for subsequent implementations.

AT&T: The Telecom Titan's Digital Drift

The case study of AT&T, a telecom titan that ventured headfirst into the digital transformation storm, echoes the challenges Macy's faced. With the increasing demands of modern consumers seeking

This case was prepared as an independent analysis by EmTech Institute based on public information.

more integrated and digital-centric experiences, AT&T envisioned a plan to revamp its legacy systems. Their goal? Offer an integrated customer experience, blending their vast telecom services with their newly acquired media assets.

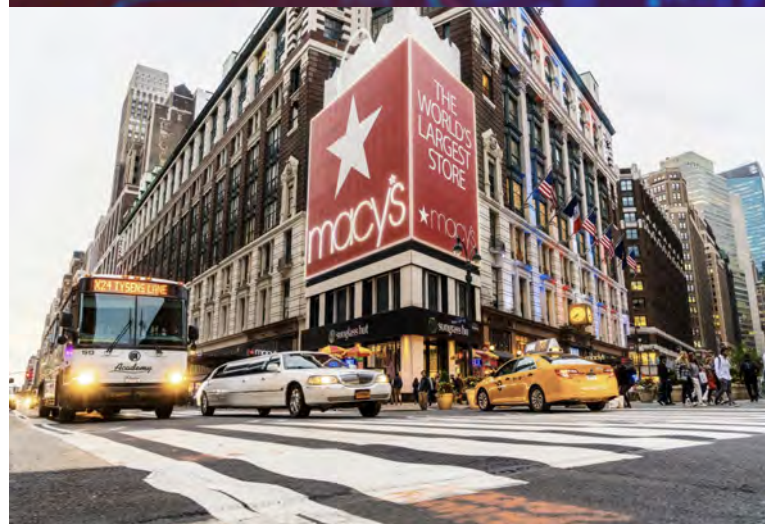
The grand plan encompassed the use of advanced AI and machine learning tools to personalize offerings, and the hope was to consolidate multiple service data points into a single cloud solution.

However, as with many companies that undertook similar endeavors, AT&T's journey wasn't free from obstacles. The transformation faced resistance on multiple fronts. Internally, there was inertia from teams accustomed to traditional methods. Moreover, integrating multiple legacy systems, especially after the acquisition of several media companies, was a colossal task. Much like Macy's story, the leadership team found themselves grappling with many questions. Was the chosen tech stack appropriate? Was the integration approach viable? Or was the entire strategy flawed? AT&T realized the need for a structured adoption approach.

Their Center of Excellence was created focusing on retraining staff, offering tech support, and providing strategic direction for digital change.

The Common Thread

Macy's and AT&T's challenges with their digital transformation highlight a shared truth: digital transformation is not merely about technology implementation. It's



about the seamless integration of these technologies into the company's fabric, ensuring all stakeholders, from top-tier management to the operational workforce, understand, accept, and efficiently utilize them. A well-structured strategy, embodied in entities like the Center of Excellence, is often the key. Whether you're a retail behemoth, a Telecom giant, or a Banking, Media, or Healthcare company, the essence remains the same: true digital transformation is holistic, encompassing technology, people, and processes.