A Blueprint for Your Intelligent Enterprise

Why digital orchestration is the keystone of your organization's future

iSG™

www.isg-one.com

Contents

Orchestrate Your Future

Every business is a never-ending construction project. Standing still has never been an option. Rapid economic, political, social and technological change demands that you keep pace with the needs of your employees and customers. The big difference between the digital era and the past is that the pace of change is faster than ever before.

But you know that. The fact that disruptors can appear in the blink of an eye is already a cliché. But, like most clichés, it describes reality. At ISG we deal in practical ways to not just cope with change but get ahead of it.

Reality: The way we work is changing fast. That means the way enterprises need to be organized must change equally as fast. You need to re-construct your business so that it becomes an 'intelligent enterprise.' Another buzzword? Perhaps. But, let's be clear, your organization has always been intelligent and digitally savvy when it comes to its online presence or services. The new imperative is to ensure that you're able to apply new digital paradigms within your business as well as externally.

Key themes: You can't approach your construction project using traditional linear or 'pipeline' methods. Turn off the 'waterfall' and get 'agile.' At ISG we're helping a new wave of enterprises eager to apply an Agile methodology across their whole organization, not just in IT. It's time to apply the model across the entire business and break down silos so everyone can focus on innovation together. That means fostering a creative flow of relationships which enables you to have ideas quickly, test them, fail, learn, rework, and get to market fast. And have several projects doing those things in parallel – all at once.

And sourcing the people, services, technologies and applications you need to be a digitally intelligent enterprise means you need to be part of an ecosystem of partners, employees, customers, stakeholders and even competitors.

Key imperative: Building – and de-risking an ecosystem that connects the right people, applications, services, partners and technologies for your specific needs. And build it so that it's flexible enough to change as the needs of employees and customers develop.

That's what we do at ISG. We have a long heritage in technology research and advising organizations on how to make the most of the digital world. We're the digital equivalent of architects, surveyors, project managers and interior designers. Our brief: We help you work out a clear digital strategy so you can transform your operating model and create a strong backbone for your business. Then we identify the right partners to deliver them so that you can achieve your core objectives.

Your Intelligent Enterprise:

The Foundations

Processes which enable you to get the right products (existing and new) to market quickly, often in innovative digital forms

The best possible user experience for your customers whichever channel they use – in real life and virtually

The best user experience for your employees – permanent, temporary and freelance

A strategy to make the most of your data; understanding what you have, what you collect, and how you can analyze it to yield value

Ultimate operational efficiency behind the scenes so that all of the above becomes possible

The Challenge:

Create a New Design for Working

The world of work is being redesigned. It won't be long before over three-quarters of the workforce will be Millennials. A good proportion of ISG's workforce already is. And they eschew the old 9-to-5, want to work wherever and whenever, and don't think in terms of departments or functions. They don't expect one career but instead relish the prospect of experiencing a variety of careers. They're ready to work freelance for a while, then take a permanent post, then go back to working for themselves.

But it's not only Millennials who want change. Research shows that older generations want change too: more time out of the office, better mobility tools, and more flexible working. A lack of those things has long caused frustration. A Gallup survey in 2017 showed that only 15% of the world's full-time workers are engaged. That has contributed to sluggish productivity improvements over the last few decades.

Nobel Prize winning economist, Robert Solow, is famous for pointing out that much of the investment in information technology has not achieved stunning productivity increases. Sometimes it has produced the exact opposite. With emerging technologies like cloud, Artificial Intelligence (AI), Internet of Things (IoT), machine learning, automation and Blockchain, as well as tools that can turn Big Data into valuable insights, you have the power to embark on building the intelligent enterprise with greater confidence. And that's where a cohesively constructed ecosystem comes in: you can break down traditional boundaries and free people to work the way they want to work with the right partners and technologies. That can only be achieved through clever (and purposeful) ecosystem orchestration.

The Old Office Is Over

OLD

Highly stratified organizations with limited job roles. Mundane tasks, lots of paper, lots of rules, very little connection to outcomes. Rows of beige cubicles. Fixed work stations. Limited mobility. Strict working hours.

Work your way, wherever you want, on whatever device suits, and either do it full-time, part-time or freelance… or a mix of all three.
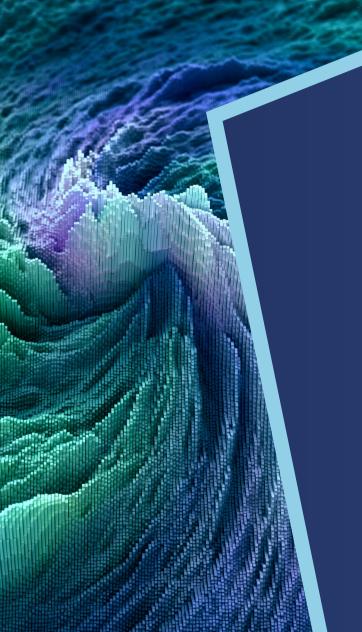
NEW

Scary headlines say 2 billion jobs might be displaced by automation by 2030, but look beyond the bold type and you'll find it's roles that will change, and people will be freed to do more 'human' work.

People leaving college right now will have, on average, 10 to 14 jobs by the time they're 38. The ability to be mobile will be crucial.

It is forecast that 43% of workers in the US will be freelancers by 2020. That's more freedom to achieve a better work-life balance.

The Keystone:

An Orchestrated Ecosystem

Ecosystems are built. In nature, 'keystone' species radically alter (and dominate) environments. The same is true in business.

The rise of the digital platform (from Uber to Airbnb to Amazon and Google) shows that immense value can be generated via fluid relationships that transcend traditional boundaries. Employees, freelancers, experts, academics, customers, suppliers, designers, technologists, and even competitors can all work together to become a single but multi-faceted enterprise that generates value for all concerned.

ISG helps you source what you need in new, more fluid ways. We create focused flows of ideation, testing, learning and exploration so that you can make the most of new technologies to collaborate with partners and support your people to develop your business and innovate for the future.

We believe that you must get the fundamentals right – create a back-office that's as intelligent as the front office – and ensure your enterprise is solidly built and the plumbing works – intelligently.

That's the only way you can free your people to do their best and be their best every day

1

Source the Right Partners, Services and Technologies in New Ways

To build the intelligent enterprise you need the right materials, specialists, skilled professionals and digital architects. You don't have to own or employ them directly. They need to be part of your dynamic ecosystem.

ISG has pioneered ISG FutureSource™, a new way to source the right partners and technologies to help you drive your business forward. It enables you to achieve innovation through partnership and collaboration, involving employees, partners, customers and other stakeholders in an agile combination of your core operations, governance, commercial and contractual alliances.

2

Select the Right Technology, but Don't Put It First

Digital technology enables you to work in new ways, but it should not drive your vision; your people must do that. ISG helps you understand the problems and opportunities you can solve or exploit with the help of different technologies. We help identify what needs to be done and then how to do it through a digital backbone of cloud services, network infrastructure and automation.

3

Measure, Analyze, Uncover Insights

A purposeful data strategy enables you to measure and understand everything. To do that you need to collect the right data, analyze it intelligently, and use insights to achieve results. That, in turn, helps you to cut waste, focus talent and invest in the right technologies.

Measure the work you do, the experience of your people, how they're engaged, their well-being, the value they achieve and feel, and even whether they are burning out or getting bored. You need the right sourcing strategy to obtain the technologies needed to achieve this vital element of an intelligent enterprise.

4

Enable the Agile Enterprise

Attracting the right people – however they work for you, full or part-time, freelance or on-demand – demands swift, effortless on-boarding, seamless access to the right tools and applications, and a willingness to enable employees to work in ways that suit them best. That takes great internal systems, protected by high levels of security without information siloes. It also means you need a next generation network that links your teams together locally and globally.
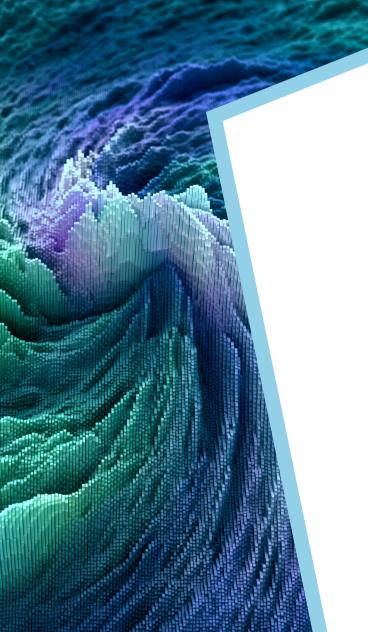
5

Empower Your People Through Automation

Examining what people do is not the same as understanding how they do it now and could do it better in the future. It's important to spend time looking at how your people work and understanding the reasons why they either take shortcuts or avoid certain tasks. You can then understand more clearly which tasks can be automated so that your people are freed to do higher-value work. That's what automation should be about: empowering people. Being more collaborative and creative.

Those insights will enable you to scale automation more productively and keep your people onside. Freeing them from routine, mundane tasks that can be performed more accurately and consistently by robots (actual or virtual). Automation cuts costs, but the savings need to be reinvested in enabling people to work in new ways and spend more time with customers. That's how you will yield the true value of AI, machine learning and RPA at scale.

Collaborate and Be an On-Demand Organization

All 'eureka' moments are, ultimately, collaborative. And they all take time. Great ideas need to be tested, taken apart, put back together, then tested again.

Enable teams to work together in person or virtually across time-zones and geographies. Mix the talent with the right technology and watch what happens. Ensure that people can take charge of their work and their teams.

On-demand services within the office that offer self-serve options to speed up tasks and get results will help people stay focused on innovation and serving customers.

Take weeks not months or years, and then see what the market thinks. Be ready to scale when something works. Your ecosystem will enable you to do that because it transcends traditional boundaries and breaks down siloes which slow innovation.

7

Scan the Horizon: Be Ready for Change

Processes and technologies are always changing, and it's important that you know what's happening around you. Set up a process focused on horizon scanning across all aspects of your business, from technologies to practices, products to services, and anything that might have a significant impact on your operating model as well as your core objectives.

8

Know Yourself and Your Targets

Knowing where you really are and what you really need to do is key to doing any of the above. Setting targets is vital. And one of the most important is a Target Operating Model – it's how you apply your corporate strategy in a real (and changing) world.

That's a key element in what ISG does for clients. We help them understand their most pressing business problems; which processes work, which don't; what can be improved with new tools, and which need more people or different people.

The aim is to know what you are, what you want to be, and how you can improve every aspect of your business. By doing that you will be able to focus on your core objectives.

You can make the most of 'as-a-service' offerings to take on tasks that you used to do in-house, but which are not core functions. You can also focus on making better decisions that generate greater value and foster an outcome-based mindset which helps you to innovate and create the new products and services your customers always wanted (or didn't know they wanted). Enterprise agility helps you face an uncertain future with more confidence. No long-term strategies or plans can ever be created with certainty, so digital orchestration must allow for swift adaptability in the face of market, regulatory or environmental change.
That's true agility.

You Are No Longer the
Center of Your Own Universe

Sounds scary, but it isn't. In fact, it's liberating. You don't have to build your business on your own. You can work with partners to ease the heavy lifting and find the resources you need without having to do it all in-house. That in turn means you can keep doing what you already do well internally and build on that expertise.

The old ways of procuring products and services which was based on siloes and teams which seldom spoke to one another is over. Bringing teams together to focus on outcomes – operational and customer outcomes – is what drives a truly intelligent organization. So, IT, sales, operations and compliance all work together to create value rather than rules.

And you don't do it alone. You work with the right partners at strategic moments to quickly meet the demands of your rapidly changing marketplace. And as Jack Welch, business leader and author, once warned, 'If the rate of change on the outside exceeds the rate of change on the inside, then the end

is near.' Companies that don't heed the signs of change go out of business. Kodak was once worth $40 billion, and ended up being sold for less than $3 billion.

At ISG we've done the leg-work for you. We have the research and experience across all areas of technology and technique to help you make the right choices as you design, build and orchestrate your ecosystem. We help you do all those things. We help you develop your business to achieve operational excellence so that you can focus on driving your enterprise forward through richer, more engaging customer experiences.

It might all sound very complex, but in truth, the decision you need to make is an easy one:

Break down old ways of working and think in terms of an ecosystem – it's faster, more flexible, and matches the demands of a digital marketplace. But, what's even better is that you don't have to learn new tricks and do it all yourself...

ISG has the knowledge and experience to do it for you. We are experienced digital architects who take care of the detail, while you do what matters most – delight your customers.

A Blueprint for Your Intelligent Enterprise

Why digital orchestration is the keystone of your organization's future

If you would like to build your blueprint with us send an email to contact@isg-one.com and we'll set up a meeting.

iSG™

www.isg-one.com