Gartner

The IT Roadmap for Digital Business Transformation

Excerpt

What is the best way to scope, scale and lead digital business transformation and deliver financial results?

Across industries, organizations are accelerating digital business transformation for long-term growth and profitability. From Gartner's perspective, "the transformation journey is taking large enterprises especially at least twice as long and costing twice as much as they originally anticipated." In large part this is due to cultural readiness — "53% of the organizations surveyed remain untested in the face of digital challenge and their digital transformation readiness therefore uncertain."

From our expert research and interactions with thousands of companies in a wide range of industries, we've compiled digital business transformation best practices into a customizable roadmap. Your organization can use this roadmap to understand the key stages, resources and people required to plan and execute an effective digital business transformation initiative.

Some of the top questions of the digital business transformation initiative are:

1 Is your digital ambition to optimize or transform?

2 What are the key stages and activities?

3 Which leaders and teams need to be involved?

What are the key stages?

This best-practice insight is distilled from interactions with clients who have successfully implemented digital business transformation initiatives. This map shows the sequence of objectives and desired outcomes and is useful for aligning all stakeholders.

A few key milestones and a sample of associated Gartner resources are highlighted below, but the full roadmap will include complete details of all milestones and resources for each stage.

Ambition

Strategy defined, and interest and excitement generated

Selected tasks include:

Define and articulate your digital business ambition and strategy, ensuring broad organizational alignment

Assess your organization's digital business maturity and readiness for change, and understand required critical capabilities and competencies

Identify on the basis of the organization's goals how the enterprise will balance optimization and transformation objectives

Create compelling communication strategy to sell the transformation story to the organization

+ more

Sample of associated Gartner resources include:

- Consultation by phone: Discuss the vision and goals for digital. Is the ambition to optimize the existing business or transform the business through digital?

- Analyst inquiry: Define and articulate your digital business ambition and strategy, ensuring broad organizational alignment

- Research: Digital Business Maturity Model: 9 Competencies Determine Maturity Digital Urgency Assessment

+ more

| Ambition | **Design** | Deliver | Scale | Refine |

Design

Options and ecosystem assessed for plan development

Selected tasks include:

Evaluate market and technology disruptions and innovations in your own industry and in the industries of others to ensure your knowledge remains current

Identify, create and build out new business and revenue models that would provide your enterprise with strategic advantage

Seek out strategic partnerships that align with your transformation vision, and increase the speed and quality of your initiatives

Check your design against emerging customer and constituent needs and desires, and ensure that they are at the center of your efforts

+ more

Sample of associated Gartner resources include:

- Consultation by phone: Introduction to the Gartner BuySmart™ process and review of financial and technical requirements

- Research: Build Your Knowledge of the Digital Dragons

- Analyst inquiry: Identify, create and build out new business and revenue models that would provide your enterprise with strategic advantage
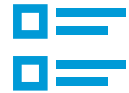
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Ambition	Design	**Deliver**	Scale	Refine

Deliver

Minimum viable proof of concept executed and communicated

Selected tasks include:

Understand the impact the transformation will have on your enterprise and the cultural changes that will be required to succeed

Clearly identify your talent, skill and competency needs to successfully execute your digital transformation initiatives

As part of the communication effort, establish KPIs and define how success will be measured

+ more

Sample of associated Gartner resources include:

- Consultation by phone: Build a comprehensive communication strategy

- Research: Assess Your IT Bench Strength for Digital Business Transformation

- Research: Clearly identify your talent, skill and competency needs and KPIs

+ more

| Ambition | Design | Deliver | **Scale** | Refine |

Scale

Plan is commercialized and absorbed by enterprise

Selected tasks include:

Clarify how your governance will shift versus current models to reflect the unique needs of your specific initiatives

Actively engage in building and executing a detailed plan on bringing the organization forward and ensuring full alignment to the plan

Measure your pilots and proofs of concepts, and assess what critical changes will be required of your infrastructure to facilitate and support the new digital business models

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Sample of associated Gartner resources include:

- On-site workshop: Building a comprehensive plan for bringing the organization forward and ensuring full alignment to the plan

- Research: A Digital Business Technology Platform Is Fundamental to Scaling Digital Business

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Refine

Assessment, optimization and reevaluation

Selected tasks include:

Monitor the environment to assess whether and when changes occur that impact your digital ambitions

Evaluate the impact that your digital business transformation strategy has on your organization, your customers and your industry

Ensure your organization has the agility to reset strategy and plans reflecting the transformation is a journey not a destination

+ more

Sample of associated Gartner resources include:

• Consultation by phone: Monitor the environment to assess whether and when changes occur that impact your digital ambitions

• Research: Unleash Your Inner Futurist to Survive Digital Transformation

• Analyst inquiry: Ensure your organization has the agility to reset strategy and plans reflecting that transformation is a journey, not a destination
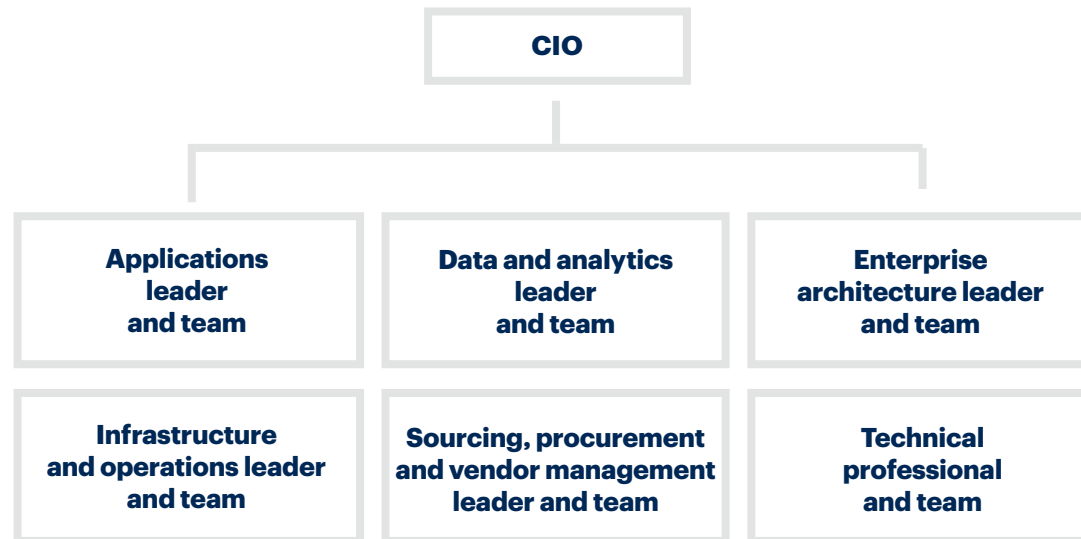
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Who needs to be involved?

The most successful companies establish cross-functional teams for their digital business transformation initiatives. We have outlined the recommended functions to involve and their roles to ensure the best success in hitting the milestones.

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                    │     CIO      │
                    └──────────────┘
        ┌──────────────────┼──────────────────┐
┌───────────────┐  ┌───────────────┐  ┌───────────────────┐
│  Applications │  │ Data and      │  │   Enterprise      │
│  leader       │  │ analytics     │  │ architecture leader│
│  and team     │  │ leader        │  │   and team        │
│               │  │ and team      │  │                   │
└───────────────┘  └───────────────┘  └───────────────────┘
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│ Infrastructure│  │ Sourcing,     │  │    Technical      │
│ and operations│  │ procurement   │  │    professional   │
│ leader        │  │ and vendor    │  │    and team       │
│ and team      │  │ management    │  │                   │
│               │  │ leader and    │  │                   │
│               │  │ team          │  │                   │
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CIO: Collaborates with organizational leaders to help guide digital business transformation efforts, strategies and digital capabilities and communicates mission and goals

Application leader and team: Inform strategy and provide guidance for enterprise applications; manage adoption of new technologies, delivery methods and organizational models; support and manage applications

Data and analytics leader and team: Provide intelligence and business insights for planning and strategy; focus on alignment of decision-making capability to business moment; deliver data modeling, analytics, and algorithmic models

Enterprise architecture leader and team: Deliver innovative IT tools; enable new technology and design solution experimentation for business innovation; support technology alignment for digital business transformation

Infrastructure and operations leader and team: Contribute insights about I&O competencies; help guide planning for I&O changes for digital business transformation; develop I&O service strategy and technical roadmap; deliver an integrated ITSM landscape

Sourcing, procurement and vendor management leader and team: Evaluate, select and contract for digital business transformation; manage vendor innovation

Technical professional and team: Work with business units to architect, integrate and operationalize new methodologies and technologies to transform business processes and functions

Client Impact Story: Navigating Disruption in the Legal Landscape

Mission-critical priority

Minter Ellison, a leading international law firm, decided to undergo an organizationwide digital transformation. Using Gartner research and expert advisors, Minter Ellison was able to streamline its IT processes across the legal lines of business.

How Gartner helped

One-on-one interactions with Gartner Executive Partners and experts provided Minter Ellison a soundboard for ideas and credibility for its work in areas that included:

- Artificial intelligence
- Business process management
- Enterprise wide digital transformation

Mission accomplished

Gartner for IT Leaders helped the CDO of Minter Ellison to:

- Lead and deliver change and transformation across the legal lines of business
- Automate the processes for lawyers through new tools such as artificial intelligence and robotic process automation
- Establish IT function at the core of the strategy of the firm

Contact us to explore the complete IT Roadmap for Digital Business Transformation

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Gartner roadmaps are designed to help CIOs and IT leaders successfully execute new initiatives and reduce time and costs. Our suite of roadmaps provides extensive coverage of IT leaders' top priorities, such as:

- Data and Analytics
- Digital Transformation
- Security

- Data Strategy
- Cloud Strategy
- Maturing Information Security

- Cloud Migration
- IT Organizational Design

Explore more complimentary resources from Gartner on digital business transformation:

→ **IT Talent Drives Digitalization**

→ **Reinvest in Growth With Smarter IT Spending**

→ **Master Today's Technology Trends**

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