



**Mona School
of Business &
Management**

MSBM

The University of the West Indies, Mona

Strategic Digital Leadership: The Future is Now

PRESENTERS

Professor Evan Duggan

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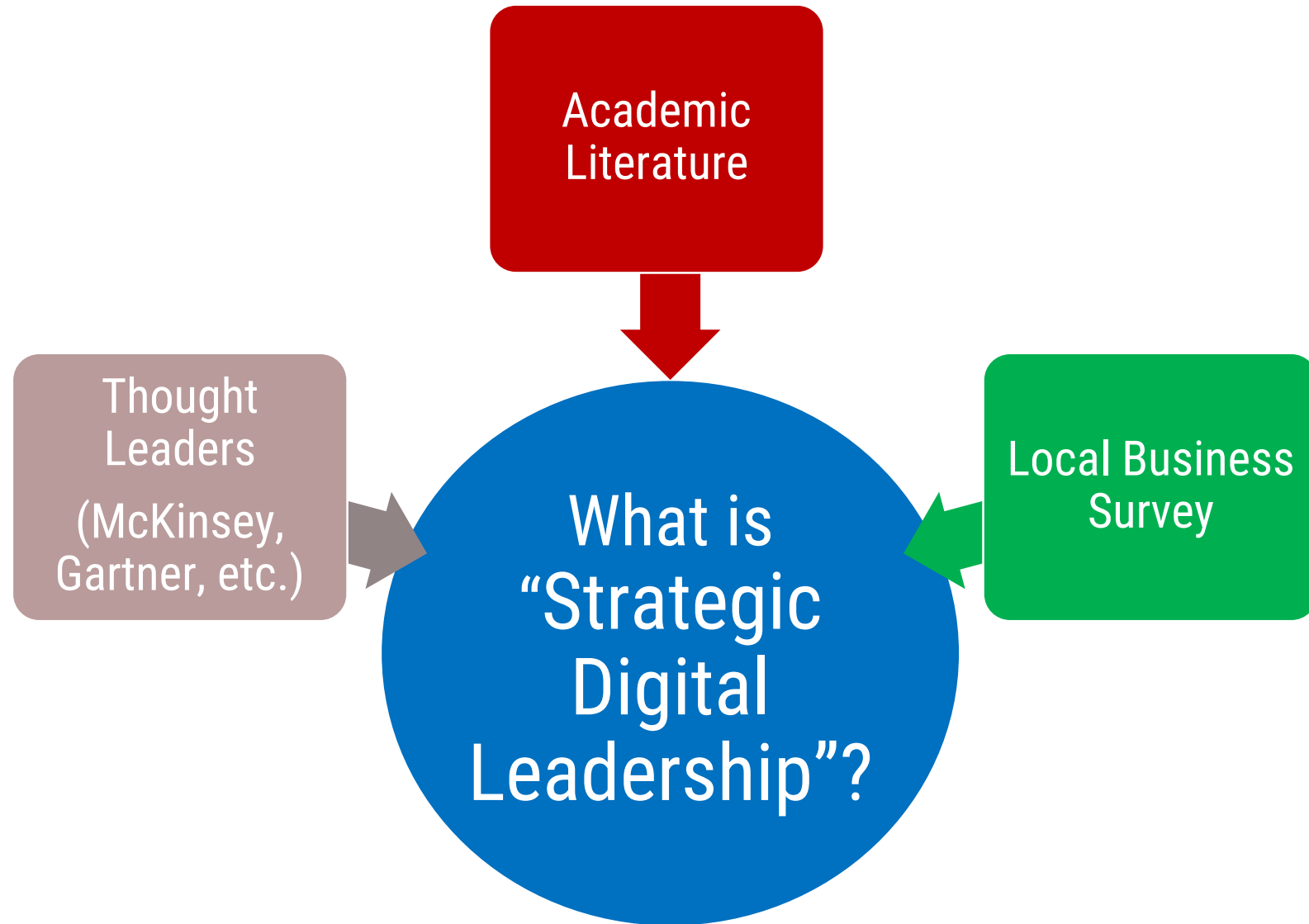
Collat School of Business, University of Alabama

and

Dr Maurice McNaughton

Director, Centre of Excellence, Mona School of Business & Management

Key Question





Who is the leader “of reckon” when the subject is IT?

- *The CIO?*
- *The CEO?*
- *Other C-Level execs?*
- *All?*

The CIO: Roles and Responsibilities

- Leader in adapting processes that help quantify and align projects
- Direct linking plans to overall mission
- Partner in strategic planning
- “No one size fits all” - Info too vast/expansive
- Must know the tech side of enterprise but not true technician
 - Understands IT principles
 - Acts as strategist
 - Applies technology to business problems

The CEO: Responsibility to IT

- Recognize the role of Information Management (IM) in creating value
- Position the CIO for success
- Ensure the credibility of the CIO organization
- Measure success and demonstrate results
- Organize information resources to business needs
- Develop IM human capital

CEO as Orchestrator

- CEO well positioned to orchestrate change
- CEO must recognize the business transformation potential of IT and apply technology to achieve major improvements in practices and operations
 - Must understand the business model – the culture acts in sync
- Visibly support the CIO
- The CEO must partner with the CIO and:
 - Embrace the need for change
 - Demonstrate the need for change
 - Constantly communicate the need for change
 - Mapping “as is” , “what it will be” and “why”

The Seven CEO IT Leadership Styles

- **The Hypocrite:** Espouses strategic importance of IT but negates belief through personal action
- **The Waverer:** Reluctantly accepts strategic importance of IT but is not ready to get involved in IT matters
- **The Atheist:** Convinced IT is of little value and publicly espouses this belief
- **The Zealot:** Convinced IT is strategically important and equally believes he is an IT expert
- **The Agnostic:** Concedes IT is strategically important but needs repeated convincing
- **The Monarch:** Accepts IT is strategically important, appoints the best CIO, and steps back
- **The Believer:** Believes IT enables strategic advantage and demonstrates belief through action

The Scope of Digital Leadership

STRATEGY

Linked to business strategy

Bold, long-term orientation

Centered around customer needs

ORGANIZATION & TALENT

Structure

Processes

People

CAPABILITIES

Connectivity

Automation

Content

Data / Analytics

Customer experience

Technology

CULTURE

Risk appetite

Test and learn

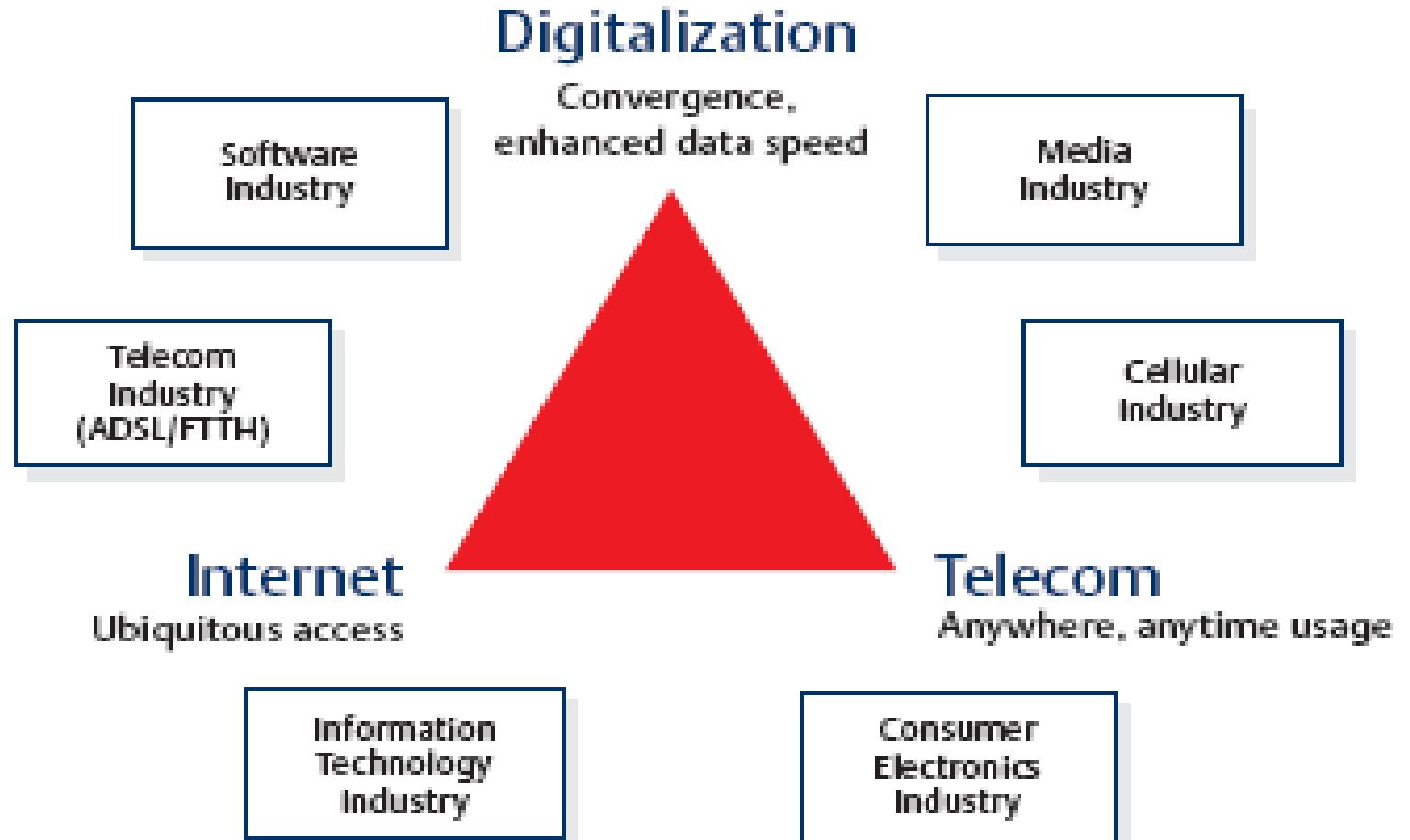
Speed / Agility

Collaboration

External orientation

Digital Convergence

Converging Industries



Philosophical Foundation of LEGO's Digital Transformation



*“No more digital strategy –
executing strategy digitally”*

*“You do not think your way into
new ways of acting – you act
your way into new ways of
thinking”*

- LEGO CEO Jørgen Vig Knudstorp



Going Digital! ***– A Strategic Imperative***

Disruptive Digital Technologies



Cloud / Mobile Computing

Access to scalable, cost-effective computing and storage capacity; Rapid deployment capability and enhanced business agility; Embracing mobility in the way we design and deliver products and services



Big Data / Open Data

Data is the new Oil; Data as exhaust from eCommerce, Social Media, IoT, mobile and sensors; platform for enhanced business intelligence



Advanced Analytics / Artificial Intelligence

Digitization and automation of knowledge work; advances in machine learning & AI; Enhanced algorithms from big data analytics; Advanced Robotics & autonomous systems



Social Media

Digital channels of engagement, information and interaction with customers and consumers; Where public sentiment, opinions and consensus are shaped and influenced; Ignore at your peril



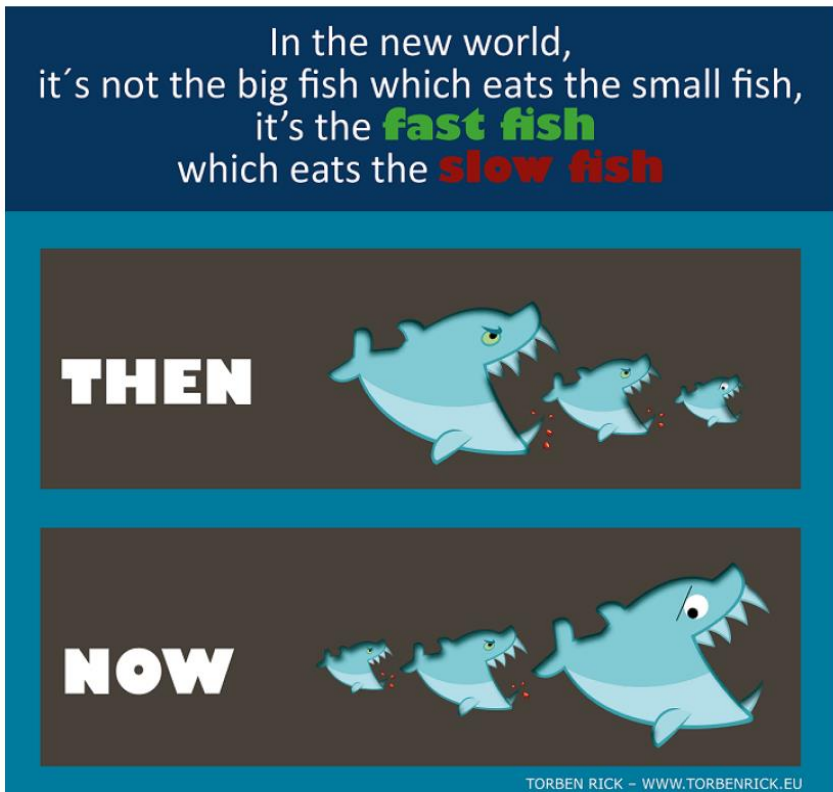
BlockChain Applications

Going Digital

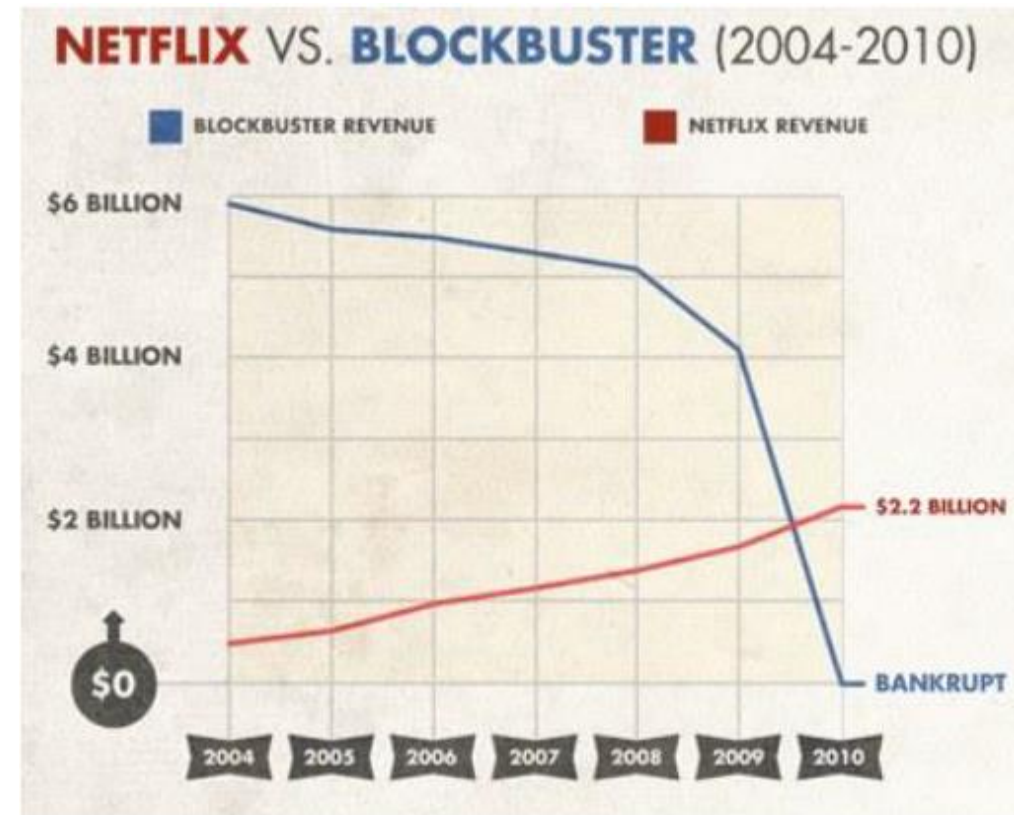
Digitalization the process of moving to a digital business and the use of digital technologies to evolve business models and create new value-producing opportunities.

It also heralds a new era in which Business innovation and IT innovation are more integrated and in which there is a flip in Corporate IT from a legacy perspective to a strategic digital perspective

Size Matters, but...



Klaus Schwab; Founder and Executive Chairman; World Economic Forum





Survey Responses

– *Perceptions, Opportunities & Challenges*

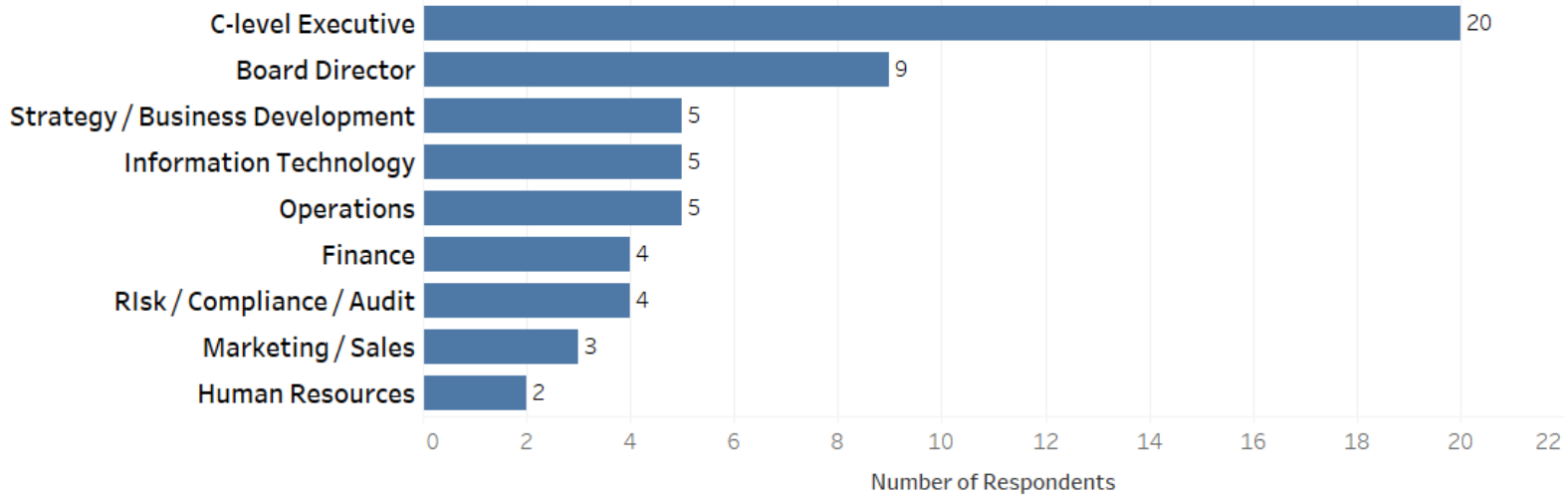
NB: The findings presented here are “**Preliminary**” and the survey will continue to be administered as part of ongoing research. Updated survey results may be published at a later date

About the Survey

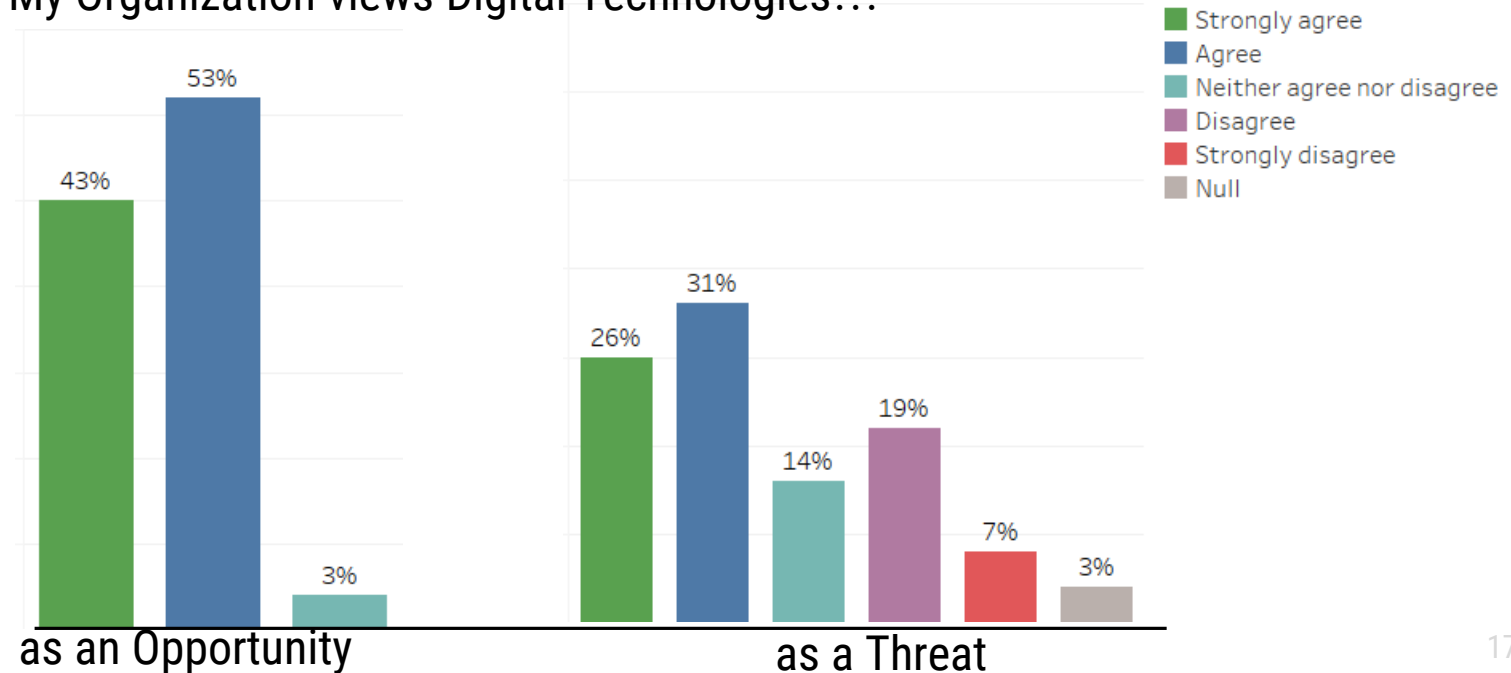
- Adapted from 2015 Survey administered by MIT Sloan & Deloitte (*4,500 biz executives in 129 countries, 27 industries*)
- A Survey to understand the organization's challenges and opportunities, perceptions and attitudes towards digital business
- A Convenience Sample - 60 responses from various business executives in multiple local sectors conducted over past 12 months

Digital Assessment - Survey

Survey Respondents

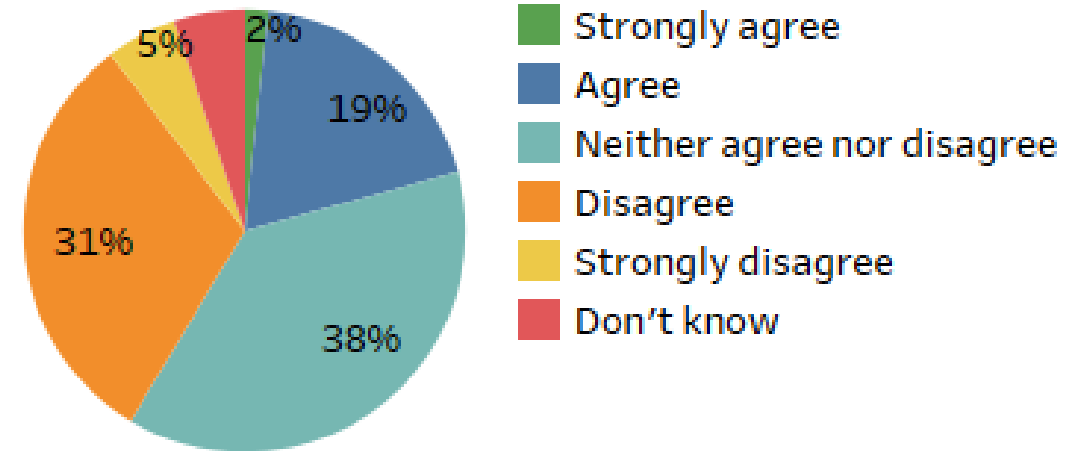


My Organization views Digital Technologies...

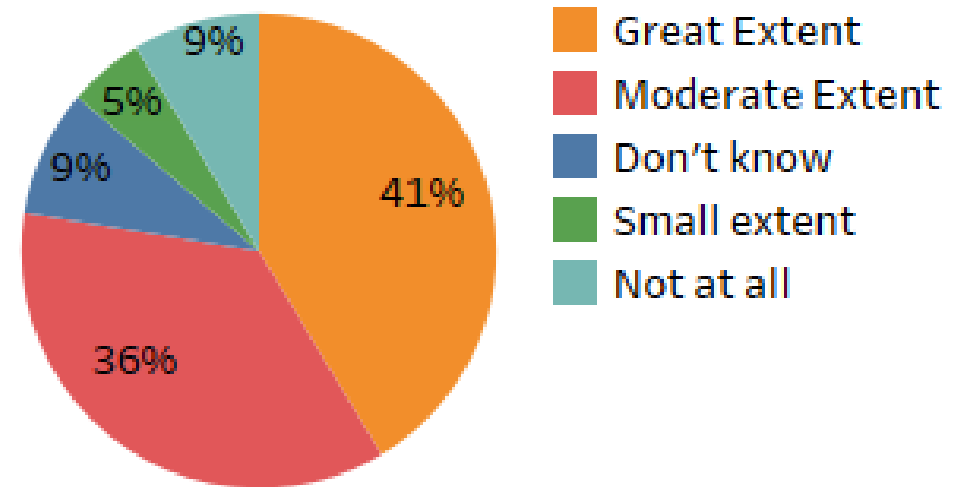


Digital Assessment - Survey

Our organization has a clear and coherent digital strategy



To what extent are digital technologies disrupting your industry?

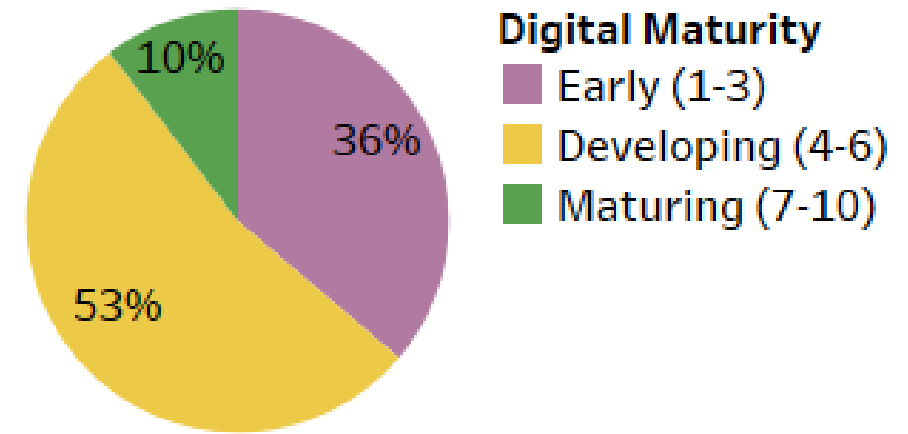


Digital Assessment - Survey

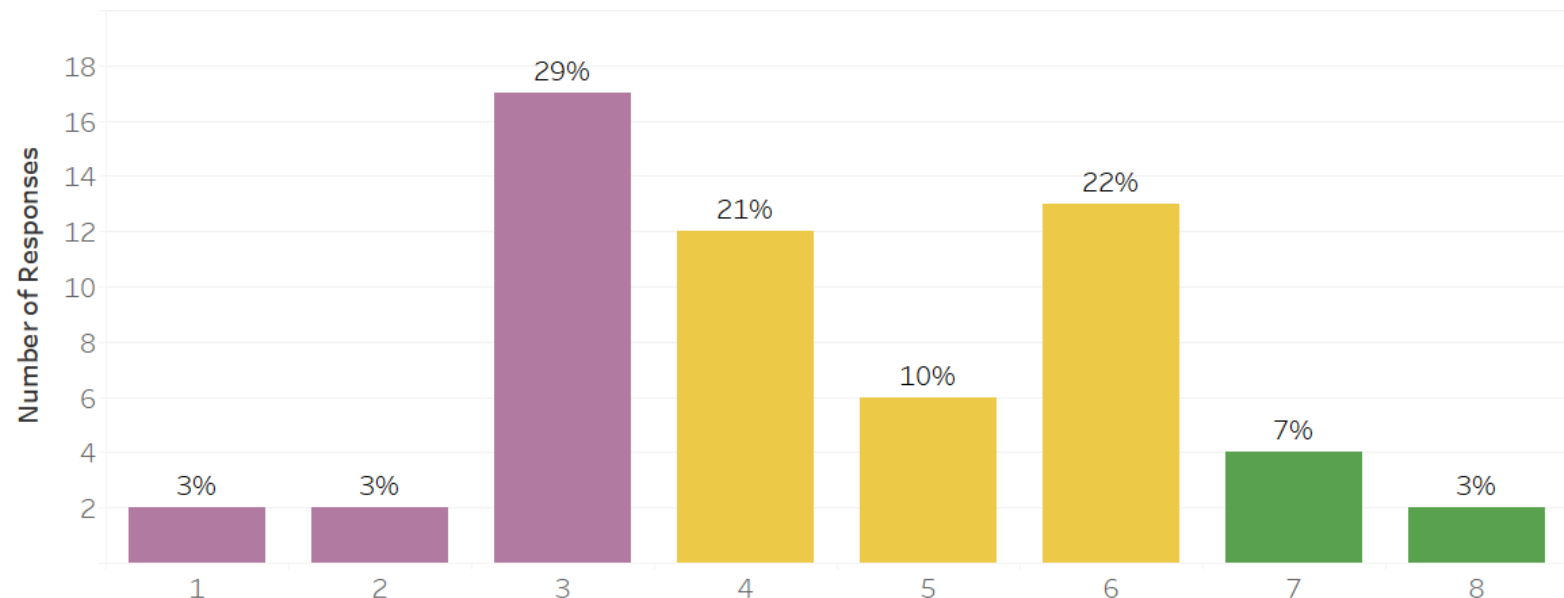
Imagine an ideal organization in your industry that has undergone digital transformation to improve processes, engage talent across the business, and drive new and value-generating business models.

How close is your organization to that ideal? Please rate on a scale of 1-10 where 1 = "Not at all close" and 10 - "Very close"

DIGITAL MATURITY

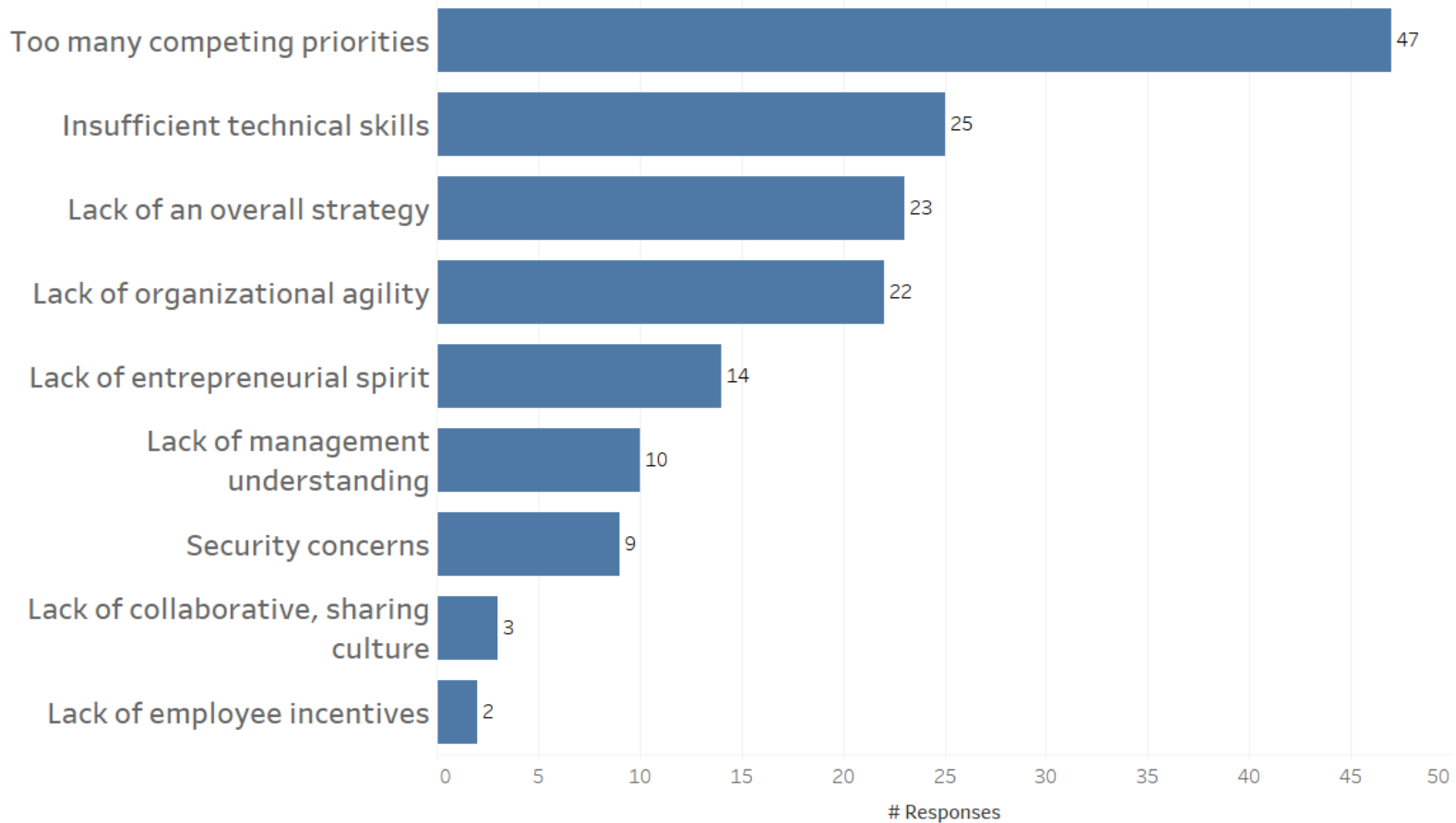


Self-Assessment of Organizational Digital Maturity



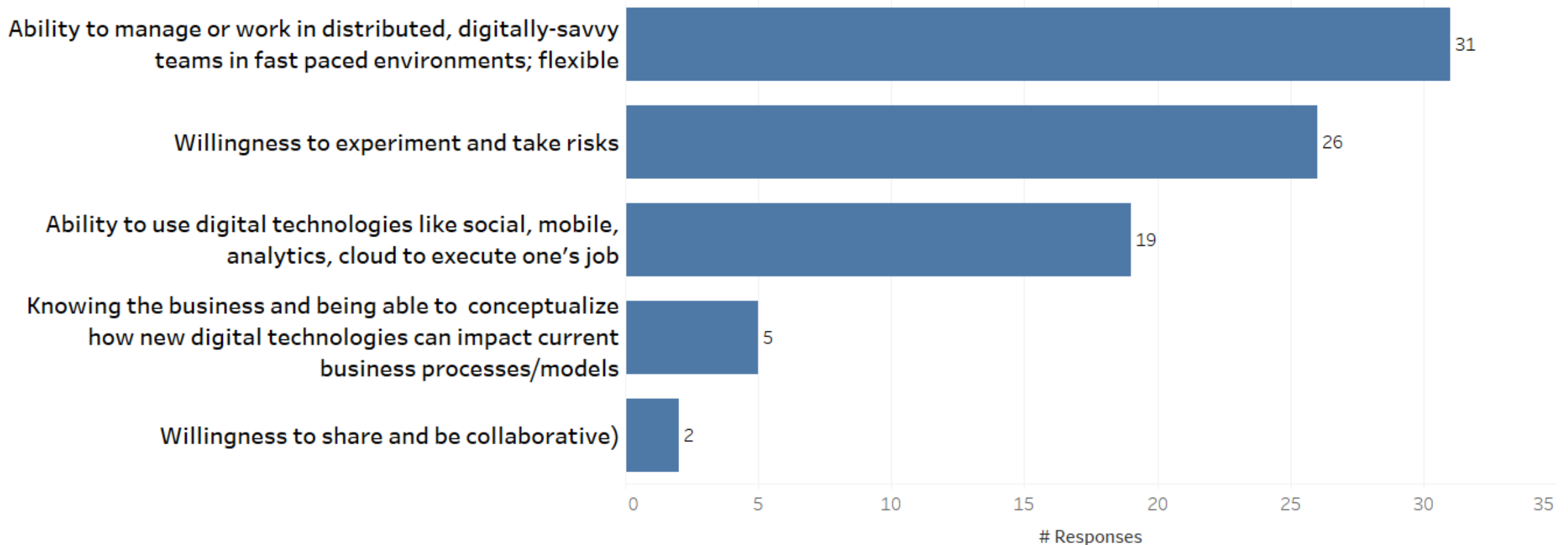
Digital Assessment - Survey

What barriers (if any) are impeding your organization from taking advantage of digital trends?



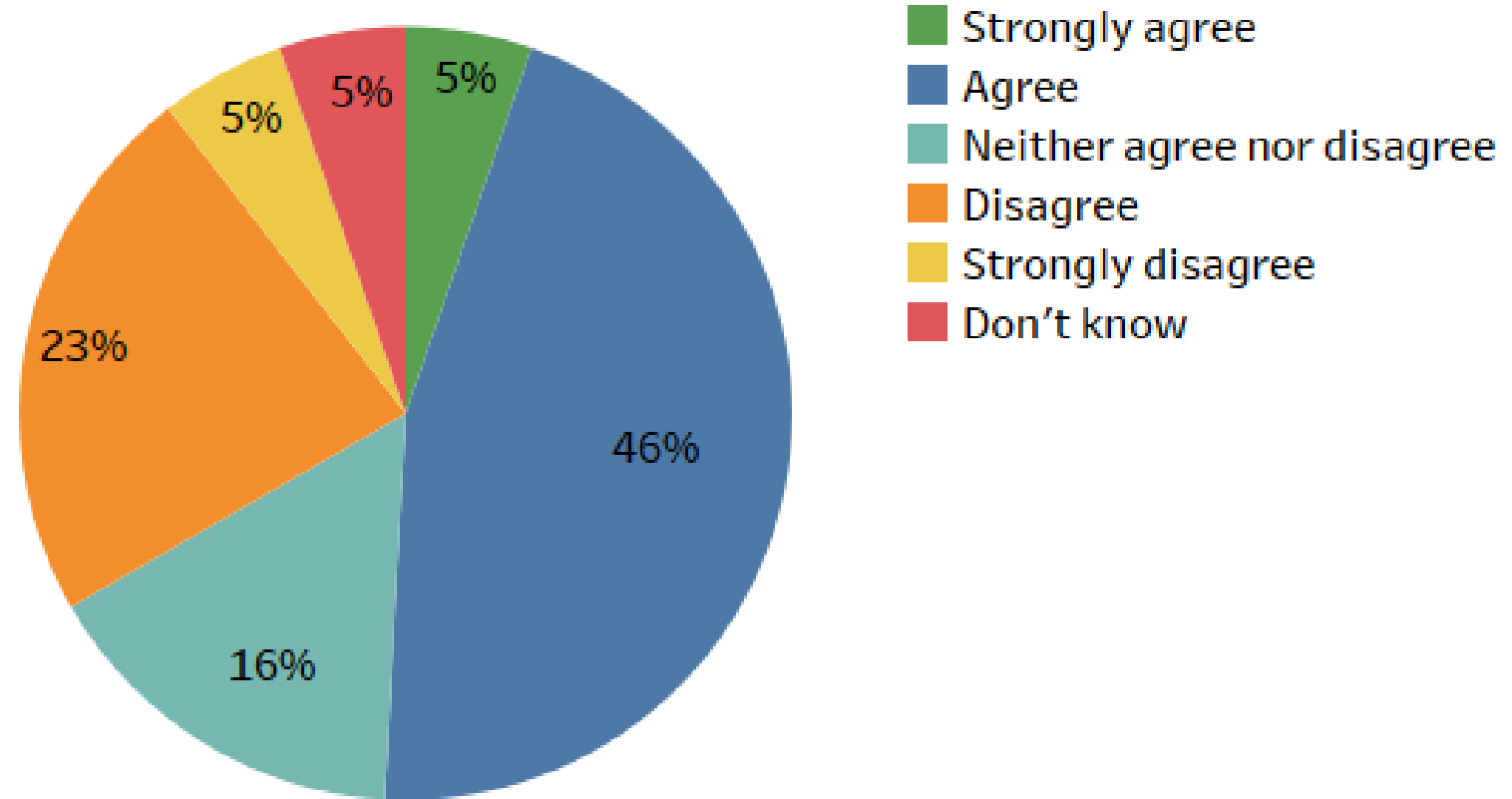
Digital Assessment - Survey

Which of the following skills or abilities are most lacking in your organization?



Digital Assessment - Survey

Our organization's leadership has sufficient skills and experience to lead our organization's digital strategy?



What Does "Going Digital" Mean to You? - Survey

Re engineering operations to ensure that there is continuous improvement and deployment of digital technology to be cutting edge

Enhanced access and **convenience to customers** (internal & external)

Being **innovative** and to become the #1 **leader** in our industry.

Improving our **efficiency** and **competitiveness** in the market.

Going Digital means adopting new technologies and processes to transform the way **how we work** and **interact with** each other, our **customers, partners** and **other stakeholders**.

Ready for the **future**



Formulating a Strategic Digital Agenda

– *Some Considerations*

Going Digital

- Some Key Considerations

1. Imagine a Digital Future and Work Backwards
2. Activist, visible leadership of the Digital Transformation
3. Architect the Digital Ecosystem - that Integrates internally across SBUs and externally with Customers & Partners
4. Expand the role of Mobile & Mobility
5. Business Models that combine Physical / Digital Worlds

Digitalization Requires the Value Integration of These Core Enabling Technologies

1

Social

Leverage *social media* for customer engagement, product innovation & business discovery

2

Mobile

Use *mobility* as an attribute of product / service innovation and enhancement; and *mobile* as a channel to engage, inform, educate, analyze & source/deliver digital transactions

3

Analytics

Pervasive use of *analytics* for insight, decision-making & enhanced consumer experience towards value-creation

4

Cloud

Exploit the value of the *cloud* in responsively delivering new business functionality to enhance agility and reduce complexity

More Importantly, Digitalization Requires an Integrated Approach to Core Business Attributes

1

Strategy

Digitalization as an integral attribute of Business Strategy

2

Culture

Actively encourage a people mind-set & culture in both Management & Ranks that embraces flexibility, experimentation, & iteration in innovation

3

Capabilities

Establish technology platform that enables business integration inside/outside the enterprise and more agile business process management and knowledge sharing

4

Org & Talent

Secure/develop digital talent; establish a workplace that encourages and enhances digital experiences, learning and knowledge sharing, and thrives on flexible location and time

Going Digital – A Strategic Leadership Imperative!

“We are drowning in information, while starving for wisdom. The world henceforth will be run by synthesizers, people able to put together the right information at the right time, think critically about it, and make important choices wisely.”

E. Wilson, 1998, Consilience