The relationship between Change and Digital Transformation

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Digitised ≠ Digital
Digitised = Operational Excellence
*Transformation involves:* instilling discipline by standardising core processes
  - Digitisation is an operational necessity and the foundation for ‘becoming digital’

Digital = Rapid Business Innovation
*Transformation involves:* empowering people to experiment, release, and constantly enhance digital offerings
  - A digital healthcare organisation redefines its whole patient value proposition, not just its operations

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**Executing a digital strategy requires two capability sets**

<table>
<thead>
<tr>
<th>Agility &amp; Innovation</th>
<th>Digital Services Platform</th>
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<tbody>
<tr>
<td>Operational Excellence</td>
<td>Operational Backbone</td>
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**Digital Services Platform** – set of technology & business capabilities that provide rapid development and implementation of digital innovations

**Operational Backbone** – set of technical capabilities that ensure efficiency, scalability, reliability, quality, and predictability of an organisation’s core operations

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<table>
<thead>
<tr>
<th>Digitised Organisation</th>
<th>Digital Organisation</th>
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</thead>
<tbody>
<tr>
<td><strong>Objective</strong></td>
<td>Organisation efficiency, technology reliability</td>
</tr>
<tr>
<td><strong>Mechanism</strong></td>
<td>Operational Backbone</td>
</tr>
<tr>
<td><strong>Principle</strong></td>
<td>Integration / standardisation of enterprise processes</td>
</tr>
<tr>
<td><strong>Funding</strong></td>
<td>Major project / programme investments</td>
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<tr>
<td><strong>Delivery method</strong></td>
<td>Fast waterfall with regular updates</td>
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<tr>
<td><strong>Quality control</strong></td>
<td>Release management, formalised QA</td>
</tr>
<tr>
<td><strong>Key roles</strong></td>
<td>Process and data owners</td>
</tr>
<tr>
<td><strong>Business case</strong></td>
<td>Process efficiencies, cost reductions</td>
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Digital Readiness Assessment

1. Digital Vision
   - Lead Digital Strategy
   - Digital Behaviours
   - Digital Readiness
   - Identify lead digital strategy, validated by interviews
   - Define digital vision, led by interviews and drivers
   - Identify priority behaviour categories
   - Analyse implications of DRI by dimension and overall

2. Priority Capability Sets
   - First Priority
     - Backbone Theme
     - EAM, ODP, ...
     - Sell Theme
     - AAA, BBB, CCC
   - Second Priority
     - Make Theme
     - DDD, EEE, FFF
     - Plan Theme
     - GGG, HHH, III
   - Define improvement themes based on
     - Priority (weighted) Behaviour areas
     - Individual behaviours within those with largest gap to ambition
     - Validate and adjust themes by results/priorities of Vision & Strategy
     - Recommend relevant IT-CMF and Digital capabilities for improvement

3. Digital Execution
   - PLAN
   - MAKE
   - SELL
   - OPERATE
   - Ensure recommendations are appropriately balanced among the four business dimensions
   - Prepare execution roadmap
Questions?
THANK YOU

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