

INSIGHTS AND INNOVATIONS

DIGITAL TRANSFORMATION: PLANNING AND MOBILIZATION

Preparing For the Journey

My favorite organization of all time is NASA. I grew up during the race to the moon in the 1960's and I watched almost every 'moon shot' glued to my TV set. Every launch really was reality TV! The U.S. space program evolved in a very structured and organized process – and that impressed me. Each mission was increasingly complex, yet they stuck to the basics - *a clear goal, a plan with options, an engaged team, the best use of resources and limited technologies available, and a way to assess progress and lessons-learned for the next trip.* They wrote the book on the process of effective project management and mobilization.

Similarly, the successful deployment of a Digital Transformation project involves more than just the technology. It involves managing a number of other complex issues that determine total success. In fact, most projects (Figure 1) fail for reasons *other* than the technology. Additionally, Digital Transformation projects often affect external customers and partners, so they *really* need to go flawlessly. Just like the space program days, effective *project management* is as critical as ever.

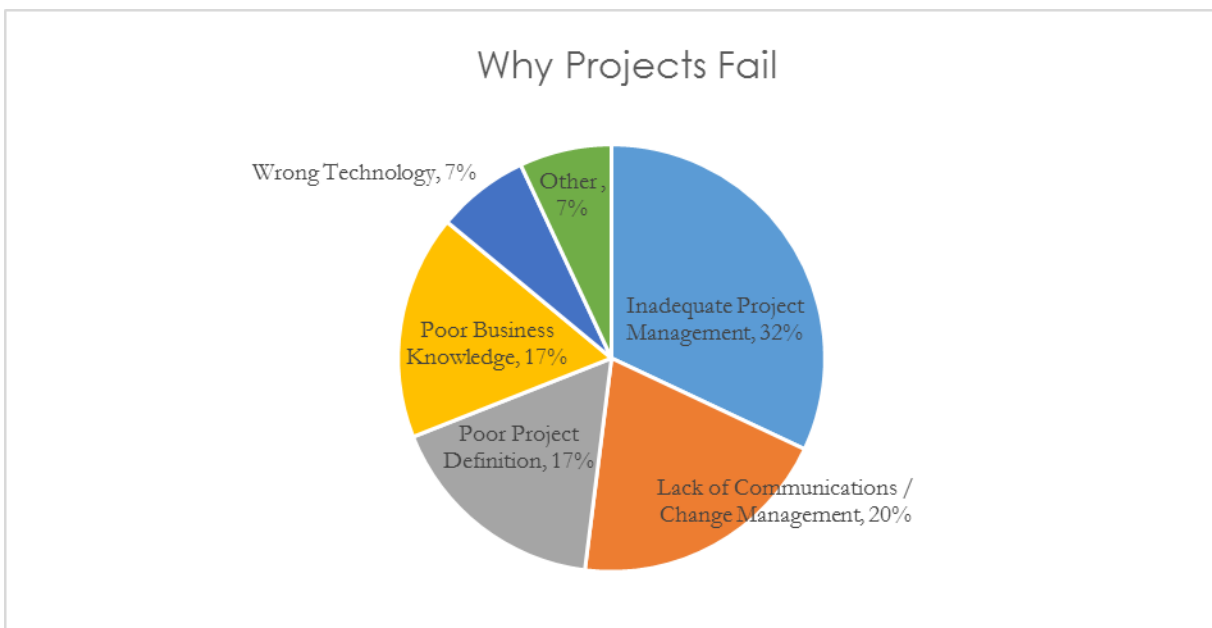


Fig. 1 – Why Technology Projects Fail / Source: KPMG Consulting

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To illustrate the need for effective project management, consider the planning and mobilization complexities of the following initiatives happening today:

- Retailers are now installing innovative POS, kiosks, on-line, mobile and in-store pickup as new shopping options along with normal walk-in traffic. The internal business process changes, training and new customer service models alone are redefining the business. Tight integration with inventory and supply-chain systems is a necessity. In addition, if you're a large chain, you'll have to mobilize the deployments at each location. Consumers will expect the entire experience to be easy to follow, seamless and secure.
- Factories, facilities and asset management systems are becoming increasingly capable of using Internet-of-Things real-time connectivity and sensor instrumentation as a way to detect, communicate and predict critical asset performance. Detailed diagnostics are available to service technicians. In addition to the technology, this mobilization effort needs to consider service and preventative maintenance dispatch models, technician training, supply chain and spare part provisioning approaches.

Flawless Mobilization & Execution

Digital Transformation project management involves more than just implementing a new technology into an unprepared organization and consumer population (Figure 2). *It requires an integrated project plan and flawless mobilization approach* that balances and manages the overall complexities of:

- Program Sponsorship / Chartering
- Communications and Change Management
- Project Team Leadership and Resource Staffing
- Business Process Reengineering and Integration
- The right Enabling Technology
- Issue, Quality and Risk Management
- Organization Change
- Education and Training
- Success Metrics and Lessons-Learned
- Feedback and an Ongoing Support Process

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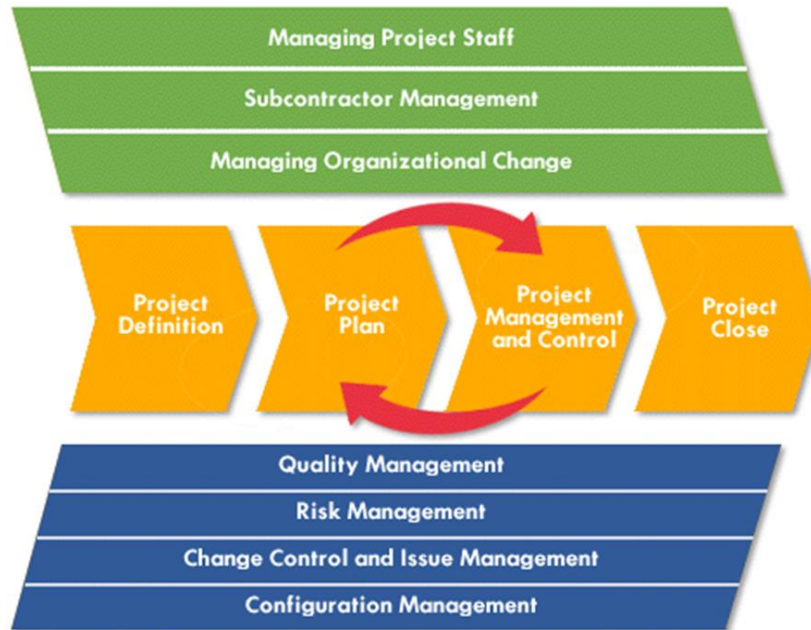


Fig. 2 – Effective Project Planning / Source: KPMG Consulting

Taking advantage of available technology along with related organizational and process change management can change the game in your marketplace. The payoff is tremendous and the journey can sometimes be challenging. In many ways, like the early NASA space program, Digital Transformation projects that are reshaping how businesses operate become their own individual 'moon shots'. Solid project management techniques for planning and deployment are increasingly essential for transformation success - and ultimately business growth.

Please 'Like' and / or 'Share' this post if you found it informative and I'll do my best to follow up with additional shares and posts on the Digital Transformation journey.

All my very best to you!

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LinkedIn Post Photo courtesy of Britannica.com / NASA / U.S. Astronaut 'Buzz' Aldrin walking on the moon, July 20, 1969