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Celebrating CIOs and their Digital journeys

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DIGITAL LEADERS 2018

Celebrating CIOs and their Digital journeys

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The Digital **Juggernaut**

Digital disruption is testing the glory days of the IT Organization. More than ever, the CIOs need to double as a business leader as well as the driver of tech. So, are CIOs ready to embrace Digital and take their enterprises to next orbit of growth?
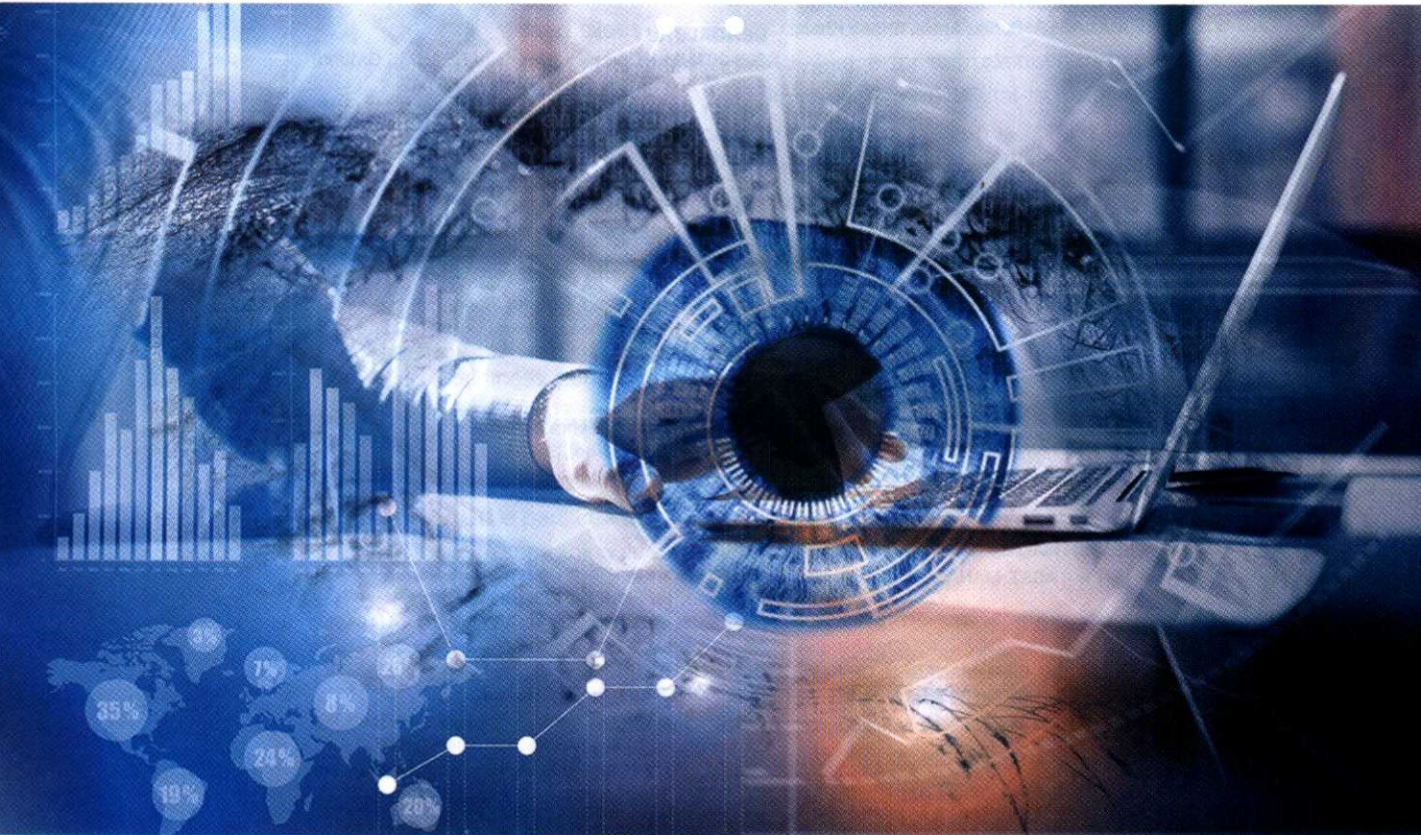
Aligning IT with business is an age-old debate. This became more pronounced when in the 1990s, IT was initially seen as a cost center and this changed as the years went by and when the ERP wave swept the enterprises in the 1990s, the nondescript MIS department tucked somewhere in the basement, suddenly became a celebrity and thus CIOs were born. Their stature grew because they purchased IT. And today with the advent of Digital, enterprise IT organizations are at the threshold of a major technolgy transformation.

CIOs by and large also agree that technology is becoming increasingly complex. Too much focus on understanding the technology will distract the CIOs from focusing on areas like business, IT alignment and collaboration which are critical and a key competency expected from a CIO by the CEO and the businesses today. More than understanding the nuts and bolts of each technology, the CIO has to focus on assessing the relevance of these technologies to the organization and explore ways and means to introduce new technologies in the organization.

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FY 18 WAS ALL ABOUT MAKING THE MOST OF DIGITAL. MOST OF THE COMPANIES FOCUSED ON THE DIGITAL OPPORTUNITY AND RECALIBRATED THEIR BUSINESS AND DELIVERY MODELS TUNED TO AN EMERGING TECH PLAY

Clearly the current day CIOs has to unlearn the 'one mile depth, one inch wide' strategy and learn the 'one inch depth, one mile wide' strategy which will help the CIO to constantly look for scouting new technologies and cost-effective solutions in a world where new is replacing the old, be it technology or process.

GOING DIGITAL

If one looks at the ground zero, FY 18 was all about making the most of Digital. Most of the companies focused on the Digital opportunity and recalibrated their business and delivery models tuned to an emerging tech play. In sync with Digital opportunities, companies trained their HR. The country's #1 IT company TCS articulated well, it said, "We firmly believe that there are no legacy people, only legacy technologies."

Industry experts told Dataquest that in every industry around the world, companies are keen to pursue an ideal mix of best practices, technologies and thinking, to be truly digital. Digital transformation is not all plug-and-play. Going digital is definitely not a hasty leadership push to outdo the competition by purchasing bespoke technology stacks, laying out the piece parts and assembling them together to get a digital enterprise. It is a complex and introspective journey that demands bold decisions to simplify, modernize and secure the company's digital assets to achieve the nirvana.

Sometime back, Korn Ferry (a global organisational consulting firm that help companies design their organisation—the structure, the roles, and responsibilities, as well as how they compensate, develop and motivate their people) announced its findings from an in-depth research, which finds that leaders across India need to embrace a radical mindset shift to enable real and sustainable digital change within their organisations. The study also highlighted that leaders across APAC are not

yet digital-ready and risk derailing digital sustainability initiatives by perpetuating legacy ways of working.

The report, titled "Digital Leadership in the Asia Pacific", analyzed the leadership profiles of more than 9,000 leaders from eight APAC countries and territories including the 2600 Indian leaders, and compared these profiles against the traits, competencies, and drivers of great digital leaders. The countries and territories involved in the study include Australia, China, Hong Kong, India, Japan, Malaysia, Singapore, and South Korea.

Across the region, a few bright stars are Australia and India, fare relatively well against the profile of a great digital leader. However, much of APAC is struggling with the scale of change required and looking for a way through the complexity.

THE ROAD AHEAD

Experts say tha while Indian leaders are strongly motivated by the challenges and have proven capacity to engage and inspire their people and deliver results, their preference for structure currently hinders their ability to engage and inspire their people in uncertain conditions and cultivate innovative thinking. It also promotes the "safe" approach, rather than giving free rein to more entrepreneurial thinking and iterative decision-making and stifles curiosity, confidence, and risk-taking.

Going Digital hence is a judicious blend of policy and technology execution. And digital readiness is indeed a painstaking exercise. With the multi-pronged ramifications, it is vital for IT organizations to fast track their digital transformation initiatives to stay relevant in the marketplace. So enterprises need a combination of best practices and indulge in enterprise re-calibration initiatives. Here we suggest 5 best practices that improve your digital maturity.

INDUSTRY INSIGHTS - DIGITAL ADOPTION DYNAMICS IN INDIA

We asked leading industry experts their take on India's digital adoption dynamics, excerpts from what they shared:

ANANTH CHANDRAMOULI, HEAD, LOCAL BUSINESS SERVICES - INDIA, CAPGEMINI

In India, we find Digital adoption more prevalent in industry sectors, which are more consumer-driven like - Products, Retail, and Banking. Also, private sector firms are more agile in taking steps towards Digital than public sector organizations. Finally, we see organizations making headway on customer experience in terms of Digital adoption, but operations are not getting the attention it deserves. There are only very few truly Digital enabled "new business models" driving alternate revenue streams for enterprises - for example, a truck manufactured has created a digital Services marketplace to accelerate its genuine spare parts sales. However, Indian organizations at large have realized the need to leapfrog in Digital adoption and are making enough attempts to seriously jumpstart their journeys.

RAJESH REGE, COUNTRY GENERAL MANAGER & LEAD - CLOUD, SOLUTIONS & CUSTOMER SUCCESS GROUP, MICROSOFT

Nearly 88% of business leaders from India polled in the Microsoft Asia Digital Transformation Study acknowledged that cloud technology is a critical enabler that will fuel their digital transformation. In fact, a whopping 92% of them believe that every organization needs to be a 'digital organization' to drive growth and innovation for their business.

Today, cloud powered technologies such as IoT, AI and advanced data analytics are creating limitless possibilities in transforming the way people work, live and play. This is ushering in societal and economic changes at an unprecedented pace, and organizations need to embrace this transformation to stay relevant.

RAVI VADAGA, WIPRO DIGITAL - INDIA HEAD, WIPRO

In India, digital adoption dynamics are varied across industry sectors. While most enterprises have digitalisation in their agenda, we see varying degrees of digital fitness and business and engineering transformation efforts.

Broadly, we could divide India-based enterprises into two distinct categories. The first kind - and the majority fall into this category - are taking a technology-first focused approach with multiple Proofs of Concepts (POCs)/ pilot projects that leverage emerging technologies such as IoT, Blockchain, AI, Big data, etc. In these cases, the primary focus is on the technology proof of concept while the business outcomes come second. The second category of more mature organizations are driving long-term business transformation with clear measurable business outcomes. In most of these cases, the digital adoption is catalysed by Chief Digital Officers (CDOs).

Private enterprises in the BFSI, retail and consumer verticals are leading the way in digital adoption, fitness and maturity. These companies tend to follow a clear business outcome-focused approach. Leading manufacturing firms are also investing in digitalisation while embarking on Industry 4.0. There is also a huge focus on digital spends and adoption in the government/public sector but the success of the projects has been mixed bag here.

VAIBHAV GAWDE, HEAD-SOLUTION CONSULTING, ORACLE INDIA

Indian organizations are rapidly embracing modern technologies to transform themselves into digital-first businesses. We see an increased pace of digital transformation here vis-à-vis some other APAC markets. Leading from the front is the Government, with flagship initiatives like 'Digital India'. The push towards proliferation of internet access, digital payments etc. is fueling our country's journey towards becoming a trillion-dollar digital economy by 2025.

Reliable network connectivity not only in metros but also in tier 2/3/4 cities (and beyond), is one of the biggest technical challenges in increasing the digital footprint in India. Recent network infrastructure revamps and emergence of strong network players in the market, who have contributed not only in reliable network connectivity but also brought down cost to use the same, are some of the factors that are paving the way for accelerated digital adoption in India across sectors.

The need to digitize is also brought about in part by the emergence of 'born-digital' disruptors and cloud-first start-ups, who're challenging the status quo and weaning away digital-savvy customers from the larger enterprises.

SCOTT SOROKIN, GLOBAL HEAD OF DIGITAL, INFOSYS

Our approach to digital transformation is based on our Digital Navigation Framework, which amplifies customer experience and modernizes the core: (1) We enable enterprise companies with an AI-powered core that helps prioritize the execution of change, (2) empower businesses with agile digital at scale to deliver unprecedented levels of performance and customer delight, and (3) leverage our always-on learning agenda, which drives continuous improvement through building and transferring digital skills, expertise, and ideas from our innovation ecosystem.

SANDEEP BHAMBURE, MANAGING DIRECTOR, INDIA AND SAARC, VEEAM SOFTWARE

Digital transformation can make or break a business in the digital world as customers expect 24.7.365 Hyper-Availability of data. Organizations face multiple challenges of not only managing and mining the data they produce and use, but also deliver the digital experience that is Always-On for all stakeholders. With an organization's data spread across different cloud environments and physical and virtual environments, traditional means of data backup may not serve the purpose. Hence data must move to a new state of intelligence, automatically able to anticipate need and meet demand, securely, across multi-cloud infrastructures to accelerate the digital adoption dynamics.

HARSHIL DOSHI, NATIONAL SALES MANAGER UEBA, DLP AND CLOUD SECURITY, FORCEPOINT

Every enterprise today is going through a huge digital transformation process to automate its business to become more productive and competitive in the market. From providing more resources to IT to setting up a Digital Transformation Office, organizations are going all out for a sustainable growth. India has a large number of internet users (500 million according to some reports) that is fueling its digital economy. In this modern era, data is considered the new oil and organizations have realized that harnessing data to the fullest extent will be integral to their transformation journeys.

RAHUL SHARMA, MANAGING DIRECTOR, LOGMEIN INDIA

We provide customer engagement solutions that integrates Live-Agent software with an artificial intelligence (AI) bot, creating seamless customer experience across any device and any digital channel. Businesses are looking for competitive differentiators, so by integrating AI into our solutions, we can help customers derive greater value from their interactions with multiple stakeholders while improving the quality of each interaction. It is important to integrate digital technologies into all areas of a business, resulting in intrinsic changes to how that business operates and provides value to its customers. LogMeIn believes companies that do transform themselves are better able to compete in markets that continually change as technology.

SATHYAN SETHUMADHAVAN, REGIONAL HEAD/PRODUCT HEAD, THOUGHTWORKS INDIA

India has the second fastest growth rate of digital adoption amongst 17 major digital economies including the USA and China. And, this makes it increasingly important for citizens, the country's intelligent systems and India's leaders to be well aligned in the face of such growth. Evidence of the country's rapidly growing digital economy is seen in data science services becoming a fundamental part of the ecosystem both for society and business. For example, in the banking sector, Unified Payment Interface, UPI is becoming the norm of most common services. Industry trends like this are leveraging and accelerating India's cloud based digital transformation journey - revolutionising the way we store, view and analyze the vast amounts of data. Rural internet penetration and availability of internet data has driven a 4.7x jump in adoption of internet and smartphone users. That kind of interconnectivity when coupled with public digital platforms like Aadhaar and smart physical systems like public wifi and 5G network - is revolutionizing and digitizing life and work.

JAGADISH RAMAMOORTHI, CO-FOUNDER AND CEO, ALLSEC TECHNOLOGIES
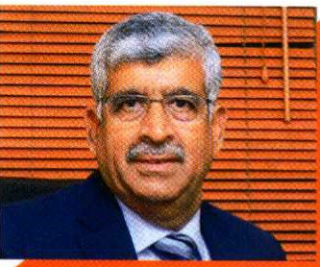
India is taking up digital transformation seriously and in the last couple of years the focus on digitization has increased manifold in all areas. The Central and State governments are in the process of transforming all their statutory compliances including labour laws from a manual mode to an automation mode. This has brought about great levels of visibility and transparency of all compliances within the statutory space such as minimum wages, PF, PT, ESI etc. Any non-compliance by companies in these areas will result in severe financial and legal implications for the employers.

KAREN RAVINDRANATH, THE IOT PROGRAM HEAD AT WEBNMS - ZOHO'S IOT DIVISION

India is rapidly becoming one of the biggest consumers of digitization and with government insisting on going digital, consumers are undergoing a sea of change in the way they interact with various stakeholders. Even small and medium businesses are shifting from traditional and laborius manual work to cloud and software aided solutions. As for large enterprises, India is becoming the hub of innovation and businesses are adopting new and futuristic technologies like IoT (Internet of Things), Blockchain, AI etc. It is high time IT service providers and engineering solution companies train their workforce to cater to future enterprise requirements.

ASHOK JAYAKUMAR, CIO, JLL INDIA

Driven by rapid urbanization, rising smartphone and broadband penetration, growing adoption of new age technologies and e-commerce platforms, along with Government's Digital India Programme, the digital landscape in India has evolved rapidly in the last five years. An entire new breed of technology driven business enterprises and ecosystems across fintech, healthtech, edtech, proptech have emerged that are at the forefront of driving adoption of innovative and disruptive digital technologies. The triumvirate of data, information and technology are revolutionising the way enterprises do business, and the pace of this is accelerating by the day.

BALAGOPAL SUDHAKARAN, VICE PRESIDENT, WORKSPACE SERVICES, UNISYS CORPORATION

In a country with 130 crore people any technology implementation/adoption will take time. The rate at which the urban India adopts to technology is very impressive compared to their rural counterparts, which indicates that the digital divide between them is high. Infrastructure and services on demand are the two important components to enable digital adoption. Cloud private or public is an important factor and people need to get comfortable with the technology.

While significant progress has been made in some of the sectors like BFSI and telecommunications there are several hurdles to large scale adoption of cloud technologies:

• Ensuring safety and privacy of data which makes people wary and stops them rushing into the adoption

• Lack of widescale access to citizens given infrastructure constraints for example, number of hotspots we have for public usage is dismally low across the country

Low digital literacy

HEMANT TIWARI, VICE PRESIDENT & GENERAL MANAGER, HITACHI VANTARA, INDIA

Digital transformation is all about using technology to enable efficiency, differentiation and innovation. While digital transformation changes everything, including the way that we do business, it doesn't come easy – especially for mature businesses that haven't 'grown up' digital, or were not born in the cloud. Taking into consideration flagship programs such as Digital India and Make in India, coupled with the smart cities initiatives, India is on the path towards innovation-led transformation enabled by internet of things, artificial intelligence, machine learning and cognitive analytics.

Leveraging our expert teams and data transformation technology has helped us establish a solid foundation for delivering digital transformation to our customers by modernizing IT applications, infrastructure and data architecture. Like any transformation, digital transformation requires change management in people, process and technology.

VIJAY KUMAR, CTO, EMUDHRA

Digital India initiative has been a key driver to adoption of digital transformation technologies in the country and has helped in creating a certain momentum in the market towards an integrated digital society. Research has shown that digital transformation is set to add $154 Billion to Indian's GDP. While a portion of this would be substantiated by digital adoption by larger enterprises and governments, a significant portion of adoption to enable such growth must be attributed to the 5 crore SME's in India and the end consumer sector. This is where we anticipate the biggest growth in adoption in the coming years.

EDGAR DIAS, MANAGING DIRECTOR, F5 NETWORKS INDIA

We have seen a huge mindset change in enterprises as they rapidly move towards digitizing their businesses. In fact, India is leading the charge as compared to several other countries. India has emerged as a mobile-first, digitally-driven economy, leapfrogging from desktop to mobile, from 2G mobile networks to 4G, and from cash payments to wallet payments.

Digital transformation inevitably results in the rise of adoption of applications used by internal (employees) and external users (customers) with a huge focus on availability and resiliency. This in turn puts pressure on IT to provide safe and secure application delivery. Organizations are looking to employ more agile application delivery systems, as they make use of cloud architectures for purposes such as Artificial Intelligence and IoT—in fact, multi-cloud is today's reality.

MANISH MEHROTRA, SENIOR VP, SALES-DIGITAL SERVICES, SASKEN TECHNOLOGIES
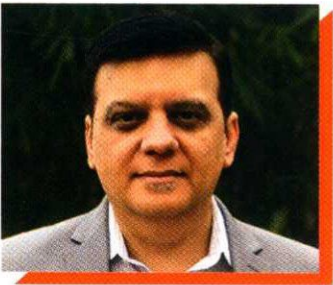
Digital adoption in India has gained a lot of steam after the Indian government's launch of Digital India campaign. Digital India has three main pillars - Development of secure and stable digital infrastructure, Delivering government services digitally, and Universal Digital literacy. While the campaign is mainly focused on the eServices for government services it has influenced a lot of industries to adopt digital transformation for process re-engineering and for reducing human interventions and increasing automation. The adoption is now reaching deep into the lives of the common man – from online auctions for seafood fishery to better yielding agriculture seeds.

PHANIKISHORE BURRE, SENIOR VICE PRESIDENT AND DELIVERY HEAD – CLOUD, INFRA-STRUCTURE & SECURITY SERVICES (CIS), CSS CORP

The rapid transition to digital has significantly changed the world forever. Digital has disrupted markets including India to a great extent and transformed the dynamics of customer engagement models in recent times. Traditional business models are declining as customers look for value beyond cost optimization. Organizations that are stuck in traditional engagement models have been plagued by inefficiencies across the board, with several layers and workflows. They have a cost centric focus and the information flows through discrete channels.

But digital has come in like a typhoon and cleaned up the entire ecosystem. It has given rise to an immediate turn around and brought in omni-channel experiences and transparency to operations. It has connected the consumer and the brand seamlessly.

SANKALP SAXENA, SVP AND MANAGING DIRECTOR, INDIA OPERATIONS, NUTANIX

Digital adoption in India has seen significant hyper-acceleration over the past several years primarily based on the proliferation of low cost, high speed OTA connectivity with smartphone based apps being the prevalent touch point. In addition, the campaign by the Government of India to have individuals open bank accounts, couple with the pervasiveness of digital payment solutions, has brought in a heightened level of transparency and efficiency in financial transactions across the entire stakeholder value chain. The GoI continues to drive additional Government-to-Citizen (G2C) initiatives which will further help fuel growth at scale. We must, however, realize we are at the inception of this digital journey and have by no means arrived at the destination.

SRINIVAS RAO, COFOUNDER AND CEO, AUJAS

India's digital revolution is a key development for the country for it to continue to grow and stay competitive. Digital transformation today depends on the use of digital technologies (e.g., IoT), government support and changing user behavior. This change demands cybersecurity integration.

Hence, to enable more number of organizations securely go digital, they need to constantly develop newer cyber security models to avert the threats arising out of the increasing use of AI, machine learning and automation.

SANJAI GANGADHARAN, REGIONAL DIRECTOR – SAARC, A10 NETWORKS

Over the last few years, we have witnessed organisations race towards their digital transformation goals. Businesses, irrespective of industry, scale, or size is undergoing this shift to provide a better customer experience and improve agility in responding to market demands. However, digitalisation inevitably leads to the proliferation of web applications which adds to complexity and vulnerabilities. As a solution provider, our mission is to enable intelligent automation with deep machine learning to ensure business critical applications are protected, reliable and always available.

ROHIT MAHESHWARI, HEAD OF STRATEGY AND PRODUCTS, SUBEX

By digitalization we mean digitalization of the core enterprise infrastructure for efficiency and scale, digitalization of customer and partner engagement systems and of course net new digital offerings. India with its 1.4 billion population represents significant opportunities for digital adoption in every sector of public and private spheres. Thankfully, India is blessed with tenacious investors and innovators especially in start-up hubs such as Bangalore. Now it is important for policy makers to continue the push towards digital adoption. I believe the India Stack with Aadhaar, UPI, DigiLocker etc are a massive leap in the right direction. It's important that politicians, public influencers and industry leaders are able to cut through the hype and press forward with digital adoption. Already digital has helped create incredible business value, products and unicorns and I believe we are just getting started.

SUJAY SEN, HEAD, CONSULTING, LTI

Benefiting from wide penetration of smartphones, availability of data and a push from the government, India is matching the globe in embracing the new age digital transformation technologies. The drivers for digital transformation are similar to those observed globally - customer experience, cost optimization, and data driven insights. The country has taken a lead in adoption of analytics-related frameworks. IoT is also picking up well with success stories in the construction and other asset heavy industries. Likewise, Customer Experience, Mobility, AI and robotics are seeing adoption across all Industry segments.

RAVINDRA KELKAR, SENIOR DIRECTOR, ENTERPRISE & PUBLIC SECTOR, CITRIX INDIA

The effects of rampant digitization efforts across organizations are hard to ignore especially when these efforts translate onto business growth. India has in many ways been catapulting this digitized transformation. Maturity levels across organizations for technologies like cloud are particularly high in India with more businesses now open to making the shift.