Organizations are facing accelerated change.
The book encourages proactive organization transformation inspired by the value creation opportunities that megatrends and changes can generate. The book suggests the Agile Digital Enterprise as the destination for the transformation and the Business Transformation Canvas as a guiding framework.

THE AGILE DIGITAL ENTERPRISE
Applying the Business Transformation Canvas to Reinvent your Organization
by Antonio Urquiza

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Introduction

Organizations today are faced with an increasingly complex environment. Leadership teams struggle to articulate a coherent plan to address these challenges, which are both external and internal, as well as opportunities.

From an *external point of view*, competition is rapidly coming from a variety of sources and in multiple fronts. Traditional ways of competitive monitoring relied on the close observation of players in the same industry and in the same theater / geographical market. With increased levels of globalization and open economies, competitive intelligence required organizations to pay attention to other players overseas that were pursuing global expansion. Special emphasis had to be applied to the same industry competitors situated in low-cost regions that could adopt lower prices and attain market share and gradual brand recognition. In order to compete, one typical approach to the strategic response was to analyze the structure of the industry and to pursue one of the three generic competitive strategies.

Furthermore, some industry players adopted disruptive and innovative approaches that surprised industry incumbents. These latter organizations tended to ignore competitors starting with lower prices / lower value propositions. They failed to notice how quickly the new

entrants improved their offerings, while sustaining cost advantages. In a relatively short period of time, industries were disrupted and a new competitive landscape emerged. Among others, the airlines industry is a case in point.

However, we have now moved into a new competitive paradigm where incumbent organizations are being disrupted by "digital native" new entrants or incumbents coming from completely different industries. Best known examples in the first category include AirBnb (in the hospitality space), Uber (in the transportation space) and Amazon (in many areas and more recently, in the groceries space). These new entrants superbly focused on the customer experience and mastered each key interaction in the customer journey. As the former SAP CEO Bill McDermott explained, there is a significant "experience gap" faced by customers today as they compare the experiences they want to have with the ones that they actually receive. According to Mr. McDermott, such an "experience gap" represents an US$ 1.6 trillion problem.[1]

Under these circumstances – both competitive wise and opportunity wise – incumbent organizations need to be open to a fundamental review. If they want to succeed in this new marketplace, such a review will necessarily include their underlying mental models, assumptions, strategies, business models and ways of working, as well as to tackle their internal challenges.

Start by understanding major trends and their implications

Digital natives, as well as many visionary incumbents, are leveraging the extraordinary acceleration in the development of new technologies (and new use cases to apply them) and how they are enabling organizations to create value in completely new ways. As they define and refine their value

propositions and business models – both enabled by digital technologies – they understand that the boundaries of what is now possible have been expanded significantly. These organizations align their efforts and focus around major trends in the marketplace and on a global and accelerated scale.

As described by EY in their interesting "The Upside of Disruption - What's Next After What's Next" 2018 Report [2], there are ten megatrends to watch for within the next ten years. These trends result from the interactions among waves of change taking place in three key primary forces of disruption, i.e., demographics, globalization and technology.

According to the EY report, "the intersections between new waves of primary forces — and between megatrends themselves — creates new megatrends and future working worlds. Understanding this connectivity is key to responding to disruption." In order to provide a little more visibility about the megatrends presented by EY, Table I.1 lists them on the left-hand side of the table. In the context of this book, I am adding to the right-hand side of the mentioned illustration a few considerations where I discuss implications and opportunities for your organization that may arise as a result of these megatrends.

Megatrend	Key Implications / Opportunities
Industry redefined	As exemplified in the preface of this book, competitive boundaries in terms of industry definitions are being erased. You can now expect competition arising from very different domains and the cost of entry – enabled by cloud, technology, crowdsourcing, crowdfunding, etc. - tends to be low. Technology is driving marginal costs close to zero in many business processes, including customer acquisition and production costs. *As you consider new business models and enabling technologies, which value creation opportunities are available to your organization in adjacent and non-adjacent domains?*
Future of work	The workplace will significantly change as machines both replace and augment humans. The opportunity here resides in fostering a mindset towards protecting people (rather than tasks or jobs) and embedding agility in their ways of working. The focus should reside on equipping the people of the organization with the necessary skills to effectively work on creative and insight generation activities while supported by automation (for example, on repetitive and rules-based tasks) and augmented by powerful AI-enabled applications / algorithms. *Which opportunities can be available to your organization if you commit to have a large pool of citizen data scientists and citizen "agilists" across the organization?*
Super consumer	Consumers will be increasingly demanding in their expectations. More and more they will be powered by digital technologies and AI to make product and service acquisition and ongoing loyalty decisions. Expectations will continue to rise in the areas of end-to-end customer experience, engagement and what your brand stands for. Additionally, please think about the large emerging middle class in many developing and less developed countries who are equipped with mobile technology and connectivity and the opportunities it can create for your organization (not only as customers but also as employees or crowdsourcing partners). *Which new (and emerging) questions and needs from your empowered customers do you need to address? How can an experimentation mindset and technology enable your organization to do so?*

Table I.1A – Megatrends and Key Implications / Opportunities

Megatrend (cont'd)	Key Implications / Opportunities
Behavioral design	Design of products and services should also address new customer needs, as well as fears as technology is more ingrained into offerings. There is a great opportunity to design solutions that will help people to develop new and better behaviors that will help them to improve health, lifestyle and other human priorities. Please, reflect on how new technologies can enable superior offerings without impacting the respect, privacy rights and security of your customers. *What are the higher order customer needs that your organization can meet and further differentiate your offerings?*
Adaptive regulation	Typically, regulation tends to significantly lag the advances in technology. However, your organization should therefore expect a regulatory environment that is more dynamic and specific to emerging issues. One area of increasing debate is regulation for a responsible use of data and the customers' property rights about the data they generate. Please, reflect on such a trend and do not assume that it will take time for the regulatory environment to establish new guidelines and guardrails. *In the context of your organization, where should you proactively act upon this trend?*
Remapping urbanization	Big societal challenges – like climate change – will require us to rethink how we design and adapt our cities. The advent of technology in a variety of ways (including in the area of transportation) will create opportunities to reshape where we live and where we work. *How can your organization take advantage of this trend from the perspective of customers, employees, organizational assets, and partners?*

Table I.1B – *Megatrends and Key Implications / Opportunities*

Megatrend (cont'd)	Key Implications / Opportunities
Innovating communities	Technology will allow the decentralization of our production and innovation capabilities. Facing less intensive sustainability challenges and supported by organizations that will develop strong levels of commitment to the communities where they operate, smaller cities will create new ecosystems that will attract and retain talent. *In the context of your organization and if properly supported by your organization, which communities have the potential to create such ecosystems?*
Health reimagined	In addition to the proliferation of AI-enabled and real-time health monitoring devices, we will see the massive use of technologies that will enable a high level of personalization of medicine. Also, we are starting to observe major advances to tackle chronic diseases that will result on significantly expanding human longevity. *What does it mean for your organization if the average life expectancy increases to 100 years?*
Food by design	As described by the mentioned EY Report, "digitally enabled vertical farms decouple production from climate, enabling food to be grown close to the source of demand — increasingly, cities — without pesticides or herbicides, meeting consumer preferences for products that are fresh, local, organic and transparent." Combined with the advances in biotech / medicine, food can also be highly personalized to better match your customers' genetic makeup. *What is your role in the "food value chain" (if any) and how can you take advantage of this trend?*
Molecular economy	With the proliferation of high-speed connectivity and the advent of 3-D printing and other technologies, economic activity and manufacturing in particular will become much more decentralized. This trend has already started in the energy production sector (for example, users selling their excess solar-generated power), but it will also expand to other sectors of the economy. *What does a more atomized economy mean for your organization?*

***Table I.1C** – Megatrends and Key Implications / Opportunities*

If you consider the mentioned trends, the answers to some of the fundamental questions your leadership team may have been eventually struggling with can open new avenues of value creation. You have noticed that these megatrends impact both the demand side of the equation (more empowered and increasing customer base, expectations for more sustainable communities, better food, healthier and meaningful lives, etc.) and the supply side (molecular economy, digital technologies, connectivity, human intelligence augmented by technology, etc.).

Recognize the potential value creation of the opportunities...but also the profound changes required

As mentioned, your organization needs to ponder how these megatrends impact your business and how to take advantage of the mentioned demand and supply aspects. More likely than not you and your leadership team will agree that your transformation needs to be seen as opportunity driven, rather than motivated by fear. However, there are at least two basic conditions to be met for organizations to seize on this amazing opportunity to create and to deliver new value.

The first one is to successfully transition your mindset, starting with your leadership team's mindset. This implies the move from fear and paralysis to a sense of optimism, excitement and intentionality about the extraordinary opportunities these trends create for your organization.

The second one is to develop a much bolder level of purpose and aspiration that inspires the people of the organization. Hopefully, not only the new value to be created by your organization can positively address the needs of millions of new customers and a broad set of stakeholders, but also contribute to tackle our major societal challenges.

By taking now a *more internal perspective* of the typical organization, the old paradigm to compete was to apply "command and control" and other mechanist approaches that emerged a long time ago and are typically known as Taylorism. Until late in the 20th century, for many companies it was good enough to focus primarily on efficiency and effectiveness practices and secondarily on innovation, customer experience and employee engagement. Along these goals, there were significant investments in adopting new platform-type technologies (for example, ERP systems) that undoubtedly enhanced productivity, reduced costs and enabled organizations to reach new markets.

Even though significant progress was achieved in the areas of efficiency and effectiveness, there is still more work to do. Organizations are becoming increasingly aware of the value that can be created as a result of new technologies, data abundance, scalable and decreasing costs for computing power, ubiquitous connectivity and new business models. However, I would like to mention three key internal-related challenges that leaders need to overcome, as follows:

Strong (or prevailing) inside-out perspective rather than an outside-in perspective

On this first point and in many cases, the narrow pursuit of the mentioned efficiencies led to compromises to the customer experience. Given the global competitive nature of their businesses and the pressure from increased deregulation, many organizations tended to take a "race to the bottom" approach to survive and to deliver shareholder value. In several industries, such a strategy was undertaken by players with stronger focus on structural inside-out changes. However, and as result of relentless competitive pressure and raising customer expectations, the good news is

that many more companies are now refusing to accept such a trade-off. These organizations are rethinking their business models to achieve superior customer experience while also performing at high levels of efficiency, effectiveness, profitability, employee experience and societal impact.

Fragmented (or incoherent) enterprise architecture

On the enterprise architecture topic, companies typically have a fragmented landscape of their technology stack. Such a situation is particularly evident and critical in the application and data domains of the architecture where data typically resides within the application and is not easily shared across the organization. In order to compete and to react to changes in the marketplace, IT-driven and business-driven applications were quite often deployed in silos. However, organizations are now realizing that to succeed in a marketplace where application agility and acting upon data is key in generating insights, their enterprise architecture needs to be reexamined and transformed.

From a data availability perspective, organizations can notice the extraordinary amount of data that is being generated every day. A report from IBM in 2017 mentioned that "90 percent of the world's data had been created in the last 2 years alone." [3]. To better appreciate the overwhelming amount of data being generated every minute in 2019, please examine Figure I.1 which captures the latest DOMO's "Data Never Sleeps" infographic. [4]
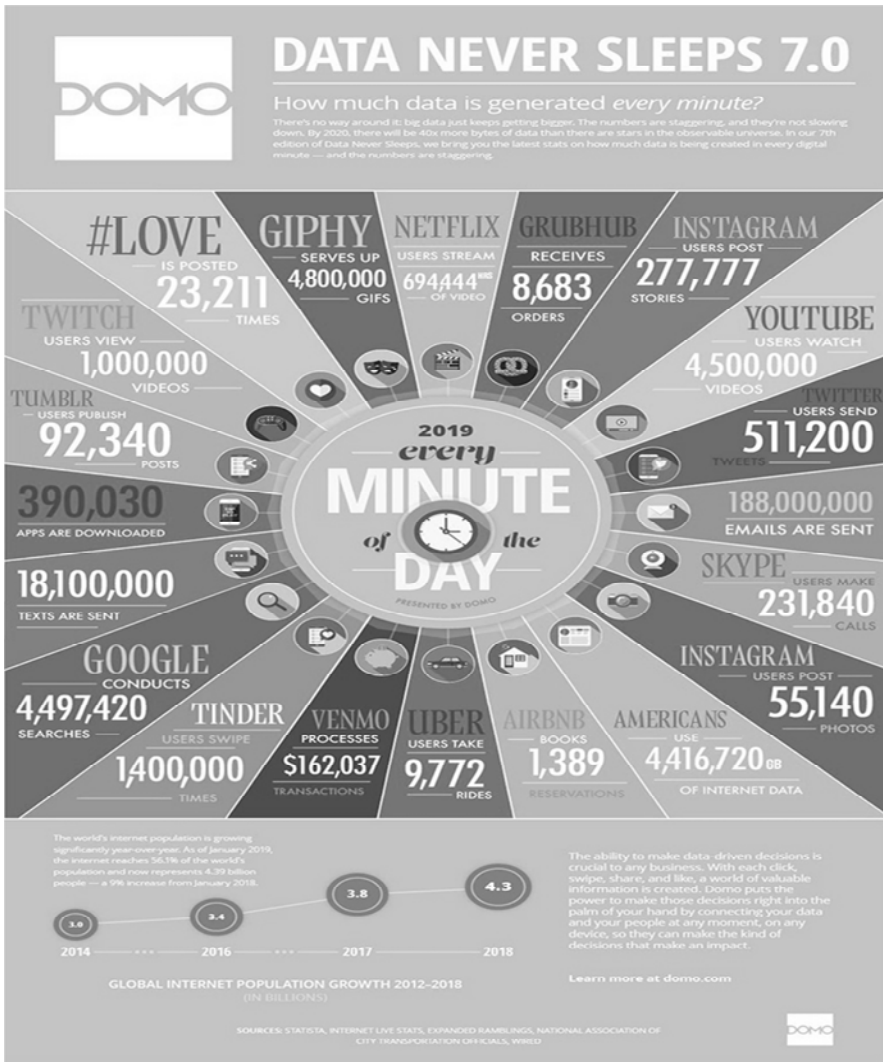
Figure I.1 – *"How much data is generated every minute in 2019?"*
(reproduced with permission - source: DOMO)

Given the very large amount of data available today, we should expect that data is being heavily used for deeper analysis, but unfortunately, that does not seem to be the case

for most of the organizations. On the other hand, some leading enterprises are adopting a strategic approach to consider data as a key asset of the organization. These organizations are then leveraging AI to generate new insights and to create value. These value creation opportunities typically imply news business models and how products and services are developed and delivered. Innovation efforts now include not only internal organization personnel but also crowdsourcing and ecosystem partners. Very rapidly these products and services are being digitized (smart products, digital twins), connected, customized and delivered in real time to customers. This combination results in significant improvements in new product development lead times, cost efficiency and customer experience.

The lack of a broad recognition that people – rather than technology - should be at the center of the transformation

On the people front, what we observe today is an engagement crisis within the workforce and their lack of trust in the ability of leadership teams to steer a new direction and to profoundly inspire / reenergize the organization. As the most recent Gallup Survey indicates [5], even though the employee engagement rates have been increasing in the last few years, the results for 2018 show that only 34% of the US full-time and part-time employees are engaged, 53% are disengaged and 13% are...actively disengaged!

The economic loss of such a disengagement (66% of the USA-based employees) is enormous. We are also well aware of the fact that when people are not emotionally committed and engaged in their work, it is unlikely that they will apply the discretionary effort that is required for organizations to innovate and to win in the marketplace. As

usually mentioned, more often than not employees feel that they are overmanaged and under led.

Also, the confidence level in a series of institutions – including businesses - has been decreasing, as reflected in surveys conducted by the Pew Research Center. For example, a recent one conducted among young people (18- 29 years old) in late 2018 found that "young Americans are also less likely than older adults to say they have a great deal or fair amount of confidence in religious leaders, police officers, business leaders and K-12 public school principals." Only 34% of young people stated to have a "great deal / fair amount of confidence" in business leaders. Interestingly, this is the same result for elected officials. [6]

I tend to believe that such a state of affairs is partially driven by incentive models that are narrower from a multi-stakeholder perspective but still prevalent in many organizations. Trust has eroded and part of the explanation is also the misalignment between leadership and average workers in terms of incentives and compensation. Compensation models for senior leadership typically include a significant component based on stock appreciation and increase in shareholder value, which reinforces a strong short-term orientation in their decision-making process.

Unfortunately, such a view of the enterprise prompts leadership to make decisions that please investors for the immediate increase in share prices but tend to hurt the enterprise in the long term. This is especially common in mergers & acquisitions where studies have shown that – more often than not – they tend to destroy value, rather than create value. Additionally, it is worthwhile to refer to the work done by Law Professor Lynn Stout in her book *The Shareholder Value Myth* [7] where she makes a strong case that even though shareholder value thinking is pervasive, "US corporate law does not, and never required directors of public corporations

to maximize either share price or shareholder wealth." According to Professor Stout, "chasing shareholder value is a managerial choice and not a legal requirement."

Given also competitive and technology factors that generated a "war for talent" at the higher levels of the organizational pyramid, there has been a significant decoupling of the compensation growth curve within the organizational hierarchy. According to Forbes [8], the typical CEO of an S&P Index firm now earns 361 times more than the average rank-and-file worker. This is a dramatic increase from the 1950s when such a ratio was about 20 times. Further compounding the problem and based on a study performed by the Pew Research Center [9], even taking into account that unemployment has decreased significantly in the U.S., today's real average wage has the same purchasing power as it did 40 years ago (i.e., 1978).

The "social compact" between employees and their companies needs to be reinvented. As organizations transform themselves to seize the opportunities discussed previously, it is an appropriate time to reflect on new management models. I am referring to models that can better and simultaneously unlock the innovation potential of the people of the organization, account for a multi-stakeholder and integrated reality, as well as the consideration of externalities. The recent statement from the Business Roundtable is a very good step to encourage organizations to take broader stakeholder view.[10] Also, we are starting to see new interesting leadership principles and management concepts being debated, but thus far only a few organizations are actively adopting or experimenting the more innovative ideas.

At the same time that we witness an extraordinary increase in the amount of data and information being generated, we also observe an accelerated reduction in the

half-life of our knowledge, which can be very short in some professions. [11] Therefore, employees and companies alike need now to engage in a "learning contract" and to jointly create an environment where both can meet their pragmatic needs, as well as their aspirational ones. Individual marketability and organizational competitive advantage will require an environment of where trust is built and a diligent and concerted process of fast and continuous learning (and unlearning) is undertaken. Then, by creating the conditions and encouraging the people of your organization to pursue a path of perpetual learning, it will also be your contribution to the solution of the "future of work" issue that the society at large – and all its actors – needs to collaboratively address.

<p align="center">***</p>

Even though it is clear that efforts are being put in place to address the challenges mentioned previously, there is also a realization that the gains (in a broader sense) driven by conventional and incremental thinking are being gradually exhausted. However, and going forward, faster and step change improvements in productivity, innovation, customer experience, employee engagement, sustainability and financial results will rely on a thoughtful and deliberate adoption of a new set of management principles and business models, supported by digital technologies.

Given the dislocation power that such technologies will have inside of your organization – and in the labor market at large – it is inevitable that people, process and technology will continue to be inseparable. This fact will require the leadership team to embrace a "systems thinking" view of the organizational choices and decisions, as well as their intended and unintended consequences. Along these lines, and as Klaus Schwab mentioned in his *The Fourth Industrial Revolution* book [12], "the more we think about how to harness digital technologies, the more we will examine ourselves."

Specifically, on the need for stronger consideration around the ethics of using new technologies, Mr. Schwab mentions the importance to take into account that "all these new technologies are redefining what it means to be human." Therefore – and as already adopted by some leading technology companies – it is imperative to establish ethical guiding principles about how technology will be used by the organization. It is critical to remember that just because technology makes it possible to do something, it does not mean you should do it.

I truly believe that the enlargement of the intersection between the fundamental purpose of the organization across a large spectrum of stakeholders and the inherent need for meaning by their people is within our control. By doing so, organizations will be able to fully leverage the exponential power enabled by current and emerging technologies with the passion, talent and ingenuity of their people.

For the purpose of this book, the convergence of these interests and aspirations create an organizational model or system that is being called Agile Digital Enterprise system (ADEs for short). In the future, such a model may be broadly adopted and – to use a more rigorous scientific-type definition – then eventually become a new organizational paradigm.

The ADEs defines a new way of thinking and acting – i.e., it is _not_ a framework or a tool. It seeks to inspire the organization to combine well-proven management concepts, practices and technologies, as well as emerging ones, into a cohesive whole or system that will be instrumental to successfully navigate in an environment of fast and profound change. By convention throughout the book, whenever it is mentioned "to become an ADEs," it means that the organization is embracing (partially or in full) the attributes of the ADEs system. In conclusion, the ADEs is the destination of the transformation journey (i.e., "the what" to become).

In order to help your organization to adopt the ADEs system, this book also introduces a *framework / tool* called the Business Transformation Canvas Framework (BTC for short). The BTC is "the how to" transform and provides guidance about *the process of how* organizations can be transformed into an ADEs by addressing both external and internal factors.

As you know, there is a large body of literature available as to how the various and different aspects of the organization can be improved or transformed. However, and with some exceptions, these books typically do not integrate a large set of transformation elements into a more holistic way. Instead, their tendency is to go deeper in a few of these elements rather than covering a larger set of transformation elements.

Conversely, this book takes a different approach and instead *focuses on the integrated consideration of the key transformation elements and their building blocks, which are represented in the BTC.* **The emphasis here is on a comprehensive, horizontal, and multidisciplinary approach supported by the Business Transformation Canvas Framework**. Therefore, it leaves to the discretion of the organizational leaders the choice of the specific methodology they would like to use in order to define in each BTC element and building block of their transformation.

The Business Transformation Canvas (BTC) framework/ tool is comprised of ten logically arranged **elements** into three **domains** depicting the target state of the organization, its current state and the transition to the target state. Figures I.2 and I.3 provide an overview of the BTC.

The Business Transformation Canvas (BTC) and its 10 elements

Conceptual Target State	Detailed Target State	Transformation Themes	Gap Analysis	Current State
	Culture, People and Leadership Capabilities		Culture, People and Leadership Capabilities	
Target Metrics, Performance, Customer Sensing		Roadmap & Governance	Current State Metrics, Performance, Customer Pain Points	

The Business Transformation Canvas is adapted from the Business Model Canvas (www.Strategyzer.com) and it is licensed under the Creative Commons Attribution-ShareAlike 3.0 Unported License

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Based on the book The Agile Digital Enterprise

Figure I.2 – *The ten* <u>*elements*</u> *of the Business Transformation Canvas*

The Business Transformation Canvas (BTC) and its 3 domains

Conceptual Target State	Detailed Target State	Transformation Themes	Gap Analysis	Current State
The Agile Digital Enterprise		The Transition	The Current Enterprise	
	Culture, People and Leadership Capabilities		Culture, People and Leadership Capabilities	
Target Metrics, Performance, Customer Sensing		Roadmap & Governance	Current State Metrics, Performance, Customer Pain Points	

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**Figure I.3** – *The three* <u>*domains*</u> *of the Business Transformation Canvas*

As described in more detail in Chapter 2, each one of the ten elements of the Business Transformation Canvas is comprised of element-specific **building blocks**. These

building blocks refer to a more granular level of resolution of the multiple aspects involved in each BTC element. During the process, the building blocks themselves are defined and configured in a continuous and iterative way. As mentioned previously, the transformation is an ongoing journey and needs to be continuously and proactively managed as such.

Figure I.4 intends to illustrate the fact that the BTC process (i.e., represented by the application of the BTC tool) involves more than one iteration. There is an "external loop," which considers significant changes in the marketplace that warrant the organization the need to go through most (or all) of the BTC steps again in a comprehensive fashion. However, there is also an "internal loop," which is the constant refinement of the target state given the adjustments that will be needed over time and after the target conceptual state has been defined. It is important to emphasize that the expected target state of the enterprise will <u>not</u> be a "static" one, and it will more closely resemble a "change-ready" state.

Given the accelerated pace of change taking place today (and in the foreseeable future), the target state constitutes a "time-bound local optimal" state of quasi-equilibrium. It may seem paradoxical to accept that while this target state is achieved, the organization has acquired the change-ready mindset and capabilities and it is then well prepared to seize new opportunities. The pursuit of these opportunities may require minor or major transformation efforts, and it is necessary to acknowledge that the target state is in fact a "transformation-ready" state.

The Business Transformation Canvas (BTC) and its loops
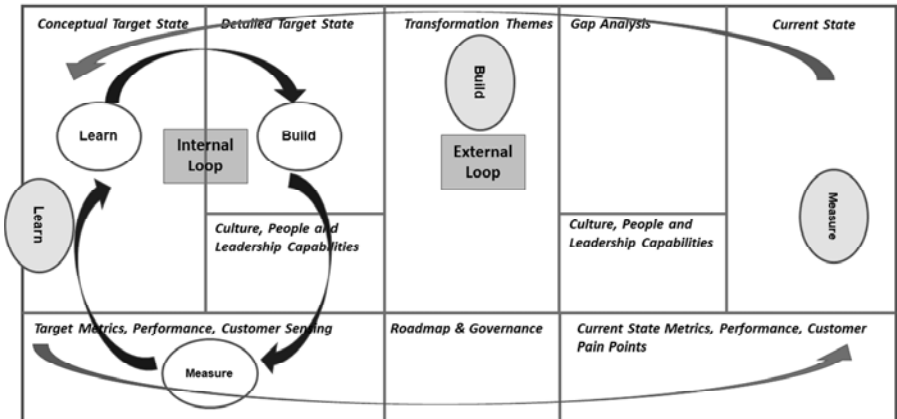
Figure I.4 – *The iterative nature of the Business Transformation Canvas and its external / internal loops*

A few remarks about the application scope of the BTC

The BTC Framework is ideally applicable at enterprise level and particularly when the leadership team appreciates the nature and magnitude of the opportunities available to the organization. At the same time and in order to seize these opportunities, the leadership team also acknowledges the need to undertake a fundamental reassessment of the organization and its business model.

However, the BTC can also be applied at a BU or major functional levels of the enterprise. In these instances of dealing with a subset of the enterprise, special consideration should be made by the leadership team to define the degree of alignment with the building blocks of the larger enterprise.

Before embarking on a stand-alone BU level or functional transformation with use of the BTC tool, a choice needs to be made by the leadership team as to which building blocks require "strong" alignment, "loose" alignment or

treated as "completely independent" from the larger enterprise. As you will see in the next chapter, the portfolio of building blocks comprises both "hard" and "soft" ones. The alignment mentioned above applies to both categories of building blocks.

Another special case that may occur is with respect to very new or recently established companies. In these instances, the BTC does not apply in its entirety. Even though the left-hand side of the Canvas may still be used as guidance, there isn't a well-developed / mature current state and therefore, the absence of a relevant current state baseline to migrate towards the target state.

The next chapter of the book will further introduce the Business Transformation Canvas (BTC) tool and provide an overview about its elements and building blocks.

INTRODUCTION – SUMMARY / KEY CONCEPTS

- The primary forces of demographics, globalization and technology are creating ten megatrends. By analyzing the implications of these trends, organizations can identify significant opportunities for value creation.

- Transformational efforts should be "opportunity-driven" rather than motivated by "fear deflection."

- Organizations that combine visionary leadership, engaged people, innovative culture, new business models and technologies are the ones that will seize the opportunities created by the megatrends.

- The Agile Digital Enterprise (ADEs) is an organizational system that defines the attributes to succeed in an environment of accelerating and profound change. The ADEs represents "the what" to transform into.

- The Business Transformation Canvas (BTC) is a tool to guide organizations in their process of transforming themselves. The BTC focuses on the "how to" transform.

Organizations are facing accelerated change.
The book encourages proactive organization transformation inspired by the value creation opportunities that megatrends and changes can generate. The book suggests the Agile Digital Enterprise as the destination for the transformation and the Business Transformation Canvas as a guiding framework.

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