

# DIGITAL TRANSFORMATION: Only Fools Rush In?



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Over the years, digital transformation has gained traction leading to a 'do or die' situation in the market. However this can lead to adoption of digital assets without properly understanding the implications. Falling prey to such hype and confusion and over thinking from an overall transformation perspective can impact business in a negative way.

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**Finny Chellakumar,**  
Digital Services Head,  
Aspire Systems.

*Ask any executive who has led an organization through a large, transformative change, and he or she will tell you that a company's vision is only as good as the people behind it. This article is a behind the scene edition coming straight from the digital experts at Aspire. In conversation with all of them, we find out where organizations tend to make wrong Digital Transformation moves.*



Mobile apps, today, are treated as catalysts for Digital Transformation initiatives. "Businesses believe that going mobile is the shortcut to enter the digital world and rush to wrap their web application to a mobile website or app. Yes, they are mobile ready, but are they mobile effective?"



**Kamal Chandramohan,**  
Mobility,  
Aspire Systems.



**Santosh Boyini,**  
Customer  
Experiences Head,  
Aspire Systems.

Successful transformation demands businesses to function well in the mobile universe to enjoy a significant advantage over its competition. Beyond the need to reach new users, mobile technology gives you the potential to create better customer experiences overall. **Santosh Boyini, Customer Experiences Head**, adds, "The biggest drawback today is that customer experiences are taken for granted in the wake of digital rush. Enterprises flaunt themselves that they are digitally transformed or omni-present. But the ground realities tell a different story."

So what gets missed out while undergoing this popular change program? **Sunil Bajaj, Retail Head** answers, "Organizations usually oversee the linkage between a specific business goal and a digital strategy. And that is where they tend to burn out their investments quickly. More often, this change program is treated as a me-too or a gut-call."

**Sunil Bajaj,**  
Retail Head,  
Aspire Systems.





### Myth, Mobile app = Website

"Users interact with mobile apps differently, apps need to be more intelligent than a web application as it can better understand the context of the user. There are several hardware and software features at our disposal to bring in an immersive user experience. This needs to be well thought about and a mobile strategy needs to be formed before businesses rush in to adopt mobile", Kamal states.

**Like any meaningful relationship, getting to know your customers well is a commitment.**

"Data Democratization is the key for any organization wanting to be successful in their digital journey. Businesses and individuals should easily be able to collect and access data in way that they have never done before. Of course, there are going to be noises about data privacy but then this aspect should be considered proactively and defined how data is going to be used. This will enable more applications to be built which will

help gain analytical insights from data that could help engage with customers in a more personalized manner", advises **Jayakanthan Chidambaram, BI & Analytics, Aspire Systems.**



**Raghu Vijayaraghavan, Director of Marketing,** pitched in with his thoughts on how digital helps change the face of marketing operations, today. He says, "The myth is that Digital marketing is all about tools. Reality – Digital marketing is about Data. If data is wrongly interpreted, then no leading edge tool can do the magic. Data interpretation is always going to be human. Probably we need to understand this as "marketing in a digital world". With Digital marketing, you can say bye to the 80:20 rule on target segment. You are able to target a customer who has extreme tastes. Now the fussy customer is your favorite target!"





## **Malkovich Bias: A Digital CX Strategy Hurdle**

Santosh explains, "I see the world as a land of multiple devices with myriad of brands and models. Consistency in user experience is not practiced by many and can prove harm to your brand. In fact in many cases, the most important features and experiences vary or don't tally on web and mobile. The most common problems enterprises experience is the 'Malkovich Bias'- a tendency to believe that everyone uses the same technologies as you do. Move away from such biases and test your products on devices, instead of emulators and simulators."

## **Retailers Steal the Show**

The recently launched, L'Oreal's Makeup Genius app allows customers to virtually try on 4,500 of the cosmetic brand's catalogue of products using their smartphone or tablet. To the customer, it is an easy, seamless, and enjoyable experience. But it is enabled by complex technology that involves coding dozens of makeup shades, matching them to a near infinite variety of skin tones, and collecting data on which types of customers try on which shades, then tracking their satisfaction levels after purchase—all of which are analyzed to further refine the matching process and improve customer experiences.

"I think retailers need to typically ask themselves a few primary questions like do they really need a mobile app for consumers or do they have the need for implementing omni-channel selling. And if they do, are they seeing any impacts on store sales because of this?" Sunil Bajaj. He also adds, "As digital transformation is a new area, a lot of metrics related to performance measurement needs to be more available and mature."

## The 10-times Better Strategy

Organizations need to know their risk culture and expectations. What is possible for an organization depends on whether they are proactive. "Gartner mentioned, by the year-end of 2016, 50% of digital transformation initiatives will be unmanageable due to lack of portfolio management skills, leading to a measurable negative lost market share." This is where your key priorities should lie", Finny explains. Disruption doesn't have to be a scary word. In fact, disruption, transformation and the evolution towards a digital business makes this one of the most interesting times to be an active professional, probably in the history of many industries. "When organizations talk about digital transformation they think of it as a destination they want to reach. What they fail to realize is that digital transformation is all about the journey and not the destination. A journey where they have to understand and learn new technologies, adapt themselves to new platforms and devices", Jayakanthan concludes.

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