# TAME THE BEAR:
# DIGITAL TRANSFORMATION
## RESEARCH BY SUNGARD AVAILABILITY SERVICES

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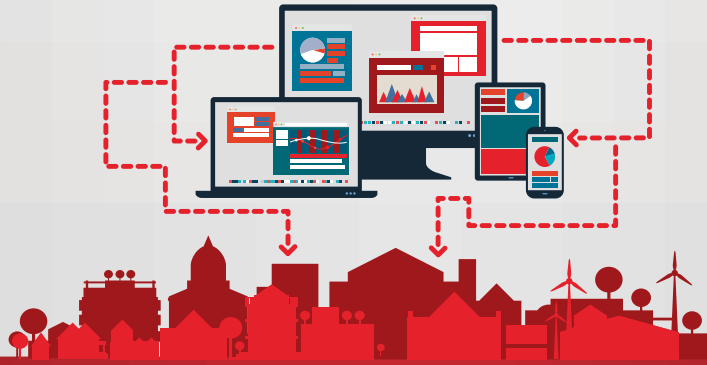
# IT'S ALL ABOUT
# CONTROL

" From ensuring that your data remains secure or that services are available to customers and end-users, through to developing new applications or offering your organization new tools and solutions, the IT department must keep a tight grip on its infrastructure in order to guarantee that everything runs smoothly. The CIO and their team have a central role to play in the success of their business, now forming a vital part of all but the most outdated market strategies.

A lapse in control is potentially disastrous and can lead to frustrations from staff, or customers taking their business elsewhere. Keeping control can be a challenge, but it's one that must be addressed. And with the pace of change ever quickening against a dynamic global and multi-cultural landscape, it must be addressed quickly. "

**KEITH TILLEY**
**EXECUTIVE VICE PRESIDENT**
GLOBAL SALES AND CUSTOMER SERVICES MANAGEMENT,
SUNGARD AVAILABILITY SERVICES

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# AT ITS BEST, **IT** HOLDS **IMMEASURABLE POWER...**

offering a competitive advantage, enabling growth and playing a vital role in the market strategies of all organizations. Yet, at its worst, it can be slow and unpredictable; prone to hibernation in times of limited investment, and liable to lash out when placed under pressure.

For IT departments, keeping the bear in check is a challenge in itself. A challenge made all the more difficult when coupled with the wider business's demand for digital-first tools and services, such as increased mobile capabilities, cloud applications or enterprise communication platforms.

Ultimately, 'taming the bear' is not only about staying in control of your organization's IT, but also channelling its force to deliver your dream business outcomes. It is about making sure the CIO and IT department have the power to proactively adapt and change the organization's technology to keep their business at the forefront of its market.



DIGITAL TRANSFORMATION
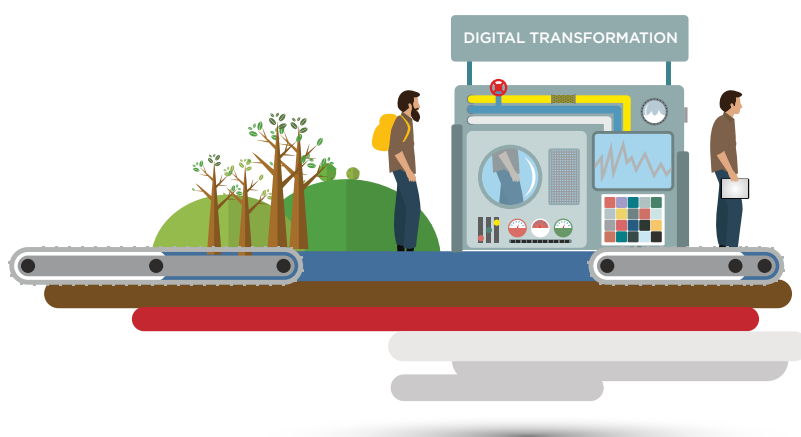
**ADAPT AND CHANGE TECHNOLOGY TO HELP DELIVER DREAM BUSINESS OUTCOMES**

Our research* offers insight into the challenges currently facing organizations as they attempt to drive digital transformation** by bringing new technologies and tools to end users. By analyzing the attitudes of both IT decision makers and employees from the wider business, we have developed guidelines to help organizations make this continued evolution of IT a success.
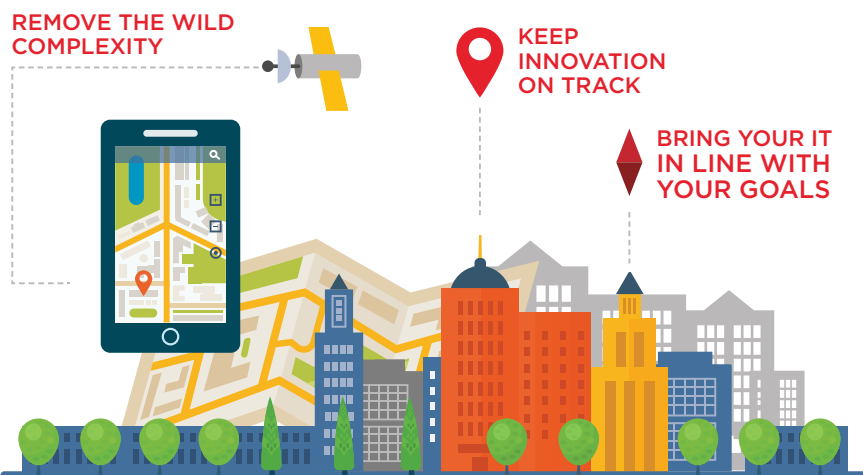
Businesses are ready to reclaim control of their IT systems from the bear's claws, bringing it back into the hands of senior management – this paper will show you how...

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# RESEARCH

*Research was conducted by Vanson Bourne, on behalf of Sungard Availability Services, to investigate attitudes towards digital transformation in five countries across the world, focusing on expected benefits, challenges, and business demands. Interviews were conducted in May 2016 across two groups of respondents: IT decision makers (ITDMs) and employees from the wider business.

The research questioned respondents from businesses of over 500 employees in the US, UK, and France, and respondents from businesses with a minimum of 250 employees in Ireland and Sweden. These businesses operated in a variety of sectors, including financial services, professional services and retail.

**REMOVE THE WILD COMPLEXITY**

**KEEP INNOVATION ON TRACK**

**BRING YOUR IT IN LINE WITH YOUR GOALS**

Overall, 715 interviews were conducted online and over the telephone with ITDMs, including 205 from the US, 153 from the UK, 156 from France, 101 from Ireland and 100 from Sweden.

At the same time, 1400 interviews were conducted online and over the telephone with general employees, including 400 from the US, 300 from the UK, 300 from France, 200 from Ireland and 200 from Sweden.

**This research defines digital transformation as implementing new and emerging technologies including cloud based technologies, digital platforms, website mobile site/applications, social media, and customer-facing technology systems, to increase productivity, develop new revenue streams and improve communication with internal and external parties. This can include consolidating or expanding the IT estate to support the deployment of digital solutions.

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# A WALK IN THE
# DIGITAL FOREST

From the steady rise of the Unicorns – businesses valued at over $1bn such as Uber, AirBnB and Spotify – through to the unrelenting adoption of technology by consumers, it has become clear that IT is central to the future of any successful organization.

Businesses that fail to embrace a digital-first approach will struggle to launch new ventures, attract the brightest talent, or enter new markets. Our research echoes this sentiment, with 81 percent of IT Decision Makers (ITDMs) naming digital transformation as a priority for their organization.

This enthusiasm for digital tools and services is matched by the wider business – with 81 percent of employees acknowledging their importance, citing benefits such as improved productivity (48 percent), greater efficiency (65 percent) and the opportunity to develop new skills (63 percent).

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# EMPLOYEES ARE DEMANDING THE LATEST DIGITAL TOOLS

## BUT WHY?

### 69%
DIGITAL TOOLS MAKE IT EASIER TO DO MY JOB

### 48%
DIGITAL TOOLS MAKE ME MORE PRODUCTIVE

### 42%
DIGITAL TOOLS MAKE ME BETTER AT MY JOB

However, for the IT department, these demands are creating new challenges when it comes to controlling their business's technology estate. Confronted with these new pressures, infrastructure is becoming unruly and unpredictable. Delivering IT to the business has gone from a walk in the park to a struggle through the wilderness. In short, IT has become a bear. As the IT department struggles to rein in this bear and deliver the best quality IT service to end users, the bear's unpredictable, volatile and temperamental nature is putting a halt on digital progress.
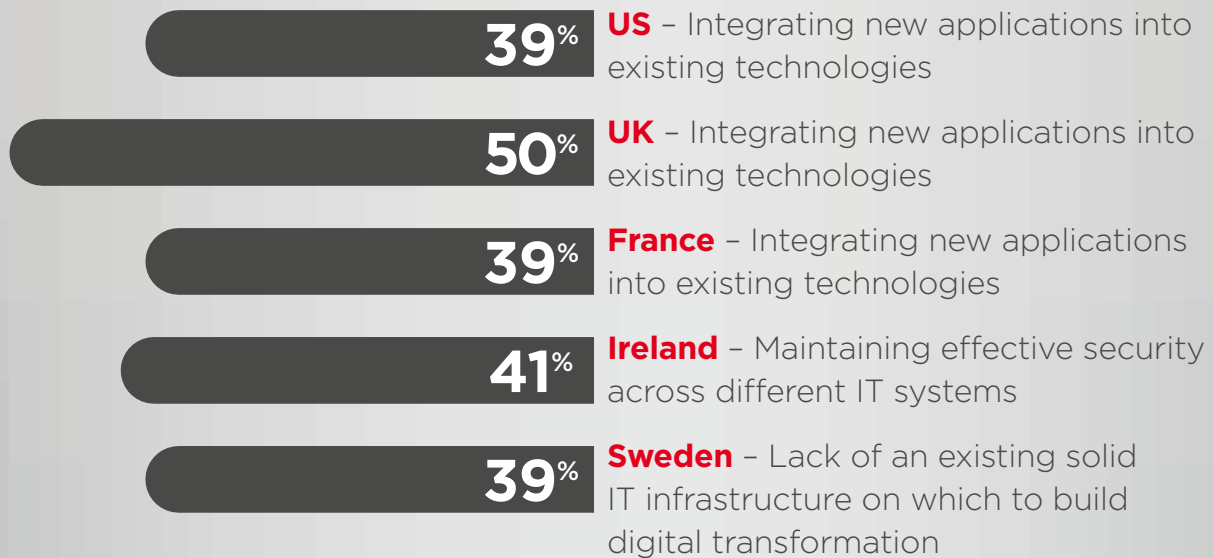
Troublingly, 48 percent of employees feel their employer is behind competitors when it comes to the adoption of the latest digital tools and technologies.

Many ITDMs share these fears, with over half (52 percent) worrying that the IT team cannot drive digital transformation at the speed their management team expects. Ultimately, it seems the added complexity is hindering the organization's ability to bring new digital-first tools into the business, with 40 percent of ITDMs admitting that they lacked the skills needed to integrate new applications into their existing technology estate. This problem is most serious in the UK, where 50 percent of organizations admit to a skills gap.
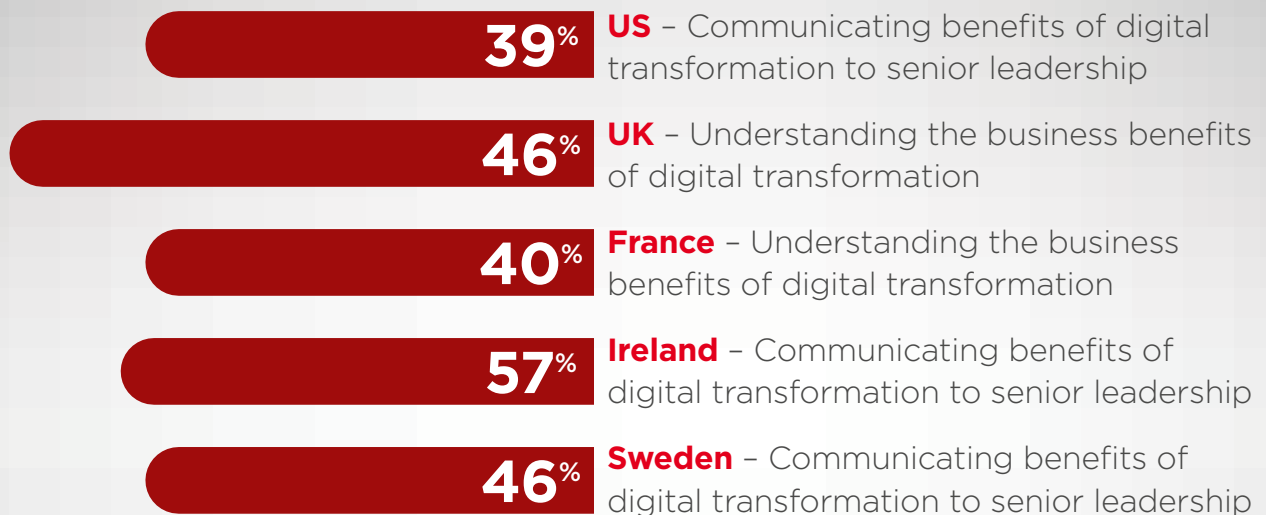
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# BIGGEST SKILLS GAPS **HINDERING DIGITAL** TRANSFORMATION BY REGION

## TECHNICAL

**39**% **US** – Integrating new applications into existing technologies

**50**% **UK** – Integrating new applications into existing technologies

**39**% **France** – Integrating new applications into existing technologies

**41**% **Ireland** – Maintaining effective security across different IT systems

**39**% **Sweden** – Lack of an existing solid IT infrastructure on which to build digital transformation

## SOFT

**39**% **US** – Communicating benefits of digital transformation to senior leadership

**46**% **UK** – Understanding the business benefits of digital transformation

**40**% **France** – Understanding the business benefits of digital transformation

**57**% **Ireland** – Communicating benefits of digital transformation to senior leadership

**46**% **Sweden** – Communicating benefits of digital transformation to senior leadership

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# EMPLOYEES' BIGGEST BARRIERS TO **DIGITAL TRANSFORMATION**

## 50%
HAVING THE RIGHT TECHNICAL SKILLS

## 43%
HAVING THE RIGHT TRAINING

## 32%
HAVING ENOUGH TIME TO DEDICATE TOWARDS DIGITAL TRANSFORMATION

## 29%
HAVING THE RIGHT MANAGEMENT SKILLS

At the same time, despite initial eagerness, over a quarter of employees (28 percent) confessed that new digital tools are making their jobs more difficult while nearly a third (32 percent) feel it adds more stress to their role. These worries stem, in part, from a lack of understanding, with 27 percent of employees feeling they are unable to use the new digital tools being provided.

Indeed, 60 percent of employees believe there is room for improvement in the way they are able to use the digital tools on offer. The US and Ireland are the most confident, with 42 percent of employees in each of these regions feeling they are able to make the most of the digital tools available. Contrastingly, the UK seems more pessimistic, with less than a quarter (24 percent) having this same confidence.



DIGITAL TRANSFORMATION

# RED IN TOOTH AND CLAW PROBLEMS CAUSED BY THE IT BEAR:



## REDUCED PRODUCTIVITY

# 84%

OF BUSINESSES FEEL DIGITAL TRANSFORMATION IS IMPORTANT IN HELPING IMPROVE PRODUCTIVITY

## LOSS OF COMPETITIVE ADVANTAGE

# 84%

OF BUSINESSES FEEL DIGITAL TRANSFORMATION IS CRITICAL IN STAYING AT THE FOREFRONT OF THEIR INDUSTRY

Perhaps most disturbingly of all is the fact that despite businesses buying into the importance of digital transformation, 24 percent of ITDMs believe they are not getting the financial investment required from the business to affect change.

This inability to tame the bear and push IT in the right direction is wreaking havoc on the wider business. For a start, nearly a quarter of employees (23 percent) have left an organization because it did not enable digital working practices. In the US, this figure jumps as high as a third (32 percent).

Elsewhere, the issues are wide ranging, from reduced productivity to a loss of competitive advantage.

As the digital revolution continues, reining in the bear has never been more critical – and organizations who fail to do so will risk everything from customer satisfaction through to their very survival.

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# THE BEAR
# NECESSITIES

Right now, all eyes are on the IT department to tame the bear and drive digital advantage. And while the risks of not doing so weigh heavy, the rewards are equally tantalizing.

Whether it be improving customer service and satisfaction; increasing the organization's security, agility and availability; or lifting staff productivity and improving employee retention, the benefits of adopting a digital-first culture can be transformative for an organization's prospects of success.

Here are the key steps to take when attempting to tame the bear and harness its strength for your IT infrastructure.



TAME THE BEAR

**81%**

OF ITDMS SAID THEY WERE LOOKING TO RECRUIT NEW EMPLOYEES WITH THE RIGHT DIGITAL SKILLS IN ORDER TO ACHIEVE DIGITAL TRANSFORMATION.

## 1 RECRUIT EMPLOYEES WITH THE RIGHT SKILLS

Bringing in talent – inside and outside of the IT department – that can help drive your digital culture forward will be vital. Keep in mind softer skills as well as technical aptitude. The ability to not only understand technology but to communicate it to a wider audience will be invaluable for your organization.

## 2 COMMUNICATE CLEARLY WITH THE WIDER BUSINESS IN ORDER TO AVOID POTENTIAL FRUSTRATION

Keeping a clear and open dialogue with the wider business will not only help the IT department understand exactly where business priorities lie – and ensure they are achieved – but it will also help to manage employee expectations, offering a realistic timeline for digital change.

**42%**

OF ITDMS BELIEVE THEIR IT TEAMS LACK THE SKILLS TO COMMUNICATE THE BENEFITS OF DIGITAL TRANSFORMATION TO SENIOR LEADERSHIP

**24%**

OF ITDMS BELIEVE THEY ARE NOT GETTING THE FINANCIAL INVESTMENT REQUIRED FROM THE WIDER TEAM TO AFFECT DIGITAL TRANSFORMATION

## 3 SECURE ADEQUATE RESOURCES TO DELIVER THE TOOLS AND SOLUTIONS NEEDED

Changing a company's culture is no mean feat, and it understandably requires investment. Communicating the benefits associated with digital transformation is crucial in order to ensure the wider business pays its fair share of the associated costs.
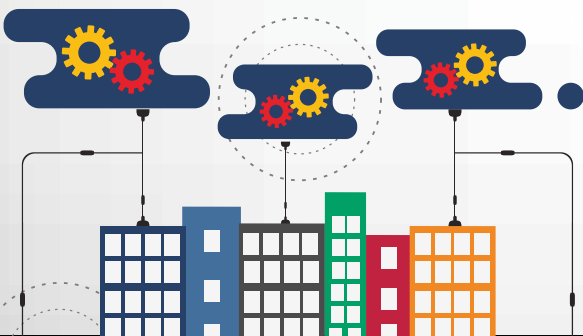
## 4 LOOK FOR SUPPORT

**26%**

OF ITDMS SEE THE CTO AS KEY IN SUPPORTING THE IT DEPARTMENT'S DRIVE TO DIGITAL TRANSFORMATION

**69%**

OF ITDMS AGREED THEY NEED TO BRING IN ADDITIONAL, EXTERNAL SUPPORT IN ORDER TO ACHIEVE DIGITAL TRANSFORMATION

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# CONCLUSION

In simple terms, taming the IT bear is about getting the most out of your IT system, and using it to open up new opportunities, working practices, competitive strength and revenue streams for your business.

Taming the IT bear opens up the route to digital transformation; a critical task for modern businesses. And with the IT department overwhelmingly expected to take responsibility for this change, they have a long task ahead of them to make sure that path is clear.

It's a task that is only achievable through both internal and external support – CIOs will need to work hard to build relationships across the business, as well as find a partner who understands the journey ahead.

However, the rewards that come when the bear is tamed are unparalleled, helping to ensure that businesses can offer an innovative, high quality and constantly available service for their customers. And that requires masterful control of your IT.

FOR MORE INFORMATION, VIST
**WWW.TAMETHEBEAR.COM**

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