

# **Radiant Technology Group Guide to Digital Transformations**

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VICE PRESIDENT OF INNOVATION AND VISIONARY**

Freutel's relentless pursuit of improving the end user experience makes him the ideal Visionary. His 25-years in the audio-visual industry give him a keen sense of what the future holds. He believes being a disrupter is not necessarily a bad thing and thrives on helping customers see the possibilities.

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# 1

## INTRODUCTION

# WHERE TO BEGIN

Businesses across the globe are looking to make digital transformations a reality. The International Data Corporation notes that, “global spending on digital transformation business practices, products and organizations is forecast to reach \$2.8 trillion in 2025, more than double the amount allocated in 2020.”

With interest in digital transformations on the rise, it’s important to understand what a digital transformation encompasses and how to effectively execute a transformation.

Douglas Freutel, Vice President and Visionary of Radiant Technology Group, notes the common definition of Digital Transformation is often misunderstood as digitization.

***“DIGITAL TRANSFORMATION IS THE INTEGRATION OF DIGITAL TECHNOLOGY THAT FUNDAMENTALLY CHANGES HOW YOU OPERATE AND DELIVER VALUE TO YOUR EMPLOYEES AND CUSTOMERS.”***



A complete digital transformation alters the business process, integrating digital technology into every aspect of the business to create data visibility, streamlined processes and increase efficiency, creating new opportunities for success and growth.

**“DIGITAL TRANSFORMATION CAN DRIVE TRUE DISRUPTION AND EXPONENTIAL CHANGE AND GROWTH TO AN ORGANIZATION. DIGITALIZATION CAN DRIVE INCREMENTAL GROWTH BUT IS GENERALLY HARDER FOR ORGANIZATIONS TO MEASURE OR PREDICT RETURN ON INVESTMENT.”**

While it sounds easy enough, completing a digital transformation is the last step in transforming your business.



# 2

DIGITIZING, DIGITALIZATION  
&  
DIGITAL TRANSFORMATIONS

# DIGITIZING

We don't want to paint the picture that digitizing is bad, we do need to start there. A successful transformation begins with the basics: digitizing information and propels itself from there, creating new efficiencies and ways of working.

A digital transformation can't be completed if there is critical information that is relayed to employees in an analog (hard-copy) format. To make the most of a digital transformation, each aspect of information should be digitized, setting the foundation for new processes and the ability to pull data quickly and easily.

To start a transformation, you must first convert your analog information into a digital format, digitizing your information. Once the necessary information is organized and available in a digital format you can move to the second step in the process, digitalization.





# DIGITALIZATION

Digitalization is using digital technology to change the way your business works, and it can't be done before digitizing your information. Where in the past you may have had employees around a conference table looking at hard copy charts and graphs before a big meeting, after digitizing, the information will be available on a shared platform, accessible to all employees in real-time. Gone are the days of searching through file cabinets trying to find information, instead users will turn to the cloud where information will be housed.

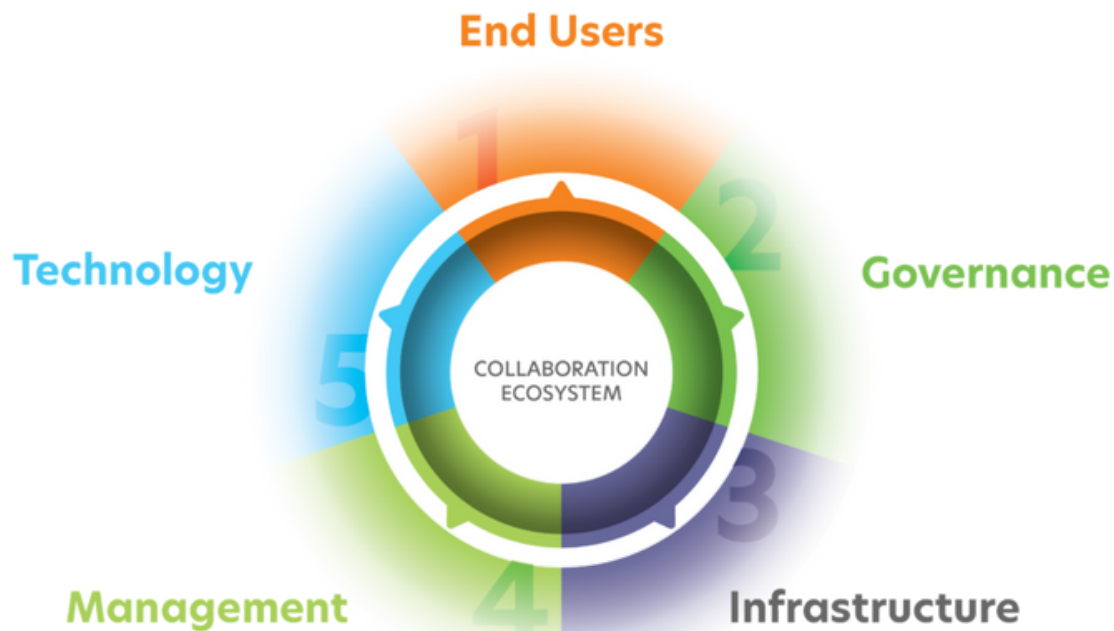
Cloud platforms integrate into how you do business, streamlining processes and availability. For example, a platform like Microsoft Teams® integrates into your collaboration ecosystem, housing documents, providing an easy way to reach team members via chat or a video call and email. In some instances, cloud services are used in place of VPN networks, reducing infrastructure cost and increasing uptime.

End user adoption is a critical step for completing a digitalization, ensuring understanding of the new collaboration ecosystem. Digitalization is as much a culture change as it is a technology change and failure to adopt to the new platform will result in future pitfalls.

***“WE BELIEVE AN OPTIMAL COLLABORATION ECOSYSTEM CONSISTS OF FIVE ESSENTIAL ELEMENTS-END USERS, GOVERNANCE, INFRASTRUCTURE, MANAGEMENT AND TECHNOLOGY.”***

# THE COLLABORATION ECOSYSTEM

The Collaboration Ecosystem allows us to truly understand your company's needs, focusing on end users before implementing any technology. Understanding how your team works allows us to create optimal solutions that are completely customizable to your needs.

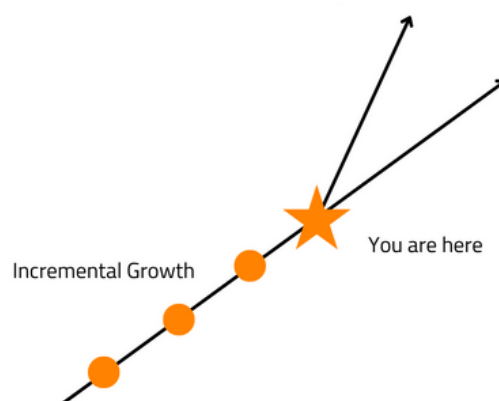


**Blueprint design services** by Radiant Technology create a shared understanding focusing on these five essential elements. This foundation can help your team avoid common pitfalls that cause a digital transformation to fail. Reach out to one of our subject matter experts to see if you qualify for a free vision building session today.

# DIGITAL TRANSFORMATION

Once digitalization is complete and user adoption is underway, the final step is to complete the digital transformation. Digital transformations look different for each industry, encompassing ideas like visibility of performance indexes in manufacturing, a universal digital signage platform used to quickly relay information in a corporate or healthcare setting, integrated operation centers and interactive signage to allow for wayfinding and emergency notifications in an enterprise environment.

Achieving transformation is a pivot that requires a shift in mindset and culture to achieve. It is not generally a natural extension of prior practices. Results from a successful transformation drive exponential impact and even promote positive disruption for everyone surrounding it.



*Points on the graph show incremental growth, where an exponential shift can occur with a digital transformation.*

3

WHY DIGITAL  
TRANSFORMATIONS FAIL

# WHY DIGITAL TRANSFORMATIONS FAIL

Digital transformations are a large undertaking. And while they are transformative and can help take your business to the next level, to be successful organizations need to avoid common pitfalls. Frequent themes that Radiant Technology has seen in failed transformations include commitment fatigue, a lack of a comprehensive plan, missing components of the digital ecosystem, low user adoption and lack of a clear vision.

Tools like Blueprint Services can help mitigate barriers in completing your digital transformation and lead to higher success rates. Read on to find out how Radiant Technology can help you avoid these common missteps in digital transformations.

***“BLUEPRINT DESIGN SERVICES HELP GET YOU FROM YOUR CURRENT STATE TO YOUR FUTURE STATE THAT IS ALIGNED WITH YOUR BUSINESS GOALS.”***



# 1. COMMITMENT FATIGUE

A key factor in completing a digital transformation is buy in from senior leadership. Buy in from the top-down helps prevent commitment fatigue as the transformation becomes a part of how the business operates and not an item to complete on the task list. True digital transformation can't happen unless the entire team is on board, working toward the same goal.

A true digital transformation will take years to accomplish and touch every aspect of your business. Like reaching the summit after a long climb, the end transformation is worth it and results in leaner operations, greater efficiencies and increases in your bottom line. Reaching the summit may seem insurmountable but sticking to the plan will pay off exponentially.

**Radiant Pro Tip:** While a successful digital transformation will need buy in from senior leadership, it's middle managers who will execute the plan. It's this group that tells the story and leads with excitement surrounding digital transformations that will lead to successful outcomes. Prior to the digital transformation rolling out, ensure that this group is ready to lead the transformation.

## 2. NOT COMPREHENSIVE

A common theme in failing digital transformations occurs when the transformation is not implemented across the entire business and often it is because it is not fully embraced by leadership. To truly be successful, a digital transformation needs to be enterprise wide, including all pertinent data so communication and analytics can accurately reflect current information, driving decisions regarding innovation and change. First and foremost, Digital Transformation must be driven and embraced by leadership.

***“THERE IS NO WAGGING THE DOG HERE. IF THERE IS NOT 100 PERCENT COMMITMENT BY LEADERSHIP TO DRIVE TRANSFORMATION STRATEGY, IT WILL FAIL.”***

While digitization and digitalization efforts can be driven and impacted by management, until there is total commitment from leadership, transformation will fall short. This is not only related to potential investment that needs to happen, but more importantly commitment by the enterprise to accept the cultural changes needed to succeed. If the organization doesn't see this as being committed to and being clearly communicated as part of the vision for the future, then employees will struggle to embrace it.

**Radiant Pro Tip:** Having a roadmap that includes an enterprise-wide rollout schedule is imperative to a successful digital transformation. This sets a clear vision that all components of leadership can follow to guide the transformation as it touches each aspect of the business, improving efficiencies.

# 3. MISSING COMPONENTS OF THE DIGITAL ECOSYSTEM

As I shared above, there are five key components of a digital ecosystem and if all components are not addressed in planning and execution, there is a significant risk of increased effort, time and expense to pivot later. All too often we have seen organizations challenged with the “We need that too” or “This solution I saw will solve all our problems” thought process. Sometimes we call it “Executive Envy.” The challenge is that when decisions are made based on technology alone, or an end user specific need, the return on investment is rarely achieved.

An example Radiant Technology often shares in vision building sessions is that of the SMART<sup>®</sup> Board. The idea of electronic whiteboarding seemed like it would transform how people collaborated, but in reality, the complexity of implementation led to abysmal user adoption. It drives home the point that identifying business objectives and end user workflows first, then applying the right technology solution provides better results than starting with technology.



## 4. LOW ADOPTION

***"TECHNOLOGY DECISIONS SHOULD BE MADE ONLY WHEN ORGANIZATIONS ARE ABLE TO UNDERSTAND AND IDENTIFY:***

- ***THE OBJECTIVES FOR IMPACTING END USER WORKFLOWS.***
- ***THE GOVERNANCE FOR MANAGING AND SCALING DEPLOYMENT.***
- ***THE INFRASTRUCTURE.***
- ***IMPACTS OF HOW THE SOLUTIONS ARE FULLY MANAGED AND SUPPORTED."***

Organizations only have a few chances for users to adopt new processes, and if deployment and support is not managed properly those users will quickly lose acceptance when they aren't functioning properly. Managed services by Radiant Technology can keep your systems running smoothly so your teams can focus on what matters most.

**Radiant Pro Tip:** Working with an integration partner like Radiant Technology will allow you to create a comprehensive plan that looks holistically at your business to complete your transformation without adding any "fluff."

# LOW ADOPTION CONTINUED

If end users do not use the processes, technology and analytics provided by a digital transformation the end goals will not be successful. Adoption is as much a technology change as it is a culture change.

“While training and refreshers about processes will be necessary to increase end user adoption, gaining acceptance and positive perception early on will lead to better commitment of users verses change through punitive policy and compliance.”

With a clear, shared vision from leadership communicated across the organization, soon awareness and understanding will begin to gain traction enterprise wide. How well that vision is communicated is the catalyst for how well adoption is achieved. If there is not positive perception for the change, then adoption will be challenged because the organization will have to manage compliance verses commitment to embrace transformation efforts.

Radiant Technology works with large corporate clients to foster successful digital transformations. Let's start a conversation to see how we can create a fiduciary relationship today.

# Compliance v Commitment



McKinsey & Company notes, “70-75 percent of change initiatives fail to meet expectations of key stakeholders, and the biggest barriers to success are related to poor change management and communications early on.” This leads to higher effort, time and resources to correct the course, and if the organization doesn’t embrace and buy in. This can even lead to high turnover within the organization.

**Radiant Pro Tip:** Starting with the “why” will help end users gain better commitment and a transformation plan will be more successful.

# 5. NO CLEAR VISION OR PLAN

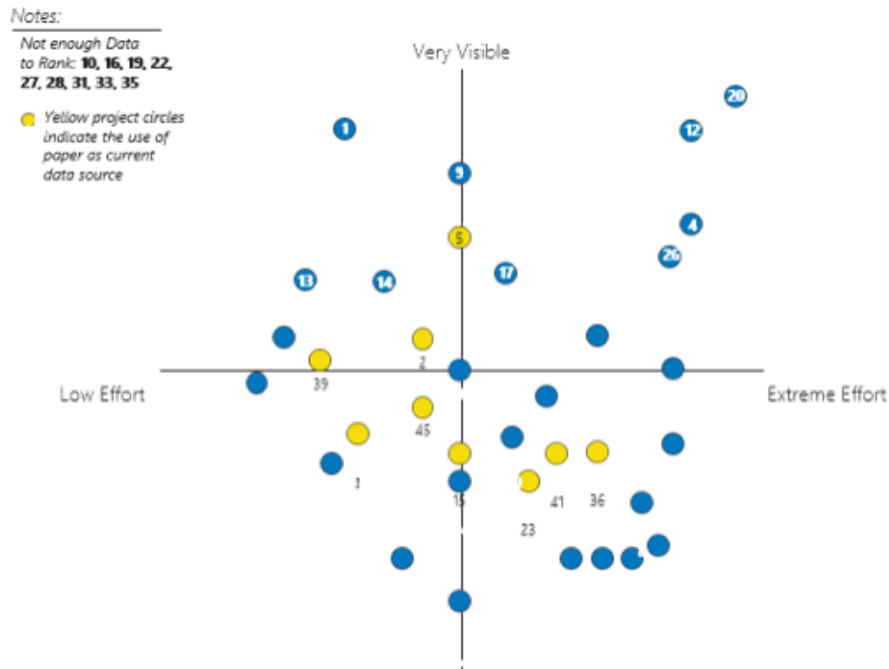
Seed scientific notes that, “by 2025, the amount of data generated each day is expected to reach 463 exabytes globally.” To visualize this, one exabyte is equivalent to one billion gigabytes. One billion gigabytes is equal to all the data on the internet in 2001. With an abundance of data available having a clear vision for what you do with the data will shape your transformation.

With so many challenges to a transformation success, having a clear vision with strategic execution is key. Using our Proven Process, we start with vision building to identify the opportunities and objectives that can be impacted with a digital transformation strategy.

Our Blueprint design services help customers identify the current state and proposed future state. Next steps in the Blueprint include building the transition plan to achieve the digital transformation. Part of the Blueprint identifies all opportunities, use cases and objectives and prioritizes these elements to build and execute the plan.

Many plans can be iterative and roll out in stages over a long period but having a plan with the future in mind aligns each stage of development with reduced risk of stepping back. Measuring objectives and use cases by effort and visibility can help prioritize results. Create gains in adoption with a combination of highly-visible, high-effort cases which takes longer with smaller wins using higher-visibility, low-effort items. Finding balance can help achieve acceptance, adoption and will alleviate commitment fatigue along the way.

Part of our Blueprint design services process is prioritizing visibility of elements of the solutions and the time required to complete them. This chart illustrates the elements and the effort each component will take to complete.



We spend time reviewing how success can be measured, monitored and clearly defined. While Return on Investment calculations can be daunting, evaluating the potentials for Return on Objectives, Return on Experience, and Return on Income as it relates to evaluating a future state helps define better measurables for monitoring success. Radiant’s Core Advantage support and managed services provides stellar support, service and maintenance of digital systems through active monitoring. Through these services, we are able to focus on the impact and measurables of systems to help with continuous improvement efforts and ensure the path towards transformation is achievable.

**Radiant Pro Tip:** Part of a successful digital transformation is measuring success. Defining key objectives and measurement ahead of time will allow your team see progress and aid in continuing excitement around the transformation.

4

FINAL THOUGHTS

# FINAL THOUGHTS

Nearly every company will undergo some type of digital transformation in the next few years. Radiant Technology Group can partner with your team to set a clear vision for your technology lifecycle, harmonizing data with digital technology.

Blueprint design services paired with our Proven Process will guide your transformation and our Core Advantage managed services will not only keep your systems running, but help you monitor and manage your transformation experience.



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