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Subject:

Week 75 Learnings - About Digital disruption

Dear All

Accenture is a \$ 40 billion company globally. It employs 440,000 people globally of which 125,000 are in India. Their work covers about 40 industries globally, they do incubation with eco system, they do co creation, they do prototyping etc.

here are my learnings:

1. Data is important for transformation, you cannot lead a transformation without getting the basic data in place.
2. What cannot be measured cannot be improved, many companies do not measure the basic data, it has become a chore to collect data and people look at data in a scant manner.
3. There is massive data available out there that can be collected in a digital world.
4. Digital in manufacturing has many benefits : improving agility, building a scale process efficiency, accelerating innovation , improving accuracy , reliability and traceability.
5. Most manufacturing data and sales data has variability, digital helps you arrow down on that variability.
6. Digital in manufacturing has delivered a 15 improvement in productivity pit to port, a 60 % drop in safety violations and has built a proactive safety culture according to their case studies. Fr example, a common challenge ion the manufacturing shop floor is people not wearing helmets or walking in zones where they are not supposed to walk. Digital tracking helps you identify the people and thus one can take action.
7. Doing digital for the sake of digital does not work, one must be clear about the problem you are trying to address through a digital intervention.
8. Ways of working in a digitally led company vs a normal company are very different. Digitally led companies tend to work in terms of projects, in terms of deadlines and agility is crucial. Non digital companies work to. Yearly target and do not display speed.
9. We had a big discussion with their HR leaders in terms of what they see about companies transforming and companies that are bot transforming. They had many examples of public sector companies, private sector companies, tech companies to base their learnings on. What they told us was : a. the company typically feels the heat in the market – it is not growing fast enough or losing share-then the urgency for doing something in digital starts b. Digital transformation is led by a string leader at the top, he / she has to personally craft this journey and keep tabs on progress, when this is delegated it doesn't work, c. you need to do digital end to end, digitizing one section does not help because the other sections will pull the speed down, d. you need new capability to the tune of at least 25 % if you need to think differently and e, you need patience to see any digital transformation through.
10. My big lesson for managers is that you have to get familiar with digital, else you will be left behind by the talent market. Please learn about digital, enroll in as many courses as possible to

get ahead of the digital curve. This learning is in your hands, Gyanoday can help in a big way, but the journey starts with your enthusiasm.

After this visit, I was reading something interesting. People in Mexico spend about 5 hours every day sitting in their cars in traffic jams. Burger King turned this into an opportunity by having scores of motorcycle sellers going past slow moving cars and offering the whopper and created a completely new channel. They look at traffic data and load the motorcycle with many whoppers and people just roll down their windows and buy the whopper. What an amazing business model using technology! Surely someone in Mumbai or Bangalore can lift and shift this model,

All the best, feedback welcome

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