

AllThingsConnected

TRANSFORMATION



DIGITAL

CURRENT STATE TO FUTURE STATE WITH BUSINESS, PROCESS,
OPERATIONAL, SOLUTIONS & SALES EXCELLENCE

AllThingsConnected | Expert Insights

November 2020

Contents

Preamble 2

Transformation Journey- Current State to Future State 3

Process and Operational Excellence 4

Considerations for Solutions Seekers..... 5

Success Drivers for Solution Providers 7

Conclusion..... 9

AllThingsConnected is a Digital Transformation and IoT Strategy Organisation based in Singapore, with an active focus in South East Asia. We help our customers and partners to transform their businesses, solutions sales strategy with our unique and proven approach of end to end value chain mapping, operational excellence, and emerging digital technologies such as Internet of Things, Artificial Intelligence, Automation. We also work with Institutions of Higher Learnings (IHLs) in Singapore/ region to drive industry collaboration.



Cover Photo, Andrew Kow on Unsplash

Copyrights © AllThingsConnected, Singapore

Write to us: connect@athingsc.com

Preamble

Transformation + Digital: Current State to Future state with Business, Process, Operational, Solutions & Sales Excellence.

2020 had been an unprecedented disruptive year for the most businesses. While the challenges were mostly visible, subtle opportunities were more disguised, to be explored, identified, and exploited.

We deliberate where and how solutions seekers and providers can highly benefit by applying business excellence, operational excellence, and sales excellence practices to steer the business for solid and sustainable growth.

Focus on Transformation Digital instead of Digital Transformation.

As this extraordinary year is coming to an end; to help organizations plan their 2021+ strategy our expert insights discuss how digital solutions seekers and solutions providers should devise and execute their short and mid-term strategic plans so that to recalibrate success drivers for a rapid business rebound.

Examining, simplifying, and optimizing underlying processes, before adopting and deploying new digital technologies is an essential pre-requisite for achieving the desired impact. In any disruptive situation, including COVID19, organizations must **Reflect, Recalibrate, and Rebound** in a structured and accelerated manner.

Transformation Journey- Current State to Future State

Every business leader is most likely to have a vision or an ambition to lead the organization from the current state to a defined milestone in a finite time period.

In order to reach this milestone, the vision must not just be an idea or a wish in the mind of a business leader. It must be inscribed as a document in a structured manner, complete with a top down map of various pre-requisites and success drivers, pertaining to processes, people, products, services, partners, tools and capabilities, etc., with measurable parameters. The vision or aspiration of a business leader structurally documented in this manner is termed as “**Future State**”.

In order to reach a destination in the most efficient way, it is important to know the exact coordinates of one's current location. Similarly to reach the Future State, drawn as per the above process, it is equally important to not only be aware of present business conditions, trends, performance, gaps, strengths, weaknesses, opportunities and threats (SWOT), etc,

but to structurally document these parameters in a measurable format. The present situation, so defined and documented, is termed as “**Current State**”.

Once the ‘Current State’ and ‘Future State’ of an organization are drawn with all necessary variables and parameters, a detailed exercise is conducted to draw a few possible paths in between. These paths are essentially a set of strategies, action plans, resource planning with ownership and completion dates defined. A comparative analysis is then done to arrive at most practical and productive option.

Current state, Future state, and the Roadmap so defined and drawn, collectively can be termed as **Business Transformation strategy**. This exercise may sound simple but may require

Current state, Future state, and the Roadmap so defined and drawn, collectively can be termed as Business Transformation strategy.

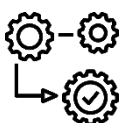
detailed research, analysis, and process transformation expertise.

Process and Operational Excellence

Once Business Transformation strategy is defined, the organization must begin the journey from Current State onwards. But before taking the first step it is essential to determine a progress tracking mechanism and identify relevant Key Performance Indicators (KPIs), which are measurable, trackable, and actionable.



One of the key success drivers of any organization is designing a live dashboard of the most pertinent leading and lagging KPIs, which can be reviewed at regular intervals, along with the business leader and action owners of each KPI. The process of setting up of this performance management system, reviewing the trends of identified KPIs, spotting the gaps between actual and desired results, determining the root cause of gaps, taking quick countermeasures to address the concerns, and checking the outcomes for sustainable results; is termed as a process of Business or **Operational Excellence**.



One of the main challenges of setting up of operational excellence process is identifying the most relevant **leading KPIs**, which measure the pre-conditions

to deliver the desired outcomes (Lagging KPIs).

This requires business leaders and functional leaders to have access to the right expertise and deep insight of industry trends. They must also have sufficient and quality time to study SWOT analysis of the organization, of the competition, and that of the key customers at regular intervals. If business leaders can successfully perform these actions and steer the organization as per the plan, it is reasonable to assume that key business processes in the organization are simplified, optimized, complied with, and continually improved. Such organizations are recognized as practicing **Operational and Process Excellence**.



Another key success driver, especially in technology-focused organizations is to put strong focus on the sales function, sales process, and sales resources. Sales personnel are the face of an organization who needs to engage with customers whose expectations, pain points and relevant underlying processes must be clearly understood and ingested, before a solution is offered in a consultative format as compared to that of transactional. This

requires highly trained sales teams coached on **Sales Excellence**, **Customer Focused Selling**, and **Strategic Account Management skills**.

Operational Excellence blended with Sales Excellence is a perfect recipe for sustained success.

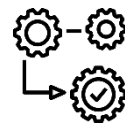
Considerations for Solutions Seekers

The organizations leaders often need to deal with the dilemma of achieving short-term goals, like quarterly revenue targets and other financial KPIs, while simultaneously taking transformational initiatives to achieve long-term goals. This dilemma is even more amplified during the current Covid19 situation, which is an extremely unusual situation, which has impacted the entire value chain for most organizations, from supply chain to operational processes to customer demand and services.

Disruptive forces have always been operative due to external or internal factors. Prior to Covid19 pandemic, most business leaders had the following three options:

1. Status Quo, stay on course.
2. Continuous process improvement.
3. Business transformation to combat major external disruption.

It is obvious that in the current situation Status Quo is *not* an option for most business leaders.



While **Continuous Improvement** should ideally be a way of life for corporate governance, it may not offer the best way forward for many organizations which are quite negatively impacted by Covid 19 situation. If the customer demand has significantly shrunk, only improving processes may have a marginal effect. One of the approaches business leaders of such organizations may adopt is to **apply LEAN principle** in optimizing selected processes to identify and eliminate less productive elements (or waste), so that to ramp up productivity with fewer resources. In other words, if cost reduction seems unavoidable, it must be done in a methodical manner by amending key business processes, so that organization always remains in a rebound ready state.

For businesses that continue to see relatively healthy customer demand, but with changed expectations, this is the perfect time to upskill human capital. Special focus must be given to upgrading the skills of customer-facing teams who need to be more creative in identifying new opportunities in these challenging times.



Getting the team trained on Sales Excellence skills is highly recommended. It is also a great opportunity for business leaders to access internal or external business transformation expertise to **recalibrate key business processes** so that to get the maximum benefit when the external environment gets more favourable.

In the era of the digital world, one of the main challenges for business leaders is to scan, explore and identify the most optimum technologies for process transformation and expedite their move from current state to future state. That's where organizations like

AllThingsConnected can add great value by bringing the right technology vendors to partner in their transformation journey.



The capability of 'Transforming' while 'Performing' is the key success attribute in any organization's growth path. Caution must be exercised in adopting new technology, as one solution offering may not have the same impact for all organizations. The key underlying processes of each organization differ. Moreover, integrating new technology with old processes can often be a disaster. Hence selection of the right technology alliances or the right technology consultants is critical.

AllThingsConnected helps solutions seekers to look at the current processes, which process needs to be tweaked so the new technology can provide maximum benefit and optimize investments.

Success Drivers for Solution Providers

Solution providers, whether start-ups, scale-ups, or large corporations, often face challenges to ensure holistic customer success with their offerings. This becomes a major roadblock in creating valuable references and expanding their business in new territories.

Solutions providers need to look at customers' needs, concerns and pain points in a comprehensive manner. Besides needing help to co-engineer a vision in adopting the right technology and solution, customers' underlying (and often unaddressed) pain areas may generally be categorized as following four:

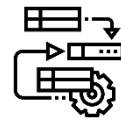


Process Management:

Solution providers must have sound capabilities to understand customers' current processes which either shall be impacted by new solution offerings or which needs to be tweaked to deliver optimum impact. Selling a solution or product without analysis of the current

process framework may not deliver the desired benefit to the customer.

Providing consulting services on process management along with their solution is a great value add and significantly enhances success in winning references and new customers.



Program Management:

In their journey from the current state to the future state, customers need to strengthen multiple elements of their entire value stream.

Program management is a high value service to optimize entire value stream by integrating adjacent technologies.

While a solution provider may offer a great product or service to improve one part of the value chain, it may cause disruption or delays in other processes. It may also make the entire value chain vulnerable to an external threat. For example, offering an IoT based solution may weaken cybersecurity or data protection processes, if the same are not adequately in place.

Hence, to build confidence, trust, and credibility, a solution provider must offer

consulting expertise to scan the entire value chain of their target customers and advise them as to which areas need to be further fortified to get the best results from their solution. Integration of one's solutions with other technologies is a highly sought-after skill – which in the deployment phase can be termed as “**Program Management**”. If such skills are not available internally with solution providers, they may collaborate with organizations like AllThingsConnected, who have excellent program management expertise.



Performance Management:

Success of almost all business leaders is measured by a set of financial and operational KPIs, which are generally lagging KPIs and are part of either P&L statement, Balance sheet, or cash flow statements.

It is very important for solution providers to assess or have insight into such KPIs of customer's key stake holders. The ability to translate merit of their offering into the improvement of such KPIs in numerical terms, is a clear winning formula. To be able to articulate how does one's solution improves tangible performance parameters greatly increases win rates for sales teams of solution providers. Also providing a dashboard or any other KPI

measurement system, which tracks the benefit of using the proposed solution (also termed as a Performance Management tool) is seen as a great value by most customers.



Change Management:

Many times, disruption caused by adopting new technology or tool is bigger than the disruption a particular solution was selected to address in first place. An organization, however, automated it may be, has real people who run various functions. If they need to learn a new process or upgrade them to a higher-level skill, without the right communication or handholding, they may resist the change. This often becomes a major roadblock in extracting the full benefit of newly adopted technology. A solution provider, if proactively proposes to bundle a comprehensive Change Management plan along with their solution, their chances of winning customers' confidence gets very high, as the customer sees this as lowering risk in their decision.



Just selling the products, solutions, or services without blending other high value add components may not easily put a solution provider on the customer's preferred vendor list. One of the challenges faced by entrants to a new market is to find resources with high-

quality Sales Excellence skills. They should either invest in coaching their sales and pre-sales resources on such skills or explore new models, where highly trained and experienced sales professionals can be engaged for

winning strategic accounts on short-term basis.

Companies like AllThingsConnected is one of such options, which provides “Sales Excellence” as a service for selected verticals.

Conclusion

While Covid 19 has impacted a large number of businesses and has put business leaders to face with unprecedented challenges, it also presents an excellent opportunity to **Reflect** on Current State, deliberate

Reflect | Recalibrate | Rebound

and draw a structured Future State for the mid to the long term, **Recalibrate** key business processes for both, survival in current situation and to get **Rebound** ready at high speed when the business environment improves in near future.

This also presents great opportunities for technology vendors and solution providers to help solution seekers with tools and skills to make their journey from **Current State** to **Future State** in a

smooth and highly beneficial way by demonstrating **Sales Excellence** skills, as mentioned earlier, along with their offering for greater success.

In this highly competitive and challenging environment, collaborating with organizations offering “Expertise as a Service” is a model worth evaluating, both for Solution Seekers and Solution Providers. AllThingsConnected is one of such organizations with expertise in architecting end to end framework required for adoption, deployment, and sustained success of adopting new technologies in key verticals.



[Watch full expert insights on this topic on YouTube](#)

Authors



Rajeev Mukul, Executive Advisor, AllThingsConnected



Rajeev Mukul is the Executive Advisor – Business Transformation and Digital Strategy at AllThingsConnected

From 2013 till June 2018, Rajeev was the Vice President and Head of Business Transformation of Philips Lighting, covering Asia Pacific, Japan, India, Middle East, Africa and Turkey; where he led major process transformations to steer product focused legacy business model to that of higher value Systems, Solutions and Services and significantly reduced commercial organization cost by applying LEAN/Six Sigma methodology. After divestment of Lighting business in 2018, Rajeev led Royal Philips until Jan 2020 as Head of Sales Excellence for its Asia Pacific business, focused on Health Technology, where he transformed key sales processes and coached commercial excellence to deliver significant improvement in financial and operational KPIs, specifically business forecast accuracy.

Prior to Philips Rajeev was the Vice President – Sales for Consumer and SMB division of data storage giant EMC (now DELL EMC), where he established and rapidly grew both direct and indirect channel business in Asia Pacific & Japan region, winning the coveted “Outstanding Contributor “ award. He was also recognized as top performer as Vice President – Sales and General Manager – Middle East & Africa for French Head Quartered Lacie Corporation and US Head Quartered Maxtor Corporation, both acquired by Data Storage major, Seagate Technology. Rajeev played pioneer role in transforming a Singapore based USD 100M trading entity into a multibillion-dollar, transnational IT distribution organization over 12 years. Continuing with Go-to-Market & Commercial Excellence Processes deployed under his watch, Redington is now >US\$ 6 Billion distribution powerhouses, servicing over 47000 channel partners in 24 countries.



CK Vishwakarma, Founder & CEO, AllThingsConnected



CK is a senior Business Strategy, and Digital Transformation leader with extensive international experience in solutions architecture, program management, business and operations process transformation.

As a CEO of AllThingsConnected, founder of IoTSG, CK works with organizations crafting their transformation and complex digital solutions strategy, implementation and ecosystem approach, organisational behaviour and excellence frameworks to accelerate their current state to future state journey.

CK also conducts business & technology research and has shared insights at 130+ (as of Nov 2020) leadership forums and prestigious international conferences. He advises senior leaders on how advanced technologies can prime enterprises for the future in a Total Ecosystem Value approach. CK has successfully led and managed multimillion USD complex system and solutions projects in high tech industries.

TRANSFORMATION + DIGITAL

CURRENT STATE TO FUTURE STATE WITH BUSINESS, PROCESS, OPERATIONAL, SOLUTIONS & SALES EXCELLENCE

