# DIGITAL EVOLUTION: A SUSTAINABLE APPROACH TO DIGITAL BUSINESS GROWTH

**JUSTIN MARCUCCI**
CHIEF DIGITAL OFFICER

Digital Evolution as an applied digital business approach provides both the necessary development model and cultural organizational shift to ensure a business can be continually successful in the digital marketplace.

Over the last 16 years within Endava, we have been in an incredibly fortunate position to witness all of the different ways that companies, and the industry, react to the adoption of new technologies. This perspective, as both partners to those companies, and / or just bystanders, has illustrated a wide range of outcomes:

We've seen companies grow through the adoption of technologies; and we've seen companies shrink as they've lacked the tenacity to make the leap.  We've seen companies rapidly expand as they've adapted to the changing technology landscape; and we've seen companies shut their lights off as they've failed to do so.

All of this has yielded a hugely valuable pool of experience affording us practical, first-hand knowledge about what works in this space and what doesn't.  Through all of that experience, we developed an approach that allows us to fundamentally transform a business through the adoption of digital.  Now how do we describe what digital is; or what it means.

## TO US, DIGITAL IS EQUAL PARTS:

- the introduction of technology to solve existing and meaningful day-to-day problems for users,

- the application of rich user and system data generated from those focused technology solutions intelligently back into the strategic roadmaps of the applications with the intention of maximizing their performance, which ultimately drives business growth.

# WE BEGAN WITH THE PHRASE DIGITAL TRANSFORMATION

We began calling that process Digital Transformation as with the introduction of digital into core business experiences, and the capture and distillation of that resulting data into improving and adapting business objectives, strategies, and solutions, we were able to help businesses revolutionize their approach.

While we named that process Digital Transformation, the rest of the market began to so as well… and the rest of the planet… and eventually, the remainder of the known universe.  The phrase itself began to lack a clear, widely understood definition as it achieved buzzword status and its implied meaning became diluted by that of a thousand different service providers.

Naming aside we helped a huge amount of companies transform and gained wonderful experience through the process.  But as experience began to accumulate, we realized that there are **two** fundamental issues of talking about Digital Transformation as the desired end-state for a business activity.

# THE ISSUE WITH DIGITAL TRANSFORMATION

*We believe that an ongoing process of a business challenging, learning, and correcting its approach should always be hailed as critical and be the primary catalyst of business change.*

## Most businesses are already at least partially digital.

If you ask any company out there if they are digital, 9 out of 10 of them are going to say, "…of course we are, what have we spent millions of dollars on becoming over the last 5 years". They are right. MOST businesses have an existing set of digital properties, mobile platforms, web apps, and similar.

These systems, however, are often built on older technologies, powered by an aging infrastructure and desperately need an architecture overhaul, as they almost never communicate freely with the rest of the organizational technology components. .

Additionally, the existing, anaemic set of digital properties that belong to most organizations rarely are driven by a well thought of business strategy. Their digital apps are, therefore, usually completely disparate products and rarely support the goals of the core business.

## There isn't a finite end to becoming digital.

By virtue of the word transformation, we have to imply that it is an exercise with a clear and finite ending.

You take a company that wasn't digital – you make it digital – and there was some kind of mystical transformation that occurred somewhere in the middle. Good job, hit the showers.

But once digital is achieved, is that it? Is the value of that process of challenging a business's approach no longer valuable?

I don't think so, as I believe, even when a company has reached its first set of digital business objectives, that newly found digital state is actually now the first stop in a much longer, more robust journey of change needed to both continuing to keep up with the market, and eventually striding to the front of the industry and beginning to set digital trends.

# WELCOME TO THE
# DIGITAL EVOLUTION

**AS A RESULT OF THESE VERY STRONG BELIEFS, AND THE WEALTH AND VOLUME OF OUR PRACTICAL EXPERIENCE, WE'VE BUILT A PROCESS SPECIFICALLY MACHINED TO:**

- successfully place a business into the heart of the digital business landscape and

- infuse a culture of change, a framework of repeatable delivery, and bullet-proof infrastructure that will fuel the adaptability, growth, and prosperity of a business for decades.

Digital Evolution is the intentional choice of a business to rapidly accelerate their organizational rate of digital adoption and change, through the simultaneous creation, renovation, and marshalling of digital products, alongside the creation, flexible reinforcement, and agile maturation of their platforms and infrastructure.

As those two activities are performed, and begin to be completed in parallel, we put ourselves and our clients in a position to drive rapid digital progression, not just once, but over, and over, and over again. That's Digital Evolution. It's understanding that we need to address all areas of a business in concert to yield the necessary change and material improvements.

From a practical point of view, this means we research, document, and define an overall digital strategy as one of the first activities of an engagement, and then build a delivery plan across both the product and platform paths that uses a series of rapid sequential releases over a period of time to deliver against that strategy, as opposed to one monolithic development exercise.

This gives us the ability to track and report on progress, spend, and impact at a far more granular level, while allowing us to more quickly and aggressively respond to changes in the market.

# KEY AREAS OF ENGAGEMENT

We support Digital Evolution, more specifically, by focusing on one of three areas of engagement around Digital Evolution - **Product, Platform, and Process** led engagements.  By breaking down our approach across one of these three focuses, we can easily both quickly sharpen our discussions with a business partner to zoom in on your most critical area of need, as well as allow our teams delivering against the engagement to fine tune their model, maximizing collaboration. By focusing on these three areas of change:

**Our product approach** allows us to build customer facing products and services, internal operational tools, and launch IoT enabled devices.

We support you in enhancing agility and speed to market, through large-scale engagements as well as smaller, Endava Labs proof of concepts.

**Our platform approach** helps you understand current business goals, IT systems, infrastructure, and risks, accurately and effectively assessing where and how to renovate existing platforms to support the new digital world. It does not imply a full-scale teardown of all systems to be replaced with new ones, but rather a measured and reasoned approach to continually upgrade and address ongoing changes in the market as well as internal needs.

**Our process approach** allows us to build integrated automation into your systems and business processes, ongoing technical and service desk support, and drive the shift of your organization into the adoption of an agile culture and mentality, defining a strong collaborative culture and ensuring the alignment of all six areas of your business that need to evolve to achieve true agility.

# APPLIED
# DIGITAL
# EVOLUTION

As an example, we were approached by a global organization, with hundreds of years of brand value in the payments space over the last 18 months. Working with the organization, we realized they needed:

- a robust digital strategy that would bind together their IT, product, and technology roadmap

- a product concept that would generate enough meaningful business change that they could take a huge step forward in dealing with their vast network of global partners. Updating their existing product set and architecture wasn't going to provide the change necessary for the business to effectively participate in the digital marketplace.

- an engagement model that facilitated the adoption of a company-wide Agile culture, ensuring that, as we began releasing code into their architecture, we had both the repeatable process built in to ensure we could support it, and the organizational buy-in that delivering bite-sized chunks of functionality (while still marching towards a strategic end-point) would give us the flexibility to effectively manage the tactical fluctuations in the approach.

*We ensured we had both the repeatable process built in and organizational buy-in, through the adoption of a company-wide Agile culture.*

# THE RESULTS OF DIGITAL EVOLUTION

We executed on all three of those points and have now been successfully delivering a Product led Digital Evolution Engagement for this client for the last 18 months, having conceived, designed, and built a product as well as culture of digital delivery that has allowed them to massively accelerate their network rate of digital adoption, creating real change for the business.

At the end of the day, Endava delivered Digital Evolution worked for our client for two reasons:

**Firstly,** our core service offers, arranged to support Digital Evolution, allow us to offer full coverage across the software development lifecycle.  This full coverage means that we could ensure full accountability for the success of the relationship and initiative we proposed, and could drive the support of our client from idea inception, to production deployment, and beyond.

**Secondly,** and most importantly, our strategic business creativity and technical prowess allow us to conceive and design the Product, build & reinforce the Platform, and infuse a repeatable Process which gives us the catalyst, stability, and speed to create real business change. This powers Digital Evolution and ensures long-term adaptability, growth, and prosperity for our client.