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A Roadmap for
Digital Transformation

What Is Digital Transformation?

In the business press, at industry conferences, and in analyst advisories, the catchphrase of the day is Digital Transformation. [1]

And what is Digital Transformation? Capgemini defines the term this way:

> *Digital transformation is the use of new digital technologies to enable major business improvements such as enhancing customer experience, streamlining operations, or creating new business models.* [2]

The digital technologies mentioned here might be new, but the rest of the definition might strike some people as utterly conventional. Most IT professionals would say that technology has always been changing, and for centuries, organizations of all kinds—from Adam Smith's pin factory to nineteenth-century railroads to twentieth-century global manufacturers—have applied new technologies to improve customer experiences and streamline operations. More recently, the Internet has enabled the launching of countless new business models and companies, including giants like Amazon, Cisco, Google, and Facebook. So how is the Digital Transformation being discussed now different from the IT transformations of the past?

Today's Digital Transformation is the intersection of several IT trends that together offer opportunities for radical improvements in efficiency and productivity—improvements that are enabled, in a degree never possible before, by mobility, cloud computing, and data analytics. Just as the rise of the Internet led to new business models, the confluence of these new trends is already supporting innovative breakthroughs in business, healthcare, and government.

Successful digital Transformation depends on these key trends:

- Mobile-centricity
- Cloud-centricity
- IT consumerization
- Scale for devices and data
- Artificial Intelligence (AI)
- Built-in security

Let's examine each of these in turn.

Mobile-centricity

Businesses today assume that employees, partners, and customers are always carrying mobile devices and that, through these devices, users can engage with the organization anywhere, any time. To make this engagement possible, sophisticated IT services ranging from content delivery systems to collaboration tools must work on every supported type of mobile device and at every permitted location. These locations will likely include not just offices and conference rooms, but also manufacturing facilities, home offices, vehicles, and public spaces.

Enterprises that embrace mobile computing are all but guaranteed to experience increased productivity and improved employee engagement. And many of them discover they have established a new, agile, user-centric foundation for Digital Transformation

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[1] For example: http://www.cio.com/article/3157478/security/digital-transformation-forces-businesses-to-rethink-cybersecurity.html,
[2] *Big & Fast Data: The Rise of Insight-Driven Business*, Capgemini, https://www.capgemini.com/thought-leadership/big-fast-data-the-rise-of-insight-driven-business

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Cloud-centricity

The pressure to make content and services accessible everywhere in a cost-efficient manner is fueling the growth of cloud deployments. The global public-cloud market, dominated by Amazon, Google, IBM, and Microsoft, is growing at 22 percent CAGR and is predicted to reach $146 billion in 2017. Thirty-eight percent of large enterprises are adopting private clouds (cloud services fully under control of the business), 32 percent are adopting public clouds, and 59 percent are adopting hybrid clouds, combining private and public cloud features.[3] By 2018, about half of all IT spending will be cloud-based, according to IDC. [4]

This rush to the cloud affects other areas of IT beyond the location of data storage and virtual services. For example, because the applications employees are using now run in the cloud, branch offices no longer need to route all network traffic back to a central, on-premises data center. Instead, through Direct Internet Access (DIA), they can access SaaS applications such as Office 365 straight from their local office. Security controls, including defenses against malware and intrusions, therefore can no longer be deployed primarily in data centers and at the network periphery. Security must be ubiquitous: at headquarters, in branch officers, and wherever mobile users happen to be.

IT Consumerization

The so-called consumerization of IT began with employees purchasing their own smartphones and tablets and signing up for consumer-grade public-cloud services like Dropbox to make their mobile devices more useful. Today, consumerization has transformed IT decision making and user expectations about product ease-of-use.

Having selected their own smartphones, tablets, and mobile apps for the past decade, employees today expect to make most or all of the decisions about which devices to buy and which applications to run. Those applications even include "shadow IT" SaaS applications that may be running without the knowledge or oversight of the IT department. Nevertheless, employees still expect the IT department to establish security and usage policies, to protect users from malware, to troubleshoot problems, and to manage the set-up and maintenance of large on-premises installations such as server farms. But in nearly every other area of IT, decision-making authority has shifted from IT managers to employees in business units and branch offices. More than ever before, enterprise IT decision-making is driven by users.

Consumerization has also changed expectations about IT products' ease-of-use. Whether the IT solution is an ERP system, an HR portal, or a file-sharing service, enterprise users today expect IT solutions to deliver the ease-of-use and familiarity of consumer IT products. Employees, partners, and customers want user experiences to be fast, pleasurable, and efficient. They expect IT operations to support self-service the same way their mobile banking app or e-commerce app supports self-service, so that they can take care of problems without ever calling a help desk or a customer service center. Using a smartphone, shouldn't a department manager be able to order a desk as easily as she can order a pizza? Consumer app user experiences have become the yardstick used for evaluating the design of business applications. [5]

Scale for Devices and Data

The volume of devices and data in the enterprise is growing at an astounding pace.

A decade ago, the typical employee had just one computer: a desktop system. Today, the typical worker in any department is carrying three devices—a smartphone, a tablet, and a laptop. But what's really driving up the number of enterprise devices is the Internet of Things (IoT): the use of all kinds of new Internet-connected devices for collecting and disseminating data, thereby enabling all kinds of new products and services.

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[3] http://www.cio.com/article/3137946/cloud-computing/6-trends-that-will-shape-cloud-computing-in-2017.html
[4] https://www.idc.com/getdoc.jsp?containerId=259850
[5] It's obvious to managers that employees will gladly use consumer applications. Business applications are far less popular. Forrester found that 64% of workers avoided using at least some of their company's business applications because of poor design. https://www.itizzimo.com/en/value-of-ux/

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In 2015, there were 8 billion devices connected to the Internet. By 2020, that number is expected to reach 75 billion.[6] Tens of billions of these devices will consist of sensors or small special-purpose devices such as healthcare monitors that travel with patients and report on health conditions 24/7, wearables such as smart watches that exchange data with enterprise IT systems, smart home appliances that connect consumers to ecommerce and logistics systems, and specialized devices for telematics (the long-distance transmission of data, especially data or applications such as logistics and fleet management). Seventy-four percent of US and European retail, healthcare, and manufacturing companies have already developed smart products for business or consumer use, according to SAP[7], and Amazon's voice-activated home automation product, Alexa, is already in over 6 million homes after being on the market just two years.[8] Business users and consumers today routinely interact with more intelligent devices than ever before, and those devices will be multiplying in the years ahead.

With an increase in devices comes an increase in data and challenges for data privacy and data management. Between 2010 and 2020, the worldwide volume of data is expected to grow by a factor of 50—from 1 zettabyte to 50 zettabytes.[9] This scale means that businesses will need to manage more data than ever before.

But even if more data is a management burden, it's an analytical opportunity. This new data can be used to identify trends, issues, and opportunities in domains as diverse as consumer shopping habits, patient health, investment portfolios, manufacturing automation, and transportation systems. Accessing the data will require sophisticated data integration and analysis tools, involving APIs, new types of data marts and data warehouses, and data service-driven business processes.

Artificial Intelligence

Enterprises have a powerful new tool for data analysis: Artificial Intelligence (AI). Recent advances in AI and neural networks have enabled IT systems to make startling improvements in pattern recognition and predictive analysis.[10] These improvements are showing up not only in sophisticated data models of markets and manufacturing techniques; they are also showing up in reliable speech recognition features now available in consumer products like Amazon Alexa. And AI is enabling robots to take on even more subtle and complex physical tasks, further automating manufacturing. In addition, AI is enabling the automation of white-collar jobs, such as insurance claim processing.[11]

Security

The new enterprise, with its myriad new devices, vast amount of data, and partnerships is more vulnerable than ever before.

Today, malware spreads easily through phishing attacks, social media, compromised Web sites, and infected portable devices. Once launched, attacks traverse networks until they find valuable files or devices. Then they strike, implanting bot software, or stealing data, or encrypting data until a ransom is wired to a remote bank account, or hacking into financial systems and transferring funds in the blink of an eye. As the data breaches at Anthem, Sony, and the U.S. Office of Personnel Management show, many of the most damaging security attacks are being perpetrated by nation states or criminal syndicates. These are serious foes, and defending against their attack requires serious attention from the board level on down.

To guard against these attacks, enterprises should continuously assess their security practices, ensure that up-to-date defenses are in place, and find new ways to detect, stop, and remediate threats quickly. IT security must also be comprehensive. It must protect data everywhere it's found: on servers, desktops, and mobile devices; on ECM platforms such as Microsoft SharePoint or

[6] *Digital Disruption: How Digital Technology is Transforming Our World*, SAP Digital Report 2016. https://ebooks-sap.com/
[7] *Digital Disruption*, SAP
[8] http://www.geekwire.com/2016/amazon-echo-sales-reach-5m-two-years-research-firm-says-google-competitor-enters-market/
[9] "Digital Data Storage Is Undergoing Mind-Boggling Growth," *EE Times*, September 14, 2016, http://www.eetimes.com/author.asp?section_id=36&doc_id=1330462. An exabyte is one quintillian bytes. A zettabyte is one sextillion bytes.
[10] "The Great AI Awakening," *New York Times*, December 14, 2016 https://www.nytimes.com/2016/12/14/magazine/the-great-ai-awakening.html
[11] https://qz.com/875491/japanese-white-collar-workers-are-already-being-replaced-by-artificial-intelligence/

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Documentum; and in public-cloud services such as Dropbox and Google Drive. And it must extend to all users interacting with enterprise data, including full-time employees, partners, customers, and any other external users with whom data is shared.

In today's enterprise, security and compliance are no longer solely the responsibility of the CISO, compliance team, and the IT department. Line-of-business managers are now provisioning cloud services and directly managing partnerships with external parties. Enterprises deputize line-of-business managers to play a larger role in security and compliance practices, enabling them to oversee the implementation of best practices for content availability, external access, and distribution. By including line-of-business leaders in security decisions, enterprises help ensure that whatever new business models arise from Digital Transformation meet the organization's rigorous security requirements.

Business Transformation

For Digital Transformation to live up to its name, it must be truly transformative. Cumulatively, the innovative technologies discussed here really are enabling new business models and enabling existing businesses to achieve new levels of insight and agility.

Here are three examples of business transformations that each involve at least two of the trends listed above:

- **A Cloud-based Analytics Platform for the Internet of Things**
  GE has long been a leading manufacturer of complex, powerful machines such as engines and wind turbines. In recent years, the company launched Predix, a cloud-based analytics platform that enables customers to monitor equipment to detect problems and to predict issues that might lead to outages. The platform features IoT sensors, flexible software modules for building analytics solutions, and open APIs, enabling customers to create highly sophisticated and precise analytics solutions for their specific infrastructure and business goals. More than a simple device monitor, Predix supports system-wide optimization, monitoring multiple parts and locations in real time to deliver an entirely new level of performance tuning.[12] Using Predix to monitor locomotive engines, GE was able to save $1 billion in a single year.[13]

- **Voice as a UI for practically everything**
  Amazon Alexa, the voice-activated virtual assistant that Amazon introduced in 2014 for its home speaker system, is already running in 6 million homes, enabling customers to check the weather, change TV stations, and order products simply by speaking aloud. Alexa's AI-driven speech recognition is reliable enough that it can be used reliably for just about any kind of search engine query or ecommerce request. Now Alexa is being integrated into Ford automobiles, LG refrigerators, and GE lamps.[14] Alexa has also been integrated into third-party consumer services such as banking. Speaking aloud in one's kitchen, bedroom, or living room is now an effective user interface for financial services. Capital One customers can now check balances and pay bills through Alexa. [15] Hands-free voice-activated controls will likely find their way into business and healthcare applications soon.

- **AI assistance with medical imaging**
  Medical imaging now accounts for 90% of all healthcare data. But it can be difficult to manage and interpret. IBM is using its Watson AI platform to automatically interpret medical images, correcting common errors and helping providers diagnose diseases like cancer more quickly and accurately.[16]

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[12] http://www.forbes.com/sites/danwoods/2016/09/28/what-is-ge-predix-really-building/#65b1b8264822
[13] https://www.boardofinnovation.com/digital-transformation-examples/
[14] http://www.vox.com/new-money/2017/1/6/14186076/amazons-alexa-future-computing
[15] http://www.cnbc.com/2016/03/11/amazon-virtual-assistant-alexa-adds-bank-teller-to-resume.html?view=story&%24DEVICE%24=native-android-tablet
[16] http://www.healthcareitnews.com/news/ibm-watson-health-merge-launch-new-personalized-imaging-tools-rsna

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All three of these examples demonstrate capabilities that would have been unimaginable a decade ago when the Internet was clearly thriving, but when mobile computing, AI, and other technologies were in less advanced stages of development.

The Digital Workplace

Digital Transformation often begins with the Digital Workplace, an organization's IT environment for the internal user community that also extends to encompass partners and customers.

What is the Digital Workplace?

- **It's mobile, because today work happens everywhere.** In a Digital Workplace, IT solutions are mobile-first, designed and purchased with the recognition that employees live on their mobile devices. Mobile-first computing includes support for field operations, extending content and services to non-traditional locations that may have only intermittent network connectivity.

- **It's highly connected, spanning cloud services, on-premises services, mobile devices, and IoT.** Cloud services make data and apps available everywhere. Telematics and IoT solutions grow extended data services and value to partners and customers.

- **It's fluid, making it easy for organizations to leverage contractors, seasonal workers, or highly skilled short-term 'gig' or project-based employees.** By 2020, free-lancers and other types of contractors will comprise 40% of the U.S. economy. Enterprises should be deploying solutions now to accommodate this critical and growing portion of their workforce.

- **It's agile, capable of adapting to new services and business models quickly.** One reason that the gig economy is growing is that organizations, spurred by global competition, are becoming more agile. Business leaders recognize that the pace of innovation is increasing, and that time-to-market is critical. So they are quickly assembling teams to solve problems, launch products, and tackle other initiatives. Those teams depend on IT solutions which themselves need to be able to be provisioned and configured quickly.

- **It's social, built on fluid, multipoint communications, rather than point-to-point transactions.** Email remains important for business communications, but today's Digital Workplace relies increasingly on file-sharing solutions, project management platforms with threaded discussions, videoconferencing services, and messaging platforms. These solutions work well on mobile devices and do an excellent job connecting geographically distributed workers to central offices and one another. Threaded discussions and project-based tools now provide the right data at the right time to the right people, enabling them to make sound, autonomous business decisions and to respond quickly to new opportunities and threats. Together, these solutions are delivering on the decades-old IT promise of fast, easy-to-use collaboration tools.

- **It's intelligent.** The use of AI in the workplace is growing, beginning with virtual assistants and smarter search engines that support natural language queries, making it easier than ever for employees to quickly find the information they need. AI and Big Data analytics are also enabling businesses to personalize communications and product offerings more effectively, deepening customer engagement and capitalizing on the lifetime value of customers. In addition, the combination of AI and new data sources, such as IoT, is enabling the creation of new data-driven products and services. Examples include advanced telematics and logistics solutions for manufacturers and predictive diagnostic solutions in healthcare.

Getting Transformation Under Way: Next Steps for Enterprises

How should enterprises embark on their own Digital Transformation to create a Digital Workplace or, if they have a Digital Workplace, to more fully leverage its potential for innovation and growth?

We recommend that enterprises rely on these three principles for guidance:

- **Connect and Extend Content Storage:** Connect Content Systems of All Kinds and Extend Access to All Stakeholders

- **Manage and Secure IT Assets:** Centralize the Management and Security of Content and Connections

- **Simplify and Optimize User Experiences:** Simplify Content Access and Optimize User Experiences

Connect and Extend Content Storage

Data silos will always exist. Global enterprises will never standardize all their data platforms onto a single architecture. It will also be normal for different divisions to use different Enterprise Content Management (ECM) platforms such as Microsoft SharePoint or OpenText, or even public-cloud storage solutions like Google Drive. Even if enterprises tried to standardize on a single platform, regardless of the daunting time and expense of such a project, the next M&A transaction would break the model.

The solution is to overlay connectivity. Enterprises should integrate, rather than replace, infrastructure. They should add a uniform layer of data connectivity that gives authorized users access to all the data they need. This layered approach makes it possible for mobile users to access vital content easily without having to log in and out of multiple systems and work through jarringly different interfaces. Instead, through a single, easy-to-use interface, all content is readily available, regardless of which ECM platform or cloud service is storing it.

Integration brings simplicity, and simplicity fosters productivity.

Manage and Secure IT Assets

Even as devices become more numerous and diverse, and end users more geographically distributed and varied in their trustworthiness, enterprises need to adopt a policy of centralization and consistency in IT management and security. They need to meet today's security challenges with best-in-class security that spans the enterprise, including all ECM platforms and public-cloud services in use. They need a solution for enforcing access controls and other policies consistently for all content, collaboration tools, and devices. And this rule-based approach should be flexible enough to accommodate new business models and new types of devices, such as IoT devices.

Enterprise security teams should strive to make security smarter. Policies can be fine-tuned to account for time and location of access. Data-driven security solutions, including threat-detection systems, next-generation firewalls, and Data Loss Prevention (DLP) systems, can be integrated into content management systems so that content, wherever it is accessed, is leveraging the most advanced analysis and defenses available.

Only by building security into infrastructure and making it ubiquitous will enterprises be able to meet increasingly strict compliance regulations for data privacy and data security. These regulations include requirements for assuring the security of partners and other third parties. More than ever before, enterprises are being held responsible for the security of all their content and all the users they interact with. Only an extensible, integrated approach will do.

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Benchmarking Progress: How to Measure Digital Transformation

How can an organization benchmark its own progress in Digital Transformation? The results of Digital Transformation should be measurable. Benchmarks and goals will vary from company to company, but the list below might serve as a useful starting place for selecting metrics to track.

- **Business Results**
  - Have new business models become possible?
  - Has time to market decreased?
  - Has competitive advantage increased?
  - Is customer acquisition increasing?
  - Is customer satisfaction improving?
  - Is the brand more effective across multiple channels?
  - Is the brand consistent across multiple channels?

- **Improved Access and Productivity**
  - Has productivity increased?
  - Have calls to the help desk decreased?
  - Have ecommerce abandonment rates decreased?
  - Do employees have access to all the content they need?
  - Can employees and other trusted stakeholders access content easily from mobile devices?
  - Can they access this content through a single sign-on interface and without a VPN?
  - Can most functions be performed on a mobile device?
  - Can most managerial and knowledge-worker functions be performed at any location?
  - Are paper-based processes decreasing?
  - Do new features and services for employees and customers support self-service?

- **Operational Results**
  - Are costs going down?
  - Is the agility of business units improving?
  - Is security improving?
  - Is IT visibility improving?
  - Is compliance becoming easier even as regulations increase?

Simplify and Optimize User Experiences

Enterprises should ensure that all their applications and services feature mobile-first interfaces that are convenient for internal and external users. When developing their own applications, they should strive to deliver on the promise of Mobile Moments, Forrester Research's term for recognizing the needs of mobile users in specific situations and ensuring that IT services meet those needs directly and efficiently. [17]

One of the easiest ways to meet mobile users' needs is to continuously strive to simplify access to content. Enterprises should offer "a single pane of glass" for accessing content from ECM platforms, public-cloud services, and other authorized data repositories. When all data is accessible through a single, user-friendly interface, productivity improves, frustration declines, and help desk requests become less frequent. The "single pane" approach helps enterprises deliver consistent experiences across multiple channels. It also helps forward-thinking enterprises deliver on the promise of "liquid computing"—cloud-based software design that enables a user to begin a process on one device, such as a laptop, and complete it on another, such as a smartphone.

Combining this simplification with personalization enables enterprises to tailor user experiences to a high degree based on users' roles, needs, and expectations. Advanced personalization is sometimes referred to as "the Internet of Me"—a user experience so streamlined in its selection of content and interface features that each user feels that IT services are precisely tailored to needs and that all non-essentials have beeeliminated. To achieve this advanced degree of personalization likely requires data-driven insights from AI as well as access to Customer Relationship Management (CRM) resources that are standardized across the organization. When knowledge of users is so finely tuned, analytical systems can begin offering customers and other users "next best step" recommendations, deepening engagements and leading to higher user satisfaction.

All these user experiences and interactions can be monitored, analyzed, and fine-tuned for continuous improvement. Just as SaaS applications like Office 365 continually expand offerings and fine-tune interfaces based on user studies, log analysis, and focus groups, so in-house IT services can adopt a "rolling release" model for new products, product features, and optimizations.

kiteworks by Accellion: Secure Content Collaboration for Digital Transformation

Content, mobility, and security are all critical to Digital Transformation. The kiteworks secure content collaboration platform by Accellion delivers all three.

[17] https://www.forrester.com/report/Mobile+Moments+Transform+Customer+Experience/-/E-RES113101

kiteworks enables organizations to share their content with external partners seamlessly, with the highest levels of security, compliance, and control. Because kiteworks integrates with an enterprise's existing on-premises and cloud-based content systems, CIOs and their organizations can avoid costly content migrations or disruptions to workflows.

kiteworks enables enterprise organizations to securely connect field workforces anywhere in the world with enterprise content across any device including laptop, desktop, smartphone, tablet, and custom integrations. Designed for enterprise-grade scalability and flexibility, kiteworks accommodates any infrastructure strategy: on-premises, IaaS cloud, private hosting by Accellion, or any hybrid scenario. Nodes can be distributed across the globe to reach remote offices, ensure performance, and honor data residency regulations. IT can manage policies to protect data and stay compliant, while select business users can manage content and sharing to ensure productivity and the right level of trust.

kiteworks allows teams to streamline workflows by enabling internal and external users to collaborate on content, including share, sync and edit files, but also manage tasks, organize content, comment, lock/unlock files and add new file versions. IT administrators can enable the most trusted end users to manage the collaboration process while controlling their storage quotas. Folder managers can organize and share content, invite other employees and external partners to access content, and control their trust level: determine whether they are able to edit, share, download or keep documents, or just view a watermarked image.

kiteworks and Digital Transformation

Here's a summary of how kiteworks addresses the key requirements for Digital Transformation.

- **Mobile-centricity**
  kiteworks provides a mobile-first interface—a "single pane of glass"—for all enterprise content. Controls for accessing and organizing content are easy to use even on smartphones with small screens. The platform offers a consistent, secure interface for smartphones, tablets, laptops, and desktops, without requiring VPNs.

- **Cloud-centricity**
  The kiteworks platform is available as a secure private-cloud solution. It integrates with other popular cloud solutions, including Office 365, SharePoint, Dropbox, and Google Drive. Enterprises can deploy kiteworks quickly enough to seize sudden business opportunities or to test new business models. They can also deploy it broadly across the enterprise, while fine-tuning application tiers and policies to address local laws and regulations for data privacy and data sovereignty.

- **IT consumerization**
  kiteworks works with all popular mobile platforms, including iOS and Android devices. It can be customized to support other consumer IT devices, as well.

- **Scale**
  kiteworks enables enterprises to connect all their ECM platforms such as SharePoint and Documentum through a single secure management platform, enforcing security controls consistently across the enterprise and making content available to authorized users everywhere through a single pane of glass. Fortune 500 companies and large government agencies trust kiteworks to manage all their content access and security.

- **Artificial Intelligence (AI)**
  kiteworks features Application Programming Interfaces (APIs) and a complete Software Development Kit (SDK), enabling the platform to be integrated easily with other IT systems, including AI-driven applications. If an AI solution needs to send or receive files as part of its duties, kiteworks enables that file-sharing to be managed centrally through a powerful platform that enforces security policies, logs file distribution and access, and delivers fast, frictionless service for mobile users inside and outside the enterprise.

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- **Built-in security**
  kiteworks delivers industry-leading security features, including:

  - Encryption of content at rest and in transit

  - Encryption keys under the full control of kiteworks customers

  - Role-based access controls

  - Leak-proof editing on mobile devices, along with secure containers that protect mobile content from malware and other on-device threats

  - Support for view-only access of content

  - Support for cross-boundary security, enabling content to be shared securely with external users such as partners and customers

  - Support for FIPS 140-2 federal agency-grade security

  - Integration with Data Loss Prevention (DLP), single sign-on (SSO), and other types of popular enterprise security solutions

Conclusion

Digital Transformation will affect everyone: businesses and consumers; governments and citizens; non-profits and communities. Volumes of devices and data will soar. Innovations will startle. Competition will intensify. Some markets and market leaders will wither away while others will prosper and boom.

Throughout it all, content, mobility, and security will be critical. kiteworks by Accellion provides enterprises with a powerful secure content collaboration platform for empowering users, optimizing operations, and realizing the dramatic growth promised by this unprecedented opportunity for change.

To learn more about the kiteworks Secure Content Collaboration platform with private clouds, please contact Accellion at:

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