# THE FACE OF DIGITAL LEADERSHIP

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**How would you describe your organization's enterprise-wide digital transformation strategy?**
It's all about creating an awesome customer experience where we bring people, process and technology under the digital transformation strategy to ensure we achieve this in the most efficient way.

**What targets does your organization have to guide this strategy?**
It starts with how the customers would like to see and interact with us, and that gets translated into everything we do moving forward; omnichannel transformation and having a 360-degree view of a customer are some of the key targets that we have put in place. We have also mapped our digital readiness as an organization against this and have clear views of the gaps that need to be addressed.

**How is TM Forum helping you achieve your digital transformation objectives?**
I see TM Forum as a 'big brother' who brings together a great ecosystem of partners, helping us learn how to navigate our digital transformation objectives. The use cases and experience-sharing have been a great learning curve to help us get our journey on the right path.

**What's the biggest win you've achieved so far?**
For us, changing employees' mindset to adapt to the changes and accepting the new DNA i.e. that 'digital is the way forward,' must be the biggest win.

**What are the biggest challenges you face in achieving your digital transformation aims?**
We have all three: systems, process and people. Hence the challenge is a hefty one. So, the transformation office's task is to break it down to tactical and strategic initiatives and have a roadmap to ensure we clear the challenges by the end of 2020.

**Leadership is clearly paramount, but what makes a good digital leader?**
Providing clarity to what lies ahead and what needs to get done. Then taking this down to ground zero and breaking it down so that every employee understands which part of the puzzle they belong to and how the picture will slowly turn into a Mona Lisa.

**Digital Transformation is not just about changing processes and technology, it also involves a shift in organizational culture. How is your teamwork changing and what's your role as a team leader?**
A transformation program that looks at technology as a starting point will not get far. We recognized this very early on when we looked at how we should tackle digital transformation. Hence, one of the best decisions we made was to move the responsibility of culture change from HR into the transformation office and build a new change management team to support this culture change. By the end of year one, our employee engagement survey showed a big jump in how our employees rated the culture transformation program.

**In terms of the wider societal impact of digitization, what are you looking forward to over the next decade?**
Malaysia is on a path to create a new digital economy and we are looking at helping the country create a new-generation workforce for the machine age to support this initiative.

**What is the next big idea you are working on?**
Bringing AI to the forefront to enhance customer experience.