

## THE FACE OF DIGITAL LEADERSHIP



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**How would you describe your organization's enterprise-wide digital transformation strategy?**

Verizon's strategy starts with three audiences in mind: our customers, our employees and our partners/vendors. For each of these audiences, we deliver digital tools to enable them to meet their objectives by doing "what" they need to do, "where" they need it and "when" they need to do it. We want to ensure that we meet our audiences' expectations of a seamless experience built around transparency, great service, on-demand capabilities and contextualized interactions. Very often, as we digitize and build new experiences, we also make changes to our business model.

**What targets does your organization have to guide this strategy?**

In guiding our digital strategy, we break down a process into its individual elements, keeping the interaction with the end audience in mind – for example, the quoting experience for customers, service resolution with a vendor and vacation availability for an employee. For each of the interactions that we are digitizing, we define rigorous objectives for each component, which we monitor regularly on a centralized dashboard – a "digital cockpit" – and course correct as needed.

**How does TM Forum help you to achieve your digital transformation objectives?**

TM Forum provides a platform where all telecom companies across the globe can share and discover innovations happening in this space. The Catalyst projects offer a place to showcase what has been made

possible with one provider so that these learnings can be extended to others. The use of TM Forum standards provides agility in terms of speed to market and reduces cost by simplifying interactions across multiple providers.

**Leadership is clearly paramount, but what makes a good digital leader?**

A good digital leader is someone who understands the power of technology, has insightful knowledge in how it can be applied to build new models, and who inspires others to follow that vision by bringing a culture change. Digital leaders push boundaries, are not afraid to fail and perhaps most importantly are relentless ambassadors of the benefits of their digital vision.

**In terms of the wider societal impact of digitization, what are you looking forward to over the next decade?**

We're already seeing the 'disruptive' technologies of recent years – software-defined networks, 4G, the internet of things, etc. – in use. CIOs are now focusing on how to reinvent their operations to leverage the enormous potential promised by the new disruptive technologies like 5G, AI/machine learning, automation and robotics, blockchain, and the next-gen cloud including edge computing. All this will change how consumers choose products and services that help them live their daily lives. I expect improvement in quality of life with better health and well-being, resulting from new models of human-digital augmentation and the world being a safer place.

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