

LEADING

DIGITAL TRANSFORMATION

tmforum



Why did you want to join TM Forum's Digital Ecosystem Advisory Board?

Through my learnings from over 20 years' experience cross-industry, I help bridge the gap, connecting telcos with other industries and demonstrate how they can better capitalize on digital opportunities together.

How would you describe how your organization helps clients' enterprise-wide digital transformation strategies?

Digital transformation for most enterprises covers a spectrum from digitalizing existing processes – what I call “polishing the existing operating model” (i.e. cost take-out), through to using technology to create new business models and new revenue streams. Most organizations are still at the stage of optimizing their existing operating model, whilst only some are starting to look at new business models. The latter of which should be an urgent undertaking for all existing businesses when you consider that digital natives don't have an existing operating model to optimize – they can just come in with new business models.

How do you guide your clients to deliver their strategies?

Business optimization and improving operational efficiencies using new digital technologies is only the first step. Business model innovation is where the real digital transformation will take place. Telcos are ideally placed to enable the necessary business model changes, and TM Forum has a key role to play here in being the 'connector' to facilitate collaboration between members and non-members.

What are the biggest challenges your clients face in achieving their digital transformation aims?

Many clients are so overwhelmed at trying to cut through the noise, the hype and the latest 'next big thing', they find it difficult to see the bigger picture, to focus on their vision and how they are going to meet their end customers' needs. There is a need to shift mindsets from a technology emphasis, onto how to harness opportunities the technology, such as IoT, 4G and 5G, presents to solve their customers' problems.

Why is culture such a challenge and what can operators do to address this?

Culture is a huge challenge – it can be difficult to motivate and persuade people to push themselves and their business in new directions, especially when both business and operating models have been entrenched, often for decades. One way to overcome this is to broaden boundaries and work with a growing network of partners over different verticals that can inject a change of culture, new ways of thinking and new opportunities into the business.

How is the convergence of networks and IT affecting the relationship between CSPs and suppliers?

We see the future as moving away from individual selling products and services, to offering outcome-based solutions and on to Solution-as-a-Service. Suppliers need to leave behind the mindset of buying and selling one product alone. Organizations need to work together with various partners to solve their customers' problems – enabling new products and services to penetrate the market faster, with substantially lower risk and cost. Telcos can and should be the enablers of this for all industries.

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Read the full article at: inform.tmforum.org