# THE FACE OF DIGITAL LEADERSHIP

**How would you describe your organization's enterprise-wide digital transformation strategy?**
Our strategy centers around four pillars:
Customer – superior customer services with focus on self-service
Product – faster product launches/modifications enabled by agile application architecture
Channel – digital channels; B2B2X model
Process – operational efficiency.

**How does TM Forum help you to achieve your digital transformation objectives?**
The Open Digital Architecture underpins our digital approach.

**What's the biggest 'win' you've achieved so far?**
TM Forum's Open APIs have been implemented for provisioning and assurance of our key products; robotic process automation (RPA) technology has been piloted in the supplier management space; and the field services environment has been digitized, leading to increased efficiencies and improved customer service.

**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?**
This is still a process. Culture remains the greatest challenge we are facing.

**What initiatives does your company have to become a more diverse and inclusive workforce?**
There are development programmes for female employees only, such as the Female Leadership Deployment Programme (FLPD) and the Emerald programme. I have a diverse team and we have team events that are used as a platform to understand and embrace diversity.

**What are the 3 biggest changes in digital technology that the next decade will bring?**
AI is finally coming into its own with the increased use of virtual assistants. The embedded machine learning capability will see these taking complete control, of our lives – booking doctor's appointment for us proactively etc. Secondly, RPA challenges how humans structure jobs. As robots take over more routine tasks, we need to question our value proposition as human workers. Lastly, virtual and augmented reality might negatively affect the tourism industry as one can now have the same experience from their living room.

**What are you most looking forward to?**
I am excited about the workplace of the future and the efficiencies and flexibility that technology is already bringing. The nature of work is changing as machines start taking on mundane tasks. This challenges humans to take on higher-order work which cannot be replicated. I think this will really push us to draw from deeper places as opposed to just executing on pre-defined procedures.

## Portia Maluleke
*CIO,*
**Openserve**