**IIM NEWSLETTER AUGUST 2020 – PRESIDENT'S MESSAGE**

Dear fellow information professionals,

In our present setting, transformation and adoptability to change are among the key topics for people everywhere. IIM supported our media partner Information & Data Magazine (IDM) with a survey of over 100 senior information management practitioners across a broad range of industry sectors in Australia and New Zealand. For the survey results, please visit *idm.net.au/digital-transformation-survey-2020-results*.

Aligned with this endeavour, IIM will focus on the range of topics related to Digital Transformation. The term 'Digital Transformation' is still often misinterpreted and misused. We will work with you, our members and readers, to demystify some of the common preconceptions and myths that are too often reducing its potential to create value.



Digital Transformation is a roadmap for using digital technologies to establish modern business processes, information management practices, and customer experiences, in order to address the continuous transformations of market demands as well as changes in cultural, social, technological, and business aspects of our environment. IDM has provided a new working definition of Digital Transformation in their recent issue (*idm.net.au/article/0013079-revised-working-definition-digital-transformation*).

In its early days (coinciding with the rise of personal computers and the internet), Digital Transformation was confined to the notion of converting analogue information into digital form, commonly cloning the traditional paper-based processes on the computer screen. This process failed to digitise and improve any associated business processes and practices. Digital Transformation is a complex and uncertain venture. Conversely, when it is done right, Digital Transformation leads to significant optimisations of performance and extraordinary results.

Commonly cited as the 'Apple of Toys', LEGO® is a prime example of leveraging digital technologies to fundamentally transform thier business model. After facing bankruptcy in 2004, they implemented a new digital strategy. LEGO's digital strategy included: LEGO Ideas (crowdsourcing products' design), LEGO Boost (using mechatronics to bridge the physical and digital divide), LEGO Life (a social network community), LEGO Dimensions (LEGO-themed video games), and LEGO Movies.
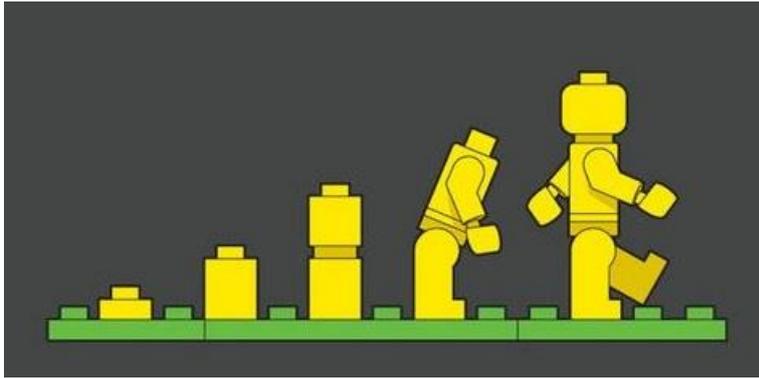
By fostering and sustaining radical innovation, in addition to embracing disruptions without disturbing the healthy existing business, LEGO has reached new heights and success.

For a brief overview report on the LEGO's digital journey see: *reports.weforum.org/digital-transformation/lego-group*.

Several successful Australian Digital Transformation experiences, covering organisations such as Commonwealth Bank, Telstra, and WebJet, have been analysed in Microsoft's study of Digital Transformation experiences (*info.microsoft.com/rs/157-GQE-382/images/Embracing-Digital-Transformation_Experiences-from-Australian-Organisations.pdf*).  But not all Digital Transformations turn into happy tales.  According to Forbes more than 80% of Digital Transformation projects fail to deliver expected benefits, frequently bringing lasting damages to their market value, business strategy, and team morale.

A famous example of Digital Transformation going wrong is General Electric Digital, which aimed to centralise its information environment and offer a business version of internet.  Implementing a Digital Transformation project at a massive scale without a clear vision combined with a lack of cohesion between the business needs, readiness, and capabilities, are cited as the key reason for the failure of GE's digital strategy.  GE Digital story featured in this 2018 Harvard Business Review article (*hbr.org/2018/03/why-so-many-high-profile-digital-transformations-fail*).



The current COVID-19 pandemic is 'blamed' for a rapid digital transformation in many organisations, described by Financial Review article "COVID-19 Accelerates Digital Transformation Agenda" (*www.afr.com/technology/how-covid-19-pushed-the-digital-transformation-agenda-ahead-20200601-p54yh3*).

This newsletter includes a few articles that provide definitions, guides, discussions, and interesting case studies.  In the coming months IIM plans to dive deeper into the key elements of Digital

Transformation.  Exploring digital maturity, strategies, case studies, as well as revisiting related themes such as governance and information science to information consumer experience.

In the coming weeks IIM will be inviting you to share your thoughts and experiences of Digital Transformation.  Keep your eyes peeled for how you can inform and contribute.  Additionally, if you would like more information please feel free to contact us.

With regards and wishes for a safe transformation,

Vladimir Videnovic
IIM National President