

IAM 2021 Panel Discussion

Importance of Information Management for a Successful Digital Transformation

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Hosted by the Institute for Information Management

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As organisations step into the post-coronavirus era, they need to find a balance between what worked before and what needs to happen to succeed. To survive and thrive, organisations will need to be agile to reconfigure strategy, structure, processes, people and technology toward value-creating and value-protecting opportunities.

The panel discussion was hosted by your IIM to discuss the importance of Information Management discipline and its role in a digital transformation.



Panellists included:

- David Fricker, Director-General, National Archives of Australia
- Thomas Ryan, First Assistant Commissioner, Australian Electoral Commission
- Dr Rohan Baxter, Director Analytics, Australian Taxation Office
- Mark Fazackerley, Regional Vice President ANZ, Talend

The webinar discussion was facilitated by IIM's leaders:

- Vladimir Videnovic, President, IIM
- David Williams, Board Director, IIM

Panellists in this interesting discussion complemented each other with their thoughts, experiences and ideas about the importance of the information dimension in building a digital business.

Initial topic was focused on the existing Information management frameworks used in support of digital transformations. In his opening remarks, Mark Fazackerley from Talend highlighted that data integration and management end-to-end is a core initiative that underpins every successful digital transformation program, ensuring that the Right Information is provided to the Right People and the Right Time.

David Fricker from the National Archives of Australia (National Archives) explained that Information is their core business and outlined the importance of the information governance as a vital element of any digital transformation. Most often than not, the key outcome of any digital transformation is the information itself. The foundational elements of this journey include information governance, information registry and a good understanding what information assets within an organisation are. Every digital transformation should start with the outcome in mind.

Thomas Ryan from the Australian Electoral Commission (AEC) provided an insight into the modernisation program, which is currently under way in this organisation under his leadership. An important component of this program is the vision for a modern service delivery, which is grounded on the envisaged digitally enabled business model, in support of the Electoral Integrity, the core of AEC's mission. This transformation is focused not only on the Technology dimension, but also People, Process and Data.

As pointed by Rohan Baxter from the Australian Taxation Office (ATO), his organisation service oriented, with focus on digital services, ensuring that the tax and superannuation systems are easy to use. Rohan described a particular component that he was responsible for, which included using data from a range of external data sources (such as banks, insurance companies and share trading agencies) to pre-fill tax form and make tax return process simpler and easier to navigate. The information management component of this endeavour includes wrangling and modelling of data, whilst taking care of privacy principles, ethics and ethical approaches, ensuring the appropriate understanding of terminology and that things actually mean what they are supposed to mean, enabling lineage tracking to understand where data comes from, with all the information services and governance that is needed to deliver those services. In addition, having clearly identified information stewardship model, with defined roles for managing and implementing guidelines and policies around how data is acquired, processed, stored, protected and used.

Mark added the increasing importance of what is often perceived as a basic capability, such as data lineage and information governance structures around usage of data and information and more importantly enforcing efforts around information stewardship aspects of the digital environment given to subject matter experts, rather than kept centrally in the "IT tower". Sometimes this gets "lost in translation", when it comes to selecting and acquiring technology to underpin that capability.

Thomas added that in the AEC the key information domains were identified and looking for a new information stewardship model, having responsibilities for information systems and repositories given to people that have subject specific knowledge and getting them to contextualise information management problems and principles and focus on staff education and change management.

McKinsey 2019 study was cited, revealing that according to their research of over 2,000 organisations worldwide, only 45% of digital transformation projects succeed. Associated statistics related to the Public Sector organisations are even more discouraging, with significantly higher rate of digital transformation initiatives failing to deliver the anticipated outcomes.

Panellists agreed that the unreserved support is needed by the most senior executives to avoid siloed ambitions and ensure carefully planned activities and their disciplined execution. It requires Collaboration across all areas of the organisation.

Some innovative approaches were mentioned, such as the gamification approach involving diverse teams and cross-fertilisation of ideas between government and industry.

Panellists agreed on the following guiding principles:

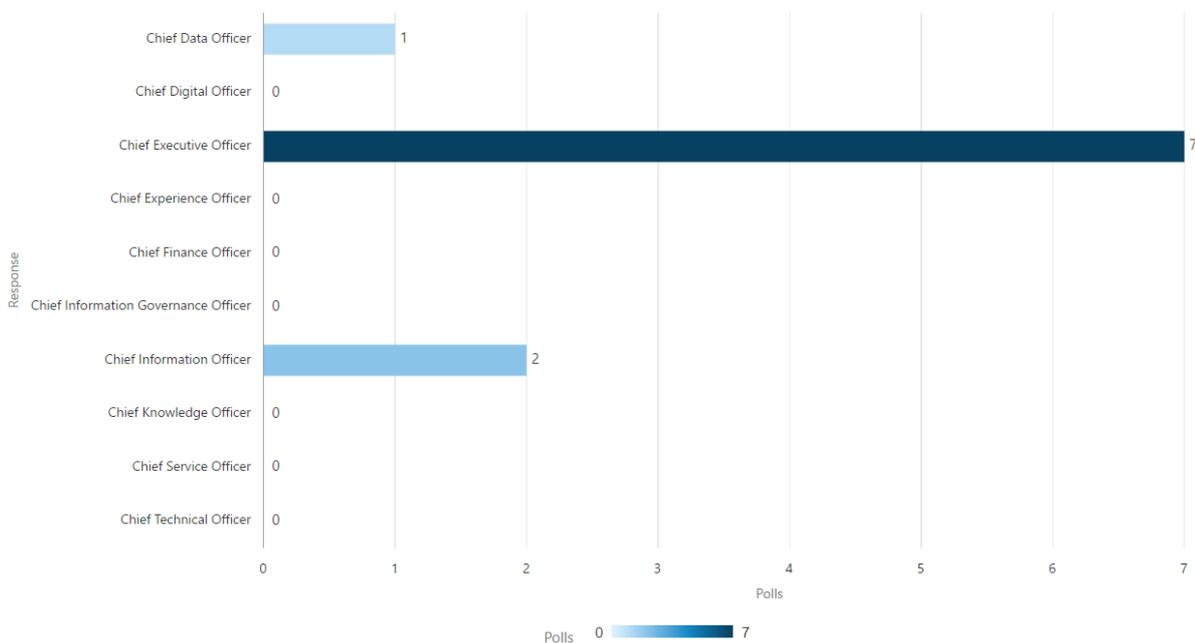
Guiding Principles

- Clear purpose and priorities
- Committed leadership and effective coordination
- Focus on collaboration and people over processes and technology
- Service-oriented: customer provided information collected once, used many times
- Single digital identity balanced with privacy requirements and cybersecurity
- End-to-end design and implementation to ensure best user experience and efficiency
- Use “born digital” Data, avoid manual steps and pseudo-paper processes
- The 7 Lenses of Transformation - consistent framework by UK government
- Embrace innovation and readiness for change
- Attain sponsorship from the top and champions at all levels

This panel discussion also included an online survey of audience.

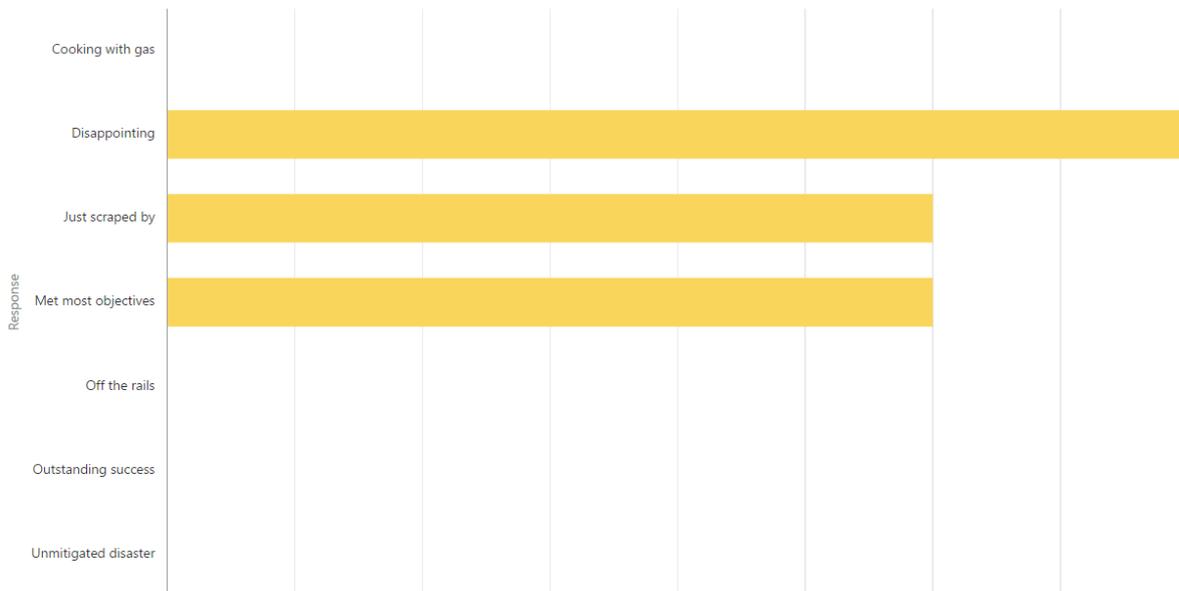
Survey 1 for Participants

Question: ***Who should sponsor the digital transformation in your organisation?***



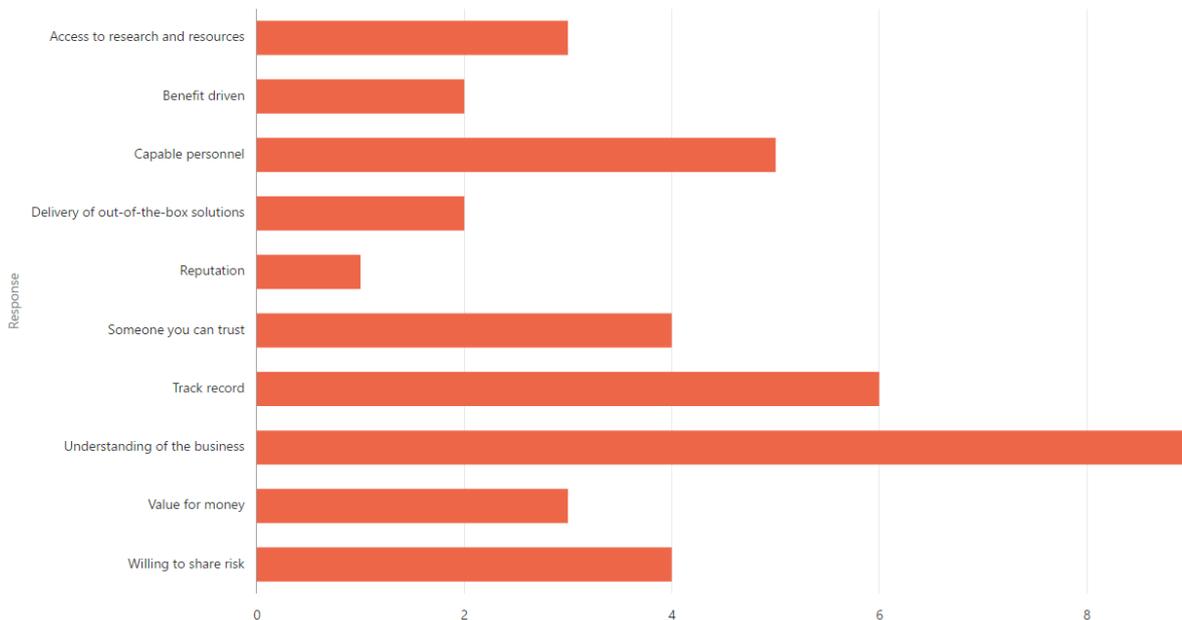
Survey 2 for Participants

Question: **Level of success of your last or current digital transformation?**



Survey 3 for Participants

Question: **What do you look for in an industry partner for your digital transformation?**



Finally, towards the end of this online discussion, panellists agreed on the following recommendations for organisations who are still planning or are at early stages of their digital transformation journey:

- Digital Transformation starts with a clear vision – *What value it is creating?*
- Focus on “*Why?*” – what problem organisation is trying to solve
- Digital Transformation to be successful needs unreserved support by the CEO
- Digital Transformation is a program that requires proper planning and management
- Design with stakeholders
- Ensure that the Right Data is understood/captured/available to support the grand vision