

# The jump to light speed

Accelerate your digital strategy and increase sustainability with future-proofed capabilities.



**Business**



# Introduction

**The combination of data and the cloud now offer endless possibilities. The rules are being rewritten for how technology works and the events of 2020 have only served to accelerate this change. This guide will empower you to take control of your digital transformation, so you can grow your businesses through innovation with the cloud, big data, machine learning, and AI.**

Traditionally, the IT industry has been more focused on using engineering and technology to optimize IT features, instead of enabling company-wide business outcomes and developing the enduser experience. However, due to new consumption models for digital infrastructure services becoming available to everyone, a new era of value creation is hitting the market. Yet many companies still adopt a traditional approach that isn't efficient or competitive enough!

Having access to the latest technologies, or even specific data centers no longer provide differentiation. With the globalization of consumption models for technology services, anyone with a credit card can buy their small portion of advanced technology (per second) and instantly create something that attracts customers! This creates more competition with creativity and operationalizing innovation for the end-user, while still delivering company-wide benefits. It also involves more areas of public life than before, creating huge opportunities and challenges for businesses and customers alike.

**We are only scratching the surface of what is possible. In the era of the cloud, AI and machine learning, as much as 90% of wellestablished companies are struggling to turn these innovations into sustainable business outcomes. So, how do you avoid becoming part of the 90% and instead pursue digital leadership?**

## Exploring the possibilities

### Are you achieving your full potential?

If you want to be sure of this, then you should start by taking a hard look at where you are right now. If you consider optimization, then potential is like squeezing more juice from a grape. At some point you will understand there is a limit to your capacity and in order to take a step up, you may need to make a fundamental change to your business model.

When considering transformation and achieving your full potential, there are some critical things to think about. The first is to understand what you can do with the technology, and to do that you need the talents, capabilities and vision. Your journey is going to consist of thousands of constantly moving targets, so trying to make a comprehensive plan will either be too complex or too slow.

**By establishing a strong vision and taking the MVP approach, you can put all your focus on the immediate tasks at hand, typically within the next three steps. These can then be executed confidently with your full force, thereby enabling all the new business outcomes while staying true to your vision.**

# The right formula

## Building a sustainable business strategy

When you're trying to build a digital business strategy that is sustainable, and when tackling increased complexity – especially new complexity – specialized roles play a huge part. To achieve a successful digital business transformation, we strongly believe you need to work with partners with complimentary capabilities, those that you do not possess or find difficult to attract yourself.

Imagine the roles in a given company before and after the internet. Well, we are now facing the same situation with before and after machine learning and AI. How do you ensure your AI is within compliance? How do you fit security to the development process? How do you do HR for cyborgs? And will robots have any legal rights or be able to explain what it did wrong? So many new jobs merging deep tech areas with usability, legal issues and development are going to emerge in the coming years.

...and then jobs will disappear, in the same way as they did long ago for the telegraphist, film projectionist, elevator operator and switchboard operator – or the webmaster. Integrating new technology in a sustainable way means having everything up to date in ALL areas of the product you are trying to deliver – not only a few. The reason why so many fail to bring their project to life is because of a lack of operational capabilities and not adopting a cross-functional approach. Scaling should happen with executive support because this is changing the operating model and culture, rather than just fitting inside your current boxes. Another issue is missing out on next-generation expectancy of value perception. So, disconnecting your current macros and behavior, while thinking like a start-up or a new end-user.



If you are maximizing sustainability – when you are doing something so successful that it is moving towards becoming a commodity – you can then shift a small fraction of the transformation to a “new style” optimization in order to iterate on things like user experience. At this point, maybe other parts of the company are still in a transformation phase. This means being able to use off-the-shelf services, so you can free up resources and take away some of the risk regarding portability of competencies. Ultimately, it's about adapting your operating model to be as flexible as the consumption models of new technologies, services, people and collaboration models allow you.

# Choose the fast lane

## Are you achieving your full potential?

When you're thinking about making revenue streams work harder, good starting point is making sure you put together an effective and balanced cross-functional team to make the value chain more sustainable and robust. To achieve results, it is important to remember that you are investing in people – which will bring you company-wide benefits rather than just another one-off project. After creating an MVP (Minimum Viable Product) or MAP (Minimum Awesome Product), your product or service should be aimed at a very specific user group. It's not only about development, but bringing in cloud and security specialists so you can start speeding things up.

The challenge most customers have – close to 80% – is that they fill their teams with only innovation and development people, overlooking security or other operational positions which may even cover fundamentally new roles in the industry. There is a general fear in every established company that bringing in people will slow things down, but the key is maintaining a start-up attitude and using cross-functional teams to scale success with proper services.

When our customers look at their operations, they think new talent comes later, and generally they're right. They are afraid to bring in people in case they slow the time to market. In fact, what is actually happening is they are only covering 30% of their bases in order to achieve sustainability and get the revenue streams working. One of the big challenges of the IT industry is that it tends to work in silos, with areas too tightly separated. Working in this way with today's IT and its new rules, there is a danger of not making it – you might have a great idea that never reaches production and achieves its true revenue potential.



# 80%

**Close to 80% of customers ignore security and operational roles and fill the teams with innovation and development people when hiring new employees.**

# Don't hold back

## Getting a better ROI on IT investments & time to market

By taking the MVP (Minimum Viable Product) and MIP (Minimum Interesting Product) path from end-to-end in your digital capability, what you are doing is constantly delivering value to your end clients. The way to achieve an improved ROI is to work with disruptive technology in the way it is supposed to work – which is about not holding back and really putting a huge effort into it. You can only succeed by making constant adjustments – this is critical. So much of this process is about knowing that the rules for value creation have changed. It is important to find a way of collaborating across your bases, and this requires executive leadership and buy-in from everyone involved. With top-down thinking you can reimagine and reinvent the future bottom-up, improve the time to market and always have your next generation customer in mind.

At Orange Business, in any meeting we always include someone who represents the customer, and we don't talk about anything without the customer present. This way you tackle the time to market, and make it about business outcomes rather than just internal obstacles. Studies have shown that 60-70% or more of meetings are not about the customer, but about internal problems. This is clearly not helping the time to market or ROI.

# Scaling the heights

## Achieving greater scalability and flexibility

Scalability in terms of IT is not the main problem any more, now that hyperscaler infrastructure services have matured, and we have more than enough computing power. Other barriers to scaling are using the wrong architecture and missing out on the opportunities afforded by doing things sustainably with technology. To extend to scale, it is critical that you bring in the right talent and skills. The conversation about scalability is now about competences and capabilities – what is possible to pursue as a business opportunity. This might be that you are able to achieve something in 2 hours instead of 1500 hours. Big jumps can suddenly become possible when hyperscalers such as AWS, Microsoft, or Google launch a new machine learning tool which means you can cut costs by 80% in a given area. At the same time, this might bring fundamental new user experiences to your customers because you can understand their habits better, no longer need your data science team and can buy off-the-shelf learning models.

The most influential companies today have the mindset, ability, organizational structure and ways of working to help them make the most of those opportunities. What stands out is the importance of having a growth mindset and a start-up attitude, rather than only being focused on retaining and optimizing your current revenue. Outsourcing to a vendor is not the same as working with a partner and doing things with you, not just for you. Real success is achieved through an ecosystem approach of shared responsibility models. These are linked to a common business vision, rather than traditional responsibility matrixes and waterfall-like implementation projects. A recent Orange Business customer study showed that 63% of organizations who are planning to outsource, are doing so because they want more IT scalability for their business needs. The biggest risk is not losing revenue, but not being able to handle new revenue coming from different value creation; something that your competition is trying to figure out right now.

# Empowering new value creation

## New challenges and security models

Wherever you have new value creation, security is continuously evolving. Fundamental new value creation can lead to new ways of ensuring value remains sustainable and is continuously serving its purpose to end-customers. This paves the way for new ways of doing operations, new security challenges that need to be handled and even creating new jobs while others become obsolete.

Around 70-80% of companies (though most won't admit it) have shifted from the security of firewalls and intrusion detection on servers to very different security threats. This includes malicious data ingestion that hacks your AI/ML outcomes, microservices security, infrastructure code hacking, and global BYOL security in digital workplaces, including home offices to a much larger extent than before. This is an absolutely fundamental problem that can break the foundations of a company and is comparable to the situation with ethics when using AI.

Security models all link back to your understanding of what technology can do, once you integrate it and operationalize it properly. With so much change happening, you now need several roles to provide adequate cover. For the end user it is very different to how it was some years ago. Now everything requires more of an ecosystem approach, rather than fixed responsibilities. Just as with the open source community, there is a realization that fixing security challenges is a collective problem, rather than finding out who is to blame. Despite this, there are clear responsibilities for security within different layers, but as the complexity and number of layers sky rockets, it's also a collective approach.

The Orange Business view is that we care about our customers' business outcomes and underpin those with security and compliance, through an ecosystem approach with shared responsibility models and a shared vision. Being a business partner means complementing each other, so that we can eliminate any negatives and maximize the potential for positive results.



# Transforming business and society

## Tools for innovation and development: The cloud, machine learning, big data or AI

The cloud is now the core enabler for most data-driven business innovation, and machine learning, big data and AI are enabling a dramatic digital transformation of global business. Looking at the bigger picture, it cannot be overstated how the merger of these four technologies, through globally available consumption models will gradually change the way we live our lives and eventually make a huge impact upon how society works.

These are areas that have previously been separated and their convergence will lead to fundamental changes with employment, while offering opportunities and presenting challenges for society (such as cyborgs and AI compliance). We are seeing the rise of a new normal, comparable to that of the internet economy when it emerged in the early 2000s (...and yes, there will be disruption, bankruptcy and a bunch of new kids on the block ruling the world).



# A holistic approach

## Why choose Orange Business as your collaborative partner?

At Orange Business, we use three pillars of thinking to support our approach: operational efficiency, business flexibility and competitive edge. We are a Cloud Managed Service Provider (MSP) based in Europe with more than 20 years of experience helping organizations to scale their business and create sustainable growth. In our work with customers we bring a holistic approach to the customer's data, algorithms and technology. We can find new ways of collaborating that are tailored to the way you integrate your technology. By developing machine learning opportunities and using design thinking, we can help you look more closely at how you collaborate to maximize the benefits.

We will sometimes go down the MVP (minimum viable product) path by joining the innovation teams of our customers. This can help the developer and product teams to start working on their end-user products and services, so you can identify and capture new revenue streams. We often usually stick around in the customer's innovation, adoption and operations teams, so we can be more effective from innovation, right through to the production process – keeping a close eye on the customer experience and any emerging trends.

