



Executing Digital Strategy

To successfully execute digital transformation, GBS organizations need to take an agile, disciplined approach spanning strategy, delivery and culture change. Key elements include:

- Translate vision into initiatives scoped as strategic themes, capabilities and projects
- Maintain focus on overarching vision and goals
- Align business and IT leaders around priorities
- Adopt two-speed IT model – stability and agility
- Leverage business architecture and modular platforms
- Organize agile, cross-functional squads with clear outcomes
- Focus on quick wins to establish credibility
- Empower teams and limit bureaucracy
- Take calculated risks and fail fast
- Leverage MVPs, prototypes and controlled pilots
- Partner with lines of business as co-innovators
- Actively monitor performance metrics and milestones
- Orchestrate initiatives across portfolios and workstreams
- Communicate continuously for alignment
- Celebrate successes at all levels
- Institutionalize changes through policies, structures, incentives
- Develop digital and change management skills at scale
- Maintain maniacal focus over multi-year horizons
- Iteratively refine strategy based on market feedback
- Continually inject new ideas and energy

In summary, disciplined execution balancing long-term strategic focus, business intimacy, technology leverage and cultural transformation is key to realizing the digital vision.