

Introducing The Bridge

From Digital vision to action

We live in disruptive times. Technological innovation is happening in a staggering tempo. No wonder, since adoption of technology by society at large has come to a breakthrough. Technology push by organizations has turned in technology pull by the users. People demand digital first and organizations can hardly catch up. We see that the average lifespan of S&P 500 companies is getting shorter and shorter. And we're learning from new marketing models based on Big Bang innovations with only a few trial users followed by fast scaling success.

As a consequence the playing ground for businesses is changing. Disruption is becoming *The New Normal*. "if something can be done digitally, you can be sure that someone will do it". This is how start-ups work, from their garage, if need be. And by doing so, taking part of your business away from you.

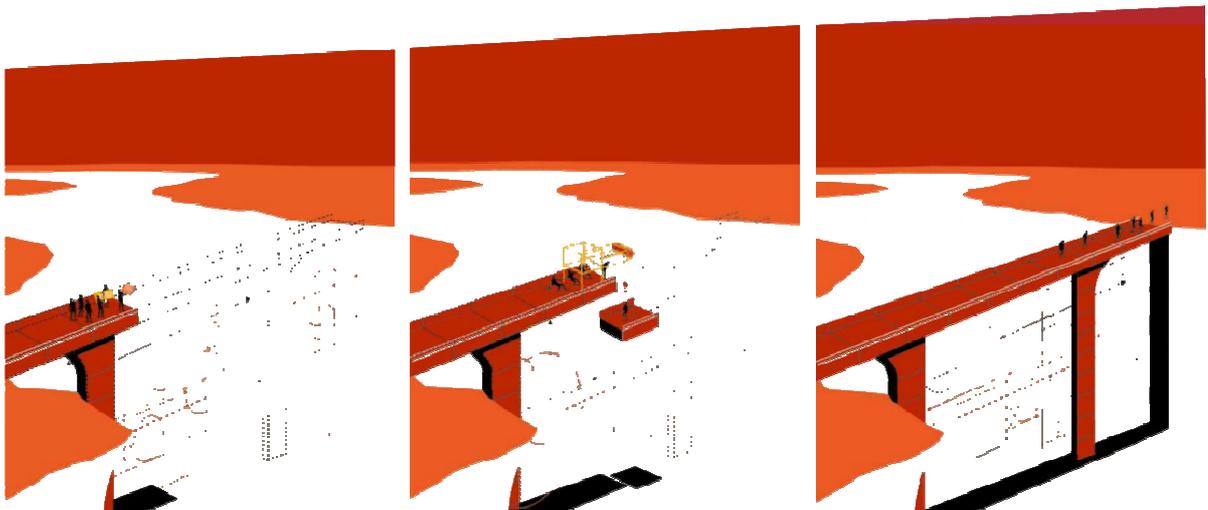
The combination of social media, mobile, internet of things, cloud and big data is changing the world:

- The entry barrier rules for competitors are changing rapidly.
- Transparency is taken to a new level: a dissatisfied customer may easily become a public outrage.
- The connection of people enables a share economy at all levels of service: the possibilities of avoiding 'big evil companies' to achieve your wishes are rapidly increasing.

All these changes together are disruptive and are creating this so called new normal. Denying the disruptive forces and new market players is an open invitation to become irrelevant. We've seen many examples in the past and will see more in the future. So organizations need to evolve. The opportunities are to be found in applying digital technology in the organizations business model in a manner that enables the organization to effectively anticipate an erratic changing customer need. But, no doubt, this is an extreme effort. It's like crossing the Valley of Death: hard work, little water and you get thirsty for success. You need a short-cut, or at least a plan. We believe it is possible, but it takes dedication, focused efforts and willpower. Sogeti enables clients to cross the valley of death by building an imaginative bridge.

Business as usual

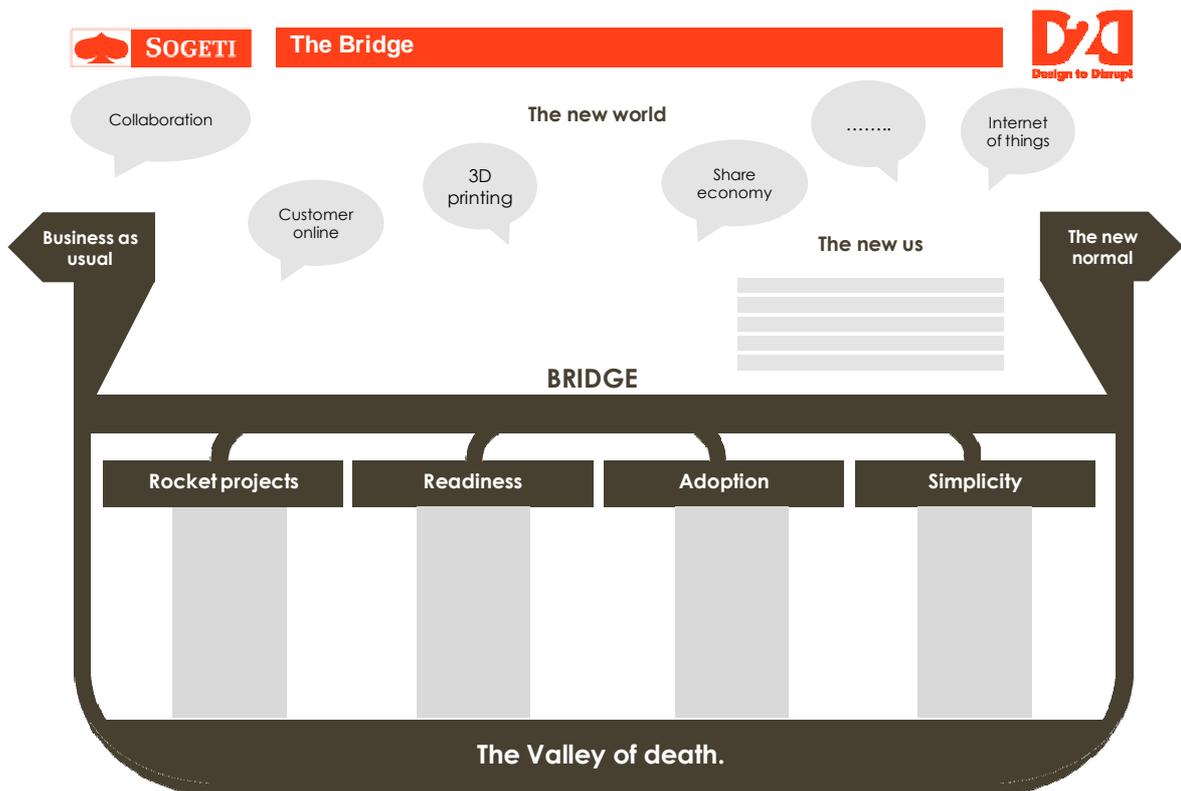
The new normal



Valley of Death

The bridge

Crossing the bridge to the new normal is a matter of transformation. By keeping doing business as usual you'll not be able to cross the valley. You have to define 'the new us' that is going to thrive in the new normal. Discussing 'the new us' forces organizations to think about the essence of their added value. Without a vision of the new us, we do not know where the bridge is heading and we might end up in the middle of the valley after all. Moreover, this is not a one-off effort. The new normal requests that organizations keep redefining their new us. Ever-changing circumstances keep organizations on their toes and ask for a continuous open dialogue. The skill with which an organization conducts this continuous dialogue determines the success of its continuous transformation.



The bridge rests on four pillars. These four pillars are derived from our previous research (and book) "The Connected Workforce":

- 1. Execute rocket projects.**

Rocket projects show the world that you take your transformation seriously. They are business projects that exhibit the new us, both to the outside world and to the internal organization. To achieve this, rocket projects must be successful, highly visible and well-executed. Rocket projects give direction and energy. They are the motivation as well as the driver of the entire transformation. They are also the fun part. They make people want to go on. And they make customers want to keep returning.
- 2. Be ready.**

Readiness projects make you a modern organization that is up to the challenges of the new normal. Most organizations have some technical debt and deferred maintenance. Also, the organization's culture and behavioral norms may need to change. So, action has to be taken. This is about building digital capabilities, implementing effective processes (development, testing, security, etc.), and applying the best practices of the field. Examples of readiness projects are opening up your data, rationalizing and modernizing your technical infrastructure, introducing agile development and engendering collaboration with partners and customers.
- 3. Take care of adoption.**

The value of technology can only be realized through its use. With everything you do, the ultimate test is whether your customer actually uses your services. Adoption of your brilliant ideas, both outside and inside the organization, must be a defining factor from the start. A dashboard only has value if it is used to make decisions. A cool app only has value if customers use it. The business case has to be positive for the user or everything else is useless.

4. Keep it simple.

The big challenge is to keep things simple in order to be able to keep transforming. The speed of change will not diminish, and organizations must keep up. You must have a process in place to keep things simple, and not introduce unnecessary complexity that stands in the way of future change: make transparent choices, design for agility, architect for simplicity and govern your IT with wisdom. Simplicity does not just happen.

The bridge is a strategic dialogue tool used by SogetiLabs. It stimulates the right kind of dialogue by the context it provides. The focus on the new world and the new us stimulates organizations to think outside the box and seriously consider the new normal and what it means to them. Existing initiatives and projects of an organization can be positioned in one of the pillars. Mapping an existing project portfolio may reveal surprising insights. For instance, an organization that spends all of its resources on huge readiness projects, with no attention to the other three pillars. Of course, the projects in the pillars should be a coherent whole and should match the picture of the new us.

It will help to start with thinking about rocket projects, as they may provide direction and scope to the actions in the other pillars.

Three modules for using the bridge:

The Bridge can be used in different ways, but it all services the same purpose: to define an answer on the digital disruptions that are going on in your own market.

1. As a strategic dialogue tool to work with one of our digital consultants.

It helps to steer a dialogue to particular perspectives. It provides a more holistic lens on what is going on in an organization, and helps to give meaning to it. It also reveals missing pieces of the puzzle.

2. As a structuring tool to get more people aligned.

The bridge used in workshops can define the new world and the new us and translate these into initiatives and actions for the four pillars. Key in this is an outside the box approach.

3. As a way to define your digital disruption program.

By providing services that support organizations in crossing the bridge, we provide follow up based on TechnoVision (c). TechnoVision is our tool to learn, communicate, design, reposition and transform from technology and business to business technology, aimed at customer relevance and competitive efficacy. Its state-of-the-art building blocks can be used in building the bridge.

More information

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Sogeti Nederland B.V. Sogeti is a multi-IT specialist that is active in application management, the management of infrastructures and (High-Tech) engineering. The solutions of Sogeti for mobile, security, the cloud and business intelligence contribute to realising the strategic objectives of its clients in the large-business market. Sogeti is market leader in the field of software tests, both internationally and in the Netherlands. Passion for professional expertise is in the genes of the 3,000 Sogeti employees who work (closely) with the client. Sogeti Nederland B.V. is part of the international Sogeti group, which has about 20,000 IT professionals in fifteen countries and over one hundred branches in Europe, the US and India. More information is available on www.sogeti.nl

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