**Digital disruption and transformation**

**“Digital transformation is the reimagining of businesses in the digital age”.** (treehouse, n.d.)

Digital transformation presents organizations with the opportunity to re-imagine the way their business is run through new digital processes and tools. However, as with any change management initiative, there are challenges businesses will face throughout the transformation processes, ranging from people-centric issues, structural problems, technical barriers, and everything in between.

**CHALLENGES**

The most serious challenges to a company's success include: (whatfix, 2022)

**Lack of Change Management Strategy**

Organizations with a strong change management strategy are 6% more likely to succeed in their journey to digital transformation. An effective change management strategy entails planning a project by determining the root causes of problems - as well as developing relationships with all stakeholders and employees.

**Complex Software & Technology**

            Complexity of enterprise software’s and technologies can be intimidating, especially in terms of implementation and data integration as well as end user experiences.

**Driving Adoption of New Tools & Processes**

            Resistance to accept disruption from internal employees is always a challenge. Organizations must provide comprehensive onboarding training as well as continuous employee performance support for new software implementations to help employees become productive and proficient.

**Continuous Evolution of Customer Needs**

            Customer needs are bound to change over time. Digital transformation timeline may be considerably long and hence adapting an agile and flexible approach to account for the changing needs is another challenge that organization faces.

**Lack of a Digital Transformation Strategy**

            Successful transformation project required a predetermined strategy. Having a concrete strategy answering all the critical questions is another blocker that organization faces when undergoing a transformation journey.

**Lack of Proper IT Skills**

            Having a high skilled, high-performing IT team is critical to the transformation journey. About 54% of organization fail in their transformation journey due to lack of technically skilled employees.

**Security Concerns**

            Another push backs that most companies’ face are around data security and privacy. Having a proactive mitigation strategy that can tackle cyberattacks, data leaks, system vulnerabilities to name a few, is a major challenge faced by the organizations.

**Budget Constraints**

            The journey to digital transformation is costly. Budgets are almost always bound to rise when organizations lack a fool proof transformation strategy, resulting in scope changes and additional work.

**Cultural Mindset**

            The final barrier is the cultural mindset. Everyone, from leadership to new employees, must be on the same page for the transformation journey to be successful. A significant cultural challenge in this journey is that everyone must shift their mindset from being old school to not being afraid of learning new things.

Let’s take an example of Google’s Smart Glass and analyse how one of Google’s most famous projects failed in the disruption journey.

**GOOGLE GLASS**

At its annual developer conference in April 2012, Google initially unveiled a prototype version of the smart glass which was supposed to be a revolutionary new computing platform via Google's Explorer program, a restricted set of developers and early users were the only ones who had access to the device right away. Photos and a video titled "Project Glass: One Day...", which depicted a typical day in the life of a Google Glass wearer in New York, served as the device's first public demonstrations.

In April 2014, the first version of Google Glass was made available to the public, but exclusively in the US. The item was sold for $1,500, which was thought to be a high price. This wearable, which took the shape of an optical head-mounted display, allowed users to check their messages, see images, and conduct web searches, among other functions, all while being fully voice- and motion-controlled. Despite the initial buzz surrounding Google Glass, the product's sales were low, and it was never widely adopted.

While this version, which had mainstream consumer ambitions, was discontinued in 2015. Two years later, Google announced Google Glass Enterprise Edition with a scaled-back ambition of selling the device for specific use cases in industries such as healthcare, manufacturing, and logistics.

Diagram

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Fig 1 - Google Glass

A picture containing chart

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Fig 2 - Google Glass components

**Google Glass employs the following technologies:**

* Augmented Reality (AR)
* Voice Recognition
* Internet of Things
* Gesture Recognition
* Cloud computing
* Bone conduction technology
* GPS

**Reasons why google glass failed:**

In spite of all these technologies, Google glass failed due to multiple factors,

**Privacy and piracy concerns**: The Google Glass's built-in camera raised privacy and piracy concerns because it could record or take photos at any time, potentially invading people's privacy. Due to the risk of illegal filming, it was also prohibited in movie theaters and casinos.

**Design:** Google Glass received criticism for its design, which differed from conventional glasses and had a bulky frame that many people disliked.

**Health concerns:** People were concerned about Google Glass because it emits continuous radiation and is worn near the brain and in contact with skin.

**Lack of objective:** Google Glass' failure can be attributed to a failure to follow a basic business principle, which involves identifying a demand or problem to solve before developing a product. The product's lack of clear benefits to consumers, as well as engineers' differing opinions on its use, contributed to its downfall.

**Glass explorer marketing approach**: The failure of Google Glass can be partially due to its exclusive marketing approach, which restricted the product's initial availability to a small number of "Glass Explorers," most of whom were journalists and tech enthusiast. The product did not generate a lot of demand or sales because these early adopters did not represent the larger consumer market.

**Price:** The Google Glass's high price of $1,500 made it a less appealing product for consumers, especially since its features did not justify such a high price. The lack of a value proposition at such a high price was a major contributor to the product's failure.

**Battery life:** The battery life of Google Glass was a major concern, as it only lasted about four hours per charge and became quite hot because of the significant amount of energy required for video recording, AR display, and voice commands.

**Lack of consensus: The** camera feature on Google Glass was added assuming that users wanted a better way to take spontaneous photos without a separate device, but there was no consensus on how the device would be used.

**Limited availability:** The limited availability of Google Glass in only a few markets, including the United States, the United Kingdom, Canada, and Australia, hampered its ability to attract a larger audience and gain mass appeal. As a result, developers and businesses had fewer opportunities to create innovative apps and use cases for the device, which ultimately contributed to its failure. (Yoon, 2018) (Failory, n.d.) (The Real Reason Google Glass Failed Spectacularly, 2022)

**Lessons learnt from the failure of Google Glass.** (Srivastava, n.d.)

* Emphasize the product's everyday benefits and use paid media to boost the product's public relations.
* Release the product as soon as possible to capitalize on the current wave of interest and purchases.
* Before launching a product, clearly define its goals and objectives.
* Monitor and improve a product's advertising and marketing on a regular basis to increase its chances of success.

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