**Q1. Answer**

An organisation could consider the below strategies in the digital transformation project to achieve benefits to customers, partners and to company by adding value to its products and services and by re-imagining the existing solutions.

1. **Changes to how people work**

Organisation should analyse the changes that are required for company’s growth. Also, it must analyse the impact of these changes on employees. Company should try to make a map of guidance to design the future of working environment, processes. It must be tested in a small test unit and the impact has to be analysed further. It has to be developed further till it yield the expected results. This map benefits the organisation as it gives a general overview. The employees can participate, and this will give them a systematic approach of company’s future working environment. New employee qualifications are necessary for the rapid development of the company in this digital era. For example: Let’s consider a new project taken up by the Company A to develop a brand-new product. The company has to consider few of the criteria such as benefits for the customer, Process orientation and self-regulation in the working group, the leadership role, process to resolve the issues and rewards for the participation. To innovate a brand-new product, the employees need a set of new skills such as ability to develop, creative thinking and team work for knowledge transfer. This required the key positions to be held by experienced staff and well qualified newbie along with Company’s Leaders. To develop a brand-new product, the company has to understand the problem. Observe, research and generate findings in order to describe the problem. Breakdown the observations into prototype solutions by developing solutions using creative ideas with brainstorming sessions. Developed prototypes should be tested in order to demonstrate the value of the product. It is developed further based on the insights gained during prototyping, testing and refined until the optimum, user-oriented product is created. The effect of process plays a key role in developing a product. The way in which a process is introduced will have an impact of how well the process can be implemented in the project. Process can be implemented on small work force and can be further expanded to different teams in the company. Analysis can be done on the impact of the new process on the employees by taking feedback from them. A satisfied workforce is very important to any company. So, company has to focus mainly on the workforce satisfaction. Employees should be given a scope for creativity and learning interdisciplinary skills. This will create enthusiasm in the employees.

1. **Understanding the Changing Requirements:**

An organisation has to understand the changing requirements and needs of the clients. It has to transform to meet the expectations from customers. During this transition, a company must secure its competitiveness. Along with innovative technology, a company must have qualified and skilled employees to meet the new expectations. New knowledge and new skills are called for. New paths has to be found to impart knowledge and expertise. Extended skills are needed to handle zero-day problems. Understanding capability is required to provide innovative solution. Company Leaders should recognise the business trends at an early stage. The trends has to be assessed in terms of their value provided to the company. At the same time, it is also analysed how quickly the company must react to the trend. Company has to identify if it concerns only one specific department or the entire company. Based on the analysis, the employees should be provided with training programs to understand the new expectations of their jobs. Training programmes introduced that cover the new skill set required.They should also be trained to switch over from one process/ technology to meet the needs of the organisation as required. Identifying trends at an early stage and then analysing and evaluating them fully is crucial for implementing needs-oriented training. The impact has to be assessed in relevance to short term or long term. Employees in any sector should be able to access web-based trainings within the organisation.

1. **Collaboration with Executives & Partners beyond your own domain**

General Electric (GE) was able to successfully digitalise because it looked outside of its own industry for inspiration and insight. Instead of competing with direct competitors, the company opened its doors to hire people from outside their industry, including Bill Ruh, who had experience developing advanced solutions from Cisco. GE looked out to work with various incubation labs to gain experience working with startups in wide range of areas. GE was able to expand its business into different fields with this innovative view and launch the Predix platform, an Internet of Things platform. This innovation allowed industrial machines to be monitored and optimized digitally. GE analysed trends in other industries and proved to be ahead of it’s competitors. The impressive initiatives landed them in successful businesses in areas different from its traditional business zone.Airbus is another example of collaborating with Partners from research and Industry. The objectives of the Project is to experiment with interdisciplinary, interprofessional, and international approaches in different fields.

1. **Ask your customers**

Asking your customers for feedback and knowing them better with surveys will help any organisation to meet the expectations and also help them to come up with innovative ideas of designing a product or service. Understanding the targeted customers is key in success. An organisation can come up with new ways of managing the tasks and issues if it considers the feedback. It is very important to have a feedback loop when an organisation wants to do better business. Feedback and surveys can be done easily in the digital era with the help of smart phones, online survey options. Data analysis can be used to understand the trends and patterns in problem areas. Understanding the issues of customers and working backwards to design a digital solution is the key in developing the business for any organisation. Customer insight should be fundamental cornerstone of the digital strategy.

**Q2. Answer**

Business process automation is a way by which companies take out the complex, most redundant steps from their processes and streamline them for simplicity. Automation is moving the needle of commercial enterprise performance and simplifying human lives in trendy. Nowadays businesses are turning their heads towards automation to integrate leading-edge technologies into their companies. Businesses that embody commercial enterprise process automation have reduced expenses, saved time, and requested their workforce to focus on other serious problems. They used machines to do the routine duties and minimize human errors and delays in performing a task. But there is a common notion that the employees might lose the job after automating the business processes an many feat that compete with machines for jobs, will make economic inequality much worse.The majority of employees are reluctant to incorporate automation into their professional and personal lives because of lack of awareness. One effective way is to spread digital competency and helping the employees to understand the advantages of the digitalisation and automation. In this way, employees will take on jobs that require more responsibility, specialization, and cognitive ability, while automated processes/machines will do the routine work.

**Scope and Goals of Automation:**

As a CIO of company, I would explain the scope of the automation to employees. I will publish a manifesto with the scope of automation and the goals, outcomes of the automation. Employees has to be trained to understand that automation is an opportunity but not threat to improve the work place environment as employees will be free to focus on challenging and cognitive tasks. Upskilling the workforce with programs to look at ways that will grow the business and to do some of the things that add much more value by automating the routine job. Real digital transformation has two main dimensions. The first is using digitalization to improve the way the enterprise operates. The second dimension focuses on using digital technology to improve how we create value. Employees should be made aware of the goals of automation by making them understand what effect does all this have on the working situation of the employees? Are jobs created or reduced? Are the requirements increased or reduced, is the value of the work enhanced or devalued? What about the working conditions

(work load, work intensity and working hours): are they improved or worsened? Each of these factors – employment trends, work requirements and working conditions has to be visualised to the employees.

**Transparency and Assurance:**

As CIO of company, I will make sure that employees are informed about the change in the process and work environment and are made competent enough before the implementation of automation. Employees has to understand automation will help drive down costs while increasing the quality of many products. The ability to quickly create new products at scale will create more product variety for the end user, so, the employees can focus on the initial new product which is a result of human creativity and it is more reliable. This will increase technology-oriented jobs, but will reduce manual jobs. Automation can produce more leisure time to the humans and employees are directed to train with innovative technologies.

**Explaining the Strategy with proven Real-Life Examples**

Let’s consider my Company ‘Z’ to be involved in Manufacturing of spare parts and also it takes care of its own Logistics to export and import spare parts.  
  
Initial situation and Problem:

All the manufactured spare parts inventory and their location was documented in books. Now, we want to use sensors to manage and count the number of spare parts manufactured. This will automate the maintenance of inventory and easy to identify the location of the particular spare parts. To export or import the spare parts, the drivers use the known pickup routes which may delay the delivery at times. The drivers can use smart phones to navigate to the destination easily and the pickup and drop routes can be optimized with proper route plan. This will save time to the drivers and the company can track the time spent in delivery of the goods.  
  
Transparency of Benefits to the Employees:

* Time Saving: It will save time to maintain inventory and the documentation of the raw goods. It will reduce human errors and it is more reliable. It saves both time and effort of drivers. Customers satisfaction will be risen due to more reliable delivery system which will overall benefit the company.
* New Skills: Employees will learn a new skill of maintaining the automated inventory and utilizing the delivery system in an efficient way. The training of employees may be cost effective but it will be flown back to the company in the form of revenue. Training can be streamlined using web based technology for cost reduction.
* Improved resources: Employees should be deployed more flexibly decreasing the demand for standby services.
* Potential for continuous improvement: Visualization of the routes will facilitate the recognition of more efficient routes and improved performance of the customers.

As CIO, I would motivate the employees with real life proven scenarios. One scenario is that there was a common notion that IT might kill many jobs and create unemployment. But in real time, IT created more jobs than expected improving the quality of living and making lives better.

**Q3. Answer:**

Digital transformation to telecom companies is an opportunity to rebuild their market positions, reimagine their business systems, and create innovative offerings for customers.  Today’s customers expect an easy-to-use interface with 24/7 fast service across all channels. Yet many operators, especially incumbents, struggle to meet these expectations because of slow design processes, limited customer input, and rigid legacy IT systems. They need to overcome these barriers and invest in effective customer-relationship-management systems to track customers’ digital footprints, reduce costs, boost customer satisfaction, and improve brand advocacy and differentiation. Digital transformation now influences customers’ preferences across the whole decision journey.   
Mr. Steven should have a clear vision on the supply and maintenance of telecommunication and information technology related systems, products, networks & infrastructure by valuing integrity, quality and innovation. He may consider the below for successful digital transformation.

*Areas of Improvement*

1. Automation in the Telecom sales process: Telecom industry sales teams can look into automated processes and big data analysis techniques to collect research and intelligence on prospects. Automating processes provide intelligence in real time. With this information, teams may expand sales and resources in competitive markets and may participate in the race much ahead of their competitors.  
2. Telecommunication industry is widely expanded but there are rural areas where the quality of service is not up to the mark. Telecommunication providers need to make upgrades to their IT and connectivity infrastructure and focus on providing data and voice services that are high quality, reliable, and affordable and this is possible with usage of innovative technologies and digital transformation.

3. Investing in OTT services: With phenomenal growth of mobile messaging apps in the last few years, the usage of text messages is drastically reduced. The voice services provided on top of these messaging apps is a threat to telecom industry as voice traffic is also decreased which in turn reduced the revenue. As this is an emerging technology, Mr. Steve can plan to invest in OTT services as well.

4. Impact of the upcoming Technology and its future: Internet of Things (IoT) is the latest buzz word in research and development. Telecommunications has to understand the impact of Internet of Things (IoT) which is leading to an explosive growth in the connected devices. This growth is expected to push the data to be handled by networks to zettabytes per year.

5. Telecommunication firms must look at the level of ICT innovation and adapt their organization to digital transformation by creating strong cross-functional interfaces and by seeking tools for maintaining organizational flexibility.

6. Bundling of existing products and services: Ever changing technology and peer competition increased availability of services. Customers can compare and choose the Telecommunication operator. Customized solutions to the consumers and the operational support services like service configuration, order fulfilment, customer care, and billing are expected to have hassle free experience for the consumer.

7. 5G networks: Telecommunication industry is researching on 5G networks to provide faster and reliable communications. Investing in the research field of future technology will help Mr. Steve’s firm to stay ahead of the competitors.

8. Security Threats: Customers will begin to expect, then demand, more proactive protection from the entire internet value chain, and carriers will be expected to support these expectations with a range of technical and operational innovations. Telecom Industries play a pivotal role in fighting the new threats that are emerging.

9. Employing the new skills: With the rapid change in technology, Mr. Steve should invest in training programs for digital transformation to improve the skills of the work force. He can use web-based training for the cost effectiveness.

10. Adapting to meet new technical needs: With enhanced provided in cloud technology, Mr. Steve can consider decentralizing the data servers and move to cloud based solutions. He can also invest in providing cloud-based services.

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