Chapter 1 : Embracing Digital Technology

Jan 21, Â· Innovations like machine learning, artificial intelligence (AI), autonomous agents, and virtual reality are deeply changing the workforce, rapidly transforming jobs once considered invulnerable to.

Executive Summary Advertisement Companies routinely invest in technology, and too often feel they get routine results. To better understand how businesses succeed or fail in using digital technology to improve business performance, MIT Sloan Management Review and Capgemini Consulting conducted a survey in that garnered responses from 1, executives and managers in a wide range of industries. Their responses clearly show that managers believe in the ability of technology to bring transformative change to business. But they also feel frustrated with how hard it is to get great results from new technology. This report as well as the survey focuses on digital transformation, which we define as the use of new digital technologies social media, mobile, analytics or embedded devices to enable major business improvements such as enhancing customer experience, streamlining operations or creating new business models. The key findings from the survey are: To complement that research, which involved interviews with executives at large companies, MIT Sloan Management Review and Capgemini Consulting conducted a broad-based online survey. Read More Previous research with executives by the MIT Center for Digital Business and Capgemini Consulting showed that many companies struggle to gain transformational effects from new digital technologies , but also that a significant minority of companies have developed the management and technology skills to realize the potential of new technologies. Our current survey deepens this research by getting frontline perspectives as well as high-level ones, from staff to board member. See About the Research. It shows that frontline corporate employees believe they face a strategic imperative to successfully adopt emerging new technologies. Almost no organization is sheltered from the competitive disruption wrought by the widespread adoption of digital technologies. But the survey also shows that organizations are finding ways forward by taking steps such as developing business cases for technology adoption, creating cross-department authority for digital initiatives and re-aligning incentives to include metrics relevant to digital transformation. This report will delve into the challenges of digital transformation and how companies are meeting them to achieve competitive advantage. They look at high-profile examples of companies using technology to galvanize their business, and wonder what they need to do to follow suit. It created a vice president of digital ventures, hiring Adam Brotman to fill it. His first move was to offer free Wi-Fi in Starbucks stores, along with a digital landing page with a variety of digital media choices, including free content from publications like The Economist. Last year, they cut 10 seconds from every card or mobile phone transaction, reducing time-in-line by , hours. Starbucks is adding mobile payment processing to its stores, and is processing 3 million mobile payments per week. Soon, customers will order directly from their mobile phones. Using social media, mobile and other technologies to change customer relationships, operations and the business model has helped Starbucks re-engage with customers and boosted overall performance. A Widespread Problem Many companies want Starbucks-like results, but most are far from achieving them, according to our survey See About the Research. Sixty-five percent of respondents are in organizations that rank as least mature â€" the category the index refers to as Beginners. The world is going through a kind of digital transformation as everything â€" customers and equipment alike â€" becomes connected. The connected world creates a digital imperative for companies. Rated D for Digital Most companies lack experience with emerging digital technologies. Beginner companies probably use email, Internet and various kinds of enterprise software. But they have been slow to adopt, or are skeptical of, more advanced digital technologies like social media and analytics. Conservative companies deliberately hang back when it comes to new technologies, although their management has a vision and effective structures in place to govern technology adoption. Fashionista companies are very aggressive in adopting new technologies, but do not coordinate well across departments or have an effective vision in place for dealing with digital business. Digirati companies have executives that share a strong vision for what new technologies bring, invest in and manage digital technologies quickly and effectively, and gain the most value from digital transformation. Employees know that technology matters: Despite growing acknowledgement of

a digital imperative, few companies are responding. So the advice I would give somebody starting it now is, think of yourself like a consumer technology company. One key point is, they update frequently. For non-tech companies, this translates into adapting by streamlining product cycles. Quicker product cycles often lead to adding some features later. Adding features into new versions of products can become a strategic move for non-tech companies, as well. Digital Cash Register Digirati â€" the best companies at managing digital technology â€" get the best financial results. Responding effectively and quickly to new technologies affects the bottom line, and ultimately business survival. Effective management of new technologies is already creating winners and losers in measurable ways, like market share and profits â€" both areas where Digirati outperform their rivals. Business leaders who embrace the digital imperative will see boosts in their operations, customer relations and business models, as described in the next section. Though innovative new business models are what every CEO dreams of, companies more often see digital technologies help transform their customer experience or operations. Business model transformation is difficult, and far less prevalent, according to survey respondents. Advertisement Customer experiences reflect the clearest impact of digital transformation. The survey found that improving customer relationships was the area where companies were having the most success with digital technology. Most prominent was improving the overall customer experience, followed closely by enhancing products and services in customer-friendly ways. Survey respondents said their organizations also are seeing improvements in operations, in part in automating operations. A number or respondents said internal communications are sharply improved, especially through using social media. The opportunity for digital technologies to create new businesses is real, and a quarter of respondents expect digital transformation to launch new products and services. General Electric is pushing an Internet of Things service strategy that will help it tell customers how to schedule maintenance and avoid part failures, improving operations. The company expects it will sell services related to maintaining its products. Of course, more efficient products may well reduce demand for new GE goods. Companies are using technology to create real, transformative effects across customer experiences, internal operations and new business model. But business model transformation is also elusive. They lack both the management temperament and relevant experience to know how to effectively drive transformation through technology. There is no one factor that impedes digital transformation. Even companies where leadership has demonstrated it can effectively leverage technology can run into challenges with new digital technologies. Lack of vision or sense of urgency plagued many companies, culture at others, and organizational constraints problems at still others. Our research highlighted nine specific hurdles in the broad areas of leadership, institutional obstacles and execution that companies need to overcome to achieve digital transformation. Defining the Agenda Percentages refer to respondents who clicked this option versus total number of respondents who answered this question. The Biggest Transformation Traps Desire, money and tools are the three big reasons organizations fail to use technology to make their business better. Many managers feel no urgency to achieve digital transformation. This may be because so few leaders offer a vision and a road map for digital transformation, leaving managers with no motivation for achieving it. The survey shows a clear split in perception of urgency between the top managers at companies and those below them. In fact, the further down the organizational ladder one goes, the less satisfied workers are with the pace of digital transformation at their organizations. Or it could be that as one gets into the trenches of transformation, conditions change. But employee skepticism can also impede pace â€" even when leadership is on board to promote digital transformation. I lose my credibility if I push it too hard. The Vision Thing Digital transformation starts with a vision from top leadership. Why would two-thirds of executives fail to articulate a vision for digital transformation? At least part of the reason comes from choosing the right way forward. Intel Gets Urgent At Intel, there is no lack of a sense of urgency; the company knows mobile technology is upending its market. The company has failed multiple times to become an important provider of mobile processors, including turning down the opportunity to provide chips for the original iPhone. Now, Intel believes it needs a more collaborative culture to help it gain an edge in mobile processors. First, the group had to agree on the overall vision, the need for cultural change in order for Intel to compete effectively in the emerging mobile market. Then it had to create ways to bring people together. Among steps Intel took to improve communications were

adding video conferencing rooms, electronic white boarding, and adding search functions to its SharePoint implementation. All company employees are now on an internal social network. Intel has also set up teams based on accounts, not internal departments. Intel is taking small, concrete steps towards changing its culture, rather than massive, risky leaps. The small-step strategy is one many companies could adopt when trying to transform. A thoughtful and piloted approach needs to be adopted. Picking a Direction Creating a road map towards digital transformation is challenging. There is much less alignment when it comes to the road map. Developing a road map for digital transformation presents hard challenges because digital transformation takes many forms. For instance, executives must decide what to transform first: Any individual step requires multiple, coordinated actions. It can also require executives to reframe what they think about their business. Reframing questions about the business is a real challenge, because doing so requires a company to challenge its own assumptions about itself. Some of these reflect broader societal ideas about gender, age, education and other factors, which can be unspoken issues that affect every aspect of a company, including digital transformation. We will look at four major institutional barriers to change. Attitudes of Older Workers Responses to the survey suggest a deep-rooted perception that older people will have trouble reframing. Older colleagues know that technology projects often fail to deliver what they promise. Older executives and managers need to understand that their age can undermine faith in their ability and interest in leading digital transformation, and develop approaches to make it clear that they want to see transformation occur. Legacy Technology The perception that older people are technology-averse could be, at least in part, stereotyping. But problems arising from older systems are a legitimate issue. For one, such systems can be complex to update, especially when connecting to new kinds of technology. Limitations of IT systems ranked third on the list of significant organizational barriers to Digital Transformation, cited by people.

Chapter 2 : Diversity & Inclusion Institute

Prof. William Lahey has given the government a workable plan for resolving the conflict over forest policy that has bedevilled the province for decades. The Healthy Forest Coalition, which is supported by a number of provincewide and local citizens' groups actively promoting ecologically sound.

Mostly, it happens when the brand new readers quit using the eBooks as they are unable to use them with the proper and effective fashion of reading these books. There present variety of reasons behind it due to which the readers quit reading the eBooks at their first most effort to make use of them. Nevertheless, there exist some techniques that may help the readers to really have a good and effective reading experience. A person should fix the proper brightness of display before reading the eBook. It is a most common problem that most of the individuals usually tolerate while using an eBook. As a result of this they have problems with eye sores and head aches. The very best option to overcome this serious difficulty is to decrease the brightness of the screens of eBook by making specific changes in the settings. It is proposed to keep the brightness to possible minimum level as this will help you to raise the time which you can spend in reading and provide you great relaxation onto your eyes while reading. A good eBook reader should be installed. You may also make use of complimentary software that could provide the readers with many functions to the reader than only an easy platform to read the desirable eBooks. Besides offering a place to save all your precious eBooks, the eBook reader software even give you a large number of characteristics in order to improve your eBook reading experience than the standard paper books. You can even enhance your eBook reading experience with help of choices furnished by the software program such as the font size, full screen mode, the particular number of pages that need to be displayed at once and also alter the colour of the backdrop. You must not use the eBook continually for many hours without breaks. You should take appropriate rests after specific intervals while reading. Nevertheless, this will not mean that you should step away from the computer screen every now and then. Constant reading your eBook on the computer screen for a long time without taking any rest can cause you headache, cause your neck pain and suffer from eye sores and in addition cause night blindness. So, it is necessary to provide your eyes rest for some time by taking rests after specific time intervals. This can help you to prevent the troubles that otherwise you may face while reading an eBook always. While reading the eBooks, you should favor to read big text. So, increase the size of the text of the eBook while reading it at the screen. It is suggested that never use eBook reader in full screen mode. It is suggested not to go for reading the eBook in full-screen mode. Even though it may seem simple to read with full-screen without turning the page of the eBook quite often, it place ton of pressure on your own eyes while reading in this mode. Constantly favor to read the eBook in the exact same length that would be similar to the printed book. This is so, because your eyes are used to the length of the printed book and it would be comfortable that you read in exactly the same manner. Try out various shapes or sizes until you find one with which you will be comfortable to read eBook. By using different techniques of page turn you can additionally enhance your eBook experience. You can try many strategies to turn the pages of eBook to enhance your reading experience. Check out whether you can turn the page with some arrow keys or click a specific section of the display, aside from utilizing the mouse to manage everything. Prefer to make us of arrow keys if you are leaning forwards. Lesser the movement you have to make while reading the eBook better is going to be your reading experience. Technical issues One difficulty on eBook readers with LCD screens is that it will not take long before you strain your eyes from reading. This will definitely help make reading easier. By using all these effective techniques, you can definitely improve your eBook reading experience to an excellent extent. This advice will help you not only to prevent certain hazards which you may face while reading eBook often but also facilitate you to enjoy the reading experience with great comfort. The Growing Imperative to embrace Creativity. The Growing Imperative to embrace Creativity mediafire. The Growing Imperative to embrace Creativity pdf, epub, docx and torrent then this site is not for you. The download link provided above is randomly linked to our ebook promotions or third-party advertisements and not to download the ebook that we reviewed. We recommend to buy the ebook to support the author. Thank you for reading.

Chapter 3 : IDCï¼šDigital Transformation (DX), Strategic Business Imperative to Embrace Now

By PAUL PROSS Prof. William Lahey has given the government a workable plan for resolving the conflict over forest policy that has bedevilled the province for decades. The Healthy Forest Coalition.

Today, the marketers job has evolved to include now the final stop on the customer funnel - the payment experience. Mention the word "FinTech" to a marketer and you might just get a glazed over expression and a polite nod from the other side of the table. The Baymard Institute reports that So, for every hundred customers who visit a website, nearly 68 of them abandon their purchase due to a variety of factors - one of which is friction associated with the online payment flow. If a checkout takes too much time or too many steps aka clicks , then the odds are that a user will leave the site or app without completing the transaction. As a marketer, everything still begins with a solid strategy and creative execution insert everything from programmatic planning, humorous campaign, compelling content, or slick website. It does not end until the actual customer conversion, and more and more, that conversion is dependent on the payment experience. This is exactly why leaders in the sharing economy are turning to top FinTech companies like Stripe, YapStone, and Braintree to help improve their overall customer experience. They just want the shoes quickly and easily so the pay flow or checkout UI must be easy and dare I say rewarding. I tapped his brain for some insights into how top marketers are using FinTech to improve the customer experience and deliver more results on marketing spend. Here are three important insights to keep in mind: Remember your last cab ride - at the end of a cab ride, the cabbie tells you the fare, and you hand him a credit card--and then, of course, he asks you to pay in cash. Then you wait and wait until it is approved and then for the receipt to print. For every Uber passenger, their credit card is already loaded, so when the ride is done--one simply says, "thank you for the ride" and gets out of the car. This is called an invisible payment and is one of the most crucial elements to user conversions. Plus, factor in that you can review your Uber or Lyft driver and leave feedback, the experience blows riding in a taxi away. No need to tip. Just a seamless, transparent transaction. Furthermore, 9 out of 10 mobile searches lead to action, and more than half lead to sales - a very compelling reason for marketers to make punching in a credit card number as easy as possible. If you have are an eCommerce company, it is obviously crucial to deliver a rewarding user experience. You must anticipate the needs of your customers. One example is the "fat finger" issue. For customers, accurately entering their digit credit card number is time-consuming and even frustrating--especially when in a hurry. Because of this, FinTech companies developed an innovative solution, OCR technology--to give customers the ability to snap a picture of their credit or debit card, with their mobile phone, to automatically input their payment details without all the hassle. If you think about setting up your account and payment method in a new app, it now takes seconds instead of minutes - with little chance for mistakes. Smart integrations like this will not just help marketers make the initial "sale"--but will keep customers coming back. For a Brand, Credibility Includes Security Millions of Americans benefit from generating supplemental income via the sharing economy - and the marketplace companies that bring sellers and buyers together. Today, any of us can make some extra money by renting out a condo or room with HomeAway and AirBnB, selling goods or services on Etsy, or even sharing our car with Turo. Regardless of what side of the equation you may be on, every person wants to "feel" that their personal information and their money will be secure. Without this feeling, the transaction will not take place, and the marketplace companies would be dead in the water. FinTech companies, like YapStone and Braintree, offer robust payments platforms that protect the buyer and seller, as well as the marketplace company. And that is something that will truly pay off. Apr 12, More from Inc.

Chapter 4 : How Spotify, Netflix, and other leaders use AI

Remember Hal, the computer run amok in Stanley Kubrick's A Space Odyssey? Forget him. The human vs. machine battle is so 20th century. Technology is not the other. It is an integral part of how work gets done. It's time to replace fear of advanced technologies with the ability to work with.

The CCSMM provides a "yardstick" to determine the current cyber security posture, a "road map" to help improve that posture, and a common point of reference to share experiences and lessons learned. The model identifies the characteristics of communities and states as they mature their cyber security programs. It uses aspects such as cyber security awareness, security policies and procedures, information sharing within and between organizations, and cyber security training and education. It is not lost on the CIAS that states are made up of communities and communities are composed of organizations and the model addresses these very different needs. It is often depicted in three dimensions to show how its tenets can be applied to a large swath of administrative units. There are five levels in the CCSMM and organizations, communities and states progress through each of the five levels in order. The transition from one level to another is referred to as a phase and thus there are four phases in the model. Level 1 - Initial Organizations, communities and states at this level have little to no cyber security awareness, analysis and assessments. There is little inclusion of cyber threats and issues in the continuity of operations plans. Level 2 - Established The leadership of organizations, communities and states at this level is aware of cyber threats, issues and the imperative to embrace cyber security. They also recognize the need for cooperative cyber security training and education. There is informal information sharing throughout the organization, state or community in this level, although there may be participation in professional information sharing organizations such as Infragard. Level 3 - Self-Assessed In this level, leaders within organizations, communities and states actively promote cyber security awareness and cooperate with others in establishing training and education programs. At this level, cyber security is included in continuity of operations plans and those plans are tested and assessed through exercises. Level 4 - Integrated When cyber security is integrated, it is incorporated into every process that an organization, community or state has. It is no longer an after-thought but part of the planning process. At this level, information sharing is formalized and there is fusion of cyber information. Level 5 - Vanguard For organizations, communities and states at this level, cyber security is a business imperative. It has been so thoroughly integrated into processes that it is no longer considered a separate discipline. Entities at this level are capable of teaching and mentoring others.

Chapter 5 : Itâ€™s imperative to embrace â€˜ecological forestryâ€™ approach â€“ Tree Frog creative

Revolutionary translation of Romans 16 asserts that "Greet" is an imperative to acknowledge and receive the tremendous diversity of male, female, Jew, Greek, slave and free, listed by name.

Reed Hastings left and Daniel Ek [Photos: The algorithm is now firmly in charge at Netflixâ€"as it increasingly is across the economy. This theme is a central feature of the tech backlash buffeting formerly bulletproof companies like Facebook and Google, fueling U. The implications of AI and the rise of the algorithm have never been more relevant, more important, or more complex. Here are five lessons that underscore how the algorithm is redefining business and organizational leadershipâ€"including the biggest lesson every leader and businessperson needs to grapple with to thrive in this era. Commit to the algorithm From an unlikely locationâ€"Stockholmâ€"streaming service Spotify has upended the global music industry. CEO Daniel Ek loves musicâ€"he even spent a year trying to become a professional guitaristâ€"but he understands that what makes Spotify special is the way its technology interacts with music, artists, and listeners. Turn data overload into opportunity Many organizations appreciate the power of data, but getting meaning from vast amounts of information is a tricky art. Sensors and stats mean nothing without the tools to put the data they collect into context. If a standard camera has one lens to focus, Derisi explained, this one had 22 lensesâ€"each of which has to be finely tuned in relation to the other, in minute calibrations that would be impossible without software. The day before, I had sat in on an advisory board meeting for a major scientific research effort. I learned how a single two-day experiment can now yield millions of detailed results, thanks to our ever-growing ability to generate and collect data. Yet it can then take nine months or more for researchers to make sense of it all. Which is why academic researchers will try to tap an engineering expert to write algorithms that speed things up. Because the faster they can make sense of an experiment, the faster they can move onto the next one, fine-tuning it to yield more powerful results. This potential holds true for almost every enterprise today, not just in the realm of medical research. To maintain a competitive edge, you need to test, study, and evolve. Or as one CEO I spoke with acknowledged, the goalposts just keep moving. Two years ago, Wall Street investment bank Goldman Sachs launched Marcus, a consumer-facing retail bank for a next-generation customer. This spring, Marcus acquired Clarity Money , an AI-infused interaction platform that, rebranded, will become core to the Marcus experience. Rather than being afraid of fouling up its strong start, Marcus is acting to disrupt itself, exploring a next-phase vision of its product. This is the opportunityâ€"and the perilâ€"for many companies. As AI gets better and better, are you prepared to embrace what it has to offer, or will you risk ceding a competitive advantage to another player? The company did not appreciate the dysfunction that those who were gaming its software could produce. When an algorithm or an AI is overseeing those actions, it can initially mask the consequences. The more dependent you are on the machine, the harder it can be to identify and fix problems. And so even as the imperative to embrace the algorithm reaches urgent levels, the need for vigilance is paramount. Some observers believe that government should provide such vigilance , and there is a drumbeat in U. Congress for regulatory action. Yet as tech advances, the burdenâ€"and responsibilityâ€"falls on private enterprise to better police its own choices. Facebook, for one, is racing to address its missteps, throwing more people â€"and yes, more softwareâ€"at fixing the holes in its net. As powerful as algorithms areâ€"and Nike uses them for everything from manufacturing to design to marketingâ€"no computer code can make the truly challenging choices that face people in business every day. It would be foolish not to embrace the powerful potential that AI and algorithms offer, but we also need to stay disciplined about parts of our enterprises that need a human hand at the helm. A colleague recently shared this mantra: Everything in an organization that can be done by machines should be done by machinesâ€"efficiency dictates it. But everything that needs to be done by humans must be done by humans. The defining characteristics of an enterpriseâ€"those involving ethics, judgment, creativity, and compassionâ€"require a human touch. We cannot lose sight of that, whatever the algorithm may tell us.

Chapter 6 : Career Trends: Why It's Imperative to Embrace the Algorithms in Our Future | SAP Blogs

IDC：Digital Transformation (DX), Strategic Business Imperative to Embrace Now BEIJING, November 13, —— IDC China today held its annual FutureScape event under the theme "Embrace the Digital Transformation (DX)", revealing 10 predictions for the information and communications technology (ICT) market in

Amid the accelerating digital transformation, the world is entering the era of the digital economy, a trend that is particularly evident in China. Five key terms were also mentioned in the report: IDC predicts that in the next 3 to 4 years, digital economy will reshape the economic landscape of China, and the world as a whole, transforming the way enterprises operate. Furthermore, innovations empowered by new technologies will play a pivotal role in the transformation. The key emphasis will be the deep integration of Third Platform technologies in various industries. Throughout this second phase, strong foundations will be laid out for the technology-driven autonomy-enabled enterprises that will emerge after Cultural Revitalization will stimulate the music, film, games, animation and knowledge sharing industries. Digital Transformation will spur technological advances in information technology, intelligent manufacturing, biological medicine, energy, environmental protection, and the marine and aerospace sectors. Innovation-driven Development will accelerate the growth in smart industrial parks, smart cities and associated technological services. Digitally enhanced offerings, operations, and cooperative relationships will drive growth in every industry. By , investors will highly focus on using platform ecosystems, value of data, and customer engagement metrics when assessing enterprises. Policies and business models related to Internet-plus, big data, artificial intelligence AI and consumption upgrade, will also influence the world at a large scale. This is particularly true for the Chinese market. Specifically in China, Cloud Computing 2. New Trustworthy Ecosystems 6 Block chain services to support digital trust at scale. They will take phases to gradually abandon legacy systems to keep pace with data security requirements. New Customer Experiences 8 AI, in both Enterprise and Consumer sectors, to be fully leveraged for digital transformation. In China, AI adoption will see equivalent or more momentum in public services, commercial applications, consumer engagements, and smart homes, given the favorable government policy and fiscal support. All these will push forward further diversification of Human-Digital Interfaces. By , businesses will begin to enjoy the power of quantum computing through cloud services. Industry users and ICT vendors should stay current on the fundamental technology enablers for digital economy, and apply them into the core of their business operations and enterprise cultures. This is essential to achieving an all-round transformation and gaining first mover advantage in the era of the digital economy. With more than 1, analysts worldwide, IDC offers global, regional, and local expertise on technology and industry opportunities and trends in over countries. To learn more about IDC, please visit http:

Chapter 7 : SAG Award Winners Reflect TV's Imperative to Embrace Diversity

Prof. William Lahey has given the government a workable plan for resolving the conflict over forest policy that has bedevilled the province for decades.

Chapter 8 : Imperative | Definition of Imperative by Merriam-Webster

The Imperative Workforce Purpose Index is the first comprehensive study of purpose-oriented workers across the U.S. workforce. This index provides the data to support the case that purpose-driven workers are the foundation for successful organizations, a thriving economy, and healthy society overall.