Deloitte.
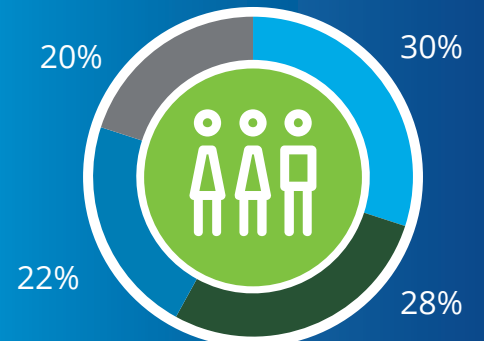
Elements of smart technology implementation

Deloitte and Forbes Insights surveyed senior leaders to understand tech implementation differentiators and how they managed their biggest challenges
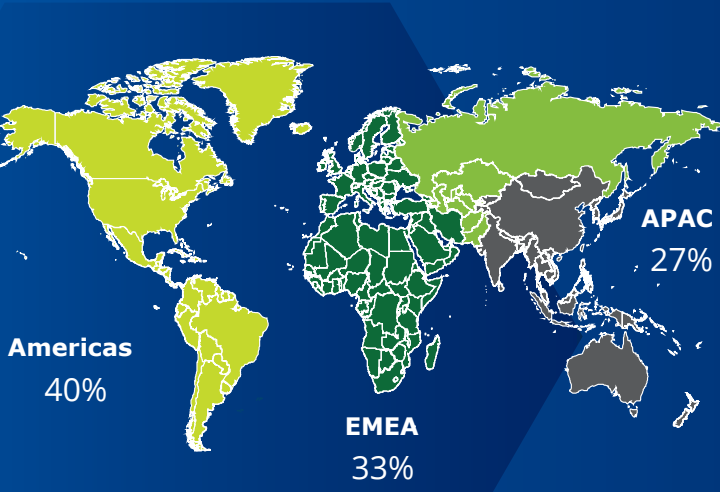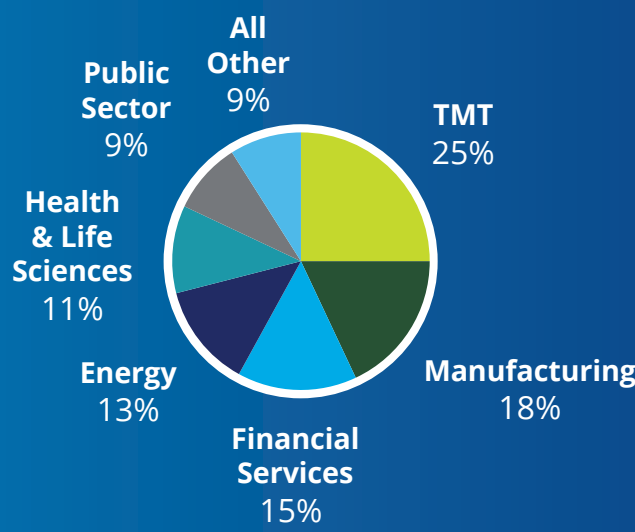
Survey respondents by role

20%
30%
22%
28%

☐ CEO/COO/CFO   ☐ CIO
☐ Unit Lead   ☐ SVP

Survey Outline

Survey respondents: 557 senior leaders

Product leaders or managers	32%
Process owners	29%
Technology leads	18%
Executive sponsors	21%

Respondents by geography

Americas 40%
EMEA 33%
APAC 27%

Respondents by industry

- TMT 25%
- Manufacturing 18%
- Financial Services 15%
- Energy 13%
- Health & Life Sciences 11%
- Public Sector 9%
- All Other 9%

Respondents by revenue

35% >$10b	17% <$1b	24% $1b–$5	23% $5b–$10b
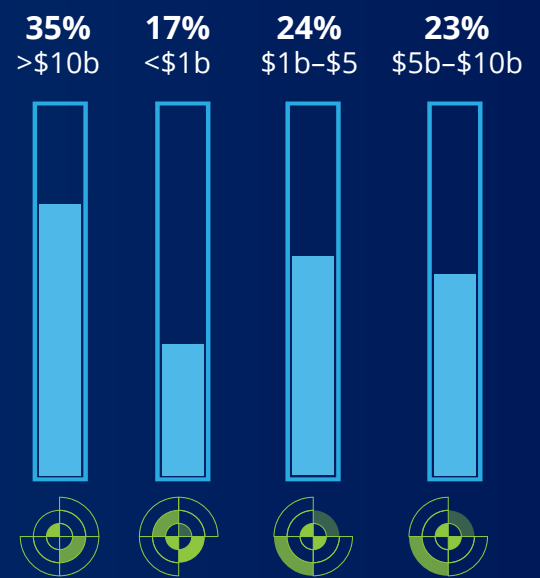
Top challenges in technology implementations

- Change management
- Data
- Quality
- Business requirements
- Negative prior experiences
- Poor implementation tactics
- Discomfort with change/Change fatigue
- Lack of performance management
- Identifying the right resources
- Training

Key insights

Portfolio Management

Respondents that manage projects under a single portfolio saw improvements in:
- Implementation and technology quality
- Stakeholder engagement
- Controls and integration
- Security management
- Consistency and time to integration

Cloud Computing

Surveyed companies that use cloud saw greater benefits than those with mixed stacks, including:
- Faster infrastructure changes
- Improved end-user experience
- Increased top-end processing speed
- Better customer experience and service
- Improved ROI

Cost reduction typically not a benefit

SaaS

Software as a Service (SaaS) offered respondents benefits, such as:
- Easier updates
- Integration with existing technologies
- Improved ROI

Mobile

Full mobile deployment suggested significant benefits for respondents, including:
- Increased adoption of BYOD programs and policy
- Greater appeal to multiple generations of users
- Greater capacity for virtual work
- Necessary training sometimes overlooked

Agile Maturity

Companies using Agile methods for all IT projects saw implementation improvements in various areas, such as:
- Quality
- Speed
- Resourcing
- Faster results in short sprints
- Better team focus on productivity

Most companies are still operating within both Agile and Waterfall methods

Digital Maturity

Respondents that had activated their Digital Enterprise were more effective in:
- Appealing to multigenerational users
- Organizational change
- Key interactions with customers
- Innovation and creativity

> "Fielding the "A Team" is one of the most important factors in the success of large transformational programs."