The Digital Era raises key challenges for all businesses: rising consumer expectations, emerging digital ecosystems, and an array of new technologies, such as the Internet of Things (IoT), artificial intelligence (AI), and augmented and virtual reality. All of these, and more, make it a business imperative for pivoting decisively to ‘new IT.’

But, how should IT functions, which are already under cost pressures, move forward? They need to chart a path to new IT that focusses on four key, and interrelated areas: intelligent automation, data and analytics, multi-speed IT and organizational change.

**INTELLIGENT AUTOMATION**
Automation—from AI and machine learning, to robotic process automation (RPA) and chatbots—can deliver new digital experiences and services, and reduce the run costs of legacy IT by as much as 30-40 percent.

**DATA AND ANALYTICS**
A data-powered enterprise integrates analytics and data to generate tangible outcomes by organizing and curating data, and translating it into actionable insights. An agile and flexible data management platform, as well as insight-driven analytics, are critical to unlocking business value.

**MULTI-SPEED IT**
Multi-speed IT ensures that enterprises can support the demands of increasingly digitally-savvy customers. This distinguishes systems of record (ERP, etc.) from systems of engagement that interface directly with the customer. Customer-centricity is the guiding principle. This needs to be matched with delivery capabilities to drive accelerated change, harnessing agile methodologies and DevOps.

**ORGANIZATIONAL CHANGE**
To operate as a digital business means changing company culture and ways of working. New IT summons a matching culture that embraces the change a business needs to be successful. An enterprise-wide, holistic transformation is essential, and operating with agility requires that silos and operational disconnects be eradicated, so innovation and collaboration can flourish.