How do companies prepare for large-scale digital transformation?

I see three steps:

The first one is the demand. Really empowering the plants to build their roadmap. That’s very important to start from the field.

The second one is the supply, providing to the plants the key capabilities, the key digital capabilities to enable the transformation like scarce skills, like also agile methodologies.

And last but not least, it’s around people acculturation. You need to enable all these people to transform themselves. You need to really help the field and the factories to train people. Create the condition for change. You need to provide IT also to all these factories.

What are the typical barriers to digital transformation?

I see mainly five.

The first one I will call it the world of industrialization. It’s about moving from concept to value, deploying pilots from one factory to tens or hundreds of factories in an industrial way.

The second one is digitization of the incubation process, being able to create more value from more ideas and being able to mobilize wider ecosystems of partners.

The third one is skills availability, particularly scarce skills like data scientist. It’s also about training being able to retrain massively tens of thousands of people from the factories because their job is going to change.

The fourth one is about cybersecurity and IT infrastructure. In the factory data is the new role. You need to create big data lakes, you need to leverage platforms, if you want to do that in a secure mode you need to have perfect cybersecurity devices and capabilities.

The fifth barrier is the acculturation of people. Changing the way of working of these people enabled by technology. That is to say, moving from a technology push to a technology pull.