

The Intergence Way:

Most Digital Projects Fail,
Here's How to Change That.



Most Digital Projects Fail

Digital is fashionable these days. Most businesses are leveraging some combination of cloud, analytics, artificial intelligence, machine learning, IOT or developing their own unique digital products to serve customers better and streamline operations. But here's the truth (depending on which survey you look at):

Between 70% and 95% of all Digital Projects fail!

This eBook explains how the **Intergence Way** can help you change that...

7 Reasons Why Digital Projects Fail

Ask yourself the following questions:

1. Are you walking in your customers shoes?

All digital change efforts start by knowing your customers and the experiences you are trying to create. Yet most businesses rely on 'old data' and what they think they know about their customers. Without insight how can you be sure you are delivering what your customers want? At Intergence we believe insights aren't gained from sitting behind a desk, only by spending time out in the field!

2. Are you thinking strategically?

Strategy helps everyone involved in digital change see the wood for the trees and moves everyone in the same direction. Yet some businesses don't have a shared picture of what 'going digital' actually means, why they are doing it or how it will help them achieve their business and corporate goals. Having no plan is like planning to fail – an old management adage but still true to this day.

3. Are you focusing on outcomes?

Too often digital change efforts focus on the technology rather than what you are trying to achieve. Technology is not an end in itself, but rather a means to an end. Without a mechanism in place, to measure, track and realise benefits, results are lost and there is no way of knowing if you are achieving a return on your investment. Put simply, if you can't measure it you can't improve it!

4. Are you focusing on quick wins?

There is a tendency with digital change efforts to focus on grand visions and transforming everything all at once. The reality is the only way to get there is by taking one step at a time. Quick wins are small victories, they build momentum and tell everyone you are winning. Quick wins must be simple and easy to implement. If they require lots of time and effort, they are not a quick win.

6. Are you managing change?

Being 'Agile' doesn't necessarily mean you will deliver a product which transforms your business and the way it delivers value to your customers. Automating existing working practices, will result in some improvements but won't maximise benefits or return. Technology is an enabler, not the end in itself. Changing processes and managing the impact is vital, yet so often overlooked.

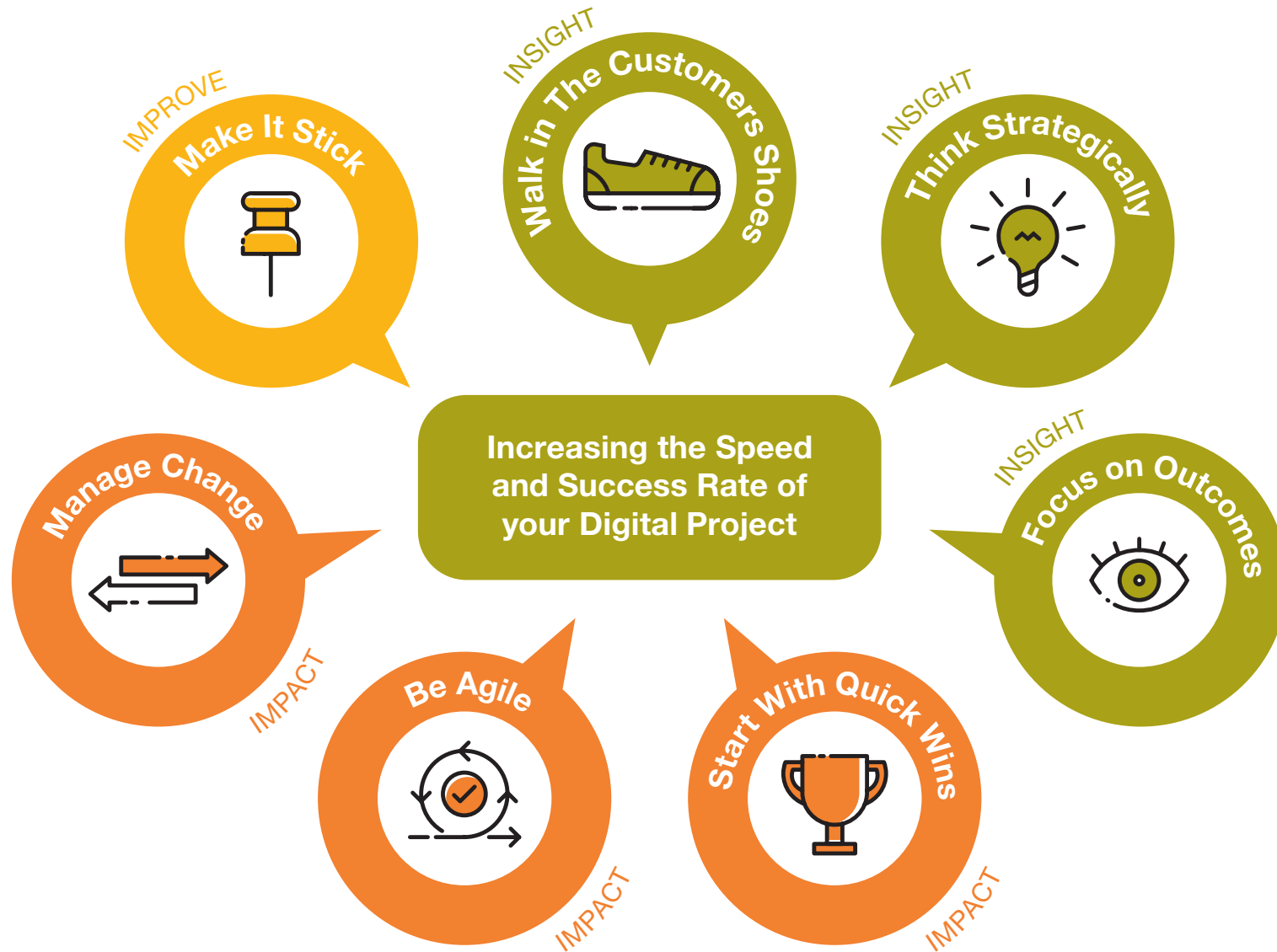
5. Are you being Agile (and pragmatic)?

Implementing new technology requires a different mindset and approach to continually challenge the status quo, experiment and be comfortable with failure. This can be very challenging for some businesses. Overcomplicated, imposed new ways of working aren't helpful, which is why a pragmatic approach to increase teamwork, communication & collaboration should be agreed from the start.

7. Are you making change stick?

Digital change fails far more often than not. This is because real change only occurs when people stop doing some things and start doing others. At the end of the project, when the troops fade away, it's so easy to revert back to old habits. Don't handover everything to BAU. Equip your project team with the knowledge and skills to embed change and don't let up. Digitalisation isn't going anywhere.

The Intergence Way



INSIGHT

1. Walk in the customers shoes

All digital projects should start by knowing your customers and the experiences you are trying to create. At Intergence we believe the only way this can be achieved is by spending time out in the field walking in your customers shoes. We use a practical set of tools and techniques customised to the experiences you want to change, but usually involve mapping journeys, measuring activities, observing behaviours and talking to both customers and staff.

Key outcomes from our study activities are high level requirements, defined from an end-user perspective as well as lots of benefits, quick wins and opportunities to improve the experience for both your customers and staff.

2. Think strategically

Digital projects are driven by strategy shaped by the insights you have of your customers. Successful strategies will help your business become more unique and competitive by transforming the way your business delivers value to your end customers. Our Strategic Discovery will help you simplify and structure your digital ideas and align them to your business and corporate goals. Discoveries are relatively short and can be carried out over a few weeks depending on the scope of your project.

Key outcomes from Strategic Discovery is a shared plan for change, supported by guiding principles, a roadmap, robust business case, and high-level backlog for delivering your digital goals.

3. Focus on outcomes

Too often digital projects focus on the technology rather than the results you are trying to achieve. At Intergence we help turn your ideas into a reality by finding, extracting and realising the value from your investments in new technology. We support you through all stages of your project, from identifying benefits, KPI's and targets, through to realisation, providing you with full transparency as benefits are being achieved, bringing clarity, pace and predictability to delivery.

Key outcomes are a benefits management process, which help you plan, track and realise the goals of your digital project, allowing you to invest more time delivering even more value to your customers.

IMPACT

4. Start with quick wins

Quick wins move you towards your digital goals much faster. They build momentum because there is nothing better than the sweet smell of success. Intergence have helped all kinds of businesses identify and implement thousands of quick wins. We know where to look and provide lots of creative ways to find them, from field-based studies, interactive brainstorming sessions, to fun ways to generate ideas which engage the wider business. Most importantly, quick wins must be simple and easy to implement, requiring minimal time and effort – days not weeks.

Key outcomes are simple changes, which are easy to implement, that realise immediate benefit and show you are winning.

5. Be agile

Agile requires a different mindset which some businesses find difficult to adopt. At Intergence we believe in a simple, pragmatic approach to agile, which we agree with you from the start. We believe that all projects should work iteratively to increase responsiveness to change. Regular customer feedback is vital not just at the beginning and at the end. We believe people deliver projects, not process, and frequent communication is key as well as simple, low tech tooling such as Kanban Boards to increase teamwork, collaboration and creativity.

Key outcomes are a pragmatic approach to agile, which increases teamwork, communication and collaboration agreed from the start.

6. Manage change

Introducing new technology provides you with an opportunity to change your processes and culture. However, often too much focus is placed on the technology, adding unnecessary complexity to the overall solution with little benefit or gain. More emphasis should be given to improving processes and understanding the impact of change on your organisation and culture. At Intergence we work alongside your Digital Project, mapping As-Is and To-Be processes as well as helping you implement the benefits of what needs to change.

Key outcomes are a pragmatic and iterative approach to managing change, which eliminates process waste, errors and delays and changes culture.

IMPROVE

7. Make it stick

Most digital projects fail, the Intergence Way can change that! At Intergence we work alongside your team at every stage of your digital change effort, making sure we leave in place the knowledge, skills and capability to embed change and deliver future projects faster and with greater success. Our tactile approach to learning will equip your team with the ability to gain valuable insights, develop strategies, target and realise benefits, implement quick wins, adopt agile ways of working and manage real change. We never walk away. We make change stick.

Key outcomes are the skills, knowledge and capability to embed change and continuously deliver value to your end customers.

PRIME DIRECTIVE

REGARDLESS OF WHAT WE
DISCOVER, WE UNDERSTAND
AND TRULY BELIEVE EVERYONE
DID THE BEST JOB THEY COULD
GIVEN WHAT THEY KNEW AT
THE TIME, THEIR SKILLS AND
ABILITIES, THE RESOURCES
AVAILABLE AND THE
SITUATION AT HAND.

Conclusion

At Intergence Consulting we believe in a simple, pragmatic, non-jargon approach to digital change, focusing on teamwork, communication and collaboration.

The Intergence Way, founded upon the combined principles and values of Agile and Business Change has helped 100's of businesses, across a diverse range of industries and sectors achieve their goals faster and with greater success.

It doesn't matter what digital goal you want to achieve, what stage your project is at, how ambitious your change efforts are, or the size of your business, the Intergence Way can help you.

Digital change is a bumpy ride, but we enjoy it and we can help you enjoy getting there too.

If you would like to learn more about how The Intergence Way can increase the speed and success rate of your digital project, then please contact our team for a coffee and a chat.

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