

## **Leadership Interaction 2024 – EUROPE SERIES**

### **CO-PILOTING THE DIGITAL TRANSFORMATION VISION** **– Crafting Winning Execution Strategies for Success**

April 29<sup>th</sup> 2024

**BASEL | ZURICH | FRANKFURT | CRACOW | WARSAW**

#### **Speakers:**

- **Eric Wasescha**, Chairman, **Brightly (Swiss) AG**
- **João Sá Fernandes**, Program Lead – Shared Services, **Uber**
- **Kamil Merks**, IT Director – On-Prem Services & ADH Warsaw Community Lead, **Alcon**
- **Robert Beyer**, Head – Finance & Controlling, **Hormosan Pharma GmbH**
- **Urs-Ulrich Katzenstein**, Head of Business Development & Transformation – Continental Europe, **Quintes Global** – (Moderator)

#### **Summary of the Digital Initiatives and their Importance:**

- **Digital Transformation Framework:** Eric introduced the "Digitalization Compass," a strategic tool for guiding digital transformation across **four key dimensions: revenue/costs, tech-stack, data governance, and lean-agile leadership**. This framework helps navigate external factors such as VUCA disruptors and regulatory complexities.
- **Implementation and Monitoring:** *João* shared Uber's automation journey, focusing on 4 key transformation stages during execution – identification, approval, implementation, and continuous monitoring. Rollout from 70 cities to 847 cities; this journey highlights the importance of stakeholder engagement and iterative improvement.
- **Fail Fast to Succeed Faster:** *Kamil* presented the digital transformation initiative of a backup platform pointing out pitfalls during the QA (quality assurance) and optimization phase. The case study emphasized the importance of stakeholder feedback and lessons learned to ensure that the next attempt becomes a success story.
- **Strategic Integration of AI into Digital Transformation:** *Robert* spearheads an AI-enabled 'Media Monitoring' project. The project involved implementing a dashboard with alerts based on gathered information through social crawling. The project has replaced redundancies, skill gaps and manual processes. After the pilot phase, a further fine-tuning of the systems with the AI vendor focuses on filtering, clustering, and summarizing numerous studies with the AI.

#### **Key Takeaways: Crafting Winning Execution Strategies for Digital Transformation Success**

- Transparent communication, an iterative and collaborative approach for sustainable success.
- The focus must be on practical applications, stakeholder engagement, and continuous improvement for achieving tangible results.
- Practicability like iterative improvement, practical applications, risk management, and strategic integration are crucial.
- Learning from failures and aligning with business objectives is vital for success.

#### **Questions from audience during Interaction**

- **Role of AI in Digital Transformation:** AI should be integrated strategically, focusing on enhancing efficiency and process accuracy rather than solely automating tasks.
- **Importance of Training:** Training for customers and suppliers is crucial to ensure smooth adoption and utilization of new solutions.
- **Challenges of Multiple Attempts:** Overcoming initial reluctance from stakeholders is key to successful iterative implementation.
- **Learning Management Systems:** Installing an LMS is vital for supporting continuous learning and ensuring successful digital transformation initiatives.
- **Data Security with AI:** Implementing robust security measures like encryption, access controls, and regular audits is essential to safeguard sensitive data.

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