

THE DIGITAL CONTINUUM OF BUSINESS TRANSFORMATION

01

EXECUTIVE SUMMARY

THE EVER-GROWING PACE OF CHANGE DEMANDS A CONTINUOUS IMPROVEMENT CYCLE OF PROCESSES AND MINDSET THAT WILL ULTIMATELY BUILD AN AGILE ORGANIZATION THAT CAN TAKE ON THIS REVOLUTION.

The recent health and economic disruptions have generated challenges to every aspect of an organization's operations—their teams, structures, and processes. How organizations face and address these challenges will define their place in the future—a future with less certainty but great opportunity. An opportunity for teams to embrace new methods and frameworks, envision enhanced forms and functions, accelerate change and evolution, and ultimately transform optimally and continuously. The challenges driving these disruptions are not trivial, and the current global turmoil has illuminated existing general structural flaws and made the need to adopt a new mindset more acute.

Among organizational management and technology delivery thought leaders, one concept has drawn great attention—digital transformation (DTX). A consistent, growing focus on DTX is influencing investment strategies for executives, customers, and providers alike. The federal landscape is now increasingly and broadly seeking to engage in dialogues that involve implementing the latest digital tools, techniques, and services to evolve their organizations through DTX. The ever-growing pace of change demands a continuous improvement cycle focused on the processes, structures, and mindset that will ultimately build an agile organization.

The current digital age and its available methods and technologies is changing our operations and business models into intelligent, automated systems. Making this shift requires tools and processes to forge utility, speed, and value and to mitigate risk. These requirements can be met through DTX—which pushes the envelope of innovation and technology to challenge old ways of designing solutions, building tools, and using services. But DTX goes beyond technology. Its ultimate objective is to create business value—specifically, innovation for speed; improved cross-functional collaboration and optimization; better employee and customer engagement and experience; and improved operational efficiency and performance to complete the mission.

Leadership at all levels, in all domains is talking about how to make transformation happen and with whom to take the journey. Though much has been written on the subject, there remains confusion on how to proceed. Our intent is to cohesively describe the essentials of DTX and guide leaders in the decision-making process to bring their organizations fully into the digital era.

This paper introduces a series of papers that explore the multifaceted world of DTX and our extension of DTX—the Digital Continuum of Business Transformation. Throughout this series we discuss the drivers and imperatives moving organizations to transform and how these enable and inform the Digital Continuum. We introduce the methods and frameworks we have used to help customers begin and continue the journey and also address pitfalls, security, innovation, technology, and leadership.

02

AN INTRODUCTION

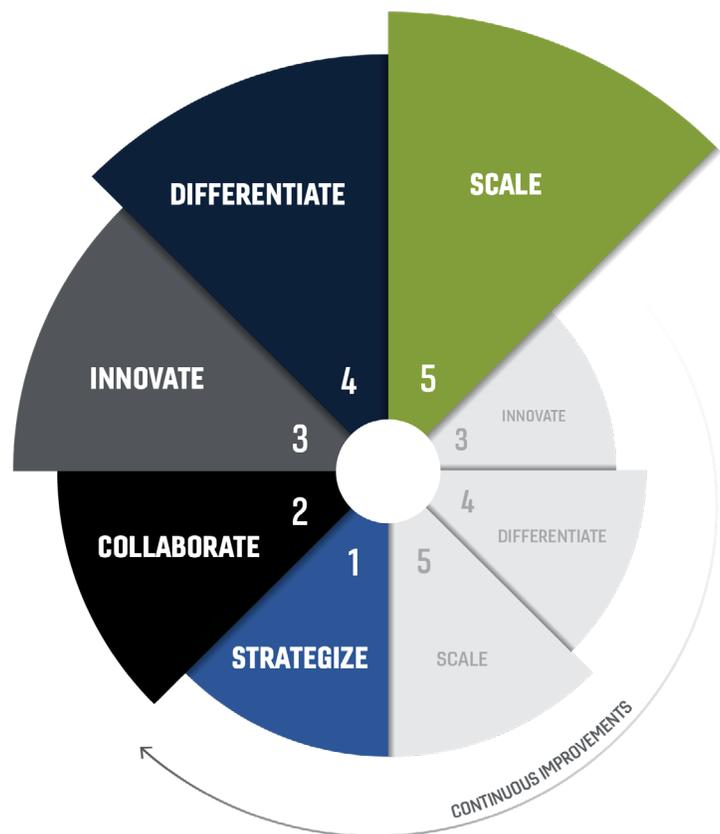
The Digital Continuum

WHILE DTX IMPLIES A FINITE JOURNEY WITH AN END, THE DIGITAL CONTINUUM OF BUSINESS TRANSFORMATION VIEWS THE JOURNEY AS AN ONGOING, EVOLUTIONARY PROCESS. THE DIGITAL CONTINUUM IS A PATH TO CONTINUOUS OPTIMIZATION.

Harnessing the available digital tools and technologies of today’s digital age to evolve our organizations, business models, and workforce compels teams to embrace DTX methods and mindsets to ensure a thriving transformational journey. The Peraton approach to DTX is an incremental process that accommodates the ever-changing demands and priorities of the organization, while challenging outdated structures, processes, and cultural mindsets. The Digital Continuum of Business Transformation codifies this approach to enable teams to discover and discern, collaborate and innovate, engage and improve, develop resiliency, and create enduring business value. The Digital Continuum and its associated tools and methods provides organizations with a proven transformation approach that does not dilute the distinctive qualities the enterprise has established.

While DTX implies a finite journey, the Digital Continuum of business transformation views the journey as an ongoing, evolutionary process. The Digital Continuum outlines and defines the five phases of successful transformation—from strategy, collaboration, innovation, and differentiation and on to scaling value throughout the organization. It creates transformed digital organizations that glean insights from newfound methods for data analysis and automated processes; digital businesses that develop workflows that optimize decisions (quickly responding to problems, questions, and requests); and digital organizations that know how to quickly align their enterprise architectures with tools and services readily available for consumption with minimal administration—all over securely connected networks moving data, decisions, and services seamlessly.

Teaming with you to realize your new digital future, we help you understand what is possible with the Digital Continuum through in-depth discussions about your organization and your specific challenges and goals. We begin to define methods and tools to support your unique journey and then dive deeper—asking more detailed questions about your organization and your transformation vision and objectives. Our process of DTX through the Digital Continuum encourages, enables, and exacts adaptation, innovation, and personalization. By considering the methods, security, innovation, tools and services, and leadership that facilitate lasting DTX and knowing how to avoid common pitfalls, we help your organization confidently and effectively leverage technological advancements to meet current and future challenges.



03

THE ELEMENTS

The Digital Continuum

METHODS

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Paradoxically, moving the organization along the digital continuum changes the culture and personality of the organization including how teams work together to solve problems and build resilience into their operations. However, the organization must first adopt and fit the digital continuum approach to their own environment to begin the transformation process. This requires an understanding of the methods, guiding principles, and drivers that move organizations across the continuum.

The DTX drivers include the external influences driving digitalization—a need for high availability, fast delivery of services, and the incorporation of multiple devices—along with the barriers we find most common in the federal landscape—aging systems, technical debt, time-consuming processes, and inadequate services.

Teams that can easily adopt DTX methods and principles and begin applying them to address their specific problems can ultimately attain their distinctive organizational goals and objectives.

Precise organizational goals are vital to ensuring the desired and envisioned outcome. Articulating an organization's particular reasons for taking on the transformation challenge requires a discovery process focused on the business, the mission, the organization, the C-suite, and the IT shop to best evaluate the reasons and justification for the investment.

Involving key stakeholders (customers, service providers, users, and executives), leads to the critical reasons compelling the organization to move forward.

These motives define the business value, risks, operational components, and costs to help decision-makers understand the stakes. Identifying these aims also advances the teams to the next step—identifying who needs to be involved to help achieve the best results.

COMMON PITFALLS TO AVOID

Digitalization must follow a deliberate, ongoing, iterative process for lasting transformation.

The digital continuum of business transformation can easily seduce a customer into believing DTX is a turnkey, quick fix for numerous aging problems—simply plug in the latest digital tool, turn on the service, and transformation happens. However, as organizations quickly learn, the digital continuum is actually more about how the business must change as it adopts new technologies and decisioning capabilities.

Digitalization must follow a deliberate, ongoing, iterative process for lasting transformation that includes traditionally siloed teams across the organization.

Pitfalls remain, some old (timid leadership, poor strategy, lack of training and adoption), some new (the allure of “anything as a service”), some basic (a disconnect regarding the very definition of digital transformation), but all fatal to a budding digital continuum start-up.

When business and IT leaders view the digital continuum from biased perspectives, the quarrel proves ruinous. However, the digital continuum can, when carefully applied, yield truly surprising results that quickly ignite the imagination.

Initiating DTX in an organization is helped by approaching the effort with a start-up mentality requiring discipline, vigilance, leadership, methods, and diverse teams. Those basic ingredients tie a team to guiding principles that produce lasting solutions to even the toughest problems or disruptions. Understanding and being aware of these problems and pitfalls allows the organization to recognize and avoid them while ensuring success.

SECURITY

Applying new digital services over a broad ecosystem of networks and devices can introduce significant risk and vulnerabilities—to the data, business processes, and computing environments—if not appropriately addressed from the start. It is crucial to introduce security early in the digital continuum journey.

Conversations about security introduce an important element that should always be top of mind—risk. Understanding the risk threat and how that risk is mitigated is central to a successful transformation journey.

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Accordingly, corresponding controls and measures can then be applied to ensure the confidentiality, integrity, and availability of these services and systems.

Security requires its own methods and frameworks for systematically uncovering the threats and vulnerabilities in the operation.

Careful consideration of this element must be applied continuously throughout an organization's movement along the digital continuum.

Cybersecurity, risk management, and mitigation are hallmark capabilities for Peraton and have been so for more than 40 years. We have a keen understanding of the features and benefits gleaned from our broad and deep experience with customers from every domain in the federal landscape.

Our success is founded on critical thought leadership, innovative technical solutions, and optimized organizational structures that are ready to address the varied threats and disruptions facing organizations.

INNOVATION

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An organization's ability to foster innovation opens the door to possibilities across the enterprise. From the creative design of digital services to ensuring a robust level of security disciplines are employed, innovative solutions are a necessity that yields significant rewards.

For example, as part of Agile project organization, the formation of non-traditional teams leads to new engagements, new relationships, new ideas, and ultimately, innovation.

Diverse business and technology teams drive the digital continuum toward significant improvements in business and technology operations because they all operate as one in a digital continuum organization.

Peraton enables and fosters innovation at every organizational level, in every team. This empowers the development of diverse technical and operational tools, services, and products by our engineers and technicians. We continuously strive to align this culture of innovation with our customer drivers and imperatives.

DIGITAL TOOLS AND SERVICES

The cloud is no longer a place; it is now a framework for how we use innovative tools, services, hosting environs, secure networking, data management, software development, and AI to build the digital continuum.

Enabling the innovation of the digital continuum is a growing list of digital tools and services that help eliminate organizational siloes and allow seamless collaboration, data sharing, network connectivity, mobility, and brilliant customer experiences. Organizations have access to multiple cloud computing environments that provide constant evolution in these tools and services.

The cloud is no longer a place; it is now a framework for how we use innovative tools, services, hosting environs, secure networking, data management, software development, automation, and artificial intelligence (AI) to build through the digital continuum.

We are excited to describe the tools already helping our customers enjoy new capabilities and enhanced services.

Peraton has developed a dynamic and evolving digital transformation technology suite that can accelerate an organization's DTX journey. The implementation strategy for these tools follows the outlined methods to understand the business needs and align objectives closely with the mission—giving the tools an evolutionary life of their own in the digital continuum.

LEADERSHIP

Leadership—broad and deep—is the key ingredient to success in any transformation, especially one as revolutionary as the digital continuum.

Continuous transformation demands leadership. It is key for the organization to explore this most important component of the Digital Continuum: who makes transformation happen. Ultimately, the Digital Continuum is about the people—the bold leadership, innovative teams, and digital natives and foreigners bringing their vision, toil, and ideas to create and transform.

An Agile approach and practice encourages failing early and failing fast and learning from the experience to go faster and further. Innovation is what happens when people are pushed to think differently and work together in new ways. Teams trained in digitalization tools and services have a flood of capabilities that can be architected, configured, and designed to process data in manifold ways.

These challenges, stirring new mindsets and means, require envisioned and bold leadership to enable teams to move swiftly along the Digital Continuum.

The Digital Continuum further demands a key leader in the C-suite, the CIO, to drive digitalization and business transformation. Uniquely positioned and skilled, the CIO has the opportunity to add the most strategic value to an organization's Digital Continuum by developing a healthy collaborative relationship with the business and mission units to align resources for optimal outcomes.

Training the organization, defending the enterprise, creating the appropriate teams and assets, and optimizing the operations of these innovative technologies are all CIO-driven aspects of the Digital Continuum enterprise.

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RESPONDING TO THE FUTURE

The digital continuum can help organizations innovate, operate efficiently and smartly, and develop business models transformed to adapt and thrive.

Organizations today are managing and reforming their operations to address new, previously unimagined threats. As we discuss drivers and imperatives for the Digital Continuum, the global pandemic could be the most powerful imperative of our time. Lockdown and social-distancing restrictions introduce new challenges to an organization's resilience and efficiency.

The imperative to absorb the shock of disruption while maintaining efficient operations is pushing teams to rethink their business models in light of the Digital Continuum.

This rethinking requires asking key questions:

- In a contact-free environment, how do federal agencies continue to provide the services and support that are the heart of their mission?
- As client and customer behaviors change, how prepared are service providers to modify accordingly?

Remote operations and workplace innovations are enabling teams to operate in new, faster ways. Digital technologies and advanced network connections are enabling enhanced service models.

The Digital Continuum can help organizations innovate, operate efficiently and smartly, and transform business models to adapt and thrive.

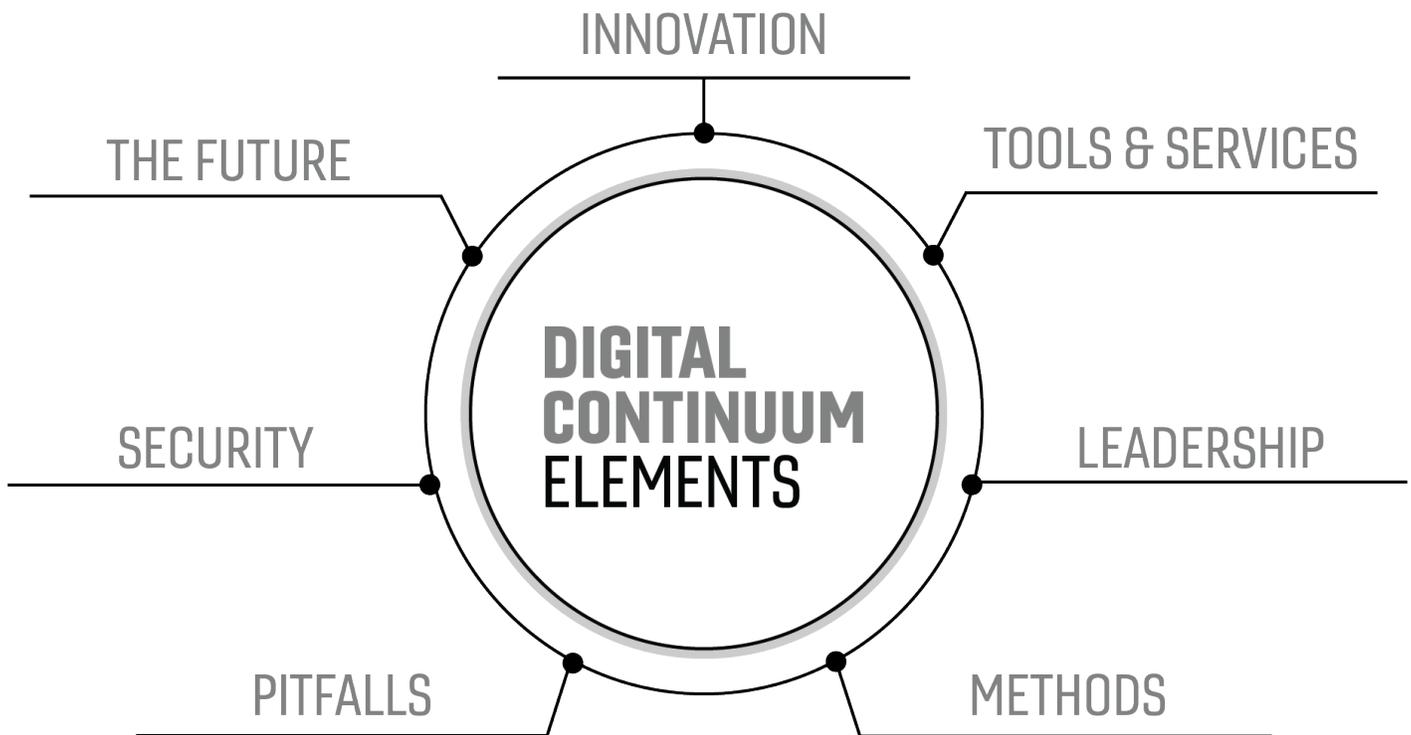
04

**DOING THE
CAN'T BE DONE**

BY CONSIDERING THE METHODS, SECURITY, INNOVATION, TOOLS AND SERVICES, AND LEADERSHIP THAT FACILITATE LASTING DTX AND KNOWING HOW TO AVOID COMMON PITFALLS, WE HELP YOUR ORGANIZATION CONFIDENTLY AND EFFECTIVELY LEVERAGE TECHNOLOGICAL ADVANCEMENTS TO MEET CURRENT AND FUTURE CHALLENGES.

The Digital Continuum has the potential to create a learning, adaptive, and resilient culture. If we've learned anything from the current global crisis, it's that this is the new normal for thriving organizations of the future.

We look forward to engaging in this conversation across all levels of the organization and teaming to realize a new digital future. Our goal is to partner and ally with leadership and developers alike to do the can't be done through the Digital Continuum.



ABOUT PERATON

Peraton drives missions of consequence spanning the globe and extending to the farthest reaches of the galaxy. As the world's leading mission capability integrator and transformative enterprise IT provider, we deliver trusted and highly differentiated national security solutions and technologies that keep people safe and secure. Peraton serves as a valued partner to essential government agencies across the intelligence, space, cyber, defense, citizen security, health, and state and local markets. Every day, our employees do the can't be done, solving the most daunting challenges facing our customers.



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