AXIM™

A New Enterprise Communications Transformation Model

Digital transformation should give us more control over operations, risk, costs, customers, and technologies. But it's creating more complexity, spawning unmanageable ecosystems, and increasing cost and inefficiency. What's the answer? A new transformation management model.

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1.

Who is really in control?

Digital transformation should give us more control: over inefficiency, fragmenting workforces, flip-flopping customers and fast-changing markets.

It doesn't. We're ceding control to service and aaS-providers who are focused on technology-based systems and SLA's. We're proliferating complex ecosystems that make efficiency and costs harder to manage. We're outsourcing the authority for our customer relationships to 3rd parties who focus on algorithms not the holistic customer experience.

Should we call it digital transformation or digital transference?

The fact is, digital transformation is giving enterprises less not more control. In a recent survey, The Harvard Business Review found that digital transformation risk is the number 1 concern of Directors, CEOs and Senior Executives. Last year, 70% of all digital transformation initiatives failed to meet their goals, and of the $1.3tn that was spent on it, $900bn was wasted.

Unsurprisingly, the pressure to take more control of a digital transformation is massive. But how? By understanding where control is being lost.

Axim has drawn on our extensive experience to identify where in a transformation control is lost. We've revisited the 100's of Enterprise Communications transformations Axim has been involved with, and our experience of evaluating and migrating all major CCaaS providers and CC manufacturers. Our conclusion? There are three critical points in any transformation when enterprises most often lose control.

The three critical points in an Enterprise Communications Transformation where organizations lose control

Day One.

Transformations often lack clear direction from the outset: there is often no coherent enterprise-wide vision, little executive sponsorship and a limited understanding of the big operational, customer and financial risks.

The Migration Plan

Control is often lost at the migration stage. Poor migration planning and skills gaps often means organizations look to service or technology providers to manage the migration – and they focus on their specific solution and not the big picture.

The Governance Decision

Control is most usually ceded to service providers after the migration. They govern by SLAs and self-monitored performance metrics. Few enterprises bring a strong, centralized governance layer to their transformation strategy.

How do organizations retain control of their transformation at these critical points? The answer lies in a new Enterprise Communications Transformation model.

2.

A New Transformation Management Model

Axim has developed a new Transformation Management model that enables organizations to maintain control at those critical moments when it can be be lost. It is driven by Enterprise Communications specialists and a suite of processes and tools, that avoids these transformation failure points.

It architects the right Enterprise Communications Transformation; it enables the most effective operational migration; and it constantly optimizes the business impact of the transformation.

Fig 1: An Enterprise Communications Transformation Management Model

Three ways Axim's new model puts enterprises in control of the transformation process

Customer Advocacy builds a cohesive transformation vision

Stage 1 is to unite the whole enterprise behind the transformation. The core is a detailed vision of the end-state that includes the technical, operational and financial modelling of the transformation. This is accompanied by a complete analysis of risk, a vendor selection program, and a business case for change.

Operational Migration planning keeps enterprises in control

Stage 2 brings greater enterprise control to operational migration. It ensures vendor compliance, maintains business and operational continuity, efficiently rationalizes applications to data to technology, measures stakeholder satisfaction, and rigorously validates every aspect of the migration.

Operational Governance better manages vendor performance

Stage 3 retains governance within the enterprise. AI-based performance metrics and analytics tools ensure vendors and service providers meet the transformation KPIs from effectiveness to satisfaction to continuous improvement. While a transformation roadmap ensures the enterprise drives the transformation program, not 3rd party technologies.

Does it work?

This Transformation Management Model is helping enterprises control the way they transform the critical areas of their Enterprise Communications, from cloud to legacy to customer experience. It is enabling many organizations to operate more efficiently, reduce costs and risk, improve collaboration, build the groundwork for great customer experience, and spawn new business models. In short, all those things businesses demand from digital transformation

3.

Optimize Cloud Transformation

Enterprises are finding cloud migrations hard to control. In a recent survey by TechRepublic 62% of organizations who undertook a cloud migration said that the projects were harder than expected or that they failed, and 55% said that they went over budget. Gartner has a view why this is happening: **"90 percent of organizations lack a postmodern application integration strategy and execution ability, resulting in integration disorder, greater complexity, and cost".**

A Transformation Management Model will give enterprises undertaking cloud transformation the control that many lack. Here are just some of the ways:

A Strategic Direction	It helps you build the right financial and operational cloud model and codify your cloud end-state.
Executive Sponsorship	It creates a business plan that gains the endorsement and sponsorship of Leadership Teams.
Vendor Management	It enables organizations to navigate vendor complexity, negotiate better SLAs and tightly control performance.
De-risked Migrations	It accelerates migration and simplifies and de-risks it by identifying and mitigating the critical failure points.
Reduced Complexity	It helps to consolidate multiple clouds, rationalize digital applications and better control cost.
Strong Governance	It optimizes operational and vendor performance through strong, continual cloud governance.

A large non-profit employed this Transformation Model to better control their cloud environment. It helped them consolidate multiple clouds into one single contact center cloud, it saved 10s of $millions, and it cut costs by over 50%.

Learn more at: **aximglobal.com/cloud-transformation**

4.

Accelerate Legacy Transformation

Controlling digital transformation is hard when many enterprises are so dependent on their legacy technology. In an IDG study of 200 US IT executives, 64% claimed outdated and legacy infrastructure is one of the main impediments to transformation. According to Deloitte, CIOs see Legacy Modernization as having a greater impact on their organization than the cloud.

A Transformation Management Model will give enterprises undertaking legacy transformation the control that many lack. Here are just some of the ways:

Legacy Transparency	Make complex enterprise communications architectures more transparent, and identify aging legacy.
Risk Management	Recognize and mitigate the big operational, customer and business risks of legacy enterprise communications.
Legacy Migration	Simplify, de-risk and optimize complex legacy migrations, from vendor-to-vendor through premise to cloud.
Independent Expertise	Select the right vendor for your specific needs, avoid conflict of interest and preferential selection.
End-of-life Support	Maximize the value, minimize the cost and mitigate the risk of end-of-life and end-of-support legacy.

A top 10 US Health Provider employed this Transformation Model to bring more control to their legacy modernization. It identified the critical legacy risks that were threatening employee effectiveness and customer service delivery, and it enabled them to save $10m in risk avoidance.

Learn more at: **aximglobal.com/legacy-transformation**

5.

Transformative Customer Experiences

When it comes to customer experience, the customer seems to be in control. Enterprises are often playing digital catch up, or are digitally evolving to their customer's demands – knowing that their loyalty and advocacy can make or break a business.

The transformation strategies designed to control customer experiences, customer service delivery and customer management are failing, a recent survey by Customer Think suggests by as much as 90%.

A Transformation Management Model gives enterprises transforming their customer experience the control that many lack. Here are just some of the ways:

Frictionless CX	Identify where individual CX silos exist within the enterprise and how to better integrate them.
Seamless Experience	Align enterprise communications technologies, processes and people behind seamless CX delivery.
Employee Engagement	Increase engagement by enabling employees to deliver consistently great service to their customers.
True Omnichannel	Integrate all enterprise communications, every digital channel and data point and all martech
Uplifting CX Metrics	Identify strategies to grow critical CX metrics: customer satisfaction, advocacy and service quality.

An international electronics brand needed to better control their customer's digital experience and their omnichannel strategy. Axim selectively employed elements of the Transformation Model to improve the online brand experience, strengthen digital marketing and reduce the cybersecurity threat.

Learn more at: **aximglobal.com/cx-transformation**

Want to know more?

Visit our solutions at www.aximglobal.com
for a comprehensive insight into our Enterprise
Communications Transformation capabilities.

About Axim

Axim is an Enterprise Communications Transformation specialist.
We have evaluated, designed, virtualized and rationalized
100's of Enterprise Communications and adjunct applications
systems. We are leading experts in transforming Enterprise
Communications from cloud to legacy technology to customer
experience, who can draw on a unique blend of Business,
Architectural, CX, Database and Security specialists.

Axim is one of the few companies to provide cloud to cloud
consolidation with integrated digital application rationalization.
We are vendor agnostic, so you can select the right vendor
for your specific needs without conflict of interest or
preferential selection.

Axim works with clients to evaluate all major CCaaS, CRMaaS
providers, SI resellers, and CC Manufacturers in the Enterprise
Communications industry. We have mapped and migrated
them all, so we can help our clients select the right hosted
(cloud) Vendor/ technology package for their business and
operational needs.

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