

IT at market speed

Deliver products and services at market and customers' speed and scale

Research and financial results are proving that the winning operating model of the digital era is a fully integrated front, middle, and back office, creating what KPMG calls the connected enterprise, all laser focused on delivering to the customer at market speed.

Connecting the enterprise

Connected enterprises are significantly more nimble and responsive to ever-evolving customer behaviors and changing competitor strategies. It easily shares data throughout the organization to build a customer and company-centric data strategy.

The rationale and promise of the connected enterprise is powered by digital technology and the market speed model. It requires a redesign of IT's operating model to include the right methods, skills and architecture to adapt.

A market speed model

Success in moving to a market speed operating model, where each product and service moves at its own pace based on business metrics, requires a range of delivery pathways and the right building blocks to select the best route to maximize value.

To drive this, CIOs need to take steps to disrupt their IT functions. By turning IT from an organization that builds and connects everything into one that houses the capabilities, governance, platforms, and partners, it can run at any speed or scale that the customer or market requires.

Companies demonstrating a greater ability to execute on a customer-centric strategy spanning the organization are eight times as likely as their less-successful peers to deliver experiences that consistently exceed customer expectations¹

Designing a market speed model



Strategy and architecture

Emphasizes a continuous review of product and service performance against stakeholder needs using objectives and key results by planning in smaller blocks, removing large monolithic investment strategies, and orienting around value chains.



Digital delivery

Takes advantage of agile methods and frameworks and leverages extensive automation of development, test, and operational toolchains to effectively manage work across product and service types.



Business partnering and innovation

Moving to a broker/integrator dynamic, means measuring success in terms of business metrics, developing a culture of trust, and encouraging a fail fast and continuous improvement environment.



Talent management

Together, the CIO, CHRO and CEO reinvent acquiring talent, designing a workforce learning plan, managing employee engagement, incorporating intelligent automation and building a better culture.

Shifting culture

As the lines between business and technology acumen continue to blur, IT functions have a unique opportunity to become more influential at all levels of the enterprise.

For the CIO, this means playing a more influential role as the enterprise technology evangelist, modern architect, and champion of breaking down silos, while shifting the culture to change how products and services are ideated, designed, developed, and delivered.

Key elements of a market speed organization



Flexible

Requires a range of delivery pathways and the right building blocks in place to select the best route to maximize value.



Scalable

Enables scalable capabilities with IT acting as a broker of capabilities from anywhere, anytime, through a mix of build, buy, borrow, and save to support new and rapidly changing technologies.



Decidedly human

Comes through a people and culture-led approach with new ways of working, breaking down barriers, and driving towards common goals.

How KPMG member firms can help

KPMG member firms recognize that CIOs and IT leaders face increasingly complex demands and challenges. Today, IT must advance the business, not just support it, with boards increasingly expecting returns on digital investments and the implementation of successful digital transformation strategies that will drive up agility, responsiveness and enhance the customer experience.

KPMG professionals can help CIOs, technology leaders and business executives to harness new technology and improve the strategic value of their technology investments. If your business is seeking ways to leverage technology as a source of innovation and competitive growth, KPMG member firms can help.

To learn more about the future of IT, please visit: kpmg.com/Future-IT

Contact us

For further information on how KPMG professionals can help your business, please contact us.

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Source:

¹ A commissioned study conducted by Forrester Consulting on behalf of KPMG International, Sept 2018, of 1,299 global professionals involved with customer-centric strategy decisions at their organizations



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