

People Centric Digital Transformation – Opportunities & Challenges

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About Us...



Bobbi Kelly, PHR, SHRM-CP
Director-in-Charge, Talent Advisory

- Over 19 years of experience leading Human Resources & Talent Strategy
- Certified Talent Optimization Consultant and Select Predictive Index Partner
- Regular contributor to talent strategy thought leadership



Sassan S. Hejazi, Ph.D.
Director-in-Charge, Technology Solutions

- Extensive experience assisting middle market organizations developing and implementing effective IT-enabled strategies
- Frequent executive education and publishing on IT management related topics

Digital Transformation Journey

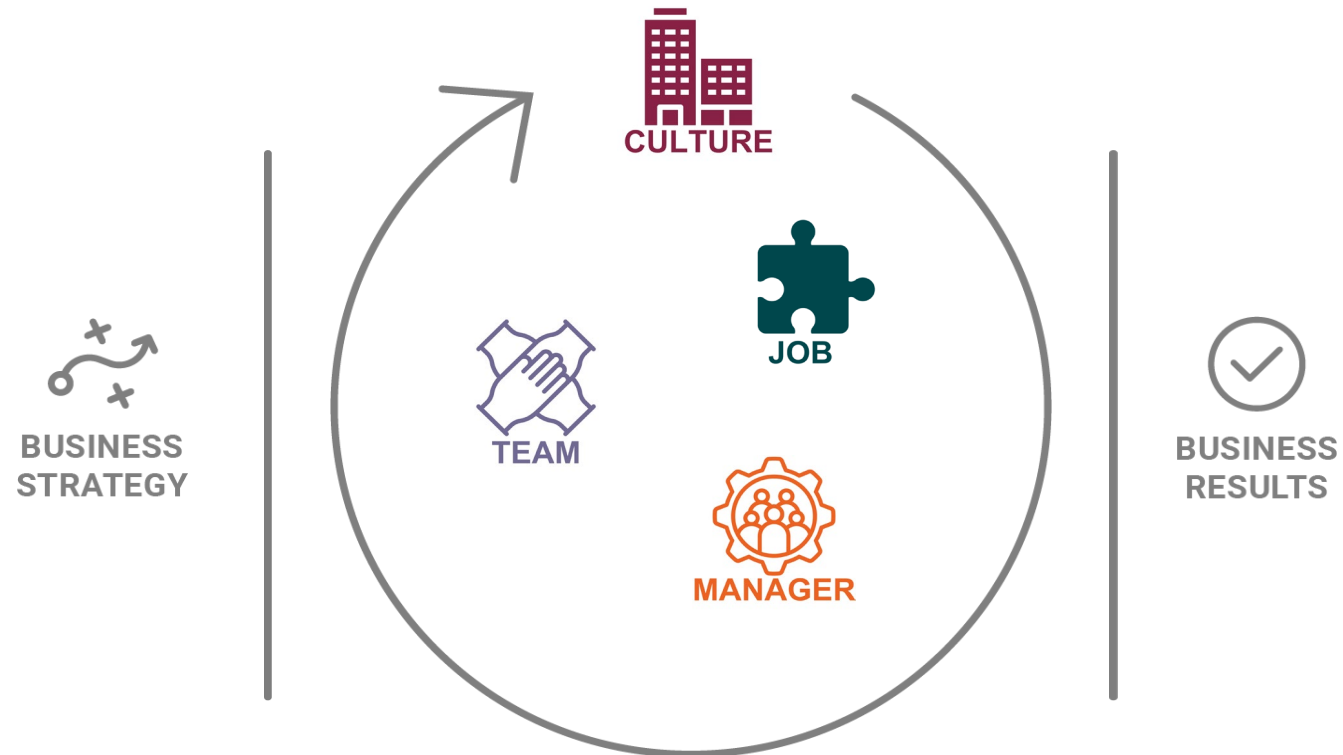
Digital transformation is an effort by management to leverage the latest information technology capabilities.

- This is done by improving and integrating business processes within the organization and with outside parties such as suppliers and customers.
- Employees work habits and experiences need to be taken into consideration.

This journey is an evolutionary process, and its pace is dictated by management and driven by several factors such as capabilities, resources, competitive forces and client demands.

- Selecting the right tools and platforms assist management to reach the destination in a more expedited fashion.
- Managing and optimizing people aspects of the business will be a critical success factor.

Digital Transformation Supporting Your Talent Optimization



Strategic Drivers

- Recent Events
- Industry Realities
- Technological Advances
- Managerial Priorities

Strategic Priorities

- Operational Agility
- Lowered Transaction Costs
- Improved Decision Making
- Increased Customer Loyalty
- Recruiting and Retention
- Improved Corporate Culture

Management Paradigm Shifts

< 1950s	1960s-80s	1990s	Today	Future
The Industrial Corporation	Hierarchical Leadership	Collaborative Management	Company as a Network	Empathy, Trust, Resilience, Growth
<i>Operational Efficiency</i>	<i>Profit, Growth, Financial Engineering</i>	<i>Customer Service, Employees as Leaders</i>	<i>Mission, Purpose, Sustainability</i>	<i>Citizenship, Trust, Growth, Learning</i>
<i>Industrial Age: People as workers</i>	<i>Management by objective</i>	<i>Servant Leadership Work together</i>	<i>Empower the team</i>	<i>Productivity, Wellness, Responsibility</i>
<i>Andrew Carnegie Henry Ford</i>	<i>Jack Welch Peter Drucker</i>	<i>Howard Schultz Steve Jobs</i>	<i>Netflix, Google, Facebook, Amazon</i>	<i>Unilever, Verizon, Patagonia, Whole Foods</i>
<i>The Corporation is King</i>	<i>The Executive is King</i>	<i>The People are Kings</i>	<i>The Team is King</i>	<i>The Individual, Community, Family are Kings</i>

The Josh Bersin Company, 2022

Focus on **Workspace** Instead of **Workplace**

- Increased **employee expectations** around pervasive connectivity.
- Millennial hires are changing the landscape, they are the first **digital natives**.
- Work is becoming **non-linear**, employees are working on multiple teams and projects at the same time.
- Technology has resulted in **streamlining processes** and will continue further by use of AI tools.
- Heavier focus is being placed on employee experience to **attract and retain talent**.

The Changing Face of Collaboration

- Workers are part of **more collaborative teams** and their workloads have increased significantly in the past few years
- Collaborations occur **across organizational boundaries** and time zones, allowing employees to get the work done on their schedule while staying connected and deeply involved.
- Workforce is increasingly **diverse**, representing five generations and their habits and expectations at the same time.
- Ensuring effective collaborations is **key for success**.

IT Enabled Work Arrangement Shifts

- **Hybrid work is testing the employee experience**
 - #1 driver of attrition is inflexibility
 - Hybrid work does not cause toxic workplaces- but it does highlight them
 - In-person mandates shift cultures – typically negatively

Going All In with **The Cloud**



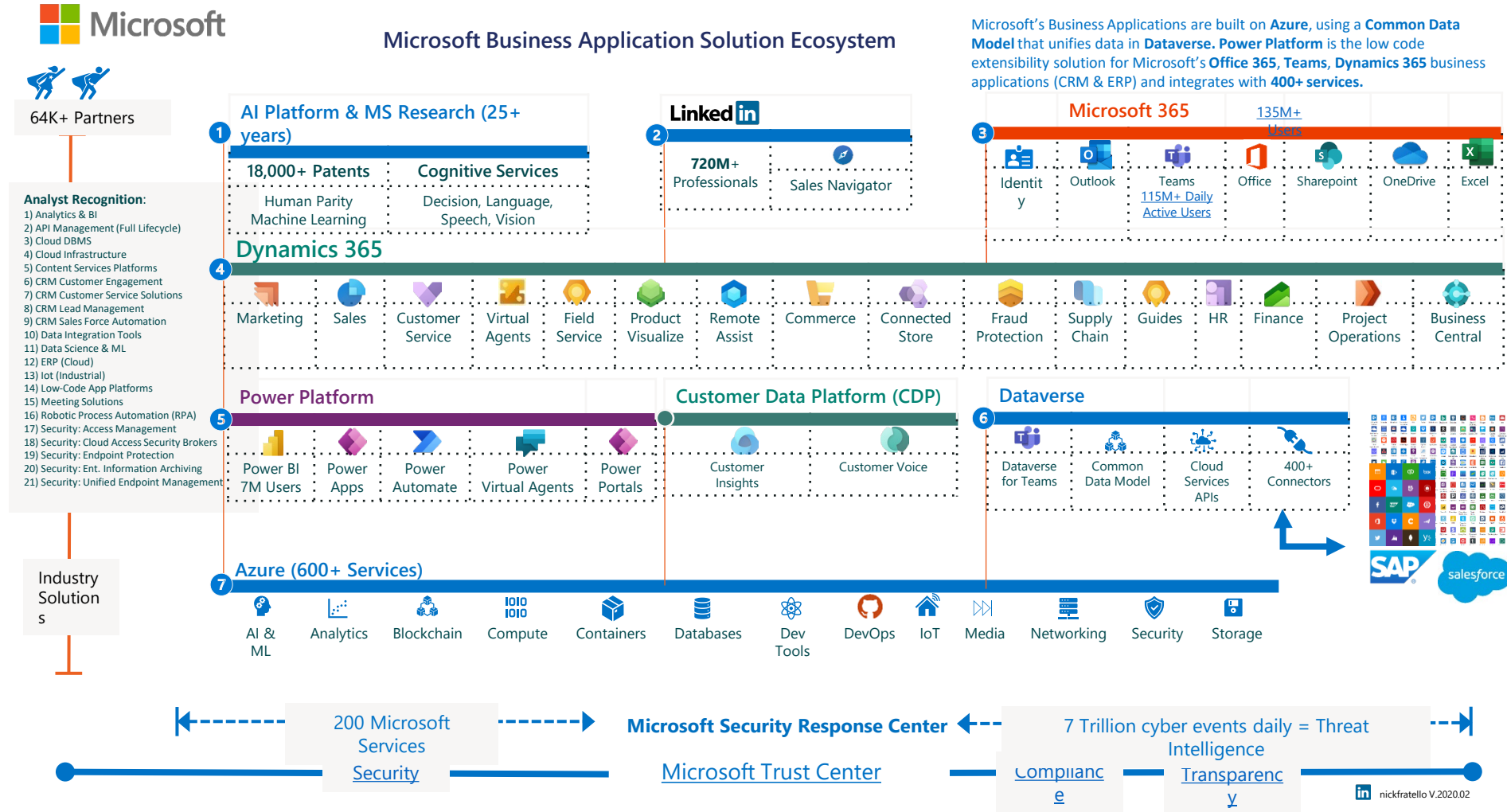
Case Study: Microsoft Cloud Platform



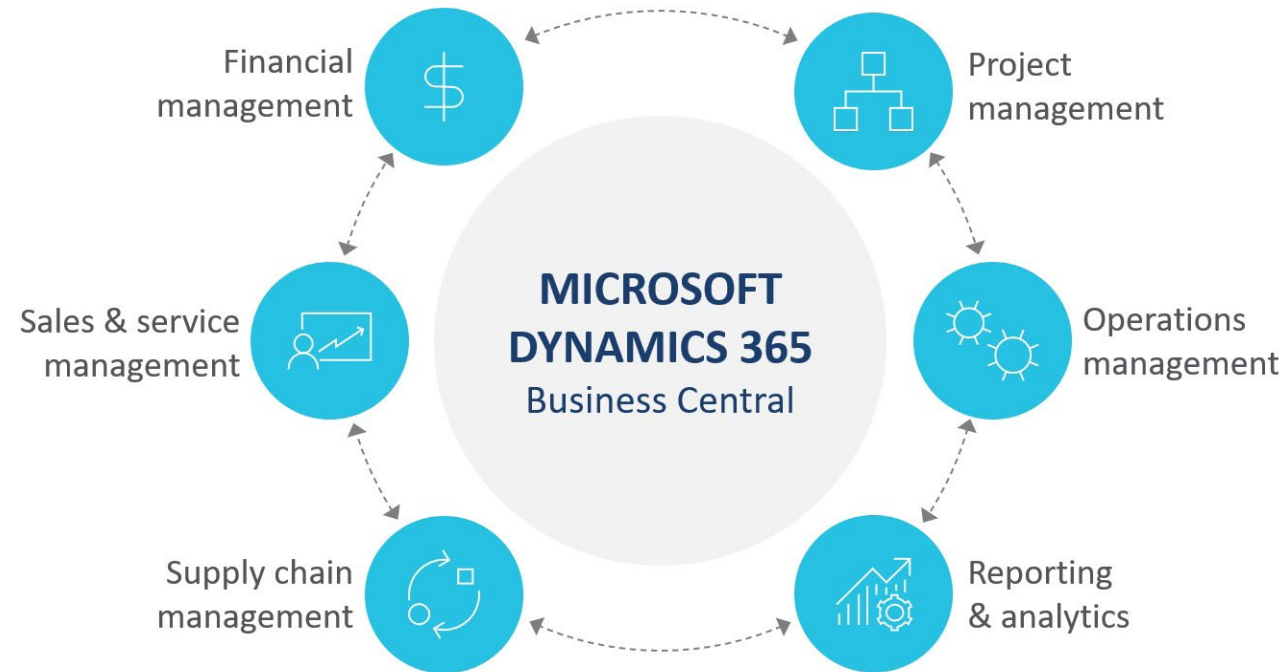
Microsoft Cloud for Digital Transformation

- Microsoft is the **dominant player** in middle market cloud application space.
- Majority of middle market organizations are leveraging Microsoft productivity and collaboration applications such as **Office 365, SharePoint** and **Teams**.
- A growing number of organizations are migrating onto **Microsoft Dynamics** ERP solutions.
- Microsoft provides innovative **Robotic Process Automation (RPA)**, **Business Intelligence (BI)**, based on it's Power Platform and AI tools.
- Moving the Microsoft Dynamics 365 family to the cloud removes the burden of managing such resources internally and puts it in the hands of Microsoft.

Microsoft Platform Highlights



Dynamics BC Components



Keeping You Updated!



Dynamics 365 Business Central

CRONUS USA, Inc. | Finance | Cash Management | Sales | Purchasing | Approvals | Self-Service | Setup & Extensions | Intelligent Cloud Insights

Customers | Vendors | Items | Bank Accounts | Chart of Accounts

INSIGHT FROM LAST MONTH

The best-selling item was **ATHENS Desk** with 18 units sold

ACTIONS

- + Sales Quote
- + Sales Order
- + Sales Invoice
- + Purchase Order
- + Purchase Invoice
- > New
- > Payments
- > Reports
- > Setup
- Excel Reports

Activities

SALES THIS MONTH	OVERDUE SALES INVOICE AMOUNT	OVERDUE PURCH. INVOICE AMOUNT	SALES INVOICES PREDICT... OVERDUE
\$1,906	\$64,906	\$49,422	0
> See more	> See more	> See more	> See more

ONGOING SALES

SALES QUOTES	SALES ORDERS	SALES INVOICES
2	4	7
>	>	>

ONGOING PURCHASES

PURCHASE ORDERS	ONGOING PUR... INVOICES	PURCH. INVOI... NEXT WEEK
4	3	0
>	>	>

PAYMENTS

UNPROCESSED PAYMENTS	AVERAGE COL... DAYS	OUTSTANDING... INVOICES
1	5.8	10
>	>	>

INCOMING DOCU...

MY INCOMING DOCUMENTS
1
>

Efficient User Interface



Dynamics 365 Business Central Items

CRONUS USA, Inc. | Sales Administration Sales/Purchase Analysis Self-Service Intelligent Cloud Insights

Items: All Search + New X Delete Process Item Request Approval Inventory Attributes Edit In Excel Actions Navigate Report

1896-S ATHENS Desk 1,000.80 4 PCS	1900-S PARIS Guest Chair, black 192.80 0 PCS	1906-S ATHENS Mobile Pedestal 433.60 5 PCS
1908-S LONDON Swivel Chair, blue 190.10 3 PCS	1920-S ANTWERP Conference Table 647.80 10 PCS	1925-W Conference Bundle 1-6 188.80 0 PCS
1928-S AMSTERDAM Lamp 54.90 8 PCS	1929-W Conference Bundle 1-8 233.80 0 PCS	1936-S BERLIN Guest Chair, yellow 192.80 100 PCS
1953-W Guest Section 1 125.80 -49 PCS	1960-S ROME Guest Chair, green 192.80 2 PCS	1964-S TOKYO Guest Chair, blue 192.80 4 PCS
1965-W Conference Bundle 2-8 233.80 -81 PCS	1968-S MEXICO Swivel Chair, black 190.10 10 PCS	1969-W Conference Package 1 341.80 -7 PCS
1972-S MUNICH Swivel Chair, yellow 190.10 0 PCS	1980-S MOSCOW Swivel Chair, red 190.10 0 PCS	1988-S SEOUL Guest Chair, red 192.80 0 PCS
1996-S ATLANTA Whiteboard, base 1,397.30 10 PCS	2000-S SYDNEY Swivel Chair, green 190.10 38 PCS	

Forecast

Updated 04/09/18 [Update Successful](#)

Power BI Reports

ATHENS Desk
CRONUS USA, Inc.

Item Sales & Purchase Activity - Last 12 Months

- Sold Quantity
- Purchased Quantity

Outlook Integration



Inbox - admin@MSDIR2018PTSCRAIG.OnMicrosoft.com - Outlook

File Home Send / Receive Folder View Help Tell me what you want to do

Search Current Mailbox Current Mailbox

Focused Other By Date

Last Week

Robert Townes
Request for a quote on some furniture
Hello MOD, We are planning an office
Fri 9/28

Meagan Bond
Can you remind me how much I owe you?
Hi MOD, I know I owe you money, but I can't
Fri 9/28

Wide World Importers
Thank you for your business! - Invoice 103073
Hello MOD, Here is the invoice for your
Fri 9/28

Sally McArthur
Hello!
Hello MOD, This email is just to introduce
Fri 9/28

Peter Sadow
Discount on Quote S-QUO1001
Hi MOD, I'm working with Trey Research on
Fri 9/28

Reply Reply All Forward

Wide World Importers <wide.world.importers@con> 1-1 1 Fri 9/28

Thank you for your business! - Invoice 103073

Wide World Importers - Invoice PS-INV103073.PDF 70 KB

Hello MOD,

Here is the invoice for your recent furniture order. Thank you for your business!

Invoice No. 103073 **Wide World Importers**

CRONUS USA, Inc.
7122 South Ashford Street
Atlanta, GA 31722

Item	Description	Ship Date	Qty.	Unit Price	Total
1928-S	Amsterdam Lamp	9/28/2018	50	42.80	2,140.00
2000-S	Sydney Swivel Chair	9/28/2018	42	148.10	6,220.20
				Subtotal	\$8,360.20
				Tax	\$501.61
				Total	\$8,861.81

Best regards,
Wide World Importers

wide.world.importers@contoso.com
(701) 555-0151

Business Central

107214 · Wide World Importers

Details Edit Pop Out Refresh

General Show more

Vendor Name: Wide World Importers

Contact: Toby Rhode

Posting Date: 4/9/2018

Due Date: 4/30/2018

Vendor Invoice No.: 102446

Lines

Type	No.	Description/Comment	Locatc
Item	1928-S	AMSTERDAM Lamp	
Item	2000-S	SYDNEY Swivel Chair, green	

Subtotal Excl. Tax (USD): 8,360.20

Inv. Discount Amount (USD): 0.00

Items: 5 Unread: 2 Reminders: 46 This folder is up to date. Connected to: Microsoft Exchange 100%

Microsoft Power BI



People Analytics

- People analytics will be critical for growth; it is evolving

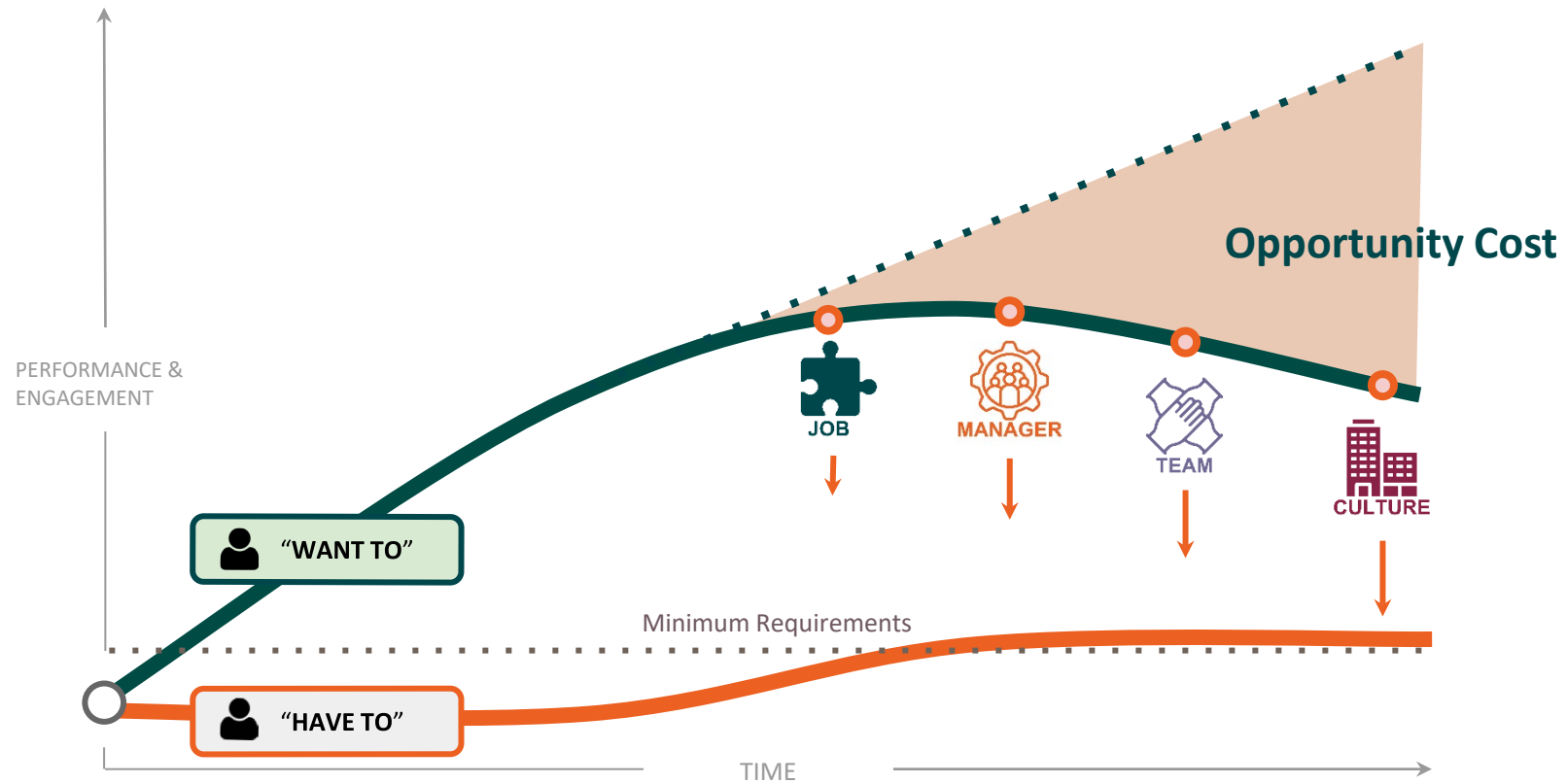
Used to only measure:

- Pay
- Rewards
- Annual engagement
- DEI impact
- Feedback

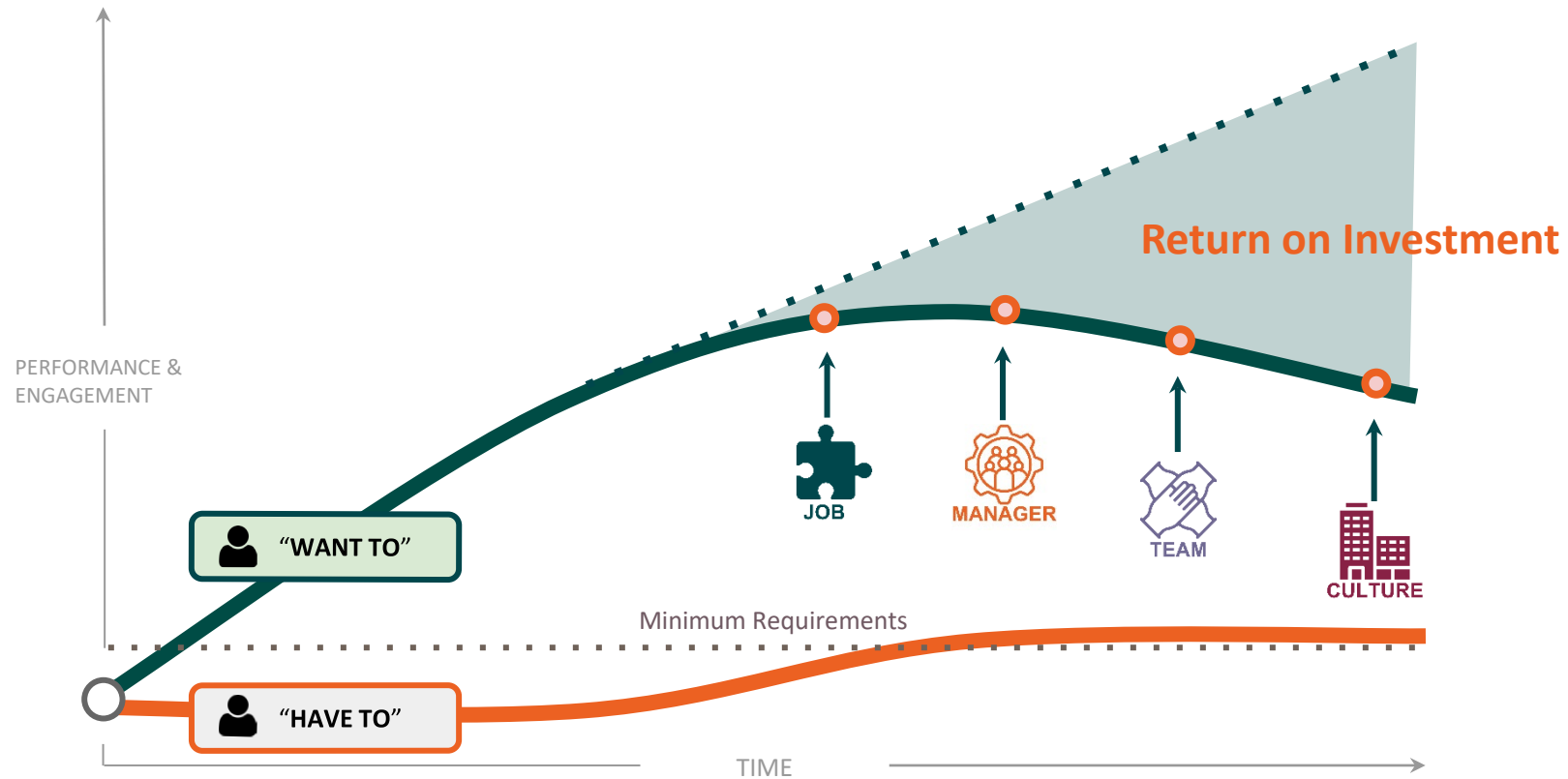
Now it should measure:

- Employee sentiment
- Productivity
- Well-being
- Burnout
- Team Dynamics

Blockers to Great Results



Drivers of Great Results



Assessing Your Capabilities

- Are your employees able to focus on value added activities rather than routine, non-value add efforts?
- Are your employees able to collaborate and share the needed information in a seamless fashion?
- Are your systems enabling your employees, customers and suppliers, to make better decisions in a timely manner?
- Are you measuring what naturally drives your employees' performance?
- Are you evaluating the *skills* needed for the roles in the organization, not just the *position*?
- Are you proactively designing teams or relying on traditional team structure?

Concluding Comments

- Digital transformation efforts frequently fail to achieve promised results due to user adoption and change management challenges:
 - A **People-Process-Technology** Integrated approach is needed to ensure success!
- KM offers an exciting range of services to assist:
 - IT Roadmap Evaluation/Development Services
 - Talent Optimization Advisory Services
- **Arrange a Complimentary Consultation Session to learn more.**

Contact the Presenters



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