

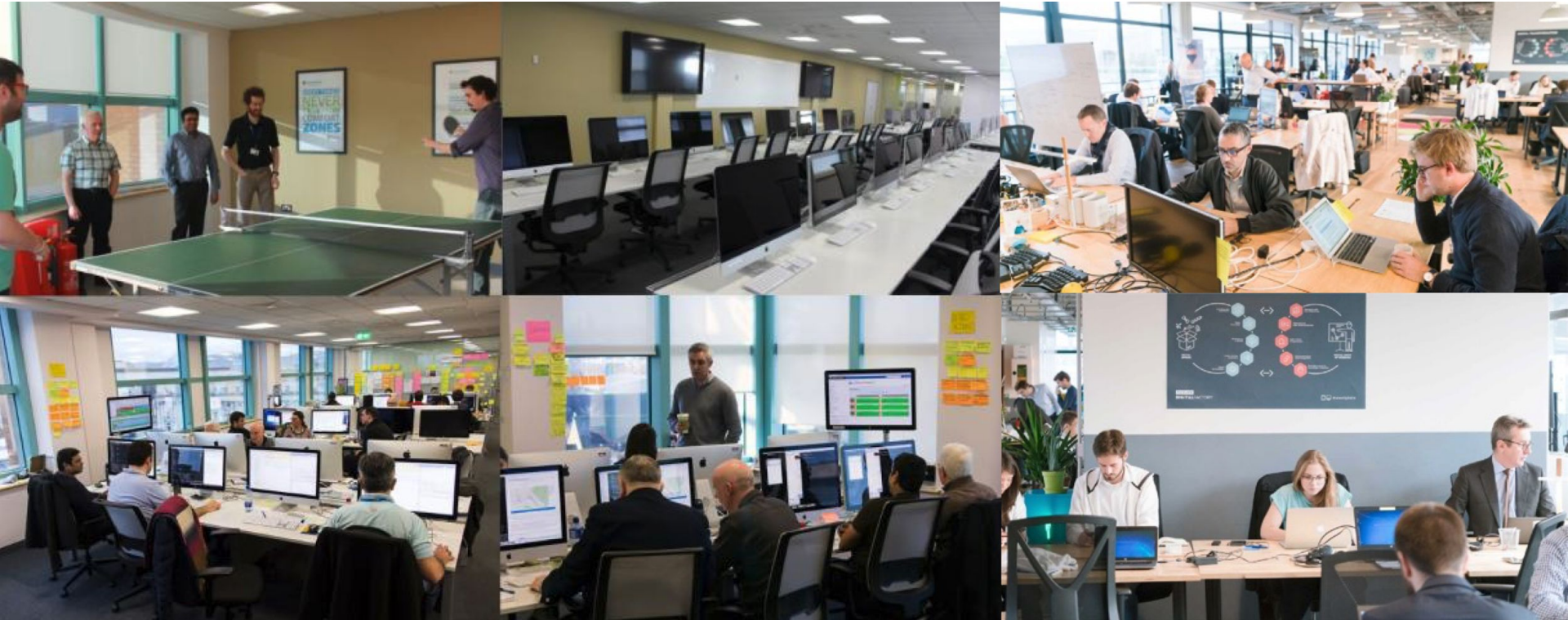
# Confronting the Business Bottleneck: Digital Strategy Beyond IT

Rick Clark & Coté

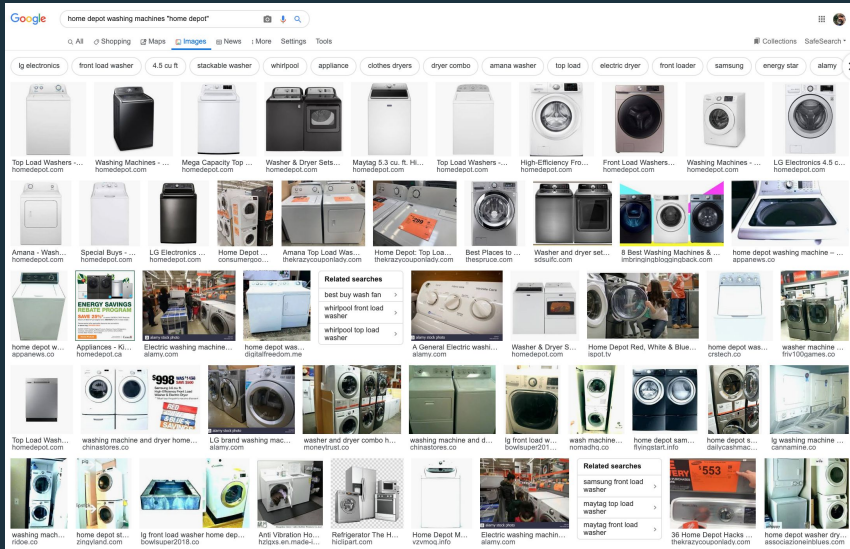


**Faster technology cycles  
drive  
faster business cycles**

# Product teams: independent, multi-role, fast feedback



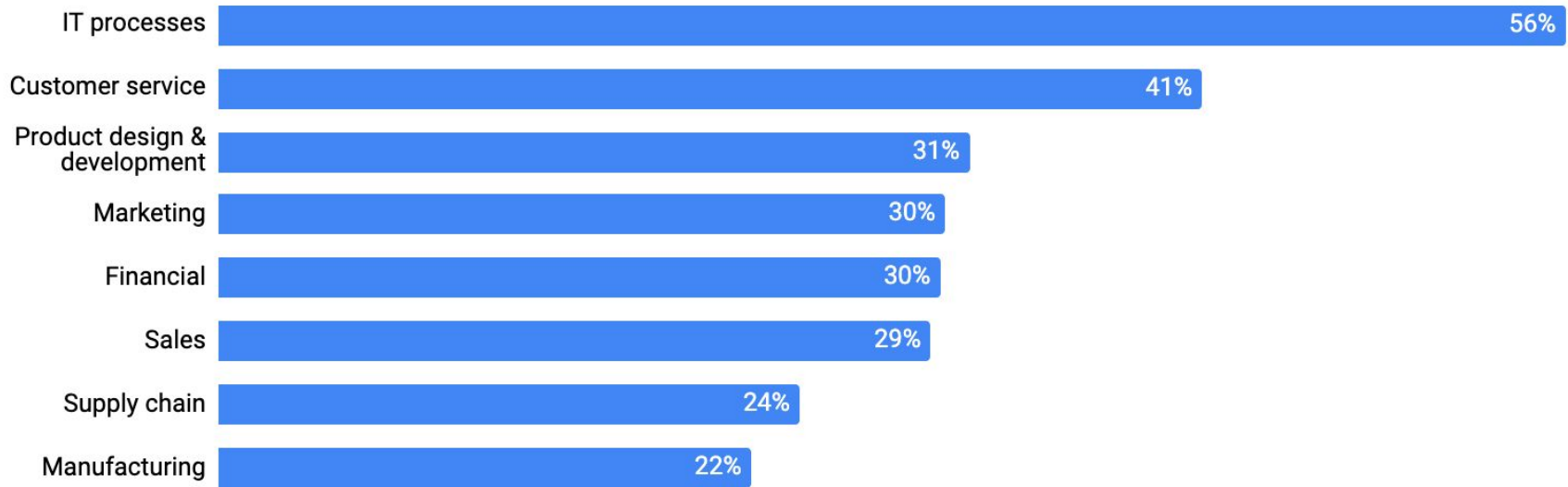




- **"As of fiscal year 2018, The Home Depot customers pick up approximately 50% of all online orders in the store."**
- **28% growth in online sales.**
- **From 130 cloud native apps in 2016, to 4,000 in 2019.**

# Most firms are focusing on modernizing the IT department, not the business

"Which business processes are the focus of your firm's most recent digital transformation?" Data from "Kick-Start Your Digital Bu..."



Average across 5 sectors



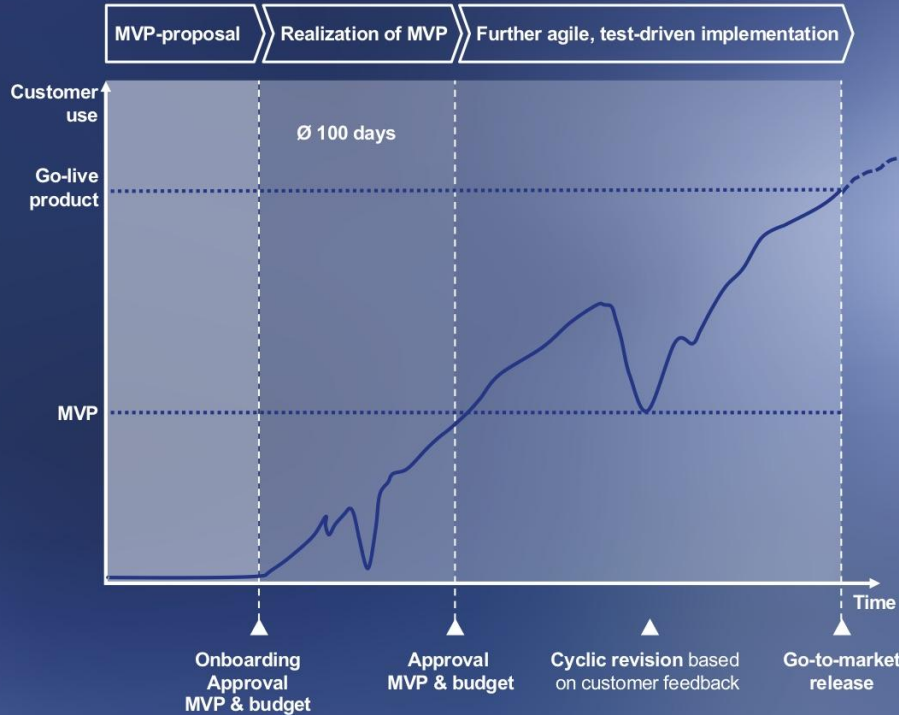
(1)

# Finance and strategy





# Agile development enables standalone software incl. customer testing and hard review decisions in 100 days



## Review board

The review board decides based on KPIs on the financing of the project

1 Go-Live

2 Improve

3 To pivot

(2)

## Compensation



(3.)

# Mistrust

## Two decades of Standish failure tracking



## Leadership has three tools:

1. **Vision & strategy**
2. **Finance & funding**
3. **Organization structure**

**...and *only* three tools!**





<https://cote.io/bottleneck/>