



sigli.com

DIGITAL TRANSFORMATION

A GUIDE TO LASTING CHANGE



Maxim Golikov

A. Goštauto g. 40, LT-03163 Vilnius

TABLE OF CONTENTS

- 1. Introduction: Understanding The Need for Digital Transformation 4
- 2. What Is Digital Transformation?..... 5
- 3. Why do digital transformation initiatives fail?..... 6
- 4. Sigli’s Core Framework for Adaptive Digital Transformation..... 8
- 5. Digital Transformation in action: Two Case studies..... 15
- 6. Conclusion: Building an Adaptive Future..... 18
- About Sigli 19
- References..... 20



01.

Introduction: Understanding The Need for Digital Transformation

“Digital transformation” is one of the most talked-about topics in tech and business.

Companies of all sizes are figuring out how best to adapt to a changing, evolving world. A world filled with technological opportunities.

However, there’s also confusion. Many leaders think of digital transformation as simply purchasing new software tools and infrastructure. They may have general ideas of “efficiency gains” and “automation”. And they’re also usually eager to see the benefits of AI, without fully understanding what these might be.

If you’re exploring how to implement digital transformation in your company, you’ve probably come across a lot of conflicting information. Not to mention heaps of tech jargon. Knowing how to begin a digital transformation programme – or how to shift direction if past efforts have failed – can feel like a losing battle.

With that in mind, this guide has three aims:

- ✓ Simplify the complex topic of digital transformation, dispel widespread misconceptions, and provide a nuanced, experience-backed definition.
- ✓ Explore the central challenge that most companies face: implementing meaningful, long-term digital transformation.

Propose a solution to this problem based on real-life case studies and our battle-tested model at Sigli.

The reality is that digital transformation needn’t be difficult. What it does require is a mindset shift that cuts through the noise. It is also important to see digital transformation for what it really is – not a gradual shift towards more efficient workflows, but an urgent, adapt-or-die necessity.

Before we begin, a quick note. You won’t find greater believers in the power and importance of AI than the team at Sigli. However, we also know when AI should take a back seat. That’s why this report is fully human-written and draws directly on the deep experience and subject-matter expertise of our talented engineers, developers and business strategists. You’re speaking to us, not a bot.

02.

What Is Digital Transformation?

Ask ten different business leaders what they mean by “digital transformation”, and there’s a good chance you’ll get ten different answers.

Most definitions run something like this: “Digital transformation is about implementing new technologies like AI or cloud systems to drive efficiency.”

However, this is a simplification at best. Why? Because it misses both the nuance and big-picture aspects of true digital transformation.

Dr Stijn Viane, professor at Vlerick Business School, gave one of the best descriptions of digital transformation when we spoke to him on our Innovantage podcast:

“The way I define digital transformation is as a strategic response to turbulence in the environment of organisations, turbulence that is not least driven by immense advances in digital technologies. It is a strategic way of responding to the threat of not surviving and the opportunity of thriving in a digital economy.”

Building on this philosophy, our approach to digital transformation focuses not just on technology adoption but on creating adaptive companies. As Dr Viane outlines, adaptability is the speed with which an organisation can respond to a nonstop avalanche of threats and opportunities posed by emerging technology.

Once the need for adaptability is understood, it becomes clear that digital transformation is not a one-off event. It is an ongoing, evolving process. A process that requires a mix of operational, cross-departmental, and, perhaps most vitally, strategic inputs.

03.

Why do digital transformation initiatives fail?

According to McKinsey, 70% of digital transformation initiatives fail.

70% is a worrying statistic. For a typical business implementing a digital transformation plan, there is a seven-in-ten chance they won't succeed. It is understandable that leaders are worried.

We identified the five main reasons for this high failure rate:

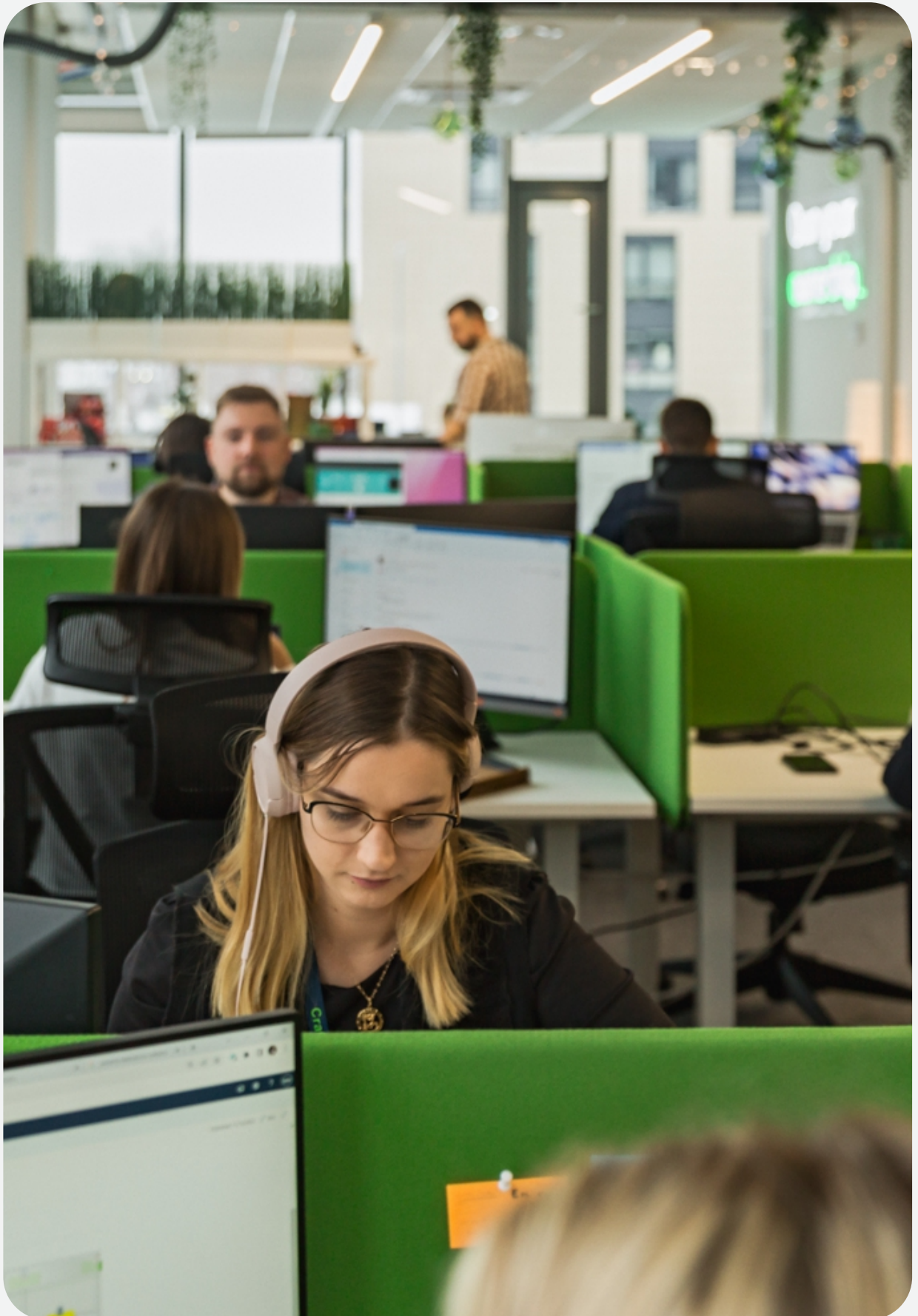
- ✓ **Failure to produce systemic change** caused by surface-level adoption of tools and a lack of deep integration.
- ✓ **Unrealistic expectations** resulting from buying into hype and exaggerated promises of emerging technology.
- ✓ **Siloed departments** that don't understand that digital transformation is ultimately a company-wide, team effort.
- ✓ **A crisis mentality** in corporate leadership that waits to react to issues rather than prevent them before they arrive.
- ✓ **Short-termism** that sees digital transformation as a one-off event rather than an ongoing strategy.

Just one of these factors is enough to stop digital transformation in its tracks. In many cases, multiple are present at the same time.

So how can you avoid these pitfalls?

A tested, comprehensive execution strategy is the answer. One that mirrors all the steps that define successful initiatives. And one that also accounts for the many challenges that can arise.

¹ <https://www.mckinsey.com/capabilities/transformation/our-insights/why-do-most-transformations-fail-a-conversation-with-harry-robinson>



04.

Sigli's Core Framework for Adaptive Digital Transformation

At Sigli we have helped dozens of enterprises navigate the complexities and pitfalls of digital transformation.

We rely on a four-part model to realise a strategy that is agile, ongoing and focused on continuous learning.

Here is our core digital transformation framework:

1. Understand and address culture and mindset
2. Define a vision and enable data and technology adoption
3. Execute a tailored digital transformation roadmap
4. Continuously measure and iterate

We always begin our partnerships by aligning with leadership on key outcomes. Typically, we focus on a mix of revenue growth, cost optimisation, and innovation metrics. The priority is to link IT investments to business strategy in a clear and measurable way.

From there, we map out a project framework that draws on the highly regarded COBIT and ITIL frameworks, which provide guidelines, tools, and best practices to help organisations ensure that IT delivers value and complies with relevant regulations.

We consistently ask two questions: "Are we doing the right things?" and "Are we doing things right?"

// *Without robust governance, even the best technology roadmap ends up fragmented. We incorporate COBIT guidelines to keep leadership accountable, while ensuring flexibility in ITIL processes."*

Mike Baleika, CTO, Sigli

Throughout the implementation process, trust and ethics remain front of mind. Sigli applies strict privacy, transparency, and consent standards, all of which enhance the tailored governance models we create for our corporate clients.

Let's look at the stages of our framework in a little more detail.