

PHOTON®

Colleague Success Management

A new paradigm for CIOs, CDOs, and CTOs

A recipe for businesses to fall in love with IT and digital product teams!

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Introduction

"They do not get me," "The experience is painful," "I am not sure they understand what we are trying to achieve in the market," "They will just slow us down," and "I would rather not deal with them," "I am happy as long as my laptop works." So, as a CIO, or even a CTO or CDO, if any of the above sounds familiar, join us in exploring a new paradigm called Colleague Success Management, which forges a positive, viable, and loving relationship with your business colleagues!

The concept of Colleague Success Management is derived from the origins of Customer Success Management. Customer Success Management is well understood by anyone working with or in the Software as a Service (SaaS) world. By definition, Customer Success Management is the capability (people, process, systems, data, and KPIs) in an organization whose sole purpose is to ensure the adoption, renewal, and expansion of the software products with an external customer. This capability has been adopted and matured in the SaaS world by all software vendors, from start-ups and cloud providers (e.g., GCP, Azure, AWS) to large enterprise software providers (e.g., Salesforce, Adobe).

Simply put, Colleague Success Management is applying the Customer Success Management concept to internal colleagues of the various business functions (for example, Sales, Marketing, HR, and Finance) and viewing them as their customers. Colleague Success Management is the CIO and their team ensuring that products or services provided by the IT organization to the business functions are adopted. And that real tangible or expected business value is created.

Colleague Success Management is even more critical in today's world as behaviors and expectations change with the introduction of every new website or mobile function. CIOs who embrace Colleague Success Management will be able to advance their capabilities and leadership skills, creating a positive impact with their colleagues across business functions.

CIOs are no longer just the custodians of their respective functions— they are business enablers and value drivers who now have a seat at the table with the business to shape, enable, and influence business strategies.

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In addition, they share responsibilities and accountability for business and technology outcomes driven by digital initiatives.

As per Gartner, at least 84% of top CIOs have responsibility for business areas outside traditional IT. This is not the CIO of the past, viewed primarily as the decision-maker for all conventional, back-office infrastructure management.

To help, Photon provides a new and rapidly evolving engagement model that helps leaders increase IT product adoption and accelerate business outcomes.

We call this Colleague Success Management. It influences your business strategy and proactively drives colleague experience and overall business happiness via digital products/services adoption.

From my experience working with CIOs, Colleague Success Management has been one of the critical factors in the success or failure of a CIO in their ability to properly influence business decision-makers and ensure value creation happens in the company.

We hope this whitepaper will help you understand the process of creating an efficient Colleague Success Management process in your organization.

— Deepak Sharma

SVP, Strategy & Customer Success, Photon





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Transformation of IT

Digital was already at the Center of the world, but in 2020, the pandemic drove digital capabilities to the forefront. It accelerated the adoption of new tools and practices in ways previously unanticipated but now accepted as the norm. Yet, amid all this, digital was more than a solution. It was the lifeline that enabled people and organizations to sustain themselves. As a result, the pressure on CIOs has never been more intense. CIOs now have to share responsibilities and accountability for business and technology outcomes driven by digital initiatives to achieve success.

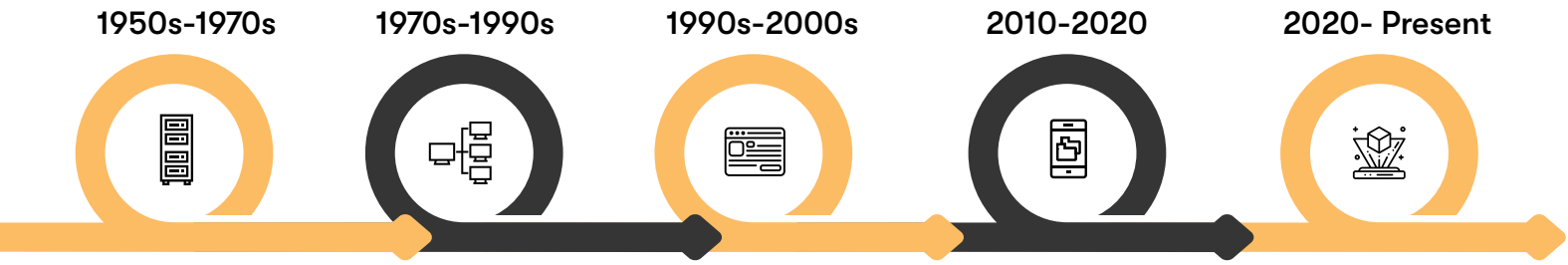
Today, C-suite leaders like CIOs, CTOs, and even CDOs are graded on how well they enable their business colleagues to deliver exceptional customer experiences. The focus of the CIOs has evolved from infrastructure and networks to delivering business outcomes. The CIOs are no longer providing a support function but now need to bring a strong digital POV to their business colleagues and service them as their customers! As a result, the CIO may get an A in several cases on infrastructure (network availability, security compliance, and mobile device availability) but get a much lower grade when it comes to delivering business outcomes!

Photon has a long history of supporting CIOs from all levels of digitally mature companies across the Fortune 500. Photon's Colleague Success Management often bridges the communication gap between the CIO's office and the other C-Suite executives. It ensures that their investments in digital architecture are tied closely to the desired business outcomes desired by their business colleagues.

Let's look at the evolution of the role of a CIO over key moments in time.

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The changing role of the CIO



Mainframe era	Distributed era	Web and e-business era	Digital transformation era	Digital HyperExpansion™ era
Overseer of centralized computing	Overseer of decentralized computing	Overseer of enterprise's information highway	Overseer of enterprise's digital strategy	Overseer of ever-changing customer behavior

"The CIOs of today are dealing with a very complex stakeholder ecosystem combined with dynamic business priorities. Colleague Success Management allows them to create a tight engagement model with a virtuous cycle of delivering positive business outcomes for their key stakeholders."

— Anthony Roberts
Business Advisor and Former Global CIO,
Walgreens Boots Alliance



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Build new muscles

From how to deliver the best products and services to

What critical and strategic priorities does the business want to achieve?

How can IT products/services shape and enable those priorities based on the latest technologies?

Adopt an experience mindset

From IT support tickets and network upkeep to

What are the critical business pain points IT needs to resolve?

What are the key channels and processes that will make the business more efficient?

How can IT design, enable and deliver their products with a streamlined experience?

Enable business outcomes

From just infrastructure and business tools to

What are the desired results that the business is looking for?

How to drive those outcomes and maximize the value they can get from IT products and services?

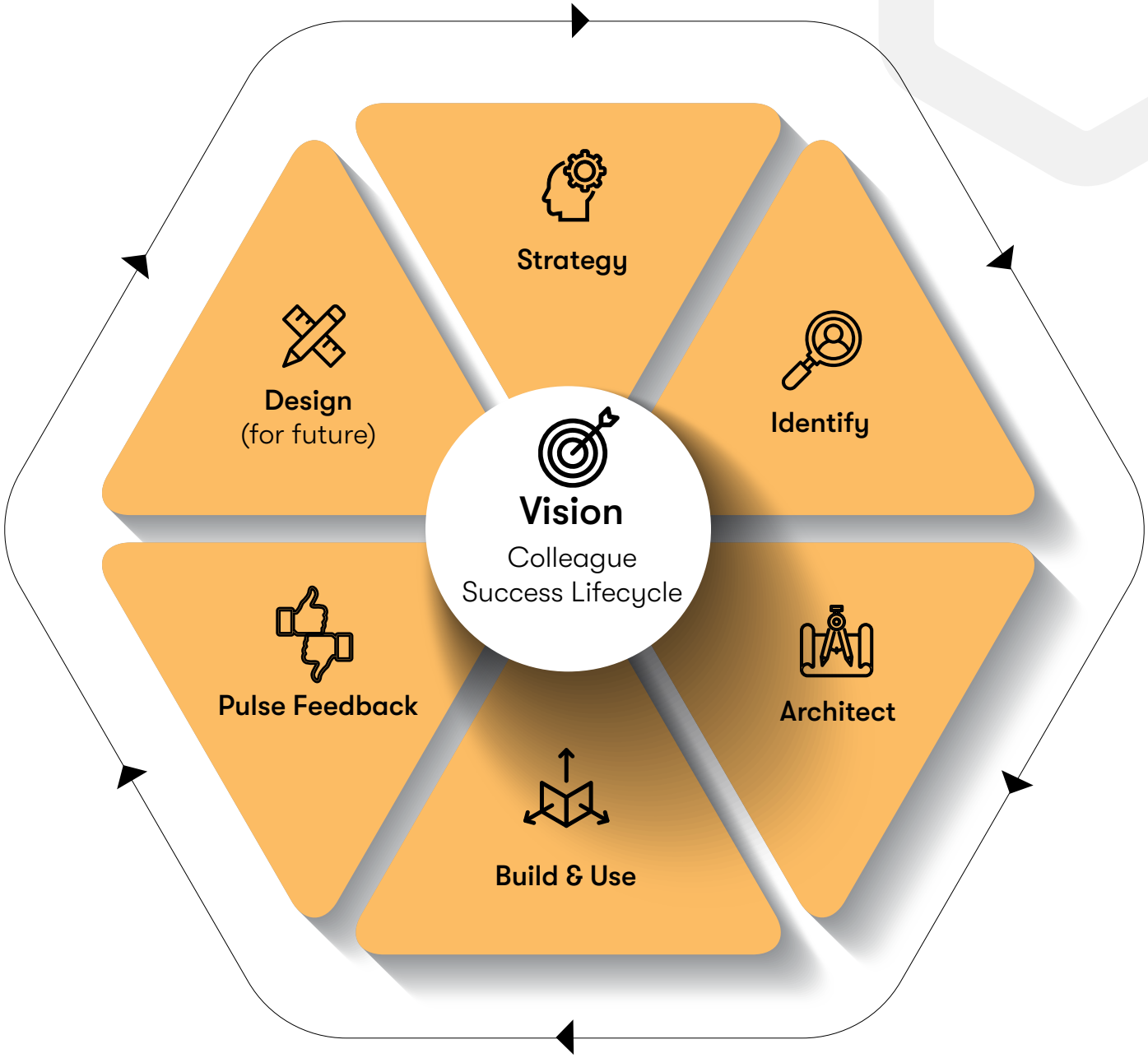
What is **Colleague Success Management?**

"Colleague Success Management is the CIO and their team ensuring that products or services provided by the IT organization to the business functions are adopted. And that real tangible or expected business value is created."

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How to create this within your company?

Colleague Success Management Lifecycle



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Phases	Activities	Outcomes/Desirables
 **Vision**	✓ Defining the Colleague Success Management North Star ✓ Working with key business stakeholders to gain alignment on North Star	✓ Colleague Success Management aspiration statement
 **Strategy**	✓ Understand business strategies and priorities	✓ Establish key goals, measurements and outcomes
 **Identify**	✓ Identify and deploy Colleague Success managers and solution architects for business teams ✓ Establish engagement points and communication plan with the business	✓ Streamlined business engagement ✓ Better alignment
 **Architect**	✓ Gather business user stories and feedback on required IT products/services ✓ Collaborate with solution architects to design an effective solution for the business	✓ Product backlog ✓ Effective solution design
 **Build & Use**	✓ Stay engaged in the development and deployment of the new IT products & services and ensure that the right capabilities are enabled for the users ✓ Support the business with new and existing IT products and services onboarding via playbooks, FAQs, sessions, etc. ✓ Conduct sessions with the users to ensure new IT products and services deliver the desired value and are being adopted adequately	✓ Streamlined business onboarding ✓ Better product adoption

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Phases	Activities	Outcomes/Desirables
Pulse Feedback	✓ Regularly connect with the business to gather feedback on the IT products and services, and offer additional services wherever required ✓ Conduct regular business pulse checks to understand business happiness scale and improvement areas ✓ Understand any pain points or required capabilities and handle escalations	✓ Product backlog ✓ Business pulse/ happiness score ✓ Improved user experience
Design (for future)	✓ Share feedback with the relevant IT teams and identify the timeline for the next release ✓ Close the feedback loop by sharing the planned timelines or the updates on the product enhancements	✓ Product roadmap ✓ Product/Service enhancements



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How to measure **Colleague Success Management**

Adopting Colleague Success Management is the first step toward ensuring better synergy between IT and business. Next, CIOs must go a step further and determine the impact it is making on the business. Is it making the day-to-day work more seamless? If yes, how can they measure the exact impact?

To help CIOs better understand the performance of Colleague Success Management, we have developed a scorecard to measure what we call Business Happiness Score.

Business Happiness Score



Business impact

- What is the impact on the business?
- Is it helping the company to grow revenue?
- Is it helping reduce costs or making some of the processes faster and better?



Stakeholder value

- How are IT products/solutions shaping employee experience?
- Are those products/solutions being effectively used by respective teams?
- Is IT seen as a positive, trusted, and loyal business partner?



Performance experience

- To what extent are IT services and products meeting business needs?
- Is the model helping ensure that the IT delivery dashboard is 'green'?
- Are all the essential IT services working 24/7?

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Photon's **Colleague Success Scorecard Framework** to measure Business Happiness



Measures how effectively IT supports business strategy, growth and outcomes

- Revenue growth
- Cost reduction
- Operational efficiency

Measures the value delivered by IT products to stakeholders including business users and partners

- Stakeholder effort
- Adoption of IT solutions
- Stakeholder experience





Measures the performance of IT solutions and the ability to deliver products as per the business needs

- IT delivery
- KTLO dashboard

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Action Needed: This scorecard framework offers an overview of how Colleague Success can be measured. Every engagement requires an in-depth understanding of each measurement to find the applicable scorecard to gauge your success.

We have crafted illustrative examples of each scorecard. Please feel free to email us at yourdigitalpartner@photon.com, and we will be happy to share them with you.

"During my career, Photon has been a strong partner who enabled my communications as a CIO with my business organizations. Their research, insights and applied experience fueled the creation of bold transformation plans. This business-oriented dialogue became a critical part of my success."

— Barry Gilmore
Former Chief Information Officer,
L'Oréal America's



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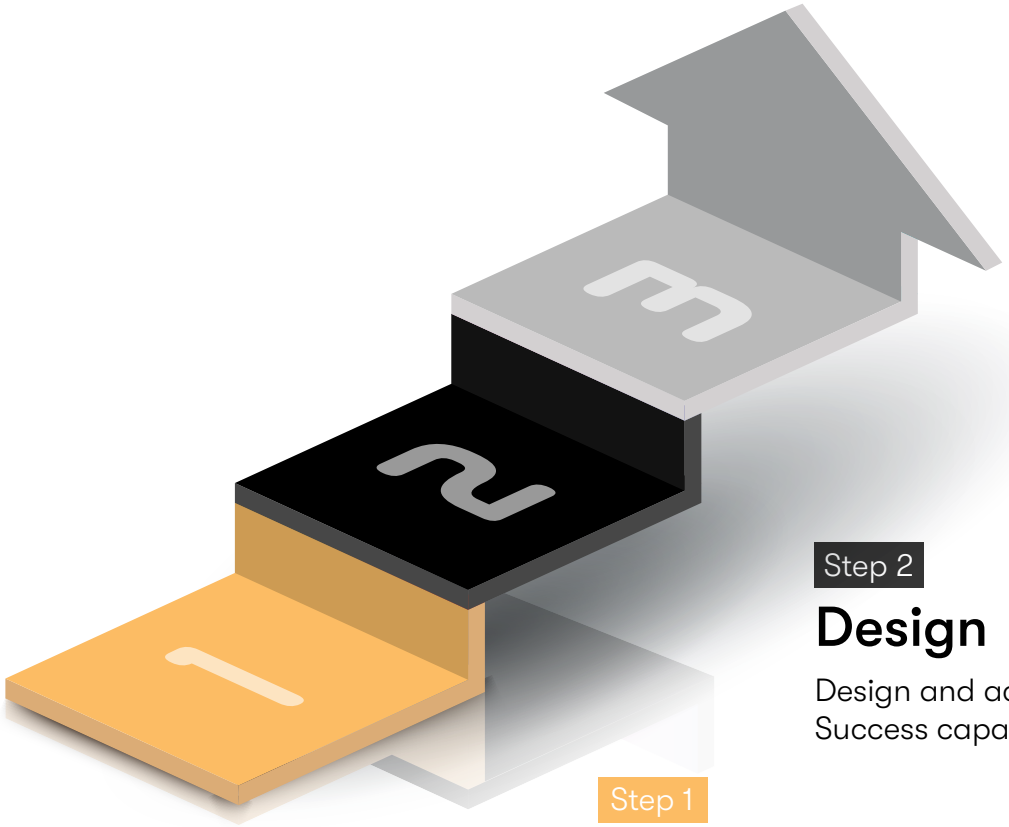
How can Photon help?

CIOs like you need an experienced partner who can collaborate and shift focus from cost controls to revenue growth, process reengineering to stakeholders' experience, and from infrastructure to overall operational efficiencies. Of course, none of these changes will be easy to make. However, we have identified the following three steps by which Photon can help you deploy Colleague Success Management in your organization:

Step 1 : Define your technology and digital products' North Star

Step 2 : Design and activate your Colleague Success capabilities model

Step 3 : Deliver business value by leveraging the Colleague Success Scorecard and increase your Business Happiness scores



Step 3

Deliver

Deliver business value by leveraging the Colleague Success Scorecard and increase your Business Happiness scores

Step 2

Design

Design and activate your Colleague Success capabilities model

Step 1

Define

Define your technology and digital products' North Star

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Photon i4 Engagement Model



Our unique Strategy Consulting approach uses the Photon i4 Engagement Model consisting of four steps – Ideate, Implement, Iterate, and Interpret, to set a virtuous cycle in motion and enable CIOs like you to act with speed and confidence.

What is Photon i4 Engagement Model?

A time-tested methodology of continuous R&D to come up with the next big idea, whether considered feasible or not, and bringing it to our customers as roadmaps, POCs, and then moving them to implementation.

Why do you need it?

Instead of developing a full-fledged application from scratch and being doubtful of whether it will meet customer expectations, it would be ideal to build rapid prototypes leveraging lean agile development methodologies to provide value to customers. Also, we can provide A/B testing capabilities to the prototypes and enhancements to decide whether a particular feature provides customers with an additional edge over other players in the industry. Our i4 Methodology is applied to accelerate and continuously innovate your Colleague Success transformation.

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"Being the digital agency for key market leaders offers us a seat at the table with Fortune 500 CIOs, CTOs, and CDOs like you. It gives us insights into how your peers have succeeded in similar transformations and provides Photon with the ability to guide you through the key steps needed to implement and adopt this type of transformation."

Deepak Sharma
SVP, Strategy Consulting,
Pre-Sales & Customer Success, Photon





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Time for **transformation**

The CIOs' evolution has become an essential part of every mature enterprise. Beyond being responsible for digital infrastructure, CIOs are now heavily leaned on and held accountable for how tools/systems can ensure Colleague Success. Simply put, these CIOs are being graded on how well they enable the business to deliver exceptional value back to the business. So, moving forward, companies will assess their CIOs on these three parameters: Business impact, Stakeholder value, and Performance experience.

In order to act as an agent of change, CIOs themselves must be open to transformation first, and then a fundamental shift from Business Relationship Management to Colleague Success Management will follow suit.

To learn more about how you can implement Photon's Colleague Success Management within your organization and accurately measure its success, feel free to **connect with us at yourdigitalpartner@photon.com**



Please click here or scan the QR code to connect with our digital experts.

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About the **authors**



Author

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Deepak Sharma is part of the executive leadership team at Photon, responsible for Strategy Consulting, Pre-Sales, and Customer Success. He plays an instrumental role in designing future consumer experiences and building transformation roadmaps by leading digital innovation for our clients. In addition, he is also responsible for shaping our industry-leading Customer Success models across services.

Before Photon, Deepak was a Partner/Managing Director at Deloitte Consulting. He co-founded Deloitte's Customer Success practice, focused on driving customer and digital experience transformations across a diverse portfolio of Fortune 500 clients. Before that, he was an Associate Partner at IBM Global Services, focused on leading customer experience transformation efforts across an extensive portfolio of B2B companies.

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John Negrau is part of the Strategy Consulting Group at Photon, leading the Consumer Vertical (B2C, D2C, Retail, CPG). He blends and balances digital enablement, technology, data, and processes that drive frictionless relationships between our customers and the customers they serve. With 20+ years of omnichannel strategic expertise, John has led integrated marketing and e-commerce solutions in diverse environments.

Before Photon, John was a VP of Marketing & e-commerce at Propper International, a global manufacturer, where he led brand & e-commerce strategy, full MarTech & AdTech ecosystems, and digital acquisition/retention. Before that, he led Merkle's Content Marketing & Strategy team and productized several market-leading solutions across various Fortune 100 brands.

Acknowledgment

The authors would like to extend their sincere thanks to Strategy Consulting Leads **Totran Radke** and **Brian Winett** - an integral part of the Strategy Consulting team at Photon for their vital contributions to this whitepaper.



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Strategy Consulting Lead

Focusing on the consumer vertical, Totran Radke has led and supported strategy engagements with Fortune 500 clients across various industries. Her expertise is in digital marketing and digital transformation within the retail, e-commerce, and entertainment industry.



Brian Winett
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Brian Winett specializes in strategy engagements ranging from supporting culture shifts while enabling digital transformations, to enabling customer and colleague success initiatives. He also supports technical initiatives that involve modernizing archaic, legacy architectures.

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Connect with Photon now and accelerate your digital transformation journey.

Photon's mission is to help our clients embrace the power of digital technology. We are the digital transformation partner of choice for leading Fortune 500 companies. We offer an integrated approach combining Strategy Consulting, Creative Design, and Technology at scale. Please visit www.photon.com to learn more about us.

Digital transformation starts here
photon.com

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