Smart Information Grid

when data is energy: fundamentally rethinking information management

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Executive Summary

Information delivers significant RoI through innovative business model designs, customer value proposition improvements, and seamless operational excellence. Unfortunately, most companies' approach to data has jeopardized data-enabled value generation.

It is time to fundamentally rethink information management. The Smart Information Grid is the departure from an old adage 'information as an asset' – instead, it taps into a network to create, manage and use information to create business value. The Smart Information Grid is an advance from a centrally managed nuclear/IT power to a flexible, networked, and empowered ecosystem.

WHY With increasing business complexity, companies can gain 2 competitive advantages with information:

- **Information accessibility.** With exponential growth of data, no one can 'catch it all'—thus access to the 'right data' at the 'right time' is critical.
- **Insight actionability.** With increasing volume, variety, and velocity of information, being able to deduce insights and take prompt action is paramount.

By effectively mobilising the whole organisation, companies can increase both accessibility and actionability at a faster pace than competition.

HOW The Smart Information Grid requires a disruptive change in the organisational DNA, prioritising:

- **Connectivity over integrations.** A number of connections is more important than having a single, exhaustive platform.
- **Action over hindsight.** Instead of standard management reports, prioritise putting data in the hands of front-line employees.
- **Relationships over boundaries.** Commit to developing collaborative relationships, retiring control and ownership discussions.
- **Speed over perfection.** Months lasting data projects are replaced by the lean start-up methodology.

WHAT There are 9 generators that power information provisioning, transmission, and execution within the Smart Information Grid.

- **Execution.** 'Customer pull' should be the main factor driving data effort, and ownership shifts to frontline employees. Execution generators are: data literacy and data pass; experimental outside-in perspective; embedding information at the front-line.
- **Transmission.** Data governance is often complex and obscure, but it needs to be made very transparent. Transmission generators are: privacy, security and compliance; metadata and masterdata management; product and portfolio management.
- **Provisioning.** Tools and practices to enable data usage at scale through a distributed collaboration. It contains: flexible tooling and collaboration; network and data partnerships; API management.

The journey

The Smart Information Grid prioritizes continuous progress over the idealistic future state. The solution provides a shared compass, rather than an exhaustive map, across the organisation:

- **Build a change coalition.** Create executive buy-in and partnerships, and recruit key influencers. Communicate and reinforce the mission, values and new ways of working of the Smart Information Grid.
- **Launch a change platform.** Start immediately with small, empowered teams – learning as change unfolds. Define a few rules-of-thumb that guide development of citizen-developer solutions. Mobilize a community for best-practice sharing.
- **Jump the chasm.** Adjust your organisational structure to support distributed collaboration. Continuously assess the status and invest in 9 generators, and refine your change portfolio. Define productization of best-practice solutions. Collaborate with functional organisation.

Parallel top-down and bottom-up change prevents a drift to multi-year, large scale IT projects. Instead, it steers towards pragmatic solutions, with a mutual accountability between executives and front-line employees.

Remember that this is not an IT project – it is a business change first. The new technology is just one of many potential solutions. And always stay focused on the business value delivered.

Introduction: the Smart Information Grid

In a knowledge economy, information is a critical component to drive organisational growth and performance. Information delivers significant RoI through innovative business model designs, customer value proposition improvements, and seamless operational excellence. Unfortunately, most companies' approach to data has jeopardized data-enabled value generation. It is time to fundamentally rethink information management.

Back in 1967, Peter Drucker posited that 'just as electrical energy is energy for mechanical tasks, information is energy for mental tasks'

From assets to electrical energy

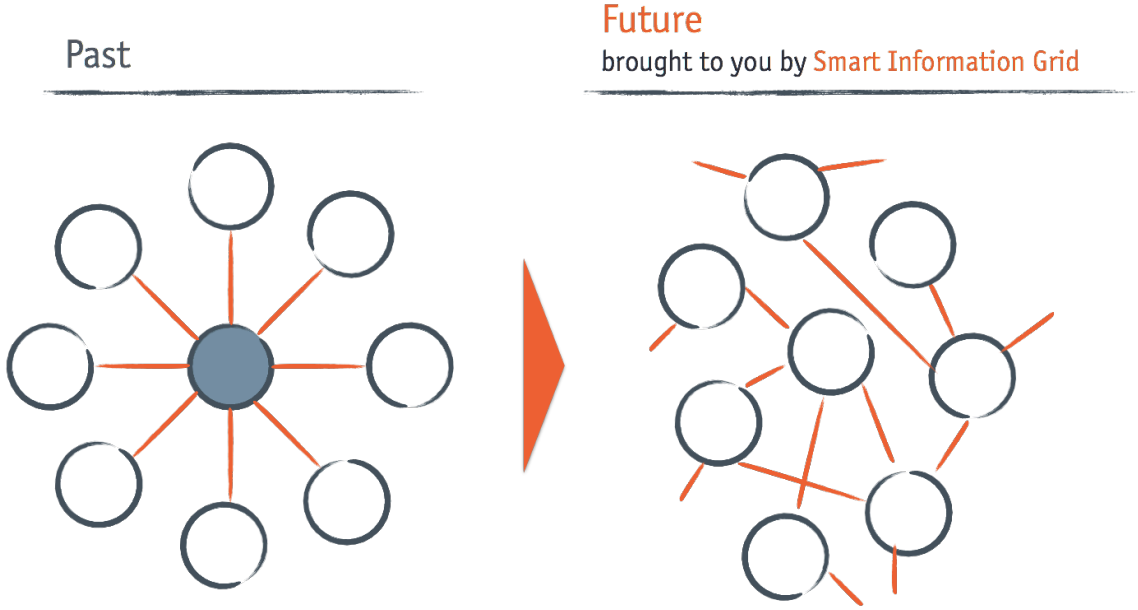
We must retire the old adage that information is an 'organisational asset.' In a traditional business context, assets include manufacturing facilities, intellectual property, or human capital. Data could not be more different: it costs hardly anything to duplicate and store, it moves and changes at tremendous velocity, and it can originate or be consumed anywhere and with relative ease. Yes, data has value but labelling it an 'organisational asset' only locks it up.

Instead of treating data as a stock, we need to put emphasis on its flow. Back in 1967, Peter Drucker posited that 'just as electrical energy is energy for mechanical tasks, information is energy for mental tasks.' Just like electricity, data is plentiful, fluid, dynamic, and affordable. Welcome the Smart Information Grid.

Plugging into the Smart Information Grid

In the past, energy (and information) world was simple. A large state-controlled nuclear or coal plant (IT) would produce energy (data) and distribute it through power lines (reports) to a multitude of households (business users). Today, we rather use renewable energy, solar roofs, and energy efficient appliances. You can be both a consumer and a producer of electricity simultaneously, energy flows in all directions, and you take ownership of your energy needs—e.g. with a Nest thermostat. We must embrace these changes and transfer the learnings to information management practices.

Essentially, the Smart Information Grid is an advance from a centrally managed nuclear/IT power to a distributed, flexible, networked, and empowered ecosystem. Smart Information Grid taps into a network to create, manage and consume data—with the goal to empower everyone in the organisation to use any information at any time to create customer value.



Why you need to plug into the Smart Information Grid

Today, every business is grappling with an existential imperative: the need to accelerate the operating speed while dealing with increasing complexity. Data is both a representation and a key to this dilemma.

The Chief Data Officer's challenge

As companies digitalise their propositions and operations, data has become a significant part of the company's clockwork. Many companies have already recognized that data can provide significant organisational value, including:

- new and improved customer value propositions, and increased service satisfaction;
- more efficient and leaner organisational processes;
- effective projects and assets management, including a reduction of risks.

In this new business environment – signified by increasing operating speed, business complexity, and exploding data volumes – the old tools no longer work.

However, while this has led to increased prominence and value of information, it also surfaced new challenges for CIOs and CDOs, including:

- the data volume, variety and velocity exploded, and traditional tools and processes are unable to keep up with the change;
- as data has become inherent to every business process, the responsibilities between CIO, CDO and their counterparts in marketing, sales and operations have blurred;
- with data a part of customer propositions, the ownership between business and IT has become contentious, as boundaries between internal and external data disappear;
- data has become an imperative part of any business project. With IT unable to keep up, it either resulted in escalations or business moving forward independently;
- all of this while CIOs and CDOs have to do more with less, as spending caps are imposed to free up budget to modernize legacy systems.

For many Chief Data Officers, it is clear that in this new business environment – signified by increasing operating speed, business complexity, and exploding data volumes – the old tools no longer work. The Smart Information Grid can help reinvent information management for this new world, unlocking significant value.

2 competitive information advantages

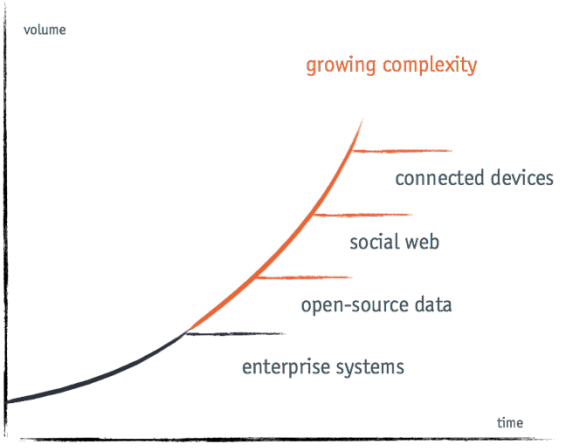
Inability to access and to leverage data inhibits every employee daily. Across thousands of employees, it adds to a tremendous value loss. And as the overall digital universe rapidly expands, the losses mount:

- if you do not have data, you cannot use it;
- if you cannot make information actionable, you do not benefit from it.

Over next decades, the growth in information volume and velocity will accelerate further. Next to ever more capable enterprise systems, new data sources such as open data, social web and the Internet of Things will continue increasing information landscape complexity. To succeed in this new reality, companies need to rethink their practices of managing data.

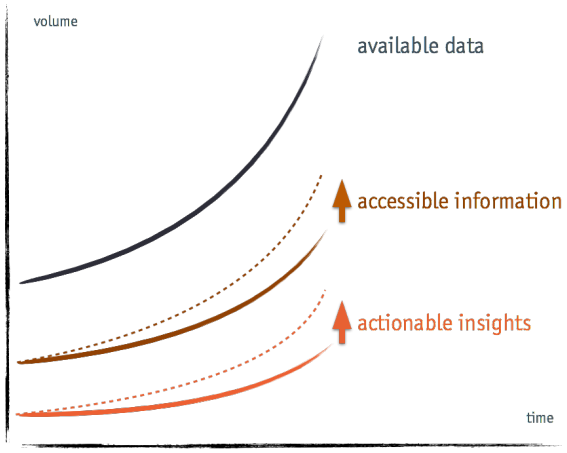
New information paradigm

an ever more complex data universe



Accessibility & actionability

2 competitive information advantages



Companies can create business value with new customer propositions, operational improvements, and better projects and assets management with 2 competitive information advantages:

1 **Improving information access**

the amount of data in the world is growing exponentially, and no one can 'catch it all'—thus access to the 'right' data at the 'right' time is more critical than ever. Having more exhaustive information at your fingertips faster than your competitors is a great competitive advantage.

2 **Deriving actionable insights**

with increasing volume, variety, and velocity of information, being able to deduce insights and take prompt action is more challenging too. By turning information into a more reliable action faster than your competitors, you gain a competitive advantage.

The goal is to increase both information accessibility and insight actionability at a faster pace than competition. This is the very essence of the Smart Information Grid: to be faster than others, you must effectively mobilise the whole organisation.

Smart Information Grid and the Digital Transformation

Across industries, digital has redefined customer expectations and company dynamics. The Smart Information Grid provides the necessary tools to succeed in this new age.

Collaborate effectively

Enticed by digital opportunities, business is moving full speed ahead with analytics, machine learning, and intelligent process automation. Often, with limited involvement of functional IT teams. Or worse, battling each other. For IT, it results in a complex system architecture. For a company, in siloed and duplicated effort. For business teams, in under-delivering projects, as they lack all needed capabilities. IT needs to embrace a role of frontline employees in every digital project and put needed tools, including data, in their hands. Else, the digital RoI will remain elusive.

Optimise for customer journeys

Every business needs to meet customer-first expectations created by leading companies. It means that a customer journey, and not a process or a department or a channel, must become a primary company's axis. In addition, companies need to streamline their processes, eliminating non-value add activities. Data connects various organisational units and external partners across a customer journey, and its availability and actionability are critical pieces of this new clockwork. Data needs to be commoditised across the whole company to enable smooth customer journeys and efficient operations.

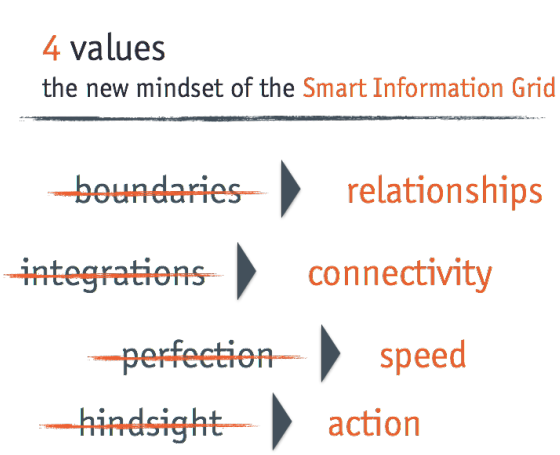
Develop new digital value propositions

The social web, open-source data, and connected devices create an ever more complex information landscape. This data is critical to shaping new products and services. Furthermore, data is a foundation for digitalising value propositions—including data-hungry applications of advanced analytics, machine learning, or artificial intelligence. Information is 'blood' of a digital company, and investments in data is a multiplier to the business growth effort.

Investing into the Smart Information Grid creates new value for customers and unlocks RoI of digital transformation. By driving data accessibility and availability across the whole ecosystem, its value will compound.

How the Smart Information Grid changes organisation

More than a technology and process change, Smart Information Grid requires to change the culture of the organisation, creating a new DNA. It requires instilling new values that are highly disruptive to a traditional IT approach to information management:



Connectivity over integrations. Tightly controller integrations give way to enabling connectivity. API's take precedence over enterprise data warehouse or data lake. A number of connections is more important than having a single, exhaustive platform.

Action over hindsight. Traditionally, a lot of data management effort went into creating 'standard reports' for managers to assess organisational performance. Instead, the Smart Information Grid prioritizes putting data in the hands of front-line employees who are responsible for daily customer interactions.

Relationships over boundaries. The new approach challenges the whole organisation (and especially IT) to commit to developing collaborative relationships, retiring control and ownership discussions. Smart Information Grid requires connecting with people first, creating foundations of trust and governance to enable collaboration.

Speed over perfection. Typically months lasting data migration, integration or report development projects have no place within the Smart Information Grid. Time to bring Lean Startup methodology to the information practice.

What generators power the Smart Information Grid

With data accessibility and information actionability at the heart of the Smart Information Grid, it creates a new organisational paradigm, in which the old practices no longer work.

The mechanics of the Smart Information Grid are strongly geared towards exploitation of data to deliver business value. It is much better at reconciling responsible data management practices with effective value-driven use.

To succeed and to unlock value of information, companies need to rethink their approach at every step of the journey, from data to action.

Enabling the information flow

The mechanics of the Smart Information Grid are strongly geared towards exploitation of data to deliver business value. It marks a stark contrast to a traditional IT approach of rigid data management. It does not mean that the Smart Information Grid foregoes responsible information governance and usage, especially in highly sensitive environments. Rather, it is much better at reconciling responsible data management practices with effective value-driven use.

The data flow consists of 3 primary steps: execution, transmission, and provisioning. Each of these steps can be leveraged to drive information advantage.

Execution: 'customer pull' should be the main factor driving organisation's data effort. Traditionally data usage has been constrained to analysts or BI consultants, based on priorities driven by IT. With Smart Information Grid, the execution focus shifts to customer needs. Correspondingly, execution responsibility and ownership shift to frontline employees.

Transmission: data governance is often a very complex and obscure practice, but the Smart Information Grid requires to create complete transparency. The transmission practices are critical as they define how much data actually flows between systems to people. Transmission deals with topics such as compliance or regulations, and is often where the disruptive change is most necessary—

but also where the most resistance can be expected.

To really reap value from data, companies need to change their approach to Privacy, Compliance, and Security. Else, no matter how hard your data-engine is revving, if transmission is stuck in the first gear you won't go fast or far.

Provisioning: Smart Information Grid demands tools and practices that enable data extraction and usage at scale. Moving beyond Enterprise Data Warehouses and IT apps, the Smart Information Grid operates at scale—requiring both ability to cast a broader net and to enable distributed collaboration.

The 9 power generators of the Smart Information Grid

To enable data flow organisations need to invest in 9 value generators.

3 execution generators:

- **Data-literacy and data pass.** With job definitions blurring, data capability can no longer be constrained to a few roles such as data analyst or data scientist. Everyone in the organisation needs to be data-savvy. Therefore, organisations need to extend their capability programs beyond pure- play data roles and define data literacy growth paths. However, with increased power comes increased responsibility. Therefore, it is necessary to ensure that data users have a right level of capability—particularly when dealing with highly sensitive data—something that we call the Data Pass.

- **Experimental outside-in perspective.** Data actionability and refocusing from internal reporting to front-line insights are critical enablers of the Smart Information Grid. Organisations need to practice taking a pragmatic, outside-in perspective, starting their data projects with a customer-first mentality. Furthermore, value is discovered through experimentation—contrary to traditional, predefined data projects. Leveraging methodologies such as Lean Startup and Lean Canvas, organisations must bake-in an experimental outside-in perspective into their culture.

- **Embedding at the front-line.** Data and insights can no longer be treated as an afterthought, something 'on top' to 'manage' performance. It is the end-of-era for standalone reports. Instead, information will be embedded deeply in the business processes, and frequently used for orchestrating operations across individuals, departments, and customers. This requires organisations not only to retool their systems, but also to completely rethink their processes—starting with a zero-based design.

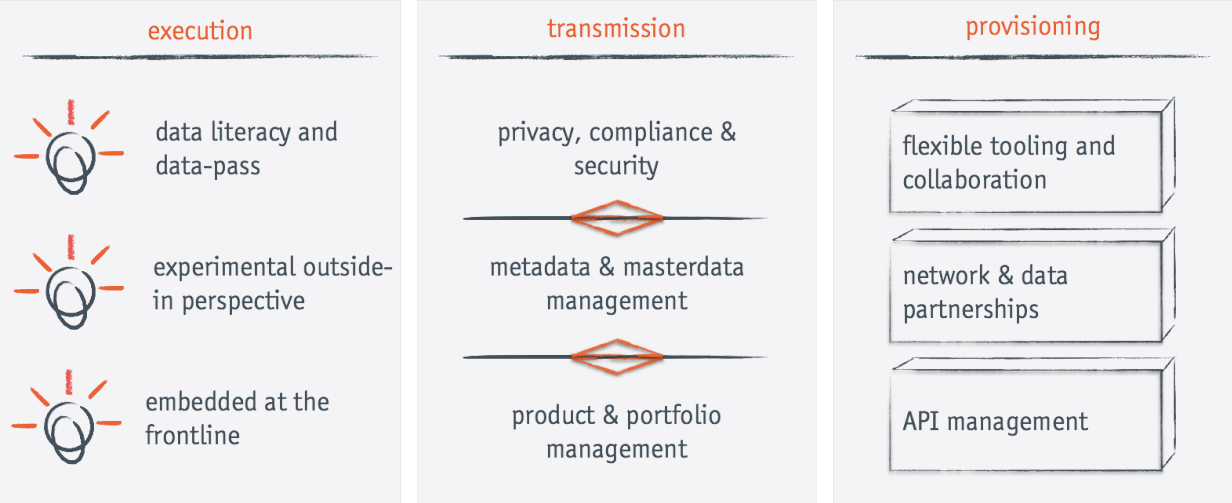
3 transmission generators:

- **Privacy, compliance, and security (P-C-S).** In many companies, particularly in heavily regulated industries (such as banking or healthcare), P-C-S are frequently perceived to hinder information usage. To benefit from data, companies need to change their approach to P-C-S. Else, no matter how hard your data-engine is revving, if transmission is stuck in the first gear you won't go fast or far. First, P-C-S must become an integral part of any data project, with P-C-S experts not only taking responsibility for meeting regulatory requirements but also for delivering customer outcomes. Second, P-C-S requirements cannot be managed in isolation, but instead be prioritised together with all other user stories.

- **Meta-data and master-data management.** In recent years, most companies embarked on their Single Source of Truth journey. Often, it led to paralysis and scope creep, as centralised data management functions could not reconcile highly complex and fast changing data flows. With the Smart Information Grid, both meta-data and master-data management need to be recalibrated. Often, meta-data is a forgotten or half-heartedly managed—but it is a key enabler for effective data sharing across organisational silos. Contrary, with master-data organisations are frequently too restrictive—which leads both to extended lead-times and emergence of 'shadow' repositories. Both can be balanced with a well-defined ownership of information domains, and by adopting best-practice data sharing championed by native digital companies.

Powering the Smart Information Grid

9 generators to enable execution, transmission and provisioning



- **Product and portfolio management.** Most data projects do not deliver expected value due to two reasons: they take too long, or do not meet customer needs. Effective product and portfolio management is necessary to overcome those barriers. Dynamic, proved-value based portfolio management (and budget allocation) can considerably reduce long cycle times that often result from prerequisite project plans. Furthermore, many companies lack strong product management capabilities in their data teams—often, product owner is the weakest (and frequently missing) link. By improving product management capabilities, companies can substantially improve success rate of data projects.

3 provisioning generators:

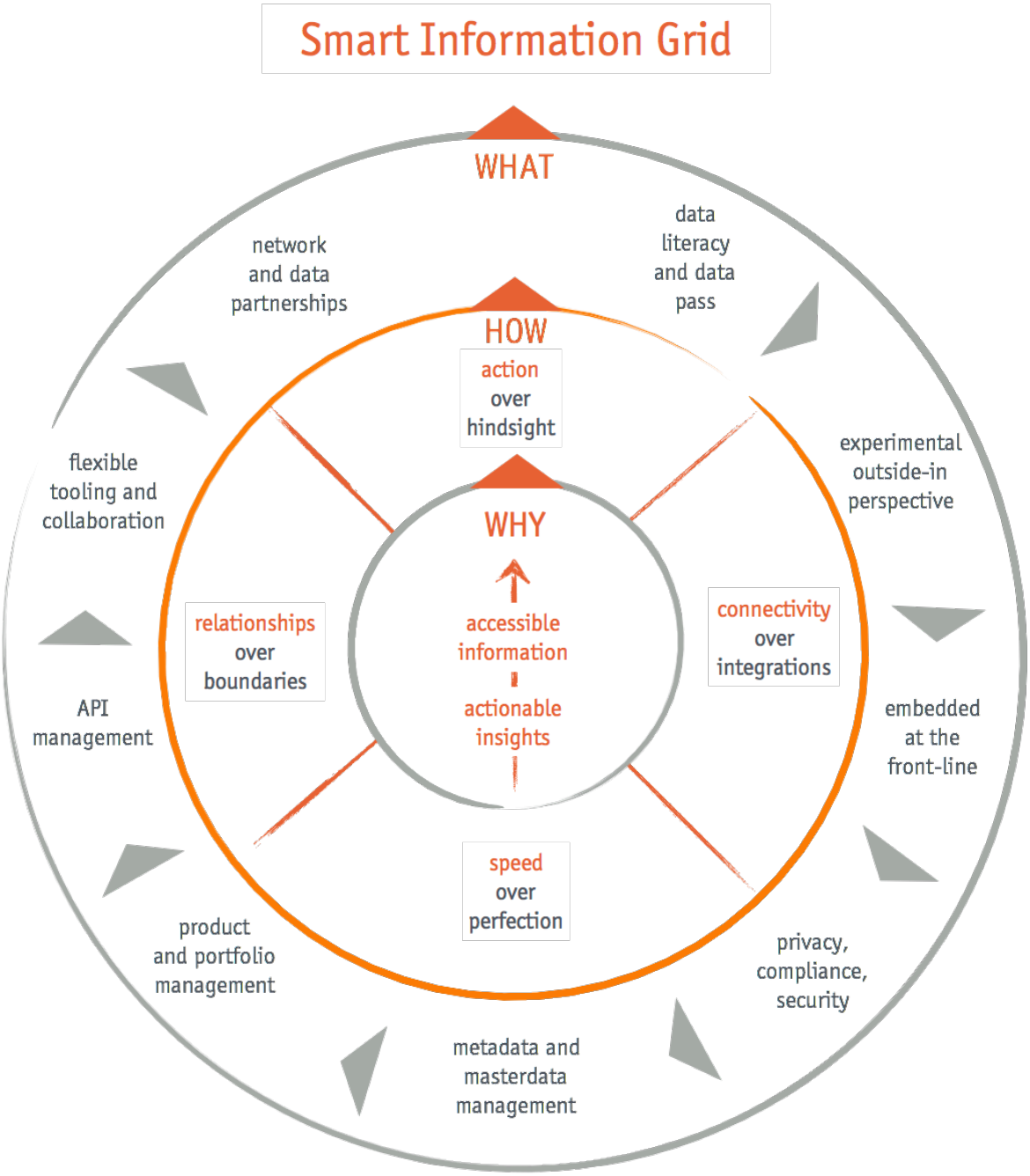
- **Flexible tooling and collaboration.** Tooling is often a contention point in any enterprise analytics discussion. However, even if resolved, it seldom leads to better customer outcomes or significant savings. To enable their business with data, IT departments need to take a much more open-minded approach to tooling discussions, and instead focus on improving collaboration. The Open Source community is the group that has best mastered collaboration at scale—which is the essence of the Smart Information Grid. We highly encourage companies to investigate and adopt open-source tooling that helps to reduce costs, speed up deployment, and improve collaboration.

- **Network and data partnerships.** Companies no matter the size or the industry, can no longer be constrained to their internal organisation. A network strategy and partnerships are becoming critical competencies in an interconnected, digital world. Discovering high-value partners, and defining mutually beneficial relationships for exchanging data, present challenges that most companies are not familiar with. Furthermore, it requires both strong business modelling as well as data modelling skills—and those usually reside far apart in the organisation. Leveraging multifunctional data teams can help.

- **API management.** The Smart Information Grid strongly advocates an API-enabled data exchange rather than traditional data integration patterns. It provides more flexibility and decoupling in IT landscape, as well as facilitates data partnerships. However, frequently internal IT lacks strong skills in both building and using APIs—especially at scale. API management extends beyond data flows and requires rethinking enterprise design. Strong service ownership and building with external-usage in mind facilitate the Smart Information Grid.

The compass

to navigate the Smart Information Grid journey



Navigating the Smart Information Grid journey

The Smart Information Grid demands a transformational change across the company: from operations to strategy, from process to culture, from technology to people. Companies need to embrace the journey – and navigate it with a compass, rather than a map.

The Smart Information Grid compass

To navigate the Smart Information Grid, companies need to look at Why, What, and How of the Smart Information Grid. Both executives and employees will need to use this compass daily:

- **WHY – information advantages**. The change effort starts with a recognition where present efforts fall short. It is important that a Chief Data Officer spearheads improving information availability and actionability, and creates strong partnerships to mobilise the organisation.

- **HOW – disruptive values**. Culture is the key challenge on the Smart Information Grid journey. Frequent communication and leading by example are paramount. Advocate for active customer engagement, and use the values to guide day-to-day decisions.

- **WHAT – value generators**. As each team is likely to face different constraints, provide simple tools to assess which generators offer most value – together with their partners and customers – and commit to an action plan. To enable the teams, recalibrate organisational structures and way of working.

Mobilizing the organisation

One of the key elements of the Smart Information Grid journey is mobilizing the whole organisation. To succeed, organisations need to combine top-down ownership with bottom-up initiative. Combining both forces 'honest execution' – ensuring real, tangible change.

Build a change coalition. The Smart Information Grid change is broad and diverse, and it is important to build partnerships within senior executives' network. Furthermore, look for key influencers in the organisation – those who have first-hand experience with current challenges, have passion for change, and have respect of their peers – and recruit them to join on the journey. They will play a critical role in identifying high impact opportunities as well as preventing inevitable setbacks from turning into disasters.

Create a foundation for change by openly collecting feedback and recognising current challenges. Clearly communicate the mission and values of change – highlight the cultural change and new ways of working. Make sure that your change coalition understands and internalizes the Why and the How of the Smart Information Grid. Reinforce the message by promoting internal best practice examples that have demonstrated the values of the Smart Information Grid.

> Parallel top-down and bottom-up change prevents a drift to multi-year, large scale IT projects. Instead, if steers towards pragmatic solutions, with a mutual accountability between executives and front-line employees.

Launch a change platform. 'Just do it' it is the most important change principle of the Smart Information Grid. Do not wait until everything is ready and do not try to change everything at once – just start, and learn as change unfolds. In collaboration with your change coalition partners and customers, start projects run by small, empowered teams that work iteratively to deliver tangible business value. Create full transparency on progress, and shield these teams from inhibiting organisational practices.

As the first results start showing, invest in growing your change platform. With your coalition, define and agree on a few simple rules-of-thumb that can guide independent teams across the organisation to run their own projects. Mobilize a community for best practice and experiences sharing. Look around and recruit successful teams to join the Smart Information Grid journey.

Jump the chasm. As you gain momentum, avoid the temptation for centralization. Instead you should adjust organisational structures and ways of working to continue the growth path with distributed, empowered, value focused teams embedded across the organisation. Continuously investigate the status of 9 generators across teams, and make foundational investments to multiply impact. Also, define the methods and rules for productizing –

identifying and scaling-up – the proven-value solutions.

You are also likely to start experiencing friction with other parts of the organisation, such as portfolio management, finance, or HR. Look for partners in those teams, and experiment with new collaborative solutions. As the Smart Information Grid becomes embedded in the company, keep your eyes focused on business value– challenge everyone to eliminate any activities that do not contribute to the proven value. Finally, remember that success of the Smart Information Grid is not measured in the size of your team, but in generated business value.

Where change efforts fail

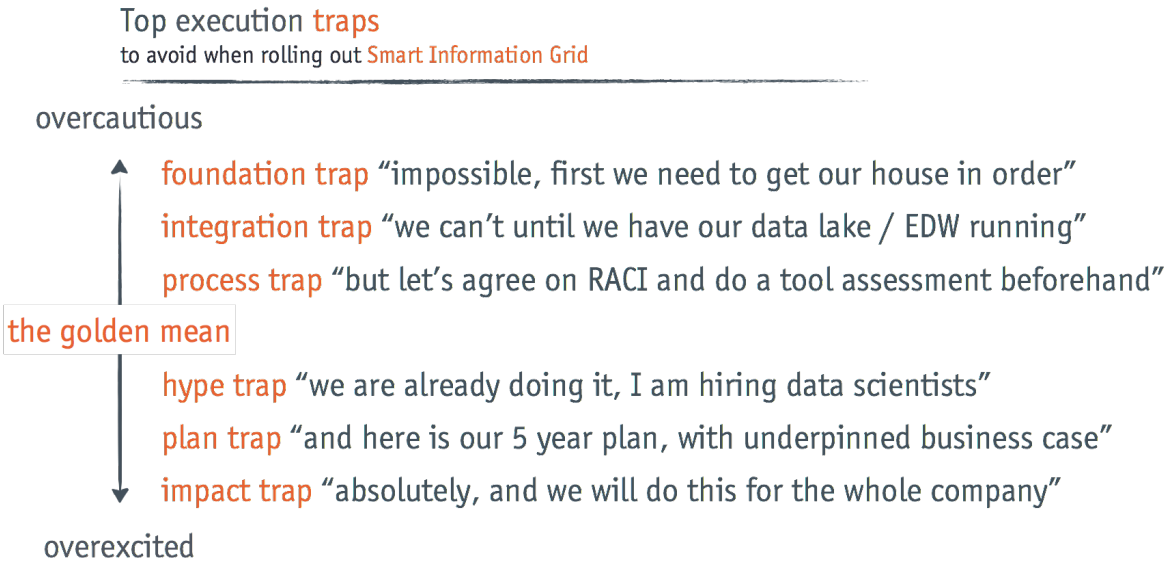
In a nutshell, many change programs fail on an 'ambition' dimension, which influences everything, from communication to staffing.

While balancing around the golden middle between these extremes can be challenging, it is necessary for a sustainable change.

Smart Information Grid traps

We have identified 6 common traps that might trip you over on the Smart Information Grid journey. While this is not an exhaustive list, these are valuable rules of thumb to guide the deployment of the Smart Information Grid.

1 foundation trap, a.k.a. 'impossible, first we need to get our house in order.' The Smart Information Grid presents a big leap in capabilities and culture for many companies. If the vision seems unattainable with current capabilities, organisations might aim for an intermediate 'stable state'. However, in today's dynamic and fast-paced business environment there is no stable foundation – instead, embrace the continuous change. In this case, the Smart Information Grid should be defined not as an aspirational vision, but as a pragmatic enabler of the broader organisational change.



Too cautious: The ambition is too low, and there is too much focus on a current state rather than an aspired stated. Loss prevention trumps any potential gains. Even if they have a very tempting strategy defined, too cautious organisations struggle to move forward with execution.

Too excited: The ambition is too high, and both the strategy and execution are not grounded. While the excitement generates a lot of energy early on, it is not channelled effectively to deliver results. In this case, the organisations 'boil the ocean' rather than deliver tangible results.

2 integration trap, a.k.a. 'we can't until we have our data lake / EDW running.' For years, the Single Source of Truth has been the mantra of IT organisations. Enterprise data warehouse, and more recently data lake, has been conceived as a prerequisite. Many companies believe they can centralize and integrate all business practices into a single solution. For them, embracing that the Smart Information Grid does not require it, or even

argues against, is a challenge. In this case, companies need to step away from technical discussions, and refocus to 9 Smart Information Grid generators from the organisational perspective.

3 process trap, a.k.a 'but let's agree on RACI and do a tool assessment beforehand.' Every standard IT project starts with a 'governance' discussion. Signing-off responsibility, accountability, contribution and information is the typical response to an unknown future state. Then, the multifunctional team is formed to engage with vendors for a 'future-proof' tool selection. Smart Information Grid turns this concept inside-out— the governance and tooling are emergent rather than predefined, as teams learn to work together and scale-up proven best practices.

4 hype trap, a.k.a 'We are already doing it, I am hiring data scientists.' Here, the outputs are conflated with outcomes. When a data scientist was called the 'sexiest job in the 21st century', many organisations jumped on the bandwagon. Often, disillusionment followed, with top data scientists leaving large corporations as they got frustrated with data basics rather than working on era-defining projects. Many companies froze further data science growth as they struggle to define RoI. In this case, it is necessary to recognise that while data science is like a vitamin D, the Smart Information Grid is more like a multivitamin – you probably need data science, but it is not all that you need.

5 plan trap, a.k.a. 'and here is our 5 year plan, with underpinned business case.' The business case narrative with a step-by-step roadmap is prevalent in any change initiative. However, developing a multi-year plan for a complex topic in today's highly dynamic business environment is not practical. Instead, take a more pragmatic approach. First, it is critical to align the organisation on a mission of the Smart Information Grid. Second, manage value on per-project basis, and unlock additional budget as proof points are demonstrated – it enables splitting a large change initiative into more manageable chunks to focus on highest-value projects.

6 impact trap, a.k.a. 'Absolutely, and we will do this for the whole company.' The most common trap of an action driven executive is the aspiration to change everything at once. It is a change effort that spirals upwards as scope creeps, people are staffed, and budgets multiply— while it feels great, it might not lead to a sustainable impact. And usually, before the impact shows, the credibility plummets. In this case, it is important that organisations effectively manage their Smart Information Grid change portfolio—bootstrapping projects, limiting budgets, and most importantly setting clear priorities.

Starting the journey

The Smart Information Grid journey, as well as end result, will be different in each setting. Therefore, while it is impractical to draft a complete map, the compass can be very handy.

Remember that this is not an IT project – it is a business change first. The new technology is just one of many potential solutions. And always stay focused on business value delivered.

To navigate your journey, use the Why, How and What of the Smart Information Grid. Mobilize your organisation and ensure that management mission is complemented with tangible action and business value. Finally, be on the lookout for the omnipresent traps around you.

Start a Smart Information Grid journey today, and unleash the information energy across the whole organisation!

Bon voyage!

BlinkLane Consulting

BlinkLane Consulting is an advisory firm founded in 2007. In our 9-year lifespan, we have evolved together with our clients. We continuously innovate our services to keep delivering the value our clients need in order to deal with today's and future challenges. We help our clients increasing business value from IT investments, act more agile and innovative and transform their organizations for the future. For 2017, we focus on the following four themes:

- Digital transformation
- Strategic Sourcing
- Business Agility
- Innovation & Venturing

The author

Mykolas Petrauskas is a digital innovation and business analytics consultant who blends expertise in business and technology. He combines his passion for digital innovation, strategy and analytics to shape creative and growth-oriented solutions. Having graduated with a Business Information Management degree, Mykolas spent a few years in the Business Transformation team at Royal Philips working on digital and information management topics. There, he gained experience in building new organisational capabilities in a very dynamic, highly complex environment.

Mykolas is a disruptor at heart - he keeps clients captivated with his fresh perspective and challenging ideas. He will bring vision, inspiration, and action that both challenge traditional ways of working and open eyes to exciting new opportunities.

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