

# Is your digitalization strategy doomed?

David Kuhn, Insurance Solutions Director @ Mendix



- Lead the Insurance Practice at Mendix
- Previously Chief Architect at Fortune 500 Insurer in the US (~\$8B DWP)
- Experience in Digital Business Strategy, Digital Transformation, Innovation, AI, Software Engineering and Architecture, Thought Leadership, and Change Management

- Leading Enterprise Low-Code platform
- 4000+ customers across all industries
- Connect to Anything, Collaborate with Everyone, Deploy Anywhere



# The digitization challenge

- “We need it now!”

- We need to take new ideas and products to market quickly
- We need to streamline and automate our operations
- We need to digitize our customer experience

**BUSINESS  
DEMAND**

**SUPPLY**

- “We have an 18-month backlog!”

- I’m not able to respond fast enough to new business requirements
- My existing systems are not flexible enough
- I need to stay in control

“Culture eats strategy for breakfast.”

- Peter Drucker

70%

Failure Rate

42%

Aligned with Strategy

2.5%

Companies successfully complete 100% of their projects

75%

Admit projects are doomed from the start

57%

Failure due to breakdown in communications

\$122M

Wasted for every \$1B spent

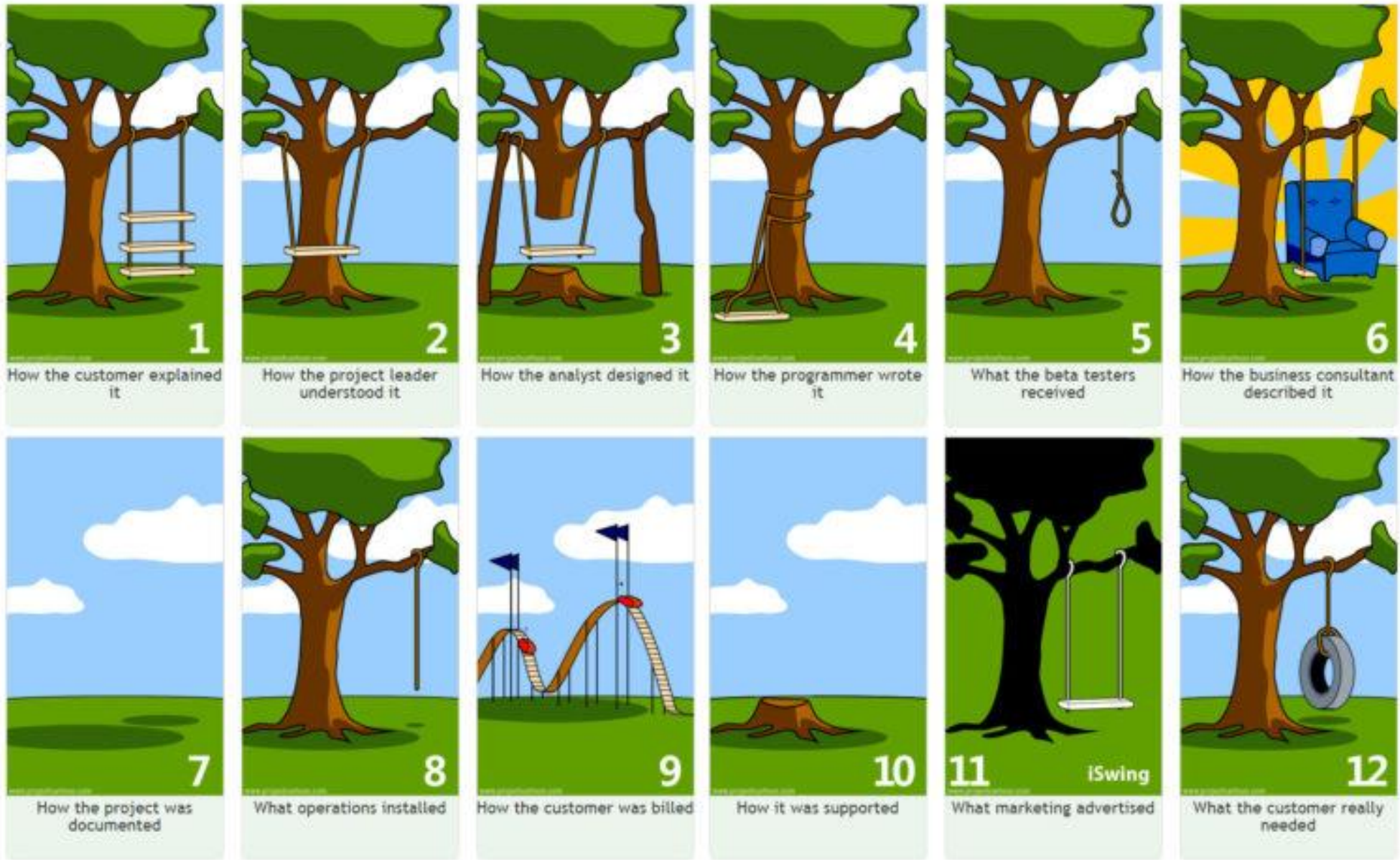
Poll: What is your average  
project spend for IT?

# Why we hear IT projects fail

1. Unclear objectives
2. Unrealistic schedule
3. Shifting requirements
4. Unaligned team
5. Unexplained causes

What does that look like in practice?

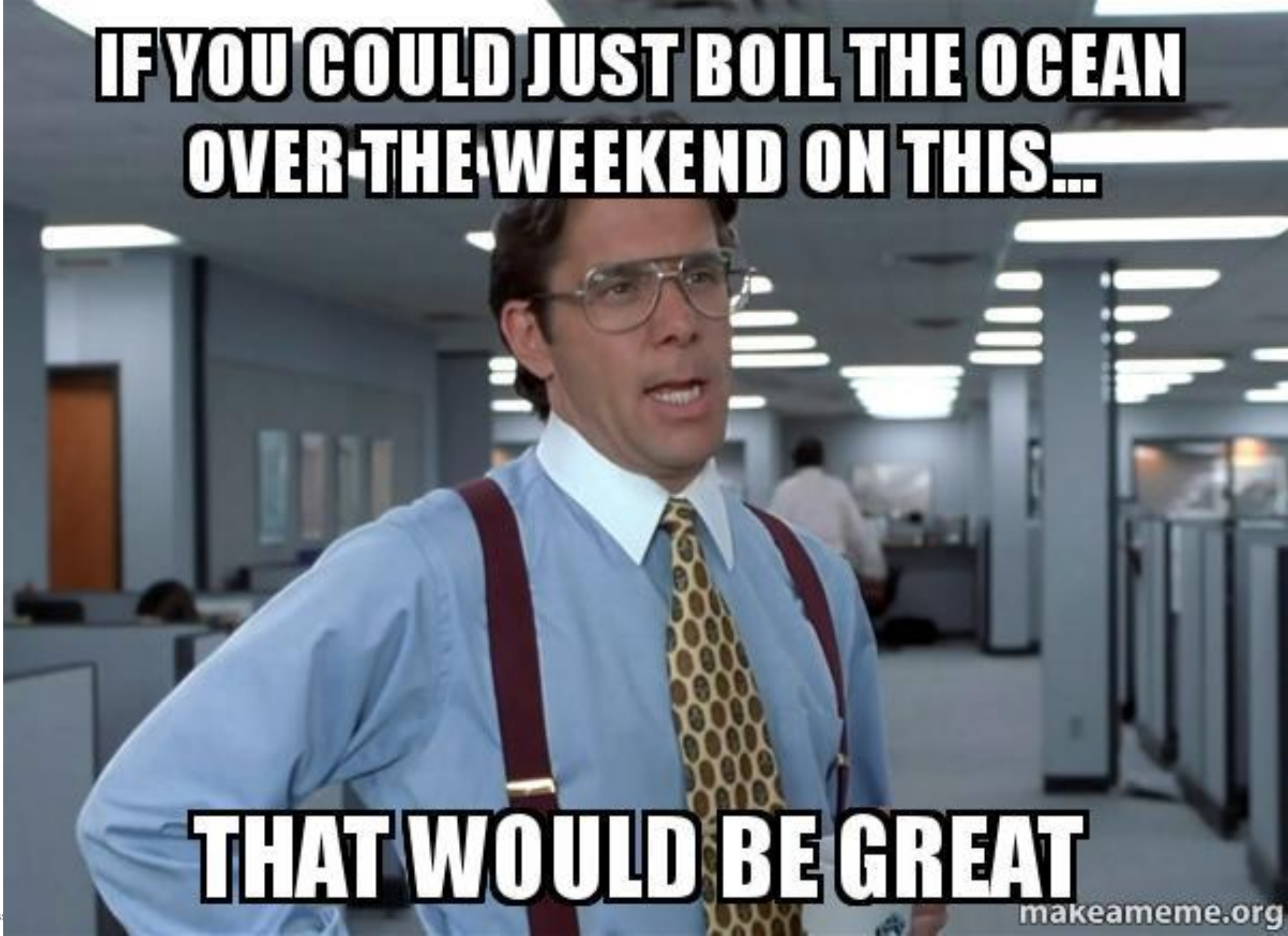




A tree swing story demonstrates how miscommunication can affect project outcomes and shows that unclear objectives can influence projects. [Source](#)

What if that was a whole park?

**IF YOU COULD JUST BOIL THE OCEAN  
OVER THE WEEKEND ON THIS...**

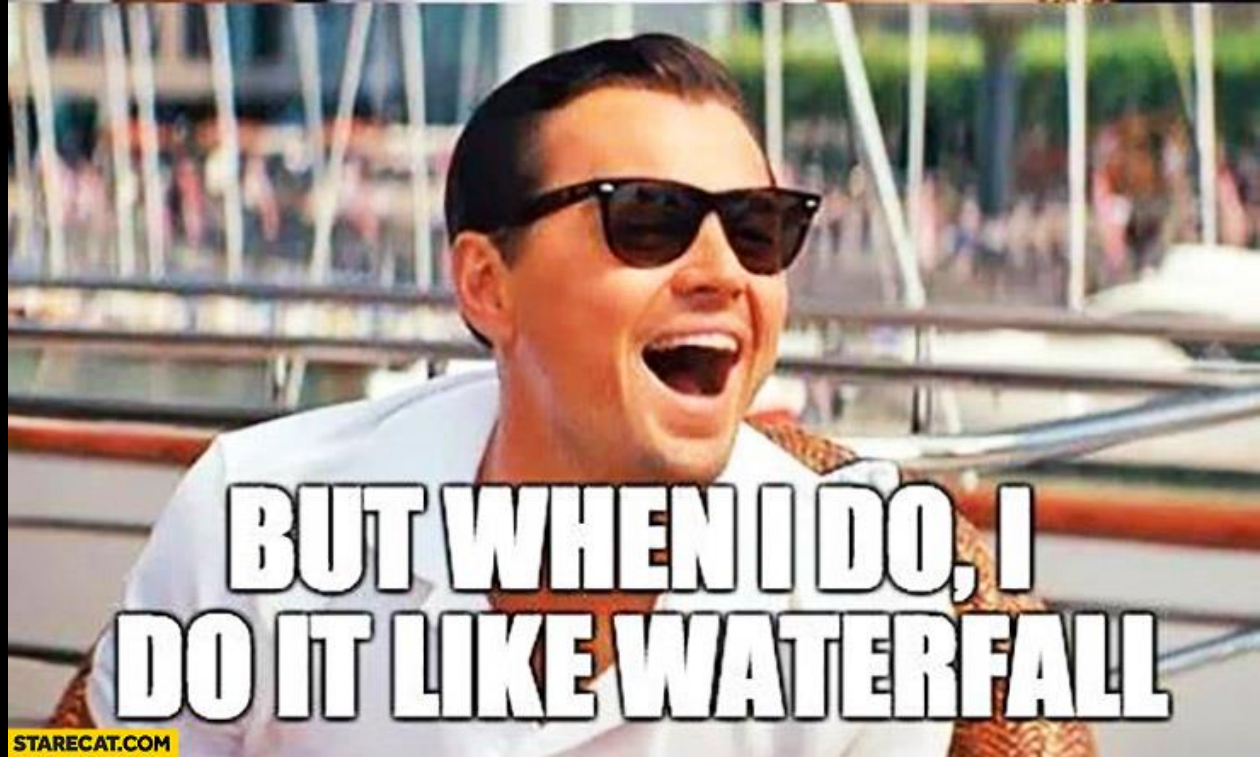
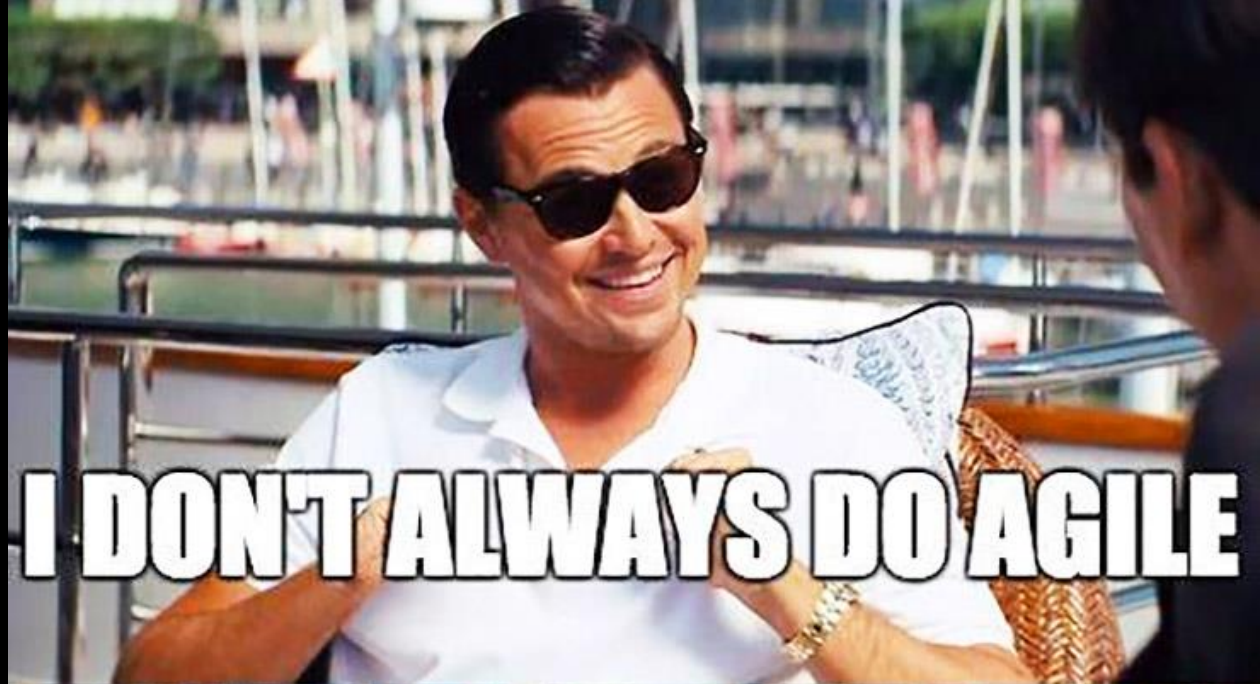


**THAT WOULD BE GREAT**

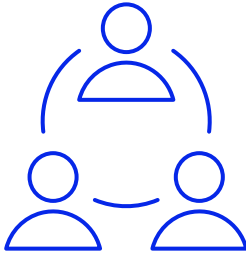
makeameme.org

Poll: Who has employed the use of Agile in their projects?

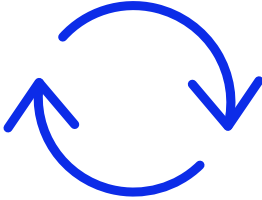
“Agile” is  
failing us



# How do we fix this dilemma?



People



Process

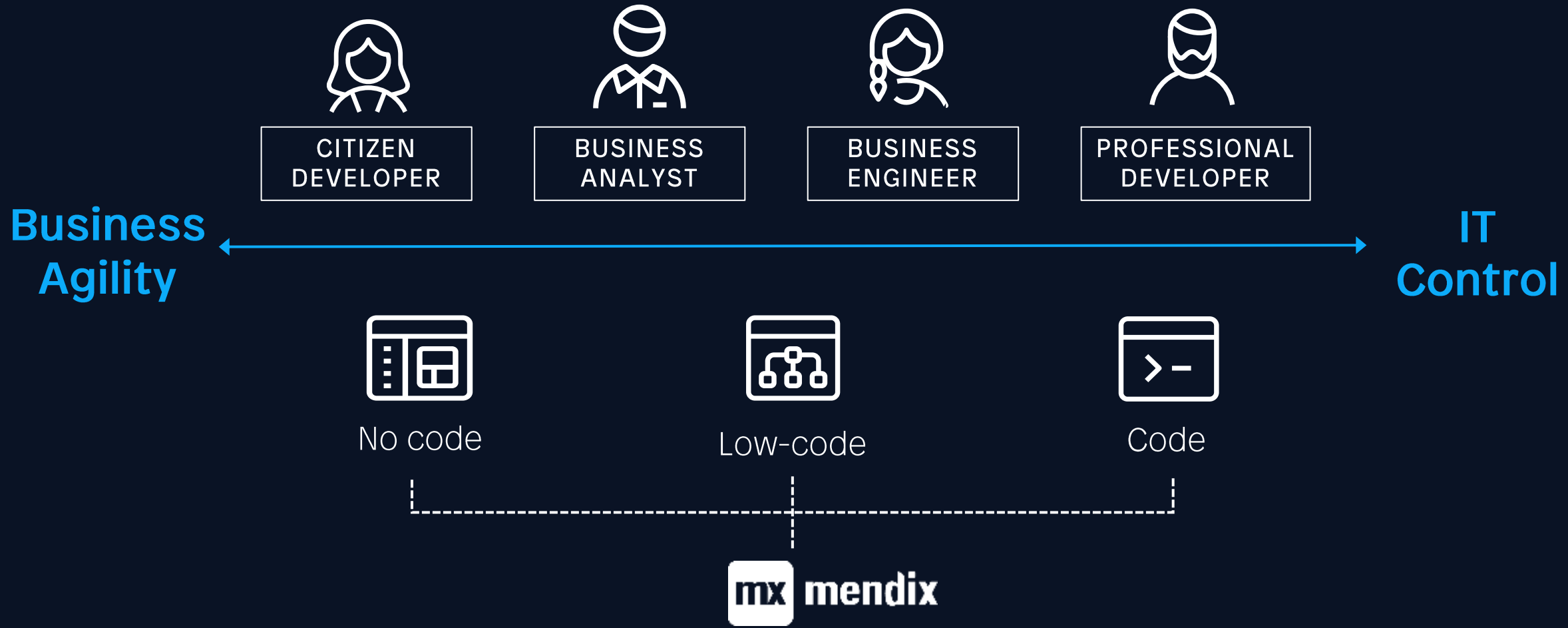


Technology

# We need a different way of working

- Throw out “Agile”
- Understand that the business will never know what they want
- Also understand that IT can never understand even the best requirements
- People are the backbone of your success – only hire people that WANT to solve problems
- Make change management the first step in every project
- Embrace technology that makes it easy and rewarding to change
- Test, Test, Test – don’t be afraid to experiment.
- Innovation is not just a technology change
- Push decisions down
- Go really fast – get comfortable with being uncomfortable

# The Mendix Way





# Roundtable Discussion:

What is your biggest cultural roadblock in creating a different way to work, what might help solve that?