

DULUXGROUP



DuluxGroup

DIGITAL REPORT 2020

Inside Australia's iconic brand's digital transformation

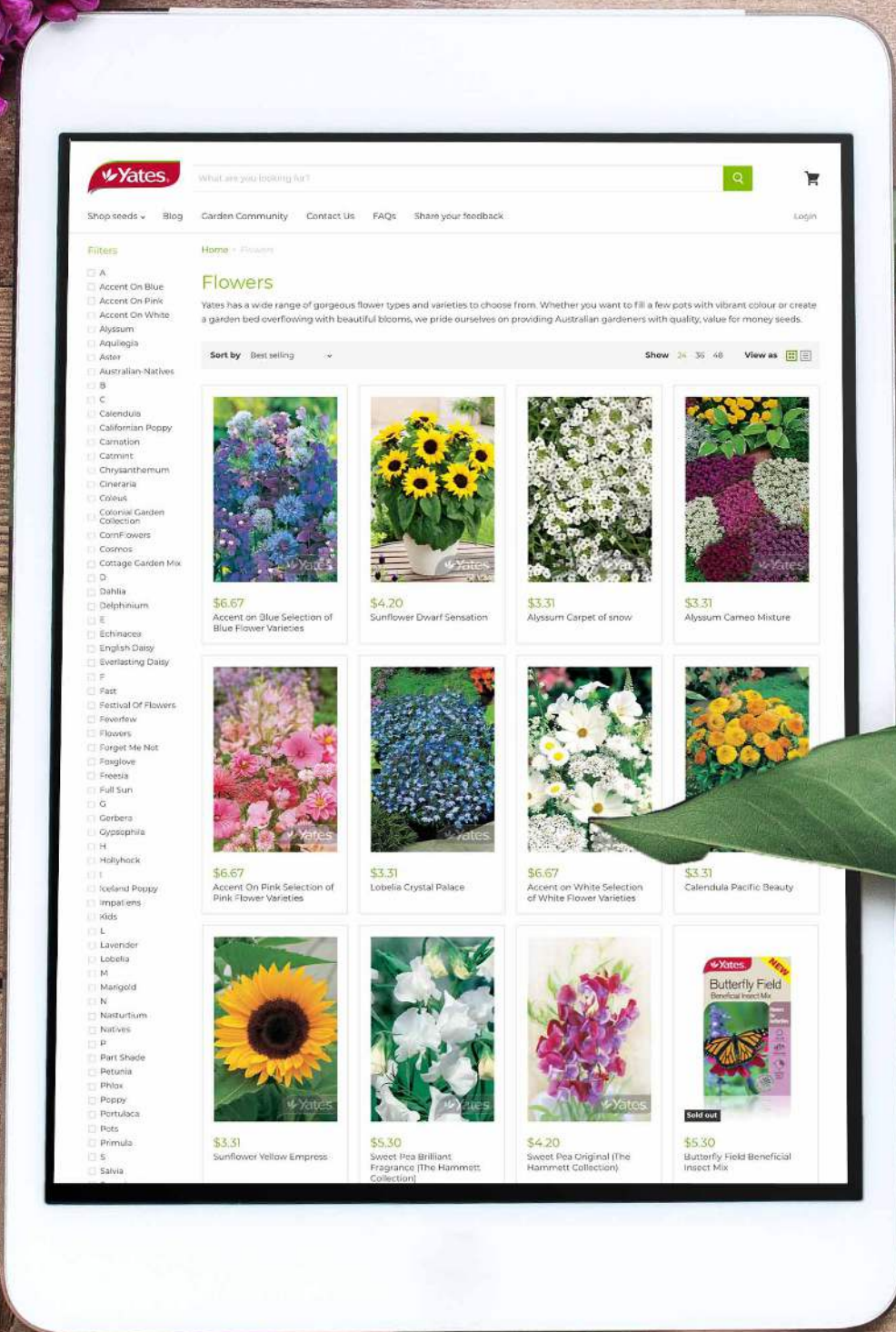
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Inside Australia's iconic brand's digital transformation

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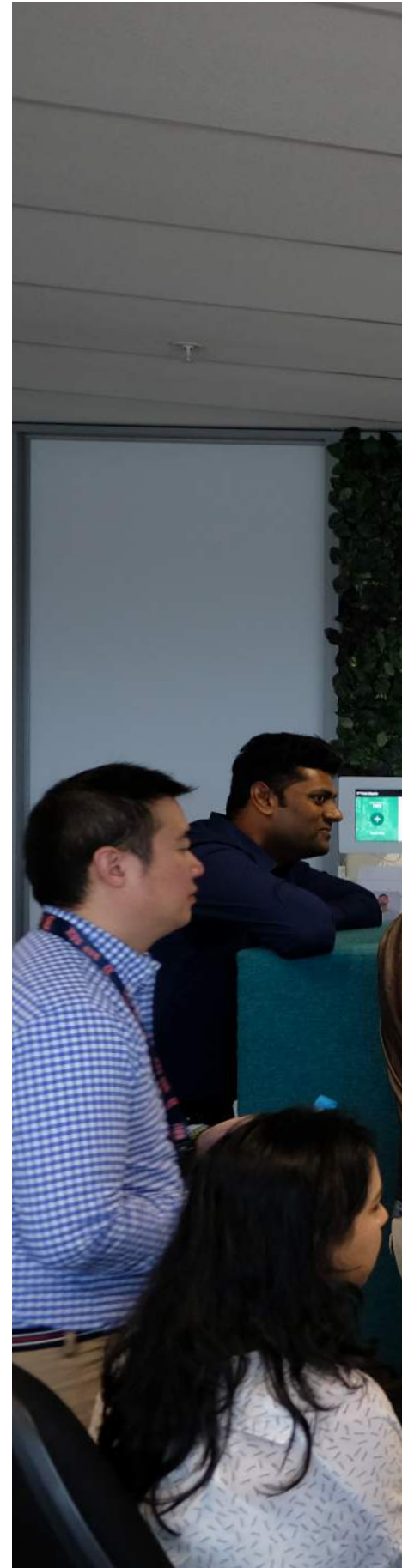
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Eglantine Etiemble, Executive General Manager, IT and Digital at DuluxGroup, discusses strategic ambitions, digital transformation and COVID-19

In much the same way that the First Industrial Revolution was defined by the adoption of mass production techniques and the adoption of machinery and methodologies that supported that shift, the global evolution into Industry 4.0 has been defined by digital transformation. But to really allow organisations to capture the benefits of the countless digital opportunities, deep shifts must be driven across business' operating models.

"Everything seems to be a digital disruption or transformation these days" notes [Eglantine Etiemble](#), Executive General Manager of IT and Digital at DuluxGroup. "This tends to create confusion and unrealistic expectations." Etiemble is a strategy and technology veteran with more than 20 years' experience in diverse markets in over 20 countries.

"Digital transformation. The same two words can represent so many different situations. At one end of the spectrum you have companies whose core business has been disrupted by digital alternatives. For them, digital transformation means changing their core business, their 'raison d'être', if they want







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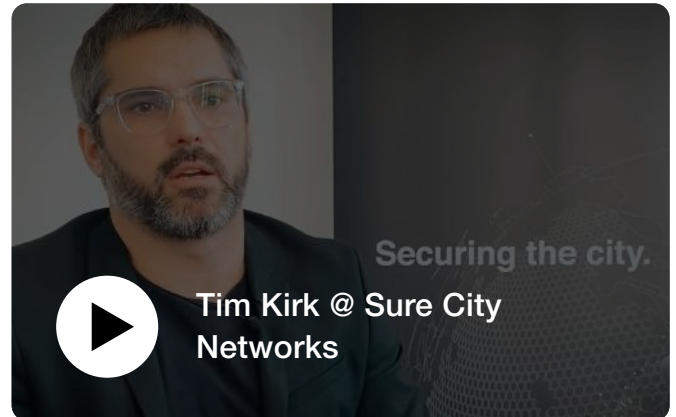
SureCity Networks' role in DuluxGroup's digital transformation

The digital transformation of enterprises, driven by innovative technologies, the shift to broader and more complex networks and migration to the public cloud shows little sign of slowing. And while that transformation brings numerous benefits it also brings greater complexity and an increased threat footprint. As a result, network and cyber security plays a pivotal role in enabling such transformations.

"Digital transformation isn't a new phenomenon," says Tim Kirk, Founder and CEO of SureCity Networks. "But, while that transformation journey has been happening for some years, more recently there's been a significant increase in organisations using multiple public cloud providers and increasing complexity of networks make it harder to prevent and secure networks."

This shift, says Kirk, has brought significant change to the traditional threat landscape for organisations such as DuluxGroup. "The risk exposure now is very different," he explains. "As a result of that push towards the public cloud, companies are realising they have a greater number of assets that are publicly facing and which, as a consequence, could be at risk. Our specialty is being able to secure those environments in an agile and creative way that doesn't hold up their business processes and delivers a best-in-class solution."

SureCity Networks does this for companies across several sectors, including Dulux Group. The business specialises in network



and cyber security, delivering it across three core areas of consultancy, managed services and cyber security products. In working with partners, SureCity Networks limits attackers abilities to move throughout Networks and Systems. They are able to set themselves apart by being a true, vendor and solution agnostic partner.

The company has been working with Dulux-Group for more than two years, transitioning over that period from initial work around public cloud to a far closer relationship. "For any organisation, the crucial aspect is that digital transformation means speed and agility, of course, but the key thing is to do that while maintaining optimal security at all times," says Kirk.

Tim Kirk
Founder & CEO
SureCity Networks



“EVERYTHING SEEMS TO BE A DIGITAL DISRUPTION OR TRANSFORMATION THESE DAYS. THIS TENDS TO CREATE CONFUSION AND UNREALISTIC EXPECTATIONS”

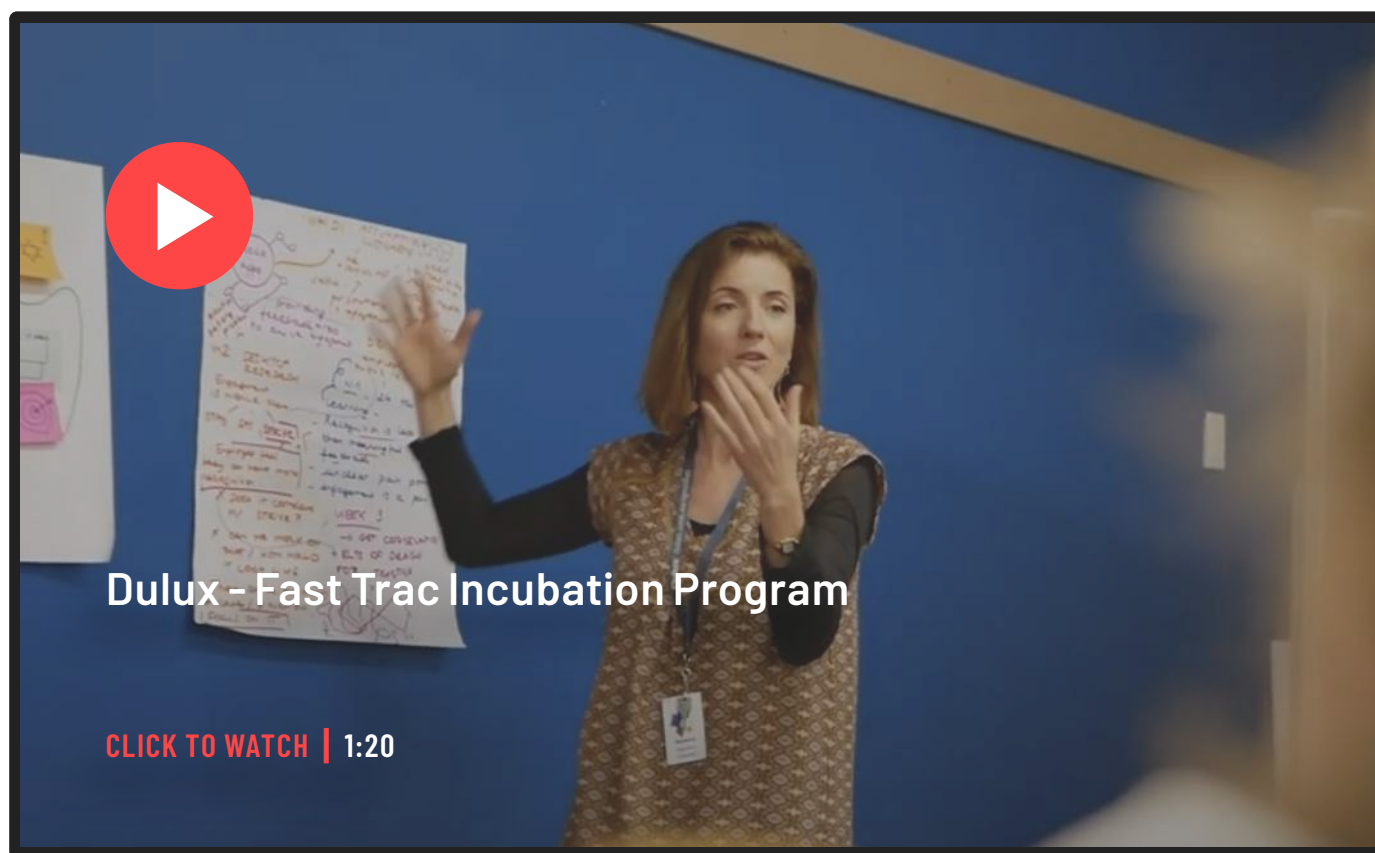
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Eglantine Etienne,
Executive General Manager,
IT and Digital, DuluxGroup


to survive. At the other extreme, you have companies that modernise a few outdated building blocks of their operating model. That can lead to large change from an internal perspective, but it doesn't really transform the customer experience. And in between, you have companies that are able to seize opportunities to significantly enrich the customer experience. It could be new channels to market, personalisation or new services opened by technology. It's not a

burning platform, but rather a burning ambition: that's the space where we play at DuluxGroup," she explains.

Etienne joined DuluxGroup early 2018, originally as the company's CIO. She recalls the role initially had a relatively traditional remit and focus. "My initial mandate was classic: software, ERP, infrastructure, overhauling the digital platforms," she says. But the other reason she was engaged was to help identify opportunities enabled by digital technology, and drive the organisational changes required to seize them. "The process of identifying and implementing new technologies, is almost the easy part, and is never the end goal," she reminds us. "To deliver value you need to evolve several elements of the operating model (funding, talent, processes, culture...) which creates risks and tensions in the organisation, if not approached constructively. Moving to a digital operating model and value proposition is the equivalent of the teenage years

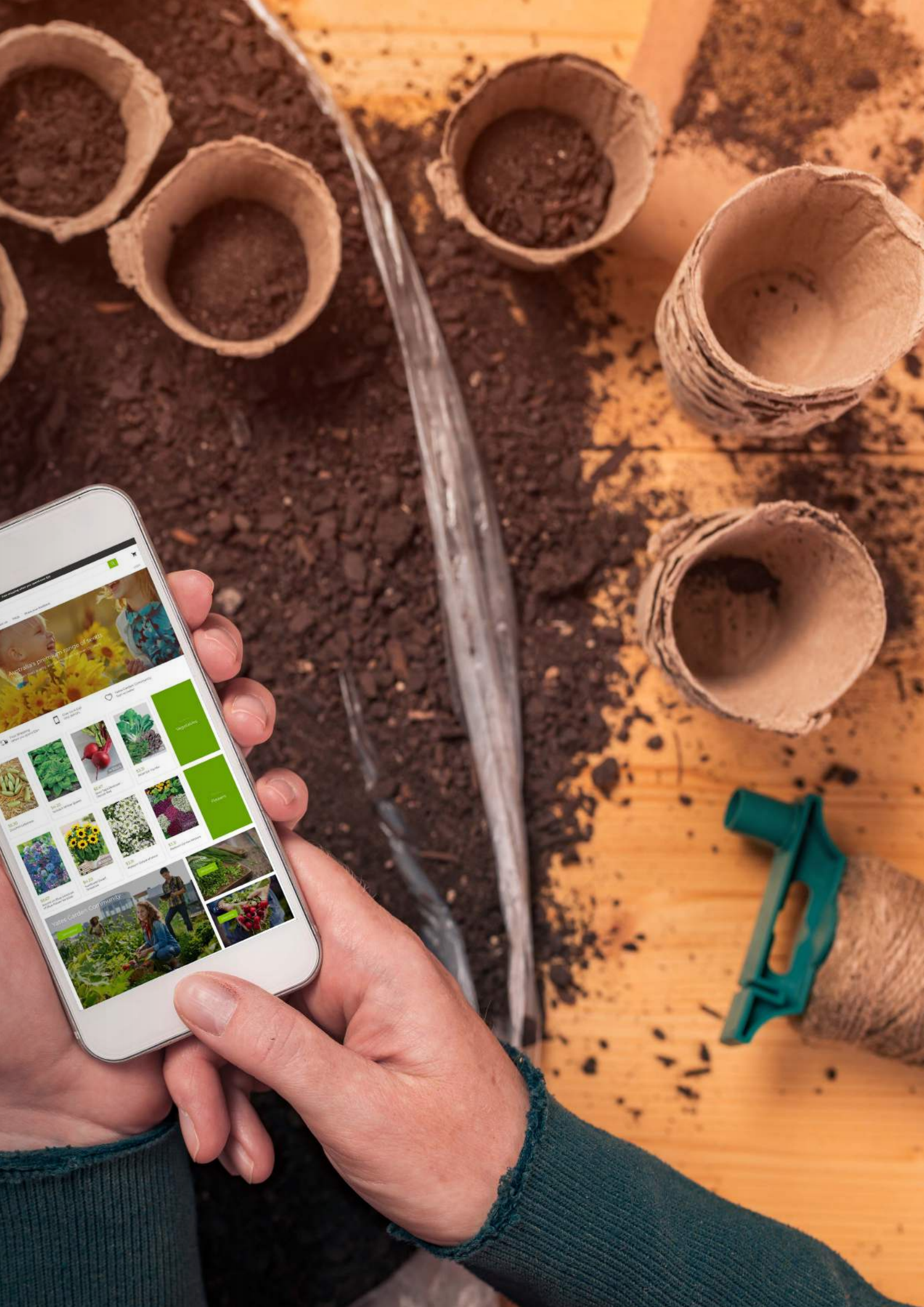


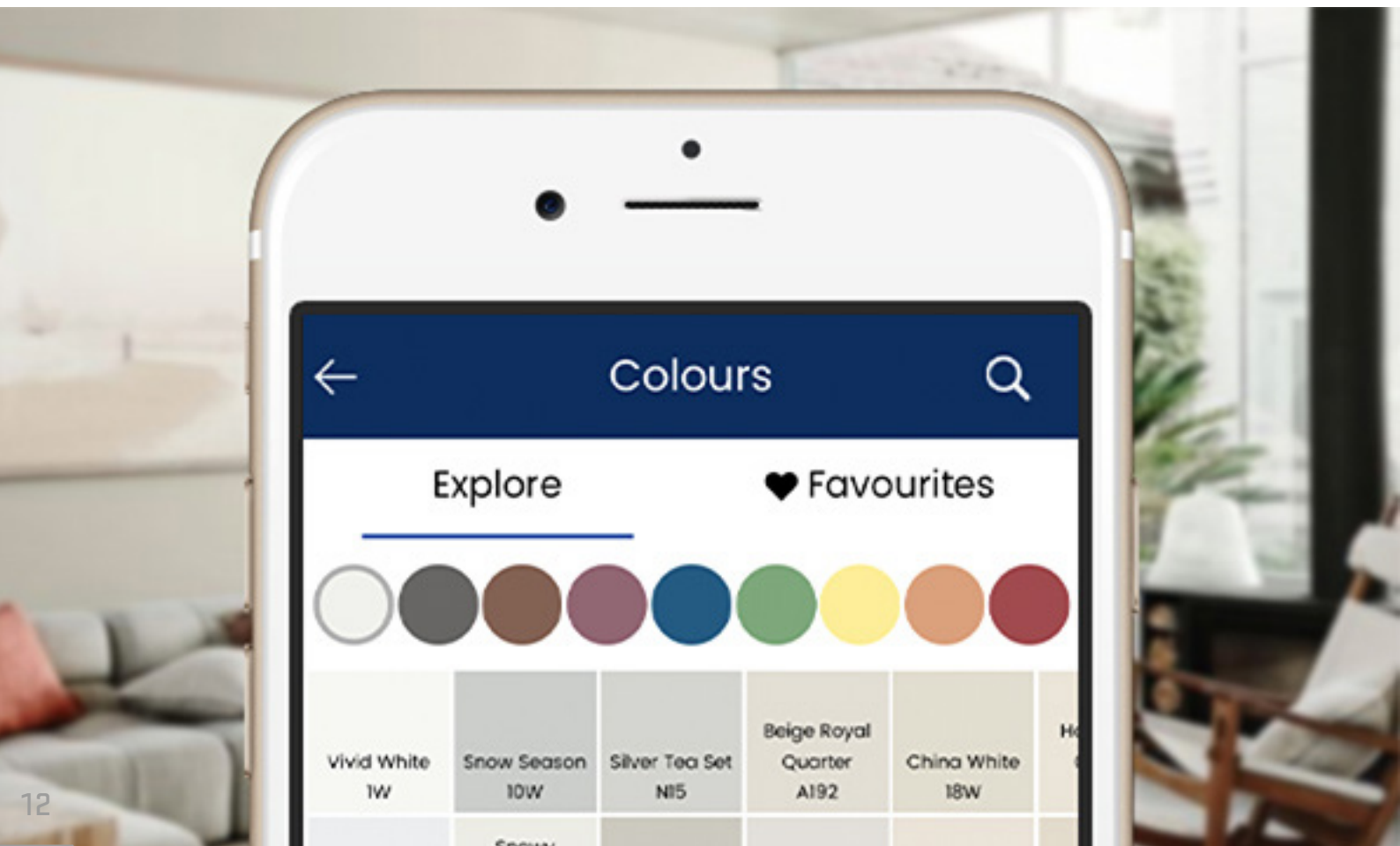




**"I BELIEVE THAT, AS A
COMPANY, CUSTOMER-
CENTRICITY IS EITHER
PART OF YOUR DNA OR
IT IS NOT. ONE OF THE
THINGS I LOVE ABOUT
DULUXGROUP IS OUR
CONSUMER AND
CUSTOMER CULTURE"**

Eglantine Etienne,
Executive General Manager,
IT and Digital, DuluxGroup





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introduced a level of flexibility that will help customise mass paint production.”

“Creating a superior experience for our customers often means addressing key pain points and providing additional services that complement our great products. Our ‘Find a Painter’ service connects you with Dulux Accredited painters across Australia, whilst our live chat connects you with an interior designer who can help you with what happens to be one of the most difficult decisions you will ever make: “which shade of white should I pick?”

Etiemble shares one example of improvement enabled by investments in artificial intelligence (AI). “AI features heavily in our operational roadmaps, particularly around efficiency and customer experience,” notes Etiemble. “We have been leveraging it to empower our sales force with real insights and prompts of the ‘next best conversation’ with their customers.”

To support innovation in the digital space, Etiemble set up an incubator program providing coaching, connections, methodology and resources. ‘Fast-Track’ helps design and test

new digital services and business models and accelerate the adoption of entrepreneurial methodologies. “We are currently testing six exciting growth projects whilst building our bench strengths.”

HOW DULUXGROUP APPROACH THE EXECUTION OF ITS DIGITAL TRANSFORMATION

Large top down programs are not the only approach, according to Etiemble. “We purposefully stayed clear of a

highly structured multi-years transformation program which can divert the business’ attention from the market and wouldn’t deliver the agility shift required. We prefer transformation ambitions underpinned by a series of business-led initiatives, from cultural intervention and talent acquisition to enabling technology implementation. It provides clear ownership, as well as the ability to honestly measure impact and course correct. There is currently an

EXECUTIVE PROFILE:

Eglantine Etiemble



Title: Executive General Manager, IT and Digital

Industry: Consumer Goods **Location:** Australia

A versatile global executive with more than 20 years’ experience running teams and leading transformations across more than 20 countries. An in-house transformer, Etiemble excels as the catalyst for radical, technology-driven business innovation and strategic reform. She has worked as a consultant for Capgemini, led projects for O-I and is the founder of Boomerang Factory. She has degrees in business from Oxford Brookes University and the Ecole Supérieure de Commerce de La Rochelle.

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“THE PROCESS OF IDENTIFYING AND IMPLEMENTING NEW TECHNOLOGIES, IS ALMOST THE EASY PART, AND IS NEVER THE END GOAL”

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Executive General Manager,
IT and Digital, DuluxGroup

array of initiatives across the group, constantly evolving to adjust to the lessons we learn as we go,” she says.


“Changing our architectural approach, from monolithic long-term stack to a combination of SaaS and point solutions integrated into our ERP, was critical as well. DuluxGroup is really a combination of medium to large businesses; more like a cooperative than one large organisation. So, we need solutions that are more like a Lego set, rather than a couple of big hammers.”

“We’re focusing on small things, as well as larger scale projects. From an app that does one very specific job for our customers, to a large integrated

ecommerce platform,” explains Etienneble. “The group approach had been to invest in one big project at a time – usually ERP – that would be implemented across the whole organisation over multiple years. Now we’re embracing the idea of disposable technology that we can build quickly for a specific value test, and then throw away in six months if needed.”

“This ability to create and deliver specialised software solutions at pace is key, given our focus on customer-centricity and our particular organisational structure. There’s been a massive shift in understanding that one size doesn’t fit all. And that with the current pace of change, part of our technology stack is constantly evolving or being replaced,” says Etienneble.

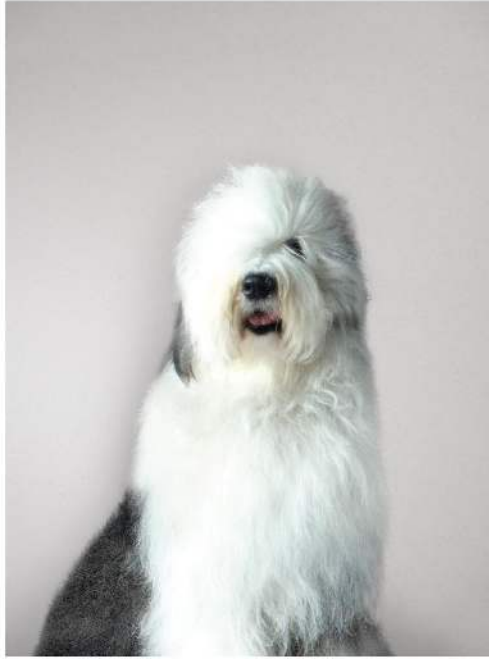
The DG Tech team members that Etienneble leads are clear in their roles as DuluxGroup business leaders. Technology isn’t the goal; enabling DuluxGroup to achieve its ambitions is. A deep belief in co-creation ensures that a collective vision is developed in key areas such as digital marketing, innovation, and data and insights. “We can’t do this in isolation,” she



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Eglantine Etienne,
Executive General Manager,
IT and Digital, DuluxGroup





1918
Year founded

\$1.8bn+
Revenue in
AU\$ dollars (2018)

4,000+
Number of
employees

Top row, left to right:
Brent Conner, Data and Insights Lead
Eglantine Etienne, Executive General Manager,
IT and Digital
Julie Challinor, Engagement and Innovation Lead

Middle row left to right:
Paul Lobanov, Group Finance Manager Growth
& Investment, and Finance Lead for IT
The beautiful Dulux dog
Sally Sharman, Head of Learning and Capability,
and HR Lead for IT

Bottom row left to right:
Simon Crean, Head of Digital Services
and Platforms
Manni Taylor, Head of EPMO and Architecture
Jonathan Treloar, Head of IT Operations

says. “We need to take an adaptive approach; understand the systems in which we operate and be prepared to change if necessary.”

Introduction of Design Thinking, Product Management and Agile methodologies – where it makes sense, not because they are the latest trend – and the move to an activity-based working office set-up are key pillars of this transformation. “A key learning for me is to stay clear of “purist” methodology: it is all about what helps the organisation to move forward, and in our case how it will create value for our customers and consumers.

“Understanding the talent and experience required and addressing the talent gap through development plans and talent acquisition was one of our early focuses as well. We were very fortunate to onboard amazing people bringing digital and complex change experience whilst equipping our long-tenured, highly engaged workforce with targeted learning opportunities. We moved as well from a heavy reliance on a couple of large vendors to real partnerships with a variety of large, medium and small

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“DIGITAL DOESN'T HAVE TO BE DISRUPTIVE. 100-YEAR-OLD ORGANISATIONS CAN HAVE THE PASSION, FOCUS, COURAGE TO KEEP EVOLVING, AND REINVENT THEMSELVES”

Eglantine Etiennele,
Executive General Manager,
IT and Digital, DuluxGroup

players, who bring specialised thought leadership and the ability to scale.” As a result, a department that used to complete between one and two large-scale projects a year is now

working on more than 15 medium to large projects concurrently.

This will continue in the second half of 2020 as the company is launching an ambitious initiative to improve its IT infrastructure and operations, including reshaping key partner relationships and insourcing most of its offshore services back to Australia.

REFLECTIONS ON CYBERSECURITY

“Like most companies globally this is a constant challenge. Technology is changing rapidly but there are some key principles that we apply to manage the very real risks associated with this digital shift.

“At the core is people. First, it’s a strong engagement with our executive to ensure the risk is understood and monitored. Second, it’s our security awareness and education campaign to equip our staff with sufficient knowledge and to

develop a strong security culture. Finally, we’ve spent a lot of time building a blended team of internal staff supplemented by strong relationships with both solution providers and managed service providers.

“We aren’t a bank, so the team isn’t large, but it’s fit for purpose. The mix of internal staff (supported with ongoing training) and external resourcing has allowed us to focus on what’s important and bring in expertise and thought leadership as required.”

DuluxGroup Partners

In the modern enterprise, the capabilities provided by a key network of trusted partners and vendors are just as important as those provided by its internal teams. As everything from software platforms and server real estate to cybersecurity and warehousing solutions shifts towards the as-a-service model, organisations need to collaborate in order to drive efficiency and increase capabilities. We asked Eglantine Etienne to reflect on some of the partnerships driving the success of DuluxGroup.

**Nash
Tech.**

NashTech

Part of the Harvey Nash Group, Nashtech offers software development, cloud services, managed services, digital transformation and BPS from their development centres in Vietnam. DuluxGroup provides digital services to a large variety of Business Units that

employ a diverse range of technologies. To meet such diverse needs, we require access to a both broad and cutting edge technical expertise, with the ability to rapidly scale up and down. Creating and maintaining such a large pool of expertise in-house would require large teams as well as investment. Our answer was to partner with NashTech who are providing us with an access to a flexible and wide ranging expertise, which has allowed us to run multiple projects at any time, and maintain over 25 digital assets, as well as 24/7 monitoring



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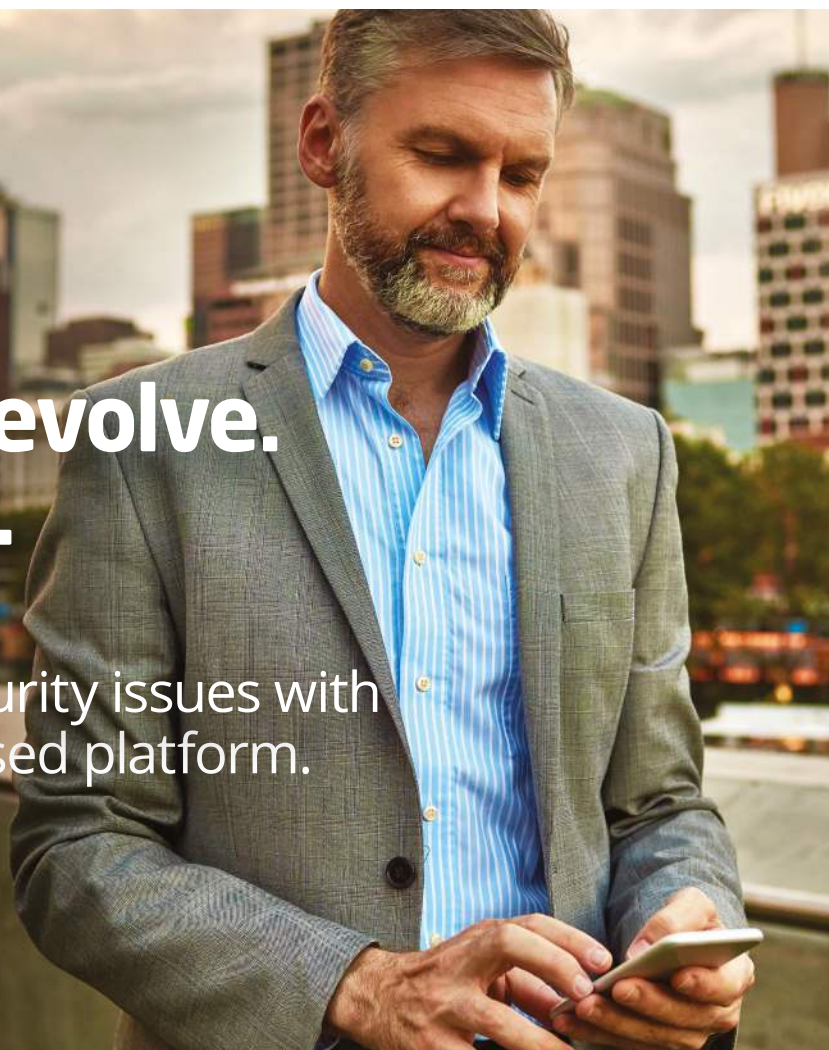
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COVID-19

The global pandemic forced closures of businesses, lockdown measures and an adoption of remote working practices on a scale never seen before. We asked Etiemble how the COVID-19 pandemic affected DuluxGroup.

“When the COVID-19 crisis hit we, as the executive team, had two key priorities. First and foremost, protecting the safety of our people and customers, whilst protecting their jobs and livelihoods by ensuring our different businesses were ready to adapt and safely execute their business

continuity plans – in the context of each business’ specific and evolving market/industry impacts. This latter imperative was largely enabled by technology,” says Etiemble.

“DuluxGroup Tech team had introduced ambitious programs over the past two years to future proof key elements of our architecture, and ensure we were ready for different potential market requirements. Our infrastructure is now mostly hosted in Azure. Many of our key applications are SaaS. We have a strong cloud-based collaboration suite with Office



365. We worked with SureCity Networks and Telstra to improve the flexibility and reliability of our network. When the Australian Government implemented confinement measures, the importance of that work clearly showed. The office-based workforce remained operational without disruption. Even our Customer Service teams transitioned home from

one day to the next without dropping a call”.

“Analytics played a big role during the pandemic as well. The insights they provided allowed us to build a rich picture of our business, our industry and the market. Analytics also helped us better assess how to pivot existing businesses, and quickly test new business



in a constrained environment. So they are quite open, and this gives us more freedom to experiment with new digital channels to market and new digital offerings for customers. It has created an appetite for bolder projects.”

DuluxGroup is on track to weather the storm of COVID-19 and continue to deliver on its growth goals. Reflecting on DuluxGroup’s own evolution, as well as the industry’s, Etienne says: “Digital doesn’t have to be disruptive. 100-year-old organisations can have the passion, focus, courage to keep evolving, and reinvent themselves. DuluxGroup is a beautiful Australian success story, and its drive for customer-centricity continues to fuel its ambition. As it starts to embrace the full power of digital, there has never been a more exciting time to work in DuluxGroup tech team.”

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ideas. In that sense they helped us unlock future opportunities, even in that difficult business context.”

Etienne adds that the past three months have encouraged DuluxGroup to take a bolder approach to innovation. “The pandemic has changed customer expectations. Customers saw how many organisations had to adapt quickly





DuluxGroup

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