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What Did All That Technology Actually Change?



Technology can change what an organization is capable of doing.

Transformation happens when the organization changes how it chooses to work.

Manoj Tharian
Managing Director,
MicroGenesis

Over the last few decades, we have invested heavily in technology to change the way businesses operate.

We moved from mainframes to client-server systems, from on-premises infrastructure to the cloud, from packaged software to SaaS. And now AI is beginning to reshape how work itself gets done.

Each shift promised something more: greater speed, better decisions, higher productivity, new ways of serving customers and creating value.

And in many ways, it has delivered.

But after so many waves of technology-led change, I think there is a question worth asking:

Have we transformed the business as much as we have transformed the technology?

We have digitised processes. We have automated tasks. We have created new channels, new data and new ways of working.

Yet many of the fundamental challenges remain familiar.

Decisions can still take too long.

Information can still remain difficult to access.

Teams can still operate in silos.

And adding another technology does not always remove the friction.

The next phase of transformation may be less about what technology can do and more about what organizations are prepared to do differently because technology makes it possible.

That is a different conversation.

After everything technology has changed, what still needs to change in the way we run our businesses?