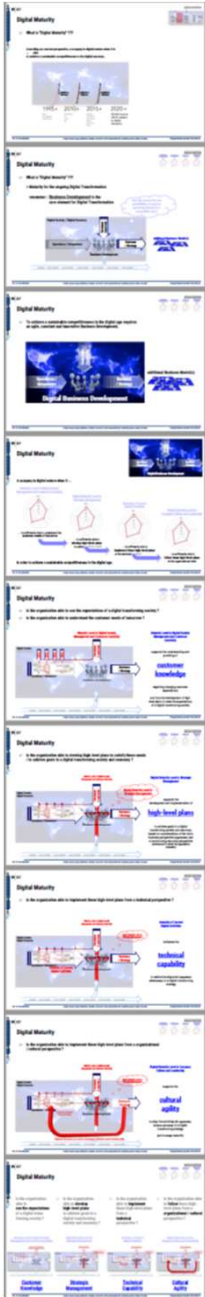


Strategic Business Innovation

Digital Maturity Model





The FHNW developed a digital maturity model consisting of 4 pillars.

A company is digital mature when it ...

... is sufficiently able to understand the customer needs of tomorrow

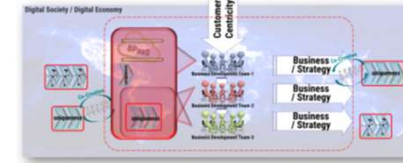
... is sufficiently able to develop high-level-plans to satisfy these needs

... is sufficiently able to implement these high-level-plans at the technical level

... is sufficiently able to follow these high-level-plans at the organizational level

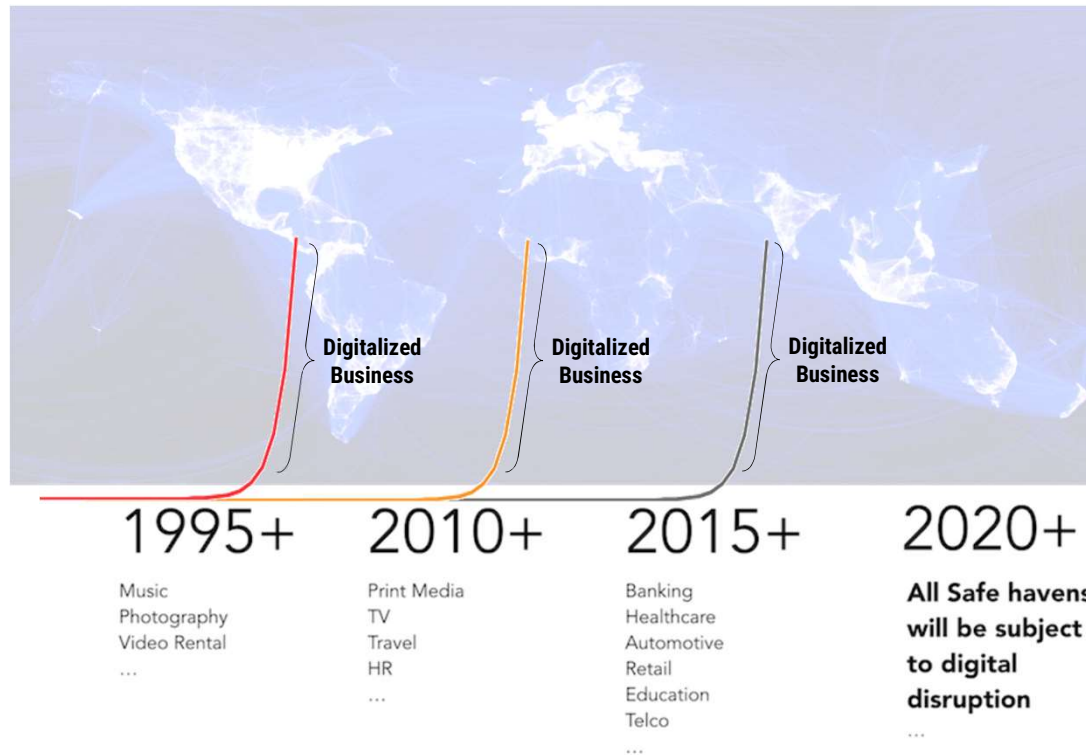
in order to achieve a sustainable competitiveness in the digital age.

Digital Maturity



⇒ What is "Digital Maturity" ???

According our current perspective, a company is digital mature when it is ... able to achieve a sustainable competitiveness in the digital economy.



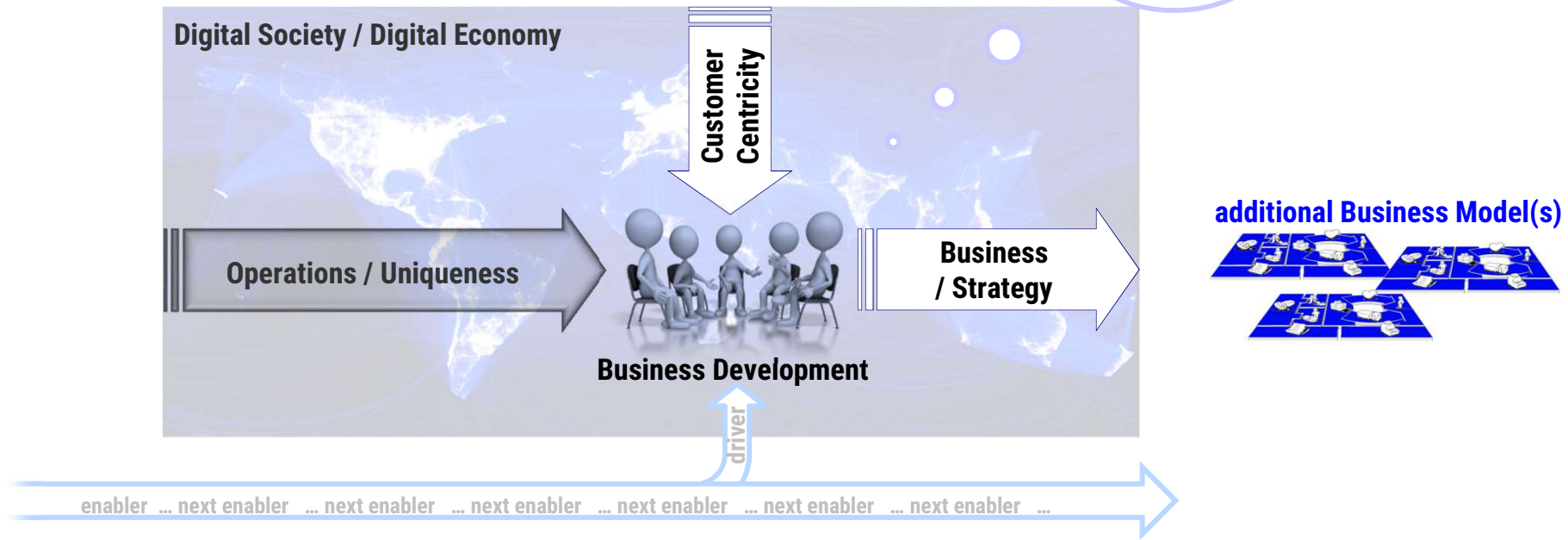
Digital Maturity

⇒ What is "Digital Maturity" ???

= Maturity for the ongoing Digital Transformation

remember : Business Development is the core element for Digital Transformation

How can we use the new possibilities to meet an upcoming demand in a competitive way ?



Digital Maturity

⇒ To achieve a sustainable competitiveness in the digital age requires an agile, constant and innovative Business Development.

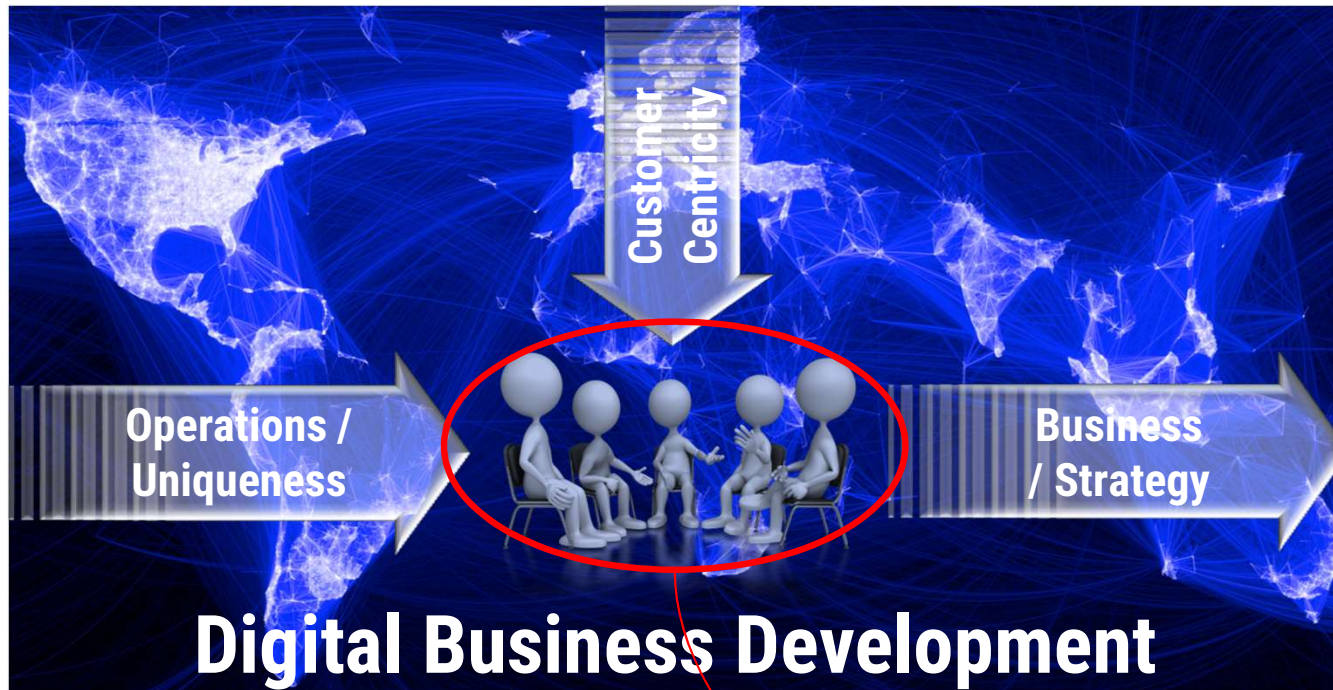


additional Business Model(s)

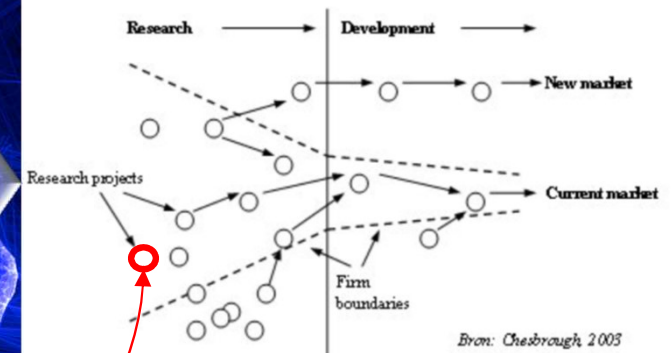


Digital Maturity

[please compare also : From closed to open innovation, Marcel Bogers, Henry Chesbrough, and Carlos Moedas \(2018\)](#)
(see part from Prof. Dr. Barbara Eisenbart)



Open Innovation

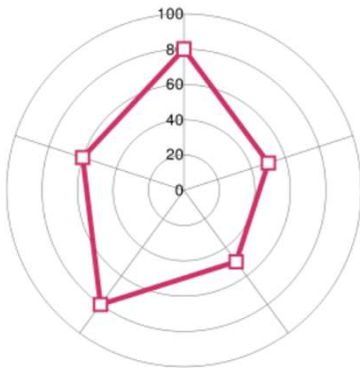


Digital Maturity



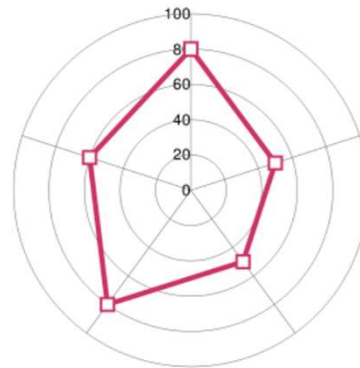
A company is digital mature when it ...

Maturity Level in Digital Society Management and Customer Centricity



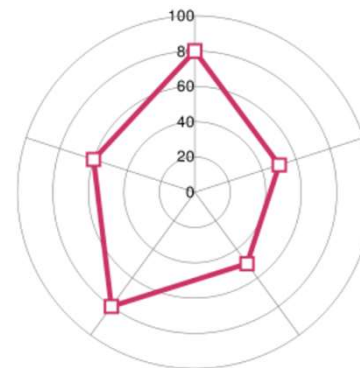
... is sufficiently able to understand the **customer needs of tomorrow**

Digital Maturity Level in Strategic Management



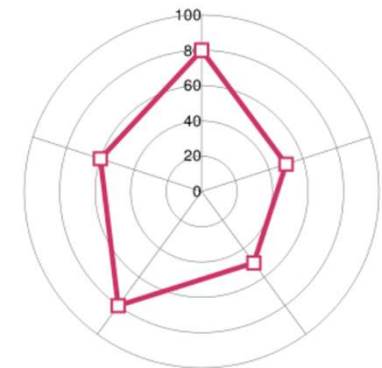
... is sufficiently able to **develop high-level-plans** to satisfy these needs

Intensity of Current Digital Activities



... is sufficiently able to **implement these high-level-plans** at the technical level

Digital Maturity Level in Company Culture and Leadership

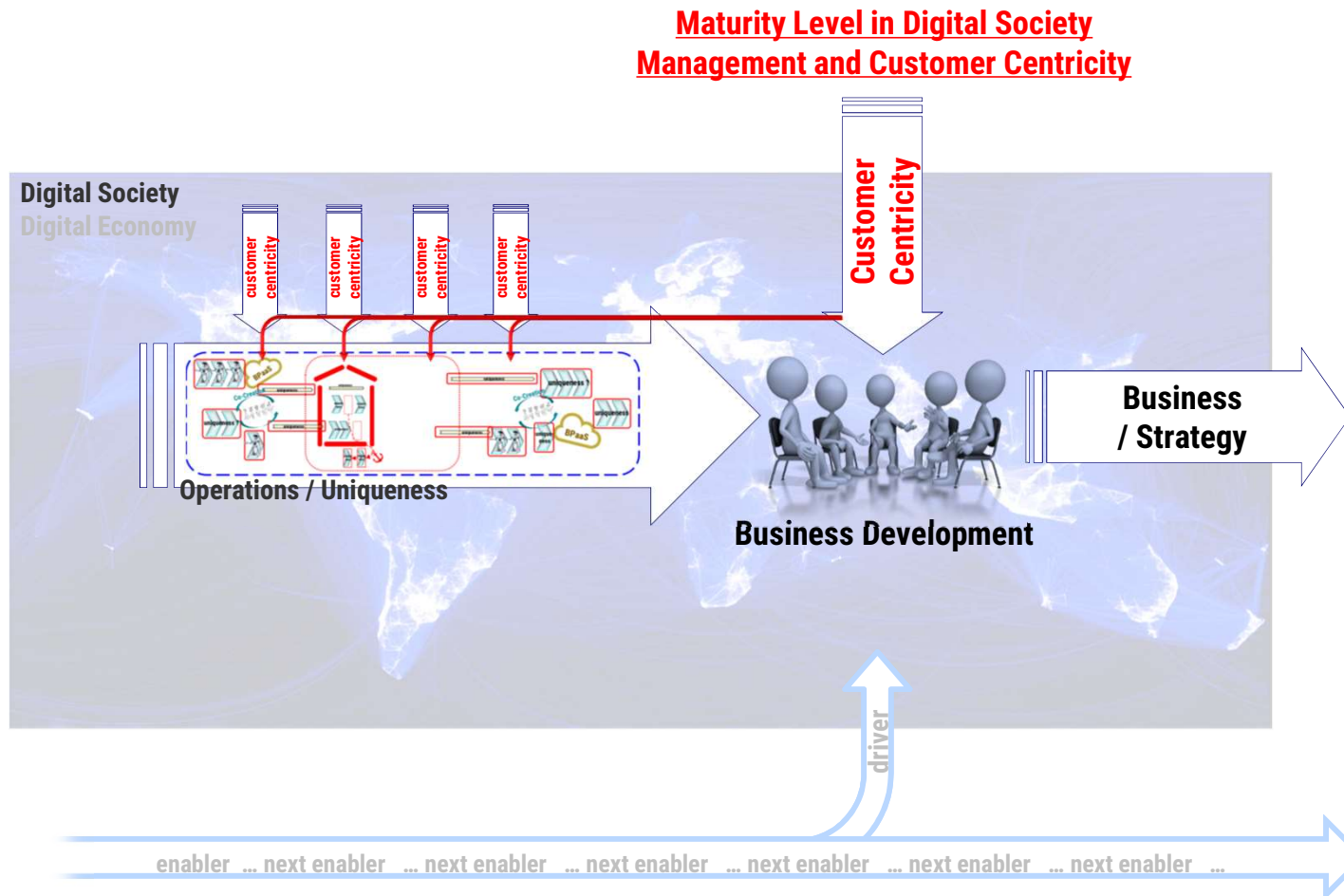


... is sufficiently able to **follow these high-level-plans** at the organizational level

in order to achieve a sustainable competitiveness in the digital age.

Digital Maturity

- ⇒ Is the organization able to see the expectations of a digital transforming society ?
- ⇒ Is the organization able to understand the customer needs of tomorrow ?



Maturity Level in Digital Society Management and Customer Centricity

supports the understanding and providing of

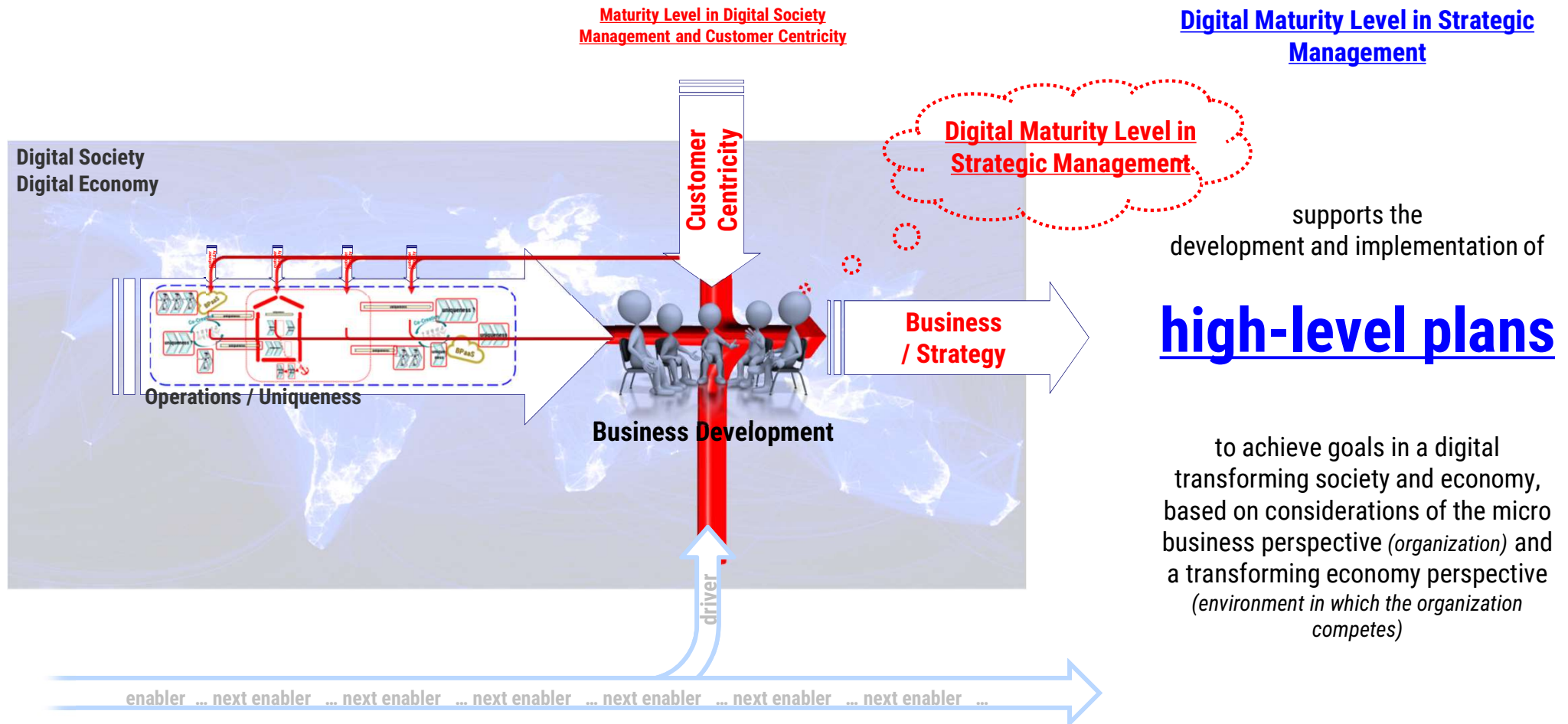
customer knowledge

regarding changing customer expectations

and thus the development of high-level plans to meet the expectations of a digital transforming society

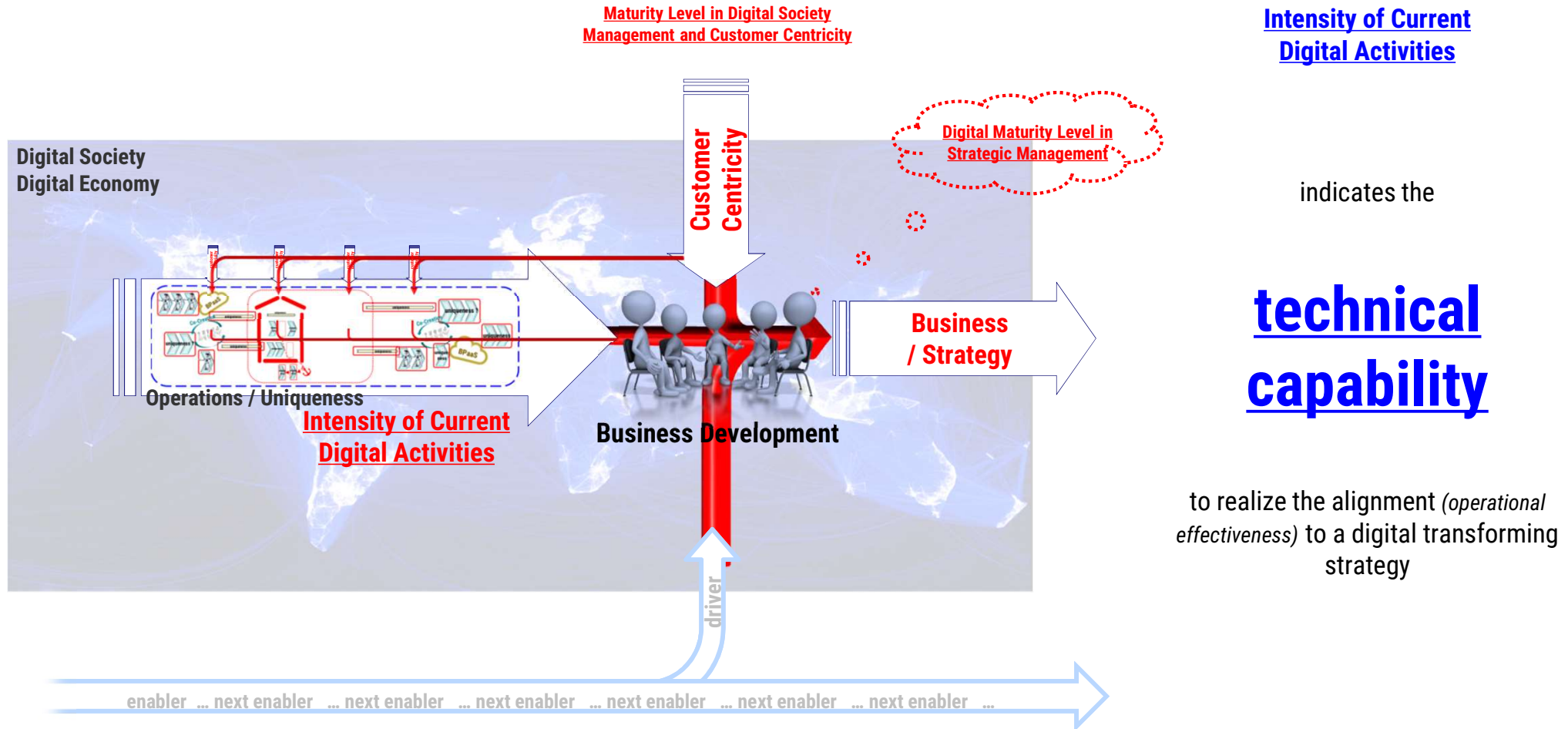
Digital Maturity

⇒ Is the organization able to develop high-level plans to satisfy these needs / to achieve goals in a digital transforming society and economy ?



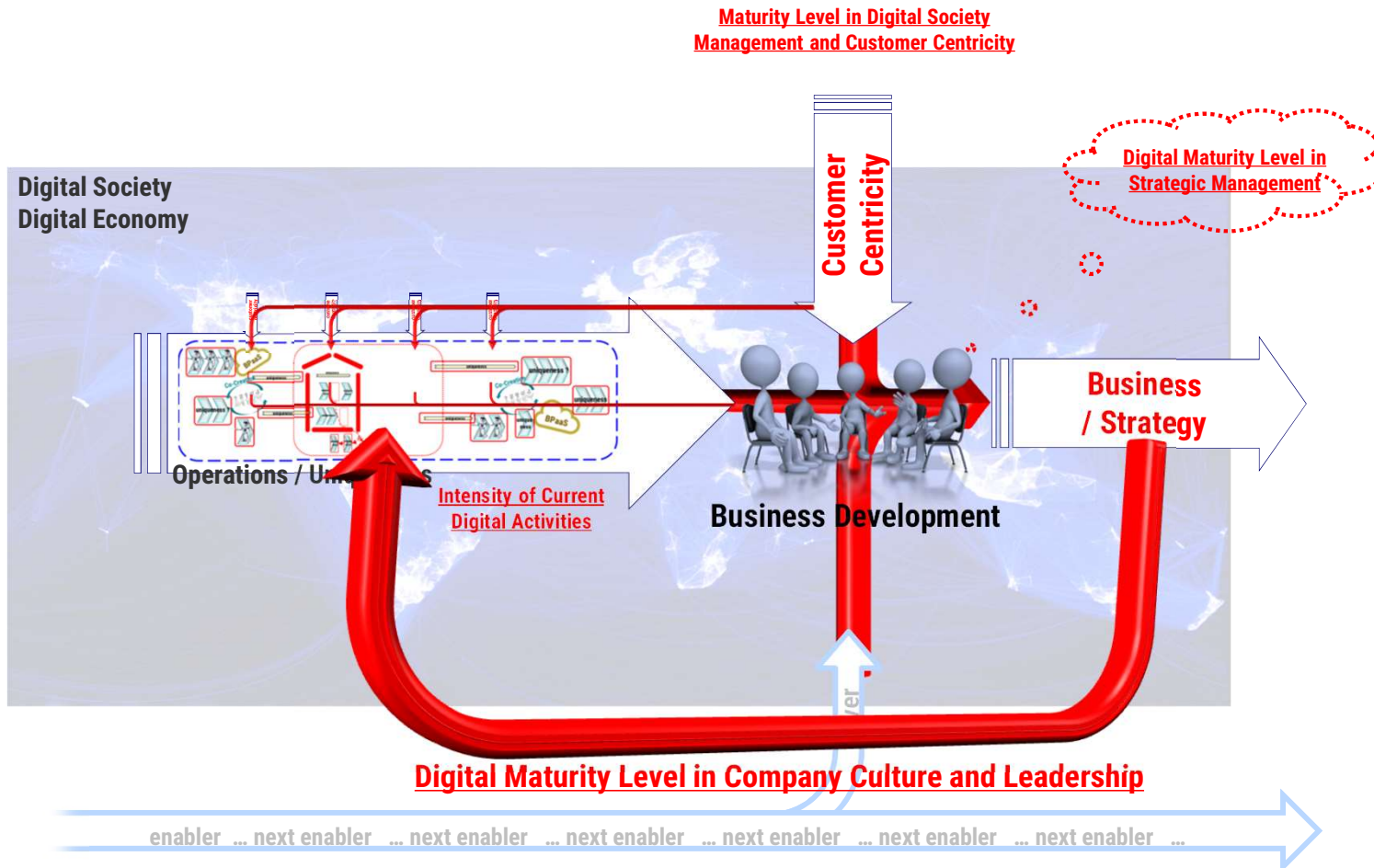
Digital Maturity

⇒ Is the organization able to implement these high-level plans from a technical perspective ?



Digital Maturity

⇒ Is the organization able to implement these high-level plans from an organizational / cultural perspective ?



Digital Maturity Level in Company Culture and Leadership

supports the

cultural
agility

to align the activities (*fit, organization, business processes*) to a digital transforming strategy

(*and to manage trade-offs*)

Digital Maturity

Is the organization able to see the expectations of a digital transforming society?

⇒ Is the organization able to develop high-level plans to achieve goals in a digital transforming society and economy?

⇒ Is the organization able to implement these high-level plans from a technical perspective?

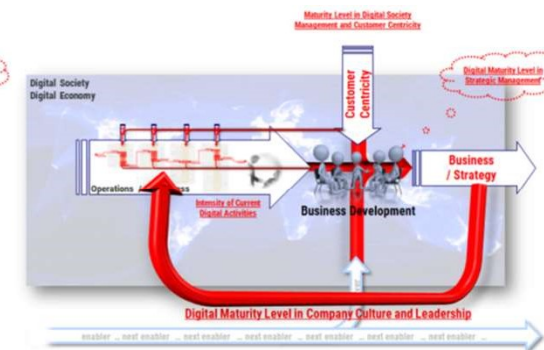
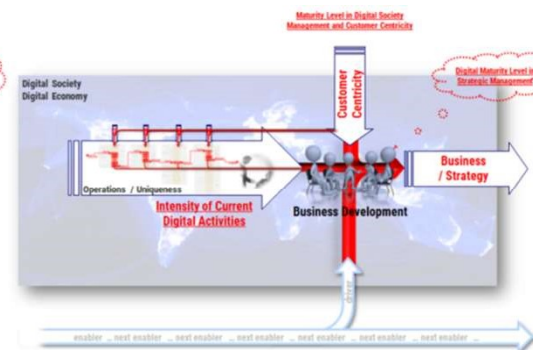
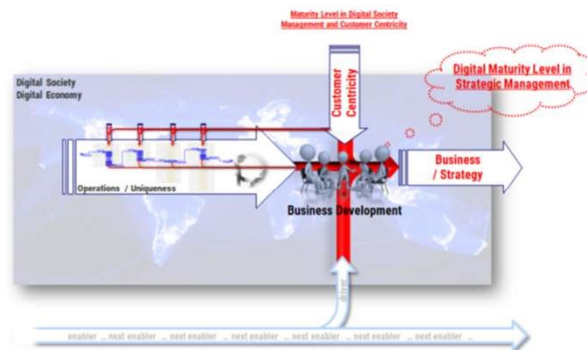
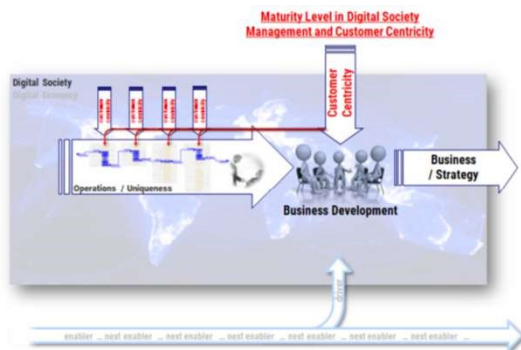
⇒ Is the organization able to follow these high-level plans from an organizational / cultural perspective?

Maturity Level in Digital Society Management and Customer Centricity

Digital Maturity Level in Strategic Management

Intensity of Current Digital Activities

Digital Maturity Level in Company Culture and Leadership

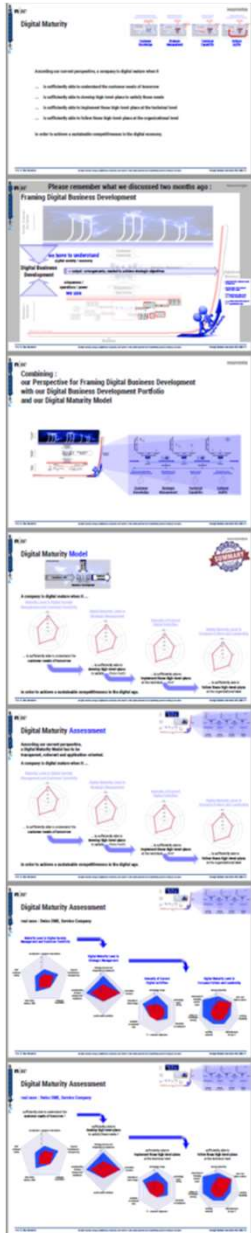


Customer Knowledge

Strategic Management

Technical Capability

Cultural Agility

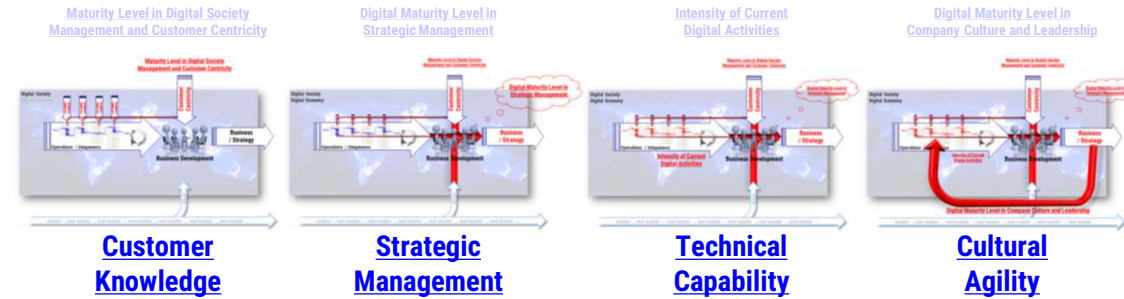


Together with our perspective "Framing Digital Business Development" and our "Digital Business Development Portfolio", the FHNW "Digital Maturity Modell" supports an overall management approach of a digital transformation.

We have already been able to use the FHNW Digital Maturity Model in over 50 companies and have found very heterogeneous situations.

It also highlighted leadership issues opposing a transformation.

Digital Maturity

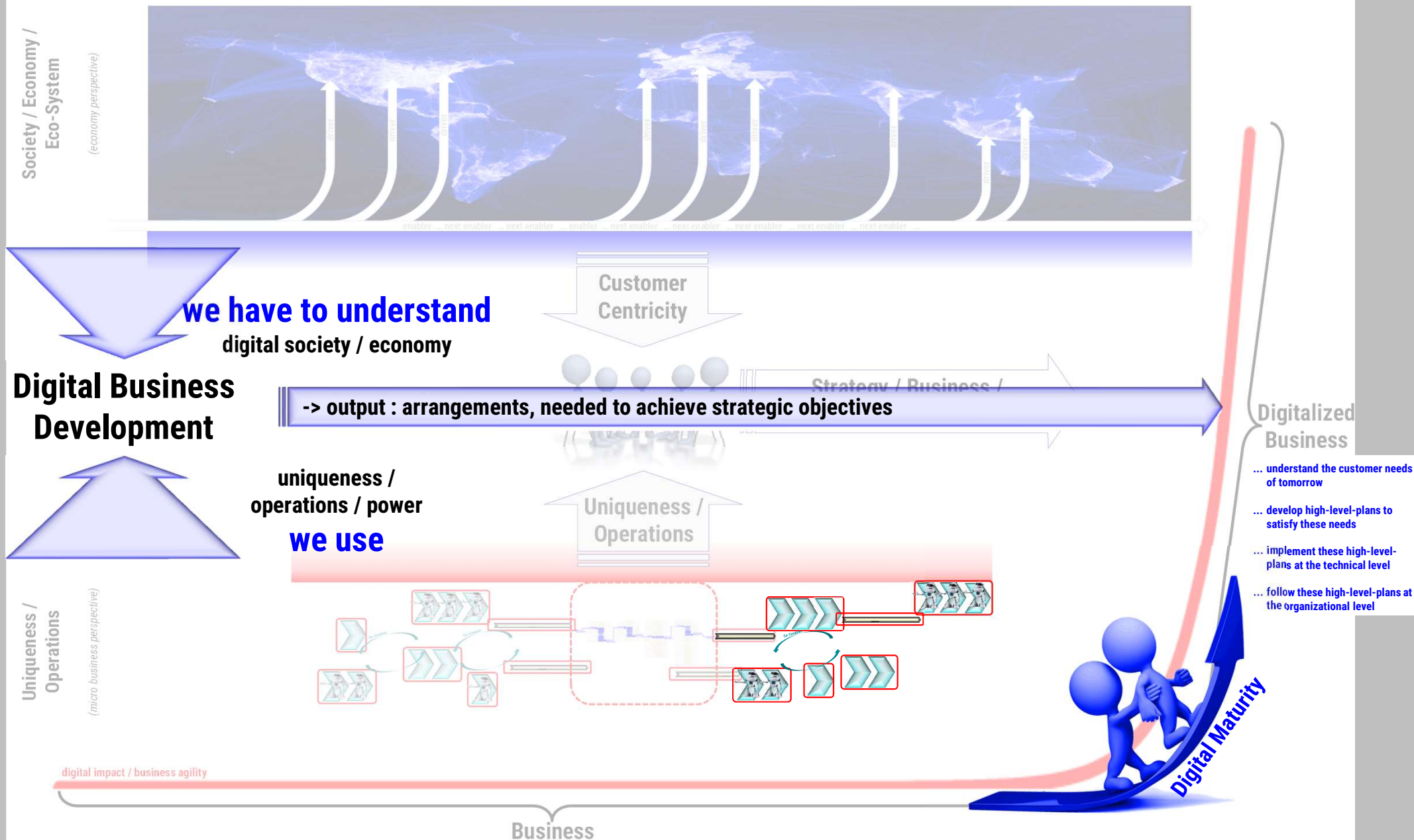


According our current perspective, a company is digital mature when it

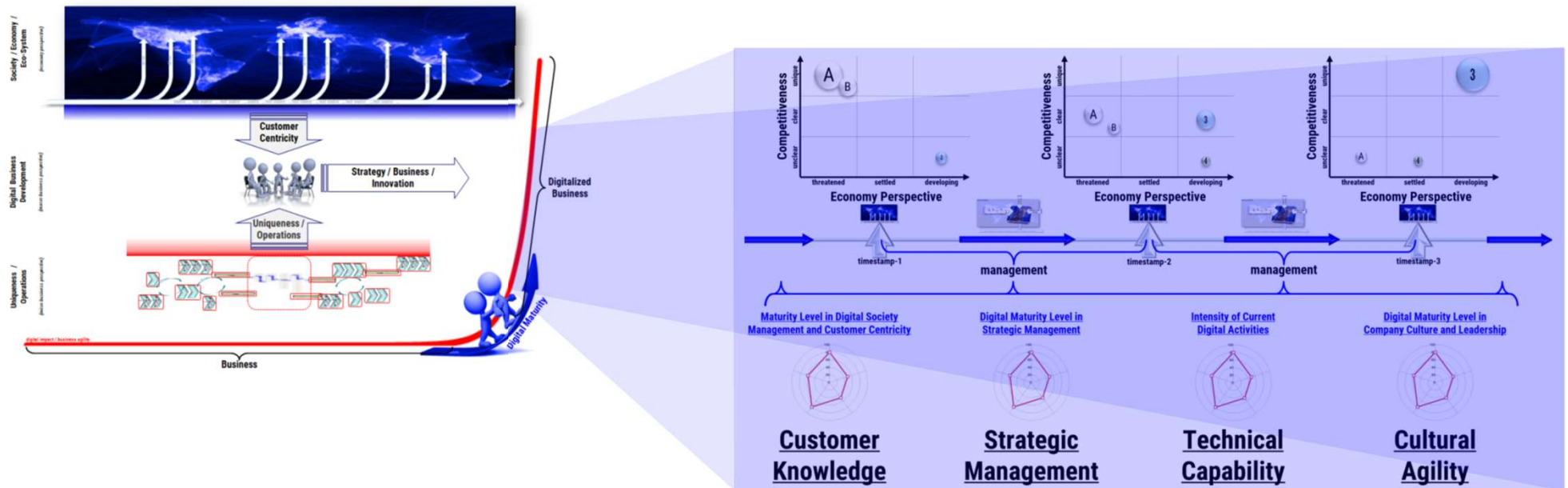
- ... is sufficiently able to understand the customer needs of tomorrow
- ... is sufficiently able to develop high-level-plans to satisfy these needs
- ... is sufficiently able to implement these high-level-plans at the technical level
- ... is sufficiently able to follow these high-level-plans at the organizational level

in order to achieve a sustainable competitiveness in the digital economy.

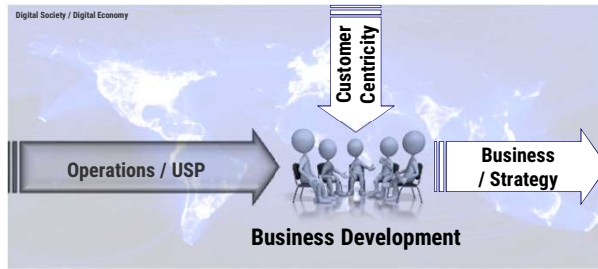
Framing Digital Business Development



Combining : our Perspective for Framing Digital Business Development with our Digital Business Development Portfolio and our Digital Maturity Model

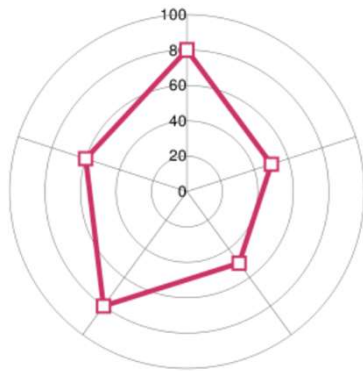


Digital Maturity Model



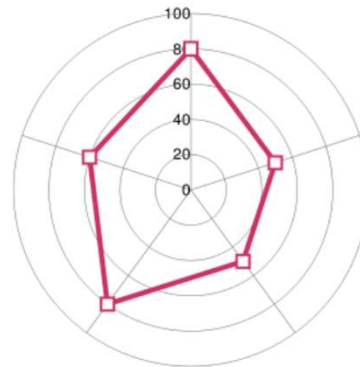
A company is digital mature when it ...

Maturity Level in Digital Society Management and Customer Centricity



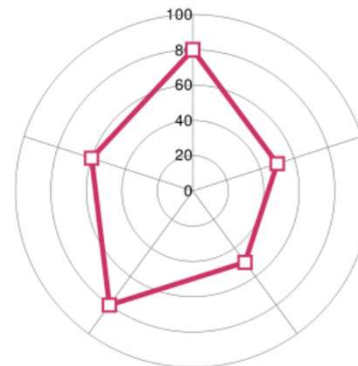
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Digital Maturity Level in Strategic Management



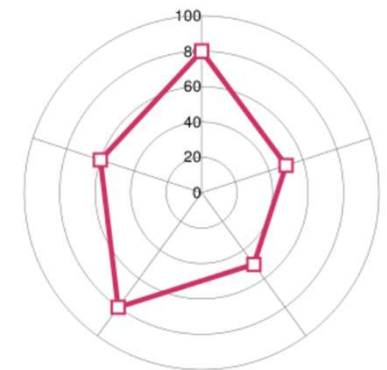
... is sufficiently able to **develop high-level-plans** to satisfy these needs

Intensity of Current Digital Activities



... is sufficiently able to **implement these high-level-plans** at the technical level

Digital Maturity Level in Company Culture and Leadership



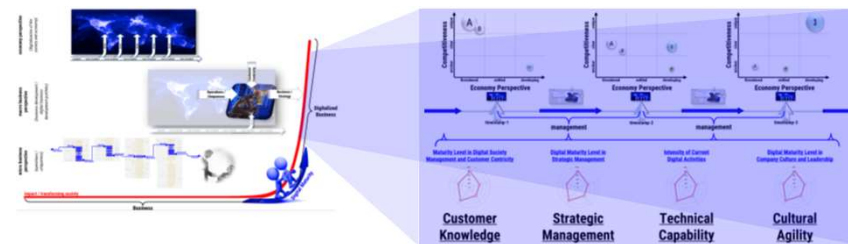
... is sufficiently able to **follow these high-level-plans** at the organizational level

in order to achieve a sustainable competitiveness in the digital age.

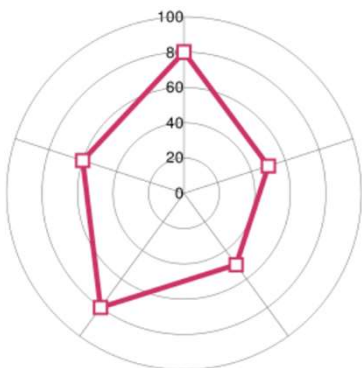
Digital Maturity Assessment

According our current perspective, a Digital Maturity Model has to be transparent, coherent and application-oriented.

A company is digital mature when it ...

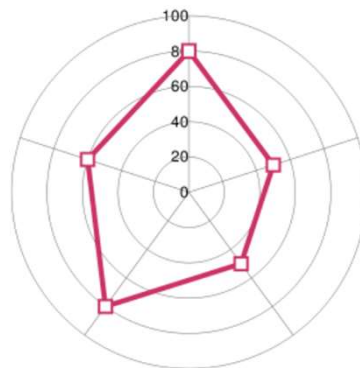


Maturity Level in Digital Society Management and Customer Centricity



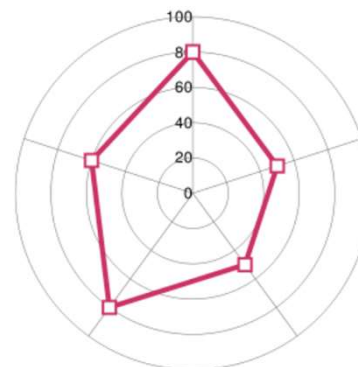
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Digital Maturity Level in Strategic Management



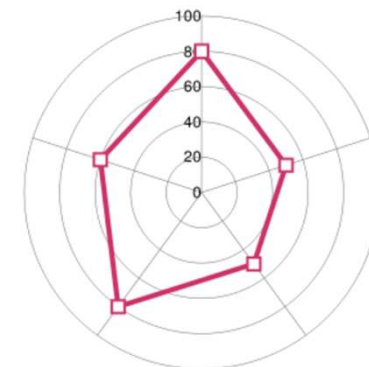
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Digital Maturity Level in Company Culture and Leadership

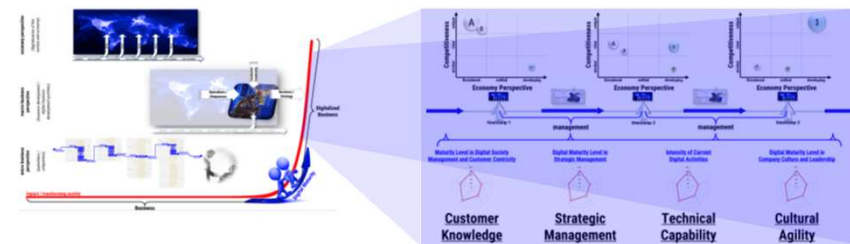


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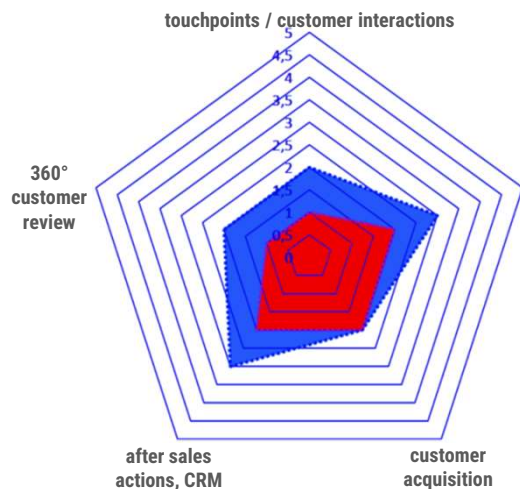
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Digital Maturity Assessment

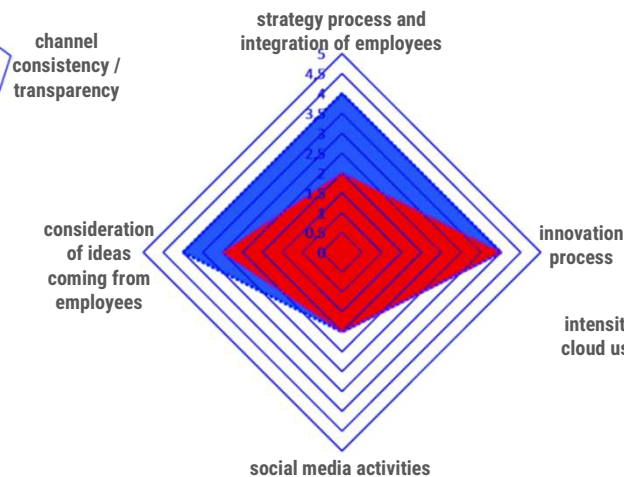
real case : Swiss SME, Service Company



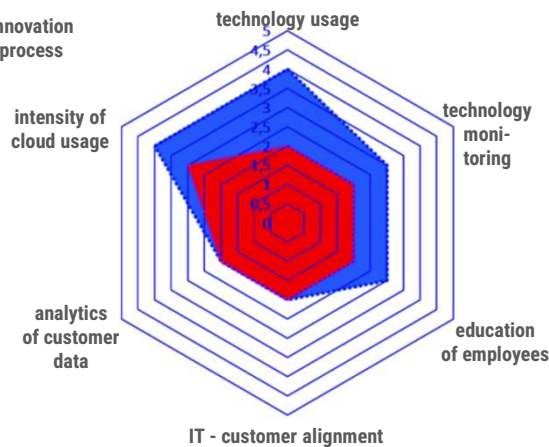
Maturity Level in Digital Society Management and Customer Centricity



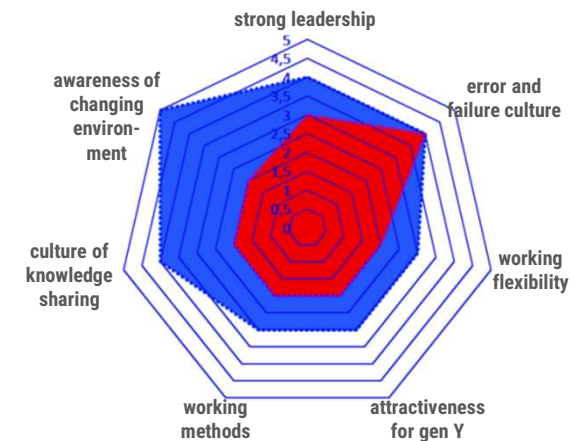
Digital Maturity Level in Strategic Management



Intensity of Current Digital Activities

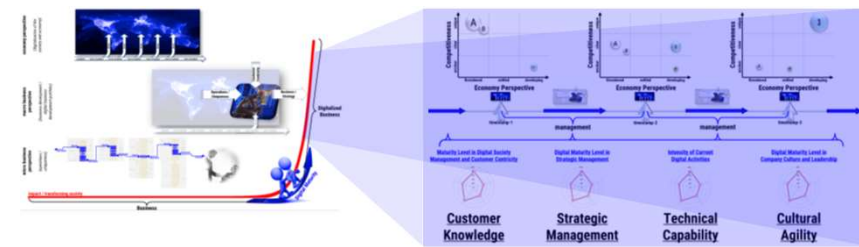


Digital Maturity Level in Company Culture and Leadership



Digital Maturity Assessment

real case : Swiss SME, Service Company



sufficiently able to understand the customer needs of tomorrow ?

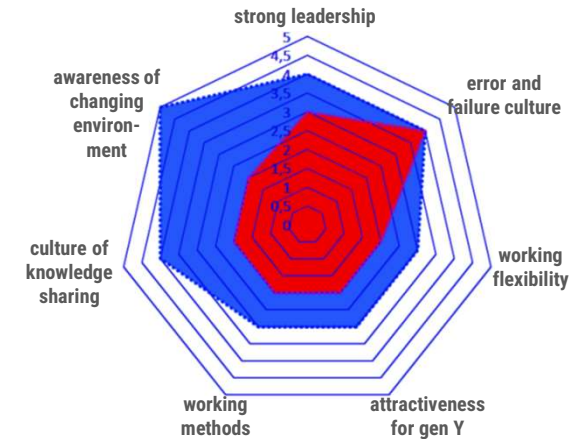
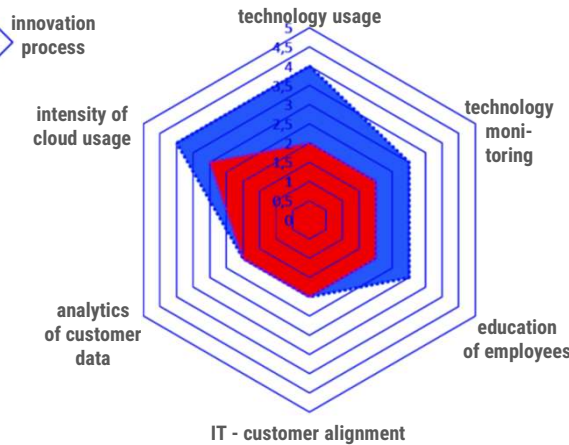
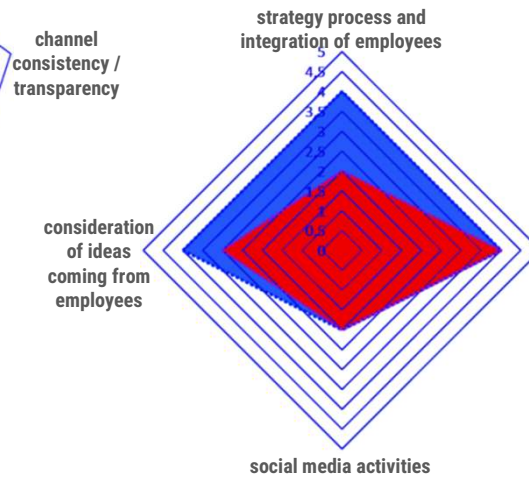
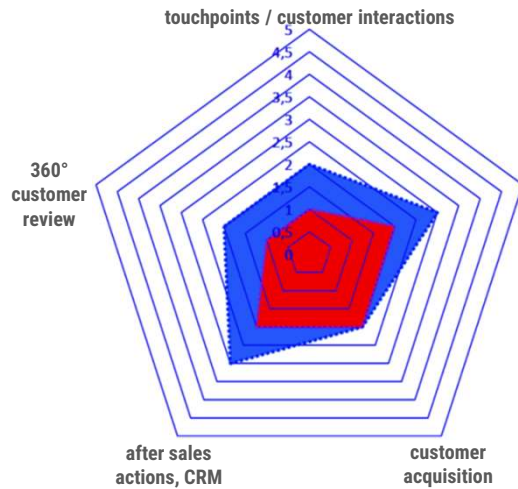


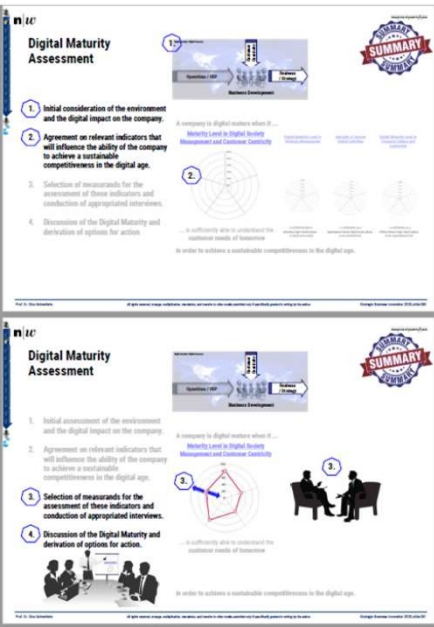
sufficiently able to develop high-level-plans to satisfy these needs ?



sufficiently able to implement these high-level-plans at the technical level

sufficiently able to follow these high-level-plans at the technical level





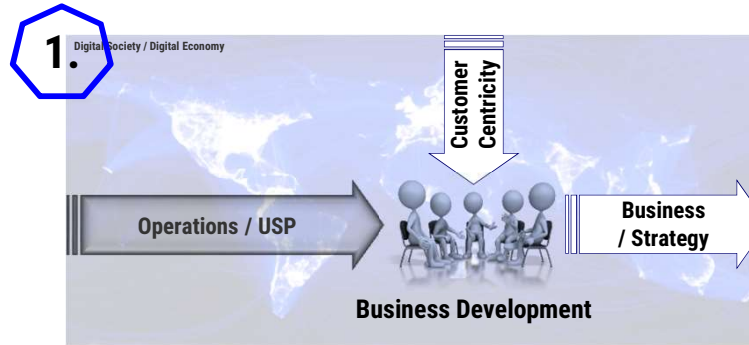
In contrast to other digital maturity models, the FHNW model is not based on questionnaires on individual pillars, but is based on a two-stage process :

- A) Indicators are selected that are relevant for the respective specific company in a specific situation. (1)+(2)
- B) Recommendations for action are prioritized in a dialogue based on these indicators. (3)+(4)



Experience from the mandates, how we found the indicators in the 1st pillar.

Digital Maturity Assessment



1. Initial consideration of the environment and the digital impact on the company.

2. Agreement on relevant indicators that will influence the ability of the company to achieve a sustainable competitiveness in the digital age.

3. Selection of measurands for the assessment of these indicators and conduction of appropriated interviews.

4. Discussion of the Digital Maturity and derivation of options for action

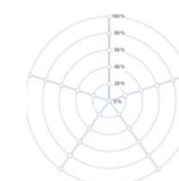
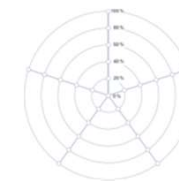
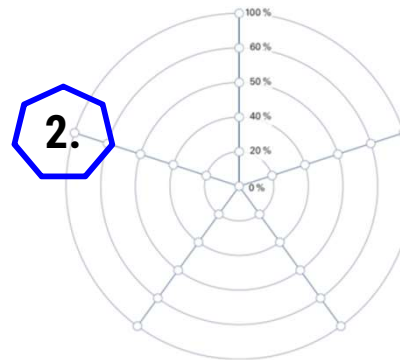
A company is digital mature when it ...

Maturity Level in Digital Society Management and Customer Centricity

Digital Maturity Level in Strategic Management

Intensity of Current Digital Activities

Digital Maturity Level in Company Culture and Leadership



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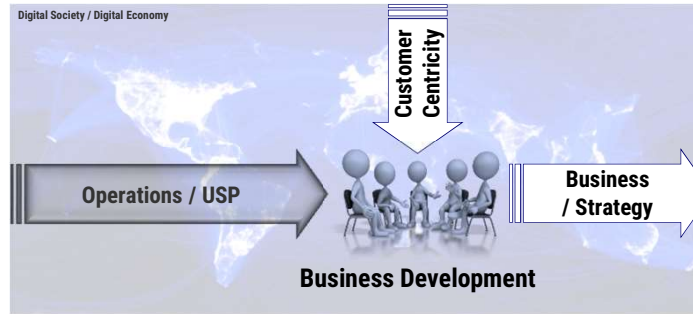
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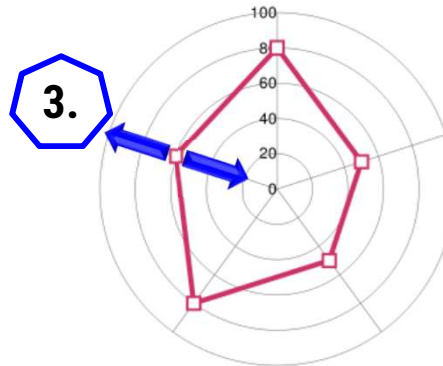
Digital Maturity Assessment



1. Initial assessment of the environment and the digital impact on the company.
2. Agreement on relevant indicators that will influence the ability of the company to achieve a sustainable competitiveness in the digital age.

A company is digital mature when it ...

Maturity Level in Digital Society Management and Customer Centricity



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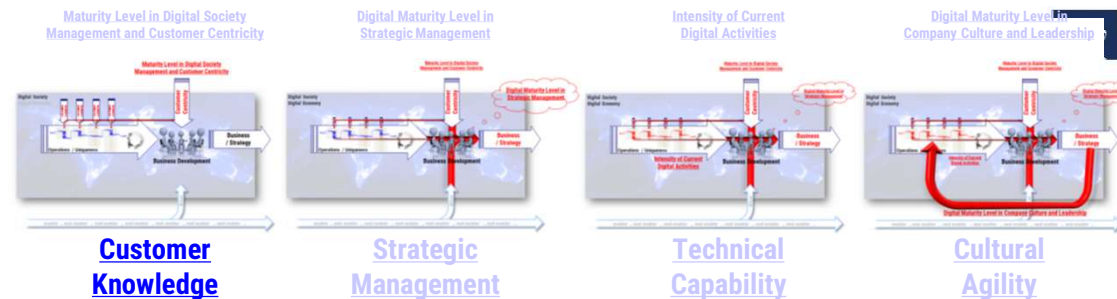
... is sufficiently able to understand the customer needs of tomorrow



in order to achieve a sustainable competitiveness in the digital age.

Digital Maturity Assessment

Maturity Level in Digital Society Management and Customer Centricity



According our current perspective, a company is digital mature when it ...

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- ... is sufficiently able to develop high-level-plans to satisfy these needs
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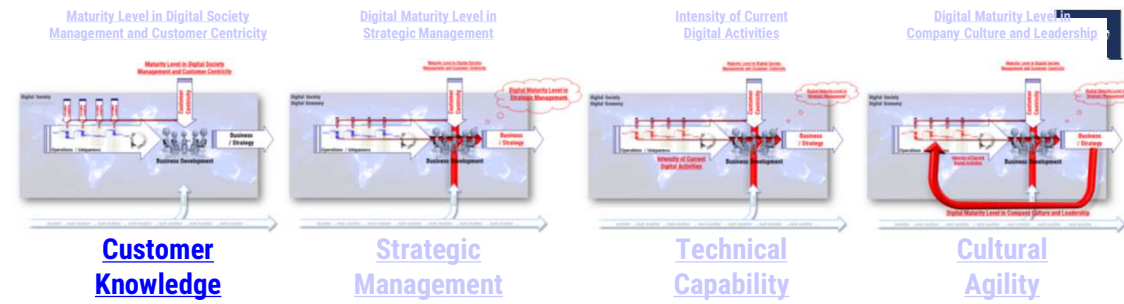
1. Initial consideration of the environment and the digital impact on the company.
2. Agreement on relevant indicators that will influence the ability of the company to achieve a sustainable competitiveness in the digital age.

please remember :
 ("being disruptive")



Digital Maturity Assessment

Maturity Level in Digital Society Management and Customer Centricity



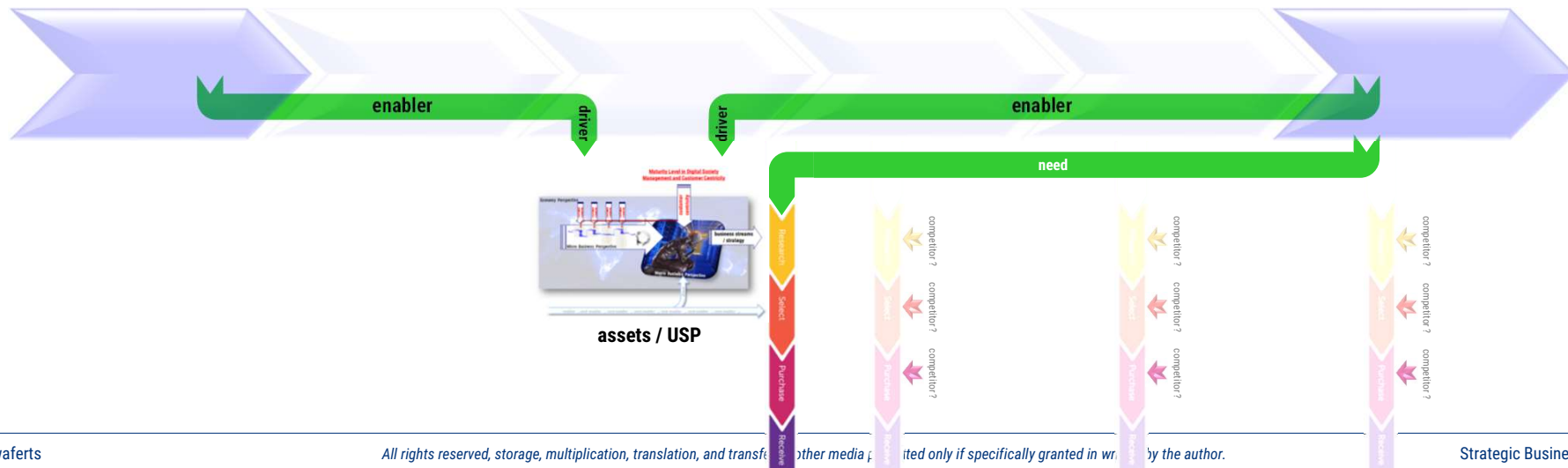
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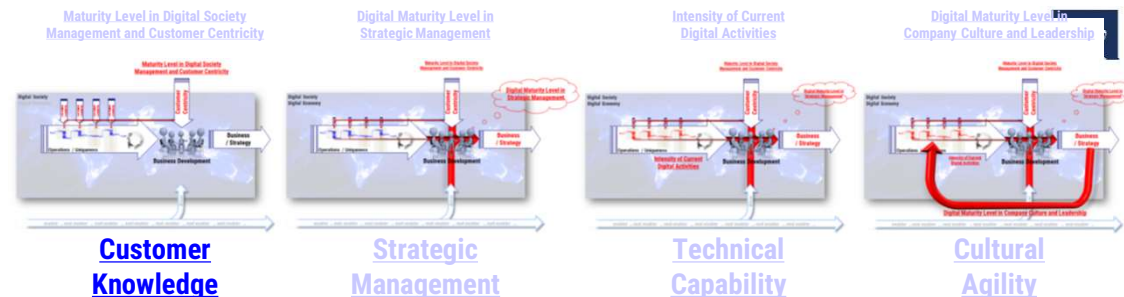
in order to achieve a sustainable competitiveness in the digital age.

Maybe, we can consider the cross-organizational value creation ("inter-organizational value creation", "value added chain") ?



Digital Maturity Assessment

Maturity Level in Digital Society Management and Customer Centricity



According our current perspective, a company is digital mature when it ...

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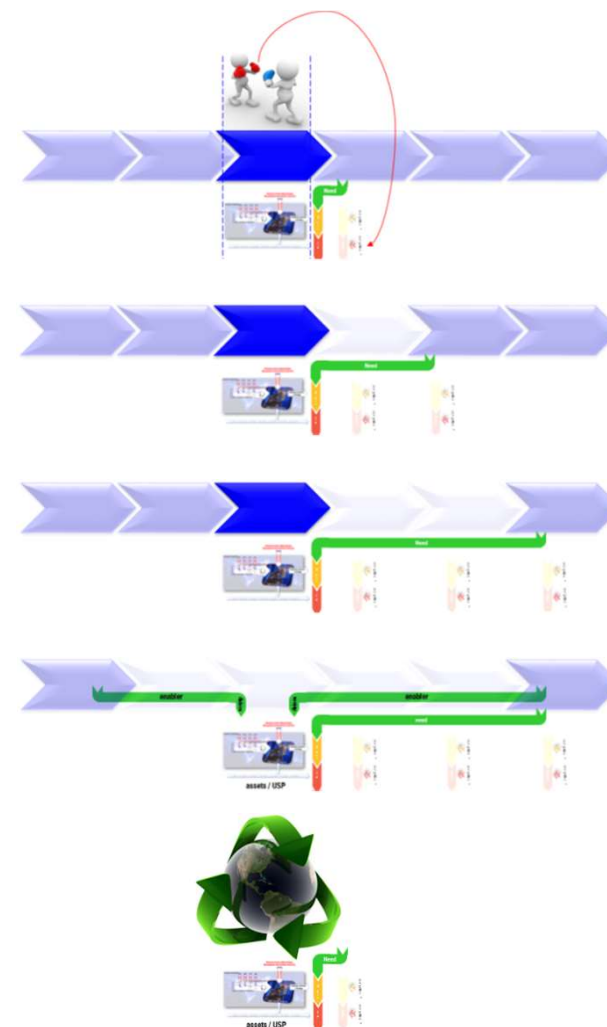
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- ... is sufficiently able to follow these high-level-plans at the organizational level

in order to achieve a sustainable competitiveness in the digital age.

What indicators might be relevant for a company, that wants to be assessed ?

What indicators might be relevant to assess whether a company is sufficiently able to understand the customer needs of tomorrow ?

We also have to understand the environment, the pace of digitalization, the system, the competition, the partner, the customer expectation, ...

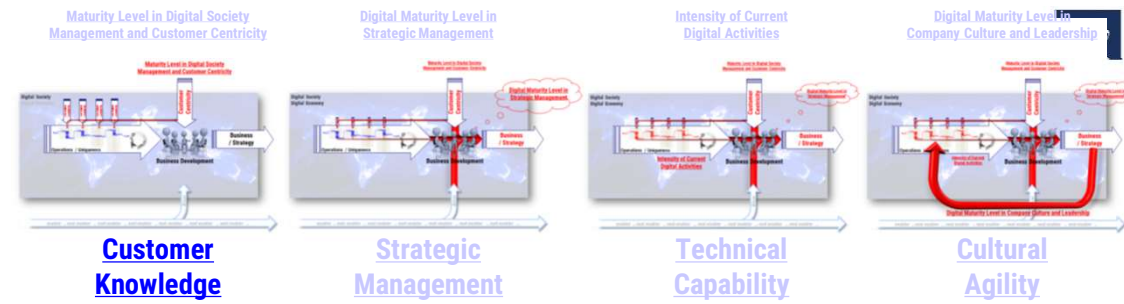


Digital Maturity Assessment

or ...

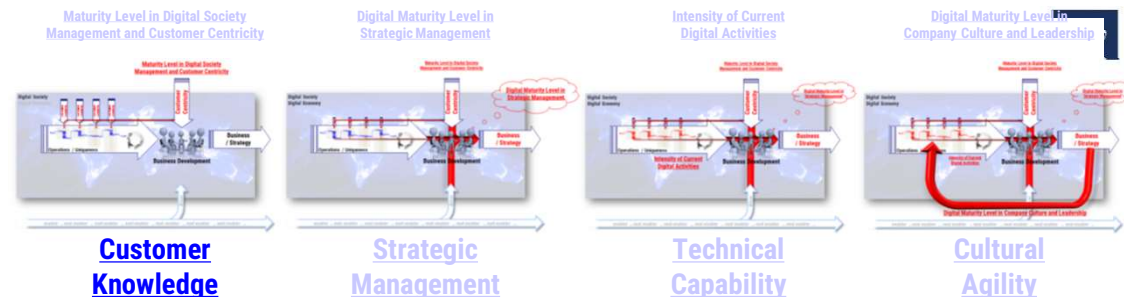
"You've got to start with the customer experience and work backwards to the technology."

(Steve Jobs, May 1997, World Wide Developers Conference)



Digital Maturity Assessment

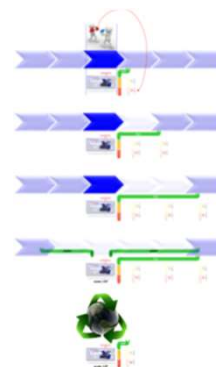
Maturity Level in Digital Society Management and Customer Centricity



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1. Initial consideration of the environment and the digital impact on the company.
2. Agreement on relevant indicators that will influence the ability of the company to achieve a sustainable competitiveness in the digital age.

What indicators might be relevant for a company, that wants to be assessed ?

- channel consistency / transparency ?
- activity in social media ? (to be in contact with the customer / to support the customer / complains management)
- 360° customer review ?
customer profiling, including third party data ?
- sustainability ?
- predictive analytics ? big data analytics ?
- experience design ?
- touchpoint management / customer journey management ?
- customer influence / creation of segments ?
- customer engagements / customer interactions ?
- consistency of brand awareness across channels ?
- consideration of cross-organizational value creation ?
/ after-sale value ?
- comparison of product to services ?
- availability of product-usage-data during the customer-side of the life-cycle ?
- delivery of targeted content to mobile users ?

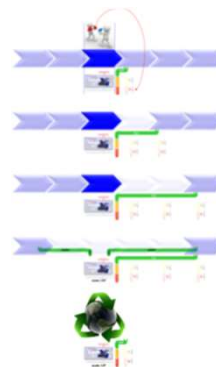
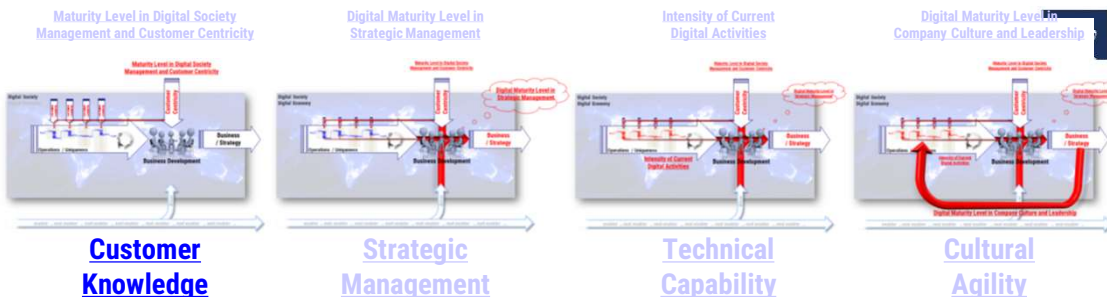
Digital Maturity Assessment

Maturity Level in Digital Society Management and Customer Centricity

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- ... is sufficiently able to follow these high-level-plans at the organizational level

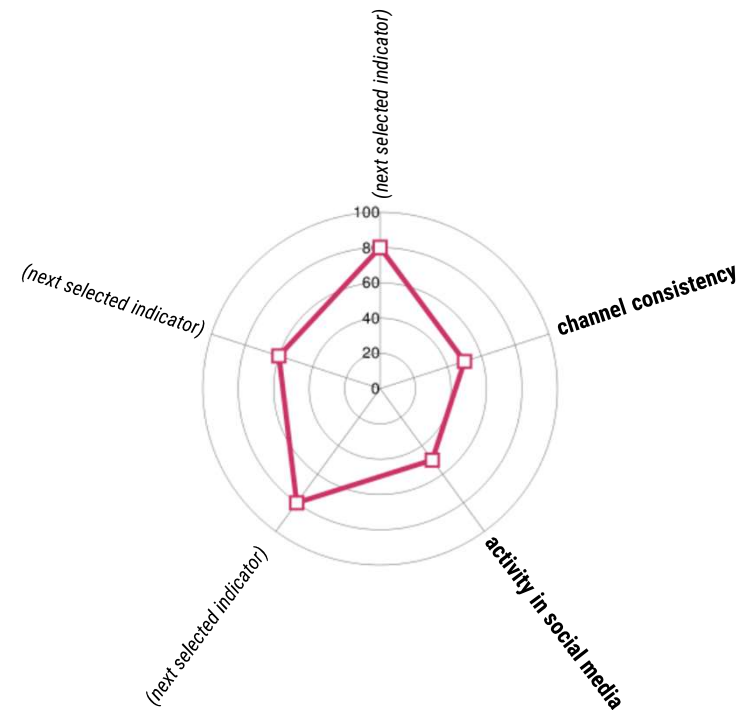
in order to achieve a sustainable competitiveness in the digital age.

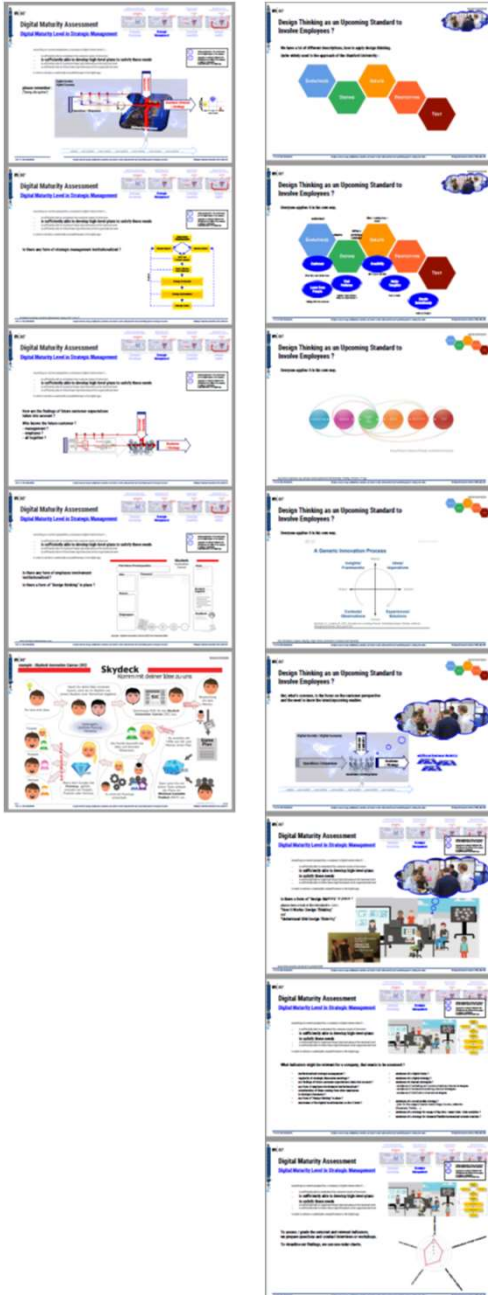


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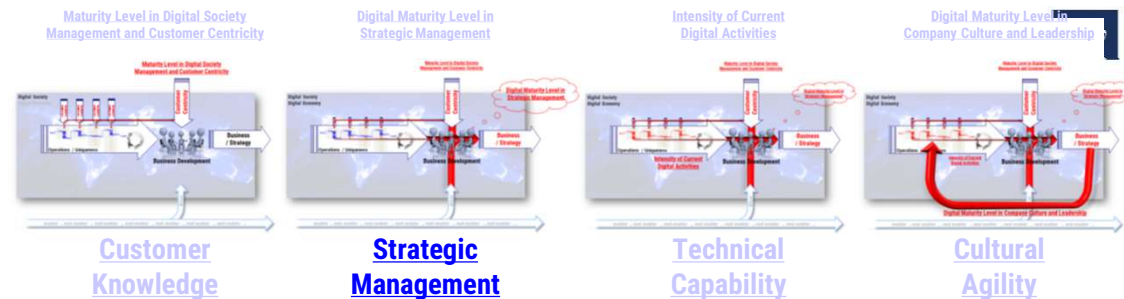




Experience from the mandates,
how we found the indicators in the 2nd pillar.

Digital Maturity Assessment

Digital Maturity Level in Strategic Management



According our current perspective, a company is digital mature when it ...

... is sufficiently able to understand the customer needs of tomorrow

... **is sufficiently able to develop high-level-plans to satisfy these needs**

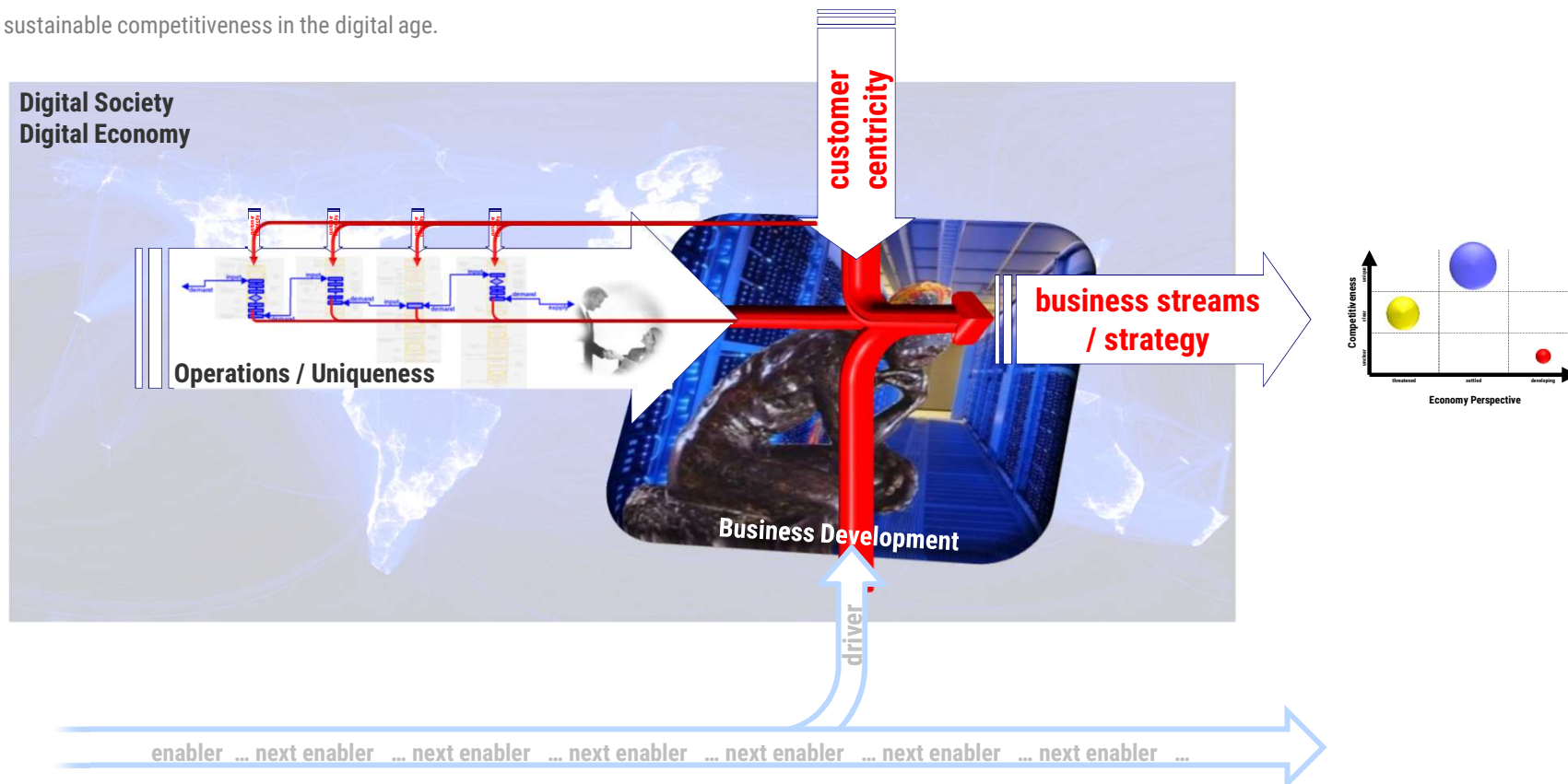
... is sufficiently able to implement these high-level-plans at the technical level

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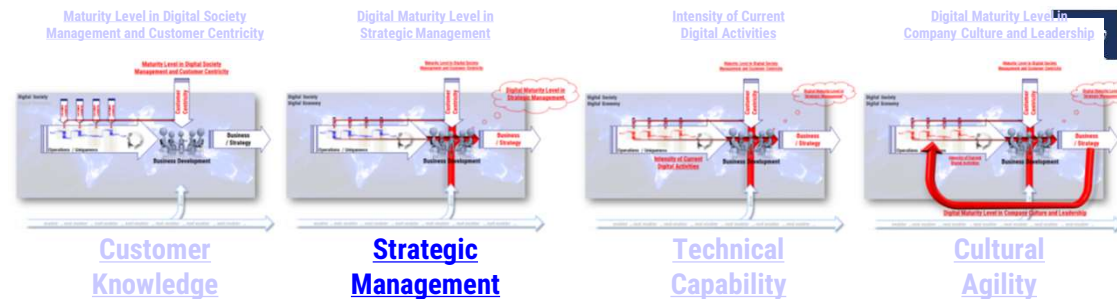
1. Initial consideration of the environment and the digital impact on the company.
2. Agreement on relevant indicators that will influence the ability of the company to achieve a sustainable competitiveness in the digital age.

please remember :
("being disruptive")



Digital Maturity Assessment

Digital Maturity Level in Strategic Management



According our current perspective, a company is digital mature when it ...

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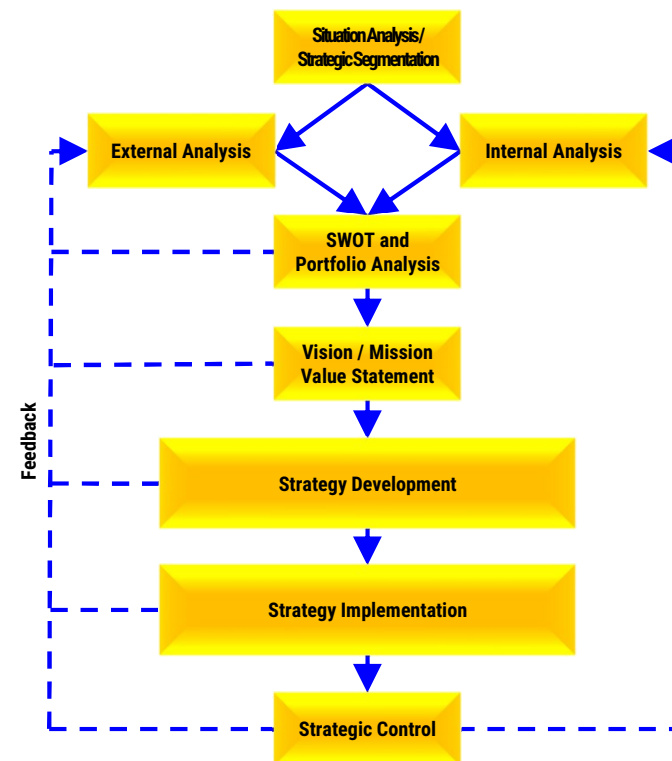
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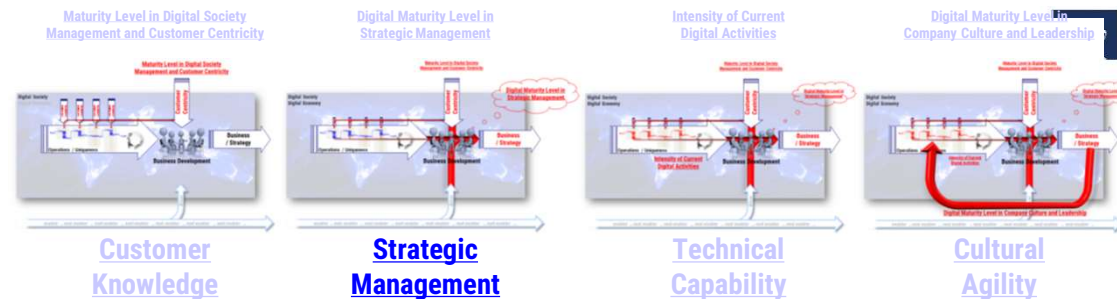
1. Initial consideration of the environment and the digital impact on the company.
2. Agreement on relevant indicators that will influence the ability of the company to achieve a sustainable competitiveness in the digital age.

Is there any form of strategic management institutionalized ?



Digital Maturity Assessment

Digital Maturity Level in Strategic Management



According our current perspective, a company is digital mature when it ...

- ... is sufficiently able to understand the customer needs of tomorrow
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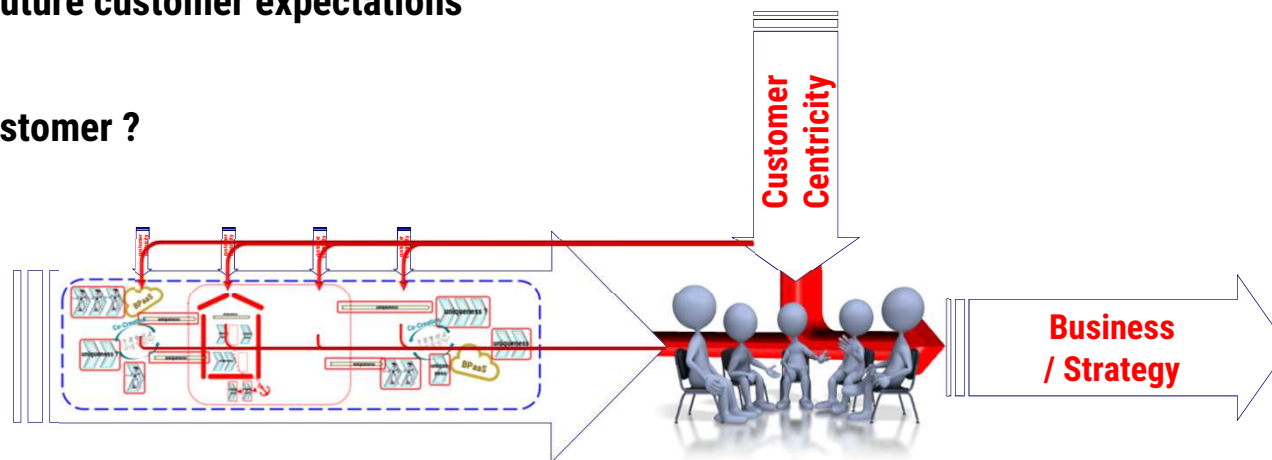
1. Initial consideration of the environment and the digital impact on the company.
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in order to achieve a sustainable competitiveness in the digital age.

How are the findings of future customer expectations taken into account ?

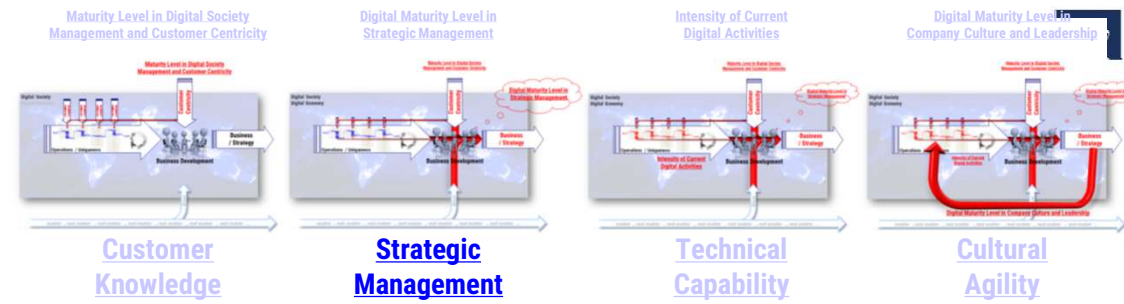
Who knows the future customer ?

- management ?
- employee ?
- all together ?



Digital Maturity Assessment

Digital Maturity Level in Strategic Management



According our current perspective, a company is digital mature when it ...

... is sufficiently able to understand the customer needs of tomorrow

... **is sufficiently able to develop high-level-plans to satisfy these needs**

... is sufficiently able to implement these high-level-plans at the technical level

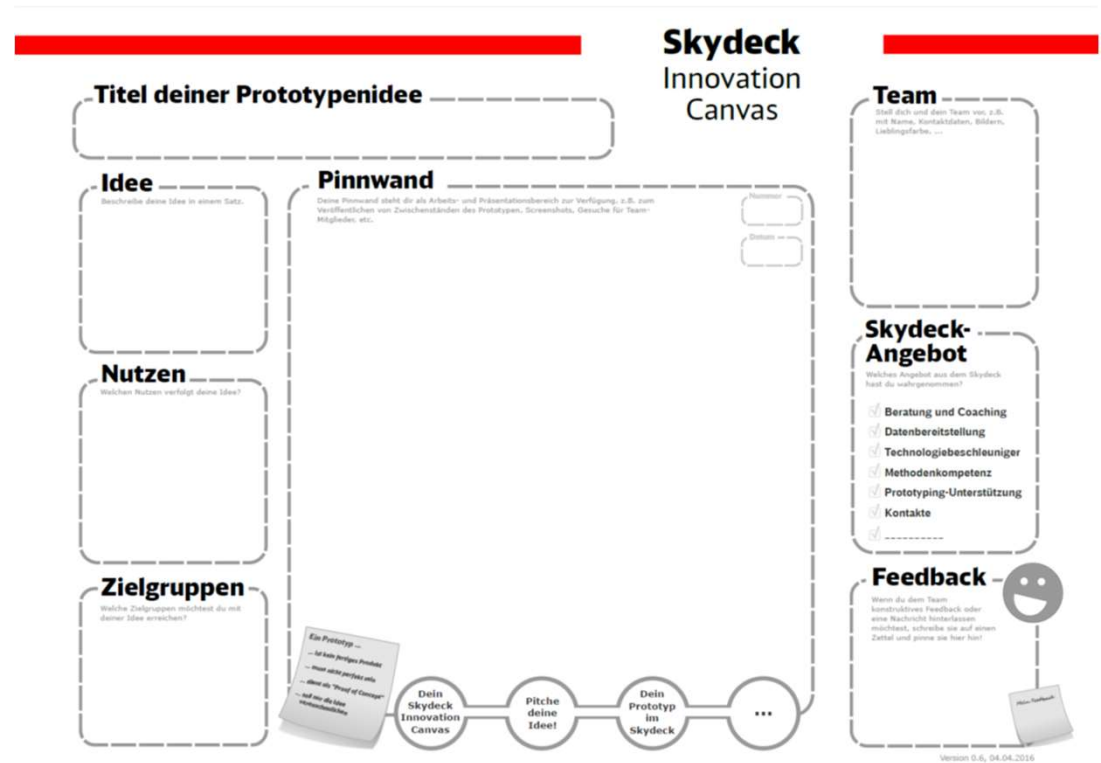
... is sufficiently able to follow these high-level-plans at the organizational level

in order to achieve a sustainable competitiveness in the digital age.

1. Initial consideration of the environment and the digital impact on the company.
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Is there any form of employee involvement institutionalized ?

Is there a form of "design thinking" in place ?

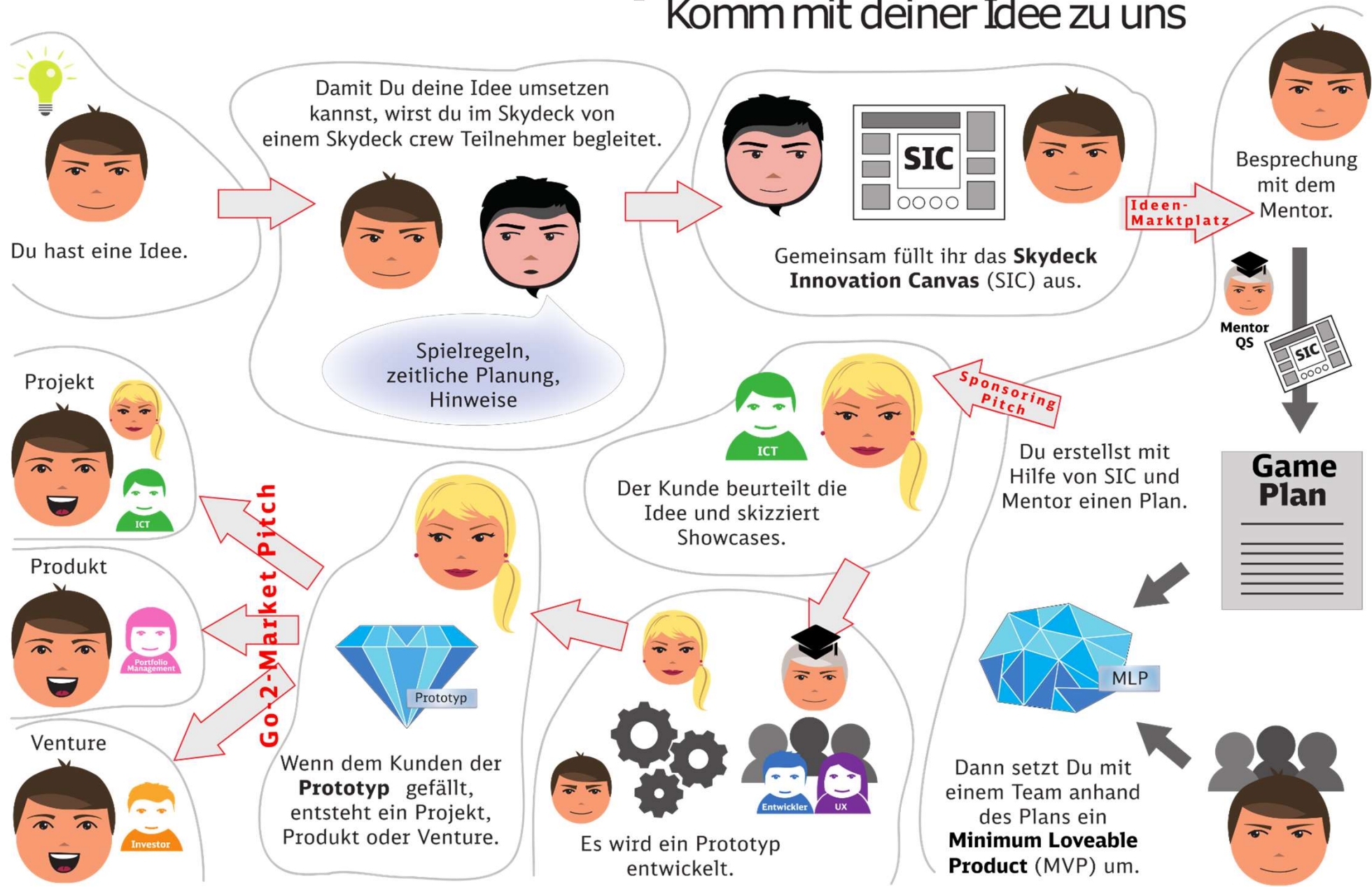


example : Skydeck Innovation Canvas (SIC) from Deutsche Bahn

example : Skydeck Innovation Canvas (SIC)

Skydeck

Komm mit deiner Idee zu uns

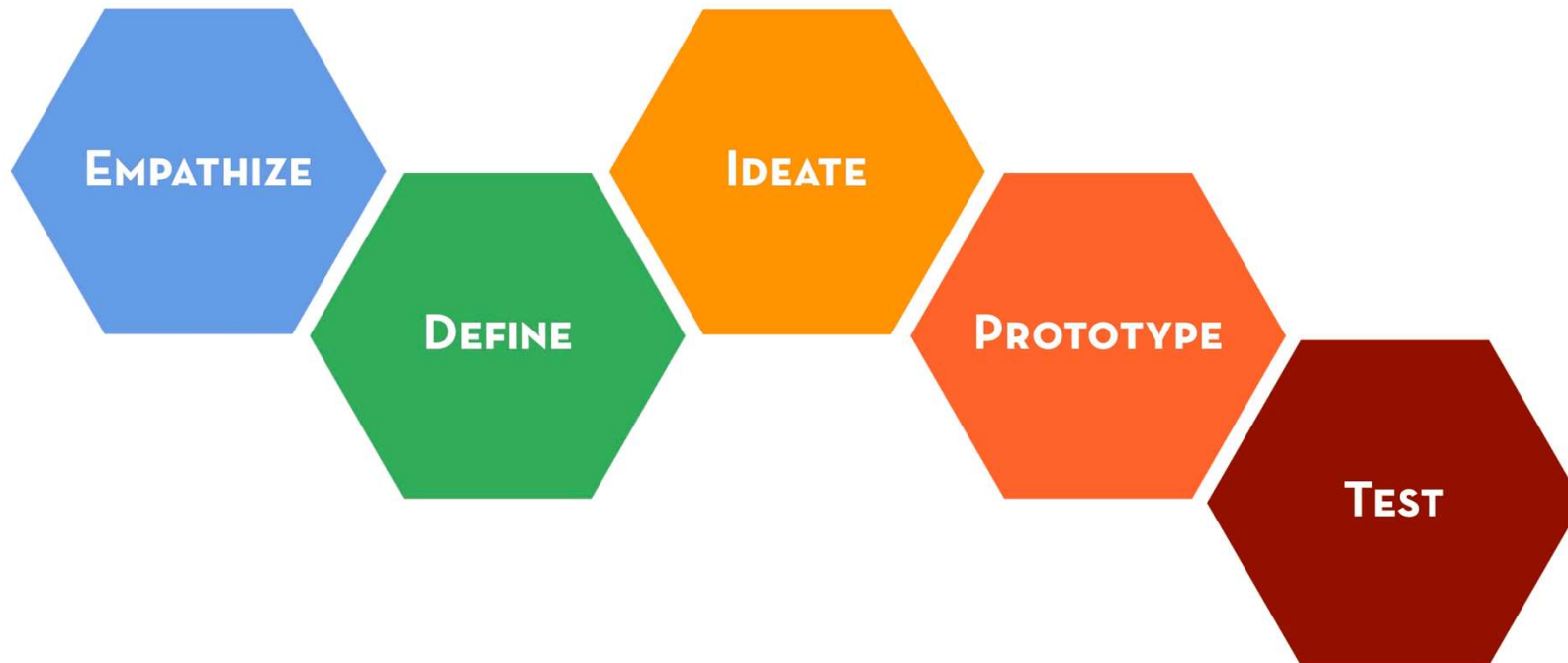


Design Thinking as an Upcoming Standard to Involve Employees ?



We have a lot of different descriptions, how to apply design thinking.

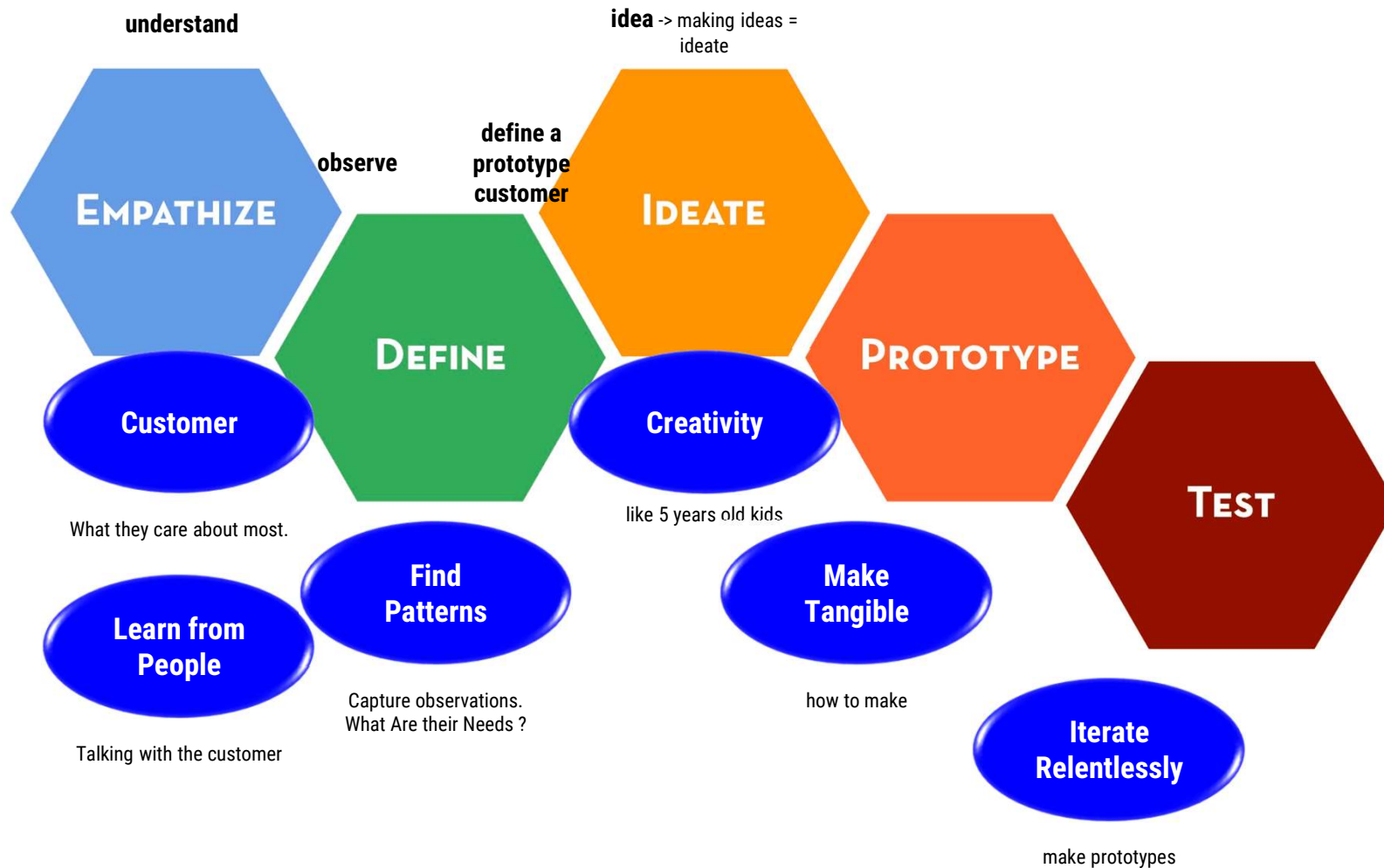
Quite widely used is the approach of the Stanford University :



Design Thinking as an Upcoming Standard to Involve Employees ?

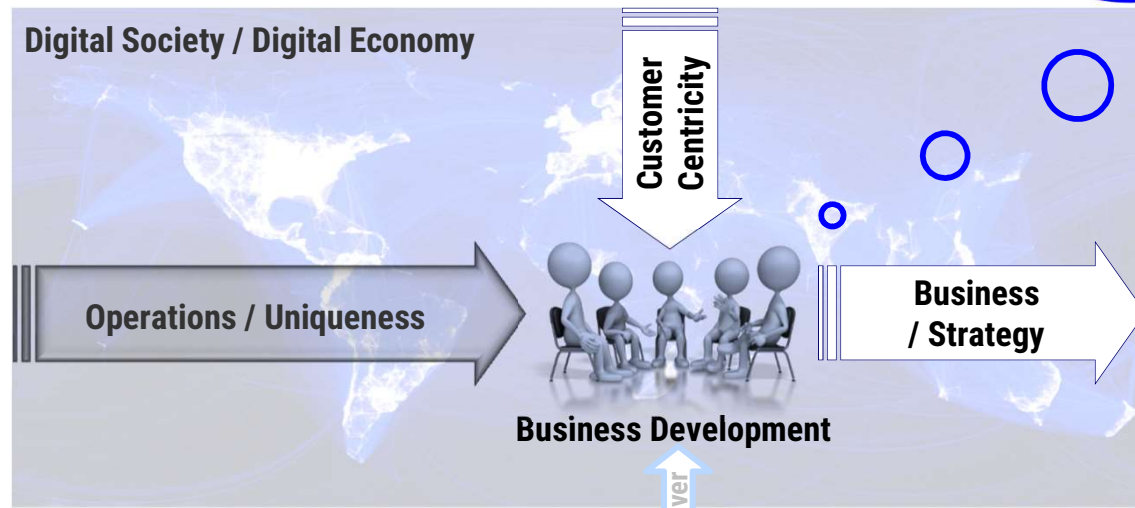


Everyone applies it in his own way.



Design Thinking as an Upcoming Standard to Involve Employees ?

But, what's common, is the focus on the customer perspective and the need to know the latest/upcoming enabler.



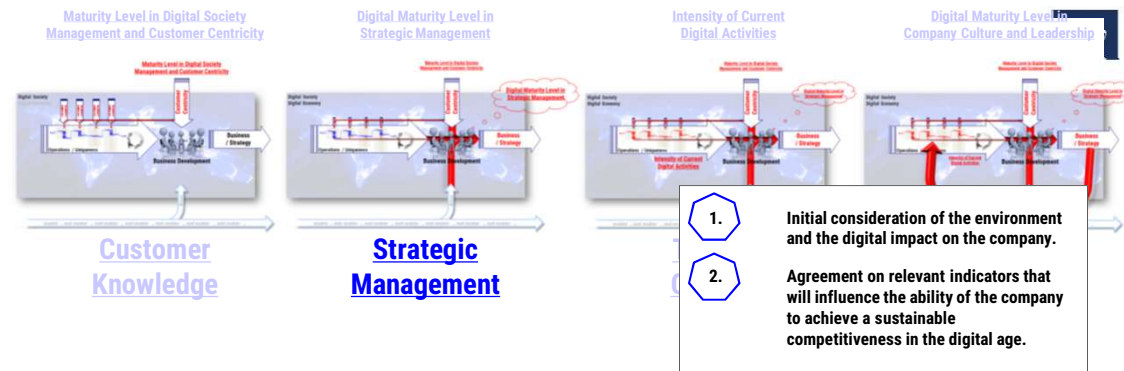
additional Business Model(s)



enabler ... next enabler ... next enabler ... next enabler ... next enabler ... next enabler ... next enabler ...

Digital Maturity Assessment

Digital Maturity Level in Strategic Management



According our current perspective, a company is digital mature when it ...

- ... is sufficiently able to understand the customer needs of tomorrow
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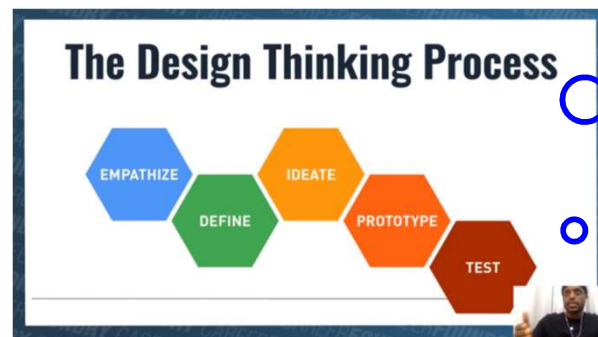
in order to achieve a sustainable competitiveness in the digital age.



Is there a form of "design thinking" in place ?

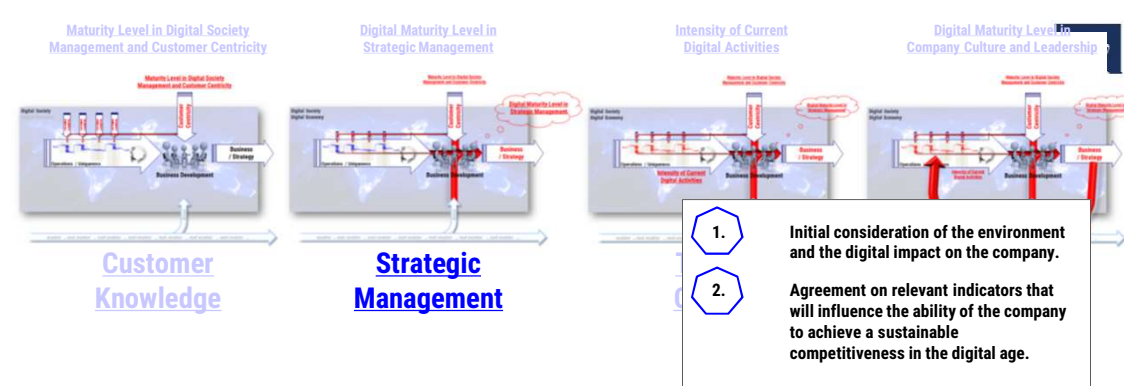
please have a look at the introductive video

"The Design Thinking Process - An Introduction"



Digital Maturity Assessment

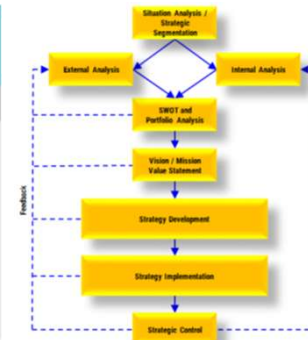
Digital Maturity Level in Strategic Management



According our current perspective, a company is digital mature when it ...

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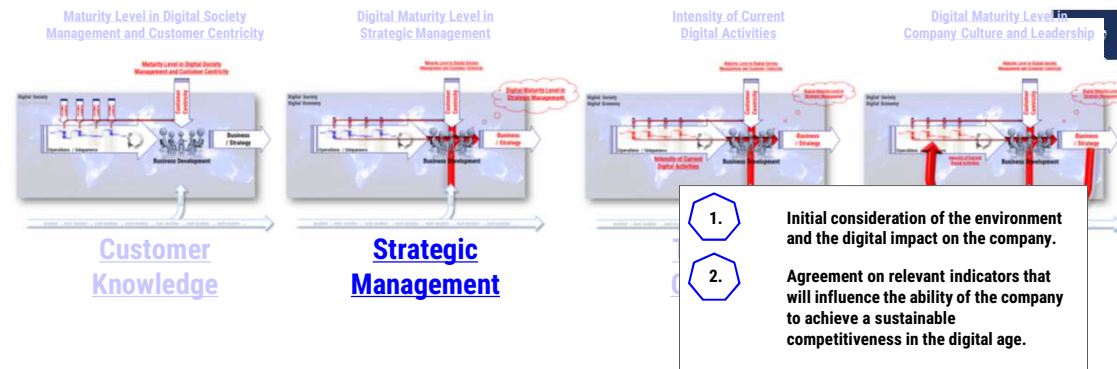


What indicators might be relevant for a company, that wants to be assessed ?

- **institutionalized strategic management ?**
- **regularity of strategic discussion meetings ?**
- **are findings of future customer expectations taken into account ?**
- **any form of employee involvement institutionalized ?**
- **consideration of ideas coming from other employees in strategic discussion ?**
- **any form of "design thinking" in place ?**
- **awareness of the digital transformation on the C-level ?**
- **existence of a digital vision ?**
- **existence of a digital strategy ?**
- **existence of channel strategies ?**
 - existence of marketing and communications channel strategies
 - existence of transaction-enabling channel strategies
 - existence of distribution channels strategies
- **existence of a social media strategy ?**
 - plan for the usage of social media blogs, forums, networks (Facebook, Twitter, ...)
- **existence of a strategy for usage of big data / smart data / data analytics ?**
- **existence of a strategy for dynamic/flexible/customized content creation ?**

Digital Maturity Assessment

Digital Maturity Level in Strategic Management



According our current perspective, a company is digital mature when it ...

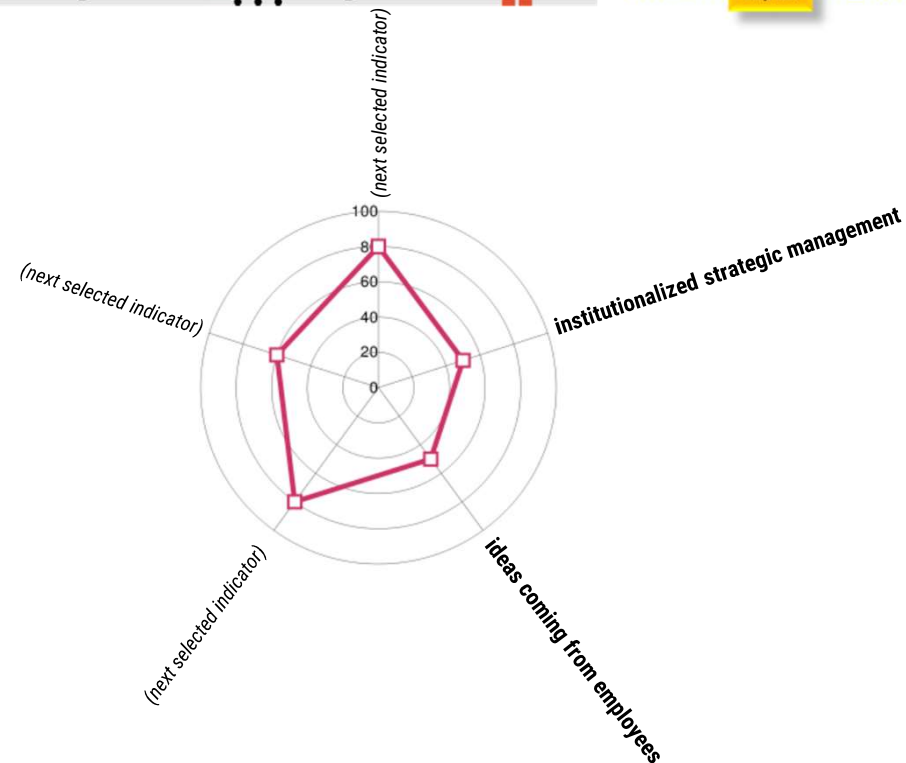
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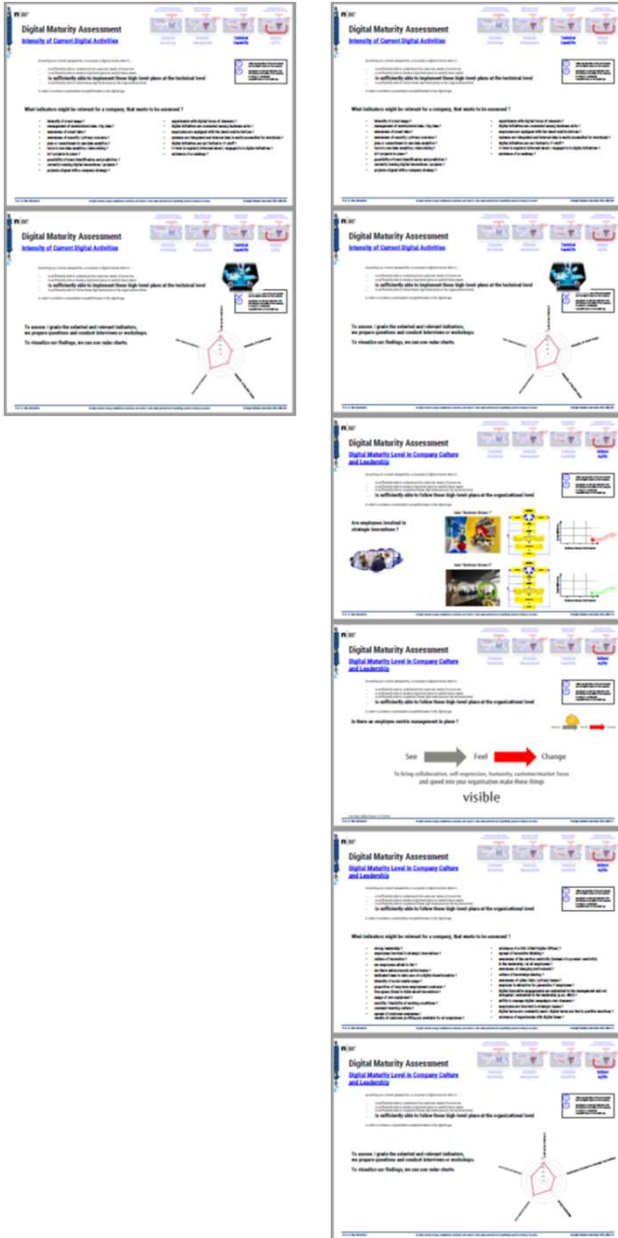
in order to achieve a sustainable competitiveness in the digital age.



To assess / grade the selected and relevant indicators, we prepare questions and conduct interviews or workshops.

To visualize our findings, we can use radar charts.

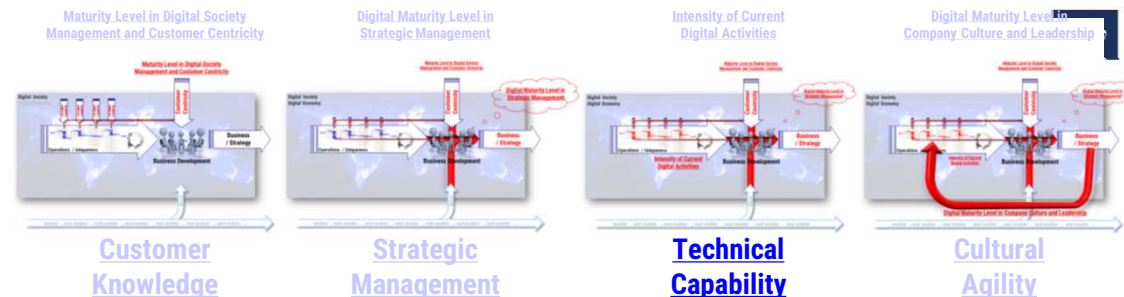




Experience from the mandates, how we found the indicators in the 3rd and 4th pillar.

Digital Maturity Assessment

Intensity of Current Digital Activities



According our current perspective, a company is digital mature when it ...

- ... is sufficiently able to understand the customer needs of tomorrow
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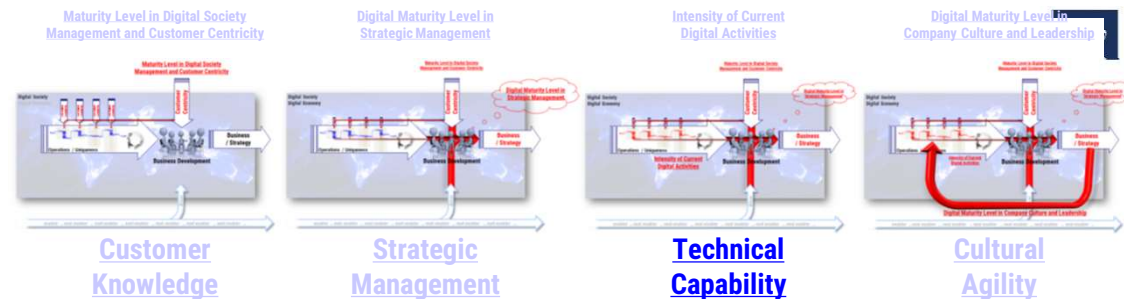
1. Initial consideration of the environment and the digital impact on the company.
2. Agreement on relevant indicators that will influence the ability of the company to achieve a sustainable competitiveness in the digital age.

What indicators might be relevant for a company, that wants to be assessed ?

- intensity of cloud usage ?
- management of unstructured data / big data ?
- awareness of smart data ?
- awareness of security / privacy concerns ?
- plan or commitment to use data analytics ?
- tools to use data analytics / data mining ?
- IoT-projects in place ?
- possibility of trend identification and prediction ?
- currently running digital innovations / projects ?
- projects aligned with a company strategy ?
- experiments with digital forms of channels ?
- digital initiatives are connected among business units ?
- employees are equipped with the latest mobile devices ?
- systems are integrated and internal data is easily accessible for everybody ?
- digital initiatives are not limited to IT-stuff ?
- C-level is regularly informed about / engaged in in digital initiatives ?
- existence of a roadmap ?

Digital Maturity Assessment

Intensity of Current Digital Activities



According our current perspective, a company is digital mature when it ...

- ... is sufficiently able to understand the customer needs of tomorrow
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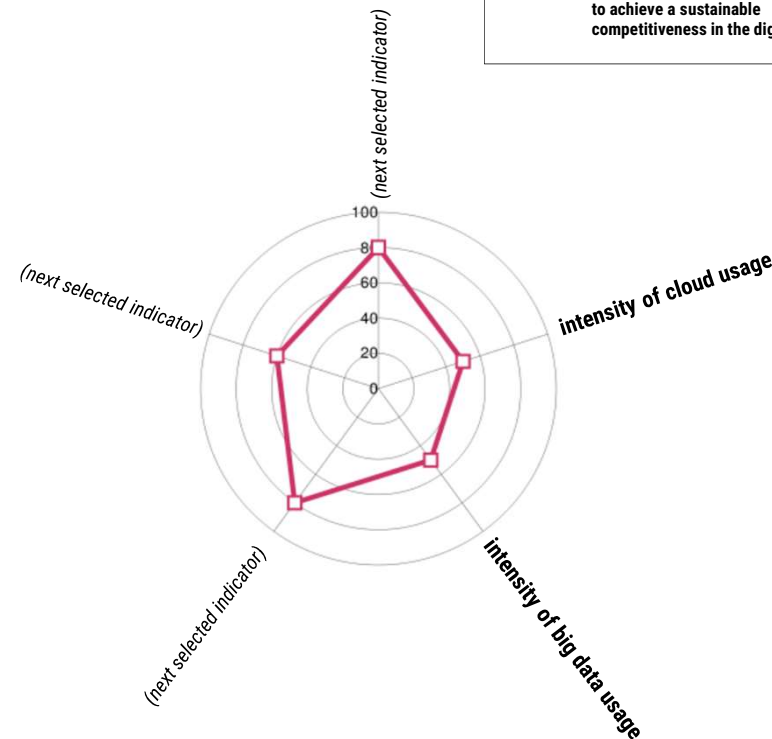
in order to achieve a sustainable competitiveness in the digital age.



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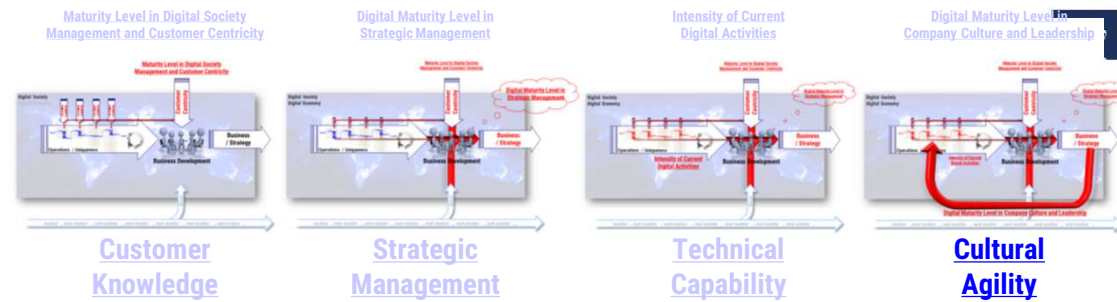
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To visualize our findings, we can use radar charts.



Digital Maturity Assessment

Digital Maturity Level in Company Culture and Leadership



According our current perspective, a company is digital mature when it ...

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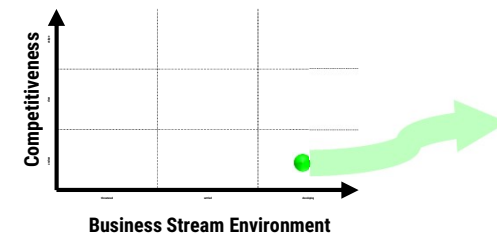
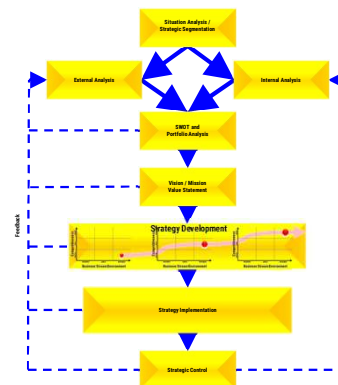
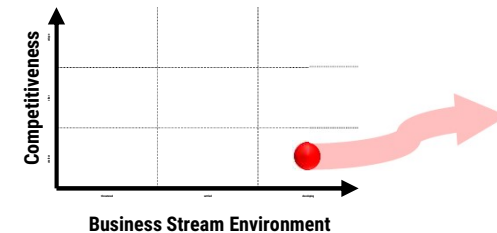
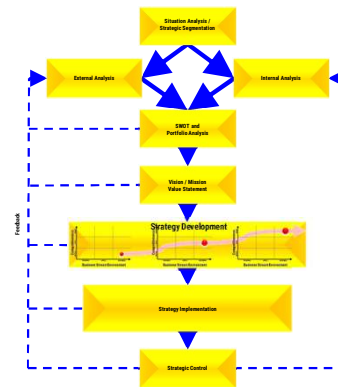
Are employees involved in strategic innovations ?



team "Business Stream 1"

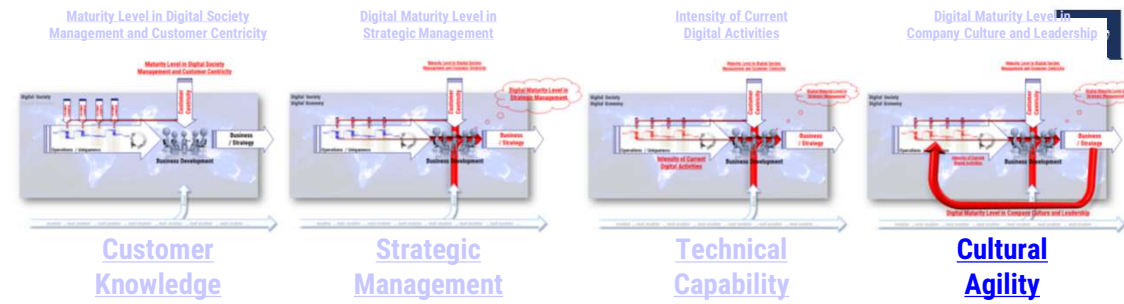


team "Business Stream 2"



Digital Maturity Assessment

Digital Maturity Level in Company Culture and Leadership



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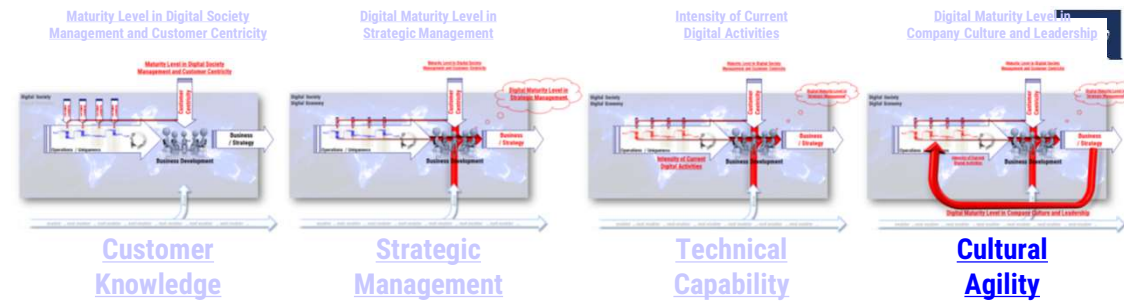
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What indicators might be relevant for a company, that wants to be assessed ?

- strong leadership ?
- employees involved in strategic innovations ?
- culture of innovation ?
- are employees afraid to fail ?
- are there autonomously active teams ?
- dedicated team to take care of a digital transformation ?
- intensity of social media usage ?
- proportion of long-term employment contracts ?
- free space (time) to think about innovations ?
- usage of own equipment ?
- mobility / flexibility of working conditions ?
- constant-learning culture ?
- spread of customer awareness / results of customer profiling are available for all employees ?
- existence of a CDO (Chief Digital Officer) ?
- spread of innovative thinking ?
- awareness of the service centricity (instead of a product centricity) in the leadership / at all employees ?
- awareness of changing environment ?
- culture of knowledge sharing ?
- awareness of cyber risks / privacy issues ?
- employer is attractive for generation Y employees ?
- digital innovative engagements are embedded in the management and not delegated / embedded in the leadership (p.es. MbO) ?
- ability to manage digital campaigns over channels ?
- employees are involved in strategic issues ?
- digital terms are constantly used / digital terms are tied to positive emotions ?
- existence of experiments with digital ideas ?

Digital Maturity Assessment

Digital Maturity Level in Company Culture and Leadership



According our current perspective, a company is digital mature when it ...

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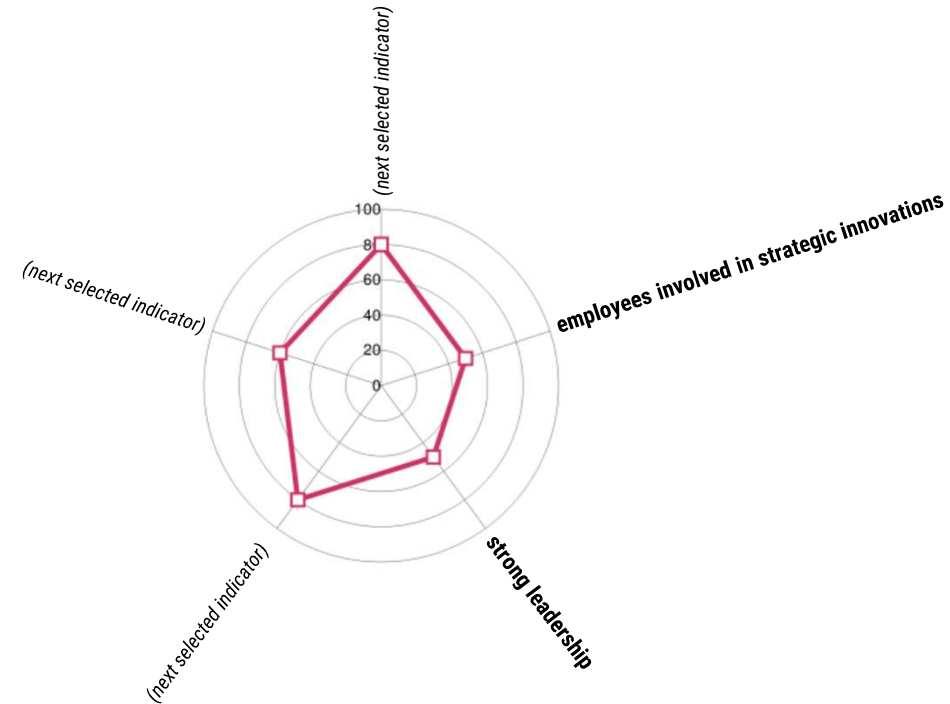
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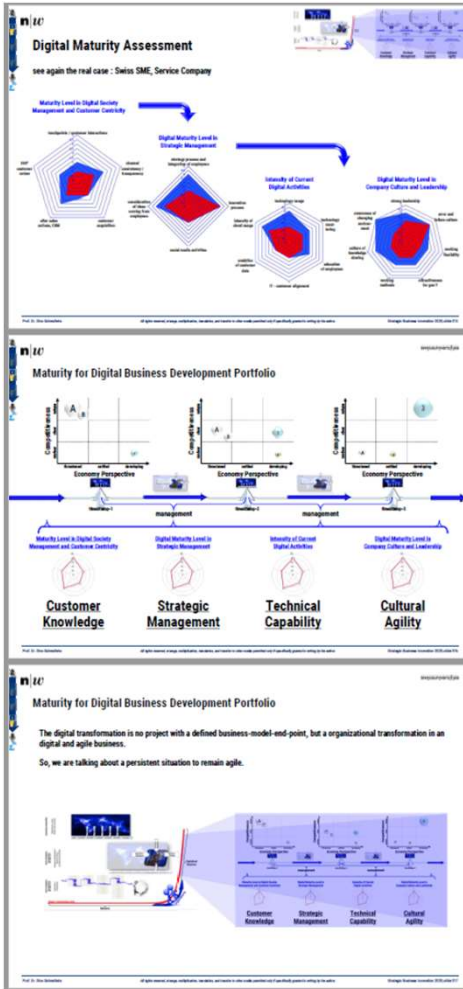
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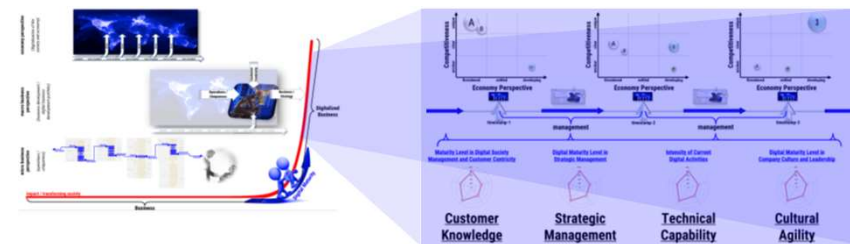




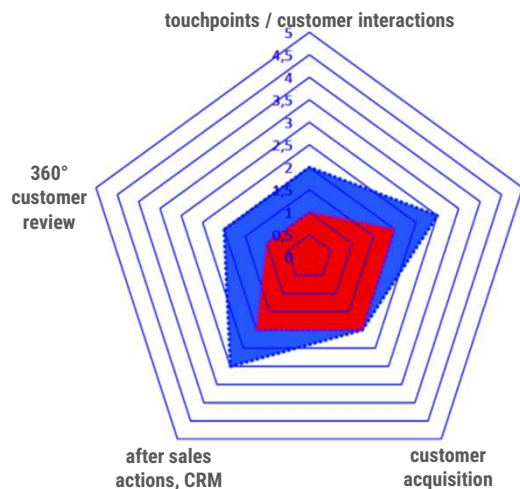
Summarizing : Together with our perspective "Framing Digital Business Development" and our "Digital Business Development Portfolio", the FHNW "Digital Maturity Modell" supports an overall management approach of a digital transformation.

Digital Maturity Assessment

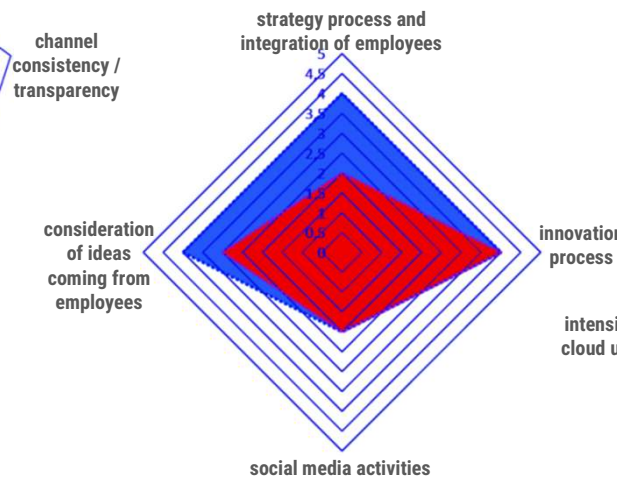
see again the real case : Swiss SME, Service Company



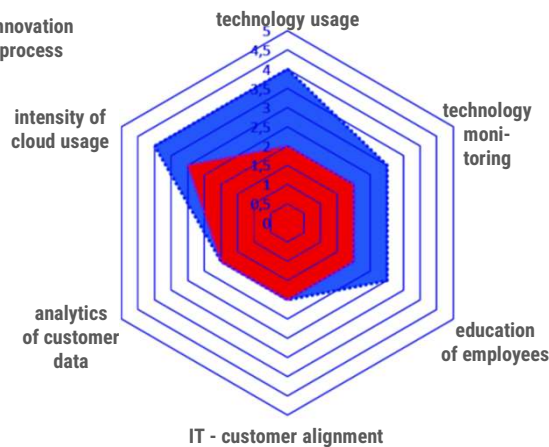
Maturity Level in Digital Society Management and Customer Centricity



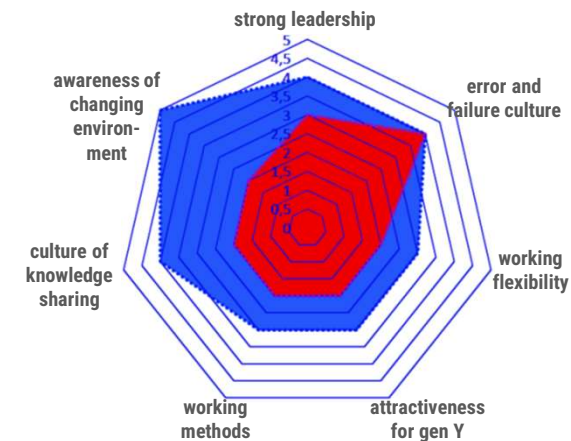
Digital Maturity Level in Strategic Management



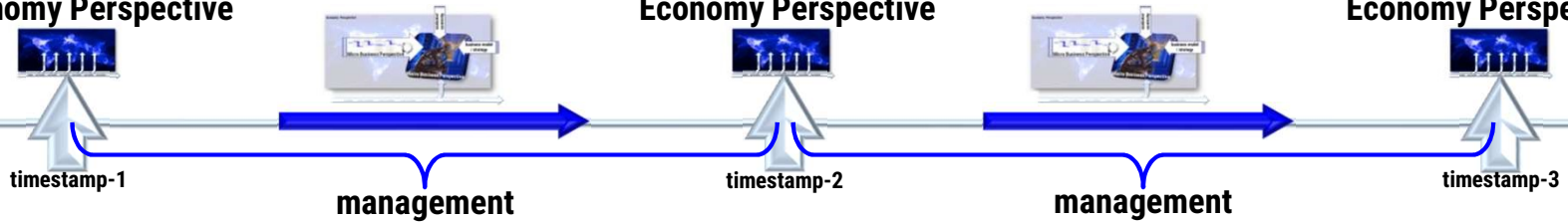
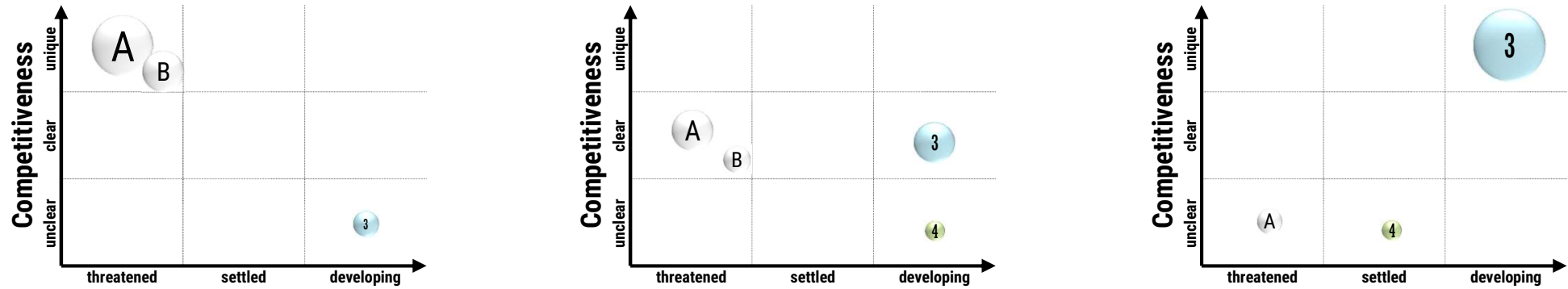
Intensity of Current Digital Activities



Digital Maturity Level in Company Culture and Leadership



Maturity for Digital Business Development Portfolio

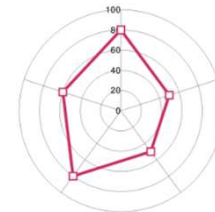
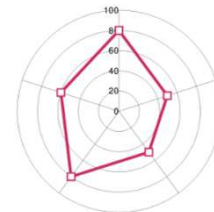
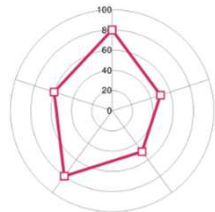
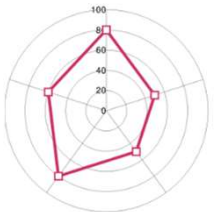


Maturity Level in Digital Society Management and Customer Centricity

Digital Maturity Level in Strategic Management

Intensity of Current Digital Activities

Digital Maturity Level in Company Culture and Leadership



Customer Knowledge

Strategic Management

Technical Capability

Cultural Agility

Maturity for Digital Business Development Portfolio

The digital transformation is no project with a defined business-model-end-point, but a organizational transformation in an digital and agile business.

So, we are talking about a persistent situation to remain agile.

