Transformation Strategies

Mateusz Panek PhD DBA LLD
mateusz@doctor.eco

ORGANIZATIONAL CHANGE MANAGEMENT

Three types of organizational change management

This includes any business changes that modify and improve previous processes and strategies.

This involves changes that take the company from its current state to a new state in order to resolve a problem (merger, acquisition, or automation).

These are changes that fundamentally and dramatically transform culture, core values and operational business.

Mateusz Panek PhD DBA LLD
mateusz@doctor.eco

IMPLEMENTING ORGANIZATIONAL CHANGE MANAGEMENT

Flowchart

Plan & analyze

Prepare for change

Understand change

Identify affected groups

Define change

Define business goals

Analyze risks and hurdles

Design & build

Manage change

Determine communication

Involve sponsors

Provide coaching/training

Analyze successes

Implement change measures

Measure progress

Apply

Consolidate change

Collect personal feedback

Involve relevant employees

Check compliance

Manage and address hurdles

Mateusz Panek PhD DBA LLD
mateusz@doctor.eco

ROADMAP TO A TRANSFORMED ORGANIZATION

Key components for digital transformation

ANALYSIS	STRATEGY	DESIGN	IMPACT	TRANSFOR-MATION
Customer analysis	Market positioning	Reach customers	People and corporate culture	Roadmap for transformation
Competitive analysis	Target group selection	**Excite customers**	**Processes and systems**	**Internal communication and change management**
Market analysis		Fresh ideas and opportunities	Governance and monitoring	Branding and external communication
Business analysis				

Mateusz Panek PhD DBA LLD
mateusz@doctor.eco

STRATEGY MAP

The road to digital transformation

Prepare for transformation

01

Establish a data-driven culture

Find user engagement, perceived value and product complexity

5 forces analysis or VRIO

Use PESTEL to identify new trends and challenges

Update strategic planning tools

02

KPIs in a spreadsheet only works in prototype phase

Use automation tools for strategy meetings

+

Document and implement

03

Transform data into strategy using the balanced scorecard

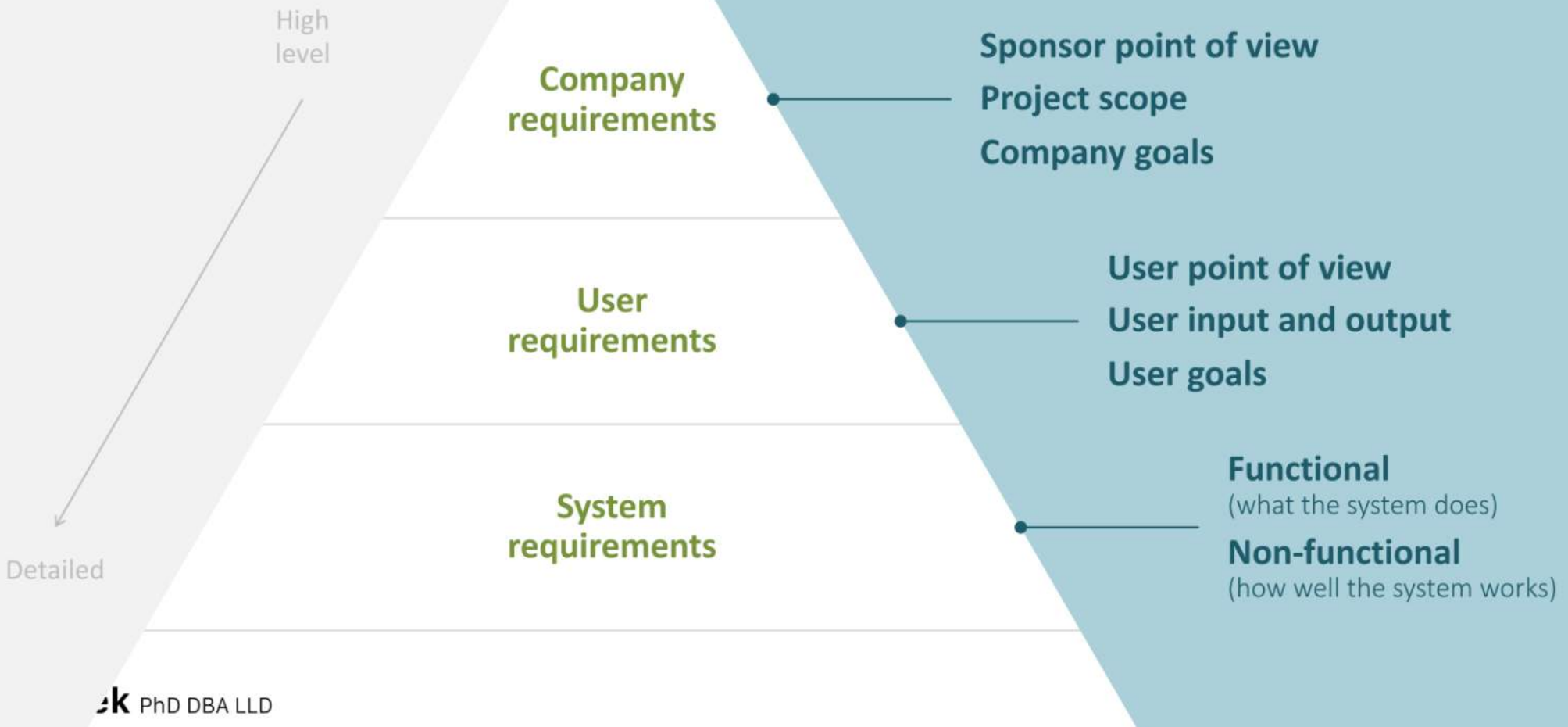
Functional scorecards for cybersecurity, social media, remote work, etc.

Align high-level goals with overarching transformation strategy

Mateusz Panek PhD DBA LLD
mateusz@doctor.eco

COMPANY REQUIREMENTS

Clearly define benefits and goals



DIGITAL READINESS

Define readiness

Design

The strategy must be designed to meet all requirements in order to achieve the desired goals.

Data

Integrate data correctly and completely into the system to help keep the process running.

Marketing and Sales

Clear branding and continuous improvement of services strengthens customer loyalty.

STEP 1 → STEP 2 → STEP 3 → STEP 4 → STEP 5 → STEP 6

Test

Systems should be rigorously tested to detect potential errors.

Infrastructure

Ensure compatibility with any end devices related to retrieval, access and payment.

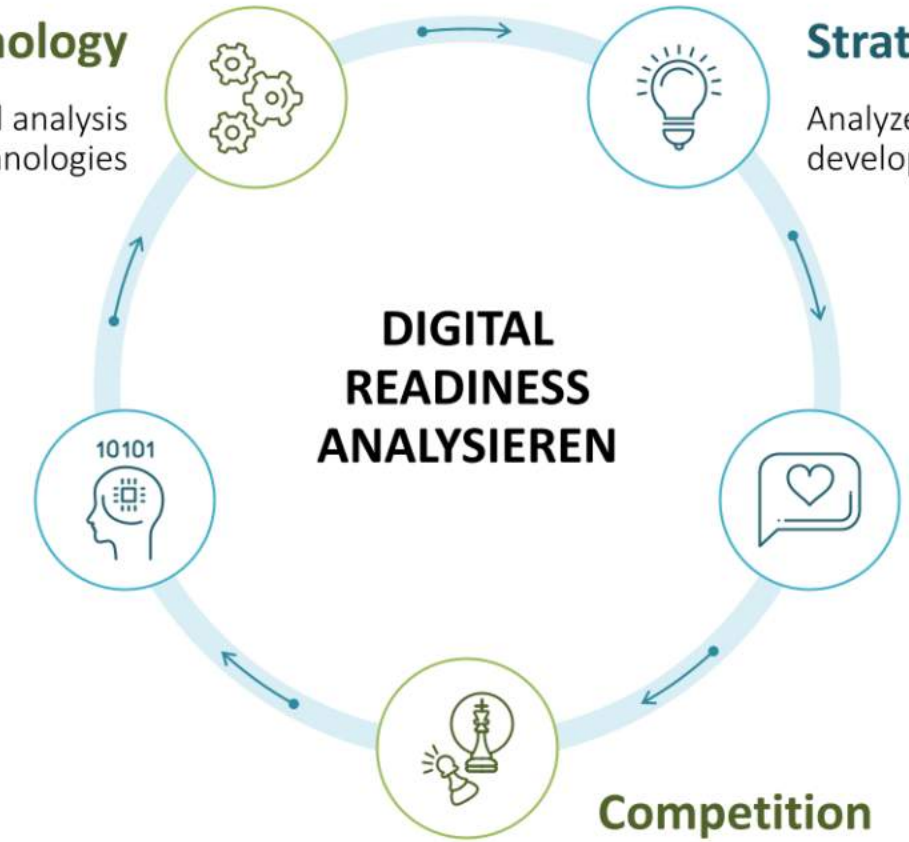
Support

The support team must have a holistic understanding of the processes to provide the best customer experience.

Mateusz Panek PhD DBA LLD
mateusz@doctor.eco

E-COMMERCE READINESS SCORE

Areas of analysis



Technology

Perform a cross-functional analysis of used and potential technologies

Strategy

Analyze the system for efficient digital development and grasp its meaning

Organization

Digitally expand the organization and capabilities

Customer

Identify digital customer requirements

Competition

Determine the competition's digital maturity

Mateusz Panek PhD DBA LLD
mateusz@doctor.eco

DIGITAL MATURITY

From beginner to leader

Digital starter

01

Limited digital processes

Limited data access

Physical data archives

Digital explorer

02

Data as a resource

Digital Information systems

Isolated digital processes

Digital follower

03

Information systems integrated into business processes

Digital initiatives

Digital skills

Digital native

04

Operational excellence through digital processes

Digital mindset

Connected data

Digital leader

05

All information is available and accessible

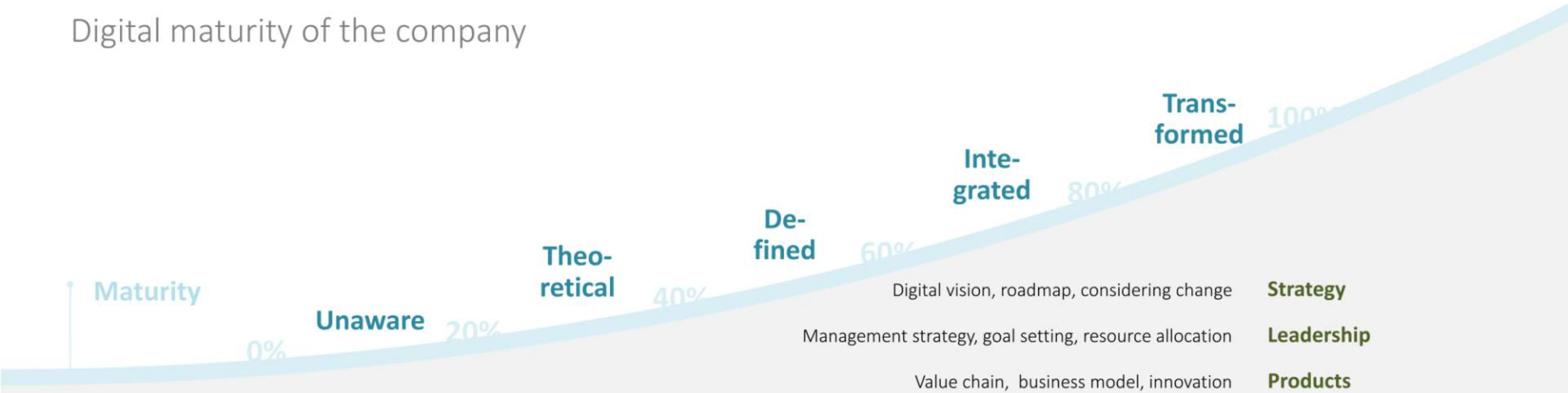
Artificial intelligence

Digital mindset

Digital leadership

DIGITAL MATURITY

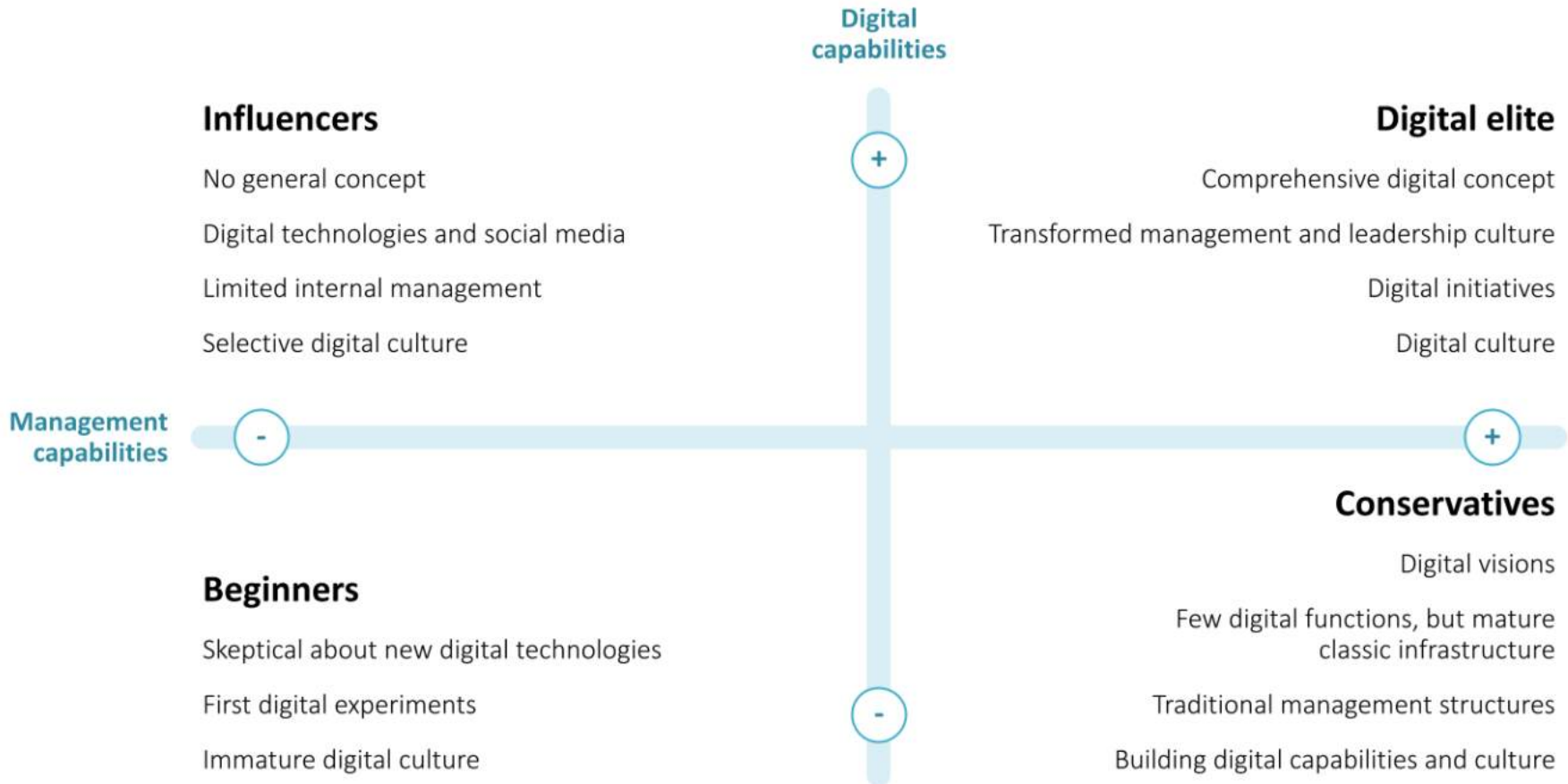
Digital maturity of the company



Area	
Digital vision, roadmap, considering change	**Strategy**
Management strategy, goal setting, resource allocation	**Leadership**
Value chain, business model, innovation	**Products**
Optimization, seamless networking, exploiting opportunities	**Processes**
Digital dimension, clear decision-making processes, customer centricity	**Corporate culture**
Digital qualifications, mentoring, further training opportunities	**People**
Measurable goals, holistic implementation, comprehensive agreements	**Governance**
IT infrastructure enhancement, cloud integration, customer interaction	**Technology**

DIGITAL MATURITY

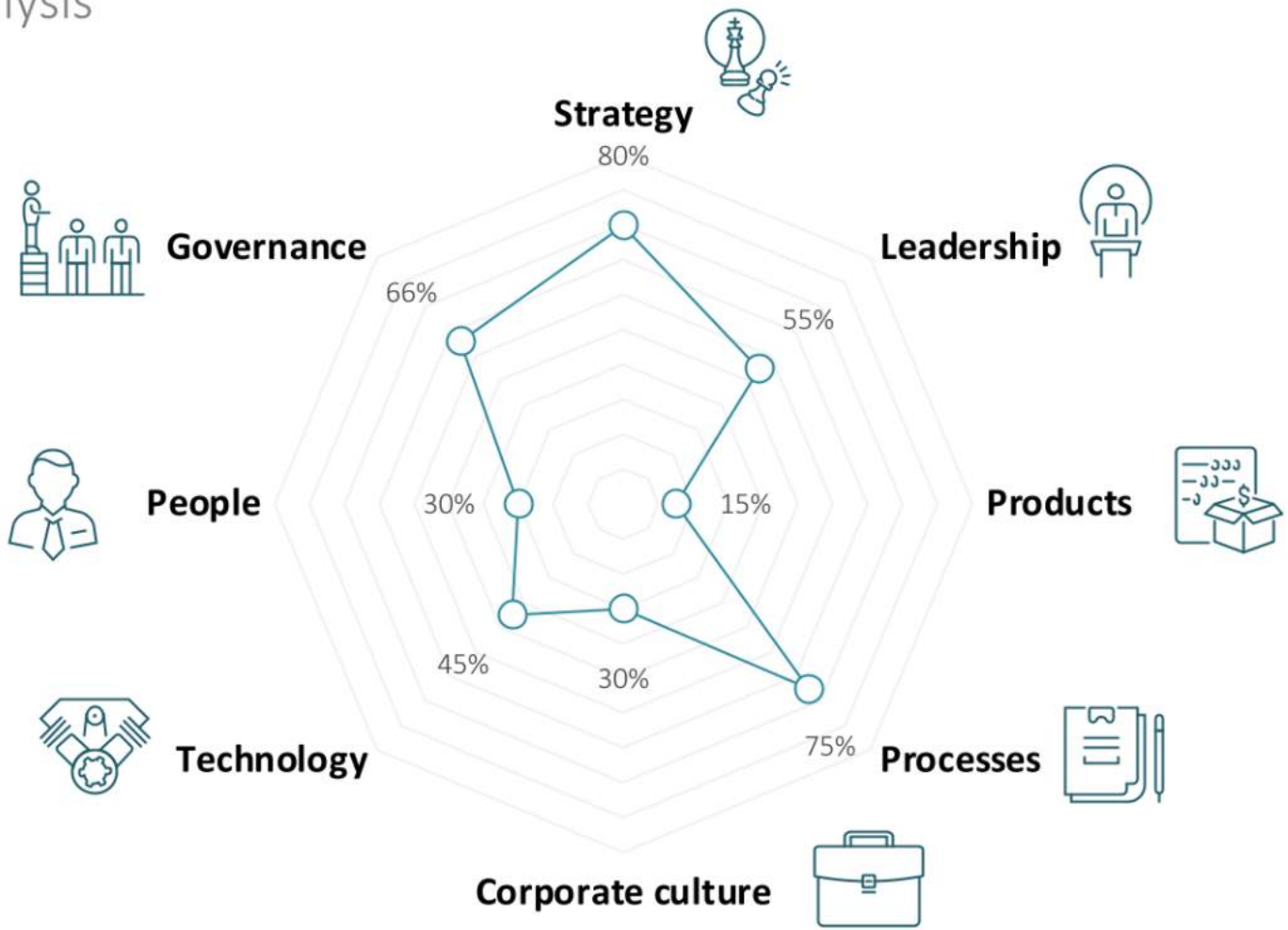
Matrix



Mateusz Panek PhD DBA LLD
mateusz@doctor.eco

DIGITAL MATURITY

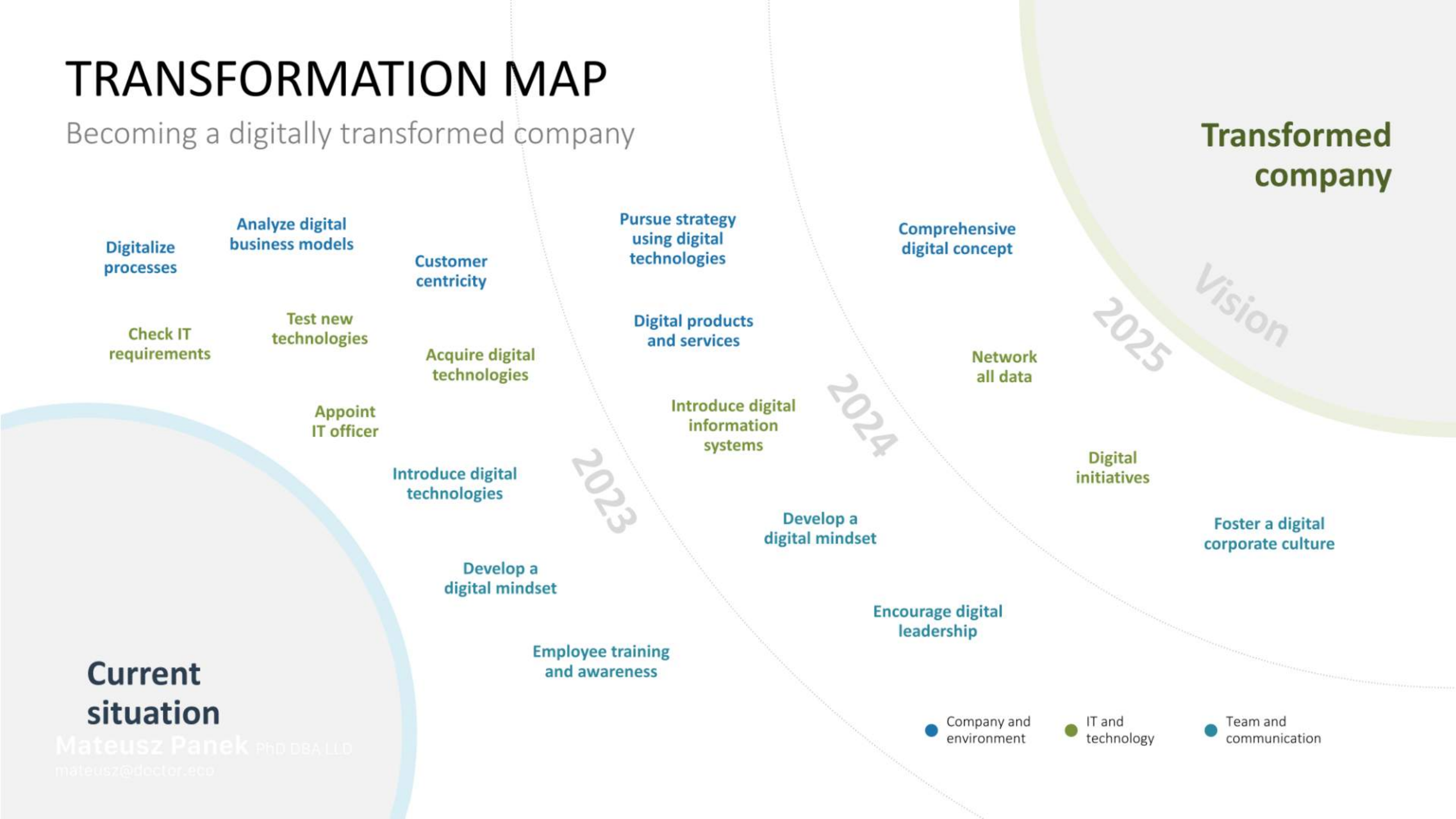
Network diagram analysis



Mateusz Panek PhD DBA LLD
mateusz@doctor.eco

TRANSFORMATION MAP

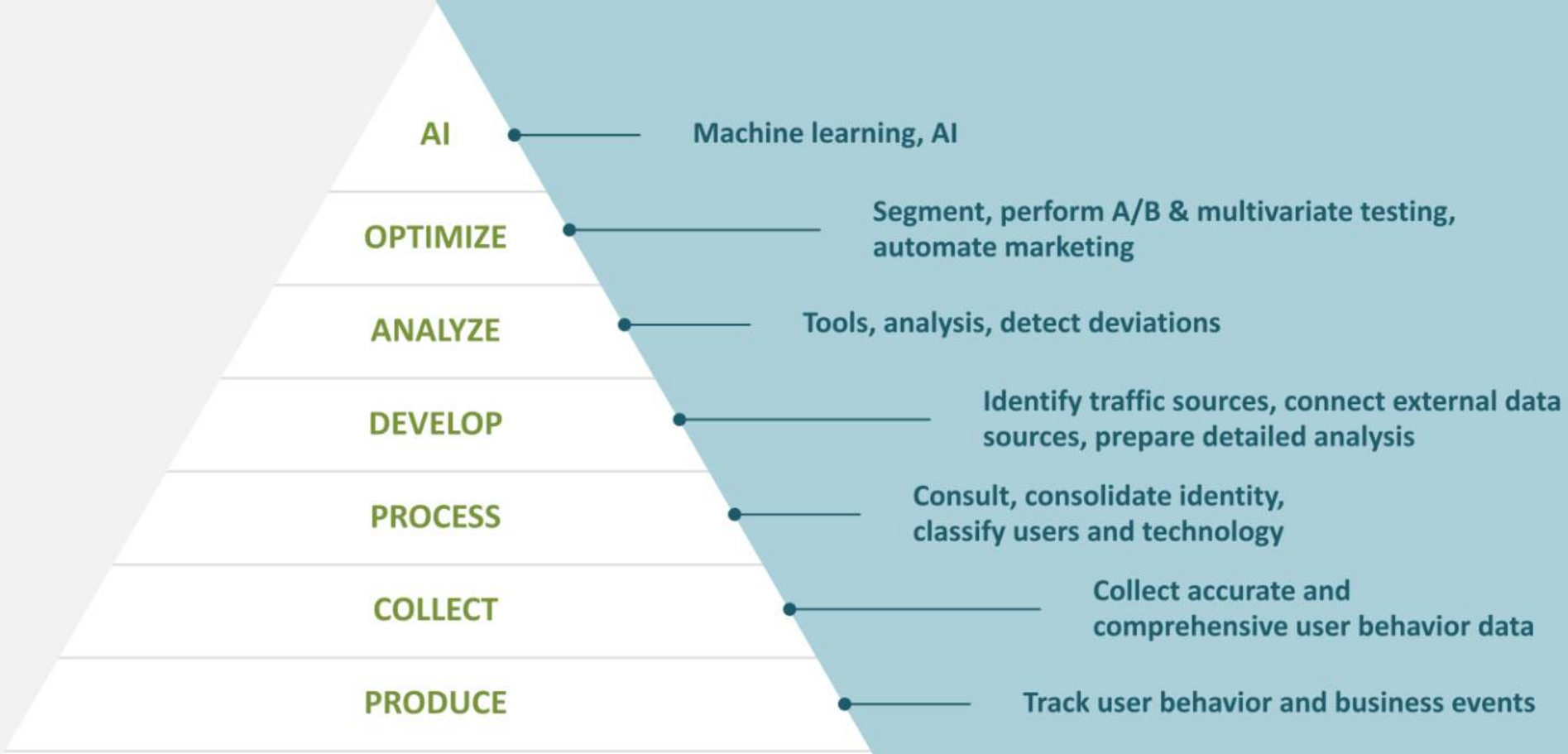
Becoming a digitally transformed company



Mateusz Panek PhD DBA LLD
mateusz@doctor.ecp

DIGITAL ANALYTICS HIERARCHY OF NEEDS

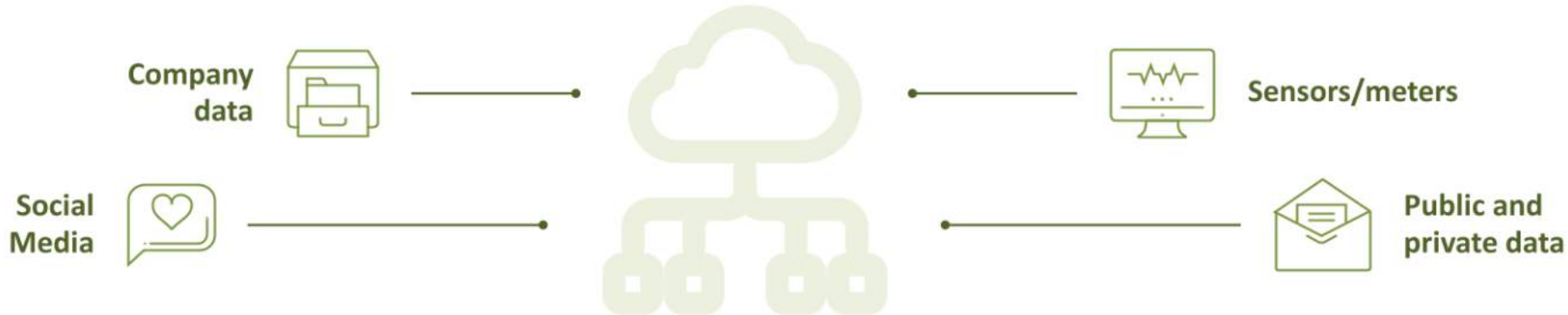
Seven levels of digital analytics



Mateusz Panek PhD DBA LLD
mateusz@doctor.eco

BIG DATA ANALYTICS FOR STRATEGY DEVELOPMENT

Leverage the scope of big data



Predict behavior

Purchase preferences | Customer behavior | Marketing campaigns | Product design

Enrich interactions

Notifications | Customer-vendor matches | Location-based advertising | Customer interaction

Influence decisions

Targeted marketing | Path optimization | Workflow automation | Contract negotiation

Mateusz Panek PhD DBA LLD
mateusz@doctor.eco

DIGITAL TRANSFORMATION CANVAS

What should the company consider?

What are the benefits of digital transformation?

Lorem ipsum dolor sit

What is our vision for digital transformation?

Lorem ipsum dolor sit

Who will support us with our digital transformation?

Lorem ipsum dolor sit

What is our goal for digital transformation?

Lorem ipsum dolor sit

Who is against digital transformation?

Lorem ipsum dolor sit

Who are our stakeholders?

Lorem ipsum dolor sit

Who will be strongly influenced by digital transformation?

Lorem ipsum dolor sit

Which of our capabilities support digital transformation?

Lorem ipsum dolor sit

Mateusz Panek PhD DBA LLD
mateusz@doctor.eco

Digital Leadership

Mateusz Panek PhD DBA LLD
mateusz@doctor.eco

DIGITAL MINDSET

Rigid vs. growth-oriented

RIGID DIGITAL MINDSET

- Avoids digital transformation
- Inhibition due to fear of poor performance
- Failure to understand digital transformation benefits
- Only want to prove own abilities
- Failure to incorporate new roles through technology
- Competitive behavior

Impedes digital transformation

VS

- Proactive approach to implementing digital processes
- Motivates through challenges
- Sees opportunities in digital transformation
- Focuses on expanding skills
- Innovation through bottom-up style of social learning
- Cooperative behavior and sharing of knowledge

Supports digital transformation

GROWTH DIGITAL MINDSET

Mateusz Panek PhD DBA LLD
mateusz@doctor.eco

THE IDEAL DIGITAL LEADER

Digital mindset, digital skills and digital action

DIGITAL LEADER

01

Digital mindset

Engages in lifelong learning

Open to new digital technologies

Willing to implement change

Has the courage to take initiative

02

Digital skills

Understands digital technologies

Uses digital technologies

Recognizes and exploits the opportunities and risks of digitalization

Develops skills as an entrepreneur

03

Digital action

Leads by example

Agile business practices

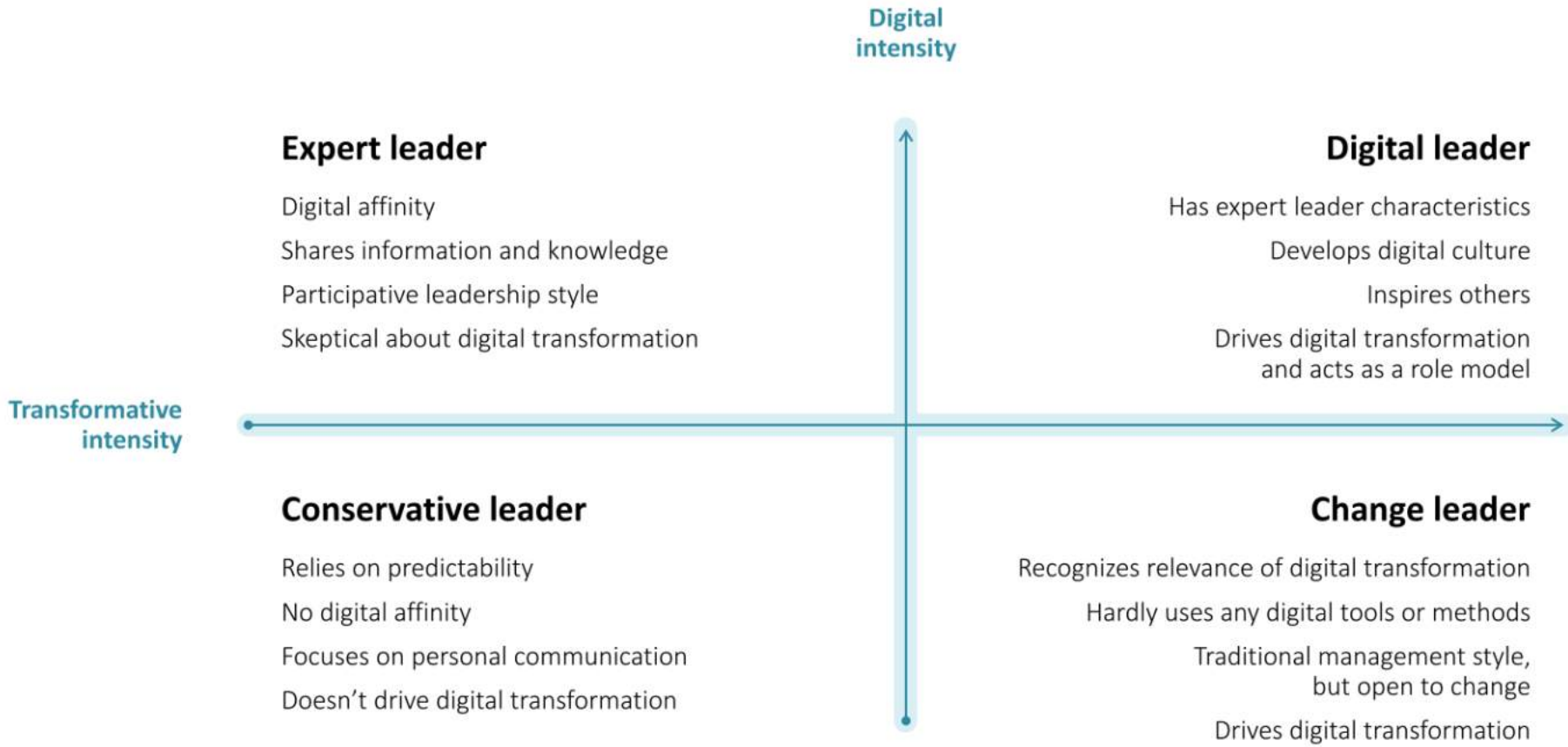
Sustainable leadership

Actively shapes cultural change

Mateusz Panek PhD DBA LLD
mateusz@doctor.eco

LEADERSHIP MATRIX

Different leadership styles



Mateusz Panek PhD DBA LLD
mateusz@doctor.eco

DIGITAL LEADERSHIP RESPONSIBILITIES

Successfully plan and implement strategies

01

Strategy

Update strategy according to changing opportunities and priorities

02

Project management

Tackle technology projects step by step

03

Team management

Help the team stay on top of things and overcome any obstacles that arise

04

Project implementation

Implement, promote and adopt technologies to meet desired objectives

Mateusz Panek PhD DBA LLD
mateusz@doctor.eco

DIGITAL LEADER COMPETENCIES

Six crucial areas of competence

Digital competence

Always stay up to date with digital innovations and changes. Be passionate about digital topics.

Courage and willingness to take risks

A healthy culture of error encourages staff to overcome their inhibitions and fear of making mistakes. Courage to make decisions is essential during continuous change.

Social skills

Developing both a team-first mentality and open communication is critical to building trust consistency in change.

Recognize talent

A team needs to be agile and diverse in different situations to solve specific problems.

Vision

Trends, new strategies and an aligned vision help to stay on track and take appropriate action.

Be disruptive

Innovation is driven by creativity and flexibility. New processes and business models should never be held back by rigid structures.

Mateusz Panek PhD DBA LLD
mateusz@doctor.eco

DIGITAL LEADERSHIP COMPETENCIES

Four spheres

Thought leadership

Emerging technologies

Omni-channel

Corporate vision

Business model

Value proposition

Strategy

Company

DIGITAL LEADER-SHIP

Innovation

People

Digital processes

Market disruption

Customer centricity

Digital workplace

Learning culture

Engagement

Mateusz Panek PhD DBA LLD
mateusz@doctor.eco

DIGITAL LEADERSHIP SKILLS

Categories

Mateusz Panek PhD DBA LLD
mateusz@doctor.eco

DIGITAL EXPERTISE

Example: evaluation of expertise in the company

Digital account manager

Mateusz Panek PhD DBA LLD
mateusz@doctor.eco

Digital Technologies

Mateusz Panek PhD DBA LLD
mateusz@doctor.eco

INDUSTRY 4.0

Developments and change

Industry 1.0

Steam and water power, mechanization

Industry 2.0

Mass production, assembly lines, electric power

Industry 3.0

Automation, computers and electronics

Industry 4.0

Cyber-physical systems, internet of things, networks

1784 1870 1969 Today

Mateusz Panek PhD DBA LLD
mateusz@doctor.eco

DIGITAL TRANSFORMATION THROUGH TECHNOLOGY

Pioneering technologies

Internet of things

The Internet of things connects various devices to enable data sharing, connectivity and analytics.

Blockchain

Blockchain is a decentralized log of records that increases security, reduces costs, decreases transaction time and provides transparency.

Artificial intelligence

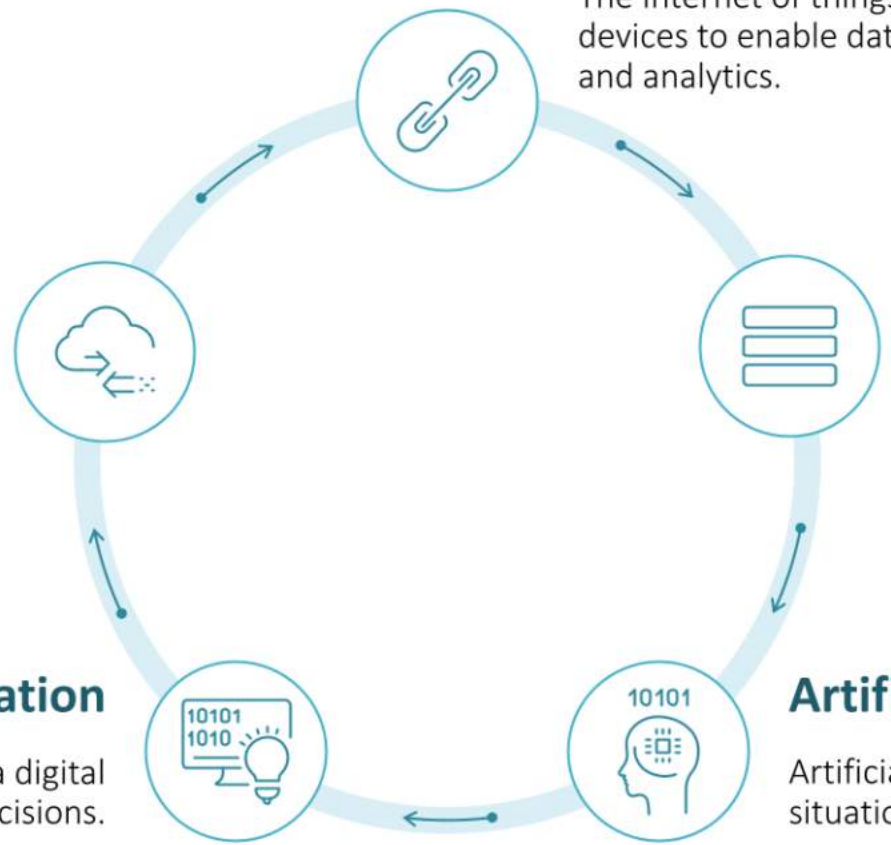
Artificial intelligence enables machines to understand situations and act accordingly.

Robotic process automation

RPA facilitates the deployment of a digital workforce that can make process decisions.

Cloud technology

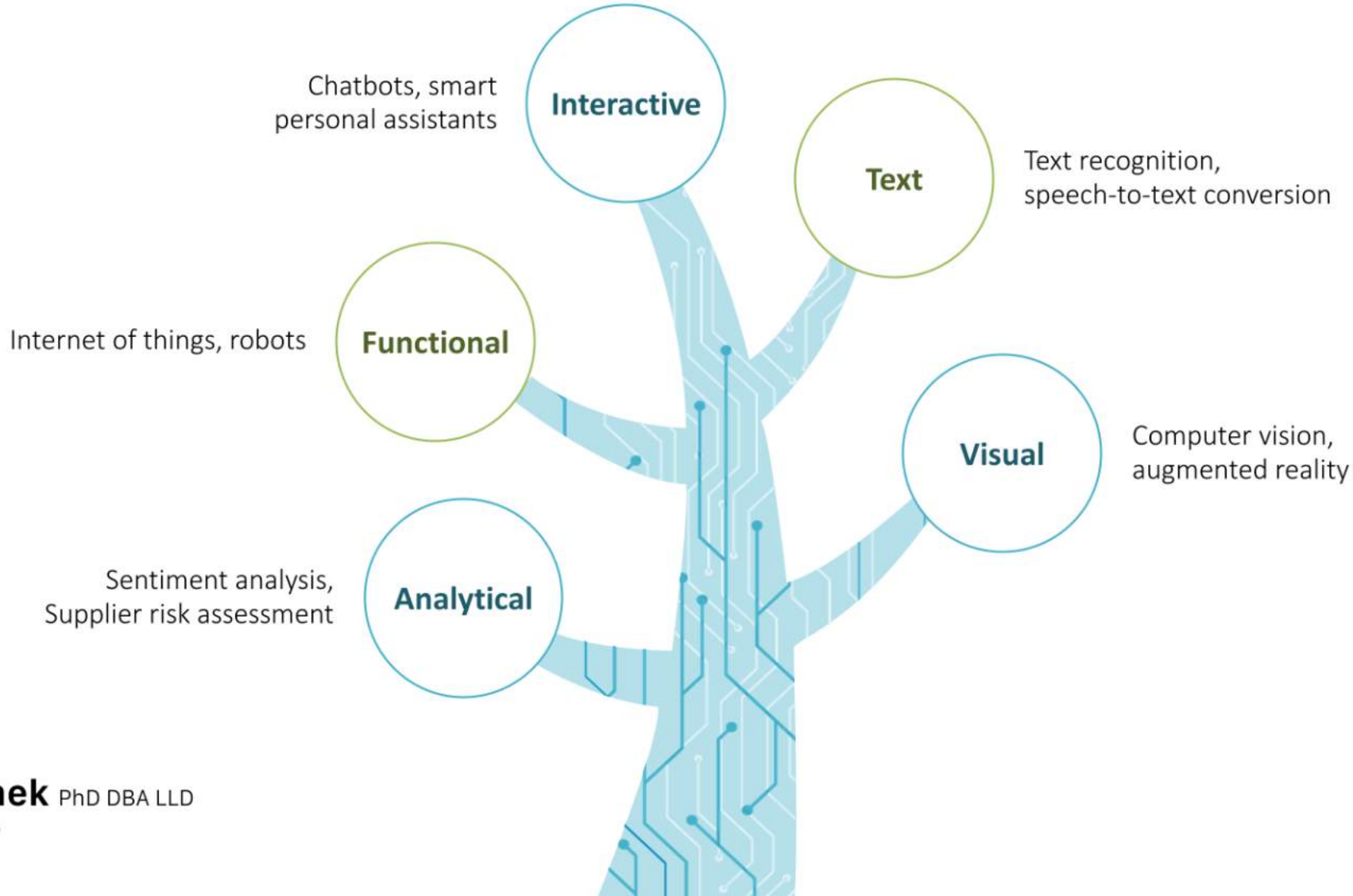
This digital storage option offers flexibility, enhanced productivity and greater efficiency.



Mateusz Panek PhD DBA LLD
mateusz@doctor.eco

TYPES OF ARTIFICIAL INTELLIGENCE (AI)

Artificial intelligence



Mateusz Panek PhD DBA LLD
mateusz@doctor.eco

AI AND CUSTOMER EXPERIENCES

Using AI to meet customer needs

Stream data → **Dynamic customer profile** → **Real-time engagement**

Cloud services

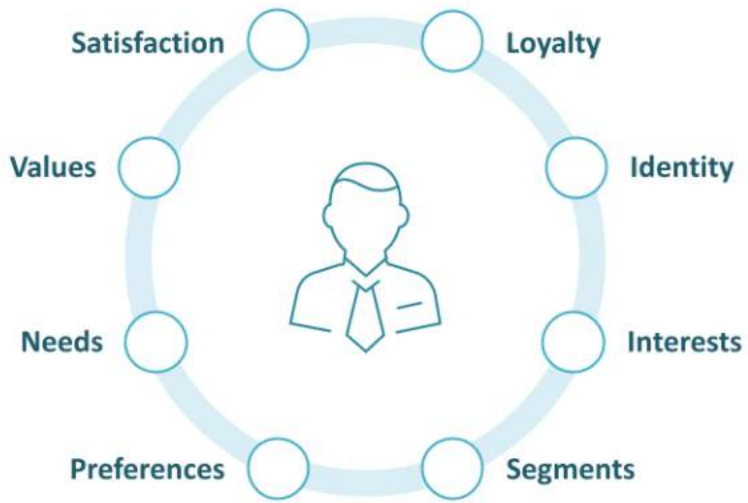
CRM / DMPs / e-Commerce / digital ads / tracking

Web & mobile

Clickstreams / data forms / app interaction

Enterprise systems

Call centers /surveys / support requests



Real-time engagement

Web chat / inbound care / website / mobile app / POS / ATM / IoT

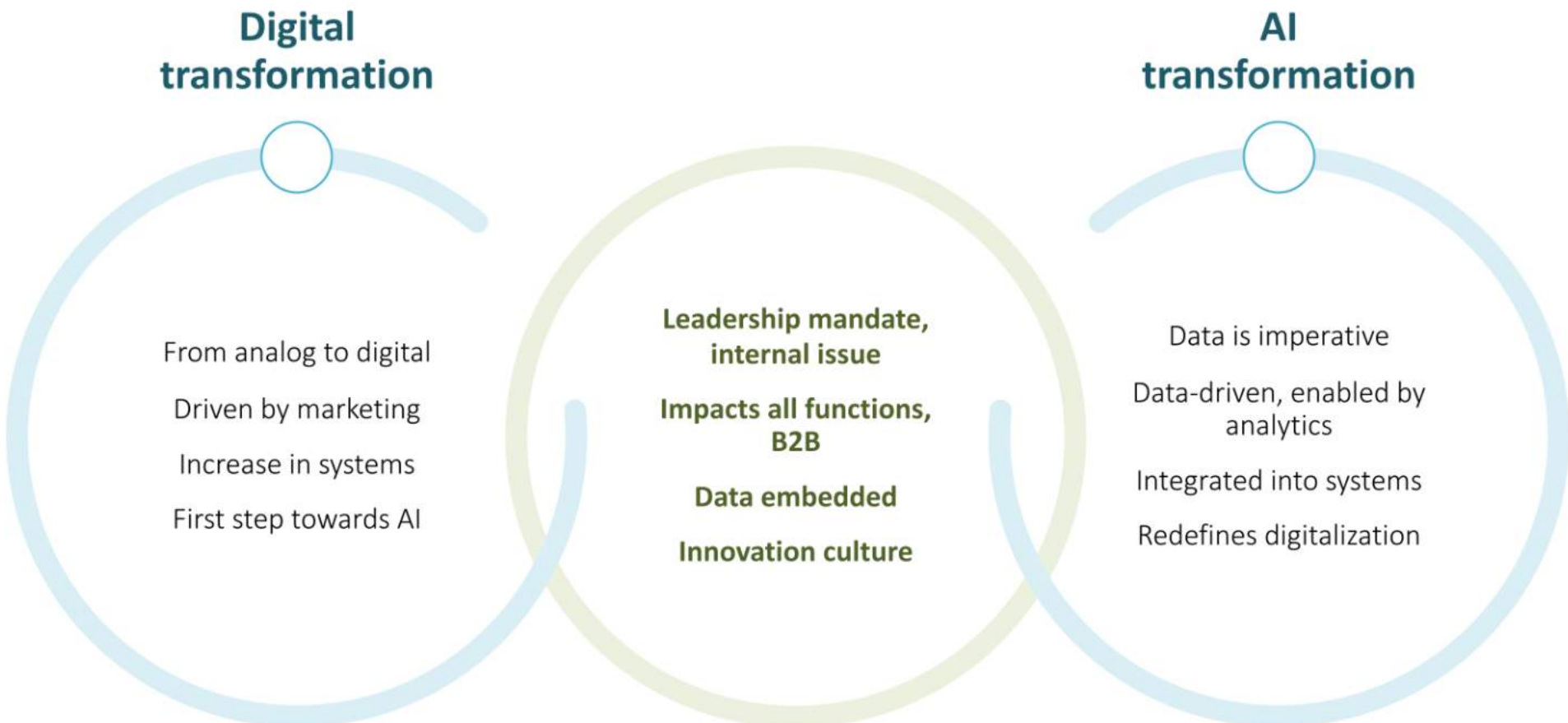
Triggered outreach

Email/mobile alerts / Outbound care / Direct mail / Bill media

Mateusz Panek PhD DBA LLD
mateusz@doctor.eco

AI TRANSFORMATION

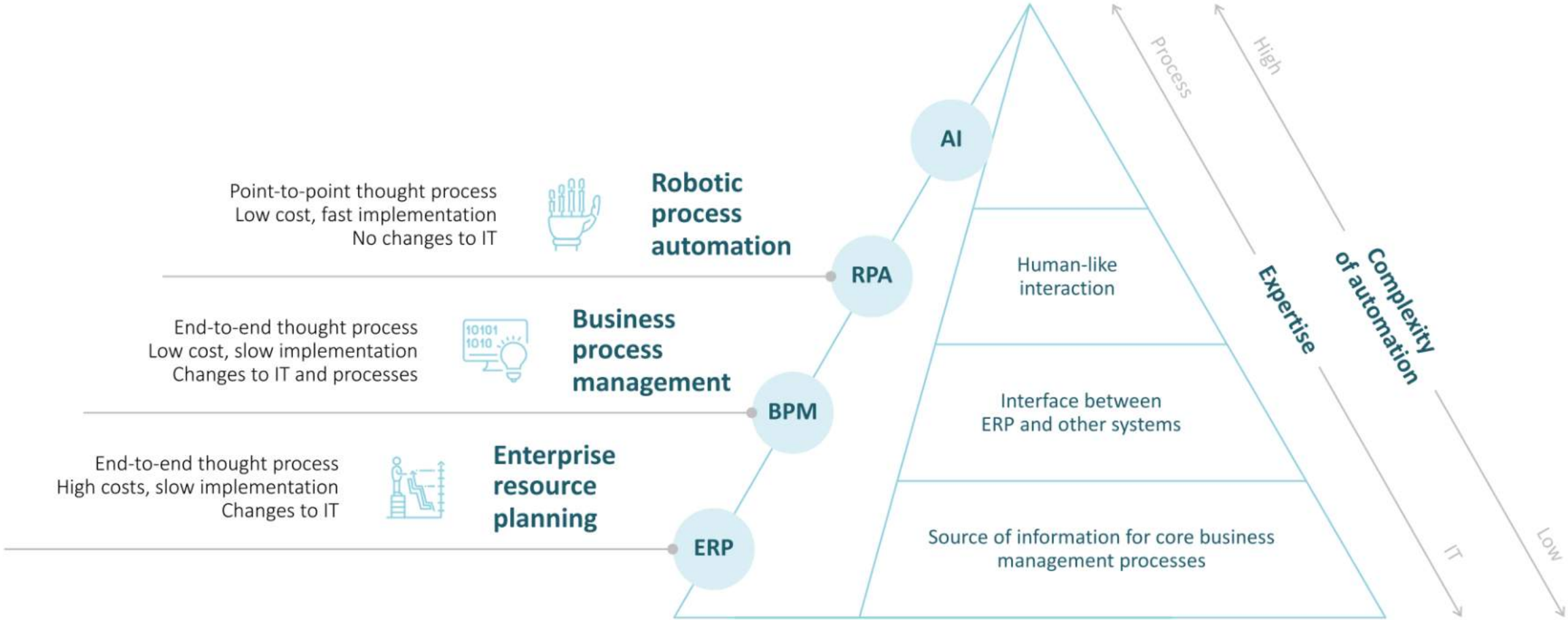
Overlap of digital transformation and AI-driven transformation



Mateusz Panek PhD DBA LLD
mateusz@doctor.eco

PROCESS AUTOMATION WITH RPA

Robotic process automation



Mateusz Panek PhD DBA LLD
mateusz@doctor.eco

ON-PREMISE VS. CLOUD

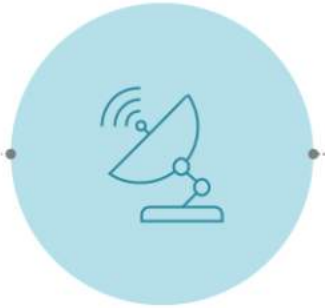
BI infrastructure

	Pros	Cons
On-premise	Complete data control	**Internal knowledge necessary**
	Complete control of hardware and software	High acquisition and maintenance costs
	Access security	**Complete in-house responsibility**
	No running software costs	No long-term reliability
	Highly customizable	
Cloud	**Simple setup**	**Limited control**
	Low acquisition and maintenance costs	Ongoing software costs
	Flexibility and scalability	**External dependency**
	Accessibility	Performance limits
	Security	**Limits on customization**

Mateusz Panek PhD DBA LLD
mateusz@doctor.eco

INTERNET OF THINGS

Components of the internet of things



Smart products

Networking with software, CPUs, sensors

Internet communication

Infrastructure

Connects things to the internet

Wireless (Wi-Fi, Bluetooth, Zigbee)

Wired

Computer

Data acquisition

Business and software applications

Analysis tools

Mate

mate

INTERNET OF THINGS

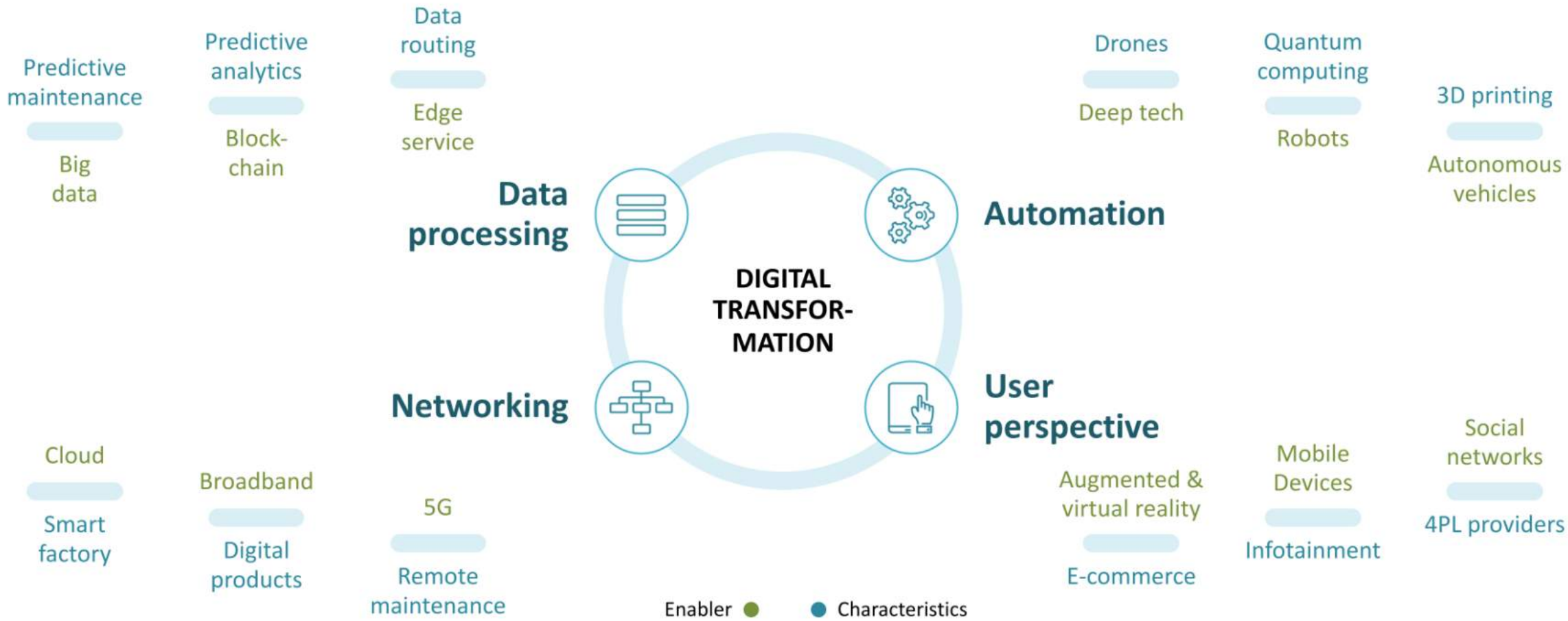
Applications

- Complete operating equipment
- Communication protocols
- Communications equipment
- Operating systems
- Hardware
- IoT platforms
- Databases
- App development
- Analytics, Developer tools
- Sensor technology

Mateusz Panek PhD DBA LLD
mateusz@doctor.eco

DRIVING FORCES OF DIGITALIZATION

Task allocation



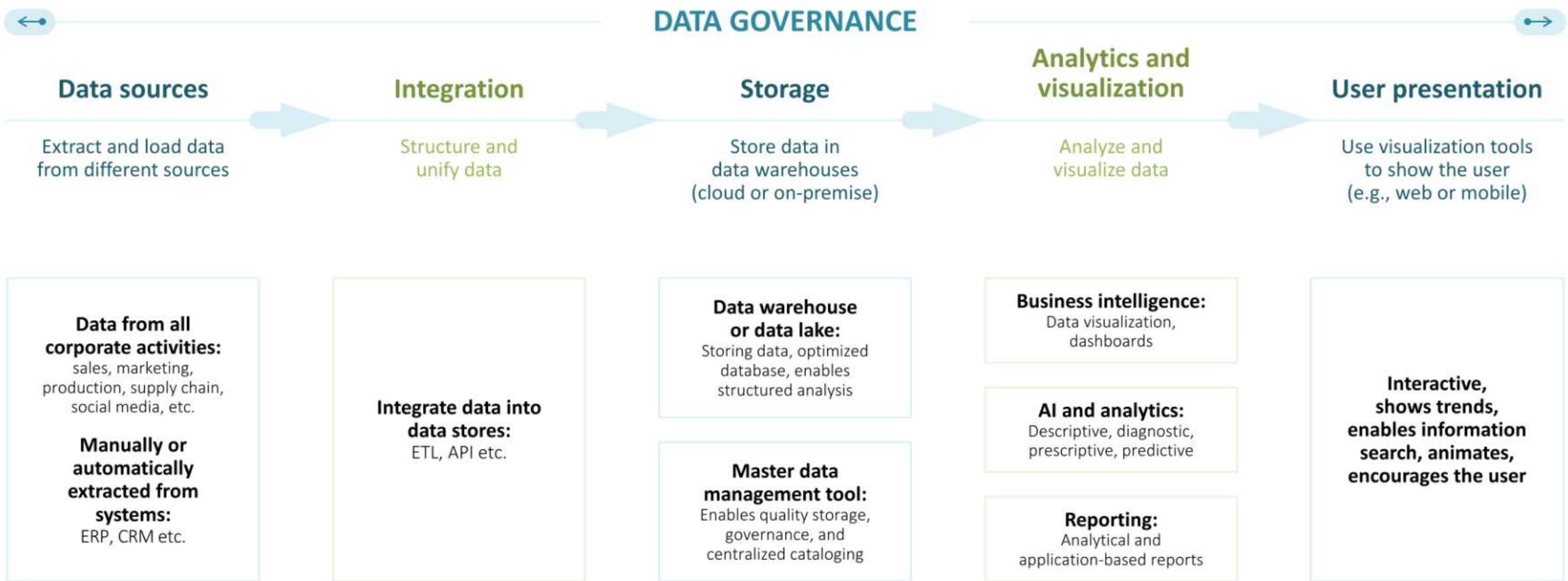
Mateusz Panek PhD DBA LLD
mateusz@doctor.eco

Digital Tools

Mateusz Panek PhD DBA LLD
mateusz@doctor.eco

DATA GOVERNANCE

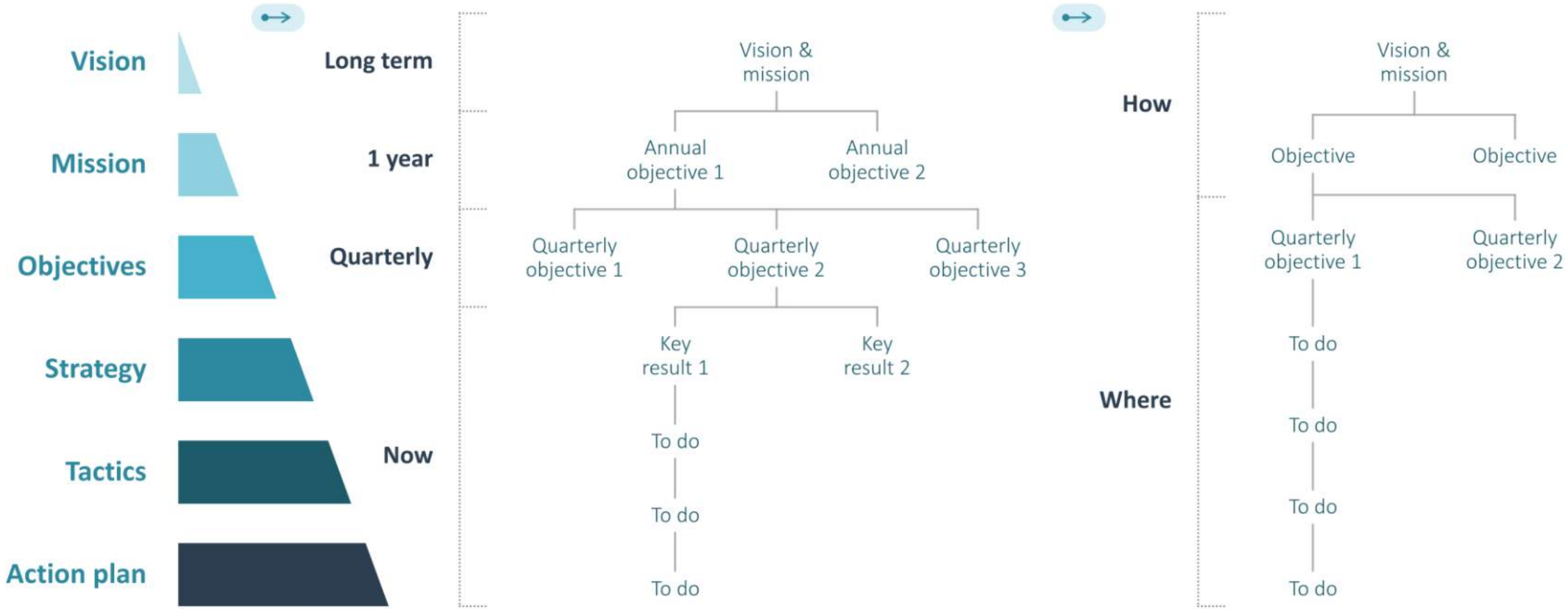
Real-time data



Mateusz Panek PhD DBA LLD
mateusz@doctor.eco

TARGET DEFINITION WITH OKR

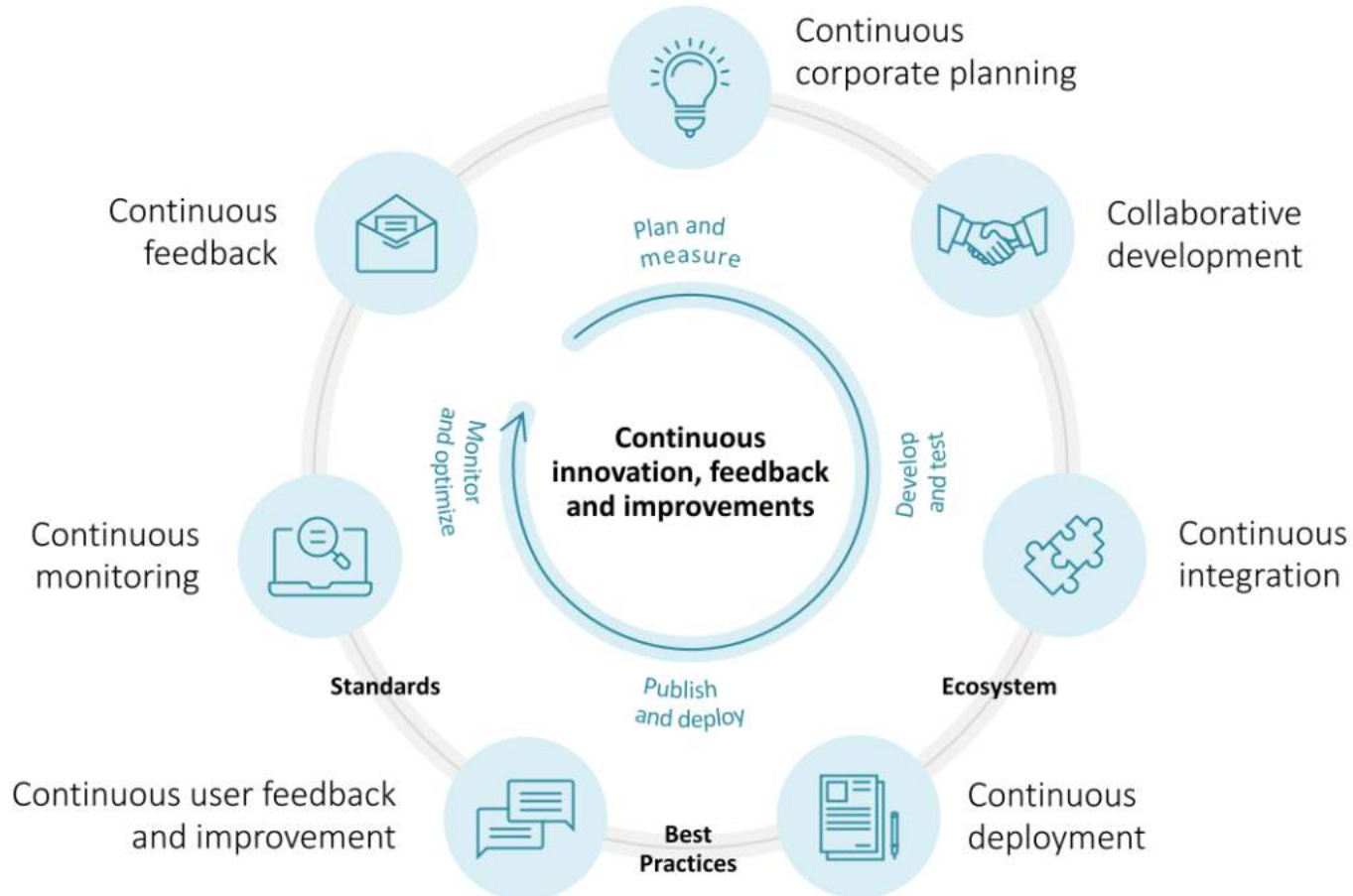
From vision to specific task



Mateusz Panek PhD DBA LLD
mateusz@doctor.eco

DEVOPS APPROACH

Optimized process from development to deployment



Mateusz Panek PhD DBA LLD
mateusz@doctor.eco

TRANSFORMATION IN HUMAN RESOURCES

Key points of transformation

Strategy

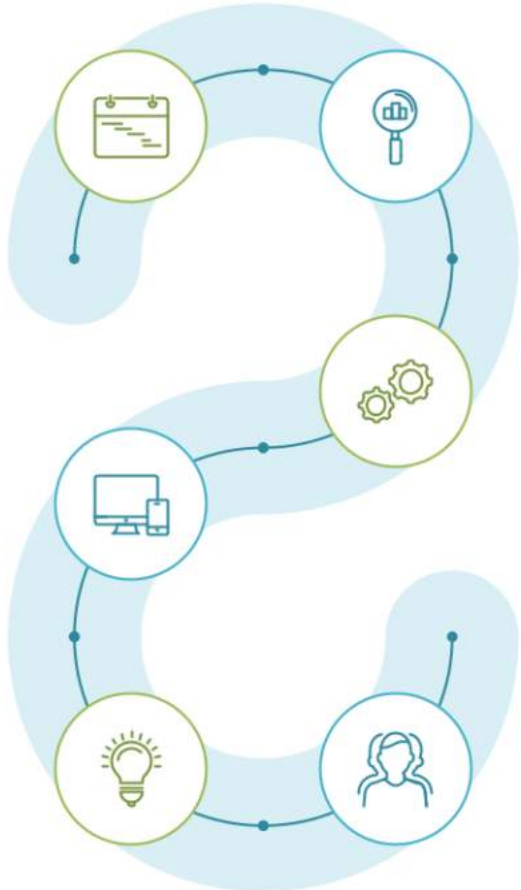
Planning is the foundation for successful transformation.

Technology

The right technology is crucial to the transformation's success.

Innovation

Innovation and creativity are driving factors in digital transformation.



Analytics

Access to data enables HR to make better data-based decisions.

Automation

Automation relieves the burden of mundane and repetitive tasks.

People

All employees should be united by the same vision and respond agilely to change.

Mateusz Panek PhD DBA LLD
mateusz@doctor.eco

HR APPLICATIONS

Effects of digital transformation

Ongoing training

Continuous change requires new skills to be learned and be easily implemented.

Talent scouting

Technological advancements has made recruiting more efficient.

Employer branding is becoming increasingly important.

People analytics

Data should not just be used to improve products.

Performance and motivation can provide useful forecasts.

Digital alignment

Fixed hierarchies must give way to flexible networks and connections.

Crowd-sourcing

Scarce resources can be sourced through various digital channels.

Mateusz Panek PhD DBA LLD
mateusz@doctor.eco

DIGITAL MARKETING

Digital marketing channels

Mateusz Panek PhD DBA LLD
mateusz@doctor.eco

MARKETING DIGITALIZATION

Example: customer journey

Digital advertising media:

online banners, newsletters, etc.

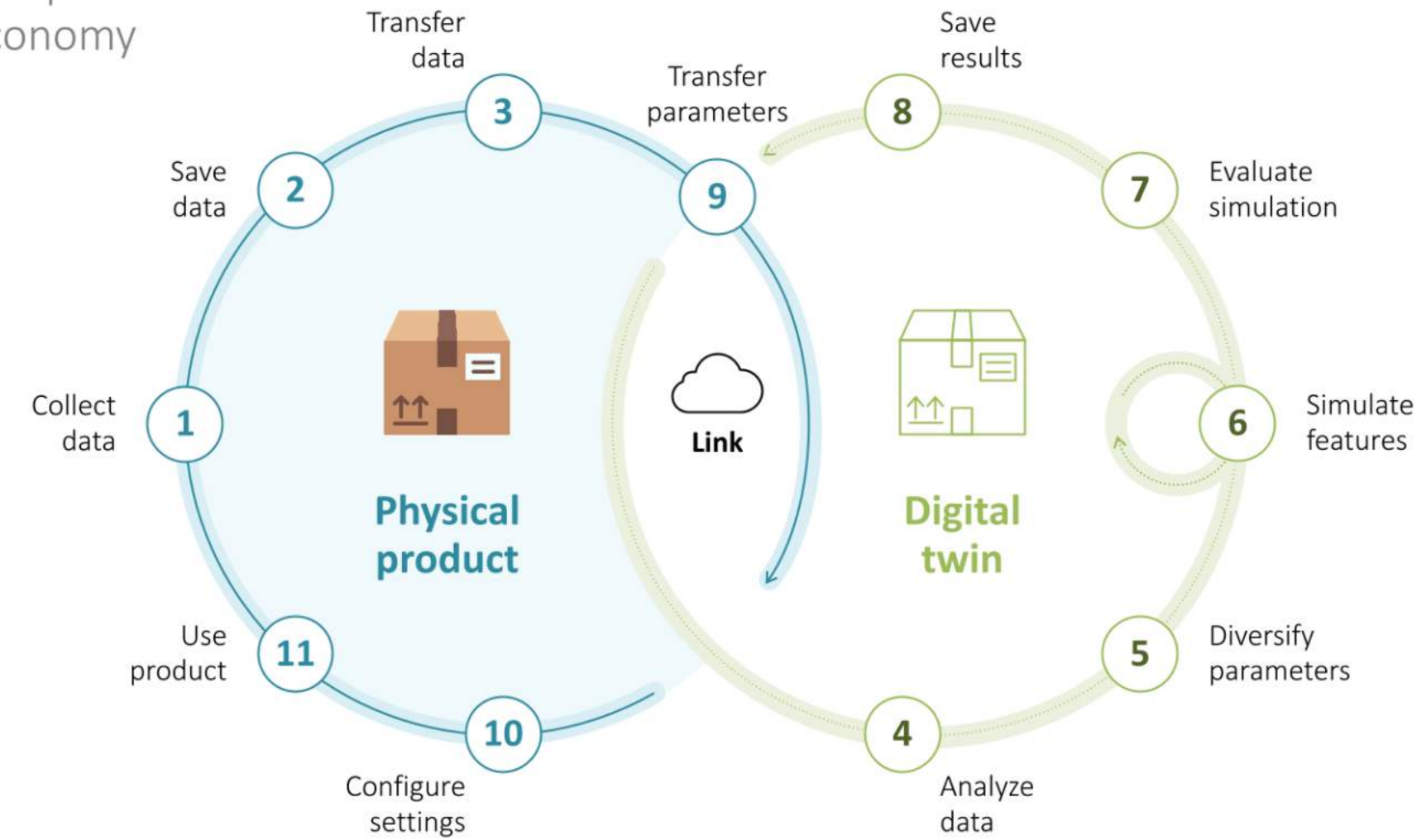
Digitalize classic advertising media:

For example, coupons in print media can be scanned with a smartphone via QR codes.

Mateusz Panek PhD DBA LLD
mateusz@doctor.eco

DIGITAL TWIN

Product development in the digital economy



Mateusz Panek PhD DBA LLD
mateusz@doctor.eco

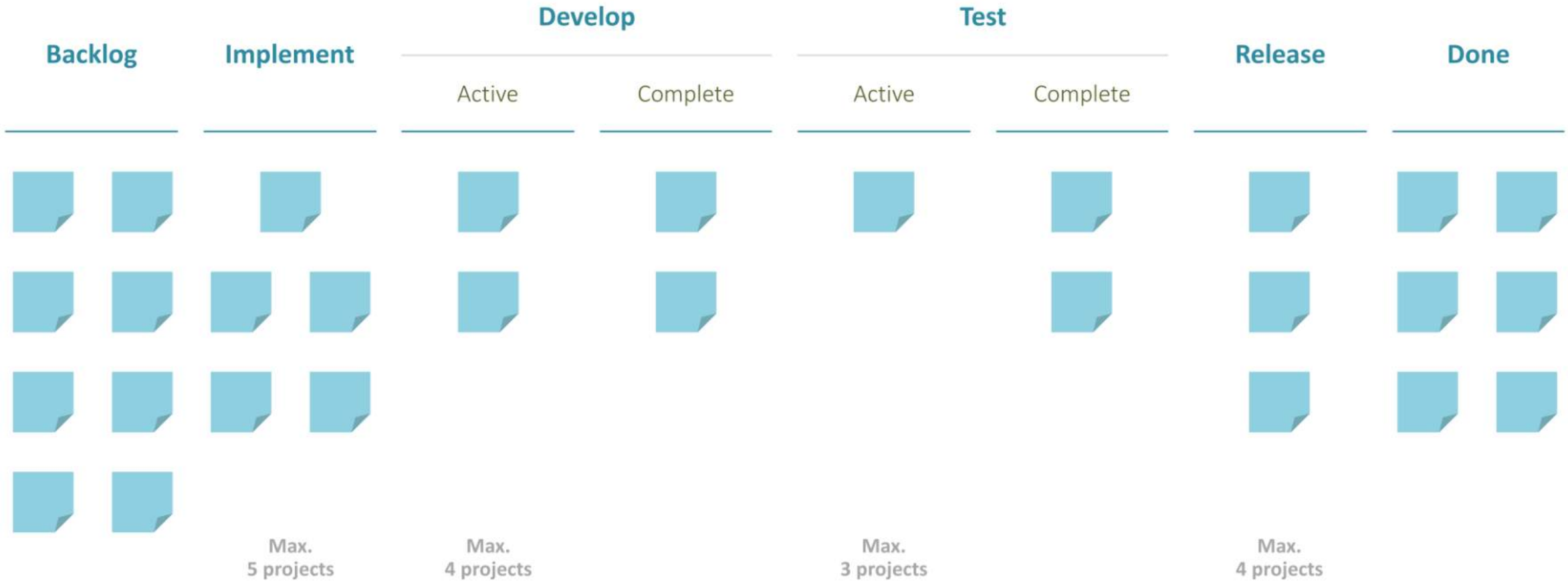
SCRUM PROCESS

Scrum for digital product development

Mateusz Panek PhD DBA LLD
mateusz@doctor.eco

KANBAN BOARD

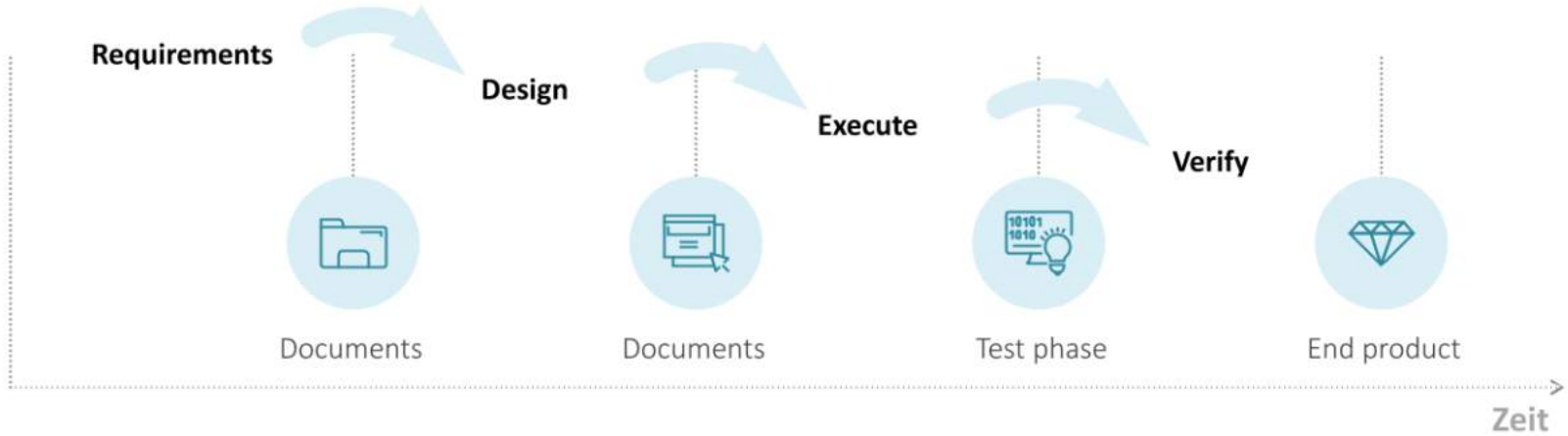
Visualize digital workflows

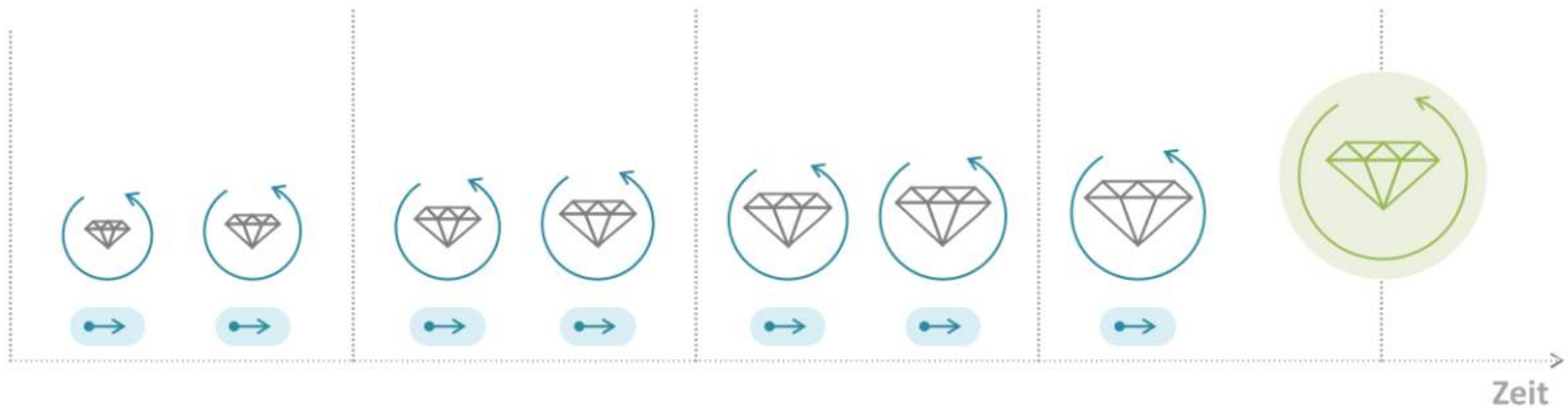


Mateusz Panek PhD DBA LLD
mateusz@doctor.eco

AGILE VS. WATERFALL

Development approaches





Traditional method: waterfall

The development process is carried out in individual, fixed phases.

Agile Method

The agile method involves an incremental approach with repetitive steps.

Mateusz Panek PhD DBA LLD
mateusz@doctor.eco

AGILE VS. TRADITIONAL WORK METHODS

Digital agile methods

Requirements are clear from the start

Adjusting requirements during the project is difficult and associated with high costs

Requirements are described from a technical point of view

Sequential development process

Rigid project management process

Customer sees only the end result

Milestones are postponed if there is a lack of time

Often large teams, clear hierarchies

Specialists in the team

Tasks come from top, a lot of communication through meetings

Workload is estimated by project manager or expert

Traditional project management

Agile project management

Requirements are not clear from the start

Project changes during the planning phase are associated with moderate costs

Requirements are described from the customer's point of view

Iterative development process

Ongoing process improvements

Customer evaluates interim results

Workload is reduced if there is a lack of time

Small teams with strong self-organization

Shared responsibility within team

Tasks are assumed independently, a large amount of informal information and stand-up meetings

Workload is estimated within the team

Mateusz Panek PhD DBA LLD
mateusz@doctor.eco