



DIGITRANS - Digital Transformation in the Danube Region

WP4 – Digitalized DIGITRANS Method, Tools, Materials, Success Stories

VERSION 1

MAY 15, 2019

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Programme co-funded by European Union funds (ERDF)

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Executive Summary

This output presents the digitalized DIGITRANS method, tools and materials as well as success stories from its application, which are all available at www.digitrans.me.

The digitalized DIGITRANS method, a three-phase approach which aims to support and guide SMEs through their digital transformation process, follows a cookbook approach. This means that units which are related to a larger theme are grouped in one of the three phases, while each unit is presented similarly to a cooking recipe. As such each unit includes a description of the unit's expected product/outcome, a step by step guide on how to "prepare" it, the necessary ingredients as well as information about the support materials and settings necessary to realize the product/outcome.

The main steps within the method framework support SMEs when it comes to their digital transformation, especially the development of innovative digital business models. Thus the tools applied within the framework are a mix of physical and digital means aiming to accompany this process. Some of the tools have been developed by the consortium for the DIGITRANS method, while some already existing tools, like the Business Model Canvas or the Value Proposition Canvas – which have proven to be successful – have been included in the tool library. The conceptual tool development was done in WP3 during the DIGITRANS method development, while work in WP4 has created/implemented them digitally. Accordingly to the overall spirit of the project, all tools provided on the DIGITRANS.me platform are licensed under a Creative Commons License, thus being freely and openly available for use, change and reutilisation. This includes software like the Scene2Model tool.

The learning units of the DIGITRANS method are completed with external materials. Their scope is to give users a library of sources for deepening their knowledge about the selected topic.

The success stories included in the DIGITRANS e-Learning Portal have a two-fold goal: (a) to motivate and inspire potential users of the portal and method, and (b) to show how DIGITRANS has been used in different application areas in different countries to create new and innovative business models.

1. THE DIGITALIZED DIGITRANS METHOD

Digitalized DIGITRANS Method

Similar to the DIGITRANS Method the navigation of the digitalized DIGITRANS Method is composed of three main phases (cf. Fig. 1).

The “Introduction/Preparation Phase” introduces the user to the method and its goal.

The “Innovation Phase” is divide in two sub-phases: (a) Analysis and (b) Design. The first sub-phase includes the initial identification of the innovation potential and the stakeholder analysis. Based on that during the Design sub-phase ideation, selection of potential solutions, prototype design and testing can be deployed.

The “Transformation Phase” contains all relevant processes for the digital business model transformation itself, like development and organizational implementation including change management. It is divided in four sub-phases, namely (a) Digital Roadmap, (b) Team Involvement, (c) New Working Styles and (d) Constant Improvement.

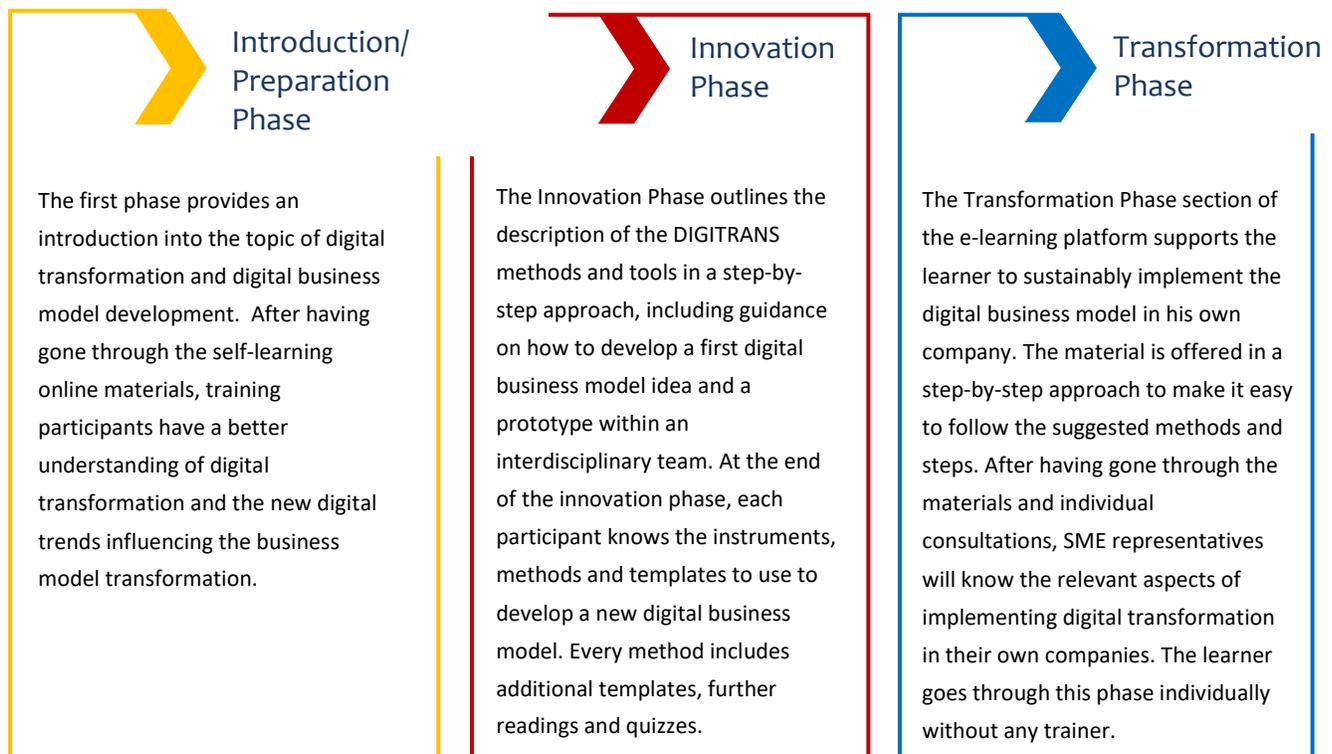


Fig. 1: Main phases of the (digitalized) DIGITRANS Method

User focus

The realisation of the digital DIGITRANS method was focused on the following characteristics/ideas of the stakeholders and target group:

- Motivation/inspiration: through success stories and multi-media use cases, which depict real SME experiences with digital transformation we aimed to motivate/inspire potential users of the method. These cases are also potential seeds for new ideas.
- Digitalization terminology: the main technologies which are supposed to drive the digital transformation are explained in plain language and in a concise manner.
- Time-restrictions: the structuring of the different units is concise and aims to facilitate quick learning results.
- Language proficiency: as a lot of SME actors are not proficient in foreign languages, which hinders their capability to access content about digital transformation, DIGITRANS.me content is available in multiple languages (in line with the region represented in the project).

1.1. The Introduction/Preparation Phase

1.1.1. Introduction

For improved legibility the “Introduction/Preparation Phase” has been divided in two different pages on DIGITRANS.me. The first one – “Introduction” – presents the “Why”, i.e. the motivators for and expected benefits from the DIGITRANS method. It furthermore elaborates on the “What”, i.e. the main components/questions which need to be addressed when putting together a digital business model.

Within the “Introduction” success stories and multi-media uses cases of SMEs who successfully applied the DIGITRANS method are made available as a motivator for potential new SMEs or other DIGITRANS stakeholders. Additionally users are led through the digital business transformation of the fictitious Ben’s Treehouse Company. This aims to show the potential users in an easy to understand manner what potential benefits of engaging in digital transformation.

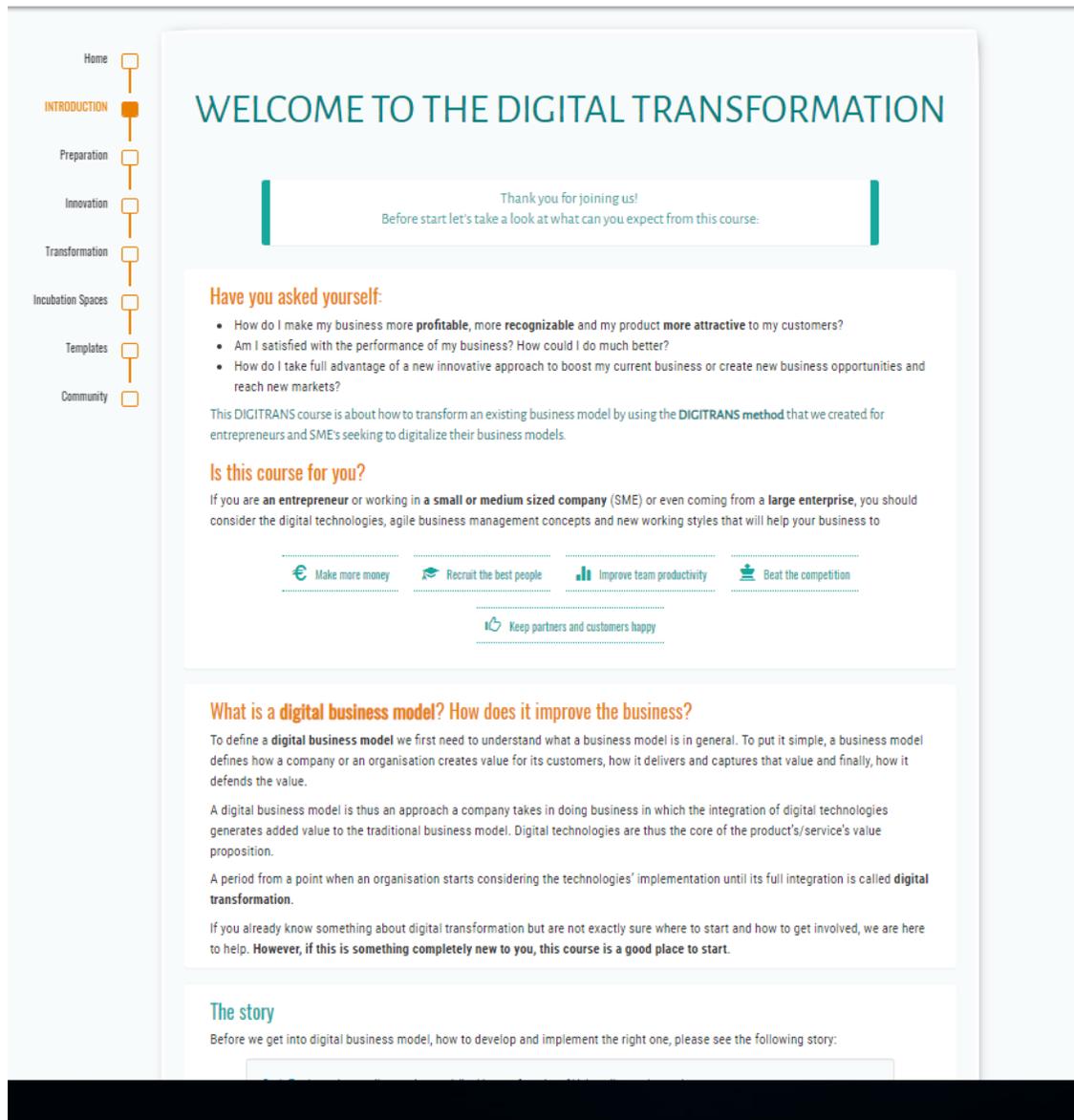


Fig. 2: The DIGITRANS.me Introduction (<https://digitrans.me/psm/introduction>)

1.1.2. Preparation

Here users are introduced to the fundamentals which will be addressed throughout the method implementation. This includes the directions of change (organizational, cultural, and technological) triggered by the digital transformation, as well as the drivers (customer-centricity, and agility) and the pillars of digital transformation. More technically the constituents of a digital

business model are introduced to the users as well as current technological trends (like Internet of Things, Blockchain, Big Data and Machine Learning/Artificial Intelligence).

Home

Introduction

PREPARATION

Innovation

Transformation

Incubation Spaces

Templates

Community

BUSINESS MODEL DRIVERS PILLARS TECHNOLOGICAL TRENDS

PREPARATION

With the Digital Transformation being one of the most discussed topics in the business world lately, many organizations find themselves struggling with the great paradigm shift and thus the implementation on the **organizational, cultural and technological level**. New technologies like the Internet of Things, Big Data, Advanced Analytics or Machine Learning are game changers for businesses. Appropriate understanding and use of new technologies will **not only change the way in which customers perceive value** but also influence **how people work in the organization**. It will also impact relationships with stakeholders. Regardless of these facts, the **digital transformation does not end with the introduction of new technologies – cultural and organizational considerations are just as crucial**.

The DIGITRANS project promises to support organizations with these strategic issues as it combines best practices with expert knowledge from diverse industries helping to create a better understanding of how to transform into the digital age.

What is a business model?

WHAT: what do we offer to the customer?
Value Proposition

WHO: who is our target customer (segment)?
Revenue Model
Value Chain

VALUE: how do we achieve value?

HOW: how do we deliver our goods and services?

What makes a business model a digital one?

Business models, for which IT-Services play an important role for the value proposition of the product / service or even are the business service itself.

What are the main drivers for the digital transformation?

Increasing customer expectations: Everybody's doing it.

There is a growing customer's expectation of a digital experience due to the companies like Amazon, Netflix and Airbnb being recognized as *digital service leaders*. This forces non-digital companies to jump on the bandwagon to avoid becoming a "digital prey".

Fig. 3: The DIGITRANS.me Preparation (<https://digitrans.me/psm/preparation>)

1.2. The Innovation Phase

As mentioned earlier the “Innovation Phase” is composed of two sub-phases: (a) Analysis and (b) Design. Each of them cover several topics, which are supported by tools and materials enabling their operationalization. These tools and materials are made available to the users within learning units.

The main topics during the Analysis sub-phase are (a) Insight and (b) Customer & Value Definition. “Insight” enables SMEs to collect relevant information about the company and its environment in the context of the digital transformation (like relevant competitors and technological trends). During the “Customer & Value Definition” the company can then collect all relevant information regarding existing and potential customers, their desires, needs and pains in order to develop and match a value proposition.

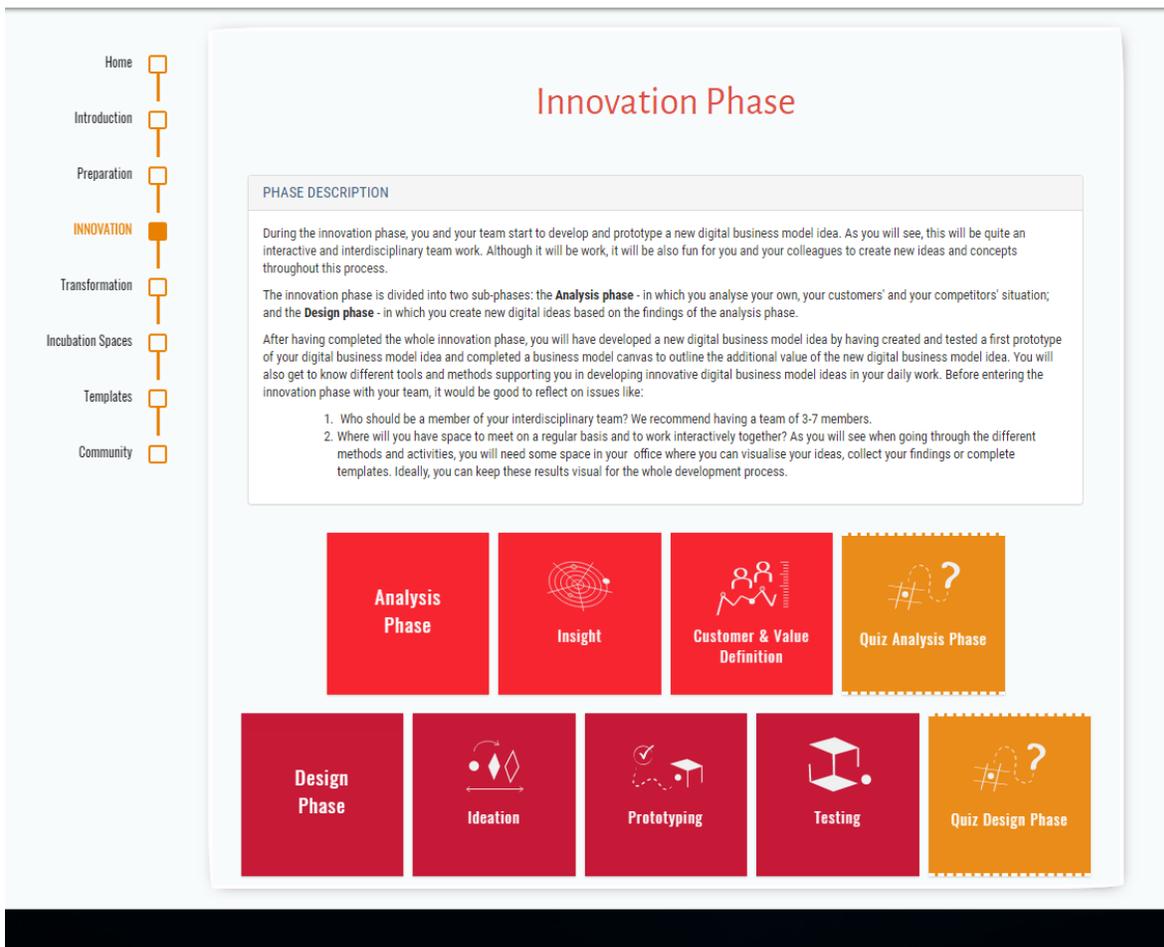


Fig. 4: The DIGITRANS.me Introduction (<https://digitrans.me/psm/introduction>)

1.2.1. Insight

Topics included in “Insight” are the “Strategic Landscape Map”, the “Stakeholder Map”, the “Strategy Canvas”, the “Competence Analysis” and “Desk research”.

Each of the learning units addressing one topic is composed at least of: (a) a short description, (b) a stepwise guide to the application of the tool/materials, and (c) organizational recommendations, like the suggested time for application, team size, level of difficulty and materials necessary for application. Where applicable an electronic template of the tool has been provided for use during the workshop. A comprehensive list of the templates/tools developed is provided in Chapter 2 – DIGITRANS Tools.

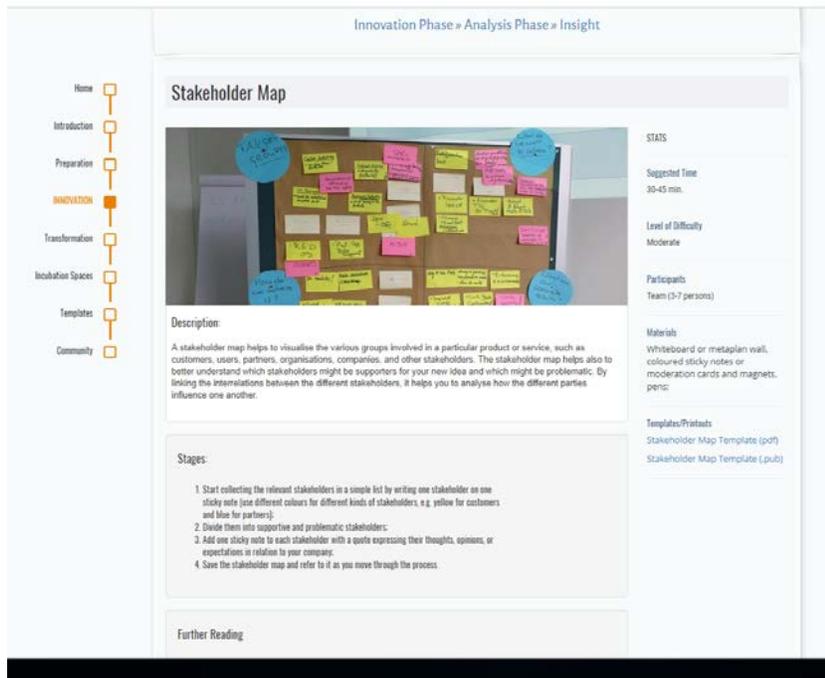
Screenshots included in each of the learning units in “Insight” are presented below.

Strategic Landscape Map

The screenshot shows a web-based interface for the 'Strategic Landscape Map' tool. On the left is a vertical navigation menu with items: Home, Introduction, Preparation, INNOVATION (highlighted), Transformation, Incubation Spaces, Templates, and Community. The main content area is titled 'Strategic Landscape Map' and features a central diagram of a coordinate system with four quadrants and arrows. Below the diagram is a 'Description' section and a 'Stages' section with a numbered list of four steps. To the right is a 'STATS' sidebar with fields for 'Suggested Time' (30-45 min.), 'Level of Difficulty' (Moderate), 'Participants' (Team (3-7 persons)), and 'Materials' (Whiteboard or metaplan wall; Coloured sticky notes or moderation cards and magnets;). Below the sidebar are 'Templates/Printouts' for 'Strategic Landscape Map Template', 'Strategy Canvas (Blue Ocean Strategy)', and 'Stakeholder Map'. At the bottom of the main content area are two navigation arrows.

Fig. 5: Strategic Landscape Map (<https://digitrans.me/psm/content/slm/info>)

Stakeholder Map



Innovation Phase » Analysis Phase » Insight

Stakeholder Map

Home Introduction Preparation **INNOVATION** Transformation Incubation Spaces Templates Community

STATS

Suggested Time: 30-45 min.

Level of Difficulty: Moderate

Participants: Team (3-7 persons)

Materials: Whiteboard or metaplan wall, coloured sticky notes or moderation cards and magnets, pens.

Templates/Printouts: Stakeholder Map Template (pdf), Stakeholder Map Template (.pub)

Description:

A stakeholder map helps to visualise the various groups involved in a particular product or service, such as customers, users, partners, organisations, companies, and other stakeholders. The stakeholder map helps also to better understand which stakeholders might be supporters for your new idea and which might be problematic. By listing the interrelations between the different stakeholders, it helps you to analyse how the different parties influence one another.

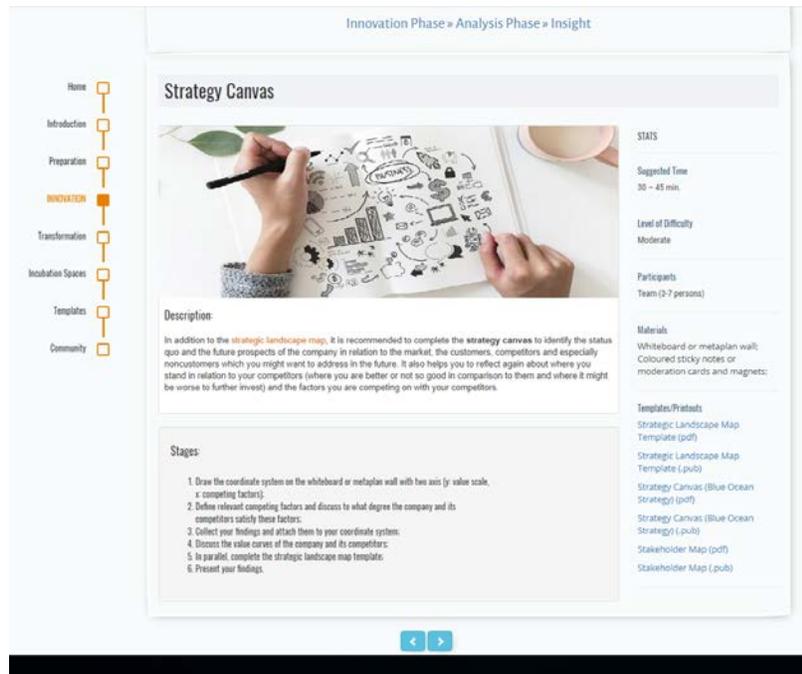
Stages:

1. Start collecting the relevant stakeholders in a simple list by writing one stakeholder on one sticky note (use different colours for different kinds of stakeholders, e.g. yellow for customers and blue for partners).
2. Divide them into supportive and problematic stakeholders.
3. Add one sticky note to each stakeholder with a quote expressing their thoughts, opinions, or expectations in relation to your company.
4. Save the stakeholder map and refer to it as you move through the process.

Further Reading

Fig. 6: Stakeholder Map (<https://digitrans.me/psm/content/sm/info>)

Strategy Canvas



Innovation Phase » Analysis Phase » Insight

Strategy Canvas

Home Introduction Preparation **INNOVATION** Transformation Incubation Spaces Templates Community

STATS

Suggested Time: 30 - 45 min.

Level of Difficulty: Moderate

Participants: Team (3-7 persons)

Materials: Whiteboard or metaplan wall; Coloured sticky notes or moderation cards and magnets;

Templates/Printouts: Strategic Landscape Map Template (pdf), Strategic Landscape Map Template (.pub), Strategy Canvas (Blue Ocean Strategy) (pdf), Strategy Canvas (Blue Ocean Strategy) (.pub), Stakeholder Map (pdf), Stakeholder Map (.pub)

Description:

In addition to the **strategic landscape map**, it is recommended to complete the **strategy canvas** to identify the status quo and the future prospects of the company in relation to the market, the customers, competitors and especially noncustomers which you might want to address in the future. It also helps you to reflect again about where you stand in relation to your competitors (where you are better or not so good in comparison to them and where it might be worse to further invest) and the factors you are competing on with your competitors.

Stages:

1. Draw the coordinate system on the whiteboard or metaplan wall with two axes (y: value scale, x: competing factors).
2. Define relevant competing factors and discuss to what degree the company and its competitors satisfy these factors.
3. Collect your findings and attach them to your coordinate system.
4. Discuss the value curves of the company and its competitors.
5. In parallel, complete the strategic landscape map template.
6. Present your findings.

Fig. 7: Strategy Canvas (<https://digitrans.me/psm/content/strategycanvas/info>)

Competence Analysis

The screenshot shows a web page titled 'Innovation Phase » Analysis Phase » Insight' with a sub-header 'Competence Analysis'. On the left is a vertical navigation menu with items: Home, Introduction, Preparation, INNOVATION (highlighted), Transformation, Incubation Spaces, Templates, and Community. The main content area features a photo of a group of people in a meeting. Below the photo is a 'Description' section explaining the purpose of competence analysis and its stages. To the right is a 'STATS' sidebar with details: Suggested Time (30-45 min), Level of Difficulty (Moderate), Participants (Team (3-7 persons)), and Materials (Whiteboard or metaplan wall, pens, coloured sticky notes). Below the materials are 'Templates/Patterns' for 'Competence Analysis Template (pdf)' and 'Competence Analysis Template (.pub)', with notes on their relevance for digital change.

Innovation Phase » Analysis Phase » Insight

Competence Analysis

Home Introduction Preparation **INNOVATION** Transformation Incubation Spaces Templates Community

STATS

Suggested Time
30-45 min

Level of Difficulty
Moderate

Participants
Team (3-7 persons)

Materials
Whiteboard or metaplan wall,
pens, coloured sticky notes.

Templates/Patterns:
Competence Analysis Template
(pdf)
Competence Analysis Template
(.pub)
Competences relevant for a digital
change (pdf)
Competences relevant for a digital
change (.pub)

Description:

In addition to analysing the market status quo and the general business structure of one company, it is recommended to also conduct a competence analysis. Aim of the competence analysis is to get a better understanding of the competences, resources and skills your company possesses in relation to the development of a digital business model and which of them you can further build on to generate sustainable competitive advantages.

The competence analysis also helps you to better understand whether you have competences which might be relevant for the future development of new digital products and where it might be worth to invest more, e.g. in additional training, incl. involvement of external experts to build up the missing competences. This analysis also supports you in setting up an adequate interdisciplinary team involving team members addressing the required competences.

Stages:

1. Draw the competence analysis table on the board/wall.
2. Define the existing competences in relation to the development of a new digital business model within your team. When listing the competences, ask yourself the questions: "Which market am I currently serving?" "Which one do I want to serve and what competences do I need to track?" or "What does my current or potential new customer expect from me?" "Which competences do I have/need to address these needs?"
3. Classify the competences into basic, key or core competences, in case you identify them.

Fig. 8: Competence Analysis (<https://digitrans.me/psm/content/ca/info>)

Desk Research

The screenshot shows a web page titled 'Innovation Phase » Analysis Phase » Insight' with a sub-header 'Desk research'. On the left is a vertical navigation menu with items: Home, Introduction, Preparation, INNOVATION (highlighted), Transformation, Incubation Spaces, Templates, and Community. The main content area features a photo of a desk with sticky notes and documents. Below the photo is a 'Description' section explaining classic desk research and its stages. To the right is a 'STATS' sidebar with details: Suggested Time (Ideally half a day, in a workshop setting 30-60 min), Level of Difficulty (Easy), Participants (Each team member individually), and Templates/Patterns (Different information sources (literature, documents, statistical data), internet access).

Innovation Phase » Analysis Phase » Insight

Desk research

Home Introduction Preparation **INNOVATION** Transformation Incubation Spaces Templates Community

STATS

Suggested Time
Ideally half a day, in a workshop setting
30-60 min.

Level of Difficulty
Easy

Participants
Each team member individually

Templates/Patterns:
Different information sources
(literature, documents, statistical
data), internet access

Description:

Classic desk research is a fundamental part of an analysis but can also be used in the Design phase. Available internal as well as external information sources are analysed with respect to certain research purpose like a challenge. Internal sources can, for example, be customer data, sales data or reports whereas external sources include third-party reports, product reviews or social media platforms. Obviously, desk research can also be used to gather information about new technologies or law regulations and is mandatory for cost-benefit analysis. One should also keep in mind that doing out-of-the-box research (e.g. trends in different industries) might also lead to interesting findings.

Stages:

External sources:

1. Identify market competitors and check their websites.
2. Look for publications regarding the industry/market and existing innovations.
3. Do cross checks on similar or related industries.
4. Check the internet for new trends.

Fig. 9: Desk research (<https://digitrans.me/psm/content/dr/info>)

1.2.2. Customer & Value Definition

Tools and materials supporting the Customer & Value Definition topic are the “Interview”, the “Value Proposition Canvas”, “Persona” and “Customer Journey”.

Interview

Innovation Phase » Analysis Phase » Customer & Value Definition

Interview

Stats

Suggested Time
Ideally several days, in a workshop at least 45-90 min.

Level of Difficulty
Moderate

Participants
3 interviewees at most so that the interviewee is not intimidated by being outnumbered.

Materials
Pen, paper, recording device

Description

Conducting interviews is essential to gather insights and understanding of the needs of your potential customer you want to address that cannot be achieved via desk research. The aim of conducting interviews is to better understand the motivation, behaviour, intention or opinion of your potential customer in relation to your problem, challenge, product. Ideally, interviews should be conducted with representatives of each customer/ relevant stakeholder group and in the place where they are working/doing so you get a better understanding of their mindset, behaviour and lifestyle.

Stages

1. Define roles for the interviewees (e.g. interviewee, note-taker, photographer)
2. Prepare the questions and keep in mind to design them as open as possible
3. Start with broad questions (person's life, values and habits) and later on more to more specific ones with respect to the challenge
4. Write down exactly what the person says and not what you think is meant - ideally take notes regarding the names and gestures
5. Judge the interview
6. Present your findings

Fig. 10: Interview (<https://digitrans.me/psm/content/in/info>)

Value Proposition Canvas

Innovation Phase » Analysis Phase » Customer & Value Definition

Value Proposition Canvas

Stats

Suggested Time
60-90 min.

Level of Difficulty
Moderate

Participants
Team (3-7 persons)

Materials
Value Proposition Canvas (ideally printed on DIN A3), whiteboard or magnetic wall, coloured sticky notes or moderation cards and magnets

Description

The value proposition canvas helps you to better understand, identify and describe potential customer groups systematically that are continuously used throughout the DIGITRANS process. By completing the canvas you will understand the jobs, gains and pains of your customer groups. This will help you later to develop a user-oriented product, service or solution. The defined jobs, gains and pains will later be mapped against the value proposition in order to check whether your customer's' desires are adequately fulfilled.

Stages

1. Identify relevant customer group(s) (see Stakeholder Map)
2. Define and discuss the group's main daily tasks in their roles (jobs), what obstacles they have to face when pursuing the tasks (pains) and what might be relevant factors they strive for (gains)
3. Prioritize these elements
4. Collect your findings and attach them to your canvas
5. Present your findings

Remark: the process should be regarded highly iterative and therefore loops are necessary and desired. The completion of the value proposition is not supposed to happen in this phase but throughout all phases of the innovation part.

Fig. 11: Value Proposition Canvas (<https://digitrans.me/psm/content/vpc/info>)

Persona

Innovation Phase » Analysis Phase » Customer & Value Definition

Persona

Christina, Chressi

- wirblich, 35 Jahre alt
- Schwanger im 4. Monat
- akadem. Abschluss: MA Ernährungsmanagement
- Beruf: Start-up » Innocent
- wohnt am Marienplatz
- Kauft ein bei COs
- Vegetarierin
- CoFF-Kultur » alter Kaffee

Description

A persona is an archetype representing your ideal customer. A persona is generally based on user research, e.g. interviews. It incorporates the needs, goals, and observed behaviour patterns of your target audience. It creates empathy towards the target groups/customers to be addressed by the digital business model and will influence decisions and activities and will serve you as an inspiration during the ideation phase.

Stages:

- Print the Persona Template on an A3-sized page.
- Review your research findings and reflect about your previous experiences with your customer.
- Complete the template within the team by describing ideal criteria and characteristics that all persons of your persona group have in common.
- Pin the template on the board to be visualised during the whole innovation and transformation phase. The description will be validated through interviews, observation and other research activities and might be changed/adapted throughout the iterative process.

Remark: Develop as many personas as target groups/customer groups exist.

STATS

Suggested Time: 30-45 min.

Level of Difficulty: Easy

Participants: Team (3-7 persons)

Materials: Persona template, pens, board, pin/tape, your research findings

Templates/Printouts: Persona Template (pdf), Persona Template (print)

Fig. 12: Persona (<https://digitrans.me/psm/content/pers/info>)

Customer Journey

Innovation Phase » Analysis Phase » Customer & Value Definition

Customer Journey

Description

A customer journey helps to better understand the customer on its way to purchase a product, service or just to reflect how a user would behave during a certain situation. To consider different steps and details of that process can illuminate areas for potential insights. To create a journey map is an excellent way to systematically consider the steps or milestones of the chosen process.

Stages:

- Consider a process or journey that is relevant, or even important to your problem space.
- Identify potential customers and group in pairs (1 observer & 1 customer).
- Conduct an interview/observation with the potential customer to identify relevant aspects when naming through a certain process, e.g. having userflow, using a certain tool and note all relevant experiences, user's needs etc.

Remark: A customer journey can be enriched with gathering additional information throughout the whole process. The journey can also be described initially, without a concrete idea of product or service in mind. The conceptualisation can be added later in the process, and the possible benefits can be examined.

STATS

Suggested Time: 30 min.

Level of Difficulty: Low

Participants: 2 team members conduct the customer journey ideally with potential customer; in a workshop setting one team member can take the role of a customer and the other team member asks questions and observes his reaction.

Materials: Customer Journey Canvas, pen, paper, sticky notes;

Templates/Printouts: Customer Journey Canvas

Fig. 13: Customer Journey (<https://digitrans.me/psm/content/cj/info>)

1.2.3. Ideation

Tools and materials supporting the Ideation topic are the “Brainstorming”, the “Brainwriting”, and “Idea Selection”.

Brainstorming

The screenshot shows a web page for 'Brainstorming'. At the top, it indicates the current phase: 'Innovation Phase » Design Phase » Ideation'. The main heading is 'Brainstorming'. Below this is a photograph of hands placing sticky notes on a table. The page is divided into several sections:

- Navigation Menu (Left):** A vertical list of links: Home, Introduction, Preparation, INNOVATION (highlighted), Transformation, Incubation Spaces, Templates, and Community.
- Description:** A paragraph explaining that after a first in-depth analysis, it's time to develop concrete digital ideas. It notes that brainstorming is a well-known technique for generating new ideas.
- Stages:** A numbered list of seven steps:
 1. Hand out pens, sticky notes to each team member;
 2. Write down the question/the job you want to tackle with the brainstorming session on the metaplan wall;
 3. The team sets itself a target on how many ideas it wants to collect within the next 30 min.;
 4. Agree on the brainstorming rules (see attached tool);
 5. Give your team 5 min. while each team member writes/visualises its ideas on sticky notes. Remember: one idea per sticky note.
 6. After 5 min. each team member briefly describes its ideas while putting them on the wall.
 7. Cluster the collected ideas into thematic groups.
- STATS (Right Sidebar):**
 - Suggested Time:** 30 min.
 - Level of Difficulty:** Moderate
 - Participants:** Team (3-7 persons) and if possible involve one partner/customer to the session;
 - Materials:** Metaplan wall, whiteboard, sticky notes, pens, timer;
 - Templates/Printouts:** Brainstorming Rules (pdf), Brainstorming Rules (.pub)

Fig. 14: Brainstorming (<https://digitrans.me/psm/content/bs/info>)

Brainwriting

Innovation Phase > Design Phase > Ideation

Brainwriting

STATS

Suggested Time
3 min/round, overall 15-20 min.

Level of Difficulty
Moderate

Participants
3-5 participants/group

Materials
Brainwriting template, pens, timer, metaplan wall

Templates/Printouts
Brainwriting template (pdf)
Brainwriting template (.pub)

Description

Brainwriting is an alternative method of brainstorming to develop new ideas to solve concrete problems/jobs. Within brainwriting the hierarchy level within the teams is turned off. No direct discussion is taking place and team creativity is unlocked. This technique is good to use in order to avoid shy colleagues to be excluded from the idea development process or in organisations where hierarchies still play an important role.

Stages:

1. The group selects the first relevant jobs (e.g. here) from their customer which needs to be addressed in the brainwriting session to solve the overall challenges.
2. The group members decide who will address which job for the brainwriting session.
3. Each participant writes three ideas related to the selected job on the provided template.
4. After 3 min, the idea sheet will be circulated to the other participants in the round. Each participant is asked to add additional ideas to or to further elaborate the ideas indicated above. It circulates until the last group member has added further ideas.
5. Put the brainwriting templates on a metaplan wall and present the ideas to the group.

Remark: Use a timer for each round. We would propose 3 min./round.

Fig. 15: Brainwriting (<https://digitrans.me/psm/content/bw/info>)

Idea Selection

Innovation Phase > Design Phase > Ideation

Idea selection

STATS

Suggested Time
30 min.

Level of Difficulty
Moderate - Hard

Participants
Team (3-7 persons)

Materials
Pens, sticker, whiteboard

Description

After having collected as many ideas as possible, it is now time to select the best idea. It will be further developed into a digital innovative business model, addressing the selected customers' profile and company's added value.

Stages:

1. Take the board with all the collected ideas from the brainstorming or brainwriting session.
2. Cluster, categorize ideas.
3. Talk about the positive, challenging, most inspiring, innovative or most promising (technical point of view, budget and resource wise...) aspects of the categorized ideas.
4. Based on this discussion select/create the idea which seems to you the most promising. It can also be a mixture of different ideas.
5. Put those ideas which (currently) don't work in another corner of the board as a kind of idea storage.
6. In case your team cannot select an idea by discussion, give each team member three points which he/she can distribute on sticky notes. The idea with the most points is the one the team will further develop.
7. Formulate the idea in a slogan to be prototyped in the next step.

Fig. 16: Idea Selection (<https://digitrans.me/psm/content/is/info>)

1.2.4. Prototyping

Tools and materials supporting the Prototyping topic are the “Handcrafted prototypes”, the “SAP Scenes”, “Scene2Model”, “Mock-up”, and “Business Model Canvas”.

Handcrafted prototypes

The screenshot shows a web page titled "Handcrafted prototypes" under the navigation "Innovation Phase » Design Phase » Prototyping". On the left is a vertical navigation menu with items: Home, Introduction, Preparation, INNOVATION (highlighted), Transformation, Incubation Spaces, Templates, and Community. The main content area features a photo of a prototype on a corkboard table. Below the photo is a "Description:" section stating that the development of a handcrafted prototype is the next step and that its purpose is to visualize an idea based on user research and stakeholder input. To the right of the description is a "STATS" section with details: Suggested Time (20 min.), Level of Difficulty (Moderate), Participants (Team (3-7 persons)), and Materials (All kinds of handcraft materials, supplies, modelling clay, cardboards or LEGO blocks;). Below the description is a "Stages:" section with a numbered list of six steps: 1. Put the slogan you have developed after the idea selection visible next to you; 2. Prepare the materials that you wish to use; 3. Develop your prototype remembering the needs of your customer you have identified in the analysis phase and you now want to solve with your prototype; 4. Keep in mind it is a prototype. No need to develop something perfect but something tangible that reflects your idea. Prototypes are meant to be tested, evaluated and replaced by something better; 5. Ideally, create a slogan that speaks for your story and describes your prototype; 6. Take your prototype out and let it be tested by other people, as for example potential customers.

Fig. 17: Handcrafted Prototypes (<https://digitrans.me/psm/content/hp/info>)

Storytelling/SAP Scenes

The screenshot shows a web interface for the 'Storytelling (SAP Scenes)' activity. On the left is a vertical navigation menu with items: Home, Introduction, Preparation, INNOVATION (highlighted), Transformation, Incubation Spaces, Templates, and Community. The main content area is titled 'Storytelling (SAP Scenes)' and includes a photo of a table with various cards and materials. Below the photo is a 'Description' section explaining the method and a 'Stages' section with a 6-step process. On the right, a 'STATS' sidebar lists: Suggested Time (20 min), Level of Difficulty (Easy), Participants (Team (3-7 persons)), Materials (SAP Scenes, separate board, modelling clay), and Templates/Protabs (SAP Scenes, Scene2Model).

Fig. 18: Storytelling/SAP Scenes (<https://digitrans.me/psm/content/scenes/info>)

Mock-up

The screenshot shows a web interface for the 'Mock-up' activity. On the left is a vertical navigation menu with items: Home, Introduction, Preparation, INNOVATION (highlighted), Transformation, Incubation Spaces, Templates, and Community. The main content area is titled 'Mock-up' and includes a photo of a laptop, tablet, and smartphone displaying a user interface. Below the photo is a 'Description' section explaining the purpose of a mock-up and a 'Stages' section with a 3-step process. On the right, a 'STATS' sidebar lists: Suggested Time (45-60 min), Level of Difficulty (Medium), Participants (Team (3-7 persons)), Materials (Software tool or pen and paper), and Templates/Protabs (SAP Scenes). A 'Remark' section at the bottom states: 'When developing a mock-up concentrate on designing the interface and do not concentrate on the functionalities behind.'

Fig. 19: Mock-up (<https://digitrans.me/psm/content/mu/info>)

Scene2Model Tool

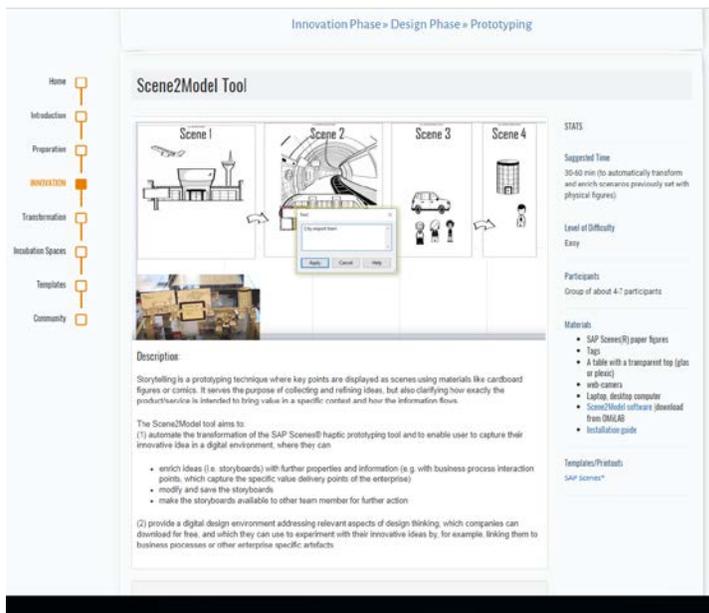


Fig. 20: Scene2Model Tool (<https://digitrans.me/psm/content/scene2model/info>)

Business Model Canvas

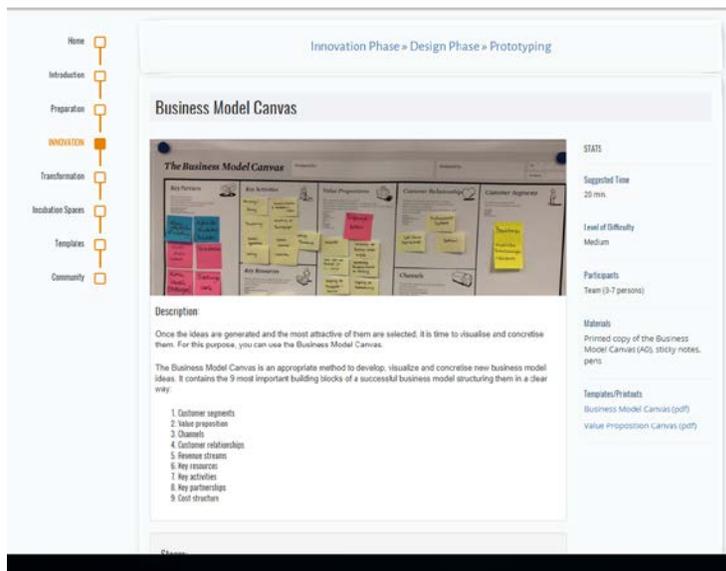


Fig. 21: Business Model Canvas (<https://digitrans.me/psm/content/bmc/info>)

Minimum Viable Product

The screenshot shows a web page for 'Minimum Viable Product'. On the left is a vertical navigation menu with items: Home, Introduction, Preparation, INNOVATION (highlighted), Transformation, Incubation Spaces, Templates, and Community. At the top right, a breadcrumb trail reads 'Innovation Phase » Design Phase » Testing'. The main heading is 'Minimum Viable Product'. Below it is a photograph of several Santa Claus figurines. The 'Description' section explains that an MVP is a development stage offering just enough features to satisfy early customers and get feedback. The 'Stages' section lists five steps: 1. Identify core features, 2. Select customer group, 3. Produce the MVP, 4. Provide the MVP with instructions and feedback system, and 5. Collect and evaluate feedback. The 'Materials' section lists pens, paper, business model canvas, and software. The 'Participants' section notes a team of 3-7 people. The 'Stats' section shows a suggested time of 20 minutes and a moderate level of difficulty. There are also links for 'MVP Guide (.pdf)' and 'MVP Guide (.pub)' under 'Templates/Printouts'.

Fig. 23: Minimum Viable Product (<https://digitrans.me/psm/content/mvp/info>)

1.3. The Transformation Phase

The Transformation Phase is comprised of four sub-phases: (a) Digital Roadmap, (b) Team Involvement, (c) New Working Styles, and (d) Constant Improvement. This phase aims to guide SMEs to deal with the sustainable realisation of the digital business model idea developed during the Innovation Phase. This requires a comprehensive and iterative approach which addresses next to the further evolution of the digital business model also a reflection on the overall company strategy and processes, as well as a change of mindset of the employees to manage the challenges of digitalisation.

Transformation Phase

ALL
DIGITAL ROADMAP
TEAM INVOLVEMENT
NEW WORKING STYLES
CONSTANT IMPROVEMENT

PHASE DESCRIPTION

Within the transformation phase you and your team need to deal with the sustainable implementation and realisation of your digital business model idea developed during the innovation phase. This requires a comprehensive approach which addresses next to the further development of your digital business model also a reflection on your overall strategy as well as processes and a change of mindset of your employees to deal with the challenges of digitalisation.

Concretely, this implies the following steps:

1. Digital Roadmap
2. Team Involvement
3. New Working Style
4. Constant Improvement

The following modules offer you concrete guidance on how you and your team can realise this transformation process in your company. As in the innovation phase, the whole process should be seen as an iterative process. Be aware that some steps might not run so smoothly and problems could arise. See this as a chance and learn from it and integrate these learnings and findings into your future work.

Digital Roadmap


Create Vision


Roadmap development


Implement a digital leadership framework


Quiz Digital Roadmap

Team Involvement


Bring your employee on board


Communication Strategy


Qualification of employees


Reward system





Fig. 24: Transformation Phase (<https://digitrans.me/psm/transformation>)

1.3.1. Digital Roadmap

The Digital Roadmap includes “Create a Vision”, “Roadmap Development”, and “Implement a digital leadership framework”.

Create a Vision

The screenshot shows a web page titled "Transformation Phase » Digital Roadmap". On the left is a vertical navigation menu with items: Home, Introduction, Preparation, Innovation, TRANSFORMATION (highlighted in orange), Incubation Spaces, Templates, and Community. The main content area has a header "Create a vision of your future digital business model" above a photo of wooden blocks spelling "VISION". Below the photo is a "Description" section with text about defining a vision and its importance. Underneath is a "Stages" section with a bulleted list of five steps: reflecting the current business model, brainstorming future models, visualizing results, describing the vision, and developing a vision statement. On the right side, there are sections for "STATS" (Suggested Reading Time: 30min, Suggested Implementation Time: 60min), "Role of Participants involved" (Team of 5-7 persons), "Materials" (postits, metaplan wall, pen), and "Templates/Printouts" (links to PDF and .pub templates). At the bottom of the content area are two blue navigation arrows.

Fig. 25: Create a Vision (<https://digitrans.me/psm/content/createvision/info>)

Roadmap Development

The screenshot shows a web interface for 'Transformation Phase > Digital Roadmap'. On the left is a vertical navigation menu with items: Home, Introduction, Preparation, Innovation, TRANSFORMATION (highlighted), Incubation Spaces, Templates, and Community. The main content area is titled 'Roadmap development/refinement' and features a process diagram with four circular nodes: 'idea', 'planning', 'strategy', and 'success', connected by a dashed line. Below the diagram is a 'Description' section explaining the aim of the phase and the importance of a digital transformation plan. A 'Stages' section lists five steps: 1. Define a clear digital transformation vision, strategy and goals to ensure the executive leadership support. 2. Identify the digital transformation strategy targets for the company business model and work processes at the digitization end-point. Identify the gaps and missing elements. 3. Backward thinking: define the main steps for the digital transformation process - what are the milestones, the key steps and the key elements of the digital transformation journey. 4. Determine the following digital transformation gaps, looking at: people, processes, technology and content. Fill the roadmap template. 5. Outline the key tasks, the key roles and the key resources and put them on the timeline template. Communicate and discuss the main elements of the roadmap with manager and... To the right of the main content is a 'STATS' sidebar with 'Suggested Reading Time: 30 min.', 'Suggested Implementation Time: Roadmap development is an ongoing process that usually can take a month to draft, communicate and revise.', 'Role of Participants involved: Participants need to read the text and reflect on their own roadmap plan by filling the templates. Additional support can be received in the incubator space.', and 'Templates/Protasts: Roadmap template (pdf)'.

Fig. 26: Roadmap development/refinement (<https://digitrans.me/psm/content/createvision/info>)

Implement a digital leadership framework

The screenshot shows a web interface for 'Transformation Phase > Digital Roadmap'. On the left is a vertical navigation menu with items: Home, Introduction, Preparation, Innovation, TRANSFORMATION (highlighted), Incubation Spaces, Templates, and Community. The main content area is titled 'Implement a digital leadership framework' and features a diagram with the word 'LEADERSHIP' in large, colorful letters, each with a circular arrow around it. Below the diagram is a 'Description' section explaining that digitalising companies face complex and dynamic environments (VUCA-environment) and that leadership must be distributed. A 'Stages' section lists three steps: 1. Integrate more openness and trust in the organisational culture. Engage employees to take more responsibility and try out new things. Mistakes will happen but they are necessary to learn. 2. Integrate agile management approaches like Scrum, Lean Start-up or Design Thinking in your daily work for more speed and innovation. Test and learn in your organisation which methods suit you best. 3. Use IT systems like social media blogs and forums for faster sharing and collaboration in the... To the right of the main content is a 'STATS' sidebar with 'Suggested Reading Time: 30 min.', 'Suggested Implementation Time: Throughout the whole transformation process.', and 'Role of Participants involved: Management leading the more open, collaborative culture, employees willing to take over leading roles to ensure self-organising teams, leaders willing to give up relevant tasks, decision to the operational level'.

Fig. 27: Implement a digital leadership framework (<https://digitrans.me/psm/content/idlf/info>)

1.3.2. Team Involvement

The Team Involvement includes “Bring your employees on board”, “Communication strategy”, “Qualification of employees”, “Reward system” and “Open, interdisciplinary teams”.

Bring your employees on board

The screenshot shows a digital training module page. On the left is a vertical navigation menu with a list of items: Home, Introduction, Preparation, Innovation, TRANSFORMATION (highlighted in orange), Incubation Spaces, Templates, and Community. The main content area is titled 'Transformation Phase » Team Involvement' and 'Bring your employees on board - Introduction'. It features a central image of several hands clasped together in a huddle. To the right of the image are 'STATS' including 'Suggested Reading Time: 30 min.' and 'Suggested Implementation Time: Implementation of digital culture and development of a digital mindset can take months but it needs to be put in place gradually.' Below the image is a 'Description' section with a paragraph and a bulleted list of points. At the bottom, a 'Stages' section is partially visible.

Transformation Phase » Team Involvement

Bring your employees on board - Introduction



STATS

Suggested Reading Time
30 min.

Suggested Implementation Time
Implementation of digital culture and development of a digital mindset can take months but it needs to be put in place gradually.

Role of Participants involved
Participants needs to read the text and to reflect on their own change management plan by filling the templates. Additional support can be received in the DIGITRANS incubator spaces.

Templates/Printouts
[Employee Involvement Checklist \(pdf\)](#)
[Employee Involvement Checklist \(.pub\)](#)

Description:

In this training module we'll try to encourage you to adopt a digital culture transformation mindset. You will understand how change management approaches work for employees, bringing everybody on board and ensuring that everyone in the company knows their role. As the change management phase is crucial for the company success, it will be split in three sub-phases: communication (what will happen and why), training (how the change management will happen), and reward system (encouraging actions and motivating company culture and behaviour, coherent to the digital change).

More specifically this module will teach you that the changes:

- begin by appreciating the past;
- need sense and future images (visions, strategies, targets);
- need professionalism (concepts);
- start in ones' "head" and in ones' "heart";
- are a learning process;
- are a "personal" matter;
- are always accompanied by conflicts;
- require transparent communication;
- require a marketing strategy.

Stages:

1. Ensure that everybody from the management board is fully aware, recognises and supports the digital transformation process, including the needs, resources and efforts for adopting a

Fig. 28: Bring your employees on board (<https://digitrans.me/psm/content/tfin/info>)

Communication strategy

The screenshot shows a web page titled "Transformation Phase » Team Involvement" with a sub-header "Communication strategy". On the left is a navigation menu with items: Home, Introduction, Preparation, Innovation, TRANSFORMATION (highlighted), Incubation Spaces, Templates, and Community. The main content area features an illustration of a laptop, a coffee cup, a clipboard with a checklist, and a document. The "Description" section explains that a good communication strategy is a key success factor for digital transformation, involving understanding the role of communication and ensuring all elements are in place. It also lists sources of resistance to change like communication deficits and skills gaps. The "Stages" section includes: 1. Develop a suitable communication strategy and a consistent communication plan, and 2. Select appropriate communication methods and use existing and new communication tools. A "STATS" sidebar on the right provides: Suggested Reading Time (40 min), Suggested Implementation Time (several days), Role of Participants Involved (read and reflect on the plan), and Templates/Printouts (Communication Plan (pdf)).

Fig. 29: Communication strategy (<https://digitrans.me/psm/content/cstrat/info>)

Qualification of employees

The screenshot shows a web page titled "Transformation Phase » Team Involvement" with a sub-header "Qualification of your employees". The navigation menu is identical to Fig. 29, with "TRANSFORMATION" highlighted. The main content area features an illustration of a hand pointing to the word "Qualification" on a blue background. The "Description" section discusses organizing training and qualification programs for staff, covering two main aspects of the digital transformation process. It identifies mid-level management as the main trigger for digital initiatives and notes that qualification programs require building relevant digital capabilities. The "Stages" section includes: 1. Develop the knowledge/skills map identifying the key digital skills and new competences. The "STATS" sidebar on the right provides: Suggested Reading Time (45 min), Suggested Implementation Time (months, to be put on place gradually), Role of Participants Involved (learn and reflect on their own qualification plan), and Templates/Printouts (Knowledge Map (pdf), Knowledge Map (.pub), Competence Analysis Template (ppt), Competence Analysis Template (.pub), Competences relevant for digital change (pdf), and Competences relevant for digital change (.pub)).

Fig. 30: Qualification of employees (<https://digitrans.me/psm/content/qoye/info>)

Reward system

Transformation Phase » Team Involvement

Reward system

Home
Introduction
Preparation
Innovation
TRANSFORMATION
Incubation Spaces
Templates
Community

STATS

Suggested Reading Time
45 min.

Suggested Implementation Time
The elements of appropriate reward system can be implemented in few days.

Role of Participants involved
Learners need to read the text and to reflect on their own reward system by filling the templates. Additional support can be received in the DIGITRANS incubator spaces.

Templates/Products
Reward Plan template (pdf)
Reward Plan template (.pptx)

Description:

The aim of the module is to ensure that learners understand how to empower and reward employees who invest in digital transformation processes and embrace the change management. The rewards have to encourage emergence of company culture that is customer-centric, digitally oriented and project-based and encourage continuous learning.

The reward system has to reinforce new types of behaviours oriented toward digital innovation, entrepreneurial mindsets and risk-taking attitudes, and include different elements such as performance management, promotion criteria, and incentive systems.

Stages:

1. Design stage:
 - Build reward strategies that support organisational objectives, align performance and create value for shareholders. Create employee incentive programs that drive productivity, behaviours and employee engagement.
 - Design strategically and culturally aligned performance management approaches.
 - Ensure performance and reward frameworks contribute to attraction, retention and staff motivation.
2. Implementation stage:

Fig. 31: Reward system (<https://digitrans.me/psm/content/RWST/info>)

Open, interdisciplinary teams

Transformation Phase » Team Involvement

Implement open, interdisciplinary team structure

Home
Introduction
Preparation
Innovation
TRANSFORMATION
Incubation Spaces
Templates
Community

STATS

Suggested Reading Time
30 min.

Suggested Implementation Time
Throughout the whole transformation process.

Role of Participants involved
Team leader acts as a moderator between the team members who have different roles in the team depending on their specific skills and capability.

Description:

Interdisciplinary teams with different kinds of knowledge, skills, experience and point of views are more creative, innovative and make better decisions. As a team leader, you need to connect the different perspectives to one productive unit. The right atmosphere and structure makes this task easier. The following steps show an example of how a team leader establish successfully an interdisciplinary team. This example and the lessons learned from the implementation can be applied to the organization as a whole.

Stages:

1. To establish an interdisciplinary team choose people from different department, education background and hierarchies. Discuss with the team members the task and set a clear goal and vision.
2. Work out simple rules of cooperation with the team. Important is: everyone needs to respect the skills of each other and should be clear about the process and their roles. The goal should be a cooperative atmosphere in which consensus is promoted and conflicts are desired.
3. Implement effective communication strategies that support the exchange within the team and collaborative decision making, e.g. by using collaborative tools or sharing preferences.
4. During the work phase it could be necessary to act as a mediator. Most common problems are different subject-specific languages, perspectives and knowledge. Refer to the goals and connect the different point of views.
5. After completing the project, reflect on the project's progress and discuss further improvements in future collaboration with the team members.

Fig. 32: Open, interdisciplinary teams (<https://digitrans.me/psm/content/ioits/info>)

1.3.3. New working styles

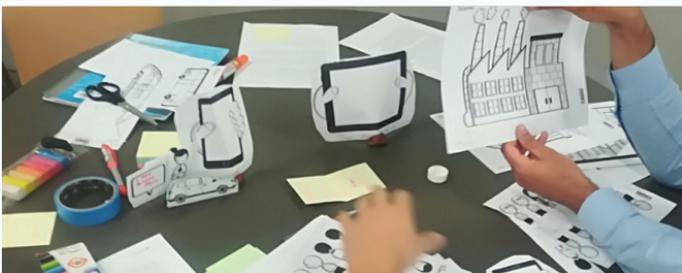
New working styles include “Agile working style”, “Iterative working style”, “and “Collaboration”.

Agile working style

Transformation Phase » New Working Styles

Home
Introduction
Preparation
Innovation
TRANSFORMATION
Incubation Spaces
Templates
Community

Agile working style



STATS

Suggested Reading Time
30 min.

Suggested Implementation Time
6-12 months

Role of Participants involved
Team of 5-7 persons from different levels with different roles within the company.

Description:
Digital change requires fast adaptation and flexibility of each organisation to quickly react to the changing customer requirements. Establishing an agile working style in a company is thus vital to survive in the digital age. This does not only require establishing a structure but especially new attitudes and a culture of openness towards change.

Stages:
The following dimensions are relevant to implement an agile working style:

1. Develop an agile vision/strategy with your team defining the key aspects of your agile company culture incl. an agile leadership style.
2. Customer/user orientation is in the centre.
3. Establish cross-functional, interdisciplinary teams.
4. Implement iterative processes to guarantee customer oriented product development and offering the opportunity to adapt your first results quickly.
5. Involve HR to enable your employees and managers using agile methods and implementing open and flexible processes.
6. Train your leadership in becoming agile leaders. This means that managers, leaders place themselves in the service of the team to achieve fast added value for the customer, also called "servant leadership" and to let the teams organise themselves.
7. Establish an open and transparent company structure by promoting transparency, dialogue, openness, trust and quick feedback mechanism supporting knowledge exchange and change

Fig. 33: Agile working style (<https://digitrans.me/psm/content/aworks/info>)

Iterative working style

Transformation Phase » New Working Styles

Home
Introduction
Preparation
Innovation
TRANSFORMATION
Incubation Spaces
Templates
Community

Iterative working style



STATS

Suggested Reading Time
45 min.

Suggested Implementation Time
Throughout the whole development process

Role of Participants involved
Interdisciplinary team; one team member should take the lead in regard to document the lessons learned, team should decide on when to go a step back and when to go a step ahead

Materials
Enter your text here

Templates/Protocols
Design sprint – The wallet exercise

Description

Iteration is one of the core elements of an agile organisation. Implementing an iterative working method is extremely relevant to address users' (customers' needs when developing new products, services, solutions). From the feedback received while working and interacting with the user/customer you receive valuable new information which needs to be integrated into your further product/service development.

Working iteratively offers you a greater ability to incorporate changes in the further development of your product not only at the end of your development phase but already during development cycle. In addition, it allows you to constantly learn on your customers' needs and on how to generally further improve your own processes, services and products.

Stages:

1. To let your team better understand the iteration cycle let it experience all phases in a kind of design thinking sprint (Empathize – Define – Ideate – Prototype – Test -), (see "The wallet exercise" on the right).
2. Discuss in the team how they feel about this process and how you can realize it in your daily work.
3. Let your teams set up a schedule on how to implement the iteration cycle in the overall product development cycle and distribute the different roles within the team.
4. Set up a pool of potential users you can easily involve in the testing phase.

Fig. 34: Iterative working style (<https://digitrans.me/psm/content/iterws/info>)

Collaboration

Transformation Phase » New Working Styles

Home
Introduction
Preparation
Innovation
TRANSFORMATION
Incubation Spaces
Templates
Community

Collaboration



STATS

Suggested Reading Time
30 min.

Suggested Implementation Time
1-2 months testing phase

Role of Participants involved
All team members have the same, equal role

Description

Collaboration is more than just cooperation. It is about sharing information, knowledge and experiences as well as working collaboratively together. These are important aspects in our today's working environment. By using collaborative working tools, e.g. project management platforms, shared document systems, shared communication tools like slack etc. the knowledge, information exchange as well as the overall transparency within your company increases and contributes to a more open and innovative atmosphere within the teams which again leads to more ideas in the overall working process. In addition, open collaboration also simplifies cooperation within interdisciplinary teams from different departments working remotely together.

Stages:

1. If your company does not yet possess a collaboration platform choose one collaboration tool (see link below) with which you will be working throughout the project phase.
2. Define within the team for which tasks and how the collaboration tool will be used.
3. Set up a channel throughout which relevant information will be shared to the whole team.
4. Use the communication channels to share relevant information e.g. from the analysis or the testing phase within your team.

Fig. 35: Collaboration (<https://digitrans.me/psm/content/coll/info>)

1.3.4. Constant Improvement

Lessons learned

Transformation Phase > Constant Improvement

Evaluation/Lessons learned of the transition of your business model into a digital one

Stats

Suggested Reading Time
43 min

Suggested Implementation Time
Evaluation of the lessons learned and assessment of the digital roadmap implementation needs to be done regularly, based on the key milestones and phases of the digital transformation journey.

Role of Participants Involved
Learners need to read the text and to reflect on their own lessons learned checklist by filling the templates. Additional support can be received in the DIGITRANS incubator spaces.

Templates/Protocols
Lessons Learned checklist (pdf)
Lessons Learned checklist (.pub)

Description
To master digital transformation, learners need to understand the change management programme elements and to be able to reflect on the lessons learned. By analyzing the experience gained during the company transformation process, learners will assume the main positive and negative factors that influence the transition to the digital business model.

Stages

1. Assess the change management process by starting with the digital transformation team and analyze their roles, efforts and resources contributed to the change management on different levels.
2. Identify how digital transformation is influenced by the change tolerance of the organization, assuming its size and its history record. Small and newer organizations have a higher tolerance for change than older and larger organizations. Also, that management levels and hierarchies also influence the change process; the more hierarchy, the longer the process change.
3. Determine the lessons learned of the company transformation by analyzing and considering official KPI and by researching the opinion of the other employees.
4. Engage in the lessons learned process different readers, partners and stakeholders, representate the change and determine future actions and correction plans.

Fig. 36: Lessons learned (<https://digitrans.me/psm/content/lessonslearned/info>)

Revise your vision

Transformation Phase > Constant Improvement

Revise your vision/strategy of your digital business model

Stats

Suggested Reading Time
45 min.

Suggested Implementation Time
Evaluation and revision of the digital business model roadmap needs to be done regularly, based on the key milestones and phases of the digital transformation journey.

Role of Participants Involved
Learners need to read the text and to work on their own lessons learned checklist, composed on previous stage. Additional support can be received in the DIGITRANS incubator spaces.

Templates/Protocols
Lessons Learned checklist (pdf)
Lessons Learned checklist (.pub)
Roadmap template (pdf)

Description
During this phase, learners will understand how to revise the vision and the strategy behind the digital business model according to the lessons learned and feedback received. In order to improve the digital business model and to make it more efficient further analysis will be made how business can become leaner, more agile, and more cost effective. Accelerating the adoption of key digital and analytics capabilities and processes requires further adaptation of the change management strategy and constant work for selection of appropriate technologies.

Stages

1. Analyze the lessons learned checklists and your current gaps in the digital business model implementation. Define the current stages, milestones and characteristics according to the digital transformation roadmap.
2. Assess the capacity of the company to fulfil the vision and the strategy for business model digital transformation. Assume the additional external and internal resources (financial, technology, competences and others) that are necessary for completing the vision and the strategy of the company.
3. Develop a revised and more precise vision and strategy for digital transformation by adopting the necessary changes.
4. Communicate and discuss the revised vision and strategy with all stakeholders and assume that everybody understands and supports the changes.

Fig. 37: Revise your vision (<https://digitrans.me/psm/content/ryvdbm/info>)

2. DIGITRANS TOOLS AND MATERIALS

To aid the implementation of the transformation process for a digital business model, the DIGITRANS method incorporates a series of tools and materials. They are assigned to the different phases and sub-phases of the method. An exemplary representation is shown below in Fig. 28.

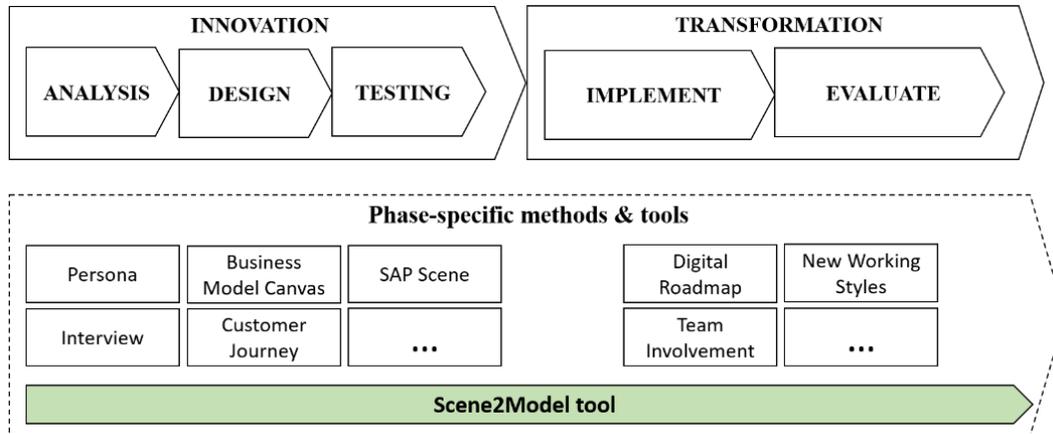


Fig. 28: Tools and materials for implementing the DIGITRANS method

2.1. Template-based Materials

Some materials have already been existing and have proven their usability in practice, like the Business Model Canvas by A. Osterwalder. They were complemented within the method with concepts which have been previously presented, but which were not appropriately made available as templates for Small and Medium-sized Enterprises. The table below show to which category each template-based material available on www.digitrans.me belongs.

Material/Tool/Template	Sourcing
Strategic Landscape Map	DIGITRANS-specific template-based material
Strategy Canvas	DIGITRANS-specific template-based material
Stakeholder Map	DIGITRANS-specific template-based material
Competence Analysis	DIGITRANS-specific template-based material
Competence relevant for digital change	External
Value Proposition Canvas	External
Persona	DIGITRANS-specific template-based material
Customer Journey Canvas	External
Brainstorming Rules	DIGITRANS-specific template-based material
Brainwriting	DIGITRANS-specific template-based material
SAP Scenes	External
Scene2Model	DIGITRANS-specific template-based material
Feedback collection grid	DIGITRANS-specific template-based material

Digital Tools for Prototyping	DIGITTRANS-specific template-based material
Minimum Viable Product Guide	DIGITTRANS-specific template-based material
Business Model Canvas	External
Create a Vision	DIGITTRANS-specific template-based material
Roadmap Template	DIGITTRANS-specific template-based material
Employee Involvement Checklist	DIGITTRANS-specific template-based material
Communication Plan	DIGITTRANS-specific template-based material
Knowledge Map	DIGITTRANS-specific template-based material
Competences Relevant for Digital Change	DIGITTRANS-specific template-based material
Reward Plan Template	DIGITTRANS-specific template-based material
Design Sprint	External
Lessons Learned Checklist	DIGITTRANS-specific template-based material

Annex I provides all DIGITTRANS-specific template-based material.

2.2. The IT-based Tool Scene2Model

A unique IT-based tool produced by the DIGITTRANS project is the Scene2Model, which aims to capture the results of haptic tools, like SAP Scenes, and transforms them into digital artefacts which can then be linked to business process models, or used as a documentation and dissemination basis for the product/service/business model innovation.

The Scene2Model tool addresses all those involved or interested in innovating or solving Digital Transformation challenges, management staff and experts involved in innovation activities as well as professionals involved in human resources training.

How does Scene2Model work?

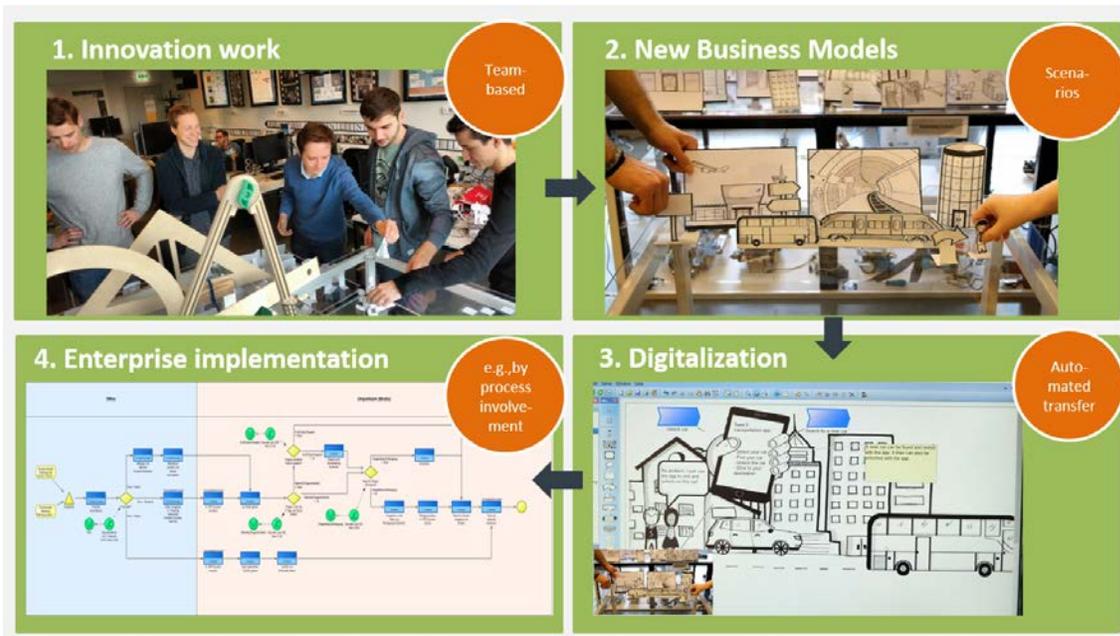


Fig. 29: Scene2Model

Two settings were implemented for the Scene2Model prototype. One was designed for stationary and the other for a mobile usage. The stationary version uses a transparent table top (see Fig. 29, image top right) and the tags on the paper figures faces downwards, in the direction of the table top. The camera for the recognition software is placed beneath the table and monitors the tags. In this scenario fixed markers are positioned on the table top (also facing downwards) and the position of the figures is calculated relatively to them. Using the fixed tags, the calculation of the tag coordinates is independent from the position of the camera. This allows the size of the table top to vary and is mostly dependent on the light conditions and the quality of the camera. The recognition software continuously sends the IDs and coordinates to the modelling tool, which can be fetched at any time by the user.

The mobile setting contains an A4-sized sheet, on which the figures are placed. In this scenario, the tags face upwards, so that the sheet can be put on any straight surface. Then a picture of the scene is taken, e.g. on a mobile phone, and the coordinates of the tags are calculated relatively to their position in the picture. In this setting the environment is easier to establish however the pictures, which are the basis for the automatic transformation, must be taken manually. Further, as the position is dependent on the size of the picture, it cannot be easily used with a bigger size than A4.

Similar to all other DIGITRANS method tools the participants start working in a team-based manner to design their innovative digital business model using SAP Scenes figures. In the context of the Scene2Model tool the paper figures have been extended with markers (or tags) from the ArUco¹ library, whereas each marker is assigned a unique identifier which maps it to the paper figure. Each marker provides information about the ID of the object and its position in the form of x, y and z coordinates. The position of the figures on the sheet can be calculated and the objects in the modelling tool are placed with the relative distance to each other. To this end, five fixated plane square markers were placed onto the table top, facing towards the camera. The coordinates of the papers figures are calculated based on these fixed positions. The capture is recognized by the red cube.

¹ <https://www.uco.es/investiga/grupos/ava/node/26>

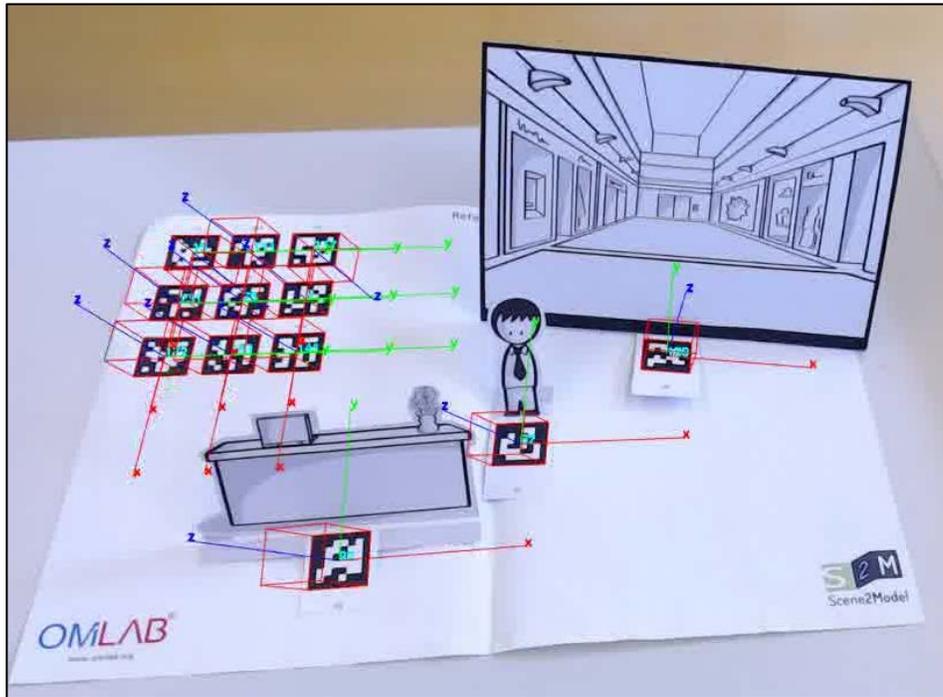


Fig. 30: Scene2Model Camera-stream Capture on mobile setting

The second step activates the automatic model creation function in ADOxx². ADOxx is a development and configuration platform for implementing full-fledged modelling tools. It supports the implementation of individual modelling languages, modelling procedures and corresponding functionalities like visualization, simulation, queries or transformation. The platform applies a meta-modelling approach, thus enabling quick development of professional modelling tools. Implementation background is a configuration approach for the modelling language and a scripting approach for the functionalities. Resulting modelling tools are compiled from vast available functionalities like persistence, user management, a complete model editor, querying, simulation and import/export transformation as well as from scripted functionalities and individual add-on implementations.

² www.adoxx.org

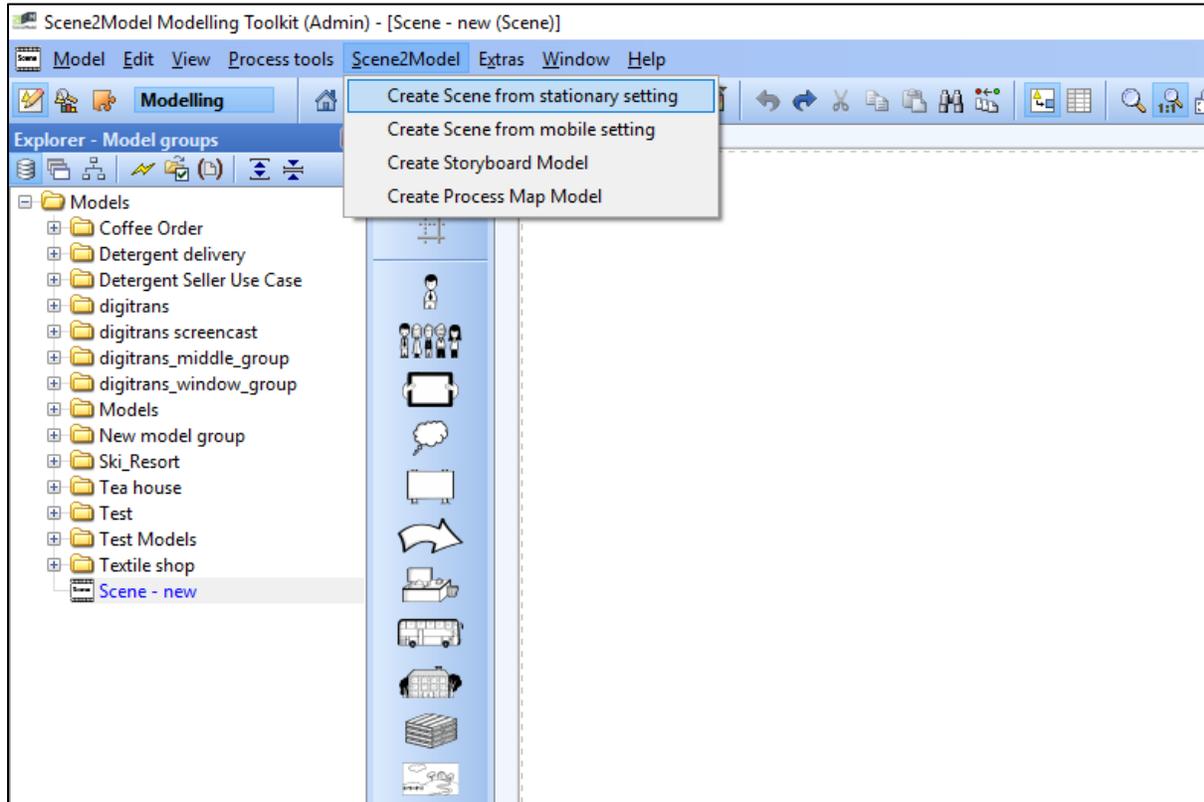


Fig. 31: Scene2Model User Interface in ADOxx

The application loads the tag information, maps the IDs to the modelling classes and creates instances of the classes onto the drawing area with their relative distance to each other, gained from the position on the table. Finally, after the model is created, the participants review the model again, to ensure it fits their understanding. Additional information can be entered in the tool, in form of object description or notes. Lastly the model is made available to the participants electronically for further use.

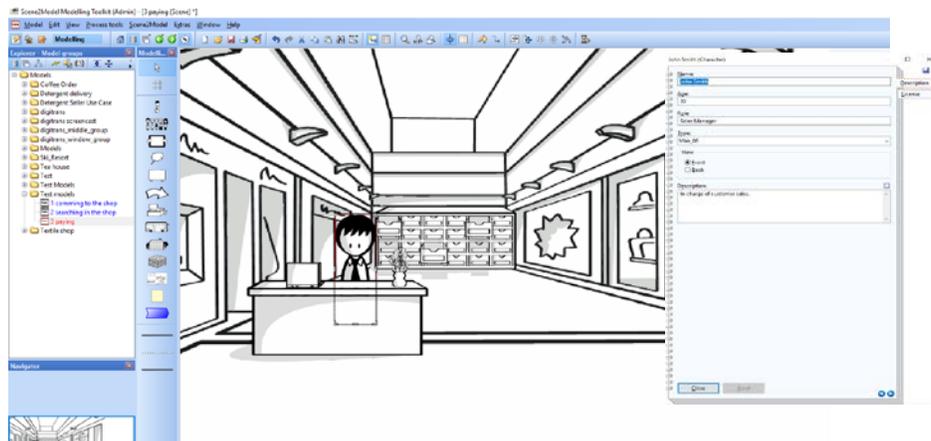


Fig. 32: Automatically transformed model, with properties that can be enriched

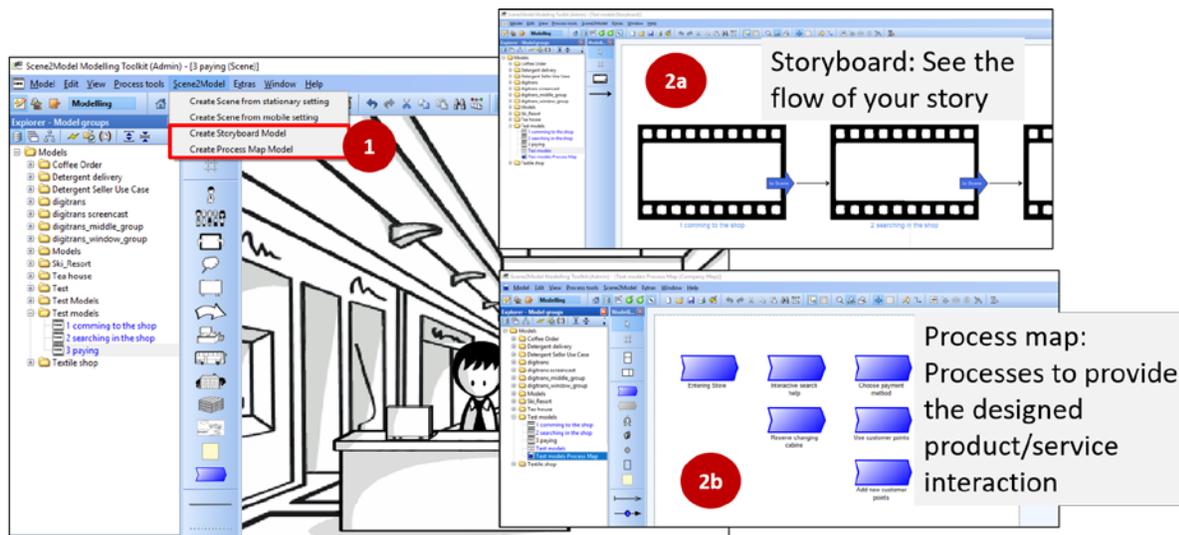


Fig. 32: Automatically generated storyboard (2a) and process map (2b)

For evaluation purposes the users can generate a storyboard (2a) which describes the customer-facing interaction of the digital business model and also a process map (2b) which provides insight into all the business processes an enterprise has to provide in order to deliver the product/service to the customer.

Software and documentation

The following is available for interested SMEs using the DIGITRANS method:

- a) **Tag recognition application (virtual machine image)**
https://digitrans.me/downloads/omitag_s2m.ova

This contains the software necessary to translate the captured image stream into meaningful position and property information in order to be able to transfer them to the ADOxx-based tool.

- b) **Integrated virtual machine with Scene2Model modelling tool and tag recognition application on Fedora29**
https://digitrans.me/downloads/f29_s2m_and_omitag.ova

As soon as the virtual machine is installed the Scene2Model modelling tool can be used right away. The tag recognition application runs as a service and needs a camera. It was tested with a Logitech HD Pro Webcam C920 and this camera must be made available to the virtual machine.

- c) **Scene2Model modelling tool documentation**

The documentation contains the user manual for forth applications (modelling tool, tag recognition software).

d) Figures and tags

Therein two documents are provided. The first one contains the paper figures and the corresponding tags, as they are used in the standard installation of the Scene2Model tool. The second file contains a collection of tags. These are: (a) reference tags which can be put on a surface and serve as fiduciary markers for identifying the tags on the paper figures, (b) the tags which are used in the previous file on the paper figures, and (c) tags which are not currently used and which can be used for extending the paper figure library.

e) Sample cases

The first sample case contains the models (scenes and processes) for an automated coffee order. It includes in addition a storyboard and a process map example.

The second sample case contains a business model innovation from a classic direct marketing and home-delivery of cleaning products to an e-commerce and logistics on-demand based service. Scenes and processes are provided for the before and after the innovation scenario.

3. SUCCESS STORIES

In order to motivate SMEs to start the digital transformation process, six SMEs – each from a different region of the project - who benefitted from the DIGITRANS project, describe their experience in a set of success stories. These are all available at the “Success stories” section in the “Introduction” part (<https://digitrans.me/psm/introduction>) of DIGITRANS.me.

All success stories are told from the perspective of the SME who has implemented the change with the help of the DIGITRANS project. They are structured as follows:

- An introductory section containing the company’s name, the industry it is active in as well as a brief summary of the problem and how it has been addressed by the company
- An initial situation section, where the situation prior to start using DIGITRANS is presented
- In the challenge section the SMEs describe the problem they were dealing with and why it needed to be addressed
- The solution section then goes on to show how the problem was solved, while
- The outcome section described the tangible benefit the respective SMEs had from going through the DIGITRANS process.

The detailed success stories are provided below:

Success story 1- NutriData (Health Care Domain, Romania)

Company name	NutriData
Industry	Healthcare
Success brief	The company proposes to give a solution to students and universities professors at nutrition faculties with centralized database of food nutrients which are now not enough documented and don't based on food and other products from Romania. During the workshops and developing of the idea was discovered new business opportunities.

NutriData's experience with DIGITRANS.me

The situation

Before using the DIGITRANS tools, team members were not able to organize their idea as well as now and didn't analysed the components regarding this customer segments. The plan from the beginning was to go to each university and propose this product as solution for their needs.

The challenge

The challenge was how to make our idea attractive and how can we involve other stakeholders and define their role in this project. Also the problem was validating results of food analyses and investigation, we have to do it because by using information in education and especially in health care sector.

The solution

Solutions to this issue comes through the DIGITRANS workshops, when we started to use some tools according to solve our needs as company, especially in how to involve new stakeholders and customers, how get more money from our idea and to adapt the final products to targeted customer needs. By using templates as Customer value Proposition and Persona we defined our clients and their characteristics this help us to include in target customer new segments as doctors, patients and other people who care of their health especially who practice special diets. Another template we used was Minimum Viable Product which was very helpful and we realized that can be added more elements and functionalities on the app correlated with results from previous session about customers.

The best tool which we used was the online platform where are summarized all templates and whole method and also the Scene2Model workshop, where we saved our future processes to be improved.

The outcome

Finally we get, we can say very different product with new characteristics as follows:

- Application related to online platform to give access to everybody, even who don't use the mobile apps but have minimum competences in using a PC.
- New module in application where everybody could sign in, take a quiz and get an evaluation of his situation based on information provided.
- Possibilities for customers to get first recommendation from nutritionist for free and get the nearest nutrition for more detailed examination.
- Specialized nutritionists could create an account and get their potential customers there.
- Application can send reminders for respecting you diets and additional recommendations.

Success story 2- Seyther Kommunikation (Creative Sector, Germany)

Company name	Seyther Kommunikation
Industry	Advertising agency
Success brief	The challenge Seyther Kommunikation wanted to address was on how a classical advertising agency can transform into the direction of becoming a digital communication hub. Throughout the DIGITRANS blended learning process Seyther Kommunikation together with customer representatives developed a first prototype of how this digital communication hub can be set up. This prototype has also been tested by the customers. During this testing process it became clear that the initial idea did not address so well the real customer needs. Therefore a new idea has come up, the so called "Idea box" which will now be further developed by Seyther Kommunikation.

Seyther's experience with DIGITRANS.me

The situation

It was clear that the business model of a traditional marketing agency is not working anymore as clients expect individualised services for a fixed price. For an agency this means that standardised processes do not work anymore.

In addition due to the fast digitalisation new digital communication strategies and opportunities are coming up requiring a constant critical reflection about which trend one should follow or not.

Therefore we took the opportunity to have a closer look at the topic as such by participating in the DIGITRANS workshop as the topic of digitalisation as well as digital transformation is extremely relevant for our agency's future.

The first DIGITRANS F2F training in Karlsruhe in November 2018 was an unexpectedly good start for us to critically reflect our business model. I was impressed that it was not only about the transformation of an existing analogue process into digital structures, but rather about a completely new perspective and establishing an open attitude towards innovation and testing new ideas and trends.

The challenge

The initial idea at the beginning of the individual workshop was the transformation of the classic advertising agency into a digital communication hub. A kind of marketing platform that takes customer requests in a structured manner and we also create the solution through implementation partners. However, during the course of the workshop it became clear that this would not correspond to customers' needs and could not be reflected in customers' procurement structures.

The strength of the DIGITRANS methodology was demonstrated by the fact, that it was precisely the hopelessness of the initial idea during the workshop and the interaction of the participants based on the methodology that developed into a much stronger and more evaluable idea. By rigorously aligning the methodology to the feasible solution to customer issues, we have realized that our core benefit to the customer is to find and be seen in campaigning and developing ideas.

The solution

Under the project name "Idea Box", we are now focusing our offer on brainstorming and visual conception, which we want to offer as a transparent service packages via digital platform that will accompany the customer through the process (dashboard, briefing process, collaboration opportunities, etc.). This ultimately unexpected result combines now the initial idea with the valuable results of the workshop. Without the methodology process, the basic idea would have passed the market.

As regards the organizational changes we plan a regular meeting of the project team, in order to prevent wrong developments in due time, as one alone tends to quickly fall into old ways of thinking.

From a strategic point of view, the DIGITRANS methodology is very important for the further development of the agency. It transfers existing considerations and issues in a structured process, and thus also enables us to actively take action.

The outcome

Without the guided workshop it would have been difficult to get access to the new processes and methods. Using the DIGITRANS methods more often will also change the ways of thinking. A first development in this direction is already visible within our company.

In any case, we take tailor-made solutions to further transform our company in a more digitally oriented one and perhaps to also use new ways of collaboration and cooperation within the team. But especially, we also hope for the courage to implement changes sustainably that we will definitely need.

The DIGITRANS methodology was the introduction to the topic. It offers an easy, hands-on process and ways of thinking to develop a new digital business model idea. Thank you for this offer!

The following interview summarises again Marcel Seyther's experiences in the use of the DIGITRANS method: <https://www.youtube.com/watch?v=vgw6TNQHvAM>

Success story 3- RECI DA d.o.o. (Creative Sector, Croatia)

Company name	RECI DA d.o.o.
Industry	Creative industries, digital marketing
Success brief	One of the main activities of the company is creating visual identity of different products. A large number of their clients are winemakers and the company is in charge of designing visual solutions for wine bottles. In this process it is often hard to know what exactly clients want so the challenge is to upgrade their service in a way that the communication with their clients gets better and as a result, the final solutions, value they deliver to their clients is in accordance with client's needs and desires.

RECI DA's experience with DIGITRANS.me

The situation

Reci da is a successful marketing agency providing both classical marketing and digital marketing services, with large number of clients in winemaking business. Although our clients were satisfied with the work we did for them, the communication process took time and still we couldn't tell for sure we got in the core of the client's needs. We wondered how we can upgrade the communication process with our clients that would lead to a better final solution. When we heard

about DIGITRANS trainings, we wondered if it can help us and if we could advance our business model and how.

The challenge

The challenge was to make a good business model even better by upgrading the communication with our clients to a higher level. This challenge needed to be addressed because we always strive to reshape, develop and upgrade our business model and in that way always stay one step ahead of the competition that way.

The solution

We applied to participate in DIGITRANS workshop – first phase of DIGITRANS blended learning trainings Technology innovation centre Medimurje conducted. In the first phase, the workshop we moderator worked with several companies but took time to talk and work with every participating company’s representatives individually. Participating in the workshop got us to think about our business model more closely, we used the materials available on the Digitrans.me platform to analyze it more closely. Through online consultations we figured out the communication with clients is the element we have to focus more closely because what we want to achieve is to get better in fulfilling the needs of our clients. Through individual consultation we came up with the solution – new service or we can call it a new feature to the existing service we offer to the clients.

The outcome

Final outcome was the Bottle configurator. It is a feature (application) for the clients that trust us with the design of their wine bottles. They can use the application to communicate better about what they want. It is an application that allows clients create their own design of the bottle in a way that they use the existing elements (labels, colours of the labels and other similar elements). This possibility brings new level of quality to the communication process with our clients, they use the configurator to design the bottle they want and then experts from the company advise them about it, if it is a good design and if not why not. Now clients can show their desires in a more practical and visual way and we can explain them better why a certain design is good or not and why. When clients are involved in the process of visual design of the product, they have a certain control and are more satisfied with the final result.

Success story 4- Vermipur (Creative Sector, Slovenia)

Success brief	The company developed its own organic soil enrichment products, but summary of the problem and it had a hard time appealing to and reaching its customers due to a how it has been addressed limited understanding of who they were and how to service them using a scalable and repeatable digital business model. Thanks to using the DIGITRANS method, the company recognized how digital technologies can help them to better understand its customer segments and sell its products using state-of-art digital sales channels.
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Vermipur's experience with DIGITRANS.me

The situation

We developed our own soil enrichment product Vermihumus, which is a 100% natural organic fertilizer that is based on excretion of earthworms. We were selling our product mostly on local markets in Maribor.

The challenge

Selling our products physically on local markets to random customers meant that we had a hard time managing our business processes (marketing, production, stock). In order to scale our business, we wanted to explore how digital technologies can help us.

The solution

Initially we did some research on our own, but that unfortunately did not get us very far. After seeing IRP's workshop on Facebook, we decided to attend it hoping that it would better understand how we can implement digital technologies in our business. During the workshop, we developed new ideas on how to promote our business to our customers. Thanks to the Persona canvas, we now have a better idea about our typical customer segments and how and where we can reach them. We further explored and developed our ideas during the Skype calls and an additional 1-on-1 workshop with IRP's team of experts. Based on the lessons learned, we updated our website to include the online store and started spreading the word about what we do through social media channels. We also started our blog in order to educate our customers about the

importance and benefits of using our products. In addition, we improved the design of our products, which the customers find much more appealing.

The outcome

We are seeing first results of the improved website and the use of social media channels for promotion – our sales are growing as are the revenues. Our online exposure has helped us achieve some promising leads – our products might soon be available in one or two large retail chains in Slovenia and potentially even in Austria.

Success story 5- Nine Muses Ltd. (Creative Sector, Bulgaria)

Company name	Nine muses Ltd.
Industry	Creative industries, learning solutions
Success brief	The company is just launching its activity – trainings and specialized educational services for children and parents. Using different licensed and own design thinking and creativity instructional tools, methods and resources, the company offers a number of seminars to raise awareness, improve parent-children communication and ART trainings to unfold multiple children’ talents and skills. One of the main problem remain how to reach and attract a larger audience of children and parents, helping them to follow different activities and work together to further boost children’ talents. During the DIGITRANS workshop, the company managers developed new ideas and discovered new business opportunities for digitalizing part of its value offering.

Nine Muses’s experience with DIGITRANS.me

The situation

Before coming to the DIGITRANS workshop, the management team was struggling to define and to position strategically company services. The market of training and educational services is intense and company owners wonder how to create unique value offering.

They have started their operations by focusing on traditional, on-place and face-to-face trainings and ART developing activities.

The challenge

The biggest challenge for the company - Nine muses Ltd, is to develop a strategic plan and digital model for their further development, taking into account the interests and the needs of the customers and the end-users. The competition in the sector is considerable and the possibility to serve only a limited group of users at a time is limiting its growth potential.

The company wants to explore as well the opportunities to scale and to develop their own digital solution, reaching and providing services to new target audiences (for example, expats and Bulgarians, living abroad with their families).

The solution

During the DIGITTRANS workshop, the company managers identified the target groups needs and requirements and formulated several possible solutions.

Further, following DIGITTRANS templates, they organized several interviews and discussions with their main stakeholders.

Based on that, they defined three main lines of actions – development of a digital platform, a business model for scaling-up through partnerships and adopting of agile methods for testing and implementing of new courses and ART activities.

The outcome

The final outcome for the company is planning its next steps, defined as follows:

Development of online application and management platform for facilitating organization and management of the Nine Muses trainings and art activities. This application can be developed in collaboration with an ICT company, and then, it can be delivered as SaaS to other ART and training centres. Further, it can facilitate the company scale-up, by using the franchising model and extending its program to other centres in the country and abroad.

Development of Digital marketing strategy, aimed to attract further customers and to raise awareness among target groups for encouraging more parents and teachers to get involved in suitable activities for boosting children talents, art expression and skills. The digital media channels and social networks can facilitate company to become a meaningful content creator, spreading messages and good practices to larger audience.

Development of online app for managing the program and personal development profile of every child. It will support functionality for personal profile and skills development, maintaining a

portfolio of projects, providing tips and advices, best practices, and offering personalized and adaptable online and face-to-face activities.

In order to get financing for realization of these projects, there would be explored further opportunities for start-up financing and crowd funding on national and EU level project.

Success story 6- Nyomdaipari Szolgáltató kkt. (Manufacturing Industry, Hungary)

Company name	Nyomdaipari Szolgáltató kkt.
Industry	Printing industry
Success brief	Creating a label print division, creating a digital ordering platform, finding a new target audience, speeding up the order process.

Nyomdaipari Szolgáltató's *experience with DIGITRANS.me*

The situation

Successful business, with more than 30 years of professional experience, standing before the changeover, looking for new market opportunities and expanding its existing market areas. We met Nyomdaipari gp. at the workshop offered by DIGITRANS Hungary among the first ones in April 2018. The group was enthusiastic and very ambitious, and as it has later been proven, they try to use what they have learned. The company has been offering a wide range of printing services and paper-based offline marketing materials, paper products for over 30 years across the country, and in some of the neighbouring countries.

The challenge

Representatives of the company have left the first meeting with multiple already outlined, although crude ideas. According to the manager, this workshop has largely changed their practices by launching a new point of view in their operational approach as a tiny spark, which mainly involved the development of new products, market positioning, and customer attachment, but it seems to be embedded in everyday management as well.

The solution

The first step was to select the realistically viable ideas from among the ones that were born during the process. The company tried to work on the digital business methodologies provided by the DIGITRANS Hungary team from the point of view of examination and decision-making processes. With the help of this knowledge and practices, they conducted an in-house examination of the relevant points, they developed business models, conducted market research and a survey on competitors and examined the target audience. At the same time, they continued learning through the curricula that was made available in the meantime in e-learning format. They have been in contact with the DIGITRANS instructor via shorter or longer online consultations about the issues that required clarification.

When the number of existing ideas was narrowed to only two and examination of specifications and performance of market/competition research has begun, the new target and new product started to become clear. They carefully looked for solutions that were used throughout Hungary, Central and Eastern Europe, which meant the observation services related to ideas or product portfolios similar to theirs. Thus, they looked out from their direct market area and took ideas from elsewhere. They also used the help of external experts in this, but the most important factor was their relational capital that was accumulated over 30 years. Several old or current customers and partners were asked for demand assessment, and in relation with product and service needs. In web trends and marketing, an external company was asked for support. Examination and comparison of local and domestic competitors and Western European and global trends, they came to the conclusion that digital service, ordering, and execution - as previous experiences have shown - are leaning towards the already existing "web to print" which is less frequently used in Hungary. Like in any other mobile and digital sector, instant and fast ordering, high level of customization are also expected in the market of prints. For example mobile application and real, extra fast web to print solutions. However, the company realized that the development and introduction of a real web to print design and ordering application would be a very big and burdensome change for them therefore they were looking for another solution.

Based on the preliminary surveys and tests, the examined target audience and the outline of the new product offered a larger market potential in the field of labels than in the portfolio of boxes. Also, the efficiency of production, the cost of production per product would be more favourable in the case of the former idea. However, it is worth knowing that the company has been dealing with the production of labels and paper box for a long time, so production-related know-how, professionals, machinery and background systems were already available for production. Although they first considered a larger step in relation with the box portfolio sector (which would have meant turning towards a more specific audience and a specialized product range, with digitalized commercial support tailored for the new product range), finally another idea, rethinking the label portfolio was the final decision. The company, with its new direction reflecting the blue ocean strategy and its business plan intends to open up a new market area with

Initial expectations of the company related to the new direction:

- Due to the possibility of quotation requests, the number of incoming inquiries in the first quarter should reach 35 per week, in the second quarter it should be 75-100 or more per week, and continuous increase is expected based on optimal estimates.
- Exponential increase of page views and awareness.
- Cimkézz.hu should be the first to come in mind of anyone who wants to order a custom label for any purpose.
- Achieving and maintaining 24-hour contact-to-order period from the first month.
- Keeping the ratio of contacts and actual orders as close as possible to 100%.
- Reducing the number of personal meetings related to small and medium label orders by shifting to a faster but more specialized form of service.
- Achieving revenue growth due to focusing in the label portfolio.
- Increasing demand for label products

Increased utilization of the production lines of labels, increased continuous production time of employees (even multiple shifts).

The outcome



The website is operational, the idea is realized. As for the expectations, the company seeks feedback concerning the first measured period by the third quarter of the year, which will show the effectiveness of the new method and whether it will bring the expected growth?

If the idea is successful in the specific field, then previous ideas will be renewed and introduced as individual brands, divisions and services. Once this above is already realized, the next step can finally be the creation of a real web to print solution that will launch a new design cycle. Although it has been a long way to go, as from the idea to the final realization almost a year has passed. There were many small changes and more work in the life of the company between the DIGITRANS workshop and the appearance of the site. They received positive feedback about the

new service in the early days already, and the colleagues are motivated in the implementation of the new solution in the internal organizational life of the company.

But with the whole program, they have won much more - they have took off on a path that presumably enriches the company with value-creating processes that respond to market trends and thus help them in market survival, growth, and digital business transformation.

4. IMPACT OF THE DIGITALIZED DIGITRANS METHOD

The content of the cookbook-like digitalized DIGITRANS Method was made freely available at www.digitrans.me to the public in English language on September 1st, 2018 and was subsequently delivered in regional languages (Bulgarian, Croatian, German, Hungarian, Romanian, and Slovenian) by mid-January 2019. Contemporaneous to the release of the digitalized DIGITRANS Method has set up the web-tracking system Matomo³ at stat.digitrans.me in order to assess activities on the e-Learning portal. The data presented below are an excerpt from this system.

In the whole time the digitalized DIGITRANS Method has been available it was viewed a total of 15.893 times (until May 15th, 2019 noon). Out of those the different phases of the DIGITRANS method have been viewed as follows:

- Phase 1: Introduction and Preparation – 2.975 times
- Phase 2: Innovation – 2.924 times
- Phase 3: Transformation – 1.056 times.

This is in line with the structure of the method as Phase 1 and Phase 2 are intended at the kick-off and the initial steps of the digital transformation process. They are also a precursor of the Face-to-Face trainings (as delivered by WP6). Phase III is expected to be a longer phase which the SMEs traverse at their individual path as they progress with the transformation process.

The page of the Digital Assessment Questionnaire has been accessed a total of 206 times (until May 15th, 2019). As the page has been published only by March 2019 the lower number is in line with the timeframe of availability. The quizzes haven been accessed a total of 177 times since inception of the page. This is a rather low number, but might be caused to the fact that there is no examination or similar extrinsic motivation to check one's knowledge or benchmark it. Thus the 177 instances represent the intrinsic interest of the trainees.

The number of visitors which are addressing the structural components put in place to support the DIGITRANS method, i.e. the incubation spaces and the online LinkedIn community are 893 respectively 216 visits, totalling a number of 1109 interactions.

All numbers discussed above are visible also in the Matomo screenshot below – see Fig. 33.

³ Matomo was chosen as it allows a local installation of the monitoring software and thus allows to track and anonymize the user data in compliance with the GDPR regulation.

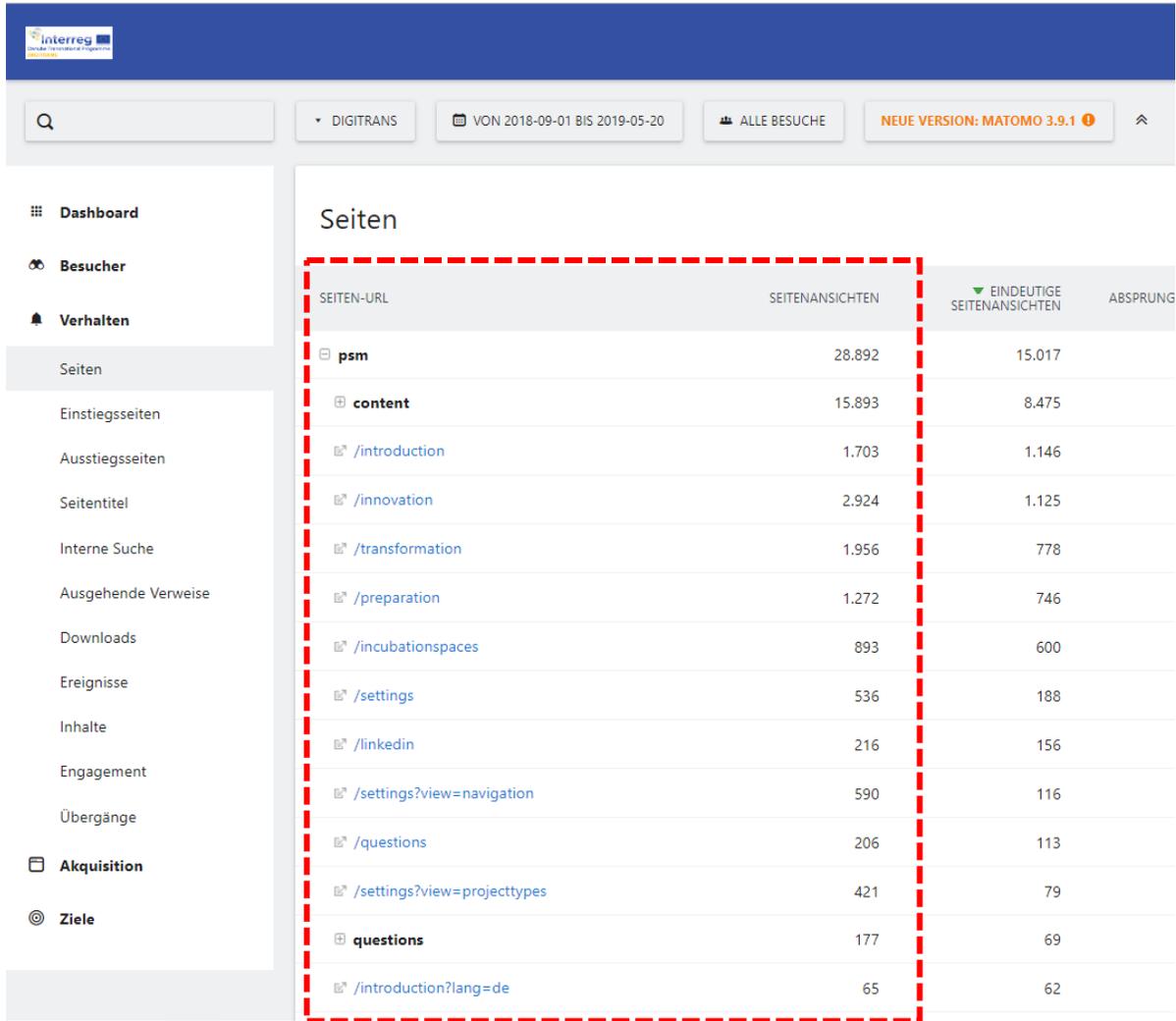


Fig. 33: Visits to www.digitrans.me (from September 18 to mid-May 2019)

One important part of the digitalized DIGITRANS method output is the collection of templates which SMEs may use to aid their progress in the digital transformation process. The system shows that in the timeframe September 2018 – mid-May 2019 there have been a total of 2.786 downloads of the DIGITRANS Method templates (cf. Fig. 34). Out of those downloads 2279 were unique ones, which means that if a visitor has downloaded a template twice during his/her visit the download was counted only once. The most downloads were registered by the “Business Model Canvas” and the “Value Propositions Canvas”, with each of them more than 110 downloads.

berg Termina... Penne all' arrabbiata

Dashboard

DIGITRANS VON 2018-09-01 BIS 2019-05-20 ALLE BESUCHE NEUE VERSION: MATOMO 3.9.1

Downloads

DOWNLOAD-URL	EINDEUTIGE DOWNLOADS	DOWNLOADS
digitrans.me	2.279	2.786
/repo/files/Business Model Canvas/business-model-canvas.pdf	113	142
/repo/files/Value proposition canvas/the-value-proposition-canvas.pdf	112	141
/repo/files/Strategic Landscape Map/Strategic-Landscape-Map.pdf	93	110
/repo/files/Persona/Persona.pdf	63	70
/repo/files/Strategic Landscape Map/Strategy-Canvas.pdf	63	71
/repo/files/Competence Analysis/Competence-Analysis-template.pdf	58	77
/repo/files/Testing/Feedback-Collection-Grid.pdf	50	62
/repo/files/Roadmap development/Roadmap-template.pdf	45	56
/repo/files/Strategic Landscape Map/Stakeholder-Map.pdf	45	55
/repo/files/Create Vision/Creating-a-Vision-template.pdf	42	52
/repo/files/Strategic Landscape Map/Strategic Landscape Map_DE.pdf	42	54
/repo/files/Strategy Canvas/Strategy-Canvas.pdf	40	47
/repo/files/Strategy Canvas/Strategic-Landscape-Map.pdf	39	43
/repo/files/Testing/Digitrans-tools-prototyping-testing.pdf	39	47
/repo/files/Stakeholder Map/Stakeholder-Map.pdf	38	43

Fig. 34: Template downloads from www.digitrans.me (from September 18 to mid-May 2019)

Thus it can be summarized that the digitalized DIGITRANS Method has had an impact beyond the direct training participants, due to its delivery on-line.

5. LITERATURE

- (1) Götzinger D., Miron E-T., Staffel F.: „OMiLAB: An Open Collaborative Environment for Modeling Method Engineering“, in Karagiannis D., Mayr H.C., Mylopoulos J. (Eds.): “Domain-specific Conceptual Modelling: Concepts, Methods and Tools”, Springer, Berlin 2016
- (2) Karagiannis D., Buchmann R.A., Burzynski P., Reimer U., Walch M.: “Fundamental Conceptual Modelling Languages in OMiLAB” in Karagiannis D., Mayr H.C., Mylopoulos J. (Eds.): “Domain-specific Conceptual Modelling: Concepts, Methods and Tools”, Springer, Berlin 2016

ANNEX I – DIGITRANS Method Tools and Materials

STRATEGIC LANDSCAPE MAP

The strategic landscape map (see graphic below) is a helpful method to identify and analyse the environment of a current business model of a company to kick off the innovation phase.

Before starting to develop new digital business model ideas it is important to have a clear idea where the current business model stands at the moment in relation to competitive trends, customer trends, technology and legal trends and to identify relevant movements in the economic environments as such. This also helps to identify the challenges but also the potentials of the current business model which might be valuable for the new digital one.

Process:

- Draw the coordinate system on the whiteboard or metaplan wall with four fields (upper left: technology/legal trends, upper right: customer trends, lower left: competitor trends, lower right: ongoing economic environment)
- Discuss with your team the main points per category. Also, use the internet to find additional relevant information.
- Write one idea, relevant aspect per sticky note and add it to the respective section
- These findings will help the participants to complete the blue ocean strategy canvas.



Process Phase: Innovation – Analysis
– Method Entry Point

Time scope: 30-45 min.

Materials needed: Metaplan wall,
different coloured sticky notes, pens,
mobile internet access



The strategic landscape analysis template should remain visible during the entire digital business model development process so that the participants can use it as a basis also to identify the strengths and weaknesses of the current business model to be used for the further development.



Strategic Landscape Map

**Technology/legal
trends**

Customer trends

Competitor trends

**Ongoing economic
environment**



Further information
can be found at:
[www.blueoceanstrategy.com/tools/
strategy-canvas/](http://www.blueoceanstrategy.com/tools/strategy-canvas/)



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BLUE OCEAN STRATEGY CANVAS

Blue Ocean Strategy Canvas

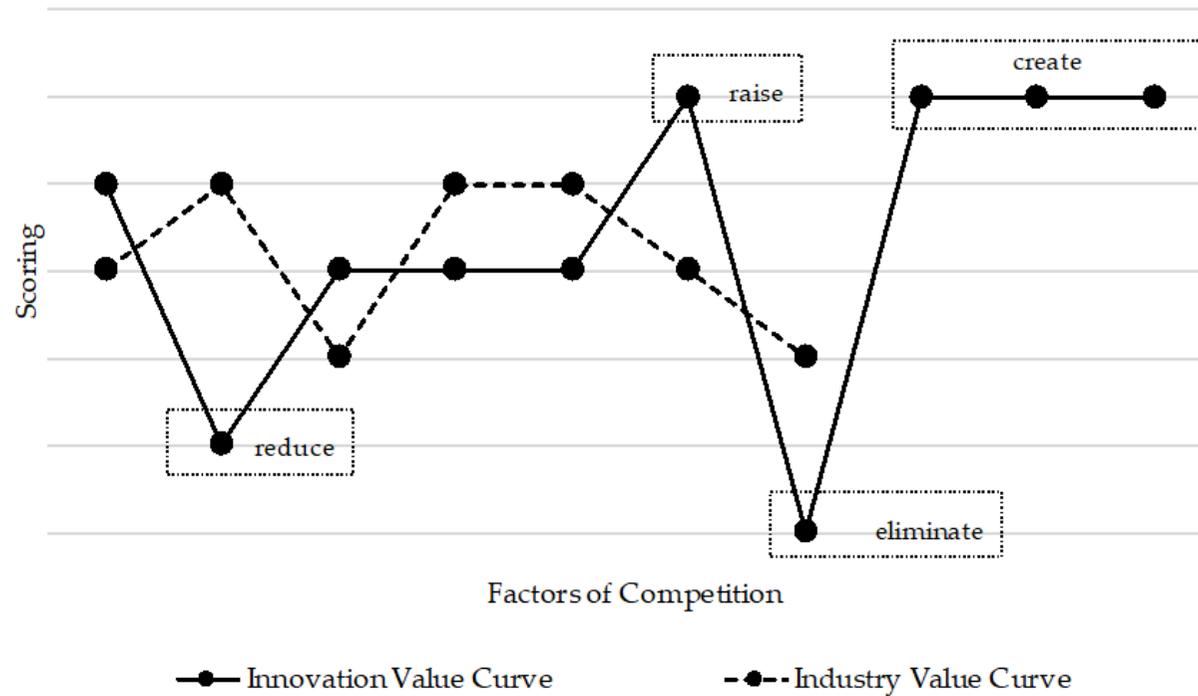


Fig. 1: Example for Strategy Canvas



- Define relevant competing factors and discuss to what degree the company and its competitors satisfy these factors
- Collect your findings and attach them to your coordinate system
- Discuss the value curves of the company and its competitors





Remark:

Besides defining the company's status quo, this template can also be used to create a new innovation value curve. The Four Action Framework can be used as a supportive tool for that (see Fig. 2).

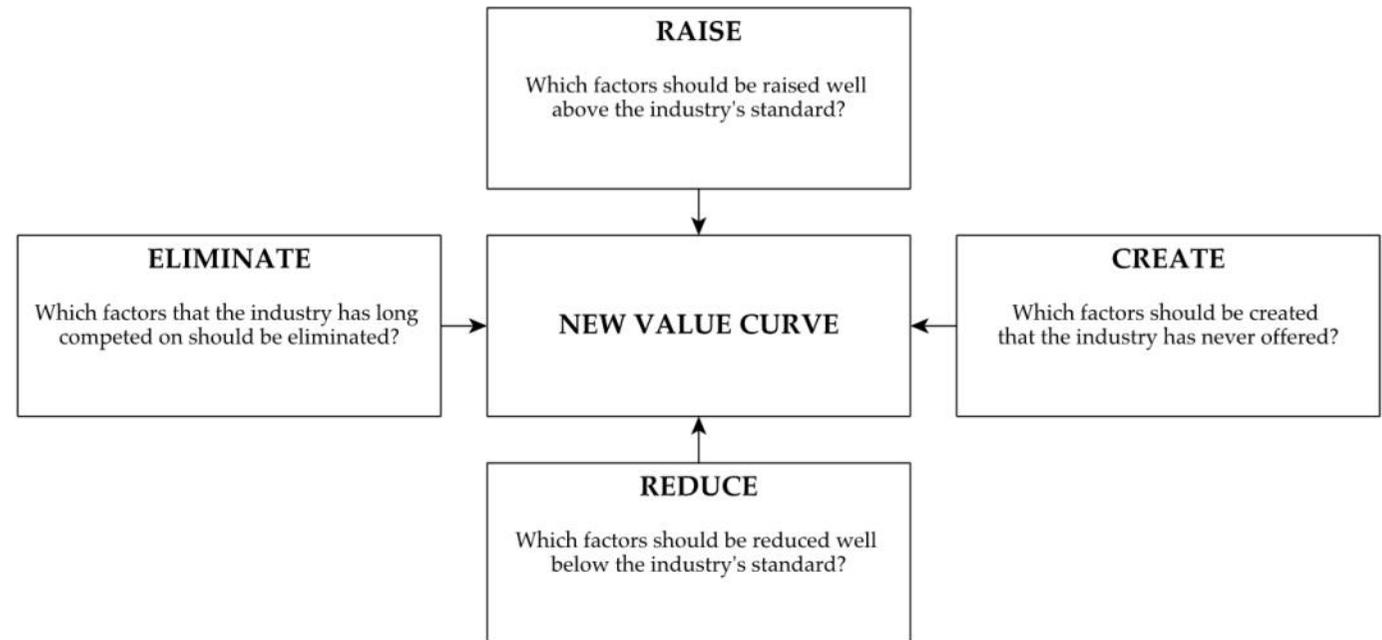


Fig. 2: Blue Ocean Four Action Framework



Further information can be found at www.blueoceanstrategy.com/tools/



Scoring

Factors of competition



STAKEHOLDER MAP

Purpose

The stakeholder map is a method to visualize the various groups involved in a particular product or service, such as companies, customers, partner, suppliers etc. The stakeholders can be visualized by different sizes to show the different impact or influence and importance they have. You can also link the interrelations of the different stakeholders, this helps to visualize and analyse how the stakeholders influence each other.

Steps

1. Start collecting the relevant stakeholders in a simple list by writing one stakeholder on one sticky note (use different colors for different kinds of stakeholders, e.g. yellow for customers and blue for partners)
2. Divide them into supportive and problematic stakeholders
3. Add one sticky note to each stakeholder with a quote expressing their thoughts, opinions, or expectations in relation to your company
4. Save the stakeholder map and refer to it as you move through the process.

Implementation

The stakeholder map can be created using a Whiteboard or a metaplan wall. You can use coloured sticky notes or moderation cards and magnets to visualize the stakeholders.

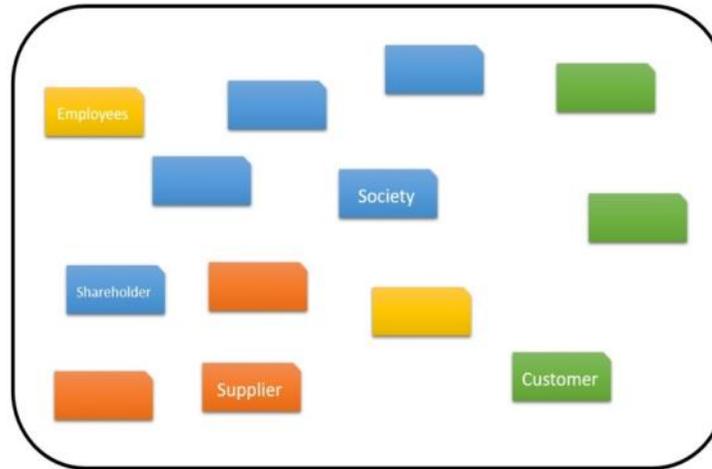


You should work in a Team with 3-7 participants.

The suggested time is 30-45 minutes.

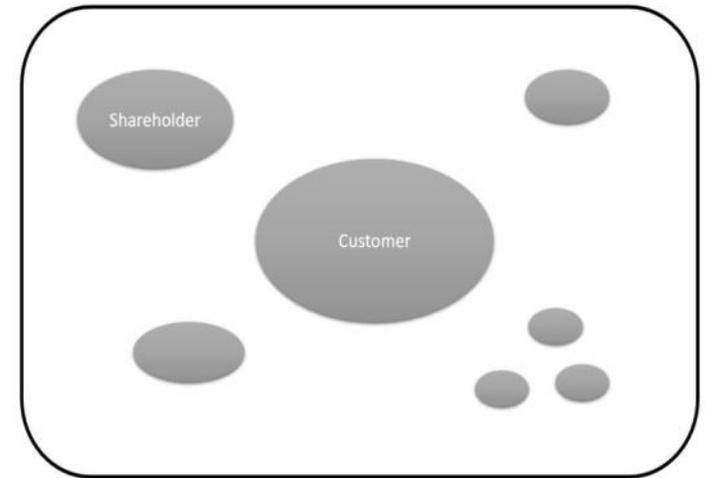


Example



The Stakeholder can be grouped by customers, shareholder, supplier, employees etc. with different color codes. Another grouping can be internal or external stakeholder.

Fig. 1: Example of a Stakeholder Mapping



Another method (e.g. when using a Whiteboard) is to represent the influence or importance by the size of the ellipses.

Fig. 2: Another Example of a Stakeholder Mapping

Examples and possible Templates can be found and downloaded at:

 <http://www.tools4dev.org/resources/stakeholder-analysis-matrix-template/>

 <https://www.smartsheet.com/free-stakeholder-analysis-templates>



Note: you can combine these two methods



Further information can be found at: <https://uxdict.io/design-thinking-stakeholder-maps-6a68b0577064>



COMPETENCE ANALYSIS TEMPLATE

To conduct a competence analysis with your team complete the following table (ideally with one HR representative) on a metaplan wall or whiteboard:

Competence	Basic? Key? Core?	Valuable?	Rarely?	Hardly imitable?	Transferable?
Example Competence 1	Core	Yes	Yes	Yes	Yes
...					



When collecting the relevant competences ask yourself the questions

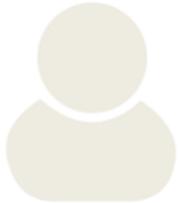
- Which market am I currently serving, which one do I want to serve and what competences do I need for that?
- What does my current or potential new customer expects from me and which competences do I have/need to address these needs?
- Which specific digital competences do I have/need to address these needs?

To classify the identified competences ask yourself if the competence is

- ⇒ Valuable (Is it valuable?)
- ⇒ Rarely (Is this a rare competence?)
- ⇒ Hardly imitable (Is this a unique competence?)
- ⇒ Transferable (How can the existing core competences be used for new product development/ or within new markets?)



PERSONA (Name): _____


 Image

Age, sex, family status:

Place of residence:

Profession:

Hobbies, interests:

Bibliographic dates:

Typical Quote:

*That **inspires** me:*
*That's **important** to me:*
*This is what I **reject**:*
Places to be:
***3** things I can't live without:*

 -
 -
 -

In my fridge, I always have:

Daily Routines:

Aims, needs, desires:

Problems, concerns:

Technology (IT, Internet, Social Networks, Software)



A persona is an archetype representing your ideal customer. A persona

is generally based on user research and incorporates the needs, goals, and observed behaviour patterns of your target audience. It creates empathy towards the target groups/ customers to be addressed by the digital business model and will influence decisions and activities. At first ideal-typical criteria and characteristics will be described which all persons of this group have in common. The description will be validated through interviews, observation and other research activities and might be changed/adapted throughout the iterative process.



BRAINSTORMING RULES



1. Remember quantity goes for quality in this phase. The more idea you collect the better.
2. Do not rate the ideas at this moment.
3. Build on the ideas of the others: Try to use the method "yes and...." if one team member proposes an idea to build on this one before going to the next one.
4. Encourage wild, unconventional ideas. This helps to open up new perspectives.
5. Stay focused on the topic. Always try to stick to the question/the job you defined at the beginning of the brainstorming session
6. If a team gets stuck it can be animated through questions such as "What would Obama say?", "What would Superman do?" etc.



BRAINWRITING TEMPLATE

Job: _____

Idea for Customer Segment

1.1. _____

1.2. _____

1.3. _____

Additional Ideas of participant (____): _____



Brainwriting is another method of brainstorming.

At the beginning, the group selects the first relevant jobs (e.g. two) from their customer profile list which needs to be addressed in the brainwriting session to solve the overall challenge. The group members decide who will address which job in the brainwriting session.

Each participant writes three ideas related to the selected job on a separate sheet (see template on the following pages). This idea sheet will be circulated to the other participants in a round. Each participant is asked to add additional ideas to or to further elaborate the ideas indicated above.



Additional Ideas of participant (_____): _____

Additional Ideas of participant (_____): _____

Additional Ideas of participant (_____): _____



Feedback Collection Grid

To simplify the feedback documentation it helps using a feedback collection grid. It helps you to systematically cluster the feedback.

The simplicity of the grid also helps the user to formulate constructive and clear feedback.

<p>I like</p>	<p>Constructive critic, wishes</p>
<p>Questions which couldn't be answered during the testing</p>	<p>Ideas generated during the testing</p>



Remember!

- never try to justify but only listen
- to ask questions if the feedback is not clear
- to thank your testers for their feedback.



DIGITAL TOOLS FOR PROTOTYPING TESTING

As mentioned in the section Design – Testing to get feedback from your customers on your developed prototypes is very important. To do this task easy and efficient online tools are extremely helpful. With these tools you can design different kinds of prototypes and get a lot of feedback in a short time. In addition, the different customer groups can be segmented purposefully. For example, it is possible to create a feedback-community with selected external customers, experts and your internal developers.

To visualize your ideas you have several options such as drafts, storyboards, videos, apps, scenes, websites or mockups. You can choose out of a wide range of different online tools.

This is a selection of possible digital tools for prototyping testing. There are many more available on the web thus feel free to share your experiences in the LinkedIn Community.



To find an **online tool** which fits best to your needs ask yourself the following questions:

- Do you have the option to upload different kinds of prototypes?
- Do you have the option to design a scenario?
- Do you have the option to ask open and closed questions?
- Do you have the possibility to invite external people to create a testing community?

+ ONLINE USER TESTING TOOLS

www.looping.com

www.usabilityhub.com

www.marvelapp.com

+ DESIGN COLLABORATION TOOLS:

<https://mural.co/>

<https://realtimeboard.com/>

+ MOCK-UP AND DESIGN PROTOTYPES TOOLS

<https://www.figma.com>

<https://www.omnigroup.com/omnigraffle>

<https://www.invisionapp.com/>

<https://popapp.in/> (App Design)

<https://balsamiq.com>

<https://www.justinmind.com/?startupstash>

<https://www.lucidchart.com> (diagram process design)



MINIMUM VIABLE PRODUCT (MVP)

Purpose

A minimum viable product is a product that has minimal development costs, while this prototype has still enough features to satisfy early customer and customer needs to get their feedback on the product or service. Its main purpose is to conduct first acceptance tests before further developing to thus avoid spending too much time and money in the development of a product which your potential customer might not need in the end.

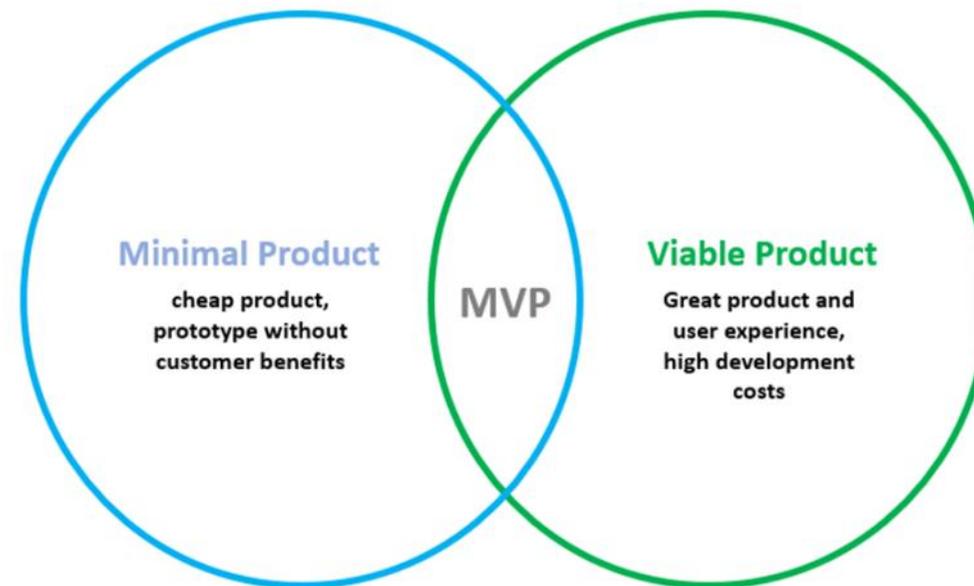


Fig. 1: Minimum Viable Product



Steps

1. Identify core features that are mandatory to the customer
2. Select customer group (specific customers) for acceptance tests
3. Produce the MVP
4. Provide the MVP (with instructions) and some kind of feedback system
5. Collect and evaluate the feedback for further decisions on development

Implementation

There are many ways to create the prototype or the draft of a MVP. You can use pen and paper or appropriate software to create a mock-up of your product. Your business model canvas can also be helpful for your MVP. You should work in a team with 3-7 participants and ideally the customers/users of your MVP (if not possible: people who were not involved in the development). The suggested time is about 60 minutes.

Example

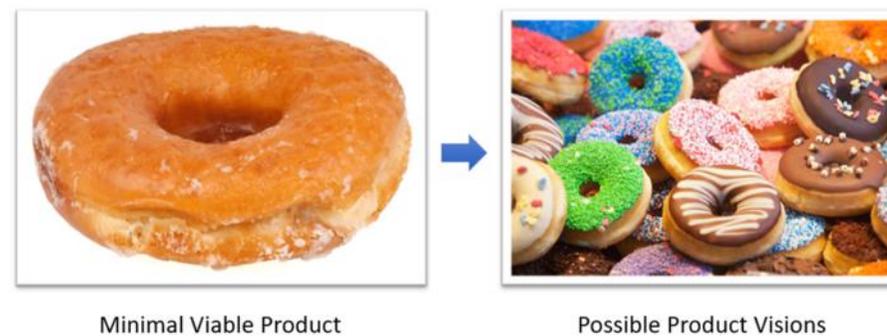


Fig. 2: Minimum Viable Product Example

Further Information, Examples and Tips for your implementation can be found at:

+ <https://hackernoon.com/the-ultimate-guide-to-minimum-viable-product-59218ce738f8>

+ <https://medium.com/swlh/how-to-build-an-mvp-in-the-right-way-in-2018-f538df0f2bba>



CREATING A VISION TEMPLATE

STEP 1 „Reflect your current Business Modell (BM)“:

Write down respectively 5 positive and 5 negative aspects of your current BM for your company and your customer



Defining a vision of your future digital business

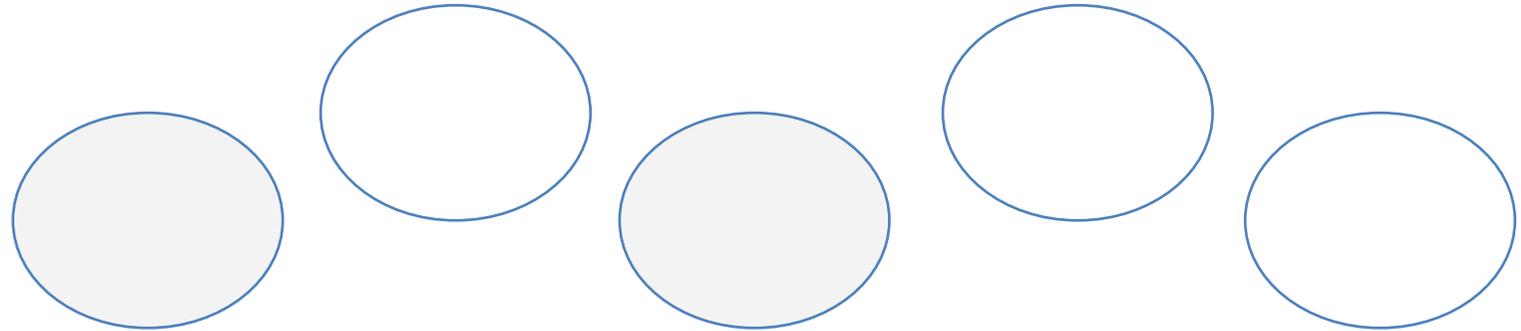
model is an important step in change management and the first part of the transformation phase. A vision sets the direction for the whole company and gives everyone a clear idea of where the company is headed. A shared goal encourages employees to act in the direction that has been agreed on. That is why it is important to invest time in this step and also to involve employees from different management levels and different departments.

	Positive	Negative
Company	1.	1.
	2.	2.
	3.	3.
	4.	4.
	5.	5.
Customer	1.	1.
	2.	2.
	3.	3.
	4.	4.
	5.	5.



STEP 2 „Brainstorming“:

Ask yourself what your future business model will look like. What problems does your company hope to solve in the next few years? What do you hope to achieve? * Fill in the circles


STEP 3 „Visualize“:

Bring your ideas from the brainstorming session to life with LEGO Bricks, modelling clay, SAP scenes or other creativity tools

STEP 4 „Concretize“:

Describe your Vision in a detailed and concrete way by asking:

- What are the benefits of the new BM for our company?
- What are the benefits of the new BM for our customer?
- How can our company support this vision?*
- How must we change our working culture to realise our vision?
- Until when do we want to achieve our vision and how can we measure our goals?



* See also: Design a better business:
 „5 steps to design a vision beyond a
 vision statement“ -
www.designabetterbusiness.com/2016/10/03/5-steps-design-vision-beyond-vision-statement/



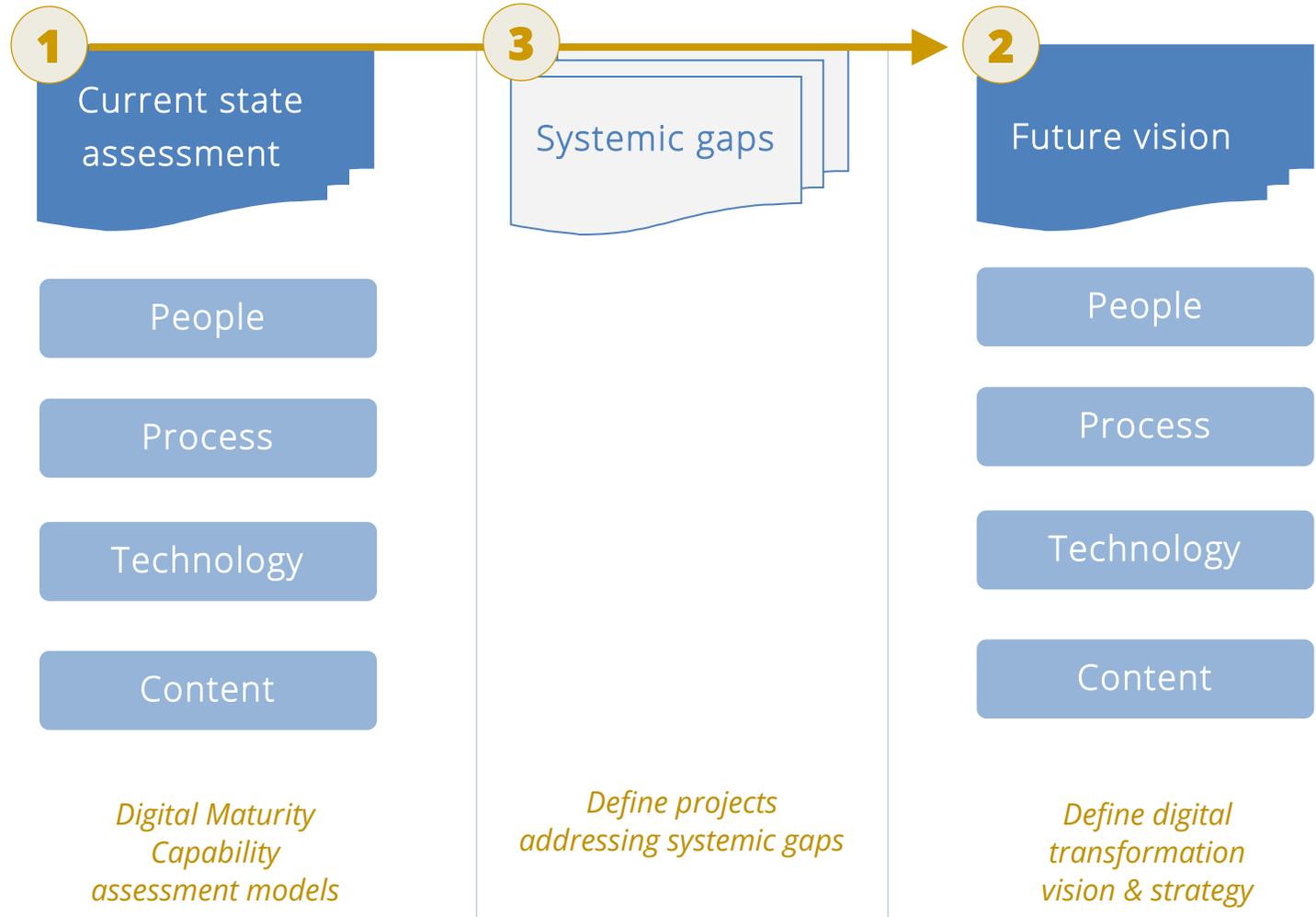
STEP 5 „Statement development“:

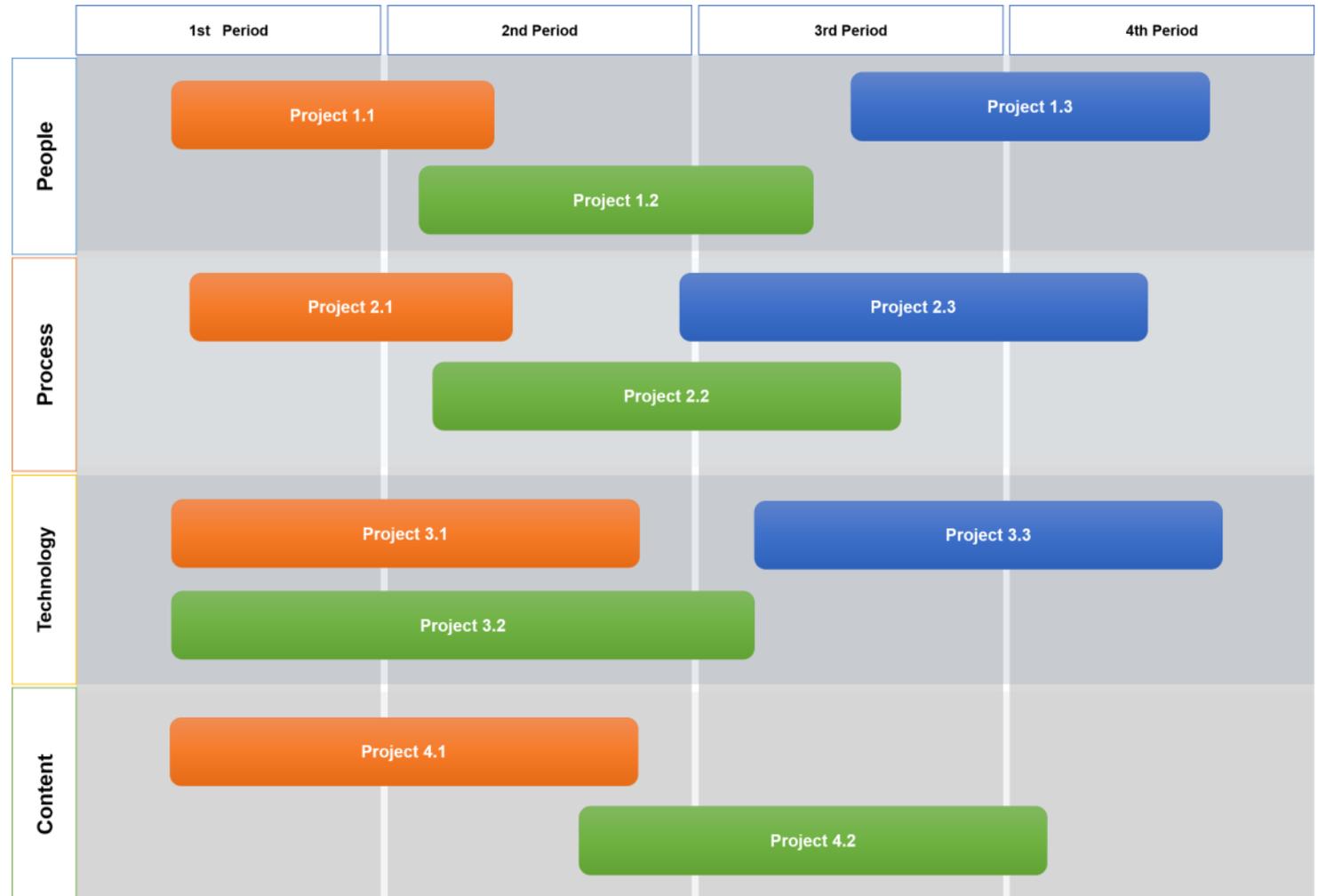
Find a statement and key-words to articulate your vision in a simple thus encouraging and inspiring way

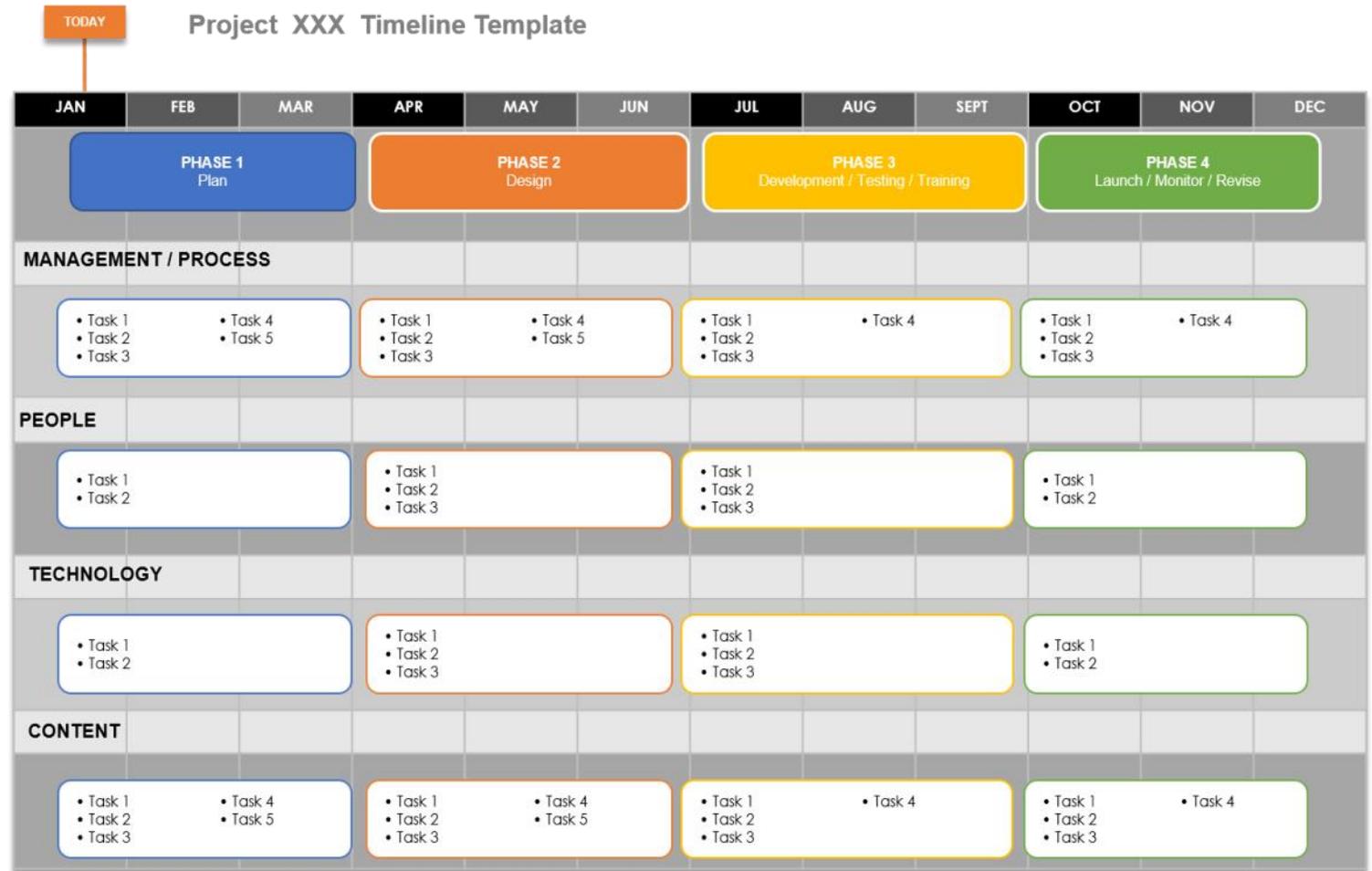
OUR VISION:

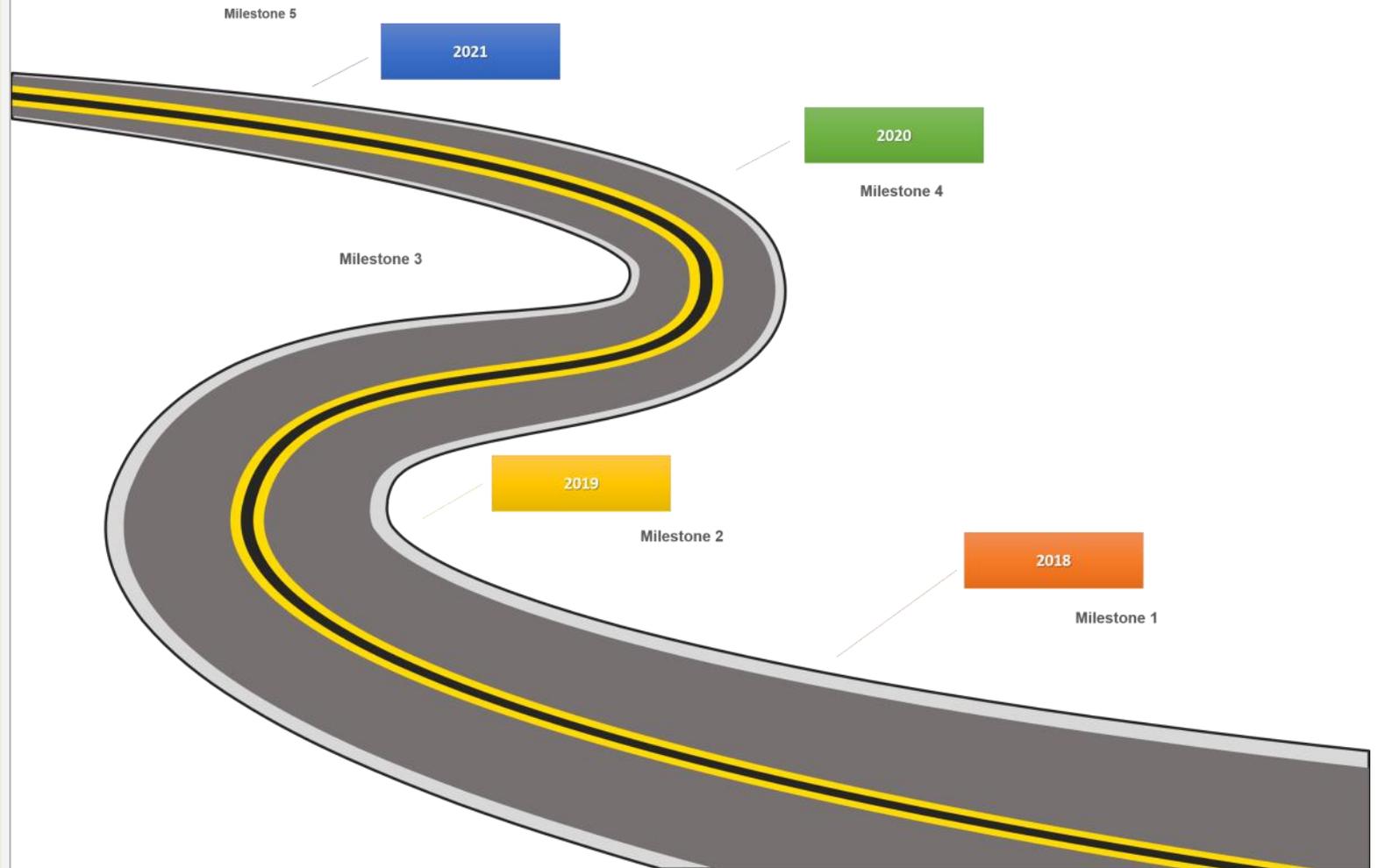


DIGITAL TRANSFORMATION ROADMAP









EMPLOYEE INVOLVEMENT CHECKLIST

1. Organizational aspects

Please select:

How do you assess the current level of organizational culture, covering:

	Excellent	Good	Fair	Neutral
Internal communication				
Future orientation				
Culture of flexibility				
Culture of innovation				
Customer focus				
Digital orientation				
Teamwork and knowledge sharing				



The following checklist

guide set a method to

evaluate the involvement and readiness of the employees' to start with digital transformation initiatives. You can use these questions to set anonymous employees questionnaires, or later on in discussion within the HR department, project teams, when planning next activities and when communicating your strategy.



2. Leadership aspects

How do you assess the current situation in your organization?

	Agree	Neither agree, neither disagree	Disagree	Don't know
Senior leadership is open to new ideas				
Your manager is open to new ideas				
Your team is open to innovative projects				
Your manager inspires the others				
Your manager provides quality informal feedback on your work				
Your potential is accurately evaluated				
Your manager cares about your opinion and work				
Your manager provides clear workplans and timelines				
Your manager accepts responsibility for success and failures				
Your manager adapts to changing circumstances				
Your manager encourage your personal development				



3. Individual aspects

How do you assess / what is/ your current involvement in the digital initiatives:

	Excellent	Good	Fair	Neutral
Your knowledge about digital vision and strategy				
Your knowledge about the “whole picture”				
Your competences for digital project implementation				
Your motivation to experiment				
Get support from the others in the team to try new initiatives				
Get support from managers to experiment your own ideas				
Get support to learn and to improve skills				
Get support to work with experts from other departments, organizations etc.				



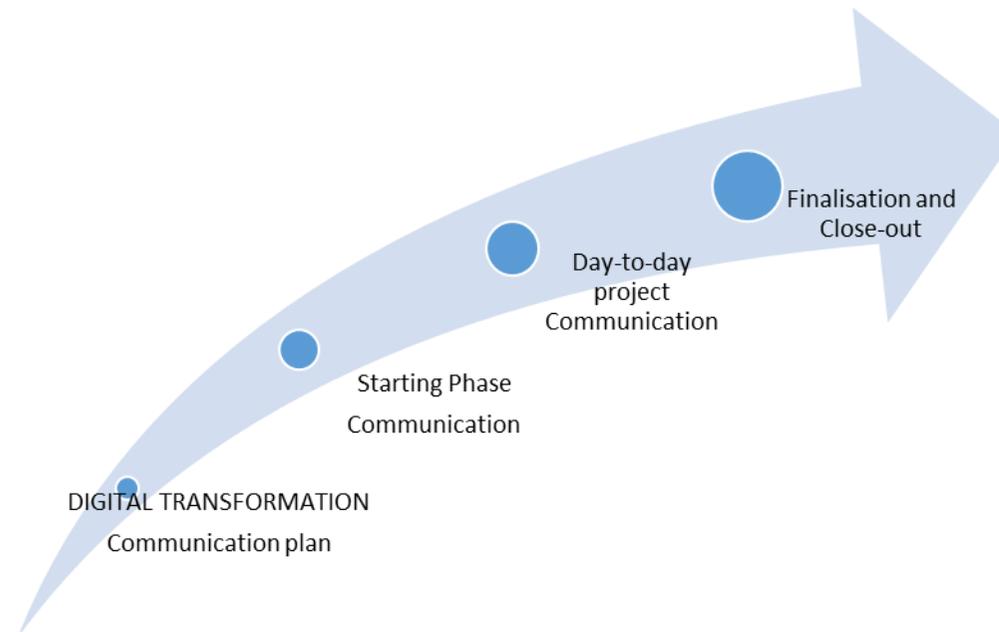
DIGITAL TRANSFORMATION COMMUNICATION PLAN



Preparing a **detailed communication plan**

determines all key messages, milestones and communication mediums and activities, guiding all employees along the digital transformation process. It supports coordination and timely communication of key messages to all employees and relevant stakeholders throughout the project. The Communication Plan is developed based on the Change Management and Communication Strategy and can be a section within the Organizational Digital Change Management Plan.

In the following section, there are identified several tables- templates, that can be used as general guidelines for developing communication plans for every stage of the digital transformation roadmap.



1. DIGITAL TRANSFORMATION COMMUNICATION PLAN GUIDELINES

	What is the content of the communication? Provide clear definition and messages.	How information will reach the employees? Set the right media channels.	When the messages will reach the target audiences? Timing and periodicity of communication	Who takes part in the target groups? Who is responsible for communication process? Communication responsibilities and target audiences
Define key communication messages: What do you want that employees know about digital transformation process of your company?	Determine several key messages, the content of the communication;	How the messages will reach the employees? Select all media channels that can be used, including electronic media, offline media, newsletters, social networks and others.	When the employees should receive the messages? What is the periodicity of the information?	Identify all target groups – who are your audiences and what are their main characteristics- age, educational level, expertise in the field and others. Set communication responsibility: who shall transfer the messages - all level managers, formal and informal leaders, marketing department, PR department etc.
Set the right attitude What do you want them to think?	What do you want that the employees think about digital transformation in your company and what will be their role in the process?	What media formats you can use to help employees to change their attitude – video, storytelling techniques, case studies and statistic data?	How often will you organize these messages and events? Determine the schedule of the events.	Who should provide and transfer content: – external sources: messages, examples, case studies, learning content; - internal sources: messages, examples, best practices etc.
Action plans What do you want them to do?	What do you want that the employees do for digital transformation?	How do you expect that employees react on communication messages? How the company will enable and encourage employees to become more pro-active, to look for additional information, training, and to take active role in the transformation action plans.	When do you expect that the employees react on the communication campaign? What are the milestones of the company transformation process?	Who is expected to have the leading role in the transformation processes? Who are the most important employees for facilitating the company change?
KPIs What will be the indicators for success?	How you will measure the communication process for facilitating digital transformation?	How to measure the effectiveness of the selected media channels?	How will you measure the communication schedule?	How will you measure the effectiveness of the campaign regarding target groups, communication messages and others.



2. STARTING PHASE

What (The Content of the Communication)	Why (Communication Purpose)	Who (Responsible, target audiences)	When (Timing or Periodicity)	How (Typical Methods of Communication)
INITIAL COMMUNICATION				
Justification for digital transformation strategy; Define the needs for Digital transformation Initiative;	Define the need for the Digital transformation initiatives in the company and the need to bring everybody on board;	Responsible: Management board, Digital transformation leader (DT leader); Target audiences: Executives, Decision-Makers, Managers on all levels; Employees;	As early as possible, updated with changed and/or approved status;	Discussion; Informal or Formal Report; Design of communication materials. Select symbols, names, or slogan of the initiative; Communicate it through social media.
Kick-off or Starting Event	Define the start of the initiative to build a strong and committed team.	Responsible: DT Leader, managers and leadership Team. Target audiences - Team Members	Day one of initiative, or of each sub-component	Event; Discussion, teambuilding exercises
Discussions and communication of Initiative, Strategy or Approaches	Identify, discuss in the teams, evaluate and recommend alternative approaches, timings, staging, or delaying options, with strengths and weaknesses of the best alternatives	Responsible: Leadership Team, Sponsors, Decision-Makers, Target audiences: Team Members; Interested Parties	As early as possible, updated at major review points or milestones, or upon changes in plan	Two-way communication models: Meetings; Structured Discussion, Informal Report, questionnaires;
Risk Assessment Plan	Identify and manage risk opportunities and threats, responses, and responsibilities for working with risks them	Responsible: Leadership Team, Sponsors, Decision-Makers, Target audiences: Leadership Team, Sponsor, Decision-Makers, Team Members; Executives, Interested Parties	As early as possible, updated at major review or risk realization points	Meeting; Structured Discussion, Informal Report
Stakeholder Expectations	Communication with all stakeholders – clients, suppliers, third parties, get commitment to support digital transformation changes and collaboration models;	Responsible: Leadership Team, Sponsors, Decision-Makers, Team Members; Executives Target audiences: customers, suppliers, Interested Parties	As early as possible, updated with changed and/or approved status	Meetings, phone calls, Interviews, discussions; summary report
Periodical Presentations or Briefings for the management board	Maintain executive awareness, retaining support	Sponsor; Executives, Interested Parties	Very early, and then ongoing as needed	Presentation, Videocast or Briefing



3. DAY-TO-DAY COMMUNICATION

What (The Content of the Communication)	Why (Communication Purpose)	Who (Responsible, target audiences)	When (Timing or Periodicity)	How (Typical Methods of Communication)
RECURRING COMMUNICATIONS				
Roadmap Plan	Identify timings, resources needed for every phase(s)	Responsible: DT Leadership Team, Target audiences: Team Members; Decision-Makers, Interested Parties	At phase start, updated with approved changes	Meeting or collaboration with informal report
Work Package Assignment	Delegate and understand assignments well enough to estimate them accurately	Responsible: DT Leadership Team, Target audiences: Team Members; Decision-Makers, Interested Parties	Phase start or within phase for work package details	Meeting or collaboration with informal report
Team Meetings	Regular meetings, helps to correlate multiple data or information points, and drill down to details, where needed, to see true status	Responsible: DT Leadership Team, Target audiences: Team Members; Decision-Makers, Interested Parties	On a regular basis, depending on projects urgency; weekly or bi-weekly	Meeting with discussion, informal minutes; summarized in report
Conflicts, issues and problems resolution	Resolve open Issues before they impact the initiative and discuss conflict situations;	Responsible: DT Leadership Team, Target audiences: Team Members; Decision-Makers, Interested Parties	When Issues Occur, and before they impact the project	Formal report and impact of issues resolved too late
Status Report, with performance analysis, updated forecasts	Identify current status and planned end date and cost; includes open issues, accomplishments, and a high level schedule	Responsible: DT Leadership Team, Target audiences: Team Members; Decision-Makers, Interested Parties	Regular reports in a cycle identified in the roadmap plan	Formal report, with briefing for decision-makers
Discussions of risk realization point or when Risk Trigger occurs	Implement or identify Risk Responses to mitigate impact or recover	Responsible: DT Leadership Team, Target audiences: Team Members; Decision-Makers, Interested Parties	As Risks are Realized	Discussion, analysis, action, informal or formal report
Presentations or Newsletters for internal target audiences and targeted stakeholder	Information about DT progress and organizational change impacts	Responsible: DT Leadership Team, Target audiences: Team Members; Decision-Makers, Interested Parties	Monthly, or as identified in Communication Plan	Electronic or paper newsletters, reports, or video/podcasts
Press Releases, Newspaper Interviews or Articles for external audiences	Identify public messages and interested parties, to maintain popular support and interest	Responsible: DT Leadership Team, Target audiences: Team Members; Decision-Makers, Interested Parties	If needed, every 4-6 weeks	Electronic or paper updates sent to appropriate media newsletters, reports, or video/podcasts, Social media campaign, tweets or blogs;



4. FINALIZATION AND CLOSE-OUT

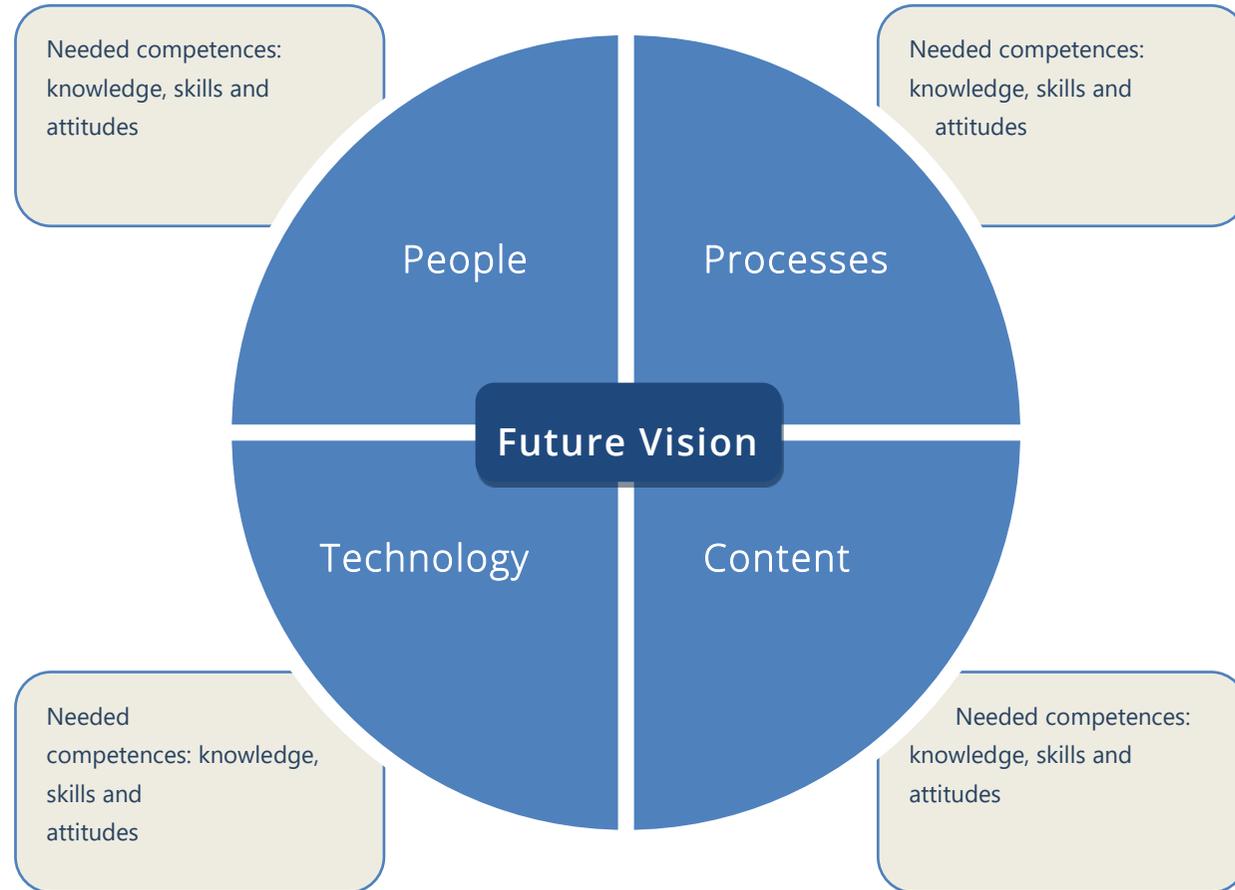
What (The Content of the Communication)	Why (Communication Purpose)	Who (Responsible, target audiences)	When (Timing or Periodicity)	How (Typical Methods of Communication)
CLOSE-OUT COMMUNICATIONS (closing specific projects, stages or roadmap initiatives)				
Milestone or Stage-Gate Review	Approve results to date, and approval to proceed, revise or cancel	Responsible: DT Leadership Team, Management board Target audiences: Team Members; Decision-Makers, Interested Parties	At all major milestones or Stage-Gate get official approvals; no more than 2-3 months apart in most projects	Meeting with decision and a Formal report to document the outcome
Progress Report	Promote the initiative, recognize accomplishments	Responsible: DT Leadership Team, Target audiences: Team Members; Decision-Makers, Interested Parties	Every 4-6 weeks	Electronic / paper publication of project accomplishments
Lessons Learned	Capture and apply the most important Lessons Learned for later in this initiative, and for later initiatives	Responsible: DT Leadership Team, Target audiences: Team Members; Decision-Makers, Interested Parties	End of each phase, stage, and subset; summary at end of initiative	Solicitation, then discussion, of Lessons Learned; analysis and then informal reporting
Team Celebration	Reward all stakeholders for phase and initiative results	Responsible: DT Leadership Team, Target audiences: Team Members; Decision-Makers, Interested Parties	End of each phase, stage, and sub-set; major celebration at final end	Best left undocumented, except to identify who approved it
Project Closure	Formally end the initiative and accept its product(s)	Responsible: DT Leadership Team, Target audiences: Team Members; Decision-Makers, Interested Parties	End of each project in an initiative; end of program for those that do end (some have an ongoing portion)	Meeting with discussion and agreement that the effort has or has not delivered to needs; Formal report produced
Post-Project Evaluation	Evaluate process and products, assuring intended benefits are being captured; adjust if not	Responsible: DT Leadership Team, Target audiences: Team Members; Decision-Makers, Interested Parties	Within a predefined period after initiative end, usually at least one business cycle, and often at least 25% of the initiative's duration after	Meet to evaluate process and results, identifying any adjustments needed to achieve benefits; Formal report produced
Benefits Profits Realization	Evaluate results to assure promised benefits realized	Responsible: DT Leadership Team, Target audiences: Team Members; Decision-Makers, Interested Parties	Predefined period after initiative end, usually at least one business cycle	Formal report evaluating the extent to which promised benefits met or exceeded Promote in newsletters, PR campaign; public announcement;
Bonuses & Rewards;	Reward all who contributed to success, to encourage future successes	Responsible: DT Leadership Team, Target audiences: Team Members; Decision-Makers, Interested Parties	When promised initiative benefits have been realized	





Identify what the employees have to know and what skills they need to possess to address the future vision; More specifically determine knowledge and skills, relevant to the 4 elements: people, process, technology and content;

KNOWLEDGE MAP

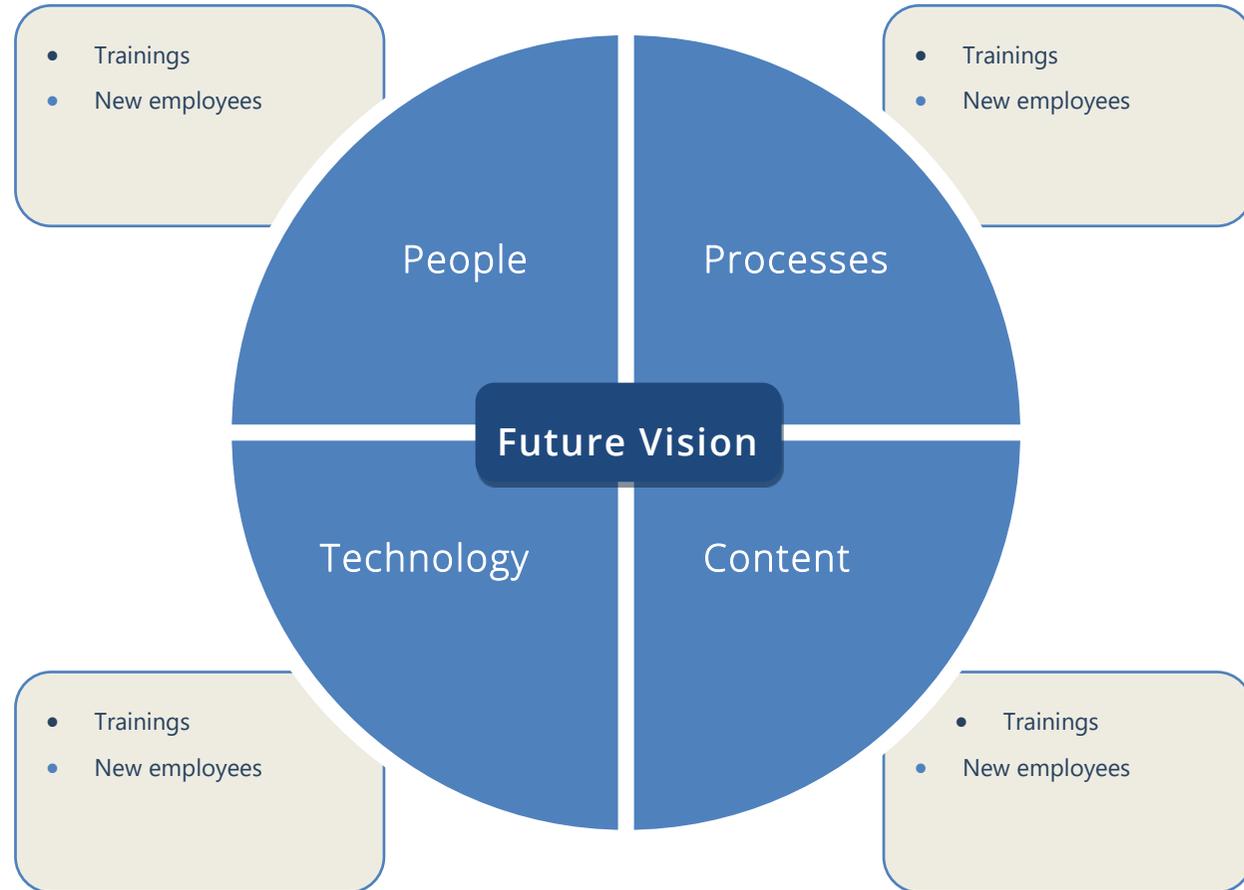


KNOWLEDGE GAPS — MISSING KNOWLEDGE

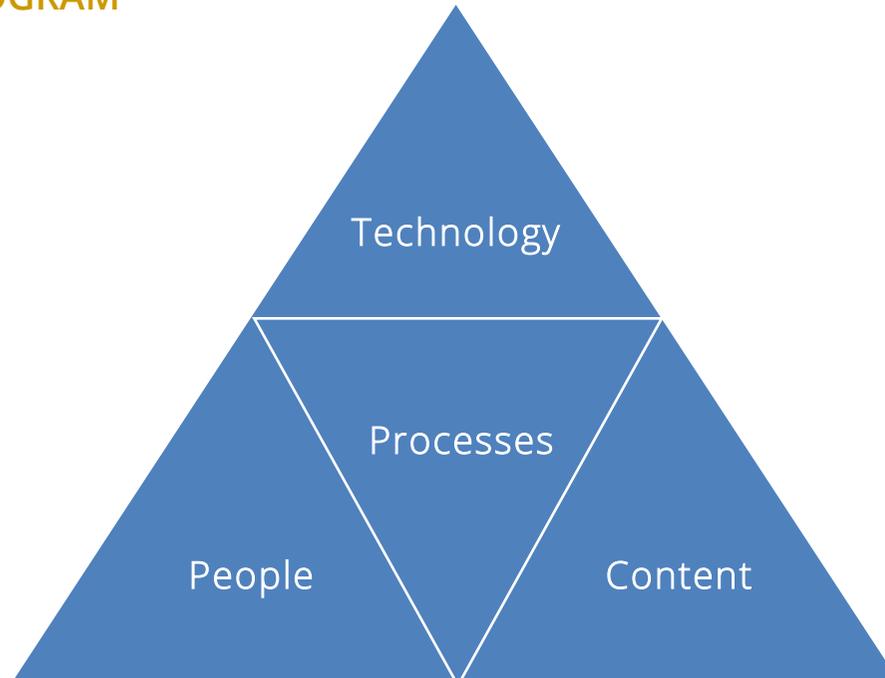


Identify how the company can acquire new knowledge and skills – training programs for the employees or hiring new employees.

Identify the main providers or sources of trainings and new employees?



TRAINING PROGRAM



For every step identify available training programs:

- Providers: formal and informal learning providers;
- Cost/Time/Educational efforts;
- Availability;
- Priority for the company DT process;

Knowledge/ Skills	Training provider	Cost/Time/ Efforts	Priority for DT



1 Competences relevant for a digital change

GUIDELINE

Programme co-funded by
European Union funds (ERDF)



COMPETENCES RELEVANT FOR A DIGITAL CHANGE

As the definition of digital competences is still quite a recent field the following framework shall give you an orientation which competences might be relevant in relation to the development of a new digital business model and for the realisation of digital transformation in your company.

The framework has been developed by SCIL, Swiss Centre for Innovation and Learning and can be of use for any company dealing with digital transformation:



When it comes to defining concrete skills needed for the

development of a new digital business it depends a lot of the concrete business field a company is working in. There does not exist one template which matches each company. Skills need to be defined linked to the concrete roles and functions. In comparison to competences skills are much more fast-paced. This is especially the case for skills linked to a certain technology.



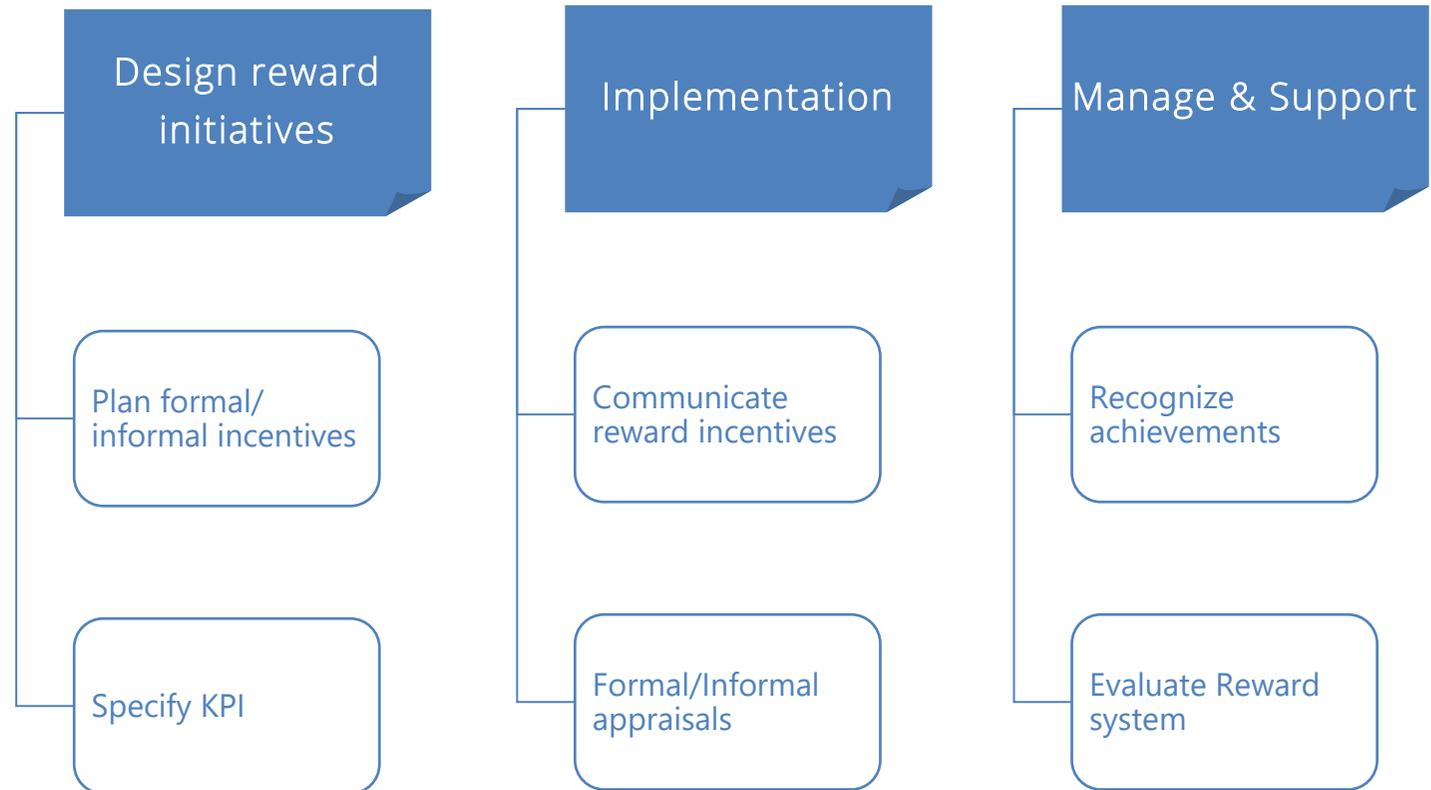
Further information can be found at: www.scil-blog.ch/blog/2017/11/30/kompetenzen-fuer-eine-digitalisierte-arbeitswelt/

Competence	Tasks	Employee groups
Dealing with expert tasks in IT/AI field	Offering networks & infrastructure Developing /providing applications Developing / providing algorithms	IT specialists
Managing transformation in the digital business world	Leading IT / AI based business innovation Promoting agility and customer centricity Promoting IT excellence	Persons with management functionality or change agents
Managing productivity in the digital business world	Ensuring effective knowledge work Supporting growth and connectivity Leading distributed teams Balancing exploration and exploitation	Persons with management or coordination tasks
Being productive in a digital world	Dealing with digital information Efficient digital communication Developing & sharing digital content for customers and colleagues Ensuring security and data protection	Employees from all functional areas



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REWARD PLAN



DIGITRANS LESSONS' LEARNED CHECKLIST

1. Organizational level:

Please select the answers that respond:

How do you estimate the impact of the digital transformation initiatives on:

	Substantially improved	Slightly improved	Moderately improved	Not improved
Process Improvement				
Workplace Improvement				
Vertical Integration				
Management Support				
Horizontal Integration				
Cost Reduction				



The following **Lesson's learned guide** propose a method to evaluate the outcomes of your digital transformation initiatives. You can use these questions later on in internal discussion within the team, when planning next activities and when communicating your experience with different stakeholders.



2. Individual level:

Please select the answers that respond:

How do you estimate the role and satisfaction from the digital transformation initiatives on individual level:

	Substantially improved	Slightly improved	Moderately improved	Not improved
Employee support				
Employee motivation				
Employee knowledge and competences				
Individual performance				
Team performance				
Organizational culture				



3. External level:

Please select the answers that respond:

How do you evaluate how digital transformation initiatives in your organisation respond on the following external constraints?

	Outperform expectations of:	Satisfy expectations of	Do not comply to the expectations	Deteriorate to the expectations
Customer Demands				
Supply Chain partners				
Innovation Push				
Market Pressure – Competitors				
Regulations, Laws/Government				

4. Comments and remarks, based on Digital transformation experiences, incidents, factors that were overestimated and underestimated.

5. What would you change next time?

