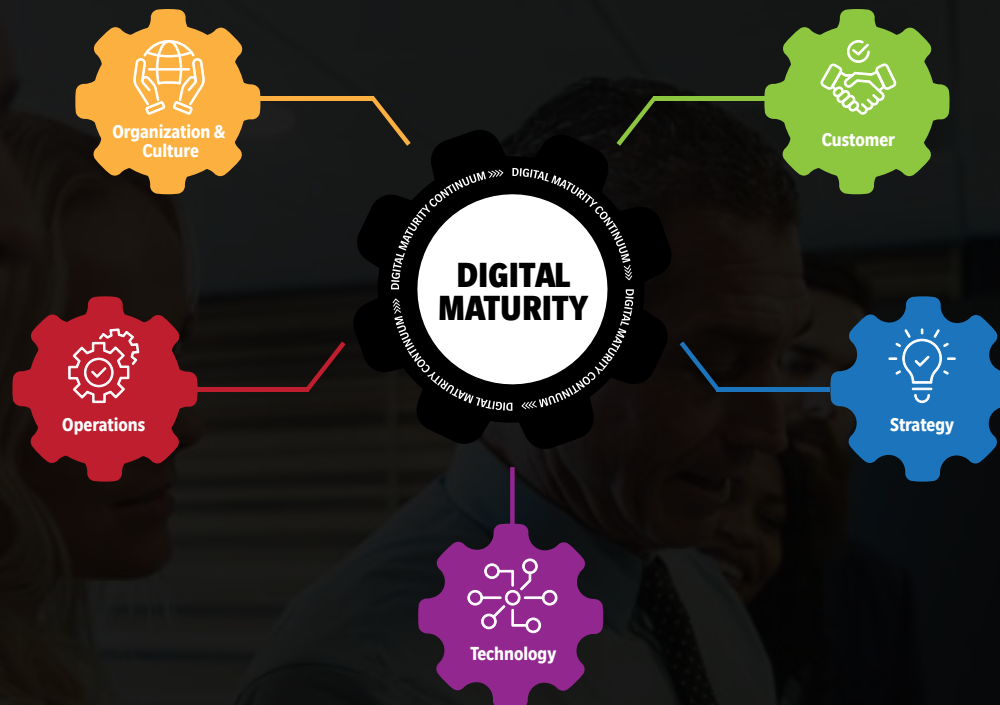# DIGITAL MATURITY CHALLENGE

Assessing the Current State of Digital Maturity...
Providing A Path to the Future State

Digital Maturity Challenge Directions

The following exercise is based on completing the "Digital Maturity" learning, and is designed to determine your comfort level in conducting a discovery meeting with your prospect. Your discovery meeting will include targeted questions pertaining to their Digital Transformation initiative across the various dimensions of their business. Read the Prospect Profile below and then complete the Digital Maturity Challenge. Good Luck!

Resources:
Watch the Digital Maturity video playlist
How to complete a Call Planning Worksheet (CPW) video
How to complete a Persona Worksheet_video

Prospect Profile:

Your prospect is a mid-size manufacturing company specializing in designing and creating integrated solutions for outdoor spaces including furniture, lighting, enclosed structures, and customized shelters. Founded over 50 years ago, the company represents an amalgamation of multiple acquisitions and now employs over 500 employees across the country. In a recent meeting with CEO - Marjorie Simmons, CIO - Jordan Talbert, Christian Samuels - CFO, and Craig McFarlane - COO & SVP of Change Management, the following business concerns surfaced:

- Marjorie understands and embraces the concept of implementing a DX Strategy. Her leadership team is actively engaged in developing Stage 1 of an initial plan that includes upgrading IT to support better communication, operations, and business continuity across the many disparate regional offices.
- Christian understands that change is required to support growth, and is interested in exploring automation for select areas of the business including order entry, assembly, fulfillment, and accounting. That said, he acknowledges that cultural change is not as easily accepted. Employees fear that automation will eliminate jobs, especially in the production area.
- Jordan has implemented digital technologies in multiple locations but needs to unify communication and collaboration across the organization, and establish governance for security and mobility.
- The team is looking for guidance in how to proceed with executing Digital Transformation with minimal financial risk and measurable ROI.

STRATEGY

Focuses on how the business transforms to increase its competitive advantage through digital innitiatives; it is embedded within the overall business strategy

The Strategy Dimension includes:

- Brand Management
- Ecosystem Management
- Market & Customer
- Finance & Investment
- Portfolio, Ideation & Innovation
- Stakeholder Management
- Strategic Management

Strategy

Directions: Review the prospect profile. How would you start a conversation to determine the prospect's level of Digital Maturity in the Strategy Dimension? What questions would you ask to ascertain their current state?
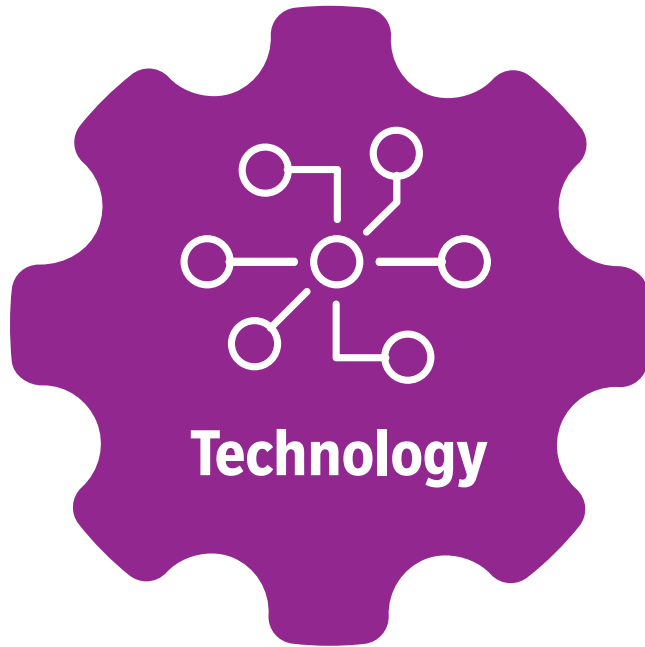
Question 1:

Question 2:

Question 3:

Question 4:

Question 5:

TECHNOLOGY

Underpins the success of digital strategy by helping our customers develop the infrastructure to support creating, processing, storing, and exchanging data to meet the needs of customers in a safe and cost-effective manner.

Technology

The Technology Dimension includes:

- Applications
- Connected Things/ IoT
- Mobility
- Data & Analytics

- Network
- Security
- Technology Infrastructure
- Data Governance

Directions: Based on the information gleaned from the prospect profile, how would you start a conversation to determine this prospect's level of Digital Maturity in the Technology Dimension? What questions would you ask to ascertain their current state?

Question 1:

Question 2:

Question 3:

Question 4:

Question 5:

OPERATIONS

Utilizing digital technologies to reengineer and automate processes to reduce costs and enhance business efficiency.

The Operation Dimension includes:

- Agile Change Management
- Automated Resource Management
- Real-time Insights & Analytics

- Integrated Service Management
- Smart and Adaptive Process Management
- Standards & Governance Automation

Operations

Directions: Based on the information gleaned from the prospect profile, how would you start a conversation to determine this prospect's level of Digital Maturity in the Operations Dimension? What questions would you ask to ascertain their current state?

Question 1:

Question 2:

Question 3:

Question 4:

Question 5:

CUSTOMER

Providing an experience where customers view the organization as their digital partner and use their preferred channels of interaction to control their connected future, both online and offline.

Customer

The Customer Dimension includes:

- Customer Engagement
- Customer Trust and Perception
- Customer Insights and Behaviour
- Customer Experience

Directions: Based on the information gleaned from the prospect profile, how would you start a conversation to determine this prospect's level of Digital Maturity in the Customer Dimension? What questions would you ask to ascertain their current state?

Question 1:

Question 2:

Question 3:

Question 4:

Question 5:

ORGANIZATION & CULTURE

Defining and developing an organizational culture with governance, communication channels, and talent processes to support innovation, flexibility, and progress along the digital maturity curve to achieve growth targets and objectives.

Organization & Culture

The Organization & Culture Dimension include

- Culture
- Leadership & Governance
- Workforce Enablement
- Organizational Design
- Communication

- Activation of core values, vision and mission
- Talent Acquisition & Management

Directions: Based on the information gleaned from the prospect profile, how would you start a conversation to determine this prospect's level of Digital Maturity in the Organization & Culture Dimension? What questions would you ask to ascertain their current state?

Question 1:

Question 2:

Question 3:

Question 4:

Question 5:

STRATEGY

Focuses on how the business transforms to increase its competitive advantage through digital innitiatives; it is embedded within the overall business strategy.

Strategy

The Strategy Dimension includes:

- Brand Management
- Ecosystem Management
- Market & Customer
- Finance & Investment
- Portfolio, Ideation & Innovation
- Stakeholder Management
- Strategic Management

These questions are designed to address the concerns and aspirations of the leadership team while considering the unique characteristics of the company's business persona. They can serve as a starting point for discussions and strategic planning to guide digital transformation effectively.

1. **Vision and Strategy:** How does the leadership team envision integrating digital technologies aligning with the company's overall growth strategy and long-term goals?

2. **Leadership and Governance:** What steps are being taken to ensure the digital transformation efforts have strong leadership support and the necessary governance structures, especially considering the company's history of multiple acquisitions?

3. **Digital Culture and Change Management:** Given the employee concerns about automation and potential job loss, what strategies are being considered to effectively manage the cultural shift towards embracing digital solutions and auto-mation while maintaining workforce engagement?

4. **Collaboration and Communication:** Considering the existing digital technolo-gies at various locations, how does the organization plan to address the challenge of unifying communication and collaboration across different regional offices?

5. **Customer Experience and Engagement:** As the company enhances its digital capabilities, how will the customer experience be improved across the different stag-es of engagement, from initial order placement to fulfillment and post-sales support?

6. **Operational Efficiency and Agility:** In pursuing automation for order entry, assembly, fulfillment, and accounting, how will the company ensure operational efficiency and agility while maintaining product and service quality?

7. **Risk Management and Security:** What strategies are being implemented to manage the risks associated with digital transformation, particularly regarding cybersecurity and data protection, given the diverse nature of the company's operations?

8. **ROI and Performance Metrics:** How does the leadership team plan to measure digital transformation initiatives' return on investment (ROI)? Are there specific key performance indicators (KPIs) that will be used to track progress and success?

9. **Innovation and Scalability:** How will the digital transformation efforts foster innovation within the company's offerings and enable scalability, especially when designing integrated solutions for outdoor spaces?

10. **Stakeholder Engagement:** How will the company engage with various stake-holders, including employees, customers, partners, and suppliers, to ensure their active participation and alignment with the digital transformation journey?

TECHNOLOGY

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The Technology Dimension includes:

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These questions focus on the technology-related aspects of the company's digital transformation journey and how they align with the Technology Dimension of Deloitte's Digital Maturity Model. They aim to uncover the company's current technology landscape, challenges, aspirations, and potential areas for improvement in their manufacturing and business operations.

1. **Technology Infrastructure:** Considering the diverse range of products you offer, how would you describe your current technology infrastructure's ability to support your manufacturing processes and business operations effectively?

2. **Digital Platforms and Integration:** Are you facing challenges integrating digital platforms across regional offices and manufacturing processes? How would you envision a more streamlined integration?

3. **Data Management and Analytics:** How are you leveraging data analytics to gain insights into your manufacturing operations, customer preferences, and market trends? Are there areas where data could be better utilized?

4. **Digital Security and Compliance:** Given the importance of protecting your customers' data and intellectual property, how do you approach digital security and compliance across your various manufacturing locations?

5. **Mobility and Remote Access:** With multiple regional offices, how critical is providing mobility and remote access to your employees? How do you ensure secure access to necessary systems and data?

6. **Automation and Robotics:** Are you exploring the adoption of automation and robotics in manufacturing processes like order entry, assembly, and fulfillment? What considerations are you making regarding employee concerns and maintaining quality?

7. **IoT and Smart Manufacturing:** Given your expertise in outdoor spaces, have you considered implementing Internet of Things (IoT) technologies for smart manufacturing, where products can communicate and optimize their performance?

8. **Cloud Adoption Strategy:** How do you view the role of cloud computing in supporting your manufacturing operations and overall business agility? Are there specific functions you're considering moving to the cloud?

9. **Digital Collaboration Tools:** How do you currently enable collaboration among your employees across different locations? Are there specific challenges you face regarding sharing information and fostering cross-functional teamwork?

10. **Technology Innovation Roadmap:** What are your thoughts on aligning technology investments with innovation and long-term growth? How do you plan to stay updated on emerging technologies relevant to your industry?

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These questions explore how the company's operations align with the Operations Dimension of Deloitte's Digital Maturity Model. They focus on areas such as process automation, supply chain management, quality control, and collaboration, aiming to identify opportunities for leveraging digital solutions to enhance efficiency, agility, and overall operational performance.

1. **Process Automation:** How do you envision process automation impacting your manufacturing workflows, particularly in order entry, assembly, and fulfillment? What benefits do you foresee for efficiency and accuracy?

2. **Supply Chain Visibility:** Given your diverse range of outdoor products, how do you manage supply chain visibility across different components and materials? Are there opportunities to enhance visibility through digital solutions?

3. **Inventory Management:** What challenges do you currently face in managing inventory levels and ensuring product availability? How might digital tools and real-time data help you optimize inventory management?

4. **Demand Forecasting:** How do you approach demand forecasting for your integrated outdoor solutions, considering the seasonal nature of outdoor spaces? How might digital technologies improve the accuracy of your forecasts?

5. **Quality Control and Assurance:** With a focus on customized shelters and structures, how can digital solutions maintain consistent quality standards across different manufacturing locations?

6. **Production Scheduling:** Managing production schedules can be complex, especially with various products and customization options. How might digital tools assist in creating more efficient and flexible production schedules?

7. **Real-time Monitoring and Tracking:** In a geographically dispersed manufacturing setup, how could real-time monitoring and tracking of production processes improve visibility into production status and potential bottlenecks?

8. **Waste Reduction and Sustainability:** How do you address waste reduction and sustainability in your manufacturing processes? Are there digital initiatives you're considering to track and optimize resource usage?

9. **Collaboration in Operations:** How do you collaborate effectively across regional offices and manufacturing facilities? Are there digital tools you're exploring to enhance cross-functional cooperation?

10. **Continuous Improvement:** How do you approach continuous improvement in your manufacturing processes and overall operations? How might digital technologies enable you to gather insights and make data-driven improvements?

CUSTOMER

Providing an experience where customers view the organization as their digital partner and use their preferred channels of interaction to control their connected future, both online and offline.

The Customer Dimension includes:

- Customer Engagement
- Customer Trust and Perception
- Customer Insights and Behaviour
- Customer Experience

These questions are centered around the customer-centric aspects of the company's operations as they relate to the Customer Dimension of Deloitte's Digital Maturity Model. They explore how the company engages with customers, gathers insights, provides personalized experiences, and builds lasting relationships through digital strategies.

1. **Customer Journey Mapping:** How do you currently map and understand your customer's journey from initial engagement to post-purchase support, especially considering the variety of integrated outdoor solutions you offer?

2. **Personalization and Customization:** With a focus on customized outdoor structures, how are you personalizing the customer experience? Are there digital strategies you're considering to enhance customization options for your clients?

3. **Omnichannel Engagement:** How do you provide a seamless and consistent customer experience across online and offline channels? How might digital tools help you achieve genuine omnichannel engagement?

4. **Customer Feedback and Insights:** How do you gather and analyze customer feedback? Are there digital methods you're exploring to gain deeper insights into customer preferences and expectations?

5. **E-Commerce and Online Ordering:** As you offer a diverse range of outdoor solutions, how might an e-commerce platform enhance the ease of ordering and configuring your products for customers?

6. **Post-Sales Support and Engagement:** How do you maintain engagement and support after a sale, especially for complex outdoor solutions? Are there digital initiatives you're considering to provide ongoing value to your customers?

7. **Customer Loyalty and Advocacy:** What strategies do you have in place to foster customer loyalty and turn satisfied customers into advocates? How might digital technologies play a role in cultivating this relationship?

8. **Data-Driven Insights for Customer Experience:** How do you currently use data to enhance the customer experience? Are there opportunities to leverage digital analytics to tailor your offerings and interactions more effectively?

9. **Proactive Issue Resolution:** In the case of issues or inquiries, how do you ensure timely and efficient resolution for your customers? How might digital tools improve your ability to respond proactively?

10. **Measuring Customer Satisfaction and Net Promoter Score (NPS):** How do you measure and track customer satisfaction? Are there plans to leverage digital tools to gather feedback and calculate Net Promoter Scores to assess loyalty?

ORGANIZATION & CULTURE

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Organization & Culture

The Organization & Culture Dimension includes:

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- Organizational Design

- Communication
- Activation of core values, vision and mission
- Talent Acquisition & Management

These questions delve into the organizational and cultural aspects of the company's digital transformation, aligning with the Organization and Culture Dimension of Deloitte's Digital Maturity Model. They aim to understand how the company approaches leadership, change management, innovation, communication, and workforce development in the context of its digital journey.

1. *Leadership Alignment:* Considering the history of multiple acquisitions and the need for a unified approach, how do you see the leadership team's role in driving and supporting the company's digital transformation efforts?

2. *Change Management Strategy:* Given the concerns about cultural change and job displacement due to automation, what strategies are being considered to manage and communicate the changes to employees effectively?

3. *Cross-Functional Collaboration:* With a geographically dispersed workforce and diverse range of products, how does the organization foster cross-functional collaboration to ensure a cohesive approach to digital initiatives?

4. *Innovation Culture:* How does the company encourage an innovation-driven culture that embraces new digital ideas and solutions? Are there mechanisms in place to support employees in contributing to innovation?

5. *Learning and Development:* What plans will equip employees with the necessary skills to adapt to digital advancements? How does the organization promote continuous learning and development?

6. *Empowerment and Decision-Making:* How are employees empowered to make decisions and contribute to the digital transformation journey? How does the organization balance centralized control with decentralized decision-making?

7. *Communication Strategy:* How is the company communicating its digital transformation vision and progress to employees at all levels? How might digital tools enhance communication and transparency?

8. *Diversity and Inclusion:* How does the organization ensure that diversity and inclusion are considered in the context of digital initiatives, especially with a history of acquisitions and a dispersed workforce?

9. *Performance Recognition:* How does the company recognize and reward employees who contribute to the success of digital initiatives? Are there specific recognition mechanisms for embracing digital change?

10. *Cultural Integration of Acquisitions:* With a history of multiple acquisitions, how does the organization ensure a smooth cultural integration, especially when adopting digital technologies and processes?