

## The 6-Layer Digital Transformation Framework

### 1 Customer Behavior Shift

**Question:**

What changed in how customers decide, behave, or expect value?

Focus on:

- Friction
- Time saved
- Confidence gained
- Emotional payoff

If you can't describe a behavior change, there is no transformation.

### 2 Value Chain Impact

**Question:**

Which customer activity was disrupted, decoupled, or replaced?

Look for:

- Moments of decision
- Ownership of checkout, trust, or habit
- Where value moved upstream or downstream

### 3 Strategic Choice

**Question:**

What *not* to do is as important as what to do.

Evaluate:

- Centralization vs autonomy
- Scale vs exclusivity
- Speed vs control
- Platform vs point solution

Transformation is a **trade-off problem**, not a tech problem.

## 4 Operating Model Redesign

**Question:**

What had to change internally for the strategy to work?

Includes:

- Org structure
- Incentives
- Data flow
- Ownership clarity
- Partner roles

Most transformations fail here.

## 5 Metrics That Matter

**Question:**

What behavior proves the transformation is working?

Use three layers:

- Customer metrics (adoption, engagement)
- Business metrics (revenue, margin)
- Strategic metrics (lock-in, ecosystem strength)

Avoid vanity metrics.

## 6 Long-Term Defensibility

**Question:**

Why will this still matter in 3–5 years?

Look for:

- Learning loops
- Switching costs
- Habit formation
- Brand or trust moats
- Platform leverage

**Conclusion:** Digital transformation succeeds when companies redesign **how value is created, captured, and defended**, starting from customer behavior, not technology.

