

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.

