

# REINVENTING THE ORGANIZATION IN A DIGITAL AGE

Enabling sustainable digital transformation



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# WHY

## IS DIGITAL TRANSFORMATION RELEVANT?

In order to realize the potential of new technologies, the whole organization needs to become digital. A comprehensive digital strategy, with aligned goals and concrete activities is needed for organizations to be able to move away from marginal improvements and to facilitate a sustainable transformation. The organization is able to:

- Generate more value**  
Gaining better insight in (potential) clients and delivering value faster, cheaper and of higher quality
- Innovate faster**  
Creating the ability to experiment and innovate in order to stimulate new growth
- Outpace competition**  
Building competitive advantage in existing business models or by creating new business models
- Become more efficient**  
Standardizing and automating operations, while reducing cost and increasing predictability and scalability

# WHY

## IS REINVENTING THE ORGANIZATION RELEVANT?

Existing organizational structures and processes are inadequate for realizing the potential of digital developments



In this digital era with high demanding customers, a constant pressure to innovate and shorten the time to market, the organization needs to become rapidly adaptive to change and be able to experiment and innovate. Existing structures and processes no longer meet this demand. Therefore the organization as a whole needs to reinvent itself.

It is not only about technology: a wholehearted commitment on all levels of the organization is required



When aiming to realize the potential of digital, organizations are inclined to focus on technique and the development of new digital products and services. However, becoming a digital organization requires initiatives on a broad spectrum of topics. A clear digital strategy and the right mindset of everyone involved is necessary to guide digital transformation on all levels of the organization.

Therefore, it is required that the organization is reinvented and consequently realizing the potential of digital for employees, customers and partners in the longer run.

# HOW

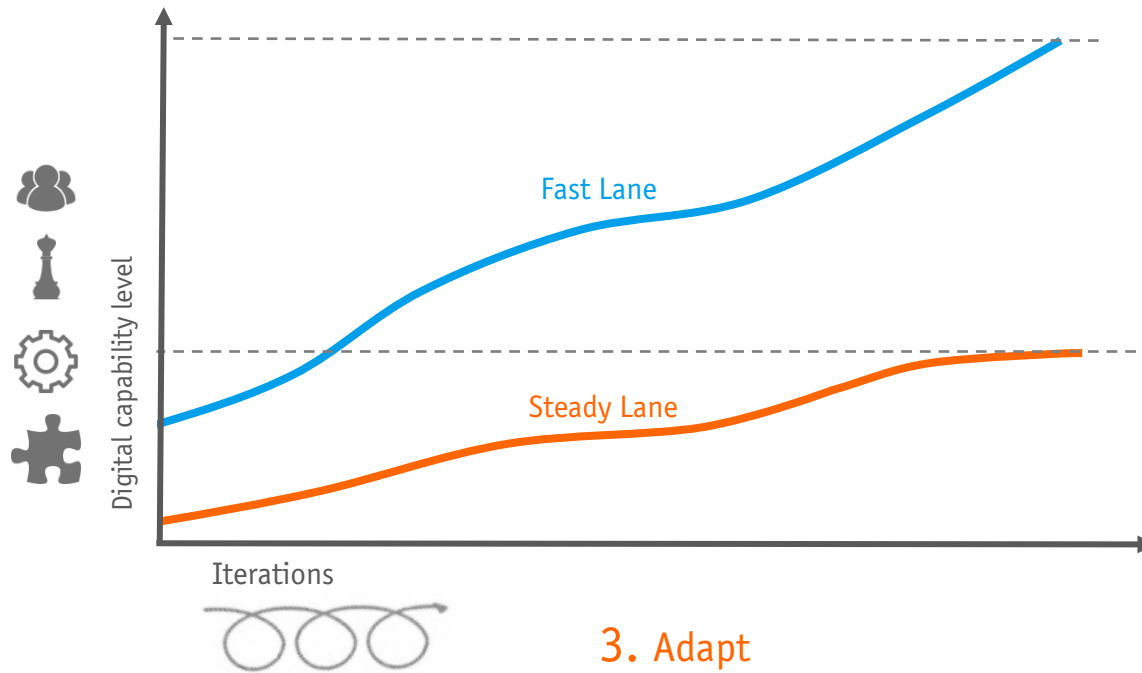
## DOES REINVENTING THE ORGANIZATION WORK?

### 1. Assess

- Assess current digital capability level
- Include all elements of the Digital Aspiration Model

### 2. Aspire

- Formulate the digital Aspiration
- Create a change portfolio
- Define and prioritize concrete actions (divided in a fast and steady lane)

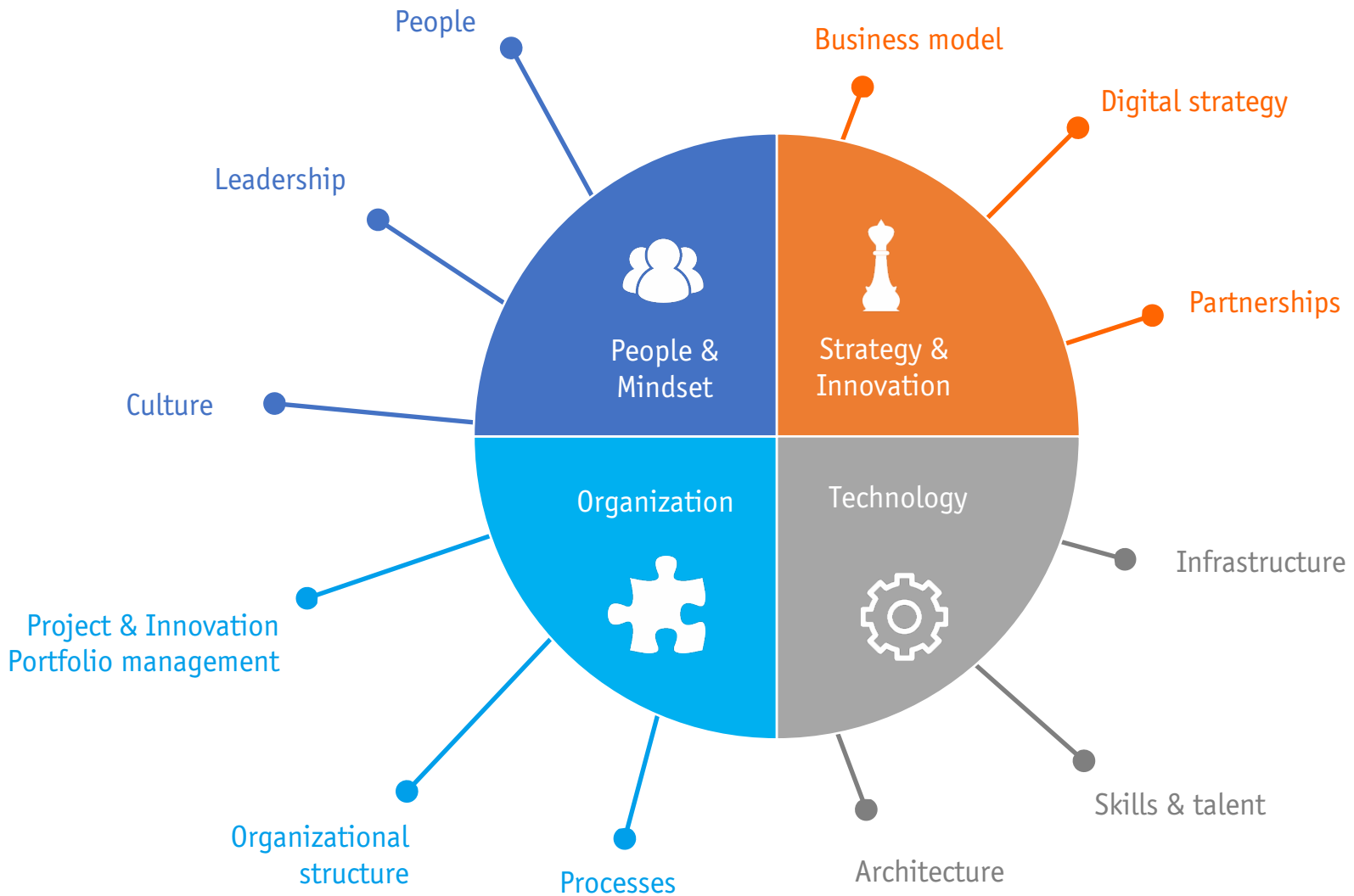


### 3. Adapt

- Transform the organization using Agile principles
- Focus on action and result
- Creating incremental value and maximizing organizational awareness

# HOW

DOES REINVENTING THE ORGANIZATION WORK?



# HOW

## DOES THE DIGITAL ASPIRATION MODEL WORK?



	DIGITAL NOVICE	DIGITAL EXPLORER	DIGITAL PLAYER	DIGITAL LEADER	DIGITAL DISRUPTOR
STRATEGY & INNOVATION	No overall digital strategy exists. Also digital initiatives are not aligned with the strategy of the organization. Hardly any strategic digital partnerships exist.	Strategy in development. The strategy is mainly focused on technique and digital initiatives are formulated in isolation.	A clear digital strategy is formulated, goals are aligning. The strategy not only focusses on technique, but also on the internal organization. Digital partnerships are formed.	Digital is an embedded part of the organizations' strategy and network. Initiatives are fully integrated. The organization is focussing on improving current business and entering new markets.	Strategy is not only about improving the current business or enter new markets, but also about ways to develop completely new markets and digital ecosystems.
ORGANIZATION	Silo's and no cross functional cooperation. Processes are not flexible and inefficient. Portfolio management on different levels does not exist.	The organizational structure is based on functional silo's. Business and IT alignment is a struggle. Some scrum teams are formed.	Silo's are starting to break down. The first value streams are implemented in the IT organization. Digital initiatives are starting to align with overall objectives.	Agile flexible value streams, consisting of multidisciplinary teams, are in place. Self-organization, fast and continues delivery are important principles.	End to end value chains are in place and processes are continuously improved. The organization has a separate entity and approach for creating new growth initiatives.
PEOPLE AND MINDSET	People are hardly aware of digital value. Digital knowledge in top management level is low.	Digital initiatives take place in isolation. The urgency for change is mainly driven by external threats in the market. Digital expertise is primarily located in the IT department.	Senior managers actively facilitate innovation. The culture stimulates exploring digital improvements . The organization employs digital savvy employees, both in the business and IT department.	Digital DNA is widespread. Attracting and retaining the best people is a differentiator. The culture is proactive, and encourages cross-functional collaboration and exploration.	Digital is embedded in the DNA of everyone. Senior management acknowledges that experimenting and taking risk are organizational capabilities rather than threats.
TECHNOLOGY	Technology stack is based mostly on legacy. No room for experimentation with new technology. Also the right skillset within the IT department is lacking.	First steps are taken to explore new technologies and their value by the frontrunners of the organization. Non sustainable experimentation appears.	Pilots with new technologies are taking place throughout the organization. New digital talent is hired. The architecture and infrastructure is flexible, scalable and enables experimenting	Technology is the enabler for growth and efficiency. The organization has the right skills for realizing the value of digital possibilities.	The organization is fully capable of exploiting digital developments in a sustainable way.

# WHAT

## IS THE RESULT?

### An organization able to take full advantage of digital developments



The result is an organization rapidly adaptive to change. Digital initiatives will not be executed in isolation, but embedded on a strategic level and throughout the organization. Structures and processes are flexible and experimenting is part of the DNA of the organization.

The organization is able to generate value out of digital developments, is an attractive place to work for digital talents, and ultimately able to constantly delighting clients.

### Direct learning, direct results



The adaptive organization understands its current and Aspired Digital state. It is able to generate constant feedback, translate this into concrete goals and constantly adapt through an iterative approach. The value of learning by doing is transparent on all levels, creating direct and visible results.



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