

DIGITAL EXCELLENCE MODEL

The Digital Excellence Model is the framework for the Digital Excellence Awards

ABOUT

Digital Excellence Model is a project aimed at identification qualities of the organization that enable succesfull business transformation. By Digital Excellence we understand company ability to develop and sustain its competitiveness in a long term through innovative business model based on disruptive digital technologies. In every model area manifestations are defined. They reflect specific organizational capabilities that are required for company competitiveness and success in digital era. List of manifestations is built by practical observations and feedback from companies successful in digital transformation. The model enables to selfdiagnose the potential that company needs to maintain in order to improve its competitiveness in the era of digital transformation.

The work on the model is being led in cooperation of the Digital Excellence Group, whose leader is Bartosz Górczyński, Advisory Board of the CIONET community, team from University of Economics in Wroclaw, whose leader is Professor Grzegorz Bełz, and the team from the Warsaw School of Economics, whose leader is Professor Piotr Płoszajski.

The document contains an ordered model of digital readiness manifestations identified by the community leaders.

- The DE Model assesses the potential of digital business transformation, based on the analysis of various global approaches and models of digital transformation.
- The DE Model defines 5 key areas in which the enterprise should have distinctive capabilities.
- The DE Model determines in each area manifestations that demonstrate the potential of digital transformation.
- The DE Model defines qualities of companies that in practice determine their business digital excellence.
- The DE Model is an open model, which means that next to the existing manifestations, the company may indicate other, which in company's opinion can influence the success of digital transformation.

INTRODUCTION TO THE MODEL

Digital Excellence Model defines five areas of distinctive capabilities needed by successful companies in digital era.

DIGITAL STRATEGIC PERSPECTIVE	Digital opportunities are the key ingredients of business strategy and business model
DIGITAL CUSTOMER EXPERIENCE	Value proposition is based on full understanding of digital era markets and customers
DIGITAL CAPABILITIES	Digital competencies and technology assets directly support strategy and business model
TRANSFORMATIONA L CAPABILITIES	Organization culture and change leadership are boosting disruptive innovations
OPERATIONAL EFFICIENCY	Digitized and lean management systems are cultivated to deliver effectiveness

HOW TO WORK WITH DIGITAL EXCELLENCE MODEL

Assess your **advancement** in each manifestation using our four-point scale:

None – we have no experience and initiatives connected with this issue Initial experience – we have initialized first initiatives and work on first solutions Implemented solutions – we have implemented solutions in key areas Benchmark – we are perceived as benchmark in this issue

Assess pressure for **further development** in each manifestation using three-point scale: Low – there's just a low need for further development Mid – there's normal pressure for development to be up to date High – there's high pressure for intensive development

DIGITAL STRATEGIC PERSPECTIVE

Digital opportunities are the key ingredients of business strategy and business model

		fill in you	Your Solutions & Best Practices					
Manifestations		Advan	cement		Further	developm	Indicate solutions that support the area	
	1	2	3	4	Low	Med.	High	
CLEAR STRATEGIC VISION Company comprehensive strategic concept explaining digital era competitiveness is widely shared among organization members								
SCALABLE BUSINESS MODEL Business model utilizing modern technologies, driving competitive advantages and business scalability is implemented								
STRATEGIC DIGITAL TARGETS Company business goals for digital transformation are established and measurement is implemented								
DIGITAL ECOSYSTEM ADVANTAGE Company has access to or control over digital ecosystem that results in business scaling and profitability								

DIGITAL CUSTOMER EXPERIENCE

Value proposition is based on full understanding of digital era markets and customers

	Please j	fill in you	ur feedb					
Manifestations		Advan	cement		festations Further	; developm	Manifestations Indicate solutions that support the	
	1	2	3	4	Low	Med.	High	area
DIGITAL CUSTOMER FOCUS Digital customer's needs and purchase decision journeys are identified and reflected in customer management solutions								
CUSTOMER EXPERIENCE ANALYSIS Customer experience measurement and advanced analytics are implemented and used for exploring needs and new market opportunities								
DIGITAL VALUE PROPOSITION Customer centric portfolio of products and services based on digital technologies is developed and implemented								
SOCIAL MEDIA ADVANTAGE Expert knowledge on the new social behavioral models is gathered and is used in customer management processes								

DIGITAL Capabilities

	Please	fill in yo	Manifestations					
Manifestations		Advan	cement		festation: Furthe	s r developm	Indicate solutions that support the area	
	1	2	3	4	Low	Med.	High	
KEY TECHNOLOGY COMPETENCES Distinctive technological knowledge is built to drive innovative digital solutions								
DATA AND ANALYTICS ADVANTAGE Strategic and operational decisions are commonly based on big data, advanced analytics and deep learning solutions								
CYBERSECURITY COMPETENCES Distinctive knowledge, experience and security routines are enabling higher security in new digital products and services								
TALENT ATTRACTION AND RETENTION Possessing and developing talents is implemented in strategically important areas								
INNOVATIVE TECHNOLOGY CONFIGURATION Flexible technology architecture is enabling business model innovation and agility capabilities								

TRANSFORMATIONAL CAPABILITIES

Manifestations		fill in you		Manifestations				
		Advan	cement		Further	developm	Indicate solutions that support the area	
	1	2	3	4	Low	Med.	High	
TRANSFORMATIONAL LEADERSHIP Remarkable motivation and openness for change among people from all levels is built by top management								
INNOVATION CULTURE Openness for innovative ideas and people engagement is resulting in innovative thinking and solutions								
AGILITY ROUTINES Agile project management practices involving all players are resulting in higher implementation efficiency								
EFFICIENT STARTUP ENVIRONMENT Startup practices in well prepared environment are used to experiment with innovative solutions								

OPERATIONAL EFFICIENCY

		fill in yo	Manifestations					
Manifestations		Advan	cement		Further	developm	Indicate solutions that support the area	
	1	2	3	4	Low	Med.	High	
DIGITIZED AND AUTOMATED PROCESSES Digitized process management with high level of automation and robotization is delivering higher performance and efficiency								
DIGITIZED								
COLLABORATION Broad usage of collaboration and communication tools is boosting knowledge diffusion, innovation and performance								
LEAN AND CONTINUOUS								
IMPROVEMENT								
Focus on continuous improvement, quality and customer needs is reflected in daily operational routines								
COST EFFICIENCY Distinctive cost efficiency is an competitive advantage over current market competitors and benchmark for other sectors (future competitors)								

CIONET POLSKA

CIONET is the biggest community of IT executives worldwide. With a membership of over 7000 CIOs, CTOs and IT Directors across Europe and South America, CIONET has the expertise and pioneering vision to solve or address any IT management challenge.

These 7000 IT executives, each in charge of a department of 10's to 1000's of IT experts, together form a collective, organic brain of 100000's IT management specialists.

CIONET Polska consists of over 530 board members and directors responsible for the ICT area, representing all sectors of the market. Our goal is to create conditions conducive to the acceleration of the digitization process primarily by stimulating cooperation and knowledge exchange in the international Digital Leaders environment.

DIGITAL EXCELLENCE GROUP

Digital Excellence Group brings together business and IT to help transform organizations through digital changes. The essence of our work is interaction with leaders and professionals interested in the technology of digital era.

Digital Excellence is the exchange of best practices and innovations in the digital age, in dynamically developing companies and organizations. We show the readiness of companies to operate in the digital era, what are their key challenges and how they respond to them. The development of Digital Excellence is based on a business and science initiative that connects people and organizations settin the tone for ground-breaking changes with digitalization.

Our mission is to create space for inspiration, exchange of knowledge and development for leaders who strive to improve digital competence.