# Charting the Digital Transformation Roadmap

**PROFESOR: ANDRES LOPEZ**
**UNIVERSIDAD ICESI**
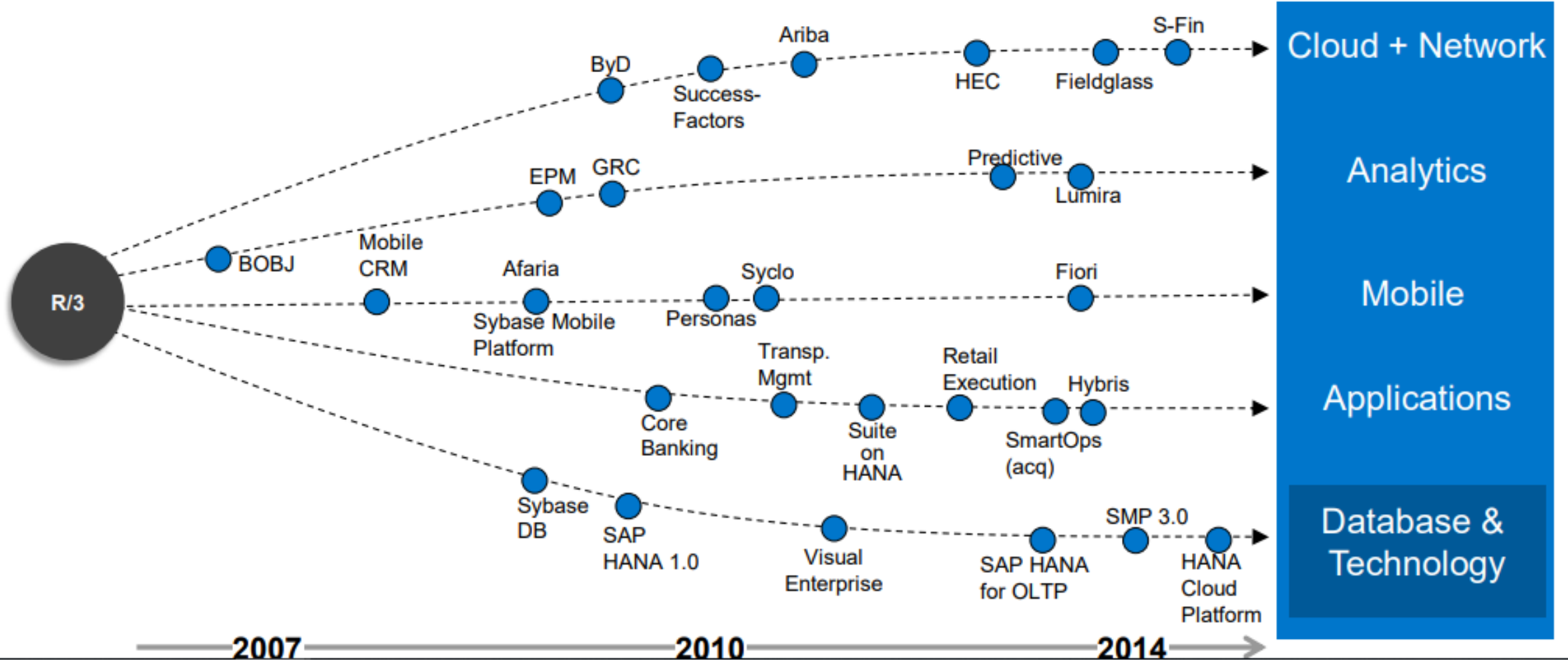
# Metal & Mining Industries

- **SAP Industry Setup**
- **Drivers & Trends**
- **SAP Footprint**
- **Co-Innovation & Communities**
- **Solutions**
- **Partner & Competition**
- **Recent Customer Cases & Activities**
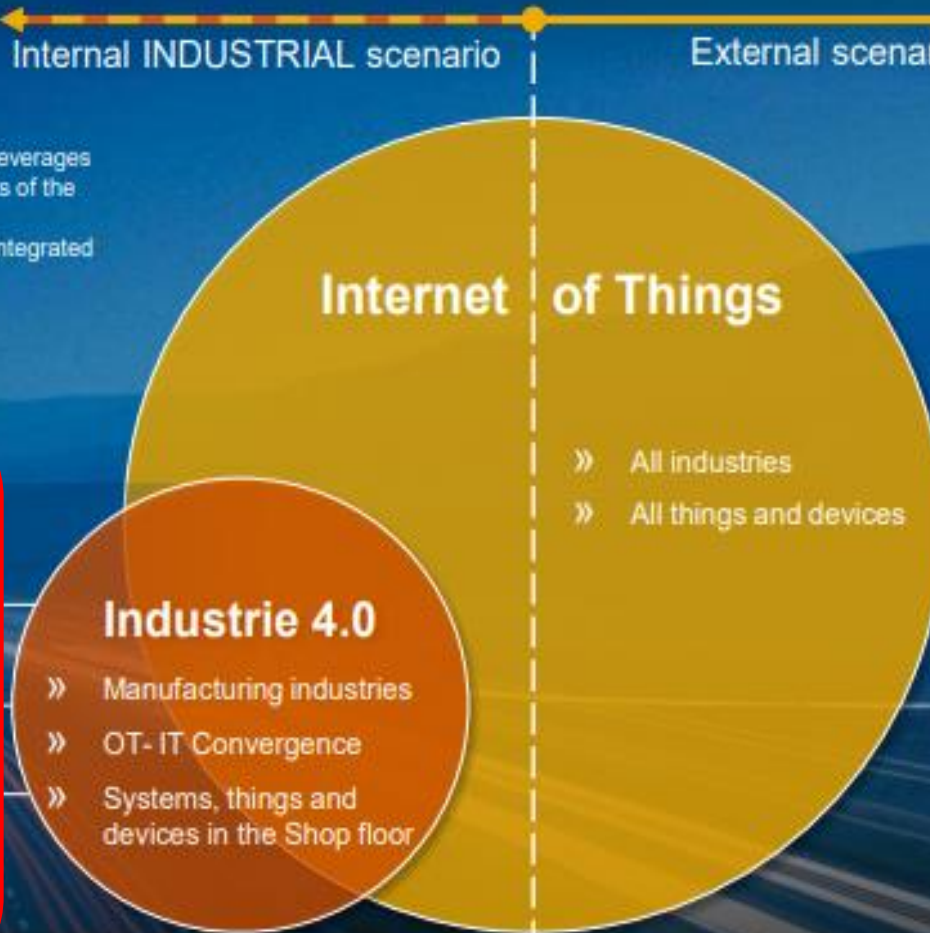- **Summary**

**SAP**

# SAP product portfolio evolution – powered by SAP HANA

# Internet of Things and Industrie 4.0

SAP Connected Manufacturing runs Industrial IoT with Industrie 4.0 scenarios

Internal INDUSTRIAL scenario ← | → External scenario

**Industrie 4.0** focuses on all manufacturing industries and leverages value inside the four industrial walls and the production networks of the enterprise. Key topics are lot size of one, flexibility, traceability, production documentation and execution leveraging seamless integrated business processes connecting the top floor with shop floor.

## Internet of Things

» All industries
» All things and devices

### Industrie 4.0

» Manufacturing industries
» OT- IT Convergence
» Systems, things and devices in the Shop floor

ERP

MES

SCADA / HMI

Machine Layer

SMART industrial THINGS
SMART industrial DEVICES

SMART THINGS
SMART DEVICES

The external **Internet of Things** scenarios enable all smart devices and things to be connected wherever they are. Once connected the information can be transformed and new business scenarios can be realized.

## Mobile

Unwire your business to deliver secure, real-time, business-critical information – anytime, anywhere, to anyone, on any mobile device.

## Cloud

Capture the power of the cloud – while fully integrating with on-premise investments. Empower your employees, engage customers, and collaborate with partners across business networks.

## Applications

Run your business smarter, faster, and simpler, with an integrated suite of applications powered by SAP HANA – delivering long-term predictability and nondisruptive innovation.

## Analytics

Explore and exploit data, find answers in real time, and make confident decisions. Harness visually compelling, easy-to-use tools on the devices of your choice.

## Database & Technology

Simplify your IT infrastructure dramatically and drive high-value innovation by exploiting across structured and unstructured data sources.

A real-time business platform, powered by **SAP HANA**

# Enable the Connected Enterprise

## How can SAP® solutions enable you to change the game?

Create the connected mining enterprise by integrating operational technology into SAP business processes to gain deep insights into operational and equipment data. Collaborate with vendors and contractors through procurement and workforce management solutions in the cloud. Reduce operational and financial risk through integrated solutions from SAP and manage all modes of transportation.

## What do SAP solutions help customers do?

**Optimized mine operations**

Optimize mining and downstream processing operations through integration and business intelligence.

**Operational risk and compliance management**

Create safe and economic operations across the mining value chain.

**Commodity supply chain management**

Improve profitability through effective sales contract handling and supply chain management.

## Key facts

**62%** Fewer outages

With reliability-based maintenance procedures and tools that increase asset availability*

**71%** Fewer accidents

With integration of safety and environmental data with asset management*

## What are the benefits?

SAP solutions help mining companies provide visibility into operations, manage commodities, and enable safe operations through:
- Real-time visibility into mine operations
- Optimized utilization of assets
- Improved commodity risk profiles
- Efficient transportation
- Efficient procurement processes through business networks
- Reduced operational risk

## Why SAP?

Mining companies need to address the key challenges of commodity price volatility, operational productivity, and environment and safety. This requires a robust foundation of integrated IT and operations technology.

## Customers

▶ PT Timah
▶ Boliden Group

## Learn more

▶ Visit us online
▶ Benchmark your performance
▶ SAP Solution Explorer

**SAP**

# Optimized Operations

## How can SAP® solutions enable you to change the game?

SAP software helps mining companies integrate operations to gain visibility across all operational sites. With support for business intelligence and visibility into equipment health, firms detect inefficiencies as they arise and can perform proactive maintenance to maximize equipment uptime and production. Workforce management software facilitates the management of internal and contractor workers.

## What do SAP solutions help customers do?

**Project and portfolio management**
Leverage a comprehensive framework to align your asset portfolio hierarchy with corporate strategy.

**Mine operations and downstream processing**
Integrate the plan-to-production process, including plant-level operations and quality management.

**Asset operations and maintenance**
Integrate maintenance planning with execution, and visualize your equipment in 3D.

**Asset network**
Predict equipment outages for proactive maintenance, and manage your workforce with cloud solutions.

## What are the benefits?

With SAP software, mining companies can align organizational strategy with their capital portfolio for more competitive business operations. Other benefits include:
- Fewer unplanned outages
- Higher utilization and product output
- Reduced spending
- Increased labor productivity

## Why SAP?

SAP solutions integrate corporate business information and provide predictive and visualization features to maximize operational efficiency, equipment utilization, and production output for mining companies.

## Key facts

**+35%** Effectiveness

Of operating equipment when managed with best-in-class software*

**-18%** Unplanned outages

When firms use a preventive-predictive maintenance approach*

## Customers

▶ HBIS Tangshan Iron and Steel

## Learn more

▶ Visit us online
▶ Benchmark your performance
▶ SAP Solution Explorer

# Commodity Supply Chain Management

## How can SAP® solutions enable you to change the game?

SAP software supports integrated, demand-driven business by enabling mining companies to base production and sales plans on current financial data. Commodity management software facilitates contract management and execution of sales and purchases and provides risk management tools. Help for advanced shipment planning increases the efficiency of shipment processes, including full visibility of status and costs.

## What do SAP solutions help customers do?

**Demand-driven business planning**
Integrate sales, inventory, and operations planning to enable collaborative decision making.

**Commodity management**
Manage commodity sales, procurement, and price risk while adhering to compliance rules.

**Bulk and non-bulk transportation**
Plan and execute bulk and non-bulk shipments with full visibility into status and costs.

## Key facts

**-65%**  Sales quote errors

When orders are priced in real time using matrix-based rules*

**-14%**  Expedition

Of shipments when planning is integrated with sales order software*

## What are the benefits?

With SAP software, mining companies can manage sales and supply chains efficiently, meet customer commitments, and lower financial risk linked with commodity sales. Benefits are:
- More accurate contract fulfillment and invoicing
- Reduced financial risk
- Efficient collaborative planning and execution of shipments
- Reduced transportation costs with more accurate costing

## Customers
▶ Aurubis
▶ Nizi
▶ SMART Modular Technologies
▶ Cargill

## Why SAP?

SAP offers a comprehensive portfolio of integrated solutions that increase process efficiency and enable demand-driven business planning, strategic sourcing, commodity management, and cost-effective management of procurement and transportation.

## Learn more
▶ Visit us online
▶ Benchmark your performance
▶ SAP Solution Explorer

# Sourcing and Procurement

## How can SAP® solutions enable you to change the game?

Sourcing and procurement software from SAP helps streamline the procurement processes of any organization, driving compliance and control while cutting costs and risks. The software offers a pleasurable and efficient shopping experience for your business users, with automated approval flows and integration with the world's largest business network.

## What do SAP solutions help customers do?

**Strategic sourcing and supplier management**
Manage and collaborate with your suppliers effectively and meet aggressive savings targets.

**Direct procurement**
Mitigate risk by managing all your direct procurement activities in one place.

**Self-service procurement**
Enable simple Web ordering and automate approval flows.

**Contingent workforce management**
Manage your contingent labor efficiently and track spend on flexible workforce.

**Services procurement**
Achieve control and visibility over complex services spend categories.

**Travel management**
Automate and simplify the travel planning, booking, and expense management process and cut costs.

## What are the benefits?

Sourcing and procurement software from SAP can transform businesses through:
- Better collaboration with suppliers and excellent sourcing and procurement processes
- Smoother operations with improved spend insights and higher compliance

## Why SAP?

SAP solutions connect processes for a variety of industry value chains by integrating horizontal lines of business with industry-specific solutions on premise, in the cloud, and through mobile devices.

## Key facts

**-70%** Operating costs

With closed-loop sourcing and procurement software from SAP[1]

**+60%** Order compliance

With suppliers and terms working through the business network[2]

## Customers

▶ ABN-AMRO
▶ Clariant
▶ Caesars Entertainment
▶ GlaxoSmithKline
▶ Rio Tinto
▶ Sunrise Communications

## Learn more

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▶ Benchmark your performance

SAP

# Analytics Technology

## How can SAP® solutions enable you to change the game?

Analytics solutions from SAP let you to extract real meaning from your data and use it to drive growth. They help you understand your business and drive better decisions, explore and present data to reveal new insights, and confidently anticipate what comes next. With analytics solutions from SAP, you can strategize, plan, and monitor your success, and better understand how to balance risks and opportunities.

## What do SAP solutions help customers do?

**Business intelligence**

Enhance your organization's business intelligence.

**Data discovery and visualization**

Help business people of all skills to better understand data and use it to engage their audience.

**Predictive analytics**

Identify opportunities and expose risks buried in vast amounts of data – all in real time.

**Governance, risk, and compliance**

Reap the rewards of effective risk and compliance management – with less effort and expense.

**Enterprise performance management**

Execute better on your strategy.

## What are the benefits?

With analytics solutions from SAP, companies are able to create business value by:
- Increased quality of information from their data
- Optimized performance and reduced risk

## Why SAP?

SAP solutions connect processes for a variety of industry value chains by integrating horizontal lines of business with industry-specific solutions on premise, in the cloud, and through mobile devices.

## Key facts

**13x** ROI

Through investment in analytics[1]

**28%** Reduction

In customer churn rate[2]

## Customers

- ▶ AAA
- ▶ City of Boston
- ▶ Sharp Electronics
- ▶ Daimler Trucks
- ▶ SA Health

## Learn more

- ▶ Visit us online
- ▶ Benchmark your performance
- ▶ SAP Solution Explorer

# Mobile Technology

## How can SAP® solutions enable you to change the game?

With mobile solutions from SAP, organizations can virtualize, accelerate, and transform business with a comprehensive platform-based offering. They can build, deploy, and manage industry-specific mobile apps and analytics for the entire enterprise. They can also readily deploy and support apps to multiple devices.

## What do SAP solutions help customers do?

**Enterprise mobility management**
Safeguard corporate data at the device, app, and content levels.

**Application development platform**
Quickly build and deploy mobile apps with an industry-leading mobile app development platform.

**Messaging services**
Engage consumers through mobile technology to drive sales, loyalty, awareness, and revenue.

**Mobile apps**
Liberate data, accelerate business processes, speed decision making, and engage with consumers .

## What are the benefits?

SAP solutions enable companies to combine SAP business process expertise with leadership in mobile, Big Data, and cloud to gain competitive advantage through:
- Optimized safeguards for corporate data
- Real-time customer engagement through mobile devices
- Increased loyalty and awareness
- Maximized revenue and productivity
- Optimized application design and deployment processes

## Why SAP?

SAP is an enterprise mobility leader that provides end-to-end mobile solutions that align with cloud, mobile, Big Data, and social networks.

## Key facts

**+24%** Operating margins
Where enterprise mobility is embedded in all business processes*

**+40%** Employee productivity
Where mobile access is provided to employees across all levels*

## Customers

► Hallmark
► Société de Transport de Montreal

## Learn more

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► Benchmark your performance
► SAP Solution Explorer

# Value Map 2015 for the Metal Industry (Mill Products)
## Differentiate in Commodity Markets

Interactive Version: Solution Explorer

| Profit-Driven Supply Chain | Plant and Asset Operations Excellence | Sustainable Customer Relationships |
|---|---|---|
| Profit-Driven Business Planning | Production Execution and Visibility | Strategic Marketing |
| Supply, Production, and Order Response Management | Asset Operations and Maintenance | Order to Cash Including Configurable Products |
| Real-Time Network and Manufacturing Insights | Asset Network | Cross-Channel Commerce |
| Efficient Logistics and Order Fulfillment | Environment, Health, and Safety | Differentiating Service |
| Commodity Management | Quality Management and Compliance | |

| | | | | |
|---|---|---|---|---|
| Human Resources | Core Human Resources and Payroll | Talent Management | Time and Attendance Management | Workforce Planning and Analytics |
| Finance | Financial Planning and Analysis | Accounting and Financial Close | Treasury and Financial Risk Management | Collaborative Finance Operations | Enterprise Risk and Compliance Management |
| Procurement Excellence | Strategic Sourcing and Supplier Management | Direct Procurement | Self-Service Procurement | Services Procurement | Travel Management |
| Technology Platform | Enterprise Technology | Analytics Technology | Mobile Technology | In-Memory Technology |

# Oracle Customers in the Metals & Mining Industries

## Towards a Sustainable Industry

# ORACLE®

## Maysteel Provides One-Stop Information Access, Gains Competitive Edge

### Customer Profile



**MAYSTEEL LLC**
Menomonee Falls, WI,
USA
www.maysteel.com

**Industry:**
Industrial Manufacturing

**Oracle Products & Services:**

- Discoverer
- J2EE
- Oracle9i Database
- Oracle9i Developer

"Oracle9iAS Portal enables our employees and customers to have control over their information. Also, given the strength of Oracle's vision, we are confident that its portal solution will keep improving and continue to provide the capabilities that give us a competitive advantage." -- Mary Fonder, Chief Information Officer and Vice President of Information Technology, Maysteel LLC

### Maysteel Builds Competitive Edge

Since 1936, Maysteel LLC has been manufacturing precision enclosures for the data, telecommunications, and electric utility markets throughout the United States and Europe. Maysteel custom builds most of its products to meet the design specifications provided by its customers; and suggests alternative designs incorporating enhancements conceived by the company.

To boost productivity and improve decision making, Maysteel wanted to provide employees and selected customers with more timely information. Unfortunately, the company's legacy systems lacked the power to do the job. Maysteel's solution: build an enterprise portal that allows users to access relevant information any time, from anywhere, via a Web browser. Based on Oracle technology and called MAGIC for Maysteel Advanced Guided Information Community, the portal provides users with a consistent, central source of information and gives Maysteel a competitive edge in the marketplace.

# Driving Digital Transformation with Industry 4.0 and Integrated Business Planning

*Powering Clients to a Future Shaped by Growth*

FROST *&* SULLIVAN

> 66 The manufacturing industry is undergoing unprecedented transformation driven by technologies that help manufacturers to digitize their factories. 99
> – Dr. Jay Lee, Member, Manufacturing leadership Council Board of Governors

## I. Virtual Think Tank 1: How Digital Transformation Is Driving Change for Manufacturers

"The manufacturing industry is undergoing unprecedented transformation driven by technologies that help manufacturers to digitize their factories. The fourth industrial revolution can drive financial and operational impact while improving productivity and customer satisfaction."
– Dr. Jay Lee, Member, Manufacturing leadership Council Board of Governors

The thought leaders discussed a number of different aspects and dimensions of digital transformation, including the technologies and strategies they are currently using, their primary business goals, data-driven decision-making, change management and creating a collaborative culture, and the potential challenges ahead. Oracle highlighted the importance of value creation, rather than just cost savings, and also shared new ideas on a formal digital transformation strategy, including what every company should aim for as part of their digital transformation journey.

Driving Digital Transformation with Industry 4.0 and Integrated Business Planning

# Digital Transformation Maturity Model

Majority of focus is on digitization today, with very little focus on digital transformation

| 01 Stage 1: Data Digitization of... | 02 Stage 2: Business Digitization of... | 03 Stage 3: Digital Transformation of... |
|---|---|---|
| • Assets, processes and measurements | • Business, work and operational processes. Data analytics using AI/ML | • Enterprise operations/ business |
| • Critical operational applications | • New revenue through business models | • Skills, competencies and culture |
| • Data integration and collaboration | • Value creation and delivery | • Customer interaction and responses |
| • Operational metrics | • Industry best-practices and domain knowledge | • Solution delivery mediums – Products and services |
| Leads to outcomes such as... | Leads to outcomes such as... | Leads to outcomes such as... |
| Enhanced operational efficiency, asset performance optimization and OT/IT convergence. | Innovation, continuous value creation, development of new business models and revenues. | Transformed operations, enterprise optimization, service-led monetization models, etc. |

Source: Frost & Sullivan

"We Accelerate Growth"

# SCM Cloud

With capabilities that include product innovation, strategic material sourcing, outsourced manufacturing, integrated logistics, omni-channel, fulfillment, integrated demand, supply planning, and IOT Applications for connected Machines, Oracle SCM Cloud is the most comprehensive SCM suite to meet requirements.

# Applications of emerging technologies in the steel industry

The eight emerging technologies, collectively and commonly referred to as Industry 4.0, are depicted below:
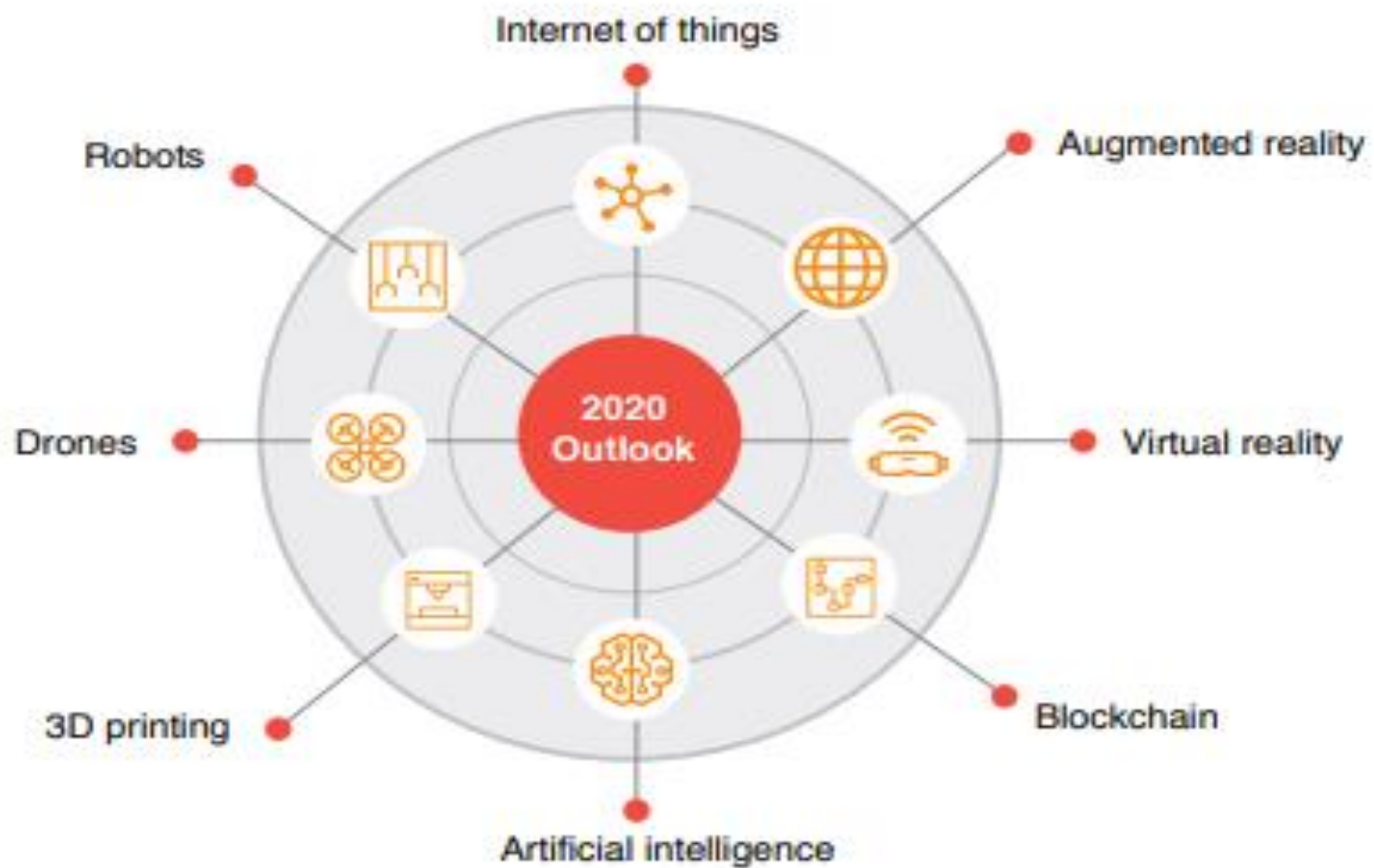


Source: PwC analysis

# Oracle Supply Chain Planning Cloud Integration
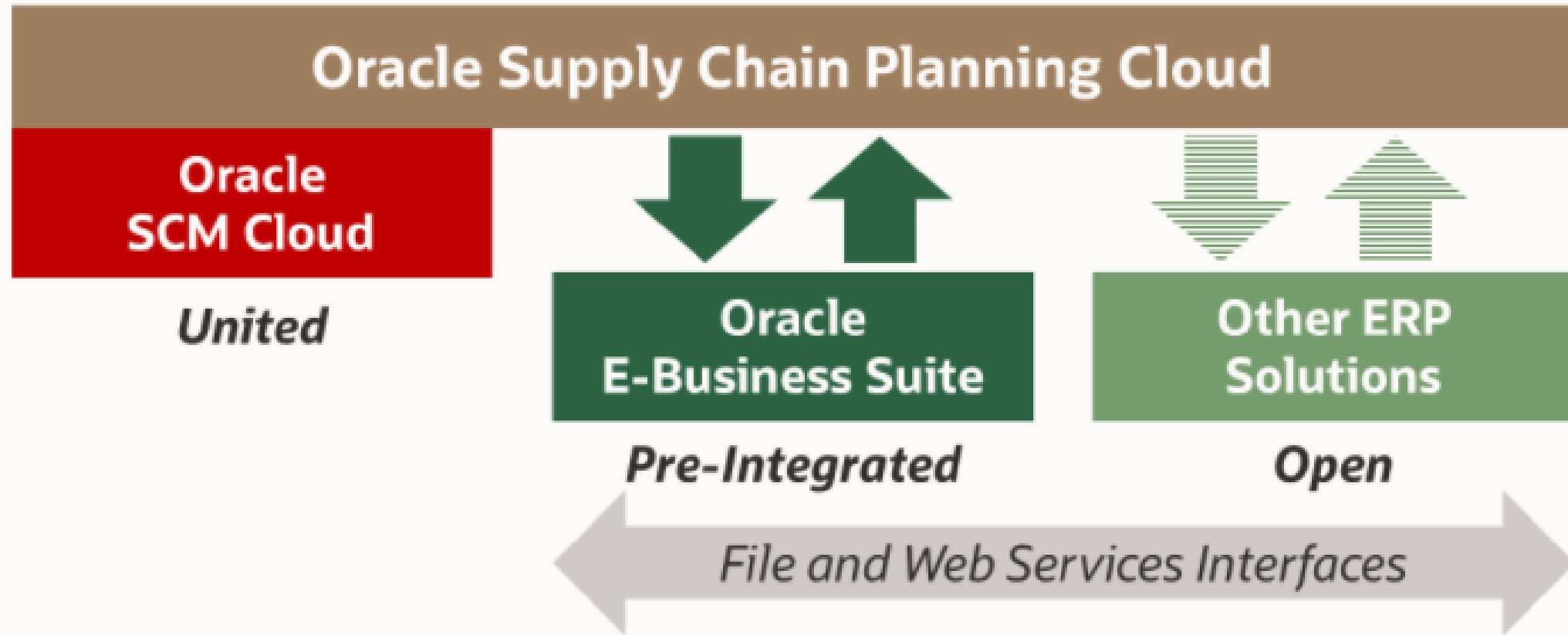
As per a study by PwC, the following are the value gains from artificial intelligence:

**Where will the value gains come from with AI?**
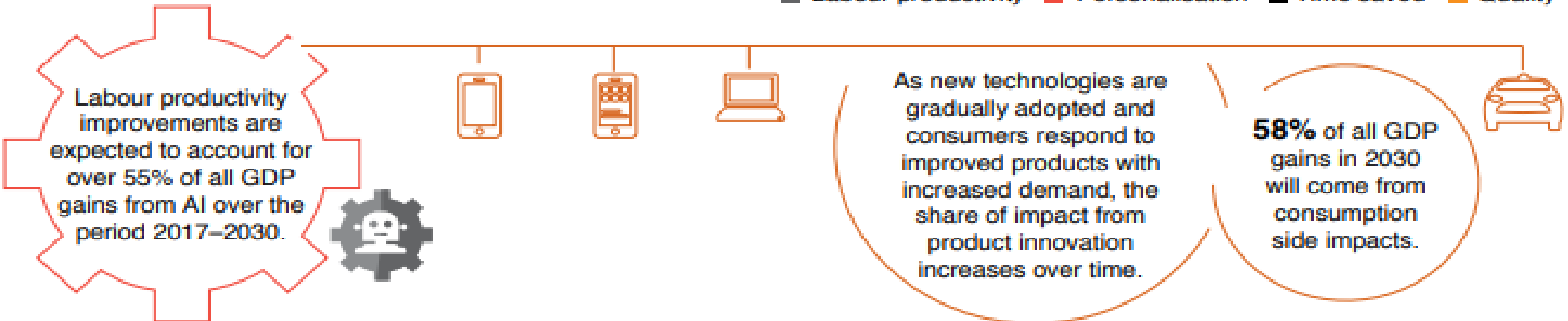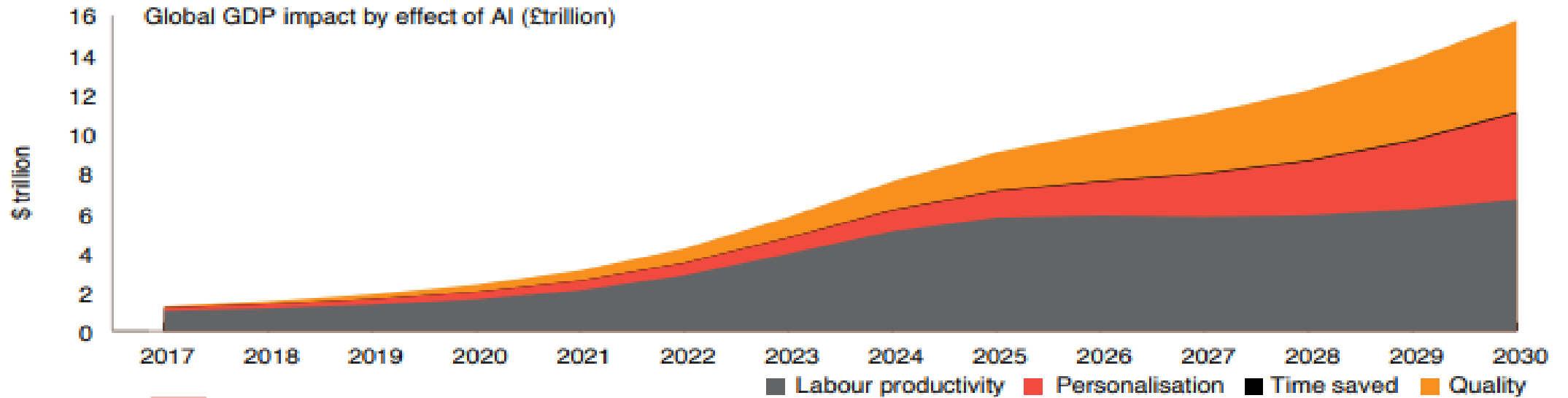
Global GDP impact by effect of AI (£trillion)

$trillion

16
14
12
10
8
6
4
2
0

2017　2018　2019　2020　2021　2022　2023　2024　2025　2026　2027　2028　2029　2030

■ Labour productivity　■ Personalisation　■ Time saved　■ Quality

Labour productivity improvements are expected to account for over 55% of all GDP gains from AI over the period 2017–2030.

As new technologies are gradually adopted and consumers respond to improved products with increased demand, the share of impact from product innovation increases over time.

**58%** of all GDP gains in 2030 will come from consumption side impacts.

Menu  ≡



PRODUCTION PLANNING

SUPPLY CHAIN MANAGEMENT

Shop Floor Control

CLOUD

I-FINANCE

ERP SYSTEM

QUALITY ASSURANCE

MOBILITY

HUMAN RESOURCE MANAGEMENT

BUSINESS INTELLIGENCE (BI)

Message us

Can I help you?

GetButton

Menu ☰

**1 MACHINE/EQUIPMENT**

**NODE 2**

Edge IoT device is plug-and-play ready
and can be connected to machines
and equipment within minutes

**3 GATEWAY**

Machine data is transferred wirelessly
and securely to the gateway

**SECURED CLOUD 4**

Data stream ingestion, pre-processing,
ETL and advanced analytics, Big data
storage/warehouse and API servers

YGL
e-Manufacturing
Cloud/Premise

Message us

GetButton

Can I help you?

**YglWORLD**
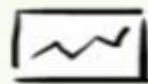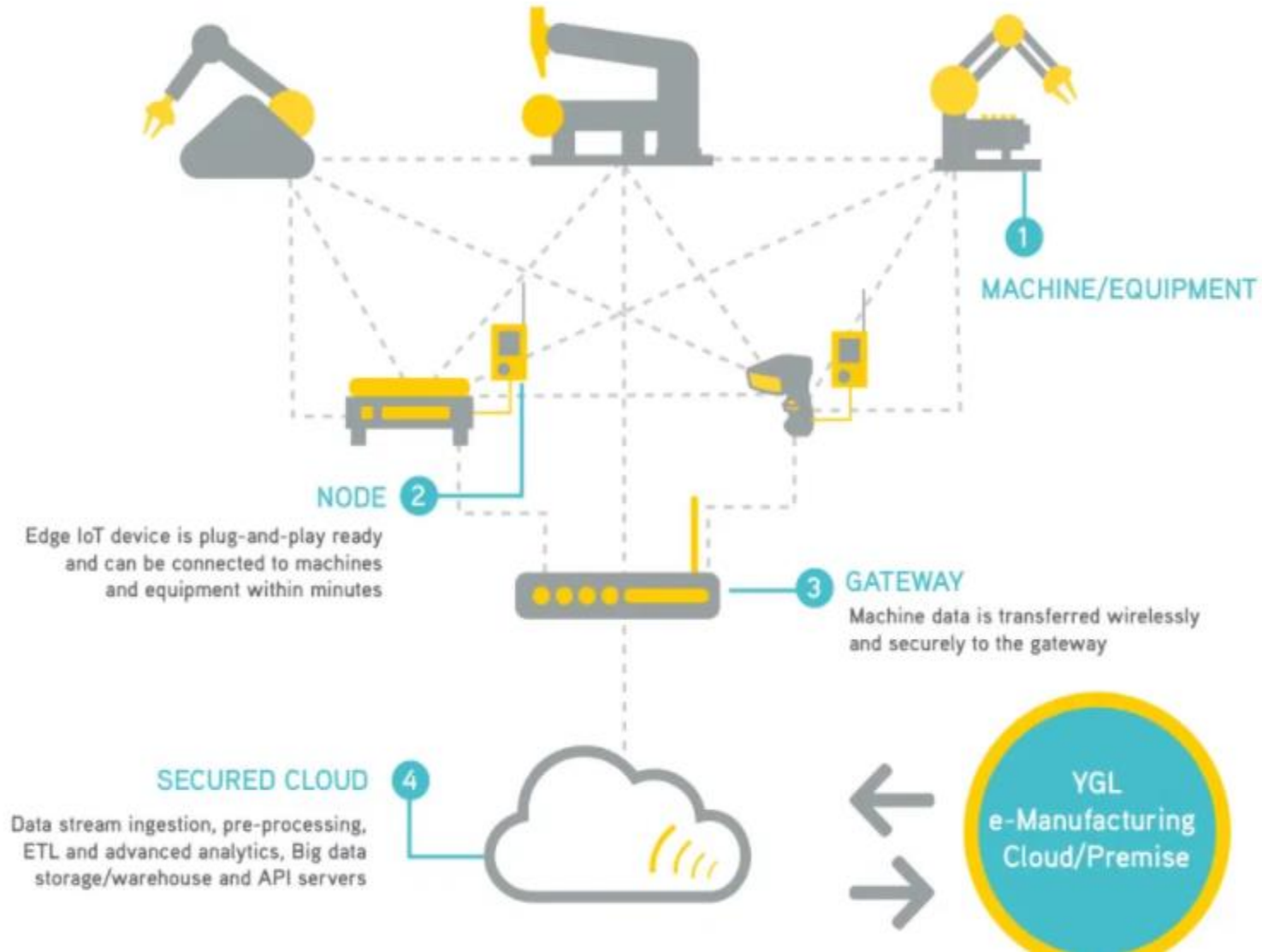
Menu ☰
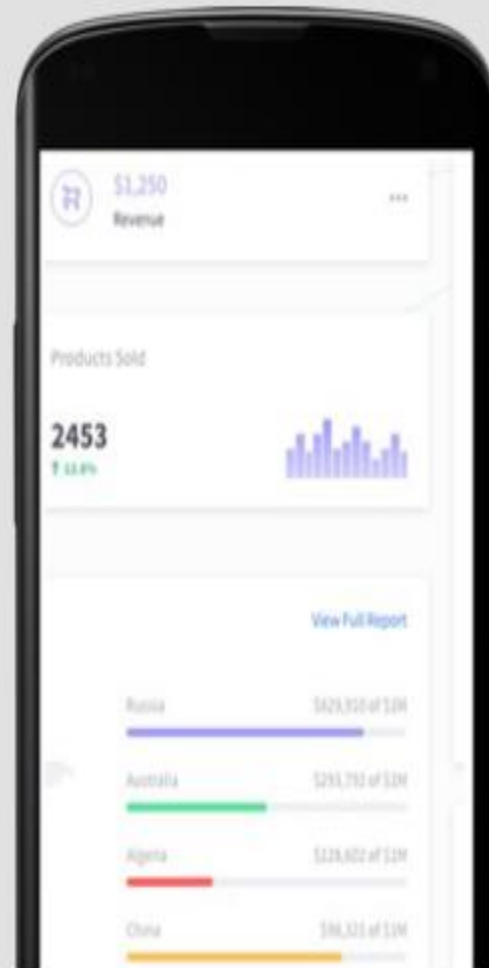
## Mobility

Digitise manufacturing processes and integrate business systems using a cost effective, high-quality, and resource-efficient methodology based on Industry 4.0 technology. You can improve operational visibility with near real-time information that increases reliability and product traceability using solutions based on the Internet of Things

Request Now

$1,250
Revenue

Products Sold

2453

View Full Report

Menu  ☰

# SHOP FLOOR CONTROL

Data Collection is an easy-to-use, online system that allows labour and inventory transactions to be entered at the time tha work is being done on the shop floor.

- Data Collection uses touch-screen, mouse, light-pen, bar code or keyboard interface to update labor information from the shop floor.

- Incorporate employee pictures, part drawings or even video instructions on how to perform the operation.

- Online, dynamic work queue window provides employees with a prioritized work schedule and routes information directly to the shop floor.

Request Now

Message us

Can I help you?

GetButton

| Traditional web technologies | Cloud-based services | Mobile internet technologies | Big data and big data architecture (eg, data lakes) | Internet of Things | Design thinking | Artificial-intelligence tools | Robotics (eg, robotic process automation) | Advanced neural machine-learning techniques (eg, deep learning) | Augmented-reality technologies | Additive manufacturing (eg, 3-D printing) |
|---|---|---|---|---|---|---|---|---|---|---|
| 85 / 85 | 81 / 71 | 68 / 53 | 56 / 50 | 45 / 33 | 44 / 34 | 31 / 23 | 21 / 24 | 17 / 11 | 15 / 12 | 13 / 12 |
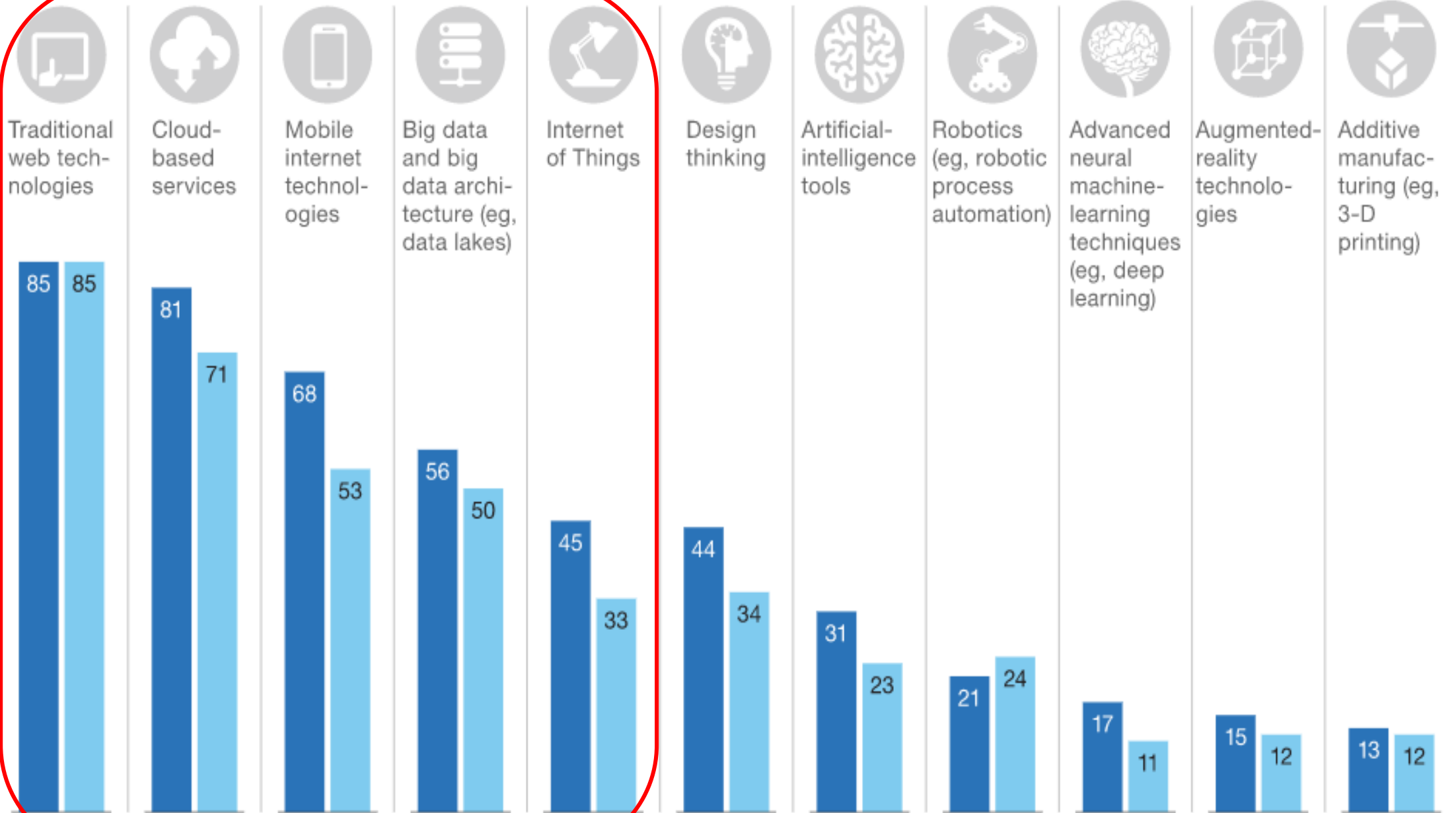
successful digital transformations.

**Success rate of digital transformations,[1] by key factors,[2] % of respondents**

■ Statement describes transformation[3]　■ Statement does not describe transformation[4]



| Management team established clear change story for transformation | Digital tools were implemented to make information more accessible across organization | Digital self-serve technology was implemented for employees' and/or business partners' use | Senior managers fostered sense of urgency for making transformation changes | People engaged in key roles ensured collaboration between units on transformation initiatives | Standard operating procedures were modified to include new digital technologies | Senior leaders encouraged employees to experiment with new ideas | People engaged in key roles encouraged employees to challenge old ways of working | People engaged in key roles were more involved in developing initiatives than during past change efforts | Senior managers ensured collaboration between units on transformation initiatives |
|---|---|---|---|---|---|---|---|---|---|
| 22 | 21 | 24 | 23 | 22 | 21 | 22 | 20 | 21 | 21 |
| 3.1× | 2.1× | 2.0× | 1.9× | 1.8× | 1.8× | 1.7× | 1.7× | 1.6× | 1.6× |
| 7 | 10 | 12 | 12 | 12 | 12 | 13 | 12 | 13 | 13 |

[1]Respondents who report success say their organizations' transformations were very or completely successful at both improving performance and
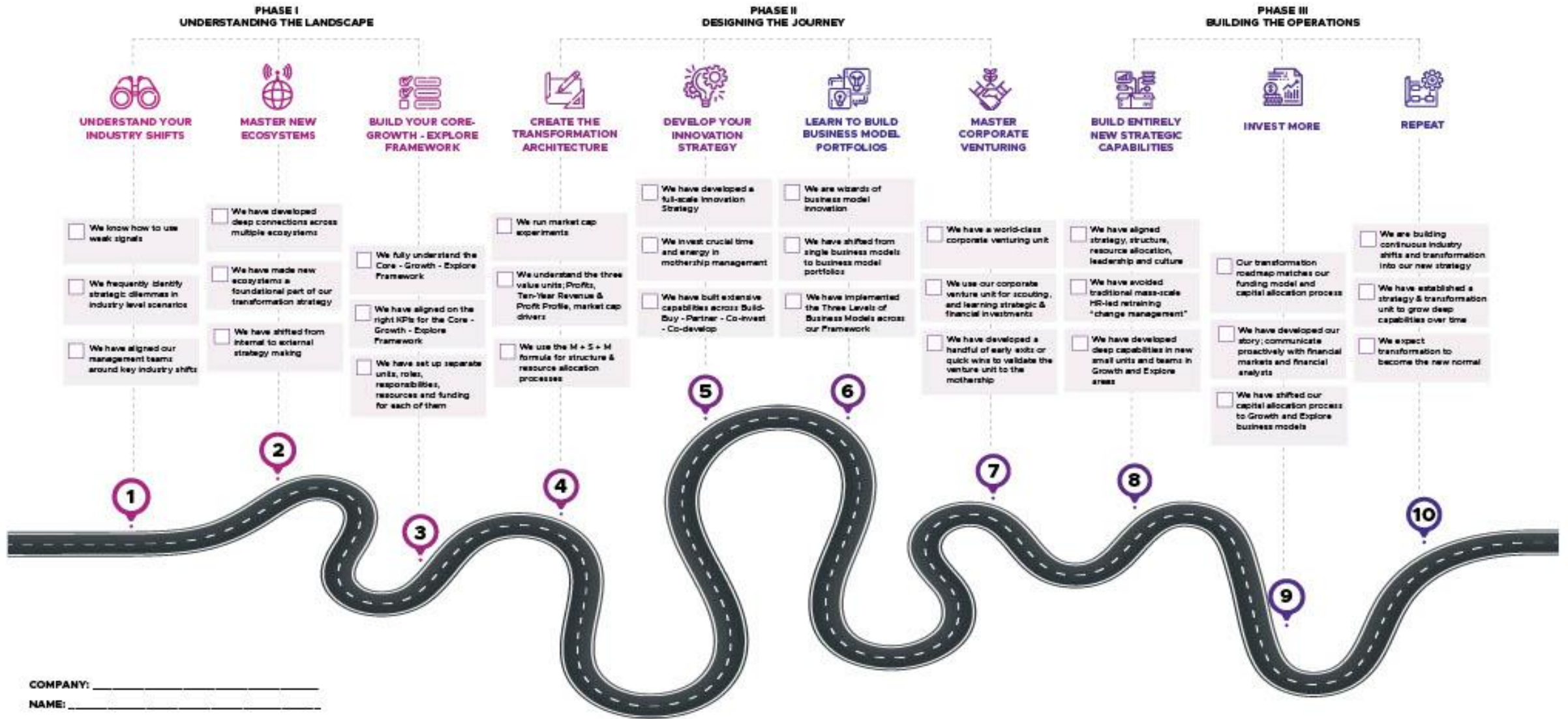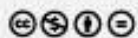
## PHASE I
### UNDERSTANDING THE LANDSCAPE

## PHASE II
### DESIGNING THE JOURNEY

## PHASE III
### BUILDING THE OPERATIONS



**UNDERSTAND YOUR INDUSTRY SHIFTS**

- We know how to use weak signals
- We frequently identify strategic dilemmas in industry level scenarios
- We have aligned our management teams around key industry shifts

**MASTER NEW ECOSYSTEMS**

- We have developed deep connections across multiple ecosystems
- We have made new ecosystems a foundational part of our transformation strategy
- We have shifted from internal to external strategy making

**BUILD YOUR CORE-GROWTH - EXPLORE FRAMEWORK**

- We fully understand the Core - Growth - Explore Framework
- We have aligned on the right KPIs for the Core - Growth - Explore Framework
- We have set up separate units, roles, responsibilities, resources and funding for each of them

**CREATE THE TRANSFORMATION ARCHITECTURE**

- We run market cap experiments
- We understand the three value units; Profits, Ten-Year Revenue & Profit Profile, market cap drivers
- We use the M + S + M formula for structure & resource allocation processes

**DEVELOP YOUR INNOVATION STRATEGY**

- We have developed a full-scale innovation Strategy
- We invest crucial time and energy in mothership management
- We have built extensive capabilities across Build-Buy - Partner - Co-invest - Co-develop

**LEARN TO BUILD BUSINESS MODEL PORTFOLIOS**

- We are wizards of business model innovation
- We have shifted from single business models to business model portfolios
- We have implemented the Three Levels of Business Models across our Framework

**MASTER CORPORATE VENTURING**

- We have a world-class corporate venturing unit
- We use our corporate venture unit for scouting, and learning strategic & financial investments
- We have developed a handful of early exits or quick wins to validate the venture unit to the mothership

**BUILD ENTIRELY NEW STRATEGIC CAPABILITIES**

- We have aligned strategy, structure, resource allocation, leadership and culture
- We have avoided traditional mass-scale HR-led retraining "change management"
- We have developed deep capabilities in new small units and teams in Growth and Explore areas

**INVEST MORE**

- Our transformation roadmap matches our funding model and capital allocation process
- We have developed our story; communicate proactively with financial markets and financial analysts
- We have shifted our capital allocation process to Growth and Explore business models

**REPEAT**

- We are building continuous industry shifts and transformation into our new strategy
- We have established a strategy & transformation unit to grow deep capabilities over time
- We expect transformation to become the new normal

COMPANY: _____

NAME: _____

## The Transformation Roadmap

Thinking
DIMENSIONS

**PHASE I**
**UNDERSTANDING THE LANDSCAPE**

**PHA**
**DESIGNING T**

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**5**

# PHASE II
## DESIGNING THE JOURNEY

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**(5)**

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**(6)**

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SE II
HE JOURNEY

PHASE III
BUILDING THE OPERATIONS

**LEARN TO BUILD BUSINESS MODEL PORTFOLIOS**

**MASTER CORPORATE VENTURING**

**BUILD ENTIRELY NEW STRATEGIC CAPABILITIES**

**INVEST MORE**

**REPEAT**

- [ ] We are wizards of business model innovation

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6

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- [ ] We have aligned strategy, structure, resource allocation, leadership and culture

- [ ] We have avoided traditional mass-scale HR-led retraining "change management"

- [ ] We have developed deep capabilities in new small units and teams in Growth and Explore areas

- [ ] Our transformation roadmap matches our funding model and capital allocation process

- [ ] We have developed our story; communicate proactively with financial markets and financial analysts

- [ ] We have shifted our capital allocation process to Growth and Explore business models

- [ ] We are building continuous industry shifts and transformation into our new strategy

- [ ] We have established a strategy & transformation unit to grow deep capabilities over time

- [ ] We expect transformation to become the new normal

# 6 Months Business Digital Transformation Roadmap

## Month 1

### Awareness
- Gap analysis
- Tools define processes
- Errors with risk
- Inventory, backup, alert/ event mgmt with many manual handoffs
- Lack of process documentation
- Text here

## Month 2

### Standardized
- Standardization & change management
- Admin task automation
- Initiate change for problem management
- Initiate tool consolidation
- Reporting automation
- Text here

## Month 3

### Proactive
- Process automation across datacenter
- Automate app release and deployment
- Almost no handoffs, minimizing errors
- Full compliance remediation
- Text here

## Month 4

### Service Aligned
- Cloud ready , utilize less maintenance
- Use cloud resource
- Easy to back up
- Show/charge-back
- Practice close loop development operations
- Text here

## Month 5

### Optimized
- It is a strategic partner and broker of services
- Optimized for scale, security, performance, availability & flex
- Human Resource allocation
- Continuous compliance and governance
- IT scorecard with biz KPIs and analytics
- Text here

## Month 6

### Text here
- IT drives business models and opportunities
- Hybrid cloud management
- Text here
- Text here

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# DIGITAL DIRECTIVE: SCORECARD

## DIGITAL VITALITY SCORE

| Category | Score (1-5) |
|---|---|
| STRATEGY | |
| DATA | |
| ORGANIZATIONAL ALIGNMENT | |
| CUSTOMER EXPERIENCE | |

**DIGITAL VITALITY SCORE**
### 3.2
JUL 2019

**DIGITAL VITALITY SCORE**
### 4.5
FEB 2020

### +26%

## STRATEGY — SCORE 2.2

| Item | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| Competitive Analysis | | | | | |
| Ecosystem/Partner Analysis | | | | | |
| VisionGoals | | | | | |
| Organizational Roadmap | | | | | |
| Leadership Alignment | | | | | |
| Cross-Functional Strategy | | | | | |
| Internal Comms | | | | | |
| Digital Ethics | | | | | |
| Financial Impacts Reports | | | | | |

## DATA — SCORE 3.8

| Item | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| Data Strategy | | | | | |
| Security | | | | | |
| APIs, Frameworks, & External Data | | | | | |
| Sharing | | | | | |
| Data Governance | | | | | |
| Data Architecture | | | | | |
| Data Privacy & Awareness | | | | | |
| Internal Data Sharing | | | | | |
| Dedicated Data Analyst(s) or Team | | | | | |

## ORGANIZATIONAL ALIGNMENT — SCORE 2.8

| Item | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| Ecommerce | | | | | |
| Digital Team or CoE | | | | | |
| Customer Service | | | | | |
| IT | | | | | |
| Legal / Compliance | | | | | |
| Marketing & Communications | | | | | |
| Product Teams | | | | | |
| Infrastructure | | | | | |
| Sales or Channel | | | | | |

## CUSTOMER EXPERIENCE — SCORE 3.9

| Item | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| Experience Automation | | | | | |
| Customer Research | | | | | |
| Persona Development | | | | | |
| Customer Journey | | | | | |
| Real-time Relevancy | | | | | |
| Co-innovation | | | | | |
| Customer engagement process | | | | | |
| Content Strategy | | | | | |
| Financial Impacts Reports | | | | | |

# Digital Vitality Dashboard

*Use a scorecard or dashboard to measure the success of digital transformation.*

## Digital Vitality Score

### Digital Vitality Score

Strategy
Data
Organizational Alignment
Customer Experience

3.2 ——————————————— 4.5

July    Aug    Sep    Oct    Nov    Dec    Jan    Feb

2019    2020

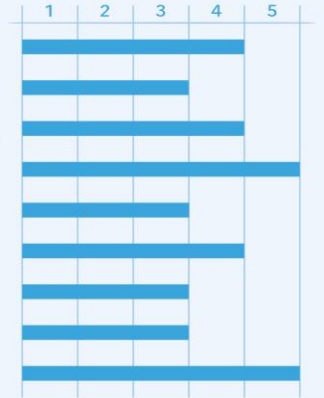+26%

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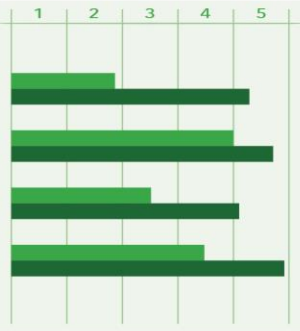
**2.2** Score  **Strategy**

- Competitive Analysis
- Ecosystem/Partner Analysis
- Vision Goals
- Organizational Roadmap
- Leadership Alignment
- Cross-Functional Strategy
- Internal Comms
- Digital Ethics
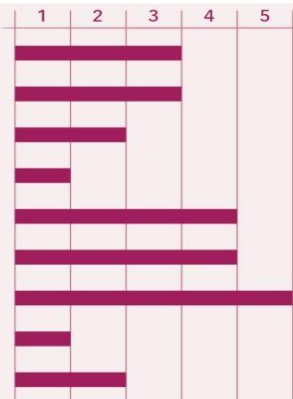- Financial Impact Reports

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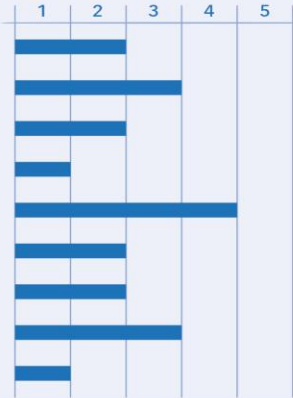
**3.8** Score  **Data**

- Data Strategy
- Security
- APIs, Frameworks & Data
- Sharing
- Data Governance
- Data Architecture
- Data Privacy & Awareness
- Internal Data Sharing
- Dedicated Data Analyst(S)
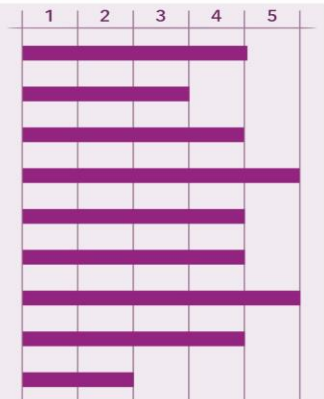
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**2.8** Score  **Organizational Alignment**

- Ecommerce
- Digital Team or CoE
- Customer Service
- IT
- Legal/Compliance
- Marketing & Communications
- Product Teams
- Infrastructure
- Sales or Channel

---

**3.9** Score  **Customer Experience**

- Experience Automation
- Customer Research
- Persona Development
- Customer Journey
- Real-Time Relevancy
- Co-Innovation
- Customer Engagement
- Content Strategy
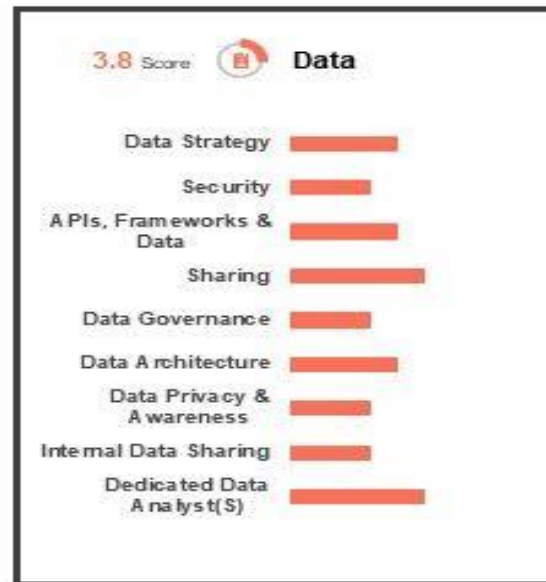- Financial Impact Reports

# PARA DEFINIR EN LA RUTA DIGITAL

# CADA UNO DE LOS EQUIPOS

Erp integrado en prospectiva digital

Transición digital/

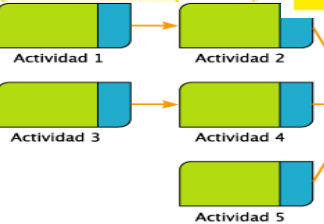**6 Months Business Digital Transformation Roadmap**

Actividad 1  Actividad 2
Actividad 3  Actividad 4  Actividad
Actividad 5

KPI
KEY PERFORMANCE INDICATOR
OBJECTIVE
STRATEGY  PERFORMANCE
OPTIMIZATION  EVALUATION
SUCCESS  MEASUREMENT

**6 Months Business Digital Transformation Roadmap**

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Month 6
Text here
- IT drives business models and opportunities
- Hybrid cloud management
- Text here
- Text here

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Tiempo estimado por el programador sin protección
Tiempo de protección agregado por el programador

**Reevalue su Red circular de valor**

explorando nuevos mercados

Actividad 1  Actividad 2
Actividad 3  Actividad 4  Actividad 6
Actividad 5

Finalización estimada del proyecto con todas las protecciones

KPI
KEY PERFORMANCE INDICATOR
OBJECTIVE
STRATEGY  PERFORMANCE
OPTIMIZATION  EVALUATION
SUCCESS  MEASUREMENT

Tiempo est. s/ protec
Tiempo de protección agregada por el administrador todo el proye

**Reconstruya su organización**  **Transformación digital**  **Reimagine su negocio**

Facilitadores

Actividad 1  Actividad 2
Actividad 3  Actividad 4  Actividad 6
Actividad 5

Finalización estimada del proyecto con todas las protecciones

KPI
KEY PERFORMANCE INDICATOR
OBJECTIVE
STRATEGY  PERFORMANCE
OPTIMIZATION  EVALUATION
SUCCESS  MEASUREMENT

Tiempo estimado por el programador sin protección
Tiempo de protección agregado por el programador
Tiempo de protección agregada por el administrador para todo el proyecto

Otorgar: visión ( norte), empoderamiento

Creación de seals

Actividad 1  Actividad 2
Actividad 3  Actividad 4  Actividad 6
Actividad 5

KPI
KEY PERFORMANCE INDICATOR
OBJECTIVE
STRATEGY  PERFORMANCE
OPTIMIZATION  EVALUATION
SUCCESS  MEASUREMENT

Tiempo estimado por el programador sin protección
Tiempo de protección agregado por el programador
Tiempo de protección agregada por el administrador para todo el proyecto

**Reconecte a sus clientes**

6 Months Business Digital Transformation Roadmap

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