

# Digitalization (d12n) Maturity Model

Area	Subarea \ Level	1 – Initial	2 – Repeatable	3 – Defined	4 – Measurable + External integration	5 – Optimized
<b>General</b>		Chaos	The organization can repeat the success achieved	The processes are documented	The processes have established metrics, the values are regularly measured	A self-optimizing process is established for a part
<b>Benefits</b>		Low efficiency, manual labor, no structured d12n efforts	Informal activities, some low-hanging fruits of d12n are achieved like excluding the most labor-intensive operations	Standard practice and stable efficiency using digital tools are achieved; most standard tools are implemented	Formal quantity values for plan/fact analysis in each area, partners (suppliers & clients) start to integrate digitally	Constant improvements are based on priority analysis, partners requirements and new technologies available
<b>Strategy</b>	Digitalization strategy	Absent	Documented priorities for digitalization	Defined projects program for 3 years	Projects with business cases tied to maturity levels	Clear d12n program for 5 years decomposed to individual yearly goals
<b>Organization</b>	Organizational structure	Absent	Responsibility for d12n is distributed	1 person responsible for d12n, centralized execution	Strategically managed, execution is delegated	Virtual organization, including clients and suppliers via common projects & initiatives
	External communication: Internet presence	Absent	Static website of organization	Regularly updated statuses in social networks	Visitors' dynamics analyzed regularly, connected to recruitment process	High level of visitors' engagement via livestreams
	External communication: documents interchange	Common office formats are in use: Excel (xlsx), Word (docx), PowerPoint (pptx), PDF	Ability to process documents in specific formats and send them by email/upload using file sharing, as per industry requirements (e.g. GAEB for construction)	A solution is in place to sign internal documents (e.g., HR documents) with the according <a href="#">digital signature</a> . Internal documents are stored in digital form.	A company interchanges e-documents with suppliers and clients, system interfaces for electronic document interchange are in place	A set of yearly activities are in place to expand the % of e-documents and implement new interfaces for documents interchange
	Internal Communication: Intranet	Absent	Static website with FAQ & general info for employees,	Internal social network with designated space for informal comms	Intranet activity analyzed regularly; actions taken	A set of yearly activities are in place to improve engagement and resources' usefulness
<b>People</b>	People / Competence:	Ability to use tools varies, including unawareness	There are employees with advanced knowledge able to teach the others	All the employees passed the standard training how to use standard tools; employees interact using the tools between departments	Employees solve the problems interacting with clients & suppliers using the tools	A formal yearly d12n competence improvement plan is in place
<b>Processes</b>	Main process: (e.g., project management)	Tools for individual work are used (Word, Excel)	Groupware tools are used sometimes	Groupware is formally standard for the main production process	Collaboration with clients & suppliers in groupware	A formal set of yearly activities to enhance groupware use
	Transactional processes: finance, logistics	Absent	Some flows are inside transactional system	Vertical or horizontal (e.g., ERP) solution is implemented for all the main transactional processes	Transactional systems are integrated with the systems of clients and/or suppliers	A formal set of yearly activities to enhance transactional systems use
	Other secondary processes: document management, tasks management, etc.	Absent	Some solutions are in place	Most control flows are automated	Integration with the systems of clients and/or suppliers (or providing access to them)	A formal set of yearly activities to enhance systems use
	Business Intelligence (BI)	Absent	Using Excel Pivot Tables as a standard practice	Using BI solutions based on at least 1-year transactional DB	Information from BI is regularly supplied to metrics analysis / dashboard	Formal process for BI enhancement / metrics updates at least yearly
	Knowledge management	Absent	Some knowledge is saved to network folders	Web-based knowledge system in place with knowledge save/use processes	Measured knowledge retention & use effectiveness	Pro-active yearly activities to enhance knowledge management
	Information Security (IS)	Absent	Antivirus, firewall, email check	Formal information sharing policy + standard disk encryption	IS issues measured, analyzed, action taken	Pro-active yearly program to enhance IS
<b>Infrastructure</b>	Infrastructure management (from ITIL/ITSM maturity model)	Absent	Service Desk + Incident Management	Problem Management, Configuration Management	Change management, Service level management	Capacity management, Availability management, Continuity management
<b>Supplier management</b>	Digital solutions supplier management	No selected and proved suppliers for d12n (excluding infrastructure)	Selected and proved suppliers for some areas of d12n	A defined pool of proven suppliers for each area of d12n	The performance & risks for d12n solution providers are measured and discussed regularly	A formal set of yearly activities to improve suppliers' performance
<b>Performance Management</b>	Metrics	Absent	Number of critical IT incidents per year	SLAs for the systems implemented	Performance metrics for d12n areas on a dashboard, updated daily	Performance metrics for d12n reviewed & updated yearly, aligned with company's strategy
	Risk Management	Absent	A list of d12n risks with associated actions	A table with severity and probability for d12n risks on 1-3 scale, mitigation actions established	Risk management section on performance dashboard, updated daily	Risks for d12n reviewed & updated yearly