

Digital Transformation Blueprint

Organisational and digital transformations fail due to a lack of:

Vision and strategy

- (Beer, 2003; Eaton, 2010; Hines et al., 2011; Kotter, 2012)

Leadership

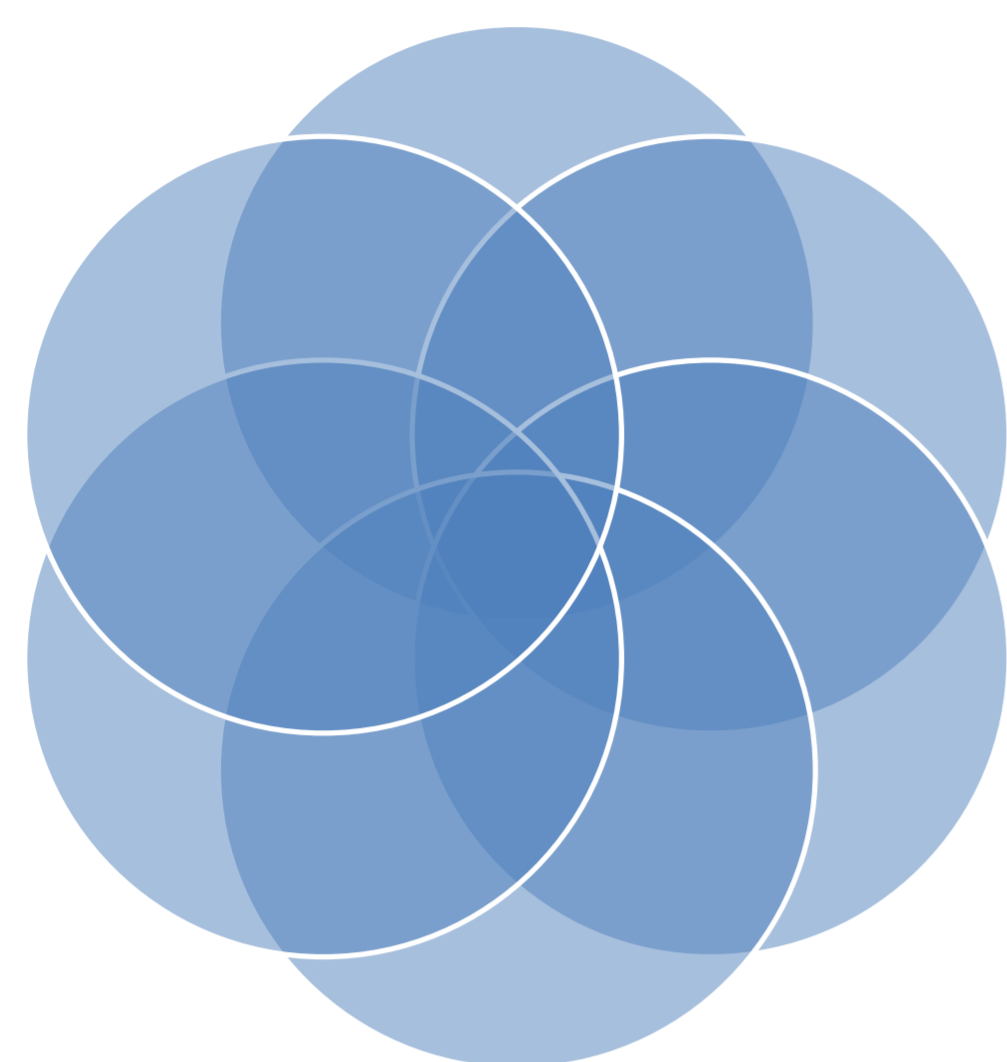
- (Beer, 2003; Eaton, 2010; Kotter, 2012; Project Management Institute, 2014)

Goal setting

- (Deming, 2000; Eaton, 2010; Hines et al., 2011; Akan, Er Ulker & Unsar, 2016; Rottmann & Roland, 2016)

People engagement

- (Deming, 2000; Jones, Roberts & Chonko, 2000; Eaton, 2010; Hines et al., 2011)



Communication

- (Hines et al., 2011; Kotter, 2012; Klonek, Lehmann-Willenbrock & Kauffeld, 2014; Project Management Institute, 2014; Rottmann & Roland, 2016)

Governance

- (Kotter, 1995; Beer, 2003; Eaton, 2010; Hines et al., 2011; Project Management Institute, 2014)

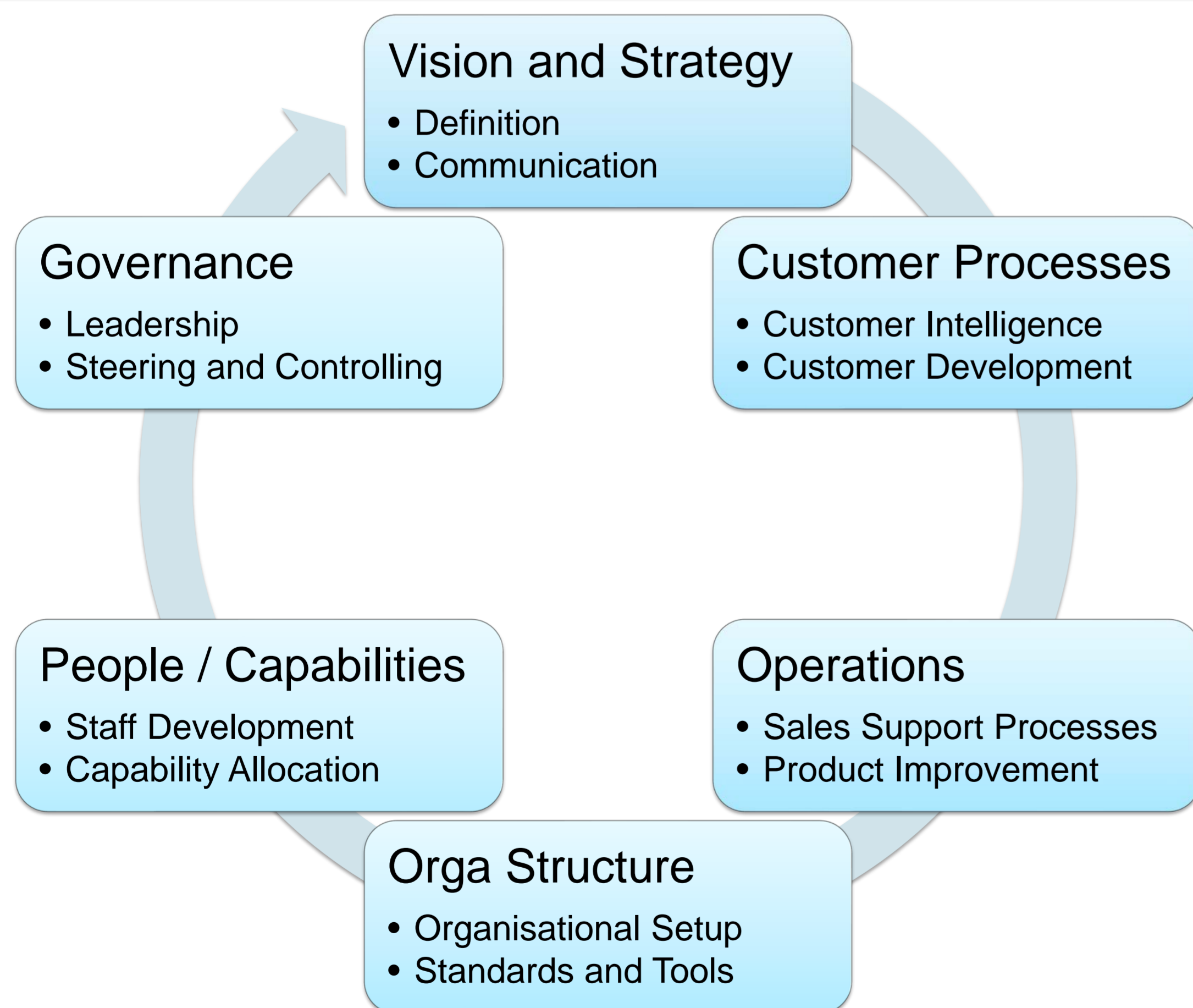
Solution research of 39 organisational design and transformation models

	Organisational design					Organisational transformation		
	Digital readiness	Customer Centric	Orga Design	Orga principles	Auto-motive	OT models	OT methods	PM and Agile
Accenture digital readiness model	x							
ADKAR model						x		
Agile Manifesto OT								x
Burke and Litwin's causal change model			x					
Kim / Mauborgne Tipping Point Leadership							x	
Deloitte Digital maturity model	x							
Deloitte Digital readiness check	x							
Deming's 14 points				x				
Edosomwan's 7 steps						x		
EFQM	x							
Ernst and Young digital maturity	x							
Fayol's 14 principles				x				
Forrester digital readiness	x							
Galbraith's star model		x						
Hayes's change approach						x		
Hines, Found, Griffiths et al's lean change							x	
Kienbaum digital readiness	x							
Kienbaum industry 4.0 readiness	x							
Kotter's 8 steps						x		
Leather's blueprint		x						
Lewin's 3 phases						x		
Lippitt' 7 phases						x		
McKinsey's 7 S				x				
McKinsey's 7 transformation decisions							x	
McKinsey's leading transformations							x	
Nadler and Tushman's congruence model						x		
Nadler and Tushman's orga design			x					
Pasmore's 9 steps						x		
Phillips's 4 steps						x		
Porras and Silvers's components			x					
Proff and Proff's change steps							x	
Project management phases								x
Prosci change model						x		
Super_Car_2011 fleet sales checklist					x			
Super_Car_2012 fleet and mobility strategy					x			
Super_Car_2014 fleet and mobility sales strategy					x			
Taylor's 4 scientific principles				x				
Weisbord's six boxes			x					
Wysocki's Project Portfolio Mgmt. Life Cycle								x
Sum	8	2	4	4	3	10	5	3
Total			21				18	

Our learning:
Two worlds exist with very distinct features!

Digital transformation models are often organisational design models and describe the "what" but fail to elaborate the "how!", which is one key reason for the problems in the implementation thereof. Understanding and respecting the differences increases the implementation success!

What to do: Static design requirements! Digital readiness model (DRM)



Chronological Independence
Business / Industry Context Essential

How to do it: Dynamic transformation approach! Digital transformation blueprint (DTB)



Chronological Order Essential
Business / Industry Independence