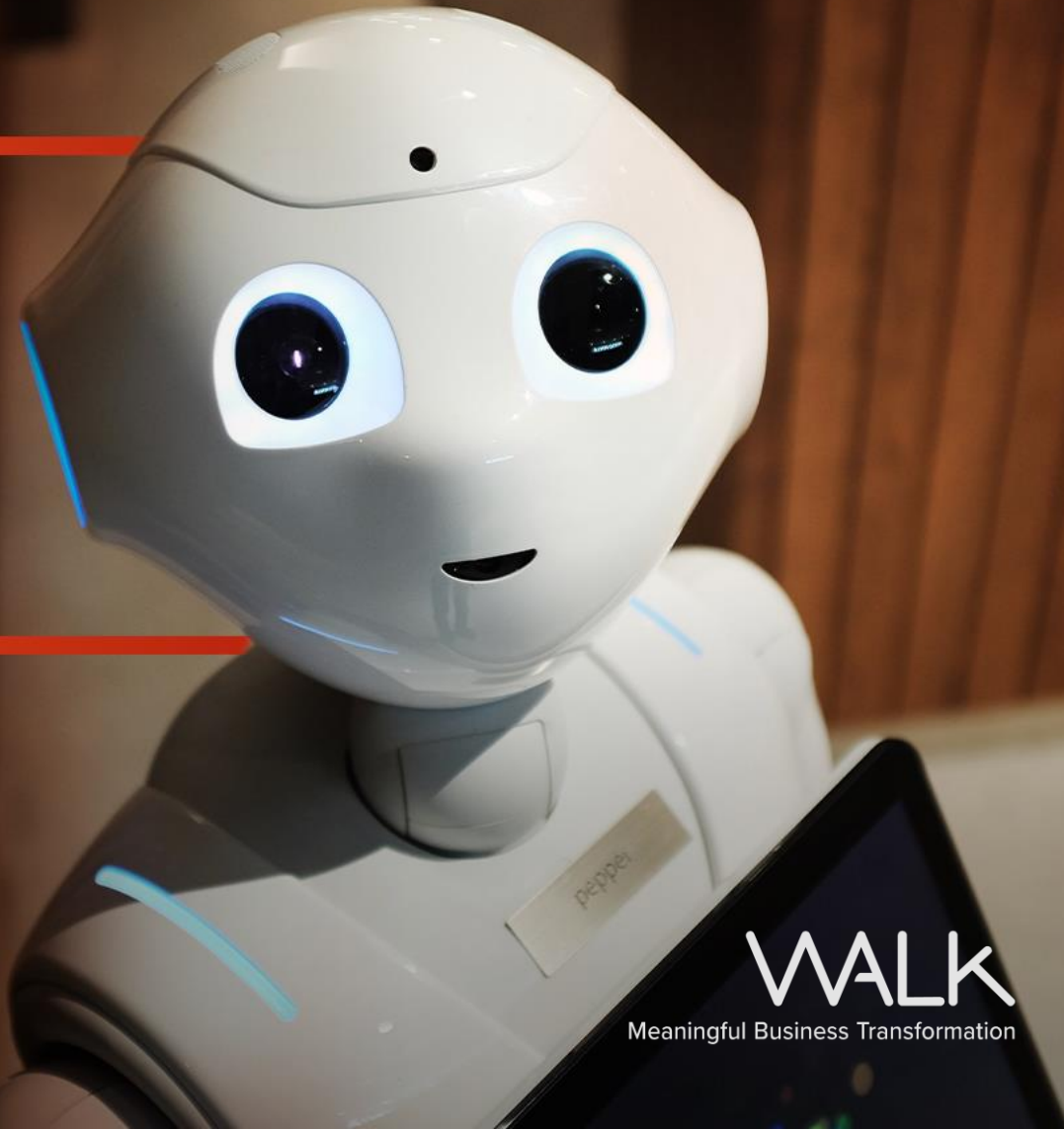


DRIVING DIGITALIZATION

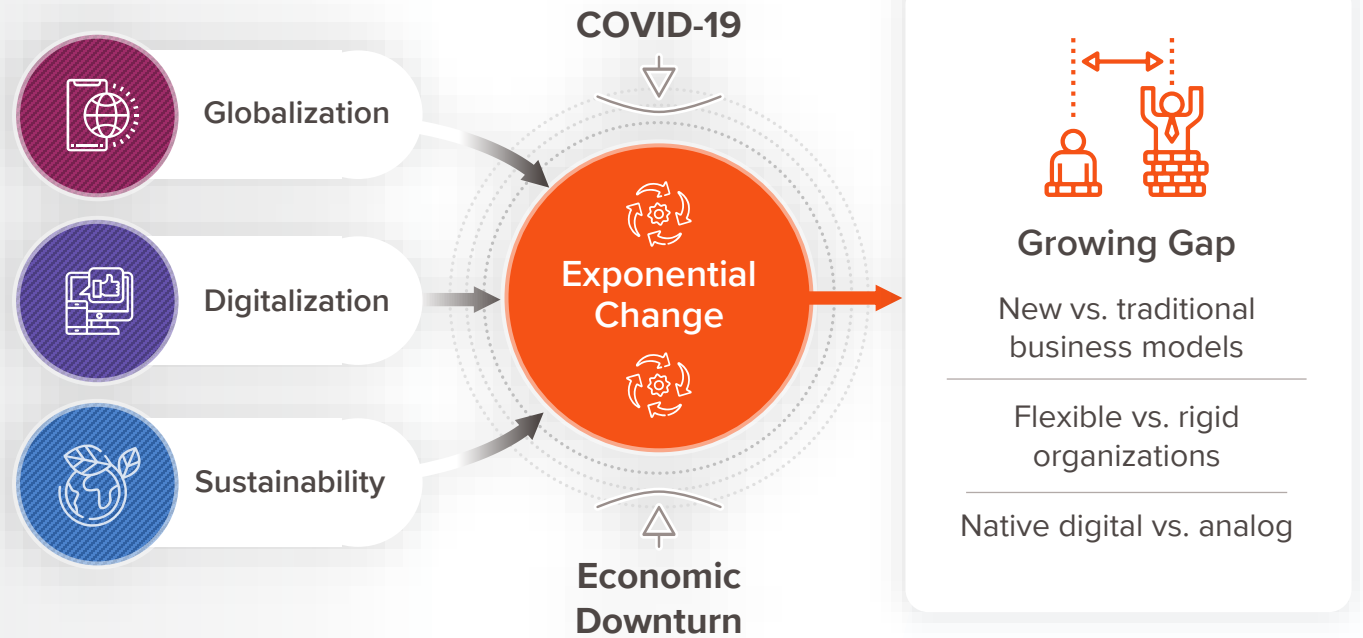
Apply innovation to transform and
keep-up with the pace of change



A New Context

Embrace the new context to transform and thrive

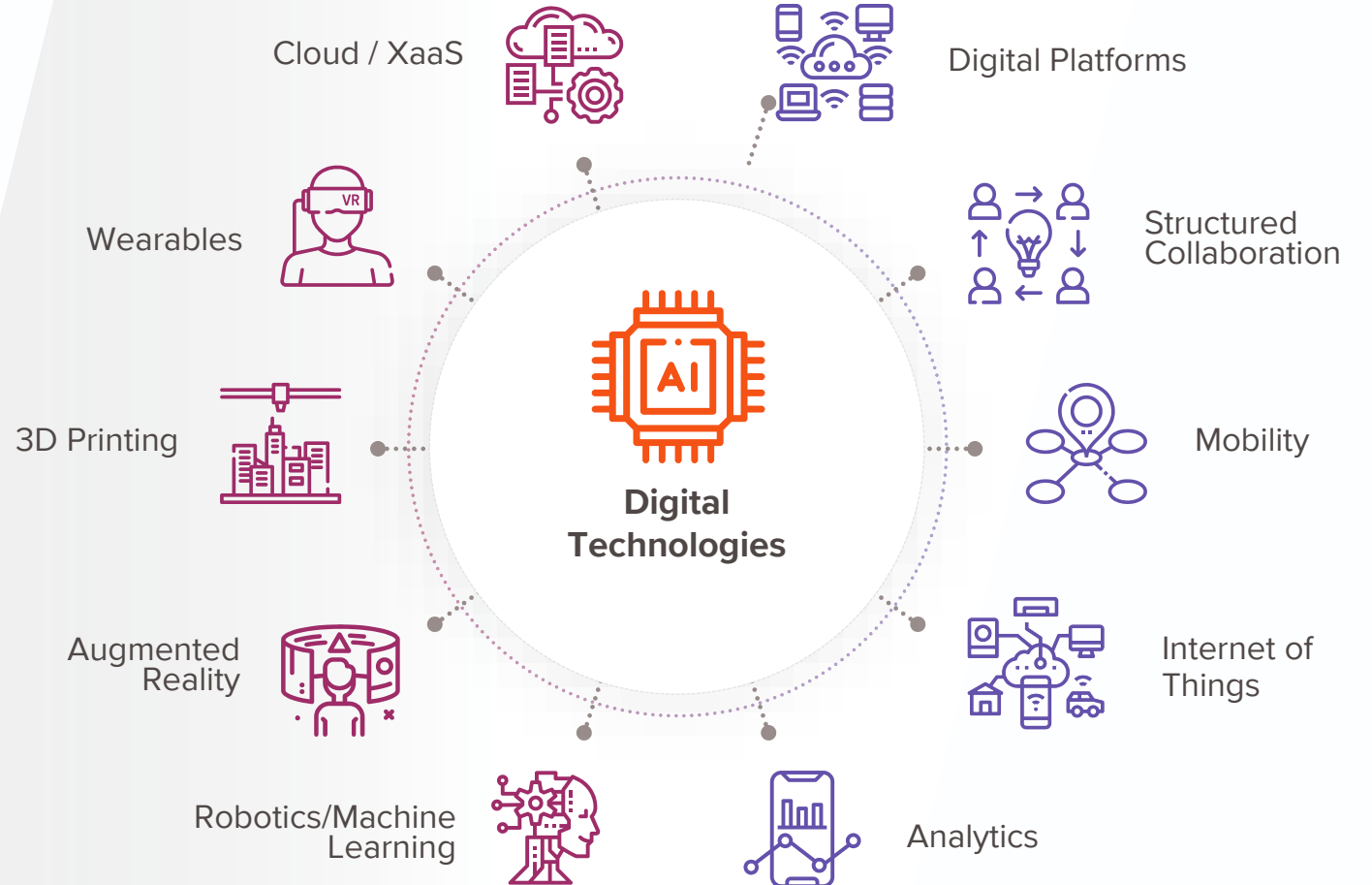
Exponential change has been taken to the next level by the pandemic, creating an opportunity for bold leaders to define the new paradigm and come out faster and stronger.



Why Digitalizing?

Keep-up with exponential change through digitalization

Strengthen the competitive positioning of the company by applying new technologies along its value chain or developing new business models.



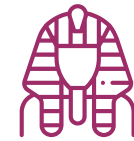
Key Pain-points

Overcome the historical difficulty of IT to fulfill the needs of the business

—
Evolve the IT function from an archaic, ineffective element to a valuable partner.



IT failure to respond to business needs



Large, slow Pharaonic projects



Inability to execute cross-functional projects



IT not seen as Partner by the Business



High costs, lack of transparency



Same old guys for new hype



The Strategic Journey

Evolve culture, implement New Ways of Working and transform the IT function

Successfully digitalizing the organization requires following a strategic journey.

Pillars of the Strategic Journey



1. New Leadership Paradigm

- Sense-making and direction
- Engagement and empowerment
- Accountability and execution
- Lead from within

2. New Ways of Working

- Autonomy and self-organization
- Collective intelligence
- Multi-disciplinary collaboration
- Customer centricity
- Growth-driven
- Flexible and adaptative

3. New Digital-IT


- Value creation
- Real partnership
- Pragmatism (MVP)
- Cost efficiency
- Agile & DevOps

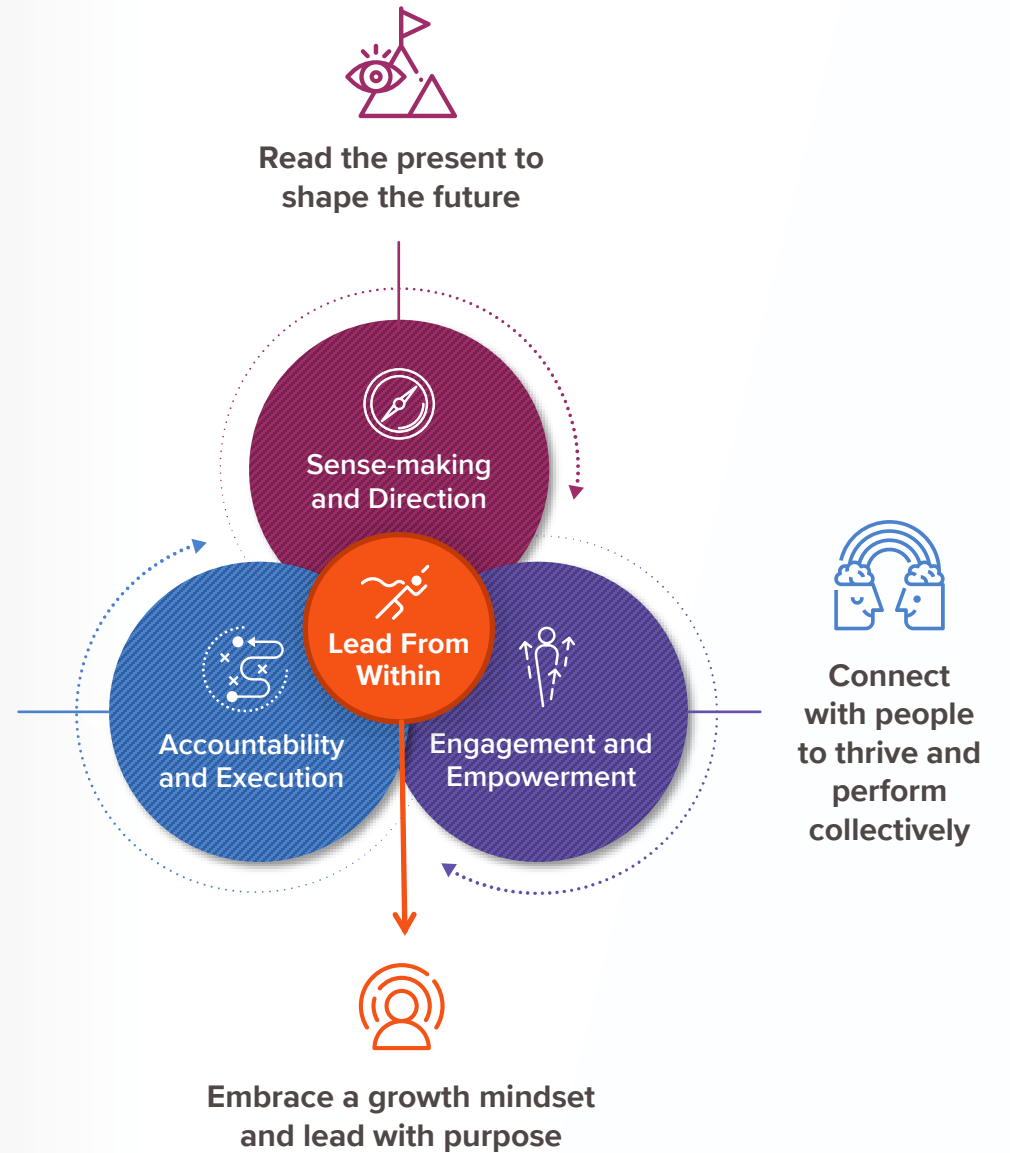




New Leadership Paradigm

Evolve the leadership style to drive the transformation and adopt New Ways of Working


Enable results through shared commitment

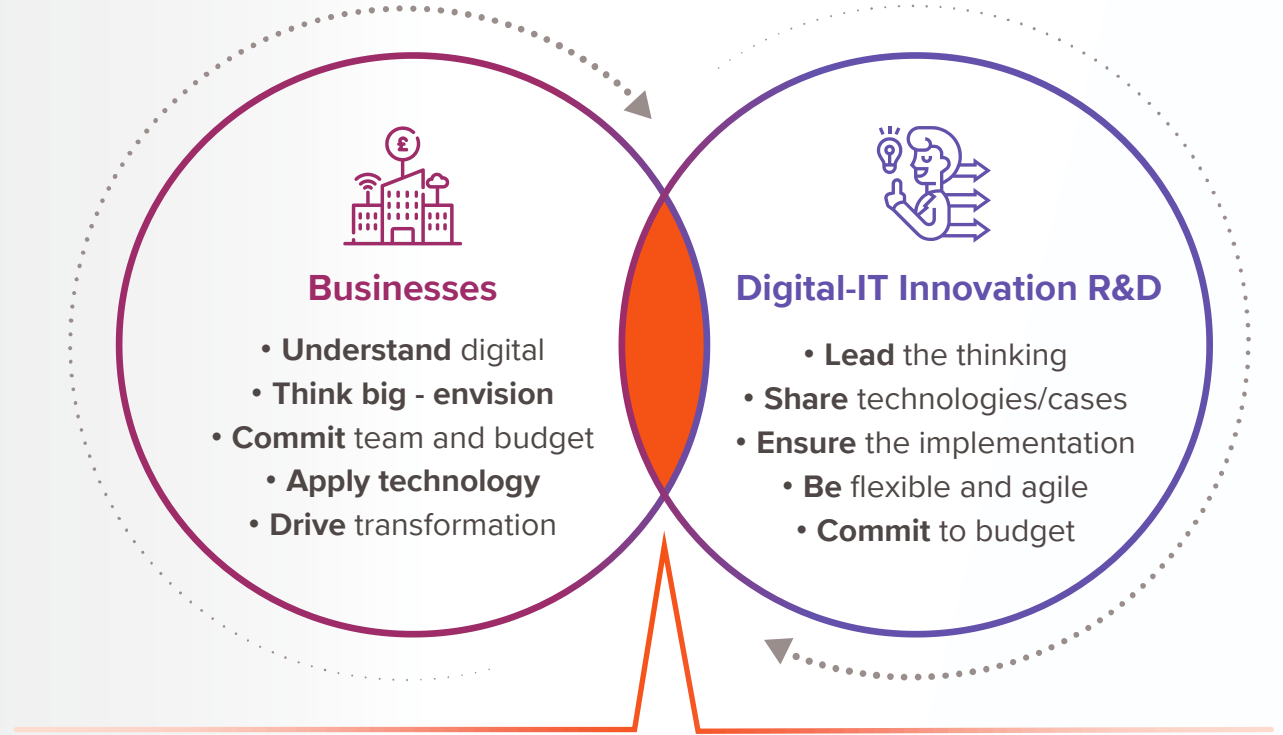




New Ways of Working (1/2)

Develop internal partnerships to achieve common objectives

Digitalization requires cross-functional collaboration across multiple areas leveraging a single process that ensures fail-fast approach.



Cross-functional collaboration across a single process



Envision



Conceptualize



MVP



Scale-up



Mature operation

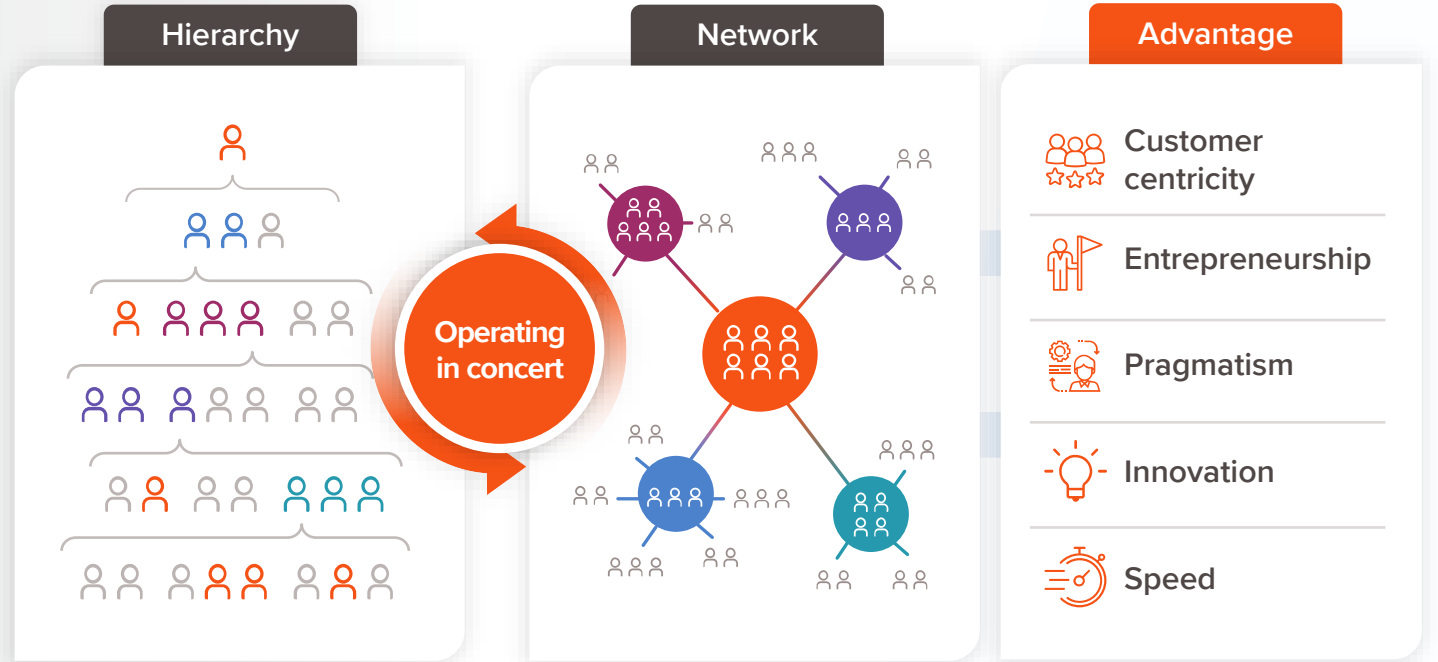




New Ways of Working (2/2)

Overcome the limitations of the hierarchical organization

The IT-Businesses cross-functional teams need to operate on a Dual Organization.





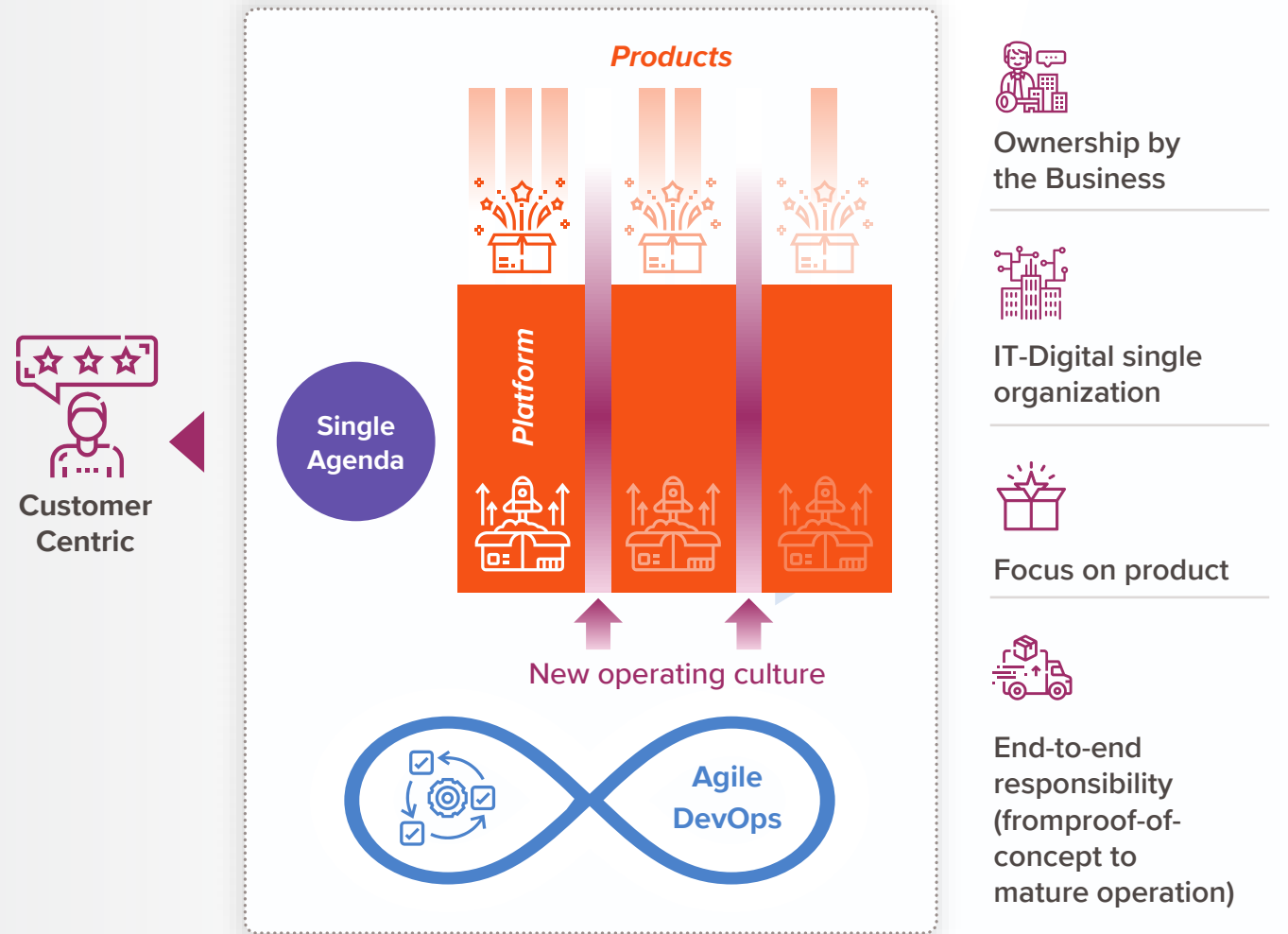
New IT-Digital

Adopt a new IT-Digital value-oriented approach

Business is required to take ownership of the digital product and IT-Digital to become a reliable and agile partner.



Product & Platform Organization



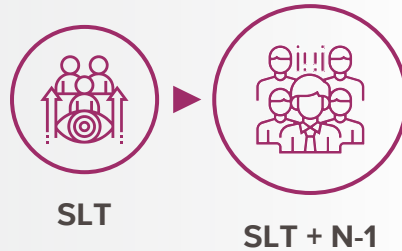
Methodology

Drive digitalization across the company in 16-weeks

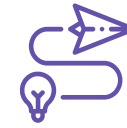
Execute through a structured process to focus teams and ensure delivery.



SLT Alignment and Prioritization



1. Assess digital potential
2. Align on effort and investment level
3. Prioritize focus and resources



Digital Discovery and Envisioning



1. Identify digital value for the business
2. Share benchmarks of comparables
3. Listen to supplier cases
4. Assess potential digital products/apps
5. Prioritize and launch execution



Conceptualize to Scale-up



1. Apply New Ways of Working in joint teams (Business & IT)
2. Assess impact and feasibility in shark tanks
3. Validate final MVO

Methodology: Follow-up

Ensure impact with a constant progress monitoring and value-assessment of each initiative

Digital Initiatives



Digitally Enabled Operations



Data-driven Corporation



Digital Branding and Marketing



Personalized Self-service



Data-driven Omnichannel



Agile Organization

Envisioning

● New Mobility business models
 📅 NA

● Channel: Customer exp evolution
 📅 03/22

● Strategic evolution of PoS pricing model
 📅 03/22

● Channel: Customer exp evolution
 📅 03/22

● Implementation of Agile and NWoW
 📅 NA

New Ways of Working



Monthly sprint reviews



Continuous assessment of estimated impact (€)



Technical quality review of MVPs



Rigorous shark tanks to assess feasibility



Results

Direct business impact and greater organizational engagement



Meaningful Transformation. Together.

www.walkleadership.com



For more information contact info@walkleadership.com

WALK

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