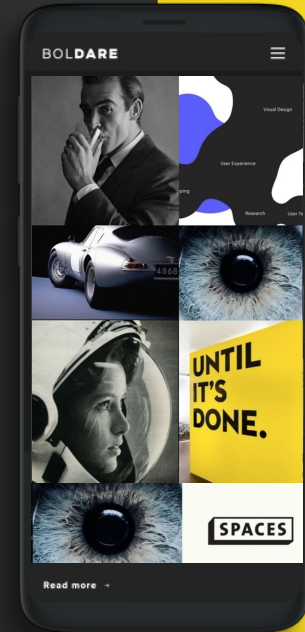

Digital Transformation in practice. A case study of change



Anna Zarudzka

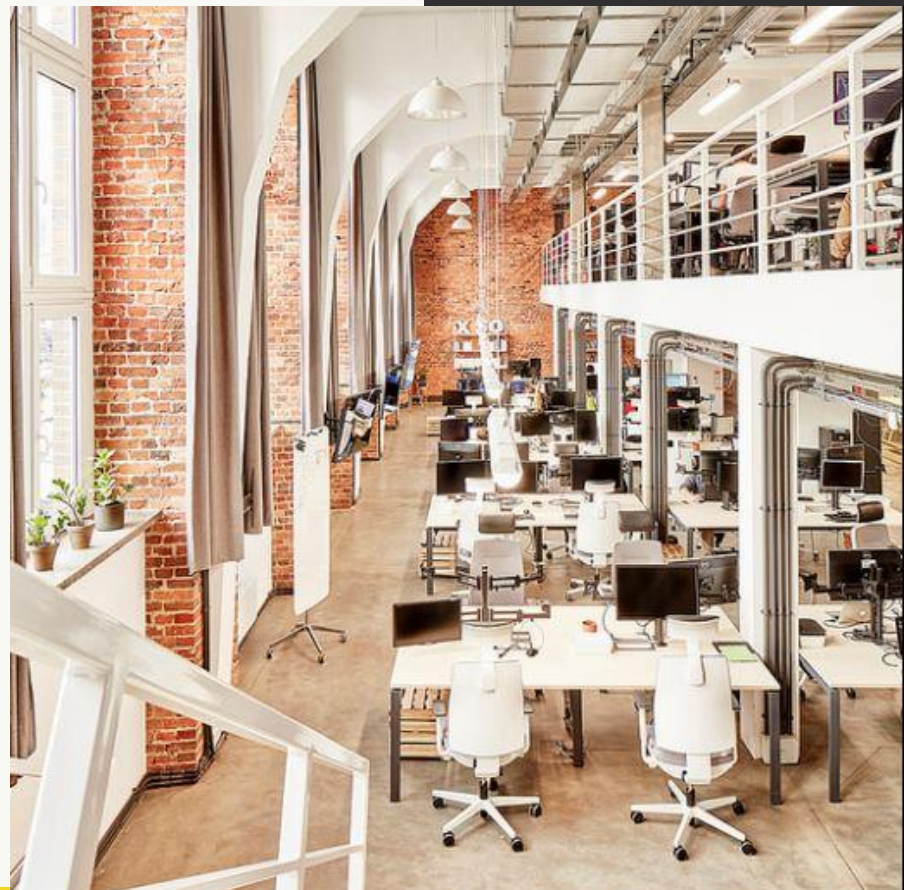
Co-CEO Boldare
Systemic Innovation Guide



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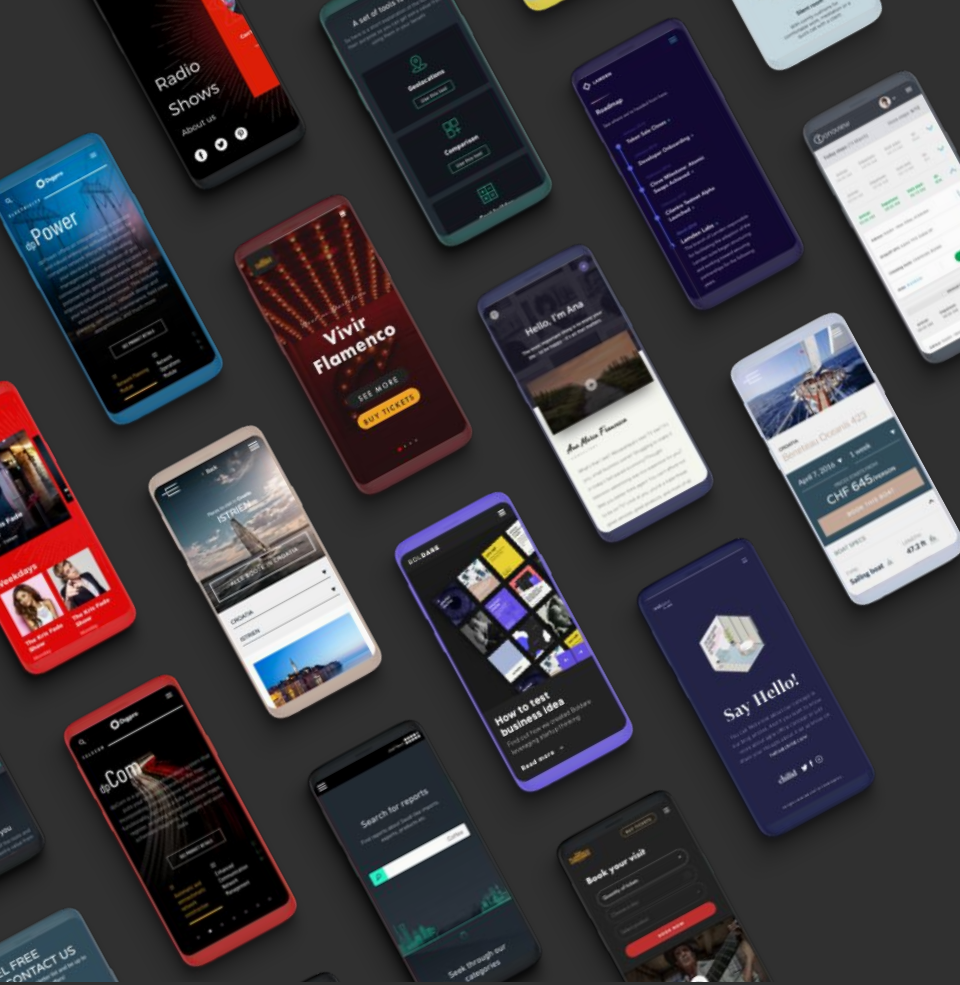
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**digital product
design & development**



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01

Digital Transformation Today



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Digital
Transformation
practically
interpreted

01

—

Digitization

the move from analog to digital

02

—

Digitalization

the use of digital technologies to change a business model or simplify how we work

03

Digitalization of products
and services

04

Digitalization of processes
(business, customer experience)

05

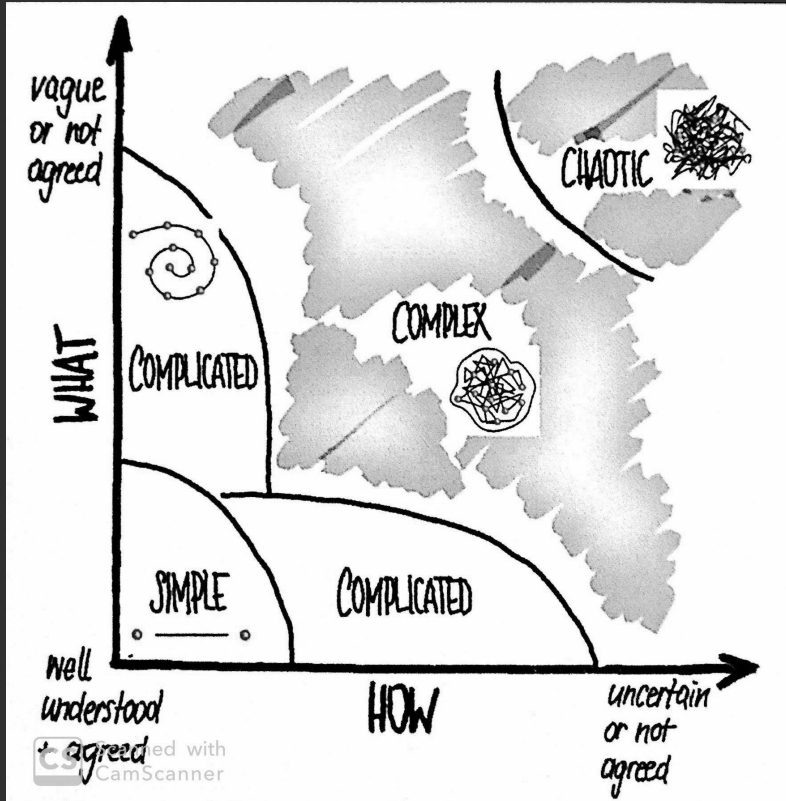
Or just new “tech features”,
technical innovation



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(Gartner 2015, Brysch 2017)

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Stacey, 1996

02

And what does this mean in a VUCA world?

VUCA also needs a readiness for change. Not only **Digital Readiness** -
 - an organization's ability to anticipate and respond to such transformation,
 but also **Cultural Readiness**.



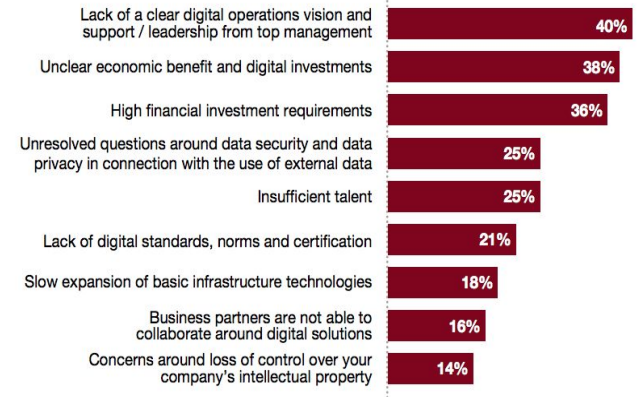
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Readiness for change

The biggest implementation challenge isn't lacking the right technology, it's the **lack of digital culture** and skills in the organization.

Figure 6: Lack of digital culture and training is the biggest challenge facing companies



Industrial companies need to develop a **robust digital culture**

PwC, Industry 4.0: Building the digital enterprise

We'll talk
about...



Digital Transformation as a change in the culture

A series of changes to the organizational status quo & culture that occur because of digital projects - changes that affect the whole system, the whole organization

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Culture

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Organization as a system

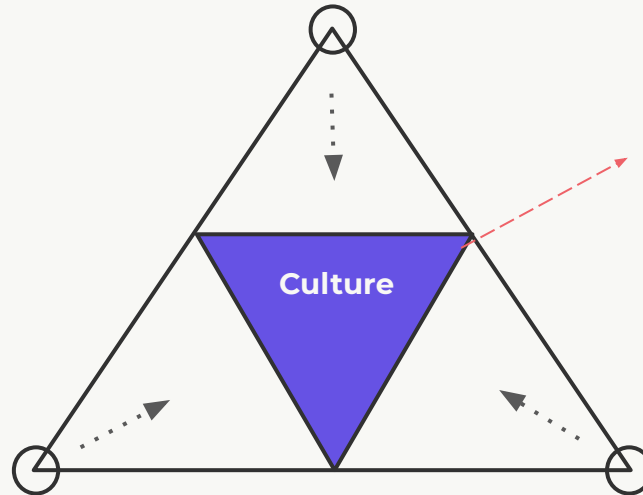
Systemic Digital Transformation

Decision premises

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Programmes

strategy, vision



undecidable

Communication Channels

structure, roles

Personnel ≠ Persons

qualifications of
an organization's
personnel

Possible impact

Programmes

- Vision,
- Strategy
- Policies
- Approach
- Prices
- General processes
- Goals

Communication Channels

- Structure
- Roles
- Accountabilities
- Hierarchies
- Reporting lines
- Meetings structure
- Tools for communication
- Committees
- Horizontal/vertical relations

Personnel

- Qualifications of an organization's personnel
- Specific paths of growth

Time-to-market & Growth



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Systemic Transformation in practice

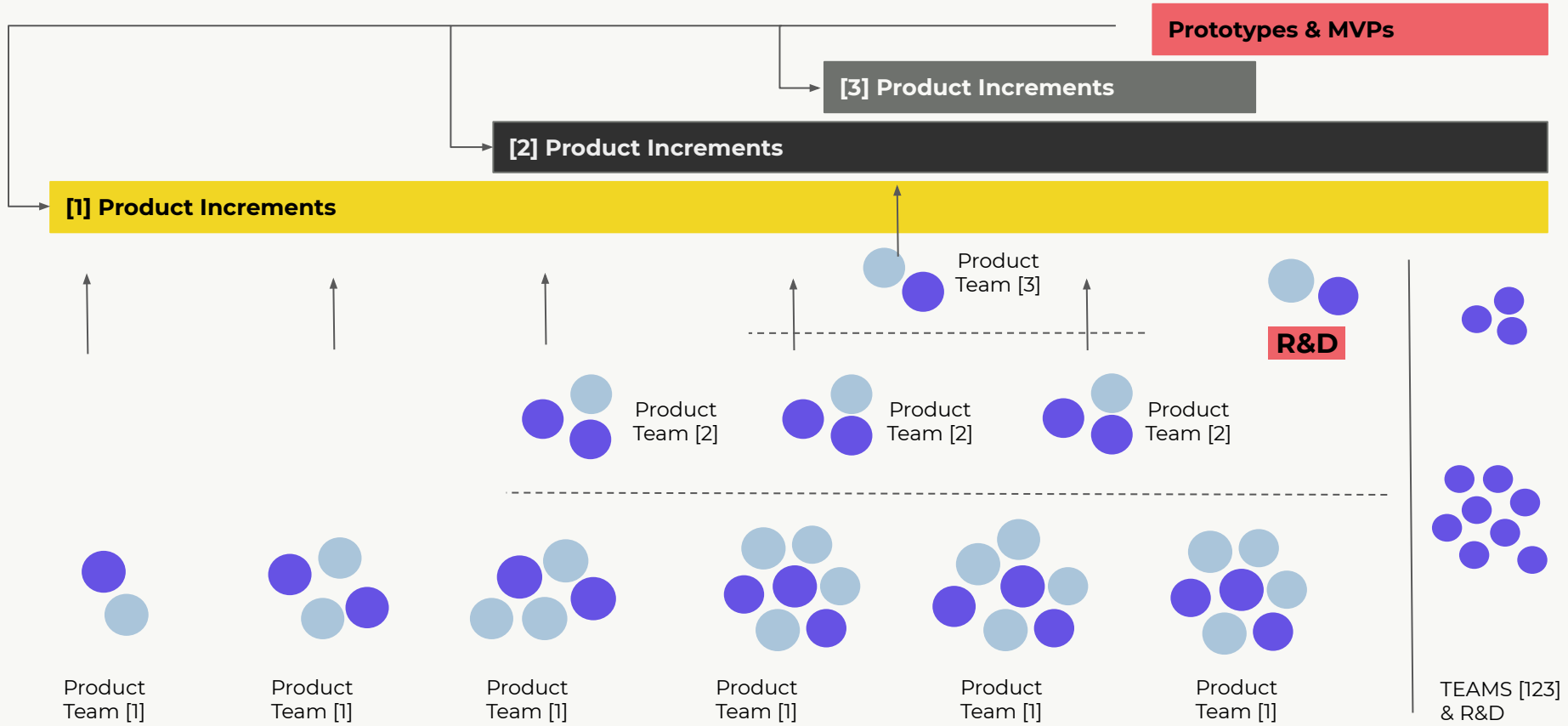
Case Study

Key services and transformation layers:

1. **Software development** - main products step by step
- augmented team of developers, designers, product roles
2. **Transformation** of programmes and communication channels = digital culture

Product Development Evolution

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Summary:

1. three teams building three products (different stages)
2. the same processes and full transparency
3. interdisciplinary team combined
(50/50 Boldare & Client)
4. the same tools, language
5. one aligned backlog
6. incremental growth



Systemic Transformation

One product

- **Agile** as a method of work
- Tools to enable **transparency**
- A clear division of **roles**
- A **structure** of responsibility
- A process that determines subsequent channels
- **Scrum** - retrospectives, **full-team review**
- Reporting lines

Two products

- Product Building Processes (Nexus)
- Iterations as a strategy
- Product MGMT **synchro**
- **Product Discovery** Workshops
- Dependences simplifying
- Competence profile of new employees

Three products

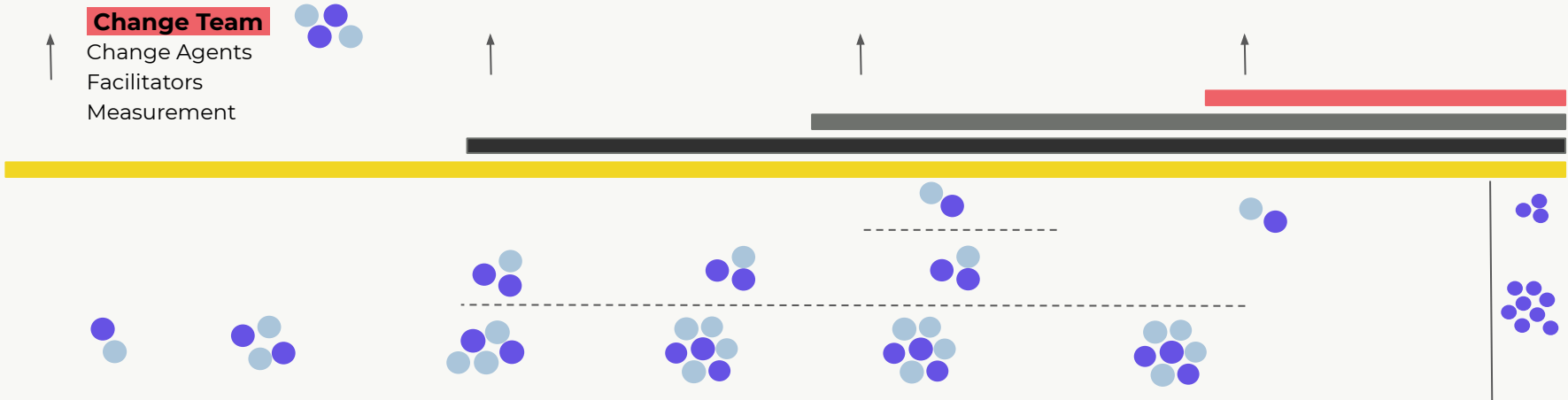
- Purpose, Vision, Goals of entire company
- Common **Product Roadmap**
- **One Backlog**
- **Meetings** structure
- Reporting lines
- More levels involved
- Broader **context of rules** and goals (Sales / HR)

R & D

- **Lean Startup** approach
- **Rapid Prototyping**
- Proof of concept development & testing
- Machine learning
- Tech trends monitoring
- “Safe enough to try” approach
- Openness to **experiments**

Change Team

Change Agents
Facilitators
Measurement





“You've been there, done that many times.

By showing us how you build products (by actually delivering working software) you gave our board the confidence to go with a full-scale agile transformation, or even further.”

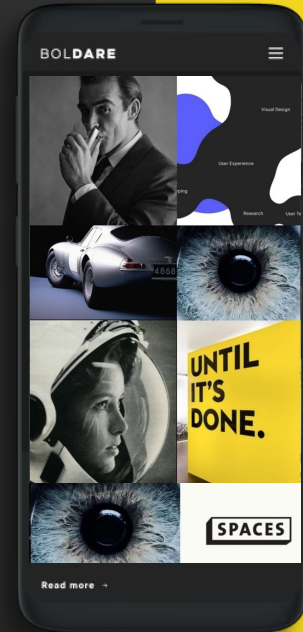


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The battle may have fewer victims



BLDR

Let's talk

