DIGITRANS - Digital Transformation in the Danube Region

WP4 – Digitalized DIGITRANS Method, Tools, Materials, Success Stories

VERSION 1

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Executive Summary

This output presents the digitalized DIGITRANS method, tools and materials as well as success stories from its application, which are all available at www.digitrans.me.

The digitalized DIGITRANS method, a three-phase approach which aims to support and guide SMEs through their digital transformation process, follows a cookbook approach. This means that units which are related to a larger theme are grouped in one of the three phases, while each unit is presented similarly to a cooking recipe. As such each unit includes a description of the unit's expected product/outcome, a step by step guide on how to "prepare" it, the necessary ingredients as well as information about the support materials and settings necessary to realize the product/outcome.

The main steps within the method framework support SMEs when it comes to their digital transformation, especially the development of innovative digital business models. Thus the tools applied within the framework are a mix of physical and digital means aiming to accompany this process. Some of the tools have been developed by the consortium for the DIGITRANS method, while some already existing tools, like the Business Model Canvas or the Value Proposition Canvas – which have proven to be successful – have been included in the tool library. The conceptual tool development was done in WP3 during the DIGITRANS method development, while work in WP4 has created/implemented them digitally. Accordingly to the overall spirit of the project, all tools provided on the DIGITRANS.me platform are licensed under a Creative Commons License, thus being freely and openly available for use, change and reutilisation. This includes software like the Scene2Model tool.

The learning units of the DIGITRANS method are completed with external materials. Their scope is to give users a library of sources for deepening their knowledge about the selected topic.

The success stories included in the DIGITRANS e-Learning Portal have a two-fold goal: (a) to motivate and inspire potential users of the portal and method, and (b) to show how DIGITRANS has been used in different application areas in different countries to create new and innovative business models.

1. THE DIGITALIZED DIGITRANS METHOD

Digitalized DIGITRANS Method

Similar to the DIGITRANS Method the navigation of the digitalized DIGITRANS Method is composed of three main phases (cf. Fig. 1).

The "Introduction/Preparation Phase" introduces the user to the method and its goal.

The "Innovation Phase" is divide in two sub-phases: (a) Analysis and (b) Design. The first sub-phase includes the initial identification of the innovation potential and the stakeholder analysis. Based on that during the Design sub-phase ideation, selection of potential solutions, prototype design and testing can be deployed.

The "Transformation Phase" contains all relevant processes for the digital business model transformation itself, like development and organizational implementation including change management. It is divided in four sub-phases, namely (a) Digital Roadmap, (b) Team Involvement, (c) New Working Styles and (d) Constant Improvement.

Introduction/ Preparation Phase	Innovation Phase	Transformation Phase
The first phase provides an introduction into the topic of digital transformation and digital business model development. After having gone through the self-learning online materials, training participants have a better understanding of digital transformation and the new digital trends influencing the business model transformation.	The Innovation Phase outlines the description of the DIGITRANS methods and tools in a step-by-step approach, including guidance on how to develop a first digital business model idea and a prototype within an interdisciplinary team. At the end of the innovation phase, each participant knows the instruments, methods and templates to use to develop a new digital business model. Every method includes additional templates, further readings and quizzes.	The Transformation Phase section of the e-learning platform supports the learner to sustainably implement the digital business model in his own company. The material is offered in a step-by-step approach to make it easy to follow the suggested methods and steps. After having gone through the materials and individual consultations, SME representatives will know the relevant aspects of implementing digital transformation in their own companies. The learner goes through this phase individually without any trainer.

Fig. 1: Main phases of the (digitalized) DIGITRANS Method

User focus

The realisation of the digital DIGITRANS method was focused on the following characteristics/ideas of the stakeholders and target group:

- Motivation/inspiration: through success stories and multi-media use cases, which depict real SME experiences with digital transformation we aimed to motivate/inspire potential users of the method. These cases are also potential seeds for new ideas.
- Digitalization terminology: the main technologies which are supposed to drive the digital transformation are explained in plain language and in a concise manner.
- Time-restrictions: the structuring of the different units is concise and aims to facilitate quick learning results.
- Language proficiency: as a lot of SME actors are not proficient in foreign languages, which hinders their capability to access content about digital transformation, DIGITRANS.me content is available in multiple languages (in line with the region represented in the project).

1.1. The Introduction/Preparation Phase

1.1.1. Introduction

For improved legibility the "Introduction/Preparation Phase" has been divided in two different pages on DIGITRANS.me. The first one – "Introduction" – presents the "Why", i.e. the motivators for and expected benefits from the DIGITRANS method. It furthermore elaborates on the "What", i.e. the main components/questions which need to be addressed when putting together a digital business model.

Within the "Introduction" success stories and multi-media uses cases of SMEs who successfully applied the DIGITRANS method are made available as a motivator for potential new SMEs or other DIGITRANS stakeholders. Additionally users are led through the digital business transformation of the fictitious Ben's Treehouse Company. This aims to show the potential users in an easy to understand manner what potential benefits of engaging in digital transformation.
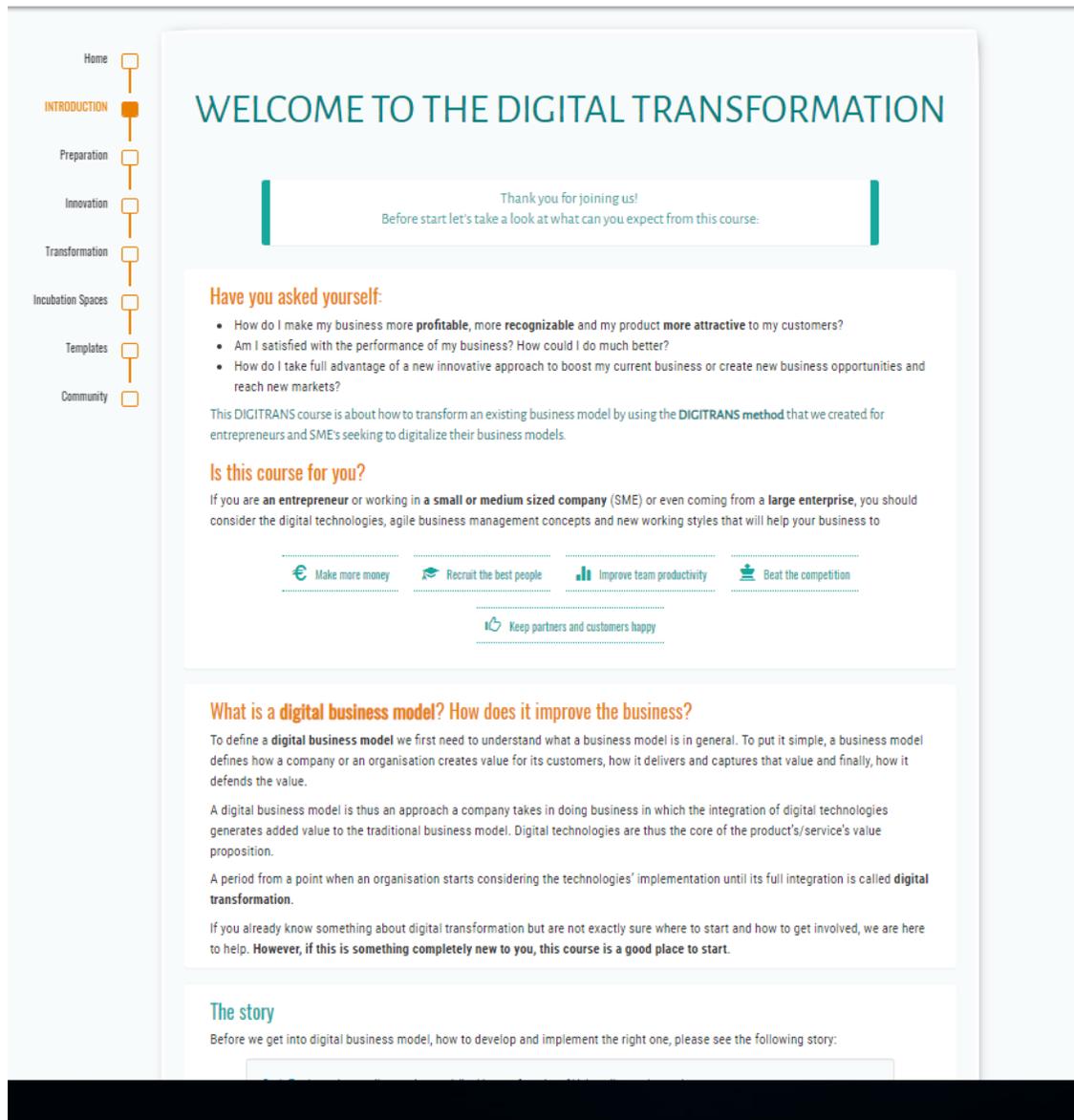
Fig. 2: The DIGITRANS.me Introduction (https://digitrans.me/psm/introduction)

1.1.2. Preparation

Here users are introduced to the fundamentals which will be addressed throughout the method implementation. This includes the directions of change (organizational, cultural, and technological) triggered by the digital transformation, as well as the drivers (customer-centricity, and agility) and the pillars of digital transformation. More technically the constituents of a digital

business model are introduced to the users as well as current technological trends (like Internet of Things, Blockchain, Big Data and Machine Learning/Artificial Intelligence).

Fig. 3: The DIGITRANS.me Preparation (https://digitrans.me/psm/preparation)

1.2. The Innovation Phase

As mentioned earlier the "Innovation Phase" is composed of two sub-phases: (a) Analysis and (b) Design. Each of them cover several topics, which are supported by tools and materials enabling their operationalization. These tools and materials are made available to the users within learning units.

The main topics during the Analysis sub-phase are (a) Insight and (b) Customer & Value Definition. "Insight" enables SMEs to collect relevant information about the company and its environment in the context of the digital transformation (like relevant competitors and technological trends). During the "Customer & Value Definition" the company can then collect all relevant information regarding existing and potential customers, their desires, needs and pains in order to develop and match a value proposition.
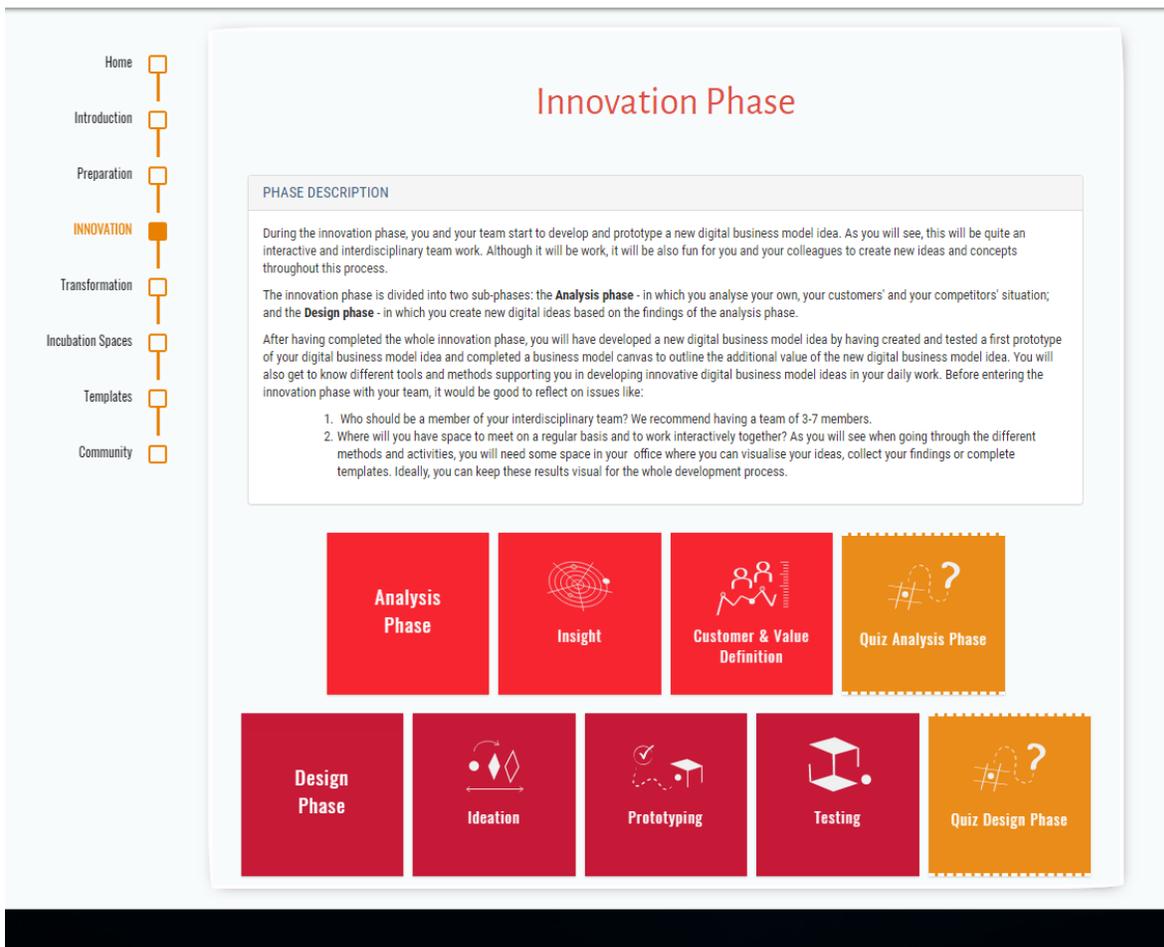
Fig. 4: The DIGITRANS.me Introduction (https://digitrans.me/psm/introduction)

1.2.1. Insight

Topics included in "Insight" are the "Strategic Landscape Map", the "Stakeholder Map", the "Strategy Canvas", the "Competence Analysis" and "Desk research".

Each of the learning units addressing one topic is composed at least of: (a) a short description, (b) a stepwise guide to the application of the tool/materials, and (c) organizational recommendations, like the suggested time for application, team size, level of difficulty and materials necessary for application. Where applicable an electronic template of the tool has been provided for use during the workshop. A comprehensive list of the templates/tools developed is provided in Chapter 2 – DIGITRANS Tools.

Screenshots included in each of the learning units in "Insight" are presented below.

Strategic Landscape Map

Fig. 5: Strategic Landscape Map (https://digitrans.me/psm/content/slm/info)

Stakeholder Map

Fig. 6: Stakeholder Map (https://digitrans.me/psm/content/sm/info)

Strategy Canvas

Fig. 7: Strategy Canvas (https://digitrans.me/psm/content/strategycanvas/info)

Competence Analysis

Fig. 8: Competence Analysis (https://digitrans.me/psm/content/ca/info)

Desk Research

Fig. 9: Desk research (https://digitrans.me/psm/content/dr/info)

1.2.2. Customer & Value Definition

Tools and materials supporting the Customer & Value Definition topic are the "Interview", the "Value Proposition Canvas", "Persona" and "Customer Journey".

Interview

Fig. 10: Interview (https://digitrans.me/psm/content/in/info)

Value Proposition Canvas

Fig. 11: Value Proposition Canvas (https://digitrans.me/psm/content/vpc/info)

Persona

Fig. 12: Persona (https://digitrans.me/psm/content/pers/info)

Customer Journey

Fig. 13: Customer Journey (https://digitrans.me/psm/content/cj/info)

1.2.3. Ideation

Tools and materials supporting the Ideation topic are the "Brainstorming", the "Brainwriting", and "Idea Selection".

Brainstorming

Fig. 14: Brainstorming (https://digitrans.me/psm/content/bs/info)

Brainwriting

Fig. 15: Brainwriting (https://digitrans.me/psm/content/bw/info)

Idea Selection

Fig. 16: Idea Selection (https://digitrans.me/psm/content/is/info)

1.2.4. Prototyping

Tools and materials supporting the Prototyping topic are the "Handcrafted prototypes", the "SAP Scenes", "Scene2Model", "Mock-up", and "Business Model Canvas".

Handcrafted prototypes

Fig. 17: Handcrafted Prototypes (https://digitrans.me/psm/content/hp/info)

Storytelling/SAP Scenes

Fig. 18: Storytelling/SAP Scenes (https://digitrans.me/psm/content/scenes/info)

Mock-up

Fig. 19: Mock-up (https://digitrans.me/psm/content/mu/info)

Scene2Model Tool

Fig. 20: Scene2Model Tool (https://digitrans.me/psm/content/scene2model/info)

Business Model Canvas

Fig. 21: Business Model Canvas (https://digitrans.me/psm/content/bmc/info)

1.2.5. Testing

Tools and materials supporting the Testing topic are "Testing" and "Minimum Viable Product".

Testing

Fig. 22: Testing (https://digitrans.me/psm/content/ts/info)

Minimum Viable Product

Fig. 23: Minimum Viable Product (https://digitrans.me/psm/content/mvp/info)

1.3.   The Transformation Phase

The Transformation Phase is comprised of four sub-phases: (a) Digital Roadmap, (b) Team Involvement, (c) New Working Styles, and (d) Constant Improvement. This phase aims to guide SMEs to deal with the sustainable realisation of the digital business model idea developed during the Innovation Phase. This requires a comprehensive and iterative approach which addresses next to the further evolution of the digital business model also a reflection on the overall company strategy and processes, as well as a change of mindset of the employees to manage the challenges of digitalisation.

Fig. 24: Transformation Phase (https://digitrans.me/psm/transformation)

1.3.1. Digital Roadmap

The Digital Roadmap includes "Create a Vision", "Roadmap Development", and "Implement a digital leadership framework".

Create a Vision

Fig. 25: Create a Vision (https://digitrans.me/psm/content/createvision/info)

Roadmap Development

Fig. 26: Roadmap development/refinement (https://digitrans.me/psm/content/createvision/info)

Implement a digital leadership framework

Fig. 27: Implement a digital leadership framework (https://digitrans.me/psm/content/idlf/info)

1.3.2. Team Involvement

The Team Involvement includes "Bring your employees on board", "Communication strategy", "Qualification of employees", "Reward system" and "Open, interdisciplinary teams".

Bring your employees on board

Fig. 28: Bring your employees on board (https://digitrans.me/psm/content/tfin/info)

Communication strategy

Fig. 29: Communication strategy (https://digitrans.me/psm/content/cstrat/info)

Qualification of employees

Fig. 30: Qualification of employees (https://digitrans.me/psm/content/qoye/info)

Reward system

Fig. 31: Reward system (https://digitrans.me/psm/content/RWST/info)

Open, interdisciplinary teams

Fig. 32: Open, interdisciplinary teams (https://digitrans.me/psm/content/ioits/info)

1.3.3. New working styles

New working styles include "Agile working style", "Iterative working style", "and "Collaboration".

Agile working style

Fig. 33: Agile working style (https://digitrans.me/psm/content/aworks/info)

Iterative working style

Fig. 34: Iterative working style (https://digitrans.me/psm/content/iterws/info)

Collaboration

Fig. 35: Collaboration (https://digitrans.me/psm/content/coll/info)

1.3.4. Constant Improvement

Lessons learned

Fig. 36: Lessons learned (https://digitrans.me/psm/content/lessonslearned/info)

Revise your vision

Fig. 37: Revise your vision (https://digitrans.me/psm/content/ryvdbm/info)

2. DIGITRANS TOOLS AND MATERIALS

To aid the implementation of the transformation process for a digital business model, the DIGITRANS method incorporates a series of tools and materials. They are assigned to the different phases and sub-phases of the method. An exemplary representation is shown below in Fig. 28.
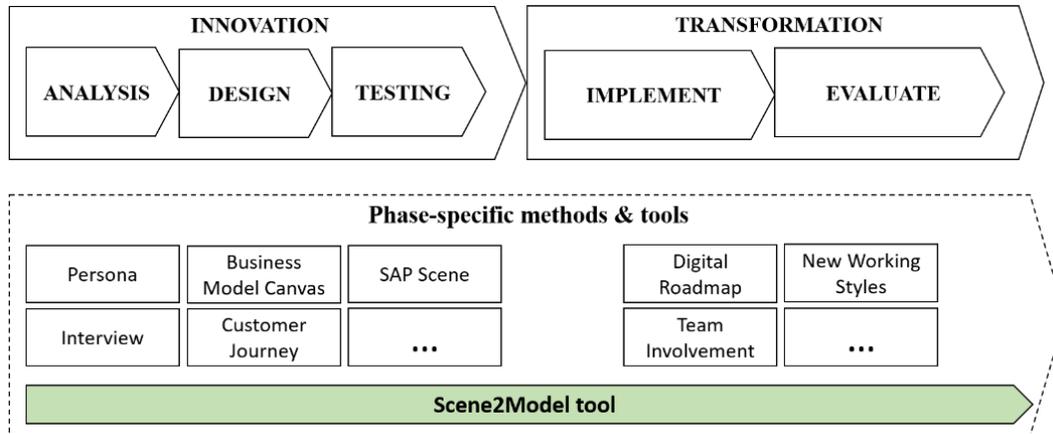
Fig. 28: Tools and materials for implementing the DIGITRANS method

2.1. Template-based Materials

Some materials have already been existing and have proven their usability in practice, like the Business Model Canvas by A. Osterwalder. They were complemented within the method with concepts which have been previously presented, but which were not appropriately made available as templates for Small and Medium-sized Enterprises. The table below show to which category each template-based material available on www.digitrans.me belongs.

Material/Tool/Template	Sourcing
Strategic Landscape Map	DIGITRANS-specific template-based material
Strategy Canvas	DIGITRANS-specific template-based material
Stakeholder Map	DIGITRANS-specific template-based material
Competence Analysis	DIGITRANS-specific template-based material
Competence relevant for digital change	External
Value Proposition Canvas	External
Persona	DIGITRANS-specific template-based material
Customer Journey Canvas	External
Brainstorming Rules	DIGITRANS-specific template-based material
Brainwriting	DIGITRANS-specific template-based material
SAP Scenes	External
Scene2Model	DIGITRANS-specific template-based material
Feedback collection grid	DIGITRANS-specific template-based material

Digital Tools for Prototyping	DIGITRANS-specific template-based material
Minimum Viable Product Guide	DIGITRANS-specific template-based material
Business Model Canvas	External
Create a Vision	DIGITRANS-specific template-based material
Roadmap Template	DIGITRANS-specific template-based material
Employee Involvement Checklist	DIGITRANS-specific template-based material
Communication Plan	DIGITRANS-specific template-based material
Knowledge Map	DIGITRANS-specific template-based material
Competences Relevant for Digital Change	DIGITRANS-specific template-based material
Reward Plan Template	DIGITRANS-specific template-based material
Design Sprint	External
Lessons Learned Checklist	DIGITRANS-specific template-based material

Annex I provides all DIGITRANS-specific template-based material.

2.2. The IT-based Tool Scene2Model

A unique IT-based tool produced by the DIGITRANS project is the Scene2Model, which aims to capture the results of haptic tools, like SAP Scenes, and transforms them into digital artefacts which can then be linked to business process models, or used as a documentation and dissemination basis for the product/service/business model innovation.

The Scene2Model tool addresses all those involved or interested in innovating or solving Digital Transformation challenges, management staff and experts involved in innovation activities as well as professionals involved in human resources training.

How does Scene2Model work?
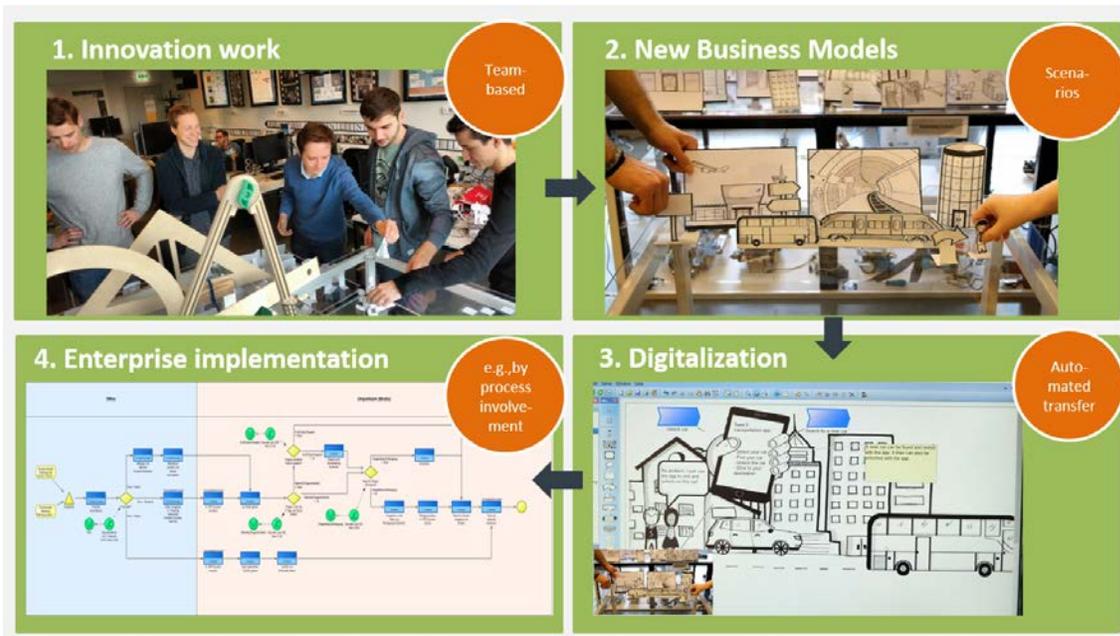
Fig. 29: Scene2Model

Two settings were implemented for the Scene2Model prototype. One was designed for stationary and the other for a mobile usage. The stationary version uses a transparent table top (see Fig. 29, image top right) and the tags on the paper figures faces downwards, in the direction of the table top. The camera for the recognition software is placed beneath the table and monitors the tags. In this scenario fixed markers are positioned on the table top (also facing downwards) and the position of the figures is calculated relatively to them. Using the fixed tags, the calculation of the tag coordinates is independent from the position of the camera. This allows the size of the table top to vary and is mostly dependent on the light conditions and the quality of the camera. The recognition software continuously sends the IDs and coordinates to the modelling tool, which can be fetched at any time by the user.

The mobile setting contains an A4-sized sheet, on which the figures are placed. In this scenario, the tags face upwards, so that the sheet can be put on any straight surface. Then a picture of the scene is taken, e.g. on a mobile phone, and the coordinates of the tags are calculated relatively to their position in the picture. In this setting the environment is easier to establish however the pictures, which are the basis for the automatic transformation, must be taken manually. Further, as the position is dependent on the size of the picture, it cannot be easily used with a bigger size than A4.

Similar to all other DIGITRANS method tools the participants start working in a team-based manner to design their innovative digital business model using SAP Scenes figures. In the context of the Scene2Model tool the paper figures have been extended with markers (or tags) from the ArUco[1] library, whereas each marker is assigned a unique identifier which maps it to the paper figure. Each marker provides information about the ID of the object and its position in the form of x, y and z coordinates. The position of the figures on the sheet can be calculated and the objects in the modelling tool are placed with the relative distance to each other. To this end, five fixated plane square markers were placed onto the table top, facing towards the camera. The coordinates of the papers figures are calculated based on these fixed positions. The capture is recognized by the red cube.

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[1]   https://www.uco.es/investiga/grupos/ava/node/26
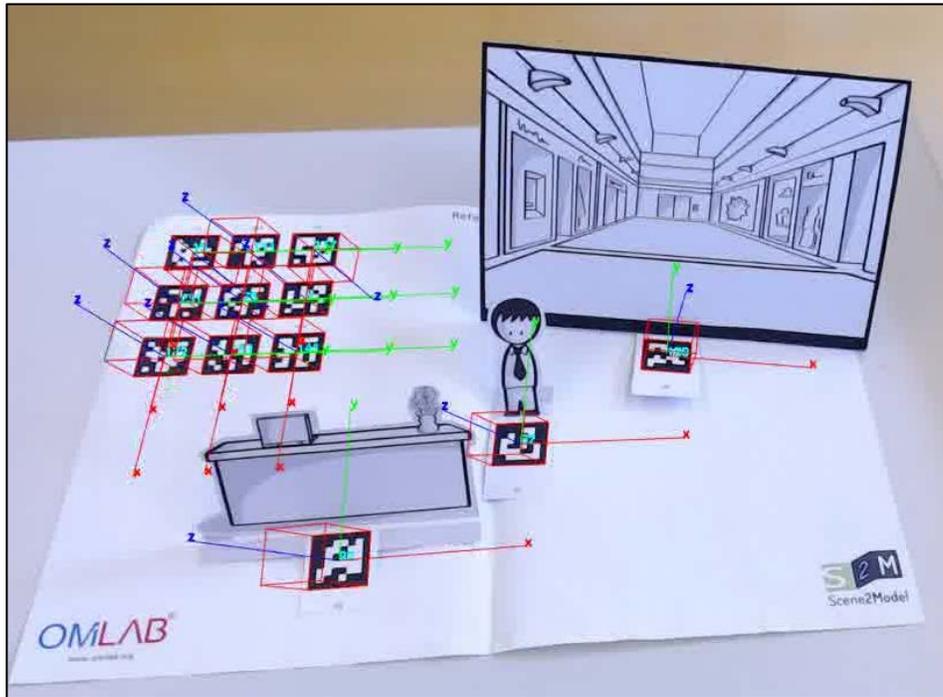
Fig. 30: Scene2Model Camera-stream Capture on mobile setting

The second step activates the automatic model creation function in ADO*xx*[2]. ADO*xx* is a development and configuration platform for implementing full-fledged modelling tools. It supports the implementation of individual modelling languages, modelling procedures and corresponding functionalities like visualization, simulation, queries or transformation. The platform applies a meta-modelling approach, thus enabling quick development of professional modelling tools. Implementation background is a configuration approach for the modelling language and a scripting approach for the functionalities. Resulting modelling tools are compiled from vast available functionalities like persistence, user management, a complete model editor, querying, simulation and import/export transformation as well as from scripted functionalities and individual add-on implementations.

[2] www.adoxx.org
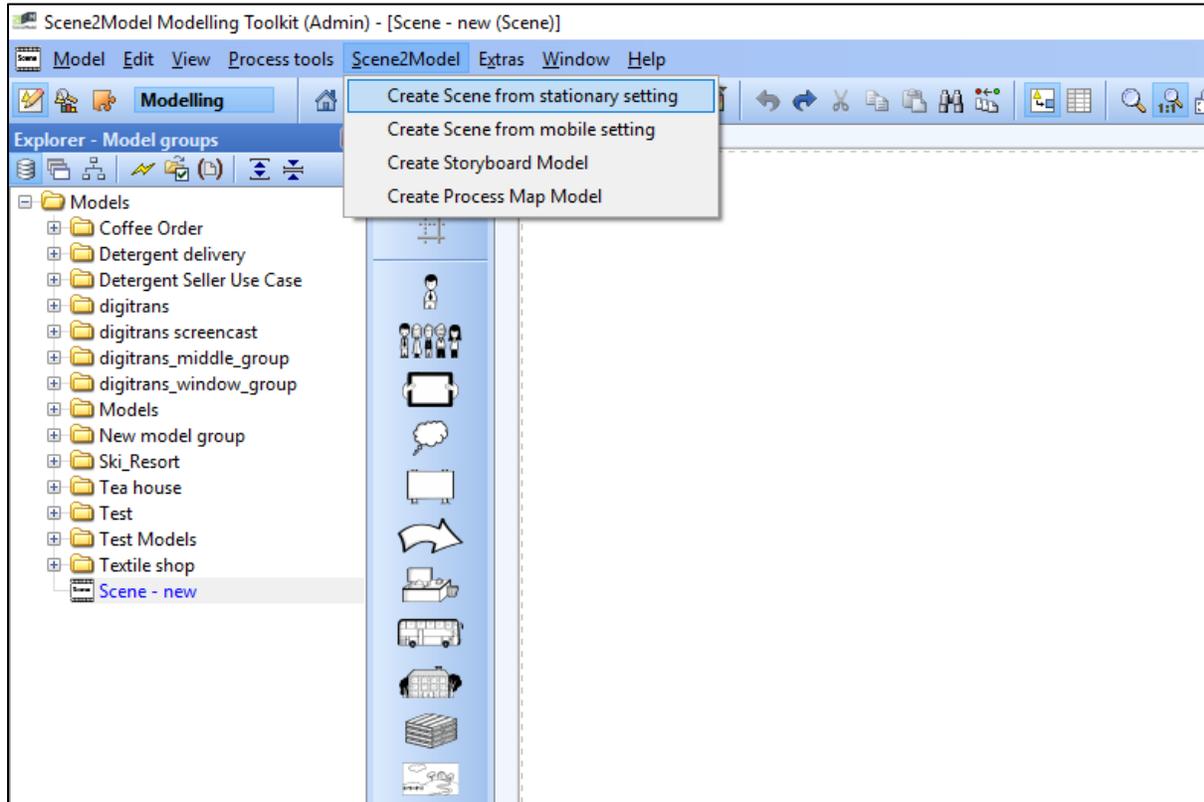
Fig. 31: Scene2Model User Interface in ADO*xx*

The application loads the tag information, maps the IDs to the modelling classes and creates instances of the classes onto the drawing area with their relative distance to each other, gained from the position on the table. Finally, after the model is created, the participants review the model again, to ensure it fits their understanding. Additional information can be entered in the tool, in form of object description or notes. Lastly the model is made available to the participants electronically for further use.
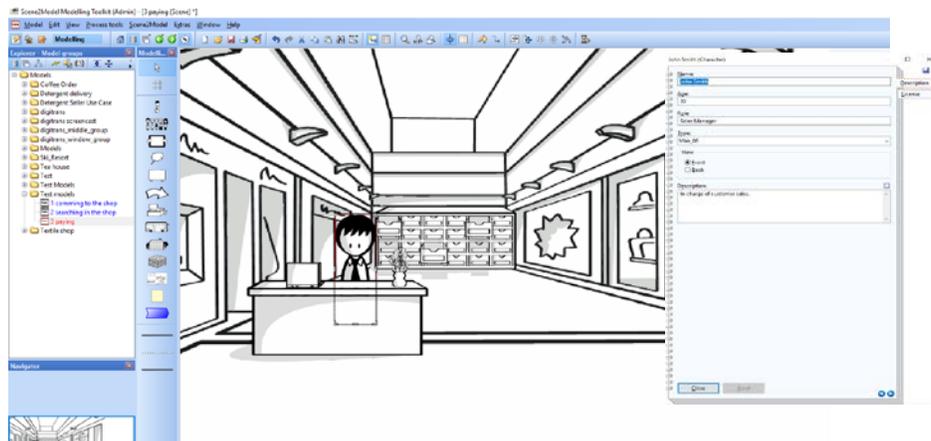
Fig. 32: Automatically transformed model, with properties than can be enriched
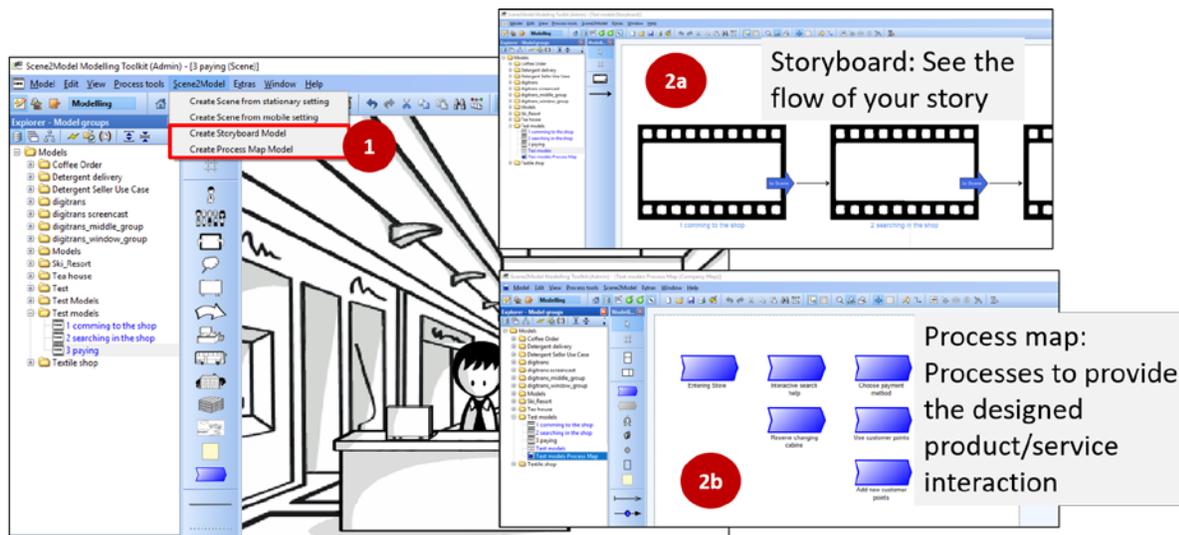
Fig. 32: Automatically generated storyboard (2a) and process map (2b)

For evaluation purposes the users can generate a storyboard (2a) which describes the customer-facing interaction of the digital business model and also a process map (2b) which provides insight into all the business processes an enterprise has to provide in order to deliver the product/service to the customer.

Software and documentation

The following is available for interested SMEs using the DIGITRANS method:

a) **Tag recognition application (virtual machine image)**
https://digitrans.me/downloads/omitag_s2m.ova

This contains the software necessary to translate the captured image stream into meaningful position and property information in order to be able to transfer them to the ADOxx-based tool.

b) **Integrated virtual machine with Scene2Model modelling tool and tag recognition application on Fedora29**
https://digitrans.me/downloads/f29_s2m_and_omitag.ova

As soon as the virtual machine is installed the Scene2Model modelling tool can be used right away. The tag recognition application runs as a service and needs a camera. It was tested with a Logitech HD Pro Webcam C920 and this camera must be made available to the virtual machine.

c) **Scene2Model modelling tool documentation**

The documentation contains the user manual for forth applications (modelling tool, tag recognition software).

d) **Figures and tags**

Therein two documents are provided. The first one contains the paper figures and the corresponding tags, as they are used in the standard installation of the Scene2Model tool. The second file contains a collection of tags. These are: (a) reference tags which can be put on a surface and serve as fiduciary markers for identifying the tags on the paper figures, (b) the tags which are used in the previous file on the paper figures, and (c) tags which are not currently used and which can be used for extending the paper figure library.

e) **Sample cases**

The first sample case contains the models (scenes and processes) for an automated coffee order. It includes in addition a storyboard and a process map example.

The second sample case contains a business model innovation from a classic direct marketing and home-delivery of cleaning products to an e-commerce and logistics on-demand based service. Scenes and processes are provided for the before and after the innovation scenario.

3. SUCCESS STORIES

In order to motivate SMEs to start the digital transformation process, six SMEs – each from a different region of the project - who benefitted from the DIGITRANS project, describe their experience in a set of success stories. These are all available at the "Success stories" section in the "Introduction" part (https://digitrans.me/psm/introduction) of DIGITRANS.me.

All success stories are told from the perspective of the SME who has implemented the change with the help of the DIGITRANS project. They are structured as follows:

- An introductory section containing the company's name, the industry it is active in as well as a brief summary of the problem and how it has been addressed by the company
- An initial situation section, where the situation prior to start using DIGITRANS is presented
- In the challenge section the SMEs describe the problem they were dealing with and why it needed to be addressed
- The solution section then goes on to show how the problem was solved, while
- The outcome section described the tangible benefit the respective SMEs had from going through the DIGITRANS process.

The detailed success stories are provided below:

Success story 1- NutriData (Health Care Domain, Romania)

Company name	NutriData
Industry	Healthcare
Success brief	The company proposes to give a solution to students and universities professors at nutrition faculties with centralized database of food nutrients which are now not enough documented and don't based on food and other products from Romania. During the workshops and developing of the idea was discovered new business opportunities.

NutriData's experience with DIGITRANS.me

The situation

Before using the DIGITRANS tools, team members were not able to organize their idea as well as now and didn't analysed the components regarding this customer segments. The plan from the beginning was to go to each university and propose this product as solution for their needs.

The challenge

The challenge was how to make our idea attractive and how can we involve other stakeholders and define their role in this project. Also the problem was validating results of food analyses and investigation, we have to do it because by using information in education and especially in health care sector.

The solution

Solutions to this issue comes through the DIGITRANS workshops, when we started to use some tools according to solve our needs as company, especially in how to involve new stakeholders and customers, how get more money from our idea and to adapt the final products to targeted customer needs. By using templates as Customer value Proposition and Persona we defined our clients and their characteristics this help us to include in target customer new segments as doctors, patients and other people who care of their health especially who practice special diets. Another template we used was Minimum Viable Product which was very helpful and we realized that can be added more elements and functionalities on the app correlated with results from previous session about customers.

The best tool which we used was the online platform where are summarized all templates and whole method and also the Scene2Model workshop, where we saved our future processes to be improved.

The outcome

Finally we get, we can say very different product with new characteristics as follows:

- Application related to online platform to give access to everybody, even who don't use the mobile apps but have minimum competences in using a PC.
- New module in application where everybody could sign in, take a quiz and get an evaluation of his situation based on information provided.
- Possibilities for customers to get first recommendation from nutritionist for free and get the nearest nutrition for more detailed examination.
- Specialized nutritionists could create an account and get their potential customers there.
- Application can send reminders for respecting you diets and additional recommendations.

Success story 2- Seyther Kommunikation (Creative Sector, Germany)

Company name	**Seyther Kommunikation**
Industry	**Advertising agency**
Success brief	The challenge Seyther Kommunikation wanted to address was on how a classical advertising agency can transform into the direction of becoming a digital communication hub. Throughout the DIGITRANS blended learning process Seyther Kommunikation together with customer representatives developed a first prototype of how this digital communication hub can be set up. This prototype has also been tested by the customers. During this testing process it became clear that the initial idea did not address so well the real customer needs. Therefore a new idea has come up, the so called "Idea box" which will now be further developed by Seyther Kommunikation.

Seyther's experience with DIGITRANS.me

The situation

It was clear that the business model of a traditional marketing agency is not working anymore as clients expect individualised services for a fixed price. For an agency this means that standardised processes do not work anymore.

In addition due to the fast digitalisation new digital communication strategies and opportunities are coming up requiring a constant critical reflection about which trend one should follow or not.

Therefore we took the opportunity to have a closer look at the topic as such by participating in the DIGITRANS workshop as the topic of digitalisation as well as digital transformation is extremely relevant for our agency's future.

The first DIGITRANS F2F training in Karlsruhe in November 2018 was an unexpectedly good start for us to critically reflect our business model. I was impressed that it was not only about the transformation of an existing analogue process into digital structures, but rather about a completely new perspective and establishing an open attitude towards innovation and testing new ideas and trends.

The challenge

The initial idea at the beginning of the individual workshop was the transformation of the classic advertising agency into a digital communication hub. A kind of marketing platform that takes customer requests in a structured manner and we also create the solution through implementation partners. However, during the course of the workshop it became clear that this would not correspond to customers' needs and could not be reflected in customers' procurement structures.

The strength of the DIGITRANS methodology was demonstrated by the fact, that it was precisely the hopelessness of the initial idea during the workshop and the interaction of the participants based on the methodology that developed into a much stronger and more evaluable idea. By rigorously aligning the methodology to the feasible solution to customer issues, we have realized that our core benefit to the customer is to find and be seen in campaigning and developing ideas.

The solution

Under the project name "Idea Box", we are now focusing our offer on brainstorming and visual conception, which we want to offer as a transparent service packages via digital platform that will accompany the customer through the process (dashboard, briefing process, collaboration opportunities, etc.). This ultimately unexpected result combines now the initial idea with the valuable results of the workshop. Without the methodology process, the basic idea would have passed the market.

As regards the organizational changes we plan a regular meeting of the project team, in order to prevent wrong developments in due time, as one alone tends to quickly fall into old ways of thinking.

From a strategic point of view, the DIGITRANS methodology is very important for the further development of the agency. It transfers existing considerations and issues in a structured process, and thus also enables us to actively take action.

The outcome

Without the guided workshop it would have been difficult to get access to the new processes and methods. Using the DIGITRANS methods more often will also change the ways of thinking. A first development in this direction is already visible within our company.

In any case, we take tailor-made solutions to further transform our company in a more digitally oriented one and perhaps to also use new ways of collaboration and cooperation within the team. But especially, we also hope for the courage to implement changes sustainably that we will definitely need.

The DIGITRANS methodology was the introduction to the topic. It offers an easy, hands-on process and ways of thinking to develop a new digital business model idea. Thank you for this offer!

The following interview summarises again Marcel Seyther's experiences in the use of the DIGITRANS method: https://www.youtube.com/watch?v=vgw6TNQHvAM

Success story 3- RECI DA d.o.o. (Creative Sector, Croatia)

Company name	**RECI DA d.o.o.**
Industry	**Creative industries, digital marketing**
Success brief	One of the main activities of the company is creating visual identity of different products. A large number of their clients are winemakers and the company is in charge of designing visual solutions for wine bottles. In this process it is often hard to know what exactly clients want so the challenge is to upgrade their service in a way that the communication with their clients gets better and as a result, the final solutions, value they deliver to their clients is in accordance with client's needs and desires.

RECI DA's experience with DIGITRANS.me

The situation

Reci da is a successful marketing agency providing both classical marketing and digital marketing services, with large number of clients in winemaking business. Although our clients were satisfied with the work we did for them, the communication process took time and still we couldn't tell for sure we got in the core of the client's needs. We wondered how we can upgrade the communication process with our clients that would lead to a better final solution. When we heard

about DIGITRANS trainings, we wondered if it can help us and if we could advance our business model and how.

The challenge

The challenge was to make a good business model even better by upgrading the communication with our clients to a higher level. This challenge needed to be addressed because we always strive to reshape, develop and upgrade our business model and in that way always stay one step ahead of the competition that way.

The solution

We applied to participate in DIGITRANS workshop – first phase of DIGITRANS blended learning trainings Technology innovation centre Međimurje conducted. In the first phase, the workshop we moderator worked with several companies but took time to talk and work with every participating company's representatives individually. Participating in the workshop got us to think about our business model more closely, we used the materials available on the Digitrans.me platform to analyze it more closely. Through online consultations we figured out the communication with clients is the element we have to focus more closely because what we want to achieve is to get better in fulfilling the needs of our clients. Through individual consultation we came up with the solution – new service or we can call it a new feature to the existing service we offer to the clients.

The outcome

Final outcome was the Bottle configurator. It is a feature (application) for the clients that trust us with the design of their wine bottles. They can use the application to communicate better about what they want. It is an application that allows clients create their own design of the bottle in a way that they use the existing elements (labels, colours of the labels and other similar elements). This possibility brings new level of quality to the communication process with our clients, they use the configurator to design the bottle they want and then experts from the company advise them about it, if it is a good design and if not why not. Now clients can show their desires in a more practical and visual way and we can explain them better why a certain design is good or not and why. When clients are involved in the process of visual design of the product, they have a certain control and are more satisfied with the final result.

Success story 4- Vermipur (Creative Sector, Slovenia)

Success brief	The company developed its own organic soil enrichment products, but summary of the problem and it had a hard time appealing to and reaching its customers due to a how it has been addressed limited understanding of who they were and how to service them using a scalable and repeatable digital business model. Thanks to using the DIGITRANS method, the company recognized how digital technologies can help them to better understand its customer segments and sell its products using state-of-art digital sales channels.

Vermipur's experience with DIGITRANS.me

The situation

We developed our own soil enrichment product Vermihumus, which is a 100% natural organic fertilizer that is based on excretion of earthworms. We were selling our product mostly on local markets in Maribor.

The challenge

Selling our products physically on local markets to random customers meant that we had a hard time managing our business processes (marketing, production, stock). In order to scale our business, we wanted to explore how digital technologies can help us.

The solution

Initially we did some research on our own, but that unfortunately did not get us very far. After seeing IRP's workshop on Facebook, we decided to attend it hoping that it would better understand how we can implement digital technologies in our business. During the workshop, we developed new ideas on how to promote our business to our customers. Thanks to the Persona canvas, we now have a better idea about our typical customer segments and how and where we can reach them. We further explored and developed our ideas during the Skype calls and an additional 1-on-1 workshop with IRP's team of experts. Based on the lessons learned, we updated our website to include the online store and started spreading the word about what we do through social media channels. We also started our blog in order to educate our customers about the

importance and benefits of using our products. In addition, we improved the design of our products, which the customers find much more appealing.

The outcome

We are seeing first results of the improved website and the use of social media channels for promotion – our sales are growing as are the revenues. Our online exposure has helped us achieve some promising leads – our products might soon be available in one or two large retail chains in Slovenia and potentially even in Austria.

Success story 5- Nine Muses Ltd. (Creative Sector, Bulgaria)

Company name	**Nine muses Ltd.**
Industry	**Creative industries, learning solutions**
Success brief	The company is just launching its activity – trainings and specialized educational services for children and parents. Using different licensed and own design thinking and creativity instructional tools, methods and resources, the company offers a number of seminars to raise awareness, improve parent-children communication and ART trainings to unfold multiple children' talents and skills. One of the main problem remain how to reach and attract a larger audience of children and parents, helping them to follow different activities and work together to further boost children' talents. During the DIGITRANS workshop, the company managers developed new ideas and discovered new business opportunities for digitalizing part of its value offering.

Nine Muses's experience with DIGITRANS.me

The situation

Before coming to the DIGITRANS workshop, the management team was struggling to define and to position strategically company services. The market of training and educational services is intense and company owners wonder how to create unique value offering.

They have started their operations by focusing on traditional, on-place and face-to-face trainings and ART developing activities.

The challenge

The biggest challenge for the company - Nine muses Ltd, is to develop a strategic plan and digital model for their further development, taking into account the interests and the needs of the customers and the end-users. The competition in the sector is considerable and the possibility to serve only a limited group of users at a time is limiting its growth potential.

The company wants to explore as well the opportunities to scale and to develop their own digital solution, reaching and providing services to new target audiences (for example, expats and Bulgarians, living abroad with their families).

The solution

During the DIGITRANS workshop, the company managers identified the target groups needs and requirements and formulated several possible solutions.

Further, following DIGITRANS templates, they organized several interviews and discussions with their main stakeholders.

Based on that, they defined three main lines of actions – development of a digital platform, a business model for scaling-up through partnerships and adopting of agile methods for testing and implementing of new courses and ART activities.

The outcome

The final outcome for the company is planning its next steps, defined as follows:

Development of online application and management platform for facilitating organization and management of the Nine Muses trainings and art activities. This application can be developed in collaboration with an ICT company, and then, it can be delivered as SaaS to other ART and training centres. Further, it can facilitate the company scale-up, by using the franchising model and extending its program to other centres in the country and abroad.

Development of Digital marketing strategy, aimed to attract further customers and to raise awareness among target groups for encouraging more parents and teachers to get involved in suitable activities for boosting children talents, art expression and skills. The digital media channels and social networks can facilitate company to become a meaningful content creator, spreading messages and good practices to larger audience.

Development of online app for managing the program and personal development profile of every child. It will support functionality for personal profile and skills development, maintaining a

portfolio of projects, providing tips and advices, best practices, and offering personalized and adaptable online and face-to-face activities.

In order to get financing for realization of these projects, there would be explored further opportunities for start-up financing and crowd funding on national and EU level project.

Success story 6- Nyomdaipari Szolgáltató kkt. (Manufacturing Industry, Hungary)

Company name	**Nyomdaipari Szolgáltató kkt.**
Industry	**Printing industry**
Success brief	Creating a label print division, creating a digital ordering platform, finding a new target audience, speeding up the order process.

Nyomdaipari Szolgáltató*'s experience with DIGITRANS.me*

The situation

Successful business, with more than 30 years of professional experience, standing before the changeover, looking for new market opportunities and expanding its existing market areas. We met Nyomdaipari gp. at the workshop offered by DIGITRANS Hungary among the first ones in April 2018. The group was enthusiastic and very ambitious, and as it has later been proven, they try to use what they have learned. The company has been offering a wide range of printing services and paper-based offline marketing materials, paper products for over 30 years across the country, and in some of the neighbouring countries.

The challenge

Representatives of the company have left the first meeting with multiple already outlined, although crude ideas. According to the manager, this workshop has largely changed their practices by launching a new point of view in their operational approach as a tiny spark, which mainly involved the development of new products, market positioning, and customer attachment, but it seems to be embedded in everyday management as well.

The solution

The first step was to select the realistically viable ideas from among the ones that were born during the process. The company tried to work on the digital business methodologies provided by the DIGITRANS Hungary team from the point of view of examination and decision-making processes. With the help of this knowledge and practices, they conducted an in-house examination of the relevant points, they developed business models, conducted market research and a survey on competitors and examined the target audience. At the same time, they continued learning through the curricula that was made available in the meantime in e-learning format. They have been in contact with the DIGITRANS instructor via shorter or longer online consultations about the issues that required clarification.

When the number of existing ideas was narrowed to only two and examination of specifications and performance of market/competition research has begun, the new target and new product started to become clear. They carefully looked for solutions that were used throughout Hungary, Central and Eastern Europe, which meant the observation services related to ideas or product portfolios similar to theirs. Thus, they looked out from their direct market area and took ideas from elsewhere. They also used the help of external experts in this, but the most important factor was their relational capital that was accumulated over 30 years. Several old or current customers and partners were asked for demand assessment, and in relation with product and service needs. In web trends and marketing, an external company was asked for support. Examination and comparison of local and domestic competitors and Western European and global trends, they came to the conclusion that digital service, ordering, and execution - as previous experiences have shown - are leaning towards the already existing "web to print" which is less frequently used in Hungary. Like in any other mobile and digital sector, instant and fast ordering, high level of customization are also expected in the market of prints. For example mobile application and real, extra fast web to print solutions. However, the company realized that the development and introduction of a real web to print design and ordering application would be a very big and burdensome change for them therefore they were looking for another solution.

Based on the preliminary surveys and tests, the examined target audience and the outline of the new product offered a larger market potential in the field of labels than in the portfolio of boxes. Also, the efficiency of production, the cost of production per product would be more favourable in the case of the former idea. However, it is worth knowing that the company has been dealing with the production of labels and paper box for a long time, so production-related know-how, professionals, machinery and background systems were already available for production. Although they first considered a larger step in relation with the box portfolio sector (which would have meant turning towards a more specific audience and a specialized product range, with digitalized commercial support tailored for the new product range), finally another idea, rethinking the label portfolio was the final decision. The company, with its new direction reflecting the blue ocean strategy and its business plan intends to open up a new market area with

a novel appearance, which is unprecedented in the life of the company and the printing market of the region.

The expanding product range and target audience require the creation of a new communication channel. Although the company has already had a website, the product-specific division was missing and there was no unique look for any of their portfolio elements. This was a problem to be solved because as it turned out, the old solutions several times caused customers to turn back from their website, as they were not aware that the company was dealing with certain services; the relevant product and service were lost among the many information. That had to change, therefore a new website, a simple, well-targeted landing page was developed for labelling and label printing, together with improved service management. This appeared recently, as the cimkezz.hu site, specializing in labels. Although they are not using the latest web to print technology, it can still be said that there are only a few printing companies on the market, which offer this kind of service in this form, with such reach. Thus, they have somewhat approached the market environment and the new target audience with the new interface.

Another essential and important element of the new business plan was the speed, therefore a 30-second request module for price quotations was developed, which is directly linked to the colleague dealing with the printing of labels.

The third pillar of the idea was to improve the service managing the linkage of product and customers behind the new interface. In fact, this service is based on speed and quality service, which requires that the colleague who focuses on the label specification and orders received through the interface handles price quotations, the page and the incoming orders. Thus, the organization of the company is also in considering the incorporation of a new job position specialised in product management. Until now, there was no dedicated person responsible (product managers managed all types of products). In this way, as a mini but new product division is formed in the life of the company, focusing on the former label printing service.

Thus, cimkezz.hu is a novelty for the company in terms of appearance, name and service background.

Initial expectations of the company related to the new direction:

- Due to the possibility of quotation requests, the number of incoming inquiries in the first quarter should reach 35 per week, in the second quarter it should be 75-100 or more per week, and continuous increase is expected based on optimal estimates.
- Exponential increase of page views and awareness.
- Cimkézz.hu should be the first to come in mind of anyone who wants to order a custom label for any purpose.
- Achieving and maintaining 24-hour contact-to-order period from the first month.
- Keeping the ratio of contacts and actual orders as close as possible to 100%.
- Reducing the number of personal meetings related to small and medium label orders by shifting to a faster but more specialized form of service.
- Achieving revenue growth due to focusing in the label portfolio.
- Increasing demand for label products

Increased utilization of the production lines of labels, increased continuous production time of employees (even multiple shifts).

The outcome

The website is operational, the idea is realized. As for the expectations, the company seeks feedback concerning the first measured period by the third quarter of the year, which will show the effectiveness of the new method and whether it will bring the expected growth?

If the idea is successful in the specific field, then previous ideas will be renewed and introduced as individual brands, divisions and services. Once this above is already realized, the next step can finally be the creation of a real web to print solution that will launch a new design cycle. Although it has been a long way to go, as from the idea to the final realization almost a year has passed. There were many small changes and more work in the life of the company between the DIGITRANS workshop and the appearance of the site. They received positive feedback about the

new service in the early days already, and the colleagues are motivated in the implementation of the new solution in the internal organizational life of the company.

But with the whole program, they have won much more - they have took off on a path that presumably enriches the company with value-creating processes that respond to market trends and thus help them in market survival, growth, and digital business transformation.

4. IMPACT OF THE DIGITALIZED DIGITRANS METHOD

The content of the cookbook-like digitalized DIGITRANS Method was made freely available at www.digitrans.me to the public in English language on September 1st, 2018 and was subsequently delivered in regional languages (Bulgarian, Croatian, German, Hungarian, Romanian, and Slovenian) by mid-January 2019. Contemporaneous to the release of the digitalized DIGITRANS Method has set up the web-tracking system Matomo[3] at stat.digitrans.me in order to assess activities on the e-Learning portal. The data presented below are an excerpt from this system.

In the whole time the digitalized DIGITRANS Method has been available it was viewed a total of 15.893 times (until May 15th, 2019 noon). Out of those the different phases of the DIGITRANS method have been viewed as follows:

- Phase 1: Introduction and Preparation – 2.975 times
- Phase 2: Innovation – 2.924 times
- Phase 3: Transformation – 1.056 times.

This is in line with the structure of the method as Phase 1 and Phase 2 are intended at the kick-off and the initial steps of the digital transformation process. They are also a precursor of the Face-to-Face trainings (as delivered by WP6). Phase III is expected to be a longer phase which the SMEs traverse at their individual path as they progress with the transformation process.

The page of the Digital Assessment Questionnaire has been accessed a total of 206 times (until May 15th, 2019). As the page has been published only by March 2019 the lower number is in line with the timeframe of availability. The quizzes haven been accessed a total of 177 times since inception of the page. This is a rather low number, but might be caused to the fact that there is no examination or similar extrinsic motivation to check one's knowledge or benchmark it. Thus the 177 instances represent the intrinsic interest of the trainees.

The number of visitors which are addressing the structural components put in place to support the DIGITRANS method, i.e. the incubation spaces and the online LinkedIn community are 893 respectively 216 visits, totalling a number of 1109 interactions.

All numbers discussed above are visible also in the Matomo screenshot below – see Fig. 33.

---

[3] Matomo was chosen as it allows a local installation of the monitoring software and thus allows to track and anonymize the user data in compliance with the GDPR regulation.
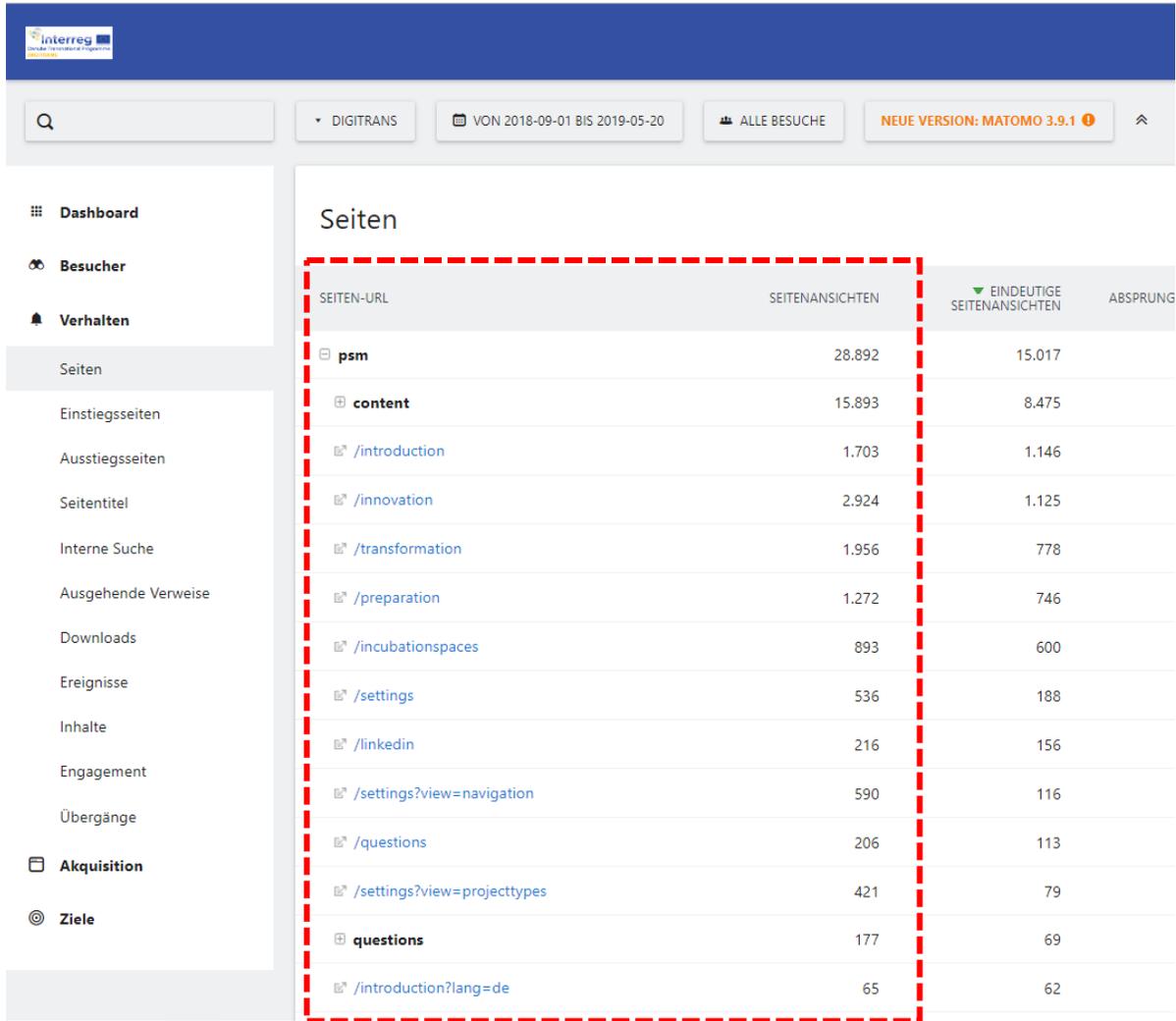
Fig. 33: Visits to www.digitrans.me (from September 18 to mid-May 2019)

One important part of the digitalized DIGITRANS method output is the collection of templates which SMEs may use to aid their progress in the digital transformation process. The system shows that in the timeframe September 2018 – mid-May 2019 there have been a total of 2.786 downloads of the DIGITRANS Method templates (cf. Fig. 34). Out of those downloads 2279 were unique ones, which means that if a visitor has downloaded a template twice during his/her visit the download was counted only once. The most downloads were registered by the "Business Model Canvas" and the "Value Propositions Canvas", with each of them more than 110 downloads.

▼ DIGITRANS   📅 VON 2018-09-01 BIS 2019-05-20   👥 ALLE BESUCHE   **NEUE VERSION: MATOMO 3.9.1** ❗   ⌃

Downloads

DOWNLOAD-URL	▼ EINDEUTIGE DOWNLOADS	DOWNLOADS
⊟ **digitrans.me**	2.279	2.786
↗ /repo/files/Business Model Canvas/business-model-canvas.pdf	113	142
↗ /repo/files/Value proposition canvas/the-value-proposition-canvas.pdf	112	141
↗ /repo/files/Strategic Landscape Map/Strategic-Landscape-Map.pdf	93	110
↗ /repo/files/Persona/Persona.pdf	63	70
↗ /repo/files/Strategic Landscape Map/Strategy-Canvas.pdf	63	71
↗ /repo/files/Competence Analysis/Competence-Analysis-template.pdf	58	77
↗ /repo/files/Testing/Feedback-Collection-Grid.pdf	50	62
↗ /repo/files/Roadmap development/Roadmap-template.pdf	45	56
↗ /repo/files/Strategic Landscape Map/Stakeholder-Map.pdf	45	55
↗ /repo/files/Create Vision/Creating-a-Vision-template.pdf	42	52
↗ /repo/files/Strategic Landscape Map/Strategic Landscape Map_DE.pdf	42	54
↗ /repo/files/Strategy Canvas/Strategy-Canvas.pdf	40	47
↗ /repo/files/Strategy Canvas/Strategic-Landscape-Map.pdf	39	43
↗ /repo/files/Testing/Digitrans-tools-prototyping-testing.pdf	39	47
↗ /repo/files/Stakeholder Map/Stakeholder-Map.pdf	38	43

Fig. 34: Template downloads from
www.digitrans.me (from September 18 to mid-May 2019)

Thus it can be summarized that the digitalized DIGITRANS Method has had an impact beyond the direct training participants, due to its delivery on-line.

5. LITERATURE

(1) Götzinger D., Miron E-T., Staffel F.: „OMiLAB: An Open Collaborative Environment for Modeling Method Engineering", in Karagiannis D., Mayr H.C., Mylopoulos J. (Eds.): "Domain-specific Conceptual Modelling: Concepts, Methods and Tools", Springer, Berlin 2016

(2) Karagiannis D., Buchmann R.A., Burzynski P., Reimer U., Walch M.: "Fundamental Conceptual Modelling Languages in OMiLAB" in Karagiannis D., Mayr H.C., Mylopoulos J. (Eds.): "Domain-specific Conceptual Modelling: Concepts, Methods and Tools", Springer, Berlin 2016

ANNEX I – DIGITRANS Method Tools and Materials

STRATEGIC LANDSCAPE MAP

The strategic landscape map (see graphic below) is a helpful method to identify and analyse the environment of a current business model of a company to kick off the innovation phase.

Before starting to develop new digital business model ideas it is important to have a clear idea where the current business model stands at the moment in relation to competitive trends, customer trends, technology and legal trends and to identify relevant movements in the economic environments as such. This also helps to identify the challenges but also the potentials of the current business model which might be valuable for the new digital one.

Process:

- Draw the coordinate system on the whiteboard or metaplan wall with four fields (upper left: technology/legal trends, upper right: customer trends, lower left: competitor trends, lower right: ongoing economic environment)

- Discuss with your team the main points per category. Also, use the internet to find additional relevant information.

- Write one idea, relevant aspect per sticky note and add it to the respective section

- These findings will help the participants to complete the blue ocean strategy canvas.

✎ *The strategic landscape analysis template should remain visible during the entire digital business model development process so that the participants can use it as a basis also to identify the strengths and weaknesses of the current business model to be used for the further development.*

✎

Process Phase: Innovation – Analysis – Method Entry Point

Time scope: 30-45 min.

Materials needed: Metaplan wall, different coloured sticky notes, pens, mobile internet access

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Strategic Landscape Map

Technology/legal trends

Customer trends

Competitor trends

Ongoing economic environment

Further information
can be found at:
www.blueoceanstrategy.com/tools/
strategy-canvas/

📄 GUIDELINE & ✎ WORKSHEET

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BLUE OCEAN STRATEGY CANVAS

Blue Ocean Strategy Canvas
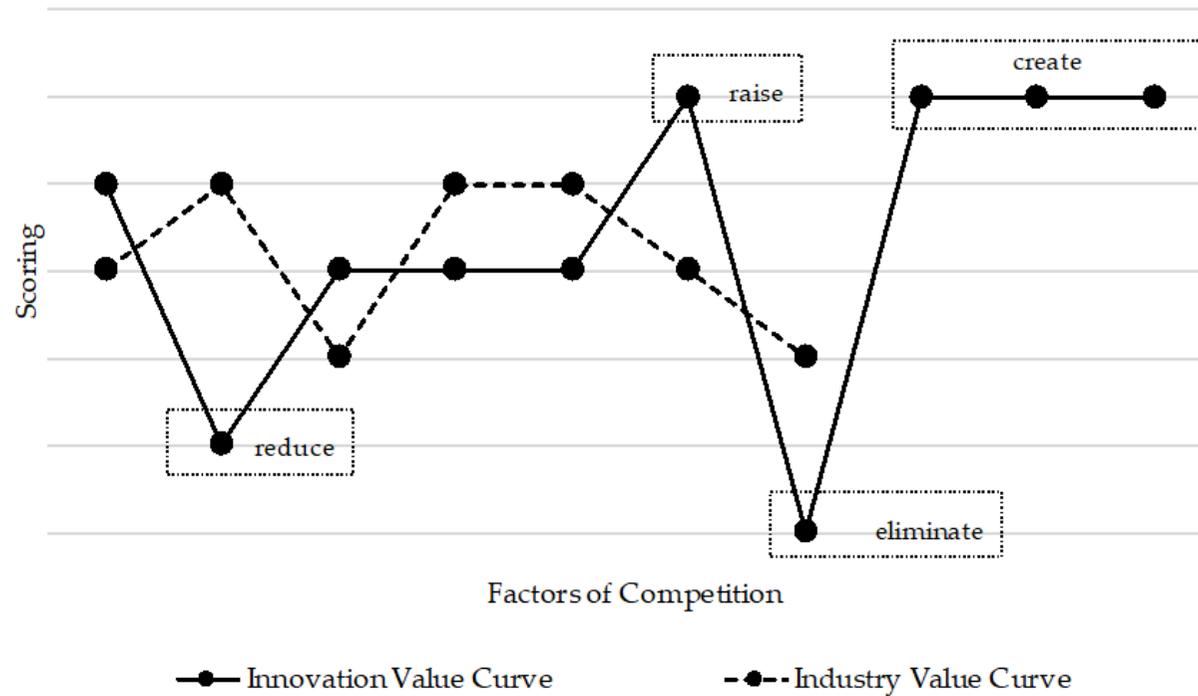
Fig. 1: Example for Strategy Canvas

- Define relevant competing factors and discuss to what degree the company and its competitors satisfy these factors

- Collect your findings and attach them to your coordinate system

- Discuss the value curves of the company and its competitors

Remark:

Besides defining the company's status quo, this template can also be used to create a new innovation value curve. The Four Action Framework can be used as a supportive tool for that (see Fig. 2).
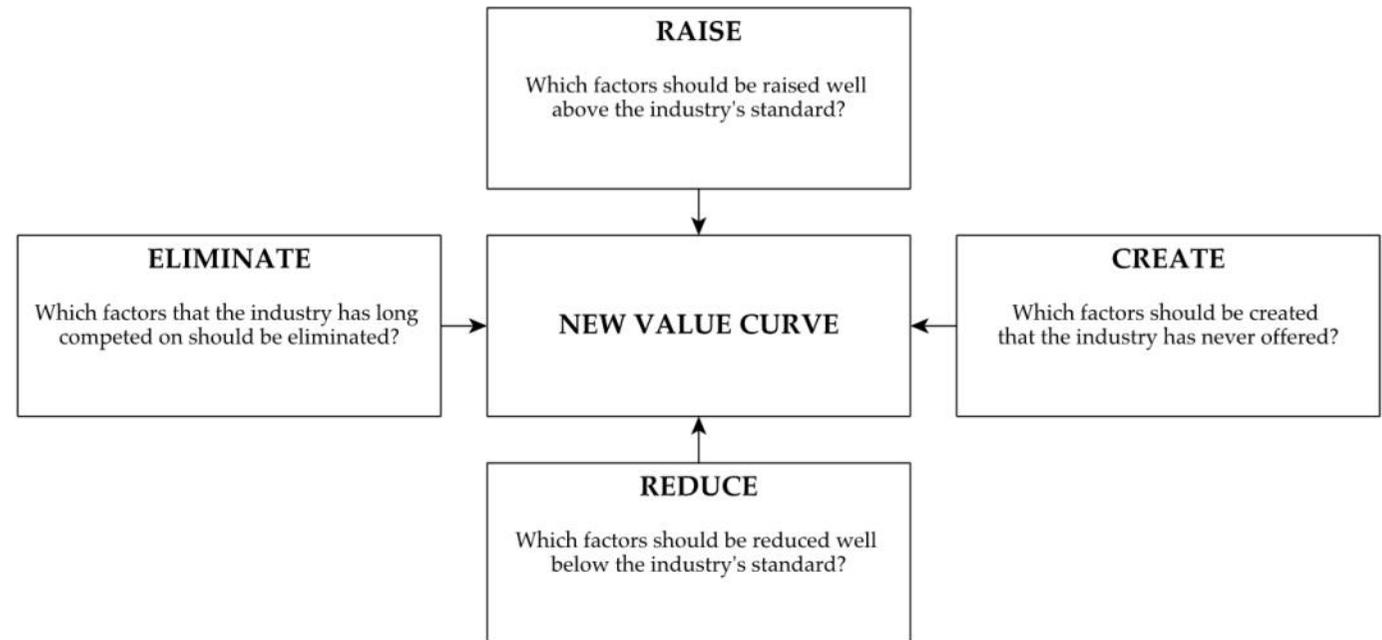
Fig. 2: Blue Ocean Four Action Framework

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Scoring

Factors of competition

STAKEHOLDER MAP

Purpose

The stakeholder map is a method to visualize the various groups involved in a particular product or service, such as companies, customers, partner, suppliers etc. The stakeholders can be visualized by different sizes to show the different impact or influence and importance they have. You can also link the interrelations of the different stakeholders, this helps to visualize and analyse how the stakeholders influence each other.

Steps

1. Start collecting the relevant stakeholders in a simple list by writing one stakeholder on one sticky note (use different colors for different kinds of stakeholders, e.g. yellow for customers and blue for partners)

2. Divide them into supportive and problematic stakeholders

3. Add one sticky note to each stakeholder with a quote expressing their thoughts, opinions, or expectations in relation to your company

4. Save the stakeholder map and refer to it as you move through the process.

Implementation

The stakeholder map can be created using a Whiteboard or a metaplan wall. You can use coloured sticky notes or moderation cards and magnets to visualize the stakeholders.

You should work in a Team with 3-7 participants.

The suggested time is 30-45 minutes.
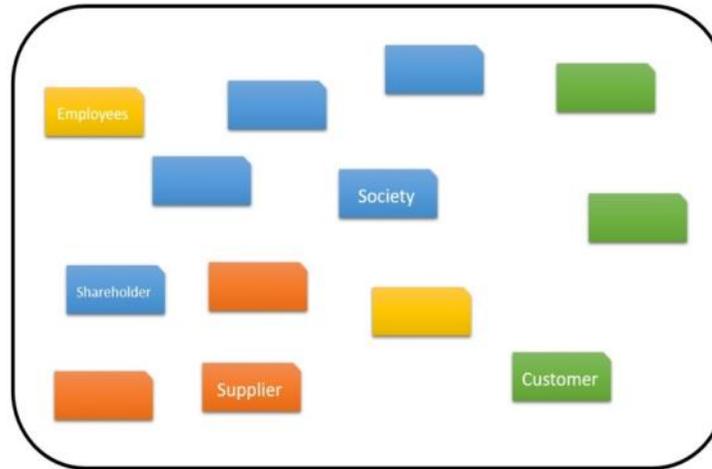
Programme co-funded by
European Union funds (ERDF)
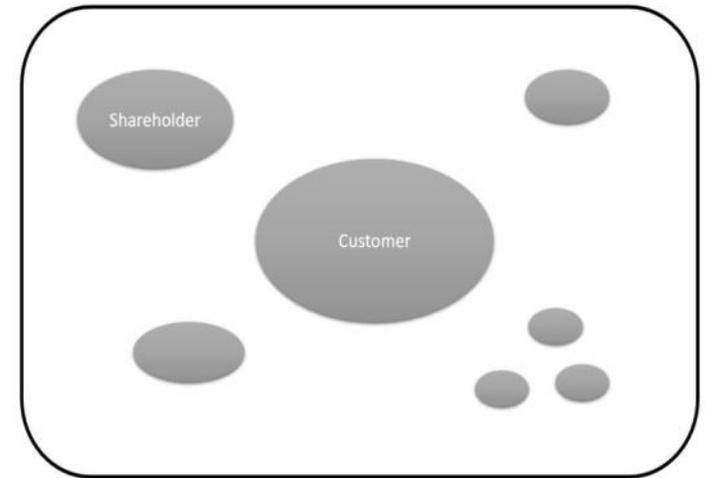
Example

Fig. 1: Example of a Stakeholder Mapping

Fig. 2: Another Example of a Stakeholder Mapping

Examples and possible Templates can be found and downloaded at:

⬇ http://www.tools4dev.org/resources/stakeholder-analysis-matrix-template/

⬇ https://www.smartsheet.com/free-stakeholder-analysis-templates

✏ *Note: you can combine these two methods*

➕ Further information can be found at:
https://uxdict.io/design-thinking-stakeholder-maps-6a68b0577064

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COMPETENCE ANALYSIS TEMPLATE

To conduct a competence analysis with your team complete the following table (ideally with one HR representative) on a metaplan wall or whiteboard:

Competence	Basic? Key? Core?	Valuable?	Rarely?	Hardly imitable?	Transferable?
Example Competence 1 …	Core	Yes	Yes	Yes	Yes

To classify the identified competences ask yourself if the competence is

⇒ *Valuable (Is it valuable?)*

⇒ *Rarely (Is this a rare competence?)*

⇒ *Hardly imitable (Is this a unique competence?)*

⇒ *Transferable (How can the existing core competences be used for new product development/ or within new markets?)*

✎ **When collecting the relevant competences ask yourself the questions**

- Which market am I currently serving, which one do I want to serve and what competences do I need for that?

- What does my current or potential new customer expects from me and which competences do I have/need to address these needs?

- Which specific digital competences do I have/need to address these needs?

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PERSONA (Name): _____

Image	**Age, sex, family status:**
	Place of residence:
	Profession:
	Hobbies, interests:
	Bibliographic dates:
	Typical Quote:

Daily Routines:

Aims, needs, desires:

Problems, concerns:

Technology (IT, Internet, Social Networks, Software)

That **inspires** me:

That's **important** to me:

This is what I **reject**:

Places to be:

3 things I can't live without:
-
-
-

In my fridge, I always have:

A persona is an archetype representing your ideal customer. A persona is generally based on user research and incorporates the needs, goals, and observed behaviour patterns of your target audience. It creates empathy towards the target groups/ customers to be addressed by the digital business model and will influence decisions and activities. At first ideal-typical criteria and characteristics will be described which all persons of this group have in common. The description will be validated through interviews, observation and other research activities and might be changed/adapted throughout the iterative process.

BRAINSTORMING RULES

1. Remember quantity goes for quality in this phase. The more idea you collect the better.

2. Do not rate the ideas at this moment.

3. Build on the ideas of the others: Try to use the method "yes and...." if one team member proposes an idea to build on this one before going to the next one.

4. Encourage wild, unconventional ideas. This helps to open up new perspectives.

5. Stay focused on the topic. Always try to stick to the question/the job you defined at the beginning of the brainstorming session

6. If a team gets stuck it can be animated through questions such as "What would Obama say?", "What would Superman do?" etc.

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WORKSHEET

BRAINWRITING TEMPLATE

Job: _____

Idea for Customer Segment

1.1._____

1.2._____

1.3._____

Additional Ideas of participant (_____): _____

_____

Brainwriting is another method of brainstorming.

At the beginning, the group selects the first relevant jobs (e.g. two) from their customer profile list which needs to be addressed in the brainwriting session to solve the overall challenge. The group members decide who will address which job in the brainwriting session.

Each participant writes three ideas related to the selected job on a separate sheet (see template on the following pages). This idea sheet will be circulated to the other participants in a round. Each participant is asked to add additional ideas to or to further elaborate the ideas indicated above.

Additional Ideas of participant (_____): _____

_____

Additional Ideas of participant (_____): _____

_____

Additional Ideas of participant (_____): _____

_____

✎ W O R K S H E E T

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Feedback Collection Grid

To simplify the feedback documentation it helps using a feedback collection grid. It helps you to systematically cluster the feedback.

The simplicity of the grid also helps the user to formulate constructive and clear feedback.

I like	Constructive critic, wishes
Questions which couldn't be answered during the testing	Ideas generated during the testing

✎

Remember!

- never try to justify but only listen

- to ask questions if the feedback is not clear

- to thank your testers for their feedback.

DIGITAL TOOLS FOR PROTOTYPING TESTING

As mentioned in the section Design – Testing to get feedback from your customers on your developed prototypes is very important. To do this task easy and efficient online tools are extremely helpful. With these tools you can design different kinds of prototypes and get a lot of feedback in a short time. In addition, the different customer groups can be segmented purposefully. For example, it is possible to create a feedback-community with selected external customers, experts and your internal developers.

To visualize your ideas you have several options such as drafts, storyboards, videos, apps, scenes, websites or mockups. You can choose out of a wide range of different online tools.

This is a selection of possible digital tools for prototyping testing. There are many more available on the web thus feel free to share your experiences in the LinkedIn Community*.*

To find an **online tool** which fits best to your needs ask yourself the following questions:

a. Do you have the option to upload different kinds of prototypes?

b. Do you have the option to design a scenario?

c. Do you have the option to ask open and closed questions?

d. Do you have the possibility to invite external people to create a testing community?

+ ONLINE USER TESTING TOOLS

www.looping.com

www.usabilityhub.com

www.marvelapp.com

+ DESIGN COLLABORATION TOOLS:

https://mural.co/

https://realtimeboard.com/

+ MOCK-UP AND DESIGN PROTOTYPES TOOLS

https://www.figma.com

https://www.omnigroup.com/omnigraffle

https://www.invisionapp.com/

https://popapp.in/ (App Design)

https://balsamiq.com

https://www.justinmind.com/?startupstash

https://www.lucidchart.com (diagram process design)

Minimum Viable Product (MVP)

Purpose

A minimum viable product is a product that has minimal development costs, while this prototype has still enough features to satisfy early customer and costumer needs to get their feedback on the product or service. Its main purpose is to conduct first acceptance tests before further developing to thus avoid spending too much time and money in the development of a product which your potential customer might not need in the end.

Minimal Product
cheap product, prototype without customer benefits

MVP

Viable Product
Great product and user experience, high development costs
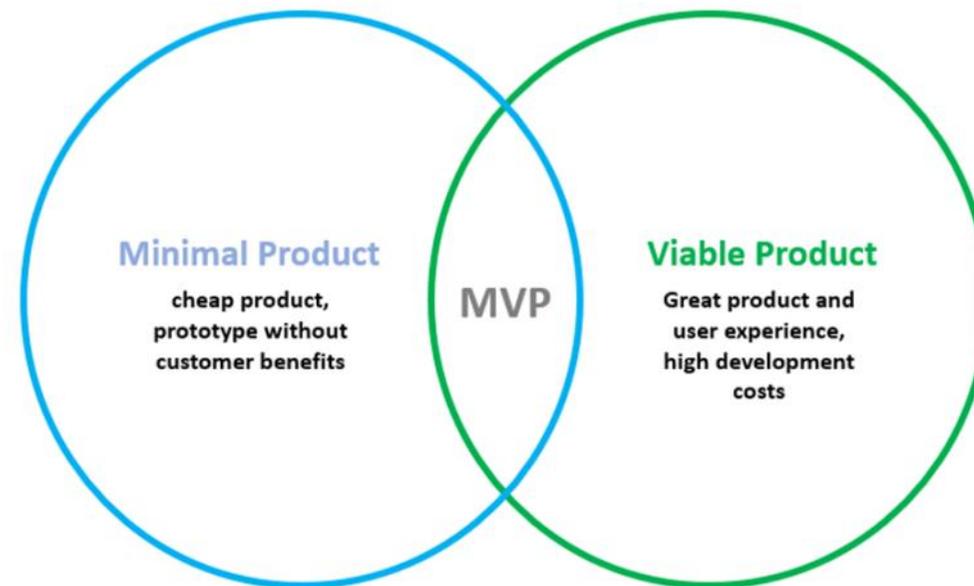
Fig. 1: Minimum Viable Product

Steps

1. Identify core features that are mandatory to the customer

2. Select customer group (specific customers) for acceptance tests

3. Produce the MVP

4. Provide the MVP (with instructions) and some kind of feedback system

5. Collect and evaluate the feedback for further decisions on development

Implementation

There are many ways to create the prototype or the draft of a MVP. You can use pen and paper or appropriate software to create a mock-up of your product. Your business model canvas can also be helpful for your MVP. You should work in a team with 3-7 participants and ideally the customers/users of your MVP (if not possible: people who were not involved in the development). The suggested time is about 60 minutes.

Example

Minimal Viable Product   Possible Product Visions
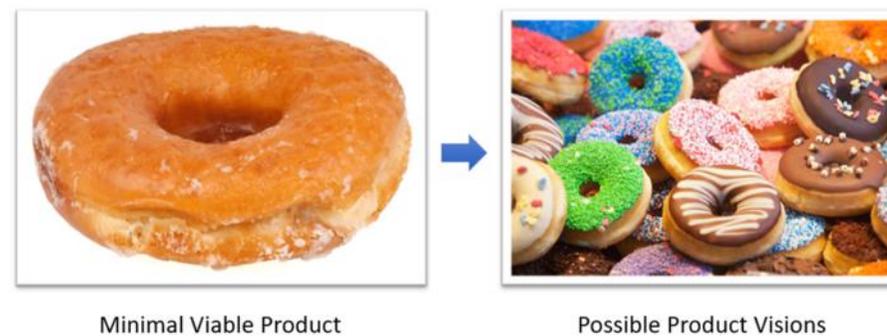
Fig. 2: Minimum Viable Product Example

WORKSHEET

CREATING A VISION TEMPLATE

STEP 1 „Reflect your current Business Modell (BM)":

Write down respectively 5 positive and 5 negative aspects of your current BM for your company and your customer

	Positive	**Negative**
Company	1.	1.
	2.	2.
	3.	3.
	4.	4.
	5.	5.
Customer	1.	1.
	2.	2.
	3.	3.
	4.	4.
	5.	5.

Defining a vision of your future digital business model is an important step in change management and the first part of the transformation phase. A vision sets the direction for the whole company and gives everyone a clear idea of where the company is headed. A shared goal encourages employees to act in the direction that has been agreed on. That is why it is important to invest time in this step and also to involve employees from different management levels and different departments.

STEP 2 „Brainstorming":

Ask yourself what your future business model will look like. What problems does your company hope to solve in the next few years? What do you hope to achieve?* Fill in the circles
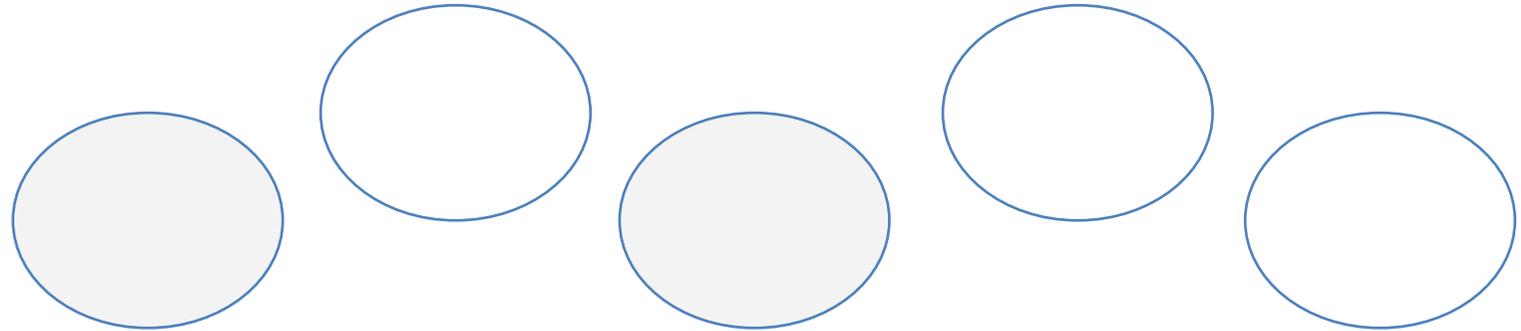
STEP 3 „Visualize":

Bring your ideas from the brainstorming session to life with LEGO Bricks, modelling clay, SAP scenes or other creativity tools

STEP 4 „Concretize ":

Describe your Vision in a detailed and concrete way by asking:

- *What are the benefits of the new BM for our company?*

- *What are the benefits of the new BM for our customer?*

- *How can our company support this vision?**

- *How must we change our working culture to realise our vision?*

- *Until when do we want to achieve our vision and how can we measure our goals?*

+

* See also: Design a better business:
„5 steps to design a vision beyond a vision statement" -
www.designabetterbusiness.com/2016/10/03/5-steps-design-vision-beyond-vision-statement/

STEP 5 „Statement development ":

Find a statement and key-words to articulate your vision in a simple thus encouraging and inspiring way

OUR VISION:

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DIGITAL TRANSFORMATION ROADMAP

① Current state assessment

③ Systemic gaps

② Future vision

People
Process
Technology
Content

People
Process
Technology
Content

Digital Maturity Capability assessment models

Define projects addressing systemic gaps

Define digital transformation vision & strategy

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	1st Period	2nd Period	3rd Period	4th Period
People	Project 1.1	Project 1.2		Project 1.3
Process	Project 2.1	Project 2.2	Project 2.3	
Technology	Project 3.1 / Project 3.2		Project 3.3	
Content	Project 4.1	Project 4.2		

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Project XXX Timeline Template

TODAY

JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC

PHASE 1 Plan	PHASE 2 Design	PHASE 3 Development / Testing / Training	PHASE 4 Launch / Monitor / Revise

MANAGEMENT / PROCESS

• Task 1 • Task 4 • Task 2 • Task 5 • Task 3	• Task 1 • Task 4 • Task 2 • Task 5 • Task 3	• Task 1 • Task 4 • Task 2 • Task 3	• Task 1 • Task 4 • Task 2 • Task 3

PEOPLE

• Task 1 • Task 2	• Task 1 • Task 2 • Task 3	• Task 1 • Task 2 • Task 3	• Task 1 • Task 2

TECHNOLOGY

• Task 1 • Task 2	• Task 1 • Task 2 • Task 3	• Task 1 • Task 2 • Task 3	• Task 1 • Task 2

CONTENT

• Task 1 • Task 4 • Task 2 • Task 5 • Task 3	• Task 1 • Task 4 • Task 2 • Task 5 • Task 3	• Task 1 • Task 4 • Task 2 • Task 3	• Task 1 • Task 4 • Task 2 • Task 3

✎ WORKSHEET

Milestone 5

2021

2020

Milestone 4

Milestone 3

2019

Milestone 2

2018

Milestone 1

EMPLOYEE INVOLVEMENT CHECKLIST

The following checklist guide set a method to evaluate the involvement and readiness of the employees' to start with digital transformation initiatives. You can use these questions to set anonymous employees questionnaires, or later on in discussion within the HR department, project teams, when planning next activities and when communicating your strategy.

1. Organizational aspects

Please select:

How do you assess the current level of organizational culture, covering:

	Excellent	Good	Fair	Neutral
Internal communication				
Future orientation				
Culture of flexibility				
Culture of innovation				
Customer focus				
Digital orientation				
Teamwork and knowledge sharing				

2. Leadership aspects

How do you assess the current situation in your organization?

	Agree	Neither agree, neither disagree	Disagree	Don't know
Senior leadership is open to new ideas				
Your manager is open to new ideas				
Your team is open to innovative projects				
Your manager inspires the others				
Your manager provides quality informal feedback on your work				
Your potential is accurately evaluated				
Your manager cares about your opinion and work				
Your manager provides clear workplans and timelines				
Your manager accepts responsibility for success and failures				
Your manager adapts to changing circumstances				
Your manager encourage your personal development				

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3.   Individual aspects

How do you assess / what is/ your current involvement in the digital initiatives:

	Excellent	Good	Fair	Neutral
Your knowledge about digital vision and strategy				
Your knowledge about the "whole picture"				
Your competences for digital project implementation				
Your motivation to experiment				
Get support from the others in the team to try new initiatives				
Get support from managers to experiment your own ideas				
Get support to learn and to improve skills				
Get support to work with experts from other departments, organizations etc.				

WORKSHEET

DIGITAL TRANSFORMATION COMMUNICATION PLAN

Preparing a **detailed communication plan** determines all key messages, milestones and communication mediums and activities, guiding all employees along the digital transformation process. It supports coordination and timely communication of key messages to all employees and relevant stakeholders throughout the project. The Communication Plan is developed based on the Change Management and Communication Strategy and can be a section within the Organizational Digital Change Management Plan.

In the following section, there are identified several tables- templates, that can be used as general guidelines for developing communication plans for every stage of the digital transformation roadmap.

Finalisation and Close-out

Day-to-day project Communication

Starting Phase Communication

DIGITAL TRANSFORMATION Communication plan

✎ WORKSHEET

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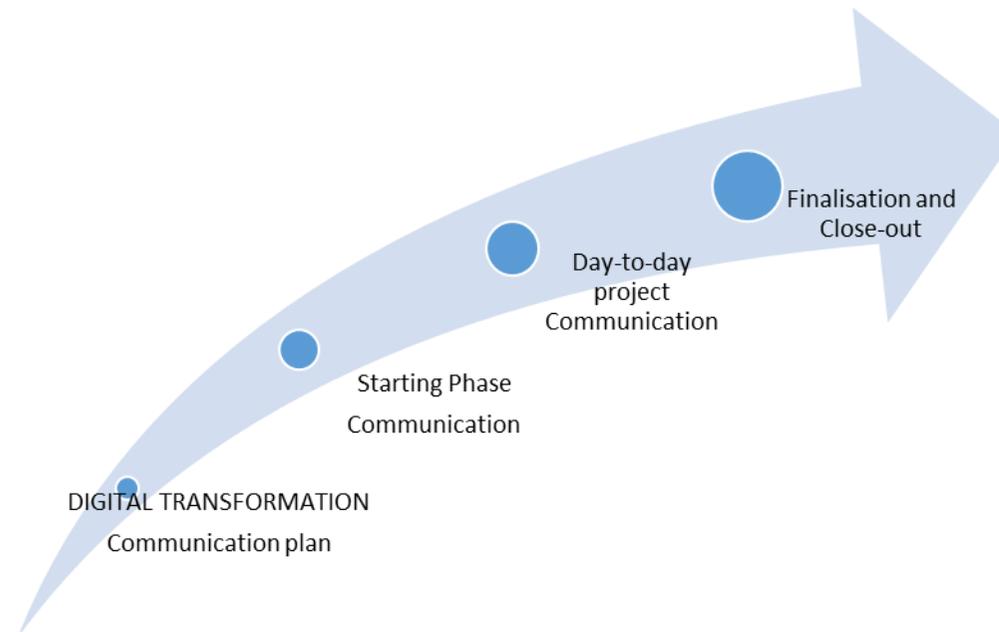
1. DIGITAL TRANSFORMATION COMMUNICATION PLAN GUIDELINES

	What is the content of the communication? **Provide clear definition and messages.**	**How information will reach the employees?** **Set the right media channels.**	**When the messages will reach the target audiences?** **Timing and periodicity of communication**	**Who takes part in the target groups? Who is responsible for communication process?** **Communication responsibilities and target audiences**
Define key communication messages: *What do you want that employees know about digital transformation process of your company?*	Determine several key messages, the content of the communication;	How the messages will reach the employees? Select all media channels that can be used, including electronic media, offline media, newsletters, social networks and others.	When the employees should receive the messages? What is the periodicity of the information?	Identify all target groups – who are your audiences and what are their main characteristics- age, educational level, expertise in the field and others. Set communication responsibility: who shall transfer the messages - all level managers, formal and informal leaders, marketing department, PR department etc.
Set the right attitude *What do you want them to think?*	What do you want that the employees think about digital transformation in your company and what will be their role in the process?	What media formats you can use to help employees to change their attitude – video, storytelling techniques, case studies and statistic data?	How often will you organize these messages and events? Determine the schedule of the events.	Who should provide and transfer content: – external sources: messages, examples, case studies, learning content; - internal sources: messages, examples, best practices etc.
Action plans *What do you want them to do?*	What do you want that the employees do for digital transformation?	How do you expect that employees react on communication messages? How the company will enable and encourage employees to become more pro-active, to look for additional information, training, and to take active role in the transformation action plans.	When do you expect that the employees react on the communication campaign? What are the milestones of the company transformation process?	Who is expected to have the leading role in the transformation processes? Who are the most important employees for facilitating the company change?
KPIs *What will be the indicators for success?*	How you will measure the communication process for facilitating digital transformation?	How to measure the effectiveness of the selected media channels?	How will you measure the communication schedule?	How will you measure the effectiveness of the campaign regarding target groups, communication messages and others.

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2.   STARTING PHASE

What	Why	Who	When	How
(The Content of the Communication)	(Communication Purpose)	(Responsible, target audiences)	(Timing or Periodicity)	(Typical Methods of Communication)
INITIAL COMMUNICATION				
Justification for digital transformation strategy; Define the needs for Digital transformation Initiative;	Define the need for the Digital transformation initiatives in the company and the need to bring everybody on board;	Responsible: Management board, Digital transformation leader (DT leader); Target audiences: Executives, Decision-Makers, Managers on all levels; Employees;	As early as possible, updated with changed and/or approved status;	Discussion; Informal or Formal Report; Design of communication materials. Select symbols, names, or slogan of the initiative; Communicate it through social media.
Kick-off or Starting Event	Define the start of the initiative to build a strong and committed team.	Responsible: DT Leader, managers and leadership Team. Target audiences - Team Members	Day one of initiative, or of each sub-component	Event; Discussion, teambuilding exercises
Discussions and communication of Initiative, Strategy or Approaches	Identify, discuss in the teams, evaluate and recommend alternative approaches, timings, staging, or delaying options, with strengths and weaknesses of the best alternatives	Responsible: Leadership Team, Sponsors, Decision-Makers, Target audiences: Team Members; Interested Parties	As early as possible, updated at major review points or milestones, or upon changes in plan	Two-way communication models: Meetings; Structured Discussion, Informal Report, questionnaires;
Risk Assessment Plan	Identify and manage risk opportunities and threats, responses, and responsibilities for working with risks them	Responsible: Leadership Team, Sponsors, Decision-Makers, Target audiences: Leadership Team, Sponsor, Decision-Makers, Team Members; Executives, Interested Parties	As early as possible, updated at major review or risk realization points	Meeting; Structured Discussion, Informal Report
Stakeholder Expectations	Communication with all stakeholders – clients, suppliers, third parties, get commitment to support digital transformation changes and collaboration models;	Responsible: Leadership Team, Sponsors, Decision-Makers, Team Members; Executives Target audiences: customers, suppliers, Interested Parties	As early as possible, updated with changed and/or approved status	Meetings, phone calls, Interviews, discussions; summary report
Periodical Presentations or Briefings for the management board	Maintain executive awareness, retaining support	Sponsor; Executives, Interested Parties	Very early, and then ongoing as needed	Presentation, Videocast or Briefing

✎ WORKSHEET

3. DAY-TO-DAY COMMUNICATION

| What (The Content of the Communication)	Why (Communication Purpose)	Who (Responsible, target audiences)	When (Timing or Periodicity)	How (Typical Methods of Communication)
RECURRING COMMUNICATIONS				
Roadmap Plan	Identify timings, resources needed for every phase(s)	Responsible: DT Leadership Team, Target audiences: Team Members; Decision-Makers, Interested Parties	At phase start, updated with approved changes	Meeting or collaboration with informal report
Work Package Assignment	Delegate and understand assignments well enough to estimate them accurately	Responsible: DT Leadership Team, Target audiences: Team Members; Decision-Makers, Interested Parties	Phase start or within phase for work package details	Meeting or collaboration with informal report
Team Meetings	Regular meetings, helps to correlate multiple data or information points, and drill down to details, where needed, to see true status	Responsible: DT Leadership Team, Target audiences: Team Members; Decision-Makers, Interested Parties	On a regular basis, depending on projects urgency; weekly or bi-weekly	Meeting with discussion, informal minutes; summarized in report
Conflicts, issues and problems resolution	Resolve open Issues before they impact the initiative and discuss conflict situations;	Responsible: DT Leadership Team, Target audiences: Team Members; Decision-Makers, Interested Parties	When Issues Occur, and before they impact the project	Formal report and impact of issues resolved too late
Status Report, with performance analysis, updated forecasts	Identify current status and planned end date and cost; includes open issues, accomplishments, and a high level schedule	Responsible: DT Leadership Team, Target audiences: Team Members; Decision-Makers, Interested Parties	Regular reports in a cycle identified in the roadmap plan	Formal report, with briefing for decision-makers
Discussions of risk realization point or when Risk Trigger occurs	Implement or identify Risk Responses to mitigate impact or recover	Responsible: DT Leadership Team, Target audiences: Team Members; Decision-Makers, Interested Parties	As Risks are Realized	Discussion, analysis, action, informal or formal report
Presentations or Newsletters for internal target audiences and targeted stakeholder	Information about DT progress and organizational change impacts	Responsible: DT Leadership Team, Target audiences: Team Members; Decision-Makers, Interested Parties	Monthly, or as identified in Communication Plan	Electronic or paper newsletters, reports, or video/podcasts
Press Releases, Newspaper Interviews or Articles for external audiences	Identify public messages and interested parties, to maintain popular support and interest	Responsible: DT Leadership Team, Target audiences: Team Members; Decision-Makers, Interested Parties	If needed, every 4-6 weeks	Electronic or paper updates sent to appropriate media newsletters, reports, or video/podcasts, Social media campaign, tweets or blogs;

✎ WORKSHEET

4. FINALIZATION AND CLOSE-OUT

What (The Content of the Communication)	Why (Communication Purpose)	Who (Responsible, target audiences)	When (Timing or Periodicity)	How (Typical Methods of Communication)
CLOSE-OUT COMMUNICATIONS (closing specific projects, stages or roadmap initiatives)				
Milestone or Stage-Gate Review	Approve results to date, and approval to proceed, revise or cancel	Responsible: DT Leadership Team, Management board / Target audiences: Team Members; Decision-Makers, Interested Parties	At all major milestones or Stage-Gate get official approvals; no more than 2-3 months apart in most projects	Meeting with decision and a Formal report to document the outcome
Progress Report	Promote the initiative, recognize accomplishments	Responsible: DT Leadership Team, Target audiences: Team Members; Decision-Makers, Interested Parties	Every 4-6 weeks	Electronic / paper publication of project accomplishments
Lessons Learned	Capture and apply the most important Lessons Learned for later in this initiative, and for later initiatives	Responsible: DT Leadership Team, Target audiences: Team Members; Decision-Makers, Interested Parties	End of each phase, stage, and subset; summary at end of initiative	Solicitation, then discussion, of Lessons Learned; analysis and then informal reporting
Team Celebration	Reward all stakeholders for phase and initiative results	Responsible: DT Leadership Team, Target audiences: Team Members; Decision-Makers, Interested Parties	End of each phase, stage, and sub-set; major celebration at final end	Best left undocumented, except to identify who approved it
Project Closure	Formally end the initiative and accept its product(s)	Responsible: DT Leadership Team, Target audiences: Team Members; Decision-Makers, Interested Parties	End of each project in an initiative; end of program for those that do end (some have an ongoing portion)	Meeting with discussion and agreement that the effort has or has not delivered to needs; Formal report produced
Post-Project Evaluation	Evaluate process and products, assuring intended benefits are being captured; adjust if not	Responsible: DT Leadership Team, Target audiences: Team Members; Decision-Makers, Interested Parties	Within a predefined period after initiative end, usually at least one business cycle, and often at least 25% of the initiative's duration after	Meet to evaluate process and results, identifying any adjustments needed to achieve benefits; Formal report produced
Benefits Profits Realization	Evaluate results to assure promised benefits realized	Responsible: DT Leadership Team, Target audiences: Team Members; Decision-Makers, Interested Parties	Predefined period after initiative end, usually at least one business cycle	Formal report evaluating the extent to which promised benefits met or exceeded / Promote in newsletters, PR campaign; public announcement;
Bonuses & Rewards;	Reward all who contributed to success, to encourage future successes	Responsible: DT Leadership Team, Target audiences: Team Members; Decision-Makers, Interested Parties	When promised initiative benefits have been realized	

KNOWLEDGE MAP

Identify what the employees have to know and what skills they need to possess to address the future vision; More specifically determine knowledge and skills, relevant to the 4 elements: people, process, technology and content;

Needed competences: knowledge, skills and attitudes

Needed competences: knowledge, skills and attitudes

People

Processes

Future Vision

Technology

Content

Needed competences: knowledge, skills and attitudes

Needed competences: knowledge, skills and attitudes
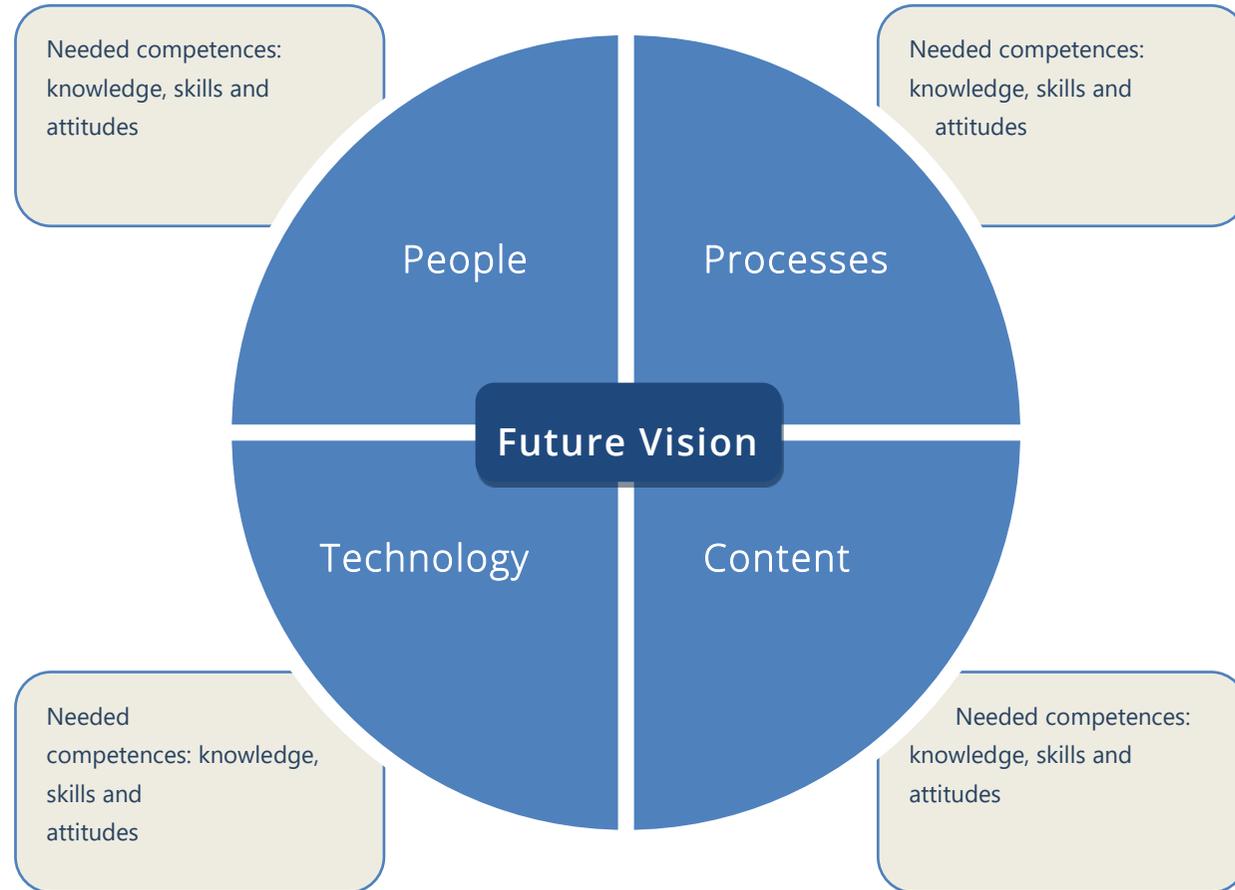
KNOWLEDGE GAPS — MISSING KNOWLEDGE

✎ **Identify** how the company can acquire new knowledge and skills – training programs for the employees or hiring new employees.

Identify the main providers or sources of trainings and new employees?

- Trainings
- New employees

- Trainings
- New employees

People

Processes

Future Vision

Technology

Content

- Trainings
- New employees

- Trainings
- New employees
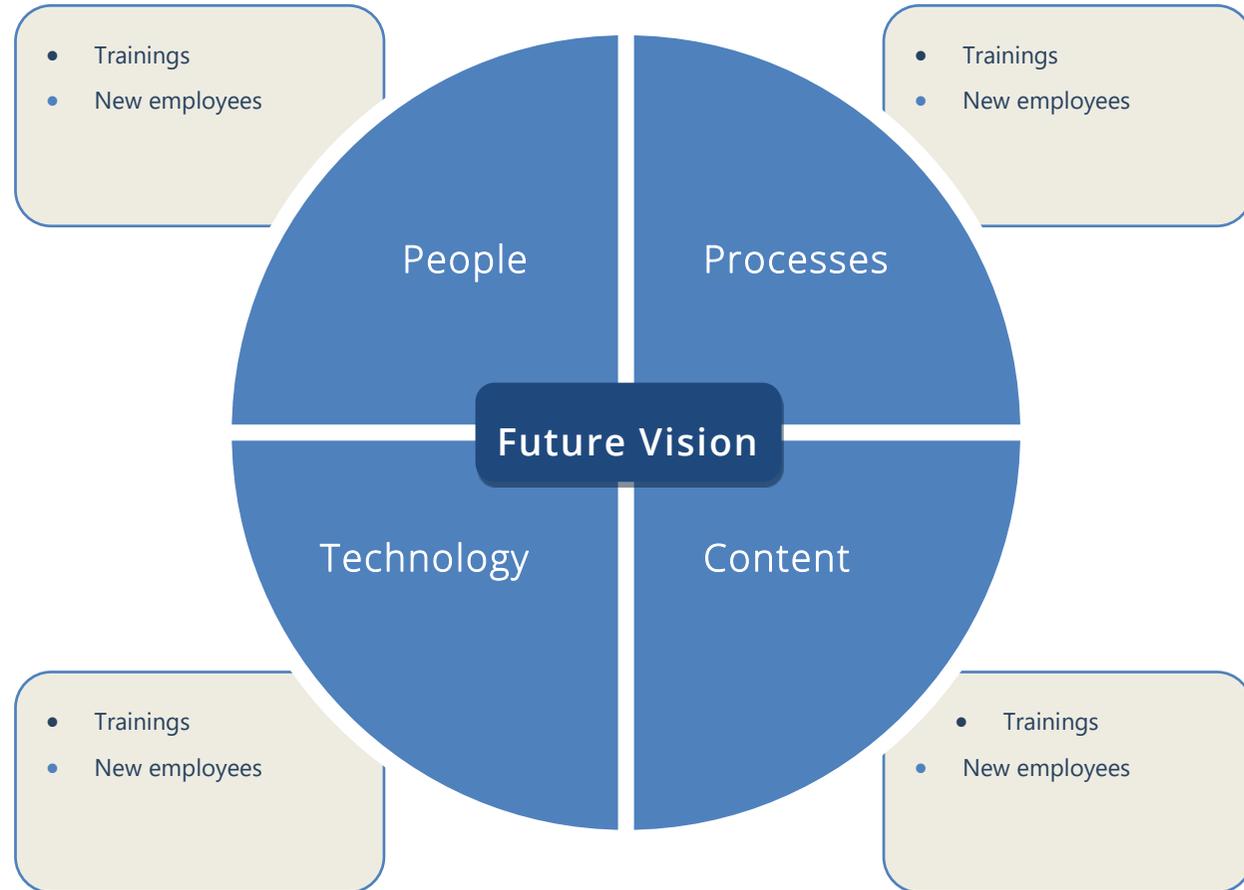
TRAINING PROGRAM
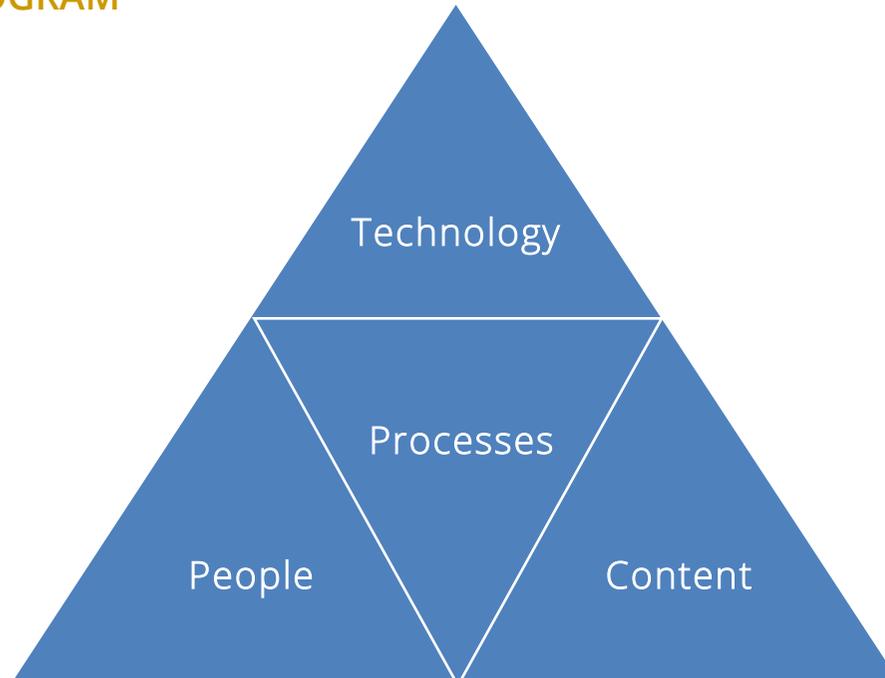
For every step identify available training programs:

- Providers: formal and informal learning providers;

- Cost/Time/Educational efforts;

- Availability;

- Priority for the company DT process;

Knowledge/ Skills	Training provider	Cost/Time/ Efforts	Priority for DT

COMPETENCES RELEVANT FOR A DIGITAL CHANGE

When it comes to defining concrete skills needed for the development of a new digital business it depends a lot of the concrete business field a company is working in. There does not exist one template which matches each company. Skills need to be defined linked to the concrete roles and functions. In comparison to competences skills are much more fast-paced. This is especially the case for skills linked to a certain technology.

Further information can be found at: www.scil-blog.ch/blog/2017/11/30/kompetenzen-fuer-eine-digitalisierte-arbeitswelt/

As the definition of digital competences is still quite a recent field the following framework shall give you an orientation which competences might be relevant in relation to the development of a new digital business model and for the realisation of digital transformation in your company.

The framework has been developed by SCIL, Swiss Centre for Innovation and Learning and can be of use for any company dealing with digital transformation:

Competence	Tasks	Employee groups
Dealing with expert tasks in IT/AI field	Offering networks & infrastructure Developing /providing applications Developing / providing algorithms	IT specialists
Managing transformation in the digital business world	Leading IT / AI based business innovation Promoting agility and customer centricity Promoting IT excellence	Persons with management functionality or change agents
Managing productivity in the digital business world	Ensuring effective knowledge work Supporting growth and connectivity Leading distributed teams Balancing exploration and exploitation	Persons with management or coordination tasks
Being productive in a digital world	Dealing with digital information Efficient digital communication Developing & sharing digital content for customers and colleagues Ensuring security and data protection	Employees from all functional areas

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✎ W O R K S H E E T

REWARD PLAN

Design reward initiatives	Implementation	Manage & Support
Plan formal/ informal incentives	Communicate reward incentives	Recognize achievements
Specify KPI	Formal/Informal appraisals	Evaluate Reward system

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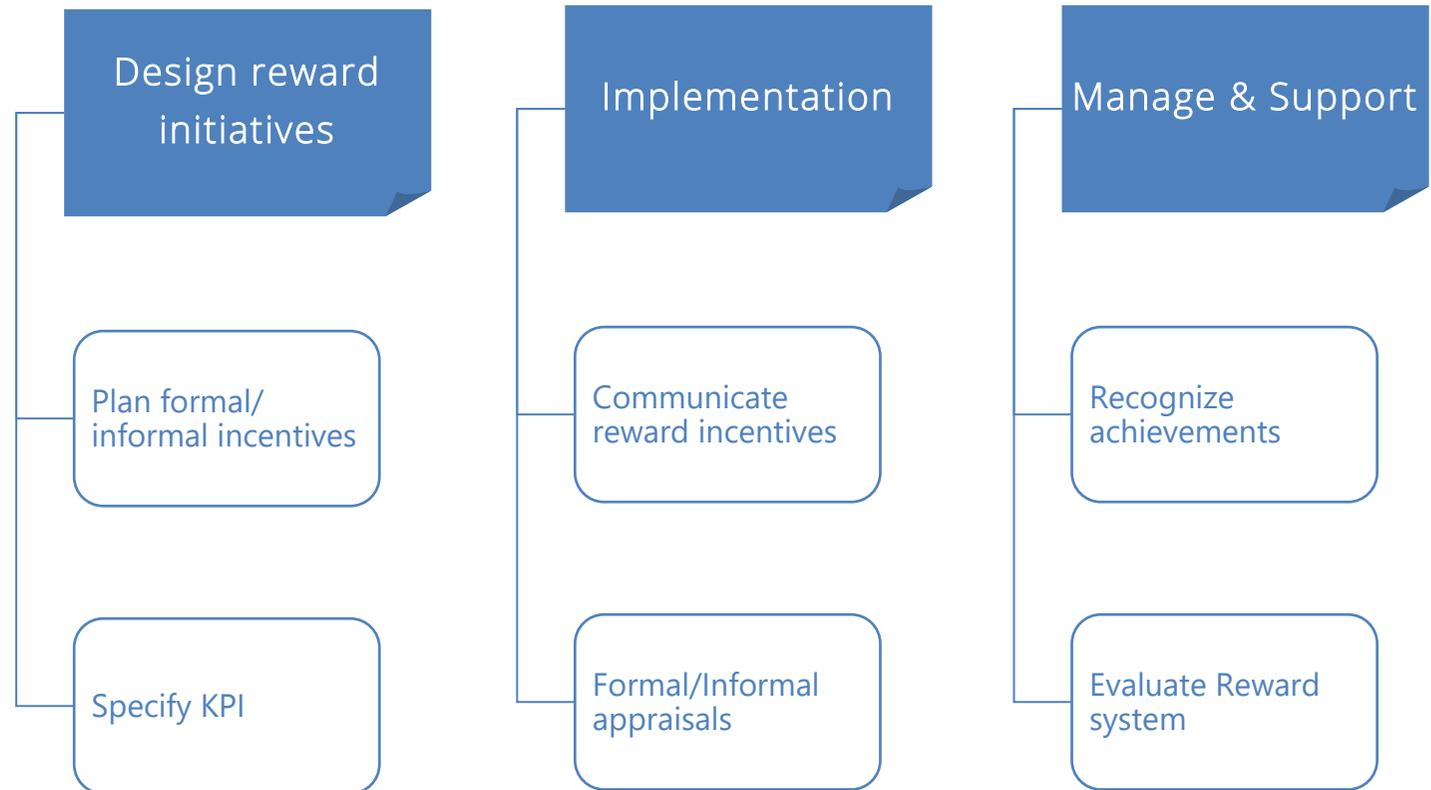
DIGITRANS LESSONS' LEARNED CHECKLIST

1. Organizational level:

Please select the answers that respond:

How do you estimate the impact of the digital transformation initiatives on:

	Substantially improved	Slightly improved	Moderately improved	Not improved
Process Improvement				
Workplace Improvement				
Vertical Integration				
Management Support				
Horizontal Integration				
Cost Reduction				

The following **Lesson's learned guide** propose a method to evaluate the outcomes of your digital transformation initiatives. You can use these questions later on in internal discussion within the team, when planning next activities and when communicating your experience with different stakeholders.

✎ W O R K S H E E T

2.   Individual level:

Please select the answers that respond:

How do you estimate the role and satisfaction from the digital transformation initiatives on individual level:

	Substantially improved	**Slightly improved**	**Moderately improved**	**Not improved**
Employee support				
Employee motivation				
Employee knowledge and competences				
Individual performance				
Team performance				
Organizational culture				

WORKSHEET

3.   External level:

Please select the answers that respond:

How do you evaluate how digital transformation initiatives in your organisation respond on the following external constraints?

	Outperform expectations of:	Satisfy expectations of	Do not comply to the expectations	Deteriorate to the expectations
Customer Demands				
Supply Chain partners				
Innovation Push				
Market Pressure – Competitors				
Regulations, Laws/Government				

4.   Comments and remarks, based on Digital transformation experiences, incidents, factors that were overestimated and underestimated.

_____

_____

_____

5.   What would you change next time?

_____

_____

_____