

A Strategic Approach to Digitalization

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Industry 4.0 is here, and Digitalization is hyped. But most organizations pursue their digital agendas with a technology focus, which brings alluring short-term results but gets in the way of delivering true long-term value. This article outlines a strategy-focused model for systematically identifying organizational pains and opportunities as well as underlying themes. By applying The SPOT Model to your digital discovery process, your organization will be able to pursue a digital agenda with maximum impact on your strategic business objectives.

Industry 4.0 and Digitalization

Sophisticated technologies have been around for a long time, but something new is happening. Technology has developed to such a level of maturity that the human mind has become the limiting factor. If we can dream it up, machines can do it. And even if we can't dream it up, sometimes machines can dream it up for us and make it happen.

At the Hannover Messe in 2011, the German government launched a campaign to drive disruptive innovations within the country's substantial manufacturing industry. Later named "Industry 4.0" or "the fourth industrial revolution", the campaign and the concept spread well beyond German manufacturing to affect many other industries across the globe.

Although only vaguely defined, Industry 4.0 is about big industrial changes enabled by big technological developments. The first industrial revolution was arguably driven by the introduction of the steam engine towards the end of the 18th century, which enabled industrial mechanization. The second industrial revolution was driven by the introduction of electrical power towards the end of the 19th century, which enabled assembly lines and industrial mass production. The third industrial revolution was driven by the introduction of electronics and computers during the second half of the 20th century, which enabled industrial automation. And now, the introduction of cloud technologies, the internet of things, and related network-enabled technologies drive the fourth industrial revolution, which connects everything in a gigantic global network of IT systems, household devices, manufacturing machines, power generation systems, etc. Everything is connected, devices as well as data. And when we include artificial intelligence, robotic process automation, and other analysis-focused technologies, the opportunities are endless.

A major component of Industry 4.0, which has almost become synonymous with the concept itself, is Digitalization. Equally vaguely defined, Digitalization is currently hyped to such a degree that *everyone* claims to be doing it, while *few* can explain what "it" is, and *no one* can credibly describe how "it" should be done.

In the author's opinion, the leading research and advisory firm Gartner provides a good definition of what the concept means, while this work provides a good model for how it should be done:

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- **Digitalization** is the use of digital technologies to change a business model and provide new revenue and value-producing opportunities; it is the process of moving to a digital business. (Gartner)
- **The SPOT Model** is a simple but powerful methodology for digitalizing your business with a clear outset in your business strategy. (your author)

The definition and the model share the focus on business strategy, believing Digitalization¹ to be an undertaking that fundamentally *must* take its outset in – and ultimately influences! – the strategy and business model of visionary companies. Most efforts today neglect this fundamental principle, focusing instead on individuals' fascination with new technologies, which brings alluring short-term results but gets in the way of delivering true long-term value.

The allure of new technologies

I recently watched the award-winning documentary “AlphaGo” during a flight from Copenhagen to San Francisco. The movie, which I had downloaded from Netflix to my iPad, follows the team behind Google’s DeepMind artificial intelligence as they travel to South Korea to play their AI against Lee Sedol, the world champion at Go, the ancient Chinese game that has so many possible configurations that it presents a serious, perhaps the *most* serious, gaming challenge to AIs. During the riveting best-of-five-games competition, which the AI wins by 4-to-1, three astonishing things happen:

1. The AI wins.
2. The AI wins by making moves that its human creators cannot explain. They do not know *why* it makes the moves that it does. They understand *how* the AI learns, but they do not understand the full complexity of *what* it has learnt.
3. The AI wins by making moves that the human Go community believes to be bad. Then proves them wrong. Which teaches them, the humans, all of the humans, something new. Noticeably move 37 in match 2, which surprises the audience, gets live commentators rambling about possible code errors, and sends Lee Sedol on a 15-minute break to recover from the shock. As he says during the press conference that follows: “Yesterday I was surprised. Today I am speechless.”

It is very exciting stuff. I felt like getting an AI straight away. Perhaps two.

Let’s imagine that I ran out and got myself an AI. I didn’t, but I know people who did. What would happen? How would it play out? How *does* it play out in many companies?

I would travel to, say, Munich, to visit IBM and their Watson AI. I would bring my boss and boss’ boss there. We would spend a couple of days working out a clever solution to a suitable problem, i.e. something that we have together chosen because we believe that we can do something about it. Something new. Something cool. Something noticeable.

And it would work! IBM’s Watson platform is an amazing AI developed and trained specifically for business. And IBM’s team of engineers, technicians, and developers are

¹ Although often used interchangeably, *Digitalization* differs fundamentally from the related term *Digitization*, which refers to the process of changing from analog to digital form. Digitalization fundamentally changes the way a company does business; Digitization does not.

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world-class. They can put something together fast. Something new. Something cool. Something noticeable.

So, I would return home as a hero. My boss has seen me make great progress in very little time. And my boss' boss has also noticed me. My career is flying. I am on a roll.

But, alas... When I hand over my great innovation to the operations guys that must now use it in their daily work going forward, they are less excited. Some of them even appear reluctant. A few simply turn around and walk away. What has happened? Why can they not see the beauty of my genius?

When I ask them, they provide a number of different reasons:

- A. They were not asked about their opinion, the pains they observe in their daily lives and the opportunities they see in the future.
- B. The solution brought home from Munich is interesting and cool, but it does not integrate with their existing IT tools.
- C. The way the solution works is nice, but it does not support their ways-of-working.
- D. While they would love to have the resources to roll out such technology across their operational sites, they do not have the required budget to roll out to even a fraction.
- E. At the end of the day, they do not consider this to be the most urgent or important problem to be addressed; they can mention several problems that are causing much bigger headaches.

This is of course annoying, but I still feel quite proud about my innovation. And my boss and boss' boss are still impressed with me. So, I give it another go. I travel to Silicon Valley to visit Microsoft and Apple and Google and Amazon and all the other cool tech leaders, come home with a bunch of new solutions, and shove them into the hands of the operations people. They still don't get it, but I am getting used to this by now, so I keep going. Then I am promoted to Head of Innovation and given a team of five tech-savvy people, which I send into the world with orders to bring back high-tech solutions. Something new. Something cool. Something noticeable.

The SPOT Model

As the hypothetical and somewhat exaggerated story above illustrates, it is quite possible to appear successful at Digitalization while in reality wasting time and money. Worse still: In doing so, one easily ends up discouraging the broader organization from taking part in the hype, thereby preventing the business from leveraging new technologies to improve performance. While it seems obvious not to make this mistake, companies more often than not do exactly that.

When venturing into Industry 4.0 and Digitalization, you should not allow your organization to be lured into making the technology focused errors described above. Rather, you should maintain the business discipline you have on other matters and start by asking yourself the same question that you ask on other areas of interest to your company: What are your strategic business objectives?

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The SPOT Model for Digital Discovery takes its outset in business strategy, brings out experienced pains and identified opportunities, and observes common themes found across these.

- **S**trategic objectives guiding your business
- **P**ains experienced by your organization
- **O**pportunities identified by your team
- **T**hemes observed across pains and opportunities

In what follows, I will discuss what this process typically looks like in medium-sized and large organizations.

Pulling people together

Most companies suffer from silos. In some companies, the organizational divide is between the corporate headquarter and the local business units. In others, it is between the back-office functions and the operational sites. In others again, it is between the construction organization building new assets and the operations organization maintaining existing assets on a daily basis.

Whatever the divide in your company, Digitalization is an opportunity to bring the organization – indeed the people! – together. I would strongly argue that you should not digitalize each functional silo within your company separately. This always leads to redundant IT infrastructure and suboptimal processes in the interfaces between your organizational elements. On the contrary, you should take this opportunity to gather people from different silos within your company and ask them to work on Digitalization together. You are likely to encounter resistance at first, but if you empower your people to make decisions for the entire business *together*, they may just step up, see the bigger picture, and come together to find solutions that work for your entire business, not just parts of it.

I have experienced this cross-functional collaboration on Digitalization in a world-leading company within renewable energy, and it works brilliantly. Not only did the individuals invited to participate in the process come together to make good decisions on Digitalization, they came together *in general*, found each other as colleagues, and improved cross-functional collaboration on other topics as well. It was a beautiful sight. And they were super excited about the experience.

So, my advice is clear: The first thing you should do is to bring together a strong group of business leaders and empower them to decide what should be the focus of the Digitalization process. They need not be managers from your hierarchy. They could be specialists, technicians, project managers, support staff, or otherwise. Their formal roles are not important. Their personalities are: They must be *leaders*. Others must be willing to follow them, and they must be able to see the bigger picture and envision a better future for your company.

The empowerment is important, by the way. You must give them the mandate to make decisions. Many others are going to try to take control, including probably the managers of

the individuals you appoint. Digitalization is such a hot topic that many of your managers are likely to try to jump onboard in order to ensure their own personal role in what they perceive to be a good career opportunity. They are going to try to do something new. Something cool. Something noticeable. And they are going to try to stop your team from moving ahead without them. But you must resist this. You must *insist* that the people you appoint to lead the way be allowed to lead. You must make it clear to everyone that obstruction for personal gain is not acceptable and will not be tolerated. You must empower the individuals you put front and center.

Strategic objectives

All activities in a business should take its outset in business strategy. This is also true for Industry 4.0 and Digitalization. If your business does not have a well-defined and broadly-communicated strategy, stop reading, go develop one, and tell your employees what it means – to them!

After pulling together all the right people, the first step in The SPOT Model for Digital Discovery is a review of strategic business objectives. All involved must be aware of the context within which the digital discovery process will be undertaken. Is your business, for example, planning to grow organically or through acquisitions? Are you expecting to expand geographically? Do you have cost-down initiatives in the making? Such strategic plans are important to discuss so all involved have a shared understanding of the industry, company, and market position.

Having this strategy conversation is not necessarily time-consuming and complex. Perhaps you already have a common understanding of business strategy across your organization. If not, perhaps all that is needed is to dust off an existing strategy document, share it, and discuss its meaning in the light of the digital discovery process about to commence.

If a bit more effort is required to ensure a common and consistent understanding of your business strategy, I can propose a simple and established method: PEST analysis. In this framework, which has more than five decades of use under its belt and is generally accredited to Harvard professor Francis J. Aguilar, business strategy can be considered through the lens of four external macrotrends: Changes in the Political, the Economic, the Socio-Cultural, and the Technological environment in which you do business.

Depending on the depth you feel is required to bring everyone on the same page, you can consider simply putting the individuals involved in your digital discovery process into a room, close the door, and ask them to think about recent and ongoing changes within these four areas. You should probably ask them to write down their observations, their thoughts on these, and their conclusions regarding impact to your industry and your business. If even more effort is required, perhaps it is time to check in with your strategy team and ask them what they're going to do to develop and anchor a strategy across the organization.

Pains experienced

When you have pulled your people together and made sure that they fully understand the strategic context, it is time for them to discuss their everyday ways-of-working with a focus on things that are annoying, tasks that feel like a waste of time, processes that could be done smarter, and other pains. You can, for example, start the conversation by asking them “What is keeping you from being great?”

Although your people will likely find it easy to bring out areas that they are not happy about, it is important to maintain tight focus during this process. First of all, nitty gritty details should not be in focus; we are trying to see the bigger picture. Second of all, deficiencies in specific IT systems should not be in focus; we are trying to see weaknesses in our ways-of-working, not point out bugs or design errors in the system landscape. And third of all, individual people should not be in focus; we are trying to improve our company, not point fingers at our colleagues.

For each pain, make sure to write down enough details to allow others to understand where, when, and how the pain is experienced. Further down the road, others will have to consider the pains, understand their nature and severity, and find ways to deal with them, so be thorough in descriptions.

Opportunities identified

When pains have been discussed and documented, you must turn around 180 degrees and shift focus to opportunities. You can start this conversation by asking “What would you do if there were no limits?”

While finding pains usually comes easily, identifying opportunities is quite another thing. At its core, it requires people to see beyond the horizon and imagine what could be. If you have the chance, I would strongly recommend spending some time and effort stimulating your organization before asking them to think up new, innovative ideas. You can, for example, invite representatives from competitors or adjacent industries to present some of their more novel ways-of-working, if you can convince them to stop by. While they would, of course, not be willing to share all of their secrets, people are generally quite willing to share what they are passionate about, especially if they feel that you give something back.

As with pains, it is important that each identified opportunity is documented in detail to allow further work.

Themes observed

When your team has discussed and documented pains and opportunities, you will be left with a lot of information. It will be overwhelming. If it is not, the process has not been thorough enough, and you must go back and dig deeper. Even small companies should be able to identify 100+ pains and opportunities.

The last step in The SPOT Model for Digital Discovery is to group similar and/or related pains and opportunities into a manageable number of themes. Ideally, you should be able to get down to just five to seven themes or fewer, depending on the coverage of your discovery

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process, but if your team insists that this is not possible, it is okay to move ahead with 10-12 themes. More than that is not advisable. You *must* be able to prioritize across themes, which is difficult if there are too many.

This is the end of The SPOT Model for Digital Discovery. But before I leave you to it, there are a few topics that deserve brief comments. The rest of this article will therefore provide concrete suggestions for how to set up the digital discovery process for *your* company, touch upon “customer journeys” and other customer-centric methodologies, and offer hints on prioritization, delivery, and benefit realization.

How to do it in your company

If your company is medium-sized, i.e. 50 or 100 or even a couple of hundred employees, you can probably get away with a fairly simple digital discovery process. A one- or two-day workshop with 8-12 key employees can get you a long way.

I have tried this with a North European construction company with around 400 employees. Following introduction meetings and a bit of data collection, a one-day workshop provided enough insights to be valuable. The agenda looked something like this:

0830-0900	Welcome, safety induction, and introduction to the day
0900-1000	Setting the scene: A strategic view on the industry, company, and competitive position
1000-1100	The Digitalization process: Key objectives and overall plans
1100-1115	Coffee and networking
1115-1230	Current challenges: Pains experienced by the organization
1230-1330	Lunch and networking
1330-1430	Future options: Opportunities identified by the organization
1430-1530	Boiling it all down: Themes identified across pains and opportunities
1530-1600	Prioritizing across options: Ranking themes according to value vs. effort
1600-1630	Wrap-up and drive safely

(I also have a standard agenda for a two-day workshop, which allows for more inspiration and depth)

The workshop itself did not leave the company with a complete Digitalization strategy, but it was enough to set direction and help the CEO become clearer on his vision for the future. Over the weeks following the workshop, the CEO worked with his leadership team to gather data, make financial and operational analyses, and put together a compelling storyline outlining the vision for where the company could go if it leveraged new digital technologies. The storyline was presented to the owners of the company, and they decided to move ahead. The company is now detailing out the tactical and operational steps required to implement the new company strategy.

If your company is larger and more complex, you probably need more structure and more time. You can, for example, consider breaking down complexity by employing capability domain thinking. In this break-down method, your team starts by identifying hundreds of capabilities that your company needs to be able to operate its business. I am talking about

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business capabilities, not digital capabilities. If you can say the sentence “We need to be able to ... in order to run our business”, you have identified a capability. An example could be “We need to be able to *reimburse employee travel expenses* in order to run our business”. When your team has identified all relevant capabilities, they must look for capabilities of similar nature. The capability “reimburse employee travel expenses” could, for example, be related to the capabilities “pay flight tickets” and “receive hotel invoices”. A group of capabilities that are somehow related is called a capability domain.

I have tried this with a global energy company with 2000+ employees. The company suffered significantly from gaps between functional silos, and the capability domain approach was therefore particularly useful, since it enabled leaders from different functional silos to come together within each of a number of capability domain and collaborate to find cross-functional solutions. The process for each capability took eight weeks and looked something like this:

Week 1	Pulling people together: Individual meetings with proposed capability domain members to introduce methodology, discuss scope of domain, and agree participation
Week 2	Setting the scene: Collective workshop to create a common strategic view on the industry, company, and competitive position and agree key objectives and overall plans for the Digitalization process
Week 3	Current challenges and future options: Individual interviews to collect pains experienced and opportunities identified by the organization
Week 4	Current challenges and future options: Collective workshop to consolidate information and create a common view of pains and opportunities
Week 5	Boiling it all down: Individual interviews to identify themes across pains and opportunities
Week 6	Prioritizing across options: Collective workshop to rank themes according to value vs. effort and create common view on order in which themes should be addressed
Week 7	Planning ahead: Individual interviews to collect ideas for next steps and feedback on the digital discovery process
Week 8	Wrapping it all up: Collective workshop to finalize the digital discovery process and agree next steps

While the core team that facilitates the digital discovery process will be quite busy during this eight-week process, the capability domain members will not. They can go about their regular jobs as long as they take time out of their calendars to participate in interviews and workshops.

Two comments should be made at this time:

- 1) Prioritization across capability domains is very important. While each group of capability domain members must prioritize first across pains and opportunities and secondly across themes within their domain, none of the members will have the full overview across all domains. Prioritization is discussed briefly below and more in-depth in a separate piece currently being pulled together.

- 2) If you have a network of good communicators from within your industry or adjacent industries, bringing these people in to inspire your team is probably a good idea. It is much easier for your team to identify opportunities after hearing from relevant third parties what ideas they have come up with and how they have made valuable changes.

Customer Journeys and other customer-centric methodologies

If your company is directly engaged with customers, be it B2B or B2C or even B2B2C, you should consider including customer insights in the early phases of the Digitalization process. A number of companies and individuals have specialized themselves in Customer Journeys, Design Thinking, UX, prototyping, and other methodologies for engaging with and understanding customer needs before commencing full-blown implementation of new digital tools and processes. Some of these people are definitely worth a coffee meeting.

The fundamental rationale for spending time and money on these methodologies early on is to avoid having to spend more time and more money on correcting mistakes later on. Sometimes, companies find that they have implemented new solutions slightly wrong and regret not spending a bit more time and effort up front to fully understand what is needed. Other times, companies find that they have implemented solutions that customers simply do not need.

For the purpose of this article, let me provide a simple illustrative example of a Digitalization process that was... well, suboptimal. A company noticed that its customers and employees found the waiting time at the elevators long and annoying. They put together a task force of engineers to solve the problem but forgot to clearly define the problem (“customers and employees perceive the waiting time at elevators to be too long”) and include customer-centric individuals in the team. Being technology-focused engineers, the task force considered many technical options, e.g. make the elevators move faster, develop a clever algorithm to minimize total waiting time, and predict future elevator needs based on historical elevator data. They even stretched their minds and considered a technical solution for informing customers and employees about estimated waiting times, which would, it was thought, make the waiting time more acceptable. One day a Design Thinking specialist passed by, heard of the problem, and asked: Have you considered simply giving customers and employees something to do while they wait? They put up a mirror and turned on some music, and the problem vanished. Customers and employees *perceived* the waiting time to be too long, and instead of trying to find complex and expensive solutions to the *waiting time itself*, the company found a simple and cheap solution to the *perception* of the waiting time.

Prioritization, Delivery and Benefit Realization

When you have completed the digital discovery process and identified the (probably many!) options available to your organization, you are ready to move ahead in your digitalization process and implement the solutions that will support your business strategy. There are three further steps to take:

- 1) Prioritize across the options available to make sure that you pursue the most value-adding options first
- 2) Choose how to deliver the prioritized solutions

- 3) Track implementation progress to make sure that the identified benefits are realized

I will not go into details on these steps now, since they deserve their own dedicated piece. Indeed, an article focused on these three steps is currently being pulled together. For now, let me simply leave you with three hints.

Hint #1: Prioritize based on Value at Stake vs. Probability of Success

Prioritization across a number of options can quickly be made complex, cumbersome, and bureaucratic, especially in larger organizations. This can potentially stop the entire digitalization process and leave an organization stuck and frustrated. To avoid this situation, I would suggest taking a very simple approach to the prioritization process, look at the outcome, and then ask yourself if a more complex and time-consuming process will add any further insights.

You should begin by asking those of your employees that are most knowledgeable about the business area being addressed, and perhaps also personally most affected by decisions made, to discuss and evaluate each option across two dimensions:

Value at Stake vs. Probability of Success

I would avoid asking them to be very quantitative and requiring them to present very detailed analyses. Likely, their gut feeling and personal perspective is a good enough indicator. After all, you presumably hired them because of their insights and expertise, and you are probably paying them a decent salary as a consequence. Why not trust them on their word? Remember, you asked them to take lead on the digital discovery process, and you gave them the mandate to make decisions. If you *do* trust them, ask them to simply place each option in one of nine categories spanned by assigning the value small, medium, or high to each of the two evaluation dimensions mentioned above. That will give you a quick overview of options that are obviously interesting, options that are obviously not interesting, and options that are perhaps interesting.

If you find that more information is needed before you feel comfortable making decisions, and perhaps even need a solid business case that can convince your boss or board that you're doing the right thing, by all means, go ahead and conduct more detailed analyses for the most promising options after this initial prioritization exercise. Business cases are often requested by executives and board, so you may not be able to avoid detailed analyses. Still, I suggest that you begin with a simpler prioritization methodology based on the advice of people that you have hired to give you advice.

By the way: It may be difficult to manage the timing of options being brought before you. You would ideally prefer all options to be presented to you at the same time, so you can weigh them against each other and choose the optimal portfolio of projects. Unfortunately, businesses rarely find themselves with an empty portfolio and a large delivery capacity. Businesses typically have existing projects running and a finite delivery capacity and must therefore make decisions regarding new options on a continuous basis taking into account

decisions made in the past and with only limited information about options available in the future. That is the unfortunate reality of commercial life.

Hint #2: Choose the most appropriate delivery setup for each option available; it is not one-size-fits-all

When you have prioritized across the many options open to you, you must choose how the solutions you have decided to implement must be delivered. There are generally speaking three dimensions that must be considered when making this choice:

- Delivery driver
 - Inhouse team
 - Inhouse/vendor split
 - External vendor
- Delivery platform
 - Inhouse infrastructure
 - Private cloud
 - Public cloud
- Delivery methodology
 - Waterfall projects
 - Agile projects
 - Agile release trains

If you have an IT setup with delivery capacity (managers, architects, developers, etc.), you can choose to deliver yourself, to deliver together with external vendors, or to outsource delivery to external vendors altogether. Regardless of delivery driver, you must choose between delivering on inhouse IT infrastructure (servers, databases, applications, etc.), on a private cloud, or on a public cloud. Regardless of delivery driver and platform, you must choose between delivering through classic waterfall projects (Prince II, PMI, etc.), through modern agile projects (Scrum, Lean, Kanban, etc.), or through full-blown agile trains (ARTs, e.g. organized according to SAFe).

These are fundamental choices, and they are not one-size-fits-all. You may very well wish to have your own team deliver updates to existing IT applications on your own infrastructure through classic waterfall projects, while you may simultaneously wish to have an external vendor deliver disruptive new technologies on a public cloud through agile projects, to mention just a couple of illustrative examples. You must choose the most appropriate delivery setup for each option available to you, taking into account both current capabilities of your own team and your vendors *and* your future plans for adapting to a rapidly changing technology and vendor landscape.

Hint #3: Evaluate benefit indicators, not process metrics

When you decide to address a pain or pursue an opportunity, take a moment to consider what the benefits of doing so are. Can you see clear commercial value, e.g. increased revenues or decreased costs? Or are you seeking to meet “license to operate” requirements, e.g. set by legislation or regulators? Or are you taking steps to improve the working environment for your employees, e.g. improving health and safe or removing unnecessary

administrative burdens? Regardless of the nature of the benefits sought, you must think about them, discuss them with your team, and write them down. And then you must make plans for how and when to follow up. And then you must follow up. And follow up. And follow up.

Many companies have a tendency to evaluate the success of projects and processes, incl. IT projects, not on benefit indicators but on process metrics. Project managers often present “light signals” during steering committee meetings, stating that “we are green on both time and budget”. This process focus does not tell you anything about whether or not value is being created or destroyed. All it tells you, really, is that your project manager currently believes that he will be done at the time that he initially guessed he would be done and at the costs that he initially guessed he would incur. If you ask project managers to provide plans for time and budget and tell them that you will evaluate their personal performance and reward them financially based on their ability to spend less time and less money than these budgets, you will find only one thing: They will always set high budgets, and they will always come in under budget. That is meaningless. You must evaluate benefit indicators, not process metrics.

Do you have the required organizational discipline?

A CEO once told me “Morten, I have successfully avoided thinking about IT for 25 years – I have absolutely no idea how to manage Digitalization”. He was a good CEO. Probably one of the best. But he was wrong about this. He *did* know how to manage Digitalization. We figured it out together pretty fast.

Fundamentally, Digitalization is no different from any other strategic business discipline, be it Finance, Procurement, Construction, or whatever. Sure, there are some new technologies out there, and of course your company must be able to understand what they are and what they can do. But at the core, Digitalization is about the same five business elements as everything else:

- 1) Systems
- 2) Processes
- 3) Governance
- 4) Culture
- 5) People

The hype around Digitalization focuses very much on the systems and underlying technologies, but this is too narrow a focus. When done right, Digitalization has the potential to change a company’s way of doing business completely. All elements of daily operations must therefore be included in the Digitalization effort. And the effort *must* take outset in the business strategy of the company. This is what The SPOT Model for Digital Discovery advocates. This is what I advocate.

If this approach makes sense to you and your company, all that remains is to answer two questions:

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- A. Do you have the organizational discipline required to go against the tide of a technology-focused hype and Digitalize your company with outset in your business strategy? Since you had the discipline to read this far, the likelihood is probably good.
- B. Do you need support to manage the Digitalization process? Since you have picked up this article and started reading in the first place, this could easily be the case. And now you know to look for someone with a business strategy – not a technology – focus.

That is it. That is the end of it. Quite straight forward, don't you think? Industry 4.0 is here, and Digitalization is hyped. But there is really not much to it, if you keep a calm head and go about Digitalization the way you go about all other business activities: You begin with your business strategy and take it from there.

Good luck in your Digitalization endeavors.

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