DIGITAL TRANSFORMATION WORKBOOK

Presented by the
Digitalization Competence Centre (DCC)

Created by 180 Systems

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How to use the Workbook

This workbook is intended to help small to medium enterprises (SMEs) prepare for their digital transformation project.

The workbook consists of two documents

- The Workbook Presentation
- The Workbook Package

After completing this workbook the SME will understand:

1

The key steps and best practices in preparing for a digital transformation

2

How to select a technology that supports future business goals

3

How to select a Technology Consultant (Optional)

4

How to select a preferred technology vendor

5

Prepare for implementation with the selected technology vendor

STAGE 1

Preparing for Digital Transformation

1. SWOT analysis
2. Future Business Goals
3. Identifying Challenges and Opportunities
4. Prioritizing Challenges and Opportunities
5. Potential Technology Identification
6. Key Takeaways

SWOT ANALYSIS INTRO

SWOT stands for Strengths, Weaknesses, Opportunities, Threats.

SWOT is a technique for assessing how internal and external factors help or harm your organization. A SWOT analysis is used to help you identify business goals and understand how leveraging technology can support those goals.

The SWOT Analysis is the first step in the Workbook package. Refer to the next page for an example and instructions how to complete your SWOT analysis.

Internal Strengths

- What are our assets?
- What can we do for less money?
- What can we do in less time?
- What is our unique selling proposion?

Internal Weaknesses

- What expertise do I lack?
- Do we have any cash flow problems?
- In what areas our competitors are better?
- In what areas do we need to improve?

External Opportunities

- What trends affect our industry?
- Is there a need that we're not meeting?
- Package our product/services differently?
- What is our unique selling proposition?

External Threats

- Is our target marketing shrinking?
- Is our website secure?
- Are my employees happy and supported?
- Our competitors planning on expanding?

SWOT ANALYSIS EXAMPLE

'Precision Tech Ltd.'

Precision Tech Ltd. is a fictional company that produces electrical components for a wide-range of industries. Like many organizations they are subject to changing government regulations, fluctuations in supply and demand, and technological evolutions.

Complete 01.SWOT in The Workbook Package.

Internal Strengths

- Technical Expertise: The manufacturer has a skilled workforce with deep expertise in designing and producing complex products, ensuring high-quality output.
- Customization Capabilities: The company excels in meeting individual customer needs, offering tailored solutions that set it apart from competitors.

Internal Weaknesses

- Complex Inventory Management: Handling diverse electronic components and materials requires efficient inventory management practices.
- Skilled Labor Shortage: A shortage of skilled workers in the manufacturing sector may limit productivity and growth potential.

External Opportunities

- Industry 4.0 Adoption: Embracing technologies like IoT, AI, and automation can significantly enhance efficiency, cut costs, and optimize decision-making.
- Global Market Expansion: Exploring untapped international markets offers opportunities for diversification and growth.

External Threats

- Supply Chain Disruptions: Events such as natural disasters, geopolitical conflicts, and pandemics can disrupt the supply chain and production.
- Intense Competition: Fierce competition from both local and global manufacturers can erode market share and profitability.

FUTURE BUSINESS GOALS EXAMPLE

After completing the SWOT analysis, identify what the key growth areas are for your business and attach a metric to each goal.

Note: Not **all** business goals have to be tied to revenue or profit growth.

Complete 02.Future Business Goals in The Workbook Package.

3-year timeline recommended*

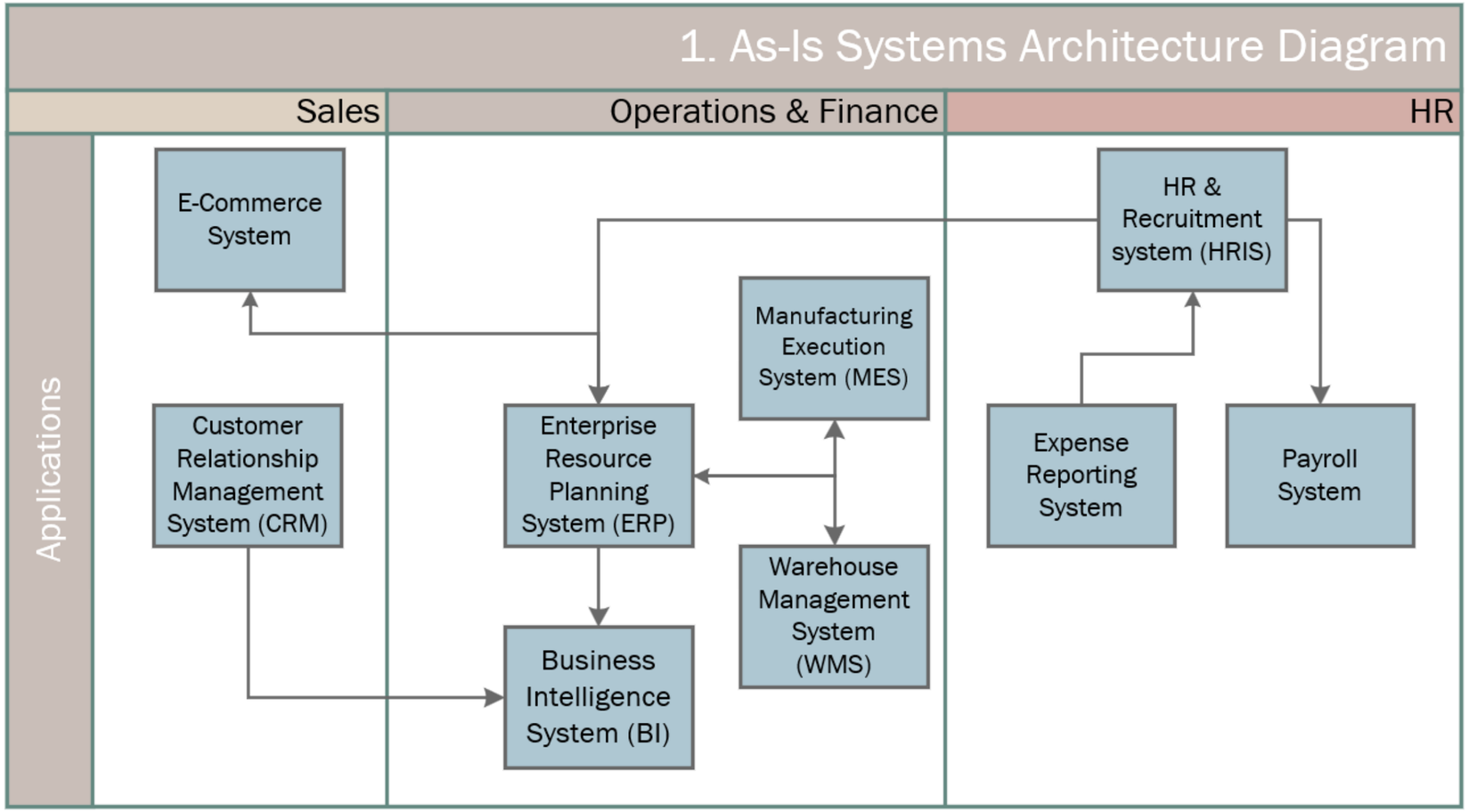
Business Goal	Metric	Progress Tracking
Increase Marketshare	15% Increase	Track quarterly and yearly sales growth and monitor market share percentage compared to competitors.
Enter New Geographical Markets	Enter 3 new countries	Track progress in securing partnerships, regulatory approvals, and sales performance in new markets.
Strengthen Brand Awareness	Increase Brand Awareness by 25% in target demographics	Measure brand visibility and customer survey results on brand recognition.
Enhance Customer Satisfcation	Customer satisfaction rating of 90%+	Regularly conduct customer satisfaction surveys and analyze feedback to identify areas for improvement.
Foster Sustainability	Reduce factory energy consumption by 30%	Measure greenhouse gas emissions from production facilities and track energy consumption monthly including the percentage of sustainable materials used.

Systems Architecture Diagrams

KEY INFORMATION SYSTEM ARCHITECTURE

We turn to systems.

Document your current systems architecture (this could apply to office/production floor etc.) and identify any known issues.



Notes:

- **Operations include** Supply Chain Management, Procurement, Production, Warehouse Management, Quality Control, Shipping & Logistics
- You can choose the level of detail to include in your diagram. It can be high-level or very detailed including dataflows, manual/automated integrations, and manual systems such as Excel.

CHALLENGES AND OPPORTUNITY IDENTIFICATION

Next perform high level workshops with key department leads/employees to identify CSFs and current problems that have the potential to be addressed by adopting new technology.

Complete 03.CSFs & Problems in The Workbook Package.

Critical Success Factors (CSFs)

CSFs are what you must do well to be successful strategically. People and processes are one way to achieve critical success factors but technology can help!

Example CSFs

- Optimizing production
- Real time visibility of inventory
- Efficient warehouse management

Problems: What doesn't work well today

Example Problems

- Manual scheduling
- Inventory levels are not trustworthy in the system
- Manual process to track subcontracting process
- Manual Purchasing Process

PRIORITIZING CHALLENGES AND OPPORTUNITIES

All problems should be reviewed, prioritized, and graphed on an Effort/Impact matrix to focus key resources on high-impactful engagements.

POTENTIAL TECHNOLOGY IDENTIFICATION

Depending on your organization's identified opportunities, there could be one or many technologies that could help.

In this step, you narrow down your technology focus and identify what type(s) of technology your organization should explore further.

Abbreviation	Definition	Common Problem Areas
ERP	Enterprise Resource Planning	Operations & Finance
BI	Business Intelligence	Tracking KPIs and Data Visualizations
CRM	Customer Relationship Management	Sales & Marketing
CPQ	Configure, Price, Quote (Configurator)	Quoting, Proposals, and Sales
HRIS	Human Resources Information System	HR, Employee Information, Payroll, Employee Recruitment
FP&A	Financial Planning and Analysis	Financial Analysis & Organizational Alignment
RPA	Robotic Process Automation	Repetitive Manual Tasks
WMS	Warehouse Management System	Inventory & Warehouse Management
MES	Manufacturing Execuation	Shipping & Logistics
PLM	Product Lifecycle Management	Product Development

3 Key Takeaways

Key 1 Business Goals	Key 2 Identify Opportunities	Key 3 Identify Technology
• Define your organization's current position through a SWOT Analysis • Identify future business goals with metrics (not all business goals have to be tied to revenue or profit growth)	• Document your Organization's Systems Architecture, CSFs, and key problems • Prioritize your problems and graph them on an Effort/Impact matrix to focus on high impactful opportunities • Identify which opportunities are candidates to be addressed by technology	• Identify the types of technologies (ERP,CRM, WMS, CPQ) that can help address your organization's current problems • Research the technology and potential vendors

STAGE 2

TECHNOLOGY CONSULTANT

1. Determine Consultant Need
2. Identify Potential Consultants
3. Select a Consultant
4. Consultant Contracting
5. Engagement Activities and Timeline
6. Key Takeaways

DETERMINE CONSULTANT NEED

Based on your existing internal resources, determine if you need the assistance of a consultant to undertake a digital transformation project.

All SMEs are unique. Some elect to complete projects on their own while others choose to request external help.

Why work with a Consultant?

Internal expertise - Employees at your organization may not have the expertise to select a suitable technology or technology vendor that is the right fit for your organization

Technology awareness - Technology evolves quickly and a consultant can help you evaluate all options in the market for your organization's problems, size, and complexity

Time - Employees are busy with their day jobs and there isn't internal capacity to lead a digital transformation project internally

Guidance through process - A consultant will guide you through the selection & implementation planning process based on proven methodologies and past experience

Maximize Vendor Discount & Terms - A Consultant will help you get the best possible discount and terms from your selected technology vendor

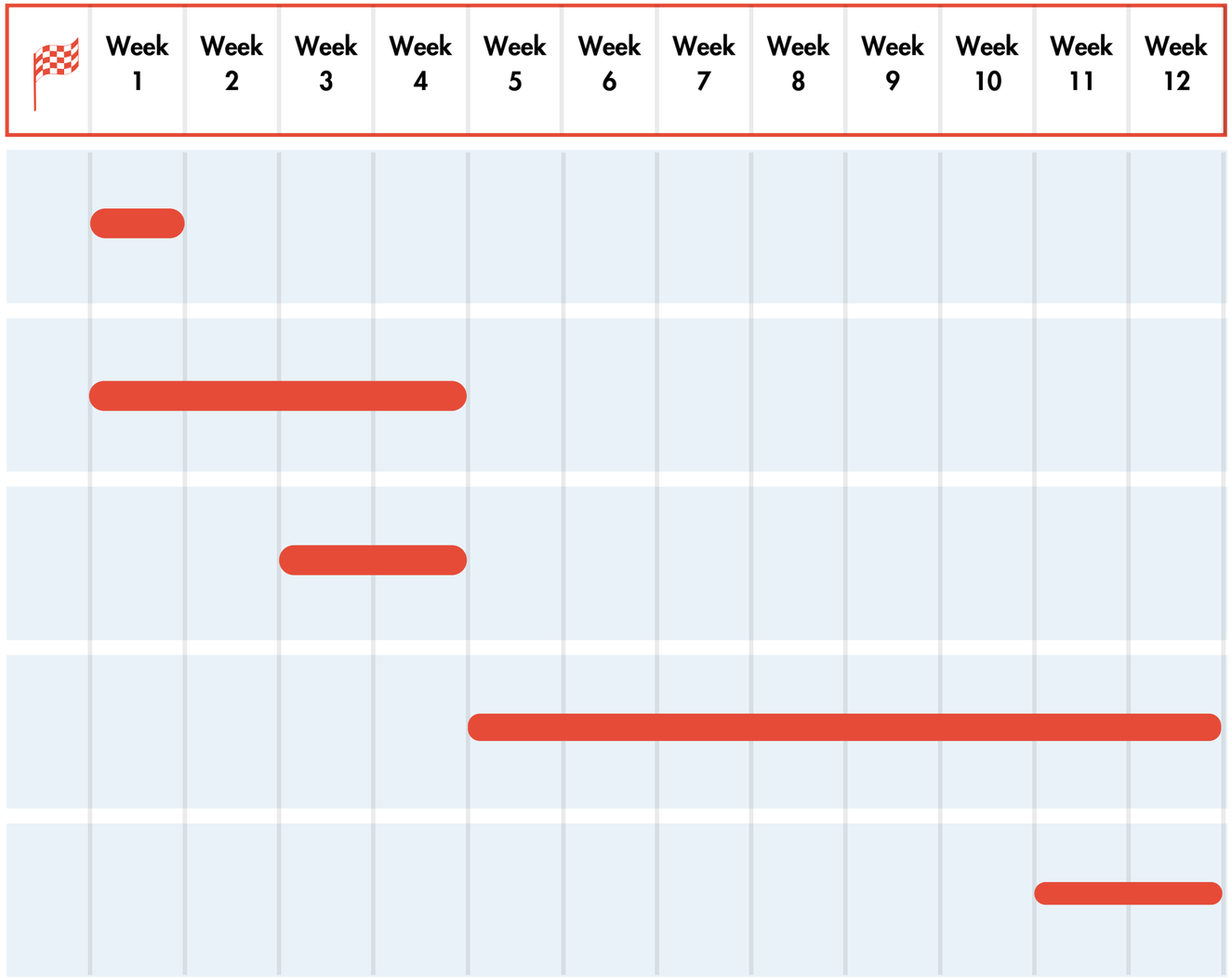
Sample Consultant Report Sections

- **Current State Analysis**: Analysis of your organization's current market position which including a SWOT analysis and future business & technology goals
- **Requirements Gathering**: System requirements to fix your current problems
- **Vendor Analysis**: Short-listing and evaluating suitable vendors
- **Vendor Recommendations**: Up to 3 vendor recommendations specific to your organization's technology needs and requirements
- **Business Case**: Return on Investment (ROI) analysis including all costs & benefits
- **Implementation Plan**: Plan to implement the selected technology specific to your organization including resources, dependencies, and costs

CONSULTANT SAMPLE ENGAGEMENT
ACTIVITIES AND TIMELINE

Each Consultant engagement plan will be different, but all engagement plans will have common elements. The expected duration of a Consultant-SME engagement is 12 weeks but timing can vary based on the SME, size of company, and project complexity.

Engagement Step	Detail	Duration
Current State Analysis	Analyze the SMEs current state & future business/technology goals	**1 week**
Requirements Gathering & Review	Gather system requirements through departmental workshops or business process reviews (BRPs)	**4 weeks**
Technology Vendor Engagement	Initial engagement with technology vendors specific to the SME's needs	**2 weeks**
Vendor Analysis & Recommendations	Evaluating vendors responses against requirements and/or scripted demonstrations and identifying 3 technology vendor recommendations	**8 weeks**
Implementation Plan	Detailed implementation plan with a business case including all resources, dependencies, and costs	**2 weeks**



IDENTIFYING POTENTIAL CONSULTANTS

There are many consultants in the market and it's important to find a firm or candidate that is a good fit with your organization.

If considering a DMAP project with OCI, an approved roster of consultants is available. Contact for access.

3 ways to find a Consultant

Consultant Roster
Password Protected
Contact the DCC

Keyword Searches (Independent XYZ* technology consultant, Unbiased technology consultant, Neutral technology advisor)

XYZ - Technology of Interest (Eg. CRM)*

Referrals from other SMEs in your industry

Short list 2-3 potential consultants to interview based on YOUR defined decision criteria

Decision Criteria Examples:

1. Familiarity with your industry
2. Familiarity with the technologies you may be interested in
3. Size of the Consultant's firm
4. Location (if of concern for site visits.)

CONSULTANT SELECTION

Short-list 2-3 consulting firms or candidates to interview based on your initial searches.

Here are some considerations to discuss during your interview with the short-listed consultants.

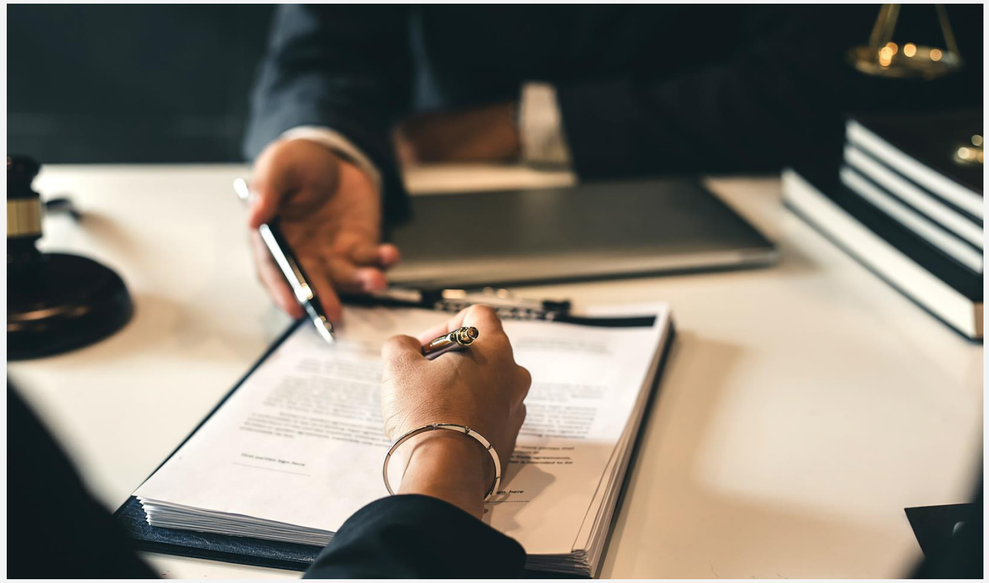
Considerations

- Whether they implement any systems (if so, they are not independent)
- Fit with your organization's culture
- Experience in your industry
- Experience with technology of interest
- Number of previous projects completed successfully
- Samples of previous work including system selections and implementations
- Availability & Interest of the firm or candidate to complete the work
- References
- Quotation
- Size of firm and if they have sufficient resources to complete your job
- How their requirements are gathered - Relying on generic checklists is not sufficient
- Estimated timeline to complete the project

CONSULTANT CONTRACTING EXAMPLE

Select a preferred consultant after interviews and obtain a statement of work (SOW).

Review it carefully and **Look out for red flags!**



Example Statement of Work (SOW) Sections

- **Assumptions & Understanding**
- **Qualifications**
- **Methodology including Deliverables**
- **Fees & Payment Structure**
- **References**

Consultant SOW Red Flags

- High-level SOW with no detail about your organization
- Directing to a certain technology or vendor before analysis work
- Lack of specific deliverables
- Reliance on generic checklists
- Selling additional services that aren't required
- Aren't able to or won't give references
- Unrealistic timelines

3 Key Takeaways

Key 1
Determine Consultant Need

- Choose whether to use a consultant to support your organization's digital transformation project
- A consultant isn't required for all projects but there are many benefits of using one!
- Consultants can be found through the DCC Roster, online searches, or referrals

Key 2
Select a Consultant

- Interview 2-3 Consultants to determine suitability for your organization based on industry/technology experience, methodology, references, and costs
- Review consultant contracts carefully for any red flags from DACs such as s high-level SOW with no detail about your organization or a lack of specific deliverables

Key 3
Consultant Engagement

- All consultant engagements will be unique will contain common components:
  - Current State Analysis
  - Requirements Gathering & Review
  - Technology Vendor Engagement
  - Vendor Analysis & Recommendations
  - Implementation Plan
- Without a consultant, you will need to complete the above steps on your own

STAGE 3

Vendor Selection Process

1 Vendor Selection

2 Vendor Contracting

3 Key Takeaways

VENDOR SELECTION (USING A DAC)

If you elected **to use a DAC** and have completed your DAC engagement, the next step is to select a preferred vendor to proceed with.

If you elected **not to use a DAC**, please proceed to the next slide.

SELECT A PREFERRED VENDOR

1

Review your DAC's vendor analysis and recommendations.

2

Contact vendor references and Complete 04.Reference Checklist in The Workbook Package.

3

Make a decision to proceed into contract negotiations with the preferred vendor.

> The DAC should have a minimum of 3 technology vendors as suitable recommendations.

Explore more

Technology Vendor Link
DCC Vendor Database

SELECT A PREFERRED VENDOR

VENDOR SELECTION (NOT USING A DAC)

Without a DAC engagement, you will need to gather system requirements and assess technology vendors.

1 **Gather** system requirements

2 **Engage vendors** from initial vendor search

3 **Perform Vendor Analysis** including responses to requirements and/or scripted demonstrations.
A Script is essential otherwise:

- Vendors will demonstrate what they do best rather than what is critical
- You will not be able to compare systems equally

4 **Contact vendor references** similar to you and use the reference checklist in the DCC Workbook package!

5 **Make a decision** to proceed into contract negotiations with the selected vendor

Demonstrations notes

- Prepare a script!
- Script should be based on business processes and requirements
- Script should have enough time for questions
- Script should have enough time for vendors to share what they consider best practice

Explore more

Technology Vendor Link
DCC Vendor Database

VENDOR CONTRACT NEGOTIATIONS

Obtain contracts from your preferred vendor which may include:

- **Software contract for licensing or subscription**
- **Statement of work (SOW) for implementation services**

Review for red flags and get the best possible terms before signing!

Refer to the next page for building a business case.

Vendor Contract Red Flags

- Scope defined at a high level
- Time & materials services quote with no maximums
- High hourly rates
- Software licenses/subscription must be paid before client can use the system
- No cap on software increases
- Lack of detailed project plan which should include breakdown of hours by major tasks
- Limited time to approve changes
- Responsibilities for which client has no experience
- Lack of sufficient time for testing
- Lack of deliverables
- Lack of training
- Lack of clearly defined customizations
- Lack of warranties if system does not work or there are major problems
- Payment not linked to milestones

BUSINESS CASE EXAMPLE

Once you have all costs from your preferred vendor including any 3rd party costs. Complete 05.Business Case in The Workbook Package.

Benefits will come from cost savings and increased revenue from adopting new technologies.

05.Business Case Example

DCC Workbook Presentation (Page 24)

Project Name:	*<Insert Digital Transformation Project Name>*
Expected Implementation Duration (Months):	6.00
Discount Rate:	5.50%

Business Case Summary	Year 0	Year 1	Year 2	Year 3	TOTAL of YEARS
Total Costs of Ownership (TCO)	$ 295,550	$ 122,275	$ 119,943	$ 120,078	$ 657,846
Undiscounted Annual Net Cash Flows	$ (295,550)	$ 141,000	$ 221,500	$ 299,000	$ 365,950
Cumulative ROI (%)		61.25%	106.90%	144.35%	144.35%
Net Present Value					$ 291,739

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Costs	Year				
Category	**0**	**1**	**2**	**3**	**TOTAL of YEARS**
Consultant Fees	$ 40,000				$ 40,000
Technology Vendor Implementation Costs	$ 80,000				$ 80,000
Software Licenses	$ -				$ -
Infrastructure Costs	$ 5,000				$ 5,000
Internal Costs	$ 149,750				$ 149,750
Miscellanous	$ 800				$ 800
CapEx Total Costs	**$ 275,550**	**$ -**	**$ -**	**$ -**	**$ 275,550**
Software Licenses		$ -	$ -	$ -	$ -
Software Subscriptions	$ 20,000	$ 40,000	$ 45,000	$ 50,000	$ 155,000
Infrastructure Costs		$ 6,000	$ 6,000	$ 6,000	$ 18,000
New Hires		$ 80,000	$ 82,500	$ 85,000	$ 247,500
Miscellanous		$ 3,000	$ -	$ -	$ 3,000
OpEx Total Costs	**$ 20,000**	**$ 129,000**	**$ 133,500**	**$ 141,000**	**$ 423,500**
Total Annual Investment Costs	**$ 295,550**	**$ 129,000**	**$ 133,500**	**$ 141,000**	**$ 699,050**
Present Value Factors	1.00	0.95	0.90	0.85	-
Total Discounted Annual Investment Costs	$ 295,550	$ 122,275	$ 119,943	$ 120,078	$ 657,846

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Benefits	Year				
Category	**0**	**1**	**2**	**3**	**TOTAL of YEARS**
Current Software Cost Savings		$ 20,000	$ 20,000	$ 20,000	$ 60,000
Improved Inventory Control		$ 20,000	$ 25,000	$ 30,000	$ 75,000
Increase Annual Sales		$ 80,000	$ 100,000	$ 120,000	$ 300,000

Note 1: If you wish to include internal costs in your business case there are time estimates for internal resources in Stage 4 - Implementation Planning.
Note 2: Costs from the business case can be included in the Finance Tracker under Budget.

TIPS FOR BUILDING YOUR BUSINESS CASE

1

Define your cost/benefit categories and set them up in the Business Case Template.

2

Choose your level of detail including internal costs, infrastructure, and new hires.

3

Decide what is an acceptable rate of return for your organization to accept the project.

3 Key Takeaways

Key 1
Vendor Analysis

- **Using a DAC**: Review the DAC's vendor analysis and recommendations
- **Not Using a DAC**: Gather requirements and analyze vendors through responses to requirements and/or **scripted** demonstrations
- DCC technology vendor database:
  - DCC Vendor Database

Key 2
Select a Preferred Vendor

- Select a preferred technology vendor and check references
- Obtain contracts from your vendor including a software contracts and a statement of work (SOW)
- Review the vendor contracts in detail and look out for red flags like high-level scope or no cap on software increases

Key 3
Review & Sign Vendor Contracts

- Negotiate for best possible terms on **all** vendor contracts
- Build a business case that considers total cost of ownership (TCO) and tangible benefits of your project

STAGE 4

Implementation Planning

1. Implementation Team
2. Meeting Cadence & Communications
3. Finance Tracking
4. Key Takeaways

IMPLEMENTATION TEAM

After selecting your preferred vendor, start building your implementation team.

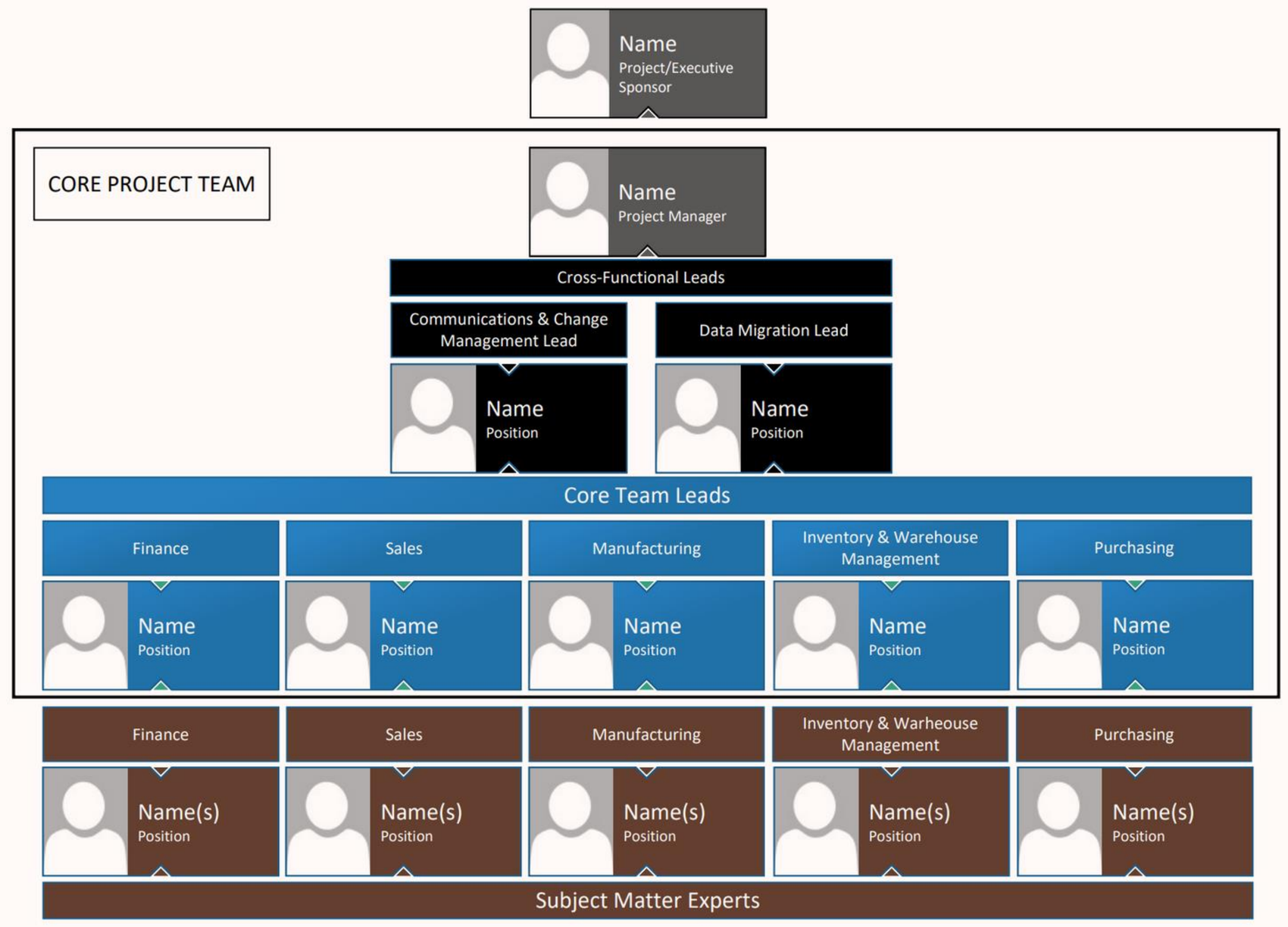
Each project is unique but there are common roles. You'll need to make resourcing decisions on how best to fill critical positions.

Define your project roles and assign names to each role before you start your implementation.

Role	Description	TIme commitment (% per week)
Project/Executive Sponsor	High-level executive who provides strategic direction, resources, and support for the project. They champion the project within the organization and help remove obstacles to ensure its success.	10% - 20%
Project Manager	Responsible for overall planning, execution, and success of the project. They coordinate tasks, manage resources, and monitor progress.	40% - 80%
Core Team Leads	Collaborate with the technology vendor team to design the solution for their domain. They help design and validate the technology solution to meet their requirements.	20% - 60%
Subject Matter Experts	Support the core team leads. The Subject matter experts bring deep domain knowledge to the project to help design the technology solution to meet key requirements.	10% - 20%
Data Migration Lead	Manage the process of transferring data from legacy systems to the new system including data extraction, cleansing, translating, and loading.	10% - 20%
Communications & Change Management Lead	Creates and implements the communication strategies, manages change initiatives, and facilitates the adoption of the new technology within the organization.	10% - 20%

IMPLEMENTATION TEAM

With the project roles defined and assigned, build an org chart to understand how team members will interact with each other.



Note: Each org chart will vary based on project type, complexity, and SME size

WEEKLY CADENCE EXAMPLE

Throughout the project, your team will need to interact and communicate together frequently. A strong communication plan is critical to project success!

Complete 06.Weekly Cadence in the Workbook Package.

Complete 07.Communications Plan in the Workbook Package.

Meeting	Discussion Points	Attendees	Duration (per week)	Deliverable
Vendor Status Meeting	Project Plan RAID Log*	Client PM, Vendor PM	0.5-1 hr	Updated Project Plan
Project/Executive Sponsor Meeting	Project Progress Escalations Change Requests	Client PM, Project/Executive Sponsor	0.5 hrs	Executive Presentation
Core Team Meeting	Project Updates RAID Log* Cross-Functional Discussions	Client PM, Core Team Leads	1 hr	Status Report
Core Team Lead Huddles	Action Items People Management	Client PM, Core Team Leads, SMEs	0.5hrs	Updated RAID Log*

RAID - Risks, Actions/Assumptions, Issues, Decisions/Dependencies*

TRACKING COSTS

Tracking costs on the project is critical to cashflow management and to hold vendors & consultants accountable.

Complete 08.Finance Tracker in The Workbook Package.

Build the initial project budget to track against actual costs.

08.Finance Tracker

DCC Workbook Presentation (Page 30)

Variance Threshold:	10%

	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Year
Project Summary													
Budget	0	0	24,975	24,975	24,975	36,404	26,404	34,404	34,404	39,404	35,204	34,404	**315,550**
Actuals	0	0	22,975	24,975	22,975	32,975	24,725	34,725	27,238	39,225	41,525	38,275	**309,613**
Variance ($)	0	0	2,000	0	2,000	3,429	1,679	-321	7,166	179	-6,321	-3,871	**5,937**
Variance (%)	No Budget	No Budget	8%	0%	8%	9%	6%	-1%	21%	0%	-18%	-11%	2%

	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Year
Budget													
Technology Vendor Software	0	0	0	0	0	0	0	8,000	8,000	8,000	8,000	8,000	**40,000**
Technology Vendor Implementation	0	0	0	0	0	11,429	11,429	11,429	11,429	11,429	11,429	11,429	**80,000**
External Consultants	0	0	10,000	10,000	10,000	10,000	0	0	0	0	0	0	**40,000**
Internal Costs	0	0	14,975	14,975	14,975	14,975	14,975	14,975	14,975	14,975	14,975	14,975	**149,750**
Infrastructure	0	0	0	0	0	0	0	0	0	5,000	0	0	**5,000**
Miscellaneous	0	0	0	0	0	0	0	0	0	0	800	0	**800**
Totals	**0**	**0**	**24,975**	**24,975**	**24,975**	**36,404**	**26,404**	**34,404**	**34,404**	**39,404**	**35,204**	**34,404**	**315,550**

Actuals													
Technology Vendor													
Project Management	0	0	0	0	0	2,000	2,000	2,000	2,000	1,500	4,000	3,500	**17,000**
Implementation Services	0	0	0	0	0	6,000	6,000	8,000	9,000	7,000	11,000	11,050	**58,050**
Development	0	0	0	0	0	5,000	1,000	1,000	0	0	2,000	0	**9,000**
Software Subscriptions	0	0	0	0	0	0	0	8,000	8,000	8,000	8,000	8,000	**40,000**

DIGITAL TRANSFORMATION PITFALLS

This workbook is designed to help you have a successful digital transformation.

Unfortunately, some projects fail and here are some common pitfalls.

Digital Transformation Pitfalls

- Lack of Business & Technology Strategy
- Inadequate Leadership and Sponsorship
- Insufficient Resources
- Lack of Project Management & Project Planning
- Lack of Project Planning
- Overemphasis on Technology
- Poor Change Management
- Over-reliance on technology vendor and/or implementer
- No data migration plans
- Poorly defined critical success factors (CSFs) and Key Performance Indicators (KPIs)
- SME lack of system ownership
- Lack of training
- Lack of system optimization
- Unrealistic expectations

3 Key Takeaways

Key 1
Build your Project Team & Org Chart

- Establish required roles for your project and assign names to each position. Some roles may need to filled using external resources.
- Build your org chart based on your project roles and don't underestimate the time commitment required for a successful technology implementation

Key 2
Establish Project Budget & Communications

- Establish your meeting frequencies and build a communication plan to keep all stakeholders engaged and informed throughout the implementation
- Build your initial project budget to track progress and variances

Key 3
Finalize your Workbook Documents

- This is the last stage in the DCC Workbook so review all documentation in preparation for implementation and be aware of common project pitfalls
- Be prepared to manage and update all documents throughout the project implementation
- **Next Steps:** Internal kickoff meeting with the core team

Congrats!

You've now completed the DCC Workbook.

Contact Us

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DCC Workbook prepared by 180Systems

- 180 Systems is an independent technology consulting firm that assists organizations in system selection and implementation. Our services also include business case development, system optimization, and technology expert witness testimony.

- We do not sell or implement any product or accept any compensation from vendors or implementers for our advice or services. Our advice is based on extensive knowledge of what is available and what is required across a wide range of industries.

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