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WHITEPAPER

Digital Transformation Office

How to successfully lead your company into digitalization

Digitalization has fundamentally changed our world over the course of just a few years. Everything has become more volatile, more uncertain – what was true in the past is only true under certain circumstances today. Business models that functioned well for decades are being called into question by more agile, more digital-savvy start-ups and/or competitors, whether in the same sector or elsewhere. Entire sectors are in the throes of disruption.

A Digital Transformation Office (DTO) can manage these challenges posed by digitalization, and the associated increase in complexity, by acting as a strategic advisor for management and as a service provider for the company at hand. The steps taken towards digitalization by individual departments are coordinated by the DTO as an internal management unit for the sake of generating synergies, promoting transparency and communication, and breaking down pre-existing knowledge silos.

Digitalization – a cross-market development

Digital technologies such as robotics, artificial intelligence or cloud and platform technologies are opening up new opportunities for overcoming the challenges of today. For example, they offer new ways to get around labor shortages, deal with procurement and capacity management and make better use of production planning and controlling.

Nowadays, we can perform our work from all around the globe and collaborate with other people, wherever we are – as proven, not least, by the pandemic. Companies that fail to promote digitalization will not just leave their employees' expectations and desires for their workplace unsatisfied in the medium-term to long-term: without digitalization, it is also no longer possible to fully satisfy customers' requests.

Customers set the bar

Digitalization goes hand-in-hand with a new kind of customer-centric approach. It gives companies fresh tools they can use to analyze their customers' problems, understand them, and offer new solutions to them. In turn, customers demand innovative, all-inclusive solutions that add real value for them and their own customers alike. Digitalization only truly provides its fullest added value for both parties if customers feel that their challenges are actually being understood and companies are offering appropriate solutions to them.

As a result, every market participant needs to observe and evaluate market developments and trends on an ongoing basis. It is only by integrating innovative technologies into companies and their product ranges at an early stage that they can gain a key competitive edge. Companies are faced with the question as to how to successfully get to grips with the accelerated speed of the market and the resulting increase in complexity. More agility, individuality and flexibility – and, by extension, much shorter response times to changes than before – are at the forefront. In the wake of this, a willingness and ability to change will become the key ingredients in the recipe for success. A holistic, customer-centric digital strategy will become a must-have to ensure that individual company goals are successfully aligned with dynamic market requirements.

Criteria for successfully taking up the opportunities of digitalization

- A customer-centric approach as the central element for the development and alignment of future company activities, including the development of product ranges with customers, and their pain points as the start and finish points
- Ongoing optimization/initial redesign of the portfolio and product range
- Monitoring of trends and customer needs through iterative processes, and modification of the product range to align with business goals
- Inclusion of new market trends and technologies in the design of the product portfolio
- Digitalization of the technical infrastructure and interfaces
- Development and establishment of IT skills and digital skills, plus a robust, learnable IT and corporate structure to shore up the position of IT and the associated IT and system landscape
- Dissolution of silos/departments and the promotion of interdisciplinary teams and agile ways of working
- Support with the development of specialist and methodological skills, plus appropriate qualifications for employees
- Development of the corporate culture, including the promotion of a willingness to change and openness towards new technologies and ways of working

How companies deal with the opportunities and risks of digitalization

It is pleasing to see that the topic of digitalization is increasingly being embedded in many companies' strategies. However, companies are responding to the challenges posed by digitalization in many different ways. The MHP Industry 4.0 Barometer[1] shows that there are still a good number of companies using digitalization primarily to optimize production processes and other internal processes. Generally, they do not have a digital strategy – and yet it is only with a comprehensive digital strategy and clear goals that they can generate added value on a financial level. Otherwise, every business division is left pursuing its own goals. In addition, many digitalization initiatives are not put into practice with the desired speed and consistency. Conversely, some companies end up trapped in an uncoordinated spiral of endless action, with themselves and their employees often biting off more than they can chew. As previously, a small proportion of traditional companies do not believe that there is an urgent need for action. These firms seriously run the risk of being unable to stand up to competitors, or having this ability disrupted.

[1] The MHP Industry 4.0 Barometer 2021 was carried out in the form of a survey of 776 participants: 277 participants from Germany, Austria and Switzerland; 128 participants from China's international market economy; 186 participants from the UK; and 185 participants from the USA.

Kodak and the dilemma of digital photography

The story of digital photography illustrates the fact that no sector – and no successful company – is safe from the march of digitalization. A new digital technology plunged an entire sector into crisis. Kodak, for instance, generated sales of USD 19.4 million in 1991, and was listed on the S&P 500 stock index. Even as recently as 2004, the company held a market share of 11.8 percent, making it the world's third-largest manufacturer of digital photographic equipment. It was not, however, able to retain this position in the long term – partly due to the triumph of smartphones and their integrated cameras. On December 7, 2011, the value of a single Kodak share dropped below a dollar and on January 19, 2012, the company filed for insolvency. The case of Kodak is particularly tragic because it was a Kodak employee, Steven Sasson, who had independently constructed the first digital camera as far back as 1975. However, the company's management failed to recognize its potential. This ultra-innovative product came too early for the organization and its management: it stood no chance, regardless of whether customers would have accepted it on the market.

Quelle and the death of the catalog

The booming mail-order sector is a striking reflection of digitalization. Never before has it been easier to place orders, pay for them and receive them. People choose what they want via their smartphone, pay for their purchases online and track delivery to their front door on an app.

A big mail-order firm like Quelle had everything it needed to leverage the potential of digitalization – but, like Kodak, Quelle failed to get out of the starting-blocks. The mail-order sector spent too long attached to paper catalogs. The company gradually lost loyal customers to modern online retailers. Quelle went bankrupt because its management failed to recognize the sign of the times.

Numerous examples highlight how many companies are underestimating the threat posed to their sectors by disruptive technologies and new digital business models. The sooner companies come to grips with digitalization, the greater their chance of not being left obsolete. After all, disruption is a risk to every sector. Who could have thought that newcomers like Flix could end up turning the long-distance bus sector, Thermondo the heating industry and Spotify the music industry on their heads? Fintechs and Insurtechs are threatening the business of banks and insurers. At every turn, companies are developing digital – or even disruptive – business models. Sometimes, these developments simply take the form of changes or expansions to existing business models. Others believe that the sky's the limit, like Würth with Wucato or the steel distributer Klöckner with its platform XOM materials.

We're all in the same boat – the challenges of digitalization

- Inadequate responsibilities regarding the digital strategy and measures to be defined at management level
- Limited attention to, and prioritization of, the topic of digitalization by management
- Lack of transparency regarding the necessary digitalization activities and initiatives, with these also being incorrectly prioritized
- Inadequate overview of activities and measures underway, especially in larger, more complex organizations
- Insufficient harmonization of activities, leading to redundant or untargeted measures, and uncertainties regarding resources and budget distribution
- Strong department-focused thinking and action, and a preference for silo knowledge
- Low interdisciplinary collaboration, missing out on synergies and the effects of scale
- Lack of enabling on a technological and staffing level
- Shortage of employees with digital understanding, an entrepreneurial approach and enthusiasm for new, innovative technologies to staff the relevant interfaces and teams

Conclusion:

Often, there is an insufficient overview of digital activities and inadequate responsibility for them. Potentially, there might not even be an overarching digital strategy. A centrally defined digital strategy, and the responsibility and awareness regarding this at management level, lay the foundations for all subsequent activities relating to digitalization and the necessary adjustments to the organization.

The Digital Transformation Office maintains an overview of the company's digital development

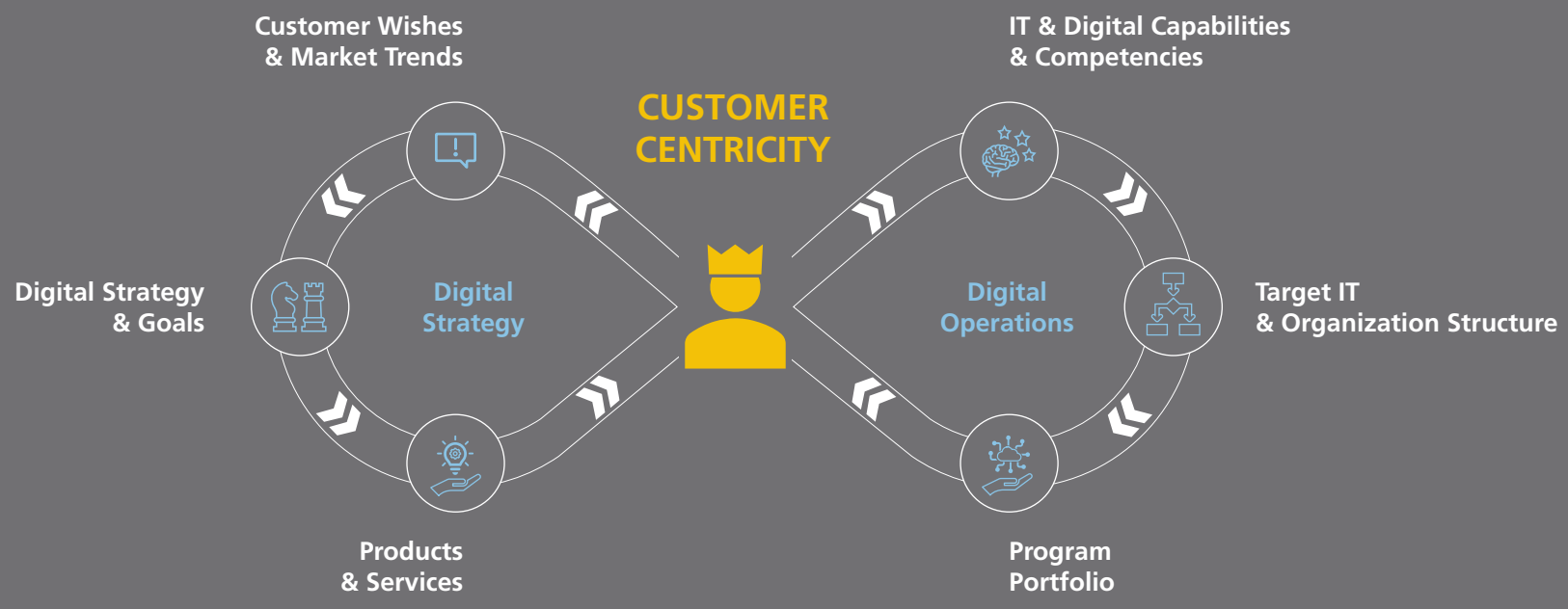
An internal management unit in the form of a **Digital Transformation Office (DTO)** can overcome the challenges posed by digitalization and the associated increase in complexity. While smaller companies may be able to cope with a central unit, larger companies with multiple locations or business areas might have multiple connected units – as much centralization as required, and as much flexibility as possible. On the one hand, the DTO should take on the role of strategic advisor to management and, on the other, should act as a service provider for the company and its various areas. One of the key tasks of the DTO is to encourage transparency and communication across departments and break down existing knowledge silos. In turn, this improves collaboration. Synergy and the effects of scale come to the fore and the speed of digitalization at the company is greatly accelerated.

Working on the assumption that customers are more familiar than anyone else with the challenges facing them, it is the task of the DTO, in collaboration with the specialist areas as customers, to identify their pain points and needs, monitor the market and develop an understanding of which technologies and market trends are impacting the company's core business and could be of relevance in the future. In so doing, the DTO supports management in developing a digital strategy and disseminating it across the company by managing operational implementation via a shared vision. This includes deriving tangible fields for action and activities to put the relevant milestones from the digital strategy into practice, along with harmonizing or even eliminating measures and new digitalization initiatives that are underway. Developing the corresponding capabilities and skills, and the associated adjustments to the organizational structure, lead to a portfolio that resolves the challenges with which customers are faced.

BENEFITS OF THE DTO

- The DTO enables compliance with and adjustment of the strategic goals that have been set, in terms of skills development and targeted projects, to ensure a successful transformation.
- As the DTO manages all digitalization-related activities and any potential connected units, this minimizes the risk of developing redundant solutions and tying up strategic resources.
- Synergy effects can be identified and leveraged more quickly.
- The DTO creates transparency surrounding the various initiatives, their structures, status and progress within the company.
- The DTO views the entire organization and its employees as customers and ensures they are empowered – both on a technological and staffing level.
- In so doing, the DTO ensures that the company is able to meet dynamic market and customer requirements in the form of suitable products and services.

Approach of the DTO



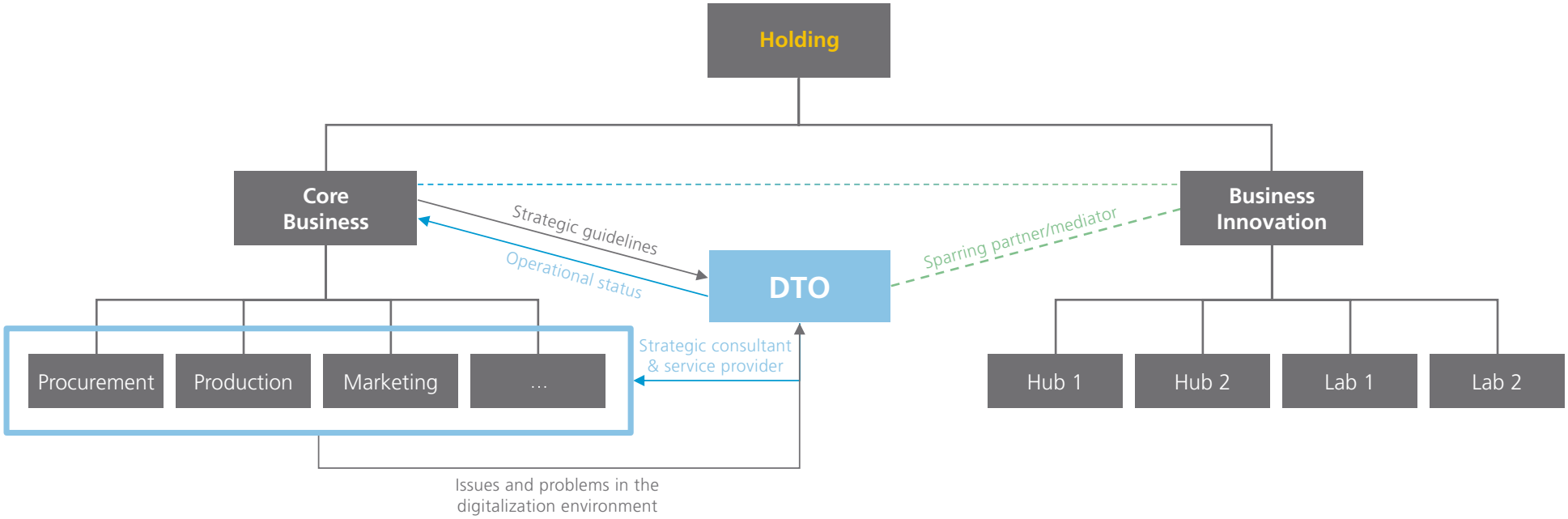
NB:

the DTO should be viewed purely as a management unit and an interface to digitalization-related topics. The operational development of new, innovative products, services and business models is not part of its remit, especially if they are not connected to the core business. We recommend having an independent unit, such as a hub or a lab, handle the operational development of digital or disruptive business models.

The Digital Transformation Office (DTO) is a solution that enables all internal digitalization initiatives to be selected and harmonized via a central body. Alongside making the most of synergy effects, this also makes it possible to satisfy strategic requirements. The DTO can be adapted to suit the company's individual needs, depending on its size, structure and strategic direction.

Smaller companies will likely not have the personnel resources to set up a broad-based DTO. In these instances, it is recommended that they appoint at least one officer or unit to handle internal digitalization projects and ensure they are recorded and harmonized.

DTO – a connector and a sparring partner



(Simplified organizational depiction)

The DTO is the central connector between upper, C-level management and the core organization, with its various specialist areas. Furthermore, it links the core organization with the business innovation unit, for which it can also act as a sparring partner.

As part of this, the DTO unit serves as a strategic advisor in close contact with individual specialist departments within the core organization. The DTO establishes the guardrails for joint collaboration, driving forward the progress of digitalization by operationalizing the digital strategy. In addition, it serves as an operational partner that provides the necessary funds, resources and standards for projects that fall within the digitalization initiatives.

Task 1: executing the digital strategy

The DTO is the central port of call and management unit for all problems and issues relating to digitalization. Its overarching task is to provide operational support for the management and execution of the digital strategy. To this end, its job is

- to translate the digital strategy so it can be put into practice. In other words, it needs to derive the appropriate fields of action, activities and responsibilities to build up the transformation road map for digitalization and measure progress;
- to set out the framework for optimum collaboration between individual digitalization initiatives and lay down principles or guardrails for the joint attainment of the digitalization-related goals set;
- to create transparency surrounding the interdependencies of current and future digitalization initiatives and ensure the outcomes of the individual initiatives are aligned with those of all the others;
- to drive forward the integration and collaboration of various company areas so the company can act in a more purposeful way, design processes more efficiently and benefit from shorter decision-making pathways.

NB:

the DTO cannot successfully fulfill its role if the company does not have a digitalization strategy. In turn, this strategy should align with the company's overarching strategy. No company should go digital on principle alone. They should take this step because of its competitive and economic benefits – both now and in the future. As a result, every company should clarify the goals it is pursuing with digitalization, whether increasing quality and efficiency, improving its business model or generating additional income through an all-new business model. In addition, a digital strategy ensures that everyone shares the same vision, has a common understanding of what this means, and acts in a unified manner as a result.

Task 2: boosting the organization's digital skills

The organization needs appropriate skills so it can process and implement the fields of action and activities that arise from the digital strategy. Therefore, it is the role of the DTO to boost the organization's digital maturity by identifying new, necessary capabilities and ensuring that they are developed.

Quick check: digital maturity

Digitalization takes place on three levels. The digitalization of technical infrastructure represents the first level. This level focuses on transforming internal analog processes into digital processes. The second level is interface digitalization. While the first level is primarily about cutting costs, the second level is all about growth. Digital products and services are characteristic of this level.

Level three stands for the digitalization of the business model, referred to as digital transformation. This is about using holistic solutions and digital business models to get ahead of the competition.

- The DTO uses the digital strategy to derive the necessary skills for the four fields of "strategy", "innovation & technology", "transformation" and "organization & people", which are essential for digitalization. Additional fields may be added to this, depending on the company at hand. This creates a capability map. The necessary skills identified in the map are compared with the capabilities actually to be found within the organization.

- The DTO is responsible both for developing the individual competencies and for developing the corporate culture, which plays a key role in digitalization and deserves special attention as a result. In this context, culture relates to communication and the company's understanding of itself. On an individual level, it also refers to the mindset with which managers and staff face up to change, along with new tasks and approaches.

"Culture eats strategy for breakfast."

Peter Drucker

- The DTO proposes the reorganization of teams and departments, along with any further training required, in line with the capability map. It is not possible to do this without getting to grips with the "cultural fit" – or, in other words, the question of the motivation, drive, mindset, and behavior of individuals within the company. Only when specialist skills and personality work in perfect harmony can innovative work and efficiency be enhanced. Successful teams are not only put together on the basis of their specialist qualifications and the skills of their individual members: the diversity of all the members within the team is also crucial.

Tip:

It makes sense to create a capability map to acquire an overview of the skills that will be needed in the future to achieve the company's goals. Initially, this solely focuses on the "what". "How" and "with what" companies can build up capabilities is only explored in the subsequent step. The two basic questions to ask before defining these capabilities are:

1. What do we want to do (or need to do) in the future?
2. What can we already do today?

DEEP DIVE

Corporate culture: people first, technology second

Most people struggle with change. Moreover, everyone reacts differently to change and handles its consequences differently, too. That said, digitalization requires every employee to change a great deal: they need to re-imagine things, question their approach and attitude, their entire mindset, and, ultimately, modify their behavior.

As a result, the DTO should not only be able to make a decision on the reorganization/composition of teams and departments on the basis of roles, qualifications and skills: personality traits and employees' motivations must also be explored. Organizational action and behavior, impacted by aspects including individual motivation, can be actively shaped and encouraged by companies if they put together teams in a considered way.

An additional field of work includes triggering behavioral changes by offering employees targeted encouragement. Knowledge of how a motivational team structure is composed supports companies in deriving measures to overcome all the challenges associated with digitalization. For instance, if the market as a whole and an employee's own field of work become more complex, employees can be given more decision-making powers in a targeted fashion, based on their own personality and motivation. The goal of this should be to provide employees with stimulation, thereby enhancing innovative work and effectiveness within the team.

Excerpt of a capability map

STRATEGY	INNOVATION & TECHNOLOGY	TRANSFORMATION	PEOPLE & ORGANIZATION
Develop holistic digitalization strategy			
			Align governance and organization structure
	Manage digital business solutions		
		Set standards and guiding principles	
	Manage digital business portfolio		
Create transparency over digital projects		Publish blueprints, references & lighthouses	Clarify responsibility

Structure and components of the DTO

The DTO acts under the leadership of the Chief Digital Officer (CDO) or Head of Digitalization. These are in turn supported by a core team consisting of representatives from its four central elements:

- Portfolio management
- Capability management
- Change management & culture transformation
- Program & roll-out management

If required, the core team can be supported by an additional team of IT, business, technology and M&A specialists, along with other experts if necessary.

NB:

the number of team members in the four central elements can vary depending on the size of the company. It may even be the case that one person is solely responsible for multiple elements. The structure of the DTO is flexible and adjustable. However, the value of the DTO only comes to bear when all four overarching elements are working together: it is not possible to manage the complexity of a comprehensive transformation if this collaboration does not take place. The same goes for the composition and size of the team of supplementary experts. External experts can also be and are deployed here as required; this is a frequent occurrence. The core team can establish individual roles within the expert team.

The role of the Chief Digital Officer (CDO)

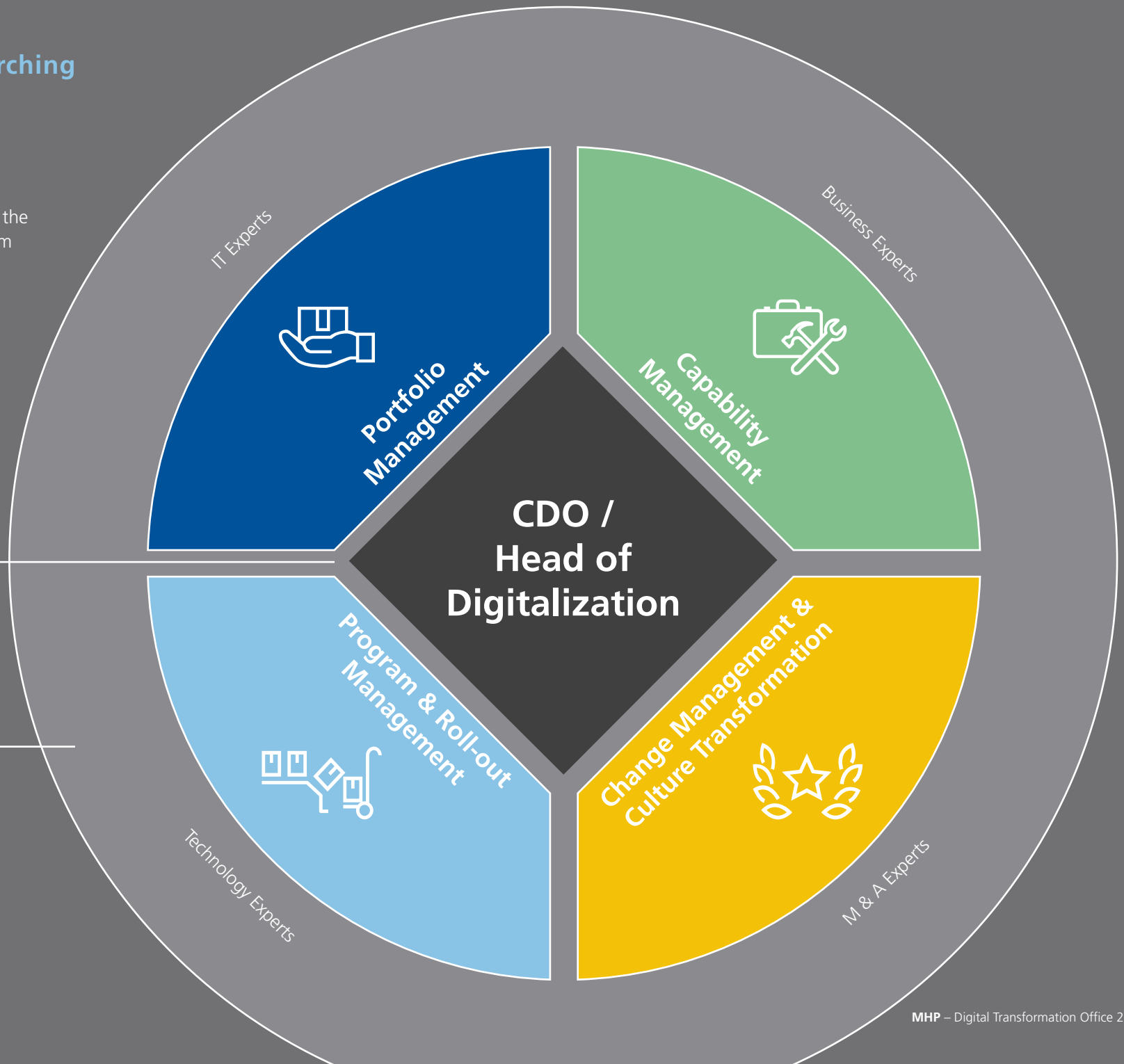
- Management responsibility for the DTO as a field office
- Mouthpiece of and connection to upper management
- Collaboration on shaping the digital strategy
- Coordination of resource and budget inquiries from portfolio and program management
- Review of the requirements arising from the various digital initiatives and projects, always with an eye to all four overarching elements.
- Coordination of the various initiatives and their requirements with local conditions, e.g., if there are multiple locations (similarly, with an eye to all four overarching elements)

Ideally, the CDO should not just contribute a digital, entrepreneurial way of thinking: they should also include highly developed communication skills. Beyond this, it would be desirable for them to be well-networked within the company. Management support for the CDO and entire DTO would also be of benefit.

The four overarching elements

NB:

the representatives of all the elements of the core team work closely with the specialist divisions.



Core team

Experts team

	Portfolio Management	Capability Management	Change Management & Culture Transformation	Program & Roll-out Management (PM & RM)
Analysis, planning & support	Analysis and review of existing and future-proof digital products and services, along with existing projects, in collaboration with program & roll-out management. This also serves to identify redundancies and whitespots.	Derivation of the organization's target digital capabilities regarding the operationalization and implementation of its digital strategy.	Promotion of awareness of the company's own organizational culture. Purposeful alignment of the culture with the challenges of digitalization and promoting it. Top management needs to visibly drive forward change, acting as a role model.	Monitoring and management of the operational implementation of the digital strategy in the form of digitalization projects and initiatives (PM). As part of this, traditional tools such as performance management and process standardization come into play (PM).
	Derivation and evaluation of internal portfolio needs on the basis of customer requirements, focus technologies and input from specialist areas and initiatives.	Coordination of the target/actual comparison of digital capabilities and the level of maturity of the organization.	Derivation of the fields of action (communication and decision-making processes, error culture) for the transformation of the company's corporate culture and tangible measures from the digital strategy to ensure employees can put the strategy into practice.	Facilitation of the establishment of a structure to drive forward existing initiatives and develop new ones, as well as ensuring that they play a purposeful role in the overarching/target vision (PM).
	Planning and management of new, innovative portfolio elements based on the digital strategy and the fields of action derived from this.	Identification and definition of potential for improvement and activities to optimize existing capabilities and develop new ones. In turn, this will facilitate the targeted development of the organization (capability map).	Collaborative shaping of the concepts to empower and integrate employees within the change process and provide them with long-term support. This includes creating a communication plan tailored for the target group.	Coordination of necessary interfaces and elimination of redundant solutions so that solutions can be scaled up to generate synergy effects within the company.

	Portfolio Management	Capability Management	Change management & Culture Transformation	Program & Roll-out Management (PM & RM)
Impact on the organization (internally)	Support for specialist areas in constructing digitalization initiatives to achieve the digitalization goals that have been set.	Creation of successful teams, taking into account cultural fit and in coordination with change management & culture transformation.	Development of a culture transformation network within the company and assisting the business areas with their transformation. Monitoring and minimization of the risks during the change process.	Ensuring the quality of the installation (e.g. new software) and integration (RM). Coordination and management of the process and compliance with the roll-out plan (RM) and, if necessary, introduction of corrective measures.
Impact on the market (externally)	Upskilling on the part of the organization and its staff, while ensuring dynamic market and customer requirements can be met with suitable products and services.			

Excursus: targeted employee development in the context of digitalization

Companies fill vacancies based on skills. For example, they select qualified product managers, look at whether they have professional experience in product management or whether they can use an assessment center to check and confirm whether they have the expected skills. Significant professional experience in product management, and any university grades in relevant subjects, are indicators that an employee will be able to do the job well.

However, alongside their qualifications, specialist skills and abilities, the personality of the employee at hand also plays an important role in working out whether the team's composition, or the job and role description, is a good fit for them. Personality can be measured in many ways. One approach is by looking at individuals' motivations, which gives companies the opportunity to put together teams in line with what motivates employees the most. It is not just individual employees that benefit from this: the company does, too.

A process used by the Berlin-based consulting company ID37 for scientifically backed personality diagnostics, for instance, works well for this purpose. According to the latest research in motivational psychology, underlying life motivations can be used to better understand teams and their structure. Companies can also reap the rewards of this approach. It enables them to recognize what drives their employees, what makes them happy and what motivates them.

The 15 motivations within ID37 personality analysis:

1. **Curiosity** describes the desire for knowledge, insight and intellectual challenges.
2. **Social acceptance** describes the desire for affirmation and acceptance from others.
3. **Influence** describes the desire for control and influence over people and processes.
4. **Status** describes the desire for prestige and a prominent position in society.
5. **Retention** describes the effort to acquire and preserve possessions and other resources.
6. **Autonomy** describes the desire for independence from the expectations and influence of others.

7. **Social participation** describes the desire for social interaction and contact with other people.
8. **Principles** describes the desire for conformity with the social norms of a particular social group or society as a whole.
9. **Social engagement** describes a commitment to people who are suffering or disadvantaged, as well as to a more just society,
10. **Structure** describes the desire to structure one's surroundings in simple and consistent terms.
11. **Safety** describes the desire for a peaceful, secure life.
12. **Revenge** describes the desire for retribution for any injustice experienced.
13. **Physical exercise** describes the desire for movement and physical activity.
14. **Food enjoyment** describes the desire for enjoyable experiences in association with food intake. This goes far beyond simply satisfying basic physiological needs.
15. **Family** describes the desire to cultivate a caring and tight-knit familial network (family of origin, or own family and partnership).

How companies can use diverse personality traits within teams

The motivation that drives individual members of an organization is crucial for the digitalization of a company. Why? Because the interplay of individual life motivations makes it possible to predict the conditions under which a person will reach their full potential in various social roles. By extension, it is possible to obtain and make use of insights about team members' individual achievements and teams' effectiveness within a company.

At team level, the use of motivation-based personality analyses like ID37 can provide an insight into the motivations that guide the actions and interactions of individual team members. The extent to which each individual is driven by specific motivations enables conclusions to be drawn as to what these individuals see as important in their interactions with others: whether they are striving towards a high level of agreement or like working autonomously and independently – in other words, what their personal preferences are. The diversity of the personalities within a team becomes clear when members' motivations are compared.

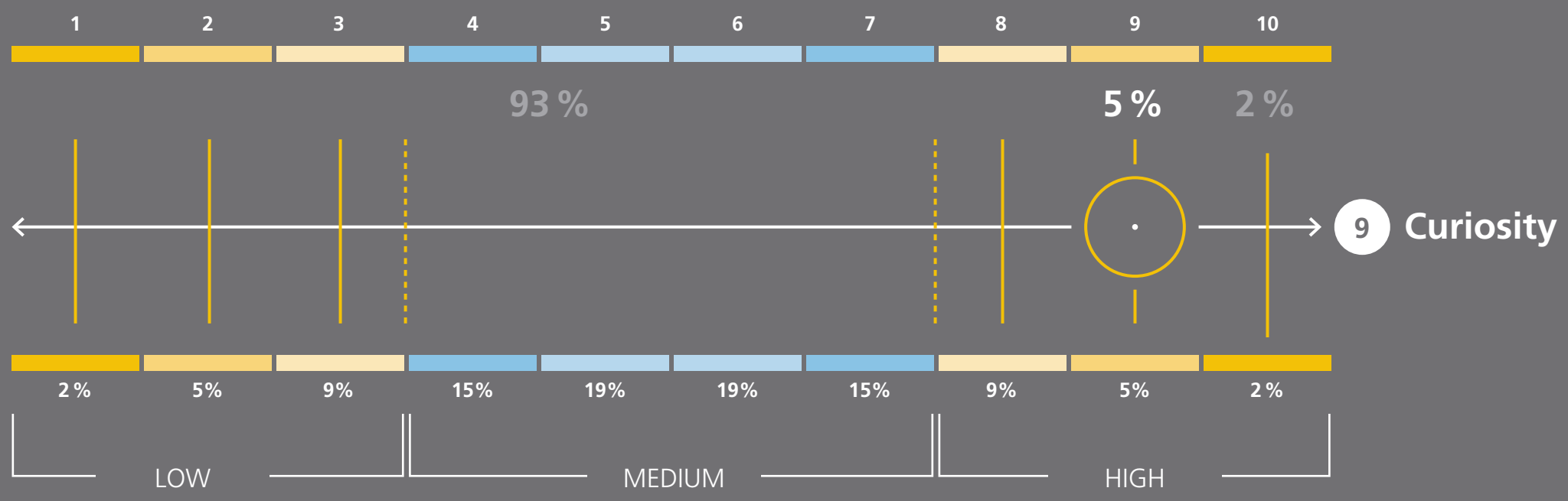
Depending on the challenges a team is faced with and the tasks it primarily undertakes, having a homogeneous motivation within the team, such as a high structural motivation shared by all the team members, can be of benefit. For creative teams, though, heterogeneous motivations, such as an uneven distribution of the motivation for social acceptance or autonomy, can generate better results.

The members of the change management & culture transformation team can assist with forming teams in line with their members' motivations and equip them to reach high levels of efficiency.

In collaboration with ID37, the consulting firm MHP Management- und IT-Beratung GmbH verified the following findings in a study, based on an analysis of a sample consisting of SCRUM teams:

- Teams are more effective, and home to fewer work-related conflicts, if their members' personality motivations are more homogeneous.
- Purposes and goals (as sub-dimensions of team effectiveness) improve significantly when the motivation of principles is present. The more strongly the characteristic of principles was expressed, the better the purposes and goals within the team.
- The ability to solve problems (as a sub-dimension of team effectiveness) had a significant negative correlation with influence. The higher the characteristic of influence, the worse the characteristic of problem-solving ability within the team.
- Relationship conflicts (as a sub-dimension of team conflicts) had a significant positive correlation with retention. The higher the characteristic of retention, the higher the characteristic of relationship conflicts within the team.

This motivation deviates from the normal distribution



In this example, the level of curiosity, as measured, differed greatly from the normal distribution (= all the individuals surveyed at the time). A mark of 9 on the scale from 1 to 10 indicates a strong tendency, one shared with a mere five percent of the underlying population of all previous respondents. Just two percent of people experience curiosity even more strongly. All told, it can be assumed that 93 percent of respondents are less curious than the individual under investigation here.

The example of "curiosity" illustrates how an individual ID37 motivation exerts an impact.

In a Nutshell

Fast-changing markets, new customer requirements and competitors with digital, disruptive products are posing a threat to many companies and business models. Digitalization is no longer a "nice to have" – it is simply a "must-have". Companies are approaching this challenge in all kinds of ways. The majority, though, are only tapping into the potential of digitalization to a limited extent. Many digitalization initiatives and projects never reach their conclusion, often lacking an overview, responsibilities and a digital strategy. And yet, it is only when managers and employees are pursuing the same objectives that synergies and effects of scale can be exploited, and redundancies and resource wastage avoided.

Digitalization is not a technology project: it is an ongoing change process that never ends and impacts the whole organization. A company's culture, in particular, is heavily impacted by this. The ceaseless pressure to change calls upon employees to be willing to change, too. The changing work environment calls for specialist skills to be developed further and for the diverse personalities within the organization to be taken into account. For this reason, managers should not neglect to encourage employees and promote a corporate culture that welcomes and supports digital technologies and new ways of working.

The Digital Transformation Office (DTO), along with the organization and its employees as customers, ensures that there is transparency surrounding all the digital projects and initiatives that are recorded, structured, validated and prioritized with respect to the core business. It serves as an interface, connector, enabler and promoter of a digital culture across the company. The Chief Digital Officer can draw on a core team from the key areas of portfolio management, capability management, change management & culture transformation and program & roll-out management, plus an additional team of experts from various specialist areas. The primary tasks of the DTO are the execution and operationalization of the digital strategy, the enhancement of the organization's digital maturity level, including employee development, and supporting the change processes across every part of the company.

The DTO is a flexible unit that can adapt to the company's individual requirements and resources to facilitate a successful, sustainable transformation.

MHP your partner for a successful digital future

Work with us to assess your company's digital maturity – and we'll go from there.

Collaborate with us to develop a digital strategy that gives your company a tangible competitive edge.

Join us in constructing a DTO that aligns with your company's needs, opportunities and structure, while ensuring your employees undergo successful development.

Contact

Publisher

MHP Management- und IT-Beratung GmbH

Functioning as a technology and business partner, MHP digitalizes its customers' processes and products, and guides them through IT transformations along their entire value-creation chain. MHP is a digitalization pioneer for the mobility and manufacturing sectors with expertise that can be transferred to a wide range of industries. MHP is also a premium partner to thought leaders on the path to a better tomorrow.

MHP serves over 300 customers worldwide, including large corporations and innovative SMEs. MHP advises on both operational and strategic issues, offering proven IT and technology expertise as well as specific industry know-how. MHP operates internationally as OneTeam with headquarters in Germany and subsidiaries in the USA, UK, Romania, and China.

MHP has been shaping the future alongside its customers for 25 years. The MHP team of over 3,000 employees is united by the company's promise of excellence and sustainable success. This promise continues to drive MHP – today, tomorrow, and in the future.

ENABLING YOU TO SHAPE A BETTER TOMORROW

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