

Resource type: Project 13

Digital Transformation maturity matrix: commercial

Commercial	Traditional	Simple collaboration	Integrated functions and relationships	High performing enterprise	Interconnected industry
<p>Value definition How do you define value to incentivise the right customer outcomes?</p>	<p>Focus on achieving minimum capital cost for defined outputs. No visibility of actual delivered performance.</p>	<p>Value defined as minimum whole-life cost for set levels of performance. Inconsistent application of whole-life cost across Owner functions (eg differences in lifetime, cost allocation and economic value of benefits). Visibility of performance limited to one-off pre-defined tests of 'as-delivered' performance.</p>	<p>Value defined in terms of maximising societal outcomes on a whole-life cost basis, influenced by customers. Clear definitions and assumptions provide consistency in assessing whole-life cost and value. Owner functions and partners have visibility of actual, as-operated through-life performance.</p>	<p>Definition of value ensures societal outcomes fully aligned with outcomes for whole Enterprise, driving performance across the asset lifecycle. Supported by increased granularity of information, enables new business models and service offerings from Owners.</p>	<p>Definition of value ensures outcomes for wider society are aligned with those for customers and Enterprise.</p>
<p>Value of information How do you value information in your commercial models?</p>	<p>Information not valued, information assets poorly maintained.</p>	<p>Value of information in driving better decisions recognised, but not fully understood and poorly linked to business outcomes. Information hoarded by Owner functions and partners to exploit competitive advantage.</p>	<p>Commercial framework incentivises sharing information for mutual value. Alternative business models share reward on basis of the value added to information, aligning partner incentives with best value for the customer.</p>	<p>Valuation models for information assets guide commercial decisions. Information assets enhance valuation of the Owner. Regulation and valuation is data driven.</p>	<p>Valuation of information assets accounts for wider commercial opportunities in the national information economy</p>
<p>Digital investment How well does your hardware and software meet current and future business needs?</p>	<p>Digital infrastructure regularly fails to meet business needs, drives reactive investment. Proliferation of systems and owners with limited integration. Too much poor value investment (eg in "IT solutions".)</p>	<p>Recognition that digital investment is needed to enable transformation. Investment meets current needs but highly variable across Owner functions and partners. Systems rationalised with clear plans to retire/replace/integrate. Focus on minimum value proposition with multiple manual workarounds.</p>	<p>Key platforms are understood and have been implemented. Investment effectively prioritised to maximise gains and linked to progress against clear digital targets. Integration of next generation digital technologies (e.g. cloud, IoT platforms) across Owner and partners provides connected systems and consistent performance.</p>	<p>Fully-integrated, agile and scalable systems in place across Enterprise to support current and future digital technology needs. Ongoing investment plans driven by underlying value of information assets.</p>	<p>Digital infrastructure includes shared resources, with investment that accounts for other sectors' needs.</p>
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