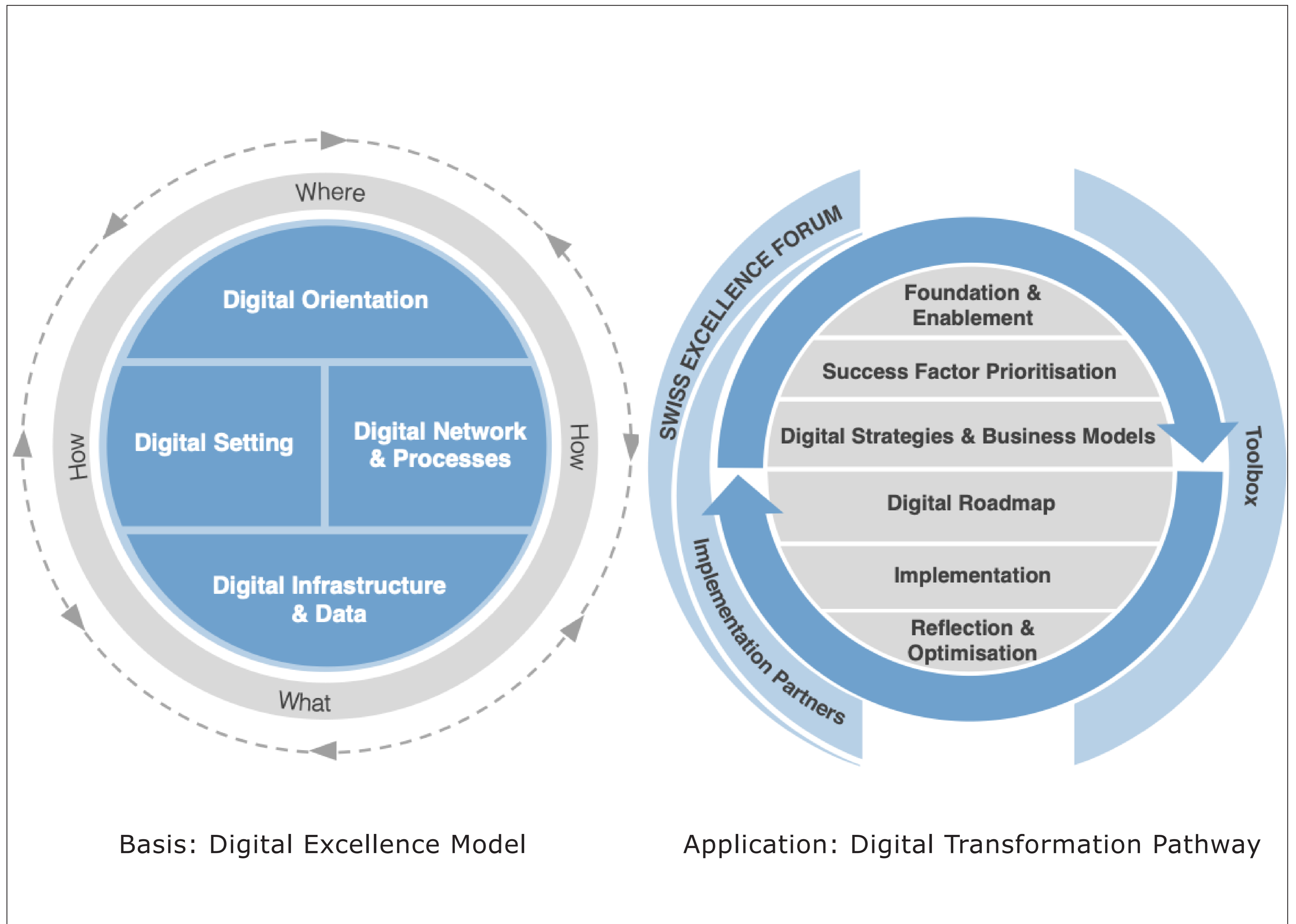


# Development & Implementation of the Digital Excellence Model



## Problemstellung

Digital transformation is one of the most important trends currently driving economic and societal change, and is thus an existential, future-orientated point of focus for organisations. Dealing with such a change, however, is not a simple task and business leaders across industries are grappling with the strategic implications of digital drivers on their organisations, industry ecosystems and overall society.

This project aims to further develop the Swiss Excellence Forum's "Digital Excellence Model" in order to provide a management tool with which the digital competitiveness and performance of an organization can be developed and measured holistically. The model will serve as a guide for managers to develop and successfully implement their digital business models and strategies, as well as to sensitize and empower employees, and to shape the change process.

## Lösungskonzept

The Digital Excellence Model is based on four overarching and interlinked success factors which represent essential fields for digital development. These factors support the management team in understanding and clearly defining the direction, design and implementation of the digital transformation. The model is constructed of three levels of increasing detail. On the highest level, four "Digital Success Factors", namely Digital Orientation, Digital Setting, Digital Network and Processes and Digital Infrastructure and Data, provide a holistic overview of the digital area. These Digital Success Factors are further divided into 14 "Digital Drivers", which detail specific focus areas for the organisation, whilst the 60 „Excellence Criteria" specify the concrete design, control and monitoring of the transformation and form the basis for the roadmap.

The implementation of a digital transformation depends heavily on the organisation's environment and industry, in combination with its size and maturity, whereas the actioned procedure and implementation is influenced by the culture as well as the necessity and willingness of managers and employees for change. To help navigate this complexity, a complementary tool to the Digital Excellence Model detailing a six step implementation process was defined, in addition to aligning supporting services offered by the Swiss Excellence Forum to this process, ensuring the best guidance and support for the organisation.

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