

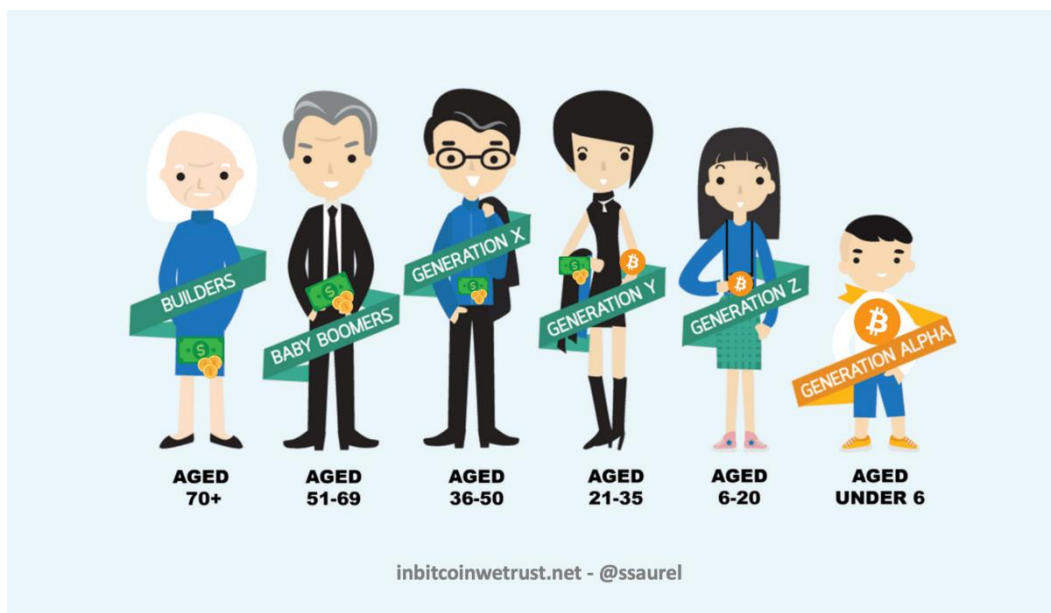
# ICXI - POST newsbriefing

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## Introduction From The President

### The Digital Transformation Imperative.

The Covid crisis showed the power and value of digitised processes and systems to organisations of every size in almost every sector. The capability of being able to continue delivering products and services to customers through the use of the existing technology opened the eyes and the opportunity doors to a wide range of potential benefits and convenience to customers, organisations and employees. Online purchasing, processing and delivery optimisation and work life balance to identify just a few. Optimising such opportunities going forward requires adapting and adopting change by all stakeholders. Change is often perceived as a subject negatively perceived by one and all. Generally this myth is not only not untrue, for change that is perceived positively is readily accepted, but in the case of digitisation there is a wide and growing sector of customer and organisational society that has not known a world without digital technology and expects it to be there to facilitate their access and delivery of products and services.



It is important to recognise that not only does this sector now stretch from Generation X to now but that it will be customers spending power of the next 50 years and access to technology that meets their needs is right now, no longer a nice-to-have function. <sup>1</sup>

## So What is Digitalisation?

### According to Gartner Digital

**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. While that seems straightforward it may not be as simple as the picture can be confused by a number of similar terms that carry greater significance than being semantic variations on a theme as Forbes points out with this warning.

### Digitization, Digitalization, And Digital Transformation: Confuse Them At Your Peril

*Digitization, Digitalization, And Digital Transformation: Confuse Them At Your Peril*

*The hype around digital transformation continues to persist, the terms 'digitization' and 'digitalization' join the fray, increasing the level of hype while adding confusion. In reality, these three terms have distinct meanings – or at least, we can make them distinct depending on which authority we're listening to. This question is more than a semantic exercise, however. In reality, people are confusing them in ways that short change the power and importance of digital transformation, thus putting the very survival of their organizations in peril.*

**Digitization: The Straightforward Term**, essentially refers to taking analogue information and encoding it into zeroes and ones so that computers can store, process, and transmit such information. According to Gartner's IT Glossary, "Digitization is the process of changing from analogue to digital form" – a definition few would disagree with.

There are many examples of digitization in enterprises today, as there have been for many decades. Converting handwritten or typewritten text into digital form is an example of digitization, as is converting the music from an LP or video off of a VHS tape. In the enterprise context, digitization is important both for dealing with analogue information as well as 'paper-based' processes – where 'paper-based' is nothing more than a metaphor for analogue.

It's important to remember, however, that it's the information you're digitizing, not the processes – that's where digitalization comes in.

### Digitalization: Fraught with Ambiguity and Confusion

Unlike digitization, digitalization doesn't have a single, clear definition. "'Digitization' and 'digitalization' are two conceptual terms that are closely associated and often used interchangeably in a broad range of literature," explain J. Scott Brennen, Doctoral Candidate in Communication, and Daniel Kreiss, Associate Professor, both at the University of North Carolina School of Media and Journalism. "We refer to digitalization as the way in which many domains of social life are restructured around digital communication and media infrastructures."

*Brennen and Kreiss thus base their definition of digitalization on social life – in other words, how people interact. As such interactions move away from analogue technologies (snail mail, telephone calls) to digital ones (email, chat, social media), both work and leisure domains become digitalized.*

*Gartner also weighs in on this term. “Digitalization is the use of digital technologies to change a business model and provide new revenue and value-producing opportunities,” according to Gartner’s glossary. “It is the process of moving to a digital business.”*

*Gartner’s definition is thus quite different from the academics’, focusing on changing business models rather than social interactions. The Gartner definition, however, does bring up another question – just what is a ‘digital business.’ “Digital business is the creation of new business designs by blurring the digital and physical worlds,” Gartner’s glossary espouses.*

*According to this definition, digitalization is more about business operations than either social interactions or business models – although clearly all of these notions are interrelated. The Brookings report, in fact, focuses on how digitalization impacts people. “Digitalization is transforming the world of work,” according to the report. “The acquisition of digital skills has now become a prerequisite for individual, industry, and regional success.”*

*As organizations implement ‘digital technologies’ – which in this context really means computers and other information technology – people’s jobs change. Imagine factory workers putting down their hammers and lathes and instead using computer-controlled equipment, for example. According to the Brookings report, such change is at the heart of digitalization.*

*Automation is a major part of the digitalization story, whether it be shifting work roles or transforming business processes generally. In fact, for many people, digitalization applies primarily to such processes. “Digitalization ... increases process efficiency and improves data transparency, “If you operate an online platform, then your company may already be 80 percent digitalized, and you can gain more efficiency or create more customer value by going the remaining 20 percent of the way.” In this example, implementing the technology behind such an online platform isn’t the digitalization step per se – it’s shifting the business process to such a platform.*

*It seems, therefore, that Gartner’s definition that ties digitalization to business operations is on point, as such operations consist of business processes that digital technologies can transform.*

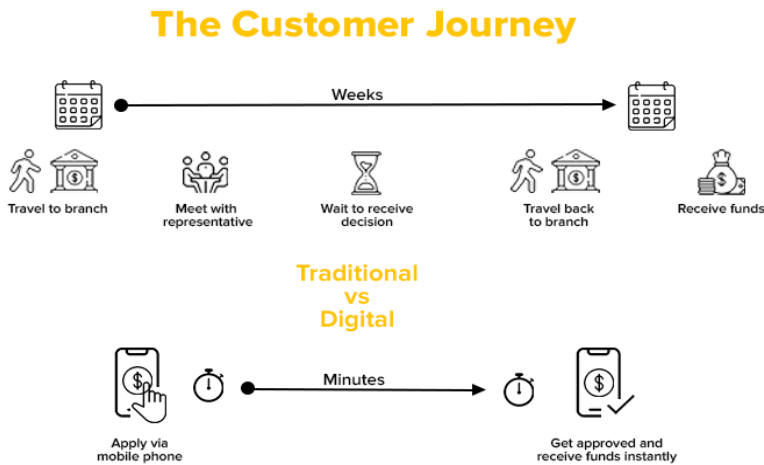
# Digital Transformation: Beyond Digitalization

Digitalization, however, is quite distinct from digital transformation. An organization might undertake a series of digitalization projects, ranging from automating processes to retraining workers to use computers. Digital transformation, in contrast, is not something that enterprises can implement as projects. Instead, this broader term refers to the customer-driven strategic business transformation that requires cross-cutting organizational change as well as the implementation of digital technologies.

Digital transformation initiatives will typically include several digitalization projects, but executives that believe that there is nothing more to digital transformation than digitalization are making a profound strategic mistake. In reality, digital transformation requires the organization to deal better with change overall, essentially making change a core competency as the enterprise becomes customer-driven end-to-end. Such agility will facilitate ongoing digitalization initiatives but should not be confused with them. In the final analysis, therefore, we digitize information, we digitalize processes and roles that make up the operations of a business, and we digitally transform the business and its strategy. Each one is necessary but not sufficient for the next, and most importantly, digitization and digitalization are essentially about technology, but digital transformation is not.

Digital transformation is about the customer.

<https://www.forbes.com/sites/jasonbloomberg/2018/04/29/digitization-digitalization-and-digital-transformation-confuse-them-at-your-peril/?sh=3d518bc2f2c7>



So before embarking it is important to have a clear understanding of what the organisation is aiming to achieve with any or all of Digitisation, Digitalisation and Digital Transformation and the expected outcomes for all stakeholders the customer , the staff, the organisation and the supply chain.

## What are the Benefits of Digital Transformation

According to **Vitru** the benefits there are a wide range of potential benefits available to all stakeholder groups.

*Digital transformation is the integration of digital technology into all areas of a business. It results in fundamental changes to the way a business operates. Organizations across industries enjoy the benefits of digital transformation: It enables businesses to modernize legacy processes, accelerate efficient workflows, strengthen security, and increase profitability.*

*90% of companies are doing business in the cloud. As companies migrate data to the cloud, much of what is being done is to replicate existing services in a digital format. But true digital transformation is so much more than that: A digital transformation can actually be transformative across the organization — creating a technology framework to funnel these services and data into actionable insights that can improve just about every facet of an organization.*

*Rather than simply migrating data to the cloud, leverage your digital transformation to re-evaluate and optimize your systems and processes, ensuring they are interoperable and flexible enough to provide robust business intelligence and set your company up for future success.*

*Why is Digital Transformation Important?*

*Digital transformation changes the way an organization operates. Systems, processes, workflow, and culture are all part of this process. This transformation affects each level of an organization and brings together data across areas to work together more effectively. By taking advantage of workflow automation and advanced processing, such as artificial intelligence (AI) and machine learning (ML), companies can connect the dots on the customer journey in a way that wasn't possible before*



## **8 Benefits of Digital Transformation**

### **1. Enhanced Data collection**

*Most businesses are collecting mountains of customer data, but the real benefit is optimizing this data for analysis that can drive the business forward. Digital transformation creates a system for gathering the right data and incorporating it fully for business intelligence at a higher level. It creates a way that different functional units within an organization can translate raw data into insights across various touchpoints. By doing this, it produces a single view of the customer journey, operations, production, finance, and business opportunities. As you evaluate the customer journey as part of your digital transformation, consider how you can give your clients greater autonomy over their own data — using data privacy as a business differentiator. Consumers are increasingly aware of, and concerned about, how their data is collected and used. Show them that you respect their data by putting strong privacy practices in place and giving them the opportunity to change their minds at any time.*

### **2. Stronger Resource Management**

*Digital transformation consolidates information and resources into a suite of tools for business. Rather than dispersed software and databases, it consolidates company resources and reduces vendor overlap. The average number of applications used in enterprise businesses in 2020 is 900. Digital transformation can integrate applications, databases, and software into a central repository for business intelligence. Digital transformation is not a department or functional unit. It encompasses every area of a business and can lead to process innovation and efficiency across units. From sales and marketing to finance and the C Suite, every department leverages sensitive data. It's important to optimize and secure data everywhere it flows, while equipping teams with easy-to-use tools to get their jobs done.*

### **3. Data-driven customer insights**

*Data can be the key to unlocking customer insights. By better understanding your customer and their needs, you can create a business strategy that is even more customer-centric. Using both structured data (personal customer information) and unstructured data, such as social media metrics, these insights can help drive business growth. Data enables strategies to provide more relevant, personalized, and agile content.*

#### **4. A better customer experience**

*Consider how your digital transformation can not only unlock efficiencies for your teams, but also deliver more seamless, intuitive experiences for your customers. This spans from email communications to user portals, digital products, and even the cadence by which you reach out to new prospects. Customers have high expectations for digital experiences. Consumers are used to having endless choices, low prices, and fast delivery. Customer experience (CX) is the new battleground for brands. Gartner reports that more than two-thirds of companies say they are competing mostly on customer experience. Accenture reports that CX “has emerged as the key driver of sustainable business growth.” **They suggest that even a single point increase in CX scores can result in millions of dollars in annual growth.** One way to differentiate your brand with customers is to demonstrate that you value their privacy. Give the customer control of how their data is collected and used, and empower them with the autonomy to make decisions around their data.*

#### **5. Encourages digital culture (with improved collaboration)**

*By providing team members with the right tools, tailored to their environment, digital transformation encourages a digital culture. While these tools provide a more seamless way to collaborate, they also help to move the entire organization ahead digitally. This digital culture shift is crucial for businesses to remain sustainable. It forces the upskilling and digital learning of team members to take advantage of the benefits of digital transformation.*

#### **6. Increased profits**

*Companies that undergo digital transformation improve efficiency and profitability. Consider these results reported by the SAP Center for Business Insights and Oxford Economics:*

*80% of organizations that have completed digital transformation report increased profits.*

*85% say they have increased their market share.*

*On average, leaders expect 23% higher revenue growth than competitors.*

#### **7. Increased agility**

*Digital transformation makes organizations more agile. Borrowing from the world of software development, businesses can increase their agility with digital transformation to improve speed-to-market and adopt Continuous Improvement (CI) strategies. This allows for faster innovation and adaptation while providing a pathway to improvement.*

#### **8. Improved productivity**

*Having the right tech tools that work together can streamline workflow and improve productivity. By automating many manual tasks and integrating data throughout the organization, it empowers team members to work more efficiently.*

<https://www.virtu.com/blog/8-benefits-digital-transformation>

## The Challenges of Digital Transformation

A paper published by DTU identifies the following challenges specific to Non Profit Organisations (NPO's) however they would appear to be equally applicable to all kinds of organisations in all sectors

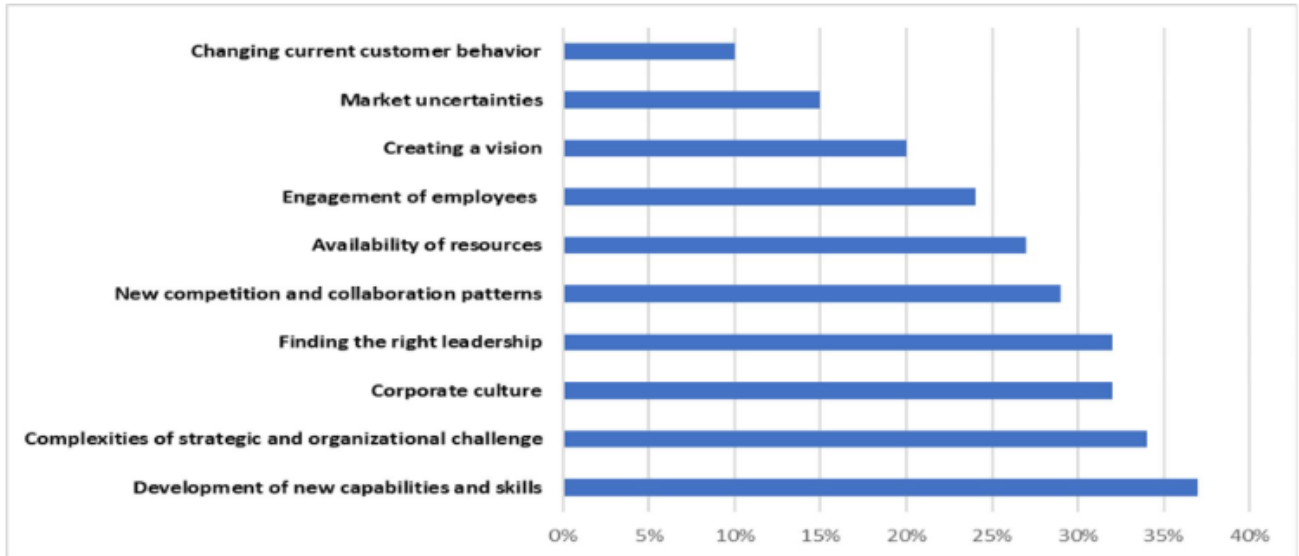


Fig. 1 Key challenges of digital transformation in NPOs

<https://core.ac.uk/reader/189888720>

A study by JABIL *The Biggest Barriers To Digital Transformation and How to Overcome Them* throws a more defined insight into some of the challenges

*Ninety percent of our respondents shared that they are still going through a digital transformation and have more work to do. The level of digitization varied greatly among these manufacturing companies. As expected, all participants reported that their companies faced challenges. But perhaps what was most surprising was how similar the types of challenges were, no matter the company size. Our participants came from companies ranging from less than 100 employees to more than 5,000. The biggest barriers to digital transformation listed were:*

- 1. Employee Pushback*
- 2. Lack of Expertise to Lead Digitization Initiatives*
- 3. Organizational Structure*
- 4. Lack of Overall Digitization Strategy*
- 5. Limited Budget*

*Our findings concluded that the challenges were very seldom about the availability of technology. Only a small number reported that current tools and technology were inadequate. The most common issues faced were due to internal factors. The sentiments were echoed when we took a closer look at the challenges by company size.*



Top 5 Digital Transformation Challenges by Company Size	
Less than 100 Employees	100-1,000 Employees
<ol style="list-style-type: none"> <li>1. Lack of Expertise to Lead Digitization Initiatives</li> <li>2. Employee Pushback</li> <li>3. No Overarching Strategy for Digitization</li> <li>4. Business Partners Unable to Support</li> <li>5. Limited Budget</li> </ol>	<ol style="list-style-type: none"> <li>1. Employee Pushback</li> <li>2. Organizational Structure Gets in the Way</li> <li>3. No Overarching Strategy for Digitization</li> <li>4. Limited Budget</li> <li>5. Lack of Expertise to Lead Digitization Initiatives</li> </ol>
1,000-5,000 Employees	More than 5,000 Employees
<ol style="list-style-type: none"> <li>1. No Overarching Strategy for Digitization</li> <li>2. Lack of Expertise to Lead Digitization Initiatives</li> <li>3. Limited Access to the Required Technical Expertise</li> <li>4. Employee Pushback</li> <li>5. Limited Budget</li> </ol>	<ol style="list-style-type: none"> <li>1. Lack of Expertise to Lead Digitization Initiatives</li> <li>2. Organizational Structure Gets in the Way</li> <li>3. No Overarching Strategy for Digitization</li> <li>4. Limited Access to the Required Technical Expertise</li> <li>5. Employee Pushback</li> </ol>

## 1. Handling Employee Pushback During Digital Transformation

*By our very nature, humans like routines — they make us feel comfortable. It is called the comfort zone for a reason. Things can easily start to seem grim when our routines are changed and uncertainty enters our lives. Experiencing a digital transformation is the epitome of discomfort — so it may make employees feel threatened. It is important to note, however, that sometimes change is a requirement to keep up with the times, because not changing is far riskier. The digital transformation is vital to your company.*

*You may be unable to completely erase doubt and uncertainty from employees' minds, but you can certainly alleviate them. Being consistent and transparent is key. Keep your employees engaged through the whole process. Empower them and paint them a future they can all work towards. By helping your employees understand what's at stake, you can light a fire in them.*

*That, of course, requires a compelling strategy,*

Remember people love change if it is perceived positively. See Apty website.



## **2. Develop a Company-Wide Digital Transformation Strategy**

Only 23 percent of manufacturers admit to having a corporate-wide strategy for their digital transformation according to the Jabil survey. You need a strategy. As you would with any part of your business, you need to clarify a vision, set goals to reach it and give your whole team a purpose. Without strategy and purpose, you may have been able to keep your head above water but don't count on it much longer.

It is surprising to see that 38 percent of companies surveyed have an individual business unit or product line leading the digital transformation for their organization or vertical. We've said it before and we'll say it again: the digital transformation journey doesn't belong to one individual or department. In fact, success is unlikely when it is designed that way. Departments may be tasked with executing on part of the strategy, but the whole company should be working toward the common goal. If you are wondering where to begin, always start by thinking of the stakeholders that keep your business alive: your customers. Your company was created to satisfy an unmet need. Let that guide you into who you are, what you do and why you do it in the digital transformation as well.

## **3. Find the Expertise to Lead Digitization Initiatives**

*It takes a combination of talent and technology to go through your digital transformation. One without the other will not cut it. If your current systems are holding you back, it's time to re-evaluate your technology partnerships and what they have to offer. The digital transformation will bring along its own myriad of technical challenges and you need the right people on board. Train your workforce to be digitally literate and help them build the skills needed for innovation. By making early investments in your people, you can stay ahead of the game. It is possible that you may not have the expertise internally at this moment to take on a digital transformation. This may provide you an opportunity to look outside and find business partners or new hires that will help you on your digital journey.*

## **4. Don't Let Organizational Structure Dictate Your Digital Future**

*The digital transformation is a substantial initiative and may require changes in more than your employees' daily routines. This may mean changing roles, changing departments or an overhaul of your organizational structure.*

*Consider this. Just because your IT department has always reported to a certain person or function or your sales team was set up a certain way doesn't have to mean it can't change. In fact, making these changes can allow your teams to breathe new life into their existing roles and careers through this transformation.*

*Your organizational structure should be fluid — because the new frontier of technology, data science and the customer experience will require it be so.*

## 5. Managing Your Budget Through the Digital Transformation

*Wouldn't it be nice to have an endless pool of financial resources? Unfortunately, that is not the reality. It is likely that you will face budgetary constraints that may limit any part of your digital transformation journey. Be aware and prepared for it.*

*While the digital transformation may require new, and sometimes substantial, investments in your company, people and customers, remember this is not a race. When you build your digital transformation strategy, use your budget as a reality check to see how much your company can handle. Develop a plan that involves several phases over several years, if that's what is required. Don't put your company at risk over budgetary issues.*

*Although these are the biggest barriers to digital transformation shared by survey participants, many others exist. Overall, remember to build a strong foundation first — one that drives a broad set of outcomes for your company, customers and employees.*

*With a mindset of continuous improvement and innovation, all of the benefits of a digital transformation are within reach. Just be sure to tackle the challenges as they come and do your best to prepare in advance.*

<https://www.jabil.com/blog/overcoming-the-top-digital-transformation-challenges.html>



*“What if we don't change at all ...  
and something magical just happens?”*

## So Where to Begin?

If taken seriously Digital Transformation, and that is the only mindset in which it should be addressed, is a major undertaking for any organisation for it requires a preparedness to accept root and branch change throughout the whole organisation. **SUSE** the world's largest open source vendor suggest the following six best practices approach.

### ***Forces of Disruption***

*Organizations are facing forces of disruption. In addition to economic uncertainty, supply chain disruption, and trade disputes, firms are facing new competition from fastmoving market entrants. And customer expectations are growing for fast, seamless digital experiences at all times.*

### ***The Need for Continuity***

*At the same time, there has never been a greater need for continuity. Nonstop business is now the norm. In addition to the direct costs of downtime, service interruptions also damage customer trust and the value of your brand. IT needs to serve the business 24/7, with nonstop services and data to drive processes.*

### **Leadership for Resilience**

When a resilient organization encounters disruption, it can accelerate into change and come out ahead, instead of pulling back to mitigate risk. Resilient organizations share several traits:

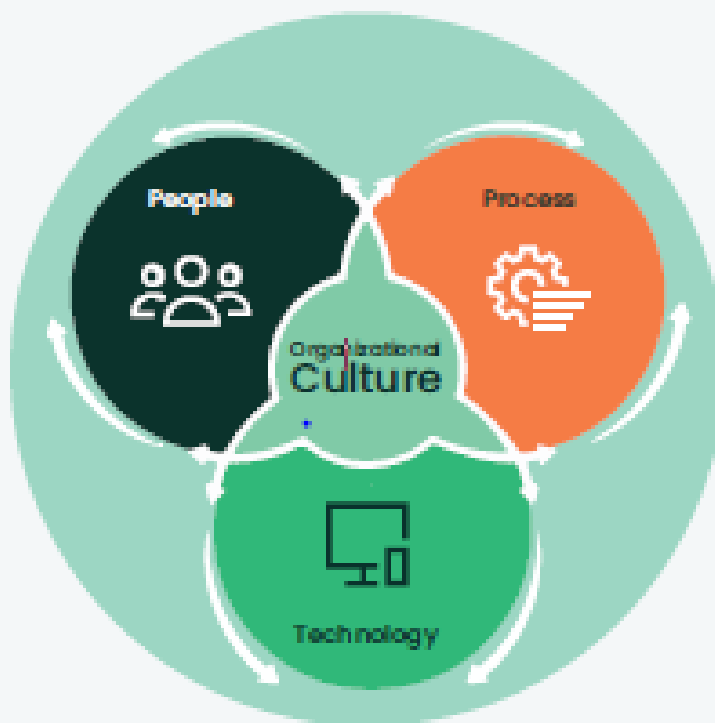
1. They show unity in responding to disruption, with IT and business leaders staying aligned as the enterprise shifts.
2. They use IT to gain competitive advantage, investing in technologies that help groups work faster and with greater autonomy.
3. They embrace a growth mindset, fostering a creative problem solving culture that spreads throughout the organization.

In these ways, IT has a unique opportunity to build resilience throughout the organization, enabling the enterprise to invent its future in an era of uncertainty. Facing disruption, organizations may wonder how they can most effectively build resilience. IT leadership is a critical element to plan and execute digital transformation while running nonstop business on a solid IT foundation. Though each organization pursuing secure IT transformation is starting in a unique place and has specific objectives, SUSE has identified common traits and practices that help them reach their goals.

The six steps below represent a common set of best practices that harness the strengths of an organization's people, processes, and technology toward a common goal.

There is no single starting point, and there are many options for the journey ahead.

Consider how each of the following steps can apply to your organization to become more resilient and help your IT exhibit leadership for secure IT transformation.

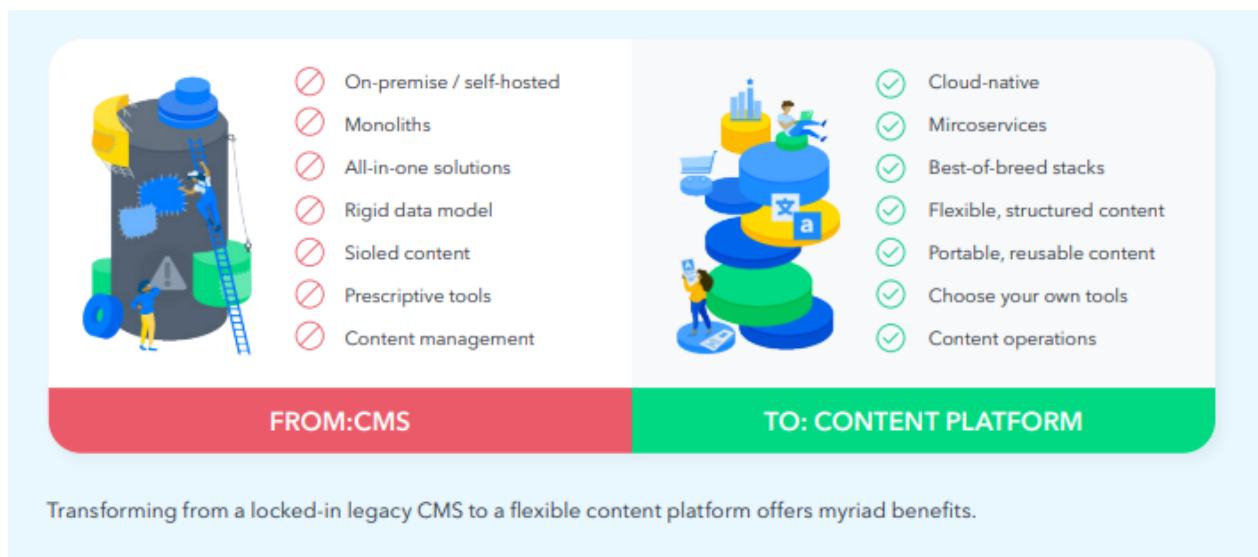


### *Best Practices:*

- 1. People** *Chart your path for secure IT transformation by aligning your IT leaders, business executives, and C-suite leaders on IT modernization and business continuity needs. This process will help to identify your priorities, and the best ways to apply new technologies. A leadership team should anticipate questions about how specific solutions can help meet transformation and resilience objectives cost-effectively.*
- 2. People** *Secure IT transformation initiatives almost invariably affect many departments and functions at your organization, spanning business units, finance, and IT. Make sure every stakeholder is aligned on objectives, the value of the target outcome, and their roles and responsibilities, both at the start of the project and during execution. Consider establishing a transformation team that can manage the cross-functional process so you achieve the best outcome for the business.*
- 3. Process.** *The path to building new processes, and prioritizing updates, starts with understanding how you want to change your customer experiences. Build process maps that include your current processes and your plans for the future. This helps you to determine where to focus transformation efforts for the greatest impact, while maintaining seamless customer experience and continuity during change.*

4. **Process** Design your processes for automation. Process automation goes far beyond simply gaining efficiencies. Focusing on security when provisioning infrastructure and software can help bring automation into new parts of your organization. This approach helps you respond to threats faster for continuity and resilience against disruption.
5. **Technology.** Assess new technologies to drive secure IT transformation. Organizations are finding that open source solutions can accelerate their journey of IT transformation with minimal risk and disruption. In many cases, commercially distributed open source software delivers the best performance for the lowest cost, delivers comprehensive security, helps you attract the most talented employees and partners, and supports flexibility for the future.
6. **Technology.** Work with partners to support security and interoperability. Finding the right vendor support partners is critical to overcoming the optimization and innovation challenges of secure IT transformation. Working with the right partner supports real-time problem solving, interoperability, and security, helping you bring simplicity to your open infrastructure strategy

<https://www.suse.com/lp/6-best-practices-secure-it-transformation/>



The future of innovation is democratizing development. It's not having more developers code, it's getting non-technical people [closer to the] code.

**Michel Feaster CEO and co-founder of Usermind**

<https://assets.ctfassets.net/fo9twyrwpveg/755Fz6DRzaeuYUomuUQoc6/139f0f661a526a8a98b62c28cf3bdff7/the-rise-of-the-digital-factory.pdf>

## The Benefits of Digital Transformation in The Public Sector

The Benefits of Digital Transformation in the private sector are fairly well understood but there are also substantial benefits to be garnered in the public sector too. The UK Government's publication The Culture Transformational Roadmap highlights the following benefits for public sector organisations.

*"GOV.UK can't continue to expect to rely on a reactive engagement with our users or to think of ourselves simply as 'a website'. Instead, we have to shift to an offering that is proactive, low-friction, channel-agnostic and more rapidly iterating. In practice, and on a consent-based model, this means informing users of things they need to do, helping them understand the things they may not realise are relevant to them, guiding them through complex life events and getting them to the next stage in their task. This means we need to look beyond discrete, singular transactions to whole-user journeys."*

- Jen Allum, Deputy Director at GOV.UK

### 1. Increased Agility

Whether gained by digital or cultural means, agility is a crucial factor for any successful organisation. A higher level of agility means not only can we act reactively, we can also act proactively. It means a smaller organisation can sometimes outmanoeuvre a larger one.

"There's a very dangerous sentence when it comes to retaining and developing agility. You may have heard it before. It goes like this: "We have always done it this way."

### 2. Improved Employee Retention

An added bonus to upskilling your workforce to help them adapt to new technologies and systems is that when we create an efficient, productive and rewarding organisational culture, we're creating something attractive. In fact, 72% of board members state that culture is one of the top reasons people join their organisation. Both current and potential employees will see this culture as a good place to be because it's a place that allows them to develop and offer their services, plus a place that gives back. They tend to want to stay for a long period of time, decreasing staff turnover rate and the amount of time spent searching for and training new hires. If public services employ revolutionary working styles, people want to become part of the revolution. By creating a platform for success, we stimulate success. This leads to improved employee engagement, which will likely result in an organisation providing top-quality services for the general public.

### **3. Better Service**

*Service for an organisation's intended audience is the area where the tangible and intangible meet. If staff are part of a culture that has been transformed for the better, then those effects will bleed through into any agent-employee interaction. If an employee is valued, has space to grow and the tools to do it with, they're going to be satisfied. If a citizen interacts with an employee like that, who is also working towards the goal of public satisfaction, the service received will be exponentially better than if those prerequisites aren't met. Cultural transformation permeates through every level. Remember, it's virtually impossible for a company with a bad organisational culture to consistently give good service. Success builds success. Improving service sets your organisation up for future growth, with a good corporate culture positively affecting productivity. It also ensures better digital services for both citizens and employees, meaning that your overall service offering is much more effective, productive and well reviewed.*

<https://f.hubspotusercontent20.net/hubfs/5539127/govNetevents/GovNet%20Events/C1%20%20Cultural%20Transformation%20Roadmap/Download/Cultural%20Transformation%20Roadmap%20%5BPDF%5D.pdf>



## So How Does An Organisation Understand How it Compares With Those in its Own and Other Sectors?

The International Customer Experience Institute (ICXI) has developed the Customer Digital Experience Standard IDCXS2022 to satisfy that need.

IDCXS2022 has been developed by ICXI with input and engagement from experienced technologists and customer experience management executives.

The International Customer Experience Institute (ICXI) is an organisation dedicated to the recognition and sharing of global best practice in customer digital experience. The Institute was founded in 2018 in the United Kingdom with the goal of setting global standards for Customer Service Excellence in a diverse and constantly changing global environment. IDCXS2022 reflects the increased international growth in scale, reach and scope of digital transformation and services.

One of the primary aims of IDCXS2022 is to motivate organisations to focus their attention on the customer digital experience through the delivery of digital service excellence techniques.

The new IDCXS2022 standard has taken into consideration the evolution of digital services offerings including online, mobile, mobile apps, cloud services, omni channels, AI, IOT and other related digital technologies.

This new standard contains the proven core principles of Customer Experience and combines these with key customer User Experience and digital experience considerations and measurables to create a flexible yet quantifiable framework for implementing all elements to facilitate delivery of Digital Service Excellence and a consistently positive customer and user experiences.



The standard is globally applicable to organisations of all sizes in both the Private and Public sectors because the factors directly influencing the customer's digital experience are the 5 "P" pillars of the ICXI Service Excellence Model and are applicable to a greater or lesser degree to every organisation. The model has been reviewed, developed, and adapted throughout the past 40 years to ensure its effectiveness and relevance and key in the digital world. The 5P's emphasises the importance of the 5 key elements of service excellence which need to be managed and delivered concurrently across all service. Measurement of these elements forms the essential performance monitoring foundation of IDCXS2022 and the basis upon which those organisations that meet the criteria are awarded

### The IDCXS 2022 INTERNATIONAL EXCELLENCE CERTIFICATE

The Service Excellence Model Elements:

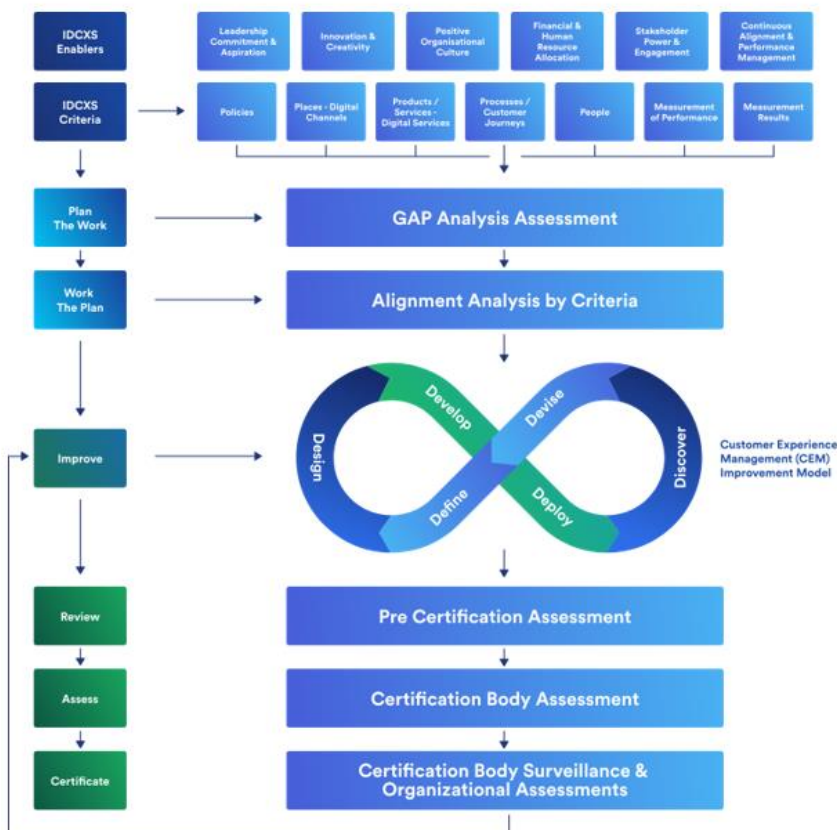
1. Policies
2. Places - Digital Channels
3. Products / Services – All Digital Services
4. Processes & Customer Journey Maps
5. People – Employees and related vendors / suppliers

PLUS

6. Measurement of Digital Performance
7. Performance Results

#### IDCXS2022 IMPLEMENTATION FRAMEWORK

This is the typical FRAMEWORK activities an organisation will take to achieve Digital Service Excellence through the JOURNEY implementation of the IDCXS2022 standard. The actual implementation route taken will vary from organisation to organisation according to their status and methods of customer experience and digital service excellence.



This is the typical FRAMEWORK activities an organisation will take to achieve Digital Service Excellence through the JOURNEY implementation of the IDCXS2022 standard. The actual implementation route taken will vary from organisation to organisation according to their status and methods of customer experience and digital service excellence. The independent certification is carried out by BSi (The British Standards Institution)

# The Final Word

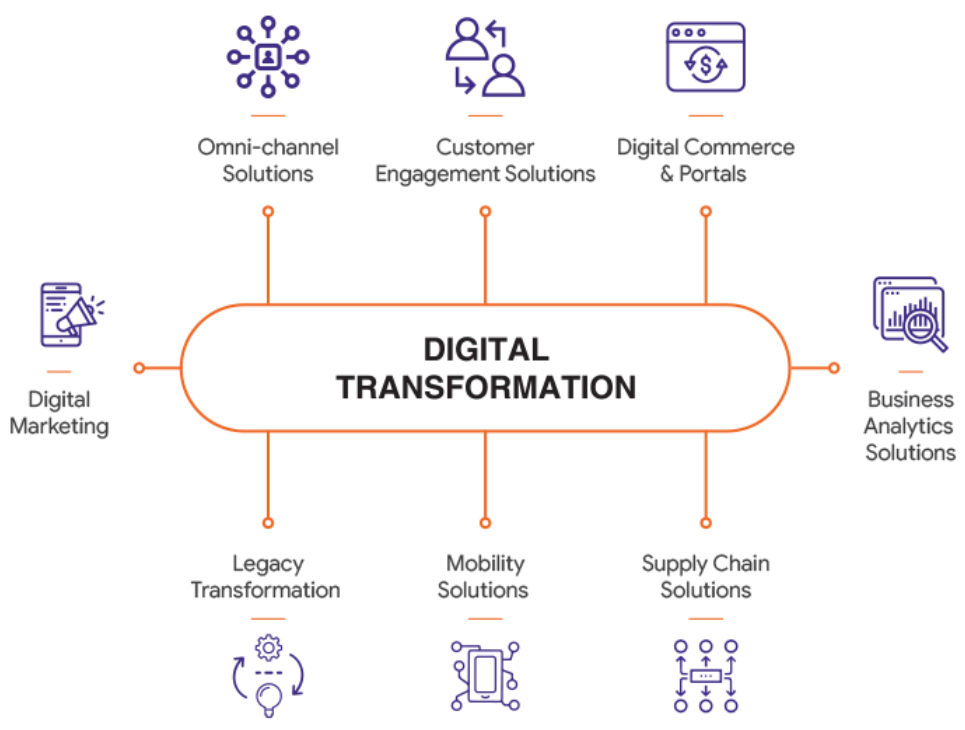
Digital Transformation is a movement that has been gathering traction for the past few years but today has become a subject that every organisation in every sector ignores at their peril.

It involves every part of the organisation and every sector. When the UK Government is trialling technologies like blockchain and Bitcoin payment systems it is evidence that an organisation is not taking steps in that direction then now is the time to act.

Angel List recently produced an article headlined *“Software Ate The World and Now it Wants Seconds”* referring to the disruption caused in almost every sector as entrepreneurs reimagined how people shop, socialize, exercise, and invest. Bitcoin did to finance what Shopify did for e-commerce, what Lyft did for local transportation, what Airbnb did for vacation rentals.

New entrants may not have the customer platform and traditional reach of established organisations but they also do not have the legacy issues or a pot bound root system either.

It may not be time to panic but it is definitely not the time to ignore digital transformation. The coming generations not only expect such things they are the source of all future customer revenue and as is well known customers are the sole source of revenue for every generation.



## Recommended Reading

<https://www.i-scoop.eu/digital-transformation/digitization-digitalization-digital-transformation-disruption/>

[https://www.ecb.europa.eu/pub/economic-bulletin/focus/2018/html/ecb.ebbox201807\\_04.en.html](https://www.ecb.europa.eu/pub/economic-bulletin/focus/2018/html/ecb.ebbox201807_04.en.html)

<https://www.gartner.com/en/information-technology/glossary/digitalization>

<https://www.forbes.com/sites/jasonbloomberg/2018/04/29/digitization-digitalization-and-digital-transformation-confuse-them-at-your-peril/?sh=448eaf252f2c>

<https://www.i-scoop.eu/digital-transformation/digitization-digitalization-digital-transformation-disruption/>

<https://www.virtu.com/blog/8-benefits-digital-transformation>

<https://www.nim.org/en/publications/gfk-marketing-intelligence-review/all-issues/digital-transformation/digital-transformation-and-value-creation-sea-change-ahead>

<https://www.sciencedirect.com/science/article/pii/S0167811618300739>

<https://core.ac.uk/reader/189888720>

<https://www.jabil.com/blog/overcoming-the-top-digital-transformation-challenges.html>

<https://www.pty.io/blog/how-to-overcome-employee-pushback>

<https://www.suse.com/lp/6-best-practices-secure-it-transformation/>

<https://assets.ctfassets.net/fo9twyrwpveg/755Fz6DRzaeuYUomuUQoc6/139f0f661a526a8a98b62c28cf3bdff7/the-rise-of-the-digital-factory.pdf>

<https://f.hubspotusercontent20.net/hubfs/5539127/govNetevents/GovNet%20Events/C1%20%20Cultural%20Transformation%20Roadmap/Download/Cultural%20Transformation%20Roadmap%20%5BPDF%5D.pdf>

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