HUMAN
WORKSPACE

i4workspace

are you ready?

Version 1

When discussing Industry 4.0, we often speak of technologies and tools. But change goes beyond tech. It's about the people, structure and processes that support the technology; and all of these need to be ready and willing to join you on the journey before you set off.

Get ready to get ready

Readiness isn't only about the current state of the organisation's operating model, but also about understanding its future state. Because digital transformation often requires broad reinvention, a useful readiness framework must encompass strategy, technology, talent and organisational culture.

So, how do you know your organisation is ready for change? And more importantly, how do you get them ready?

Our readiness checklist

Our checklist consists of five dimensions: strategic vision, talent capabilities, technology assets, success metrics and cultural transformation.

For each of the five dimensions, rate your organisation across the various attributes on a scale of 0 (lowest) to 5 (highest). Depending on how well your company reflects the attributes listed within each dimension, average the sum of all the attributes for each category to arrive at your overall score.

The score then enables you to rate your organisation on each dimension based on four levels of advancement: behind, on par, slightly ahead and significantly ahead.

Companies preparing for digital transformation should start at the top, with a strategic vision. Companies with a well articulated vision are more likely to make the necessary investments in technology, talent, processes and culture.

Attribute	Score (0-5)
Does your company have clearly defined goals and an actionable strategic vision for digital transformation of your manufacturing processes?	
Have you developed a strategy for digital transformation?	
Have your executive team bought in, and do they have an understanding of how IT and manufacturing align?	
Do you understand (individually and as a collective) what you want to achieve by digitising your operations?	
How would you rate your ability to develop a digital strategy?	
Average score	

DIMENSION 2: Talent Capabilities
i4workspace

People build technology and technology enables people. Finding team members with the specific skills needed to execute on your strategic vision is one of the biggest challenges in digital transformation.

Attribute	Score (0-5)
Are your cross-functional teams trained in the methodologies needed for successful transformation and collaboration?	
Do you have cross-functional leadership and a digital team?	
Do you have the IT expertise needed to integrate your digital manufacturing strategy with the company's wider IT structure?	
Are your manufacturing management team sufficiently skilled to implement the necessary changes from a digital perspective?	
Are your operators likely to understand the changes?	
Average score	

DIMENSION 3: Technology Assets
i4workspace

Industry 4.0 is built on technology, but choosing the right tools can be an undertaking. Rather than selecting products that look good on paper, start with your strategic vision and implement the tools that align with the strategy you developed as part of Dimension 1.

Attribute	Score (0-5)
Have you leveraged data analytics to get insights into your manufacturing operations?	
Have you implemented AI or machine learning to address challenges and iterate new solutions in your manufacturing processes?	
Do you utilise cloud based operations and storage, utilising remote servers, across the company?	
Have you prioritised investments in digital tools to improve operational processes across the company?	
Do you already have sufficient digital tools to execute a digital manufacturing strategy?	
Average score	

While the business imperative for embracing digital transformation is usually understood, the link to business value is not. As organisations launch new digital initiatives, they must monitor whether they are delivering the right business results.

Attribute	Score (0-5)
Does your company have clearly defined (and generally understood) KPIs for all of its manufacturing operations and individual processes?	
Do the KPIs related to your manufacturing operations have direct relation to business outcomes?	
Is your performance in relation to those KPIs regularly assessed?	
Have you developed a set of KPIs to measure your progress on your digital transformation journey?	
Have you developed a set of KPIs to utilise in measuring the success of your digital transformation?	
Average score	

While people and culture are integral to a company's success, they're also the biggest barriers to digital transformation. It's critical to proactively drive cultural transformation as culture changes are always more complex and slower than technological changes.

Attribute	Score (0-5)
Does your company foster a culture of innovation and risk-taking?	
Are new ways of thinking and driving solutions encouraged?	
Are failure and experimentation seen as learning opportunities?	
Does your company recognise and reward innovators?	
Is there no problem with cultural resistance to change?	
Average score	

The sliding scale associated with each of the five dimensions provides a useful framework to identify the opportunities and gaps in achieving digital transformation across your organisation. Comparative scoring each dimension are as follows:

Behind: 3

On Par: 3.5

Slightly Ahead: 3.80

Significantly Ahead: 4.25

With the gap between current and desired states identified, you are in a better position to assess what needs to be done to ready your organisation. We see the biggest differences between high and low performing companies on the dimensions of strategic vision, talent capabilities, technology assets and cultural transformation.

Next steps, best practices

Digital transformation is not a minor undertaking. To ensure a better success rate than 1 in 7, it's critical to understand your gaps and have the resources needed to close them. This includes:

Engage with peers:

Digital transformation is a company-wide effort. While CIOs are ideal executives to head transformation efforts, other domain leaders must also be actively engaged.

Drive engagement:

The five dimensions and their corresponding attributes can help facilitate a transparent conversation with company executives about what's working and where there are opportunities for improvement.

Assess your progress:

Continue to monitor your progress against the assessment checklist. Use the results to examine your competitive situation and plan next steps to move your transformation efforts forward.