ODMM

Open Digital Maturity Model

The Open Digital Maturity Model (ODMM) benchmarks the digital transformation progress of the business and identifies the gaps required to achieve its digital business aspirations.

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Strategic Dynamism	Digital Culture, Talent & Skills	Optimal Customer Experience	Data Centricity	Service Innovation & Optimized Delivery	Digital Technology Leadership
Digital Vision	Team Agility	Customer Centricity	Data Strategy & Governance	Service Innovation	Digital Foundational Technology
Business Agility	Mindset, Learning & Development	Experience Governance	Data Value Realisation	Optimised Delivery	Digital Technology Operations
Finance & Investment Model	Digital Workplace	Brand Vigilance	Data Exploitation	On-demand Supply Chain	Digital Technology Adoption & Governance

ODMM

Open Digital Maturity Model

全行业数字成熟度模型（ODMM）对标全行业数字转型的进程，
帮助企业识别实现数字业务目标所需要补齐的成熟度差距

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战略决心	数字文化、人才和技能	卓越客户体验	数据管理与分析	服务创新与数字交付	数字技术领导力
数字愿景	敏捷团队	以客户为中心	数据战略与治理	服务创新	基础数字技术
商业敏捷	思维、培训与发展	体验治理	数据增值	数字交付	数字技术运维
财务与投资模型	员工体验和数字工作平台	品牌意识	数据挖掘	随需供应链	数字技术运用与治理

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Strategic Dynamism

Digital Vision

Leading digital businesses redefine themselves, and in so doing unlock additional business value in the ecosystem. This is achieved through the execution of a clear strategy that shapes customer demand through compelling value propositions, influencing (and often disrupting) their entire ecosystem. Digital Vision addresses the explicit and implicit needs of customers and users comprehensively, through the entire experience lifecycle.

- Clarity of purpose
- Balanced and integrated digital strategy
- Cross-industry engagement
- Pursuit of new value

Business Agility

Digital leaders manage business complexity, building and continually improving their operating models by balancing outside and inside perspectives while adapting dynamically to their business needs. Business Agility is created through a combination of strategic portfolio management, organization alignment and dependency governance. All the business' resources and structures are aligned in the service of a common set of objectives.

- Strategic portfolio management
- Coordination capability

Finance & Investment Model

Digital businesses can best achieve their desired business outcomes by aligning the organization's financial structure with its investment and governance models, and by identifying risks and barriers to overcome in order to support the corporate vision and strategy.

- Financial structure
- Investment model
- Value model

Digital Culture, Talent & Skills

Team Agility

Digital business radically speeds up the ways in which work is organized and executed. Organizations therefore need to use their digital, and digital-enabled, assets to create nimble, responsive project teams.

- All-online information, transparency and privacy
- Empowerment and experimentation
- Multi-skilled teams with common goals and shared responsibility

Mindset, Learning & Development

Organisations share knowledge through digital tools, to enhance digital skills and 'sensibilities'. Organizations must keep digital skillsets sharp to remain competitive, by maintaining and enhancing its human capital management capabilities.

- Incentives
- Workforce planning
- Learning and development
- Certification and accreditation
- Evidence-based management culture

Digital Workplace

Organisations need to maximise performance by employing digitally-enabled teams, as the new 'world of work' emphasizes adaptive work environment and collective work habits

- On-demand virtual teams
- Flexible work arrangements
- Social enterprise
- Crowd-sourcing expertise
- On-demand and 'gig' workforce

Optimal Customer Experience

Customer Centricity

Customer Centricity is defined by how well the experience delivered through the company's products, primary services and support services meets the ROADS criteria, and aligns with the rational and emotional wants and needs of its individual customers. Four key aspects are considered.

- Personalization
- Proactivity
- Customer visibility and control
- Online Social Engagement

Experience Governance

Experience Governance includes the internal processes an organisation uses to align all its functions to deliver optimal customer experience in an omni-channel context. This objective is achieved by embedding customer experience across the organisation's operations, while using tools which allow the business to generate a single comprehensive view of each customer's unique experience, needs, preferences, behaviours and circumstances. The following categories comprise the elements of Experience Governance:

- Cross functional accountability for CE
- Experience-driven design
- Customer experience measurement
- Single customer view
- Partner alignment
- Omni-channel management

Brand Vigilance

Brand Vigilance ensures that the organization articulates a well-considered, clear and coherent brand promise across all engagements, which aligns with customer and employee needs and associated aspirations. Furthermore, the services and experiences offered and delivered by the company support and, ideally, reinforce the brand messaging.

- Brand promise and promotion
- Brand alignment

Data Centricity

Data Strategy & Governance

Data Strategy & Governance describes the way an organisation treats its data as a valuable resource: by carefully controlling it throughout a defined lifecycle, to ensure consistent understanding and quality. This is also reflected in the procedures which ensure regulatory compliance for data security and privacy and positions data for enterprise-wide consumption.

- Data lifecycle management
- Common information model
- Data management and quality
- Information security and privacy

Data Value Realisation

Data Valorization measures how actively the organisation seeks to create additional revenue streams through external monetization. Leading digital businesses regard the data they generate on their customers and operations as a business opportunity, as well as an asset that can be used to run their businesses better.

- Accountability, ownership and value
- Monetization

Data Exploitation

Data Exploitation describes how the organisation's leaders and team members make decisions based on data, supported by strong analytics capability.

- Analytics
- Data capture and aggregation
- Data-driven decision making

Service Innovation & Optimized Delivery

Service Innovation

Service Innovation focuses on improving the enterprise's service creation process and lifecycle management, through human-centric design, real-world feedback and ecosystem collaboration.

- Ideation
- Service lifecycle management
- Seamless service integration
- Business rollout

Optimised Delivery

Optimized Delivery describes the future of operations for a digital service provider or other digitally-transformed business. Such organizations integrate their operating model into the wider digital ecosystem in which it operates.

- DevOps in cloud environments
- Joint agile delivery
- Full stack of monitoring
- Feedback and analytics-based responses

On-demand Supply Chain

On-demand Supply Chain describes how modern supply chain can leverage on internal and external resource to offer on-demand services for rapid service innovation & delivery. It's described in the ODMM as having the following elements:

- Ecosystem & Value Chain Management
- Digital Supply Networks

Digital Technology Leadership

Digital Foundational Technology

How an organisation closes the gap between its current technology capabilities and those it needs to achieve its digital business aspirations.

- Cloud computing and network virtualization
- Mobile, IoT and edge computing
- Data management technology
- APIs, Microservices and SaaS
- Orchestration and choreography
- Robotics and process automation

Digital Technology Operations

Digital Technology Operations comprises the lifecycle of service creation and management, from development, through release and deployment, to assurance and lifecycle management. It also is concerned with the delivery of fully automated, scalable and reliable operations using digital technology.

- Automated operations
- Reliability engineering

Digital Technology Adoption & Governance

Effective adoption of new technologies is achieved through well-defined and clearly communicated policies, which guide technology development, deployment and management.

- Open standards and platforms
- Security
- Digital identity and authentication
- Application release automation
- Technology roadmap

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战略决心

数字愿景

领先数字企业对其自身进行重新定义，从而为生态系统带来额外的商业价值。这个目标的达成需要执行明确的战略“通过强有力的价值主张来影响客户需求”，从而影响整个生态系统来实现的。数字愿景在整个体验生命周期中全面地解决了客户和用户的显性和隐性需求

- 清晰的目标
- 均衡的，综合性数字战略
- 跨行业卷入
- 新价值追求

商业敏捷

数字领导者通过平衡外部和内部期望来管理业务复杂性，建立并不断改进他们的运营模式，同时动态地适应业务需求。商业敏捷是通过战略投资组合管理而构建的。资源和组织应该合理适配以达成共同商业目标。

- 战略投资组合管理
- 协调能力

财务与投资模型

通过将企业投资和价值模型和财务结构相匹配，认清风险与障碍从而支持企业的远景和目标，数字企业可以最大程度实现客户期望的商业成果。

- 财务结构
- 投资模型
- 价值模型

数字文化、人才与技能

敏捷团队

数字业务从根本上加快了工作组织和执行的方式。因此，组织需要使用他们的数字化技术和数字化资产来创建灵活的，快速响应的项目团队。

- 全在线信息可及性及透明性、隐私
- 放权与试验
- 拥有共同目标和责任的多技能复合型团队

思维、培训与发展

通过数字化工具，企业间共享专业知识从而推进数字化技术及“敏感度”。企业必须保持先进的数字化能力，并通过保持及增强人力资本管理能力来维持自身竞争力。

- 激励机制
- 人力规划
- 培训与发展
- 认证鉴定
- 循证管理文化

数字工作平台

由于新的“工作世界”强调适应性工作环境和集体工作习惯，组织需要通过采用数字化的团队来最大限度地提高绩效

- 按需建立的虚拟团队
- 灵活的工作安排
- 社交型企业
- 众包专家经验
- 按需人力安排机制

卓越客户体验

以客户为中心

以客户为中心意味着企业所提供的产品、基础服务及客户服务所带来的客户体验以ROADS为准则，与客户的理性和情感需求相一致。

- 个性化服务
- 主动性
- 顾客可视化管理
- 在线社交卷入

体验治理

体验治理包括组织用于调整其所有功能以在全渠道环境中提供最佳客户体验的内部流程。这一目标是通过在整个组织运营中嵌入客户体验来实现的，同时使用工具使业务能够为每个客户的独特体验，需求，偏好，行为和情况生成一个全面的视图。以下类别构成了经验治理的要素：

- 面向体验的交叉功能问责制
- 体验导向设计
- 客户体验衡量
- 统一客户视角
- 全方位渠道管理
- 合作伙伴对齐

品牌意识

拥有品牌意识有助于保证企业在签订合约时清楚地表达自己的品牌承诺，该承诺经周全考虑，且为明确一致的。这与客户的需求和期望相一致。除此之外，企业提供的服务与体验一定程度上增加了品牌内涵。

- 品牌承诺和推广
- 品牌对齐

数据管理与分析

数据战略与治理

数据战略与治理介绍了企业重视数据的方式:在周期内严格管理数据，获得持续性理解并保证质量。这同样体现在执行过程中，保证企业消费时遵从数据安全与保密、定位资料的管理。

- 数据生命周期管理
- 通用信息模型
- 数据管理与质量
- 信息安全与保密

数据增值

数据的增值衡量企业如何通过外部盈利机制积极创造额外收入来源，引导数字企业改变对数据的认识；数据在客户及运营方面发挥着作用，它可能是一个商业机遇，同时也是促使企业经营更好的因素。

- 责任制, 拥有权和价值
- 变现

数据挖掘

数据挖掘描述企业领导及员工如何依靠数据进行有力分析及决策。

- 分析
- 数据获取及集合
- 数据驱动型决策

服务创新与数字交付

服务创新

服务创新关注如何提升企业的服务创造力，其中包含了以人为主设计、由真实世界反馈驱动的生命周期管理以及生态系统协同

- 构思
- 服务生命周期管理
- 无缝服务集成
- 商业发布

数字交付

数字交付描述了数字服务提供商的未来运营形态，这类企业将自己的运营融入到更广阔的数字化生态系统中。

- 基于云环境的DevOps
- 联合敏捷交付
- 全栈式监测
- 基于用户和业务使用反馈的交付优化

随需供应链

随需供应链描述了现代企业如何有效运用内部和外部资源，为服务创新和数字交付提供随需的服务。

- 生态系统与价值链管理
- 数字供应网络

数字技术领导力

基础数字技术

企业如何缩小目前的技术能力与实现其数字业务愿望所需具备的技术能力的差距。

- 云计算与网络虚拟化
- 无线、物联网与边缘运算
- 数据管理技术
- APIs应用程序接口、 微服务及SaaS软件运营服务
- 协调与编排
- 机器人技术和流程自动化

数字技术运维

数字技术运维涵盖服务创建和管理的整个生命周期，从开发到发布和部署到保障以及整个生命周期。它还关注使用数字技术提供全自动化、可扩展、可靠性运维。

- 自动化运维
- 可靠性运维

数字技术运用与治理

新技术的有效采用是通过明确清晰的政策来实现的，这些政策指导着技术开发，部署和管理

- 开放式标准与平台
- 安全性
- 数字识别与验证
- 业务发布自动化
- 技术路标

GET YOUR MATURITY SCORE NOW!