Rethink to renew and grow

Embrace continual change as a digitally mature organization
**Digital maturity** matters more than ever before

The pace of change has accelerated exponentially. Organizations that embrace this change, rather than fear it, will succeed.

More than ever, our future is unknown. We will regularly face environmental, social, political, and technological disruptions, while digital is enabling a flexible new hybrid world.

The pandemic has proved that digitally mature organizations are able to move faster and extend their growth advantage over competitors during periods of uncertainty. There has never been a better time to build the digital maturity required to repeatedly renew and grow, but leaders must break through legacy constraints to enable their organizations to seize the opportunity.

**It’s about being digital, not doing digital**

In a world of continual change, digital maturity cannot be achieved through a long transformation program with a singular end point. Equally, moving too fast without a clear vision will result in random acts of digital that don’t adequately meet the needs of customers, employees, and partners. To be digitally mature, organizations must transition from doing digital to being digital. This requires your whole organization to focus on using digital to learn and adapt at speed. You can no longer wait to get results from digital in five years – three years – or even one year. Business value must be delivered in weeks.

However, organizations that are too short-sighted risk being blindsided by the next disruption. Digitally mature organizations that strike this balance will thrive; others that don’t, will fail. To embrace continual change, you must rethink what it means to be agile, resilient, and put people and their experiences first in our new hybrid world.

You can no longer wait to get results from digital in five years – three years – or even one year. Business value must be delivered in weeks.
Rethink agility

No longer a nice-to-have, agility is the baseline for how business gets done in a world of continual change.

Organizations with slow, siloed operating models and ways of working won’t lag the competition; they’ll be out of the game. A new dexterity is needed to respond to rapid market changes and solve business problems at speed. Digital is the most effective enabler of agility, both of organizations and people. For example, the Microsoft cloud gives employees access to innovative data-driven technologies like artificial intelligence (AI), automation, and the internet of things (IoT) which empower them to cut through the clutter to gain relevant insights faster, so they can identify and prioritize next best actions at speed.

At Swedish retailer ICA-Roslagstull, in-store employees are prompted to refresh depleted shelves, so stock is always available to customers. Digitally mature organizations also employ Agile methods to facilitate rapid learning from digital experiments and innovate new operating models that further enhance their readiness to sense and respond to changes in the market.

In Brazil, Avanade is helping electronic payments company ConectCar embrace Agile methodologies to more effectively respond to changing market and customer needs. In a world of continual change, the ability to prioritize innovation to solve problems and accelerate value from investment will separate the winners from the losers.

In a world of continual change, the ability to prioritize innovation to solve problems and accelerate value from investment will separate the winners from the losers.
Rethink people first

How, when and where we work, live and play will never be the same again and will perpetually transform as we adapt to continual change.

Digital has accelerated long-overdue process and experience improvements and your employees, customers and partners now expect to have choice in how they engage. Yet, there’s the potential for continual change to trigger fear and fatigue. How can you develop the capacity of your organization and people to repeatedly renew and grow?

Digitally mature organizations understand that human change is pivotal to transformational change. They’re focused on relentlessly delivering digital experiences that inspire employees, customers, and partners and improve their well-being. As we learn to live in a new hybrid world, digital technologies are vital to the creation of secure and human-centered experiences that enhance engagement timeliness and flexibility, but also limit negative impacts like frustration and exhaustion.

With millions of people desperate for office and school supplies so they could work from home during the pandemic, US-based retailer WB Mason was able to quickly expand from only selling to businesses to also sell directly to customers, thanks to adaptable digital marketing and e-commerce capabilities.

Global coffee brand Jacobs Douwe Egberts was similarly able to quickly migrate more than 14,000 associates to Microsoft Teams, maintaining an engaging workplace experience for its employees and supply continuity to its customers.

Digitally mature organizations recognize the potential for technology to help harness the capabilities and emotions that uniquely make us human, such as creativity and innovation. As trust becomes ever more valuable, digitally mature organizations are also choosing ecosystem partners that are likewise committed to making a positive human impact and have a shared culture of transparency, ethics, and integrity.

For example, Answer ALS, a medical research program founded and run by Johns Hopkins and the Robert Packard Center for ALS Research, is able to securely process research queries in hours instead of days or weeks, using cloud-powered data and AI. Indeed, organizations that don’t move now to rethink their people, processes and partnerships with a focus on human impact will struggle to survive in a world of continual change.
Rethink resilience

During the pandemic, organizations were dislocated – and many defeated – by disruption to their core business.

The future may be unknown, but it cannot be ignored. To survive and thrive through continual change, organizations require the digital maturity to innovate new business models and diversify revenue streams across multiple ecosystems securely.

Meanwhile, digitally mature organizations are becoming more inclusive, responsible, and sustainable to inspire business models that will meet the changing expectations of employees, customers and partners. With secure IoT, global heating supplier Weishaupt has simultaneously empowered its technicians to better prepare for service calls and its customers to control their heating from anywhere. Weishaupt’s modular cloud platform also creates the flexibility to introduce new products and services faster.

Digitally mature organizations recognize that becoming more inclusive, responsible, and sustainable now will reduce costs into the future – for example, transitioning to Microsoft cloud can be up to 98% more carbon efficient than operating an on-premises datacenter – and limit downstream reputational damage caused by security breaches or unintended consequences of digital innovation.
## Become a digitally mature organization

How can you help your organization build the digital maturity to repeatedly renew and grow? Here are three priorities to consider and take action on now:

<table>
<thead>
<tr>
<th>In a world of continual change...</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Ways of working established five years ago won’t cut it.</td>
<td>Experience matters, but leaders can’t default to data and behaviors they employed before the pandemic.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>You need to assess...</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Does your organization have the digital maturity to adapt operating models, business models, and decision making in weeks, not years?</td>
<td>How will you personally build and maintain the digital savviness to make decisions fast and frequently?</td>
</tr>
</tbody>
</table>
How **Avanade** can help

To build, manage and evolve digital maturity to repeatedly renew and grow is not easy. Avanade’s cross-industry insights, end-to-end digital expertise, and privileged access to Microsoft can help you adapt at speed to meet the increasingly virtual needs of your customers, employees and partners and to sustain growth through continual change.

To learn more about our digital solutions, services and organizational change capabilities for your industry, visit [avanade.com/rethink](https://avanade.com/rethink).