Where is it best to digitilise?
(assess your current competences)

Nicky Athanassopoulou

Head of Solution Development

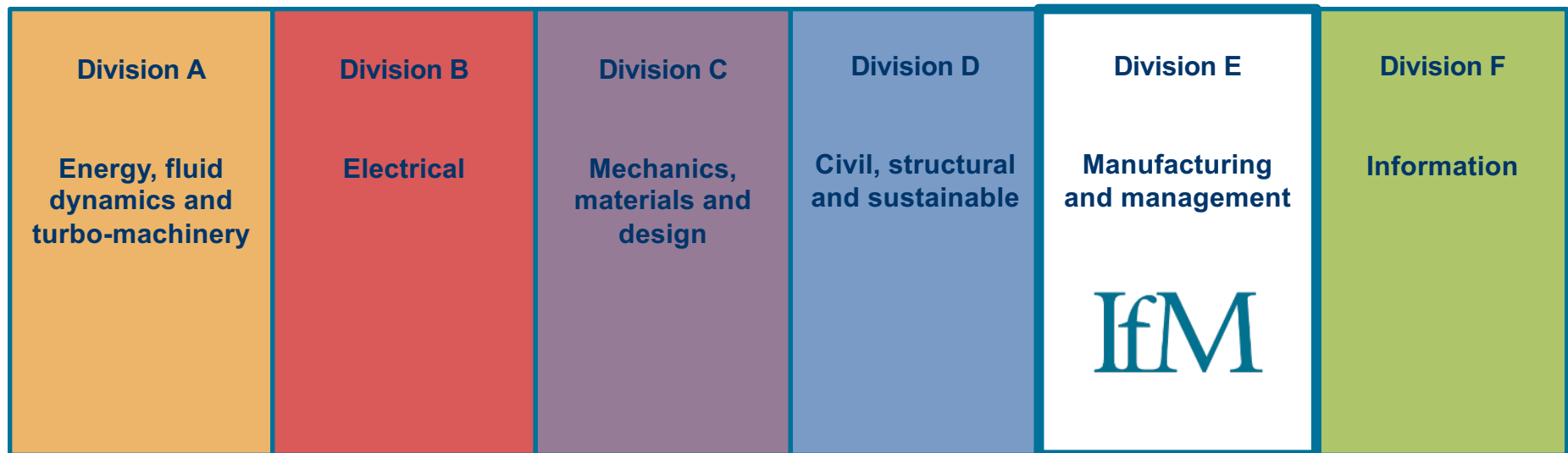IfM Education and Consultancy Services, University of Cambridge

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Research

IfM research brings together expertise in management, technology and policy to address the full spectrum of manufacturing issues.

Business Ecosystems

Organisational Systems

Manufacturing Systems

Manufacturing Technology & Processes

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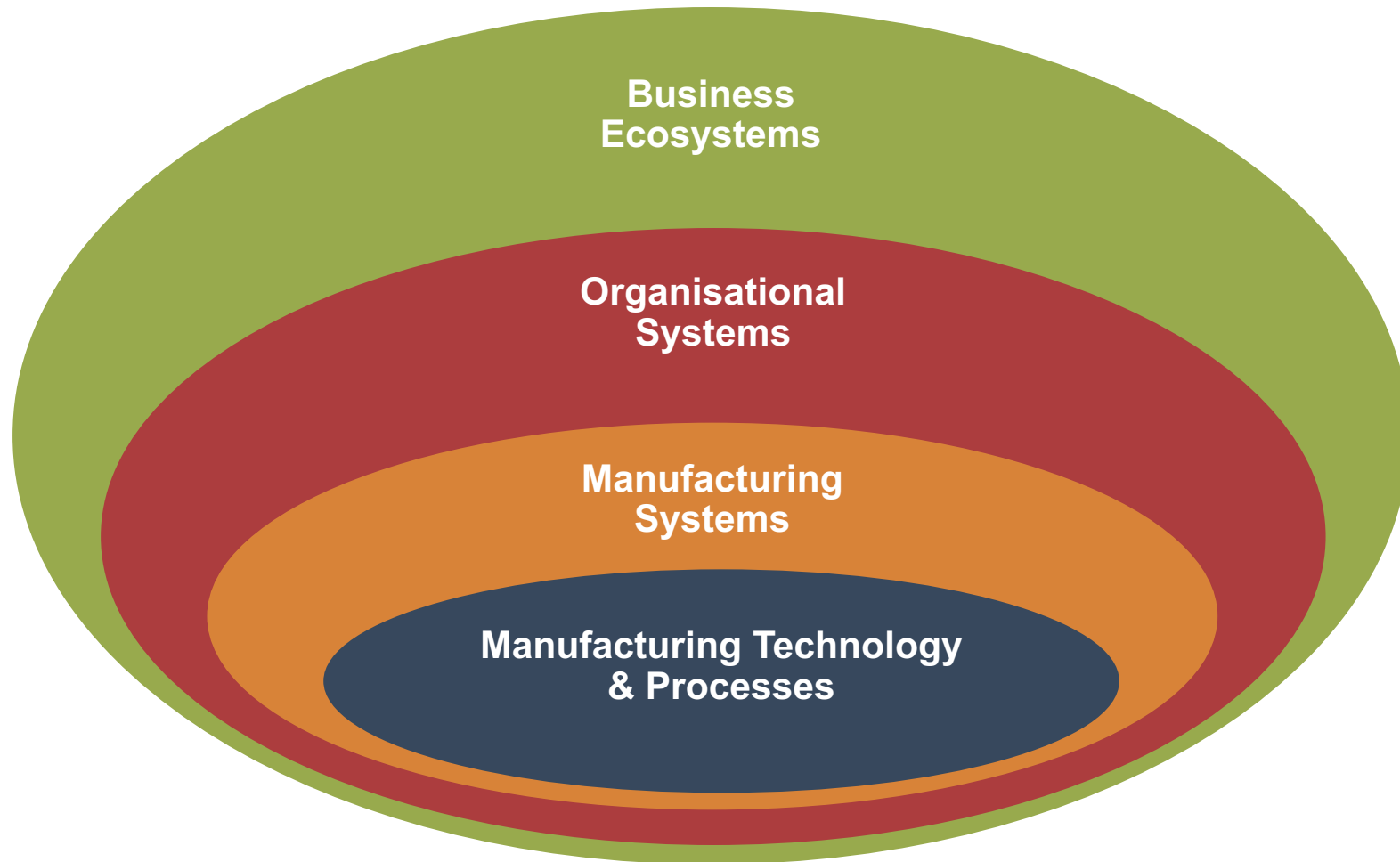
Link of Competence to Strategy

- Strategy should be formulated in such a way that it identifies strategically **relevant** and **crucial core competences** and makes the best use of them.

- In general, the competences are assessed against their **value** to the business and their **sustainability** by the business.

- A business may be strong or weak in certain core competences.

- A business may do not have the correct set of competences to meet overall business objectives.

Fives steps for digital transformation

- This is just one of the techniques IfM has developed.

- This is part of a 5-step digital journey that can help companies in their digital transformation.

FIVE STEPS FOR DIGITAL TRANSFORMATION

1 Explore the potential

Discover where and how technology can help

2 Understand the value

Explore and create a compelling business case

3 Define where to go

Create your organisation's digital vision

4 Identify pathways

Map out where you are now and where you want to get to

5 Implement projects

Develop the capabilities to achieve your digital vision

Select a current product, service or problem

Definition of Competence

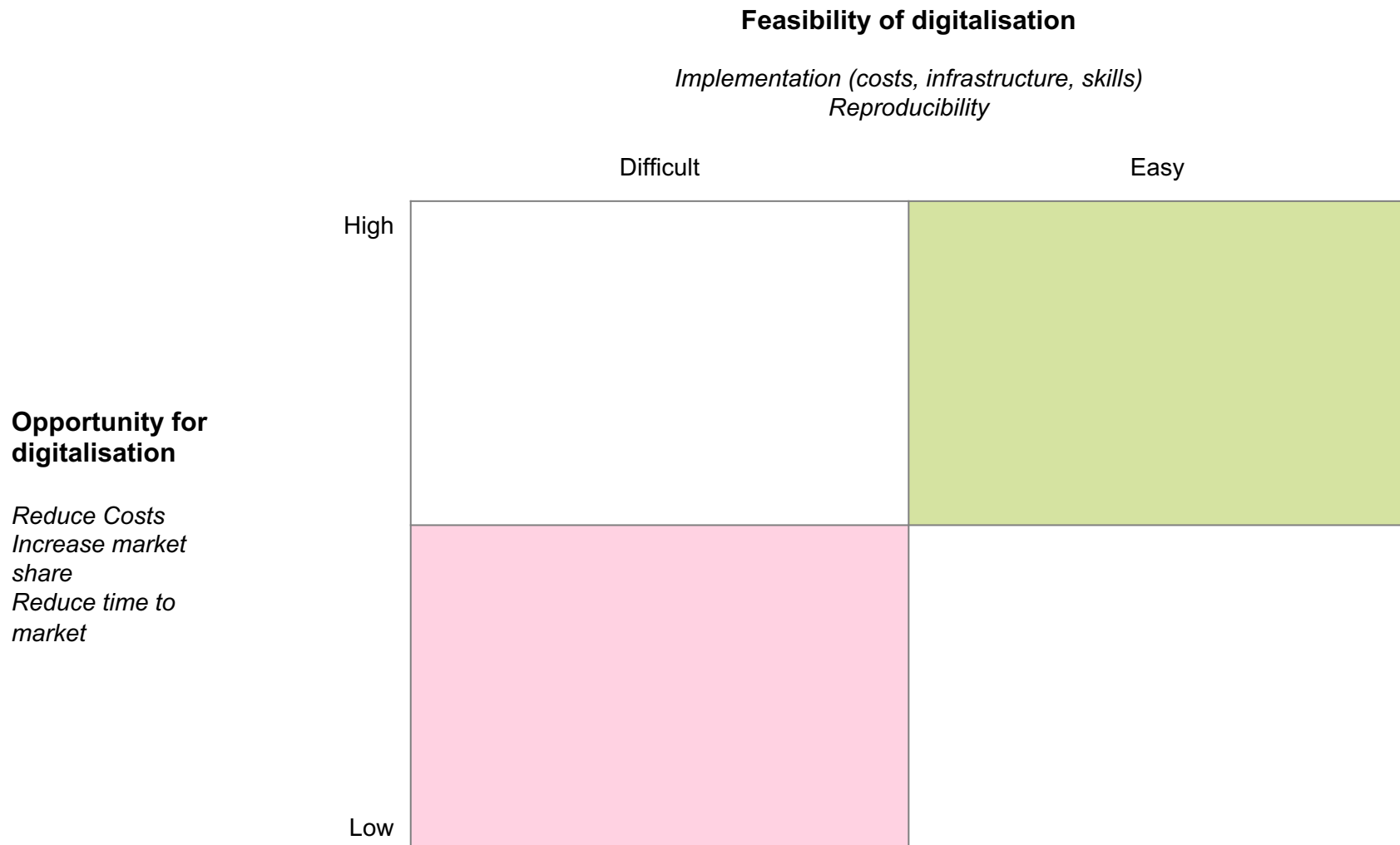|	
Competence	An activity within the company that is implemented at a high standard relative to comparable internal and external activities. **Generic competences** – The **essential functional activities** which should be performed competently and consistently in any commercial undertaking. **Core competence** – A **distinguishing combination of competences** that confer a **distinctiveness** which is **highly or uniquely valued by customers**. Core competences are central to the businesses success and should be protected and sustained in order to maximise the benefit provided by the competitive advantage they deliver.
Resource	A physical, cultural or intellectual asset company has access to. Something that they "have."

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Identifying Competences

Competence	Impact on Business/ Valuable	Rarity	Difficult/ Costly to imitate	Difficult to substitute/ Absence of Alternatives	Total	How could you digitise this competence to maximise customer benefit?
1						1
2						2
3						3
4						4
5						5

Where could you digitilise?

Feasibility of digitalisation

Implementation (costs, infrastructure, skills)
Reproducibility

Difficult   Easy

Opportunity for digitalisation

Reduce Costs
Increase market share
Reduce time to market

High

Low

Review and discussion

- Would you digitilise core or non-core competences?

- Could you digitilise your non-core competences to help you convert them into core?

- Would you digitilise a non-standardised process?

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Thank you

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