

APPENDIX 2

Organizational Resources by Instrument

For each instrument of the Transformation Orchestra, this appendix details the main people, data, and infrastructure resources. Although not exhaustive, this list should be broad enough to cover most of your organization's resources.

Use this inventory as a reference when considering the organizational resources you need to meet a transformation challenge your company faces.

GO-TO-MARKET SECTION

CHANNELS



People

Channel management: partner and channel account managers, channel development managers

Partner and supplier employees: sales, marketing, supply chain employees



Data

Lead times, inventories

Booking and revenue forecasts and actuals, prices

Customer satisfaction



Infrastructure

Data center, cloud, wide area networks (WAN), extranets

Customer relationship management (CRM) / partner relationship management (PRM) applications

IoT and supply chain management infrastructure



OFFERINGS



People

Senior management

Employees in key departments, including R&D, product marketing, manufacturing, finance, support services, distribution

Partner employees: digital agencies, app developers



Data

Customer and partner data

Pricing information, product performance, competitive offers



Infrastructure

Facilities (e.g., offices, warehouse, contact centers), capital equipment (plant-floor equipment, vehicle fleets, machines)

Networks and communication infrastructure, servers, hardware, payroll management software

Cloud: public, private and hybrid

ENGAGEMENT SECTION



CUSTOMERS



People

Customer segments: buyers, researchers, new customers, dissatisfied customers, steady customers, loyal customers

Sales and marketing teams, customer service, customer experience



Data

Customer identity data (name, address, email, social network details, etc.)

Transactional data (products purchased, product abandonments, product returns, etc.)

Communication data (inbound and outbound; communication channel, clickthroughs, etc.)

Online activity (website visits, product views, online registrations, etc.)

Social network activity (Facebook likes, Twitter interactions, etc.)

Customer services information (complaint details, customer query details, etc.)



Infrastructure

IT assets (e.g., databases, security and privacy protection systems, cloud platforms, network infrastructure, etc.)

Facilities (e.g., shops, branch, contact center, etc.)



PARTNERS



People

Suppliers, retailers, wholesalers, resellers, franchise partners, systems integrators, digital agencies, advertising agencies, partner employees

Partner and channel management teams, channel sales

Partner selection, partner recruitment, partner onboarding, partner enablement, sales support, account management, partner relationship management, supply chain management



Data

Information exchange standards and formats such as electronic data interchange (EDI) and XML

Partner identity data such as name, address, email, tax information, ownership, and diversity

Contract details such as service-level agreements (SLAs), terms, and duration

Financial information pertaining to sales, invoices, billing, etc.



Infrastructure

Back-end infrastructure, including data communications equipment

Business applications and systems such as partner relationship management (PRM), customer relationship management (CRM), enterprise resource planning (ERP), supply chain management (SCM), point of sale (POS), and rebate management



WORKFORCE



People

Employee: management, knowledge workers, transactional workers

Contingent labor

Partner and supplier employees



Data

Headcount, salaries, profile information (demographics, location, tax ID, etc.)

Performance

Building and facilities management, occupancy

Skill sets, learning, and development



Infrastructure

Collaboration and knowledge management application, social network applications, mobility

HR systems, training and learning management systems, outsourced payroll

Facilities management

Foundation infrastructure: data center, cloud, network, storage, telecommunications, mobility

Workplace resources: real estate, facilities, collaboration equipment

ORGANIZATION SECTION



ORG STRUCTURE



People

Executive team

Middle line (managers of lower level)

Operating core (workers of lowest level, directly producing something or providing services)

Techno structure (analysts)

Support staff (helping other members of organization to perform their function)



Data

Organizational chart (departments, lines of business, hierarchy, etc.)

Span of control and scope of decision-making power at various levels



Infrastructure

Facilities (e.g., offices, shops, branch, contact center)

Foundation infrastructure: data center, cloud, network, storage, telecommunications, mobility



INCENTIVES



People

Senior management, compensation managers, human resource managers



Data

Headcount, salaries, profile information (location, tax ID, etc.)

Performance, benchmarking data

Skill sets, learning, and development



Infrastructure

Networks and communication infrastructure, servers, hardware, payroll management software

Cloud: public, private and hybrid



CULTURE



People

Senior management, human resource managers, knowledge workers, transactional workers

Contract workers



Data

Values, beliefs, principles of doing business

Products, services, publications, processes, training and development (on-boarding)

Dress code, physical layout, policies (employee benefit, whistle blower, sexual harassment)



Infrastructure

Collaboration and knowledge management application, social network applications, mobility

HR systems, training and learning management systems

Networks and communication infrastructure, servers, hardware

Cloud: public, private and hybrid

Source: Global Center for Digital Business Transformation, 2019