



	Traditional Business Model	New Opportunities via Business Model Innovations	Digitised Business Model
	Entry level	Mid-level	Mastery level
Digital ambition	<ul style="list-style-type: none"> • Cautious approach to experimenting • Still observing and heavy reliance on competitor benchmarking 	<ul style="list-style-type: none"> • Increasing market share and improving profits • Eliminating pain points in customer pathways 	<ul style="list-style-type: none"> • Expected to re-define the way business is done • Innovations focused on customer pathbreaking
Strategy	<ul style="list-style-type: none"> • Narrow focus within the value chain (sales, marketing or operating costs) • Conservative culture with low-risk approach to innovation 	<ul style="list-style-type: none"> • Integration of independent units and broader cross-functional interactions • Have launched some bold digital initiatives 	<ul style="list-style-type: none"> • Incorporate the whole customer journey • Constantly test new approaches and push the limits of what is possible
Infrastructure	<ul style="list-style-type: none"> • Investments locked in old technologies • Focus on efficiencies 	<ul style="list-style-type: none"> • Growing networks enable change • Matrix style, complex accountabilities 	<ul style="list-style-type: none"> • Assets that enable innovation • Have systems and tools to enable change and invent new capabilities
Organisation	<ul style="list-style-type: none"> • Siloed functions with separate performance metrics • Executives confident in traditional business yet concerned with developing growth options • Frequent outsourcing 	<ul style="list-style-type: none"> • Stronger matrixed relationships with re-defined performance metrics • Traditional business units are protective of their unique skills, yet enthusiastic about Digital goals • Learning aggressively to enhance digital capabilities 	<ul style="list-style-type: none"> • Digital is way they do business • Perceptive of all possibilities of Digital revolution • One team with unified culture and few skills gaps
Outcomes	<ul style="list-style-type: none"> • Customers are frustrated • Slow innovation • Decent sales growth, challenging profits 	<ul style="list-style-type: none"> • Occasional customer complaints • Periodic innovation breakthroughs • Experience top and bottom line momentum 	<ul style="list-style-type: none"> • Loyal customers are amazed • Competitors are continuously guessing • Digital redefines the source of value creation