



# Digital Transformation and sustainable business models

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<b>CHAPTER 1</b> „New sustainable business models“	<b>CHAPTER 2</b> „Enablement of Business Models through technologies“	<b>CHAPTER 3</b> „Enablement of Business Models through technologies“	<b>CHAPTER 4</b> Execution of business models by people and processes“	<b>EXAM</b> „New business model marketplace“
<ul style="list-style-type: none"> <li>▪ Overview &amp; Administrative Things</li> <li>▪ Digital Transformation</li> <li>▪ Business Model Canvas &amp; Value Proposition Canvas</li> <li>▪ Exam Introduction</li> <li>▪ Sustainability &amp; Technology</li> </ul>	<ul style="list-style-type: none"> <li>▪ Recap</li> <li>▪ Cloud Computing</li> <li>▪ Persona Creation &amp; Design Thinking</li> <li>▪ Analytics &amp; Big Data</li> <li>▪ Customer Journey Method</li> </ul>	<ul style="list-style-type: none"> <li>▪ Recap</li> <li>▪ Artificial Intelligence &amp; Machine Learning</li> <li>▪ Internet of Things</li> <li>▪ Ecosystems &amp; Platforms</li> <li>▪ Digital Twin Concept</li> </ul>	<ul style="list-style-type: none"> <li>▪ Recap</li> <li>▪ Agile Development</li> <li>▪ Management of Change</li> <li>▪ Mindset &amp; Culture</li> <li>▪ Digital Talent</li> </ul>	Exam – presentation of each group work (business model created) with active discussion among all students

# People & Processes

Chapter 4

# Digital Talent/Skills

# Developers need more than just programming skills

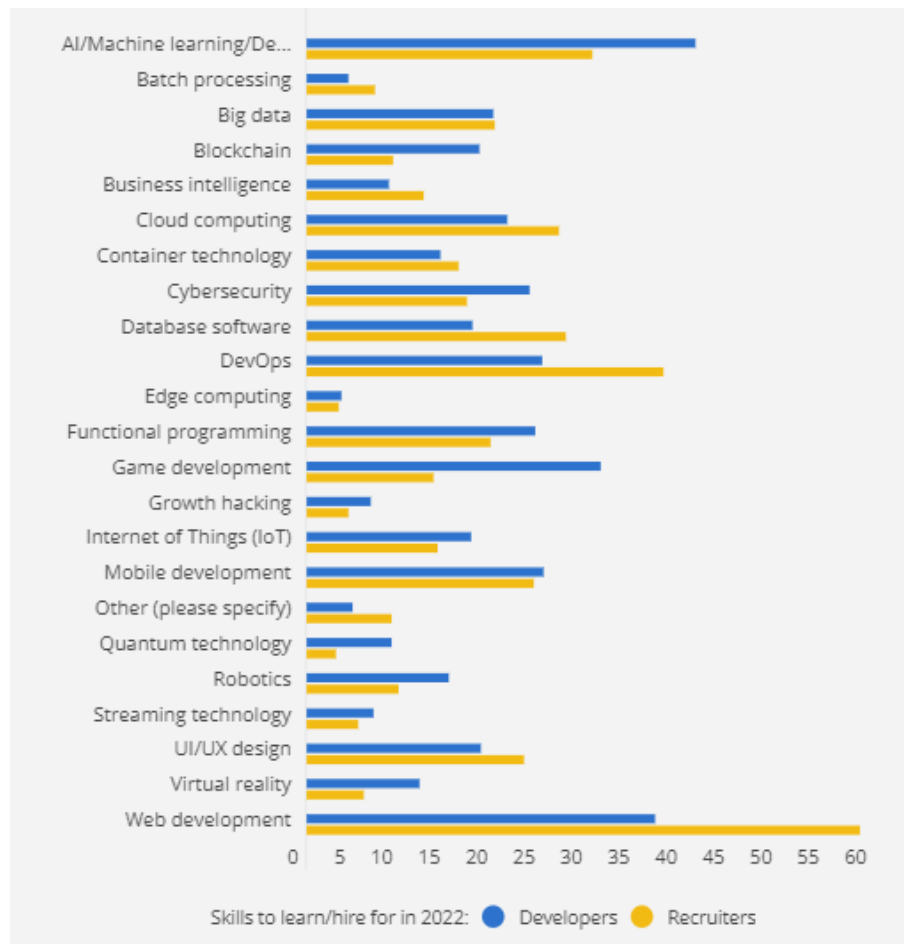
Do your developer candidates have these 10 soft skills?



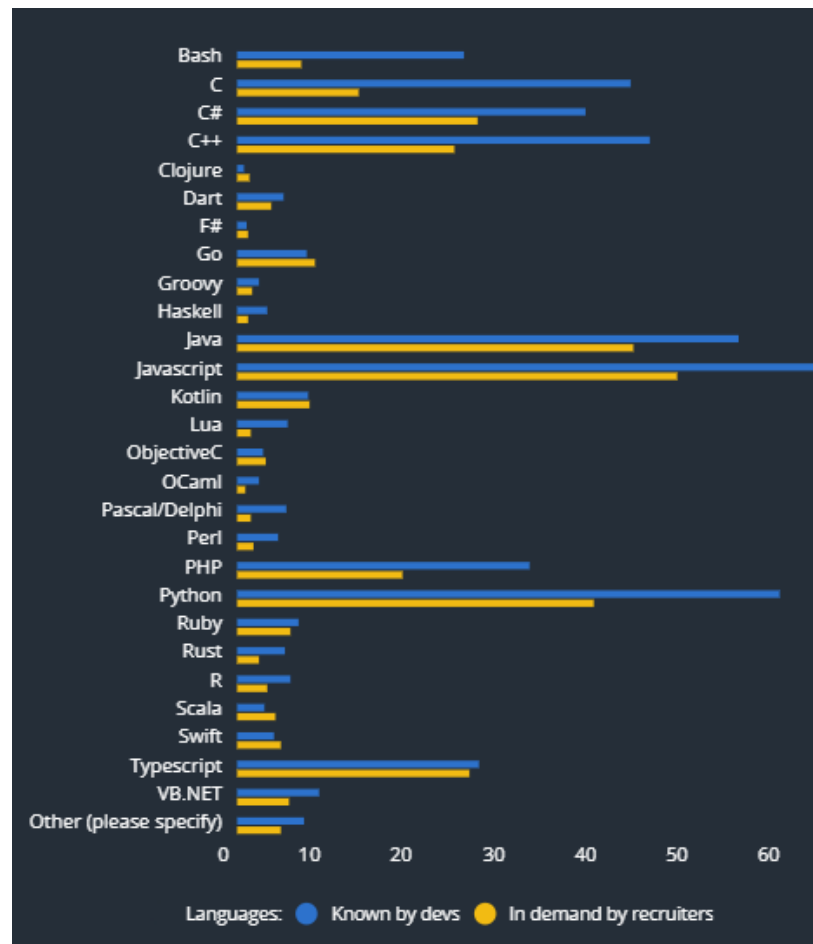
# Tech Hiring Survey 2022 by Codingame & Coderpag

>12k Developers and recruiters interviewed

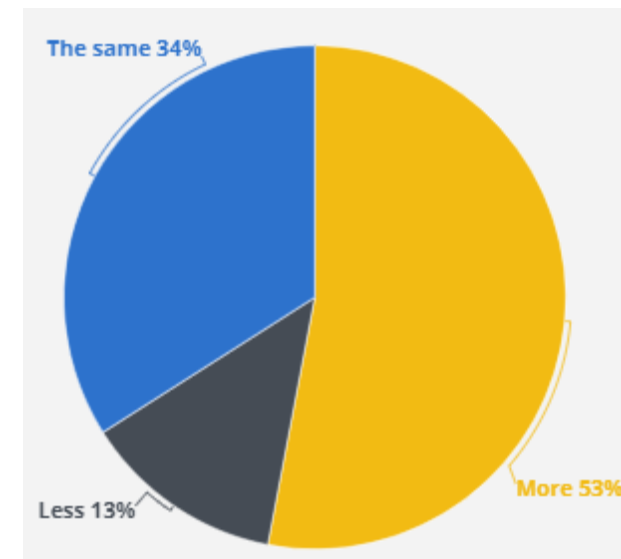
## Skills acquired/hired for in 2022



## Programming languages recruiters are looking for and learned by developers



## 2022 budget for recruiting developers compared to last year





# What's Your Personality Type?

Use the questions on the outside of the chart to determine the four letters of your Myers-Briggs type.  
For each pair of letters, choose the side that seems most natural to you, even if you don't agree with every description.

## 1. Are you outwardly or inwardly focused? If you:

- Could be described as talkative, outgoing
- Like to be in a fast-paced environment
- Tend to work out ideas with others, think out loud
- Enjoy being the center of attention

then you prefer

**E**

Extraversion

- Could be described as reserved, private
- Prefer a slower pace with time for contemplation
- Tend to think things through inside your head
- Would rather observe than be the center of attention

then you prefer

**I**

Introversion

**ISTJ**

Responsible, sincere, analytical, reserved, realistic, systematic. Hardworking and trustworthy with sound practical judgment.

**ISFJ**

Warm, considerate, gentle, responsible, pragmatic, thorough. Devoted caretakers who enjoy being helpful to others.

**INFJ**

Idealistic, organized, insightful, dependable, compassionate, gentle. Seek harmony and cooperation, enjoy intellectual stimulation.

**INTJ**

Innovative, independent, strategic, logical, reserved, insightful. Driven by their own original ideas to achieve improvements.

**ISTP**

Action-oriented, logical, analytical, spontaneous, reserved, independent. Enjoy adventure, skilled at understanding how mechanical things work.

**ISFP**

Gentle, sensitive, nurturing, helpful, flexible, realistic. Seek to create a personal environment that is both beautiful and practical.

**INFP**

Sensitive, creative, idealistic, perceptive, caring, loyal. Value inner harmony and personal growth, focus on dreams and possibilities.

**INTP**

Intellectual, logical, precise, reserved, flexible, imaginative. Original thinkers who enjoy speculation and creative problem solving.

## 3. How do you prefer to make decisions? If you:

- Make decisions in an impersonal way, using logical reasoning
- Value justice, fairness
- Enjoy finding the flaws in an argument
- Could be described as reasonable, level-headed

then you prefer

**T**

Thinking

- Base your decisions on personal values and how your actions affect others
- Value harmony, forgiveness
- Like to please others and point out the best in people
- Could be described as warm, empathetic

then you prefer

**F**

Feeling

## 2. How do you prefer to take in information? If you:

- Focus on the reality of how things are
- Pay attention to concrete facts and details
- Prefer ideas that have practical applications
- Like to describe things in a specific, literal way

then you prefer

**S**

Sensing

- Imagine the possibilities of how things could be
- Notice the big picture, see how everything connects
- Enjoy ideas and concepts for their own sake
- Like to describe things in a figurative, poetic way

then you prefer

**N**

Intuition

**ESTP**

Outgoing, realistic, action-oriented, curious, versatile, spontaneous. Pragmatic problem solvers and skillful negotiators.

**ESFP**

Playful, enthusiastic, friendly, spontaneous, tactful, flexible. Have strong common sense, enjoy helping people in tangible ways.

**ENFP**

Enthusiastic, creative, spontaneous, optimistic, supportive, playful. Value inspiration, enjoy starting new projects, see potential in others.

**ENTP**

Inventive, enthusiastic, strategic, enterprising, inquisitive, versatile. Enjoy new ideas and challenges, value inspiration.

**ESTJ**

Efficient, outgoing, analytical, systematic, dependable, realistic. Like to run the show and get things done in an orderly fashion.

**ESFJ**

Friendly, outgoing, reliable, conscientious, organized, practical. Seek to be helpful and please others, enjoy being active and productive.

**ENFJ**

Caring, enthusiastic, idealistic, organized, diplomatic, responsible. Skilled communicators who value connection with people.

**ENTJ**

Strategic, logical, efficient, outgoing, ambitious, independent. Effective organizers of people and long-range planners.

## 4. How do you prefer to live your outer life? If you:

- Prefer to have matters settled
- Think rules and deadlines should be respected
- Prefer to have detailed, step-by-step instructions
- Make plans, want to know what you're getting into

then you prefer

**J**

Judging

- Prefer to leave your options open
- See rules and deadlines as flexible
- Like to improvise and make things up as you go
- Are spontaneous, enjoy surprises and new situations

then you prefer

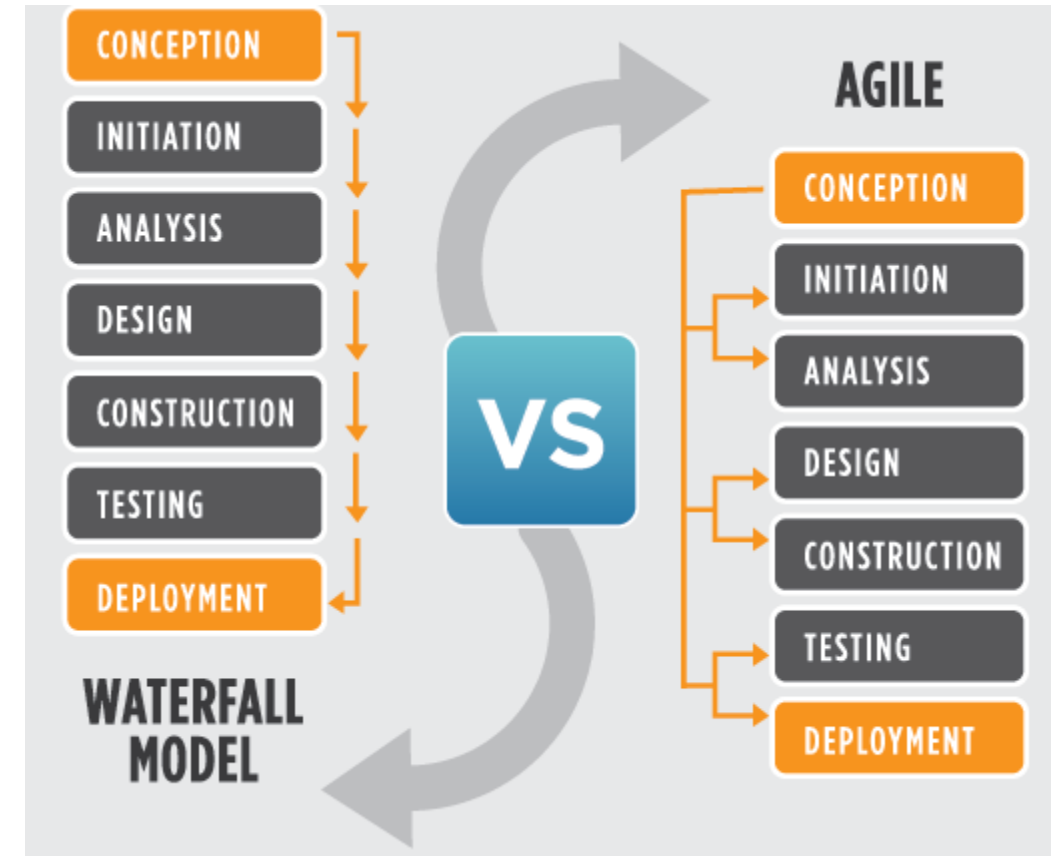
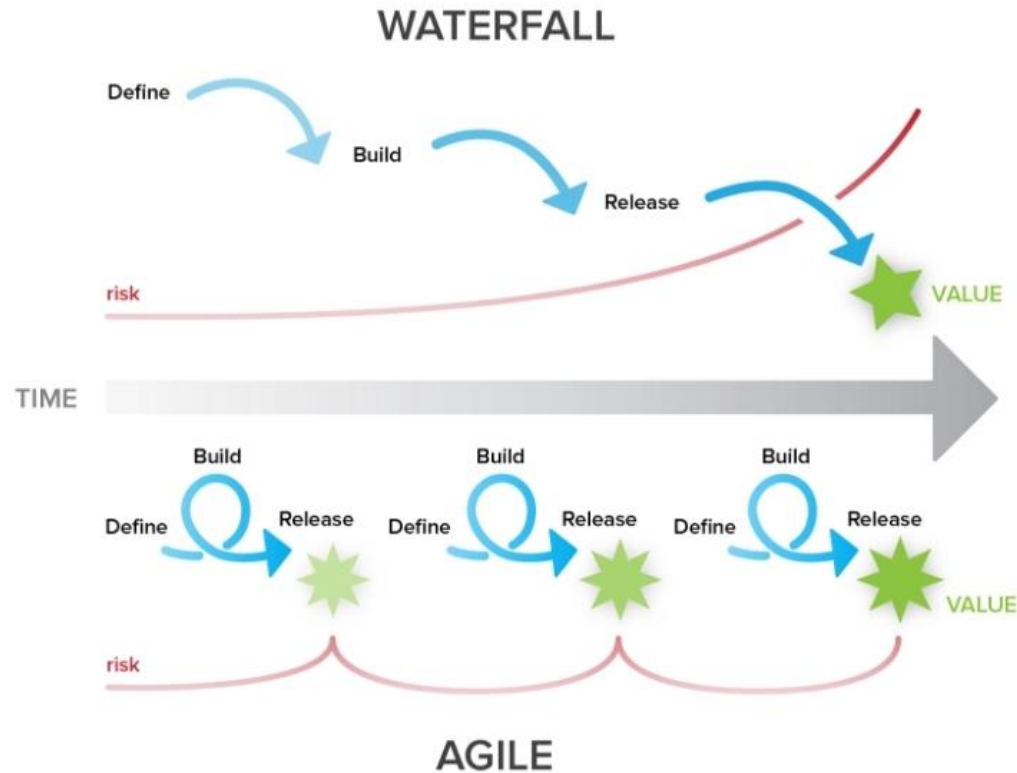
**P**

Perceiving

# Agile Development/Spotify



# Differences of software development approaches waterfall vs. agile



# Agile companies show superior operational, health, and financial results

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Time to market, months

**5–7× faster**

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Productivity

**20–30%  
improvement**

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Customer-satisfaction score

**20–30 p.p.  
improvement**

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Employee-engagement score

**20–25 p.p.  
improvement**

Note: p.p. = percentage point.

# Scrum Roles



## **Stakeholder/ Customer**

Provides requirements to  
Product Owner

Receives value from deliverables  
(End) User



## **Product Owner**

Owner of Requirements  
(Product Backlog)

Definition and acceptance of  
deliverables



## **Scrum Master**

Ensures proper work  
environment for team

Removes challenges

Ensures compliance with agiles  
methods, principles etc



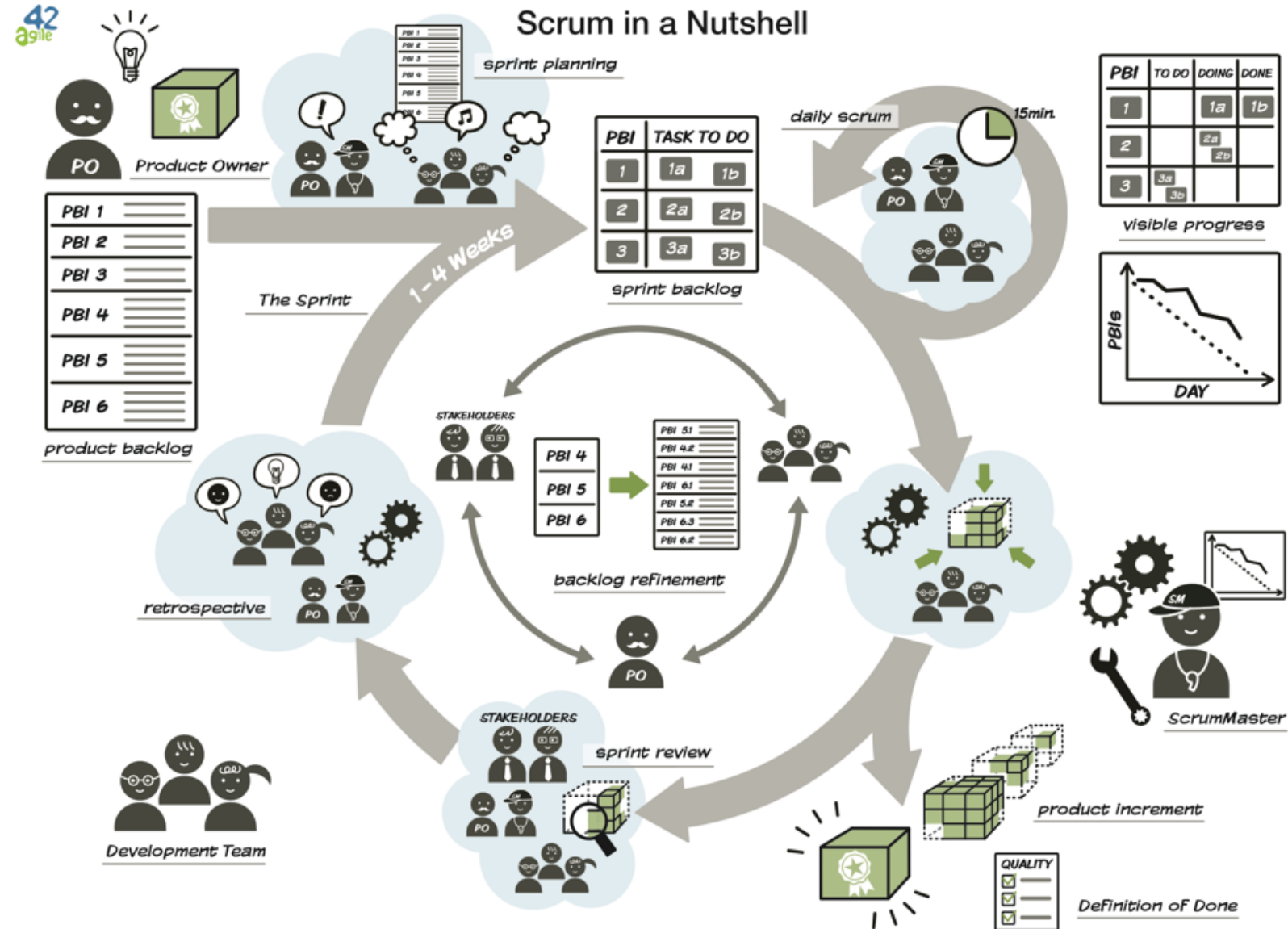
## **Development Team**

Creates the project deliverables

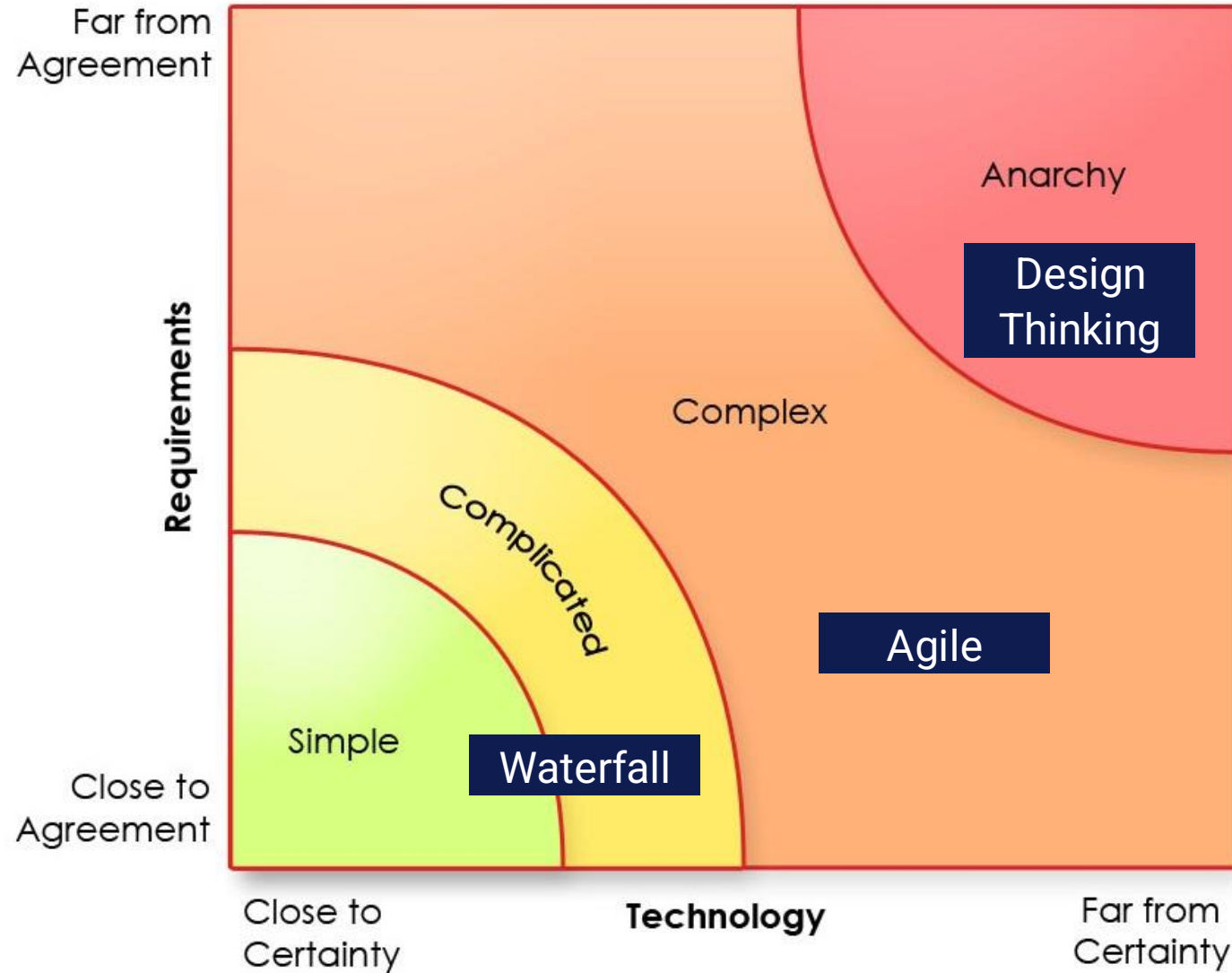
Developers, Tester, Business  
Analysts etc.

~6-9 People

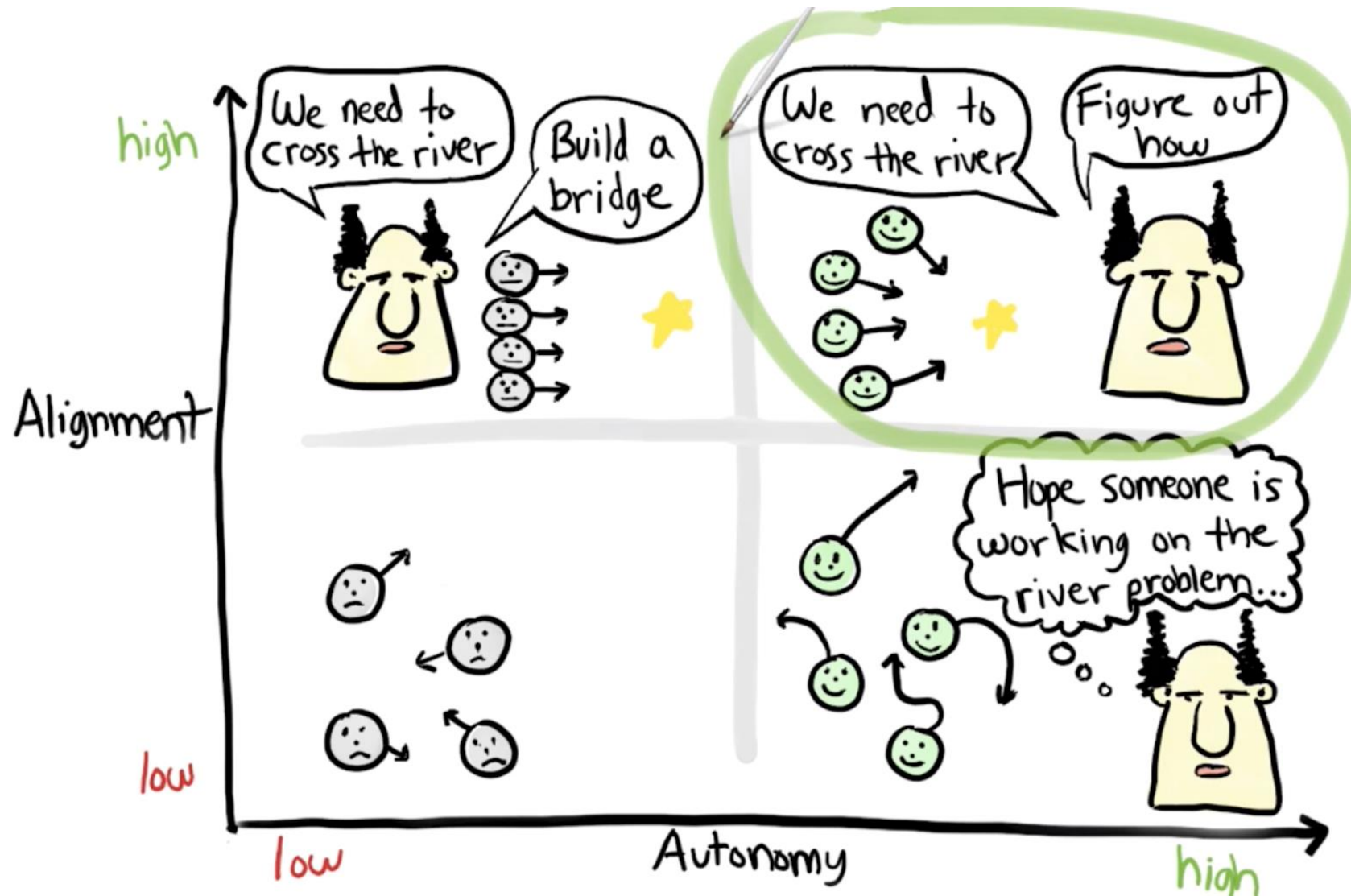
# Scrum in a nutshell



# Waterfall vs. Agile: When to choose which method?

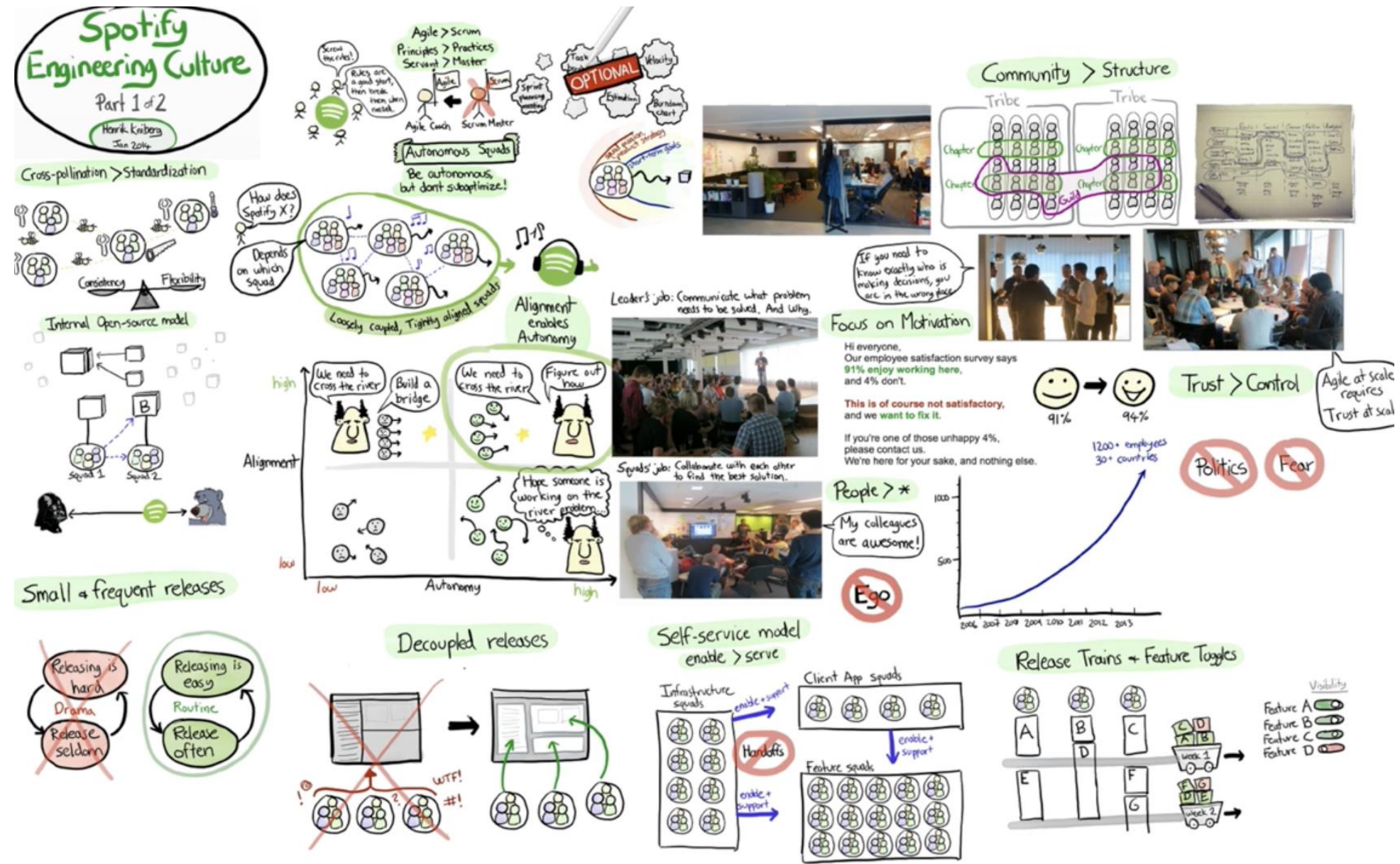


# Spotify Engineering Culture





# Spotify Engineering Culture (1/2)

















































<https://www.youtube.com/watch?v=vOt4BbWLWQw&t=2s>



# Tribes are the delivery centers of the agile Company

	 <b>Tribes lead</b>	 <b>Agile coach</b>				
Example product tribe	New acquisitions squad	Renewals squad	Onboarding journey squad	Business development and innovation squad	Customer portfolio management squad	Other squads
Product and actuarial chapter	 	 				
Marketing chapter					 	
Data chapter	 			 	 	
Engineering chapter	  	 	 	  		
Other chapters						

## Product tribe

Is a fluid structure assembling and dissolving squads depending on where the value is coming from

**Tribe lead** is fully responsible for business results and established priorities, allocates budgets, and forms interfaces with other tribes

**Agile coach** coaches individuals and squads to create high-performing teams

## Squads

Comprise no more than 9 people, are self-steering and autonomous

Include representatives of different insurance functions

Have end-to-end responsibility for achieving commercial missions and specific set of objectives and key results

Work with start-up mentality in a nonhierarchical structure

**Product owner** is responsible for managing product vision and backlog, not teams

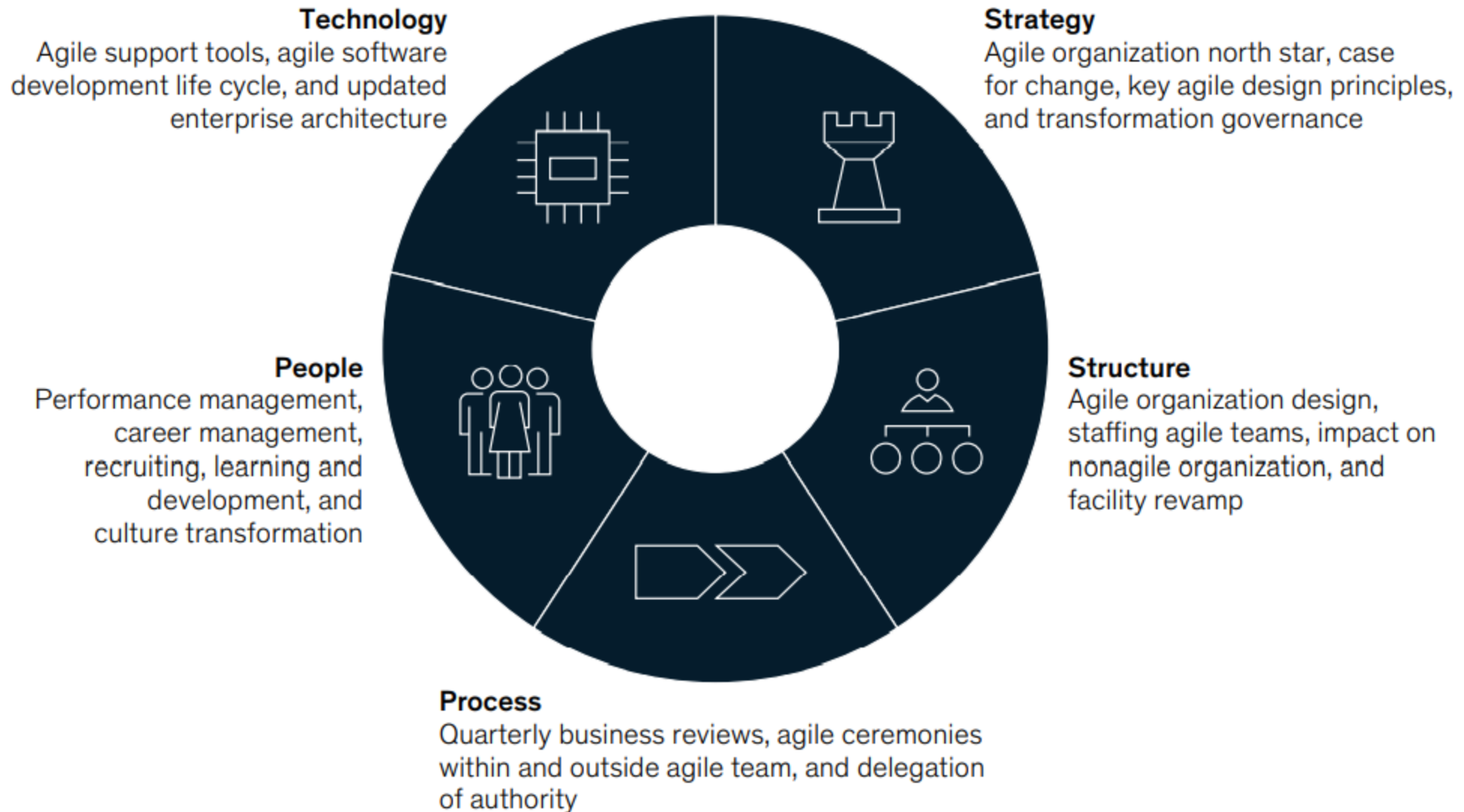
## Chapters

Drive craftsmanship development as well as best practices and controls across squads

Provide a stable community for functional experts to belong to

**Chapter lead** is responsible for personal development, coaching, and professional management, in addition to squad role

# Holistic enterprise-wide agile transformation needs to cover many dimensions



# Management of Change



The background of the slide features a light blue gradient with several stylized human head silhouettes in shades of orange and teal. Inside the heads are various gears in white, yellow, and teal, some with internal mechanisms like a needle and dial. To the right, a hand in a teal suit sleeve is shown reaching towards the word 'CHANGE'. The overall theme is about the management of change through human thought and action.

# MANAGEMENT

# OF

# CHANGE

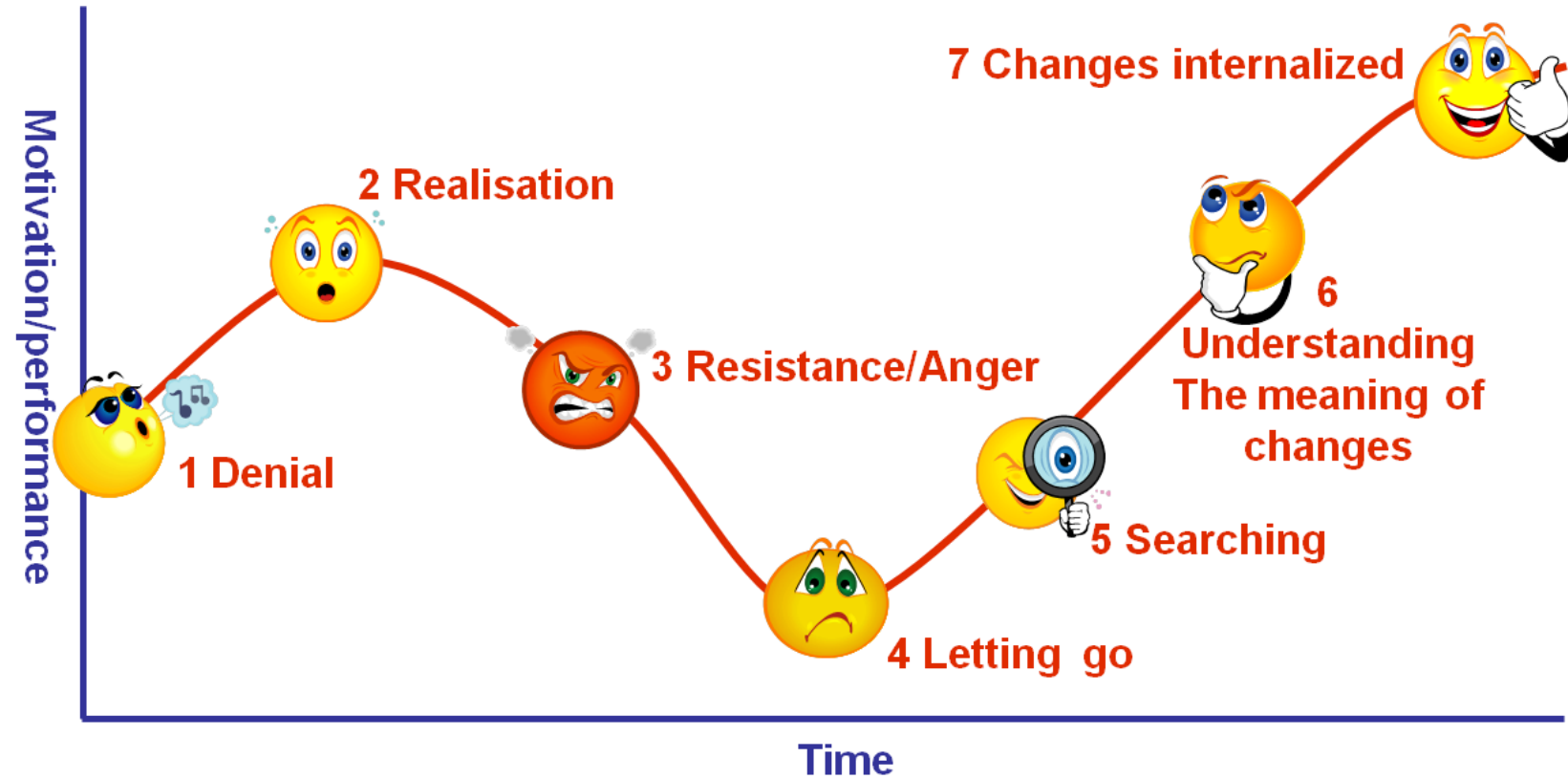


# Management of Change (MoC) vs. Change Management (CM)

MoC (Human Aspects)	CM (Technical Aspects)
Change Risk Analysis	Change Risk Analysis
Actively engaged Leadership	Review and Approval
Communication	Test and Validation
Training and Coaching	Implementation
Feedback and corrective Action	Post Implementation Review
Rewards and Reinforcement	Documentation

# Why Management of Change?

While Project Managers, Transition Managers and Transformation Managers concentrate on the technical change, Management of Change (MoC) is taking care of the people side of the change.



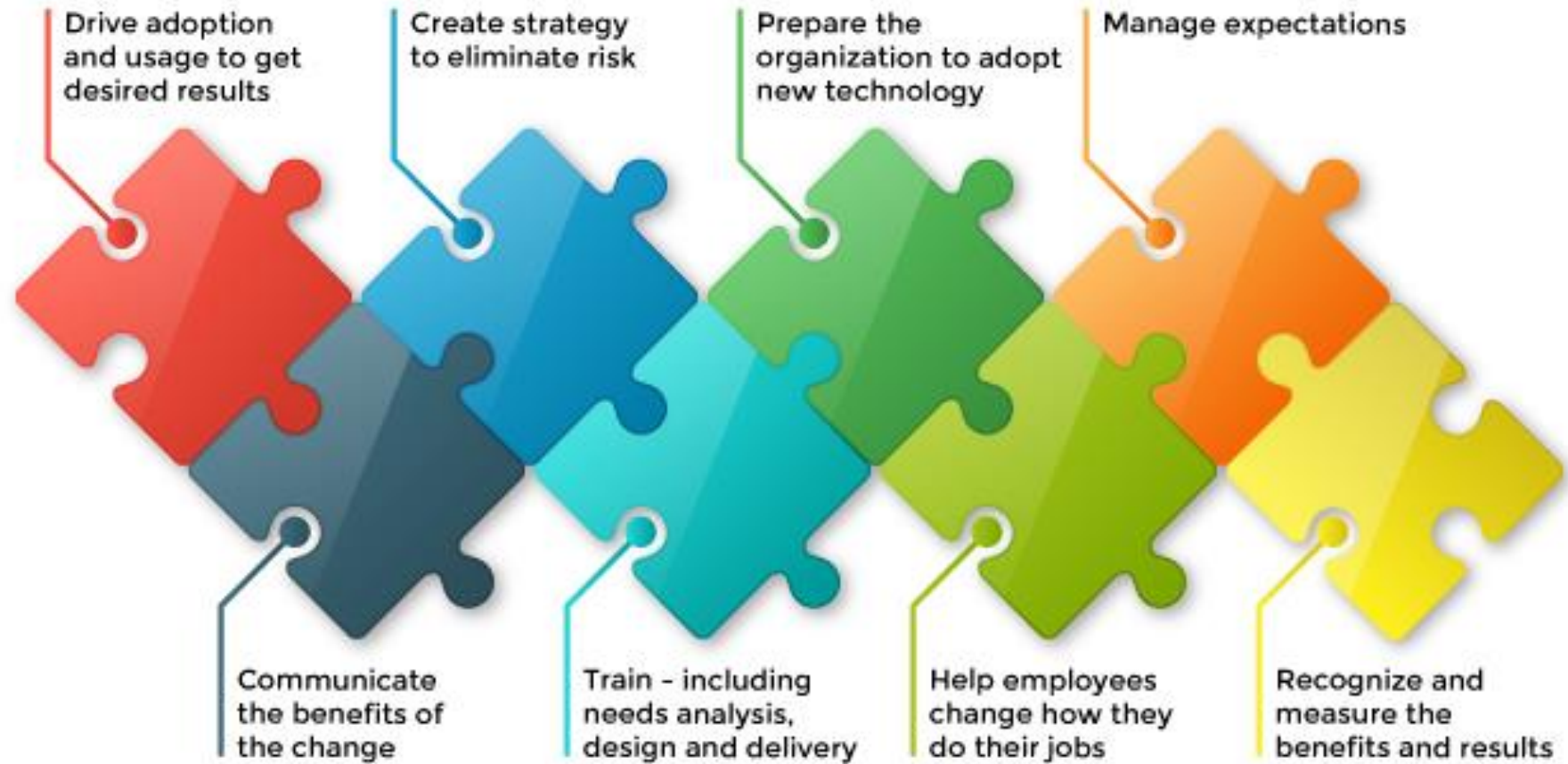
# Why Management of Change?

70% of the change projects fail because the people side of the change is not managed well. **Resistance** is a normal human reaction to change and can have several reasons.

Ignoring it will lead to **several barriers** for the project and the risk of not achieving the business goals and therefore losing precious time and money.



# How Changes could be managed



## 5 Building Blocks when Managing Change (ADKAR®)

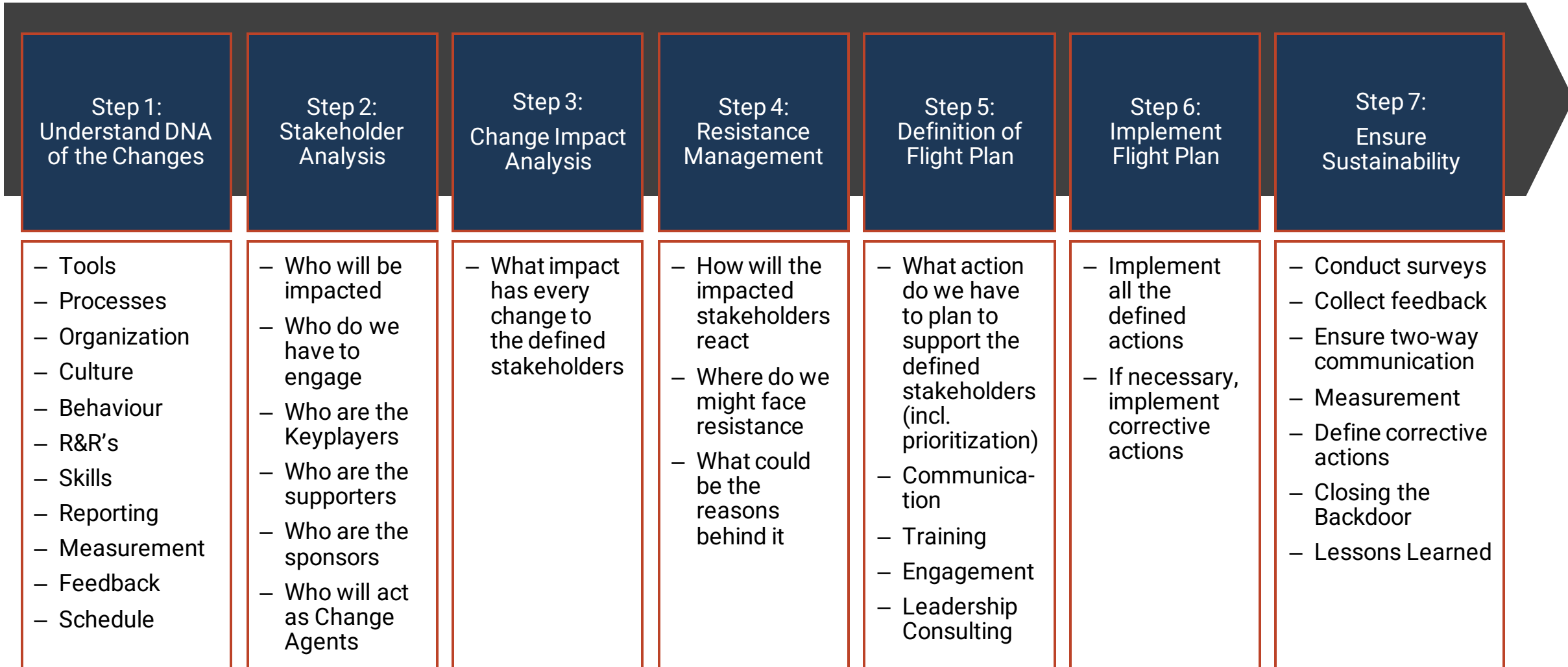
1. **Awareness** – Understanding the Change and the reason for changing
2. **Desire** – Understanding the benefits and the «what's in it for me»
3. **Knowledge** – Receive the necessary training to know how to use new tools, processes, etc.
4. **Ability** – Change Behaviour, Stakeholder Engagement, Cultural Change
5. **Reinforcement** – Sponsorship, Work on Gaps, Measurements, ensuring Sustainability

# MoC Toolbox Examples



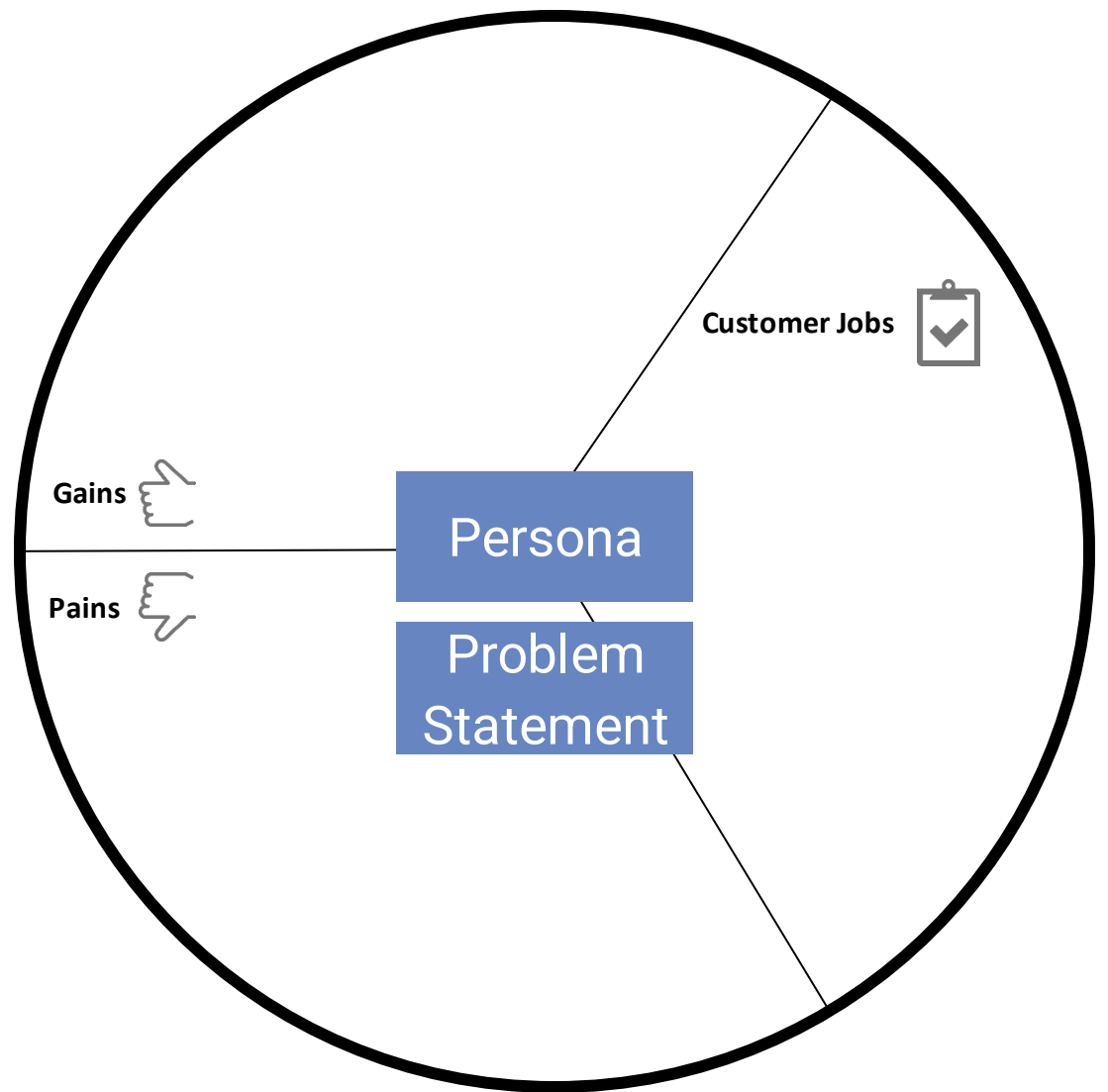
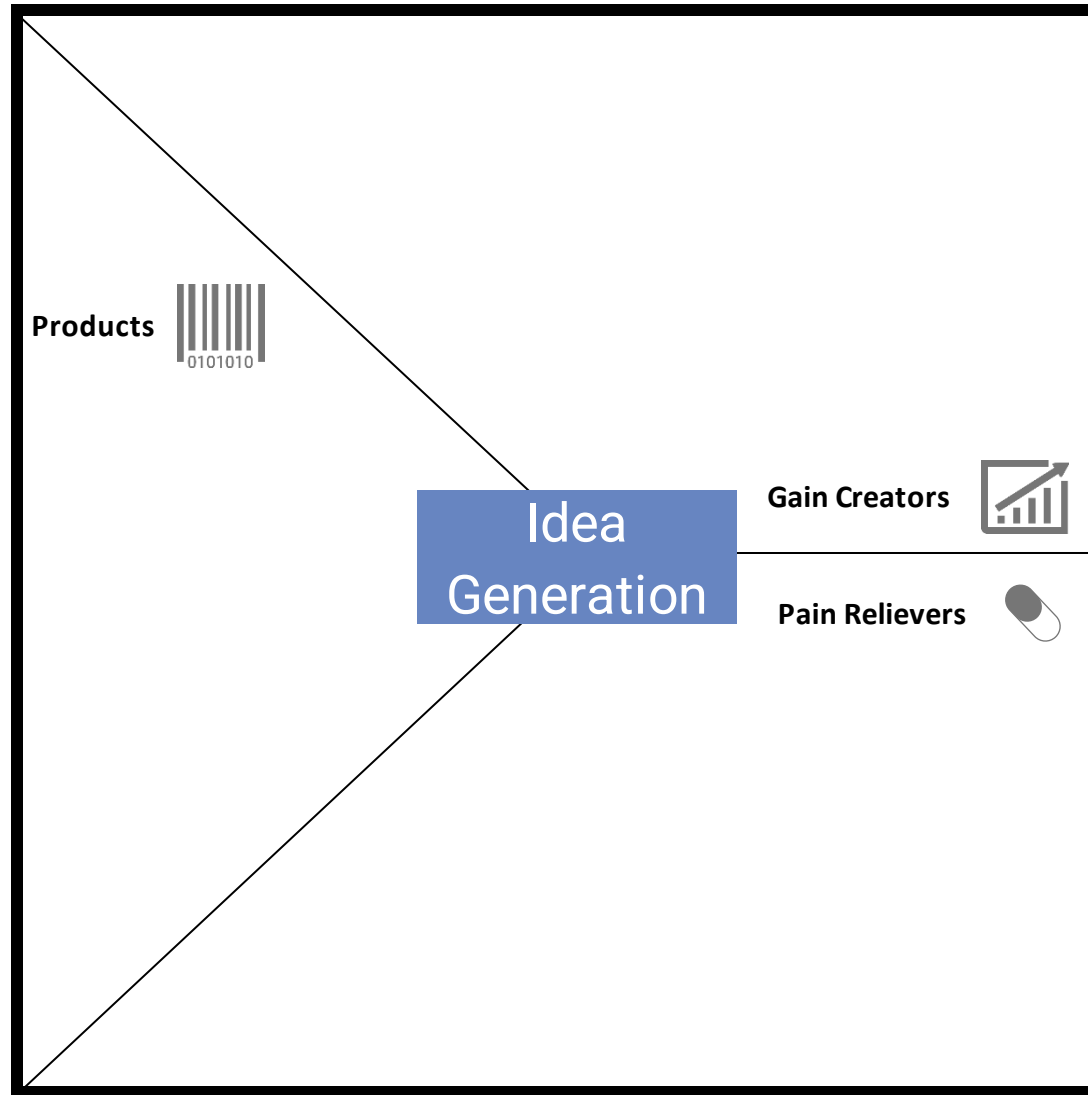


# How does a MoC process look like

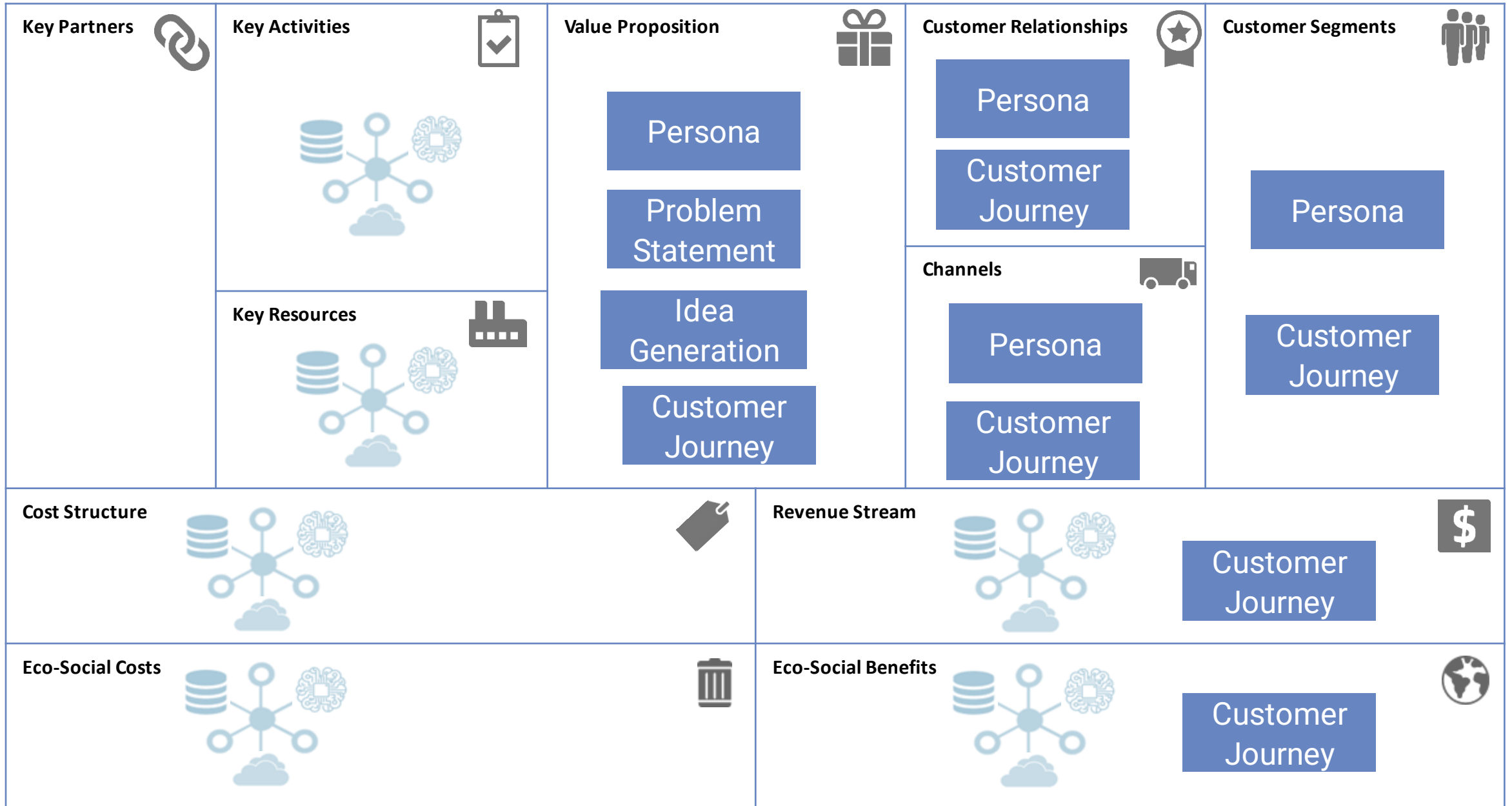


# Exam

# Value Proposition Canvas



# Recap - Business Model Canvas



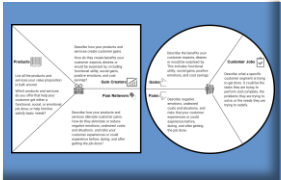
# Introduction to exam - Overview

- **Goal/Expectation: Create a business model for a new business idea in a context of a case story**
  - **Description of a new offering and outline of technical solution and related challenges**
- **Examination** will be done by a **Group Project**
- **Documentation** [e.g. MS Powerpoint] (**uploaded by 13.12.2023**) and verbal **Presentation of ~45 minutes (15.12.2023)**
- Presentations will be done within the **marketplace on 15<sup>th</sup> December 2023 10am**
- Each group will **present their business idea to the other students**. All ideas will be discussed and challenged in the round.
- To successfully create and hold the exam presentation, the **attendance in the previous lectures is needed and expected** as all needed topics for the exam will be elaborated within the lectures.

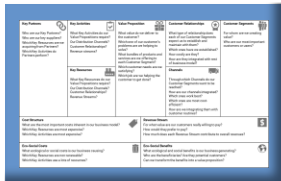
# Introduction to exam - expected content



- 1. Case Story (Company, Market, Business Idea)**  
→ Chapter 2



- 2. Value Proposition Canvas**  
→ Chapter 1-4



- 3. Business Model Canvas**  
→ Chapter 1-4



- 4. IT-Implementation Options and Technical Challenges**  
→ Chapter 2 & 3 & 4



- 5. Sustainability aspects of business model**  
→ Chapter 1-4



We expect...

- That these 5 topics on the left will be covered by your presentation
- That Value Proposition Canvas and Business Model Canvas are used
- The other templates for case story, IT-implementation and sustainability aspects can be used but you are also free in being creative and create other/more slides for these topics to demonstrate and explain your business model
- Max. 20 Content Slides



**Good luck  
... for your preparation  
... and your exam 😊**