What's Beyond Digital?

Defining the Corporate Agenda 2025

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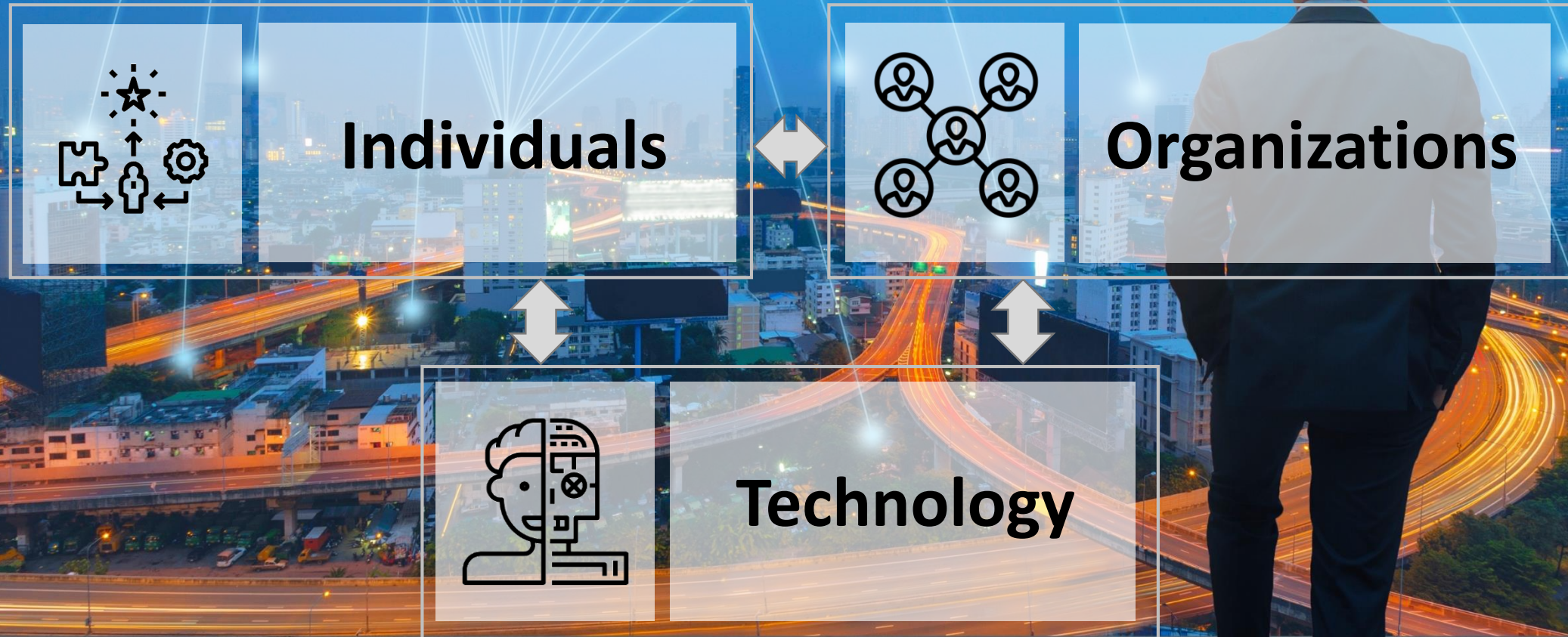# Why exploring the World Beyond Digital?

- Digitalization is not a black box anymore and the action fields of successful digital transformation are clear.

- Most companies have defined their digital agenda and are currently executing it.

- Novel technologies are emerging with a strong impact on individuals and organizations.

- Hence, organizations need to think about opportunities and challenges far on the horizon when compiling their Agenda 2025.

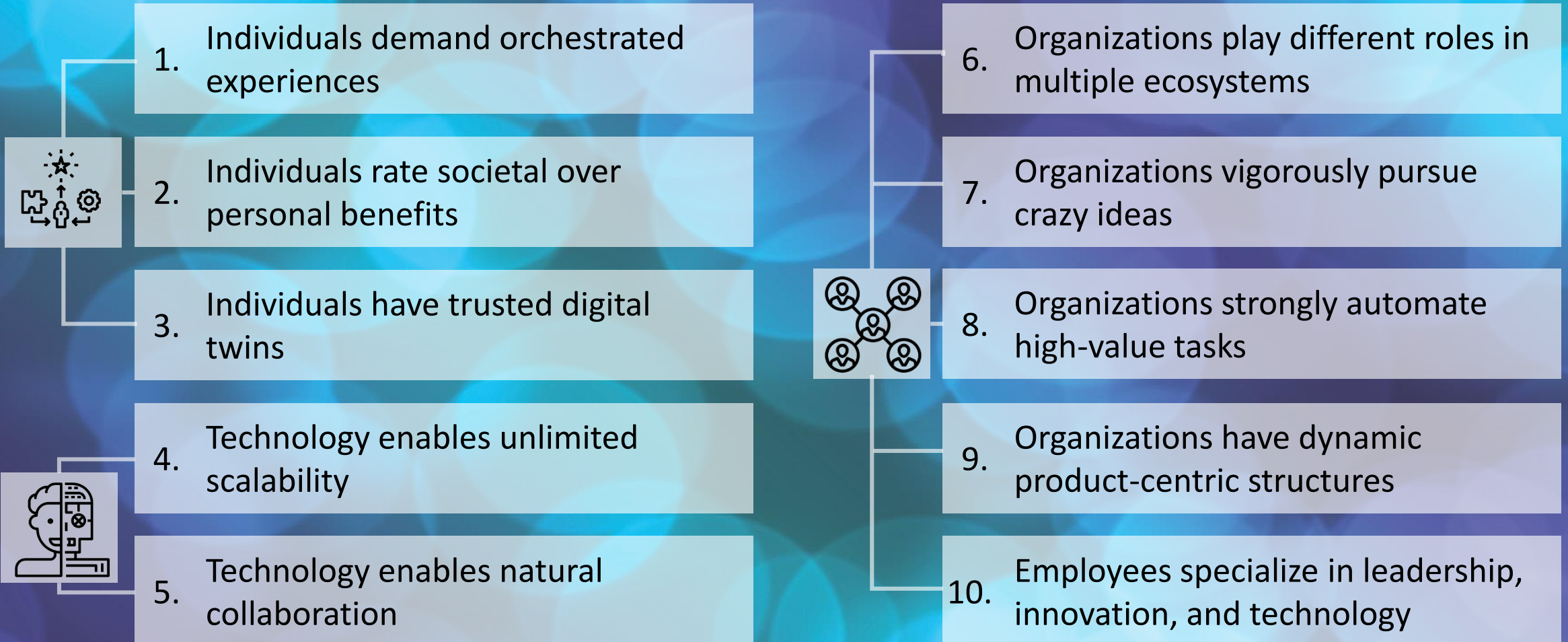*"Those who still deal with digitization today look back into the past."*
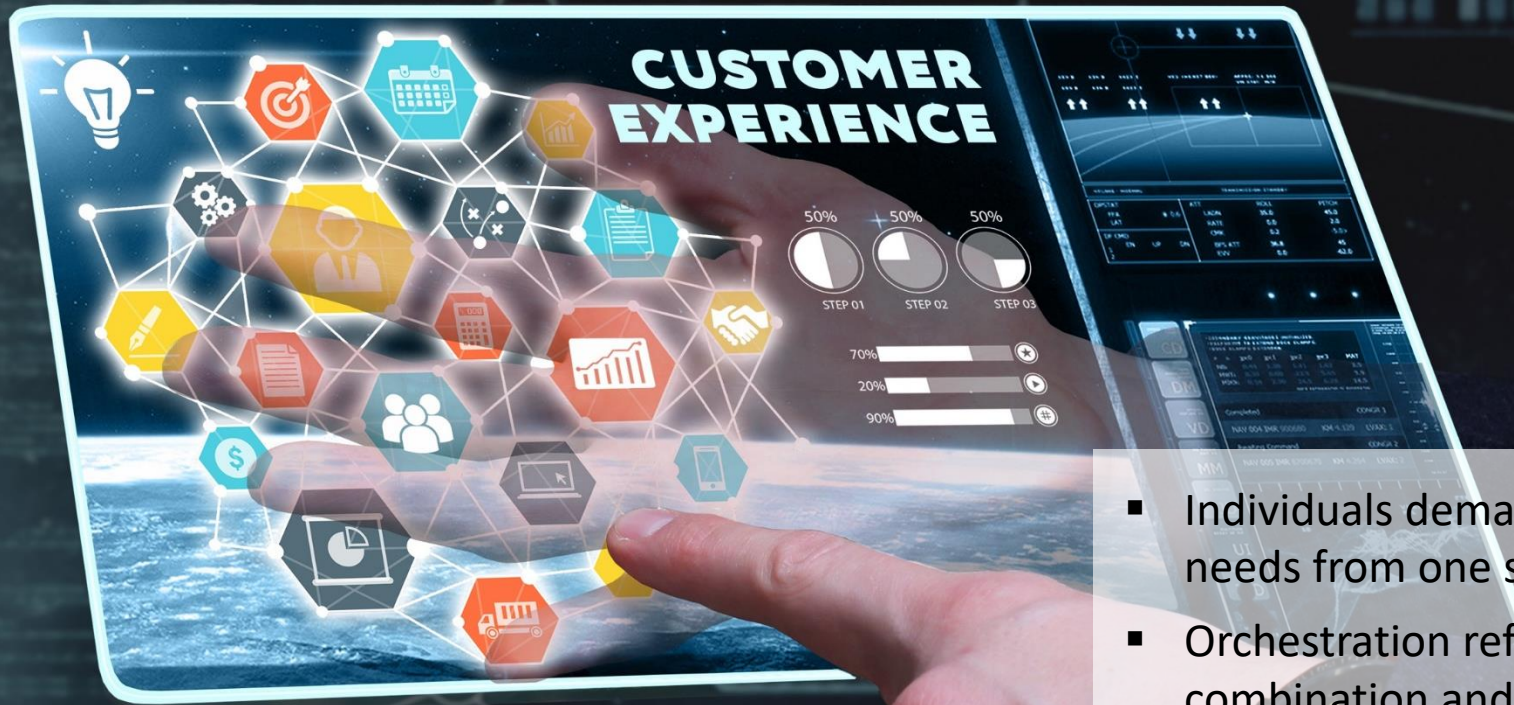
Building blocks of the World Beyond Digital

10 Theses on the World Beyond Digital

1. Individuals demand orchestrated experiences

2. Individuals rate societal over personal benefits

3. Individuals have trusted digital twins

4. Technology enables unlimited scalability

5. Technology enables natural collaboration

6. Organizations play different roles in multiple ecosystems

7. Organizations vigorously pursue crazy ideas

8. Organizations strongly automate high-value tasks

9. Organizations have dynamic product-centric structures

10. Employees specialize in leadership, innovation, and technology

1. Individuals demand orchestrated experiences

- Individuals demand experiences that exactly match their needs from one single experience orchestrator.
- Orchestration refers to the vertical and horizontal combination and configuration of products and services.
- Orchestration occurs within and across ecosystems.

"Organizations have to master integration beyond API level. Experience must be optimized globally."

2. Individuals rate societal over personal benefits

- Individuals have "everything they need".

- Priorities shift from "what is possible" to "what is desirable". Technical feasibility does not excite individuals anymore.

- Individuals strive for personal well-being as well as for ecological and societal sustainability.

*"Everything is technologically possible. Organizations need to deliver on value."*

3. Individuals have trusted digital twins

- A personal digital twin provided by trusted authorities is a prerequisite for participating in public life.

- As shared resources, personal digital twins enable value co-creation and experience orchestration.

- Trusted digital twins build the foundation for unconditional data sovereignty.

"Individuals will store all personal data in a single source of truth with convenient access and delegation management."
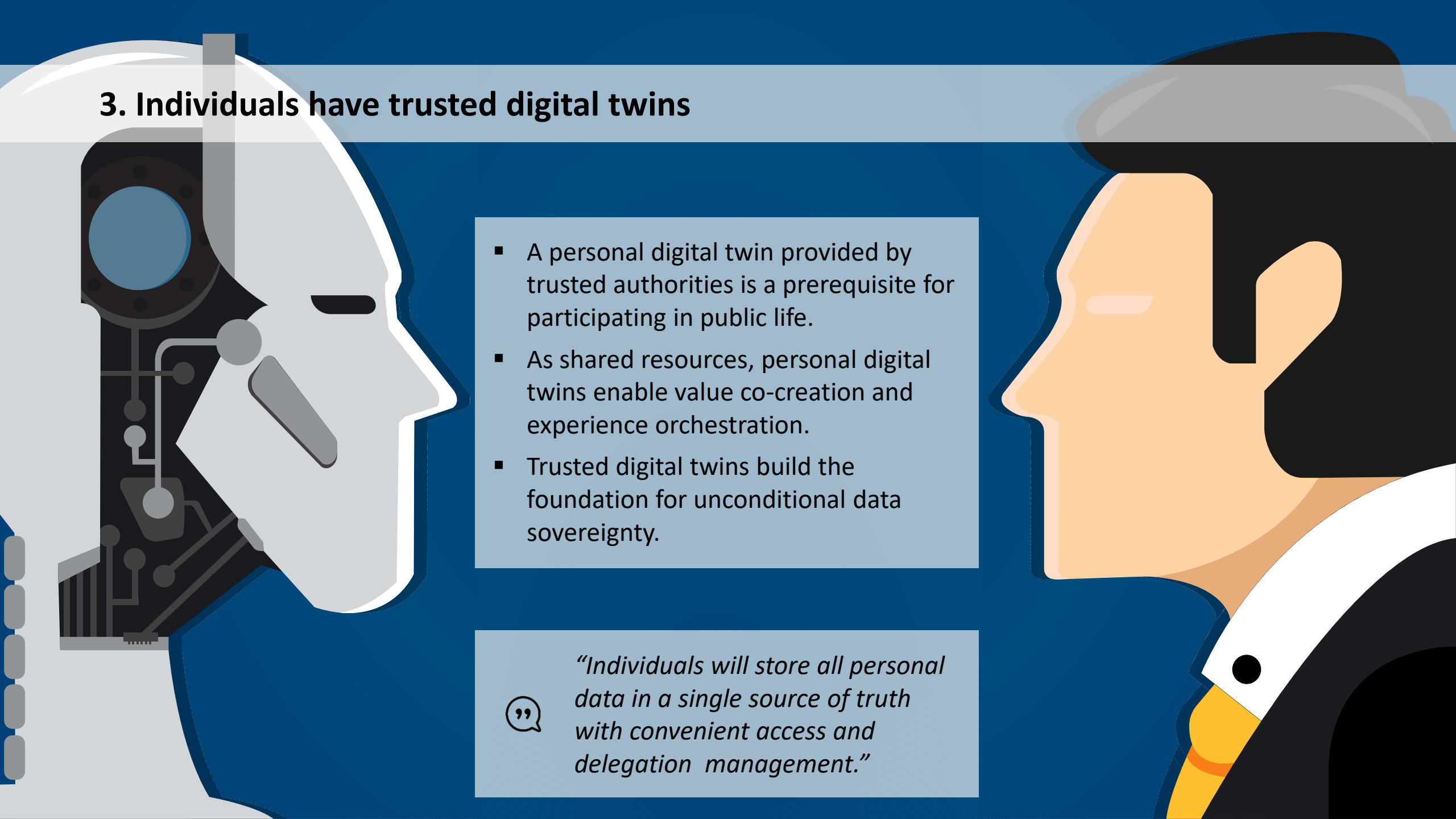
4. Technology enables unlimited scalability

- Interoperability exceeds the API level and enables scalable cyber-physical systems of systems.

- Intelligent platforms enable self-controlled and trusted processes as well as the combination and configuration of products and services at runtime.

- Security is a vital prerequisite for interaction and collaboration in business and private contexts.

"Everything is 'Made for you'."

5. Technology enables natural collaboration

- Technology is fully immersed in individuals' lives as well as aware of their preferences and contexts, making customer-company boundaries blur.

- Individuals and machines intuitively collaborate in both the digital and the physical world.

- Technology supports human creativity and partly incorporates lateral thinking capabilities itself.

"Digital stress mainly originates from today's disintegrated and unintuitive technology. "

6. Organizations play different roles in multiple ecosystems

- The battle for the "face to the customer" is decided. Only very few organizations interact with customers.

- Organizations engage in multiple ecosystems. Partners in one ecosystem may be competitors in other ecosystems.

- Each role follows a clear logic: make-to-forecast – configure-to-order – orchestrate-to-preference.
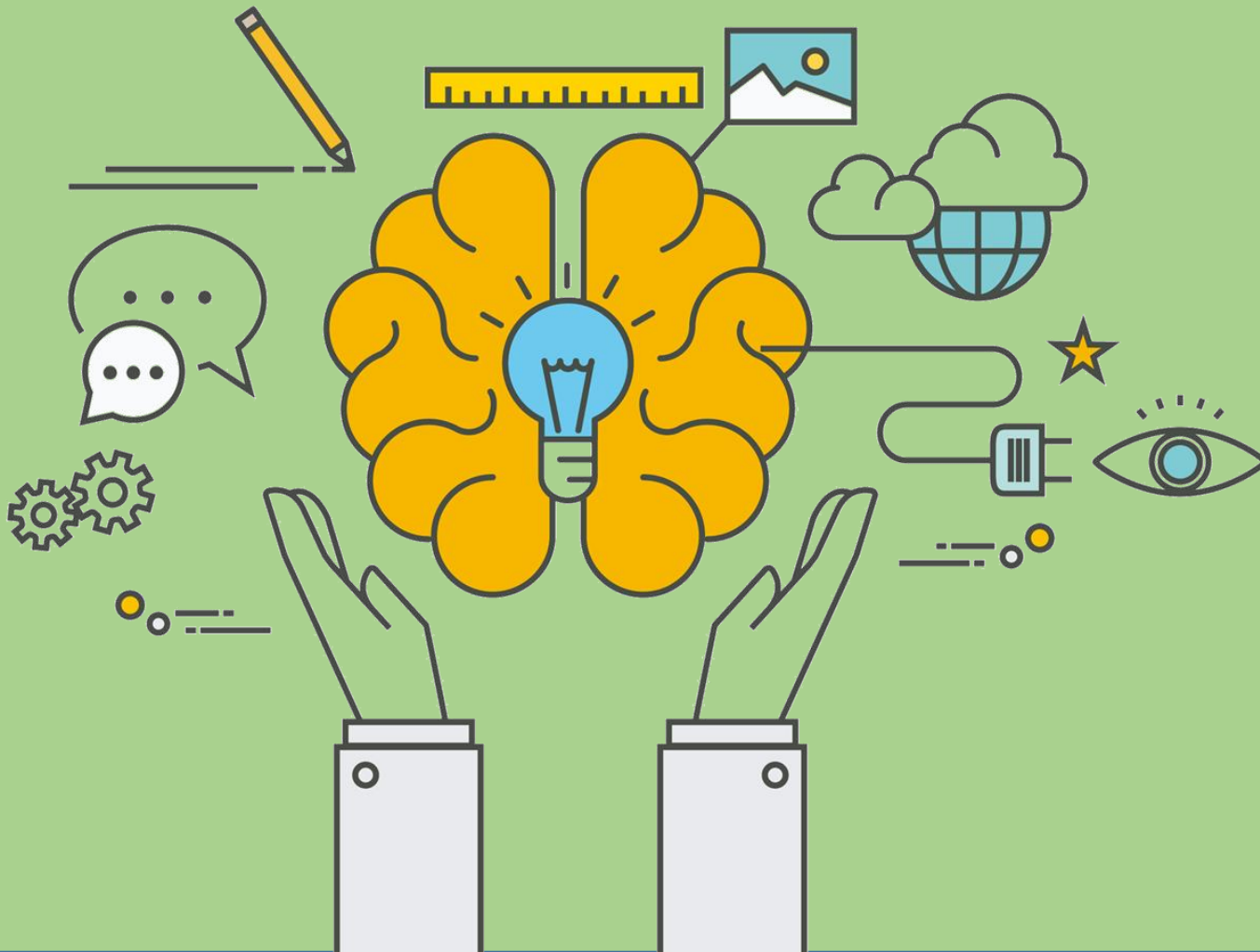
Product Creator

Solution Integrator

Experience Orchestrator

7. Organizations vigorously pursue crazy ideas

- Once-achieved competitive advantages erode very fast. Innovation speed is decisive for success.
- Strongly automated innovation is a prerequisite for staying in the market – from ideation over experimentation to commercialization.
- Innovation targeting hitherto undiscovered customer desires is key.

"Create new jobs to be done!"

8. Organizations strongly automate high-value tasks

- Transactional low-value tasks are fully automated and handled via intelligent platforms.

- Transactional high-value tasks are strongly automated – with technology and individuals collaborating at eye level.

- Transformational tasks still depend on and must be driven by individuals – supported by technology.

💬 *"Technology penetrates not only well-structured tasks, but also tasks with infinite solution spaces."*
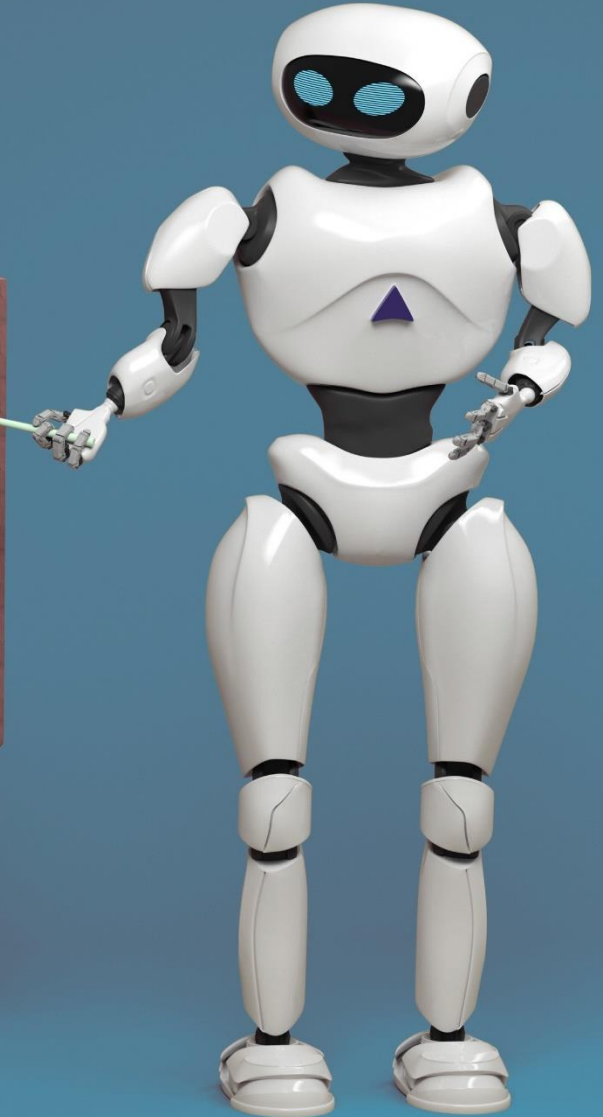
9. Organizations have dynamic product-centric structures

Silo

Matrix

Network

- Self-controlled teams with complementarily skilled experts take end-to-end responsibility for products and services. The existence of teams is aligned with the product lifecycle.

- Central support functions and centers of excellence ensure overall efficiency and effectiveness.

- Leadership provides guidance, dynamically reallocates resources, and drives transformational change.
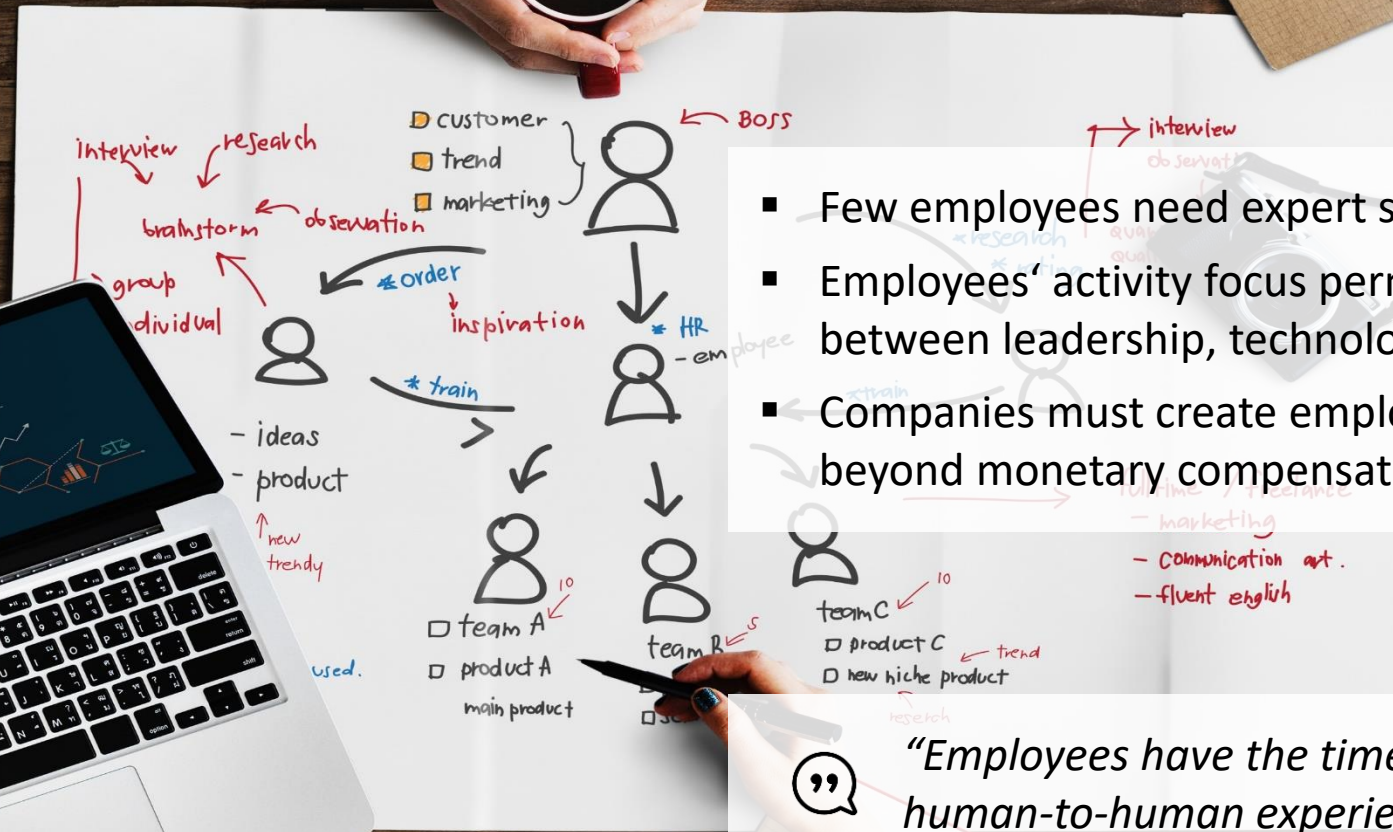
"Who is the boss?"

- Few employees need expert skills in technology.
- Employees' activity focus permanently switches between leadership, technology, innovation.
- Companies must create employee experiences beyond monetary compensation.

"Employees have the time to create new human-to-human experiences."

In a nutshell – Towards the World Beyond Digital

Individual Excitement	Product Features	Stand-alone Experience	Orchestrated Experience
Individual Preferences	Basic Needs	Personal Benefits	Societal Benefits
Technology Purpose	Transaction Processing	Analytical Processing	Natural Collaboration
Value Creation	Value Chain	Walled Gardens	Integrated Ecosystems
Organizational Structure	Silo Organization	Matrix Organization	Network Organization
Automation Focus	Task Automation	Configuration Automation	Innovation Automation

10 Action Fields for the Corporate Agenda 2025

1. Scrutinize your value proposition with respect to benefits and overall experience contribution!

2. Constantly question your target ecosystems, partners, and roles!

3. Establish a clear strategy regarding the usage of data from individuals' digital twins!

4. Establish a unified and secure technology stack!

5. Foster an opportunity-centric mindset towards new technologies!

6. Establish dynamic team structures centered around products, services, and experiences!

7. Reinvent career and compensation models for employees!

8. Automate transactional tasks and high-value tasks (including innovation)!

9. Ensure a constant over-supply of crazy ideas regarding new jobs to be done!

10. Proactively manage external roadblocks!

Hot topics of the World Beyond Digital

Artificial Intelligence	Network Organization	Trusted Digital Twin	Unlimited Scalability
Natural Collaboration	Societal Benefits	Unified Technology Stack	Proof of Value
Ecosystem Interoperability	Technology Immersion	Innovation Automation	Distributed Ledger
Employee Experience	Crazy Ideas	Product-centric Teams	Experience Orchestration

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