05

04

02

01

- Unsystematic entry level, possibly chaotic
- No methods, no formal processes
- Duplicate efforts common
- Weak in response to crisis or minor challenges

Challenges identified

- Word-of-mouth best practices
- Some processes & policies for collaboration exists
- However, Reactive mode common
- Processes run by individual managers in various styles

• Partly formal, defined, documented processes

 Some tools and techniques available

03

- Consisted ways of working, processes and some guidelines exist
- Some collaboration and workflows between functions/departments
- Common org--wide understanding of roles and responsib. in place

 Consisted ways of working, processes and basic quidelines exist

- Tools and techniques actively in use & usage analyzed
- All digital tools are chosen with their effect on their users taken into account.
- Focus moves towards productivity and quality

- Optimized, digital ways of working & processes
- Fully documented in company guidelines
- Digital, cloud-based tools supporting all the key functions
- Company Governance
 Model implemented
- Focus on growth, employee satisfaction, customer satisfaction & customer experience

Reactive

Aware

Coordinated

Agile/ Systematic Optimized/ Digital



