

Organizational Digital Maturity Self-Assessment Tool

About ODMM:

The Organizational Digital Maturity Model (ODMM) describes the critical capabilities of a digitally mature and sustainable organization. This tool aims to enhance awareness, foster collaboration, and contribute valuable insights to digitalization development plans. It provides a holistic view of the crucial general management topics to be mastered in successfully leading digital transformation. This model summons the best traits of international tools and best practices ISO 38500, TOGAF, CMMI, Deloitte digital maturity model, 30 elements of consumer value, etc. It defines 19 organizational maturity dimensions grouped under 6 key dimensions. The main field of application is managerial aid for organizational development planning, with a strong focus on **digital transformation**. It is not intended to provide a specific assessment of functionalities or benchmarking. It involves aligning the organization's structure, processes, and strategies with digital technologies to drive innovation, improve efficiency, and adapt to changing market conditions. By incorporating digital transformation aspects, the tool guides organizations in leveraging technology to enhance business performance and stay competitive in a rapidly evolving digital landscape. First, fill out the maturity assessment form: Second, discuss it with your management team, and define actions to improve capabilities in areas critical for your organization's digitalization. ODM model and self-assessment tool were developed by BCS Digital Skills Academy. For further information please contact dsa.bcskoolitus.ee

Self-assessment Guide:

This framework guides organizations through a three-step process to assess and improve their digital maturity. The descriptions of maturity dimensions and levels are not strict feature lists but represent commonly observed maturity characteristics at each level. They serve as examples to guide evaluation rather than prescriptive criteria.

Step 1 (Assessment): Evaluate your organization's maturity level (1 to 5) for each dimension, referencing described examples for levels 1, 3, and 5, with levels 2 and 4 as intermediate options.

Basic level (1) refers to foundational or entry-level, often the starting point: minimal capabilities, not-structured strategy; digital initiatives uncoordinated and reactive.

Aligned level (3) means tailored or modified level to better meet specific needs, demonstrating adaptability but not yet highly developed or optimized. Strategies have been formalized with partial integration of digital technologies.

Mature level (5) is fully developed, optimized, and sophisticated, often representing best practices and advanced capabilities. Continuous innovation, full alignment of digital and business goals, and leadership in digital adoption.

Step 2 (Improvement Needs): Identify areas requiring enhancement for each dimension.

Step 3 (Development Planning): Prioritize improvement opportunities across dimensions and create action plans. You can use the Digitalization Leader's Toolbox for guidance.

KEY DIMENSION 1 - STRATEGY AND GOVERNANCE		It focuses on the alignment of the organization's digital initiatives with its overall business strategy. It involves defining clear goals and establishing structures that enable effective decision-making and management of digital investments. Key elements include leadership, integration of digital technologies across functions, risk management, and compliance. Governance ensures that digital transformation is sustainable, aligns with business objectives, and delivers long-term value.				
1.1. Vision (Strategy planning)	Basic level (1): There is little to no alignment between business and IT strategy. IT strategy is informal, inconsistent, and reactive. Digitalization decisions are departmental and based on ad hoc needs and external pressure, rather than long-term planning.	Aligned level (3): A strategic planning process for digital transformation is in place. Digitalization objectives are aligned with business goals. Performance metrics and KPIs are in place. Communication between departments improves, though full integration may still be a work in progress.		Mature level (5): Digitalization is embedded in the company culture and strategic initiatives. The organization not only aligns its business and digital strategies but also innovates continuously to stay ahead of the market. Technology considerations are always factored into planning and implementation activities. The strategy is flexible allowing the organization to maintain a competitive edge.		Improvement needs: None Medium Strong
	Level 1	In between 1-3	Level 3	In between 3-5	Level 5	
1.2 Implementation Design	Basic (1): There is no strategic approach to partner and value-chain management. Digitalization is based on ad hoc on-time decisions without long-term execution framework. Execution happens without a clear method to monitor or measure success. Little to no alignment between strategic goals and day-to-day activities.	Aligned (3): Decisions regarding IT solutions, outsourcing and partnership models are guided by business strategy objectives and sustainability considerations. Strategy execution is formalized with documented frameworks and processes. IT developments align with business needs and are managed at the executive level. Regular reviews and tracking of progress are in place. Cross-functional collaboration is improving, but some areas might still operate in silos.		Mature (5): The execution of digital transformation is deeply embedded in the organizational culture, with continuous improvement driven by innovation and real-time adaptation to market changes. The organization consistently achieves its strategic goals and sets long-term development objectives for key digital solutions and e-services, supported by effective monitoring systems. It follows a value-driven ICT procurement and sourcing strategy, fostering strong, long-term partnerships with primary suppliers to ensure goal alignment..		Improvement needs: None Medium Strong
	Level 1	In between 1-3	Level 3	In between 3-5	Level 5	

KEY DIMENSION 2 - VALUE CREATION						Digital transformation in value creation involves leveraging technology to enhance value for customers and drive innovation in business processes and customer experience. It includes developing digitally enabled products or services, optimizing operations, enabling data-driven decision-making, and fostering agility in response to market changes. Value creation is also about establishing long-term, sustainable business models through strategic partnerships and the continuous integration of emerging technologies that align with overall business goals.
2.1. Customers-Centricity	Basic (1): Emphasis is placed on internal product and service development, with quality and service levels primarily determined by the organization's internal capabilities rather than customer-centric requirements.		Aligned (3): Details for products and services on quality, warranty, and service levels are published and somewhat monitored. Customer feedback is gathered through general satisfaction surveys to assess offerings.		Mature (5): Customers are segmented and profiled to better understand their needs. Their feedback, combined with strategic customer management, drives the objectives for product and service digital development. Active customer involvement ensures that products and services align with their expectations and foster stronger engagement.	Improvement needs: None Medium Strong
	Level 1	In between 1-3	Level 3	In between 3-5	Level 5	
2.2. Data Awareness. Valorization of Data	Basic (1): The data required to effectively manage and develop the business and organization is not clearly defined or understood. Data analysis is only applied to isolated, ad-hoc tasks. Data sources and technological solutions are not integrated, and there is no verification process in place to ensure the quality of the data.		Aligned (3): Data is utilized to address various functional needs, such as customer, process, cost management, and risk mitigation. There is a clear understanding of the existing data quality and sufficiency. A plan is in place to monitor and enhance data quality over time.		Mature (5): Data valorization is integrated into business development, with data seen as a key element in value propositions and business processes. Data-driven decision-making guides management and data quality is monitored and managed as part of standard workflows. The value of data is shared across the sector, with open data exchanges between organizations.	Improvement needs: None Medium Strong
	Level 1	In between 1-3	Level 3	In between 3-5	Level 5	
2.3. Process Management	Basic (1): Processes are undefined and chaotic, with little to no standardization. Work organization is defined through job descriptions and distinct functional tasks, but there is no process mapping or process management in place.		Aligned (3): Product and service quality parameters, and the work processes required to achieve them, are clearly defined. Standardized processes are documented, and consistently followed. Processes are mapped and refined using established standards and best practices of similar organizations.		Mature (5): Process management is the primary method for quality assurance and organizational management. Processes are continuously improved using data and innovative practices, fully integrated with business goals. Quality and user experience are continually monitored to drive process improvements. Process mapping serves as the foundation for digital transformation and the development and implementation of IT systems, ensuring that technological advancements align with well-defined business processes.	Improvement needs: None Medium Strong
	Level 1	In between 1-3	Level 3	In between 3-5	Level 5	

KEY DIMENSION 3 – TECHNOLOGY ENABLERS

Key factors and resources enabling successful digital initiatives include scalable technologies like cloud computing, AI, and IoT; tools for data visualization, predictive analytics, and automation; business software such as ERP, CRM, and SCM; as well as robust information security measures like firewalls, encryption, intrusion detection systems, compliance solutions, and Identity and Access Management (IAM) systems, and much more.

3.1. Infrastructure - Technology Platforms and Tools	Basic (1): Technology selection and application are inconsistent, often driven by supplier preferences rather than strategic digitalization alignment. Cost is the primary consideration, while the long-term compatibility of the technology with business needs is not prioritized.		Aligned (3): Technology decisions are standardized and aligned with operational needs. The integration of technology to enhance business processes is a core aspect of the organization. There is some focus on identifying automation opportunities and creating additional value. The organization possesses strong technological expertise, stays informed about relevant trends, and aligns technology decisions with business needs.		Mature (5): The entire technology lifecycle is managed with a focus on strategic objectives and value creation. Emerging technologies are constantly monitored, and new opportunities are proactively tested to optimize business outcomes. Technology decisions are guided by performance evaluation metrics, ensuring alignment with strategic goals and seamless support for business processes.		Improvement needs: None Medium Strong
	Level 1	In between 1-3		Level 3	In between 3-5		Level 5
3.2 Solutions - Business-specific Software & Tools	Basic (1): The organization focuses on digitalizing core support functions such as accounting, document management, HR, and communication. IT specialists primarily drive digitalization efforts, while business units generally view IT solutions as outside their responsibility. Minimal collaboration between business and IT. IT is viewed solely as a support function.		Aligned (3): IT and business units work towards shared objectives, with moderate integration of processes and goals. IT solutions are implemented to support core operational functions and processes. Solutions are selected based on their suitability for specific needs, ensuring alignment with operational requirements and enhancing overall effectiveness - effective collaboration between business/content units and the IT teams.		Mature (5): Continuous improvement and innovation are integral to the IT solutions lifecycle. IT and business operate as seamless partners, co-creating value and driving strategic growth and innovation. The organization consistently explores and integrates technological advancements and best-in-class solutions into strategic planning. Processes are designed to capitalize on emerging technologies, ensuring alignment with strategic objectives. Software decisions are led by domain experts and specialists, who take responsibility for aligning technological choices with the organization's goals and operational needs.		Improvement needs: None Medium Strong
	Level 1	In between 1-3		Level 3	In between 3-5		Level 5
3.3. Information Security	Basic (1): Ad-hoc and reactive practices, no formal structure. The organization relies heavily on the expertise of a few key individuals. Policies and procedures are either not established or are overly generic. Even though a responsible person is appointed, the work lacks systematic structure due to insufficient resources, the absence of clear guidelines, and limited awareness of the business impact of security breaches.		Aligned (3): Security processes are well-defined and documented, with proactive security measures in place. The organization prioritizes cybersecurity as a critical aspect of its operations. Key security measures are implemented and supported by comprehensive processes and strategies. Regular training fosters a widespread understanding of security, reducing reliance on individual personnel. Information security systems are monitored ensuring they function as intended and incidents are swiftly addressed.		Mature (5): Security practices are advanced, automated, and optimized, fully aligned with business objectives, and supported by a culture of continuous improvement. Information security measures are consistently monitored, proactively managed, and regularly enhanced. Processes are updated and refined to address evolving risks, while independent quality control ensures high standards and the effectiveness of security protocols. This proactive and systematic approach strengthens organizational resilience and aligns security with strategic goals.		Improvement needs: None Medium Strong
	Level 1	In between 1-3		Level 3	In between 3-5		Level 5

KEY DIMENSION 4 - INTEROPERABILITY (CONFORMANCE, COMPLIANCE)

Interoperability refers to the ability of different functions, systems, technologies, and platforms to work together and exchange data seamlessly. **Conformance** ensures systems follow standard protocols and best practices, enabling smooth integration. **Compliance** refers to adherence to legal requirements, industry regulations, and standards crucial for maintaining operational consistency, security, data privacy, etc.

4.1. Business Architecture. Internal Interoperability	Basic (1): No holistic view of organizational architecture to align business and IT. Business functions are managed separately, with coordination occurring reactively to address issues or conflicts. Functional units tend to operate in silos. IT typically functions as a separate unit. IT architecture is not seen as a business subject.		Aligned (3): At this level, the organization achieves a coordinated approach to organizational architecture, with aligned business processes, clear roles, and effective communication across departments. Business processes as well as business and IT architecture are well-defined and documented. A clear architecture framework is in place, aligning business with IT. Management focuses on aligning teams, processes, and digitalization with strategic goals, improving efficiency, and responding to customer needs.		Mature (5): The organization has an established framework for developing organizational architecture that addresses interoperability and architectural challenges. Business processes and architectural documents are regularly reviewed to ensure alignment with evolving business needs. Business processes are highly integrated, and the organization proactively shapes industry trends while meeting customer demands. Leadership emphasizes operational excellence and strategic foresight, continuously adapting the structure and processes to align with customer needs and dynamic business strategies.		Improvement needs: None Medium Strong
	Level 1	In between 1-3	Level 3	In between 3-5	Level 5		
4.2. Legal/Regulatory Interoperability	Basic (1): The organization attends compliance with relevant laws and regulations. Industry standards and frameworks adoption beyond mandatory legal requirements is missing or limited.		Aligned (3): Key legal frameworks for interoperability are established, with efforts to harmonize regulatory principles in critical areas. Business processes, procedures, and guidelines aligned with recognized local and international standards and frameworks, ensuring compliance and operational consistency in service quality, data exchange, IT, and others.		Mature (5): The organization actively follows, contributes to, and influences the development of relevant legislation, and industry standards and conventions. Legal interoperability is fully integrated into business practices to enable seamless exchange and collaboration. Regulatory frameworks for other regions or sectors are proactively reviewed, serving as leading examples.		Improvement needs: None Medium Strong
	Level 1	In between 1-3	Level 3	In between 3-5	Level 5		
4.3. Data architecture. Semantic interoperability.	Basic (1): The format, structure, and semantics of data are fixed during the implementation of IT system with no long-term view on integration needs. Data architecture is reactive and fragmented, lacking formal processes. Data is managed in silos with minimal integration between systems, and decisions about data architecture are made on a case-by-case basis.		Aligned (3): Data architecture processes are standardized and better aligned with business needs, with increased system integration and the implementation of data governance policies. A holistic approach to data management is emerging, featuring improved quality control and security measures. The structure and semantics of data are consistently defined and applied across all IT systems. Established conventions, taxonomies, and classifications—such as industry or national standards (e.g., address data)—are adhered to and maintained throughout the organization.		Mature (5): Data architectures are integrated across all functions. The organization consistently evaluates emerging technologies to enhance data management. Data is viewed as a critical asset, proactively used for strategic decision-making and transformation. A wide variety of data types, including numeric, text, images, voice, graphics, and video, are effectively utilized. Data is presented in a machine-readable format, adhering to the 'once-only' input principle. AI tools are also leveraged to improve data processing and analysis.		Improvement needs: None Medium Strong
	Level 1	In between 1-3	Level 3	In between 3-5	Level 5		

4.4. Technological architecture	Basic (1): The technology architecture has developed incrementally and reactively, driven by the implementation of new IT systems rather than a cohesive, business-driven vision or strategic principles.		Aligned (3): Technology architecture is formally defined and aligned, with standardized technologies and frameworks used across departments. Integration between IT systems is somewhat mature but still evolving. A clear governance structure exists for managing technology investments, policies, and procedures. The principles of technology architecture are well-defined and consistently followed during IT development planning, with clear guidelines for selecting and implementing new technological solutions.		Mature (5): Technology architecture is continuously evolving to support innovation and business transformation. Processes are agile, and technology is constantly assessed and updated to ensure maximum efficiency and competitive advantage. The organization actively seeks new technological advancements to maintain leadership in its industry. Emerging trends (e.g. cloud computing, open-source software, AI, and sustainable development frameworks, etc.) are regularly evaluated and integrated to drive long-term success. The architecture is modular, leveraging reusable components like microservices to enhance flexibility and scalability.		Improvement needs: None Medium Strong
	Level 1	In between 1-3	Level 3	In between 3-5	Level 5		

KEY DIMENSION 5 - HUMAN BEHAVIOUR

Human behavior refers to how individuals and groups adapt to, adopt, and interact with new technologies. It includes resistance to change, the learning curve, organizational culture, and leadership influence. Successfully driving digital transformation requires addressing these human factors to ensure that people embrace new digital tools and processes, fostering collaboration, creativity, and innovation within the organization. Behavior and mindset shifts are key to sustaining long-term transformation and achieving the desired business outcomes.

5.1. Organizational Management Practices	Basic (1): Functional units form the organization's structure. The content of work is defined in job descriptions. IT function (IT people) organized into a separate unit.		Aligned (3): The organizational management and digital transformation practices are built around business processes and process management.		Mature (5): Dynamic value-creation-oriented structure. The processes and organizational structure are dynamically updated to respond to the changing customer needs and business strategy.		Improvement needs:
	Level 1	In between 1-3	Level 3	In between 3-5	Level 5	None	
						Medium	
						Strong	
5.2. Responsibilities and Competencies	Basic (1): Each department or individual may operate independently, without clear links with overarching organizational goals. Skills and competencies are primarily assessed during the hiring process or when addressing performance issues. IT responsibilities and competencies are mostly seen as separate from business.		Aligned (3): Tools, workflows, and procedures are in place that align roles and responsibilities with business processes and organizational goals. Goals for skill development and personal growth are set to promote continuous improvement. Digitalization responsibilities and competencies are seen as an intrinsic part of all business management roles.		Mature (5): Responsibilities are fully aligned with organizational strategy and digital transformation goals. HR tools are in place to dynamically manage the changing roles and responsibilities and required skills. Digitalization management is fully integrated into business management. Employees take ownership of their changing roles and accountability is high across the organization. Regular reviews and training foster continuous improvement.		Improvement needs:
	Level 1	In between 1-3	Level 3	In between 3-5	Level 5	None	
						Medium	
						Strong	
5.3. Culture and Attitudes	Basic (1): The primary focus is on individual performance, and when problems arise, the responsible person is sought rather than focusing on the root cause. Culture is reactive and shaped by individual or immediate needs. Employees work in silos, leading to a fragmented understanding of the strategic objectives and values.		Aligned (3): A clear alignment between the strategic objectives and the organization's values exists. The customer-driven approach is prioritized but lacks a unified approach. The focus is on optimizing the performance of individual teams. Each team has distinct responsibilities and is primarily motivated by improving the team's results.		Mature (5): A unified team culture that aligns the organization's mission and goals and customer service priorities is a central focus across the entire organization. Employees are engaged in shaping the culture and driving change, fostering a proactive approach to market and industry shifts. Innovation thrives, and the culture promotes collaboration across all teams.		Improvement needs:
	Level 1	In between 1-3	Level 3	In between 3-5	Level 5	None	
						Medium	
						Strong	

KEY DIMENSION 6 – OPERATIONS & PERFORMANCE

Operations and performance refer to optimizing processes, reducing waste, and improving performance through digital technologies. Supervision involves the oversight and management of these operations to ensure they are aligned with strategic goals, monitored for continuous improvement, and adjusted as needed.

6.1. Procurement and Acquisition	Basic (1): The price is the main criterion when making purchasing decisions. There is no long-term partner/supplier management.		Aligned (3): In-house quality standards set project-specific purchasing quality criteria. The best partner who meets the project criteria is selected.		Mature (5): Long-term partnerships are sought based on the partner's knowledge of the domain, references of service quality, and sustainability over the whole life cycle. Business-level metrics and industry quality standards are used. Ongoing management of partner relations.		Improvement needs: None Medium Strong
	Level 1	In between 1-3	Level 3	In between 3-5	Level 5		
6.2. IT Operations	Basic (1): IT operations are mostly unstructured, and inconsistent, performed on an as-needed basis. The organization lacks a systematic approach to managing operations. Service levels of critical IT systems are established and the goals are set mainly by IT people. The business side gets engaged usually only in case of a problem. There is little to no measurement of performance, and operations depend heavily on individual expertise rather than standardized practices.		Aligned (3): Standardized processes are documented and well-understood across the organization. IT service management follows industry standards like ITIL and ISO 20000, with clearly defined roles and responsibilities. Emphasis is placed on consistency and efficiency, with data and performance metrics used to track outcomes. Service levels are defined in collaboration with business stakeholders and closely monitored for compliance and performance.		Mature (5): The organization focuses on efficient and agile operations, with continuous improvement embedded in its culture. Best practices are standardized and innovation is prioritized across the organization. IT operations align with the organization's strategy. Advanced technologies like automation and AI are leveraged to optimize operations. IT performance metrics are integrated with strategic indicators, ensuring consistent alignment with organizational objectives.		Improvement needs: None Medium Strong
	Level 1	In between 1-3	Level 3	In between 3-5	Level 5		
6.2. Efficiency & Effectiveness	Basic (1): The organization does not currently use efficiency and performance metrics to assess the deployment and use of digital technologies and solutions. IT budgeting is limited to covering development and procurement costs, without a broader focus on optimizing the value derived from digital investments.		Aligned (3): IT development, operations, and maintenance are budgeted with economic and efficiency indicators, but these are not aligned with strategic objectives, and monitoring is not systematic. Impact metrics are in place, though they focus on specific IT systems or business functions rather than being tied to overall organizational performance.		Mature (5): Metrics tied to the organization's strategic goals are established for IT systems as well. Indicators of sustainability and efficiency are regularly monitored and updated across all technology projects and services. These metrics are closely linked to the organization's strategy and are included in the management dashboards, providing real-time insights to decision-makers.		Improvement needs: None Medium Strong
	Level 1	In between 1-3	Level 3	In between 3-5	Level 5		
6.4. Supervision and Oversight	Basic (1): Supervision is usually restricted to compliance with legislation.		Aligned (3): IT operations are monitored mainly in response to specific issues or failures. Service Level Agreements (SLAs) are set up for critical IT systems to ensure their performance meets predefined standards. Customer feedback metrics are collected and analyzed to gauge satisfaction. Basic management dashboards are used to display key performance indicators, providing a high-level view of system status and helping manage operations.		Mature (5): Supervision and oversight of digitalization and IT are integrated into both strategic and operations management. This is facilitated by management dashboards, which offer real-time insights. Service Level Agreements (SLAs) are established and rigorously monitored. IT system and strategic business performance metrics are tracked to ensure alignment with business objectives, allowing for oversight and improvements in the digital transformation journey.		Improvement needs: None Medium Strong
	Level 1	In between 1-3	Level 3	In between 3-5	Level 5		