

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. The main field of application is managerial aid for organizational development planning for digital transformation. It is not intended to provide a specific assessment of functionalities or benchmarking. 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 have been 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 rather than prescriptive criteria to guide you during evaluation.

Step 1 (Assessment): Evaluate your organization's maturity (levels 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 meet specific needs better, 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 (Defining dimensions for improvement): Identify dimensions and areas requiring enhancement.

Step 3 (Development Planning): Prioritize improvement opportunities across dimensions and create action plans.

KEY DIMENSION 1 - VISION & STRATEGY										
1.1. Vision (Strategy planning)	Basic level (1): There is little to no alignment between business and IT. No understanding and planning of how IT can support strategic goals. Digitalization decisions are based on ad hoc needs and external pressure, rather than long-term plans.			Aligned level (3): Digitalization objectives are aligned with business goals. Communication between functions on digitalization initiatives improves.			Mature level (5): In every step and aspect of developing the organization's vision and strategy, the digitalization opportunities and tools are studied and considered: in understanding the customer needs, developing products and services, and their delivery, in all angles of how we run and develop the organization. Digital initiatives are well-aligned with business strategy.			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 partner and value-chain management. Digitalization and partner selection are based on ad hoc one-time decisions.			Aligned (3): Decisions regarding IT solutions, outsourcing, and partnerships consider business strategy objectives. IT developments align with business needs and are managed at the executive level. Cross-functional collaboration exists but still operates mostly in silos.			Mature (5): The value-chain cooperation partners and IT providers are selected to support strategic value-driven long-term partnerships in business and digitalization alignment.			Improvement needs: None Medium Strong
	Level 1	In between 1-3		Level 3	In between 3-5		Level 5			

KEY DIMENSION 2 - VALUE FOR CUSTOMERS

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 defined, published, and somewhat monitored. Customer feedback is gathered through general satisfaction surveys.		Mature (5): Digital data about customers, products, and services is widely available and used. Customers are segmented and profiled to better understand their needs. Active customer feedback and involvement ensure that products and services align with their expectations.		Improvement needs:
	Level 1	In between 1-3	Level 3	In between 3-5	Level 5		None Medium Strong
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 and understood. Data analysis is only applied to isolated, ad-hoc tasks. There is no verification to ensure the quality of the data.		Aligned (3): Data is utilized for various functional needs, such as customer, process, cost management, and risk mitigation. There is an understanding of the existing data, its quality, and sufficiency.		Mature (5): Data is 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 organization and partners.		Improvement needs:
	Level 1	In between 1-3	Level 3	In between 3-5	Level 5		None Medium Strong
2.3. Process Management	Basic (1): Processes are undefined and chaotic. 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 defined. Standardized processes are documented, and consistently followed.		Mature (5): Process management is the primary method for organizational management. Process mapping serves as the foundation for digital transformation and the implementation of IT systems, ensuring that technology aligns with well-defined business processes. Processes are continuously improved.		Improvement needs:
	Level 1	In between 1-3	Level 3	In between 3-5	Level 5		None Medium Strong

KEY DIMENSION 3 – TECHNOLOGY ENABLERS

3.1. Infrastructure - Technology Platforms and Tools	Basic (1): Selecting technologies is inconsistent, often driven by supplier preferences rather than the strategic needs of the organization. Cost is the primary consideration. The longer-term suitability of the technologies with business needs is not studied.		Aligned (3): The organization possesses technological expertise and aligns technology decisions with business needs. The use of technology to enhance business processes is a core aspect of digitalization.		Mature (5): Technology trends are studied to optimize business outcomes. The entire technology lifecycle is managed with a focus on strategic business objectives. Technology decisions are guided by performance evaluation metrics.		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.		Aligned (3) IT solutions are implemented to support core operational functions and processes. Solutions are selected based on suitability for specific functional needs. Collaboration between business/content units and the IT teams.		Mature (5): The organization consistently explores and integrates technological advancements and best-in-class solutions that support strategic goals. IT and business operate as close partners. IT solutions decisions are led by domain specialists, who align technological choices with the organization's 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): Security policies and procedures are either not established or are overly generic. Even if a responsible person is appointed, the work lacks systematic structure due to insufficient resources, and limited awareness of the business impact of security breaches.		Aligned (3): Security processes are defined and documented, with proactive security measures in place. 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.		Mature (5): Information security measures are consistently monitored, managed, and regularly enhanced. A proactive and systematic approach strengthens organizational resilience and aligns security with strategic goals. Processes are updated and refined to address evolving risks, while independent quality control ensures high standards and the effectiveness of security protocols.		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): 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.		Aligned (3): Business and IT architecture, including well-defined business processes, focus on aligning teams, processes, and digitalization with customer value creation and strategic goals. Coordinated organizational architecture, with aligned business processes, clear roles, and effective communication across departments.		Mature (5): Business processes and architectural documents are regularly reviewed to ensure alignment with evolving business requirements, 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 complies with relevant laws and regulations. The use of industry standards and frameworks beyond mandatory legal requirements is missing.		Aligned (3): Business processes, procedures, and guidelines are aligned with recognized local and international standards and frameworks, ensuring compliance and operational consistency in product and service requirements, data exchange, IT platforms, and others.		Mature (5): Regulatory interoperability requirements are fully integrated into business practices and enable seamless exchange and collaboration. The organization actively follows, the development of relevant legislation, industry standards, and requirements.		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 not clearly defined. The need appears usually when implementing unified IT systems. Data is managed in silos with minimal integration between systems.		Aligned (3): Established conventions, taxonomies, and classifications—such as industry or national standards (e.g., address data)—are adhered to and maintained throughout the organization. A holistic approach to data management featuring improved quality control and security measures. The structure and semantics of data are consistently defined and applied across all IT systems.		Mature (5): Data is viewed as a critical asset. 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. 'Once-only' input principle is followed. Variety of tools (incl. AI) are used 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 well-planned and documented. Standardized technologies and frameworks are used. A clear governance structure exists for managing technology investments, policies, and procedures. The principles of technology architecture are well-defined and consistently followed, with clear guidelines for selecting and implementing new technological solutions.		Mature (5): Technology architecture is dynamically managed 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.		Improvement needs: None Medium Strong
	Level 1	In between 1-3		Level 3	In between 3-5		Level 5

KEY DIMENSION 5 – LEADING PEOPLE

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	Strong	
5.2. Responsibilities and Competencies	Basic (1): Each department or individual may operate independently. 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 to 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.		Improvement needs:
	Level 1	In between 1-3	Level 3	In between 3-5	Level 5	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. 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. 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 aligned with customer service priorities. Employees are engaged in shaping the culture and driving change. Innovation and smart use of technologies thrive. Culture promotes collaboration across the organization and value chain.		Improvement needs:
	Level 1	In between 1-3	Level 3	In between 3-5	Level 5	Strong	

KEY DIMENSION 6 – OPERATIONS & PERFORMANCE

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. 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. Service levels are defined in collaboration with business stakeholders and monitored for compliance and performance.		Mature (5): The organization focuses on efficient and agile 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 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 focus on the value derived from digital investments.		Aligned (3): IT development, operations, and maintenance are budgeted with economic and efficiency indicators. Impact metrics are in place, though they focus on specific IT systems or business functions rather than 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.		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 of IT performance is usually restricted to compliance with legislation.		Aligned (3): IT operations are monitored mainly in response to problems 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.		Mature (5): Supervision and oversight of digitalization and IT is integrated into strategic and operations management facilitated by management dashboards. Service Level Agreements (SLAs) are established and monitored. IT system and strategic business performance metrics are tracked to ensure alignment with business objectives.		Improvement needs: None Medium Strong
	Level 1	In between 1-3	Level 3	In between 3-5	Level 5		