

Digital transformation, digitisation projects and audit objective

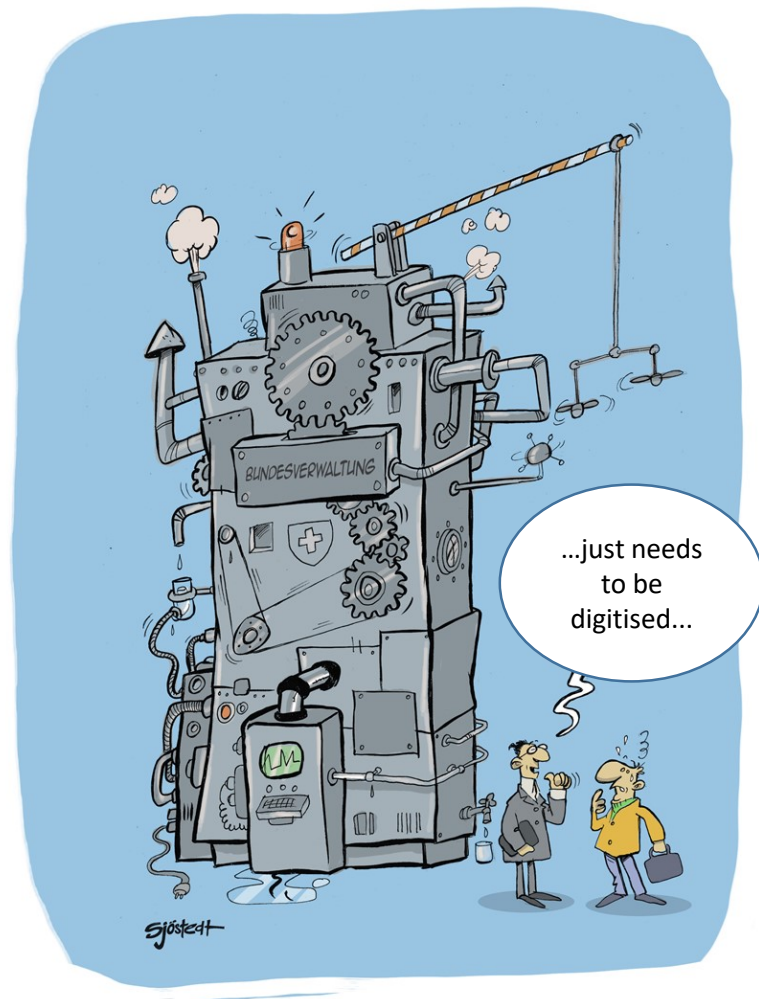
A digital transformation refers to an ongoing process of change in organizations, administrative units or companies triggered by digital technologies or customer expectations based thereon. It is supported by digitisation projects.

Digitalisation projects (digital transformation projects) aim to create digitised and secure processes and to provide citizens, customers, employees and companies with modern services free of media discontinuity.

The SFAO's audit objective is to take an end-to-end view of digitisation projects. For this purpose, the SFAO's DigiTrans model with 19 criteria is used to answer the audit questions and thus to identify the main risks.

The four audit questions

- 1 Is the efficiency enhancement potential of the digital transformation being exploited?
- 2 Are new potential customers, partners, products and services adequately considered?
- 3 Is the digital transformation adequately embedded, controlled and managed in an overall architecture?
- 4 Do the existing framework conditions (e.g. laws, technology) allow for timely and flexible implementation and continuous digitisation?



The 19 criteria



1. Customer*

Insufficient attention is paid to clients and their needs

1.1
Customer engagement
Customer needs are not known and/or not taken into account

1.2
Customer segmentation
The similarities and differences in the needs of customer groups/segments are not taken into account

1.3
Customer experience
The customer/user experience is not designed consistently and end-to-end



2. Strategy

There is no strategy in place that shows how and for what purpose transformation should take place

2.1
Legal basis
Legal adaptation needs are insufficiently addressed

2.2
Stakeholder management
(Potential) partners and customers are insufficiently considered

2.3
Strategic management
An overarching strategy and planning is not in place

2.4
Finances & investments
A clear budget framework and KPIs for evaluation are not defined



3. Technology

Technical solutions such as architecture, security, data integration are not clearly defined

3.1
Architecture & applications
No overarching IT architecture and roadmap is defined

3.2
Data & Analytics
Data is not systematically collected, analysed and the necessary technology is not made available

3.3
Implementation
There is no clear governance structure and planning for implementation

3.4
Security
Security (cyber security) is not adequately addressed



4. Operations

The operating model is not designed with the use of digital technologies in mind

4.1
Agile management
Those responsible cannot react quickly enough to new requirements

4.2
Process management
Processes do not meet requirements and are difficult to adapt

4.3
Standards & governance
Lack of clear governance, guidelines and standards

4.4
Semantic interoperability
Data is interpreted differently depending on the context, making collaboration across systems difficult or impossible



5. Org & Culture

Organisational development and change actions are insufficiently defined

5.1
Organisational culture
Organisational culture is passive and fearful, inhibiting digital transformation

5.2
Leadership & governance
Leaders are insufficiently committed to the project

5.3
Enablement
Employees are inadequately trained and empowered with regard to the project

5.4
Talent management
The project is insufficiently staffed with (subject matter) experts and talents

*Customers include both internal and external partners and stakeholders