Being digital in a changing world: The Fuller Digital Maturity Index
Understanding the impact of legacy drag on being digital

The challenges of today's environment contrasts digitally innovative businesses squarely against traditional or legacy businesses.

The former inked their business plans with digital pens. The latter continue to be burdened by their own legacy technology, systems, processes, and the cultures of those environments. We refer to this as legacy drag.

The rate at which legacy businesses are able to transform digitally is a direct function of their awareness and management of legacy drag.

COVID-19 has accelerated the need for businesses to take a digital-first approach to operating. A business' future resilience depends on how well it can serve customers, collaborate with team members remotely, and access business critical information remotely.
The Fuller Digital Maturity Index

Being digital is an ongoing awareness of how digital influences all aspects of your business, from client relationships to technology selection, the design of workflows and operations, and the management of workforces and workspaces.

The design of being digital will vary for each organization but the conceptual framework for being digital applies to all businesses. We consider such a framework in terms of a Digital Maturity Index with six key drivers.
Assessing your digital maturity

The Digital Maturity Index provides a common understanding and roadmap for facilitating transformation that can be customized based on the needs of individual businesses. The Index further allows periodic re-assessment to understand organizational progress toward digital transformation goals.

Index at left shows sample individual company assessment with various scores in each of the six key drivers of digital maturity.

Each key driver is assessed with the following scale:

- 5 Innovating
- 4 High performing
- 3 Scaling
- 2 Foundational
- 1 Emerging
ASSESSING YOUR DIGITAL MATURETY

Vision

1 Emerging
• Ill defined.
• IT remains a support function to the business.
• Focused on keeping the lights on (KTLO).

5 Innovating
• Digital informs all aspects of business.
• Well defined and clearly articulated vision; aligned with the overall business vision.
• Senior management has a strong appetite for being digital.
• IT lead by C-Level management with a seat at the management table.
ASSESSING YOUR DIGITAL MATURITY

Strategy

1 Emerging
• Ad hoc or reactive.
• Invest in technology as needed.
• Waterfall projects with incremental value to the organization built on top of legacy architecture and systems.

5 Innovating
• Well-documented with clearly defined digital ambitions and a supporting roadmap that is reviewed and updated periodically.
• Deep understanding of the customer journey.
• Strong commitment to invest both dollars and time.
1 Emerging

- Aware of the technology forces imposing on the business but prefer to “wait and see”.
- Late adopters or resistant to change.
- Focused on (perceived) preservation of the status quo.

5 Innovating

- Digital culture is open and responsive to changing technology forces.
- ‘Technology first’ means explore widely but implement responsibly.
- Effective organizational management of continuous change.
- Well-defined people structure to catalyze technology adoption and manage the continuous improvement loop.
- Strong commitment to digital education and willingness to acquire new skills.
1 Emerging
• Legacy systems and processes.
• Limited intra-system functionality and data integration.
• Multiple redundant applications and data repositories.

5 Innovating
• Well-structured architecture aligned with internal and external client needs.
• Integrated systems, functionality, and data.
• Relevant solutions design and implementation responsive to evolving customer journeys.
Operations

1 Emerging
• Reactive.

5 Innovating
• Experienced IT team often lead by C-Level executive.
• Proven digital resilience and tested business continuity.
• Strong (internal and external) customer centric focus.
• Clearly defined performance benchmarks with a drive to continuous improvement.
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ASSESSING YOUR DIGITAL MATURITY

Measurement

1 Emerging

- Measurement is nonexistent or not meaningful.

5 Innovating

- Business intelligence is a priority.
- Well-defined and purposeful metrics that inform business decisions.
Fuller Digital services

- Outsourced fractional Chief Information Officer (CIO) and Chief Technology Officer (CTO)
- Digital transformation consulting
- Digital strategy review, journey design and development
- Current and future state technology assessment

- Cloud transformation
- Mobile app strategy and solution design
- Project and implementation management
- Organizational change management
- Vendor management
- Data analytics
About Fuller Digital
Fuller Digital helps businesses design, navigate and travel the journey from thinking about digital to being digital.

We are part of Fuller Landau LLP, an accounting, tax, and advisory firm with a team of over 125 people. Our clients are leaders of private businesses, high net worth families, and the advisors who serve them. Work together with people excited by your goals and eager to address your unique business needs. You’ll get straightforward advice and proactive solutions from a team whose professional commitment is also personal.