VISIBLE AUTHORITY · FRAMEWORK SERIES

FRAMEWORK NO. 03 · IMPLEMENTATION PLAYBOOK

DIGITAL STRATEGY & OPERATING MODEL TRANSFORMATION

Digital Transformation Across the *5 Domains of Business*

Why transformation is inevitable and how to build a Horizon-Protected strategic advantage across customer networks, platform ecosystems, enterprise data assets, rapid experimentation, and dynamic value propositions.

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CORE ARCHITECTURE

5 Domains of Digital Transformation (after D. L. Rogers) · State of Core · Horizon-Protected Model

SCOPE & EVIDENCE

Accenture Disruptability Index (2018 results) · Digital Evolution Index · 28 Strategic Shifts · 27 Execution Levers

EDITION

Visible Authority Framework Series · first issued 2023; redesigned 2026

CONTENTS

01 Foreword: Why Digital Transformation Has Become Inevitable

02 Regional & Macroeconomic Reality: Why We Must Care Now

03 The New Playing Field: How Technology Reshaped the 5 Domains

04 Domain I Playbook: Harnessing Customer Networks

05 Domain II Playbook: Building Platforms, Not Just Products

06 Domain III Playbook: Turning Data Into a Strategic Asset

07 Domain IV Playbook: Rapid Experimentation at Scale

08 Domain V Playbook: Adapting Your Value Proposition

09 Synthesis: Building a Horizon-Protected Strategic Advantage

01 · FOREWORD & GLOBAL CONTEXT

Why Digital Transformation Has Become *Inevitable*

The 5th Technological Revolution is no longer a peripheral IT upgrade. It is a structural reorganization of how industries create, capture, and defend economic value.

We are in the midst of the **5th Technological Revolution**, propelled by the convergence of artificial intelligence (AI), the Internet of Things (IoT), blockchain, cloud computing, and advanced robotics. These general-purpose technologies do not merely automate legacy workflows; they fundamentally alter how value is created, distributed, and monetized. Enterprises that fail to adapt their operating architecture face structural obsolescence.

Economist **Carlota Perez** argues that the diffusion of technological revolutions is shaped by a complex interplay between technological change, economic and social institutions, and financial systems, thus making transformation inevitable.

Accenture and others report that almost every industry is facing disruption from digital technologies and new business models. Incumbents must transform or risk losing their position to more nimble digital disruptors.

> Technological revolutions diffuse through an interplay of technological change, institutions and financial systems, which makes transformation inevitable.
>
> EDITORIAL SUMMARY OF CARLOTA PEREZ'S ARGUMENT (NOT A DIRECT QUOTATION)

18%

Viability Quadrant

High current disruption, lower future susceptibility. Includes Software & Platforms, Comms & Media, and High Tech.

Accenture Disruptability Index 2.0

33%

Volatility Quadrant

High current disruption and severe future susceptibility. Retail, Consumer Goods & Services, Infrastructure & Transportation, Insurance, and Banking.

Accenture Disruptability Index 2.0

11%

Durability Quadrant

Lower current disruption and lower future susceptibility. Life Sciences and Health.

Accenture Disruptability Index 2.0

38%

Vulnerability Quadrant

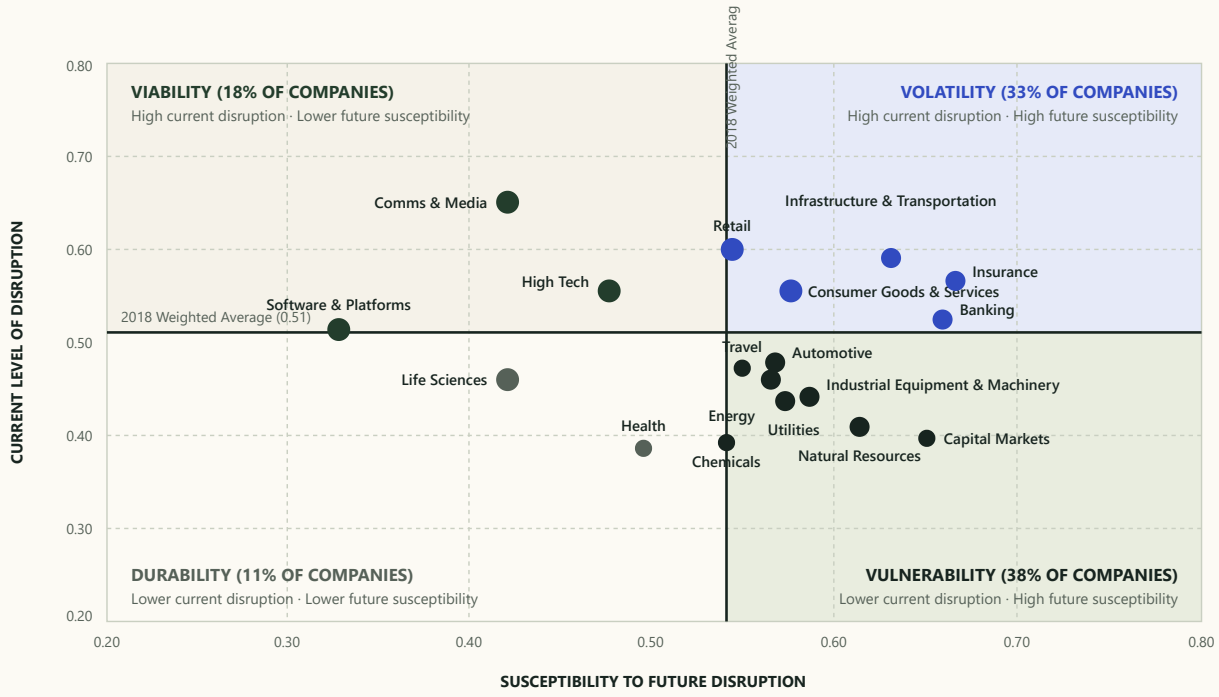
Low current disruption but acute future susceptibility. Travel, Automotive, Industrial Equipment, Chemicals, Energy, Utilities, Natural Resources, and Capital Markets.

Accenture Disruptability Index 2.0

FIGURE 1.1 · GLOBAL INDUSTRY DISRUPTION EXPOSURE

Accenture Disruptability Index Sector Matrix (0–1 Scale, 1 = Most Susceptible / Disrupted)

CROSS-SECTOR BENCHMARK



71% of analyzed enterprises reside in high-future-susceptibility quadrants (Volatility 33% + Vulnerability 38%).

Source: Accenture Research Disruptability Index 2.0

02 · REGIONAL & MACROECONOMIC CONTEXT

Local Context, Stalled Momentum, and the *Horizon-Protected* Mandate

High baseline digital infrastructure does not guarantee continued momentum. When mature European economies stall in digital adoption velocity, firm-level strategy must compensate.

According to the **Digital Evolution Index 2020** report (scoring countries out of 100 across four drivers: Supply Conditions, Demand Conditions, Institutional Environment, and Innovation & Change), nations globally have made significant progress in digital infrastructure and connectivity, with 5G networks and fiber broadband becoming widespread and AI adoption accelerating across both private and public sectors.

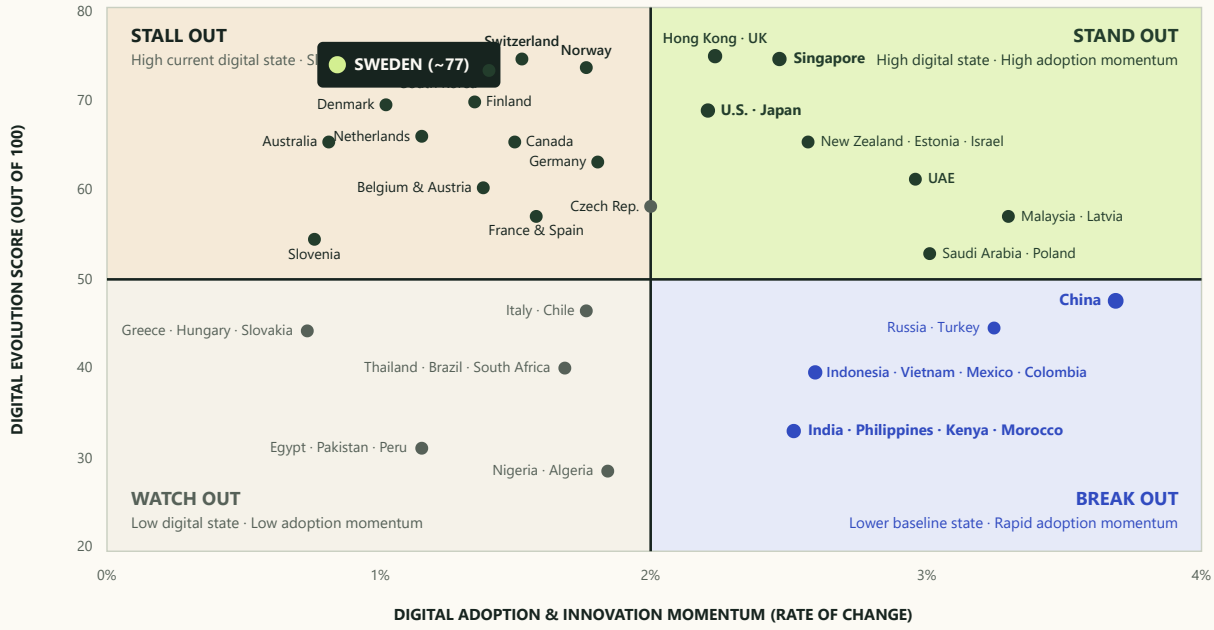
However, a closer inspection reveals a critical strategic warning for Nordic and European incumbents: **the momentum of digital adoption in Sweden compared to fast-moving global peers has entered the "Stall Out" quadrant**. High historical digital maturity paired with slowing momentum creates acute vulnerability at both the regional and global competitive levels.

Simultaneously, the fundamental economics of value creation have shifted dramatically under current global and regional macroeconomic pressures—including the war in Ukraine, energy and utility cost volatility, shortages of trained technical labor, shifting consumer demand, productivity pressures, and slowing export markets. Companies can no longer rely on passive market tailwinds.

FIGURE 2.1 · NATIONAL DIGITAL TRAJECTORY MATRIX

Digital Evolution Index 2020: Digital State vs. Digital Momentum Across Four Global Quadrants

SWEDEN & MATURE PEERS HIGHLIGHTED



Sweden and several Western European economies have a high overall DEI score (~60–78) but sit in the Stall Out quadrant on momentum.

Source: Digital Evolution Index 2020 (Tufts Fletcher School / Mastercard)

Strategic Implications: The "State of Core" 2×2 Matrix

This macroeconomic and technological reality demands a rigorous re-evaluation of value proposition and corporate strategy. Every enterprise faces a binary strategic choice: initiate deliberate transformation or prepare to be disrupted today or tomorrow. Mapping **Disruption Timing** (Disrupted Today vs. Disrupted Tomorrow) against **Transformation Timing** (Transform Today vs. Transform Tomorrow) reveals four distinct strategic postures:

DISRUPTED TODAY × TRANSFORM TODAY

1. Growth Formula Stall

The legacy growth engine is visibly stalling under immediate competitive pressure. Leadership must execute rapid turnaround interventions while simultaneously re-architecting core unit economics.

DISRUPTED TODAY × TRANSFORM TOMORROW

2. Direct Threat to Core

Digital insurgents and platform competitors are actively eroding core market share while internal transformation is delayed—creating an existential threat to enterprise survival.

DISRUPTED TOMORROW × TRANSFORM TODAY

3. Profit Pool Shifts

Current financial performance appears healthy, but industry value migration is already underway. Proactive firms reallocate capital toward emerging profit pools before margins compress.

DISRUPTED TOMORROW × TRANSFORM TOMORROW

4. Horizon Protected

The target strategic posture: fortifying today's cash-generating core while systematically building tomorrow's growth engines before external disruption forces reactive restructuring.

Quadrant labels from the original 2023 matrix; quadrant descriptions are editorial interpretation (2026).

THE HORIZON-PROTECTED ENTERPRISE

Three Defining Strategic Commitments

In the wake of structural disruption, companies that achieve a **Horizon-Protected** position share three non-negotiable operating disciplines:

01

Continually Evaluate Market Value Proposition

They refuse to treat their value proposition as static, continuously auditing how shifting customer needs, digital channels, and macro conditions alter perceived customer value.

02

Strengthen the Core Business Relentlessly

They systematically seek new operational, data, and network levers to defend and compound the profitability and cash generation of their existing core business.

03

Invest in Future Core Businesses Today

They allocate capital and executive talent to experiment with and scale tomorrow's core business models today—long before the current core reaches exhaustion.

03 · THE NEW PLAYING FIELD

How Technology Reshaped the *5 Domains of Business*

Digital transformation is not a functional silo. Technology has rewritten the fundamental rules of strategy across five interconnected domains: Customers, Competition, Data, Innovation, and Value.

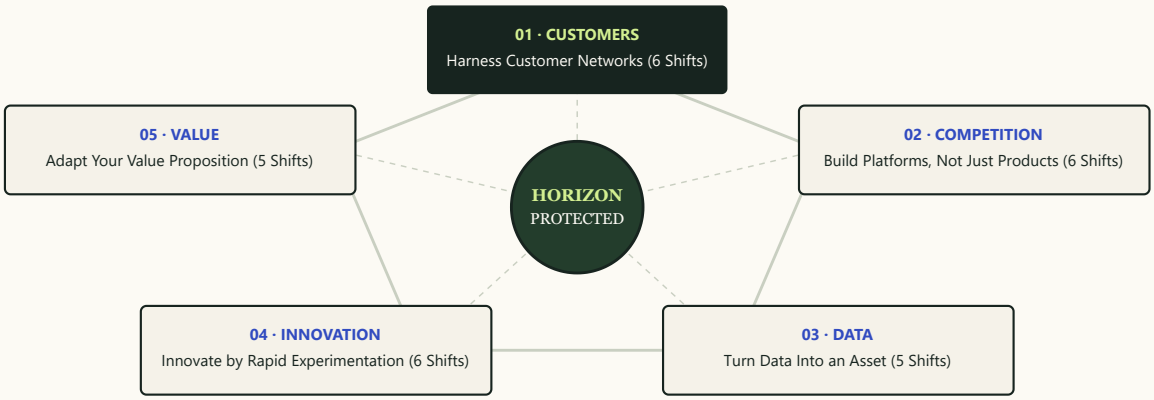
Sustaining long-term competitive advantage in the digital era requires understanding and satisfying networked customers, adopting platform architectures, turning enterprise data into an intangible asset for insight and personalization, embedding rapid experimentation, and continuously adapting the firm's value proposition.

The strategic imperative is clear: **Adopt Before You Must**. Firms that wait until financial statements reflect digital erosion have already ceded network effects and learning velocity to more agile competitors.

FIGURE 3.1 · ARCHITECTURAL OVERVIEW

The Five Interconnected Domains of Digital Transformation

28 STRATEGIC RULE SHIFTS



Each domain represents both a structural shift in the rules of competition and an execution playbook.

Adapted from D. L. Rogers, The Digital Transformation Playbook (Columbia Business School Publishing, 2016) · Visible Authority synthesis

Domain 1 · Customer Domain: Strategic Shifts (6 Shifts)

FROM (INDUSTRIAL ERA ASSUMPTION)	TECHNOLOGICAL IMPACT & MECHANISM	TO (DIGITAL ERA RULE)
Customers as mass market	The internet and social media have enabled customers to form dynamic networks based on shared interests, needs, and behaviors. This networked reality requires firms to adapt how they segment and engage.	CUSTOMERS AS DYNAMIC NETWORK

FROM (INDUSTRIAL ERA ASSUMPTION)	TECHNOLOGICAL IMPACT & MECHANISM	TO (DIGITAL ERA RULE)
Communications are broadcast to customers	Technologies like social media, review sites, and messaging apps allow for continuous two-way communication and peer-to-peer interactions between firms and networked customers.	COMMUNICATIONS ARE TWO-WAY
Firm is the key influencer	Ubiquitous access to information, peer ratings, and choices online has shifted influence from corporate broadcasts to customers, who now hold primary power to shape brands and markets.	CUSTOMERS ARE THE KEY INFLUENCER
Marketing to persuade purchase	Technologies like AI, big data, and personalization engines allow firms to deliver relevant, high-utility experiences across touchpoints that inspire ongoing loyalty and organic peer advocacy.	MARKETING TO INSPIRE PURCHASE, LOYALTY, ADVOCACY
One-way value flows	Digital platforms and interactive technologies enable reciprocal value exchange where customers contribute usage data, feedback, content, and network effects that compound value for the firm.	RECIPROCAL VALUE FLOWS
Economies of (firm) scale	Technologies like AI, IoT, and big data analytics give firms the ability to understand and satisfy individual customer needs at scale, shifting advantage to economies of customer value.	ECONOMIES OF (CUSTOMER) VALUE

Domain 2 · Competition Domain: Strategic Shifts (6 Shifts)

FROM (INDUSTRIAL ERA ASSUMPTION)	TECHNOLOGICAL IMPACT & MECHANISM	TO (DIGITAL ERA RULE)
Competition within defined industries	Technologies like AI, IoT, and cloud computing enable the convergence of industries and blur traditional sector boundaries, creating fluid asymmetric competition across sectors.	COMPETITION ACROSS FLUID INDUSTRIES
Clear distinctions between partners and rivals	Digital ecosystems and platforms require cooperation and resource-sharing even among direct competitors, blurring traditional lines between partners and rivals.	BLURRED DISTINCTIONS BETWEEN PARTNERS AND RIVALS
Competition is a zero-sum game	Technologies like open APIs, cloud services, and standardized data sharing allow competitors to cooperate in key foundational areas to expand the pie, create network effects, and achieve scale.	COMPETITORS COOPERATE IN KEY AREAS
Key assets are held inside the firm	Digital platforms and ecosystems create leverage by orchestrating assets outside the firm—residing across external networks of partners, suppliers, independent creators, and developers.	KEY ASSETS RESIDE IN OUTSIDE NETWORKS

FROM (INDUSTRIAL ERA ASSUMPTION)	TECHNOLOGICAL IMPACT & MECHANISM	TO (DIGITAL ERA RULE)
Products with unique features and benefits	Digital platforms generate superior economic value by facilitating interactions and value exchange between interdependent participant groups, not merely through standalone product features.	PLATFORMS WITH PARTNERS WHO EXCHANGE VALUE
A few dominant competitors per category	Direct and indirect network effects of digital platforms frequently drive winner-takes-all or winner-takes-most outcomes, where one or two dominant orchestrators capture the category.	WINNER-TAKES-ALL DUE TO NETWORK EFFECTS

Domain 3 · Data Domain: Strategic Shifts (5 Shifts)

FROM (INDUSTRIAL ERA ASSUMPTION)	TECHNOLOGICAL IMPACT & MECHANISM	TO (DIGITAL ERA RULE)
Data is expensive to generate in firm	The proliferation of IoT devices, embedded sensors, mobile touchpoints, and connected systems generates vast streams of data continuously—from both inside and outside the firm.	DATA IS CONTINUOUSLY GENERATED EVERYWHERE
Challenge of data is storing and managing it	Cloud computing, elastic data lakes, and modern data warehousing have commoditized storage; the primary strategic challenge is now analyzing data and extracting actionable intelligence.	CHALLENGE OF DATA IS TURNING IT INTO VALUABLE INFORMATION
Firms make use only of structured data	Breakthroughs in AI, machine learning, computer vision, and natural language processing make it possible to parse and monetize previously unusable unstructured text, voice, and sensor data.	UNSTRUCTURED DATA IS INCREASINGLY USABLE AND VALUABLE
Data is managed in operational silos	Modern data lakes, cloud warehouses, and integration pipelines enable firms to connect disparate datasets across functional silos to unlock enterprise-wide pattern recognition and value.	VALUE OF DATA IS IN CONNECTING IT ACROSS SILOS
Data is a tool for optimizing processes	When combined with predictive AI and advanced analytics, data transcends process reporting to become a core intangible asset driving product innovation and entirely new business models.	DATA IS A KEY INTANGIBLE ASSET FOR VALUE CREATION

Domain 4 · Innovation Domain: Strategic Shifts (6 Shifts)

FROM (INDUSTRIAL ERA ASSUMPTION)	TECHNOLOGICAL IMPACT & MECHANISM	TO (DIGITAL ERA RULE)
Decisions made based on intuition and seniority	A/B testing platforms, real-time behavioral analytics, and digital simulation tools make it possible to rapidly test hypotheses in the field and ground decisions in empirical validation.	DECISIONS MADE BASED ON TESTING AND VALIDATING

FROM (INDUSTRIAL ERA ASSUMPTION)	TECHNOLOGICAL IMPACT & MECHANISM	TO (DIGITAL ERA RULE)
Testing ideas is expensive, slow, and difficult	Cloud infrastructure, agile development workflows, and rapid prototyping tools dramatically lower the marginal cost and cycle time of experimentation.	TESTING IDEAS IS CHEAP, FAST, AND EASY
Experiments conducted infrequently, by experts	The democratization of self-service testing and analytics tools enables teams across every level of the organization to run experiments continuously, cultivating an enterprise testing culture.	EXPERIMENTS CONDUCTED CONSTANTLY, BY EVERYONE
Challenge of innovation is to find the right solution	AI, behavioral telemetry, and customer journey analytics surface root customer friction points, shifting the primary discipline of innovation toward validating and solving the right problem.	CHALLENGE OF INNOVATION IS TO SOLVE THE RIGHT PROBLEM
Failure is avoided at all cost	Because digital experiments can be bounded in cost and blast radius, smart organizations treat early invalidation as high-return learning rather than a career stigma to be hidden.	FAILURES ARE LEARNED FROM, EARLY AND CHEAPLY
Focus is on the "finished" product	Agile release cadences and rapid prototyping allow firms to deploy minimum viable prototypes (MVPs) quickly and iterate continuously after launch based on live customer telemetry.	FOCUS IS ON MINIMUM VIABLE PROTOTYPES AND ITERATION AFTER LAUNCH

Domain 5 · Value Domain: Strategic Shifts (5 Shifts)

FROM (INDUSTRIAL ERA ASSUMPTION)	TECHNOLOGICAL IMPACT & MECHANISM	TO (DIGITAL ERA RULE)
Value proposition defined by industry	AI, IoT, and real-time analytics reveal how customer expectations evolve across category boundaries, compelling firms to define value around changing customer needs rather than legacy industry codes.	VALUE PROPOSITION DEFINED BY CHANGING CUSTOMER NEEDS
Execute your current value proposition	Digital telemetry and automation free leadership from merely defending static offerings, enabling continuous discovery of the next adjacent opportunity for customer value creation.	UNCOVER THE NEXT OPPORTUNITY FOR CUSTOMER VALUE
Optimize your business model as long as possible	Digital modularity gives firms the strategic agility to evolve their business models proactively from a position of strength—before external disruption forces reactive crisis restructuring.	EVOLVE BEFORE YOU MUST, TO STAY AHEAD OF THE CURVE
Judge change by how it impacts your current business	Emerging technologies provide the sandbox to incubate and scale tomorrow's growth engine, evaluating market shifts by how they can birth the next business rather than protect legacy rents.	JUDGE CHANGE BY HOW IT COULD CREATE YOUR NEXT BUSINESS

FROM (INDUSTRIAL ERA ASSUMPTION)	TECHNOLOGICAL IMPACT & MECHANISM	TO (DIGITAL ERA RULE)
Market success allows for complacency	Repeated digital disruption proves that historical market leadership offers zero immunity; long-term survival requires an institutional mindset of productive paranoia and constant renewal.	"ONLY THE PARANOID SURVIVE"

04 · DOMAIN I EXECUTION PLAYBOOK

Harnessing *Customer Networks*

In a networked economy, customers are no longer passive recipients at the end of a broadcast funnel. They are active nodes who access, engage, customize, connect, and collaborate.

Businesses enhance their competitiveness by leveraging customer networks through active listening on social channels, engaging in two-way interactions, connecting frequently through preferred digital touchpoints, collaborating via co-creation platforms, providing tangible value in exchange for feedback, adapting to changing needs, fostering online communities, personalizing experiences, and inviting customers to participate directly in innovation.

CORE PARADIGM	STRATEGIC OBJECTIVE	GLOBAL & REGIONAL EXECUTION CASE STUDIES
1. ACCESS	**Be faster, be easier, be everywhere, be always on**	**SMS / Early Mobile Messaging:** Text messaging on early mobile phones revolutionized personal and commercial communications by providing frictionless, instant access from anywhere without requiring complex infrastructure.
2. ENGAGE	**Become a source of valued content**	**Coca-Cola (#ShareACoke Campaign):** Engaged a massive global audience across physical packaging, social media, and interactive virtual/augmented reality (VR/AR) touchpoints, turning customers into active content amplifiers.
3. CUSTOMIZE	**Make your offering adaptable to your customers' needs**	**Careem (Women-Only Ride Service):** Careem's dedicated campaign and service tier for women is tailored specifically to address the unique needs of women riders and female captains for safety, cultural comfort, and convenience.
4. CONNECT	**Become a part of your customers' conversations**	**Citibank & Zappos:** Both enterprises actively monitor and respond to customer queries, complaints, and conversations directly on social media platforms—connecting customers to resolution where they already spend their time.
5. COLLABORATE	**Invite your customers & partners to help build your enterprise**	**Noon (Virtual Brand Stores):** Noon collaborates directly with regional and global brands by giving them their own customizable virtual storefronts on the Noon platform, leveraging Noon's customer traffic and fulfillment infrastructure.

Adapted from D. L. Rogers, *The Digital Transformation Playbook* (Columbia Business School Publishing, 2016).

05 · DOMAIN II EXECUTION PLAYBOOK

Building *Platforms*, Not Just Products

Platforms outperform linear pipe businesses in the digital economy because they connect distinct user groups and compound value through direct and indirect network effects.

Successful platforms identify and resolve structural economic inefficiencies across markets: **underutilized distributed assets, high transaction and search costs, fragmented supply and demand, inefficient legacy intermediaries, and non-modular offerings**. By solving these friction points, platforms compress marginal costs, dramatically improve matching efficiency, and either create entirely new markets or disintermediate legacy incumbents.

ECONOMIC FRICTION LEVER	PLATFORM VALUE MECHANISM	REGIONAL & EMERGING MARKET PLATFORM CASE STUDIES
1. DISTRIBUTED ASSETS	**Many assets are underutilized and can be shared through a platform**	**Daraz:** Exploits distributed retail inventory by enabling individuals and small-to-medium enterprises (SMEs) to sell directly on its e-commerce marketplace, aggregating previously fragmented local supply.
2. HIGH TRANSACTION COSTS	**Existing ways of matching supply and demand involve high friction that a platform reduces**	**Careem:** Leverages underutilized personal vehicle capacity by allowing individual captains to offer rides on its ride-hailing platform, sharply reducing search, dispatch, and payment transaction costs for both drivers and riders.
3. FRAGMENTED SUPPLY / DEMAND	**A platform aggregates and matches numerous atomized suppliers and buyers**	**Souq (Amazon MENA):** Aggregated fragmented supply and matched it with online buyers on a single marketplace.
4. INEFFICIENT INTERMEDIARIES	**Legacy brokers can be disintermediated by a transparent digital platform**	**HalalTrip:** Disintermediated traditional brick-and-mortar travel agencies by providing a specialized, transparent online discovery and booking platform tailored specifically for Muslim global travelers.
5. MODULARITY	**Underlying assets do not require bespoke customization and can scale across users**	**Noon:** Leverages the modularity of standardized SKUs, warehousing, and payment rails by bundling and combining individual products in flexible ways across its regional e-commerce platform.

Adapted from D. L. Rogers, *The Digital Transformation Playbook* (Columbia Business School Publishing, 2016).

06 · DOMAIN III EXECUTION PLAYBOOK

Turning Data Into a *Strategic Asset*

Data is no longer a passive exhaust of back-office operations. Properly architected, it is a proprietary intangible asset that compounds decision quality and customer lock-in.

To extract strategic advantage from data, enterprises must establish an end-to-end discipline: collect the right behavioral and operational signals, clean and organize pipelines across silos, analyze patterns for causal insight, apply learnings across

commercial operations, personalize customer experiences in real time, safeguard data privacy and governance, and continuously upgrade data strategy.

DATA VALUE VECTOR	STRATEGIC MECHANISM	ENTERPRISE EXECUTION CASE STUDIES
1. INSIGHT	**Analyzing customer data reveals unspoken behaviors, preferences, and needs that inform better decisions**	**Cadillac (Unstructured Forum Text Analysis):** Natural language text analysis of independent car discussion forums revealed which attributes drivers most strongly associated with specific automotive brands—informing Cadillac's marketing positioning and product development.
2. OPTIMIZATION	**Analyzing operational data surfaces opportunities to streamline processes, cut waste, and raise efficiency**	**New York City Budget Director:** Deployed cross-agency operational data analytics to identify targeted budget reductions that minimized any negative impact on essential municipal services, optimizing the city's fiscal allocation.
3. TARGET & PERSONALIZATION	**Granular customer data enables precise micro-segmentation and individualized service delivery**	**British Airways (Know Me & Loyalty Recognition):** Integrates customer travel history and CRM data to deliver personalized service and proactive recognition—such as personally welcoming repeat flyers the moment they cross a loyalty tier threshold.
4. CONTEXT	**Combining disparate data sources provides the comparative context required for behavioral change**	**Opower (Peer Energy Benchmarking):** Combines household energy data with comparative context to show households their usage compared with similar neighbours, encouraging lower consumption.
5. INNOVATION	**Longitudinal usage data unlocks opportunities for entirely new products, services, and ecosystems**	**Nike (Nike+ Connected Ecosystem):** The Nike+ platform enables runners to track, benchmark, and share their workout telemetry—powering a continuous, data-driven approach to footwear R&D, community challenges, and digital engagement.

Adapted from D. L. Rogers, *The Digital Transformation Playbook* (Columbia Business School Publishing, 2016).

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07 · DOMAIN IV EXECUTION PLAYBOOK

Innovating by *Rapid Experimentation*

In dynamic markets, innovation cannot rely on multi-year stage-gate bets. Rapid experimentation is a faster, cheaper, and systematically de-risked engine for validated learning.

Rapid experimentation enables enterprises to test a wide portfolio of hypotheses quickly, iterate products based on live behavioral feedback, fail fast and learn cheaply, contain financial risk through small bounded bets, build organizational momentum for change, and embed an empirical culture across every team.

EXPERIMENTATION PRINCIPLE	WHAT IT IS ABOUT (CORE DISCIPLINE)	HOW TO APPLY IT (OPERATIONAL PRACTICE)
1. LEARN EARLY	Learn as much as possible as early as possible in the innovation lifecycle to inform capital allocation and design direction before code or tooling is locked in.	Conduct structured customer discovery interviews, competitive analyses, and landscape scans at the very beginning of the innovation process.
2. BE FAST AND ITERATE	Move with high clock-speed and iterate frequently through rapid experimentation cycles rather than waiting for a monolithic perfection release.	Deploy agile development methodologies, rapid wireframing/prototyping, and minimum viable products (MVPs) to compress build-measure-learn loops.
3. FALL IN LOVE WITH THE PROBLEM, NOT THE SOLUTION	Focus organizational energy on deeply understanding the customer problem you are trying to solve, rather than defending your initial solution concept.	Anchor ideation workshops and product charters on root customer friction points, ethnographic observation, and Jobs to Be Done (JTBD).
4. GET CREDIBLE FEEDBACK	Seek unfiltered feedback from credible external and internal sources early and often to validate hypotheses and expose team blind spots.	Test prototypes directly with lead users, domain experts, independent mentors, and designated "devil's advocates" tasked with challenging core assumptions.
5. MEASURE WHAT MATTERS NOW	Track actionable leading indicators that demonstrate real customer traction right now, rather than vanity metrics or distant multi-year projections.	Measure cohort progress toward immediate validation milestones and Objectives & Key Results (OKRs), not just long-term financial targets.
6. TEST YOUR ASSUMPTIONS	Surface and test your riskiest value, usability, and viability hypotheses frequently through controlled experiments to determine what is empirically true.	Run randomized A/B tests, analyze behavioral conversion telemetry, and execute field experiments to prove what actually works in market conditions.
7. FAIL SMART	Extract maximum institutional learning from failures by ensuring experiments fail fast, cheaply, and in a controlled manner that yields diagnostic information.	Design small, low-cost, bounded experiments where downside exposure is capped and every invalidated hypothesis narrows the path to product-market fit.

Adapted from D. L. Rogers, *The Digital Transformation Playbook* (Columbia Business School Publishing, 2016).

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08 · DOMAIN V EXECUTION PLAYBOOK

Adapting Your *Value Proposition*

A value proposition is an explicit promise of value to customers. As digital entrants unbundle legacy industries, firms must shift from product-centric myopia to value-centric adaptability.

Businesses must continuously adapt their value propositions over time to remain relevant and defensible. Common strategic vectors for adaptation include: **shifting from standalone product sales to guaranteed outcomes, adding new digital benefits, tailoring offerings for micro-segments, personalizing at scale, expanding ecosystem scope, redefining performance metrics, and restructuring the price/cost model**.

Evaluating how an organization defines its market through five progressive strategic lenses—illustrated below in the automotive mobility sector—demonstrates why only a

true **Value Proposition lens** combines customer-centricity with concrete, actionable innovation:

STRATEGIC LENS	STRATEGIC PROS (STRENGTHS)	STRATEGIC LIMITATIONS (BLIND SPOTS)	AUTOMOTIVE MOBILITY EXAMPLES
1. PRODUCT	Important and practical for internal manufacturing and portfolio allocation decisions.	Ignores customers and actual value delivered to them; leads directly to **strategic myopia**.	• SUV • Sedan • Minivan
2. CUSTOMER	Customer-centric; helps commercial teams identify whom to target and focus on.	Not focused on underlying value creation; treats demographic segments as static buyers of existing products.	• College student drivers • Parents with small kids
3. USE CASE	Both value-centric and customer-centric; enables sharper behavioral and occasion segmentation.	Obscures the reality that a single customer often has multiple overlapping use cases across contexts.	• Night out with friends • Driving and carpooling with kids
4. JOB TO BE DONE	Value-centric and customer-centric; helps identify non-traditional and cross-industry competitors.	Often remains abstract and lacks concrete engineering or commercial specifics for execution.	• Safely and comfortably transport several kids from point A to point B
5. VALUE PROPOSITION	Value-centric and customer-centric; helps assess asymmetric threats and ideate new innovations outside existing products; **more concrete and specific** (integrates multiple elements).	Requires continuous cross-functional alignment as customer expectations and digital capabilities evolve.	• Personalization of car zones (e.g., independent climate or audio) • Seamless communication for driver (e.g., hands-free calling) • Entertainment for passengers (e.g., in-cabin Wi-Fi or video)

Adapted from D. L. Rogers, *The Digital Transformation Playbook* (Columbia Business School Publishing, 2016).

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09 · SYNTHESIS & OPERATING ARCHITECTURE

Building a *Horizon-Protected* Strategic Advantage

The ultimate objective of digital transformation is not to launch a platform, write a data strategy, or ship an MVP in isolation—it is to build a cash-rich, sustainable strategic advantage.

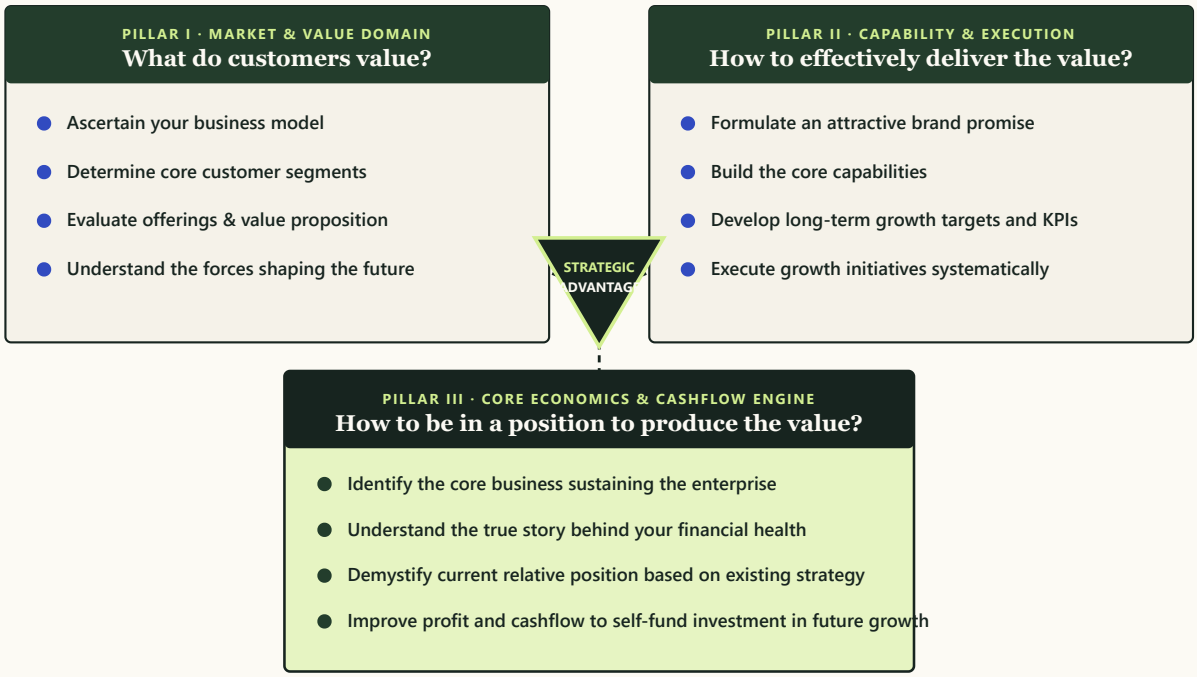
Digital tools and domain playbooks only generate durable enterprise value when integrated into a coherent strategic architecture. The end goal of transformation across the 5 Domains of Business is to create a **Horizon-Protected company**: an enterprise that generates compounding profit growth, upgrades the structural unit economics of its business, and produces resilient free cash flow capable of funding its own future evolution.

Becoming Horizon Protected requires answering three foundational strategic questions in concert—aligning external market value creation, internal capability delivery, and financial position:

FIGURE 9.1 · THE HORIZON-PROTECTED OPERATING ARCHITECTURE

Triad Framework for Sustainable Profit Growth, Economic Resilience, and Strategic Advantage

EXECUTIVE SYNTHESIS



Integrating customer value discovery, capability execution, and core cashflow fortification creates a self-funding Horizon-Protected enterprise.

Source: Horizon-Protected framework (original 2023 edition)

I

What Do Customers Value?

- **Ascertain your business model:** Map how value is created, delivered, and monetized across customer networks.
- **Determine core customer segments:** Identify highest-value segments and their unmet jobs to be done.
- **Evaluate offerings & value proposition:** Audit product-market fit against digital alternatives.
- **Understand the forces shaping the future:** Track macro, regional, and technological shifts early.

II

How to Effectively Deliver the Value?

- **Formulate an attractive brand promise:** Articulate a clear, differentiated promise anchored in customer outcomes.
- **Build the core capabilities:** Develop platform, data analytics, and rapid experimentation muscles.
- **Develop long-term growth targets and KPIs:** Pair immediate validation metrics with multi-horizon OKRs.
- **Execute growth initiatives:** Translate strategic options into disciplined, iterative sprints.

III

How to Be in a Position to Produce the Value?

- **Identify core business sustaining the firm:** Protect the engines that generate today's operating cashflow.
- **Understand the story behind financial health:** Diagnose unit economics, margin drivers, and capital efficiency.
- **Demystify current relative position:** Benchmark honestly against both incumbents and digital insurgents.
- **Improve profit and cashflow to invest in growth:** Compound free cashflow so transformation is self-financing.

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Turn tacit judgement into a *visible body of work.*

Publication Provenance: First issued in 2023 as *Digital Transformation Sprint*; redesigned 2026 by Hassan Adnan. It adapts the five domains, strategy tables and examples of D. L. Rogers, *The Digital Transformation Playbook* (Columbia Business School Publishing, 2016), and draws on Carlota Perez's work on technological revolutions, the Accenture Research Disruptability Index 2.0 (2018 results) and the Digital Evolution Index (Tufts Fletcher School / Mastercard). The State of Core matrix and Horizon-Protected framework come from the original 2023 edition; descriptive extensions are editorial.

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