

Case study: Digital Mindset Transformation



Industry: Telecommunications



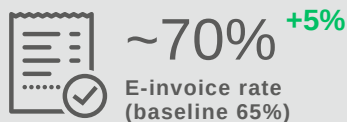
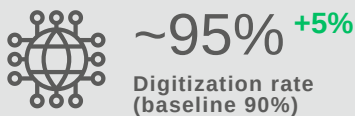
Business function:
Accounting / Finance

At a glance

With a mindset transformation, Swisscom Accounting was able to record major changes in the transformation readiness and personal responsibility of its employees. This enabled a significant leap in the digitization rate.

Business-KPIs

Swisscom's progress in the digital transformation is measured, among other things, by a specially calculated digitization rate and the e-invoice rate. Both have already been significantly increased within the first 6 months.



Challenges

Swisscom is considered a pioneer of digitization in Switzerland. In the area of accounting, however, digitization had stalled, while the potential for digitization was growing steadily. The workforce was not to be left behind - although it was clear that not everyone could be taken along.

Approach

Following our ideal-typical process for digital transformations, we designed systemic interventions to impart the necessary knowledge and work purposefully on the design of the transformation and its objective.



**Provide
orientation**



**Dialogue
& Trust**



**Outcome
Orientation**

Benefits & Successes

1

Purpose and future vision

Employees and leaders have a co-created purpose and a vision of the future with which they strongly identify.

2

Employees become active shapers

Employees take on an active role in the transformation and thus become shapers and drivers of the transformation. This had a particular impact on the KPIs.

3

Leaders are clearer about their roles

Leaders are now clear about the multiple roles they perform in the agile context of the organization and can more consciously shift between these roles.