

Digital transformation & change

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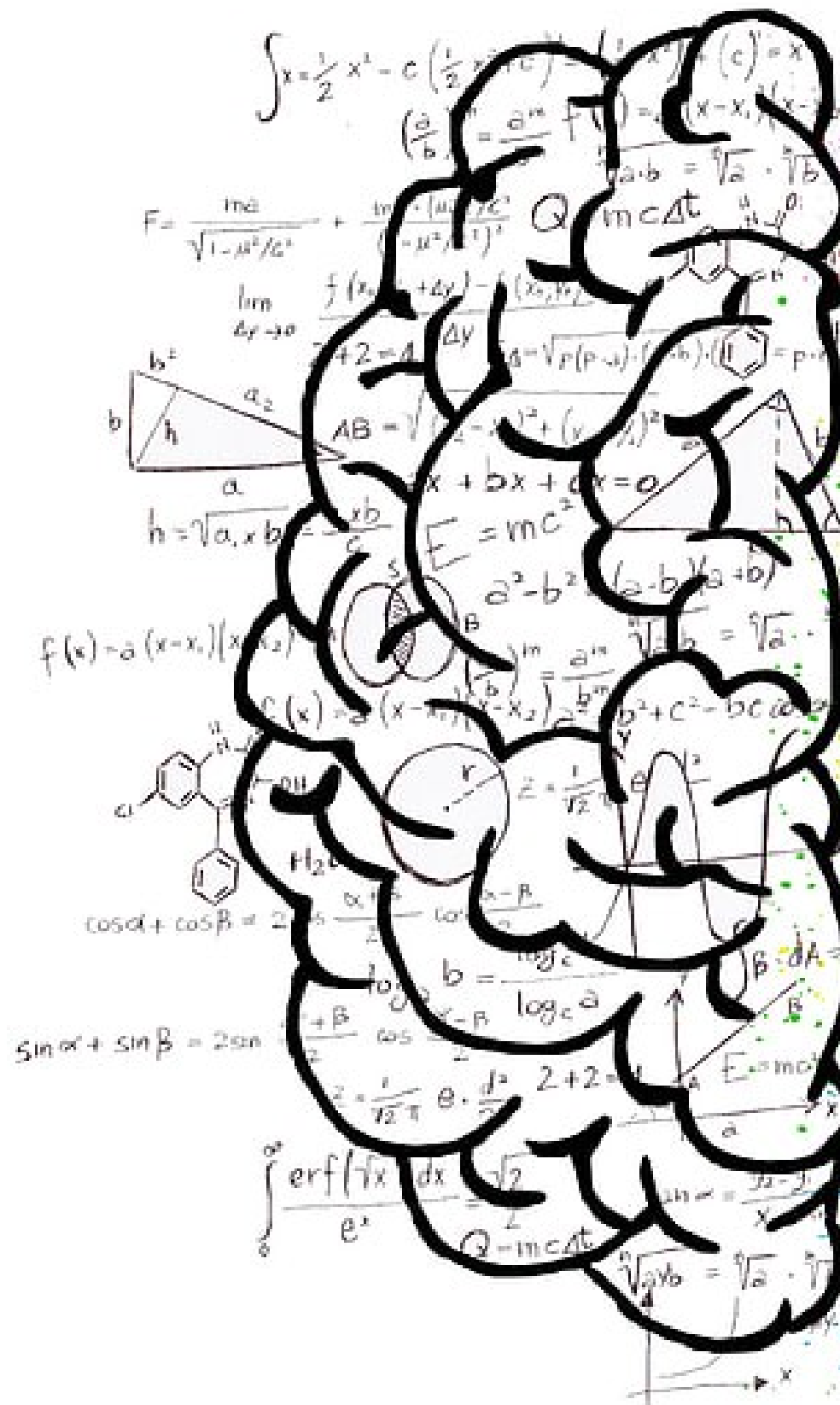
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How to change existing mental models?

Determinism

Reactive

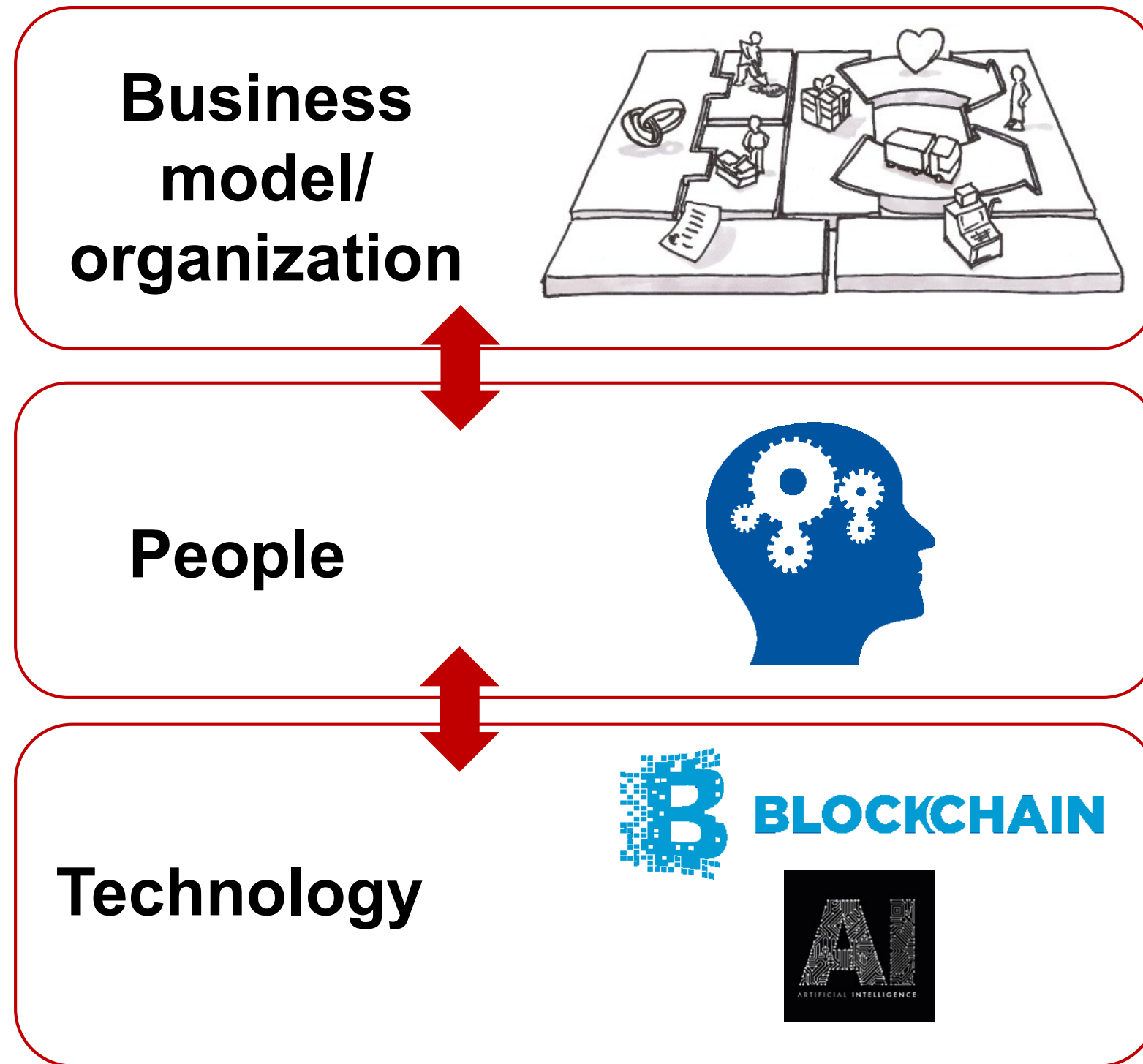


Freedom

Proactive



Digitalization as a phenomenon

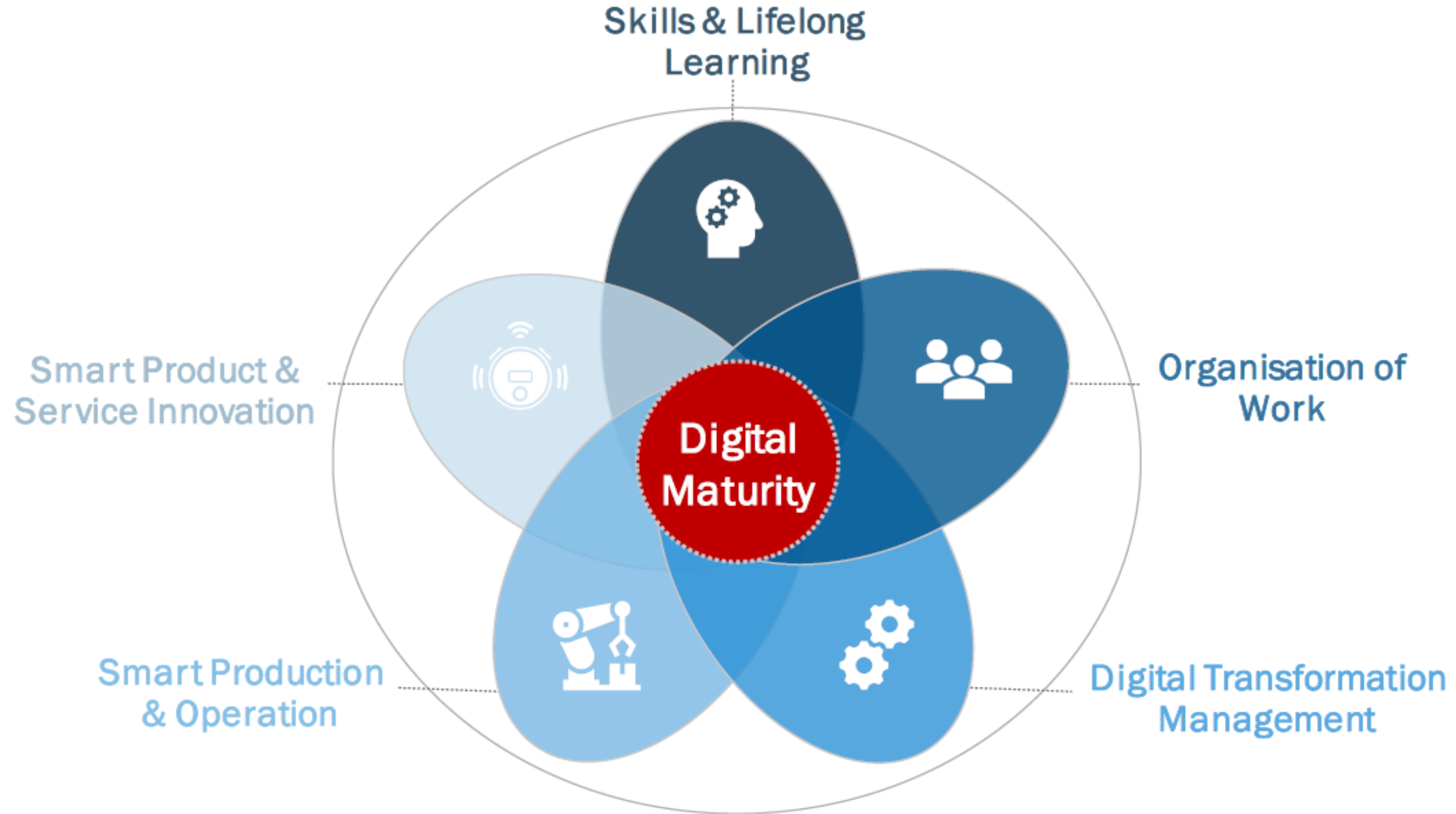


The goal is not digitalization, but value creation!

- And change!

**Key question:
How can we build adaptive people, systems and structures?**

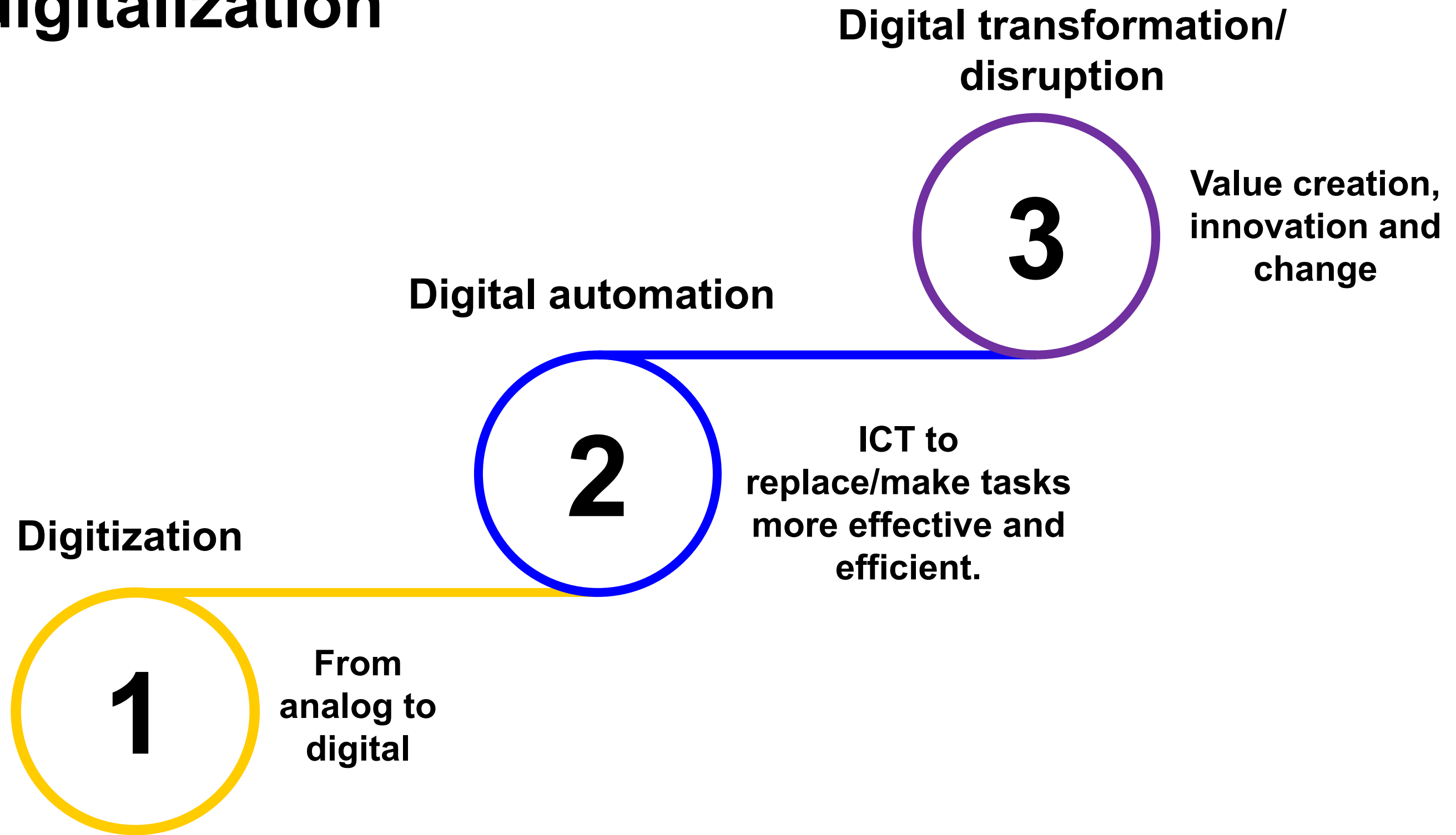
Digitalization in the chemical industry



**It is not primarily about
jobs being lost!**



Three levels of digitalization



Digital transformation/ disruption in the chemistry industry

- **Ecosystems**
- **Platforms**

DISRUPTION 1

Circular Economy

Replacing the 'take-make-dispose' model by designing for re-use and constant recycling.

DISRUPTION 2

Industrial Recalibration

Technology-enabled transformation of manufacturing driven by changing consumer preferences.

DISRUPTION 3

Digitalization Downstream

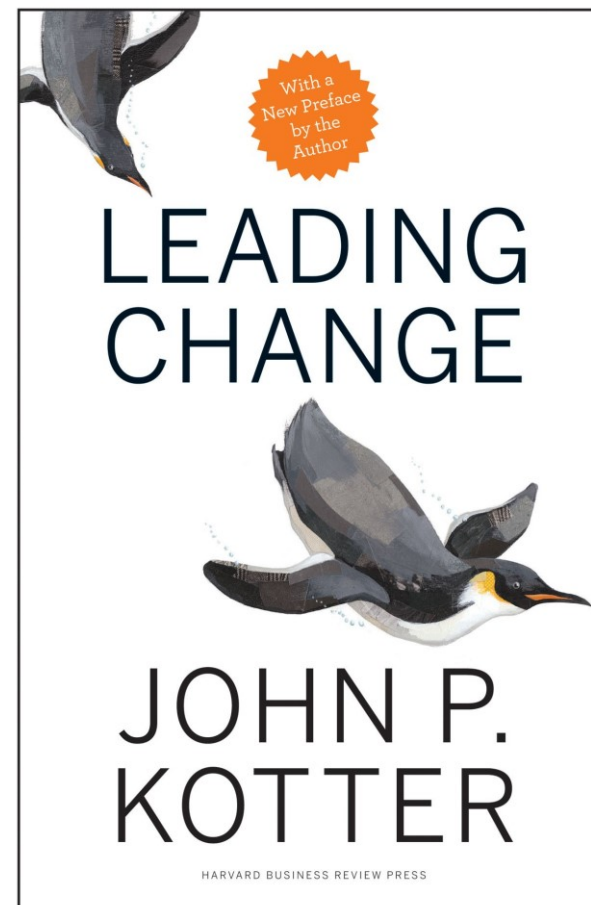
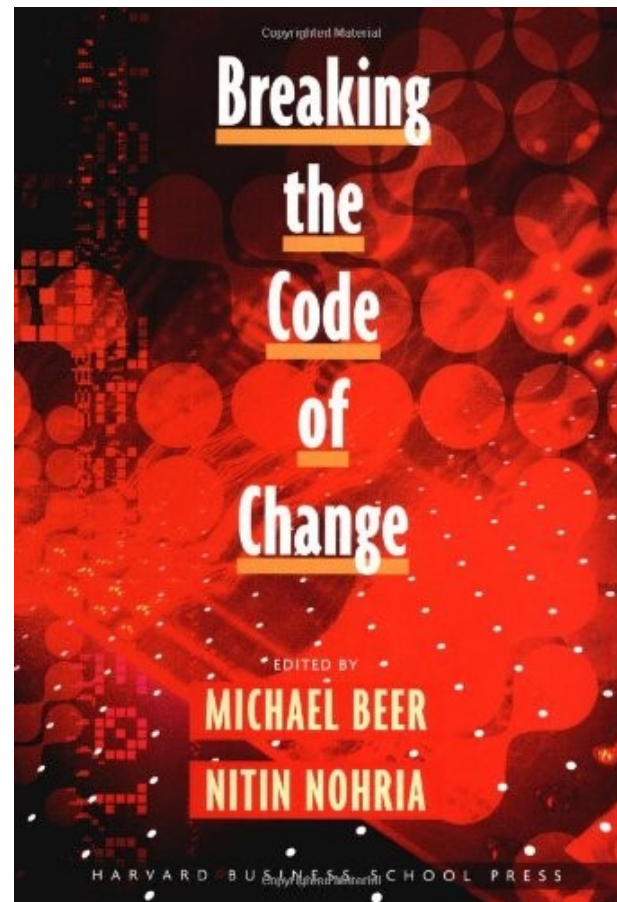
End-to-end value chain digitalization to meet changing consumer needs.

DISRUPTION 4

Reworking Work

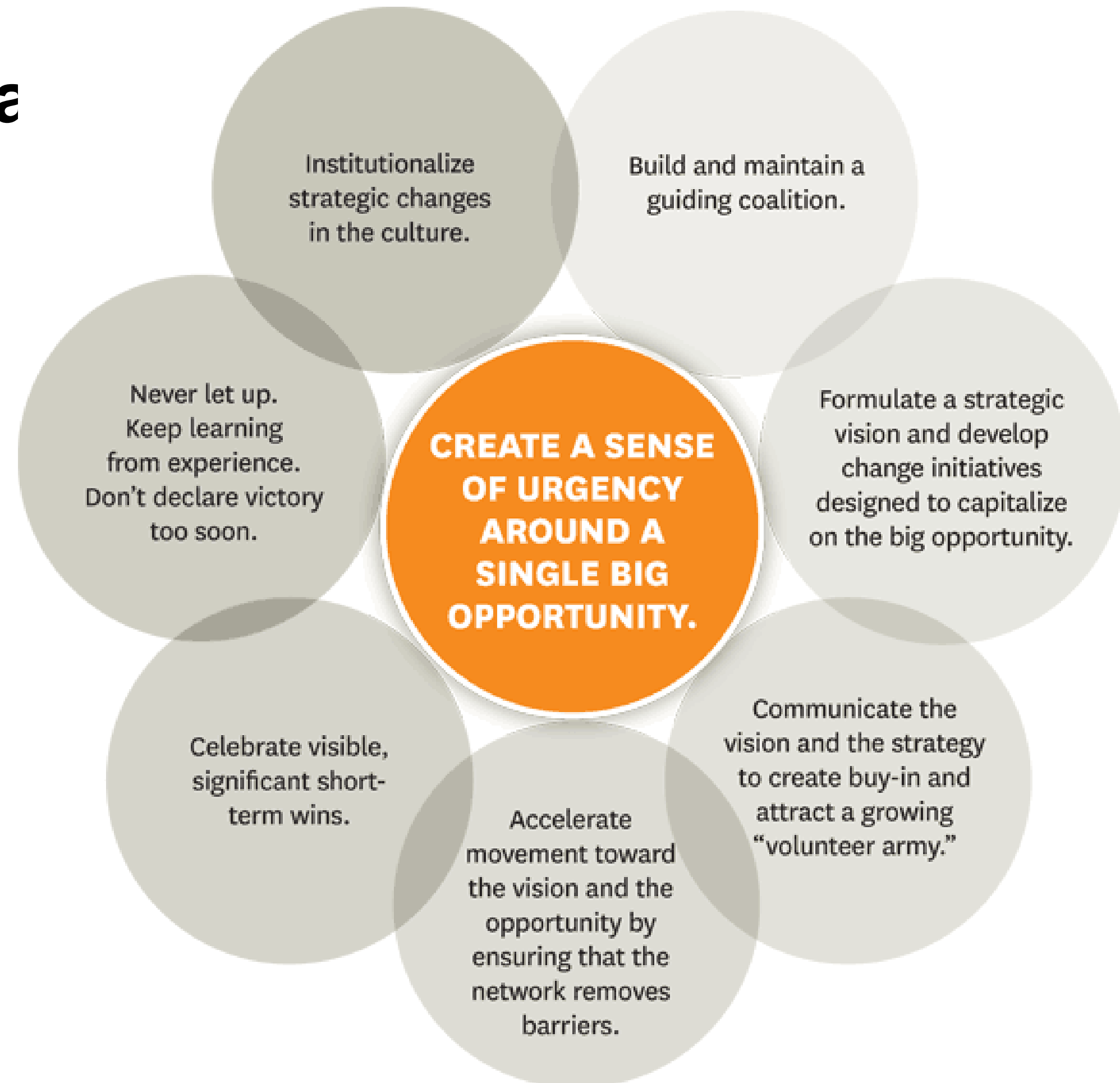
New talent models for new types of work in the digital age.

How to think about change management?

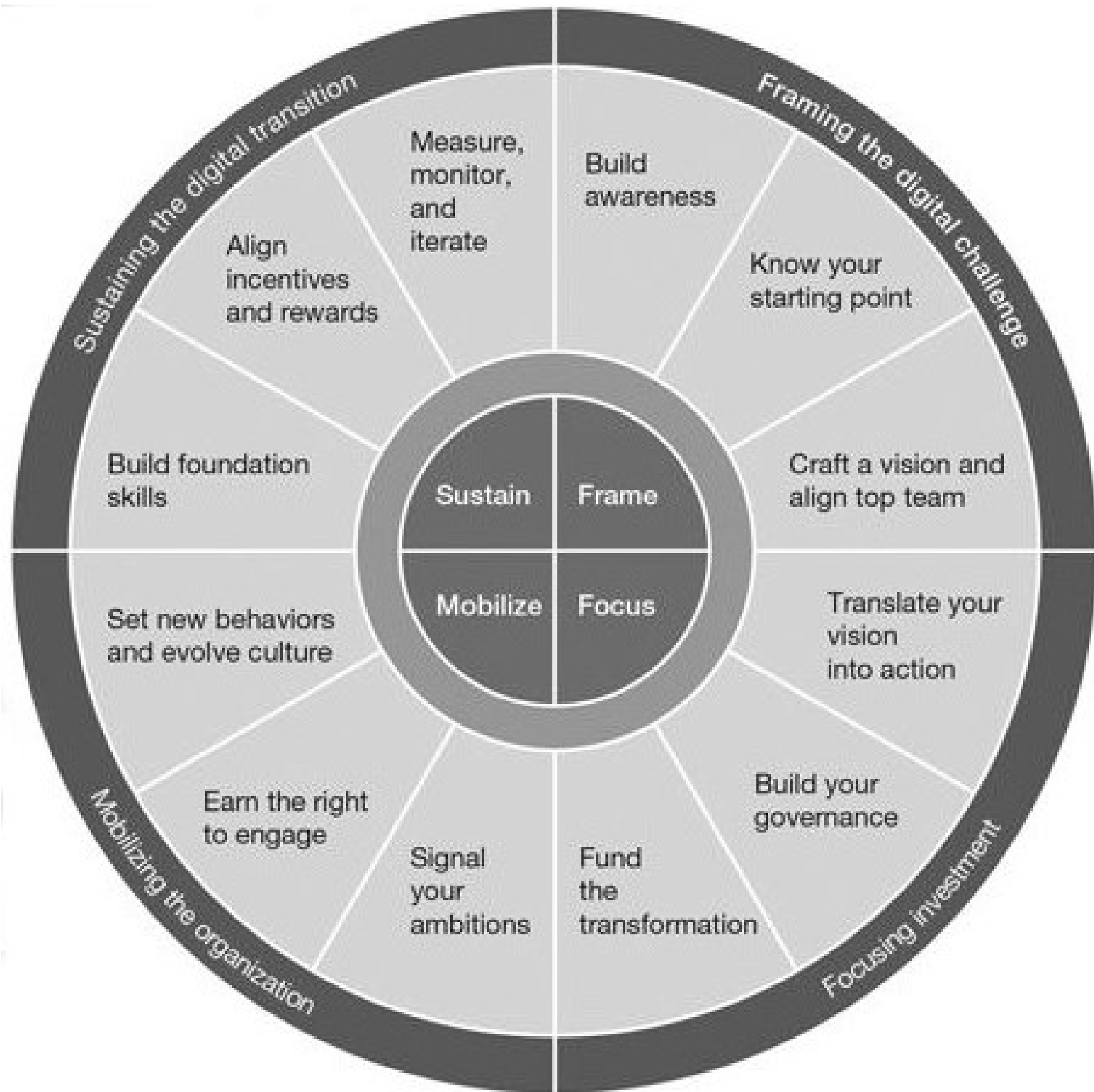


Digital transformation will not stop!

The process of cha



SOURCE: KOTTER, J. P. (2014). *ACCELERATE: BUILDING STRATEGIC AGILITY FOR A FASTER-MOVING WORLD*. HARVARD BUSINESS REVIEW PRESS.



**Digital innovative
culture**

**Compliance and
automation**



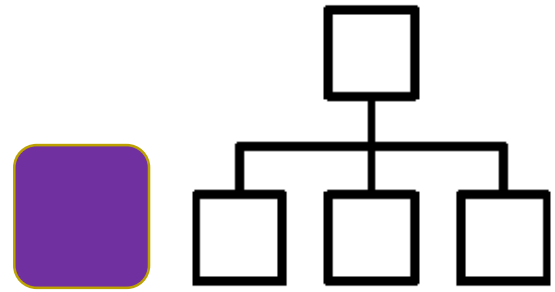
Explore

Exploit



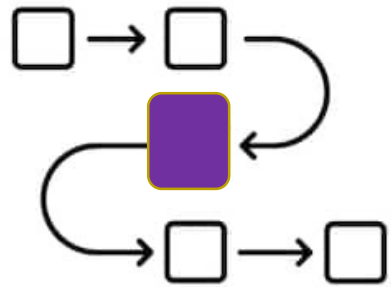
Ambidexterity

How to create ambidexterity?



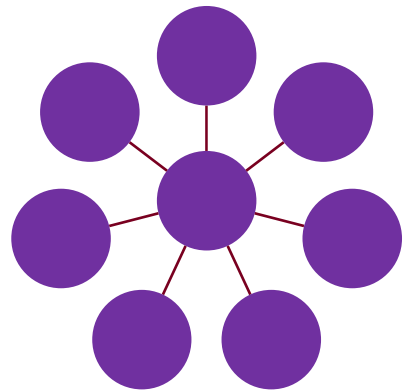
Structurally

«The Lab»



Sequetially

«The Sprint»

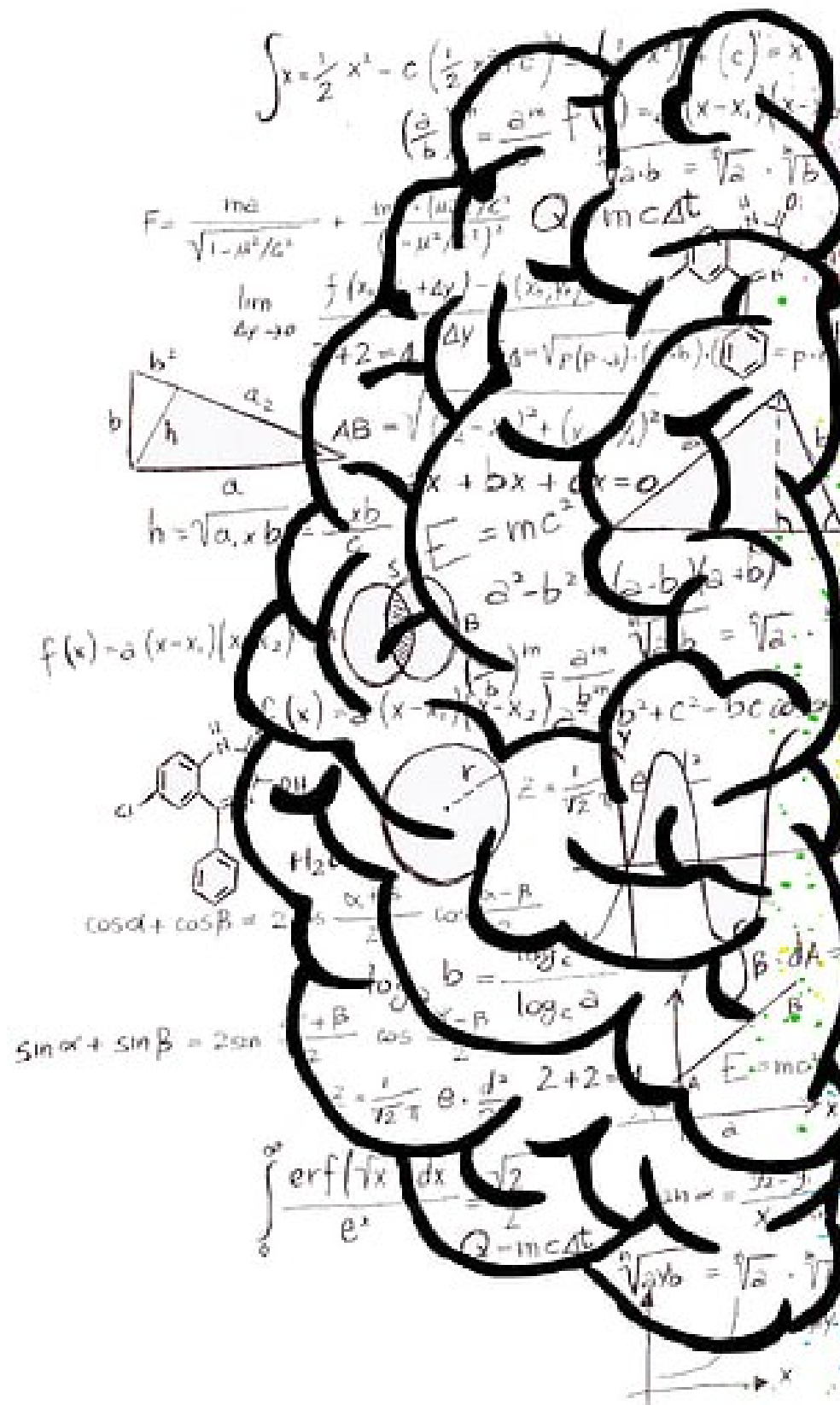


Contextually

«The Culture»

Determinism

Reactive



Freedom

Proactive