

“Digitalisation is not simply the introduction and use of digital technologies. It requires adjustments in strategy, organisation, processes, competences, working methods and culture.”

The story I want to share

It all started with strategic and political will. The league was doing well. Nevertheless, the management understood that digitalisation was not just one option among many, but a reality that was already happening. So, the digital transformation position was created – and here I am.

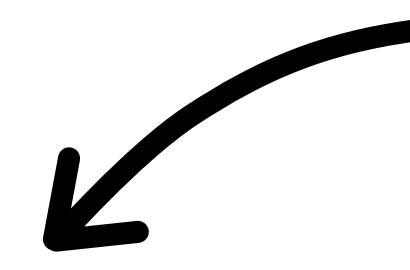
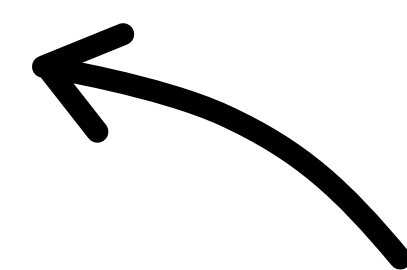
Then we involved as many employees as possible in the process. The problem is not solved by a new position – it requires cultural change that takes some time. It is about giving people the desire and time to learn, and about reducing fears.

Next, some appropriate tools and methods were introduced. For example, we started to use the digital customer journey method for our digital fundraising. We also wanted to send out some visible signals – for example, everyone can now work with a laptop, in the spirit of flexibility, agility and collaboration.

Finally, we are trying to maintain this dynamic. The leadership has a key role here; it must set an example. We are also starting to modernise our job ads to attract people who fit the new culture we are fostering.



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Alejandro Ortega

Leader Digital Transformation

Culture eats strategy for breakfast!

Lessons learnt

Strategic fit – overhaul your main strategies and put in digital wherever needed

Resilience – never give up

Patience – listen carefully and try to get realistic things done



What is a customer journey?

The idea is to take a walk in the customer's (or donor's) shoes. The customer journey map is the complete sum of experiences that customers go through when interacting with your organisation.

The exercise helps you see where you can make improvements and shows you how to make every customer experience a positive one.

