Inspirational guide to running successful transformation programs

Transformation Travel Guide

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# Build the capability to transform your business

We've all read about transformation programs that fail.

Failure is not always a bad thing, but it becomes one if you don't learn from it. The key to any successful transformation is building your organisation's own capability to transform. And that doesn't happen if you outsource the driver's seat of your transformation program – someone else will gain the knowledge from you.

You need to be the one driving things forward, and the right partner will read the map to help you reach your destination.

That way you'll be ready for the next transformation, too.

Let's look at how Mike and Lisa, modern business leaders, approach transformations.

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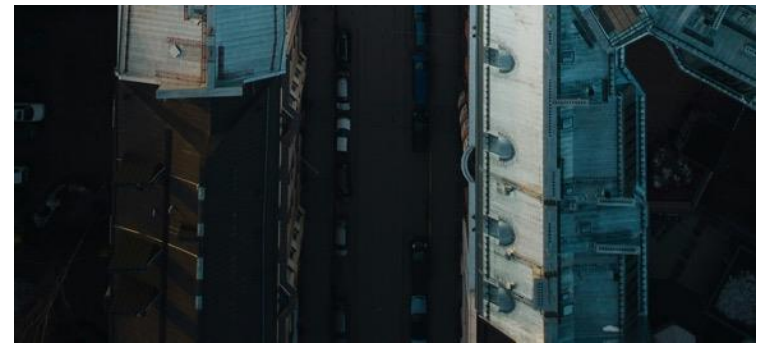
Recipe for **successful** transformation

The most significant transformations are performed by those that have:

- ☑ **Organic transformation capability**
- ☑ **Extensive use of globally leading enterprise software platforms**

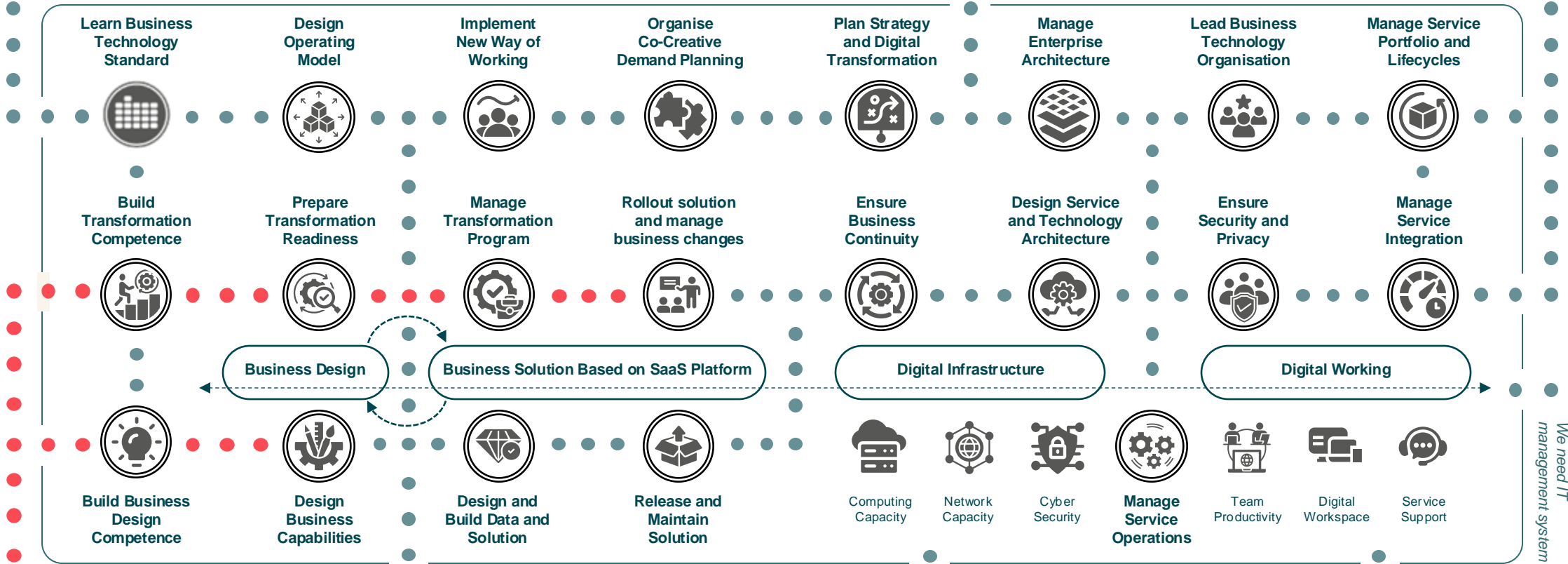| Sourced transformation capability	Organic transformation capability
Instant capability and full speed by externals	Learn gradually with competence partner
Comprehensive design methods for experts	Simple design methods for business leaders
Experience cumulates to consulting companies	Experience cumulates into own organisation
Risk of delegated thinking	Risk of slow learning curve

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Business Technology Game Board

We need a co-creative operating model for business and technology development

We need trusted advice on strategic planning

We need skills to modernise digital services and manage technology

Learn Business Technology Standard

Design Operating Model

Implement New Way of Working

Organise Co-Creative Demand Planning

Plan Strategy and Digital Transformation

Manage Enterprise Architecture

Lead Business Technology Organisation

Manage Service Portfolio and Lifecycles

Build Transformation Competence

Prepare Transformation Readiness

Manage Transformation Program

Rollout solution and manage business changes

Ensure Business Continuity

Design Service and Technology Architecture

Ensure Security and Privacy

Manage Service Integration

Business Design

Business Solution Based on SaaS Platform

Digital Infrastructure

Digital Working

Build Business Design Competence

Design Business Capabilities

Design and Build Data and Solution

Release and Maintain Solution

Computing Capacity

Network Capacity

Cyber Security

Manage Service Operations

Team Productivity

Digital Workspace

Service Support

We need IT management system

We must succeed in our transformation

We need to implement an information system solution

We source modern IT services to achieve cost savings

Modern business technology leaders drive digital transformation

This is a story about Mike and Lisa, two hard-working executives at their company, with an important goal:

Their mission was to modernize how their company operated by adding new technology solutions.

They understood that it could be dangerous to stay in the status quo: customer needs always shift and technology advances and develops in a fast pace.

As forward-thinkers, they looked to the future, excited to use new ideas to reshape and strengthen their company's **transformation journey**.

However, even as they prepared for this big change, there were signs that the road ahead could be complicated - a hint that simply using **common solutions** may not be enough of a guide for them to follow.

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Mike drives business capability development

Mike is a dynamic Business Capability Owner in a global organization, tasked with gently leading a transformational business capability development program.

He is committed to empowering business leaders to improve user experience, data quality, integrate digitization and AI, and reshape the way they use technology more strategically.

Facilitating user-centred design: Engaging business leaders to place user journey design at the heart of our business capability development, ensuring our solutions are configured to effectively meet customer needs.

Driving data quality with business leadership: Engaging business leaders to take ownership of data quality, fostering a culture where data is not just a technical asset, but a key driver of improved business performance and customer experience.

Leading Digital Transformation and AI Adoption: Focusing on integrating digitalisation, automation and AI into our processes to drive efficiency, innovation and adapt to the ever-changing business landscape.

Lisa drives synergies across businesses

Lisa is the Head of the Transformation Office. She gently but persistently drives enterprise-level synergies across the businesses.

Her interest is in empowering the businesses to lead their transformation and plan the processes to avoid top-down delegated thinking.

Mike and his peers are the key co-pilots for Lisa in leading the transformation.

Championing digital strategy integration: Leading digital strategy integration with core business objectives to drive innovation, competitive edge, and alignment with company vision and goals.

Cultivating a digital-first culture: Advocating for a digital-first approach across the organisation. Promoting digital capability and the adoption of digital tools to elevate productivity and collaboration.

Accelerating digital ecosystem expansion: Expanding the digital ecosystem through strategic partnerships and technology adoption. Enhancing service offerings and customer engagement with emerging technologies.

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The common challenges with transformation programs

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The more you postpone the real transformation,

the more you invite hassle and sub-optimization

Mike and Lisa's journey began with a bolt. The company embarked on **rapid digital initiatives**.

Agile sprints brought a flurry of activity: deploying **new technologies**, updating **legacy tools**, and facing the immediate realities of the market.

However, these **quick fixes**, once seen as progress, soon revealed their **superficial** nature. The initial spark of success dimmed as enthusiasm decreased.

The journey that had begun with such vigour was showing signs of strain under the weight of the unchanged, deeper systemic issues.

Mike and Lisa realized it was time to dig in deeper into the cause.

Superficial Innovations

Quick Fixes

Delegated Thinking

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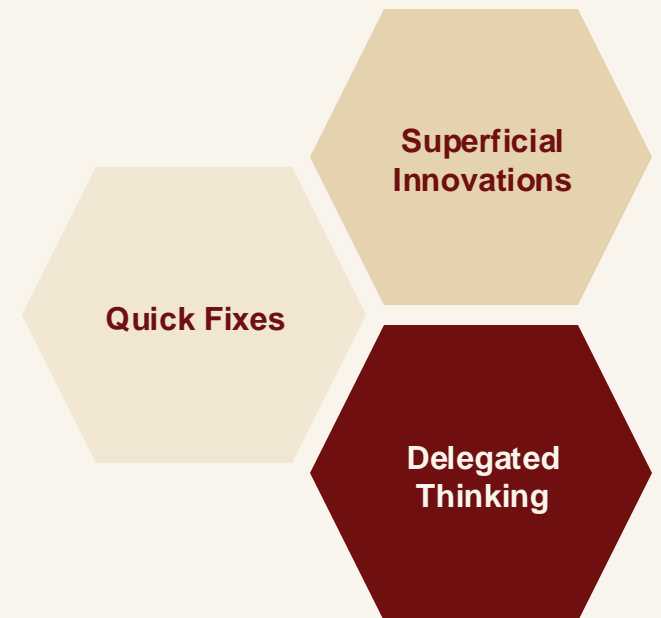
A **mismatch** between industry blueprint and unique company culture hinder progress

In the wake of **diminishing returns** from their initial efforts, Mike and Lisa confronted the consequences and deployed what they believed to be their ace.

They engaged a team **of esteemed consultants from top firms**. The consultants arrived at the company with their blueprints and best practices, promising to accelerate the transformation and bring about the swift and significant change that Mike and Lisa desired.

The consultants worked diligently, applying their **industry blueprint** to steer **the company toward digital excellence.**

Experience cumulates to consulting firms and…

Transformation designed and led by management consultants results to delegated thinking.

… people will notice the lack of leadership and will not commit to change

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Delegating thinking is the root cause of vulnerabilities in the transformation strategy

Plan How to Manage Change Resistance

3

Engage Change Agents

Train and Rollout

Implement in Agile Sprints

Test and Validate Solutions

2

Face Realities and Specify Changes

Commit to the Standard Solution

1

Commit to the Transformation

Deploy Industry Blueprints as a Design
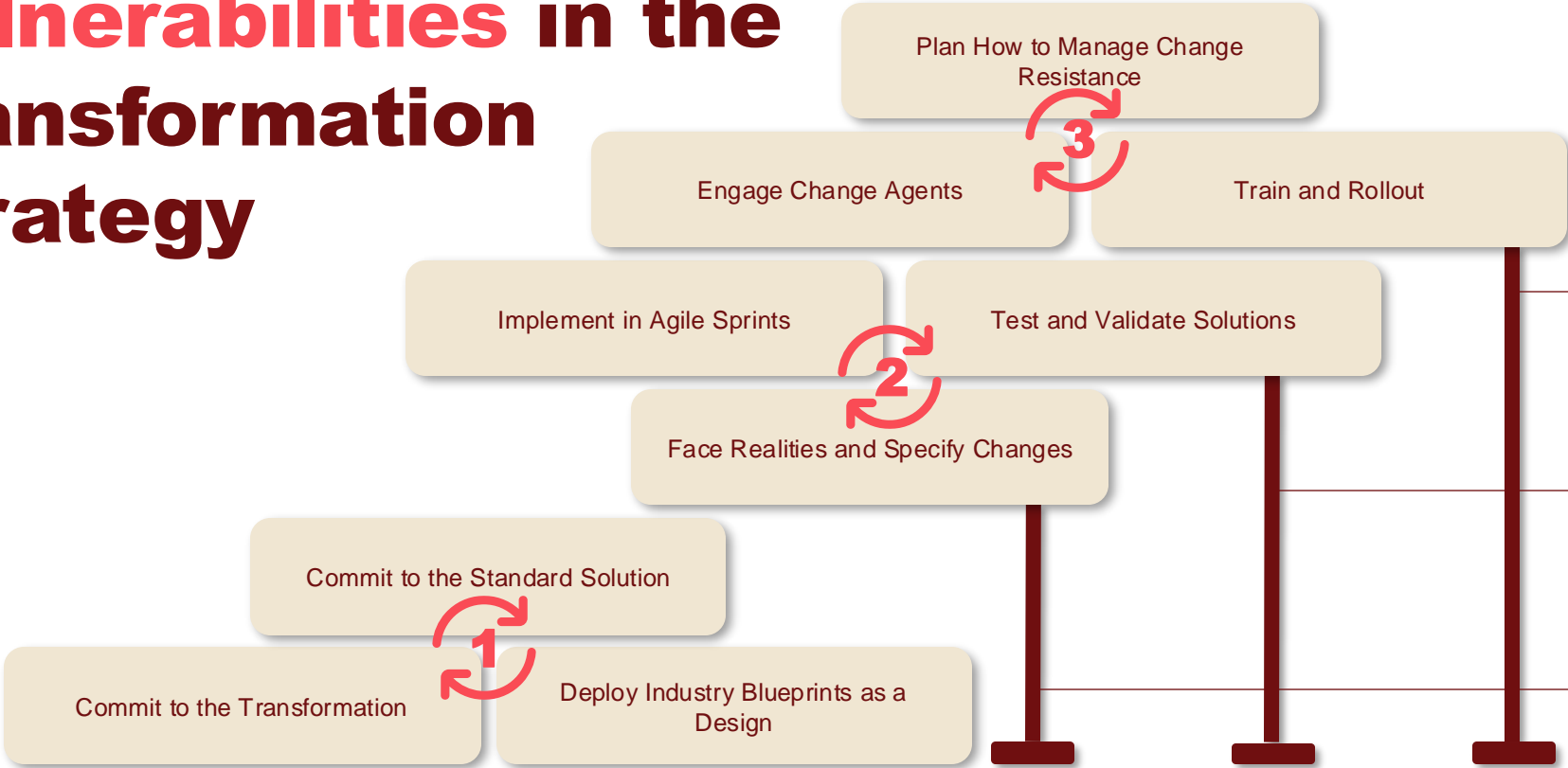
Delegated thinking leads to **misaligned solutions** and needs, **with individuals portrayed as central** to change management challenges, resulting in **costly, suboptimal projects**.

Organizations find that **recommended industry blueprints do not match** their specific operations upon testing and validation, highlighting **the pitfalls of not tailoring solutions** to their unique needs.

Adopting a **one-size-fits-all** approach to transformation, with minimal customization and a reliance on consultants for **industry blueprints**, **often leads to failure** and a false sense of success.

Is relying on an industry blueprint promoted by consultants the best strategy?

As the company moved forward, the transformation program – once filled with promise – began to struggle. They observed the discrepancy between the **industry blueprints** offered by the traditional consultants and the **unique fabric of their company**.

The **delegating thinking** to external entities had led to a mismatch between the transformation strategy and the company's intrinsic needs.

This realization brought a pivotal shift in perspective, underscoring the importance of a transformation strategy that was as unique as the company itself—**a strategy that wasn't borrowed**, but **born from the company's own culture and challenges**.

Guide for co-creative, business-driven technology transformation.

− Learn with competence partner
− Simple design methods
− Experience cumulates in-house

− Easy to read guidebooks
− Training and coaching
− Career path support
− Supported with tools

Driver seat

Guide for co-creative, business-driven technology transformation.

Empower people and business change grounded in reality

Unlock human potential

Challenge legacy and best practices

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We create value with world leading transformation and platforms competence

Transformation + platforms = modern business technology company

We help our customers build **organic transformation capability** and develop business automation on top of leading **enterprise SaaS platforms.**

Empower people and business change

Develop a business solution

Engage business leaders to drive the change

Manage the transformation journey

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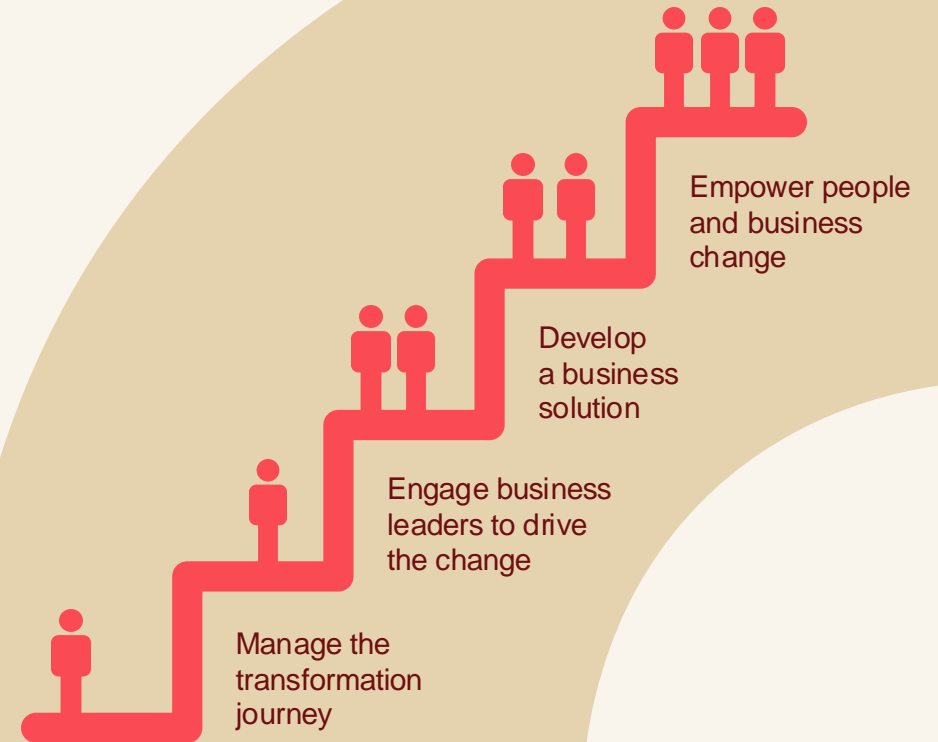
The elements of a successful transformation

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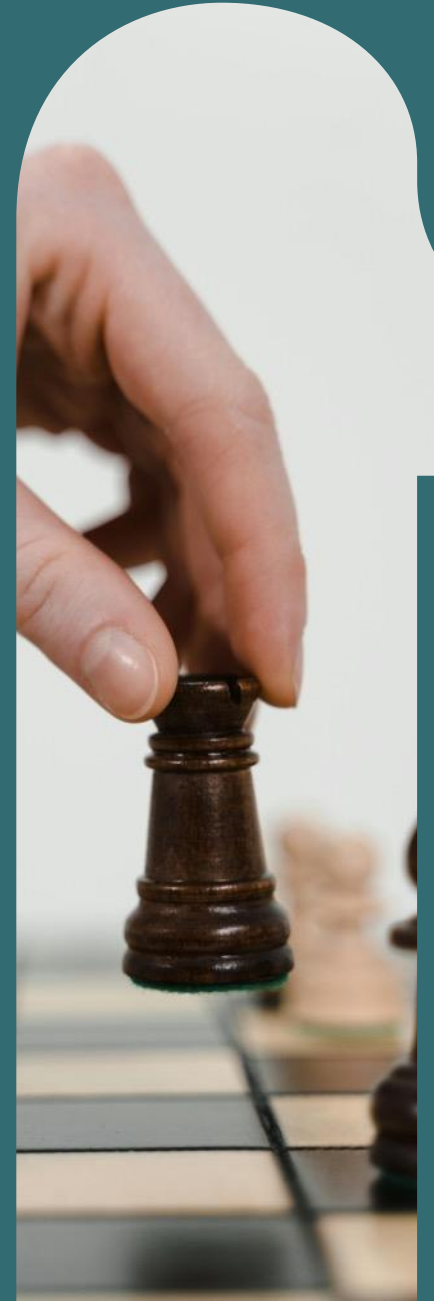
This shift requires building capability around organic transformation

Building blocks for organic transformation:

1.
Business leaders are capable of doing business and societal design.

2.
Simplified design methods and intuitive, co-creative management practices for leaders.

3.
Extra capacity to implement development initiatives.

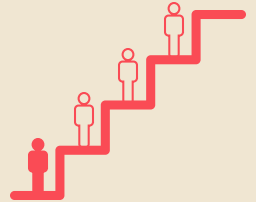# Transformations are leader-driven, embedding new thinking with core solutions, and empowered staff

Empower people and business change

Empowering teams is key, with leaders and coaches actively driving the organizational transformation

Develop a business solution

Choose uncompromised solutions, starting with Minimum Useful Process (MUP) and minimum realistic data

Engage business leaders to drive the change

Business leaders must be immersed in training for the new approaches, embedding transformative thinking

Manage the transformation journey

Business leaders fully own and propel change utilizing methods and practices designed for the company

Heroes of their time have all contributed into developing the transformation travel guide

Roles within the transformation model are flexible, shifting vertically and adapting in number in response to the strategic requirements of the company

Empower people and business change

Business Change Manager

Learning Lead

Develop a business solution

Solution Architect

Data Lead

Engage business leaders to drive the change

Business Analyst

Business Leader

Manage the transformation journey

Business Owner

Transformation Lead

Project Manager

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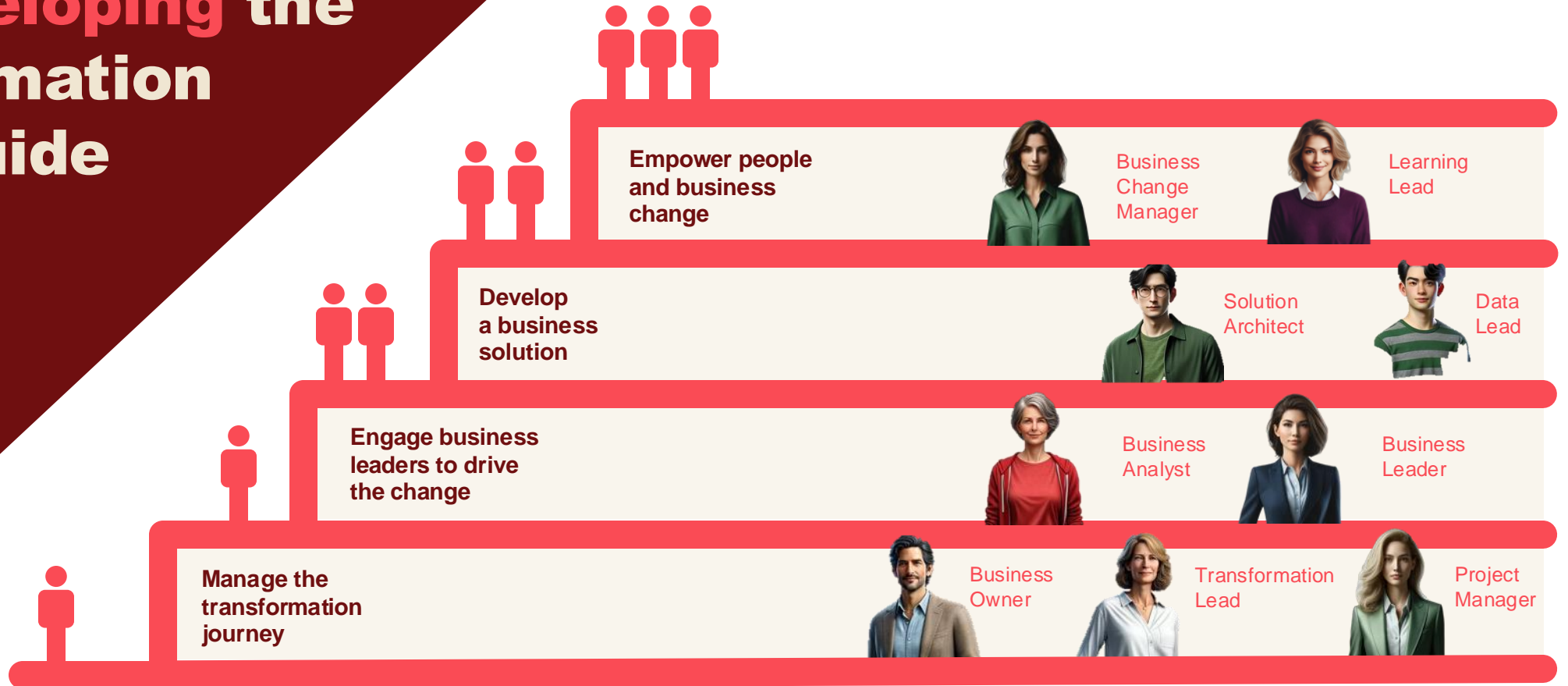
1. Manage the transformation journey

Business Owner
for Portfolio Management

Transformation Lead
to Lead Digital Transformation

Project Manager
for Project Management
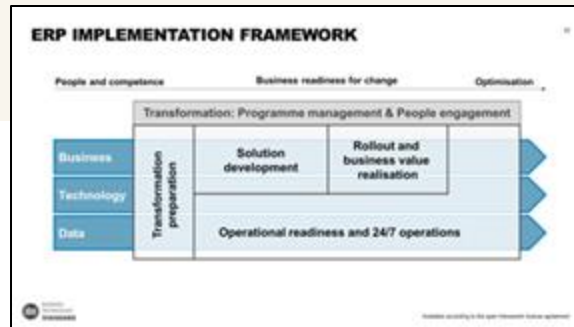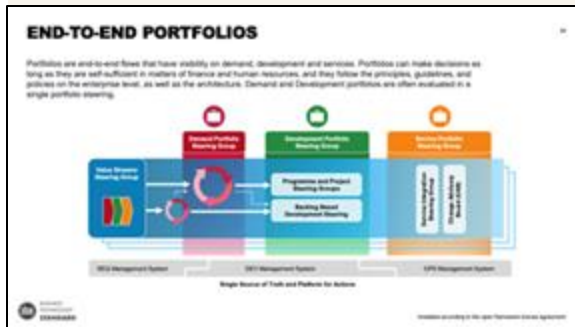
BUSINESS TECHNOLOGY STANDARD
Portfolio Management and Development Governance

BUSINESS TECHNOLOGY STANDARD
Industry Adaptation
ERP Implementation Model

BUSINESS TECHNOLOGY STANDARD
Gate-Based Project Management

A curated overview of essential frameworks and concepts, designed to adapt in scope to the journey's context for optimal clarity and relevance

END-TO-END PORTFOLIOS

ERP IMPLEMENTATION FRAMEWORK

IN REAL LIFE PROJECTS ARE NOT ALWAYS LINEAR AND CAN TAKE DIFFERENT SHAPE

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2. Engage business leaders to drive change
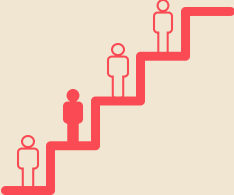
Business Analyst
for User Experience Design

Business Leader
to Drive the Business Design

Solution Architect
for Process Design
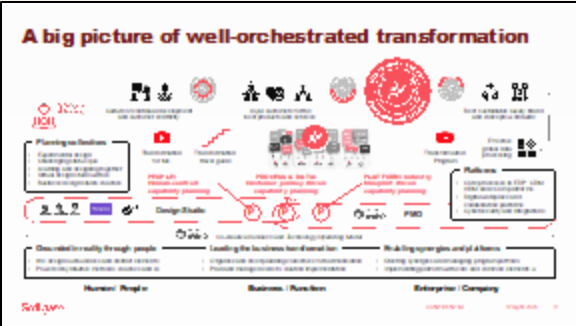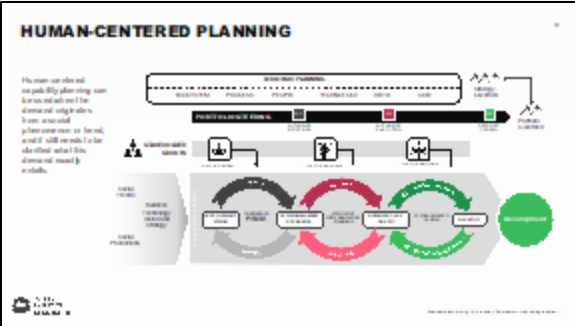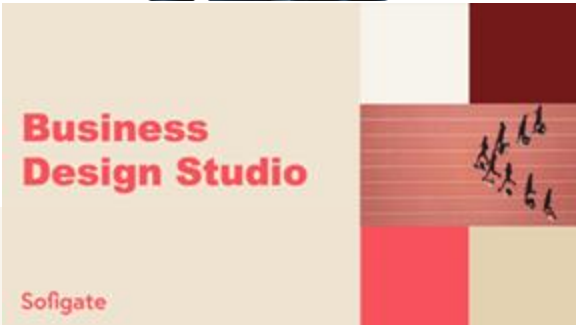
A curated overview of essential frameworks and concepts, designed to adapt in scope to the journey's context for optimal clarity and relevance
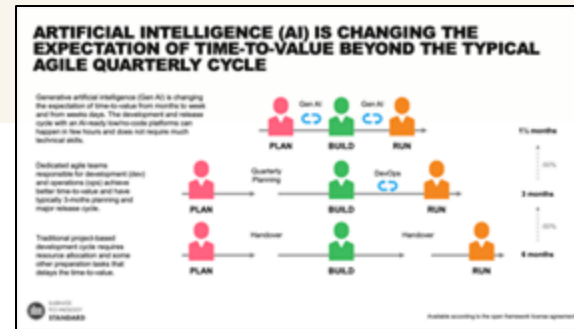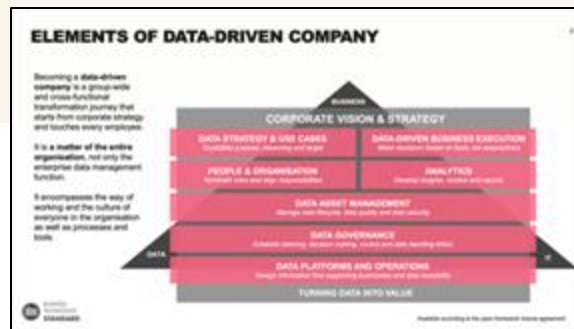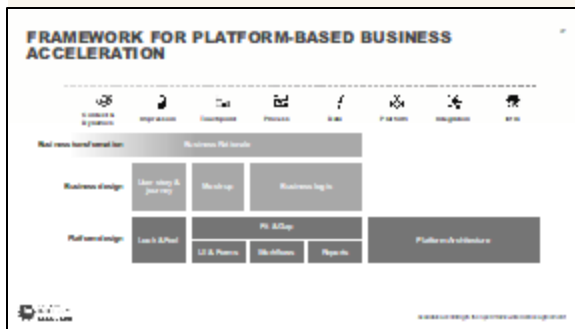
3. Develop a business solution
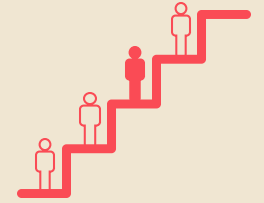
Solution Architect
for Process Design

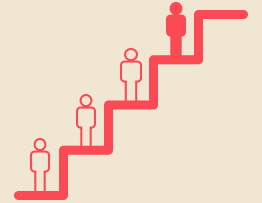**Data Lead**
for Data Design

Project Manager
for Project Management

A curated overview of essential frameworks and concepts, designed to adapt in scope to the journey's context for optimal clarity and relevance

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4. Empower people and business change

Business Change Manager
for Organizational Change Management

Learning Lead
to Drive Organic Transformation

A curated overview of essential frameworks and concepts, designed to adapt in scope to the journey's context for optimal clarity and relevance

Empower business leaders
to engage, design, and lead digital transformation

Digitalisation Maturity Analysis to identify the current state and plan the next steps

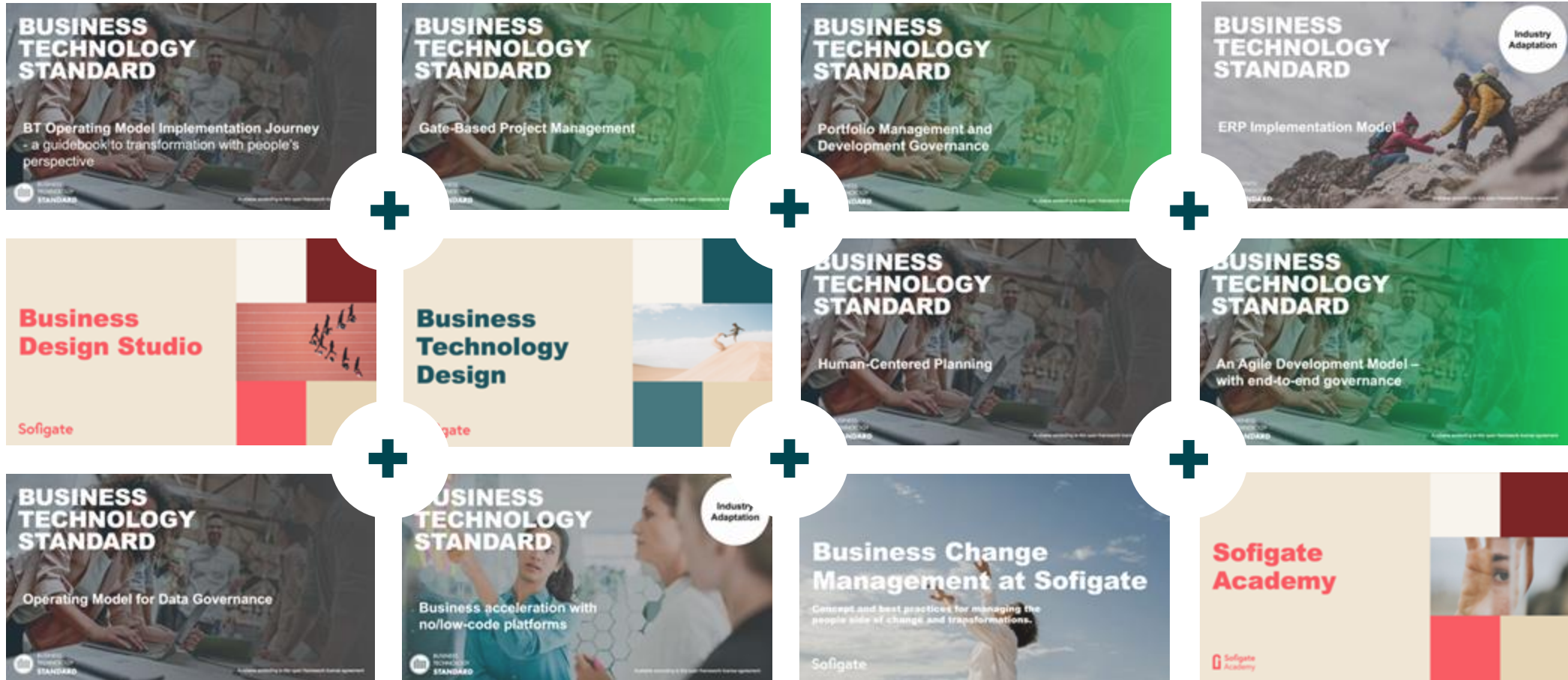**BT Strategy** to align with business strategy and have common must-wins with business

Leading SAP program with business and the solution vendors

Business Change Management to ensure business value realization in organisations

BT Academy and **Business Change Management** to implement the operating model in organisations

BT Standard operating model to enable business and technology transformation

Data Governance to improve the data quality for the ERP program

Service Integration as a Service to ensure service quality during and after the transformation.

BT Academy to empower key stakeholder to lead the transformation

ServiceNow and **Apptio** for operating model automation, cost transparency and IT service management (ITSM)

Business Design Studio to coach key stakeholders to plan the new capabilities

Leading Transformation and building readiness for an ERP/SAP implementation program

ESG and **Compliance Reporting** service with ServiceNow

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A guided transformation journey

Big picture of a well-orchestrated transformation

Digital transformations done right.

How you approach transformations determines the success of your business for years to come.

While most transformations take years and fail anyway, yours doesn't have to.

We can help guide you through your transformation journey.

The Business Technology Company.

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