

“True business transformation is achieved when People, Process and Technology remain primary focus from readiness through execution.”

Business Transformation is required for any organization looking to launch new product(s), leverage new technologies, improve customer service, increase efficiencies --- in essence, any organization looking to substantially improve business results. Drivers of change often include:

- Increasing internal costs vs. outsource delivery options
- Customer demand for “more for less”
- Traditionally ‘underfunded’ investment in people, process and technology
- Increased regulations and related cost
- Financial pressures (margins, asset retention, etc.)

Business Transformation Challenges

Understanding the challenges that come with business transformation and addressing them early on significantly changes the dynamics of the work and the sustainability of the final outcome. The basic challenges of a true transformation challenge tend to fall into a few areas: organizational readiness, operational stability and resource demands. Successfully addressed early on and throughout the transformation process, these challenges can become the drivers of success.

➤ **Organizational Readiness**

- Stakeholder adoption of transformation objectives
- Total company readiness including business, technical, support units and vendors
- Clear change management methods, tools, structure, reporting, commitment

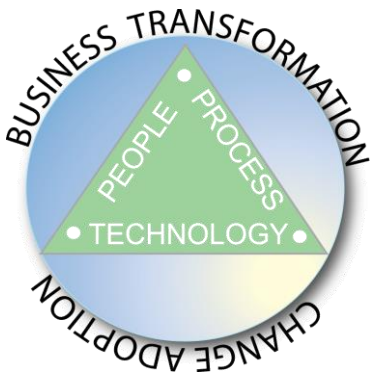
➤ **Maintain Operational Stability**

- Complex, highly interdependent system changes (versions, conversions, more)
- Many competing projects and priorities
- High demand on customer facing associates (requirements, testing, training, more)

➤ **Meet Variable Resource Demand**

- The ‘right resources’ available and ready to go on demand
- SWAT for ‘emergencies’ that come up during transformation
- Reliable combination of business operations SME plus project management experience

more...



Solutions to:

Drive Change
Mitigate Risk
Achieve Process Excellence

Business Transformation Approaches

Successful Business Transformation is impactful and touches all areas of the business. To truly transform business results, an organization needs to institute sustainable, impactful change in all areas – People, Process and Technology. Business Transformation requires more than a Project/Program mindset --- it requires a systematic approach to change how the business delivers results – to change the mindset and behaviors of the stakeholders - to change the way the business operates – to change or improve business enablers. A People, Process and Technology focus drives the approach to Business Transformation.

Business Transformation Approaches

Traditional (Project/Program)	Transformational (Business/Enterprise)
Limited / Contained Scope	Multi-Dimensional / Organizational / Year
Project Focused	Business Strategy Focused
Limited Control / Risk	High Impacts / Risk and Stability Emphasis
Local, Easy Coordination	Complex , High Visibility, Political, Parochial
Plans based on Business Requirements	Plans based on Voice of Business / Customer
Technology Driven	People / Process / Technology Driven
Mapping / Gapping of Functional / Organizational Alignment	Mapping / Gapping of Value Stream Processes
KPI (Key Performance Indicators) Metrics Determine Success	CTQ (Critical to Quality) Measures (Definitions of Success)
Narrow View of Specific Roles	Broad View of Organizational Relationships
Product / Division-centric	Customer / Relationship-Centric
Audit Against Project Plans	Audit Against Customer Experience
Individual Projects Executed Separately	Execute in Major Releases and Waves

Lessons Learned

The Top 10 Transformation Recommendations listed below are offered as a summary of lessons we’ve learned over many years of managing and supporting large scale, complex transformation efforts.

1. Finalize and Sign-off on all Scope, Requirements, Budgets, Commitments, and Plans. Then, implement a Change Control Process
2. Make Sure “End-to-End” Doesn’t Start in the Middle
3. Look at What Others Are Doing (Industry Best Practices)
4. Clarify All Roles and Responsibilities and Assign the Right People
5. Move the Entire Organization In the Same Direction and At Once
6. Sweat the Small Stuff
7. Understand and Manage All Interdependencies
8. Implement a Clear and Comprehensive Governance Process
9. Implement a Disciplined PMO Process
10. Focus on Organizational Readiness, Impacts and Risk

Call BD Consulting Group to learn more about Business Transformation. Contact us to learn more about partnering to create:

- End-to-end alignment of people, process and technology with change initiative objectives
- Organizational readiness assessments and preparation programs
- Scalability and integration with existing change management programs and practices
- Increased probability of transformation execution success and sustained change within the target