

Transformational Possibilities Transformation Program Integration



Metamorphosis is a complex biological process that involves an abrupt physical transformation typically accompanied by a change in habit or behavior. Similarly, complex corporate transformations are often necessary for companies to adapt to a changing environment such as globalization, new competitors, or legislative reforms and evolving regulations.

A transformation program should align with overall business objectives to achieve the desired future state. And depending on the drivers, the current business may be required to operate in a compliant manner even as the future state is being defined and the transformation journey begins.

Many organizations simply lack the capabilities and capacity to manage a major transformation. While they have good intentions, major transformations are not their core business. Managing resource and organizational constraints (which often occur), and coordinating multiple concurrent projects to ensure that program goals are met, requires specific knowledge and experience. Complicating matters, most companies make these types of transformations infrequently, creating a considerable learning curve when time is in short supply.



Strategically linking services

Organizations transform their business for different reasons. Some are positioning themselves for new growth opportunities while others are restructuring to improve efficiency and reduce costs. What they have in common is the desire to dramatically improve their business performance. Deloitte's Business Model Transformation (BMT) services help drive the business and operating model changes required to achieve an organization's strategic vision. Transformation Program Integration is one focus area in BMT. Visit www.deloitte.com/us/bmt for more on our other capabilities.

For highly complex transformation initiatives, organizations need the appropriate talent, processes, systems, and tools to manage critical integration points and risk factors.

How we can help

Deloitte's Transformation Program Integration practice works with organizations to orchestrate the many elements of a large multi-faceted transformation program. A client's transformation program may include a variety of different projects, including a new operating model, implementing shared services, leveraging new sourcing options, ERP, talent programs, or any of a number of other components. We bring together specialty resources within Deloitte, such as tax, financial advisory, and enterprise risk services, in a coordinated effort to provide end-to-end services. We offer a big-picture perspective to an organization's C-suite; provide critical decision-making, risk management, and resource tools with specific industry experience to help clients navigate the journey; and chart a course for the least resistance, cost, and delay in accomplishing the client's objectives.

As clients plan for a transformation journey, we have been there from initial strategy development through execution, including:

- Translating the transformation imperative – the force(s) driving a company to change how it does business – into manageable and measurable projects
- Aligning projects and establishing key points of business integration between them, understanding resource
- Integrating and implementing projects consistently across the enterprise in a disciplined, structured manner
- Defining critical decisions and risks with concrete approaches and data to set future direction

Our depth of experience gained over the course of numerous complex implementations, coupled with a repository of time-tested tools and methods, gives us the insight to anticipate issues and address potential pitfalls. Our approach focuses on program integrity, strives to minimize disruption to the organization, and instills confidence that the program will work correctly from day one.

Bottom-line benefits

Our Transformation Program Integration practice helps organizations in their efforts to:

- Reduce risk associated with complex transformations
- Create efficiency that can lead to lower execution or implementation costs
- Help create better alignment with goals and objectives
- Help smooth the disruption that transformations often create

Five ways to get more value now

Establish cross-functional governance upfront. This is especially important when vetting and approving transformation findings and recommendations.

Design projects as simply as possible. Overly ambitious design can lead to systems or processes that try to meet too many requirements irrespective of the complexity and impracticality the solution created.

Promote integration between the project team and external stakeholders. This can help identify and address risks, mitigate issues, manage scarce resources, and foster collaboration.

Manage scope creep. This is especially important during the diagnostic phase when transformation governance and guiderails are being developed.

Focus on change management, leadership alignment and workforce development. These initiatives are significant changes to the organization that take time and require alignment of executives and development of the workforce to be successful.

The big idea

Effective transformation program integration is the planning and implementation of a complex transformation comprising multiple initiatives that fundamentally changes an organization's approach and capabilities across the enterprise in alignment with overarching goals and objectives.

Learn more

Business model transformation often encompasses a broad range of strategic issues. To learn more about how Deloitte can help, visit www.deloitte.com/us/bmt.

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