What does transformation mean ... to you?
Aston Business School’s
The Transformation Project

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Benefits to be gained from transformation programmes

Order cycle times
33 days to 3 days

Product development time
48 months to 10 months

Offers confirmed within three days
below 40 to over 80

Customer complaints
reduced by 33%

Order cycle time improvement
17%

Throughput increased by 30%

Policy processing cycle
several months to 1 day

Number of functions
five down to one

Number of specialists
nineteen down to one

Number of computer systems
seven down to one
When reality sets in!

A
Set up transformation programme and team structure
Senior Management
1 month

B
Develop transformation methodology
Middle and Junior Management
3 Months

C
Plan functions and IT changes
Middle Functional and IT Management
12 Months

D
Implement the changes in the functions and IT
Middle, Junior and IT Management
Never

Time
Motivation levels

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Measuring the Degree of Change for a business process initiative

<table>
<thead>
<tr>
<th>Individuals</th>
<th>Structure</th>
<th>Systems</th>
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<tbody>
<tr>
<td>Roles and responsibilities</td>
<td>Reporting lines</td>
<td>Information systems</td>
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<tr>
<td>Skills</td>
<td>Hierarchy</td>
<td>Planning procedures</td>
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<tr>
<td>Assessment criteria</td>
<td>Process owners</td>
<td>Service level agreements</td>
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<tr>
<td>Reward structures</td>
<td>Process teams</td>
<td>Information flows</td>
</tr>
<tr>
<td>People leaving/joining</td>
<td>Power bases</td>
<td>Budgeting procedures</td>
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<table>
<thead>
<tr>
<th>Status quo</th>
<th>Changes with strict constraints</th>
<th>Willing to loosen constraints</th>
<th>Open to fundamental rethink, clean slate approach</th>
<th>Greenfield site</th>
</tr>
</thead>
<tbody>
<tr>
<td>No change</td>
<td>Minor change</td>
<td>Significant change</td>
<td>Radical change</td>
<td>Transformation change</td>
</tr>
</tbody>
</table>

| 0 | 30 | 60 | 90 | 120 |
Scope of integration

Hey wait a minute!! What happened to all the complexity?

Key

1. Totally within one function
2. Between two or more functions
3. All functions in the organisation
4. Between the organisation and external stakeholders
The business process web - one company’s experiences

Degree of change

0  No change
90  Minor change
180  Significant change
270  Radical change
360  Transformation change

Scope of integration

1  Totally within one function
2  Between two or more functions
3  All functions in the organisation
4  Between the organisation and external stakeholders
The business process web - some months later

Degree of change

0  No change
90  Minor change
180  Significant change
270  Radical change
360  Transformation change

Scope of integration

1  Totally within one function
2  Between two or more functions
3  All functions in the organisation
4  Between the organisation and external stakeholders
Towards consensus about change programmes

- Significant change
- Minor change
- No change
- Transformation change
- Radical change

Degree of change

Scope of the change
Time to reflect

Thank You for your attention and enjoy the rest of the day!