

# **MOST TRANSFORMATION PROGRAMMES FAIL.**

**NOT BECAUSE OF DELVIERY.**

**BECAUSE OF HOW THEY WERE  
DESIGNED.**

# A PRACTICAL TRANSFORMATION PLAYBOOK

(THAT ACTUALLY WORKS)



# 01



## START WITH OUTCOMES

Most transformations fail because they start with technology.

Ask yourself:

1. What problem are you addressing?
2. What are the measurable results you aim to achieve?
3. What does success look like?

# 02



## BASELINE YOUR CURRENT STATE

Map where value breaks down across:

People

Process

Technology

Data

(Avoid long audits. You need clarity, not perfection.)

# 03



## DEFINE A TARGET OPERATING MODEL (TOM)

This is where most transformations fail.

Be specific about:

- How you work:
  - Teams
  - Ownership
  - Responsibilities
  - Outcomes vs specialities
- How systems work
  - Tech principles
  - Data flow
  - Governance

(If you can't describe it, you can't build it.)

# 04



## PRIORITISE

Scoring initiatives based on:

- Business impact
- Complexity
- Risk reduction
- Time to value

You should also consider:

- Stakeholders
- Workflow
- Communications
- Feedback loops

Then focus on:

- Quick wins > Core transformation > strategic positioning

(Not everything gets done, that is the point.)

# 05



## ADOPTION & REFINEMENT

If behaviour doesn't change, the transformation didn't happen

Track:

- Business outcomes
- Delivery metrics
- Adoption
- Technical health

(Review this regularly and reprioritise based on impact)

# 06



## GOVERNANCE

Too much governance = slows delivery.  
Too little = chaos.

You need:

- A small strategic transformation leadership team
- A clear decision forum
- Defined, regularly reviewed metrics

(Governance should support the project and remove blockers.)

**MOST TEAMS DON'T FAIL IN  
DELIVERY.**

**THEY FAIL IN DESIGN.**

**PLANNING SOMETHING AMBITIOUS?**

**WE HELP ORGANISATIONS  
DELIVER  
TRANSFORMATION THAT  
ACTUALLY STICKS.**

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