



# Business Transformation Essentials: Case Studies and Articles

*Axel Uhl, Lars Alexander Gollenia*

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Transformation programs are an increasing feature of global companies carrying out major change projects with high strategic relevance. These programs combine business and technical content bringing together management and information systems. Regardless of their form, they can deliver real benefits to an organization's bottom line. On the other hand, however, one needs to remember that such complex endeavours are always affiliated with extensive interventions within the organization's business model, organizational structure, business processes, and enterprise architecture. Not every organization is aware that this kind of interferences has also a significant influence on the corporate vision, strategy, culture, values, and even the entire value chain - elements on which an organization's long-term success strongly depends. Despite the frequency and major significance of such transformations, managers rate the competencies of their companies rather poorly in this respect. Consequently, the success rate of business transformation projects is correspondingly low. Since 2011, the Business Transformation Academy (BTA), an interdisciplinary think tank for the topic of business transformation management, has been publishing related articles and case studies in its quarterly journal *360° - the Business Transformation Journal*. The core focus of BTA's publications lies in the creation of knowledge on how to manage challenging business transformation projects. Every publication describes and explains the fundamental issues that plague business transformation programs, as well as the strategies which organizations should embrace to overcome them. Using a variety of case studies including: Allianz SE, Shell, SAP, Vodafone, and Mercedes-Benz, this book provides unprecedented insights into characteristics of current transformation programs and the potential that can be leveraged by applying a holistic transformation management approach. In this book, the BTA has selected only its most essential readings. Each article and case study includes timeless advice that will be relevant regardless of the ever-changing business environment.

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