



Digital transformation and business change programmes are often complicated to deliver and intended to solve complex challenges. They are high-value multi-year engagements that come with significant weight of expectation.

Designing your programme properly from the outset gives you the visibility, knowledge and insight to plan effectively and guide your initiative from a position of authority.

Clearly defining the outcomes you expect from the programme is the right starting point.

Designing your programme robustly

A well-executed programme design will empower you to confidently articulate your desired outcomes and target end state. It will include a cost-benefit analysis demonstrating a worthwhile investment, enable you to identify and mitigate key risks early, and award you with a clear view of your priorities.

Importantly, you will understand the existing composite parts of your programme including technology, people and process, and identify gaps. This will enable you to develop an understanding of the vendor and partner ecosystem you'll need to create to successfully deliver against your objectives.

Key principles

Following some key principles will set the right foundations for your programme to achieve the meaningful change you set out to deliver.

- **Identify your value drivers and targeted outcomes**
Clarity of purpose will allow you to focus your efforts and resources
- **Do your research and crunch your numbers**
Be ready to defend your case for change but be realistic and consider the total cost of ownership
- **Identify the business capabilities required**
The technology, people and process needed to deliver change. Break those down into top level scope, and identify the roles and responsibilities of potential vendors and partners
- **Know your environment**
Identify security, compliance, regulatory requirements or external influences or limitations that will impact your delivery
- **Plan how to transition to business as usual**
Transition of ownership after programme delivery e.g. a web platform may enter the product lifecycle and ongoing optimisation

A word of advice

Don't expect to have all the answers up-front and be ready to learn, adapt and change course on your journey.

Mobilisation

Getting off to the right start is crucial so make sure you've got a strong grasp of your priorities and have the right stakeholder support; this means decision-makers and budget-holders. Engage with due diligence including procurement and legal early and generate momentum. These always take longer than you think.

“Do not underestimate the need for an effective centralised leadership function within your programme”

Planning and re-planning

Whilst it's tempting to focus solely on the first major release, it's important to keep looking ahead to future phases. Consult subject matter experts early to help you size and design the high level solution. Consider the right balance between value delivery and risk exposure. Once you've selected the first release candidate, typically 3-12 months in duration, look immediately forward to future releases and the roadmap, typically 12-48 months ahead, and put a stake in the ground with regards to your objectives, scope and priorities. Then, you'll be ready to manage the inevitable changes to your plans.

Effective leadership to deliver results

The majority of enterprise programmes will have large and geographically distributed teams working on several complex projects in parallel which have intricate interdependencies. Do not underestimate the need for an effective centralised leadership function within your programme. Build relationships, clearly define roles and tailor ways of working. It can be the difference between success and failure.

Did this resonate with you?

We have the right expertise and experience to support you to deliver meaningful change within your business.

Let's talk about your programme.

Familiar challenges

Keep an eye out for these common causes of problems. They can drive significant cost overruns and delays.

- Gaps in accountabilities
- Insufficient transition planning and handovers
- Gaps in reporting requirements
- Misaligned ways of working
- Lack of centralised programme leadership
- Scarce subject matter expertise in key roles
- Absence of expert risk and interdependency management
- Only budgeting for first release or year 1, instead of total cost of ownership



Contact me to discuss
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