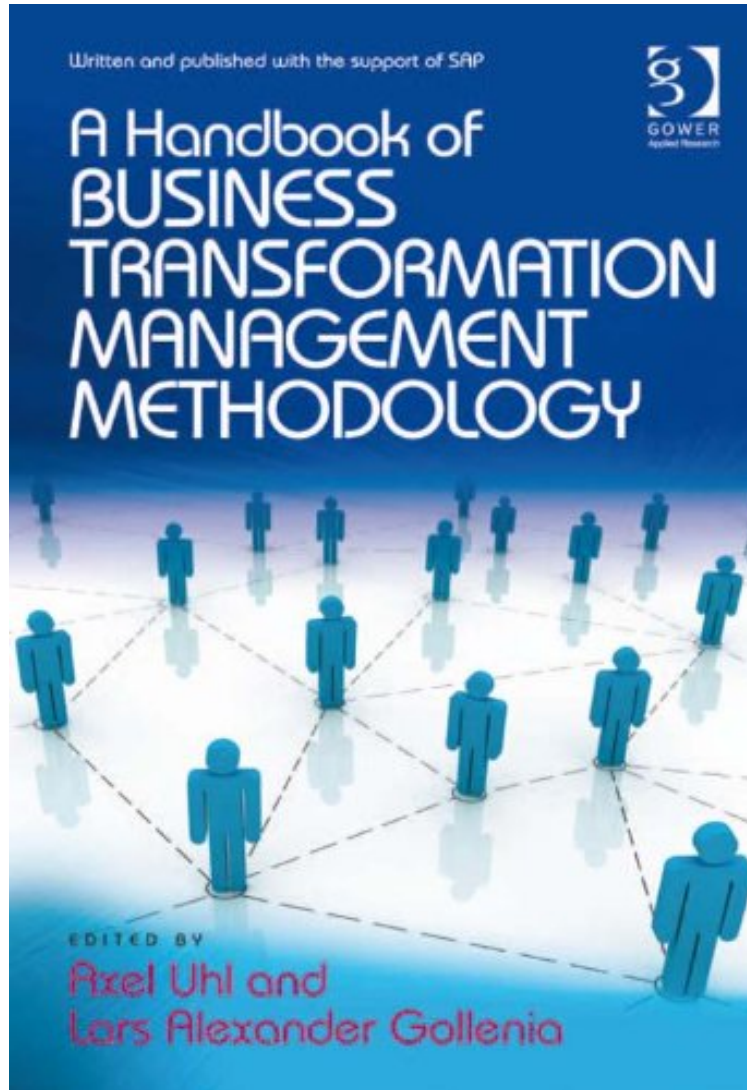


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# Business Transformation Management Methodology

*Axel Uhl, Lars Alexander Gollenia*

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**Axel Uhl, Lars Alexander Gollenia : Business Transformation Management Methodology** before purchasing it in order to gauge whether or not it would be worth my time, and all praised Business Transformation Management Methodology:

0 of 0 people found the following review helpful. It's an interesting book. By Norton Ferreira Paratela The book is useful indeed. It worthwhile acquiring it.

This book provides an integrative Business Transformation Management Methodology, the BTM<sup>2</sup>, with an emphasis on the balance between the rational aspects of transformation and the often underestimated emotional readiness of employees to absorb and accept transformation initiatives. The BTM<sup>2</sup> is a response to the limitations

of single methods and management approaches that have always been adopted separately from each other. Comprising four phases - Envision, Engage, Transform, and Optimize - the methodology integrates discipline-specific technical and methodological expertise from transformation-relevant subject areas. The BTM<sup>2</sup> provides guidance and support for transformation projects by bringing together the disciplines of Meta, Strategy, Value, Risk, Transformational IT, Program and Project, Organizational Change, Business Process, and Competence and Training Management. While Strategy, Value, and Risk Management set the course for a business transformation, the other disciplines enable the transformation process. The Meta Management discipline is a novel approach that aims at orchestrating the application of all BTM<sup>2</sup> disciplines. It incorporates topics such as business transformation culture, values, and communication, as well as formal and informal structures and roles needed for a successful transformation approach. Additionally, a wide range of theory is discussed to help understand the phenomenon of transformation with new insights from case studies that helped to develop the methodology that is offered here. The BTM<sup>2</sup> was developed by the Business Transformation Academy (BTA). The BTA is an innovative think tank that manages an interdisciplinary Thought Leadership Network operating under the auspices of the Business Transformation Services of SAP. For the purpose of creating this holistic methodology the BTA brought together 33 international thought leaders from various management disciplines. The result is a '360-degree' view on what business transformation means and how to manage it successfully. Therefore, this handbook is intended for C-level executives, reflective managers and consultants, and those with an academic interest in change and transformation management.

The goal of business transformation initiatives is to create agility in order to adapt to market changes. To achieve desired outcomes it is necessary to accurately manage interdependent risks associated with changes in the strategy, operating processes as well as the organization's culture. In my opinion this handbook encompasses all relevant aspects of a professional approach to business transformation. --Reza Nazeman, CIO Europe, Middle East Africa, Microsoft  
A must-have for any business transformation professional. Many congratulations to Axel Uhl, Lars Gollenia and their extended team for the wealth of business transformation guidance they have provided throughout this book...With only a third of business transformations being completed on time, on budget and to expectations, this book needs to descend into the laps of 1000s of managers and leaders everywhere because clearly something has been missing to-date...this book contains a holistic approach to transformation that can be applied in many different environments...The authors have not reinvented individual management disciplines, but they have provided a framework that integrates them, which is critical for transformation success; and they have delved deep into each management discipline throughout these 348 pages of business value. Rob Llewellyn - independent consultant  
The handbook brilliantly combines art and science marrying the experience and expertise of highly successful practitioners with multi-disciplinary methods, underpinned by the best practices of the leader in enterprise technology solutions. In my 20 plus years transforming global enterprises, I finally see an honest and vivid acknowledgement of the significant role transformation plays in today's business context and the keys to success spelled out. --Lilian Corvington - Global Director EVO Program at Vodafone  
Business transformation is a complex endeavor and a continuous challenge for many organizations nowadays. Therefore, it is important to have a holistic and applicable methodology that successfully guides decision makers through transformation initiatives. This is exactly what this handbook provides. Nicolas Steib - Global Head of Services Delivery at SAP  
Achieving successful transformation requires that strategy, marketing, enterprise modeling, HR, business processing, IT... share the same global approach and the same language. This requires a new discipline which will merge specialized practices into a single consistent set of simplified practices. This handbook will help you to implement these convergence efforts. --Jean-Rene  
Lyon - Director of the Center of Excellence in Enterprise Architecture in Paris  
About the Author  
Axel Uhl is Head of the Business Transformation Academy and a member of the Business Transformation Services Leadership Team within the Services Division of SAP. Dr Uhl is a professor at the University of Applied Sciences and Arts Northwestern Switzerland. Prior to joining SAP, he held senior management positions at Novartis, KPMG, DaimlerChrysler and Allianz. He has a PhD in Economics, and Master degrees in Business Administration, Educational Sciences and Information Technology. Lars Gollenia is Head of the global Business Transformation Services at SAP and a member of the SAP Services Delivery Executive team. Lars is the co-founder and sponsor of the Business Transformation Academy, a leadership network comprising leading academics and selected executives. He has held positions in the management consulting space. Gollenia is a Graduate in Business Administration from the Friedrich-Schiller University of Jena, Germany and studied economics and international management at Harvard.