



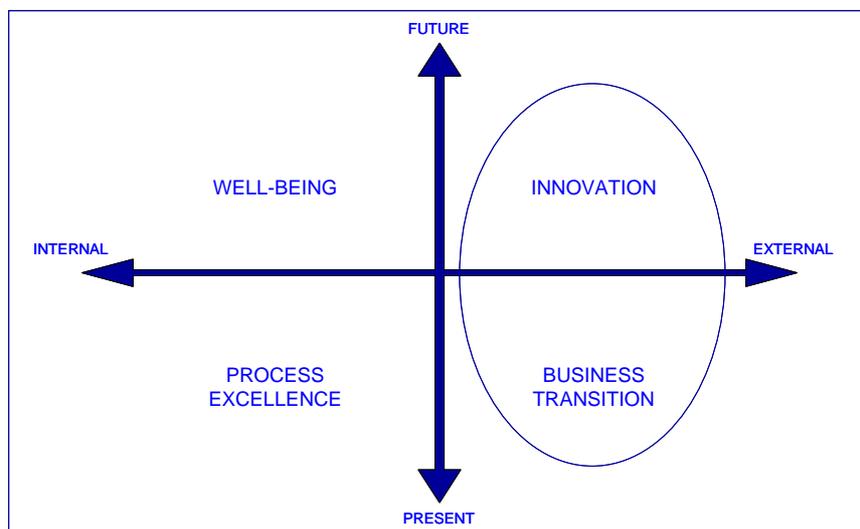
THE SIMPLE ART OF BUSINESS TRANSITION

Many businesses get into the habit of 'going with the flow'. Although sticking with the mainstream is often necessary, it is a risky strategy. Evidence shows that industries evolve, and in the course of this evolution, they create *shapers* (who lead the change), *adapters* (who manage to keep up) and *victims* (who go under).

This is why Business Transition is a necessary and pro-active function. Those businesses that anticipate the key developments in their industry and position themselves to capitalise on them become the 'shapers'.

Businesses can transform themselves in many ways. The following map presents a simple way of viewing the domain of business transformation.

Business Transformation Map



The external dimension of business transformation consists of *innovation* and *business transition*. These are key focus areas of current business transformation initiatives. Management teams often feel the weight of this responsibility, yet feel alone and unsupported in this process, which makes the quest for excellence difficult.

Given the nature of business transition, you are more likely to succeed in your mission with the help of a dedicated team. There are three main reasons for this conclusion.

Three reasons for a dedicated team

- The first reason is that the transition process spans many functional departments. This means many hand-overs from one department to another, which increases the cost of the solution and delays the time to realisation. We propose a *"hub and spoke" structure* whereby a "transition champion" together with a core team (the hub) is able to harness the positive input of each department (the spokes) and sustain the momentum of the transition project.
- The second reason is that business transition must pass through many phases before the finished solution is achieved. Each phase consists of a series of inter-dependent activities. Because much of the work is often new it is not always possible to predict how long each activity will take, and as a result the critical activity (that with the highest priority) changes continuously. We argue that *specialist project management skills* are required to manage an ambiguous transition process, reinforcing the need for business transition specialists.

- The third reason why business transition is best performed by a dedicated team is that these projects rapidly become extremely complex. In our view, only a *dedicated team can manage the ambiguity* involved. This is because they have the captured knowledge at their fingertips, and the management focus to clearly analyse the alternatives.

Simoil Consulting Recommendation

We recommend that businesses delegate responsibility for effective business transition to dedicated teams consisting of *a "transition champion" and a core transition team*. Unless your business already has such a team in place, we believe that you will achieve a greater performance and superior market positioning if you bring in the expertise of an experienced third party. Don't feel alone, give us a call.

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