Process and Digital Transformation: A Cross-Industry Framework for Scalable Impact

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Why transformation programs stall

Many programs treat technology as the solution, rather than one part of it.

Technology-first

- Tools selected before processes are understood
- Ownership and decision rights left unclear
- People expected to adapt after go-live
- Success measured by launch, not by outcomes

Aligned transformation

- Processes redesigned before they are digitized
- Governance defines ownership from day one
- People engaged in shaping the change
- Value tracked against business measures

The framework: four elements in alignment



Process excellence

Stable, well-understood processes are redesigned before they are automated or digitized.



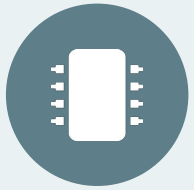
Governance

Clear ownership, decision rights and measures keep the program accountable.



People

Leaders and teams shape the change, building capability and adoption.



Technology

Digital tools, data and AI enable the redesigned process rather than define it.

Designed to last beyond initial sponsorship



Scalable

Standardize the core process and design for replication, so success in one area can extend to others.



Measurable

Define business outcomes and baselines up front, and track value rather than activity.



Sustainable

Embed ownership in the operating model, so the change continues when the program team moves on.

Examples: healthcare and manufacturing



Healthcare

CHALLENGE

Delayed escalation and fragmented workflows in time-critical care, such as sepsis.

APPROACH

Predictive alerts embedded in redesigned care pathways, with standard response protocols and clear owners.

What transfers: Analytics create value only when wired into a workflow with defined actions.



Manufacturing

CHALLENGE

Process variation and unplanned downtime on production lines.

APPROACH

Standard work and root-cause discipline first, then sensor data and predictive maintenance on a pilot line.

What transfers: Stabilize the process before digitizing it.

Examples: education and AI-enabled enterprises



Education

CHALLENGE

Teacher-directed models limit engagement and personalized development.

APPROACH

Classroom roles redesigned toward coaching, supported by adaptive tools and progress dashboards.

What transfers: Technology should augment human roles, not replace them.



AI-enabled enterprises

CHALLENGE

AI pilots that show promise but fail to scale across the organization.

APPROACH

Data foundations, model governance and process redesign around AI, with clear business ownership.

What transfers: Governance and data readiness decide whether pilots scale.

Preparing for generative AI and digital twins

Build readiness without adopting prematurely

1

Explore

Identify use cases tied to clear business problems

2

Prepare

Strengthen data quality, process maturity and governance

3

Pilot

Test in a bounded scope with guardrails and success measures

4

Scale

Expand only where value is proven and ownership is clear

Readiness questions: Is the underlying process stable? Is the data trusted? Who owns the outcome?

Strategies for aligning the elements



People — Engage frontline teams early, build skills, and make adoption a measured outcome.



Processes — Map and simplify before automating; standardize where it creates scale.



Governance — Set ownership, decision rights and value tracking at program launch.



Data — Treat data quality and access as a foundation, not a follow-up project.



AI — Apply AI where processes and data are ready, with transparency and human oversight.

Pitfalls that recur across industries

PITFALL	HOW TO AVOID IT
Automating a broken process	Redesign and stabilize first
Sponsor-dependent momentum	Embed ownership in the operating model
Measuring activity, not value	Agree business outcomes and baselines up front
Treating change as an afterthought	Involve people from the design stage
Pilots with no path to scale	Plan data, governance and funding for scale early
Adopting technology too early	Use readiness criteria before committing

Key takeaways

- Transformation succeeds when process excellence, governance, people and technology are aligned.
- Design programs to be scalable, measurable and sustainable beyond their initial sponsor.
- Prepare for generative AI and digital twins through readiness, not premature adoption.
- Lasting business value comes from embedding change in how the organization works.

Thank you

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