



Identifying Transformation Opportunities

The first step in any transformation program is identifying the best opportunities across the organization. Two effective approaches are stakeholder feedback and process assessments.

Stakeholder Feedback

Get input directly from users and customers of business services. Useful techniques include:

- Direct observation of users interacting with services to spot pain points.
- One-on-one interviews and focus groups to understand frustrations and desired improvements.
- Surveys to collect ratings and feedback across a broad audience.
- Applying the Kano model to categorize and prioritize feedback as delighters, satisfiers, or dissatisfiers.

Process Assessments

Take a data-driven approach to identifying improvement opportunities:

- Inventory business processes through workshops with process experts.
- Document processes through swimlane diagrams and value stream mapping.
- Analyze processes to identify waste and bottlenecks.
- Establish baseline metrics for cost, quality, speed and satisfaction.
- Identify quick wins versus long-term transformation opportunities.
- Leverage process mining software to analyze system event logs.
- Consider bringing in external experts to lend an independent eye during assessments.

Both methods provide critical inputs to build a transformation roadmap. Stakeholder feedback brings a qualitative, customer-focused perspective while process assessments take a more quantitative, analytical approach. Using both allows creating a holistic view of the transformation opportunities offering maximum value.