



BENTLEY MOORE EXECUTIVE

Transformation



Transformation Consulting Services

Introduction

Every organisation, regardless of size or sector, must undertake Transformation to remain competitive, operationally effective, and strategically aligned to the evolving business environment. Transformation is the mechanism by which organisations increase revenue, modernise operations, improve efficiency, adapt to new technologies, reduce operating costs, and introduce new or re-designed services.

Transformation may take many forms, including:

- **Business Transformation**
- **Digital Transformation**
- **Organisational Transformation**
- **Business Process Transformation**
- **Technology Modernisation & Cloud Transformation**
- **Data & Information Transformation**
- **Operating Model Transformation (TOM)**
- **Service & Supplier Landscape Transformation**

Without these activities, organisations stagnate, lose competitiveness, and are unable to respond to market forces or internal challenges.

Transformation is rarely a single event. It is usually delivered through Transformation Projects, Transformation Programmes, or multi-year Transformation Portfolios, each carrying significant organisational, operational and strategic impact.

The Challenge

Delivering transformation is a complex, high-risk undertaking. Organisations face several recurring challenges:

Challenge 1: Transformation is Multi-Year, Multi-Domain and Resource Intensive

A transformation initiative, whether a process redesign, an IT overhaul, a new operating model, or a full business transformation—usually spans:

- multiple years,
- multiple business functions,
- complex interdependencies,
- organisational change,
- technology delivery,
- culture and behaviour shifts, and
- operational redesign.

Such transformations demand dedicated, specialist resources who understand strategic design, delivery orchestration, governance, planning, service transition, risk management and full lifecycle execution.

Most organisations do *not* have this capacity in-house.

Challenge 2: Transformation Generates Multiple Parallel Strategies and Delivery Streams

A single transformation initiative often spawns separate dependent strategies:

- technology strategy
- data strategy
- cloud strategy
- operations strategy
- people and capability strategy
- finance and cost strategy
- supplier management strategy
- change and communications strategy

Each requires alignment, integration, sequencing, governance and risk management. Without coordinated oversight, organisations experience fragmented activity, duplicated effort, and delivery conflict.

Challenge 3: Reliance on Contractors Creates Discontinuity and Higher Risk

A common approach is:

1. Directors define the need and intent.
2. Budget is approved.
3. A contractor Transformation Lead or Programme Director is hired.
4. That individual designs the Programme.
5. The Programme then hires multiple additional contractors.

However, this approach creates structural problems:

- High multi-layered risk exposure
- Followed-by-fragmented delivery
- Poor value for money
- No lasting organisational capability uplift
- Transformation skills vanish when the contractors leave
- Inconsistent quality and approach
- Gaps in governance, risk management, and strategy alignment
- Lack of end-to-end continuity from strategy → delivery → BAU

In a worst-case scenario, the organisation becomes dependent on contractors who hold critical knowledge but no long-term accountability.

Challenge 4: Transformation Failure is Common When Execution is Fragmented

Transformation fails when:

- key interdependencies are missed
- governance is weak or unclear
- risks are unmanaged
- sequencing is incorrect
- the resource model is flawed
- the roadmap doesn't align with strategy
- suppliers are mismanaged
- change and communications are weak
- data and technology requirements are misunderstood

- the business is not prepared for BAU transition

Most failures are *not* due to poor strategy.

They are due to poor execution, poor linkage between activities, poor governance, and poor continuity end to end.

The Better Model

The superior approach to transformation delivery is one that provides:

- assurance of end-to-end success,
- minimised risk,
- single-point accountability,
- full lifecycle continuity,
- integrated governance,
- alignment across organisation, people, process, technology and suppliers,
- clear roadmapping, and
- a supported BAU handover with retained organisational capability.

This is the model that Bentley Moore Executive provides.

Our Transformation Consulting Services

We provide end-to-end Transformation Consulting and Delivery Services covering the entire lifecycle from strategic design to BAU integration.

Strategic & Early-Stage Transformation Services

- End-to-end transformation strategy
- Options and recommendations development
- Organisational readiness assessment
- Transformation case development
- Operating model revision (TOM design)
- Capability and capacity evaluation
- Transformation governance design
- Multi-year transformation roadmap design

Planning & Programme Definition

- Transformation planning and blueprinting
- Scope, outcomes and benefits definition
- Resource and capability planning
- Risk and issue definition
- Interdependency and impact mapping
- Supplier, contract, and commercial alignment
- Financial planning and transformation cost modelling

Transformation Programme & Project Delivery

- Programme and project mobilisation
- End-to-end delivery leadership
- PMO, P3O, portfolio oversight
- Schedule management and roadmap execution

- Third-party supplier management
- Cross-functional orchestration
- Delivery assurance and performance tracking
- Vendor transition, supplier exit and onboarding

Change, People, and Communications

- Business change strategy and management
- Stakeholder engagement and communications
- Cultural alignment and behavioural change
- Training needs analysis and delivery
- Transition to new operating models
- Organisational impact analysis

Technology, Data, and Digital Delivery

- Technology transformation delivery management
- Cloud migration planning and delivery
- Data management transformation
- Information governance alignment
- Systems integration delivery
- Service introduction and service retirement

Risk, Governance and Assurance

- Holistic risk management (project / programme / portfolio / corporate)
- Governance framework establishment and operation
- Benefits realisation and assurance
- Quality management
- Compliance alignment
- Executive reporting, dashboards and oversight

Service Transition, BAU and Post-Transformation Support

- Transition to BAU
- Knowledge transfer
- Operational embedding
- Performance stabilisation
- Hypercare support
- Post-implementation optimisation

About Bentley Moore Executive

We are Bentley Moore Executive, a London-based consultancy specialising in complex multi-year Transformation delivery, strategy execution, and organisational change leadership.

We provide:

- hands-on transformation delivery expertise
- strategic advisory and direction-setting support
- rigorous governance, risk and assurance
- cross-sector experience, spanning government and industry
- continuity from vision → delivery → BAU



Transformation Consulting Services

- a model that retains knowledge *in* your organisation, not outside it

Our consultants bring the capability, structure, and senior-level assurance required to deliver transformation outcomes successfully—every time.

Contact Us

To discuss your transformation requirements or explore how Bentley Moore Executive can support your organisation in delivering complex multi-year change with confidence:

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