



Business Transformation Essentials: Case Studies and Articles

By Axel Uhl, Lars Alexander Gollenia

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Transformation programs are a common feature of global companies carrying out major strategic change projects. These programs combine business and technical expertise to bring together management and information systems. Managers rate firms' transformation competencies relatively poorly, and the success rate of such endeavours is correspondingly low.

Using a variety of case studies including: Allianz SE, Shell, SAP, Vodafone, and Mercedes-Benz, this book provides unprecedented insights into characteristics of current transformation programs and the potential that can be leveraged by applying a holistic transformation management approach.

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Review

'There is a very broad range of transformation programs described in this book - covering more than eight different industries and various functions within organizations. The remarkable amount of expertise gathered here makes this work a "must read" for every transformation practitioner.' Amadou Diallo, Chief Executive Officer, DHL Freight 'This case book indeed provides illustrative studies of many different facets of real-life transformation programs. The industry-specific aspects are especially enlightening and enable strategic decision makers as well as managers to gain knowledge from well-documented initiatives.' Hans-Peter Wolf, Member of the Board, Allianz Beratungs- und Vertriebs-AG 'The sound analysis of transformation initiatives, as well as descriptions of methodological perspectives presented in this book illustrate very well the breakthroughs and the pitfalls in the metamorphosis of organizations. Through a set of key learnings and recommendations, the authors offer valuable lessons for everyone involved in such complex undertakings.' Jorg Staff, Member of the Board, Fiducia IT AG 'Many organizations nowadays struggle with the challenge of transforming organizations within global initiatives. This book provides comprehensive experience and practical guidance for successful completion of such endeavors. It is helpful for large as well as medium-sized companies.' Dr. Helmut Meitner, Director Corporate IT (CIO), Stroer Media AG

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.

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