

Sub Heading:

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Business Transformation Manager Profile

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The riskiest factor in transforming a traditional business environment (BE) into a lean and automated BE is the role of the business and (e-)business transformation manager (BTM) in the implementation part of the business transformation project (BTP). The basic profile of such a business transformation manager has not been sufficiently investigated in a holistic manner in order to design the BTM's profile; and that is the main goal of the author's research (Trad, Kalpic, IMRA, 2013).

This research based presentation deals with the optimal profile of the BTM that has to manage the implementation phase of complex business transformation projects. These business transformation projects require a specific set of business architecture and implementation skills, especially for the final and very difficult implementation phase. The BTP's implementation phase is the major cause of high failure rates (CapGemini, 2009).

The authors have constructed their research on the main fact that only around 12% of business organizations successfully finish innovation-related business transformations projects (Tidd, Bessant, 2009). Therefore, there is a tremendous need for more research on the BTM profile. Business transformation projects require BTMs who have the necessary business and information technology architectural skills such as TOGAF® for the implementation of complex business process management (BPM) based systems (Kelada, DBA Thesis, 2009).

Key takeaways: TOGAF, architect of adaptive business information systems, business transformation projects, business transformation manager's profile, transformation project implementation, business integration, innovation failure rate and (e-)business