Vision. Velocity. Value: How strategic TMOs drive digital impact

September 2025

Introduction

Digital transformation is no longer a bold choice – it's a strategic imperative for businesses to keep up with the dynamic global business landscape. Yet, despite significant investment, many initiatives underdeliver. In such a scenario, a transformation management office (TMO) can be a game-changer, but only if it's set up to do more than just track milestones. When designed well, a TMO functions as the overarching system for enterprise-wide transformation – aligning priorities, enforcing value, discipline and maintaining momentum across silos.

This report analyses an approach to organisational digital transformation which focuses on identifying the strategic imperatives which help in differentiating high-functioning TMOs from underperforming ones and their outcomes to discover what distinguishes outperformers to succeed. The report also explores transformation archetypes and examines how mature TMOs influence success across diverse sectors.

01

Survey methodology

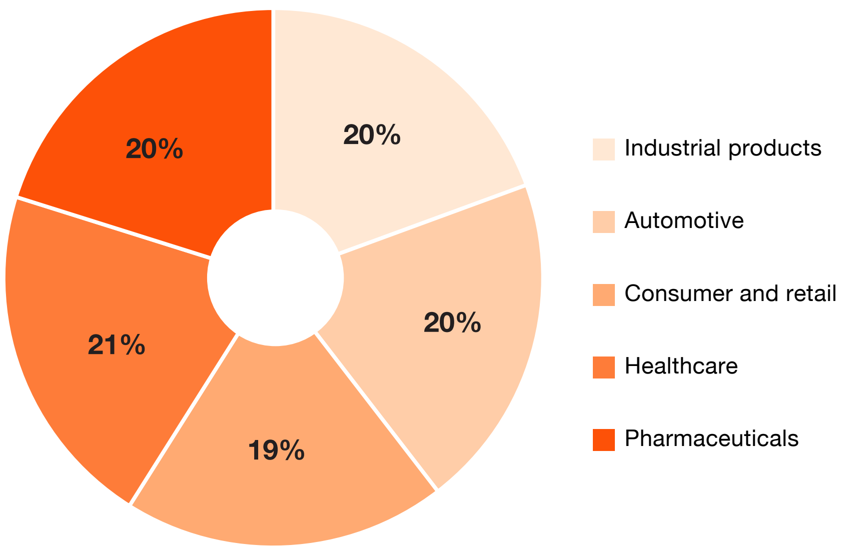
PwC conducted a survey of 135 senior leaders in India over three months in 2025 to understand how they navigate their digital transformation journey covering strategy, governance, execution and performance metrics.

1.1. Sector-wise distribution

To ensure a well-balanced and inclusive representation, participants were carefully selected across the following key sectors:

- Industrial products
- Automotive
- Consumer and retail
- Healthcare
- Pharmaceuticals

Figure 1: Distribution of respondents by sector



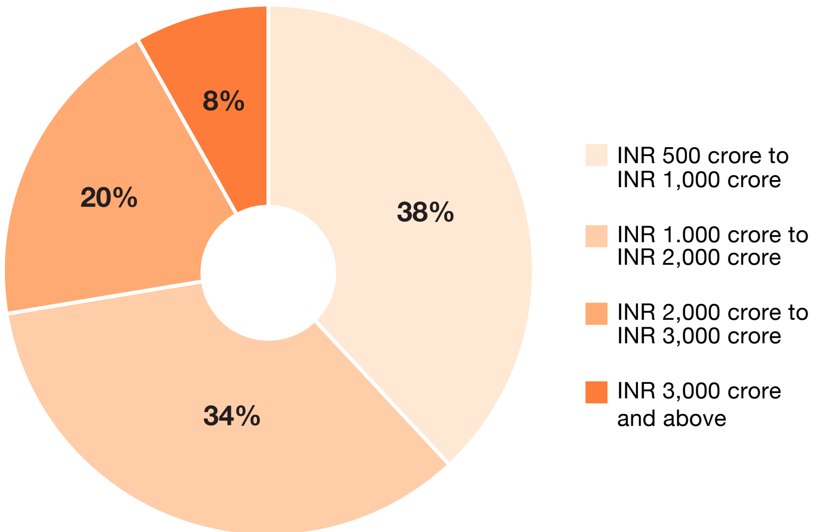
1.2. Revenue distribution

The capacity of organisations to adopt digital transformation is determined by their ability to spend and their overall top line. To understand the various aspects of digital transformation at different scale, the survey included businesses of varying sizes.

To determine the magnitude of transformation by enterprise size the survey collected revenue information of the participants and divided them in the following ranges:

- INR 500 crore to INR 1,000 crore
- INR 1,000 crore to INR 2,000 crore
- INR 2,000 crore to INR 3,000 crore
- INR 3,000 crore and above

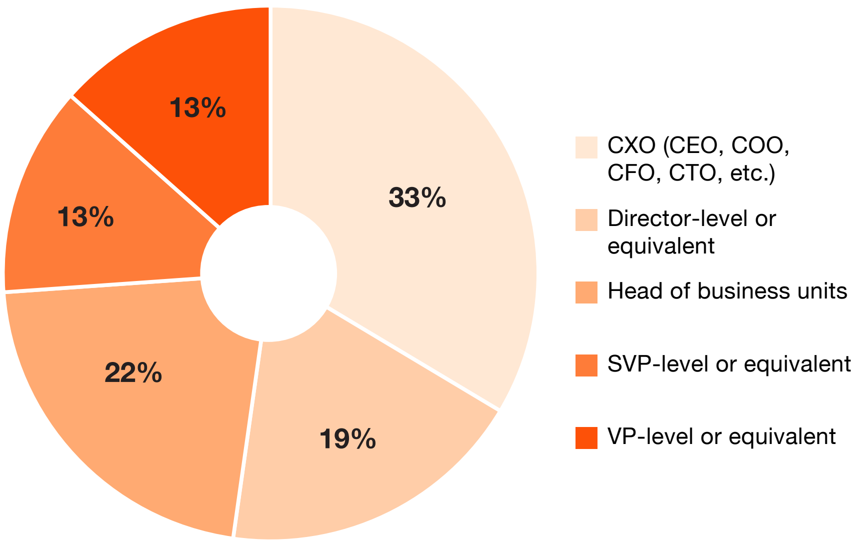
Figure 2: Distribution of respondents by revenue



1.3. Executive-level distribution

To ensure that the survey covers the aspirations, challenges, pitfalls and perspectives across management levels to better understand how stakeholders at different levels view the transformation journey the survey focused on stakeholders across levels.

Figure 3: Distribution of respondents by designation



02 Establishing strategic readiness

A comprehensive digital roadmap is often the starting point for the digital transformation of an organisation. It articulates clear objectives, ownership structures and the goals which the organisation intends to achieve. Our survey revealed that more than 95% of organisations have clearly defined a digital roadmap. However, the roadmap is not static and requires regular updates, well-defined initiative ownership, estimation methods and clear transformation objectives.

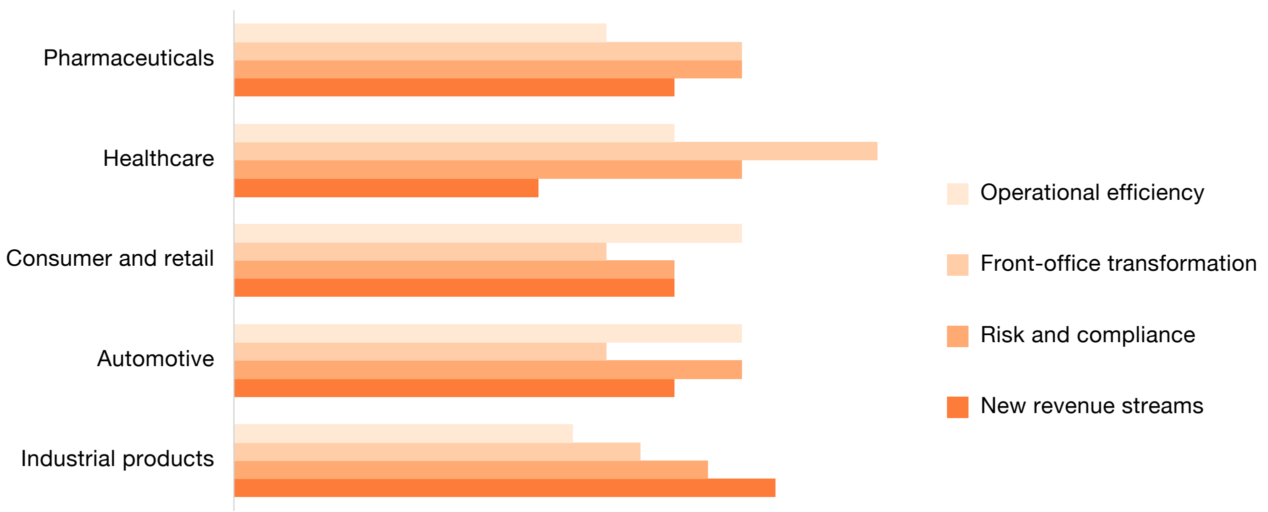
2.1. Objectives of digital transformation

Most digital transformation initiatives are centred around four primary goals:

- customer-centricity and front-office transformation
- new revenue streams or innovative business models
- operational efficiency, excellence and productivity enhancement
- risk and compliance posture improvement.

To understand the priorities of Indian organisations, we asked our survey respondents to select their top two transformation objectives.

Figure 4: Sector-wise distribution of digital transformation objectives



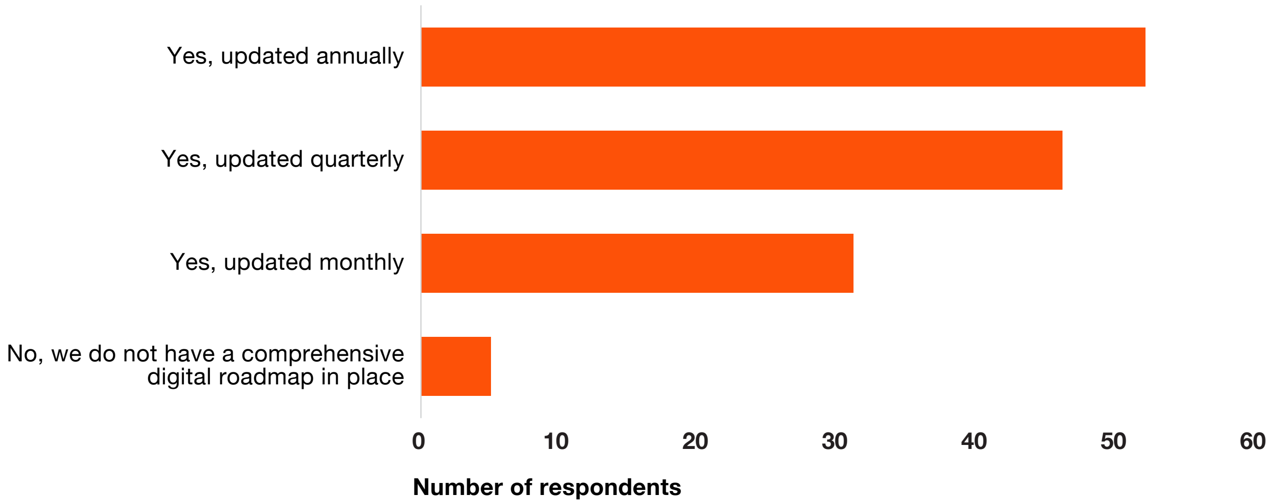
Our survey revealed the following sectoral insights:

1. Pharmaceuticals place the highest emphasis on front office transformation to improve customer experience and risk and compliance due to regulatory scrutiny.
2. Healthcare leads all sectors in front-office transformation, likely driven by digital health tools.
3. Consumer and retail show a balanced spread across all four objectives, with no single priority overwhelming the rest.
4. Automotive stands out for its strong focus on operational efficiency and risk and compliance.
5. Industrial products place the highest emphasis on new revenue streams, making it their dominant priority.

2.2. Digital roadmap – the guiding principle for digital transformation

Most organisations update their digital roadmap periodically to maintain strategic alignment and adjust the implementation as needed.

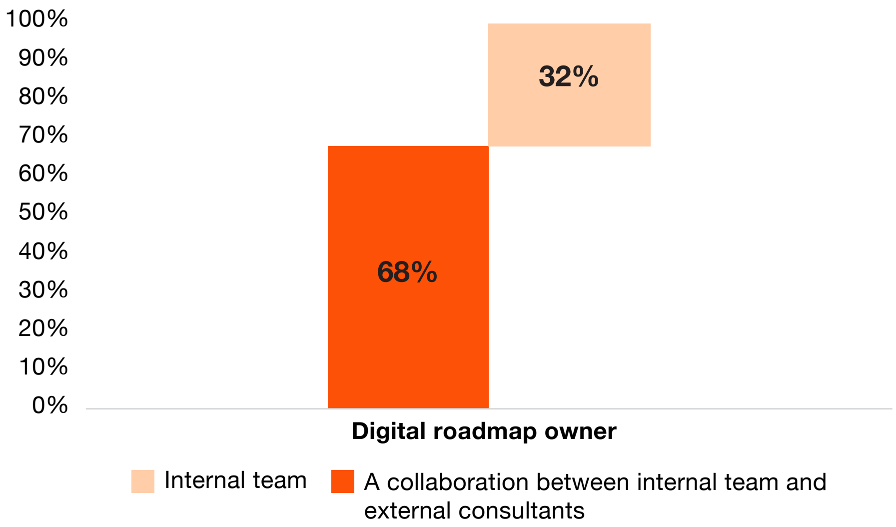
Figure 5: How frequently do businesses update their digital roadmap



2.3. Roadmap design ownership

According to our survey, 69% of organisations rely on external expertise to design their digital roadmap. Engaging external consultants enables benchmarking with peers and brings an outside-in-perspective along with varied expertise on technologies, operating models and best practices.

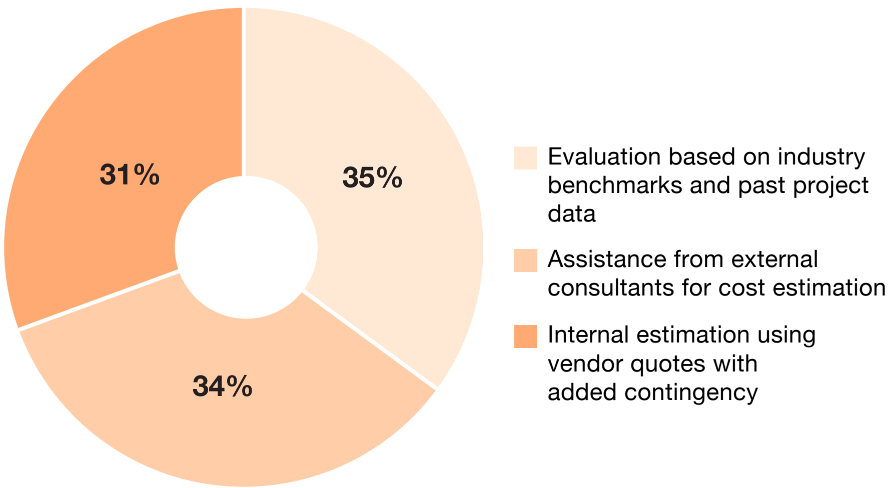
Figure 6: Digital roadmap design ownership



2.4. Cost and timelines estimation model

The primary measure of a digital roadmap and the success of a digital transformation programme is the ability to accurately predict the costs and timelines required for each initiative. Relying solely on internal data is not enough as deviations from planned cost or timeline estimates often lead to dissatisfied stakeholders. However, only one-third of our survey respondents relied on independent, external consultants for initiative estimation.

Figure 7: Digital roadmap cost and timeline estimation



03 Transformation management office

Over 100 respondents of our survey reported having a formalised structure to steer digital projects. One of the most important functions of a TMO is its ability to serve as a strategic partner to the C-suite. A well-designed TMO plays an integral role in shaping transformation outcomes across three critical dimensions:

1. **Strategic alignment:** Ensuring each initiative is directly linked to long-term business objectives such as new market entry, customer experience transformation or operational excellence.
2. **Cross-functional coordination:** Acts as an enterprise hub, fostering collaboration across IT, finance, HR, legal and other functions to break silos and accelerate decision-making.
3. **Benefits realisation:** Establishes robust KPI frameworks which track near-term ROI and long-term value such as brand lift, capability development and risk mitigation.

3.1. Success of dedicated TMOs

Comparing outcomes between organisations with or without a dedicated TMO reveals a clear trend – **dedicated structures can substantially improve adherence to budgets and timelines.**

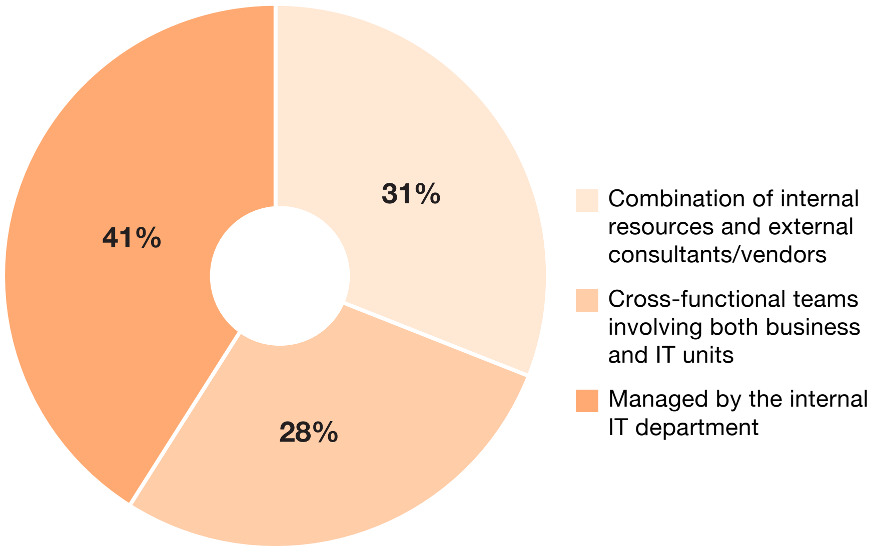
% of project adhere to budget and timelines	Without a dedicated TMO	With a dedicated TMO
0-25%	3	7
26-50%	19	45
51-75%	8	47
76-100%	4	1

The survey indicates that projects with a dedicated TMO **are far more likely to achieve 51–75% adherence** which is a strong indicator of execution maturity. In contrast, only a marginal number of organisations without TMOs reach this level. This is because dedicated TMOs add structured governance, clear accountability and integrated planning which can prevent delays and potential cost overruns.

3.2. Composition of a TMO

High-performing TMOs typically blend internal leadership with external expertise. They draw from cross-functional business units and often include consultants to bring in benchmarking, tooling and independent oversight. Our survey analysed how Indian enterprises plan their TMOs across sectors. The survey revealed that though the organisations have diverse operating models, the common trend is the emphasis on capability orchestration. Capability orchestration is the deliberate alignment and sequencing of people in an organisation and their corresponding processes and tools. This ensures that every transformation initiative delivers optimum value by enabling cross-functional collaboration and agility in the allocation of skills based on shifting priorities.

Figure 8: Digital programme ownership and governance



Our survey revealed that:

- Organisations with dedicated TMOs tend to have more structured ownership and exhibit better alignment between digital programmes and business outcomes.
- Decentralised or IT-only ownership correlates to higher risks of budget overruns and timeline slippage.
- Cross-functional ownership, though least common, is associated with stronger stakeholder engagement and transformation maturity.

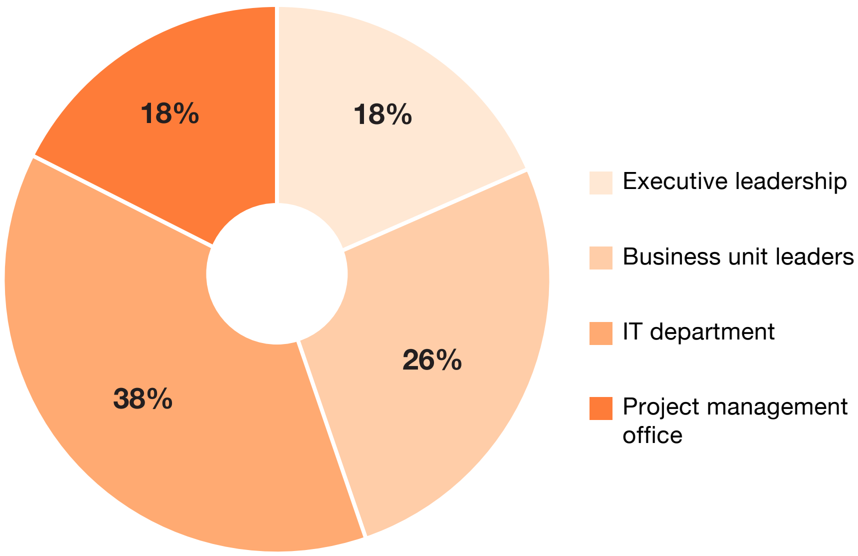
What should leaders do?

- Establish a dedicated TMO that clearly aligns digital execution with enterprise priorities – not just IT delivery.
- Define ownership across business and technology units to avoid accountability gaps.
- Evolve from siloed or vendor-heavy models toward cross-functional, business-led orchestration.

04 Aligning resources with strategic intent

An organisation's ability to allocate resources with clarity and intent is central to a successful digital transformation. **73% of respondents** have a formal governance structure for digital decisions. However, the data also reveals a key concern – there is limited involvement from senior executives, with most decisions anchored in IT, project teams or business units. Lack of senior involvement dilutes the intent and can lead to strategic initiatives being disconnected from enterprise objectives which increases the possibility of misaligned priorities and limited buy-in from resources

Figure 9: Primary decision makers for business initiatives

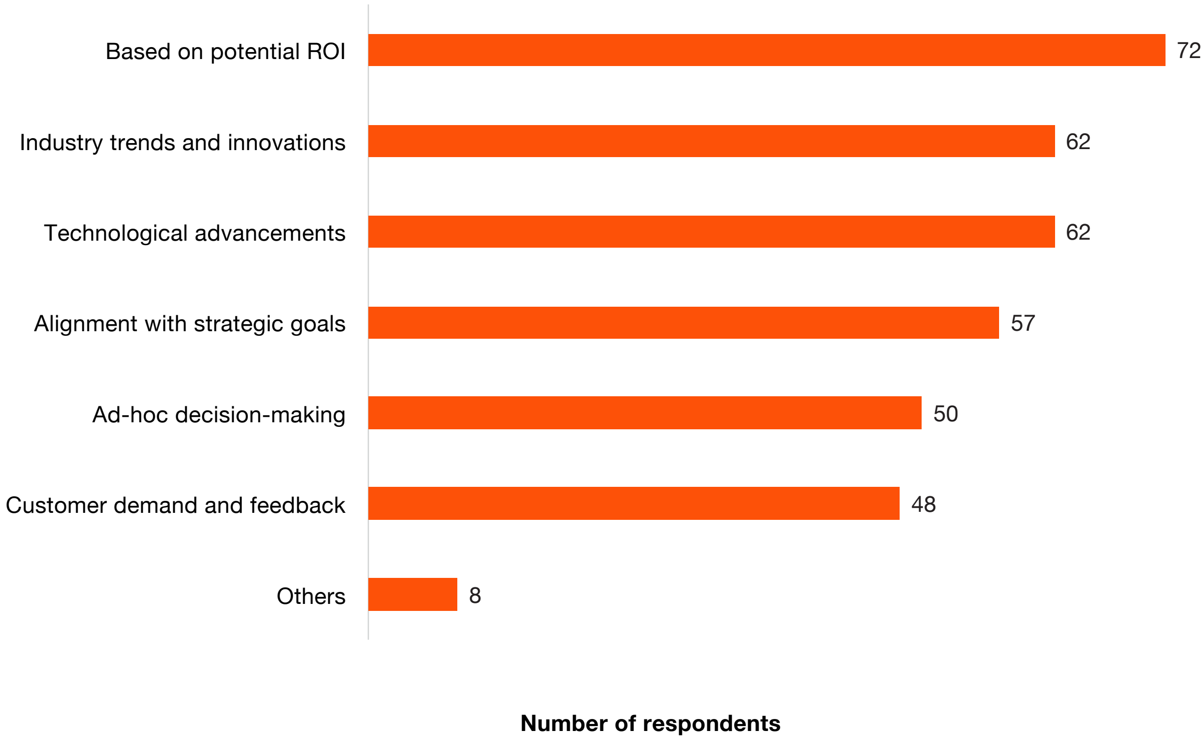


To close the gap, organisations should setup quarterly steering committees led by a C-Suite sponsor with the transformation programme being one of their key objectives as this will ensure timely reviews and effective roadblock resolution. Additionally, they should also embed an executive representative into each individual initiative's project team so that strategic priorities stay at the forefront and centre of decision-making and delays are minimised.

4.1. Prioritising initiatives

Resource allocation is shaped by how organisations prioritise their digital transformation roadmap. The survey asked leaders how they determine digital priorities each year. Potential ROI emerged as the most common driver for prioritisation, followed by industry trends, technology triggers and strategic alignment.

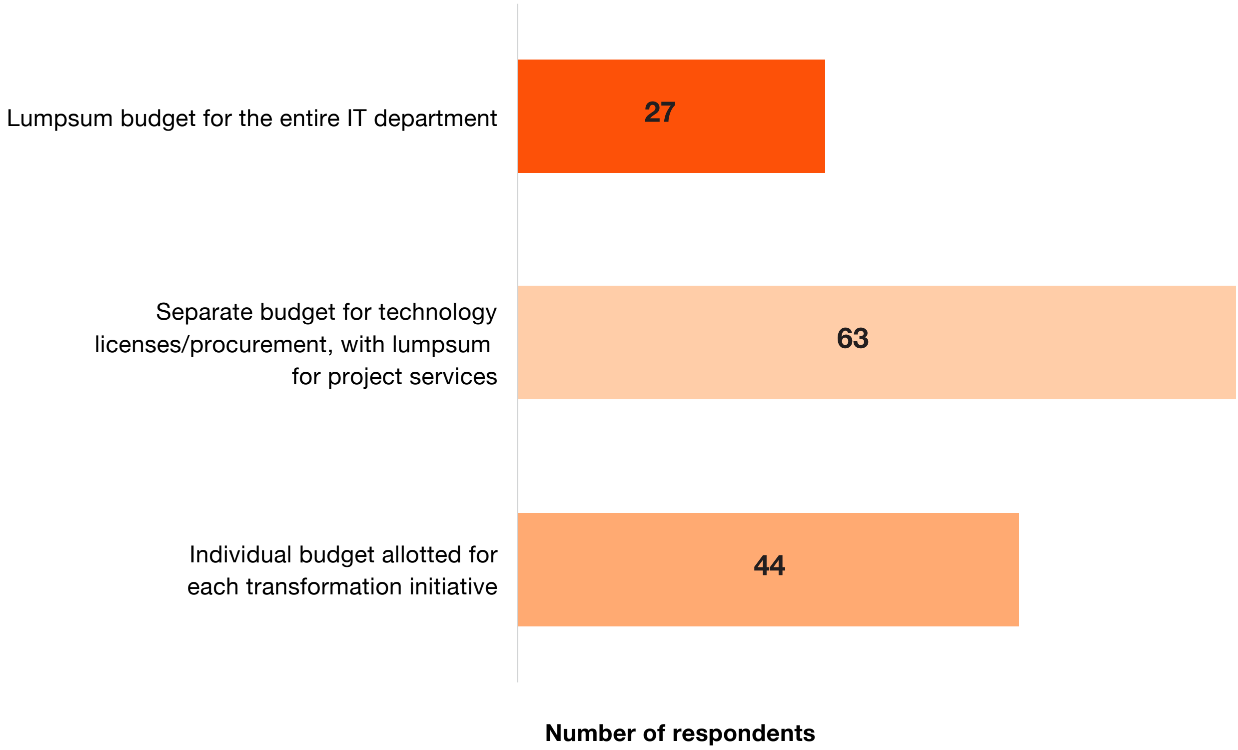
Figure 10: Primary drivers of digital initiative prioritisation



4.2. Budget allocation trends

In the boardroom, executives often discuss the budgets for a specific transformation initiative, however, initiative level-costing is rarely captured in F&A systems. Budgets are typically allocated in lumpsum, making it difficult to track spend at an individual initiative level.

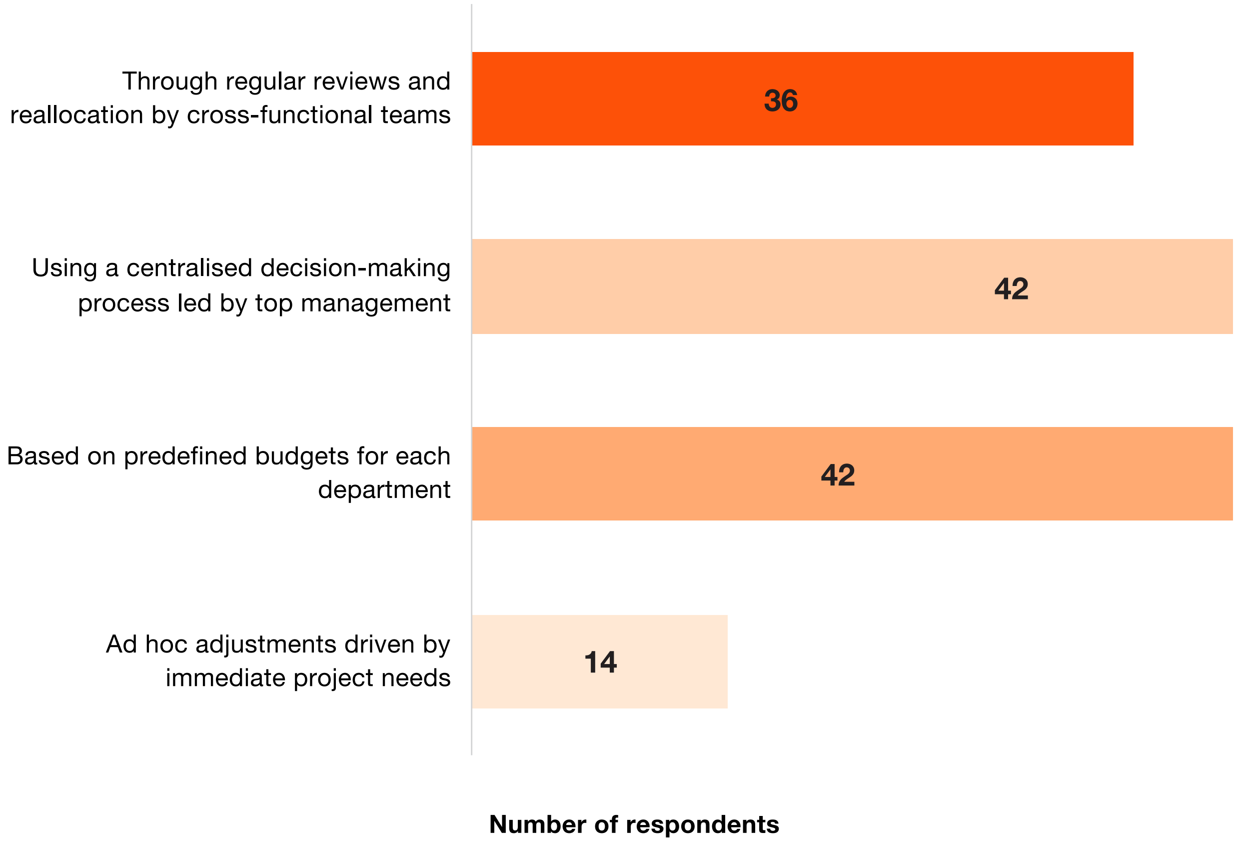
Figure 11: Budget allocation trends



4.3. Human resource allocation

Delivering transformation requires balancing cost control with timely resource allocation. Yet project plans are often compromised in the early stages due to various constraints. While agility is critical for navigating change, current trends reflect a growing rigidity in C-suite-level resourcing decisions.

Figure 12: Human resource allocation strategy



05

Measuring what matters: Timelines, budgets and value

Measurement of project completion, budget adherence and timeline tracking is essential to understand transformation effectiveness.

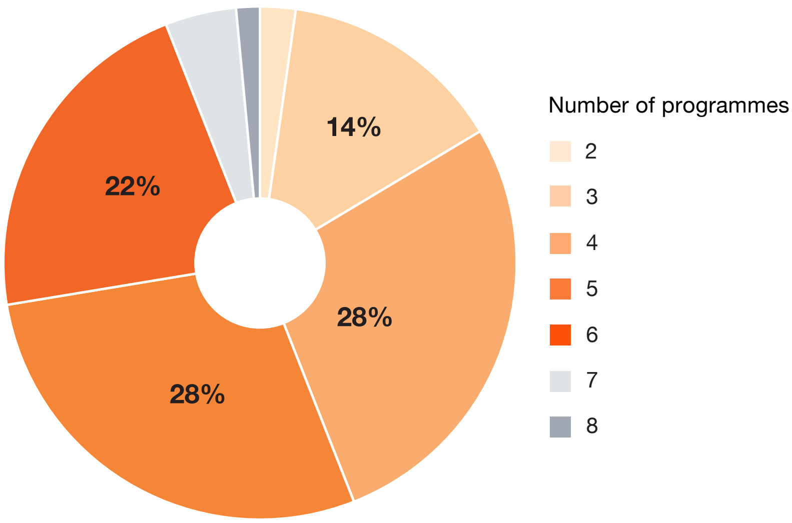
5.1. Number of large transformation projects taken in a year

Undertaking too many parallel transformation programmes often results in low adoption and change fatigue. For this study, a large transformation was defined as one which lasts over a year.

Examples include enterprise resource planning (ERP) implementation, front-office re-design, data, cloud and supply chain transformation. These initiatives frequently overlook critical enablers like change management and stakeholder readiness.

The survey asked business leaders to quantity the number of programmes initiated in the past three years.

Figure 13: Optimal number of concurrent programmes: Analysis of participant preferences

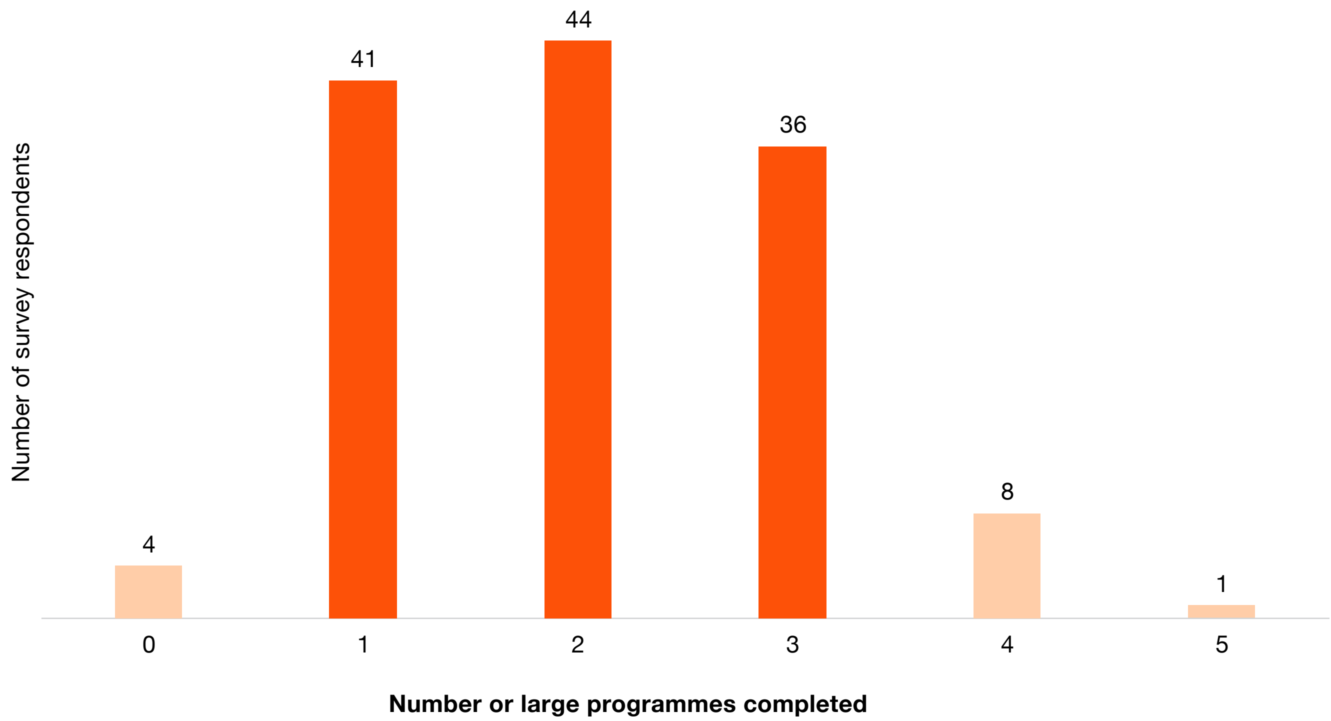


Most organisations report initiating 4–6 large programmes over a span of three years, signalling potential overextension relative to capacity.

5.2. Completion rate of large projects

While ambitious executives often launch transformations with significant investment and intent, many fail to see them through. The survey sought to assess the completion rate of such large-scale initiatives.

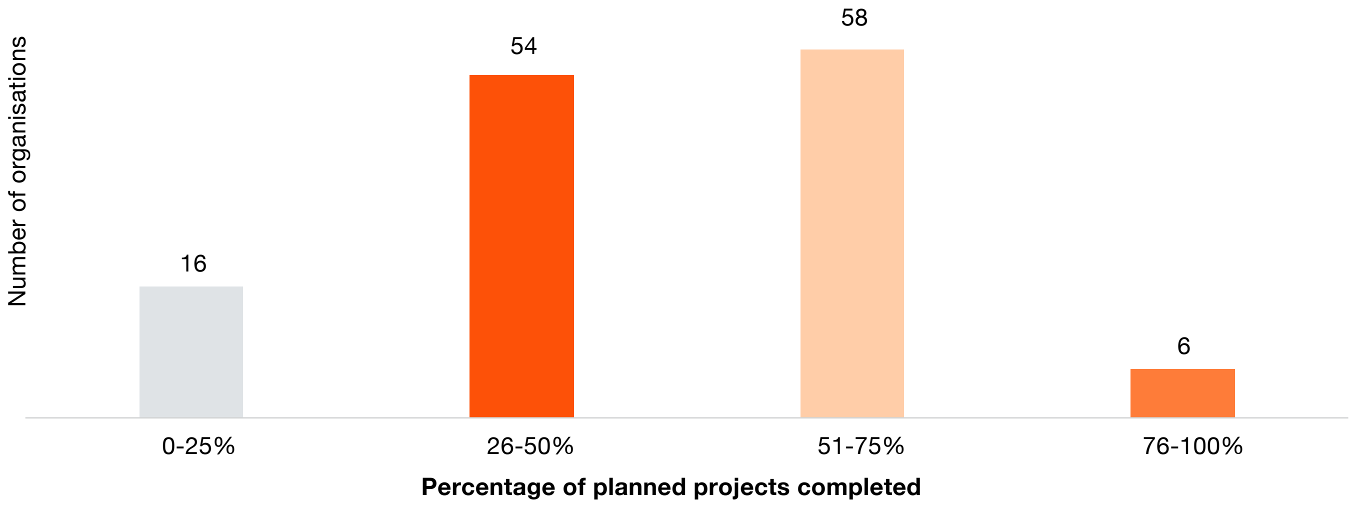
Figure 14: Number of transformations completed per enterprise



The survey's findings indicates that most organisations complete only **1–3 large programmes** in a three-year window.

The survey also captured how organisations fare on planned vs actual completion, offering a proxy for delivery effectiveness.

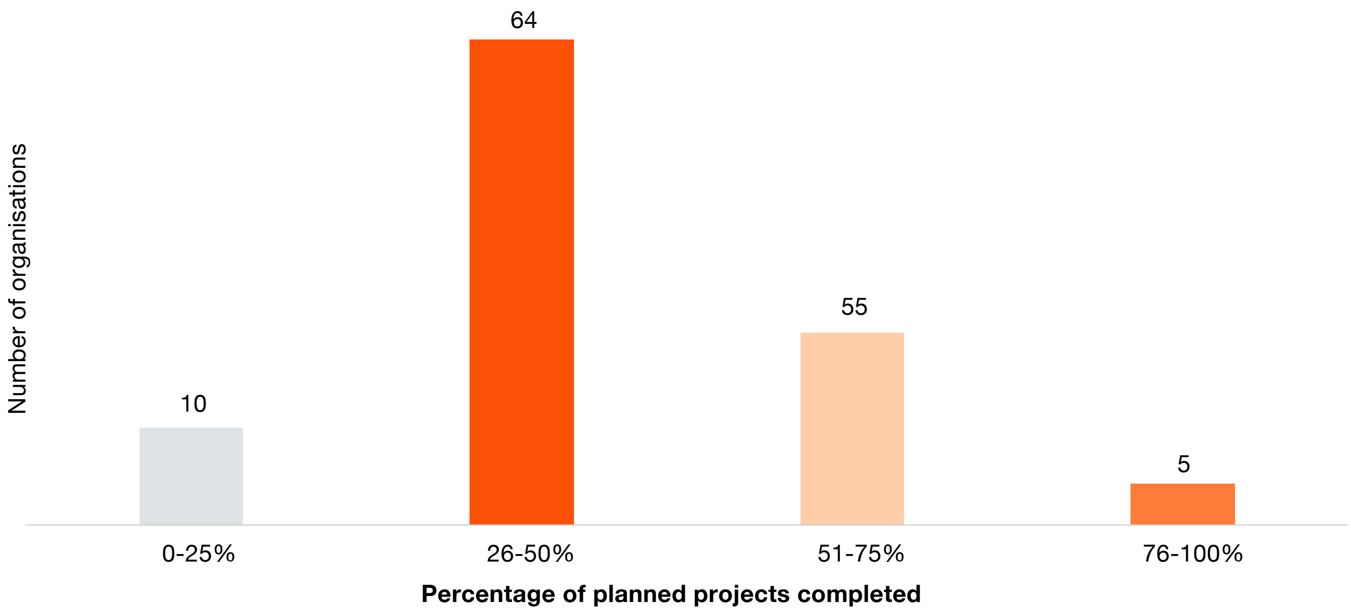
Figure 15: Execution gap: Planned vs project completion after three years (%)



5.3. Planned vs actual cost adherence

While the success of project completion is essential, it is equally crucial to manage budget and timelines to meet business objectives. The survey assessed how well organisations adhered to planned costs and delivery schedules across large programmes.

Figure 16: Adherence to budget and schedule

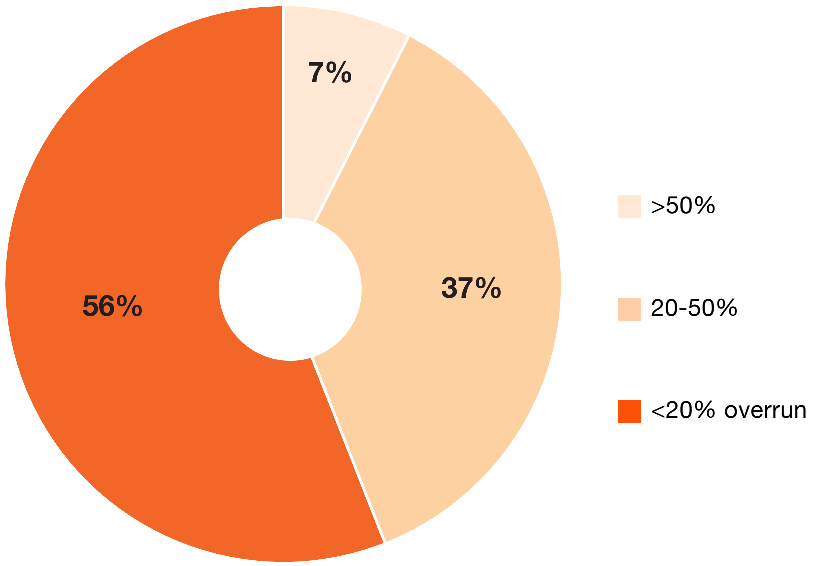


Only a small fraction of large programmes is delivered fully on budget and on time underscoring the need for tighter scoping and execution discipline.

5.4. Budget variance

Projects are typically budgeted with an acceptable margin of error. However, when actual costs exceed expectations, they can undermine business justification. The survey examined the extent to which large programmes breached their original cost estimates.

Figure 17: Projects that breached budgets (within manageable margins)



- **Minor overruns are most common:** Seventy-five respondents (56%) reported cost overruns below 20%, suggesting that most breaches remain within tolerable thresholds.
- **Moderate overruns signal execution friction:** Forty-nine respondents experienced 20–50% cost escalations – pointing to significant planning or delivery inefficiencies.
- **Severe overruns are rare but risky:** Only ten projects exceeded budgets by over 50%, but such overruns pose a disproportionate threat to financial and programme outcomes.

5.5. Value tracking

Transformation programmes often begin with bold promises – but only few organisations track the progress and benefits of such programmes with precision. Once costs are absorbed, value realisation becomes opaque. The survey explored which metrics leaders rely on to assess value delivered from transformation investments.

Figure 18: Benefit metrics used in INR 500 to 1,000 crore organisations (distribution %)

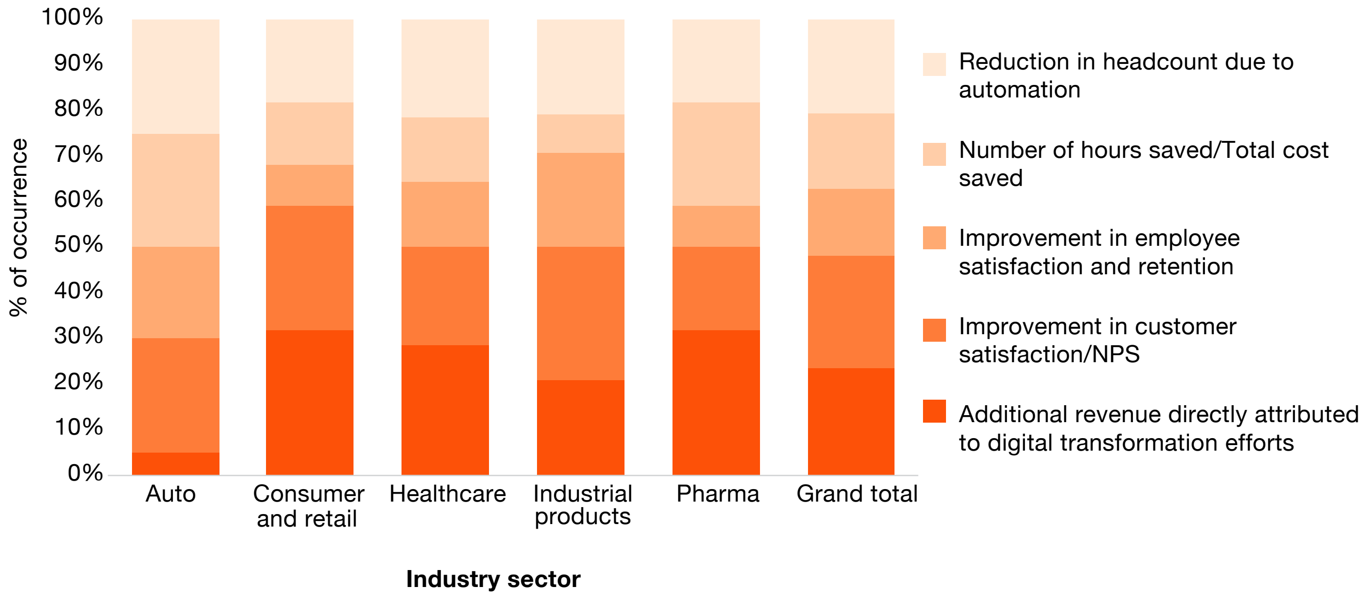


Figure 19: Benefit metrics used in INR 1,000 to 2,000 crore programmes (distribution %)

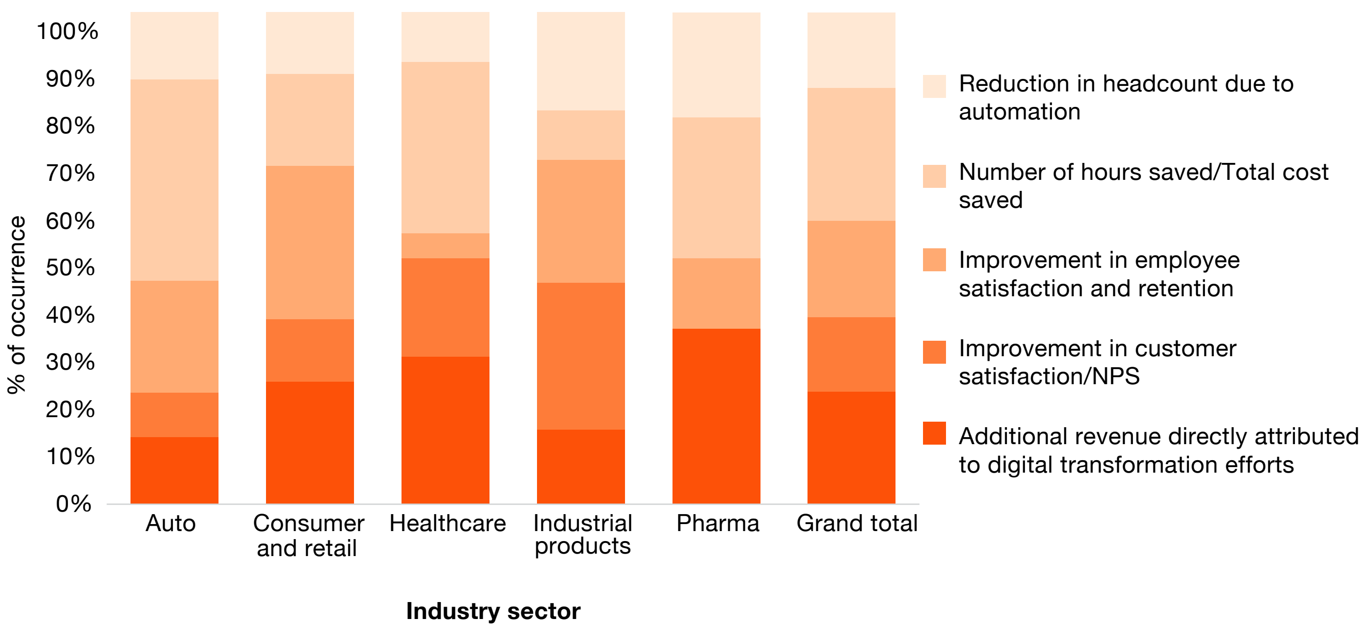


Figure 20: Benefit metrics used in INR 2,000 to 3,000 crore programmes (distribution %)

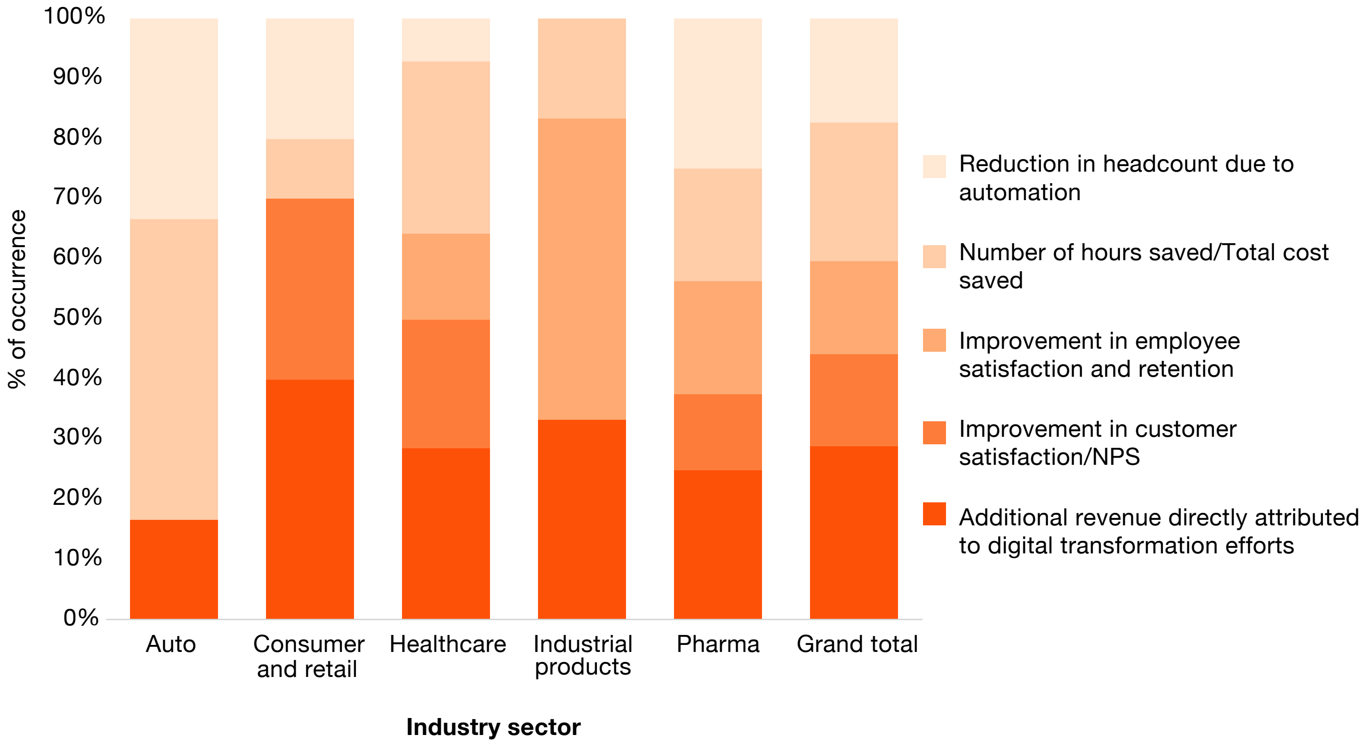
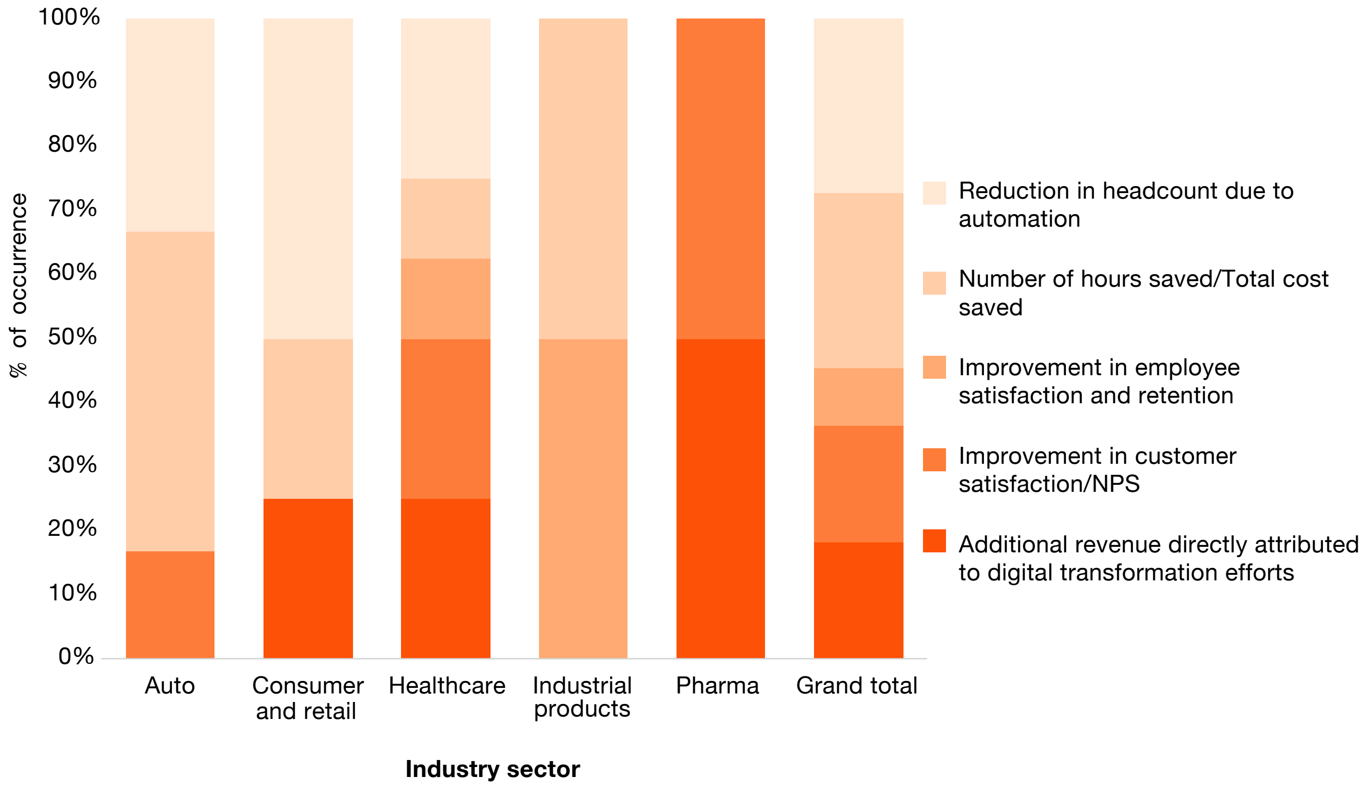


Figure 21: Benefit metrics used in INR 3,000 crore organisations (distribution %)



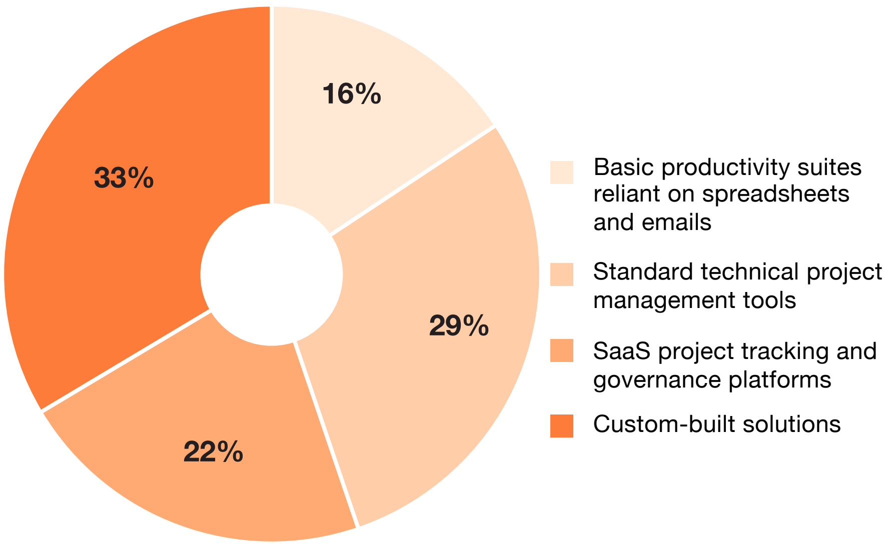
5.6. Value drivers

1. **Automation as a default efficiency lever:** Headcount reduction through automation remains the most cited benefit – especially in operations-heavy sectors – reinforcing its role as a default efficiency lever rather than a strategic differentiator.
2. **Productivity gains:** Time and cost savings emerge as dominant metrics across revenue tiers, particularly in larger programmes. This suggests an execution-heavy lens, where productivity gains are more visible and reported than transformation outcomes.
3. **Workforce and customer experience:** Under-leveraged but rising employee satisfaction and retention show up with growing frequency – signalling rising awareness of change fatigue and the need for internal alignment. Customer satisfaction (net promoter scores and other parameters) is inconsistently tracked across sectors, highlighting missed opportunities to link transformation to frontline impact.
4. **Strategic metrics:** Additional revenue attributed to digital efforts remains the least cited metric – even in higher spend brackets. This reveals a persistent gap between transformation ambition and its monetisation.
5. **Sector-specific patterns:** The survey also revealed a few patterns which were specific to the following sectors:
   - **Auto and consumer:** Businesses lean heavily on automation and cost.
   - **Pharma and industrial products:** These demonstrate a more balanced tracking across strategic and operational metrics, suggesting more mature measurement practices.
   - **Healthcare:** This sector has a balanced perspective – operationally diligent, but with limited strategic benefit tracking.

06 Tools and technology: Enablers of execution

A wide array of tools exists to support transformation delivery – from project-tracking platforms to integrated dashboards. But tool effectiveness depends not on availability, but on fit-for-purpose use. To decode actual practice, the survey asked leaders which categories of tools they rely on to manage digital transformation.

Figure 22: Tool categories used for managing digital transformation



Respondents employing advanced tools generally reported cleaner benefits and shorter cycle times.

Some of the key findings of our survey were:

Custom tools lead adoption, but not necessarily maturity

- About 33% of organisations use bespoke solutions, reflecting a desire for tailored control – but often at the cost of scalability and integration.

Legacy habits persist

- Nearly 22% still rely on spreadsheets and email, revealing inertia towards basic tools even within strategic initiatives.

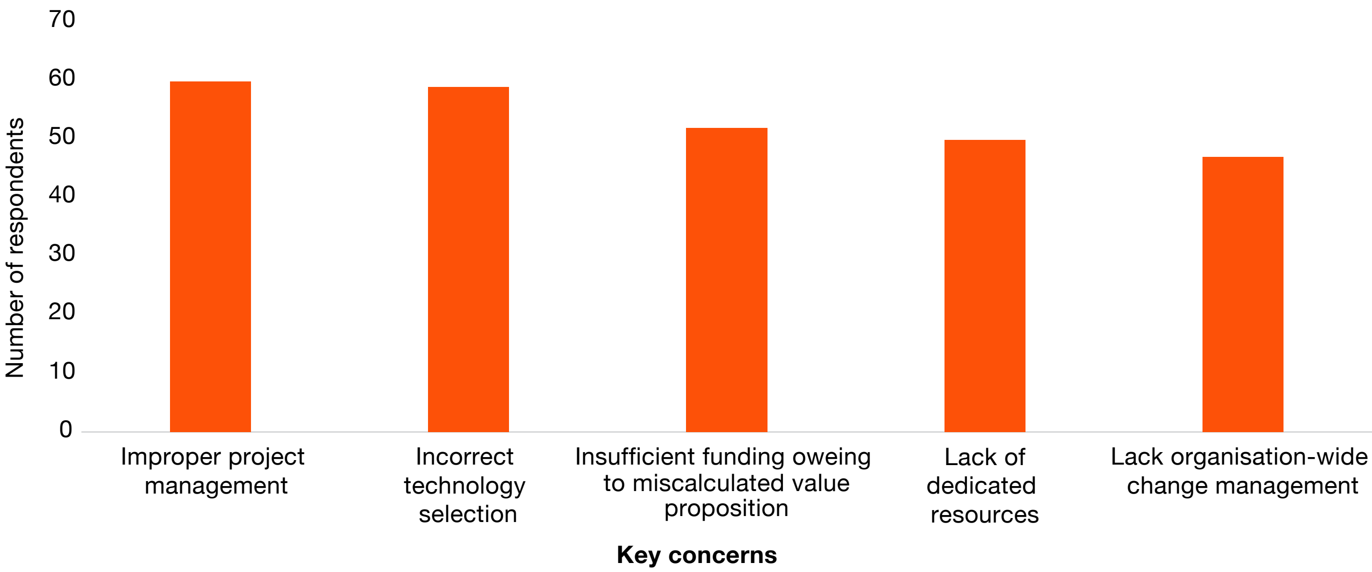
Tool choice shapes outcomes

- Respondents using integrated platforms or dedicated project management tools report better visibility, faster iterations and cleaner value realisation – especially when tools align with governance models.

07 Where organisations struggle: Lessons from the field

In a rapidly evolving technology landscape, organisations often face common hurdles. The transformation landscape is rife with pitfalls, as reflected by the insights gathered. The survey asked leaders about their biggest challenges and risks, limiting their responses to only the top two challenges to bring attention to critical points.

Figure 23: Key concerns according to respondents



7.1. Challenges

Seeing transformation management as administrative

The primary pitfall identified in the survey is the tendency to treat transformation management as an **administrative task**. Organisations which delegate digital transformation to an IT project manager – rather than establishing a strategic programme – risk producing disjointed solutions which don't scale effectively. Supporting this, 36 respondents indicated the **absence of a formal decision matrix** for digital projects, leading to potential confusion regarding governance, prioritisation and accountability.

In most companies, transformation management gets emphasise or IT work, with an eye on tasks of the moment instead of an overarching stewardship. However, the survey results suggest that performance of these programmes improve significantly in firms where transformation is considered a core competency, akin to finance or operations, instead of a collection of ad-hoc projects.

Misalignment of technology

Another issue highlighted by the survey is strategic misalignment of technology. Most of the participants indicated that technology selection initiatives were either not linked to the overall business goals or were operating in silos. Incorrect technology selection was the primary cause of project failure as per the survey's findings. The root cause for this disconnection lies in an intuitive or unscientific approach to technology selection. Project sponsors typically do not establish well-articulated functional and technical specifications upfront. This oversight results in partial product fit, unfulfilled needs and adoption challenges.

7.2. Benefits tracking and resource management

Inadequate benefits tracking

Another common step which is overlooked is the lack of tracking of benefits. Most respondents suggested that while cost reduction and headcount are monitored, a comprehensive measurement – including operational metrics, customer satisfaction net promoter score (NPS) and compliance stance – is uncommon. For example, 65 organisations measure incremental revenue from digital offerings or services, but their measurement efforts tend to stop at this step.

This narrow perspective can impact resource allocation decisions. Unless organisations obtain a balanced picture – ranging from cost avoidance through risk reduction to strategic expansion – they jeopardise sacrificing long-term transformational value for temporary gains. According to the survey, overspending (commonly in the 20–50% zone) could possibly be due to organisation underestimate the complexity or shun mapping out careful multi-year benefit realisation plans.

Stakeholder disharmony

Stakeholders' mismanagement was identified as one of the key bottlenecks for digital transformation according to the survey. Many digital initiatives span various departments, competing ideas and conflict that can occur when there is ambiguity. Lack of dedicated resources and lack of organisation-wide change management were identified as the top two problem areas by the respondents.

Another area of concern is the lack of governance at an operational level which could lead to disharmony between business units, technology groups and compliance experts at every level.

7.3 Constraints

Funding constraints

While there is a push for investment in digital programmes, lack of funding was one of the key issues highlighted by the respondents. Respondents also noted that most digital programmes overran by **20–50% of their estimated budget**. These budget overruns are often attributed to underestimating project scope, frequent changes and incremental feature additions.

Resource constraints

Projects often require specialists such as cloud architects, cybersecurity consultants, data scientists, UX designers. Lack of such dedicated often reduces project quality and leads to delays.

7.4 Technology and talent challenges

Technology implementation issues

The selection and deployment of the right technology is another challenge. The survey identified improper selection of technology as a common problem. Vendor lock-ins or inadequate capabilities sometimes compel organisations to re-do architecture or rethink their partner's mid-projects. The technology selection process is often fraught with the conflicting demands of various business stakeholders and limitations of available solutions.

Talent gaps and cultural resistance

Cultural friction for employees who worry about job loss or displacement due to new processes and tools often resist the adoption of new technology. A well-defined change management and communication plan can facilitate smoother transitions, reduce resistance and improve the ROI on digital investments.

08 Transformation archetypes: Four paths organisations follow

Organisations adopt varied approaches to planning, governing and executing the digital transformation programme. These approaches are based on two aspects – maturity of digital roadmap and execution mechanisms – out of which four distinct digital transformation archetypes emerge.

The survey's archetypes – Visionaries, Operators, Mavericks and Followers – are defined based on a combination of strategic intent (roadmap maturity) and execution readiness (structural maturity). Each archetype highlights how different organisations approach digital transformation – from visionary and well-structured methods to reactive and fragmented approach. Organisations can use this framework to examine their current posture, identify missing capabilities and course correct to structured and effective transformation path. By learning from the visionaries identified in this survey, organisations can improve their transformation initiatives with business, optimise execution capabilities and benchmark their maturity against peers. Each one of these archetypes have unique characteristics from a digital perspective that are driven by their evolution.

Visionaries

Transformation maturity: High **Organisational maturity: High**

Visionaries have a clearly defined and regularly updated digital roadmap. They are supported by cross-functional teams and/or external partners, to implement transformation initiatives through structured governance frameworks. They consistently meet or exceed digital goals and lead in innovation and excellence.

Operators

Transformation maturity: Low **Organisational maturity: High**

Operators have strong execution discipline but lack dynamic planning. They deliver projects efficiently due to dedicated teams and formalised structures. However, since their roadmaps are not up to date, they are limited in terms of future readiness. They define success in terms of operational rigor rather than strategic impact.

Mavericks

Transformation maturity: High **Organisational maturity: Low**

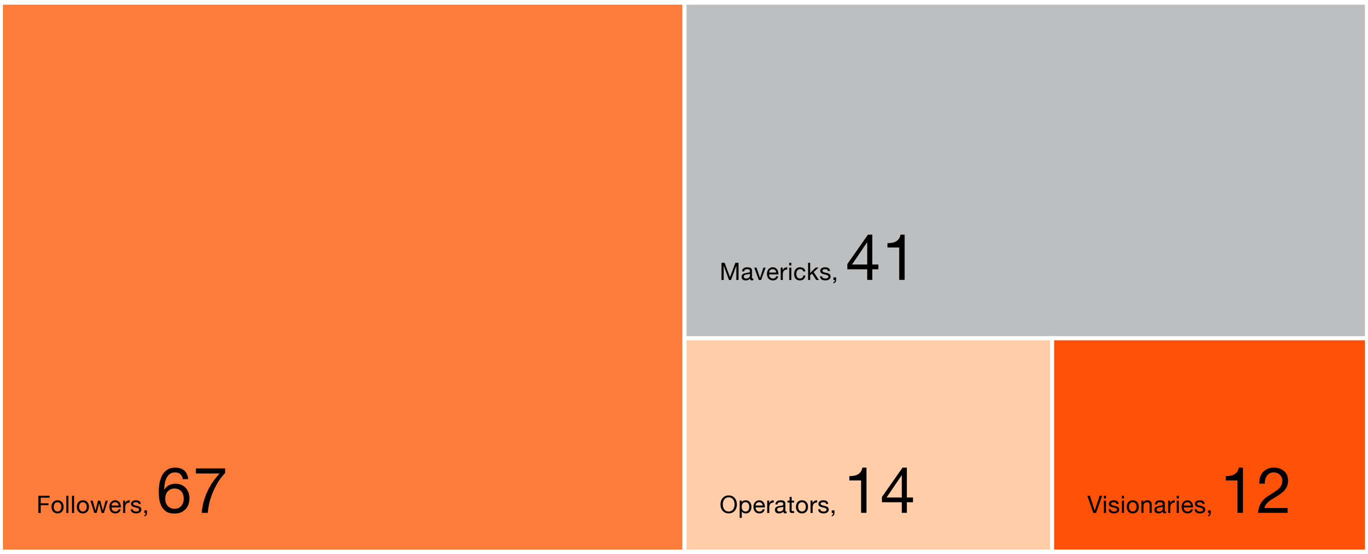
Mavericks have an ambitious, forward-thinking digital roadmap. They are often on the lookout for new things to experiment with. However, they lack a strong structural backbone such as defined processes, ownership or consistent governance to effectively execute their programmes. Their success is often limited and many opportunities are missed due to these reasons.

Followers

Transformation maturity: Low **Organisational maturity: Low**

Followers are reactive, often initiating transformation in response to a problem or short-term demand or peer pressure. With no or limited roadmap clarity and absence of dedicated governance, their digital projects are typically led by ad-hoc teams. Their efforts tend to be sporadic, their execution patchy and outcomes unpredictable.

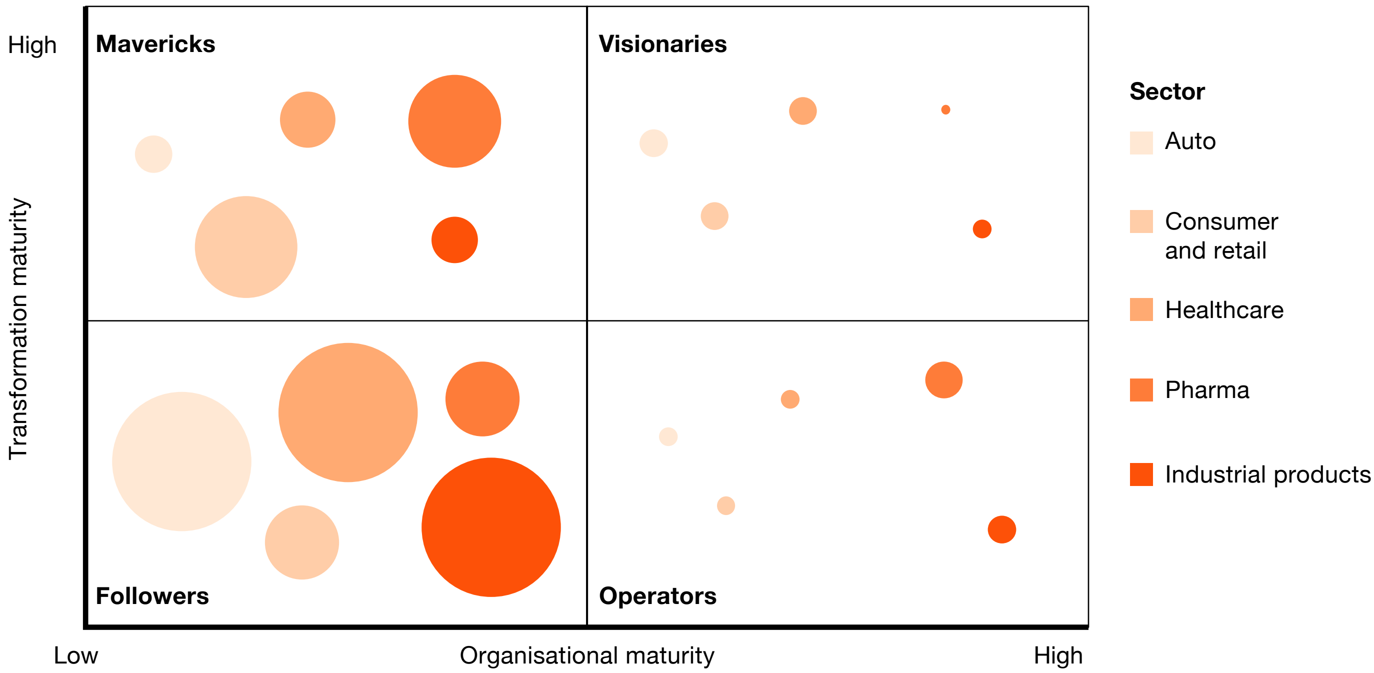
Figure 24: Archetype distribution



Sector insights

We grouped the survey respondents into the four archetypes and mapped them to their distribution across sectors.

Figure 25: Archetype sectoral distribution
(Bubble size represents number of companies)

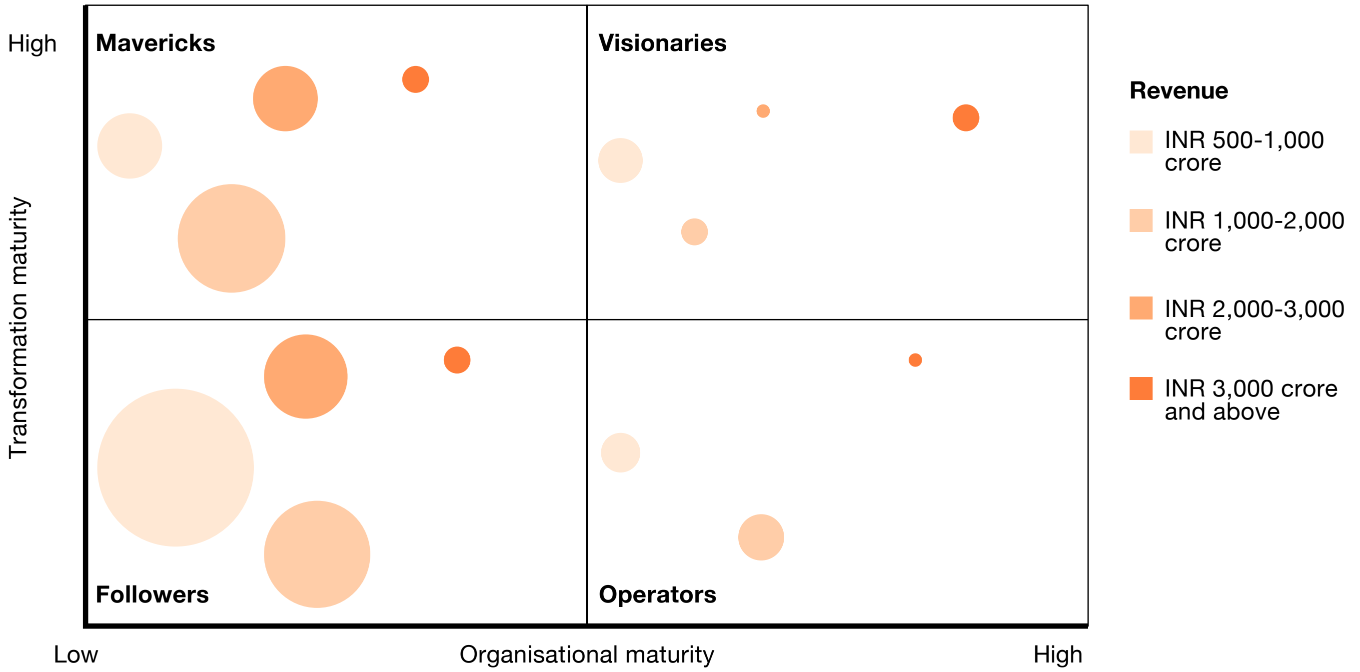


- Respondents from industrial products, healthcare and auto sectors are Followers, indicating opportunities for growth in both planning and operational readiness.
- Consumer and retail, and pharma respondents comprised both Mavericks and Followers. They can benefit from improving structural strengths and frequently updating digital roadmaps.

Size distribution insights

The archetypes were also classified on the basis of the revenue of the organisations.

Figure 26: Archetype distribution by revenue
(Bubble size represents number of companies)



Companies with revenue between INR 500 crore to INR 1,000 crore are predominantly found in Followers. However, companies with revenue between INR 1,000 crore to INR 3,000 crore are distributed between Mavericks and Followers. Companies with revenue above INR 3,000 crore are spread across all archetypes.

Archetypes were evaluated on the following criteria which determine transformation success.

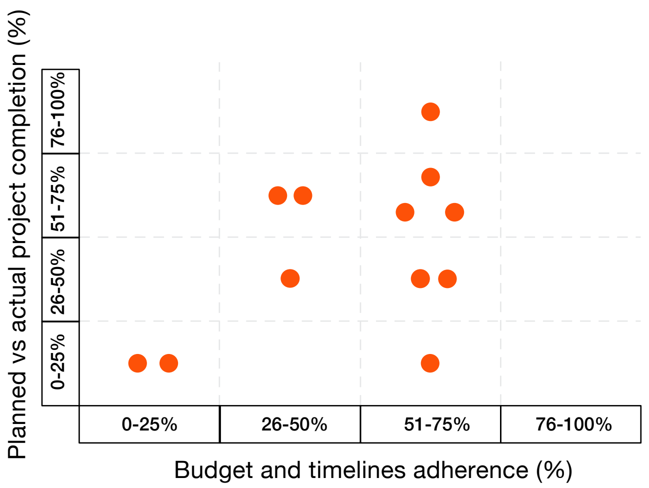
Project budget and timelines (x-axis)

This criterion measures the organisation's ability to manage its projects within the planned budget and timeline. High compliance shows operational efficiency and effective project management. Companies are ranked based on their compliance rates, from minimal to complete adherence. Higher scores mean better budget and schedule management.

Planned vs. actual project completion (y-axis)

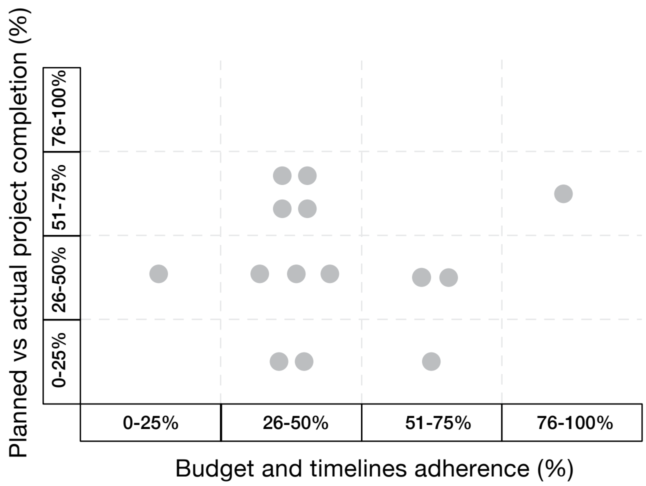
Looking at the number of planned projects compared to the actual completion rate gives insight into the organisation's execution capabilities. Companies receive scores based on how closely actual project results match their planned goals. Higher scores indicate excellent resource management and project completion. The top-right quadrant (76–100% for both axes) signifies the most successful transformation projects, showing high delivery success and strong execution discipline, including adherence to budget and timeline.

Figure 27: Archetype distribution – Visionaries



Note: Each marker represents a respondent's assessment of a project, plotted by actual completion (%) against budget and timeline adherence (%).

Figure 28: Archetype distribution – Operators



Note: Each marker represents a respondent's assessment of a project, plotted by actual completion (%) against budget and timeline adherence (%).

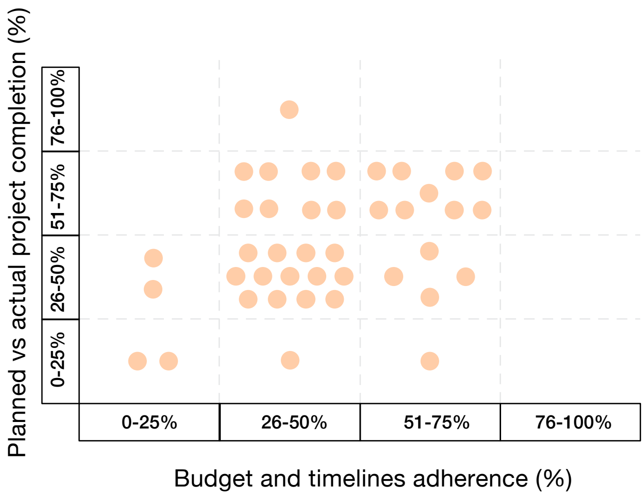
Visionaries

There are few markers here, but most of them are concentrated in the top-right quadrant, which suggests that when Visionaries lead initiatives, they are most likely to be successful.

Operators

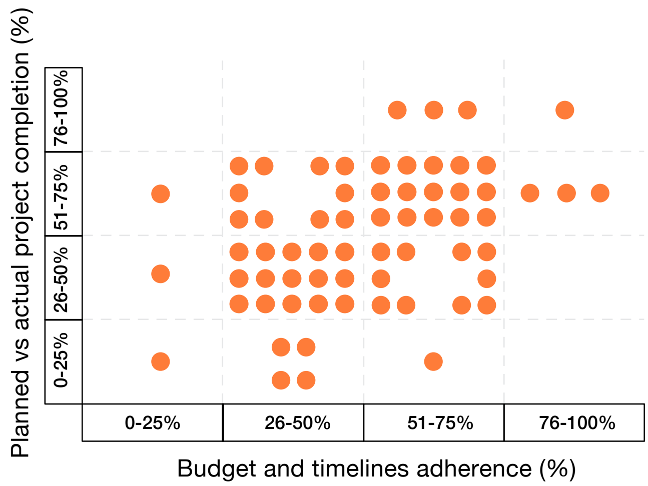
Their markers are spread across all four quadrants; however, a large number are concentrated towards the right side. This indicates that they are better at managing budgets. A handful appear in the top-right which means that strong operational control has a positive impact on timeline and budget adherence. However, it appears as though not every project reaches its full potential, and this leads us to conclude the need for improved goal alignment and possibly a stronger case for innovation.

Figure 29: Archetype distribution – Mavericks



Note: Each marker represents a respondent's assessment of a project, plotted by actual completion (%) against budget and timeline adherence (%).

Figure 30: Archetype distribution – Followers



Note: Each marker represents a respondent's assessment of a project, plotted by actual completion (%) against budget and timeline adherence (%).

Mavericks

Many markers fall somewhere in the middle zones (budget around 26-75% and completion also around 26-75%). There are hardly any markers in the top-right quadrant, which leads to the conclusion that Mavericks might be bold and like to experiment, but they lack the structure and the discipline needed to deliver on initiatives consistently, which leads to moderate achievement of outcomes rather than exceptional ones.

Followers

Quite a high marker density can be observed in the bottom-left and mid quadrants. Almost none reach the top-right. Followers projects struggle with both budget adherence and timely completion. Followers lack strategic alignment and project structure and, as a result, they end up being reactive.

09

Conclusion

Key findings – what Visionaries do differently

Strategic linkages

Digital transformation projects thrive when they are embedded in long-term corporate strategy. Strong linkages between transformation projects and overall goals – market growth, operational excellence or brand improvement – keep projects on track and maintain stakeholder support.

Robust change management

A well-planned change management programme with open communication, continuous training and clearly defined roles for each aspect of the programme is essential for the successful implementation of a technology. The best-governed transformations often treat change management as an ongoing process instead of a preliminary one.

Rigorous tracking and benefit realisation

Successful performance monitoring helps businesses identify increasing costs and technological inconsistencies in the initial stages of implementation. A TMO-driven method allows leaders to course correct at an early stage, thereby reducing the possibility of losses incurred for such a programme.

Leadership support

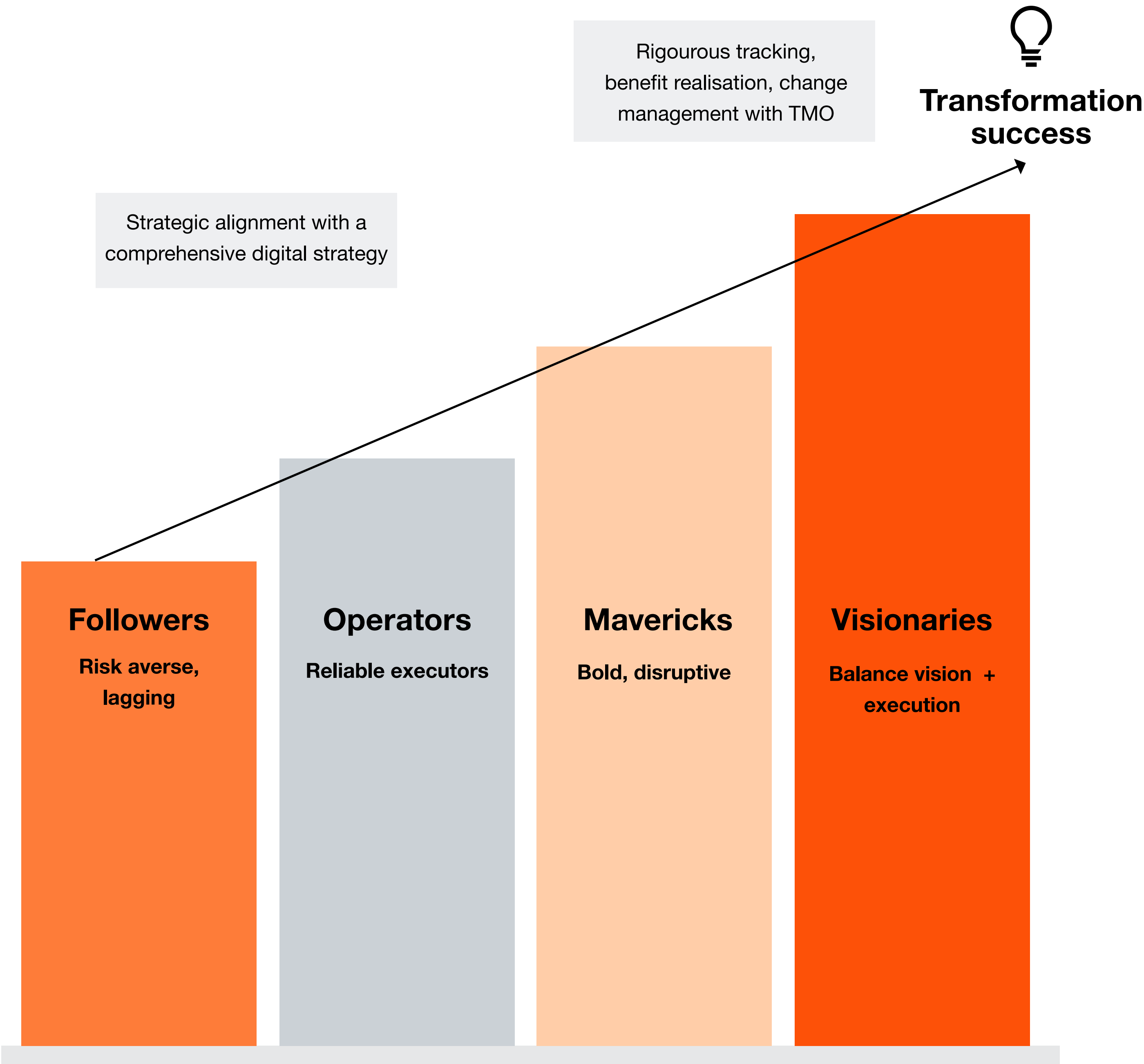
A transformation programme can be more efficient and successful when business leaders clearly define and articulate the vision, advocate for its urgency and provide guidance on budget and resource alignment.

Cross-functional collaboration

Digital transformation intersects with IT, operations, finance, HR, legal and compliance and other areas. Therefore, a cross-functional team can help in avoiding blind spots and providing more integrated solutions. A TMO model ensures cross-functional collaboration between various departments for a harmonious implementation of the digital transformation programme.

Digital transformation programmes thrive at the intersection of technology adoption, cultural change and strategic vision. This survey comprising over 100 respondents highlighted some of the common gaps in digital transformation programmes of these organisations like funding gaps, misaligned stakeholders, tech complexity and talent security. A TMO could serve as an anchor for digital transformation aligning governance, benefit tracking, change leadership and cross-functional execution. A well-structured TMO enables organisations to extract full value from digital and technological investments by providing a clearly defined implementation roadmap. As technology continues to disrupt old ways of working, organisations which leverage this transition as a strategic opportunity tend to gain an advantage in the competitive business landscape. Organisations need to plan their transformation processes based on their maturity curve and plan their pace and scope of adopting new technologies, and the leadership's governance of the process to stay relevant.

Figure 31: Transformation management roadmap



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