

A Practical Approach to Business Transformation: The Case of the Telecommunication Services of Trinidad and Tobago

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Abstract

This article outlines a novel, practical, and comprehensive business transformation model using a continuous life-cycle approach applied to three dimensions of a business (processes, people, and technology). It was used in the successful business transformation of the Telecommunication Services of Trinidad and Tobago (TSTT). During the implementation, the three business dimensions were decomposed into manageable changeover steps to achieve the desired improvements. For alignment, a business strategy model that takes into account the realities and constraints of the firm is included, followed by a transformation plan with the required governance and relevant steps needed for an operational business transformation. A goal-oriented recomposition process, utilized after pruning the decision tree of process leading indicators, is used by the business architects to map the strategy onto the desired business processes, incorporating the required empowerment and IT capabilities to sustain it. Throughout the transformation, a performance management review process was integrated to emphasize the learning and renewal capabilities associated with the life cycle.