

## MESSAGE FROM THE EDITOR

Each issue of VIEW, the management journal of Atos Consulting, investigates a specific theme. The first issue of VIEW was dedicated to business innovation, while this second edition of VIEW focuses on the topic of business transformation. The front cover perfectly illustrates what we mean by business transformation: a rather dull, unexciting cocoon will shortly transform into a brightly colored, shining and agile butterfly.

But what is business transformation really? And why should you pay attention to it? Because it will make or break your future. Because economic circumstances like the ones we are currently experiencing force you to take meticulous and bold measures. Because it is the only way to survive the heaviest downturn of the past two centuries. That's why you should pay attention to it, or even better: embrace it and live through business transformation.

Business transformation is a key initiative that attempts to align the people process, management and technology initiatives of an enterprise or institution as closely as possible with its mission and vision, to support and implement new, innovative business strategies. The goal of business transformation is to move towards a strategic, integrated and balanced end-state. This can be achieved through new technologies, innovative business models and contemporary management practices. Business transformation may be considered an essential part of the competitive business cycle or even as a way to survive today's hyper-competitive arena.

For years, Atos Consulting has pioneered the concept of business transformation. The business transformation frameworks and models that are incorporated in this edition of VIEW have been developed on the basis of vision, insight, foresight, and most of all, skill and practice. The frameworks and models are the result of many years' experience in the design and management of large, complex change processes in global enterprises. The distinguishing feature is that they are based on reasoning from outside-in as well as inside-out. Therefore, they are not a prescriptive method but rather a combination of conceptual frameworks that link theory and practice, and that leave room for all kinds of specific methods and approaches.

We'll start off by taking a look at real business life. Three articles in this issue of VIEW cover the whys and hows of business transformation in practice. These articles each describe the visions and experiences of companies that are initiating business transformation (ChemChina), of companies that have successfully experienced business transformation (VOSA) and of a business manager who has successfully lead a business transformation

project (ING). These articles have been mixed with others that describe our methodological views on business transformation: the why and how from Dutch, French, English and Spanish consulting perspectives, which interestingly enough seem to emerge as a converging, European business transformation approach. This edition of VIEW therefore provides a basic, holistic and integrated view for reconciling many of the apparently separate and standalone initiatives for change. As a result, it is of value to anyone who is involved in the radical, perhaps global, but certainly complex and fascinating reality of business transformation.

Our next article portrays some of the most interesting aspects of our research projects on business transformation. Some projects focus on methodology, others on the transformation and competitiveness of nations, others on transformation at enterprise level and a fourth category addresses transformation at the department level. All projects have their own, specific challenges and opportunities, of course.



Han van der Zee  
For a full biography, please see page 33.

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We end with an interview with N. Venkat Venkatraman of Boston University and, of course, the view of our Chairman, Oscar van Leeuwen. The interview with N. Venkat Venkatraman demonstrates how forward-looking our academic friends at Harvard, MIT and Boston University were some 20 years ago. Of course, they are on top of today's watchtower again, as they will be for many years to come. Nevertheless, it's fascinating to see how N. Venkat Venkatraman described the challenges that companies faced so long ago. Oscar van Leeuwen concludes with some appropriate emphasis on the human aspects of the 'transforming organization'. Without addressing values and beliefs, he claims, it does not make sense to start any serious business transformation process or project. Interesting!

Enough to work through. On behalf of the Editorial Board and the contributors to this edition of VIEW, I wish you all an enjoyable and inspirational read. Please drop me an email if you agree, don't agree or just 'see things differently' at:

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**Han van der Zee**  
*Chairman of the Editorial Board of VIEW*

**VIEW complements another regular publication of Atos Consulting; LOOK OUT, which describes emerging trends in society, technology, the economy and the political climate that will impact the way business is conducted. If you don't have your personal copy of LOOK OUT, contact your Atos Consulting representative. It is well worth a look. You can also read more on LOOK OUT by visiting [www.lookout.atosconsulting.com](http://www.lookout.atosconsulting.com)**

