BEST-PRACTICE GUIDE · TRANSFORM

Phase 01 — Strategy

From ambition level to a robust transformation roadmap

The Strategy phase defines the target picture of the self-driving organization, assesses the company's agentic readiness and derives a value- and risk-based transformation roadmap. It creates the economic and organizational mandate for all subsequent phases.

Goal of the phase

The phase delivers a board-approved target picture with a quantified value proposition, a prioritized transformation portfolio and an operating model for the agentic organization.

Process model

01 **Ambition & target picture**
Define the ambition level of the self-driving organization across processes, systems, data, organization and governance; derive a consistent target operating model together with management.

02 **Agentic readiness assessment**
Maturity assessment of the application landscape, process architecture and data foundation using ReqPOOL's agentic readiness maturity model (five levels from 'manual' to 'self-driving'); identification of the largest gaps and dependencies.

03 **Value potential & business case**
Quantify value potentials (efficiency, quality, time-to-market, risk reduction) per value stream; build a business case with sensitivity and scenario analysis.

04 **Portfolio & roadmap**
Prioritize value streams and applications by value contribution, feasibility and agentic readiness; sequence them into a roadmap of quick wins, structural initiatives and platform investments.

05 **Governance & operating model**
Define decision structures, human-in-the-loop principles, AI policies (incl. EU AI Act) and the operating model for agentic systems; anchor the transformation program in the organization.

Methodology mix

METHOD	PURPOSE	REFERENCE
ReqPOOL agentic readiness maturity model	Proprietary five-level maturity model assessing processes, applications and data for their suitability for agentic automation.	inspired by the acatech Maturity Index
Enterprise Architecture as Strategy	Aligning business model and IT landscape planning; defining the operating model as the foundation of the target architecture.	Ross, Weill & Robertson (2006)
Balanced Scorecard & strategy maps	Translating the target picture into measurable strategic objectives and cause-effect chains for transformation controlling.	Kaplan & Norton (1992)

METHOD	PURPOSE	REFERENCE
Wardley Mapping	Positioning capabilities and systems along the evolution axis to decide: build, buy, or transform agentically.	Wardley (2016)
Business Model Canvas / Value Proposition Design	Structured description of the value propositions of agentic processes towards internal and external customers.	Osterwalder & Pigneur (2010)
Leading Change (8-step model)	Building urgency, a guiding coalition and a communication architecture to anchor the transformation organizationally.	Kotter (2007)

Platform support

ReqPOOL Suite: **REAM** (Enterprise architecture) · **Estimation Manager** (Estimate · Scope · Govern)

REAM — AS-IS landscape	Processes, applications, interfaces and infrastructure in one inventory — the fact-based foundation for target picture, readiness assessment and portfolio prioritization.
REAM — target landscape & transformation roadmap	AI-derived recommendations are decided in the EAM decision board; the result is a target architecture and an IT transformation roadmap per year — every recommendation traceable down to the data basis.
Estimation Manager — ideation	Structured ideation documents with business value, users and core capabilities — feasibility checked against benchmark data, decision-ready in days instead of weeks.
Estimation Manager — variant comparison	Side-by-side comparison of classical, agile and agentic delivery incl. best/expected/worst ranges — quantifies the value potential of agentic development in the business case.

Best-practice checklist

- [ ] Base the target picture and portfolio priorities on the REAM landscape inventory — not on slide decks; keep every recommendation traceable to its data basis.
- [ ] Make ideation documents decision-ready in the Estimation Manager before the steering committee meets (gate G1: idea approved).
- [ ] Parameterize business cases conservatively and disclose ranges (best/expected/worst) instead of selling point estimates.
- [ ] Check the roadmap sequencing against the dependencies of the AS-IS landscape (interfaces, end-of-support dates).
- [ ] Anchor governance requirements (EU AI Act, internal policies) in the target picture — not later in the Design phase.

Artifacts & outcomes

— Target picture of the self-driving organization (target operating model)
— Agentic readiness maturity profile per value stream
— Quantified business case with scenario analysis
— Prioritized transformation roadmap
— Governance and AI policy framework

Quality gate criteria

☐	Target picture and ambition level approved by top management
☐	Maturity assessment fully backed by evidence
☐	Business case incl. sensitivities validated by the CFO function
☐	Roadmap documented with dependencies and capacity assumptions

Scientific deep dives

Ross, Weill & Robertson: Enterprise Architecture as Strategy — Seminal work on aligning operating model and IT architecture (MIT CISR).
https://cisr.mit.edu/publication/enterprise-architecture-strategy-creating-foundation-business-execution

Kotter: Leading Change — Why Transformation Efforts Fail (HBR) — Classic of transformation research; empirical failure causes of programs.
https://hbr.org/2007/01/leading-change-why-transformation-efforts-fail

Hevner et al.: Design Science in Information Systems Research (MISQ 2004) — Epistemological foundation of TRANSFORM's artifact-oriented approach.
https://doi.org/10.2307/25148625

Kaplan & Norton: The Balanced Scorecard (HBR 1992) — Measurement system for strategic objectives; basis of TRANSFORM transformation controlling.
https://hbr.org/1992/01/the-balanced-scorecard-measures-that-drive-performance-2

acatech: Industrie 4.0 Maturity Index — Scientifically developed maturity model; methodological reference of the agentic readiness model.
https://www.acatech.de/publikation/industrie-4-0-maturity-index-update-2020/

Business & Information Systems Engineering (BISE) — Leading information systems journal for further research.
https://link.springer.com/journal/12599