



Companies have always had to adapt in order to succeed and remain competitive. Today's economic environment is no exception, requiring all economic actors to anticipate and to react to a world which is moving increasingly faster. Old decision-making models and processes must be thoroughly reviewed, and new organizational structures must be developed to support strategies that have to cope with relentless change and massive opportunity. Such transformations can be overwhelming but must be tackled by means of a structured approach with clear vision and solid leadership.

Recent research shows that the **main challenges** identified by stakeholders in a transformation project are:

- **Additional workload:** project-related tasks must be added to the daily routine which often leads to conflict in resources
- **Unrealistic objectives:** project goals that are not defined based on internal capabilities can be perceived as out-of-reach and can stifle motivation
- **Cultural integration not taken into account:** cultural differences between stakeholders (e.g. different departments from the same company) imply different management practices which may lead to conflict and frustration and impact on project delivery
- **Lack of project management competencies:** most internal resources have not been trained in project management and therefore risk facing difficulties in handling large-scale projects when required
- **Project plan not detailed enough:** the lack of vision on project planning and milestones generates uncertainty and prevents resources from achieving a balance between project-related tasks and daily tasks
- **Need for top management support:** poor top management support results in weak involvement of resources who fail to picture the project as a priority

The success of a transformation project is measured by its ability to deliver a set of changes in a given time and with a limited budget. Top Management has a crucial role to play in setting up the right conditions for such success by implementing a strong and dedicated Project Management structure.

Key success factors identified by CEO/CFOs notably include:

- **Top Management support:** devising a clear and harmonized vision promoted by the Top Management
- **Impartiality:** equal treatment of all components of the change program

- **Engagement with all employees:** definition of accountability for all employees and clear communication on how progress against targets will be visible to project managers and top management;
- **Clear communication:** clear communication and explanations of the rationale behind change efforts and how positively they will impact on the company and its employees
- **Training:** training resources on change management prior to launching a transformation project followed by training on the outcome of the project (new tools, new process, new organization, etc.)
- **Performance KPIs:** setting the right performance goals and indicators in order to monitor the project closely and be able to communicate, report, correct and control
- **Teamwork:** encouraging teamwork by identifying dependencies between departments and setting up teams as a mix of subject-matter experts, project managers and department representatives
- **Cultural integration:** ensuring that cultural aspects are tackled at all levels (functions, geography, headquarters, entities, etc.) and emphasizing common project objectives to drive cultural integration
- **Rewards:** setting up a fair and transparent project reward system in line with project objectives
- **Identifying the right internal resources:** securing the best internal talents as part of the project management structure and distinguishing strong performers from weaker ones

Euromena Consulting believes that effective change management is key to maximizing the value of a transformation project. This requires strong and dedicated resources to drive change and ensure a sustainable transformation by getting people on board.

Euromena Consulting actively supports its clients among leading large-scale programs in enabling corporate transformation, maximizing project value and ensuring rapid and sustainable change. More specifically, our team provides support in Project Management Office (PMO), transition plan execution, communication plan development and follow-up, and training program definition and implementation.

You can find more information on our PMO and Transformation Programs perspectives, credentials and client references at [provide exact link to website].

Key contacts:

- Fayçal El Darwiche, Partner, f.eldarwiche@euromenaconsulting.com