Chapter 97
The Business Transformation Framework for Managers in Transformation Projects

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ABSTRACT

The success of a business transformation project (BTP) depends on how enterprise architecture, data architecture, and modelling activities are synchronized. These BTPs will not all be successful due to lack of talent and technical expertise of the traditional business transformation managers. The most important reason why business environments fail in business transformation projects is due to the lack of skills of BTMs. That is why the implementation of such BTPs requires a significant knowledge of data architecture and modelling techniques. The authors have based their research on many credible research sources of information like Gartner Inc. There is an essential need for more research on data architecture and modelling concept to support BTPs, where there is a necessity to propose a set of technical and managerial recommendations.

INTRODUCTION

A decisive business decision in the business transformation of a traditional business environment into an automated business environment is the profile of the business transformation manager (BTM), who should be supported by a holisitic framework (Trad & Kalpić, 2001; Trad & Kalpić, 2014a). The BTM's profile and the needed data modelling skills are essential for managing data models' in business transformations. This research chapter and the related research publications deal with business transformation projects (BTP) complexity as well as the support for the BTM's selection and the underlined BTP architecture. The proposed framework promotes the needed business transformation data architecture and modelling skills to insure success: 1) artefacts; 2) components; 3) architecture; and 4) modelling concepts.

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The success of a business transformation project (BTP) depends on how an enterprise architecture, data architecture and modelling activities are synchronized (IMD, 2015).

That is why the implementation of such BTPs requires significant knowledge of data architecture and modelling techniques. The author has based his research on many credible research sources of information like the Gartner Inc. and many others. The main fact is that only a small percentage of business organizations successfully terminate innovation-related BTPs; another important fact is that business environments, which have a good data architecture and modelling concept, will gain a substantial business advantage (Tidd, 2006; Tidd & Bessant, 2009).

The data architecture and modelling module is a part of the Selection management, Architecture-modelling, Control-monitoring, Decision-making, Training management and Project management Framework (SmAmCmDmTmPmF, for simplification in further text the term *Environment* will be used), that supports the BTP's activities. As shown in Figure 1, the data architecture and modelling concept interacts with all the enterprise's architecture phases, using the data building blocks or the holistic brick (Trad & Kalpić, 2014a).

Figure 1. Enterprise architecture cycles and the data access building blocks
Trad, 2015a; Trad, 2015b.