

## Beyond the Vertical Business Transformation Office Model

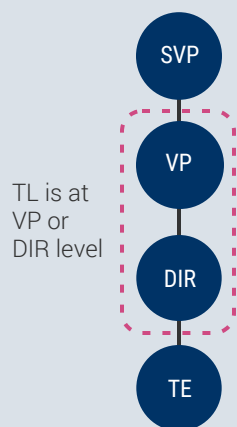
The **Business Transformation Office (BTO)** is a new concept in business and IT transformation. It focuses on evolving and establishing a model within your organization to ensure repeatable, sustainable, and successful transformation.

On average, 70-80% of transformations fail from lack of vision, focus, clear purpose, control, and flexibility. A successful BTO structure prevents these failures and ensures sustainable transformation. BTO models include resources that are dedicated to protecting your organization. Your Business Transformation Office can be structured in one of three ways, depending on your organization's resources and culture - the **Parachuter**, the **Sharpshooter**, or the **Hub and Spoke**.

### Parachuter Model

The Parachuter BTO is a vertical operating model providing autonomy to business unit (BU) leaders and experts that want to transform their organization. Transformation leaders (TL) and experts (TE) are not embedded in the business units (BU), but engaged to inspire, storm, norm, and provide leadership to achieve an end-to-end solution.

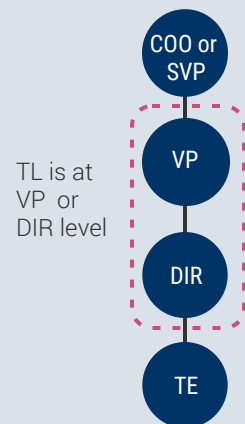
- TLs and TEs are independent, not embedded in BUs.
- BTO VPs/DIRs socialize, market, "sell" to BUs to provide transformation services at the BU level.
- TLs, TEs, and the project have limited success due to lack of credibility, business acumen, professional/political alignment.



### Sharpshooter Model

The Sharpshooter BTO is another vertical model with great results through a COO-driven BTO. This model is not embedded, yet laser-focused on transformation initiatives that typically have a burning platform, C-level support, and BU goals alignment. While this model looks very similar to the Parachuter, the difference is in the execution.

- The TL supports individual BU goals, objectives, purpose, but supports Operations KPIs.
- The COO directs TLs and TEs to trouble-shoot, optimize, and transform BUs for the greater good of the enterprise.
- The Sharpshooter model is seen as support with capabilities but may lack technical BU knowledge and acumen that limits success and the BUs ability to scale.

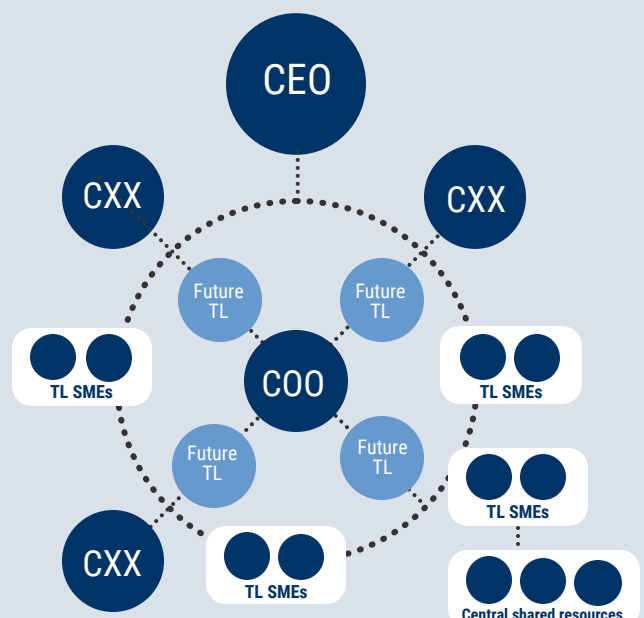


### Hub and Spoke Model

The Hub and Spoke BTO Model leverages the benefits of the Parachuter, and Sharpshooter models, and defines the role of transformation leader. This role is empowered with a holistic view to guide and direct a sustainable transformation.

In the example below, your transformation leaders (Director or VP) report directly to your COO as the hub. Each TE reports to a TL who reports through a dotted line to each respective C-level or senior BU leader. The transformation leaders are embedded in each of the BU leadership teams. This grants them ownership and accountability.

- BTO and TL teams report under the COO.
- Transformation roles are cross matrixed under C-suite across the business and integrated into BU planning and execution.
- Transformation leaders should report to SVP or higher, preferably COO.
- Visibility into strategic initiatives by TL team and transformation CSFs by C-suite is key to success.



To learn more about building or restructuring your BTO, contact:

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