



Powering Successful Digital Transformation

Driving Measurable Business Value

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Executive Summary

Today's digital transformation is increasingly AI-powered and data-centric. Organizations are no longer just digitizing processes; they are fundamentally reimagining their operations through artificial intelligence and advanced analytics.

Businesses now face a dual imperative: navigating complex macroeconomic pressures while capitalizing on the AI revolution, which, in recent years, has transitioned from experimental technology to a core business strategy.

Current macroeconomic pressures including inflation, supply chain volatility, and geopolitical instability have accelerated digital investments. According to a recent research study, global AI spending is projected to reach USD 2.5 trillion in 2026,³ demonstrating robust growth despite ongoing economic challenges.

Organizations that have been slow to implement digital transformation (DX) are at a heightened risk of falling behind. Meanwhile, companies without a digital presence face significant challenges in serving customers, while those lacking full visibility of their supply chains struggle to respond effectively to demand fluctuations.

The following investment patterns further demonstrate these global shifts:

- Software spending is anticipated to grow to 10.5% annually, driven by AI and cloud adoption.⁴
- 10% of organizations already use AI agents and 82% plan to integrate them within the next three years, indicating how much day-to-day operations will shift and how critical digital skills are for the modern workforce.²
- Cybersecurity spending is predicted to exceed USD 300 billion by 2029.⁵



The Rising Urgency For Digital Transformation

The urgency for digital transformation has never been greater. Most companies recognize the need for DX initiatives to stay competitive, with projections indicating that over 90% of enterprises will adopt cloud services by 2027.⁴ However, many still struggle with overhauling outdated legacy systems and implementing digital strategies effectively.

While organizations are increasingly aware that they will be outpaced by more progressive competitors if they do nothing, the challenge lies in execution. The reality is that a significant percentage of DX initiatives, up to 70%, fail to meet their goals.⁸ This highlights the necessity for a strategic approach to digital transformation that leverages technology and aligns closely with business objectives.



Global Digital Transformation Trends

Increased AI Adoption Across Industries	Customer Experience Expectations
Generative AI is now used by 71% of organizations in at least one business function, more than doubling since 2023 and becoming a core driver of productivity gains. ⁶	By 2026, 70% of organizations will prioritize enhancing customer experience through digital channels, with a focus on personalization and seamless interactions. ⁸
Increased Adoption of Cloud Services	Digital Skills Gap
By 2027, over 90% of enterprises are expected to adopt cloud services, with many organizations transitioning to a cloud-first approach as part of their digital transformation strategy. ⁹	As of 2026, it is projected that over 80% of jobs will require digital skills, emphasizing the need for businesses to invest in workforce training and development to stay competitive. ¹

While global trends (as seen above) demonstrate a high urgency for organizations to embrace digital transformation, the challenge still lies in effective execution.

There is no dispute that the opportunities in AI, machine learning, automation, edge computing, and cloud-native applications remain vast for a majority of companies.

However, a critical first step toward leveraging these technologies is first becoming an enterprise with the processes, systems, and culture to support a data-centric approach to operations. Only then can these technologies be fully and effectively utilized to drive success for the business long term.

In the following pages, we explore the common pitfalls encountered during DX initiatives and provide insights into how organizations can successfully navigate their digital transformation journeys.

Why Companies Fail at Digital Transformation

1 Implementing technology for the sake of technology

Mistake: Choosing AI or digital tools because they're the current "hot thing" without understanding strategic business benefits

Generative AI and machine learning may be dominating headlines, but is it right for your specific use case? Many organizations rush to implement AI solutions without clear ROI frameworks, and without understanding their organization's data readiness.

Too often, technology is implemented only to discover it does not result in any real benefits for the company. Often, the digital tool may not be relevant, necessary, or even possible to implement. For example, implementing large language models may not benefit an organization with poor data governance or unclear decision-making processes.

2 Starting digital transformation without understanding what it will bring to the organization

Mistake: Not clearly defining the benefits or return on investment (ROI) expected from a DX initiative

For a DX initiative to be successful, it must be closely aligned to the organization's strategy. Without this alignment, the digital tool may not bring the necessary or desired benefits and will simply become a cash drain for the business.

An example of clearly defined DX benefits would be a company implementing AI-powered supply chain optimization tools that result in specific success metrics, such as reduced inventory costs, improved demand forecasting accuracy, and faster response times to market changes.

3 “Customizing” a digital tool around inefficient processes

Mistake: Changing a perfectly good tool to fit your current flawed structures and processes

Many organizations' ad-hoc data and processes are already siloed and inefficient. Automating these existing flawed and poorly designed processes only amplifies these inefficiencies instead of correcting them. Successful and rapid digital transformations involve creating new ways of working that align the organization to the digital solution and not the other way around.

4 Not properly onboarding or training your workforce

Mistake: Not communicating why AI or digital tools need to be adopted or not providing comprehensive training for human-AI collaboration

In the age of AI, training requirements have become more sophisticated. Employees need to understand not just how to use tools, but how to work effectively alongside AI systems, interpret AI outputs, and maintain human oversight of automated processes.

Many companies think change management involves sending an email before a tool's go-live date. This is particularly problematic in implementing AI. Employees need to understand the tool's value proposition, which then allows them to develop new collaborative workflows using the technology, and provide meaningful input to get the most out of these new systems.

Beyond adoption, human intelligence is critical for AI success - employees must understand how to interpret AI recommendations, identify bias, and maintain quality control over automated processes.

5 Change management is an afterthought

Mistake: Implementing technology without understanding and managing who the end users are and how AI-enhanced tools should be integrated into their daily workflows

Effective change management ensures that an organization will prepare its workforce to understand and adopt tools, and thus reap the full benefits. In AI implementations, change management becomes even more critical as it involves reshaping decision-making processes and redefining human-machine collaboration patterns.

The human dimension of transformation necessitates AI literacy across the workforce, in order for clear human-AI collaboration frameworks to be developed. This also allows the appropriate human oversight of automated and AI-driven processes to be maintained. Thus, beyond the initial DX program, organizations must continue to reinforce these capabilities and embed a culture of continuous improvement and change readiness.

The Framework for Success

The digital transformation (DX) framework outlined in this section has been refined through years of hands-on experience delivering complex transformation initiatives across industries. The following pages describe the critical stages required to design, execute, and sustain a successful DX program.



Change management is embedded throughout every stage of this framework.

Step 1: Define and Analyze

No two digital transformation initiatives are identical. Each organization operates within a unique strategic context, with distinct objectives, capabilities, and constraints. As such, DX must begin with a rigorous assessment of the organization's strategic foundations.

Leadership should critically examine the organization's strategy, vision, and mission:

- Are they still relevant and fit for purpose?
- Do they adequately reflect current and future business realities?
- How do they enable digital transformation, and how does DX, in turn, support them?

At this stage, it is essential to distinguish between perceived needs and actual needs. Organizations must clearly define the changes required to enable DX by identifying what is not working, what must be improved, and how those improvements will be delivered. These elements must be explicitly articulated and validated before progressing to the planning phase.



Step 2: Plan

Insights gathered during the define and analyze phase form the basis of a structured transformation roadmap. This roadmap should address the following priorities:

- Clearly identify the changes required to achieve the defined objectives.
- Establish the delivery parameters, including timelines, budgets, and resource requirements. In many cases, organizations may lack the necessary capabilities; targeted reskilling, upskilling, or external talent acquisition may be required.
- Prioritize initiatives based on impact and dependency, beginning with those that deliver the most significant or foundational change.

At this stage, organizations should strongly consider establishing a Transformation Management Office (TMO) or Project Management Office (PMO). These structures act as the execution engine of the DX program, providing governance, discipline, and accountability to ensure sustainable outcomes.

Define the Case For Change

Senior leadership must clearly articulate the rationale for change, the expected outcomes, and the tangible benefits of the DX initiative. This narrative must then be consistently communicated to employees, linking the transformation to both organizational objectives and individual value.

Without a clearly defined and well-communicated case for change, adoption will be superficial at best, often resulting in underutilization or complete abandonment of new tools and ways of working.

Create the Engagement Plan

An effective engagement plan ensures that all relevant stakeholders are informed, aligned, and actively involved in the transformation. As part of this plan, organizations should identify and mobilize a change network – trusted change ambassadors who champion the initiative and reinforce key messages across the business.

When executed effectively, this approach builds early buy-in, accountability, and a sense of ownership across the organization.



Step 3: Execute

With a transformation roadmap in place, the organization moves into execution. This phase requires disciplined delivery and close attention to change readiness.

Readiness Review

Readiness assessments are frequently overlooked, yet they are critical to successful adoption. For example, organizations may implement an Enterprise Resource Planning (ERP) system, complete technical testing, and proceed directly to go-live – without ensuring that employees are prepared to use the system effectively.

Before go-live, organizations must confirm that users are fully trained, confident, and capable of operating in the new environment. This requires:

- Defining clear change indicators that measure both adoption and impact.
- Establishing how success will be assessed across the workforce.
- Actively monitoring these indicators to track progress and identify gaps.

On-The-Job Coaching

Structured on-the-job coaching is essential to embed new ways of working. Coaching enables employees to progress from conscious incompetence to unconscious competence, ensuring consistency, proficiency, and long-term sustainability.

This approach minimizes variability in execution and prevents the emergence of parallel or conflicting ways of working across the organization.





Step 4: Implement

Following systematic tracking and execution of the change plan, the organization is ready to go live. However, implementation does not mark the end of change management—it marks the beginning of stabilization.

Post-implementation, leaders must continue to monitor and manage workforce behavior and system usage. Key questions include:

- Has the workforce fully adopted the new system or process?
- Is it being used as intended?
- Are measurable performance improvements being realized?

Where gaps or inefficiencies emerge, timely adjustments should be made to reinforce adoption and optimize outcomes.



Step 5: Continuously Improve

Successful digital transformation should be recognized and celebrated. Acknowledging achievement not only strengthens morale but also builds organizational confidence and resilience. When employees experience success in change, they are more receptive to future transformation initiatives.

At the same time, organizations must continue to refine and enhance new ways of working. Data analytics plays a critical role in identifying opportunities to reduce costs, improve productivity, optimize supply chains, and streamline processes.

By embedding continuous improvement into the operating model, organizations strengthen their ability to adapt, respond to disruption, and sustain long-term competitive advantage.



Transformation Management Office: The Engine of Change

A Project Management Office (PMO) is an internal or external function responsible for planning, coordinating, and delivering complex initiatives and performance improvements. Its primary focus is execution discipline—managing scope, timelines, budgets, resources, and risks.

A Transformation Management Office (TMO) builds on this foundation. In addition to driving delivery, it ensures that all initiatives remain tightly aligned with the organization's strategy, operating model, and value objectives. The TMO functions as the “engine room” of digital transformation—accelerating execution, maximizing value realization, and embedding change across the enterprise.

Within the context of a DX program, both PMOs and TMOs can play important roles. However, their scope, mandate, and impact differ materially.

PMO vs. TMO: Aligning Governance To DX Maturity

The choice between a PMO and a TMO should be guided by the organization's level of digital transformation maturity and strategic clarity.

- **PMO-led delivery** is appropriate where the DX strategy has already been clearly defined and agreed upon. In this scenario, the organization requires structured execution to deliver predefined initiatives efficiently and consistently.
- **TMO-led transformation** is required where the organization needs both strategic direction and execution capability. In addition to delivery oversight, the TMO helps shape the transformation agenda, ensuring that DX initiatives directly support business priorities and enable the future-state operating model.

In practice, a TMO encompasses all the core capabilities of a PMO, with an expanded mandate focused on strategic alignment, benefits realization, and enterprise-wide change management.

The TMO's Role Across The DX Framework

Aligned to the DX framework described earlier, the TMO plays a central role across every stage of the transformation lifecycle. Specifically, it:



Operates as an independent, enterprise-level function to provide objective oversight and decision support.



Drives the delivery of initiatives that directly support the organization's strategic objectives and DX roadmap.



Enables consistent, transparent, and timely communication across leadership, delivery teams, and the broader workforce.



Provides robust governance to track progress, manage interdependencies, and measure outcomes against defined success metrics.



Reinforces change management disciplines to ensure adoption, capability uplift, and sustained performance improvement.

By embedding the TMO at the core of the DX program, organizations create a clear line of sight from strategy through execution to measurable outcomes—ensuring that digital transformation is not only delivered, but fully realized and continuously improved.



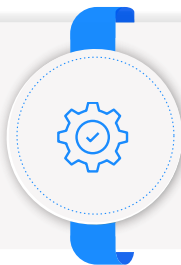
The AI Transformation Imperative

Despite widespread adoption of AI, many organizations are still confronting challenges in realizing measurable value from it, underscoring the importance of strategic alignment and change management.

However, whether organizations are ready for the AI revolution or not, its global adoption is only ramping up – having evolved from an experimental technology to a strategic imperative for organizations approaching 2026.

Worldwide enterprise spending on AI is forecast to total approximately USD 2.52 trillion in 2026, reflecting sustained investment growth and strategic prioritization of AI capabilities across sectors.³ And as of late 2026, 78% of global companies report using AI in their operations, as adoption continues to broaden across functions with many organizations moving beyond pilots toward scaled deployment.⁴

The 4 Key Drivers of AI Adoption in 2026



Operational Efficiency

AI-enabled automation is now mainstream, with organizations reporting significant productivity gains and process improvements as they embed AI into core workflows (e.g., automation of routine tasks and optimization of resource allocation).⁴



Data-Driven Insights

Advanced AI and analytics capabilities are enabling real-time decision-making and predictive forecasting across strategic and operational functions, shifting organizations from reactive to anticipatory modes of operation.



Customer Experience

AI-driven personalization and intelligent engagement models are increasingly defining competitive customer experiences, with organizations deploying AI to manage interactions, tailor services, and enhance responsiveness at scale.



Competitive Advantage

AI is transitioning from a differentiator to a core strategic capability. Adoption rates and integration depth correlate strongly with competitiveness and market resilience, particularly among organizations that scale AI across multiple value chains.³

While some companies are successfully reaping the benefits of AI, reports indicate that a large share of others still have not achieved scalable value from their AI investments – often due to a lack of critical digital transformation foundations such as robust governance, data foundations, and alignment to strategy.

As such, AI should not be treated as a standalone technology but a core enabler of strategic transformation. Embedding AI effectively demands enterprise-wide alignment, workforce readiness, and disciplined execution to move beyond experimentation and achieve measurable performance improvement.



Conclusion:

From Transformation To Sustained Value

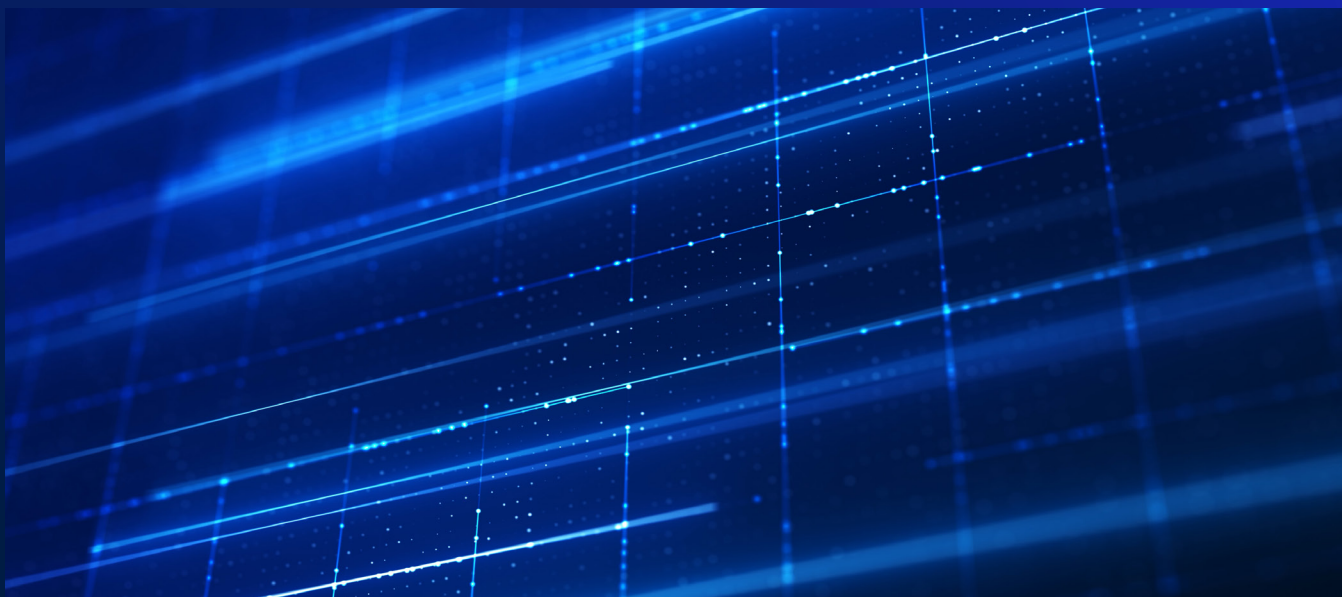
Many organizations approach digital transformation with a focus on short-term imperatives: accelerating digital investment, modernizing legacy IT environments, responding to heightened cybersecurity risks, and rapidly adopting technologies such as generative AI.

While these actions are often necessary to remain competitive, they are not sufficient on their own. To justify continued investment and maintain momentum, organizations must ensure that their digital transformation initiatives deliver measurable and sustained business value, not just technical progress.

The organizations that succeed are those that look beyond immediate outcomes and address the deeper, long-term changes that digital transformation requires. Over time, this includes the permanent integration of AI into decision-making, operating models built around data and automation, and an acceptance that transformation is no longer episodic but continuous.

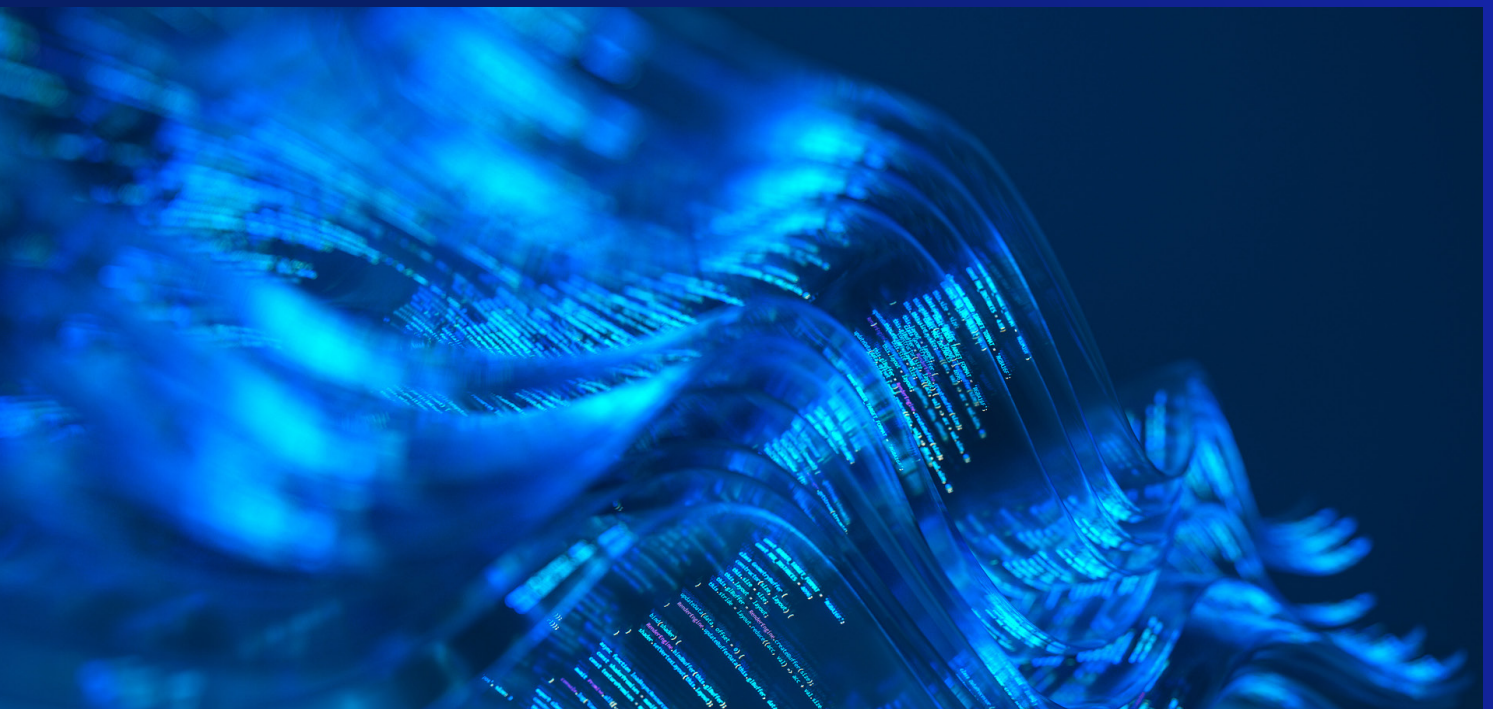
Resilience and organizational agility become strategic priorities rather than secondary benefits. These longer-horizon shifts are frequently underestimated or deferred, resulting in fragmented initiatives that deliver short-term gains but fail to compound into enduring advantage.

Ultimately, sustainable digital transformation is not defined by the technologies deployed, but by the value realized. Organizations that combine strategic clarity, disciplined execution, strong change management, and a relentless focus on people will be best positioned to navigate disruption and create lasting competitive advantage.



Achieving this level of impact requires change management to be treated as a core pillar of digital transformation, not an afterthought. Successful organizations anchor their efforts in a clear and coherent transformation roadmap, governed by an autonomous Transformation Management Office (TMO) or Project Management Office (PMO). This governance structure ensures disciplined execution, consistent communication of the case for change, and persistence in delivery. Crucially, the human factor must remain central to the implementation approach.

When approached with this long-term perspective, digital transformation becomes a powerful engine for value creation and business model reinvention. Leading organizations are moving beyond digitizing existing processes to reimagining how value is created and delivered—unlocking new revenue streams, improving profitability, and scaling faster through data-driven, platform-enabled operating models. By participating in digital ecosystems and leveraging partnerships, they extend their competitive reach beyond traditional organizational boundaries.



The YCP Advantage

A change partner like YCP can ensure that organizations gain value from their DX efforts, achieving measurable and sustained results in line with business objectives.

YCP's transformation approach provides:

1. Strategy translated into a comprehensive transformation program that supports the business in achieving its vision.
2. Alignment of the organization's perceived needs and the real needs to execute the strategy.
3. Initiative-level analysis and planning, which ensures all the right pieces are in place for success.
4. Faster inception and delivery of new transformation initiatives.
5. Transformation focus, without compromising core business performance and execution.
6. Structured methodology that ensures programs deliver on promises and digital investments are maximized.
7. Confidence and security in the realization of financial benefits and strategic objectives.
8. A fully functioning TMO or PMO driving continuous improvement and ready to take on future challenges.



A Digital Transformation Success Story

Best-fit solutions deployed to implement smart manufacturing in chemical plant

Project Summary

YCP Renoir was engaged by the client to deliver a holistic digital transformation strategy, with a focus on smart manufacturing operations for three functional areas/technologies in its Performance Material Asia division – TPU (thermoplastic polyurethane), EPC (engineering plastic compound), and System House.

The cross-functional transformation included a focus on manufacturing to quality management, EHS, warehouse, supply chain management, and maintenance. YCP Renoir's role was to assess, analyze, evaluate, and design the Smart Manufacturing vision and blueprint for the client's daily operations.

Key deliverables included a digital maturity assessment report, an as-is discovery report for its existing technologies, plant and site operations, a to-be summary of best-fit digital solutions to implement, a Smart Manufacturing vision and a digital transformation roadmap.

Client Background

The client is a multinational leading chemical producer, with the group comprising subsidiaries and joint ventures in more than 80 countries globally. It has a particularly strong presence in Asia, operating production sites across the region including in China, India, Japan and Singapore.

Challenge

The client's Vice President of Performance Material Asia (A-PMA) identified that their plants had different levels of digitization and automation, with a lack of digital solutions and base infrastructure to support business operations.

While some digital solutions were already implemented, benefits linked to those digital solutions were not yet realized. There was also an important need to instil the right mindset and culture within its teams to enable and support the digital transformation initiative at all levels and departments.

Project Approach

YCP Renoir conducted a Digital Discovery Assessment to identify business and digital needs, pain points, challenges, and opportunities. The aim was to clearly define the digital strategy of the organization. This involved the following:

- Holding workshops to assess the digital maturity of A-PMA
- Conducting on-site interviews with plant management teams to identify pain points and challenges in their daily work
- Identifying best-fit digital solutions and best practices based on the requirements of each workstream
- Defining the reference infrastructure and architecture for the new digital solutions
- Building the Smart Manufacturing vision and transformation roadmap with the prioritized solution list

Implementation

The result of the initial analysis phase was that YCP Renoir identified, assessed and planned best-fit digital solutions and roadmaps to drive digital transformation in the following areas:



Improvements in Manufacturing Executing System (MES)

- Material balance synchronization between MES and SAP
- Recipes management
- Data synchronization for detailed scheduling
- Process parameters optimization
- Performance analysis of overall equipment effectiveness (OEE)
- Labor management



Improvements in SAP Utilization

- Data integration between the engineering bill of material (eBoM) and SAP MM (Material Management)
- Two-way integration with MES for inventory and consumption management
- PM plan optimization based on running hour data of equipment



Smart Manufacturing Implementation

- Deployed a laboratory information management system (LIMS) to connect the control lab for testing data
- Integrated with programmable logic controller (PLC) via OPC-UA (Unified Architecture) for working condition of equipment



Improved Digital Infrastructure and Efficiency

- Single sign-on solution and Identity and Access Management (IAM)
- Multi-task mobile devices
- Wi-Fi network optimization by location and bandwidth
- Data modeling and mapping between systems
- Data governance policy set up to manage data exchange

Results



100 total opportunities
for improvement were identified
across the client's technologies,
plants & sites



50 total solutions
were identified and planned
for TPU

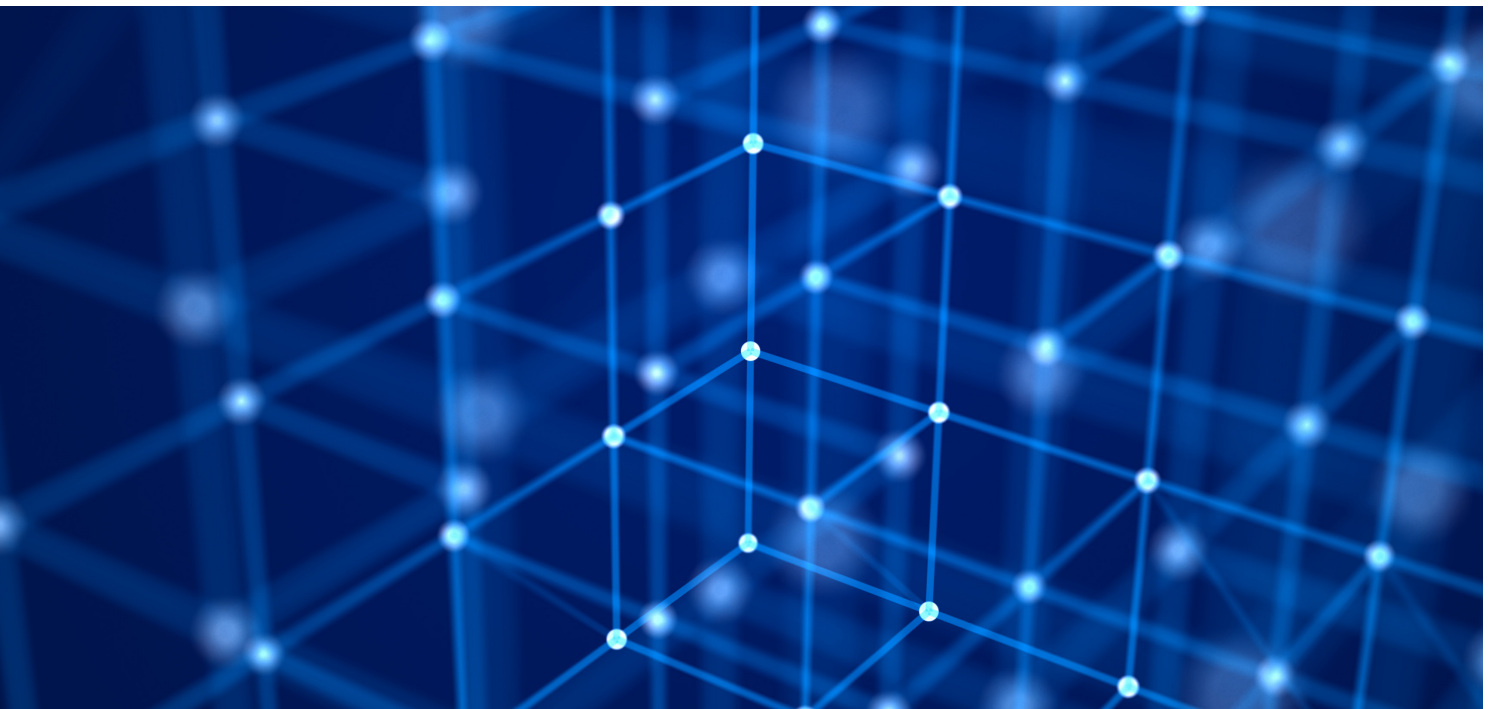


40 total solutions
were identified and planned
for System House



40 total solutions
were identified and planned
for EPC

*Client-specific details have been omitted to maintain strict confidentiality.



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About Us

About YCP Renoir

YCP Renoir, previously operated as Renoir Consulting, is a global management consulting firm with over 30 years of experience delivering measurable and sustainable performance improvements. As the Operational Excellence Division of YCP, we specialize in operational excellence solutions, leveraging proprietary methodologies, deep industry knowledge, and hands-on expertise to address clients' evolving needs.

To learn more about our services, visit <https://ycp.com> or <https://renoir.ycp.com>

What We Focus On

YCP Renoir's mission is to help organizations outperform competitors and redefine their future and impact on the world. Most importantly, we go beyond strategies, reports, and recommendations. Our clients achieve real results and are equipped to sustain the change.

Our long experience, which covers an expansive list of industries and business functions, gives us an unrivaled understanding of the best ways to meet our clients' business needs.

We link strategy to execution, guiding organizations through change. Furthermore, YCP Renoir is known for our approach, which helps our clients achieve sustainable improvement.

Our proven top-down, bottom-up, end-to-end approach means that we work together with clients as partners — from blueprint to execution. We are accountable for results, from start to finish.

Our Locations

YCP Renoir is part of the YCP Group, which is headquartered in Singapore. With a global presence and strong Asian coverage, we have 11 main offices spanning Europe, the Americas, the Middle East, Africa, and the Asia-Pacific region. This allows us to unlock transformative value creation opportunities across a wide array of industries.

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