

Inixia Resource Materials: Transformation Mgt

Assess-Prioritize-Sequence

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Assessing & Sequencing Opportunities

At the end of this lesson, you will be able to **explain**:

- **Assessing opportunities using the FFA (Fit, Feasibility, Attractiveness) criteria**
- **Sequencing transformation opportunities to maximize organizational momentum**

Assessment

With a growing list of transformation opportunities, the next step is prioritizing those opportunities. A simple model for this is **FFA (Fit Feasibility & Attractiveness)** where each opportunities can be assessed against the following criteria:

- **Fit** – Is addressing the opportunity on strategy for one or more organizations?
Is one or more executives willing to sponsor it?
- **Feasibility** – Is the business willing to change the way they operate to adopt a new process / solution?
Does the technology exist to address the opportunity?
- **Attractiveness** – What is addressing the opportunity worth, in terms of...
 - Sales / margin growth?
 - Cost reduction?
 - Cost / risk avoidance?
 - Hard / soft productivity improvement?
 - Compliance?

Prioritization

There are additional considerations to consider when prioritizing potential opportunities.

- **Capability** – Do you have access to the right technical and change management skills within the organization? If not, can you acquire those skills quickly or source them externally?
- **Capacity** – Do these opportunities compete with in-flight initiatives? Or are there synergies with existing efforts that can be leveraged?

Sequencing

Having assessed and prioritized the list of potential transformation opportunities, the final step is to create a Digital Master Plan. This requires thinking about the optimal sequencing of opportunities (given resource constraints) and touchpoints (synergies) between the opportunities

Think of the plan as a set of bowling pins. Identify one quick-win opportunity (low resource requirements, quick implementation time, noticeable benefits, easily reversible) as the head pin. Then sequence remaining opportunities against two vectors:

- **Are there adjacent opportunities within the same service or business unit?**
- **Are there opportunities within different services or business units that could be addressed with a similar technical solution?**

Once the opportunities have been sequenced, invest accordingly to ensure the first transformation is delivered successfully, then use the momentum from the quick-win to expand scope and take on additional opportunities.

