

# How can organisations ensure the effective realisation of business value through transformation?

Explore how reinvesting savings into innovation, through a unified and phased approach that brings IT and the business together, can propel operational excellence and long-term competitive advantage.

## Industry



All industries

## Services



Architecture



Digital



Operating Model &  
Organisational Design



Service Management



In today's competitive landscape, liberating cash and building robust value cases are vital first steps in transformation. However, true growth is achieved when these savings are reinvested into innovation. At Mason Advisory, we recognise that strategic reinvestment in innovation not only fuels creativity but also drives operational excellence. This process extends beyond technology—it requires evolving legacy in terms of people, mindsets, processes, and culture. By adopting a product-centric operating model and progressing step-by-step, with IT and the business working together from the outset, organisations can capture emerging market opportunities and secure long-term competitive advantage.

Reinvesting in innovation transforms freed-up cash into a powerful growth engine. At Mason Advisory, we believe that fostering a culture of innovation and ensuring a seamless transition from pilot projects to everyday operations are key to unlocking sustainable business value. Our approach centres on reinvestment in digital and AI technologies, alongside evolving legacy elements—systems, people, processes, and culture—to drive operational excellence.

### Supporting & enabling innovation

Innovation is the catalyst that converts savings into growth

opportunities. To fully capitalise on innovative ideas, organisations must create an environment that nurtures creativity while aligning with a unified operating model:

- **Cultivating a culture of agility:** Empower teams across both IT and the business to challenge conventional practices and embrace change, creating a fertile ground for innovative solutions.
- **Structured governance:** Establish dedicated innovation cells or labs that pilot new ideas within a controlled framework, ensuring every initiative is underpinned by a solid value case and aligned with strategic objectives.
- **Leveraging digital investments:** Utilise modern digital platforms—including AI—to accelerate prototyping and scaling of promising solutions. Each initiative adheres to robust compliance and regulatory standards to ensure a secure, sustainable approach.
- **Inclusive collaboration:** Innovation is a joint effort. Continuous engagement between IT and the business prevents the common pitfall of isolated projects and ensures that everyone shares a common vision.

### Managing the transition from innovation to run

Transforming innovative ideas into sustainable operations requires a clear, structured roadmap that brings the entire organisation along the journey:

- **Clear milestones:** Define objective criteria and timelines for transitioning initiatives from pilot phases to full-scale production, ensuring each step is justified by a compelling value case.
- **Integrated change management:** Realign organisational structures, systems, and cultural mindsets to support new digital ways of working, recognising that evolving legacy—including technology, people, processes, and culture—takes time.
- **Compliance and regulatory alignment:** Embed rigorous compliance and regulatory standards throughout the transition process, ensuring that every phase meets industry requirements and mitigates risk.
- **Phased implementation:** Adopt a step-by-step approach to transformation, ensuring that each phase is fully integrated and that both IT and business stakeholders share collective ownership.

- **Ongoing monitoring:** Establish continuous feedback loops and performance metrics to refine processes, mitigate risks, and ensure innovation consistently delivers tangible business value.

### Embracing a product-centric digital model

A modern, product-centric operating model is crucial for realising operational excellence:

- **Modernisation of legacy:** Assess legacy holistically—not just systems but also people, processes, and culture—to understand cost impacts and identify opportunities for digital enhancements.
- **Phased transformation:** Implement a gradual migration from legacy to modern, modular architectures. This measured, step-by-step approach minimises disruption, allows for cultural and mindset shifts,

and ensures each stage is financially and operationally justified.

- **Learning from best practices:** Leverage industry case studies and proven methodologies to tailor a transformation strategy that delivers sustained business uplift and competitive advantage.
- **Unified operating model:** Build a framework where IT and the business operate as one, ensuring the transition is smooth and that the new model is embraced across the organisation.

### Driving business value through innovation

Reinvestment in innovation is a strategic move to unlock new levels of business value:

- **Accelerated product development:** Invest in digital and AI technologies to shorten product development cycles, reduce time-to-market, and seize emerging opportunities.

- **Enhanced competitive position:** Enable organisations to respond swiftly to market changes, drive customer engagement, and outperform competitors through agile, innovative practices.
- **Sustainable uplift:** Support every reinvestment with a rigorous value case that establishes a continuous cycle of innovation, driving long-term growth and operational excellence.
- **Holistic transformation:** Ensure that evolving legacy—encompassing systems, people, processes, and culture—is integral to every reinvestment, reinforcing a unified strategy that propels business success.

If you would like to speak to Darren Hart regarding this insight, send your enquiry to [contact@masonadvisory.com](mailto:contact@masonadvisory.com).

To find out more about our services, click [here](#).

## Author



**Darren Hart**

Managing Consultant

**email:** [contact@masonadvisory.com](mailto:contact@masonadvisory.com)

### About Mason Advisory

Mason Advisory has offices in Manchester and London and employs over 100 staff, with plans to continue its expansion. We enable organisations to deliver value through digital & technology transformation, solving complex business challenges, and helping clients set strategy through the intelligent use of IT resources including architecture, cyber, operating model and organisational design, service management, and sourcing. We operate in sectors such as financial services and insurance, legal and law, government, health and social care, emergency services, retail, FMCG, transport, and not-for-profit.

### Contact us

To get in touch, please email [contact@masonadvisory.com](mailto:contact@masonadvisory.com) or call +44 333 301 0093



### MANCHESTER

Landmark  
St Peter's Square  
1 Oxford Street  
Manchester  
M1 4PB

### LONDON

Bush House  
North West Wing  
Aldwych  
London  
WC2B 4PJ