The Intelligent Enterprise:

TURNING AMBITION INTO OUTCOMES THAT LAST





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01

Foreword

THE UNCOMFORTABLE TRUTH

Transformation investment remains strong. Almost 90% of executives are so confident in their ability to deliver on their strategic outcomes, they have committed multi-year funding to deliver on their strategic goals. The pace is certainly not slowing.

Yet our exclusive research reveals a troubling pattern: on average, UK organisations waste over a quarter of their transformation investment, despite being confident in their strategy and their ability to deliver it. So, if the problem isn't clarity around strategic outcomes, or the allocation and commitment of funding to deliver them, what's the problem?

Well, there are a couple of conditions that have to be true for transformations to work:

1. First, leaders must understand the variables involved – the components of change that will determine whether an initiative succeeds or fails, and the part each one plays in the delivery of the outcomes.
2. Second, the organisation must be configured to influence those variables effectively and efficiently; it must have the capability to pull the right levers and get the outcome it expects.

Miss either one, and value leaks down the drain.

It sounds simple, but these conditions are getting increasingly difficult to satisfy. The world is more complicated now because not only are there more variables involved in delivering a successful outcome, but they are also increasingly difficult to influence.

- Customer expectations are astronomical
- Employees expect more in terms of their work-life balance, environment and location
- Culture and people matter as much, if not more, than platforms and processes
- Innovative technology is disrupting more quickly and with bigger consequences (good and bad!)
- As barriers to entry are getting lower, clever, competitive startups are springing up
- Legacy is getting more legacy by the day

VALUE IS THE CURRENCY OF TRANSFORMATION, AND BUSINESSES ARE LEAKING IT LIKE A SIEVE.

THE ORGANISATIONS THAT CONSISTENTLY CAPTURE FULL VALUE – A MERE 7% ACCORDING TO OUR RESEARCH – SHARE A COMMON CHARACTERISTIC: THEY DON'T JUST UNDERSTAND THE VARIABLES THAT DETERMINE SUCCESS, THEY'RE CONFIGURED TO INFLUENCE THEM ALL, AND CLOSE THE TAP ON THE WASTED MILLIONS.

This report examines why the confidence to execution gap exists, where value disappears in the transformation process and how organisations can close this gap by becoming what we term an **"Intelligent Enterprise"** – one that orchestrates human capability, artificial intelligence, technology infrastructure and execution methodology as an integrated system designed to protect and deliver value.

Drawing on our research with 200 UK C-suite leaders, executive interviews and real-world case studies, it identifies why so many transformations on average, only deliver 73% of promised transformation value and provides an actionable blueprint for closing this 27% value gap.



Andy Haley, CEO at Sullivan & Stanley

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OUR RESEARCH METHODOLOGY

Sullivan & Stanley partnered with **Censuswide** to explore the current state of organisational transformation in the UK. We surveyed 200 C-suite leaders (including CEO, COO, CIO, Chief Transformation Officer and MD) from businesses with annual turnover exceeding £500 million, spanning sectors including construction, hospitality, manufacturing, media, professional services, retail and technology.

The research was designed to assess organisational readiness for transformation. It examined the gap between leadership confidence and execution effectiveness, attitudes towards AI maturity and the cultural conditions required for change to land.

We wanted to know why do so many transformations fail to deliver full value? Here's what we found:

The value gap is real – and expensive:

The average organisation loses almost a third of value

27%

not through bad strategy or lack of funding, but through an inability to execute and influence the variables that matter

Only

7%

consistently capture full value from their business cases, revealing a massive confidence-execution gap

42%

are prioritising growth over cost reduction (19.5%), yet struggle to execute because they're not configured to deliver value at pace

90%+

are confident board-level direction is interpreted consistently throughout the business – but confidence doesn't create value, capability does

Value leaks out through:

Process bureaucracy and governance cadence: the top barrier to delivering value

41%

Poor adoption:

54%

lose innovation value because people don't use the technology

AI pilot purgatory:

42.5%

are stuck experimenting while only 15.5% scaled AI to capture value

Lack of optimisation:

43%

admit they're not optimised for the outcomes they care about

Taken together, the findings reveal a clear pattern. Leaders have the ambition and are confident they know what to do. Their organisations just can't capture the value.

03

THE VALUE GAP

You've done everything right:

- Secured multi-year funding (88% can)
- Achieved board alignment (90%+)
- Identified the outcomes you want
- Built the business case

So why do only 7% of transformations deliver full value?

Because understanding the variables that affect successful outcomes, isn't the same as being configured to influence them.

This confidence-execution gap costs the average £500 million+ organisation approximately £2.7 million for every £10 million invested into transformation. Confidence without capability is expensive optimism.



"I was particularly struck by the gap between confidence and delivery. 90.5% are mostly or very confident that board-level direction is interpreted consistently, yet significant shortfalls exist in value delivered. This focuses minds on the importance of ensuring business cases are robust and realistic – the data indicates they aren't.

"It also suggests an opportunity for stronger focus on delivery. Boards are usually quick to turn their attention to the next strategic initiative with limited focus on ensuring the conditions for successful delivery are in place. At Nest, I ensure we are set up for successful delivery of our transformation initiatives by putting the right change capability, capacity and frameworks in place."

Ian Cornelius, CEO at workplace pension scheme Nest Corporation

“The optimism scores are high considering we're operating in the most turbulent environment in a generation, yet legacy issues seem to be holding value creation back. This suggests a disconnect, either between confidence and execution, or misalignment of priorities across the business. Both are very common, so it's not surprising. What stood out most was the value delivered from business cases: only 7% deliver 100%. This further indicates the confidence-execution gap."

Mark Buckley, former CEO at Perfect Moment

THE OPERATIONAL GAP:

Where direction loses value

Leaders believe they're aligned. Delivery tells a different story. Value leaks out in the gap between strategic intent and operational execution.

The signal gets lost between the boardroom and the coalface because organisations measure activity, not outcomes. They track milestones rather than variables. They optimise for process compliance rather than impact delivery.

Leaders can be too quick to blame technology when transformation doesn't progress as planned. However, that isn't always the case. Our research shows that the biggest barriers to turning decisions into outcomes are overwhelmingly organisational and process-driven:

41% cite process bureaucracy and governance cadence

39% point to conflicting priorities and constant re-prioritisation

37% highlight business-as-usual functions pulling toward different objectives

These aren't merely structural issues but symptoms of decision-making without confidence.

Process bureaucracy gets created to protect individuals from making the wrong call. When people lack the data to make confident decisions, accountability devolves to groups. Those groups spin endlessly, focused on avoiding embarrassment rather than achieving outcomes. Nothing moves and value leaks, at a consistent, alarming rate.

“Ultimately, everything goes back to outcomes. If you're not clear on what matters most, the more likely you are to fixate on the wrong details. Instead of sweating the small stuff and optimising for activity, optimise for impact – that's how you prevent the erosion of value.” - Andy Haley, CEO at Sullivan & Stanley

THE EXECUTION GAP:

Where decisions lose value

Even when organisations make confident strategic decisions, almost none are configured to execute them effectively.

The research shows this is a near-universal challenge: almost all respondents reported experiencing execution failures. When asked where execution breaks down once decisions are made, leaders pointed to nine distinct barriers:

34.5%
Technology integration complexity

31%
Limited measurement of value

30.5%
Shifting priorities

30%
Capability gaps

28.5%
Cultural resistance

27.5%
Underinvestment in change adoption

27%
Competing BAU demands

26.5%
Siloed delivery teams

23.5%
Inflexible funding or governance

The spread of answers reveals that execution challenges rarely have a single root cause. It's multifaceted and complex. However, beneath these variables sits a more fundamental issue. Namely, a lack of ability to influence the variables required to deliver the outcome.

“For us, once a strategic decision is made, the barriers to execution largely relate to technology and engineering bandwidth. As we continue to execute our strategic transformation, tech-related BAU roadmap items can get pushed to the right due to emerging and unforeseen requirements. Managing BAU versus innovation is the most challenging aspect of running our business today.

“One obvious area of innovation is AI, where I agree with the findings. We have some targeted deployments and pilot models, but balancing the tech roadmap between AI innovation and delivering BAU is challenging. We need to deliver on our transformation roadmap - but can’t risk falling behind the AI curve.”

Blake Bartlett, CEO at Janes



> “What’s not surprising is the balance of barriers for turning decisions into measurable outcomes – which could all be oversimplified as ‘resourcing’ – yet 88% believe it’s easy to get funding for multi-year transformational initiatives. The money isn’t the problem.”
>
> **Mark Buckley, former CEO at Perfect Moment**

Across many organisations, people default to participating in processes because they feel safe. They stay busy, attend meetings and complete tasks, believing that activity equates to progress. But being in a process is not the same as delivering an outcome – or even moving towards one you want. If you're not clear on which variables you're trying to influence, you optimise for activity and utilisation rather than impact and value.

The challenge is often exacerbated by an overemphasis on traditional change domains like business and technology. Platforms and integrations dominate conversations, resulting in far less consideration being given to the cultural context into which change is being deployed. The big questions – the human variables – are largely ignored:

- Are teams ready for it?
- Are they already suffering from “change fatigue” due to previous initiatives that failed to deliver?
- Are organisational silos preventing collaboration?

Most organisations are solving the wrong problem. They’re obsessing over technology implementation while ignoring the human behaviours that determine whether that technology delivers any value at all.

This was the sentiment shared by 54% of leaders surveyed – organisations consistently over-invest in technology while under-investing in the people, skills and behaviours required to turn that technology into value.

The pattern across both operational and executional challenges is consistent: leaders understand the variables, but their organisations aren’t configured to protect value. The question becomes: how do organisations close this gap?

How do they move from understanding variables to being able to influence them?

The answer lies in becoming an **Intelligent Enterprise**.

04

THE INTELLIGENT ENTERPRISE

Intelligent Enterprises are designed to close the £27m value gap.

Not by having the most sophisticated tech stack or the biggest transformation budget. But by having the ability to continuously and confidently evaluate how well they are optimised to deliver the outcomes they care about. And having the organisational configuration to influence the variables that matter in their favour.

Value is the currency of transformation. Intelligent Enterprises are configured to protect it.

Intelligent Enterprises don't spend months on diagnostic exercises or rely on hypothesis-driven analysis. They have the instrumentation to self-diagnose in real-time:

1. What variables are in play for any given transformation
2. What intervention is needed to influence those variables
3. What outcome that intervention is designed to deliver
4. How achieving that outcome will leave the organisation better positioned to deliver the next wave of value

This matters because outcomes and their variables are never static. They shift with leadership changes, market conditions, macroeconomics, geopolitics. The faster an organisation can understand which variables have changed and reconfigure itself to influence them, the more value it can consistently deliver.

"The data underscores a critical truth: transformation isn't just about ambition at the top – it's about execution at every level. The fact that only 7% of organisations consistently realise the full value of their business case highlights the need for alignment between strategy and delivery. The AI 'pilot loop' shows that technology alone won't drive progress. To become a scalable enterprise, a business must invest in an operating model that balances people and technology. That's where sustainable momentum comes from." - **Al Grljevic, Chief Transformation Officer at Domestic & General**



Embed measurable ambition into adaptive plans and roadmaps that clearly articulate which variables matter most

Ensure confidence supports capability, not just at board level but throughout the organisation

Although no Intelligent Enterprise is identical, they do share common characteristics.

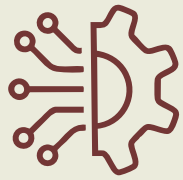
These are organisations that:

Pivot at speed to reconfigure themselves when new variables emerge, removing friction without losing momentum

Use real-time data and instrumentation to understand when variables change and act with confidence

Becoming an Intelligent Enterprise requires orchestrating four types of intelligence. Not sequentially – but in parallel. Each strengthens the other. Remove one, and the entire system weakens.

These four intelligences are how organisations gain both clarity on variables and the ability to influence them:



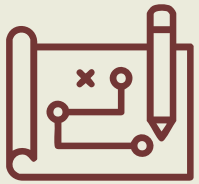
Technology Intelligence



Human Intelligence



Artificial Intelligence



Execution Intelligence

A) HUMAN INTELLIGENCE:

Win the people variables first

The Challenge:

People and culture are the most complex, and most critical, variables in any transformation.

Leaders often treat technology as the primary variable in transformation. It's not. The human variables – culture, capability, adoption, resistance, energy – determine whether any change succeeds or fails.

Our research shows that more than half (54%) of leaders believe innovation is lost through over-focus on technology and under-investment in people. The best technology, in the hands of unprepared people, delivers zero value.

Understanding the human variables means knowing:

- Where cultural resistance exists and why
- Which capabilities are missing and where
- Who the "drains" are (conduits of negative energy who haven't been brought on the journey)
- Whether frontline leaders can lead, not just have the title
- How ready people are for the next wave of change

Being configured to influence the human variables means:

- Leading with people, not technology
- Breaking down silos through cross-functional teams with shared accountability
- Investing in training, enablement and communication at the same pace you invest in systems
- Prioritising transparent dialogue about what's changing and why
- Empowering managers with autonomy to make decisions and remove bottlenecks

Many organisations fall into the trap of "innovation theatre:" inundated with new technologies and ideas, they prioritise experimentation and process over genuine understanding of whether their people can adopt, sustain and scale the change.

At its core, Human Intelligence is leading with people. Every organisation has access to similar tools and resources, just as every artist has the same palette of colours. But not all artists create masterpieces. It's the creativity, capability and commitment of people that turn transformation investments into sustained value.

> "A lot of the confidence-execution gap comes down to lack of investment in people – putting in new tech is not enough. The most important are frontline leaders... People take promotion because they think they need to, rather than because they want to or are able to lead. Focus needs to be on only putting people who can really lead in leadership roles."

Richard Wazacz, former CEO at Travelex

“What derails momentum? Drains – conduits of negative energy at all levels who don't buy in to the decision. Often because they don't understand, are scared, or haven't been taken on the journey. I don't believe anyone likes being a drain, and it's critical to help people make a decision: stay and embrace change or leave and do something else. But don't be negative energy.”

Richard Wazacz, former CEO at Travelex

“Leaders have to engage the hearts and minds of the workforce, especially when change fatigue is real and confidence in delivery is fragile. Bureaucracy, BAU pull and conflicting priorities are rarely isolated delivery issues – they're system signals that governance, decision-rights, capability and capacity aren't yet set up to sustain momentum, or that the culture isn't creating enough honesty and psychological safety to surface the true reality of execution. The organisations that land value consistently are those where executives stay actively involved beyond the initial decision, designing an intentional leadership shadow that reinforces focus, models the behaviours the future demands, and invests early in adoption, skills and engagement – not just technology. Ultimately, change only scales when people, culture and operating model readiness are treated as central to value realisation, not an afterthought.”

Jane Bates, Founder of The Koru Collective

One example of operationalising Human Intelligence is through the use of **MissionHub.ai.** Designed by Sullivan & Stanley, this AI-powered platform helps organisations understand how well their team dynamics are optimised to deliver the mission they've been asked to execute. The hypothesis: a lot of change fails because people are too interested in the "what," not the "with who." Understanding and optimising team composition is a critical human variable.



Measure adoption and energy, not just implementation milestones

Establish cross-functional teams with shared accountability for outcomes, breaking down silos that prevent collaboration and dilute value capture

Build transparent communication pathways that explain not just what is changing, but why it matters to each part of the organisation



HUMAN INTELLIGENCE IN PRACTICE

Understand which human variables will determine success (culture, capability, adoption, leadership quality)

Configure your organisation to influence those variables (invest in people at the same pace as tech, empower leaders, remove drains)

Because when you align the human variables, every other variable becomes easier to influence.

B) ARTIFICIAL INTELLIGENCE:

Stop treating AI like a strategy

The Challenge:

Most organisations treat AI as the answer. Intelligent Enterprises treat it as a variable that must be understood and influenced like any other.

AI has become the lightning rod for transformation. Yet the reality is sobering:

Only **15.5%** have scaled AI successfully

42.5% remain stuck in pilot mode

LESS THAN ONE IN FIVE have developed AI capabilities that deliver sustained, enterprise-wide value

The problem isn't the technology. The problem is organisations are investing in AI without understanding the variables or being configured to influence them.

Leaders focus on the tool ("we need an AI strategy") rather than the outcome ("what problem are we solving, and can AI help us influence the variables to solve it?").

Asking an organisation to come up with a strategy for AI is like telling a builder to come up with a strategy for their power drill. It's meaningless. What are you trying to build? If you need a hammer, your power drill is useless. You've got to think of the job to be done, not the tool you've got available.

Most organisations treat AI as a programme with pilots, POCs and board presentations. Intelligent Enterprises treat AI as a capability embedded into how work actually gets done because they understand which factors AI can influence, and they're configured to scale it where it matters.

"AI maturity is following a very similar profile to how companies earlier adopted data maturity. Start small and focus, then grow and advance. I'm confident companies will quickly work out the best ways to use AI, and it will power the growth they're focused on and become business as usual. The key is having colleagues and a workforce who are comfortable with change."

Richard Wazacz, former CEO at Travelex



Understanding the AI variables means knowing:

- What specific problem you're solving (not "how can we use AI everywhere?")
- Whether AI genuinely influences the outcomes and variables that matter
- What human, data and governance variables must be in place for AI to scale
- What the talent strategy looks like in a world where 30% of your workforce might be bots
- How AI affects professional liability, cyber risk and culture

Being configured to influence the AI variables means:

- Starting with the outcome, not the technology
- Being prepared to come up with solutions that don't include AI if that's what the variables demand
- Embedding AI into operating models, not running it as a separate programme
- Addressing the hard governance questions (who's accountable when the bot makes a mistake?)
- Building data maturity first because without clean, governed data, AI can't scale

Interestingly, when asked about partnership needs, customer experience design ranked first (41.5%) while data and AI ranked eighth (25%) suggesting leaders understand that human experience must precede technological sophistication. This is Human Intelligence and Artificial Intelligence working in concert.

Today, AI is primarily used to drive productivity and reduce costs. There are few top-line growth use cases. This creates fundamental questions about scaling, ones that organisations are either unprepared or unwilling to address.

What does your talent strategy look like when agents replace workers? Who underwrites cyber risk when AI makes autonomous decisions? How do you maintain culture when intellectual labour is delegated to machines?

To evolve AI capabilities from fragmented experiments to value drivers, these questions must be addressed and that requires Human Intelligence working alongside Artificial Intelligence.



"Data maturity is really interesting. We're probably immature, and I think it links directly to AI readiness. We're in pilot mode because we can't go big until we've nailed our data governance and cleanliness. Ironically, this IS where new systems and the data governance that comes with them can help."

James Clark, CEO at Apogee

Audit existing tools to identify where AI can influence high-priority outcome variables

Implement continuous measurement using real-time metrics to track adoption, performance and ROI



ARTIFICIAL INTELLIGENCE IN PRACTICE

Build a clear roadmap that identifies implementation timelines, governance responsibilities and capability gaps

Address the tough questions about talent, risk and accountability before scaling

Because when AI is understood as a variable to influence rather than a solution to deploy, it scales where it matters and delivers measurable value.



“Some leaders assume that if they create a transformation budget and build a team, all their issues will disappear. I’ve seen this repeatedly – putting a poor process into a new shiny system won’t solve it. The hard right thing to do is change the process, change the jobs people do. That’s the real stuff – not just the soundbite of digital transformation.”

James Clark, CEO at Apogee

C) TECHNOLOGY INTELLIGENCE:

Aligning systems with outcomes

The Challenge:

Technology is often blamed when transformation stalls. But the real issue is misalignment – organisations don’t understand which technical variables matter, or how to influence them.

Technology Intelligence isn’t about pursuing the most advanced systems. It’s about understanding which technical variables will determine whether you deliver full transformation value – and configuring your technology estate to influence those variables in your favour.

Our research shows:

41%
cite data quality, platform fragmentation, security/ privacy/regulatory constraints as main barriers

FEWER THAN HALF
use data as a strategic asset

These issues stem from misalignment between business and technology. Business sees technology as an order-taker ("just plug this in and make it work"). Technology sees business as unrealistic ("you don't understand the complexity"). Neither understands the variables the other is trying to influence.

Understanding the technical variables means knowing:

- Which systems and data flows are critical to the outcomes you care about
- Where legacy debt is constraining your ability to influence business outcomes
- Whether your architecture is optimised for the outcomes you're pursuing, not just "best practice"
- What technical constraints (security, integration complexity, vendor lock-in) genuinely limit your options
- How your data strategy enables or prevents decision-making

Being configured to influence the technical variables means:

- Building partnership between business and technology from the start, not treating IT as a service function
- Designing systems that serve outcomes, not satisfy disparate business requirements
- Optimising data for decision-making, not just reporting
- Modernising legacy systems strategically where they genuinely constrain your ability to influence outcomes
- Having honest conversations about trade-offs (e.g., "Standardising platforms reduces cost but constrains strategic flexibility – is that the right call?")

Technology strategies in and of themselves are meaningless. They're only appropriate if they're optimised to influence the considerations that determine whether you achieve the outcomes you care about.

For example: A private bank that's strategically critical to growth shouldn't be forced onto a standardised, cost-optimised platform. The technical variables that matter (flexibility, speed-to-market, customisation) are different from a back-office function where cost and reliability are paramount.

Different outcomes = different technical variables = different technology strategies.

> "I was surprised by the data maturity findings; I would have expected many more companies in the 'advanced' state. In our experience, security, privacy and regulatory constraints are the critical barrier to speed and delivery – particularly when pushing the boundaries with AI."
>
> **David Young, Chief Operating Officer at Monument Bank**

TECHNOLOGY INTELLIGENCE IN PRACTICE

Identify which technical variables genuinely constrain your ability to win

Assess third-party vendors not just on cost, but on whether they help you influence the variables that matter

Be willing to maintain technical complexity where strategic importance justifies it

Build partnership between business, data and technology so all understand what outcomes they're optimising for

Design architecture with transparency, featuring input from all stakeholders

Because when technology is optimised for outcomes, not for "best practice" it becomes an enabler, not a constraint.

D) EXECUTION INTELLIGENCE:

Context-driven delivery

The Challenge:

There is no universal operating model. Execution depends on understanding which delivery variables will determine success and configuring your approach to influence them.

Process bureaucracy is the number one barrier to delivery (41%). Yet most organisations respond by adding more process. Why? Because they don't understand which execution variables really matter for their specific transformation, or how to influence them.

Execution Intelligence means selecting the operating model that fits your culture, your outcomes and your context, not defaulting to what's popular or what worked somewhere else.

Understanding the execution variables means knowing:

- What type of transformation you're running (minimal disruption vs. fundamental change)
- What your culture can absorb (mission-based autonomy vs. structured governance)
- Which outcomes you're optimising for (speed, morale, risk reduction, innovation)
- Where bureaucracy exists to protect decision-making vs. where it stifles progress
- Whether your people, processes and governance are configured to support the model you've chosen

Being configured to influence the execution variables means:

- Clarity on outcomes you care about before selecting a delivery approach
- Matching the operating model to the culture (federated organisations can't execute like centralised ones)
- Building leadership at every level that can act decisively and remove uncertainty
- Using outcome-based governance that aligns across the entire business
- Factoring maturity, ambition and culture into the delivery approach





There are extremes. At one end: you ask people nicely to execute the change, gently check their progress, and expect them to do the right thing because they're "good eggs".

Good: It's easy to implement and doesn't bruise egos.
Bad: It's high-risk – people won't follow through.

At the other end: you take everyone's money away, make them come to the programme with business cases, and stand over them to ensure delivery.

Good: It's highly reliable.
Bad: It's culturally difficult – if your organisation is used to federated budgets, people will just leave.

Most organisations sit somewhere in between, and that's the point. Execution Intelligence is about understanding which model fits your context and your outcomes, then configuring yourself accordingly.

For example:

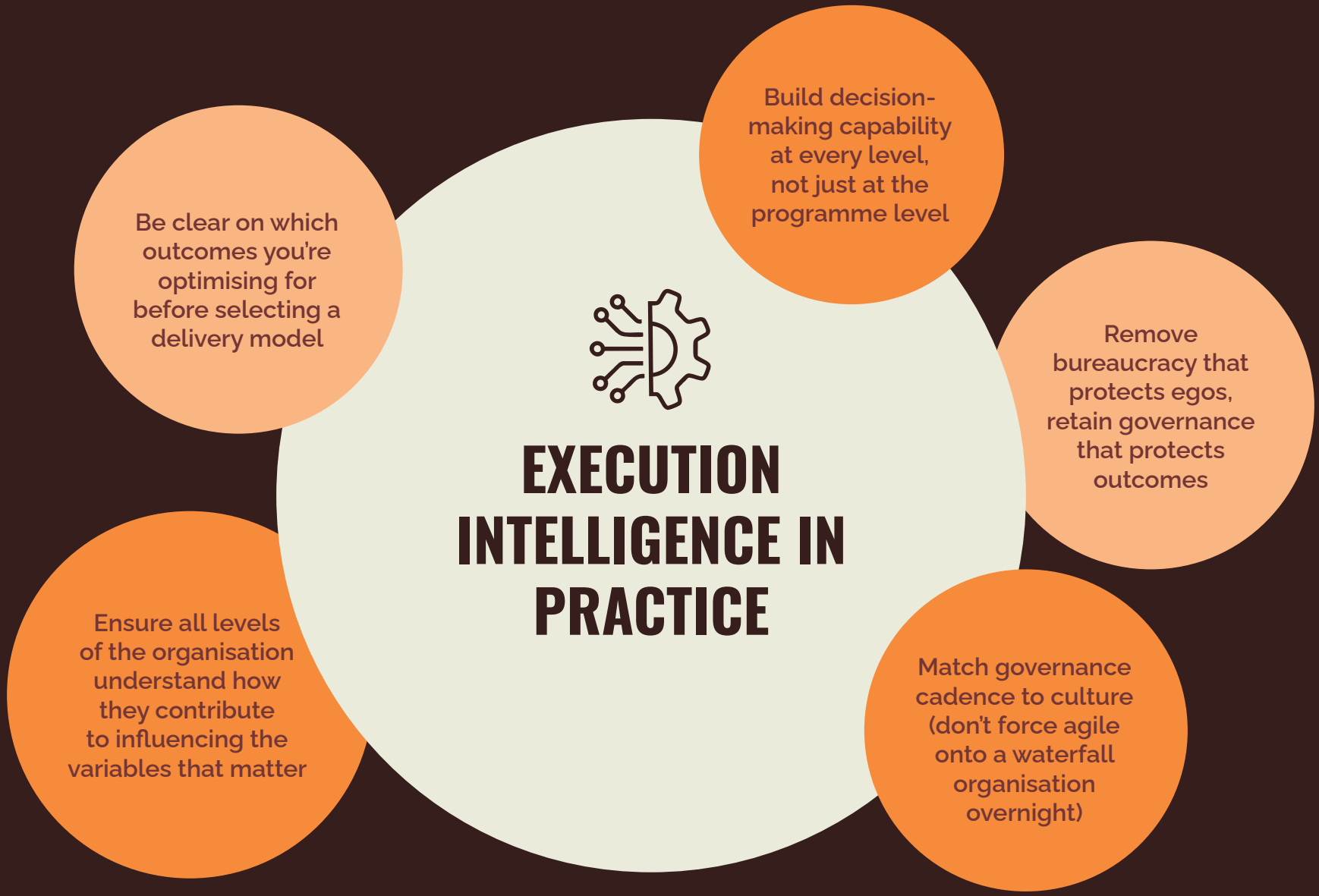
- A modern, agile organisation might thrive with mission-based, cross-functional teams focused on outcomes
- A large, legacy business or government entity dealing with regulatory constraints might need structured governance and phased delivery
- A transformation optimised for morale and retention requires a different execution model than one optimised for speed at all costs

There is no "right" model, only the right model for your outcomes and your context.

“

“The one thing I would shift to make an organisation Intelligent Enterprise-ready is to have the honest conversation around this question: ‘Assuming the business model we have is correct and the programmes we’re running are growing and optimising the company, do we really believe these are the only priorities we should be obsessed about for the next six months to ensure we’re creating the best value for our customers and shareholders in 2030? If not, what are we going to stop now?”

Mark Buckley, former CEO at Perfect Moment



Execution Intelligence doesn't ignore human behaviour or environmental conditions, it builds these factors into the solution. This requires being change-ready: having the instrumentation to know when to execute, when to pause and when to reconfigure because the variables have shifted. Because when execution is configured for your context and your outcomes, not someone else's, transformation moves from stalled to scaled.



E) THE FOUR INTELLIGENCES WORK AS A SYSTEM:

The four intelligences aren't independent. They work together, each strengthening the others:

- **Human Intelligence** ensures people can adopt and sustain what Technology Intelligence builds
- **Artificial Intelligence** only scales when Human Intelligence creates the culture for adoption and **Technology Intelligence** provides clean, governed data
- **Execution Intelligence** only works when it's built on the foundation of the other three because you can't execute effectively if you don't understand the human, technical and AI variables at play

An Intelligent Enterprise orchestrates all four in parallel, understanding the full set of variables and being configured to influence them.

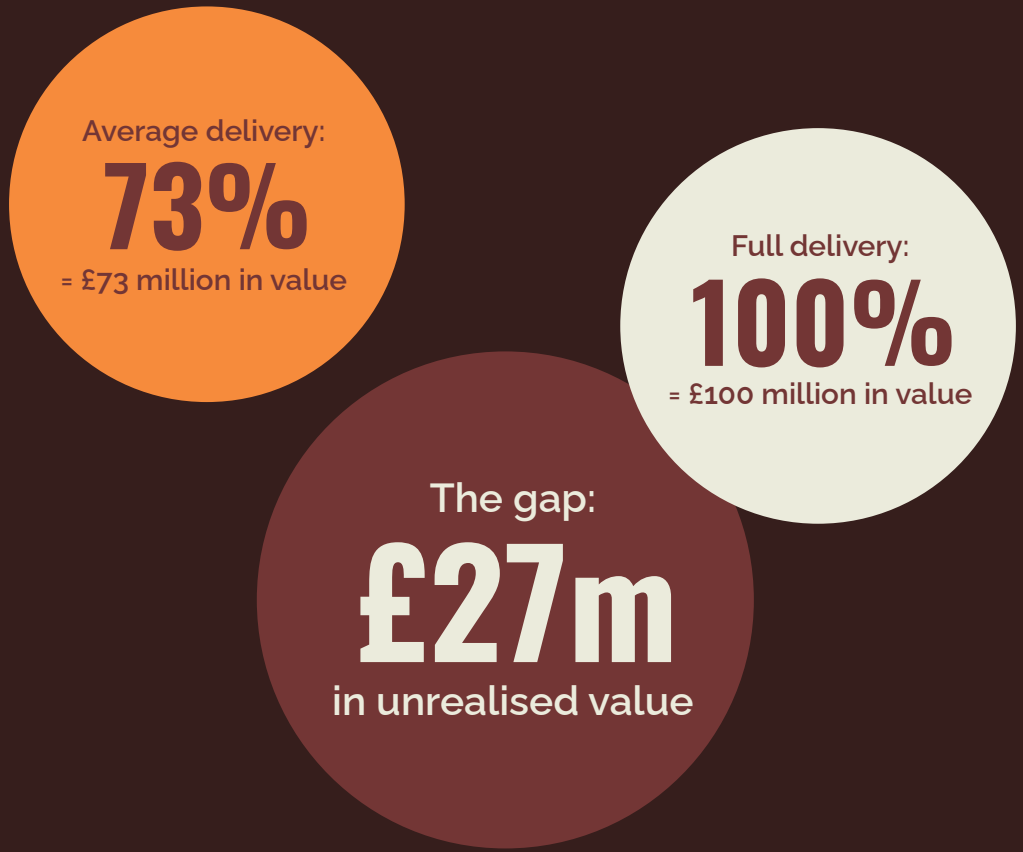
Remove one pillar, and the entire system weakens. Optimise all four, and you don't just invest in transformation. You deliver the full value.

05

Conclusion

VALUE IS THE CURRENCY OF TRANSFORMATION

For a £500 million+ enterprise investing £100 million into transformation:



Closing even half of this gap - moving from 73% to 86.5% delivery - would unlock £13.5 million in additional value.

That's the difference between a transformation that stalls and one that scales.

Turbulent market conditions and constantly evolving trends haven't stopped leaders from investing in transformation. 42% of respondents are prioritising growth over the next 12 months. The ambition is there. The confidence is there. The funding is there.

What's missing is the capability to capture the value those investments should deliver.

Leaders understand what needs to change. They've identified the outcomes. They've secured board alignment and multi-year budgets. But as our research shows, understanding the variables is not the same as being able to influence them.

90% of leaders are confident in their strategy, yet only 7% consistently deliver full transformation value and on average only 73% of the value is delivered against the business case.

The 27% value gap exists because organisations aren't configured to influence the variables that matter and protect value. They know what to do, but they don't have the organisational setup, the instrumentation, the partnerships or the operating models to pull the right levers.

Being an Intelligent Enterprise means closing that gap. It means understanding, quickly and continuously, which variables will determine success, and being configured to influence them. It means orchestrating Human Intelligence, Artificial Intelligence, Technology Intelligence and Execution Intelligence as a system, not as separate programmes.

The path to becoming an Intelligent Enterprise begins with three fundamental questions:

1. Do you have a target architecture for the enterprise that you are **confident** will deliver the outcomes you care about?

2. Do you have a roadmap that you are **confident** will result in that target state?

3. Are you **confident** in your ability to execute that roadmap – culturally, operationally and technologically?





An inability to answer "yes" to all three is not a failure. But it is a signal, one that reveals you're not yet configured to influence the variables that will determine whether your next transformation delivers full value.

Most organisations ignore this signal until they're explaining to their board why another transformation delivered only 73% of its promised value, whilst likely being behind schedule and over budget.

Intelligent Enterprises don't wait for that conversation. They configure themselves to deliver full value before they invest.

While a "sure thing" doesn't exist in business, the path to stopping the value leak lies in closing the gap between confidence and capability. Not by being more confident. By becoming more capable of protecting the value they create. By configuring themselves to influence the variables that determine success.

That's what Intelligent Enterprises do. And that's how they capture full transformation value while others leak 27%.

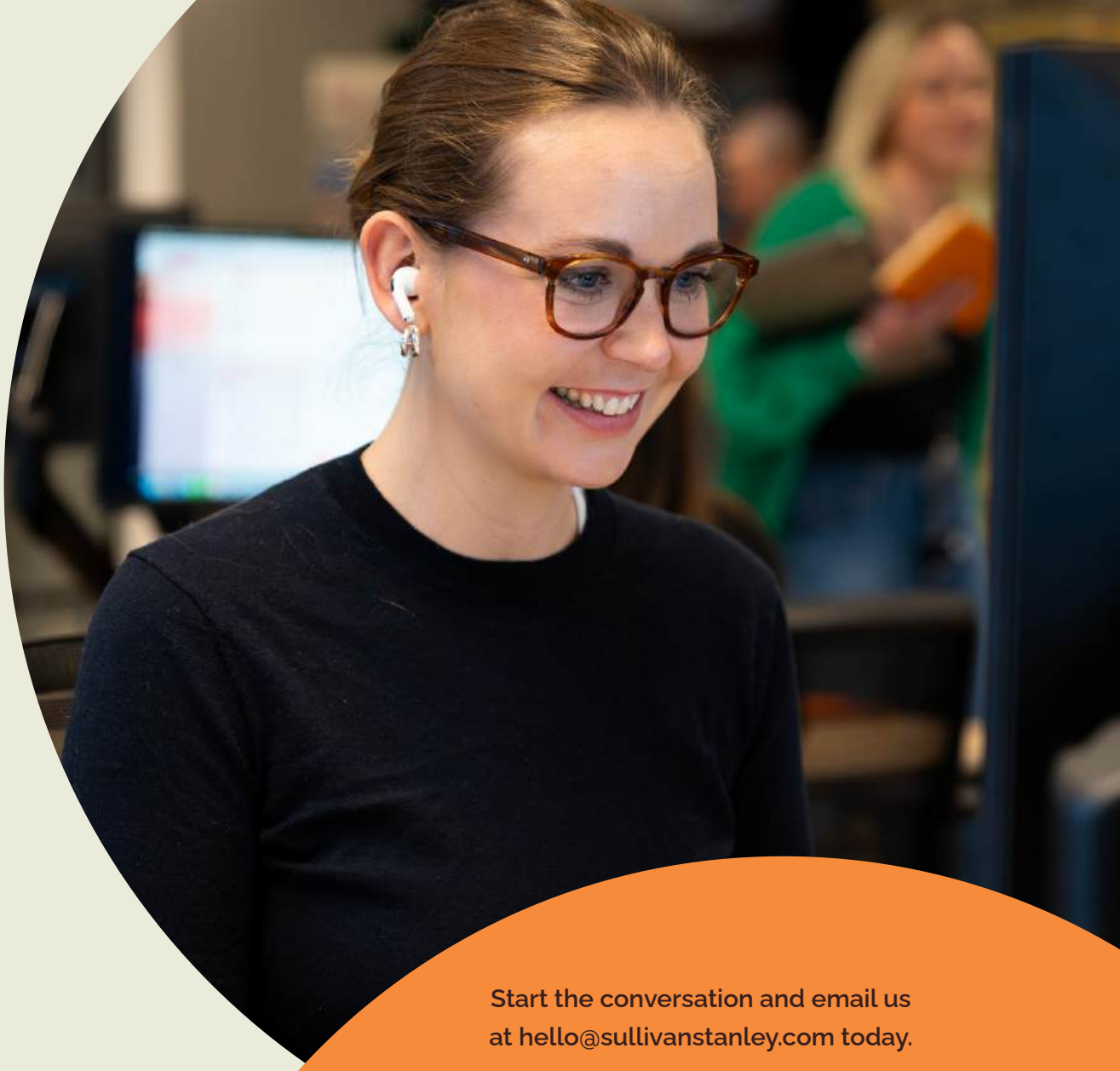
CLOSE YOUR VALUE GAP

If this research resonates and you recognise the patterns, feel the tension between confidence and capability or simply want to stop leaving 27% of your transformation value on the table – we should talk.

Sullivan & Stanley partners with ambitious organisations to build the four pillars of an Intelligent Enterprise. We don't just advise. We partner with you to understand which variables determine value capture and configure your organisation to protect it.

Book a confidential strategy session with our team to explore:

- How your organisation compares to the 200 leaders we surveyed
- Which variables are constraining your ability to deliver transformation value
- How to configure Human, AI, Technology and Execution Intelligence to work as a system
- What it takes to join the 7% who consistently deliver full business case value



Start the conversation and email us at hello@sullivanstanley.com today.

In transformation, value is the currency. The question is: are you configured to capture it?

About

SULLIVAN & STANLEY

Sullivan & Stanley (S&S) provides a suite of complementary services that help guide organisations through complex change, without creating a lasting dependency.

We are Transformation Partner to the Intelligent Enterprise, helping ambitious organisations become Intelligent Enterprises – where people, AI, technology and execution are fully aligned to deliver sustained performance and growth.

We don't deliver PowerPoints. We deliver outcomes.

Through our proprietary 'Mission-Based Working' methodology, we bring speed to value with human-centred, tech-enabled change. Our MissionHub.ai platform brings AI-powered insights and assembles high-performing teams. We deploy vetted, outcome-driven experts exactly when and where you need them.

Founded in 2016 by Pat Lynes, Sullivan & Stanley was born out of a desire to challenge traditional consulting models that lead to transformation failure. Named after Pat's children, we embody a commitment to building a better future for the next generation.

As an award-winning change consultancy, Sullivan & Stanley combines deep consulting expertise with scalable, on-demand capacity. That means helping clients shape the vision and deliver it – with the right people, at the right time, in the right way.

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