

## EXECUTIVE SUMMARY

# THE INTELLIGENT ENTERPRISE:

*Turning Ambition into Outcomes That Last*



ONLY

**7%**

of UK organisations consistently deliver 100% of their transformation business case value.

**That means 93% are wasting millions.**  
*Are you one of them?*

**The numbers don't lie:**

**You're probably losing millions**

Our exclusive research with 200 UK C-suite leaders (£500M+ turnover) reveals the uncomfortable truth about transformation:

**93%**

Don't consistently deliver full business case value. You're probably in this group.

**27%**

Average value leakage. For every £100M invested, £27M vanishes. Not strategy. Not funding. Execution.

**90%**

Are confident their strategy is clear and board direction is consistent. Confidence ≠ capability.

**£2.7m**

Lost per £10M transformation investment. That's the cost of the confidence-execution gap.

### Where the 93% go wrong (and leak millions)

It's not technology. It's not strategy.

It's your organisation's inability to influence the variables that determine success:

→ **41% cite process bureaucracy as the number 1**

**barrier:** Decision-making without confidence. Groups spinning endlessly to avoid embarrassment instead of achieving outcomes.

→ **54% lose innovation value through poor adoption:**

Over-investing in technology, under-investing in people. The best tech in unprepared hands = zero value.

→ **42.5% stuck in AI pilot purgatory. Only 15.5% scaled**

**successfully:** Treating AI as a strategy instead of understanding which variables it can actually influence.

The pattern is clear: Leaders know what to do. Their organisations just can't execute it.

# What the 7% do differently: The Intelligent Enterprise

The 7% aren't smarter. They're not luckier. They're not better funded. They're configured differently. They engineer their organisations to protect value by orchestrating four types of intelligence in parallel:



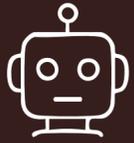
## HUMAN INTELLIGENCE

Win the people variables first. Lead with culture, capability and adoption – not technology. Because 54% lose value through poor adoption.



## TECHNOLOGY INTELLIGENCE

Align your systems with outcomes, rather than 'best practice.' Build partnership between business and technology from the start, not treating IT as a service function.



## ARTIFICIAL INTELLIGENCE

Stop treating AI like a strategy. Start with outcomes and determine if AI can influence the variables that matter, then scale ruthlessly.



## EXECUTION INTELLIGENCE

Match your operating model to your culture and outcomes. Remove bureaucracy that protects egos, retain governance that protects value.

## THE COST OF STAYING IN THE 93%:

For a £500M+ enterprise investing £100M in transformation:

**The 93%:** Average delivery of 73% = £73M in value

**The 7%:** Consistent delivery of 100% = £100M in value

**The difference: £27M wasted**

Close even HALF this gap:  
**£13.5M in recovered value per £100M invested**

## 3 QUESTIONS THAT REVEAL IF YOU'RE IN THE 7%

Before your next board meeting where you commit another £10m, answer these:

- Do you have a target architecture that will deliver the outcomes you care about?
- Do you have a roadmap you're confident will result in that target state?
- Are you confident in your ability to execute – culturally, operationally, technologically?

**Can't answer 'yes' to all three? You're in the 93%. Your transformation is configured to leak value.**

## JOIN THE 7% CLUB

Sullivan & Stanley partners with ambitious organisations to build the four intelligences that protect transformation value and join the 7% who consistently deliver full business case value.

Download the full research report | Book a confidential strategy session

[hello@sullivanstanley.com](mailto:hello@sullivanstanley.com)

Discover the complete research findings, real-world case studies and actionable frameworks to close your transformation value gap.