



Building Bridges. Guiding Growth.





"Transformation is a process that must reach everyone. That's why it must not be dictated from above but lived at the grassroots level – and from there credibly carried throughout the company."



Dr. Franz Steinberger

Principal Consultant &
Lead Strategy, Ray Sono AG



Digital transformation – more than just technology

At our joint event “Change – Building Bridges. Guiding Growth.”, we analysed the key drivers for successful change processes. The bottom line? Digital transformation consists of 20% technology and 80% communication and empowerment. Technology alone is not the game changer – the decisive success factor remains the human factor.

Another key takeaway: Change is not a top-down process. It originates in the operational core of the organisation, where change is experienced on a daily basis. Flexibility, consistent communication and the willingness to leave well-trodden paths are essential to sustainably anchor change.

Ultimately, it became clear that innovation cannot be left to chance. It requires a strategic and structured approach as well as an environment that promotes creativity and creates space for new ideas.

Transformation begins with a change in mindset – and becomes reality through collaborative processes.



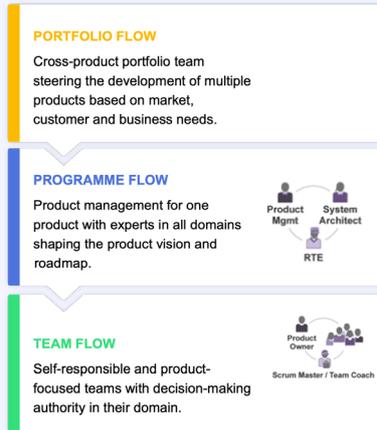


Oscar & the Superheroes – the transformation of the DACHSER platform

Agile work anchored in the hierarchical organisation



Working in scaled structures



Clear roles, structured teams, improving processes



The introduction of the DACHSER platform is a prime example of how digital transformation can be efficiently implemented through agile project organisation. Cross-functional, customer-centric teams have not only helped break up silos, but also enabled the smooth integration of different company divisions. Clear roles and scaled structures have created dynamic, self-organised teams that act independently and make robust decisions.

The project's success is based on the strategic combination of technological innovation, a clear vision, an agile mindset and a culture of continuous learning and optimisation.

Sustainable change has been successfully implemented through a balanced focus on customer orientation, scalable technology and self-directed teams.



Let's (not) talk about change

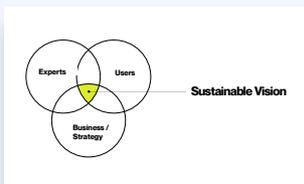
Transformation is not a one-time event, but an ongoing process. In the talk "Let's (not) talk about change", we highlighted the guiding principles for successful change:

In a nutshell

#Change_Vision_Strategy

#1 ↓

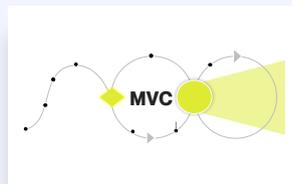
**Desirable
future**



#Minimum_Viable_Change

#2 ↑

**Prototypes
instead of a
master plan**



#Change_Champions

#3 ↔

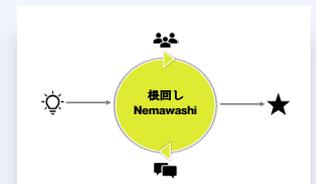
**Authentic
ambassadors**



#Nemawashi

#4 ↗

**Consensus
through
transparency**



A key factor for successful change is combining a clear, long-term vision with short-term successes. To ensure sustainable progress, an organisation must achieve quick wins that build momentum while keeping the big picture in focus. Closely related to this is the necessity of an agile approach. Instead of relying on comprehensive master plans, it is advisable to implement stepwise change through the use of prototypes. Such small, low-risk adjustments make it possible to react flexibly to challenges and dynamically drive change.

Another key success factor is the role of change champions. These authentic ambassadors, who are active at all levels of the organisation, take responsibility and strengthen the credibility of the change process. Their involvement ensures that changes are deeply rooted in the corporate culture. Finally, transparency is crucial. Open and continuous communication builds trust and ensures that all relevant stakeholders are actively involved in the process. Together, this mix of a clear vision, agile steps, committed change champions and transparent communication lays the foundation for sustainable and successful change.



About Ray Sono

Ray Sono is your partner for the digital future. We bring together great minds, in-depth industry expertise and state-of-the-art technologies to develop customised solutions that create sustainable and measurable added value.

Whether your focus is strategy, implementation or operations, we can help you successfully manage change and ensure sustainable growth. Let's tackle your digital challenges together.

Get in touch



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