



Your Strategy, Your Way.

Global Strategy Summit

Virtual edition 4

MR. MOSTAFA HEBBASSI

Business Transformation: Is it going to stick?

We hope you enjoy the presentation.

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<https://www.fruistrategy.com/gss4>



BUSINESS TRANSFORMATION

HOW TO MAKE IT LAST ?

MOSTAPHA HEBBASSI:
CONSULTANT AND EXECUTIVE COACH
BRIGHTLIGHT

GLOBAL STRATEGY SUMMIT:
JULY 11, 2025

A quick outline of what we will discuss today

- ▶ Define Business Transformation
- ▶ Why does it fail?
- ▶ What makes it resilient to time?
- ▶ A CTP facilitation process

Few words on me and some personal experiences:

fruiStrategy Your Strategy, Your Way.

GLOBAL STRATEGY SUMMIT

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Mostapha Hebbassi – Strategic Advisor & Executive Coach
With 30+ years of experience, Mostapha Hebbassi is a trusted advisor in business transformation, with a strong track record across the MEA, North, and West Africa regions. He has held senior leadership roles at PepsiCo, Mars, Mondelez, LafargeHolcim, and regional firms like Axiom Telecom and AMS Baeshen & Co.

A graduate of HEC Liège, with executive training from HEC Paris and INSEAD, Mostapha blends strategy, facilitation, and executive coaching to align boards, CEOs, and teams around bold transformation agendas. He is especially known for leading cultural change, family business transitions, and post-merger integrations with clarity and impact.

MOSTAPHA HEBBASSI
Board Advisor | CEO | Strategic Consultant
Organization and Executive Coach

FRIDAY
11 July, 2025

GMT+5:30
01:15 PM | 02:00 PM IST

TOPIC: Business Transformation: Is it going to stick?

LIVE STREAM   

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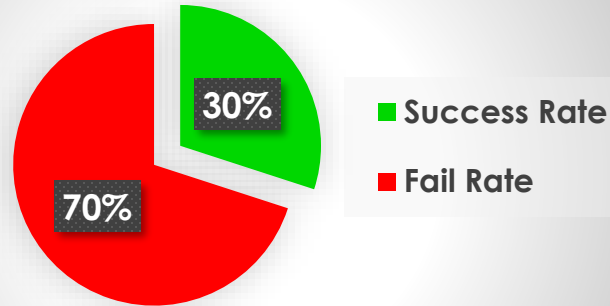
- ▶ PepsiCo and how it integrated transformation in its DNA ?
- ▶ Motorola and Nokia vs. Iphone and Samsung
- ▶ LafargeHolcim Merge in Morocco
- ▶ AUI Stakeholders buy in

Defining Business Transformation

- ▶ Fundamental changes in how value is created in terms of Processes, Technology, Business models and Culture. It is about rethinking both strategic and operational models and beyond ...
- ▶ Key drivers could be: market, technology or supply chain disruptions, Customers/Stakeholders expectations, sustainability pressure, geopolitical volatility etc.
- ▶ Several waves of drivers: TQM, Lean initiatives, digital transformation, AI, hybrid work models, ESG etc.

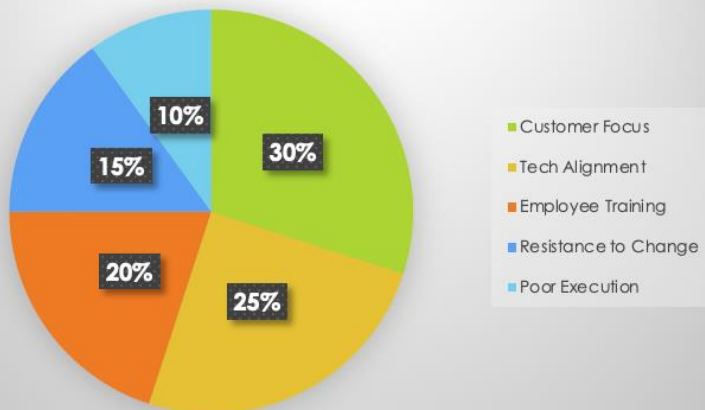
Why does Business Transformation fail?

Only 30% of the Transformation Projects



Over 70% of Transformation efforts fail. Not because of strategy but because people don't buy in (John Kotter)

Reasons for Business Transformation Failures



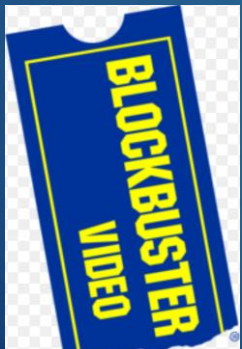
- ▶ Lack of clear vision and strategy
- ▶ Lack of Leadership alignment
- ▶ Lack of Stakeholders buy in
- ▶ Short term focus over long term impact
- ▶ Cultural resistance to change: risk aversion
- ▶ Lack of customer focus
- ▶ Poor execution, talent shortages, capabilities gaps. Fatigue kills momentum.

Few examples of global failures



Kodak's Resistance to Digital Photography

- ▶ Reasons for Failure: Kodak, a photography pioneer, clung to its film business despite inventing digital photography. Their fear of disrupting their core model led to irrelevance as digital cameras took over. [(<https://quixy.com/blog/examples-of-digital-transformation/>)]
- ▶ Kodak invented digital photography but buried it to protect film. While they clung to the past, competitors embraced the future, leaving Kodak obsolete. This isn't just a failure—it's a warning: ignore your own innovations at your peril, because someone else will disrupt you."



Blockbuster's Slow Streaming Adoption

- ▶ Blockbuster dismissed streaming as a threat, sticking to physical rentals. Their rigid business model and failure to adapt to consumer preferences led to bankruptcy as Netflix surged. [(<https://quixy.com/blog/examples-of-digital-transformation/>)]
- ▶ Blockbuster laughed off Netflix's streaming pitch, betting on stores and late fees. Customers wanted convenience, not cassettes. Their refusal to pivot left them extinct, a stark reminder that ignoring consumer shifts can kill even giants.



Sears' Failure to Embrace E-Commerce

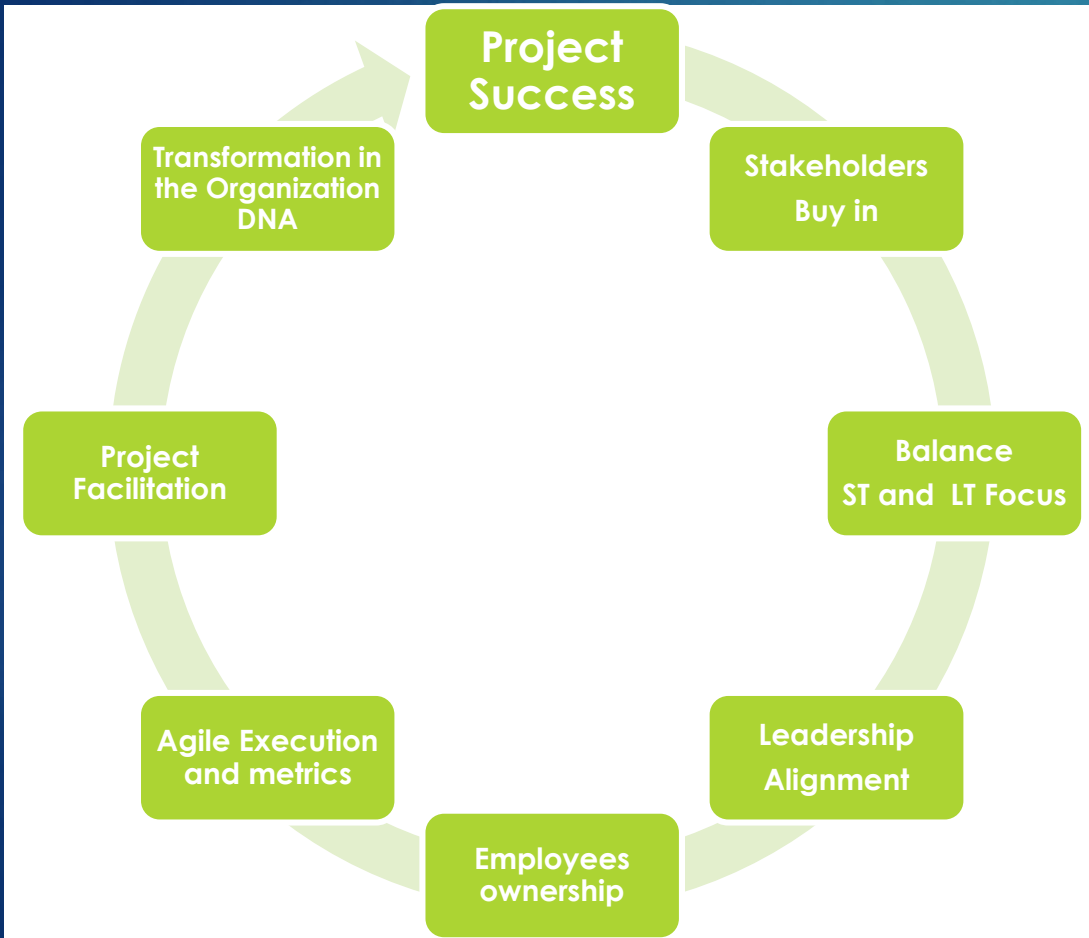
- ▶ Reasons for Failure: Sears, once a retail leader, failed to invest in online platforms, sticking to outdated catalog and store models. Their inability to adapt to digital retail led to bankruptcy in 2018. [(<https://www.impactmybiz.com/blog/6-exceptional-digital-transformation-case-studies/>)]
- ▶ Sears wrote the book on retail with catalogs, but when e-commerce arrived, they stayed on the sidelines. As Amazon soared, Sears crumbled. This wasn't just a missed opportunity—it was a refusal to evolve, proving that standing still in a digital world is a death sentence



Nokia's Missed Smartphone Opportunity

- ▶ Reasons for Failure: Nokia dominated mobile phones but underestimated the smartphone revolution, sticking to Symbian while Apple and Android innovated. Slow adaptation and internal resistance led to their market share collapse. [(<https://quixy.com/blog/examples-of-digital-transformation/>)]
- ▶ Compelling Story**: "Nokia ruled phones, but when smartphones emerged, they clung to Symbian. Apple and Android rewrote the rules, and Nokia was left behind. This wasn't just a tech misstep—it was a failure to challenge internal complacency, showing how pride can blind even leaders."

What drives a successful Business Transformation?



- ▶ Secure all Stakeholders buy in to a clear vision and strategy in the early stages of the project
- ▶ Balancing short term ROI and LT vision. Avoid short-termism. Build adaptability to future disruptions
- ▶ Strong Leadership alignment/commitment and sponsorship
- ▶ Build employees ownership and engagement to the change. Continuous training and upskilling. Avoid employees fatigue
- ▶ Agile execution with clear metrics. “Iterative approach”, “Change is now”
- ▶ Transformation project facilitation: Leadership team, transverse and vertical approaches
- ▶ Embedding Change in organizational DNA through strong communication and capabilities building. Reward innovation and risk taking

Key traits of Leadership for a successful Transformation

- ▶ A clear vision with a pragmatic approach
- ▶ Reinforce the acceptance of transformation. “Culture eats strategy for breakfast”
- ▶ Balance out quick wins vs. long term impact
- ▶ Walk the talk and willingness to adapt. It is not a rigid plan
- ▶ Empowering and Enabling the teams
- ▶ Celebrate small successes and create momentum
- ▶ Transparent a continuous communication with all stakeholders.
- ▶ Accept external help from Coaches and Facilitators

Few examples of global successes



Netflix's Shift to Streaming

- ▶ Reasons for Success: Netflix anticipated the shift from physical rentals to digital streaming, leveraging technology to eliminate Blockbuster's pain points like late fees. Their customer-centric focus and data-driven personalization revolutionized content delivery. By 2024, Netflix's valuation reached \$149 billion, driven by its ability to adapt to consumer preferences and invest in proprietary content. [(<https://quixy.com/blog/examples-of-digital-transformation/>)]
- ▶ Imagine a world where Blockbuster ruled movie rentals, but customers hated late fees. Netflix saw the future—streaming—and turned inconvenience into instant access. They didn't just sell movies; they sold convenience and personalization, using data to tailor experiences. This pivot wasn't just a tech upgrade; it was a cultural shift that made Netflix a household name, proving that anticipating consumer needs can redefine an industry



Coca-Cola's "Share a Coke" Campaign

- ▶ Reasons for Success: Coca-Cola used social media analytics to personalize bottles with names, driving a 7% sales increase and an 870% surge in Facebook traffic. Their focus on customer engagement through user-generated content and influencer partnerships built brand loyalty. [(<https://digitaldefynd.com/IQ/business-analysis-case-studies/>)]
- ▶ Coca-Cola didn't just sell soda; they sold connection. By putting names on bottles, they turned a product into a personal experience, sparking social media buzz and loyalty. This wasn't just marketing—it was a masterclass in using data to make customers feel seen, showing how personalization can transform a brand's reach.



Under Armour's Fitness App Expansion

- ▶ Reasons for Success: Under Armour acquired fitness tech companies to launch apps like ArmourBox, integrating physical products with digital experiences. Their customer-centric approach and data-driven personalization strengthened their brand against competitors like Nike. [(<https://www.impactmybiz.com/blog/6-exceptional-digital-transformation-case-studies/>)]
- ▶ Under Armour wasn't content being just a sportswear brand. By acquiring fitness apps, they turned shoes into a connected experience, letting customers track goals and share progress. This wasn't just a pivot—it was a leap into a digital fitness ecosystem, showing how tech can amplify brand loyalty.



Deutsche Telekom's AI Upskilling

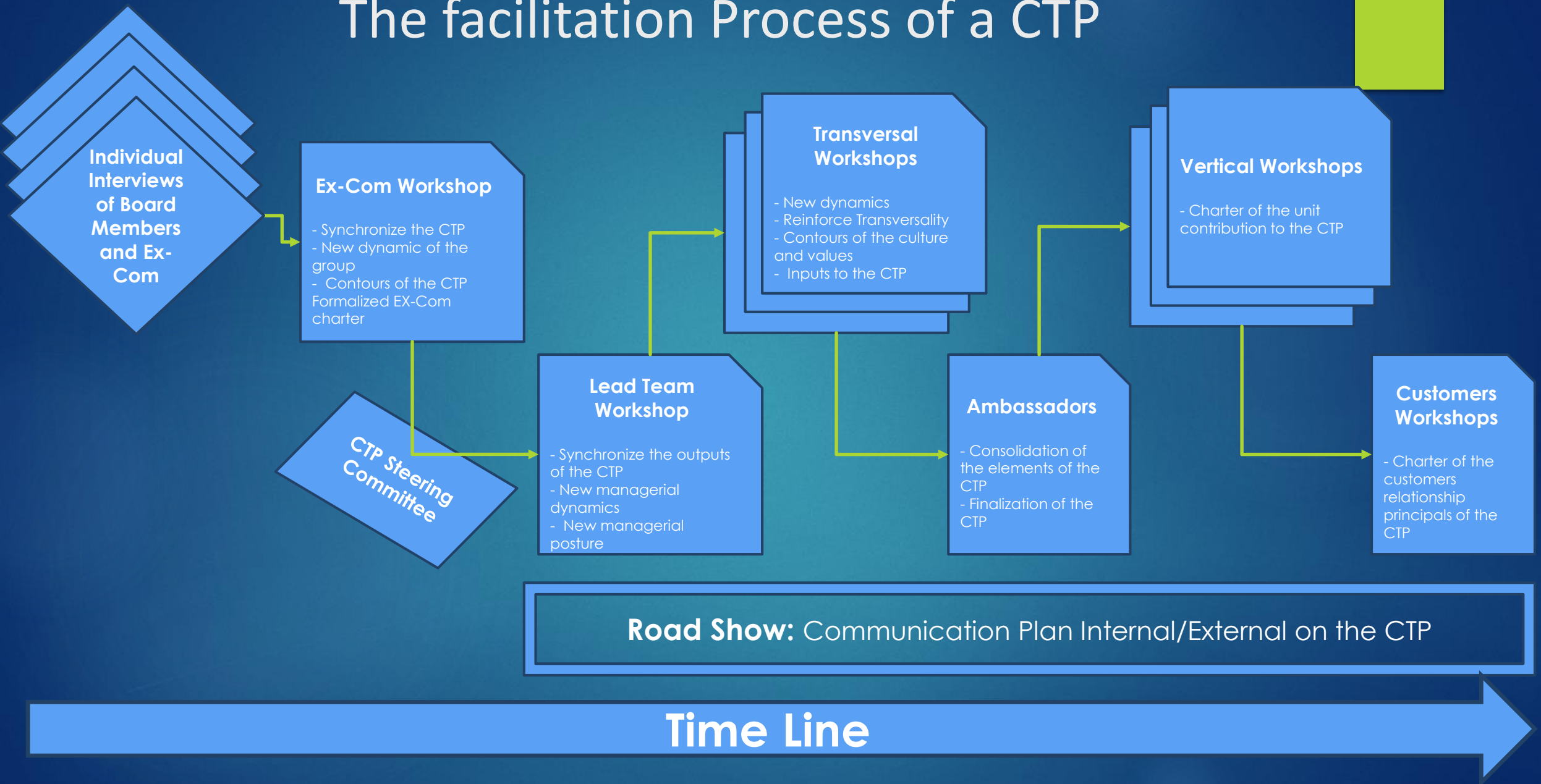
- ▶ Reasons for Success: Partnering with McKinsey, Deutsche Telekom upskilled 8,000 agents using AI tools, improving customer service efficiency. Their focus on employee training ensured adoption and maximized AI's impact. [(<https://www.mckinsey.com/about-us/case-studies>)]
- ▶ Deutsche Telekom didn't just adopt AI; they empowered 8,000 agents with it. By investing in training, they turned tech into a tool for better service, not a barrier. This wasn't just transformation—it was human-centric innovation, proving that upskilling is the key to digital success

Clear metrics and accountability.

If you can't measure it. You can't sustain it

- ▶ Sustainable financial performance
- ▶ Revenue and MS % growth from new initiatives
- ▶ Operational efficiency/resilience: % of savings achieved
- ▶ Employees engagement scores
- ▶ Customer retention and satisfaction: NPS
- ▶ Innovation funnel strength

The facilitation Process of a CTP

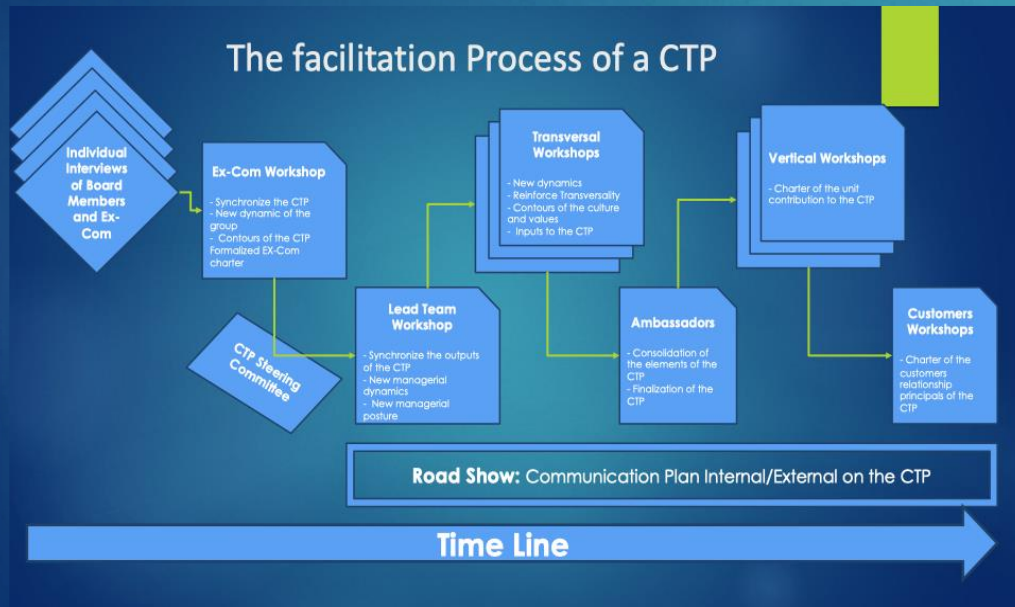


The facilitation of a Business Transformation?

The Purpose of the facilitation is to give a meaning to the company in relation to the transformation and challenges of the future through a mobilization around a “CTP” supported by all: What is the new vision?

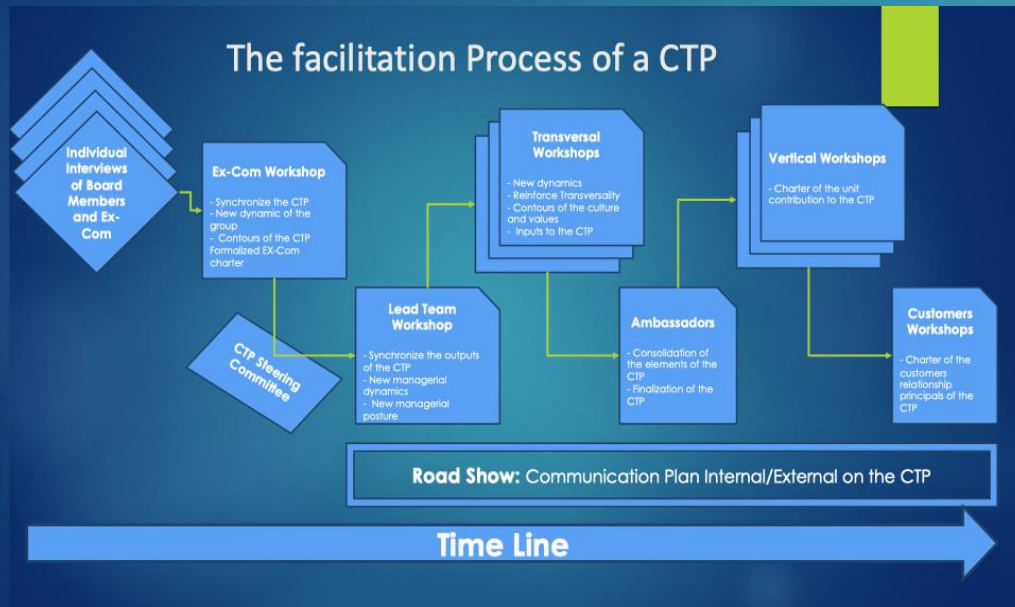
Objectives of the facilitation:

- ▶ Mobilize the executive committee around a global company project (Vision) in order to carry it out collectively vis-à-vis the rest of the employees and company stakeholders.
- ▶ Create a collective and synchronized impetus at all levels of the company's employees and professions in order to create a new internal and shared mood inspired by the challenges and overall objectives of the company.
- ▶ Extract and formalize a company-specific and accepted internal leadership culture to manage current and future challenges
- ▶ Make the appropriate adjustments to the culture of the company articulated through the co-construction of values and respective rituals adapted to the new CTP
- ▶ Identify improvements in the internal operational modes between colleagues



The facilitation of a Business Transformation?

5 principles of a successful facilitation process of a company transformation project:



- ▶ The 'Feedback Loop' The content of each step takes into account the effects and out-puts of each previous step in order to adjust it if necessary.
- ▶ The Living Process: the order of the different stages of the process is subject to change as the process is being deployed based on the needs of the internal dynamics and the Out puts evolution.
- ▶ The Immediate Out-Puts: “the change is now” . We capitalize immediately on the effects of each stage of the process without necessarily waiting for the end of the overall process.
- ▶ The expertise is within the company. Our role is to help it emerge and to promote its deployment
- ▶ The transversality: mobilize around what is common and makes sense for everyone (Transversality), as well as around what is specific (BU/segment/division etc)

Conclusions

- ▶ Mobilize the executive committee around a global company project (Vision) in order to carry it out collectively vis-à-vis the rest of the employees and company stakeholders.
- ▶ Embed transformation into the DNA, strategy cycles and mindset. Invest in resilience. Build modular change systems. Modern organizations must be agile, resilient, regenerative, and customer co-creating.
- ▶ Effective leaders enable rather than direct. They foster psychological safety and adaptability.
- ▶ Leadership churn, budget cuts, and plateaued metrics are early warning signs of transformation failure.
- ▶ Kodak resisted change. Netflix embraced reinvention. Lessons in adaptability and foresight.

DRAFT

