

# Synapse

## 2026

## The Pulse of **AI-led Digital Transformation and Change Management**

### **The Stress Test**

People, Process, Platform: Getting the Sequence Right in  
Enterprise Technology Transformation



**04<sup>TH</sup>  
AUGUST**



**RADISSON BLU**

*Outer Ring Road, Bengaluru*

# The Stress Test

## People, Process, Platform: Getting the Sequence Right in Enterprise Technology Transformation

### Recap

Four leaders, four different starting points: one made the case for people and leadership, another for process, a third for a flipped sequence—business strategy now leading technology instead of following it—a fourth for leadership as the fulcrum everything else turns on. The Titanic opened the session as a warning about what happens when the pieces arrive in the wrong order. By the end, the panel converged on a shared sequence: leadership sets direction first, then the harder work of fixing process and building culture, then metrics to prove it landed.

### What we took away:

- Asking "do you want to automate, or do you want a transformation that actually brings value?" can change a program's entire team composition — pulling business owners into the core team, not just IT.
- The old sequence has flipped: tech strategy → IT implementation used to lead. Now it's business strategy → AI transformation → IT implementation, because intelligence itself has become commoditized.
- Process complexity usually hides in local exceptions, not the big picture — one HR rollout only became automatable after consolidating 45 regional leave-policy variants down to a handful.
- Deployment is a milestone, not a finish line: clarity on what's changing, organizational stability, and clear ownership of outcomes all need to exist before a rollout starts, not after.



*Three panellists, three different starting points—and one shared warning: get the sequence wrong, and the platform pays for it later.*



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## **Great transformations start with a conversation.**

No deck required. No problem statement needed.  
Just tell us what's on your mind.

**Let's talk—over coffee, a call, or whatever's  
easiest for you.**

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