Your guide to the
Business Integrator

AMCL+ | Turner & Townsend

Invest 10%

of your transformation budget
to secure your benefits case

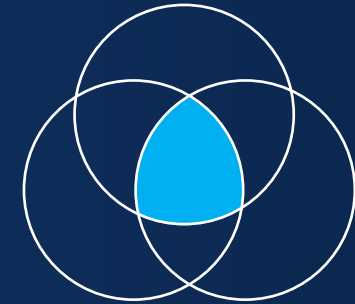# Why every transformation needs a **Business Integrator**

Despite billions spent on data and technology, too many 'digital transformations' still end in frustration—and a return to spreadsheets.

Even when systems launch on time and within budget (a rare feat), they often miss the mark on what the business actually needs. The result? Disappointed stakeholders, wasted investment, and most importantly, a loss of momentum.

Enter the Business Integrator—not a silver bullet, but a critical missing link.

Acting as the glue between business leaders, end-users, system integrators, and tech vendors; the Business Integrator ensures that solutions don't just 'go live'—they *stay aligned* with business strategy throughout their lifecycle.

Placing a Business Integrator at the heart of your digital delivery capability brings a proactive, strategic edge—helping you get it right first time and placing you on a long-term journey to success.

How can we help you deliver meaningful change?

Content

What is a
Business Integrator?

What are
the benefits?

How do they
work with others?

What do they
actually do?

Where might
they fit in?

Where have we done it and how can
we help?

What is a
Business Integrator?

They maintain line of sight by bringing business perspective and industry context to digital product delivery.

Their job is to drive a return on investment by **making sure the digital solution is useful, usable, and valuable to the organization.**

They bring a business-led approach to digital transformation and act as a bridge between strategy, technical delivery, and day-to-day operations. Unlike traditional IT roles, their focus isn't just delivering a system. It's making sure the investment delivers what the business actually needs.

They also make sure that the organisation is ready and able to own and use the solution as-built.

Let's learn more about it!

The Business
doing what they do best

The Technology
System Integrator, Vendor, Developer

Business Integrator - Making the Difference

Drive Alignment

By translating strategic business goals, and domain experience into clear, graphical, solution-focused data & technology Requirements, aligned to industry good practice

Maximise Adoption

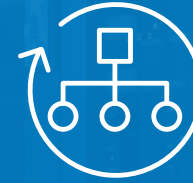By bringing the myriad of business stakeholders along on the journey through formal and informal communication throughout the adoption process

Right Headspace

By preparing existing teams for their role in the adoption process.

This includes induction, preparation, training, and support

Make it Real and Useful

By spending the time finding the right balance between 'as-is' and 'to-be' to ensure the solution is in alignment with real-world processes and decision-needs

Make the Most of Implementation

By getting ready for change including targeted investment across people (organization), process, data, and technology
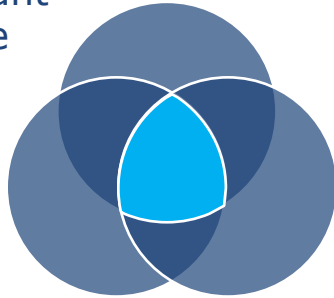
Build lasting Capability

By curating and transferring critical knowledge and learnings to embed new ways of working in the business today and the ability to onboard new people over time

The Business Integrator doesn't necessarily replace any role — They work alongside others to close the gaps.

With Business Stakeholders
to shape objectives relevant to the change programme and monitor adoption indicators

With PMO
to ensure alignment between readiness and technology delivery projects

With Vendors & System Integrators
to ensure commercial and technical decisions support business goals

With Information Technology (IT)
to ensure alignment with governance and product management approaches

We recognize that everyone's busy with the day-job.
The Business Integrator is a constant presence across the delivery journey — **and they help everyone stay focused on the end goal.**

Why take a business-led approach?

It's easy to confuse the Business Integrator with other project or IT roles — **but the differences are clear and important.**

The business integrator must focus on the long-term success of the solution beyond the scope of a project.

Their role is to support and coordinate the many stakeholder groups involved.

What does a Business Integrator actually do?

The BI facilitates, co-creates and supports the business to do the following key activities

Strategy, Planning & Selection	Design & Delivery	Transition & Go-Live	Adoption & Evolution
Maintain alignment between business objectives and digital investment plans	**Govern traceability** of requirements and manage change	**Support business users** through change and training.	**Track user adoption** and outcomes.
Define measures including key KPIs and success factors.	**Challenge technical** choices that don't align with real needs.	**Manage knowledge transfer and collate as-built** and reference points	**Capture lessons learned** and feedback and coordinate response
Drive requirements capture, scope refinement and stakeholder buy-in	**Keep the business engaged** and informed during development.	**Support shared understanding** through formal and informal comms	**Update strategy and plan** with next steps
Support Procurement to represent the customer's needs, navigate the market	**Get the data ready**	**Support onboarding** of existing and new resources and responsibilities	
	Validate the solution against real workflows.		

Ready – Delivered – Embedded

Where might the Business Integrator fit?

In all 3 cases, the BI will support your business to define or translate the strategy into a digital adoption plan.

A — Multiple discrete partners

Business Integrator
- 1 Technology 1
- 2 Technology 2
- 3 Technology 3

- BI works closely with the business to iteratively **procure each technology solution** and support its delivery and integration over time

- BI has particular focus with **vendor onboarding and business adoption** of the solution-as-built maintaining traceability across implementation projects

B — Source solutions & SI to integrate

Business Integrator
1
- Technology 1+2
- Technology 3
- Technology …n
→ System Integrator

- BI works closely with the business **to procure against single framework**

- BI **provides governance and assurance with SI** on business alignment to product delivery

- BI provides business-side assurance and governance of SI and vendor delivery

C — Single solution focus

Business Integrator Prime
- System Integrator → Technology 3
- Technology 1,2… → Technology n

- BI exists as both **business and system integrator for key scope** and to focus energy on delivery of core solutions

- In following phases, B**I then works with the business to onboard other technology vendors**, working to integrate them into the solution

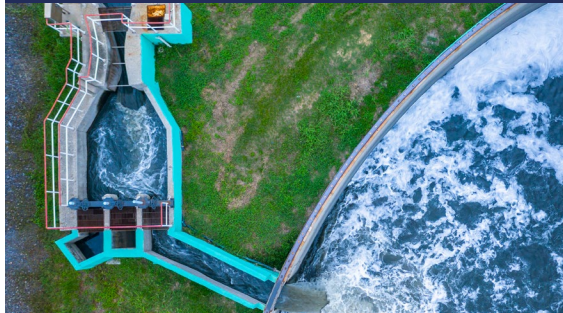# Where have we done it?
Key Case Studies

Rail USA

Enterprise Asset Management

Engaged to support EAM solution procurement

- 3 year journey – readiness, procurement, delivery
- HxGN EAM

Water UK

Project & Programme

Engaged as Integrated Delivery Partner (IDP)

- Multiple P3M technologies introduced including Oracle Primavera, Ecosys and others

Rail IR

Project & Programme

Engaged as capital delivery Partner (PMO)

- Multiple P3M technologies introduced including Oracle Primavera, Ecosys

Airport UK

Investment Planning & Programme delivery

Engaged to scope, procure, deliver and enhance

- IFS Copperleaf
- Data improvement

Where have we done it?
Key Case Studies

Power UK

Enterprise Asset Management

Engaged as requirement owner and agile delivery

- 1 year journey
- Asset Mgmt foundations
- IBM Maximo HS&E

Water IR

Asset Investment Planning + EAM

Engaged to scope, procure, deliver and embed AIP

- IFS Copperleaf
- Process, Data & Org improvement

Water UK

EAM & Investment Planning

Engaged to support digital transformation

- 2 year journey
- Extensive readiness & procurement
- IFS Copperleaf + IBM Maximo

Rail UK

Strategy, market testing & change

Advisor & architect for Digital Twin data & tech

- 3 year journey
- Deliver & Assure data requirements, quality
- Support architecture & change

How can we help?

We want to see your business informed, equipped, and ready to drive meaningful change.

Now it's up to you to put this into practice, to think carefully about how you set your organisation up for success.

As a starting point we'd love to take you on a journey that starts with the following key steps:

1. **Get to know you** through a structured diagnostic

2. **Give you some perspective and lessons learned** and build the business case

3. **Build robust requirements and informally test them** with the market

4. **Help you to shape a business-led approach** to data and technology

Speak to
the team

AMCL+ | **Turner & Townsend**

Guy Beaumont
Director of Digital
T&T Infrastructure

Guy.Beaumont@turntown.com

Jim Cooper
Director of Digital
AMCL Global

Jim.Cooper@turntown.com

Guy Parker
Director of Digital
AMCL Europe

Guy.Parker@turntown.com