

Building a Future-Ready Business: Practical steps you can use today

By Sanjay Limbachya (Co-Founder, BR ONE) and Shaun Orpen (CEO, SCAD Software)

In our recent Business 101 session, we shared a simple, practical playbook any organisation can adopt to modernise continuously, keep customers at the centre, use new technologies wisely and mobilise people to make change stick.

Why this matters now

Transformation isn't a one-off project, it's a mindset. Two facts set the scene. First, around 70% of digital transformations fail because businesses treat change as an IT effort rather than a company-wide shift. Second, organisations that modernise consistently grow roughly twice as fast as those that don't. Both points underline the value of steady, bite-sized improvements across processes, people and technology.

Try this:

- Set a 90-day modernisation roadmap that pairs small tech upgrades (e.g., a low-code workflow), a process change (e.g., simplifying approvals), and a people action (e.g., a short upskilling sprint). Then repeat.

“Continuous modernisation is a mindset, not a project.”

Put customers at the centre - every time

Customer-led businesses win. Companies prioritising customer experience can outpace peers on revenue, and most buyers will pay more for a better experience. That advantage compounds when teams have clear end-to-end journey maps and fast feedback loops.

Try this:

- Map the top three customer journeys (from discovery to post-sale) and fix two friction points per quarter. Equip frontline teams to resolve issues on the spot and close the loop by sharing what you learn each month.

Treat technology as the enabler - not the goal

The opportunity is real: AI adoption is accelerating and low-code platforms can dramatically cut build times, putting automation and rapid iteration within reach of SMEs as well as large firms. The key is to start small, prove value, then scale.

Try this:

- Run a 4–6 week pilot in one area (for example, auto-routing customer queries or digitising a paper process). Measure outcomes you care about, response time, rework, satisfaction, and decide to scale, pivot or stop.

People power change

Tools don't deliver outcomes - people do. Projects with excellent change management are far more likely to meet their objectives, and a strong sense of belonging lifts performance.

Engagement, clarity and recognition matter as much as the tech.

Try this:

- Involve colleagues early when shaping new processes, invest in practical training (short, hands-on, role-based), and celebrate small wins publicly so momentum builds.

Borrow boldly from other industries

Great ideas travel. Healthcare's adoption of aviation-style checklists is a famous example: introducing standardised checklists helped reduce surgical risks significantly. The lesson for business leaders - pilot proven practices, then adapt them to your context.

Try this:

- Once a quarter, run a short "outside-in" session. Ask: Who has already solved a similar problem? What did they do that we could try next month?

Listen for the signal, not just the noise

We naturally focus on visible success stories and can miss the "silent evidence." Build habits that surface what's not being said - risks, failed experiments, and early warning signs from customers and teams.

Try this:

- Add two questions to monthly reviews: What didn't work, and what will we stop doing? What weak signals are we hearing that deserve an experiment?

Three moves you can make this quarter

1. Publish a living modernisation roadmap. Make it 90-day based and balance process, people and tech items.
2. Run one customer-centric sprint. Fix a high-friction moment in your top journey and measure the before/after.
3. Pilot one enabling technology. Choose a low-risk, high-learning use case; test, learn, and decide fast.

About the presenters

Sanjay Limbachya, Co-Founder of BR ONE Consulting, has 12 years' experience in change and transformation across retail/wholesale, supply chain and IT. His focus is simplifying tech-led change so teams adopt it, and see results, quickly.

[BR One – Embrace Change with Confidence](#)

Shaun Orpen, CEO of SCAD Software, has 30 years in technology and telecoms, including board-level roles at Microsoft UK and Orange, with a track record in international sales, marketing and strategic leadership.

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