



By 2027, Every Successful Transformation Will Run on a Change Activation Platform

By Aric Wood, September 17, 2025



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Glad to meet you!
About me...

- ✓ Author of “**The Strategy Activation Playbook**”
- ✓ Former CEO of change design consultancy **XPLANE** and strategy consultant at **Bain & Company**
- ✓ Former senior leader at **Intuit** and other tech companies
- ✓ Advisor to dozens of **Fortune 500** and global **Government, NGO, and Non-Profit** organizations leading change and transformation



Today's Objectives

By 2027, every successful transformation will run on a Change Activation Platform. The Chief Transformation Officer can no longer rely on spreadsheets and project management alone. New technology—combining AI, analytics, and purpose-built platforms—will finally give transformation leaders the same power tools that ERP gave finance and CRM gave sales. You'll discover how capability, culture, and technology combine to create enterprise-wide change capacity, and what you need to do now to prepare for this inevitable shift.

- ✓ Recognize the hidden costs of running transformation without a Change Activation Platform.
- ✓ Understand how leading enterprises will achieve accelerated adoption with targeted, real-time activation and data analytics.
- ✓ Identify the platform capabilities to prioritize in your 2026–2027 roadmap for transformation success.



Poll:

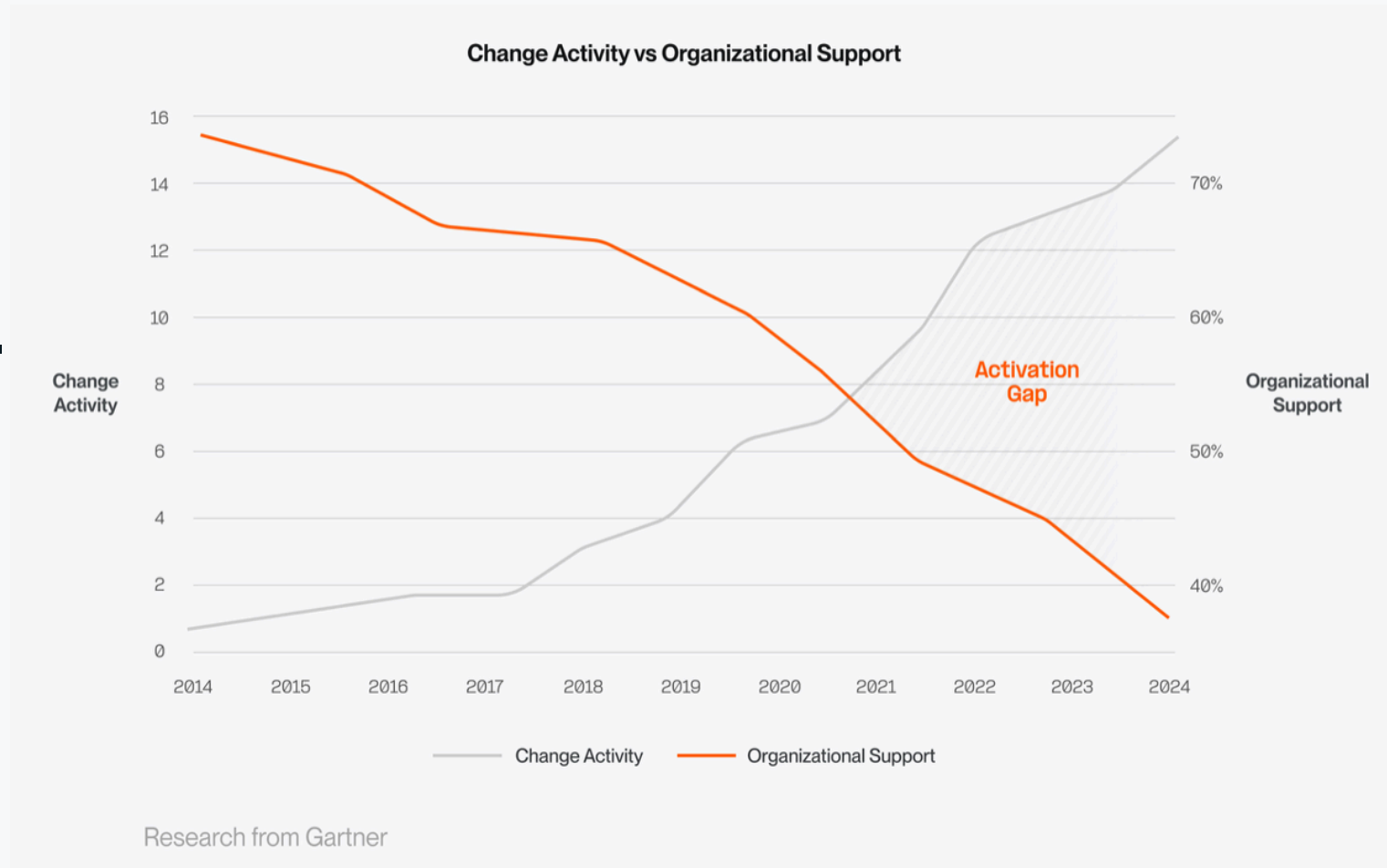
Which of the following best describes how your organization currently uses technology to support change and transformation initiatives?



The Challenge We Face:

The number of changes impacting the average employee has risen from just two in 2016 to twelve in 2023.

At the same time, organizational support for those changes has dropped from 74% to 38%.



Technology is Driving Exponential Change

Moore's Law

2x compute capacity every **2 years**

For decades, the pace of technological change was largely linear, gated by Moore's Law, which stated that compute capacity would double every two years.



Technology is Driving Exponential Change

Artificial Intelligence

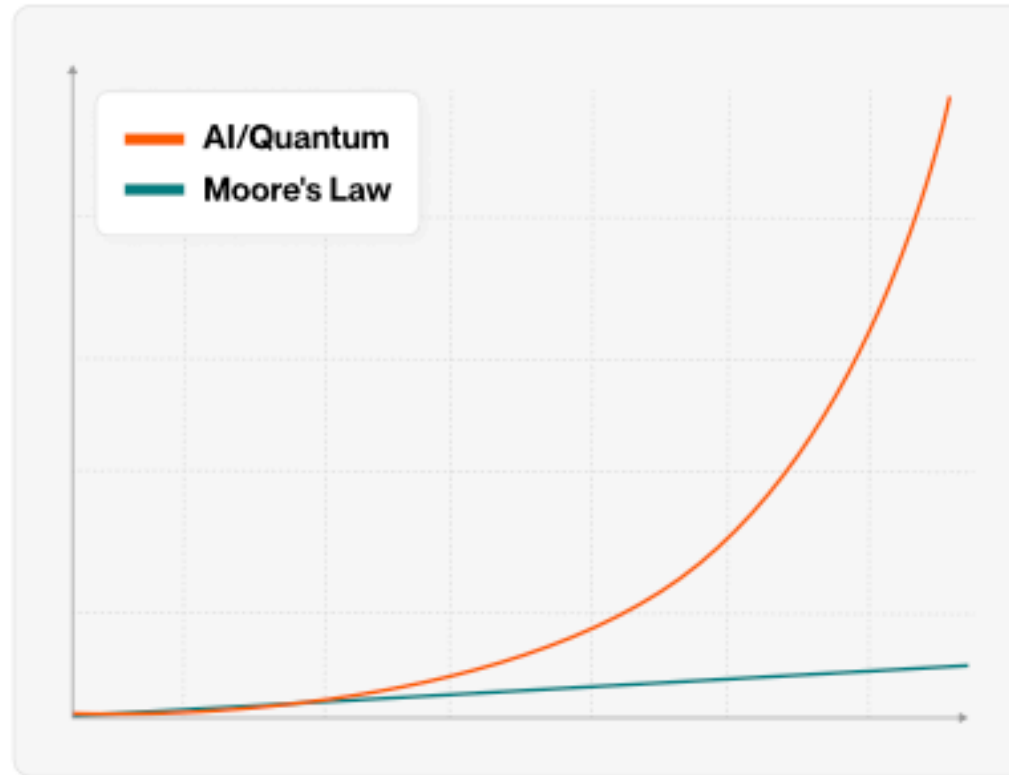
2x compute capacity every **6 months**

Today, with Artificial Intelligence, computational power is doubling every six months.



Technology is Driving Exponential Change

Exponential
not
Linear



Change is no longer linear, its exponential.



POV:

We are in a **world of "Always On" change**, where the pace is accelerating. The central challenge for change leaders is bridging the gap between strategy and execution in an environment of constant disruption.



The Implications

Today...

- ✓ Too many simultaneous initiatives without coordination.
- ✓ No visibility into adoption velocity, with limited data to track leading and lagging indicators of change momentum
- ✓ Employees experience fatigue and disengagement.

In a world of "Always On" change

- ✓ From episodic programs to continuous transformation.
- ✓ Transformation will require “sense and respond” capabilities to constantly course correct
- ✓ Change agility will need to be a core cultural competency



And the Transformation Office is Flying Blind...

Every major function in the C-suite has a platform to drive execution:

- Finance → ERP
- Sales/Marketing → CRM
- HR → HRIS/HCM
- IT → ITSM/Cloud platforms
- Operations → ERP / MES / Supply Chain
- Strategy/CEO → BI dashboards & OKR tools

→ But the Chief Transformation Officer (or Transformation Office) still has no true enterprise system...

→ Today only a patchwork of project management and change management tools.



The Hidden Costs of Running Without a Platform...

- Fragmented initiatives across business units.
- No visibility into adoption, sentiment, or fatigue.
- Reliance on spreadsheets, PowerPoint, and heroic leaders.
- Difficult to demonstrate ROI.
- Reputational Costs relative to other C-Suite leaders



But Our Time Is Coming...

ERP transformed Finance and Operations.

CRM transformed Sales and Marketing.

→ Change Activation Platforms will transform Transformation.



Poll:

**How likely is your organization to
invest in or pilot a Change
Activation Platform within the
next 18–24 months?**



POV:

The Chief Transformation Officer **can no longer rely on spreadsheets and project management alone.**

New technology—combining AI, analytics, and purpose-built platforms—finally gives transformation leaders the same power tools that ERP gave finance and CRM gave sales.

By 2027, **every successful transformation** will run on a Change Activation Platform.



What are the ingredients of a change platform?



✓ Portfolio management for alignment and tradeoffs.



✓ Project Management for individual initiatives and governance.



✓ Activation tools for campaigns, communications, and events.



✓ AI engines for content creation, translation, personalization.



✓ Analytics platforms for dashboards and predictive insights.

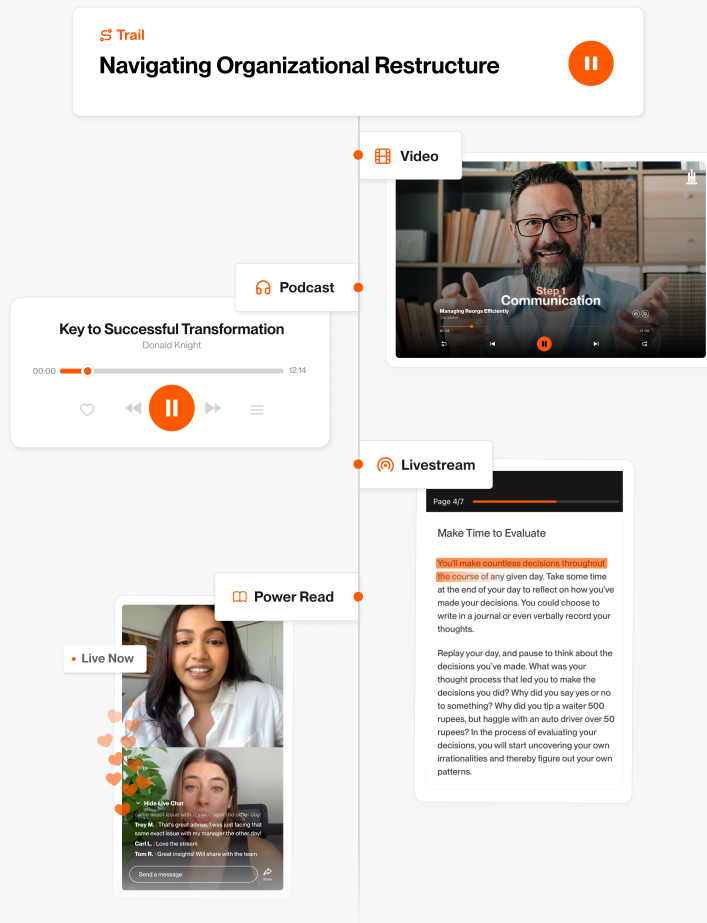


What technologies already exist?

Category	Representative Tools	Best Use Case
Portfolio Management	Wave, Shibumi, WorkBoard	Track initiatives, benefits realization, single source of truth
Project & Program Management	Smartsheet, Asana, Wrike, Monday.com	Manage workstreams, timelines, and dependencies
Change Activation & Engagement	Tigerhall, Poppulo (also DAPS like WalkMe, Whatfix)	Drive adoption through campaigns, nudges, and guided experiences
Collaboration & Communication	Slack, MS Teams, Zoom, Miro	Enable communication, collaboration, and transparency
Learning & Capability Building	Degreed, EdCast, LinkedIn Learning, Coursera	Upskilling and reskilling aligned to transformation goals
AI & Automation	ChatGPT Enterprise, Qualtrics, UiPath, Jasper	Automate reporting, content, translation, sentiment analysis
Reporting & Dashboards	Power BI, Tableau, Qlik, Looker Studio	Visualize KPIs, adoption metrics, and ROI



Change Activation & Engagement



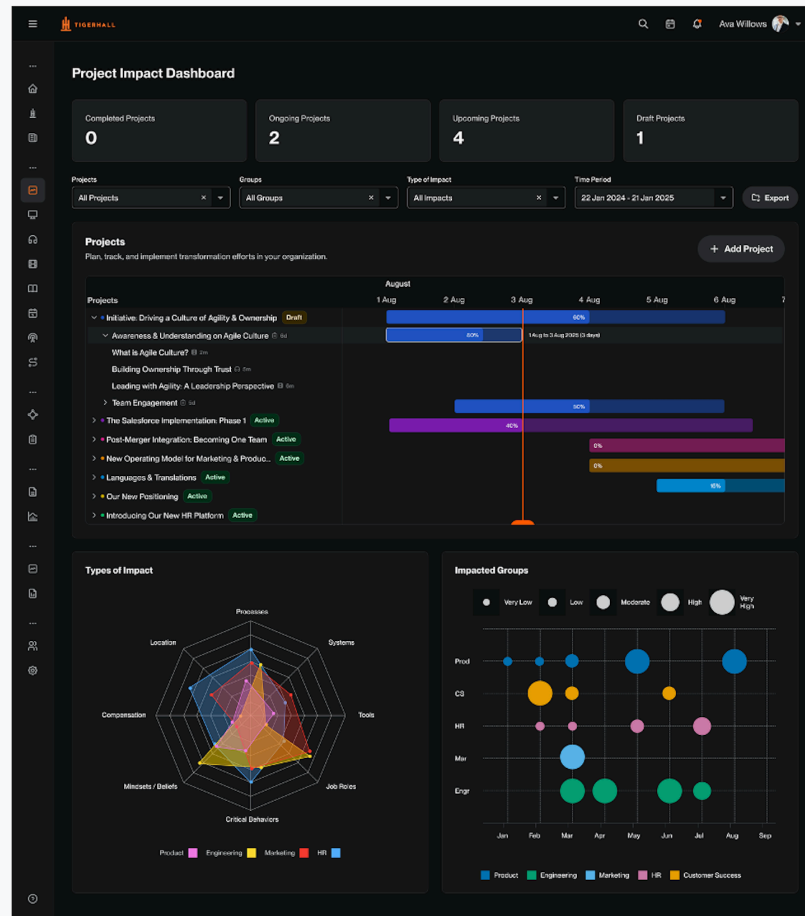
Tools: Tigerhall, Poppulo

Best for:

- Driving employee adoption
- Delivering targeted campaigns & nudges
- Embedding guided experiences into workflows



Transformation & Portfolio Management



Tools: Wave, Shibumi, WorkBoard

Best for:

- Tracking enterprise-wide initiatives
- Benefits realization & financial impact
- Providing executives with a single source of truth



Project & Program Management

Project planning

Main table

Gantt

Kanban

+

Planning

	Owner	Taskforce	Date	Status
Stakeholder sync	<div></div>	<div></div>	Sep 02	Done
Project brief	<div></div>	<div></div>	Sep 04	Working on it
Research	<div></div>	<div></div>	Sep 06	Working on it
Kickoff	<div></div>	<div></div> +2	Sep 07	Stuck

Execution

	Owner	Taskforce	Date	Status
Create assets	<div></div>	<div></div>	Oct 1	Working on it
Book conference hall	<div></div>	<div></div>	Oct 10	Working on it
Project sync	<div></div>	<div></div>	Oct 12	Done
Launch update	<div></div>	<div></div> +2	Oct 15	Stuck

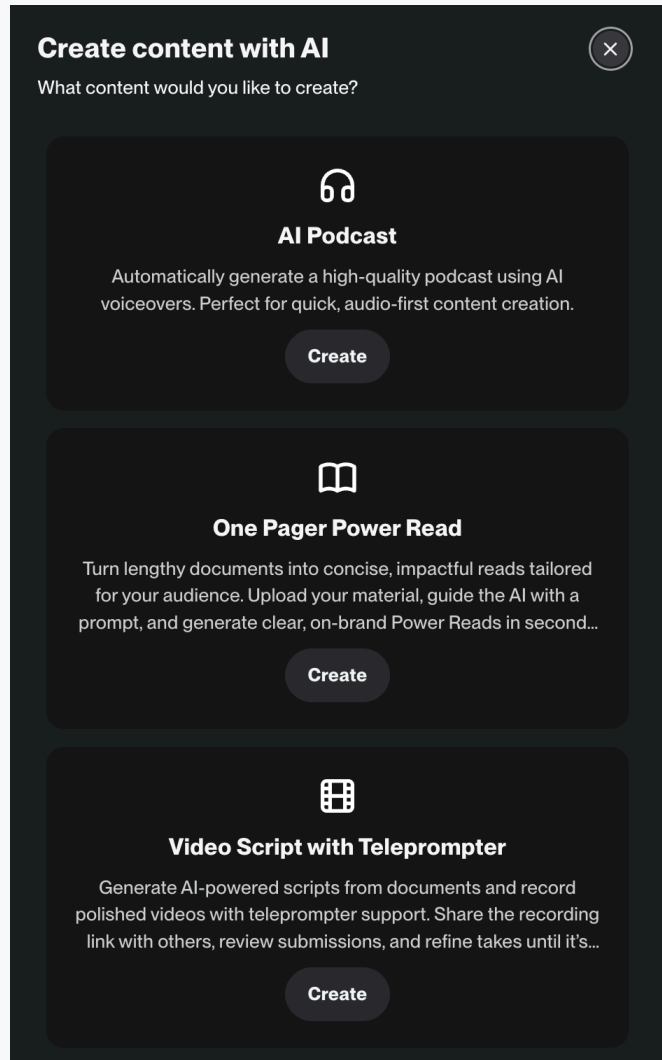
Tools: Smartsheet, Asana, Wrike, Monday.com

Best for:

- Coordinating workstreams & timelines
- Managing dependencies across projects
- Ensuring tactical execution under portfolio strategy



AI & Automation



Tools: ChatGPT, CoPilot, Qualtrics XM, UiPath, Jasper

Best for:

- Automating reporting & dashboards
- Generating content & communications
- Translation & personalization
- Sentiment analysis at scale



A Win for the entire C-Suite

Why Technology Matters for Transformation Leaders

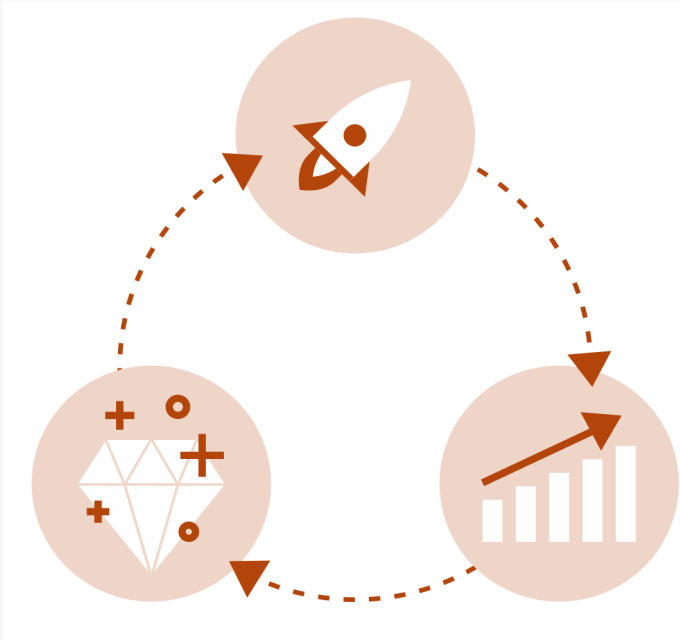
- ✓ Manual tools limit scale and speed of change – we need automation
- ✓ Automation and AI enable enterprise-wide consistency and scalability of limited resources
- ✓ Technology connects capability, culture, and intelligence

Platform Benefits for Executives

- ✓ CEO: Confidence in strategy execution.
- ✓ CFO: Clear ROI on transformation investments.
- ✓ COO: Streamlined execution across functions.
- ✓ CIO/CHRO: Better alignment and adoption.



What the future could hold...



1) Change Activation Platforms

- Not yet one monolithic tool, but a curated stack of integrated systems.
- TO leaders must design their technology roadmap now.
- By 2027, this platform will be as essential as ERP or CRM.

2) Scaling the Impact of the TO

- Automation of repetitive tasks (content, reporting, translation).
- Gained intelligence through real-time sentiment & adoption data.
- Scaling of impact with personalized campaigns and nudges.
- Proof of activation velocity and ROI



“

A culture and capability of
transformation is the competitive
advantage of the next age.



The Strategic Imperative:

We are in a world of "Always On" change

The successful organizations of the future will make transformation capability a decisive competitive advantage.

We need to change faster than our competitors

Change capacity will become the basis of organizational competition.



The Goal:

Change Capacity

The volume or bandwidth an organization has to absorb and execute change. A measure of organizational limits or scalability.

Change Capacity is the volume or bandwidth an organization has to absorb and execute change.



The Change Capacity Formula

**Change
Capacity**

The volume or bandwidth an organization has to absorb and execute change

=

**Change
Capability**

The institutionalized systems, skills, and structures that enable change

+

**Change
Agility**

The speed and flexibility with which an organization can respond to change



Technology as Force Multiplier

**Change Capacity =
(Change Capability + Change Agility)**

X

Change Activation Platform

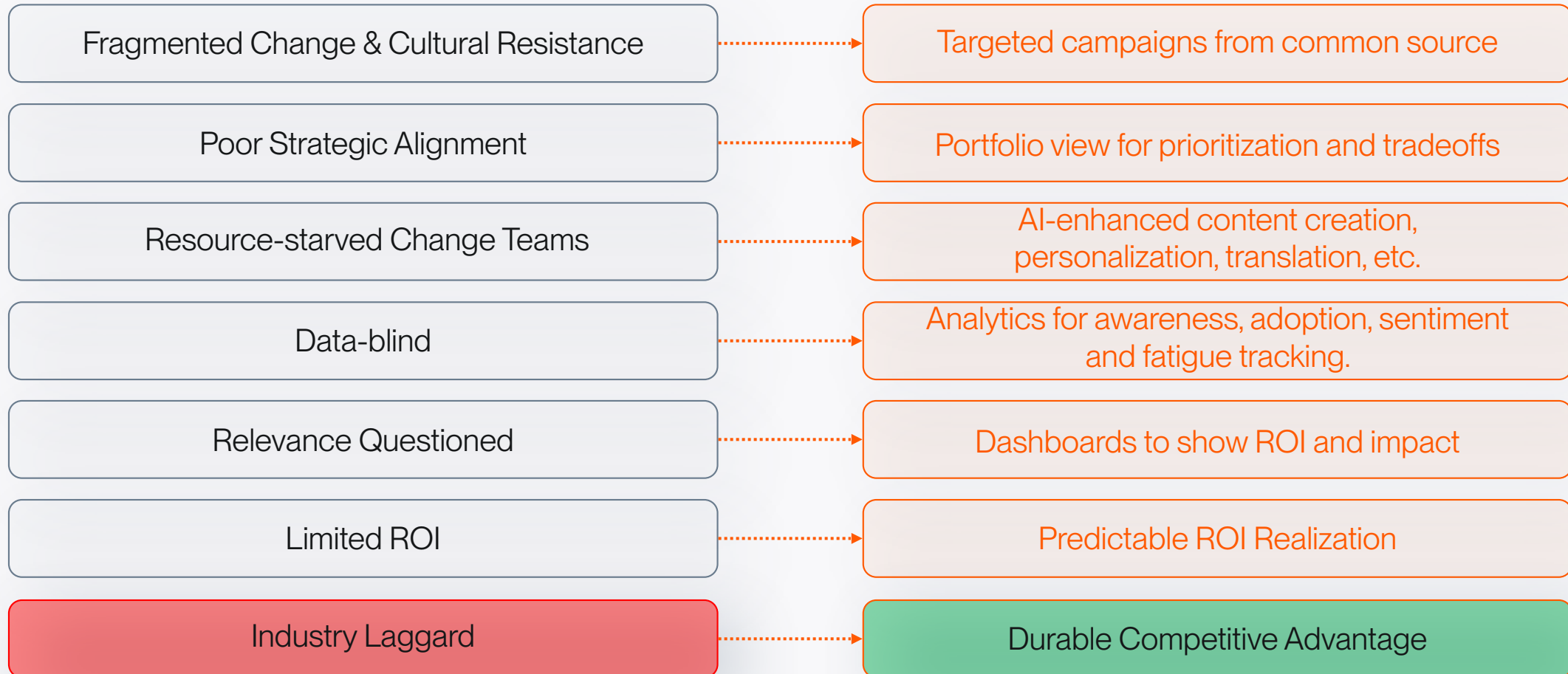
Scalability through Change Activation

Technology:

From Pain to Gain

Without a Platform

With a Platform



Next Steps

1st Assess your current needs and capabilities

- Integration with ERP, CRM, HRIS.
- AI personalization and predictive analytics.
- Support for change frameworks.
- Scalability for enterprise-wide use.

2nd Start a conversation internally about future-proofing your transformation technology

- What are the hidden costs of running without technology?

3rd Design your 2026–2027 Roadmap

- Assess current execution gaps.
- Pilot change activation technologies.
- Secure executive sponsorship.
- Build to full platform adoption by 2027.



Discussion





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