

3 EXTRACT

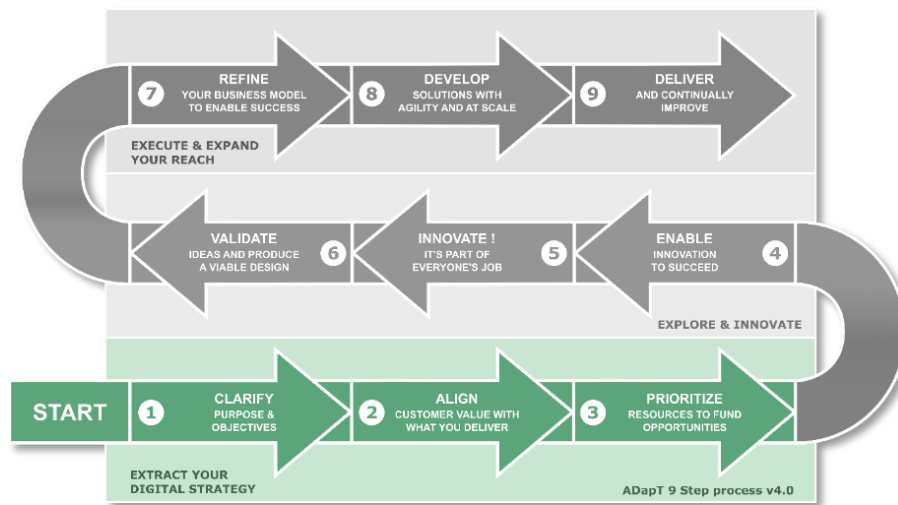


Figure 1: The EXTRACT phase of the ADaPT model

Transformation starts with understanding who you are as an organization and ensuring that every innovation effort you pursue is grounded in strategic intent and operational reality. The **EXTRACT** phase is where you lay that foundation. It's your opportunity to gain the clarity you need to align your transformation efforts with your purpose, context, and capabilities.

At the heart of this phase is a powerful question: **Why does your organization exist?** This isn't just a philosophical musing—it's your strategic compass. It shapes every decision, every action, and every innovation you undertake. Fundamental transformation doesn't come from adopting the latest technology or jumping on the next big trend. It comes from aligning innovation with your mission, values, and long-term goals.

EXTRACT isn't something you do once and forget. It's a continuous journey of reflection, recalibration, and refinement. As markets shift, technologies evolve, and customer expectations grow, you must keep revisiting your core purpose and strategic position. Doing so ensures you stay responsive, relevant, and ready.

To guide you through this phase, EXTRACT is built around three core principles:

- **CLARIFY**
- **ALIGN**
- **PRIORITIZE**

Together, these principles help you create a transformation roadmap that is bold, deeply rooted in strategy, and built to last.

3.1 CLARIFY Purpose and Objectives

Guiding Principle #1: Clarify Your Purpose and Objectives to Inspire Direction and Focus

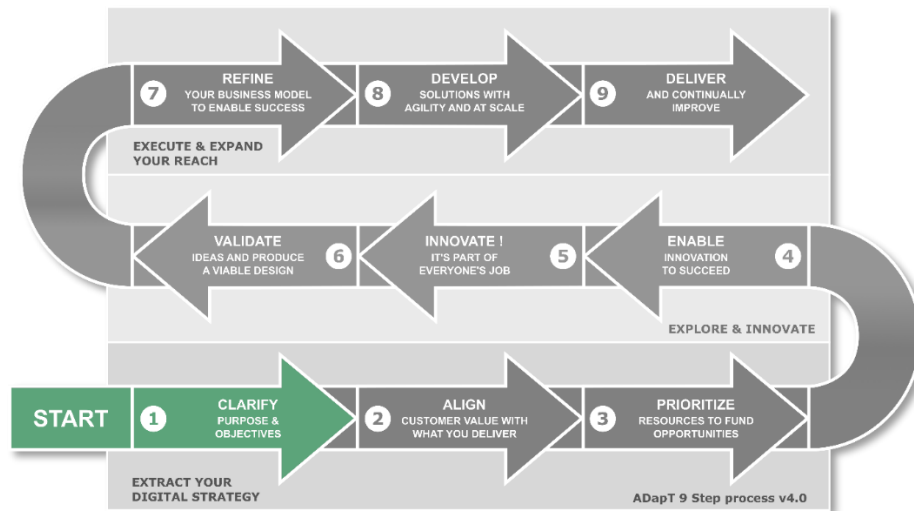


Figure 2: CLARIFY - first of three Guiding Principles in the EXTRACT phase

Rigid structures and the mindsets that accompany them can hinder organizational transformation, making agility a crucial factor in adapting to the demands of a sustainable digital future. The focus should shift from simply adopting new technologies or keeping up with advancements to clarifying and aligning with the organization's core purpose, which is a steady guide in an unpredictable and evolving environment.

Your purpose is about your value to others more than anything else!

After determining your purpose, define your objectives. These are very individual, and we cannot generalize them here. It is paramount, however, that objectives are built around purpose, rather than the other way around.

In the first step, we would like to introduce you to the concept of "WHY". In one of the author's native languages (German), the English word why has two meanings: *Warum* and *Wofür*.

One focuses on the past, while the other is oriented toward the future. So, for those who prefer to look forward, the word *Wofür* becomes "What for".

Understanding the 'WHY' behind an organization's actions and intent is essential because, without this clarity, the organization might progress quickly in its "transformative" efforts but lack direction and impact. Organizations should continuously infuse conversations about strategy and tactics with reflections on their

purpose, ensuring that their activities align with their core values and mission, or bluntly ask: Why do we exist, and why should anyone care?

Reassess your Purpose annually in terms of the current context.

This step is pivotal for enabling a meaningful journey. Successful organizations have a clearly articulated purpose and consistently demonstrate this alignment in their operations. Consider these examples:

Apple: Challenging the Status Quo

Apple's mission to "think differently" underpins its beautifully simple and user-friendly designs. This focus on empowering individuals through technology has built unparalleled brand loyalty and a reputation for creativity.

Patagonia: Environmental Stewardship

Patagonia's purpose to "save our home planet" is evident in its commitment to sustainability. Patagonia proves profitability and purpose can coexist by pledging 1% of sales to environmental causes and maintaining sustainable supply chains.

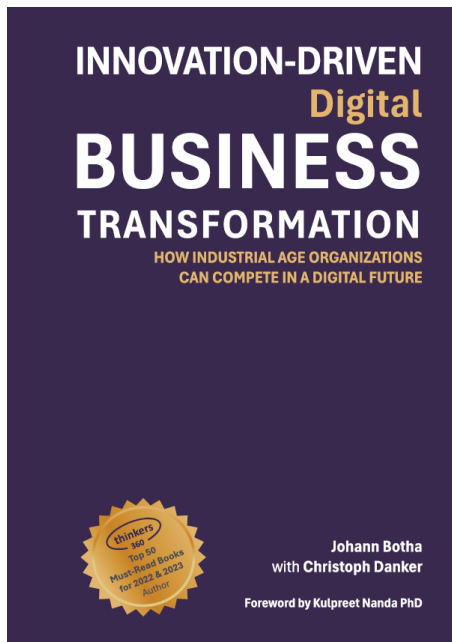
IKEA: Creating a Better Life

IKEA's dedication to "creating a better everyday life for the many people" shapes its innovative and affordable home furnishing designs, efficient logistics, and sustainable sourcing, establishing it as a global leader in its field.

These examples underscore the power of defining and communicating the WHY. Organizations that have embraced this clarity inspire loyalty, guide innovation, and achieve lasting impact.

As this book is about digital business **transformation**, here are examples of well-known, large organizations that have transformed and adapted over time by creating products and experiences for customers in the digital world. They didn't have to but decided to adapt to stay relevant. These companies had a strong WHY from the start; all they had to do was to be innovative and adapt to the times:

LEGO: LEGO transformed from a traditional toy maker to a digitally integrated brand, combining physical play with digital experiences like AR sets, LEGO Life, and gaming collaborations.



Johann H. Botha, Christoph Danker

Paperback, 322 pages

Innovation Driven Business Transformation is a thought-provoking exploration of how organizations can stay relevant in a world of constant change. Rather than offering rigid frameworks or buzzword-heavy strategies, the book takes a principle-based, human-centered approach to transformation.

At its core, the book is about rethinking how we deal with complexity, innovation, and change – not as one-time projects, but as an adaptive continual cycle. It challenges traditional ways of working and encourages leaders to embrace uncertainty with curiosity, clarity, and courage.

The book calls for a shift:

- From control to co-creation
- From rigid plans to adaptive cycle
- From surface-level change to deep, cultural transformation

Innovation Driven Business Transformation is not a step-by-step manual – it's a mindset shift. It invites organizations to become more aware, more authentic, and more aligned with their purpose, people, and potential – the ADapT way.

eBook Available on Amazon , Paperback Available Soon!

This book is not just about a model - it is a call to action. It invites leaders, teams, and organizations to treat transformation as a continuous discipline. Whether you are navigating uncertainty, scaling innovation, or rethinking your role in a rapidly evolving world, it will inspire you to lead with intention, experiment boldly, innovate with empathy, and transform with courage.

Dr. Kulpreet Nanda | Global Emerging Practices Leader, Capgemini

It's brilliant - discover a common-sense approach that reimagines tried-and-tested methods, removing complexity to make innovation and transformation easy.

Dr. Suzanne Van Hove | Retired Business School Professor & Author

It cuts through all the noise and provides a straightforward, common-sense approach to strategy, technology, innovation, and transformation. It's obvious, it's simple, and their thought leadership is profoundly relevant.

David Cannon | Executive VP, nfinity3 & Best-selling Author