Terracez

GCC Executive Transformation Pulse

Q3 2026

The Early Signals That Predict Transformation Success Before Execution Begins

Executive Perspectives from GCC Leaders on Readiness, Governance, Leadership and AI Transformation

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EXECUTIVE SIGNAL

The question GCC leaders should be asking is not which technology to invest in next. It is whether their organisations are ready to convert that investment into business outcomes.

GCC enterprises are investing at scale. ERP modernisation, AI adoption, and digital government programmes are accelerating across Saudi Arabia and the UAE. Yet transformation outcomes remain inconsistent. Not because the technology is wrong. Because the organisational conditions required to make technology succeed are not yet in place.

This report captures what senior executives across the GCC are experiencing, benchmarks those observations against the most credible 2024-2026 global and regional research, and offers a clear Transformation Intelligence perspective on what the evidence actually means for leadership teams navigating this moment.

ABOUT THIS REPORT

REPORT TYPE Executive Insight Report	**EDITION** Q3 2026
ORGANISATION Terracez Transformation Intelligence Advisory	**COVERAGE** Saudi Arabia and the UAE (with broader GCC context where relevant)
PRIMARY INPUTS Based on 25 executive survey responses and roundtable insight from 8 CXOs across Saudi Arabia and the UAE.	**INDEPENDENT VALIDATION** Independently validated against McKinsey, Gartner, BCG, Deloitte, PwC, IDC, EY, IBM, MIT Sloan, and Harvard Business Review.

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GCC Executive Transformation Pulse | Q3 2026

Across Saudi Arabia and the UAE, executive teams are navigating a defining tension: technology investment is accelerating, but the organisational capacity to convert that investment into measurable business value is not keeping pace.

This report matters because the conversation in the GCC is still too focused on technology selection and implementation delivery. The evidence from 25 senior executives and 8 CXO roundtable participants tells a different story. The risks that are actually derailing transformation programmes are organisational, not technical.

> *The risks that are actually derailing transformation programmes are organisational, not technical.*

FIVE KEY FINDINGS

1

Leadership alignment is the single greatest transformation risk

ranked above technology complexity, budget, and integration by 76% of respondents

2

72% of organisations are already post go-live

yet value realisation remains largely unresolved

3

Cost optimisation dominates the executive agenda

with 72% ranking it as a top-three business priority

4

AI ambition is high across the GCC

but only 11% of GCC organisations qualify as AI value realisers

5

Technology complexity ranked seventh out of eight transformation challenges

below leadership, ownership, change, and governance

THREE BIGGEST SURPRISES

1. Technology ranked seventh. Executives expected integration and data complexity to dominate. They did not.
2. Most organisations are already past go-live. The implementation conversation is largely over. The value realisation conversation has barely started.
3. Cost pressure is accelerating transformation, not slowing it. Volatility is raising the bar for what counts as a justified programme.

FIVE ACTIONS EXECUTIVES SHOULD TAKE NOW

→ Name a business owner at C-suite level accountable for transformation outcomes, not just delivery

→ Build a benefits realisation framework before approving the next phase of investment

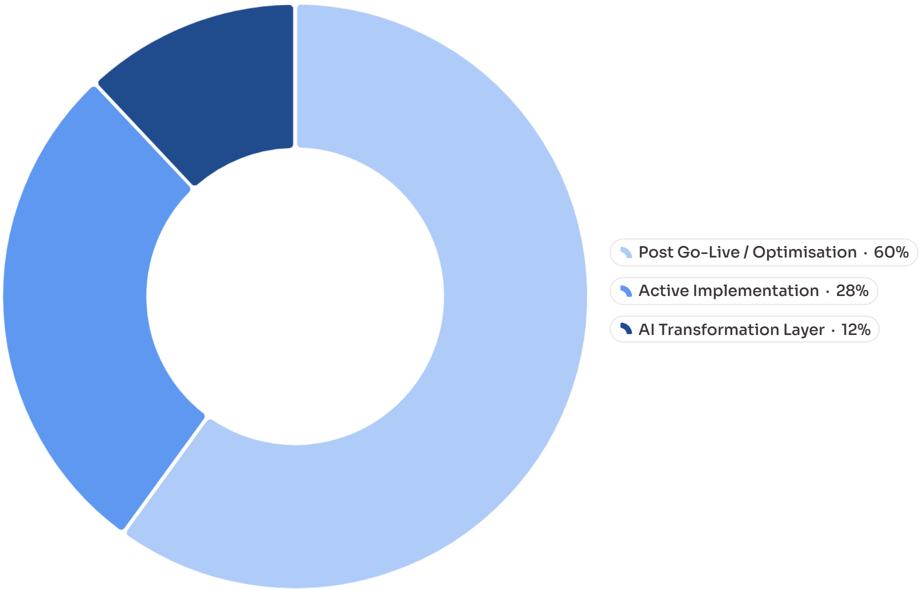
→ Assess organisational readiness before mobilising the next AI or ERP initiative

→ Treat post-go-live adoption as a governance discipline, not a training exercise

→ Establish continuous re-alignment as a programme rhythm, not a launch-day event

Where are GCC executives in their transformation journey? The Pulse reveals a significant shift: the centre of gravity has moved away from implementation and toward optimisation, continuity, and value realisation.

Where GCC Organisations Are in Their Transformation Journey



WHAT THIS MEANS

Project delivery risk gives way to operating model risk

— Configuration and data migration give way to adoption, process compliance, and business behaviour

IT project governance gives way to executive ownership

— The risk profile changes completely once go-live is achieved

AI is being layered on existing foundations

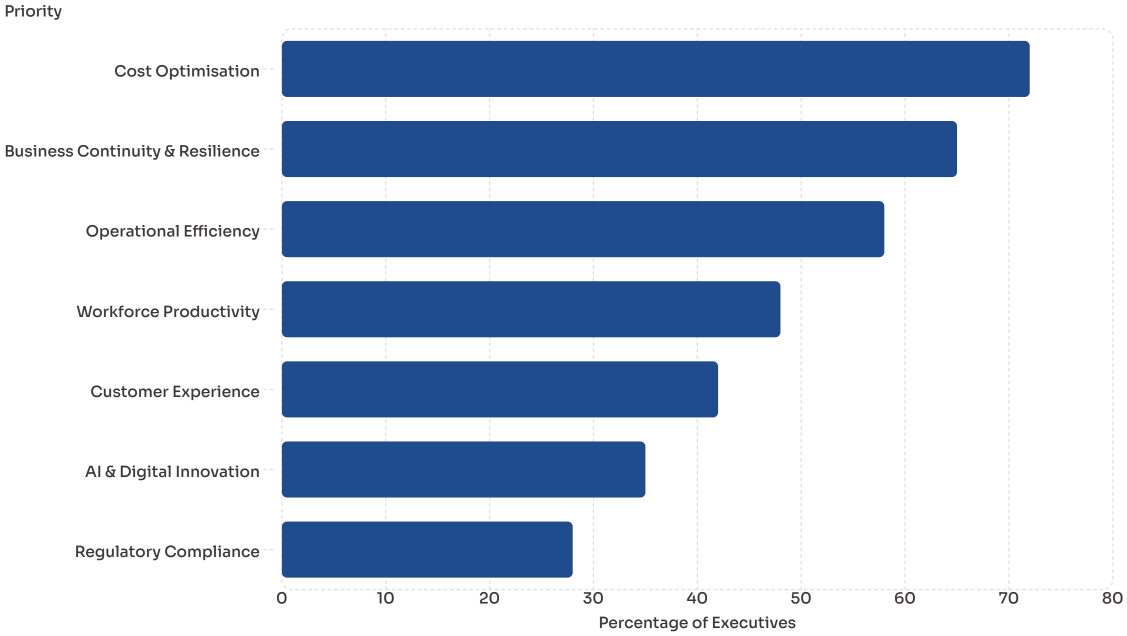
— The 12% exploring AI transformation are not starting fresh. Any unresolved post-go-live issues will compound under AI.

> "The show must go on. Business continuity is the baseline. Everything else is built on top of that." — Roundtable Participant, CXO, Saudi Arabia

Gartner research confirms that post-go-live struggles are the norm, not the exception, with the majority of organisations underestimating the adoption, change management, and process realignment effort required after technical go-live.

What is driving transformation decisions right now? The Pulse asked executives to rank their primary business priorities. The results reveal a market under pressure to prove value, not just deliver capability.

Top Business Priorities — GCC Executive Rankings



THREE OBSERVATIONS WORTH NOTING

Cost and continuity are inseparable — Executives are not choosing between cutting costs and staying operational. They are managing both simultaneously. Resilience is the precondition for every other priority.

Innovation is aspirational, not yet operational — AI and digital innovation rank sixth. Executives are not uninterested in AI. They are not yet ready to treat it as a primary driver. The operational foundations come first.

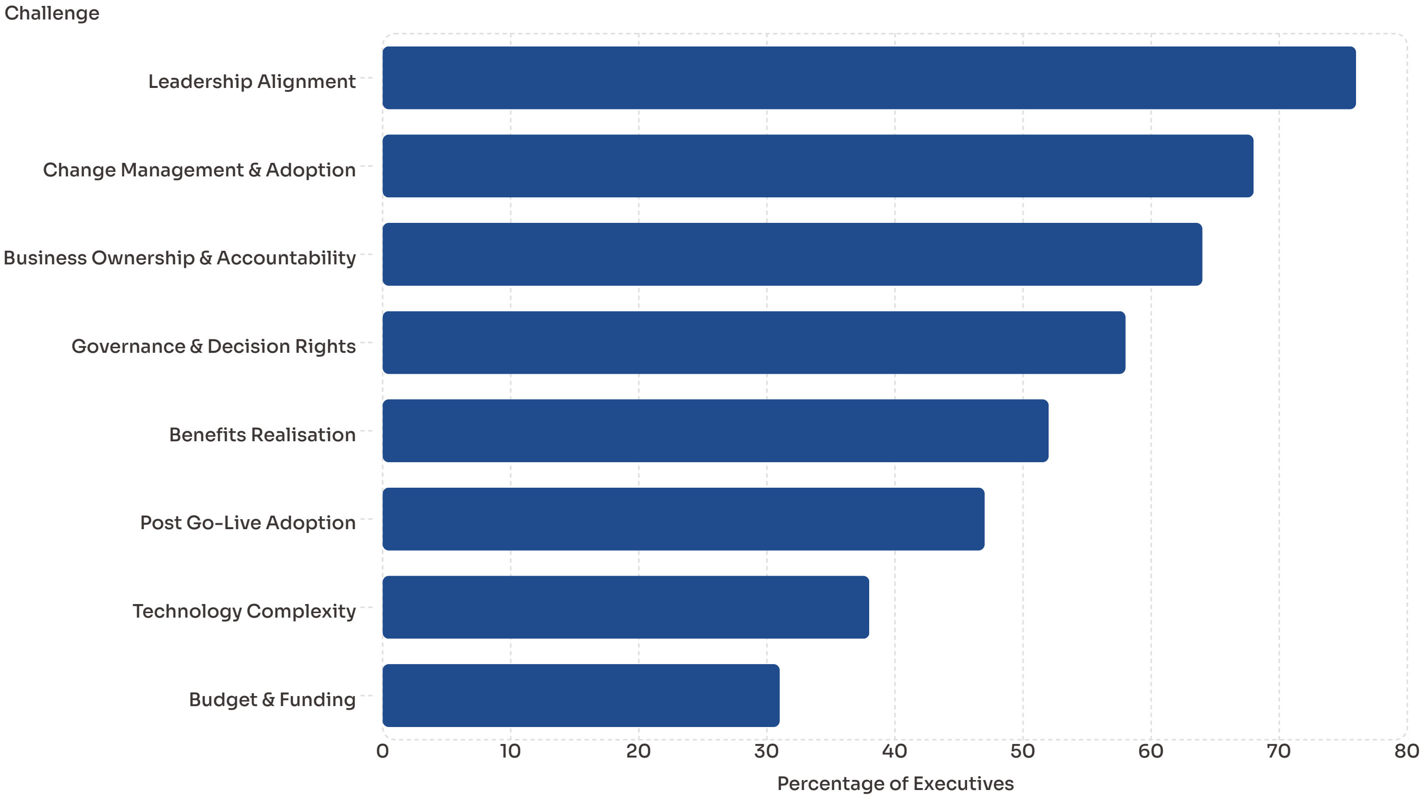
Transformation programmes framed as technology upgrades are losing sponsorship — When cost optimisation and continuity dominate, a project framed as an ERP upgrade struggles to maintain leadership attention.

> "Survive before you thrive. The business case has to be real, not aspirational." — Roundtable Participant, CFO, UAE

PwC's GCC outlook confirms that executive scrutiny of transformation ROI is intensifying across the region, with boards increasingly demanding measurable return before approving the next phase of investment.

Contrary to the dominant market narrative, technology complexity did not emerge as the primary transformation challenge. What emerged was a consistent pattern of organisational and leadership failure points that technology cannot solve.

Transformation Challenge Rankings — GCC Executive Pulse



76% of executives ranked Leadership Alignment as their #1 transformation challenge — above budget, technology, and integration.

WHY LEADERSHIP ALIGNMENT RANKS FIRST

What does misalignment look like inside a GCC enterprise? It looks like a CEO who approved the transformation but is not in the room when scope decisions are made. A CFO who owns the budget but not the benefits logic. A CIO who inherited the programme because the business stepped back.

76% of Pulse respondents identified leadership alignment as their top transformation challenge. Not technology complexity. Not budget. Not implementation risk. Leadership alignment.

What does misalignment look like inside a GCC enterprise? It looks like a CEO who approved the transformation but is not in the room when scope decisions are made. A CFO who owns the budget but not the benefits logic. A CIO who inherited the programme because the business stepped back. An executive committee that agreed on the destination but never agreed on who owns the journey.

The roundtable was unambiguous. When leadership teams are not aligned, the consequences cascade:

Ownership becomes unclear — Different executives hold different versions of what success looks like

Stakeholders default to the path of least resistance — When the business is not owning the programme, IT absorbs it by default

Change resistance hardens — People will not accept disruption if they do not believe leadership is committed

Governance becomes administrative rather than corrective — Steering committees meet, but decisions do not get made

> "The biggest challenge is not the technology. It is getting the right people in the room, with the right authority, making the right decisions at the right time." — Roundtable Participant, CIO, Saudi Arabia

The IT Project Trap

One of the most consistent observations across both the survey and the roundtable was that transformation programmes fail when they are treated as IT projects. When the CIO or IT Director is the primary sponsor and the business is a passive recipient, the programme loses the ownership, urgency, and decision-making authority it needs to succeed.

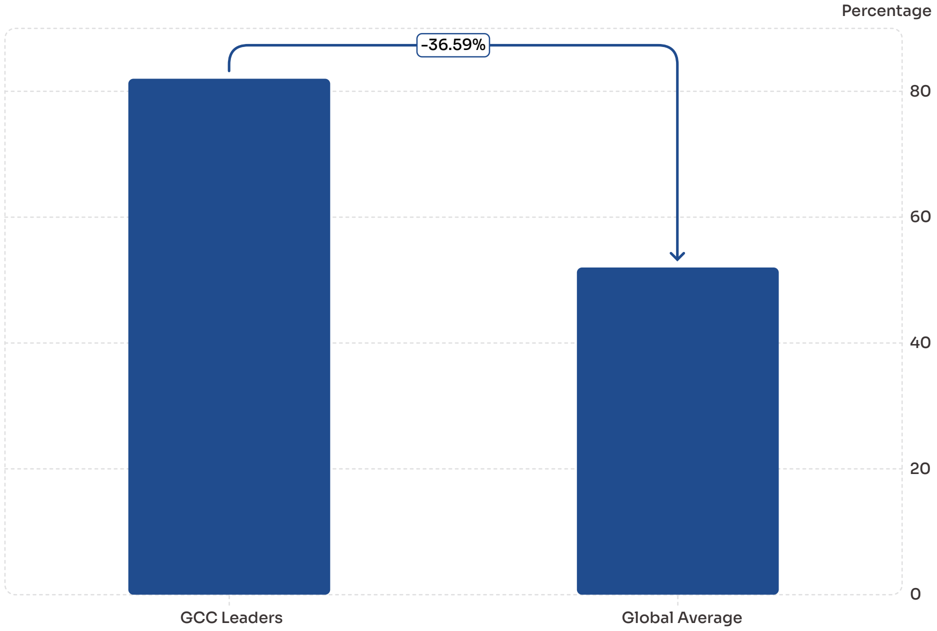
> "Digital transformation is the most abused term right now. Everyone calls it digital transformation, but they hand it to IT and walk away." — Roundtable Participant, CXO, UAE

McKinsey frames this precisely: 'Leadership alignment and risk management are not side topics but central design parameters for transformations.'

The themes that emerged from the Pulse are consistent with a body of 2024–2026 global and GCC research that points in the same direction: transformation risk is organisational before it is technological, and the GCC is navigating this reality at scale and speed.

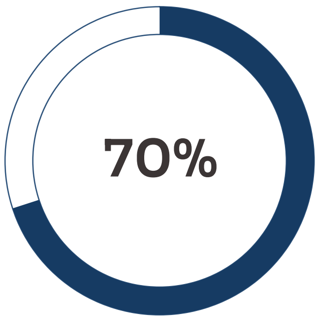
LEADERSHIP ALIGNMENT

In a 2026 GCC-specific study, 82% of senior leaders cited alignment with enterprise strategy as critical to achieving ROI, compared with 52% in comparable global settings. McKinsey confirms that leadership misalignment is the primary barrier to scaling transformation and AI.

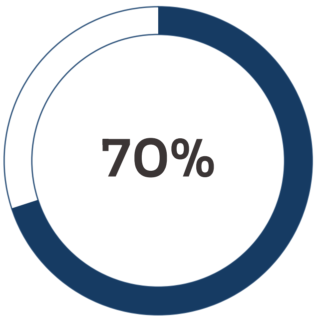


POST GO-LIVE REALITY

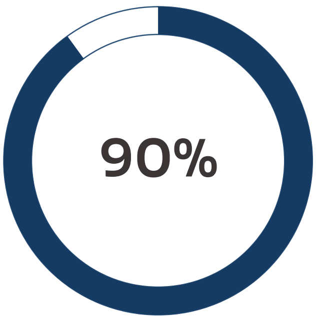
72% of Pulse respondents are already operating post go-live or in optimisation phases. This is where the real transformation work begins.



Digital transformations globally fail to achieve stated objectives (BCG)



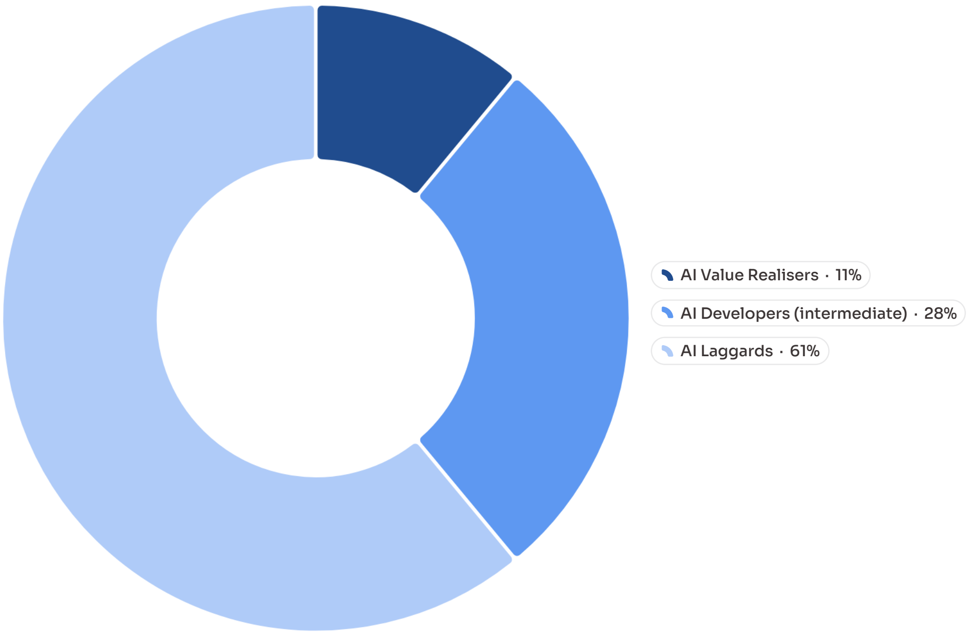
GCC organisations report significant post-ERP challenges (Deloitte)



Executives felt they did not manage post-ERP transition well enough (Gartner)

AI READINESS: THE GAP BETWEEN ADOPTION AND VALUE

84% of GCC organisations are now using AI in some form, according to McKinsey's 2025 GCC AI survey. But only 11% qualify as value realisers. 61% of GCC organisations remain AI Laggards, still in early development with limited ability to deploy or scale. Only 22% of Gulf organisations have reached the AI maturity stages where it creates measurable competitive advantage. The ambition is real. The value realisation is not yet.



84% of GCC organisations are now using AI in some form. But only 11% qualify as value realisers.

SAUDI ARABIA & GCC MOMENTUM

1.2B
USD
Saudi AI market value in 2025

4.4B
USD
Projected Saudi AI market by 2034

74B
SAR
AI contribution to Saudi economy targeted by 2030

42%
Saudi Arabia's share of GCC digital transformation demand

52%
Year-on-year rise in Saudi AI investment score

> ***"AI is like a recipe. You can have the best ingredients, but if the cook doesn't know what they're doing, the dish will fail. The technology is the ingredient. The organisation is the cook."***
>
> — Roundtable Participant, CXO, Saudi Arabia

The data from the Pulse, the roundtable, and the external research all point in the same direction. This section is Terracez's reading of what the evidence actually means for GCC leaders.

Technology Is Accelerating. Organisations Are Not.

The GCC is investing at scale. ERP modernisation, cloud migration, AI pilots, and digital government programmes are all advancing. What is not advancing at the same pace is the organisational capacity to absorb, govern, and realise value from that investment. The risk is a widening 'transformation debt': the accumulated cost of misalignment, poor adoption, weak governance, and unrealised value that compounds with every new initiative.

The Defining GCC Gap Is Executive Coherence, Not Technical Capability

The Pulse is unambiguous. Technology complexity ranked seventh. Leadership alignment ranked first. GCC organisations have access to world-class technology. They have budget. They have ambition. What they are missing is the executive coherence that turns a technology investment into a business outcome. That means shared ownership. Clear decision rights. Governance that corrects rather than just reports.

AI Risks Becoming Another Layer of Transformation Burden

52% of large GCC enterprises had integrated AI into at least one business function by 2025. But integration is not transformation. The risk is that AI is being layered onto organisations that have not yet resolved their post-ERP realities: weak data quality, unclear process ownership, adoption gaps, and governance structures designed for project delivery, not continuous value management.

> *"The biggest struggle is not the technology. It is the readiness to change. People, process, and culture have to move together."*
> — Roundtable Participant, CXO, Saudi Arabia

> *"The business case should be owned by the business. IT can support it, but if IT owns the business case, you have already lost."*
> — Roundtable Participant, CFO, Saudi Arabia

> *"Change management is not communication and training. It is redesigning how the organisation makes decisions and who is accountable for what."*
> — Roundtable Participant, Transformation Director, UAE

07 WHAT THIS MEANS FOR GCC LEADERS

The Pulse findings carry different implications depending on where you sit. Here is what the evidence demands from each leadership role.

Role	GCC-Specific Risk	Priority Action
CEO	Transformation stalls without active C-suite ownership	Name a business owner accountable for outcomes
CFO	USD 20bn GCC market spend with low value realisation rate	Build benefits realisation before approving next phase
CIO / CTO	IT inherits transformation when business disengages	Bridge business and technology, do not carry it alone
Transformation Leader	Alignment drifts under volatility and leadership change	Embed continuous re-alignment into governance rhythm

FOR THE CEO

In the GCC, transformation programmes without active C-suite sponsorship consistently stall within 18 months. That is not a project management problem. It is a leadership ownership problem. The CEO's role is not to oversee transformation from a distance. It is to define what success looks like in business terms, assign named accountability for outcomes, and hold that standard through volatility, leadership change, and shifting market conditions. Saudi Arabia's Vision 2030 is raising the stakes. Organisations that build transformation capability as a leadership discipline will execute faster, waste less, and scale AI more effectively. Those that treat it as an IT programme will continue contributing to the 70% failure statistic.

Priority: Every major transformation programme needs a named business owner at C-suite level, accountable for outcomes, not just delivery.

FOR THE CFO

The GCC digital transformation market is valued at USD 20.38 billion in 2026. A significant portion of that investment will not deliver its intended return. The CFO's role has shifted from budget guardian to value architect. Approving spend is necessary. Governing what that spend produces is now the harder and more important discipline.

Cost optimisation ranked as the top business priority across 72% of Pulse respondents. That pressure does not disappear after a system goes live. It intensifies. The CFO who builds a benefits realisation framework before approving the next phase of investment is the one who will be able to demonstrate return when the board asks.

Priority: Define transformation success in commercial terms before implementation begins. Measure adoption rates, process compliance, and business outcomes continuously after go-live.

FOR THE CIO AND CTO

Technology complexity ranked seventh out of eight transformation challenges in the Pulse. The technology is not the problem. The CIO who continues to carry transformation alone is solving the wrong equation. The role is to bridge business intent and technology capability, not to absorb the programme when business ownership is absent.

In the GCC, there is a specific pattern worth naming: when the business does not own the transformation, IT inherits it by default. The programme then becomes an IT project, loses executive urgency, and struggles to drive the process and behaviour change that determines whether the system delivers value.

Priority: Shift from implementation ownership to transformation enablement. Ensure business readiness, process ownership, and adoption planning are in place before the next deployment begins.

FOR THE TRANSFORMATION LEADER

Programmes that were aligned at launch often lose coherence six to twelve months in. Not because the technology failed. Because the business context shifted and no one re-aligned the programme to the new reality. In the GCC specifically, where leadership transitions and strategic pivots can move quickly, this drift is a structural risk, not an exception.

Priority: Build continuous re-alignment into programme governance. Treat stakeholder coherence as an ongoing discipline, not a project milestone.

Five insights. One minute. Board-ready.

1. LEADERSHIP ALIGNMENT IS A LARGER RISK THAN TECHNOLOGY COMPLEXITY

Across the Pulse, leadership alignment ranked as the single greatest transformation challenge, above budget, above integration, above data quality. Technology complexity ranked seventh. Most transformation programmes are investing heavily in the wrong risk category.

2. MOST TRANSFORMATION FAILURE IS CREATED AFTER APPROVAL AND BEFORE ADOPTION

Go-live is not the finish line. It is where the real work begins. The majority of GCC organisations in this Pulse are already post go-live, yet value realisation remains unresolved. The failure is not in the system. It is in the absence of governance, ownership, and adoption discipline after the project team leaves.

3. GCC ORGANISATIONS ARE MOVING FASTER ON AI THAN ON ORGANISATIONAL READINESS

52% of large GCC enterprises have integrated AI into at least one business function. Only 11% qualify as value realisers. The gap between adoption and value is not a technology problem. It is a readiness, governance, and leadership ownership problem.

4. COST PRESSURE IS MAKING VALUE REALISATION A BOARD ISSUE, NOT A PROJECT ISSUE

Cost optimisation ranked as the top business priority across 72% of Pulse respondents. Boards are no longer satisfied with go-live as a success measure. They want to see measurable return. Transformation leaders who cannot connect their programme to commercial outcomes will lose sponsorship.

5. TRANSFORMATION IS NO LONGER A PROGRAMME. IT IS AN OPERATING CAPABILITY.

The organisations that will lead over the next five years are not those that complete the most implementations. They are those that build transformation as a permanent organisational discipline: aligned leadership, continuous governance, measurable value, and readiness before every new initiative.

09 WHAT SURPRISED US

Every research exercise surfaces findings that confirm what the market already believes. The most valuable findings are the ones that do not. These four observations from the Q3 2026 Pulse were the most counterintuitive.

1

Technology complexity ranked seventh

What we expected: Technology integration, data migration, and system complexity would dominate the challenge list.

What we found: Technology complexity ranked seventh out of eight transformation challenges. Leadership alignment, change management, business ownership, and governance all ranked higher.

Why it matters: The market is spending the majority of its transformation budget solving the seventh-biggest problem. The top six problems are organisational, not technical.

2

Most organisations are already past go-live, yet value remains unresolved

What we expected: The primary concern would be implementation readiness and delivery risk.

What we found: 72% of Pulse respondents are already operating post go-live or in optimisation phases. The implementation chapter has largely closed. The value realisation chapter has barely opened.

Why it matters: The conversation in the market is still about implementation. The reality on the ground is about what happens after.

3

AI ambition is advancing faster than governance maturity

What we expected: AI adoption would be cautious and compliance-led in the GCC.

What we found: 52% of large GCC enterprises have already integrated AI into at least one business function. Yet only 11% qualify as value realisers.

Why it matters: GCC organisations are deploying AI faster than they are building the governance and leadership structures needed to make it deliver value.

4

Cost pressure is accelerating transformation, not slowing it

What we expected: Economic volatility and margin pressure would cause organisations to pause or reduce transformation investment.

What we found: Cost optimisation ranked as the top business priority at 72%. Rather than reducing transformation activity, cost pressure is changing the criteria for sponsorship.

Why it matters: The bar for transformation investment has risen. Delivery alone is no longer sufficient justification.

The pattern across all four surprises is the same: the conventional market narrative is still focused on technology delivery. The executive reality has moved on.

Most organisations treat transformation as a project. It has a start date, a go-live date, and a close-out report. That model is the single most reliable predictor of post-implementation failure. Transformation is not a project. It is a capability. And like any capability, it must be built, governed, measured, and continuously improved.

EIGHT-STAGE TRANSFORMATION LIFECYCLE

The lifecycle can be grouped into three phases: Foundation (stages 1-3), Execution (stages 4-6), and Value (stages 7-8).

1

1. Strategy

Define transformation intent, business outcomes, and executive mandate

2

2. Readiness

Assess leadership alignment, governance maturity, and organisational capability

3

3. Business Architecture

Design the future operating model before selecting or configuring technology

4

4. Governance

Establish decision rights, accountability, and escalation before execution begins

5

5. Implementation

Configure, integrate, and deploy technology against the agreed operating model

6

6. Adoption

Drive user engagement, process compliance, and behaviour change

7

7. Business Value Realisation

Measure, track, and improve the commercial outcomes delivered

8

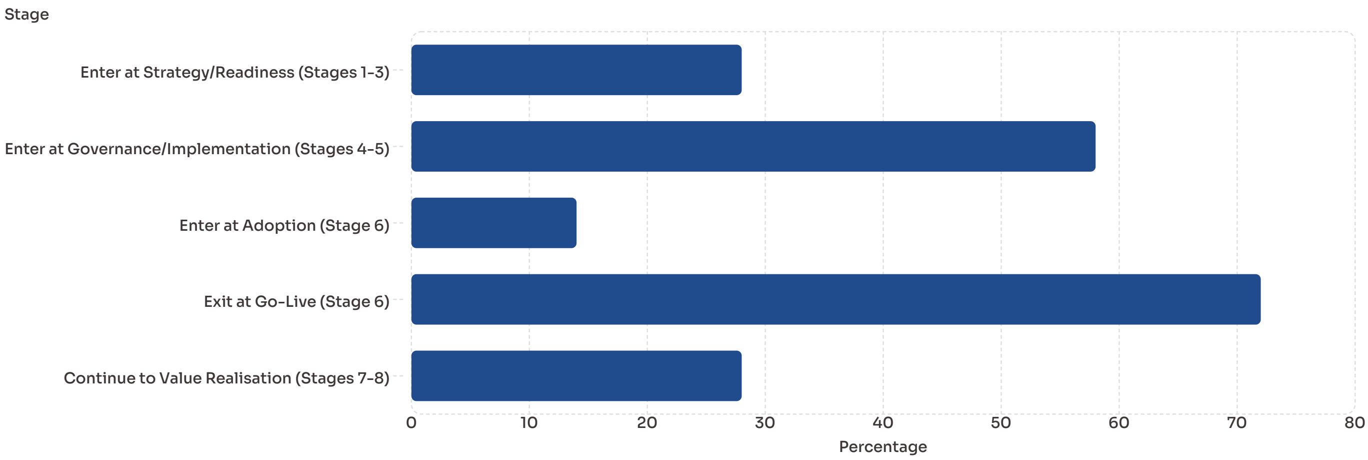
8. Continuous Transformation

Embed transformation as a permanent organisational discipline

WHERE GCC ORGANISATIONS ARE GETTING STUCK

The Pulse data shows that most organisations are entering the lifecycle at Stage 4 or 5, skipping the readiness and business architecture work. They are also exiting at Stage 6, treating go-live as the end of the programme rather than the beginning of value creation.

Where Organisations Enter vs Exit the Lifecycle



> *"We went live on time. But six months later, half the business was still working the old way. We delivered a system. We did not deliver a transformation."*
>
> — Roundtable Participant, CIO, Saudi Arabia

Poor organisational readiness is not a soft risk. It has a hard commercial cost. Every week of misalignment, every month of low adoption, every quarter of unrealised value compounds into a measurable financial and strategic loss. The GCC digital transformation market reached USD 20.38 billion in 2026. A significant portion of that investment will not return its intended value, , not because the technology failed, but because the organisation was not ready to absorb it.

FIVE WAYS POOR READINESS DESTROYS VALUE

Cost Category	What Happens	Evidence
Cost Overruns	Scope expands when operating model is undefined. Rework increases when process ownership is unclear.	McKinsey: poorly aligned transformations cost 40-50% more than planned
Delayed ROI	Value realisation stalls when adoption is weak. Benefits logic erodes when sponsorship drifts.	Gartner: 90%+ of executives felt they did not manage post-ERP transition well enough
Low Adoption	Users revert to legacy processes. System investment delivers no behaviour change.	BCG: 70% of digital transformations fail to achieve stated objectives
Duplicate Investment	Organisations re-implement or re-configure because the first programme did not deliver.	Deloitte: 70% of GCC organisations report significant post-ERP challenges
Executive Fatigue	Sponsorship erodes. Leadership disengages. The next transformation starts with a credibility deficit.	Pulse: 76% cite leadership alignment as top challenge, often inherited from a previous failed programme

40-50%

Cost overrun

for poorly aligned transformations (McKinsey)

70%

Digital transformations

that fail to achieve stated objectives (BCG)

90%

Executives who felt

post-ERP transition was mismanaged (Gartner)

USD 20.38B

GCC digital transformation market

in 2026

THE READINESS DEFICIT IN GCC CONDITIONS

→ **Speed pressure:**

Vision 2030 and national AI mandates create urgency that overrides readiness discipline

→ **Leadership transitions:**

Executive turnover during multi-year programmes is common. When a new leader inherits a programme they did not sponsor, alignment resets to zero.

→ **Talent constraints:**

Change management and business architecture capability remains scarce in some GCC markets

→ **IT ownership default:**

When business leaders disengage, IT absorbs the programme. Adoption suffers.

> *"The cost of not being ready is always higher than the cost of taking time to get ready. But nobody wants to hear that at the start of a project."*
>
> — Roundtable Participant, CFO, UAE

The Executive Calculus

The question is not whether readiness assessment costs time. It does. The question is whether the cost of four to six weeks of readiness work is greater or smaller than the cost of twelve months of post-go-live remediation, re-implementation, and lost executive confidence.

The answer is consistent across every research source reviewed for this Pulse. Organisations that invest in readiness before implementation start faster, spend less, adopt more quickly, and realise value sooner. Organisations that skip readiness pay for it repeatedly, at go-live, at adoption, and at the board table.

Poor readiness is not a project risk. It is a commercial decision.

AI is not another technology initiative. It is a fundamental shift in how organisations make decisions, create value, and compete. Every previous technology wave — ERP, cloud, mobile — could be absorbed by building technical capability and running a project. AI cannot. It requires organisations to change how they think, decide, govern, and operate. That is a leadership challenge, not a technology challenge.

FIVE WAYS AI CHANGES THE TRANSFORMATION EQUATION

Decision Velocity

AI compresses decision cycles from weeks to hours. Organisations with slow governance, unclear accountability, or weak data discipline cannot keep pace. The bottleneck moves from information to leadership.

Governance

AI introduces new categories of risk: model bias, data sovereignty, audit trail, and explainability. Existing ERP governance frameworks were not designed for these requirements.

Organisational Capability

AI does not replace workers. It changes what workers need to do. Roles shift from data entry to data interpretation. Organisations that have not invested in workforce readiness will see AI deliver activity without value.

Knowledge and Data

AI is only as good as the data and knowledge it operates on. Organisations with poor data quality, fragmented systems, or unresolved post-ERP data issues will amplify those problems through AI, not solve them.

Executive Leadership

McKinsey's 2026 research is unambiguous: there are no success stories where technology runs AI without business leadership owning value and change. The CEO and board must own the AI strategy.

THE GCC AI REALITY

84%
GCC organisations
using AI in some form

11%
GCC organisations
that qualify as AI value realisers

61%
GCC organisations
that remain AI Laggards

Traditional vs AI-Era Transformation

Dimension	Traditional Transformation	AI-Era Transformation
Primary risk	Technology complexity	Leadership alignment and governance
Success measure	Go-live	Continuous value realisation
Ownership	IT-led with business input	Business-led with IT enablement
Governance	Project governance	Enterprise AI governance
Pace	Programme cycles	Continuous and adaptive
Failure mode	Implementation delay	Adoption and value gap

> *"AI is like a recipe. You can have the best ingredients, but if the cook doesn't know what they're doing, the dish will fail. The technology is the ingredient. The organisation is the cook."*
>
> — Roundtable Participant, CXO, Saudi Arabia

The next 12 to 24 months will test whether GCC organisations can close the gap between transformation ambition and transformation capability. Three dynamics will shape that test.

SAUDI ARABIA'S AMBITION RAISES THE COST OF POOR READINESS

Saudi Arabia is not simply investing in AI and digital transformation. It is building a national economic identity around it. With AI projected to contribute SAR 74 billion to the Saudi economy by 2030, and the domestic AI market growing from USD 1.2 billion toward USD 4.4 billion by 2034, the scale of ambition is clear. What is less clear is whether enterprise governance, executive alignment, and workforce readiness are building at the same pace.

THE NEXT WAVE OF RISK: AI ON WEAK FOUNDATIONS

The organisations most at risk over the next 24 months are not those that have not started AI. They are those that are deploying AI on top of unresolved post-ERP realities: weak adoption, poor data quality, unclear process ownership, and governance structures designed for project delivery rather than continuous value management.

THE WINNERS WILL INSTITUTIONALISE READINESS

The organisations that will lead are not necessarily those with the biggest technology budgets. They are those that treat readiness, governance, and executive alignment as permanent disciplines rather than project phases.

WHAT WINNING ORGANISATIONS WILL DO

- Build executive alignment before every major initiative, not just at launch
- Govern value realisation continuously, not just at programme close
- Treat AI readiness as a business and workforce challenge, not a technology procurement decision
- Measure transformation outcomes in business terms: adoption rates, process compliance, value delivered

COMING NEXT: RESEARCH ROADMAP

Q3 2026: GCC Executive Transformation Pulse Q3 2026 (current)

Organisational gap, leadership alignment, AI readiness

Q4 2026: GCC Executive Transformation Pulse Q4 2026

Track how executive priorities shift; expanded sample across Saudi Arabia, UAE, and broader GCC

Q1 2027: GCC AI Transformation Readiness Index

Structured maturity index measuring AI readiness across five dimensions

Q2 2027: GCC ERP Transformation Benchmark

Evidence-based benchmark of ERP transformation outcomes across the GCC

Q3 2027: Executive Transformation Maturity Index

Cross-industry maturity model assessing all eight lifecycle stages

> *"The market is volatile. The organisations that survive and then thrive are those that build resilience into their operating model, not just their technology stack."*
>
> — Roundtable Participant, CEO, Saudi Arabia

15 ABOUT TRANSFORMATION INTELLIGENCE

Transformation Intelligence is Terracez's executive research and advisory framework focused on the organisational signals that shape transformation outcomes before, during, and after implementation.

Transformation Intelligence is the capability to identify the organisational signals that influence transformation success before technology implementation begins.

Most transformation risk is not technical. It is organisational. It lives in the quality of executive alignment, the maturity of governance, the clarity of business ownership, the depth of adoption readiness, and the discipline of value realisation. These are not soft factors. They are the primary determinants of whether a transformation programme delivers business outcomes or simply delivers a system.

THE TRANSFORMATION INTELLIGENCE SIGNALS

Signal	What It Measures
Executive Alignment	Shared ownership, decision rights, sponsorship quality
Transformation Governance	Decision speed, escalation clarity, corrective action
Business Readiness	Process ownership, operating model clarity, change appetite
Adoption Readiness	User engagement, capability, resistance patterns
Value Realisation	Benefits tracking, outcome measurement, continuous improvement
Organisational Capability	Cross-functional collaboration, leadership depth, change history
AI Readiness	Data quality, governance maturity, workforce readiness

This Pulse is part of an ongoing executive intelligence initiative. It is not a product brochure. It is a quarterly signal from the market, interpreted through the Transformation Intelligence lens, and validated against the best available external evidence. The next Pulse will be published in Q4 2026. Executives who wish to contribute their perspective are invited to participate in the next survey and roundtable cycle.

Executives who wish to contribute to the Q4 2026 Pulse or participate in the next roundtable are invited to register at www.terracez.com

Transformation Intelligence Advisory | Dubai, Saudi Arabia, UAE

OUR VISION

To become the leading Transformation Intelligence Advisory in the GCC, recognised not for the systems we implement, but for the outcomes we help organisations achieve.

WHY TERRACEZ EXISTS

70% of digital transformations fail to achieve their stated objectives. That number is not a global abstraction. It is the operating reality of enterprises across Saudi Arabia and the UAE right now. The reason is rarely the technology. Organisations that fail to transform do so because they begin with implementation before establishing the conditions that determine whether implementation succeeds: executive alignment, governance discipline, business readiness, and a clear framework for realising value after go-live. Terracez was founded on a single conviction: technology enables transformation, but organisations create it.

WHAT WE DO

We work with CEOs, CFOs, CIOs, and transformation leaders to identify and address the organisational signals that predict transformation outcomes — before implementation begins, during execution, and after go-live. Our mandate is to increase the success rate of enterprise transformation across the GCC: reducing the cost, compressing the time, and eliminating the avoidable risks that compound when organisations start with technology before they are ready to absorb it. Our work spans executive alignment, transformation governance, business readiness, adoption, and value realisation.

OUR POSITIONING

Terracez is a certified Microsoft Dynamics 365 and Power BI partner. Technology implementation is one delivery capability within a broader transformation framework. It is not our primary identity. Our primary identity is Transformation Intelligence.

To participate in the next Executive Pulse or engage Terracez as your Transformation Intelligence Advisory, visit **www.terracez.com**

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