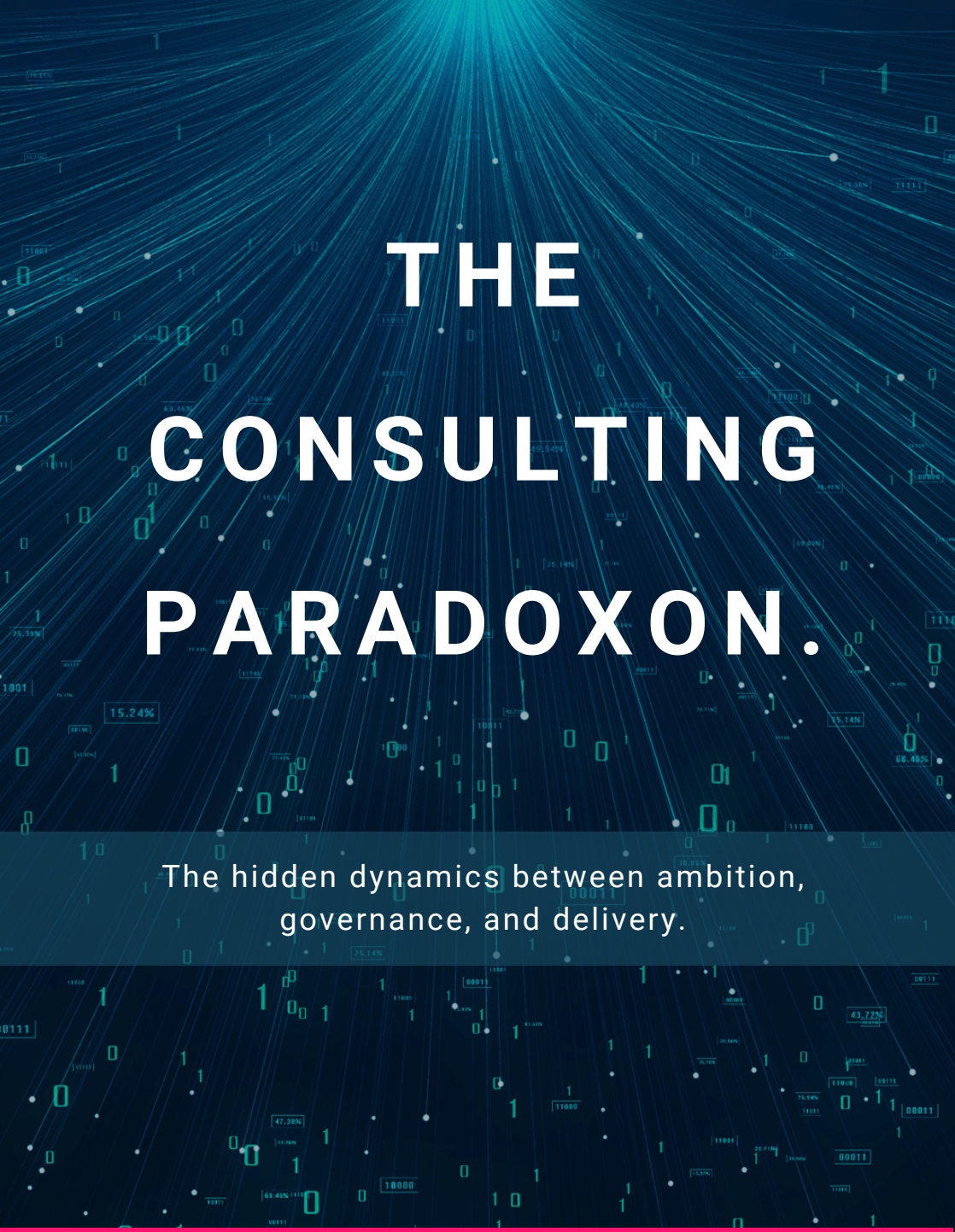


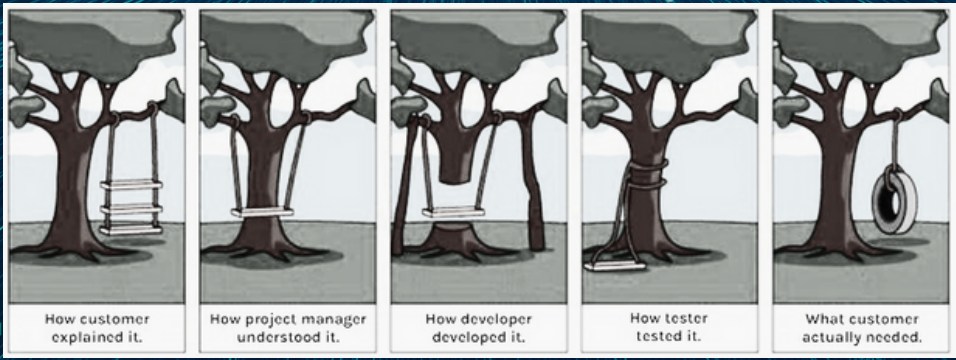
THE CONSULTING PARADOXON.

The hidden dynamics between ambition, governance, and delivery.

2025

ITRUVA

WHAT COULD POSSIBLY GO WRONG?



Everyone in IT has seen the sketch of the tree swing.
Everyone laughs and says, “Yeah, that’s 100% true.”

But have you ever stopped to ask *why?*

Why do transformation projects with smart people, clear goals, and good intentions still end up here?



Your Company.
Your Responsibility.
Your Project.

LET´S DIG IN A LITTLE DEEPER...

You're facing a **major IT transformation:**
maybe a new ERP, CRM, or HCM system.
The **stakes are high**, the **expectations even higher.**

But there's a problem:
you don't have the capacity or the expertise to handle it on your own.

The solution seems obvious:
just bring in a consulting company to support you.
They've done it before, they know the playbook, and they promise to guide you safely through the storm.

Simple right?

SO HERE'S WHAT USUALLY HAPPENS...





Client Typical Input		Partner Expected Output
High-level / incomplete requirement and scope (process) description		Clear scope understanding & effort estimation (fixed price)
Limited internal capacity (esp. business)		Step-in and take accountability for flawless design & execution
Tight budget		Stay within budget regardless of scope changes
Incomplete or poor data		Fix it before Go-live

... this list could go on for a while.

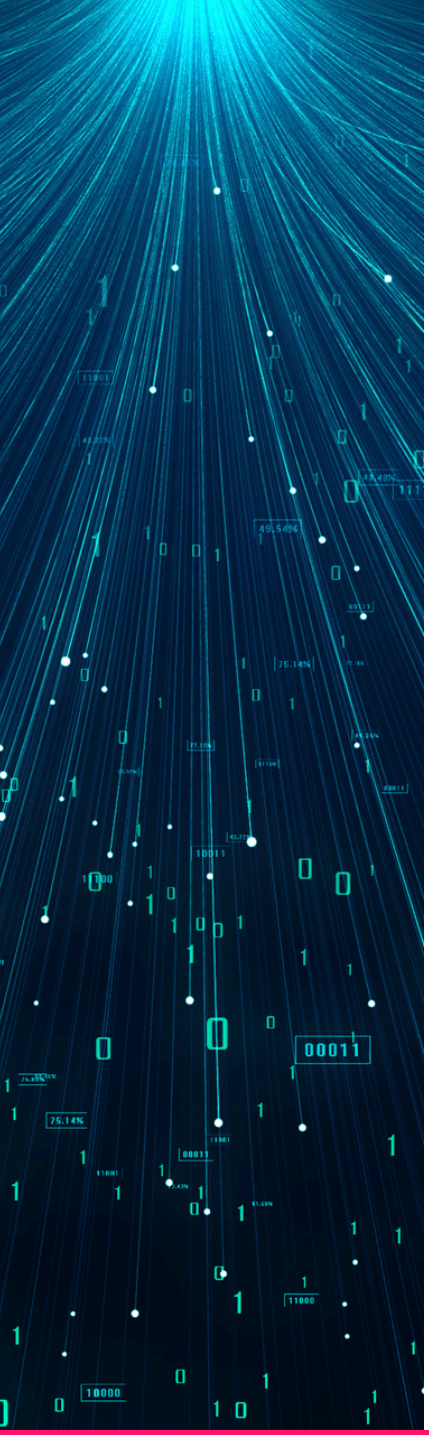
DON'T OUTSOURCE YOUR BRAIN

And while the consulting firm is stuggling to meet those expecations, they are following their own agenda.
They aim to win the client`s trust and future business while protecting their own margins and internal goals.

Cover your a... contract clauses are standard practice, minimizing liabilty and shifting risks wherever possible.

But the client should never forget one simple truth:
no one understands **their business better than they do.**
To achieve a result that truly fits their needs, they must take ownership of their processes, their data, and their transformation as a whole.

Because **outsourcing responsibility** is not the same as outsourcing work — and it will never lead to the outcomes they expect.



SO, WHAT NOW?

You can buy advice, expertise, and even manpower, but you **can't buy accountability.**

Too often, clients expect transformation to be something done ***for*** them rather than ***with*** them.

The consulting firm becomes the executor, the client the observer, until both realize that they have lost track since **no one is truly steering.**

When every decision is deferred, every problem escalated, and every risk contractually insulated, the partnership becomes a **negotiation**, not a **collaboration**.

Real transformation demands courage:

- make timely choices
- take full responsibility
- stay visibly engaged, even when it's getting uncomfortable.

THE END OF THE STORY...

Let's come back to our swing.

Getting it right isn't a matter of luck, it's about preparation and **honest partnership.**
Both sides need to understand they're building the same thing, not just negotiating over it. Shortcuts, blame, or wishful thinking won't help.

The real answer seems simple:
take the time to prepare properly, secure capacity, set realistic budgets, define clear roles and governance. ***The project success will follow.***



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