

VOLUME 04

LOTTE

ENTERPRISE DIGITAL WORKPLACE TRANSFORMATION

Building a Cloud-First Employee
Experience for a Future-Ready Enterprise



PUBLISHED BY

DEVENDRA KUMAR

Enterprise Transformation Leader
Certified Chief Digital Officer (CDO)



Executive Perspective

The workplace is no longer a place. It is a strategic business capability.

A modern digital workplace empowers people to do their best work—anywhere, anytime—driving resilience, agility, and growth for the enterprise.



“ The shift to a digital workplace is not just an IT initiative. It is a **business imperative.** ”



PEOPLE CENTRIC

Empower employees with seamless experiences that drive engagement.



CLOUD ENABLED

Leverage cloud agility to scale, adapt, and innovate with speed.



SECURE BY DESIGN

Protect people, data, and systems with a strong security foundation.



BUSINESS ALIGNED

Align technology with business goals to drive measurable outcomes.



FUTURE READY

Build a foundation for continuous transformation and long-term growth.



Business Context

Multiple forces converged to create urgency and opportunity.

The merger, legacy systems, technology end-of-life, and a global pandemic created the perfect storm—demanding a modern, unified, and future-ready digital workplace.





Executive Challenge

One question defined our mission.

LOTTE needed to modernize thousands of employee workspaces, enable secure remote work, and ensure business continuity—all during a global pandemic. The challenge was not just technical. It was human, operational, and strategic.



The challenge was to deliver transformation at scale, with zero compromise on **people, security, or performance.**





Transformation Strategy

A holistic strategy designed to deliver a modern, secure, and people-centric digital workplace.

Our strategy aligns business priorities, employee needs, and technology innovation to create a unified digital experience that drives productivity, agility, and growth.

“

Strategy is about making choices, trade-offs; it's about deliberately choosing to be different.

— Michael Porter



One strategy. Six pillars. Endless impact.

Building a workplace that empowers people and drives performance.





Enterprise Scale

Transformation executed with speed, precision, and resilience—delivering measurable scale and business continuity.

The program delivered a modern, secure, and scalable digital workplace enabling thousands of employees to work productively from anywhere, anytime.

WHAT WE DELIVERED – VERIFIED FACTS



2018

Three companies merged

LOTTE consolidated three entities to build a stronger, unified enterprise.



MARCH 2020

Transformation program launched

Digital workplace transformation initiated to modernize and secure the employee experience.



2,500

Windows devices upgraded

Windows 7 to Windows 10 migration completed to enhance security, reliability, and performance.



~1,000

VDI desktops migrated

Approximately 1,000 desktops migrated within the first four months.



4,000

Cloud-based VDI devices by end of 2021

Scaled to 4,000 devices on VMware Cloud on AWS, ensuring flexibility and business continuity.



HYBRID

VMware Cloud on AWS

Hybrid environment operated seamlessly across cloud and on-premises.



STRATEGIC PARTNERSHIP

DXC + VMware + AWS

Strong partnership delivered end-to-end expertise and accelerated time to value.



BUSINESS CONTINUITY

Enabled during COVID-19

Employees continued to work securely and productively from anywhere during the pandemic.

SCALE HIGHLIGHTS



Global enterprise with diverse business operations.



Enterprise-grade security and secure remote access.



Cloud-powered architecture for scalability and agility.



Standardized and optimized digital workplace delivery.



Built a strong foundation for future innovation and growth.

“

A large-scale, mission-critical transformation executed in record time—**modernizing the workplace** and **ensuring business continuity** at every step.





Executive Decisions

Key decisions that shaped the success of the program.

These decisions were critical in navigating complexity, accelerating adoption, and delivering measurable impact for LOTTE.

“

In transformation, strategy sets the direction, but decisions determine the destination.



01

WHY HYBRID CLOUD?

To combine cloud agility with control, security, and compliance for a resilient and future-ready foundation.



02

WHY VMWARE CLOUD ON AWS?

Proven platform, seamless integration, and operational consistency across hybrid environments.



03

WHY PARALLEL OPERATIONS?

To ensure business continuity during migration with zero disruption to operations.



04

WHY A PHASED MIGRATION?

To manage risk, ensure quality, and deliver quick early wins that build momentum.



05

WHY EMPLOYEE EXPERIENCE FIRST?

Because adoption drives productivity and business value starts with people.



06

WHY SECURITY & IDENTITY?

Zero trust, governance, and compliance embedded from day one to protect our people, data, and operations.



07

WHY INTELLIGENT OPERATIONS?

Automation, AI, and analytics to drive proactive operations, efficiency, and continuous improvement.



Every decision was made with a clear view of the future—**focused on agility, resilience, experience, and lasting impact.**





A GOVERNANCE MODEL BUILT FOR SCALE AND SPEED

Governance Model

Strong governance ensured accountability, transparency, and accelerated execution.

Our governance model connected people, processes, and platforms to drive alignment and deliver results at scale.



GOVERNANCE ENABLERS



GOVERNANCE COMMITTEES

Executive Steering Committee, Architecture Board, Security Council, Change Advisory Board.



CLEAR ROLES & RESPONSIBILITIES

Defined RACI across functions for ownership and accountability.



POLICY & STANDARDIZATION

Global policies and standards to ensure consistency, security, and compliance.



TRANSPARENCY & REPORTING

Real-time dashboards and structured reporting for visibility and insights.



CONTINUOUS ASSURANCE

Regular audits, reviews, and feedback loops to strengthen governance.

OUR GOVERNANCE PRINCIPLES



ACCOUNTABLE
Clear ownership at every level.



TRANSPARENT
Open, visible, and data-driven.



CONSISTENT
Standardized and repeatable.



COLLABORATIVE
Aligned teams. Stronger outcomes.



ADAPTIVE
Evolving with business and technology.



VALUE FOCUSED
Every decision drives measurable impact.

“

Good governance is not about control. It is about creating the clarity and confidence to move fast in the right direction.

— Unknown





BUSINESS OUTCOMES – WHAT WE ACTUALLY DELIVERED

Business Outcomes

Real outcomes delivered for employees, IT, and the business—enabling resilience and growth.

The transformation delivered a modern, secure, and scalable digital workplace that supported thousands of employees and ensured business continuity during an unprecedented global pandemic.



BUSINESS CONTINUITY DURING COVID-19

Enabled employees to work securely from anywhere, ensuring uninterrupted operations during the pandemic.

FACTS

- Resilient digital workplace enabled secure remote work at scale.



MODERN EMPLOYEE EXPERIENCE

Delivered a consistent and high-quality virtual desktop experience across on-premises and cloud environments.

FACTS

- ~1,000 VDI desktops migrated in the first four months.



CLOUD TRANSFORMATION AT SCALE

Successfully migrated thousands of virtual desktops to a cloud-based environment for greater flexibility and scalability.

FACTS

- 4,000 cloud-based VDI devices on VMware Cloud on AWS by the end of 2021.



SECURITY & ENDPOINT MODERNIZATION

Upgraded to Windows 10 and implemented a secure, modern workplace with enhanced security and compliance.

FACTS

- 2,500 Windows 10 devices upgraded as part of the program.



HYBRID OPERATIONS WITH MINIMAL DISRUPTION

Operated cloud and on-premises environments side by side, ensuring a seamless transition with no disruption to users.

FACTS

- Hybrid VMware Cloud on AWS environment delivered a smooth and reliable transition.



STRONG FOUNDATION FOR FUTURE GROWTH

Built a future-ready digital workplace that supports ongoing innovation, agility, and business expansion.

FACTS

- A scalable platform established to support future technology adoption and growth.

“

The transformation ensured that our employees could work **anywhere, anytime—securely and productively.**

LOTTE Leadership



A modern, secure, and scalable digital workplace delivered **measurable impact**—enabling business continuity during the pandemic and creating **a strong platform for the future.**





Leadership Reflections

Lessons that will guide future transformations.

This transformation was not just about technology. It was about people, decisions, and the courage to lead change at scale.

“

Transformation is a journey of intent, alignment, and relentless execution.

The future belongs to organizations that adapt faster, empower people, and stay purpose-driven.

– Devendra Kumar
Chief Digital Officer
Enterprise Transformation Leader

FOUR LESSONS. LASTING IMPACT.

01



INTEGRATION CREATES TRANSFORMATION.

Aligning people, processes, and technology together unlocks real business value.

02



PEOPLE DETERMINE TECHNOLOGY SUCCESS.

Adoption, training, and change enable lasting impact.

03



CROSS-CULTURAL COLLABORATION ACCELERATES DELIVERY.

Trust, communication, and shared purpose bring diverse teams together.

04



LEADERSHIP MATTERS MOST DURING UNCERTAINTY.

Clarity of vision, conviction, and authentic leadership inspire confidence.



Leading transformation is about creating clarity in complexity, building belief in change, and delivering value that lasts.

Together, we built the foundation for a future-ready LOTTE.

“

The greatest impact comes when technology enables people to do their best work and the organization to reach its full potential.

”





Conclusion

A transformation that redefined the workplace and accelerated our future.

Our digital workplace transformation was more than a technology program—it was a strategic journey that empowered our people, strengthened our capabilities, and positioned LOTTE for sustainable growth in a digital-first world.



KEY TAKEAWAY

When strategy, technology, people, and governance come together, transformation becomes a catalyst for **lasting value**.



PEOPLE

Empowered and engaged to do their best work.



TECHNOLOGY

Modern, secure, and scalable by design.



GOVERNANCE

Strong oversight that drives trust and accountability.



IMPACT

Measurable results that accelerate business growth.

“

The digital workplace is not the destination—it is the foundation for how we innovate, collaborate, and grow together.

”



WHAT WE BUILT

- A future-ready digital workplace
- Scalable cloud foundation
- Secure and resilient operations
- A people-first culture of innovation



WHAT LIES AHEAD

- Continuous innovation and automation
- Smarter, data-driven experiences
- Sustainable and responsible growth
- Creating even greater value for our customers, partners, and communities



This is not the end of our transformation journey.

It is the beginning of our next chapter—driven by purpose, powered by people, and built for the future.

