

EXECUTIVE LEADERSHIP PORTFOLIO

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LEADERSHIP. SCALE. OUTCOMES.

Three decades of leading enterprise transformation, operating-model excellence and technology-led change.

Delivering measurable business outcomes at scale.



DEVENDRA KUMAR
ENTERPRISE TRANSFORMATION PARTNER



01 | EXECUTIVE PROPOSITION

The Executive Behind Enterprise Transformation.

DEVENDRA KUMAR

Enterprise Transformation Partner

I partner with executive teams to simplify enterprise complexity, redesign operating models, strengthen governance and deliver measurable business outcomes.

**30+ YEARS
LEADERSHIP**

Three decades spanning technology, global delivery, managed services, operations and enterprise transformation.

**ENTERPRISE
TRANSFORMATION**

Leading complex transformation across technology, operating models, services and business operations.

**STRATEGY
TO EXECUTION**

Connecting strategic direction with governance, execution discipline and measurable outcomes.

**GLOBAL
LEADERSHIP**

Leading complex programmes, teams and stakeholder environments across geographies and industries.

WHERE I CREATE VALUE**STRATEGY**

Translate priorities into executable transformation agendas.

OPERATING MODEL

Simplify structures, processes, governance and accountability.

TECHNOLOGY

Align technology, data, AI and platforms with business priorities.

EXECUTION

Lead complex programmes through disciplined governance and delivery.

OUTCOMES

Connect transformation activity to measurable business performance.

LEADERSHIP PRINCIPLE

Simplify complexity. Align people and technology. Execute with discipline. Measure the outcome.



DEVENDRA KUMAR
Enterprise Transformation Partner

02 | CAREER EVOLUTION

From Technology Leadership to Enterprise Transformation.

A progression of increasing responsibility, expanding scope and deepening impact across technology, operations and enterprise transformation.

01	1990 – 1996 ENGINEER & EARLY PROFESSIONAL	FOUNDATION Built strong technical foundations and a disciplined approach to solving complex technology problems.
02	1996 – 2002 SUBJECT MATTER EXPERT	EXPERTISE Established deep technical expertise and became a trusted source of guidance across complex technology environments.
03	2002 – 2008 GLOBAL DELIVERY LEADER	SCALE Moved from technical expertise into global delivery leadership, expanding responsibility across locations, teams and clients.
04	2008 – 2014 MANAGED SERVICES & OPERATIONS LEADER	OPERATIONAL EXCELLENCE Expanded into managed services and operational leadership, connecting service performance with business requirements.
05	2014 – 2022 ENTERPRISE TRANSFORMATION EXECUTIVE	TRANSFORMATION Shifted from operational leadership to enterprise-wide transformation across technology, operating models and business functions.
06	2022 – PRESENT ENTERPRISE TRANSFORMATION PARTNER	EXECUTIVE PARTNERSHIP Partner with executive leadership to shape transformation strategy, simplify complexity and connect enterprise priorities with execution.

THREE DECADES. SIX LEADERSHIP STAGES.
Increasing scope. Expanding responsibility. Greater enterprise impact.



03 | LEADERSHIP SCALE

Leadership at Scale.

Three decades of leading transformation, global delivery and managed services across complex enterprise environments.

€200M+

STRATEGIC PORTFOLIO LEADERSHIP

300+

PROFESSIONALS LED

20+

FORTUNE 500 CLIENTS

5

GLOBAL REGIONS

North America | South America | Europe
Africa & Middle East | Asia Pacific

1,200+

APPLICATIONS MODERNIZED

2,500+

SERVERS TRANSFORMED

THE SCALE BEHIND THE LEADERSHIP

People. Business. Technology. Geography.

04 | TRANSFORMATION EXPERIENCE

Where Transformation Meets Execution.

Deep experience across the technology, operating model, service and business dimensions of enterprise transformation.

01 ENTERPRISE TRANSFORMATION

Redesign the enterprise around strategy, operating models and measurable performance.

- Operating model redesign
- Business process transformation
- Organizational change & adoption

02 TECHNOLOGY TRANSFORMATION

Modernize technology landscapes through cloud, applications, platforms and data.

- Cloud & infrastructure transformation
- Application modernization
- Platform engineering & IT modernization

03 SERVICE TRANSFORMATION

Transform service models and operations to improve performance, reliability and experience.

- Service model transformation
- SLA & performance improvement
- Experience & quality enhancement

04 BUSINESS OPERATIONS

Strengthen business operations through governance, resource management and operational excellence.

- Resource & capability management
- Portfolio & programme governance
- Operational excellence

05 AI & AUTOMATION

Apply AI, data and intelligent automation to improve productivity and decision quality.

- AI strategy & adoption
- Automation platforms & RPA
- Data-driven decision enablement

06 GOVERNANCE & RISK

Create governance structures that improve transparency, accountability and execution confidence.

- Governance frameworks
- Risk & compliance management
- Controls & process assurance

THE TRANSFORMATION THREAD

Strategy. People. Process. Technology. Governance.

I bring these dimensions together to turn complex transformation agendas into disciplined execution and measurable outcomes.

05 | BUSINESS OUTCOMES

Transformations That Deliver Measurable Value.

I focus on outcomes that matter, improving efficiency, reducing complexity, strengthening performance and creating lasting business value.

OUTCOMES ACROSS KEY TRANSFORMATION AREAS

TRANSFORMATION AREA	WHAT CHANGED	BUSINESS OUTCOME
01 ENTERPRISE TRANSFORMATION	Redesigned the enterprise around strategy, operating models and measurable performance.	Stronger alignment to strategy, improved agility and faster time-to-market.
02 TECHNOLOGY TRANSFORMATION	Modernized technology landscapes through cloud adoption, application modernization and platform engineering.	50% COST OPTIMISATION, increased scalability and improved resource utilisation.
03 SERVICE TRANSFORMATION	Redesigned service delivery models, automated operations and strengthened service management practices.	99% SERVICE RELIABILITY, improved SLA performance and higher customer satisfaction.
04 OPERATING MODEL REDESIGN	Streamlined processes, clarified roles, implemented governance and aligned the operating model with business strategy.	Greater operational efficiency, reduced cycle times and improved decision-making.
05 AUTOMATION & AI ADOPTION	Introduced AI-driven insights, RPA and automation platforms to transform manual and repetitive processes.	Reduced manual effort, improved productivity and enabled data-driven decision-making.
06 GOVERNANCE TRANSFORMATION	Established governance frameworks, risk management and portfolio oversight across transformation programmes.	Improved transparency, stronger compliance and greater executive confidence.



BUSINESS IMPACT THAT MATTERS

Enduring impact delivered through disciplined execution, strong governance and a relentless focus on outcomes.

50%

COST OPTIMISATION

99%

SERVICE RELIABILITY

30%

TURNAROUND IMPROVEMENT

US\$250K+

ANNUALISED SAVINGS

06 | SELECTED TRANSFORMATION CASES

Transformation Experience in Practice.

Three enterprise transformations demonstrating how I lead complex change from challenge to measurable outcome.

01 GLOBAL INFRASTRUCTURE & SERVICE TRANSFORMATION

THE CHALLENGE

Fragmented IT infrastructure and high operating costs were limiting agility, consistency and scalability across a global enterprise.

MY ROLE

Led end-to-end infrastructure transformation and global delivery consolidation, aligning technology, service delivery and operating processes.

THE TRANSFORMATION

- Modernised infrastructure
- Consolidated global delivery
- Standardised service operations
- Strengthened governance and resilience

THE OUTCOME

30%

Infrastructure cost reduction

40%

Service efficiency improvement

Stronger

Scalability and resilience

02 GLOBAL CLOUD & APPLICATION TRANSFORMATION

THE CHALLENGE

Rapid business growth, legacy regional data centres and increasing digital demand required a scalable technology foundation.

MY ROLE

Led an enterprise cloud transformation across application migration, infrastructure modernisation and technology change across multiple regions.

THE TRANSFORMATION

- US\$50M enterprise cloud transformation
- 300 SAP and non-SAP applications migrated
- 500 servers modernised
- Data centre exit across multiple regions

THE OUTCOME

US\$50M

Transformation programme

300

Applications migrated

500

Servers modernised

34

Countries supported

03 DIGITAL WORKPLACE & HYBRID CLOUD TRANSFORMATION

THE CHALLENGE

A complex workplace environment required modernisation while maintaining continuity across a distributed organisation.

MY ROLE

Led the migration to a modern hybrid workplace architecture, coordinating technology delivery and global stakeholder alignment.

THE TRANSFORMATION

- 2,500 devices migrated to Hybrid VDI
- VMware Horizon implemented on VMware Cloud on AWS
- First VMware Cloud on AWS Horizon implementation in Japan
- Phased global migration

THE OUTCOME

2,500

Devices migrated

1st in Japan

Implementation milestone

30%

Productivity improvement

20%

Reduction in IT support calls



THREE TRANSFORMATIONS. ONE LEADERSHIP APPROACH.

Clarify the challenge. • Align the enterprise. • Lead the transformation. • Measure the outcome.

07 | GLOBAL & INDUSTRY LEADERSHIP

Global Perspective. Industry Depth.

Leading transformation across geographies, industries and complex enterprise environments.



NORTH AMERICA

SOUTH AMERICA

EUROPE

AFRICA & MIDDLE EAST

ASIA PACIFIC

GLOBAL REACH

5

GLOBAL REGIONS

Experience across
all major regions,
bringing a truly
global perspective.

15+

COUNTRIES

Transformation
initiatives delivered
across 15+ countries
worldwide.

INDUSTRY EXPERIENCE

RETAIL & CONSUMER

Transforming global retail
operations, supply chains and
customer experiences to drive
growth and agility.

MANUFACTURING

Enabling smart manufacturing,
operational excellence and
resilient supply chains through
technology-led transformation.

HEALTHCARE

Improving patient outcomes
and operational efficiency
through digital, data and
process transformation.

CONSUMER PRODUCTS

Driving innovation, demand
responsiveness and end-to-end
value chain transformation for
consumer businesses.

FINANCIAL SERVICES

Delivering secure, compliant
and customer-centric solutions
that enable growth and
business performance.



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ENTERPRISE TRANSFORMATION PARTNER

08 | EXECUTIVE CAPABILITIES

How I Lead Transformation.



A focused set of executive capabilities built around strategy, transformation, governance, technology, people and disciplined execution.

01	STRATEGIC DIRECTION <i>Align vision, priorities and investment.</i>	Translate enterprise ambition into clear priorities, transformation roadmaps and executable choices.
02	TRANSFORMATION LEADERSHIP <i>Lead complex change from strategy to adoption.</i>	Connect business objectives, operating models, technology and execution across enterprise transformation.
03	OPERATING MODEL & GOVERNANCE <i>Create clarity, accountability and control.</i>	Design operating models, governance structures and decision frameworks that improve execution and enterprise performance.
04	TECHNOLOGY & AI LEADERSHIP <i>Apply technology with business purpose.</i>	Lead cloud, modernisation, data and AI initiatives where technology improves business performance and enterprise capability.
05	VALUE & COMMERCIAL MANAGEMENT <i>Connect investment to measurable value.</i>	Evaluate business cases, portfolios, financial priorities and transformation investments against expected outcomes.
06	PEOPLE, STAKEHOLDERS & CHANGE <i>Build alignment and enable people to succeed.</i>	Engage executives, teams and stakeholders, build high-performing environments and lead organisational change with clarity.
07	EXECUTION & DELIVERY <i>Turn strategy into sustained performance.</i>	Bring programme discipline, governance, accountability and delivery focus to complex transformation agendas.

LEADERSHIP SIGNATURE

OUTCOME FOCUSED Measured by business impact.	STRATEGIC Thinks beyond individual programmes.	COLLABORATIVE Builds alignment across boundaries and functions.	TRUSTED Leads with integrity, transparency and accountability.	ADAPTIVE Responds to complexity without losing direction.
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09 | RECOGNITION & REPUTATION

Recognized for Leadership. Trusted for Results.

Recognition earned through transformation leadership,
delivery excellence, innovation and sustained contribution.



AWARDS & RECOGNITION

FUJITSU STAR AWARDS

2023 | 2024 | 2025

Three Fujitsu Star Awards for excellence in recognition of outstanding contributions to client success, innovation and transformation leadership.

HP ITO HERO OF THE YEAR

Recognized for leadership and contribution that significantly advanced performance and delivered exceptional value within HP ITO.

STAR OF DIGITAL

Recognized for driving digital transformation initiatives that enabled innovation, improved customer experience and business outcomes.

MERITORIOUS LONG SERVICE AWARD

Recognized for sustained commitment, leadership and dedicated service over a distinguished career.

EXECUTIVE REPUTATION

TRANSFORMATION LEADERSHIP

Trusted to lead complex enterprise transformation across technology, operations and operating models, delivering sustainable business impact.

EXECUTIVE PARTNERSHIP

Experience partnering with senior executives and business leaders on strategy, governance and transformation execution.

DELIVERY CREDIBILITY

Recognition earned through measurable delivery, operational improvement and consistent focus on outcomes that matter.

THOUGHT LEADERSHIP

Founder of DevSDXCorner and creator of Enterprise Transformation frameworks and publications that drive insights and enable leaders.

PROFESSIONAL CREDENTIALS

CHIEF DIGITAL OFFICER

Indian School
of Business

ITIL MASTER

ITIL v2 and v3
credentials

TOGAF

Enterprise
Architecture

MICROSOFT

ARCHITECT
ACCREDITATION

SAFE AGILIST

Scaled Agile
Framework



DEVENDRA KUMAR
ENTERPRISE TRANSFORMATION PARTNER

10 | INTELLECTUAL PROPERTY & PUBLICATIONS

Ideas Built From Experience.

Turning decades of transformation experience into executive frameworks, operating systems and practical transformation publications.

PROPRIETARY FRAMEWORKS

ENTERPRISE TRANSFORMATION FRAMEWORK™

A leadership system for sustainable business transformation.

9 LAYERS



Created by Devendra Kumar

ENTERPRISE TRANSFORMATION EXECUTIVE OPERATING SYSTEM™

A leadership architecture for sustainable business value.



Created by Devendra Kumar

ENTERPRISE TRANSFORMATION BRIEFS



01

GLOBAL RETAIL TECHNOLOGY TRANSFORMATION

Leading a large-scale transformation to modernise a global retail technology estate.



02

DIGITAL FOUNDATION FOR GLOBAL GROWTH

Building the digital foundation to enable global scale, agility and sustainable growth.



03

ENTERPRISE DIGITAL WORKPLACE TRANSFORMATION

Creating a cloud-first workplace to empower people, improve experience and drive business performance.

ENTERPRISE TRANSFORMATION REVIEW

Executive perspectives on transformation, leadership, operating models, technology and business value.

ETR

ENTERPRISE TRANSFORMATION REVIEW



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ENTERPRISE TRANSFORMATION PARTNER

11 | EXECUTIVE VALUE PROPOSITION

Strategy. Transformation. Value.

I partner with executive teams to simplify complexity, redesign operating models, align technology with business priorities and deliver measurable outcomes.



THE VALUE I BRING

01	02	03	04	05
CLARITY	TRANSFORMATION	GOVERNANCE	VALUE	LEADERSHIP
<i>Turn complexity into direction.</i>	<i>Connect strategy to execution.</i>	<i>Create the discipline to deliver.</i>	<i>Make outcomes visible.</i>	<i>Align people around change.</i>
Translate enterprise priorities into clear transformation agendas, roadmaps and decisions.	Lead transformation across operating models, technology, services and business operations.	Establish governance, accountability and executive decision structures for complex transformation.	Connect transformation investment to cost, productivity, service performance and business value.	Bring executives, teams and stakeholders together around a shared direction and disciplined execution.

WHAT DIFFERENTIATES MY APPROACH

SIMPLIFY FIRST —

Clarify strategy, operating models, governance and data before introducing technology.

BUSINESS BEFORE TECHNOLOGY

Start with business priorities, then determine the technology response.

GOVERNANCE THROUGH EXECUTION

Build accountability and decision rights into the transformation operating model.

OUTCOMES OVER ACTIVITY

Measure value created, not programmes completed.

“ Clarity in complexity. Discipline in execution.
Measurable value from transformation.

DEVENDRA KUMAR
Enterprise Transformation Partner

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12 | CONTACT

Let's Build What's Next.

I partner with executive teams to simplify complexity, lead transformation and create measurable business value.

If your organisation is facing a complex transformation challenge, I would welcome the conversation.



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CONNECT ON WEBSITE

Simplify Complexity.
Deliver Value.
Enable What's Next.



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EXECUTIVE LEADERSHIP PORTFOLIO
SERIES 01 | PORTFOLIO EDITION 01