



DEVENDRA KUMAR LB
ENTERPRISE TRANSFORMATION EXECUTIVE

ENTERPRISE TRANSFORMATION™

CASE 01

GLOBAL CLOUD TRANSFORMATION

Transforming a Complex Technology Estate
at Enterprise Scale

A global eyewear enterprise operating across 150 countries modernised its technology estate at scale—reducing infrastructure cost, simplifying operations, and building a platform for future growth.

45%

DATA-CENTRE
FOOTPRINT
REDUCTION

80% / €4M

CAPEX REDUCTION /
ANNUAL SAVINGS

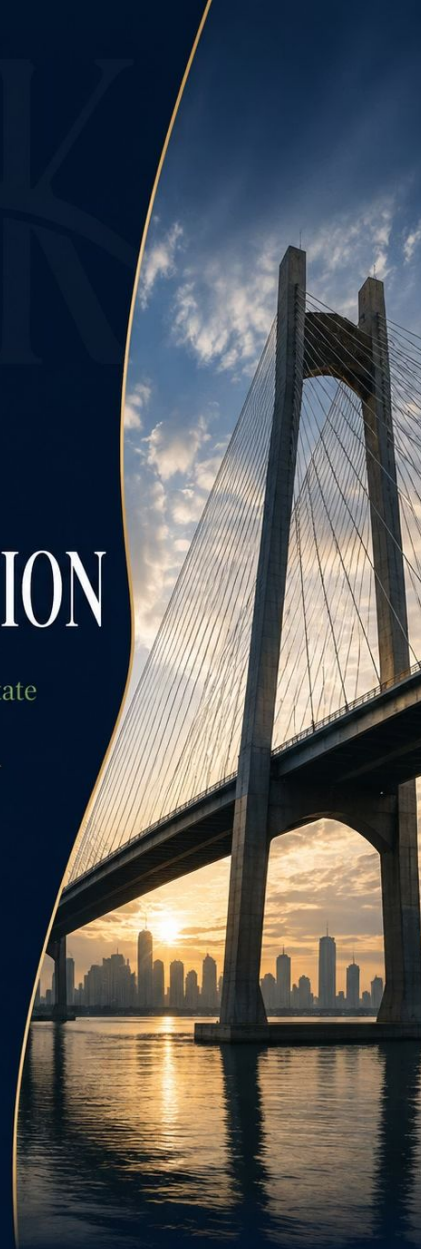
12%

LABOUR-COST
REDUCTION OVER
3 YEARS



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BUSINESS CONTEXT

A global eyewear enterprise operating across 150 countries faced a complex technology estate that was constraining growth and agility.

SCALE	COMPLEXITY	BUSINESS NEED	TRANSFORMATION REQUIREMENT
150+ COUNTRIES	Ageing and heterogeneous infrastructure	Support next-generation applications and innovation	Modernise the technology estate at scale
1,200+ APPLICATIONS	Redundant systems and underutilised assets	Improve reliability, performance and service levels	Adopt a hybrid architecture with cloud at the core
2,500+ VIRTUAL MACHINES	- High maintenance and operational overhead - Application transformation risks across mission-critical workloads	- Increase agility to respond to market change - Enhance security, compliance and risk management	- Retire redundant systems and reduce data-centre footprint - Deliver transformation with zero business interruption

The enterprise required a transformation that would reduce infrastructure cost, simplify operations, and build a platform for sustainable growth.

KEY CONTEXT

Supporting complex, integrated business models

Operating in a highly regulated environment across multiple regions

Balancing innovation with stability and business continuity

Need for measurable value in a capital constrained environment

Driving efficiency through scale, standardisation and automation





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THE BUSINESS CASE

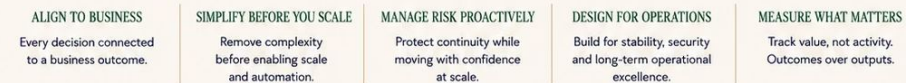
Technology modernisation was no longer an IT initiative.
It became a business imperative.



THE TRANSFORMATION PATHWAY



PRINCIPLES THAT GUIDED THE CASE



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TRANSFORMING COMPLEXITY
INTO CLARITY. DELIVERING
VALUE AT ENTERPRISE SCALE.

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THE TRANSFORMATION CHALLENGE

Scale created complexity.
Complexity created risk.
Risk threatened value.



THE REAL CHALLENGE	This was not a technology problem. It was a transformation challenge—one that required leadership, architecture, governance and discipline working together.	THE IMPERATIVE Modernise at scale. Reduce cost. Strengthen resilience. Enable future growth. With zero business disruption.
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KEY FORCES DRIVING THE CHALLENGE



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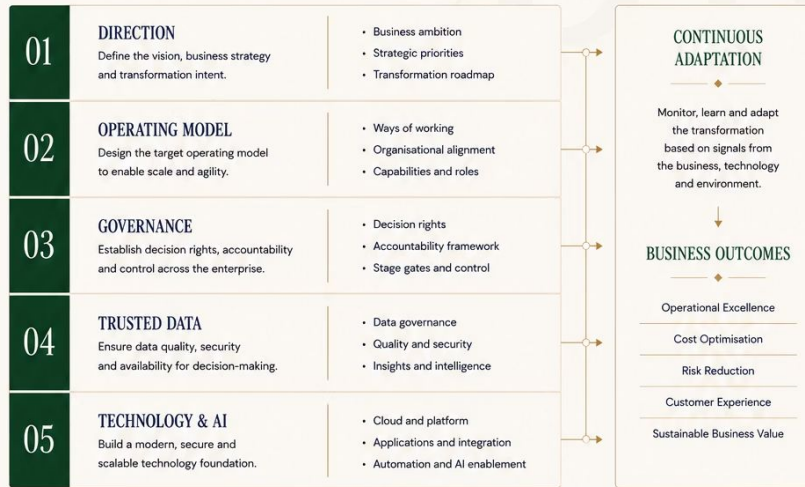
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THE TRANSFORMATION ARCHITECTURE

A transformation designed as a system.
Aligned to business outcomes. Built for change.



ARCHITECTURE PRINCIPLES

BUSINESS ALIGNED

Every component is designed to deliver measurable business outcomes.

SIMPLE BY DESIGN

Simplicity reduces complexity, improves speed and lowers operational cost.

SECURE BY DEFAULT

Security and compliance are built in at every layer, by design.

SCALABLE BY INTENT

The architecture enables elasticity, resilience and enterprise-scale performance.

ADAPTIVE BY CHOICE

Change is continuous. The system evolves with the business.



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THE EXECUTIVE DECISIONS

Five decisions shaped the transformation.
They aligned strategy, execution and value.

01

ADOPT A HYBRID CLOUD OPERATING MODEL

Leverage cloud for scalability and agility while retaining traditional infrastructure where it delivered the best outcome.

PRINCIPLE

Use the right environment for the right workload.

02

SEQUENCE MIGRATION BY BUSINESS CAPABILITY

Group applications by business capability to manage complexity, reduce risk and deliver measurable value in waves.

PRINCIPLE

Sequence for value, not for convenience.

03

ESTABLISH EXECUTIVE GOVERNANCE

Create strong governance forums with clear decision rights, stage gates and accountability to maintain alignment and control.

PRINCIPLE

Governance should accelerate decisions and reduce friction.

04

PRIORITISE RISK OVER DELIVERY SPEED

Protect business continuity, security and compliance by managing risk proactively rather than reacting to it.

PRINCIPLE

Sustainable transformation requires disciplined risk management.

05

DESIGN FOR LONG-TERM OPERATIONAL SUSTAINABILITY

Build an operating model, capabilities and processes that ensure efficiency, resilience and continuous improvement.

PRINCIPLE

Transformation is complete only when it delivers sustained value.

DECISIONS IN CONTEXT

These decisions were interdependent. Each decision reinforced the others, creating a coherent path from strategy to execution to outcomes.

FROM STRATEGY TO OUTCOMES

STRATEGIC INTENT → EXECUTIVE DECISIONS → COHERENT EXECUTION → MEASURABLE VALUE

DECISION ENABLERS

Clear priorities
Aligned leadership
Transparent data
Trusted partnerships



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THE OPERATING MODEL

A target operating model designed to deliver scale, resilience, efficiency and continuous value.

THE TARGET OPERATING MODEL

1. ALIGN	2. BUILD	3. RUN	4. ASSURE	5. IMPROVE
Align strategy, priorities and demand to business outcomes. • Strategic alignment with business goals • Portfolio prioritisation and funding • Demand management and intake • Value-based decision-making	Design, build and migrate with reusability and quality at the core. • Architecture and solution design • Migration and modernisation • Engineering standards and automation • Quality, testing and security by design	Operate reliably with performance, security and cost efficiency. • Application and infrastructure operations • Monitoring and performance management • Incident and problem management • Cost management and optimisation	Ensure compliance, risk management and service excellence. • Governance, risk and compliance • Service management and SLA adherence • Audit, controls and continual assurance • Data protection and privacy	Continuously improve capabilities, processes and value delivery. • Performance analytics and insights • Process improvement and automation • Innovation and technology evolution • Lessons learned and knowledge reuse

GOVERNANCE THAT ENABLES EXECUTION

DECISION RIGHTS	ACCOUNTABILITY	CONTROL AND TRANSPARENCY
Clear decision rights across strategy, architecture, investments and delivery to accelerate decisions and reduce bottlenecks.	Defined ownership, roles and responsibilities to ensure outcomes are delivered and commitments are met.	Stage gates, metrics and reporting to provide visibility, manage risk and ensure consistent control across the enterprise.

OPERATING MODEL PRINCIPLES

BUSINESS OUTCOME DRIVEN	SIMPLE AND STANDARDISED	SECURE BY DESIGN	DATA AND INSIGHT LED	AGILE AND ADAPTIVE
Every activity connects to measurable business outcomes and value realisation.	Use common frameworks, standards and platforms to reduce complexity and increase consistency.	Build security and compliance into every process, platform and decision.	Use data and analytics to inform decisions, improve performance and drive continuous improvement.	Adapt to change, evolve capabilities and respond to business needs with speed.



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THE GOVERNANCE FRAMEWORK

Governance provided clarity, alignment and control across decisions, execution and value delivery.

GOVERNANCE PILLARS

01 DECISION RIGHTS	02 ACCOUNTABILITY	03 CONTROL ENVIRONMENT	04 TRANSPARENCY AND INSIGHT	05 VALUE ASSURANCE
Clear decision rights across strategy, architecture, investment, delivery and operations. Eliminates ambiguity and accelerates decision-making.	Named ownership and defined responsibilities for outcomes, milestones and performance. Accountability drives follow-through and results.	Policies, standards, processes and controls that ensure consistency, compliance and risk management across the enterprise.	Visibility through metrics, dashboards and reporting that enable informed decisions and proactive management of risk and performance.	Continuous validation that investments, programs and operations deliver measurable business value and sustainable impact.

GOVERNANCE IN ACTION

FOCUS AREA	HOW WE APPLIED GOVERNANCE
Strategy and Priorities	Governance forums validated strategic intent, prioritised investments and ensured alignment to business outcomes.
Architecture and Standards	Architecture reviews and standards ensured consistency, security, scalability and interoperability across the enterprise.
Delivery and Performance	Stage gates, KPIs and dashboards enabled disciplined execution, early risk detection and corrective action.
Risk and Compliance	Proactive risk management, compliance oversight and audit readiness built trust and protected the business.
Value Realisation	Benefits tracking and value reviews ensured outcomes were achieved and sustained over the long term.

GOVERNANCE
IS NOT OVERHEAD.
IT IS THE SYSTEM
THAT CREATES
FREEDOM TO EXECUTE.

When governance is clear, proportionate and accountable, it removes friction, builds confidence and enables the organisation to move faster with control.



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THE TRANSFORMATION PORTFOLIO

A balanced portfolio of initiatives designed to modernise the enterprise, strengthen operations and build future capabilities—delivering measurable business value.

THE TRANSFORMATION WAS ORGANISED AS A PORTFOLIO ACROSS FOUR CATEGORIES.

01 INFRASTRUCTURE	02 APPLICATIONS	03 OPERATIONS	04 GOVERNANCE
Build a resilient, scalable and cost-optimised infrastructure foundation. KEY INITIATIVES • Data-centre consolidation • Cloud migration • Server and platform modernisation • Network and storage optimisation • Security and compliance hardening PRIMARY OUTCOME Lower cost, higher resilience and scalable capacity.	Simplify, modernise and optimise applications to improve agility and value. KEY INITIATIVES • Application assessment and rationalisation • Re-hosting to modern platforms • Re-architecting for cloud and scale • Re-factoring and modern code enablement • Retirement of obsolete applications PRIMARY OUTCOME Faster time to market and improved application quality.	Transform operations to deliver efficiency, reliability and continuous improvement. KEY INITIATIVES • Service management transformation • Automation and orchestration • Performance and capacity management • Incident and problem management improvement • Operating model and role realignment PRIMARY OUTCOME Operational excellence and improved service levels.	Establish strong governance to ensure control, compliance and value realisation. KEY INITIATIVES • Risk and compliance management • Architecture standards and guidelines • Decision gates and quality assurance • Value tracking and benefits realisation • Change and stakeholder governance PRIMARY OUTCOME Better control, lower risk and value assurance.

PORTFOLIO CONTROL FRAMEWORK

Every initiative was evaluated and prioritised using a common set of criteria to ensure the right investments received the right resources at the right time.

01 PRIORITY	02 VALUE	03 RISK	04 CAPACITY	05 DEPENDENCY	06 READINESS
Strategic importance and alignment to business objectives.	Expected benefits and value realisation potential.	Risk level, complexity and impact on business continuity.	Availability of people, skills, funding and technology.	Interdependencies across initiatives, systems and vendors.	Organisational and technical readiness to execute.

A BALANCED PORTFOLIO.
DISCIPLINED PRIORITISATION.
FOCUSED EXECUTION.
MEASURABLE RESULTS.

This portfolio approach ensured that resources were invested where they would deliver the greatest impact and create sustainable value for the enterprise.



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VALUE EVIDENCE

Tangible results that demonstrate the business impact of the transformation.

TRANSFORMATION AT A GLANCE

45% DATA CENTRE FOOTPRINT REDUCTION Significant optimisation of physical infrastructure	80% / €4M CAPEX REDUCTION / ANNUAL SAVINGS Lower capital investment delivering recurring savings	12% LABOUR COST REDUCTION OVER THREE YEARS Productivity improvement and operating model efficiency	1,200+ APPLICATIONS Rationalised, migrated and managed in the enterprise
2,500+ VIRTUAL MACHINES Consolidated and migrated to the target environment	150 COUNTRIES Transformed infrastructure supporting global operations	Zero BUSINESS INTERRUPTION Mission-critical services delivered without disruption	100% OPERATIONAL CONTINUITY Services available, reliable and resilient throughout

BEYOND THE NUMBERS

COST EFFICIENCY	Optimised infrastructure and cloud economics delivered sustainable cost efficiency and predictable spending.
AGILITY	Modern platforms and standardised services enabled faster provisioning, releases and time to market.
RESILIENCE	Enhanced availability, resilience and disaster recovery strengthened business continuity and risk posture.
QUALITY	Improved service levels, reduced incidents and automated operations enhanced service quality and user experience.
SCALABILITY	A scalable foundation to support growth, innovation and future digital initiatives across the enterprise.

MEASURABLE VALUE. PROVEN IMPACT.
A TRANSFORMATION THAT DELIVERS AND ENDURES.



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THE LEADERSHIP TEST

Transformation is not won by technology.
It is won by leadership—tested across
multiple dimensions.

FOUR DIMENSIONS THAT DEFINE LEADERSHIP IN TRANSFORMATION

01	02	03	04
DECISION QUALITY Making high-consequence choices at scale.	EXECUTION DISCIPLINE Maintaining momentum without compromising control.	ORGANISATIONAL ALIGNMENT Keeping global stakeholders aligned around common outcomes.	ADAPTATION Responding to new information while maintaining strategic direction.
WHAT THIS MEANT • Prioritising investments that deliver lasting value • Balancing speed with risk and compliance • Choosing the right architecture and partners • Setting clear, measurable outcomes	WHAT THIS MEANT • Translating strategy into actionable plans • Driving relentless focus on delivery • Managing dependencies and critical path • Ensuring quality, time and cost discipline	WHAT THIS MEANT • Engaging executives and business leaders • Communicating with clarity and consistency • Managing change and stakeholder expectations • Building trust across functions and geographies	WHAT THIS MEANT • Adjusting plans to changing realities • Managing emerging risks and opportunities • Learning and improving continuously • Staying focused on the end value

LEADERSHIP OPERATING LENS

The Executive Operating System™ guides how leadership shows up every day.

LEAD	DIRECT	GOVERN	EXECUTE	ENABLE	MEASURE	EVOLVE
Set direction and inspire purpose.	Align priorities and make decisions.	Establish guardrails and ensure accountability.	Drive delivery with focus and rigor.	Build capability and remove barriers.	Track progress and outcomes.	Learn, adapt and improve.

LEADERSHIP IS
THE DIFFERENCE
BETWEEN ACTIVITY
AND OUTCOME.

The real test of leadership is not in defining the strategy,
but in sustaining execution, aligning people and delivering
measurable business value—consistently.



EXECUTIVE LESSONS

Five enduring lessons from a complex transformation that continue to shape how I approach change.

KEY LESSONS FOR LASTING IMPACT

01	SIMPLIFY BEFORE YOU SCALE Complexity is the enemy of progress. Simplifying architecture, processes and decisions creates the clarity needed to scale with confidence.	LESS COMPLEXITY. GREATER IMPACT. A simpler foundation enables faster execution and more sustainable growth.
02	SEQUENCE TRANSFORMATION AROUND BUSINESS VALUE Start with the outcomes that matter most to the business. Sequence investments and initiatives to deliver value early, build momentum and fund what's next.	VALUE FIRST. SUSTAINED MOMENTUM. Business value creates alignment, confidence and the resources to go further.
03	GOVERNANCE SHOULD ACCELERATE DECISIONS Good governance doesn't create bureaucracy—it enables better decisions, reduces risk and keeps the transformation on track.	BETTER DECISIONS. FASTER PROGRESS. Clear governance builds trust, removes friction and keeps the enterprise moving forward.
04	TECHNOLOGY FOLLOWS THE OPERATING MODEL Technology delivers value when it is aligned to the operating model, processes and capabilities of the business. The operating model comes first.	RIGHT MODEL. RIGHT TECHNOLOGY. When people, process and technology work together, transformation becomes repeatable and scalable.
05	MEASURE OUTCOMES, NOT ACTIVITY Activity shows progress. Outcomes prove value. Focus on measurable business results, not the number of initiatives, meetings or deliverables.	REAL OUTCOMES. LASTING VALUE. What gets measured gets managed. Focus on outcomes to ensure the transformation delivers enduring business impact.

TRANSFORMATION IS A LEADERSHIP JOURNEY.

The real value is not in the technology, but in the choices we make, the people we align, the capabilities we build and the outcomes we deliver. These lessons continue to guide how I lead, transform and create value—today and for the future.



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THE DEVENDRA KUMAR LB PERSPECTIVE

A proven philosophy, a practical framework and an operating system that together drive measurable business outcomes.

THE INTEGRATED TRANSFORMATION SYSTEM



THE TRANSFORMATION EQUATION

Aligned Strategy + Right Architecture + Disciplined Execution + Effective Governance

SUSTAINABLE BUSINESS OUTCOMES

MY PERSPECTIVE

Enterprises do not fail because of technology. They fail because of misalignment, complexity and inconsistent execution.

True transformation begins with leadership—setting direction, making tough decisions and creating clarity.

It is executed through a clear framework, supported by the right operating system, governed with discipline, and measured relentlessly for impact.

My role is simple: translate strategy into action, simplify complexity, mobilise people and resources, and deliver outcomes that matter.

TRANSFORMATION IS NOT AN EVENT.
IT IS A LEADERSHIP COMMITMENT TO THE FUTURE.

30+ YEARS
Global Experience

€200M+ PORTFOLIOS
Strategic Programs Led

20+ FORTUNE 500 Clients Served

3 FUJITSU STAR AWARDS
2023 | 2024 | 2025

CCDO, ISB
Advanced Executive Education

ITIL MASTER
ITIL v2 & ITIL v3 Credentials



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