DEVENDRA KUMAR LB

ENTERPRISE TRANSFORMATION EXECUTIVE

ETF-003

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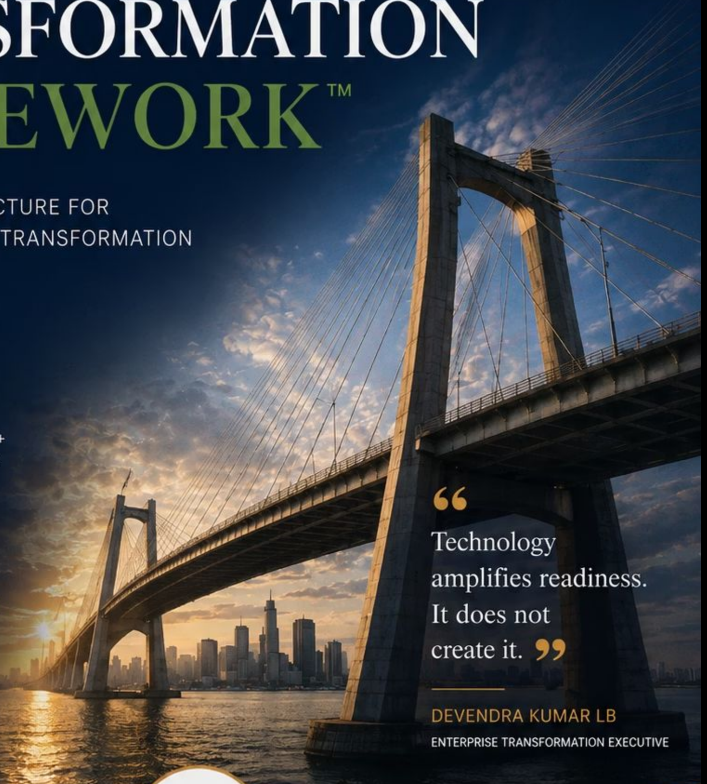
ENTERPRISE TRANSFORMATION FRAMEWORK™

A LEADERSHIP ARCHITECTURE FOR SUSTAINABLE BUSINESS TRANSFORMATION



DIRECTION
Vision +
Business Strategy

ENTERPRISE FOUNDATIONS
Operating Model + Governance +
Trusted Data + People & Culture

TECHNOLOGY & AI
Enable the enterprise

CONTINUOUS ADAPTATION
Measure + Learn +
Accelerate + Adapt

BUSINESS OUTCOMES
Create measurable value

> "Technology amplifies readiness. It does not create it."

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ENTERPRISE TRANSFORMATION™

SIMPLIFYING COMPLEXITY BEFORE INTRODUCING TECHNOLOGY

DEVENDRA KUMAR LB
CCDO, ISB | ITIL Master
30+ Years | €200M+ Portfolios | Global Impact
Three-Time Fujitsu Star Award Recipient
2023 | 2024 | 2025

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ENTERPRISE TRANSFORMATION FRAMEWORK™

WHAT THIS FRAMEWORK IS AND WHAT IT IS NOT

The Enterprise Transformation Framework™ is a leadership architecture for aligning strategy, enterprise foundations, technology, continuous adaptation and business outcomes in the right sequence.

It provides the structure for executive decisions about transformation readiness, investment, execution and value.

It does not prescribe implementation methods, technology platforms or delivery techniques.

WHAT THIS FRAMEWORK IS

01 A LEADERSHIP ARCHITECTURE
Defines the five domains and nine foundations required for enterprise transformation.

02 A TRANSFORMATION SEQUENCE
Shows the dependencies between foundations and the risks of skipping them.

03 A DIAGNOSTIC LENS
Assesses the strength of each foundation and identifies the transformation ceiling.

04 A DECISION SYSTEM
Creates decision gates for transformation investment and execution.

05 A GOVERNANCE STANDARD
Provides a board-level basis for oversight, intervention and accountability.

06 A VALUE FRAMEWORK
Connects transformation activity to measurable business outcomes.

WHAT THIS FRAMEWORK IS NOT

01 NOT A TECHNOLOGY FRAMEWORK
Does not prescribe platforms, architectures or technology stacks.

02 NOT AN IMPLEMENTATION METHODOLOGY
Does not prescribe project or delivery methods.

03 NOT AN INDUSTRY PLAYBOOK
Applies across sectors and geographies.

04 NOT A CHANGE MANAGEMENT MODEL
Defines conditions for change, not change tactics.

05 NOT A GUARANTEE OF SUCCESS
Provides structure and discipline. Execution determines results.

ENTERPRISE TRANSFORMATION FRAMEWORK™

THE ENTERPRISE TRANSFORMATION CHALLENGE

TRANSFORMATION FAILS WHEN TECHNOLOGY IS INTRODUCED BEFORE THE ENTERPRISE IS PREPARED TO ABSORB IT.

Enterprises today face accelerating change, rising complexity and higher expectations.
Despite significant investment, many struggle to achieve the outcomes they seek.
The challenge is not effort or ambition. It is sequence, alignment and discipline.

THE CURRENT REALITY

WHY TRANSFORMATION FALLS SHORT

COMPLEXITY
Multiple priorities, initiatives and technologies create overload and reduce focus.

FRAGMENTED STRATEGY
Strategy is not cascaded into operating models or execution.

DISCONNECTED OPERATING MODELS
Silos, handoffs and legacy ways of working limit speed and performance.

WEAK GOVERNANCE
Unlcear decision rights and accountability delay actions and create risk.

UNTRUSTED DATA
Decisions are made without reliable, timely and consistent information.

PEOPLE NOT READY
Skills, mindsets and adoption lag behind the pace of change.

TECHNOLOGY-FIRST INVESTMENT
Technology-first investments create complexity without delivering value.

INEFFECTIVE MEASUREMENT
Activity is measured. Value is not. Learning is not captured.

THE DESIRED STATE

WHAT TRANSFORMATION MAKES POSSIBLE

LEADERSHIP
Leaders set direction, make choices and create the conditions for execution.

ALIGNMENT
Strategy, operating model and priorities are aligned and connected.

CAPABILITY
The organisation is structured, empowered and equipped to execute.

TRUSTED INTELLIGENCE
Reliable data and insights drive better decisions and stronger performance.

TECHNOLOGY-ENABLED EXECUTION
Technology amplifies the enterprise when the foundations are in place.

SUSTAINABLE BUSINESS VALUE
Value is defined, measured and realised sustainably over time.

THE ESSENCE

SIMPLIFY COMPLEXITY.
ESTABLISH FOUNDATIONS.
THEN TRANSFORM.

This Framework provides the architecture for doing transformation in the right order—creating the conditions for sustainable value, not just short-term change.

SIMPLIFY FIRST. AUTOMATE SECOND.

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THE ENTERPRISE TRANSFORMATION ARCHITECTURE™

FIVE DOMAINS. NINE FOUNDATIONS. ONE ENTERPRISE.

Enterprise transformation requires more than aligned initiatives.
It requires the right conditions to exist across the enterprise, in the right sequence.
The Enterprise Transformation Framework™ connects leadership, direction, foundations, technology, adaptation and business outcomes into one architecture.

Transformation is not achieved by doing more in isolation.
It is achieved by aligning the right conditions in the right sequence.

Each domain strengthens the next.
Together, they create the capability to execute strategy and deliver sustainable business value.

Right foundations.
Right sequence.
Sustainable transformation.

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THE TRANSFORMATION LOGIC

WHY THE SEQUENCE WORKS. WHY IT CREATES VALUE.

Transformation succeeds when the right conditions are established in the right order. Each element enables the next and strengthens the enterprise for what comes ahead.

Sequence is not optional. It is the foundation of enterprise advantage.

01	**VISION**	Defines the destination.
02	**BUSINESS STRATEGY**	Chooses where to focus.
03	**OPERATING MODEL**	Determines how the enterprise works.
04	**GOVERNANCE**	Defines who decides and who is accountable.
05	**TRUSTED DATA**	Provides reliable evidence for decisions.
06	**PEOPLE & CULTURE**	Creates capacity and willingness to change.
07	**TECHNOLOGY & AI**	Amplifies the prepared enterprise.
08	**CONTINUOUS ADAPTATION**	Converts evidence into learning and adjustment.
09	**BUSINESS OUTCOMES**	Proves whether transformation created value.

> “A strong sequence creates clarity. Clarity enables confident action. Confident action creates value.”

THE ARCHITECTURE HAS A SEQUENCE.
TRANSFORMATION MANAGEMENT HAS A LOOP.

SEQUENCE CREATES STRENGTH.
SKIPPING FOUNDATIONS CREATES TRANSFORMATION RISK.

ENTERPRISE TRANSFORMATION FRAMEWORK™

LEADERSHIP

LEADERSHIP IS THE CONDITION ACROSS EVERY LAYER.

Leadership is not Domain 1.
Leadership surrounds the architecture.
It creates the clarity, commitment and courage
that enable transformation to endure.

LEADERSHIP
The condition across every layer.

01 DIRECTION
Vision
Business Strategy

02 ENTERPRISE FOUNDATIONS
Operating Model
Governance
Trusted Data
People & Culture

03 TECHNOLOGY & AI
Technology & AI
Amplifies enterprise capability.

04 CONTINUOUS ADAPTATION
Measure → Learn → Accelerate → Adapt

05 BUSINESS OUTCOMES
Financial
Customer
Operational
Innovation
Competitive

> “Transformation does not begin with technology. It begins with leadership creating the conditions for change.”

FOUR LEADERSHIP DISCIPLINES

01 NARRATIVE OWNERSHIP
Make transformation understandable, compelling and meaningful.

02 DECISIVE TRADE-OFFS
Choose where resources, attention and investment go.

03 RADICAL TRANSPARENCY
Make progress, risk and failure visible.

04 CAPABILITY INVESTMENT
Build the organisational capacity required to deliver and sustain transformation.

LEADERSHIP IN ACTION

- Strategic clarity
- Visible sponsorship
- Accountability
- Change leadership
- Outcome ownership

ENTERPRISE TRANSFORMATION FRAMEWORK™

DIRECTION

Vision + Business Strategy

**WHERE ARE WE GOING,
AND WHAT ARE WE CHOOSING TO PRIORITISE?**

Direction provides the enterprise with clarity of purpose.
It defines the destination we are committed to reach
and the strategic choices that will get us there.

01 | VISION

Defines the future state and creates shared ambition.

Vision describes the enterprise we aspire to become.
It inspires leaders, aligns the organisation
and guides decisions in times of uncertainty.

A CLEAR VISION IS:

- Compelling and easy to understand
- Rooted in purpose and customer value
- Ambitious yet achievable
- Directional, not restrictive
- A rallying point for the enterprise

02 | BUSINESS STRATEGY

Makes explicit choices about where to play, how to win and what not to pursue.

Strategy turns ambition into prioritised choices.
It focuses resources on what matters most
and defines how we will win.

A STRONG STRATEGY IS:

- Aligned to the vision and purpose
- Focused on a few high-impact priorities
- Differentiated by where and how we win
- Disciplined in resource allocation
- Translatable into measurable outcomes

EXECUTIVE ACTIONS

01 Define the future state and what success looks like.
02 Establish strategic priorities that drive the future state.
03 Make trade-offs explicit. Focus means saying no.
04 Stop initiatives without strategic alignment.
05 Cascade strategy into measurable commitments at every level.

FAILURE PATTERNS

VISION WITHOUT CHOICE
Creates ambition without direction.
Too many priorities dilute focus
and weaken execution.

STRATEGY WITHOUT CASCADE
Creates plans without execution.
Priorities stay at the top
and commitments never reach
the frontline.

> “Strategy is the discipline of choosing what not to do.”

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OPERATING MODEL

STRATEGY DETERMINES WHAT MATTERS.
THE OPERATING MODEL DETERMINES WHETHER
THE ENTERPRISE CAN DELIVER IT.

The operating model translates strategy into how the enterprise is structured, how decisions are made and how value is delivered every day. It defines the system that turns intent into results.

THE OPERATING MODEL COVERS

A FIT-FOR-PURPOSE SYSTEM THAT ENABLES EXECUTION AT SCALE.

ORGANISATION DESIGN
The right structure, roles and spans to deliver strategy.

DECISION FLOW
Clear decision rights, levels and escalation paths for speed and confidence.

PROCESS
Simple, standardised and aligned processes that create consistency and quality.

ACCOUNTABILITY
Clear ownership and measurable commitments for results.

WAYS OF WORKING
Aligned behaviours, collaboration norms and operating rhythms.

SERVICE DELIVERY
Designed to deliver a reliable, efficient and customer-centric experience.

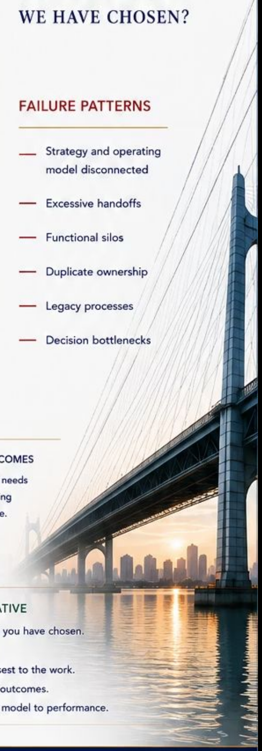
PERFORMANCE MANAGEMENT
Measures, targets and feedback loops that drive continuous improvement.

EXECUTIVE QUESTION

IS OUR OPERATING MODEL DESIGNED FOR THE STRATEGY WE HAVE CHOSEN?

FAILURE PATTERNS

- Strategy and operating model disconnected
- Excessive handoffs
- Functional silos
- Duplicate ownership
- Legacy processes
- Decision bottlenecks



MEASURE WHAT MATTERS

SPEED	COST	PRODUCTIVITY	ACCOUNTABILITY	CUSTOMER OUTCOMES
How quickly we make decisions and deliver.	How efficiently we use resources to deliver value.	How effectively people and systems create value.	How clearly outcomes are owned and measured.	How well we meet needs and create lasting customer value.
FASTER	LOWER	HIGHER	STRONGER	BETTER

> “A strategy the operating model cannot execute is not a strategy. It is an aspiration.”

EXECUTIVE IMPERATIVE

Design for the strategy you have chosen.
Simplify to accelerate.
Empower decisions closest to the work.
Hold accountability for outcomes.
Continuously adapt the model to performance.

ENTERPRISE TRANSFORMATION FRAMEWORK™

GOVERNANCE

GOVERNANCE SHOULD ACCELERATE DECISIONS, NOT SLOW THEM.

Strong governance creates clarity, confidence and speed.
It defines how decisions are made, who is accountable,
how issues are escalated and how investments are prioritised.
When governance is effective, the enterprise can act decisively and adapt quickly.

THE FOUR CORE GOVERNANCE COMPONENTS

01 | DECISION RIGHTS

Who decides?

Defines who has the authority to make decisions at every level and in every domain.

02 | ACCOUNTABILITY

Who owns the outcome?

Establishes clear ownership for results and consequences.

03 | ESCALATION

When does an issue move upward?

Sets the triggers, paths and timelines for escalation and resolution.

04 | PORTFOLIO CONTROL

Which initiatives receive attention and investment?

Ensures focus on the right initiatives that deliver strategic priorities and outcomes.

INVESTMENT GOVERNANCE

How are transformation investments approved, challenged and reallocated?

Defines investment criteria, funding rules and reallocation to drive maximum value.

When governance works

Decisions are clear. Actions are confident.
Risks are managed. Value is accelerated.

EXECUTIVE MEASURES

DECISION CYCLE TIME
The time from issue identification to decision.

ESCALATION FREQUENCY
How often issues escalate beyond the intended level.

DECISION REWORK
The percentage of decisions that require revision or rollback.

ACCOUNTABILITY CLARITY
The extent to which ownership is clear and accepted.

PORTFOLIO INTERVENTION SPEED
How quickly the portfolio is adjusted to changing priorities and evidence.

GOVERNANCE PRINCIPLE

Governance is not about control.
It is about enabling the right decisions at the right speed.

> “Good governance creates confidence to act.”

ENTERPRISE TRANSFORMATION FRAMEWORK™

TRUSTED DATA

TRUSTED DECISIONS REQUIRE TRUSTED DATA.

Data is an enterprise asset.
When it is trusted, it becomes the foundation for confident decisions and intelligent action.
When it is not, every decision carries risk.

EXECUTIVE QUESTION

"Could the board make a major decision today using the information available?"

THE FOUR DIMENSIONS OF TRUSTED DATA

01 QUALITY	02 ACCESS	03 GOVERNANCE	04 INTELLIGENCE
Accurate and consistent.	**Available where decisions happen.**	**Ownership, standards and controls.**	**Turning data into usable insight.**
Reliable at the source	Easy to find	Clear ownership	Contextualised information
Validated and cleansed	Easy to understand	Defined standards	Actionable dashboards
Consistent across systems	Secure and appropriate	Data policies and controls	Advanced analytics
Timely and up to date	Real time or near real time	Auditability and traceability	AI-ready and reliable
Without quality, there is no trust.	Without access, insight is invisible.	Without governance, risk multiplies.	Without intelligence, data has no impact.

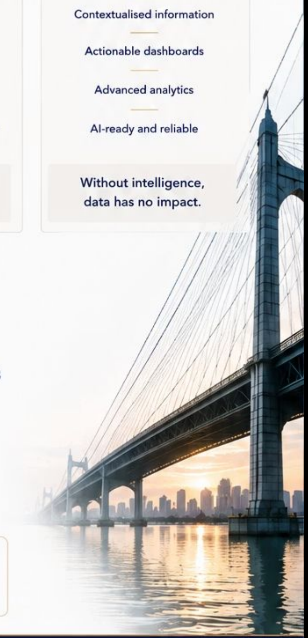
WHY IT MATTERS

- Trusted data enables confident decisions.
- Confident decisions drive faster action.
- Faster action creates business value.
- Business value sustains transformation.

FAILURE PATTERN

Technology scales faster than trust when data foundations are weak.

The result:
Mistrust in information
Slow and inconsistent decisions
Rework and wasted effort
Missed opportunities
Increased risk



"AI amplifies the quality of the enterprise intelligence behind it."

ENTERPRISE TRANSFORMATION FRAMEWORK™

PEOPLE & CULTURE

TRANSFORMATION HAPPENS THROUGH PEOPLE.

Strategy sets the direction, Systems enable execution.
But people bring change to life and sustain it.
A ready and committed organisation is the multiplier for every other foundation.

EXECUTIVE QUESTION

“Does the organisation have the capacity, capability and commitment to absorb the change?”

THE FOUR DIMENSIONS OF PEOPLE & CULTURE

01 LEADERSHIP

Leaders model the behaviours expected from the organisation.

- Visible sponsorship
- Role model behaviours
- Communicate with clarity
- Empower and enable
- Hold the line on priorities

Without leadership, change loses direction and pace.

02 CAPABILITY

Skills match the transformation ambition.

- Build the right skills
- Close capability gaps
- Invest in learning
- Create career pathways
- Strengthen expertise at scale

Without capability, ambition exceeds our ability.

03 ADOPTION

People understand why change matters and how their work changes.

- Make the case for change
- Engage early and often
- Equip for new ways of working
- Remove barriers
- Reinforce and support

Without adoption, change is designed but not delivered.

04 CULTURE

The organisation rewards learning, accountability and improvement.

- Promote a growth mindset
- Encourage collaboration
- Celebrate learning
- Reward accountability
- Foster inclusion and trust

Without culture, improvement will not sustain.

PEOPLE & CULTURE ENABLERS

PURPOSE	COMMUNICATION	COLLABORATION	EMPOWERMENT	RECOGNITION
Connect work to meaning and impact.	Share openly, listen actively, engage continuously.	Work across boundaries to solve together.	Give clarity, autonomy and decision rights.	Celebrate progress and reinforce the right behaviours.

WHEN PEOPLE & CULTURE FALL SHORT

- Resistance slows adoption and value.
- Low engagement reduces productivity.
- Skill gaps limit execution.
- Change fatigue creates burnout.
- Good plans never take root.

THE COMMITMENT

Build a people and culture foundation that is ready, resilient and able to deliver and sustain transformation.

MEASURE WHAT MATTERS

ADOPTION
The extent people embrace and use new ways of working.

CAPABILITY READINESS
The ability of the workforce to perform in the future state.

CRITICAL SKILLS
Availability of skills essential to deliver the strategy.

LEADERSHIP ENGAGEMENT
Active and visible leadership in driving change.

EMPLOYEE CONFIDENCE
The belief that we can succeed in the change ahead.

CHANGE CAPACITY
The bandwidth and resilience to absorb and sustain change.

> “Technology adoption is a people outcome before it is a technology outcome.”

ENTERPRISE TRANSFORMATION FRAMEWORK™

TECHNOLOGY & AI

TECHNOLOGY AMPLIFIES
THE ENTERPRISE YOU GIVE IT.

Technology is a powerful enabler when the enterprise is ready to absorb it.
It should extend human capability, accelerate value creation and unlock new possibilities—
not be used to compensate for weaknesses in strategy, systems or execution.

THREE QUESTIONS BEFORE WE INVEST

01	02	03
IS THE BUSINESS CASE CLEAR?	ARE THE FOUNDATIONS READY?	WILL TECHNOLOGY CHANGE THE OUTCOME?
Is the value tangible, measurable and worth the investment?	Are strategy, people, processes, governance and data in place?	Will technology create a meaningful difference to the business outcome?

TECHNOLOGY SHOULD ENABLE

01 **SCALE**
Support growth, reach and performance at enterprise scale.

02 **INTELLIGENCE**
Provide insight, foresight and data-driven decision support.

03 **AUTOMATION**
Eliminate manual effort and reduce cycle times.

04 **CONNECTIVITY**
Integrate systems, people and processes seamlessly.

05 **RESILIENCE**
Strengthen reliability, security and operational continuity.

06 **NEW BUSINESS CAPABILITY**
Enable innovation, new offerings and business model evolution.

TECHNOLOGY SHOULD NOT COMPENSATE FOR

01 **POOR STRATEGY**
Technology cannot fix a lack of clarity or direction.

02 **BROKEN PROCESSES**
Digitising inefficiency only accelerates inefficiency.

03 **WEAK GOVERNANCE**
Technology without governance increases risk.

04 **UNTRUSTED DATA**
Poor-quality data leads to poor-quality decisions.

05 **UNPREPARED PEOPLE**
Adoption fails when people and culture are not ready.

> “Technology amplifies readiness.
> It does not create it.”

ENTERPRISE TRANSFORMATION FRAMEWORK™

CONTINUOUS ADAPTATION

MEASURE → LEARN → ACCELERATE → ADAPT

THE DISTINCTION

The framework has a sequence.
Transformation management
has a loop.

WHY IT MATTERS

The enterprise environment changes.
Customer needs evolve.
Technology advances.
Markets shift.
Therefore, transformation
must adapt.

THE CONTINUOUS ADAPTATION LOOP

MEASURE
What happened?

LEARN
What does the evidence tell us?

ACCELERATE
Where should we increase focus and investment?

ADAPT
What needs to change?

THE FRAMEWORK HAS A SEQUENCE.
TRANSFORMATION MANAGEMENT HAS A LOOP.

THE LOOP FEEDS EVIDENCE BACK INTO THE ARCHITECTURE.

STRATEGY	→	OPERATING MODEL	→	GOVERNANCE	→	TRUSTED DATA	→	PEOPLE & CULTURE	→	TECHNOLOGY & AI
Set direction and priorities.		Design how work gets done.		Make decisions with clarity and accountability.		Generate reliable evidence.		Build capacity and commitment.		Amplify capability and outcomes.

> “Transformation is not
> a one-time design exercise.
> It is a continuous learning system.”

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BUSINESS OUTCOMES

TRANSFORMATION IS MEASURED BY VALUE CREATED, NOT ACTIVITY COMPLETED.

Projects produce outputs.
Transformation delivers outcomes.
Outcomes create value
that endures.

The goal is not to complete transformation.
The goal is to change the trajectory
of the business.

THE FIVE OUTCOME DIMENSIONS

01 FINANCIAL

Strengthen financial performance and create long-term value.

- Revenue growth
- Margin improvement
- Cost optimisation
- Capital efficiency

02 CUSTOMER

Create superior experiences that build loyalty and drive growth.

- Customer experience
- Retention
- Loyalty
- Growth

03 OPERATIONAL

Operate with excellence, consistency and agility.

- Productivity
- Quality
- Resilience
- Speed

04 INNOVATION

Build new sources of value and future growth.

- New products
- New services
- New capabilities
- Business models

05 COMPETITIVE

Strengthen position and create sustainable advantage.

- Market position
- Differentiation
- Strategic advantage

THE KEY DISTINCTION

OUTPUT

What did we deliver?

- Projects completed
- Systems implemented
- Processes designed
- Training delivered
- Milestones achieved
- Budgets spent

VS

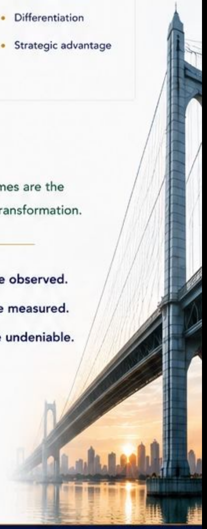
OUTCOME

What changed because we delivered it?

- Financial performance improved
- Customers more loyal
- Operations more efficient
- New capabilities created
- Market position strengthened
- Value increased

Outcomes are the proof of transformation.

They are observed.
They are measured.
They are undeniable.



“Transformation earns its name only when the business outcome changes.”

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ENTERPRISE TRANSFORMATION FRAMEWORK™

THE EXECUTIVE DECISION GATES

A DISCIPLINED DECISION SYSTEM FOR TRANSFORMATION INVESTMENT AND EXECUTION.

Transformation success is determined at decision points, not at the end.

Use these gates to pause, challenge assumptions, and decide with confidence.

GATE 01	Are we clear about the destination? 01 VISION	A shared and compelling ambition that defines where we are going and why it matters.	KEY FOCUS Clarity of purpose and ambition
GATE 02	Have we made explicit strategic choices? 02 BUSINESS STRATEGY	We cannot do everything. Choices create focus, trade-offs and competitive advantage.	KEY FOCUS Choices, trade-offs and focus
GATE 03	Can the operating model execute the strategy? 03 OPERATING MODEL	Structure, processes, capabilities and ways of working aligned to deliver the strategy.	KEY FOCUS Alignment and execution readiness
GATE 04	Are decision rights and accountability clear? 04 GOVERNANCE	Clear ownership and decision rights enable speed, accountability and confidence to act.	KEY FOCUS Decision rights and accountability
GATE 05	Do we trust the information driving decisions? 05 TRUSTED DATA	Trusted data and intelligence are the foundation of confident, high-quality decisions.	KEY FOCUS Data trust and information quality
GATE 06	Are people ready and capable? 06 PEOPLE & CULTURE	The right capabilities, mindset and commitment to adopt and sustain change.	KEY FOCUS Capability and change readiness
GATE 07	Is technology now justified? 07 TECHNOLOGY & AI	Technology must solve a real need, build on strong foundations and change the outcome.	KEY FOCUS Justified investment and impact
GATE 08	Are we learning from evidence? 08 CONTINUOUS ADAPTATION	Use evidence to measure, learn and adapt. Stay responsive to what the environment is telling us.	KEY FOCUS Feedback, learning and adaptation
GATE 09	Are we creating measurable business value? 09 BUSINESS OUTCOMES	Value is the ultimate test. Outcomes that improve performance, experience and competitive position.	KEY FOCUS Outcomes and sustained value

> “Transformation is not accidental.
> It is decided, disciplined and measured.”

ENTERPRISE TRANSFORMATION FRAMEWORK™

THE TRANSFORMATION PORTFOLIO

EXECUTIVES DO NOT MANAGE INDIVIDUAL INITIATIVES. THEY MANAGE COMPETING DEMANDS FOR CAPITAL, TALENT, ATTENTION, CAPACITY AND RISK APPETITE.

Every organisation faces constraints. Transformation is about choosing where to invest limited resources for maximum value.

EXECUTIVES ALLOCATE LIMITED RESOURCES ACROSS COMPETING DEMANDS.

- Capital
- Talent
- Attention
- Capacity
- Risk appetite

THE FOUR PORTFOLIO CATEGORIES

01 | RUN

Protect the enterprise.

Maintain stability, reliability and compliance. Keep the enterprise running and risks well managed.

FOCUS

- Operations
- Service delivery
- Risk and compliance
- Cost control

02 | OPTIMISE

Improve the enterprise.

Remove waste, improve productivity and enhance the enterprise.

FOCUS

- Process improvement
- Efficiency
- Quality
- Performance

03 | TRANSFORM

Change the enterprise.

Redesign how the enterprise works to create step-change improvement and future readiness.

FOCUS

- Operating model change
- Digital and data
- Capability building
- Enterprise programs

04 | INNOVATE

Create what the enterprise becomes next.

Explore new ideas, business models and markets for future growth.

FOCUS

- New products / services
- Emerging technologies
- New business models
- Ventures and pilots

THE EXECUTIVE QUESTIONS

WHERE SHOULD WE INVEST?
How do we allocate our limited resources for maximum value?

WHAT SHOULD WE STOP?
What activities, initiatives or investments no longer add value?

WHAT SHOULD WE ACCELERATE?
Where can we create disproportionate impact by moving faster?

WHAT SHOULD WE PROTECT?
What capabilities, assets and relationships are critical to our future?

> “Transformation is a portfolio decision before it becomes a delivery decision.”

ENTERPRISE TRANSFORMATION FRAMEWORK™

THE TRANSFORMATION DIAGNOSTIC

MEASURE WHAT MATTERS. FOCUS ON WHAT COUNTS.

Transformation success depends on the strength of your foundations. This diagnostic turns insight into action.

A simple, disciplined process to assess, prioritise and act.

Reassess regularly.
Track progress.
Raise the whole system.

THE JOURNEY

01 | SCORE

How strong is each foundation?

Rate each dimension on a scale of 1 to 5.

02 | RISK

Where are weaknesses threatening transformation?

Identify low scores that could constrain outcomes.

03 | PRIORITY

Which gaps require executive intervention?

Focus on the few gaps that will make the most difference.

04 | ACTION

What changes first?

Define the first moves, owners and milestones. Act with pace and discipline.

THE NINE TRANSFORMATION FOUNDATIONS

#	FOUNDATION	SCORE (1–5)
01	Vision	
02	Business Strategy	
03	Operating Model	
04	Governance	
05	Trusted Data	
06	People & Culture	
07	Technology & AI	
08	Continuous Adaptation	
09	Business Outcomes	

PRIORITY MATRIX

BUSINESS IMPACT	LOW	MEDIUM	HIGH
HIGH (3–5)	Monitor	High Priority	Critical Priority
MED (2–3)	Low Priority	High Priority	High Priority
LOW (1–2)	Low Priority	Monitor	Sustain

The lowest score in your organisation is your transformation ceiling.

MATURITY SCALE (1–5)

1–2	3	4–5	5
FRAGILE	**DEVELOPING**	**ESTABLISHED**	**LEADING**
Foundation materially constrains transformation.	Foundation exists but is inconsistently applied.	Foundation operates reliably across the enterprise.	Foundation continuously improves and creates advantage.

“The lowest score in your organisation is your transformation ceiling.”

ENTERPRISE TRANSFORMATION FRAMEWORK™

THE BOARD TRANSFORMATION STANDARD

THE QUESTIONS THAT GOVERN TRANSFORMATION DISCIPLINE.
THE INSIGHT THAT DRIVES VALUE.

Boards do not approve activity. They demand clarity, evidence and accountability.

These eight questions set the standard for oversight that matters.

They focus leadership on what creates value and protects enterprise performance.

THE EIGHT BOARD QUESTIONS

01 | STRATEGY

Are we investing behind the right strategic priorities?

Are our investments aligned to the strategy that will create long-term advantage?

02 | CAPITAL

Are transformation investments producing the expected return?

Are we seeing the financial and non-financial returns we committed to achieve?

03 | PORTFOLIO

Which initiatives should stop, accelerate or change?

Are we allocating scarce resources to the initiatives that create the most value?

04 | RISK

Where is transformation increasing enterprise risk?

Are we recognising and mitigating the risks that could undermine our success?

05 | DATA

Do executives trust the information used for major decisions?

Is our data accurate, timely, complete and fit for decision-making?

06 | PEOPLE

Do we have the capability and capacity to execute?

Do we have the right skills, mindset, leadership and capacity to deliver at scale?

07 | VALUE

Are expected benefits becoming realised outcomes?

Are benefits tracking as planned and creating the value we intended?

08 | RESILIENCE

Is transformation strengthening the enterprise's ability to respond to change?

Are we building a more adaptable, agile and resilient enterprise?

THE BOARD PRINCIPLE

“The board does not govern transformation activity.
It governs transformation value, risk and strategic alignment.”

THE LEADERSHIP IMPERATIVE

TRANSFORMATION IS NOT DELIVERED BY PLANS.
IT IS DELIVERED BY LEADERSHIP.

SIMPLIFY FIRST.
AUTOMATE SECOND.

ALIGN.	Align the enterprise around a clear purpose, strategy and direction.
SIMPLIFY.	Remove complexity before adding technology.
ENABLE.	Build the capabilities, governance and culture required for sustainable performance.
EXECUTE.	Translate strategy into action and measurable accountability.
MEASURE.	Measure what matters and connect activity to outcomes.
ADAPT.	Learn continuously, adjust quickly and sustain value.

Technology changes rapidly.
Leadership principles endure.

> “The enterprise that simplifies before it digitises creates the conditions for transformation to endure.”

DEVENDRA KUMAR LB

Enterprise Transformation Executive

CCDO, ISB | ITIL Master

30+	€200M+	Global
Years	Portfolios	Impact

Three-Time Fujitsu Star Award Recipient

2023 | 2024 | 2025

ENTERPRISE TRANSFORMATION™

SIMPLLIFYING COMPLEXITY
BEFORE INTRODUCING TECHNOLOGY