



DEVENDRA KUMAR LB

ENTERPRISE TRANSFORMATION ADVISORY

Simplifying Complexity Before Introducing Technology

DIGITAL FOUNDATION FOR GLOBAL GROWTH

Global Consumer & Retail Enterprise
Enterprise Digital Platform Transformation



*“A transformation begins long before
the first system is migrated. It begins
when leadership chooses a direction.”*

DEVENDRA KUMAR

Enterprise Transformation Partner

Simplifying Complexity Before Introducing Technology™



02 | WHY THIS TRANSFORMATION MATTERED

WHY THIS TRANSFORMATION MATTERED

A moment of disruption. A need for a stronger foundation.

Customer behaviour shifted rapidly towards digital ordering, delivery and takeout.

The business needed to maintain continuity, greater agility and operational resilience while responding to changing demand.

The challenge was bigger than infrastructure. The enterprise needed a stronger digital foundation.

CHANGING CUSTOMER DEMAND

Digital ordering, delivery and takeout.

BUSINESS PRESSURE

Need for continuity, agility and operational resilience.

DIGITAL FOUNDATION

A stronger, more resilient platform.

EXECUTIVE INSIGHT

“Growth creates urgency, Leadership determines whether the organisation is prepared to seize it.”





03 | THE SCALE OF THE TRANSFORMATION

THE SCALE OF THE TRANSFORMATION

The transformation required coordinated change across the application estate, infrastructure, identity and security environment.

PROGRAMME SCOPE

US\$50M

TRANSFORMATION
PROGRAMME

300

SAP AND NON-SAP
APPLICATIONS

500

SERVERS IN SCOPE

TRANSFORMATION SCOPE

01

APPLICATION ESTATE

Migration of 300 SAP
and non-SAP
applications in scope.

02

INFRASTRUCTURE

500 servers in scope
for migration to AWS
as part of the
data-centre exit.

03

IDENTITY & SECURITY

Azure AD integration,
SSO, self-service
password reset.

EXECUTIVE INSIGHT

“Transformation at scale requires more than technology. It requires coordinated decisions across the enterprise.”



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04 | THE STRATEGIC APPROACH

THE STRATEGIC APPROACH

Strategy is not movement. It is choosing the right route.

FROM BUSINESS NEED TO BUSINESS VALUE



TRANSFORMATION FOUNDATION

APPLICATION ESTATE	INFRASTRUCTURE	IDENTITY & SECURITY	DATA & ANALYTICS
Modernised SAP and non-SAP applications.	Migrated servers to AWS as part of the data-centre exit.	Azure AD integration, SSO and self-service password reset.	Enable more data-driven operations and business insight.

PROGRAMME SCOPE

300 Applications	500 Servers	AWS Migration	Azure AD Integration
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EXECUTIVE INSIGHT

“The strategic question is not how fast technology moves. It is whether the foundation is ready for what the business needs next.”





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05 | THE EXECUTIVE DECISIONS

THE EXECUTIVE DECISIONS

Transformation advances through deliberate decisions, not technology alone.

DECISION	WHY	ENABLES	EXECUTIVE PRINCIPLE
01 EXIT THE DATA CENTRE	Reduce operational complexity and cost while enabling a modern, scalable environment.	500 servers in scope for migration to AWS as part of the data-centre exit.	Simplify the foundation to create capacity for growth.
02 MODERNISE THE APPLICATION ESTATE	Migrate 300 SAP and non-SAP applications in scope.	A more agile, efficient and maintainable application environment.	Modernise with a clear business purpose, not for technology alone.
03 STRENGTHEN IDENTITY & SECURITY	Enhance security and simplify access across the enterprise.	Azure AD integration, SSO, self-service password reset.	Build trust and resilience into the foundation.
04 TURN DATA INTO OPERATIONAL VALUE	Create greater visibility and enable faster, data-driven decisions.	Use of AWS analytics services, automated sales reporting and inventory visibility.	Focus on outcomes that improve how the business operates.

EXECUTIVE INSIGHT

“The quality of transformation depends on the quality of decisions made before execution begins.”

EXECUTIVE PRINCIPLE

Move technology forward without losing sight of the business it supports.

06 | THE TRADE-OFFS

THE TRADE-OFFS

Every transformation choice creates a consequence.

Each decision created meaningful opportunities while also introducing new considerations that needed to be managed to protect business continuity and long-term value.

01

CLOUD MIGRATION

A move to a modern, scalable infrastructure.

OPPORTUNITY

Scalability, agility and modernisation.

CONSIDERATION

Migration complexity and continuity risk.

02

DATA-CENTRE EXIT

A shift from legacy infrastructure to a more efficient environment.

OPPORTUNITY

Simplified infrastructure and reduced operational burden.

CONSIDERATION

Transition risk and dependency management.

03

SECURITY MODERNISATION

Stronger identity, access and security controls.

OPPORTUNITY

Simplified access and a stronger identity foundation.

CONSIDERATION

Implementation complexity and user adoption.

04

DATA & ANALYTICS

Greater visibility to support faster, better decisions.

OPPORTUNITY

Better visibility and faster decision-making.

CONSIDERATION

Data quality, integration and governance.

EXECUTIVE LENS

“Trade-offs become easier to manage when leaders make the intended outcome and acceptable risk explicit.”

EXECUTIVE INSIGHT

Transformation is not about eliminating trade-offs. It is about making them visible before they become constraints.



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07 | LEADERSHIP UNDER CONSTRAINTS

LEADERSHIP UNDER CONSTRAINTS

Transformation leadership is tested when competing priorities arrive together.

The transformation required balancing speed, scale, modernisation and business continuity while coordinating change across applications, infrastructure, identity and security.

FOUR KEY TENSIONS

01

SPEED ↔ CONTINUITY

Move quickly to meet business demand while maintaining stable operations.

02

SCALE ↔ COMPLEXITY

Deliver enterprise-wide change across a large application and infrastructure environment.

03

MODERNISATION ↔ RISK

Adopt modern platforms and capabilities while managing migration and operational risk.

04

TECHNOLOGY ↔ BUSINESS VALUE

Focus on business outcomes, not just technology implementation.

LEADERSHIP IN ACTION

ROLE

Enterprise Architect

Provided enterprise architecture direction and cross-workstream coordination for the cloud migration and data-centre exit.

EXECUTIVE INSIGHT

“Leadership under constraint is not about removing every tension. It is about keeping competing priorities aligned around the outcome.”



08 | BUSINESS OUTCOMES

BUSINESS OUTCOMES

Technology creates potential. Business outcomes appear when the new foundation changes how the organisation operates.

FROM FOUNDATION TO OUTCOMES

01

TECHNOLOGY
FOUNDATION

A modern, scalable and integrated technology foundation.

300

Applications

500

Servers

AWS

Migration

Azure AD

Integration

02

OPERATIONAL
CHANGE

The new foundation enabled changes in how the organisation operates.

Automated
sales reporting

Inventory visibility

CASE EVIDENCE

The programme exited data centres in three regions, moved mission-critical SAP workloads and added analytics for sales and inventory visibility.

EXECUTIVE INSIGHT

"Technology creates potential. Business outcomes appear when the new foundation changes how the organisation operates."

09 | LESSONS FOR EXECUTIVES

LESSONS FOR EXECUTIVES

WHAT THIS EXPERIENCE REINFORCED.

01

START WITH THE BUSINESS OUTCOME

Define the business change before defining the technology response.

02

MAKE CRITICAL DECISIONS EXPLICIT

Make the choices, trade-offs and decisions required to move transformation forward visible.

03

TREAT TECHNOLOGY AS AN ENABLER

Use technology to support the business outcome, not become the outcome.

04

GOVERN FOR DECISION VELOCITY

Create the governance conditions required for timely, aligned decisions.

05

MEASURE BUSINESS CHANGE

Measure whether transformation changed how the enterprise operates.

TRANSFORMATION LOGIC



FROM LESSONS TO ADVISORY THINKING

Experience → Insight → Framework → Advisory



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10 | FROM EXPERIENCE TO ADVISORY

WHAT THIS EXPERIENCE CHANGED

The lasting lesson was not a single technology decision. It was the discipline required to align decisions, technology and business outcomes.

The transformation brought applications, infrastructure, identity, security and data together while the business was responding to rapidly changing customer behaviour.

EXECUTIVE PRINCIPLE

Complexity must become visible before it can be simplified.

01**EXPERIENCE**

A global consumer and retail enterprise modernised its digital foundation across applications, infrastructure, identity and security.

300 applications
500 servers
AWS migration

02**INSIGHT**

Technology is rarely the hardest part.

The harder challenge is aligning business priorities, strategic choices, decision rights, execution and outcomes.

When these connections are unclear, complexity moves from one part of the enterprise to another.

03**FRAMEWORK****STRATEGY**

Choose the direction and define what matters.

GOVERNANCE

Make ownership, decisions, trade-offs and escalation explicit.

EXECUTION

Translate decisions into coordinated enterprise change.

OUTCOMES

Measure whether transformation changed the business.

04**ADVISORY****DIAGNOSE**

Where is transformation losing value, creating friction or accumulating risk?

DESIGN

What needs to change across strategy, operating model, governance and technology?

GOVERN

What executive mechanisms keep decisions, execution and outcomes aligned?

WHEN THIS EXPERIENCE BECOMES RELEVANT

Transformation complexity is obscuring priorities
Business and technology decisions are drifting apart
Decision rights are unclear or fragmented

Technology investment is moving faster than business alignment
Transformation needs recovery rather than another roadmap
Leadership needs clearer visibility of value and outcomes

EXECUTIVE CLOSING

Transformation leadership is not about having every answer at the beginning. It is about creating the conditions for the right decisions to be made, executed and measured.

EXPERIENCE → INSIGHT → FRAMEWORK → ADVISORY

One transformation experience. A repeatable way to approach enterprise complexity.