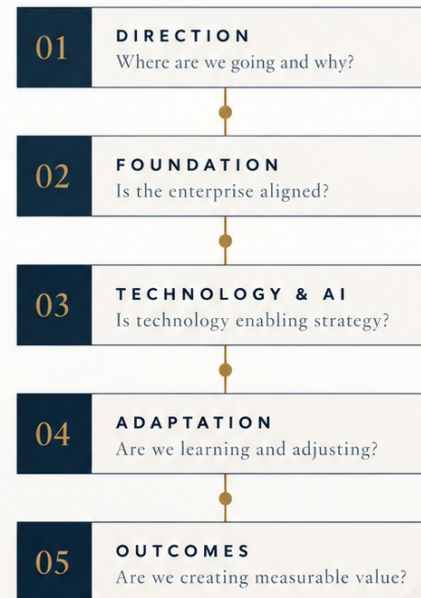


Enterprise Transformation Framework™

Diagnose what must change.



Diagnose what must change.

Enterprise transformation rarely breaks in one place.

ETF™ provides an executive architecture for identifying where transformation is constrained, what needs attention first, and how the enterprise needs to align around measurable outcomes.

WHY ETF™

01

ALIGN

Connect direction, enterprise foundations and technology.

02

SEQUENCE

Address dependencies before adding more activity.

03

OUTCOME

Keep transformation connected to measurable business value.

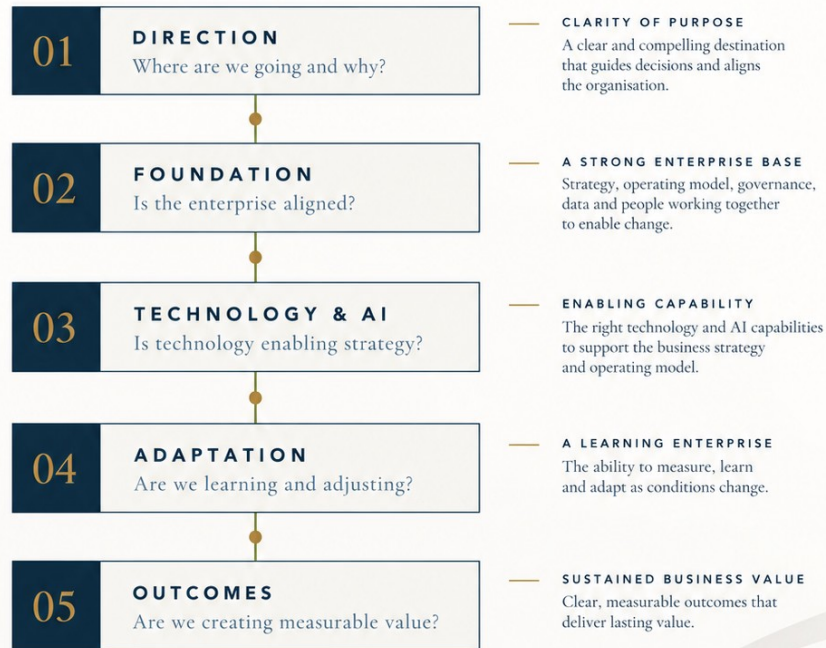
The order is the intellectual property.

The public model shows the architecture.
The advisory application goes deeper.

THE EXECUTIVE MODEL

Five dimensions. One transformation view.

ETF™ provides a structured executive view of where transformation is constrained, what needs attention and how the enterprise must align to create measurable business value.



The order is the intellectual property.
Each dimension creates the conditions for the next.

The public model shows the architecture.
The advisory application goes deeper.

EXECUTIVE QUESTIONS

What should leadership ask?

These five questions bring the key dimensions of transformation into one executive view. They help leadership identify what is constrained, what needs attention and where to focus decisions.

01

Are we clear on where we are going and why?

A compelling and well-defined transformation ambition is essential to guide decisions and align the enterprise.

02

Is the enterprise aligned to deliver the change?

Strategy, operating model, governance, data and people need to work together to enable transformation.

03

Is technology enabling the strategy?

Technology and AI should support, not drive, the business strategy and operating model.

04

Are we learning and adapting as conditions change?

Transformation requires continuous measurement, learning and adjustment as internal and external conditions evolve.

05

Are transformation investments producing measurable value?

Progress should be assessed through clear and meaningful business outcomes that deliver lasting value.

TRANSFORMATION SEQUENCE

Starting in the wrong place creates downstream constraints.



Technology is often where transformation becomes visible.
It is rarely where transformation begins.

THE COST OF SKIPPING

01**SKIP DIRECTION**

Investment fragments because the destination is unclear.

02**SKIP FOUNDATION**

Technology moves ahead of operating readiness.

03**SKIP GOVERNANCE**

Decisions slow while risk surfaces late.

Detailed sequencing assessment forms part of the advisory application.

ADVISORY APPLICATION

From framework to diagnosis.

ETF™ is applied through a structured approach that turns complexity into an executive view. The process helps leadership identify constraints, prioritise what matters and align decisions to measurable outcomes.

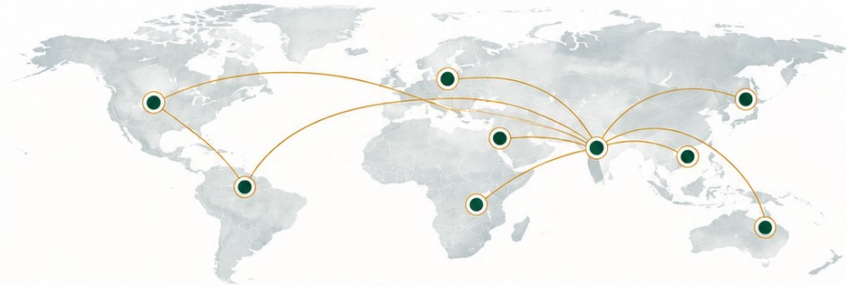


The public model shows the architecture.
The advisory application goes deeper.

APPLIED AT SCALE

The framework has been applied to transformation at scale.

A €150M transformation spanning 150+ markets, involving 1,200+ business-critical applications, delivered six months ahead of schedule.

**€150M**TRANSFORMATION
INVESTMENT**1,200+**BUSINESS-CRITICAL
APPLICATIONS**150+**

MARKETS

6 monthsAHEAD OF
SCHEDULE[VIEW TRANSFORMATION EVIDENCE →](#)

The leadership imperative is not to adopt more technology. It is to build an enterprise worth automating.

FROM DIAGNOSIS TO DECISION

ETF™ turns transformation complexity into an executive view.

ETF™ gives leadership teams a clear view of what is constraining progress, where to focus, and what needs to be decided to deliver measurable outcomes.

01**TRANSFORMATION CONSTRAINTS**

Where progress is being limited.

02**PRIORITY AREAS**

Where leadership attention is required.

03**DEPENDENCIES**

What needs resolution before further investment.

04**EXECUTIVE DECISIONS**

Where leadership intervention is required.

THE DEEPER METHODOLOGY

The public ETF™ model explains the architecture. Advisory engagements apply the deeper diagnostic, sequencing and evidence methodology to a specific transformation.

**THREE DISCIPLINES.
ONE TRANSFORMATION AGENDA.**[DISCUSS YOUR TRANSFORMATION →](#)[EXPLORE EOS™ →](#)