



ENTERPRISE TRANSFORMATION BRIEF • VOLUME 01

CASE 01

Global Retail-Cloud Transformation

Simplifying a Complex Global Technology Estate

A €150M transformation across 150+ markets, modernising a global technology estate and delivering measurable financial, infrastructure and delivery outcomes.

SELECTED TRANSFORMATION OUTCOMES

€4M

ANNUAL OPERATING
SAVINGS

80%

CAPEX
REDUCTION
in re-architected
systems

45%

DATA-CENTRE
FOOTPRINT REDUCTION

6 months

AHEAD OF
SCHEDULE

Case-specific results from a single global enterprise transformation.

*From complexity
today to greater
possibility tomorrow.*

STRATEGY • OPERATING MODEL • TECHNOLOGY • GOVERNANCE • OUTCOMES

A MORE
RESILIENT
TOMORROW



The Transformation Challenge

Scale had created complexity.

Global expansion across 150+ markets had increased technology and operating-model complexity. The estate included 1,200+ ageing applications, fragmented operations and siloed systems that slowed decisions and constrained growth.

150+

MARKETS

1,200+

AGEING APPLICATIONS

€150M

TRANSFORMATION
PROGRAMME

15 months

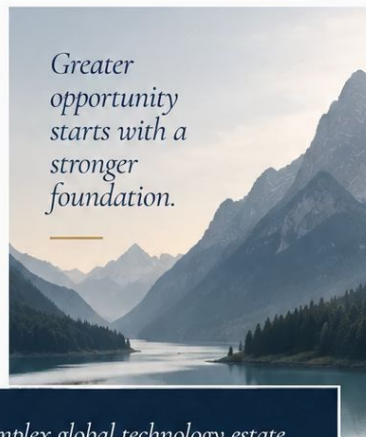
DELIVERY PERIOD

THE BUSINESS CHALLENGE

Technology debt was increasing risk and reducing agility. The mandate was unambiguous:

- 01 | Eliminate infrastructure debt.
- 02 | Achieve regulatory compliance.
- 03 | Build a platform capable of supporting the next decade of growth.
- 04 | Do this without interrupting trade.

*Greater
opportunity
starts with a
stronger
foundation.*



THE EXECUTIVE QUESTION

How do you modernise a complex global technology estate while maintaining business continuity and creating measurable enterprise value?



The Strategic Response

Technology modernisation required enterprise alignment.

A hybrid-cloud strategy was designed and executed to modernise the technology estate, strengthen operating capability and create a platform for future growth, with board-level governance from the outset.

01

Strategy

A hybrid-cloud strategy aligned technology investment with business outcomes and industry best practice.

The programme was delivered through four migration waves across 15 months, with board-level governance from the outset.

ALIGN INVESTMENT
WITH OUTCOMES

02

Operating Model

Global delivery was consolidated and service operations standardised, with clear ownership for each capability.

Performance was made visible to the executive team, enabling faster decisions and stronger accountability.

BUILD A SCALABLE
OPERATING PLATFORM

03

Governance

Board-level oversight ensured alignment, risk control and value realisation.

Clear decision rights, escalation paths and portfolio control provided the structure needed to deliver a complex, multi-wave transformation.

CREATE VISIBILITY
AND CONTROL

04

Technology

Application modernisation and migration were executed into a governed cloud environment.

A cloud landing zone of 185 resource groups enabled regional data-centre exit and a resilient architecture by design.

MODERNISE FOR
A RESILIENT FUTURE

THE PRINCIPLE

Technology transformation creates greater value when strategy, operating model, governance and technology move as one system.

FROM
COMPLEXITY
TO A STRONGER
TOMORROW



The Transformation Pattern

Common challenges. A familiar pattern.

While each transformation is unique, large enterprise programmes often exhibit the same underlying patterns. Technology debt is usually the visible problem. Enterprise complexity is the deeper challenge.

01 COMPLEXITY

Ageing applications and fragmented technology increase cost, risk and management effort.

02 FRAGMENTATION

Siloed systems and operating practices create inconsistent execution and limited enterprise visibility.

03 DECISION FRICTION

Transformation slows when priorities, ownership and escalation paths are unclear.

04 GOVERNANCE FRICTION

Governance creates limited value when reporting outweighs decision-making and accountability.

05 VALUE DISCONNECT

Technology investment loses impact when transformation activity is separated from measurable business outcomes.

Complex problems require a broader lens.

DIAGNOSE
UNDERSTAND
ALIGN
CREATE VALUE

THE ADVISORY LENS

Diagnose the enterprise problem before prescribing the technology response.



The Outcomes

Measured impact. A stronger enterprise.

The transformation delivered significant financial, infrastructure and delivery outcomes, enabling a simpler, more resilient and future-ready technology estate.

€4M

ANNUAL
OPERATING SAVINGS

Reduced ongoing operating cost following the transformation.

80%

CAPEX
REDUCTION

Significant reduction in capital expenditure requirements in re-architected systems.

45%

DATA-CENTRE
FOOTPRINT REDUCTION

Reduced physical infrastructure footprint through the transformation.

6
months

AHEAD OF SCHEDULE

Transformation delivery completed in 15 months against an approved 21-month plan.

Case-specific results from a single global enterprise transformation.

THE BUSINESS TEST

Transformation value becomes visible when investment, execution and outcomes are measured together.

Real outcomes enable a more resilient tomorrow.

STRATEGY • OPERATING MODEL • GOVERNANCE • TECHNOLOGY • OUTCOMES

FROM
COMPLEXITY
TO A STRONGER
TOMORROW



Five Lessons for Transformation Leaders

Clearer lessons. Stronger outcomes.

This transformation reinforced five key lessons that are relevant for any enterprise leader planning or executing a major technology programme.

01

Simplify before you scale

Reducing complexity creates the foundation for faster execution, lower cost and greater resilience.

02

Align technology with business outcomes

Technology investment must be directly linked to measurable business value.

03

Make accountability visible

Clear ownership and decision rights accelerate delivery and reduce friction.

04

Govern for decisions

Effective governance enables timely decisions, risk control and value realisation.

05

Measure value, not activity

Focus on outcomes and long-term impact rather than activity and output.

*Better
leaders turn
experience
into progress.*

SAME
CHALLENGES.
A STRONGER
TOMORROW.

THE LEADERSHIP
QUESTION

*Are your transformation investments
producing the outcomes leadership expects?*



A Stronger Tomorrow

From complexity to possibility.

This transformation created a more resilient, efficient and future-ready technology estate, enabling the enterprise to move faster, operate with greater control and capture new growth opportunities.

STRONGER FOUNDATIONS

A modern, scalable technology estate ready for future growth.

GREATER EFFICIENCY

Lower operating costs and reduced infrastructure complexity.

IMPROVED RESILIENCE

Standardised operations and stronger risk management.

NEW OPPORTUNITIES

A platform to innovate, scale and support the next decade of business growth.

LET'S DISCUSS
YOUR TRANSFORMATION

*Complex transformation demands clarity,
experience and a partner who sees the bigger picture.*

START THE
CONVERSATION →

“

*A more resilient tomorrow is built
today through better decisions.*

PEOPLE
IDEAS
EXECUTION
A STRONGER
TOMORROW