

Transformation Architecture. Execution Governance.

Four cases. One execution architecture.

SRR EXECUTIVE ADVISORY



Strategy is not the transformation.

Transformation begins when Board direction becomes decisions, governance, economic discipline and repeated execution.

STRATEGY	TRUST	ECONOMICS	PERFORMANCE
coherence	governance	discipline	endurance

Execution is the proof that the system has changed.

The S.T.E.P. Execution Architecture™ by Stefano Rosa Rosso

From Strategy to Execution

Strategy becomes durable when decision rights are explicit, priorities are non-negotiable and execution is governed.

CHALLENGE

Fragmented governance and operating models made strategic direction difficult to translate into coordinated action.

ACTION

Clarified decision rights, aligned stakeholders and translated Board priorities into measurable execution priorities.

PROOF

Strengthened governance, improved alignment and created a more coherent platform for transformation.

Strategic Sourcing Transformation

Cost reduction creates durable value when demand discipline, decision rights and vendor governance remain after the intervention.

CHALLENGE

External consulting spend had reached c. €200M while business continuity and transformation capacity still had to be protected.

ACTION

Reset governance, strengthened category discipline and challenged demand while keeping critical work moving.

PROOF

Reduced external consulting spend from c. €200M → €80M within three months, with business continuity protected.

Technology as a Business Enabler

Technology investment creates value when economics, accountability and business outcomes are governed as one system.

CHALLENGE

Large-scale technology portfolios can fragment accountability and separate investment decisions from business outcomes.

ACTION

Connected executive priorities, portfolio governance, sourcing choices and operating-model decisions around shared value.

PROOF

Managed c. €500M in annual technology spend and delivered c. 20% structural savings across technology categories.

International Leadership Across Cultures

Cross-border execution strengthens when trust clarifies accountability instead of diluting it.

CHALLENGE

Cross-border transformation requires alignment without erasing local context, expertise or accountability.

ACTION

Listened before deciding, built stakeholder trust, translated strategy into clear local priorities and developed leaders close to the work.

PROOF

Led multicultural environments and teams of up to 200 professionals across international markets.

Strategy defines the ambition.
Execution is what survives after the presentation,
the programme and the advisors have left.

01

STRATEGY

Strategic Coherence

Board objectives translated into non-negotiable execution metrics, including what the organisation will not do.

02

TRUST

Trust & Stakeholder Governance

Explicit roles, responsibilities and commitments across the Board, C-Suite and operating teams.

03

ECONOMICS

Economic Discipline & Strategic Sourcing

Vendor and technology spend rationalised to release capital and self-fund transformation.

04

PERFORMANCE

Performance & Capability Endurance

Internal capability retained and delivery tracked continuously through accountable KPIs.

Strategy Demands Execution. Transformation Demands Integrity.

Transformation succeeds when decisions, economics, accountability and capability remain aligned under pressure.

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