Your most trusted partner for strategic transformations.

Company & Capabilities Overview



WAVESTONE

Who We Are

A consulting partner who brings a global perspective and deep expertise

17 countries

with leading experts from the US, Canada, France, Germany, Switzerland, the UK, and Asia

$1 billion

global revenue

6,000+

employees

48

years of focusing on our clients' best interests

360°

portfolio of best-in-class consulting services, including cross-functional capabilities that help lead to efficient implementation and execution



Integrated, end-to-end services to transform and scale your business



MANAGEMENT CONSULTING

Achieve strategic growth, streamline operations, and deliver measurable results.



TECHNOLOGY CONSULTING

Optimize processes, enhance tech agility, and fuel your innovation for sustainable success.



ARTIFICIAL INTELLIGENCE & DATA

Drive enterprise value through AI strategy, data activation, and scaled intelligence across your operations.



CYBERSECURITY

Safeguard your data and maintain the integrity of your digital infrastructure.



SOURCING & SERVICES OPTIMIZATION

Leverage your services to fuel strategic growth, transform operations, and unlock financial value.

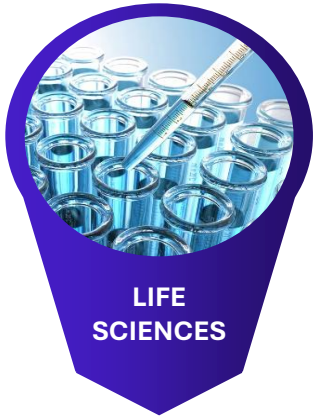
Experts from various domains collaborate to provide customized, results-oriented solutions that align with your goals.

The complexities of today's business challenges require a multifaceted approach

MANAGEMENT CONSULTING	TECHNOLOGY CONSULTING	ARTIFICIAL INTELLIGENCE & DATA	CYBERSECURITY	SOURCING & SERVICES OPTIMIZATION
Business Strategy & Transformation	Technology & Digital Strategy	AI Strategy & Value Realization	Cyber Transformation Remediation	Global Services Strategy
Marketing, Innovation, & Customer Experience	Core Platform & Cloud Modernization	AI & GenAI Engineering	Cyber Defense & Recovery	IT & Business Process Services Outsourcing
Organizational Effectiveness & Change Management	Technology Transformation Delivery	Data Platforms & AI Architecture	Digital Identity	Global In-House Center Support
Operating Model Design & Agility	IT Operating Model, Governance & Risk	Responsible AI, Governance & Risk	Audit & Incident Response	Services Optimization
Program Leadership & Project Management	Value Realization & Business Impact	AI Transformation & Adoption	Product & Industrial Cybersecurity	Sourcing Program Management

Who We Do It For

Trusted by industry leaders worldwide









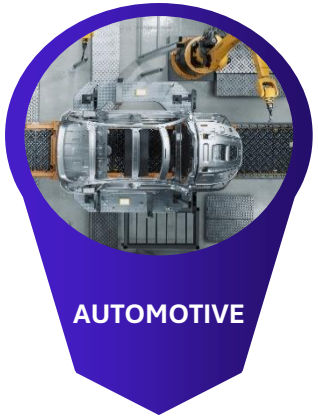












Partnering with Fortune 1000 clients across North America and the globe


WAVESTONE

TRANSFORMATION SURVIVOR

OUTWIT. OUTLAST. OUT-PRIORITIZE.

A boardroom exercise on the hidden ways transformation value leaks and what leaders must stop to protect it.



Meet Your Expedition Team



Navigator

Alex Skrinjar
PARTNER



Crew

Siva Saravanan
PARTNER



Crew

Patty Silbert
EXECUTIVE VP

Transformation Value Leaks When Everything is Expected to Survive

Most transformations do not suffer from a lack of ambition.

They struggle because not everything can survive. Leadership teams overcommit finite capacity, protect different priorities, and keep the old operating model consuming capacity underneath the old one.

1. Capacity is finite

Everything may matter, but everything cannot be resourced enough to win

2. Tradeoffs reveal actual alignment

Agreement on the vision is easy. Agreement on what loses is the real test

3. The old create a tax

If legacy work and behaviors never stops, it keeps consuming the capacity intended for the future

NOT EVERYTHING CAN SURVIVE.

This Session's Objective: Deciding what 'survives'

1. **Build a portfolio**

   Where should you concentrate finite transformation capacity?

2. **Respond to reality**

   How to reallocate when constraints shift?

3. **Expose alignment gaps**

   How similar or different C-suite lenses protect and sacrifice different outcomes?

4. **Reveal hidden value leaks**

   What is quietly consumes capacity in the background for the new?

5. **Close the loop**

   How can we translate this experience into a leadership discipline for protecting value?



Welcome to the Executive Committee

Apex Industries: A $5B Global, Multi-Business Enterprise

Apex is at an inflection point

- Financial performance under pressure
- Growth is slowing, several parts of the business are losing share in fast-moving segments
- Customers and stakeholders expect faster, more customized responses
- Local autonomy has created duplication, inconsistent processes, fragmented technology and complexity
- Decision-making is slow, leaders disagree on standardization vs. authority closer to the business

Additional Pressure



CAPABILITY GAPS

The organization lacks digital, commercial and data capabilities needed to capture growth opportunities



RISING EXPOSURE

Cyber, supply-chain and regulatory exposure are increasing



TALENT CONSTRAINTS

Critical talent is stretched and change fatigue is rising

The Board Has Approved



A two-year enterprise transformation

The Transformation Mandate

01

Improve near-term performance

02

Restore growth

03

Simplify & accelerate

04

Balance scale & responsiveness

05

Build for the future

At the same time, BAU performance **cannot deteriorate**, key talent is **limited**, and the organization is already experiencing **significant change fatigue**.

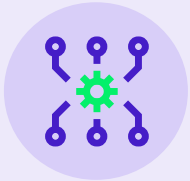
Choose Your Seat

Everyone has the same enterprise mandate, but will chose a role that will influence decisions



CEO

Enterprise performance and Board commitments



CIO/CDO

Technology, data and digital enablement



CFO

Margin, capital allocation and value realization



CHRO

Talent, capabilities and change capacity



COO

Technology, data and digital enablement



COMMERCIAL/BU LEADER

Growth, customers and market responsiveness

The Rules



6 CHIPS

Each represents one equal unit of enterprise transformation capacity

Chip = Organizational Capacity to Win

Capital • Leadership Attention • Talent • Execution Effort • Change Capacity

How to play

- ❑ Place all 6 chips on the board
- ❑ Place your chips where you'd like, but you can only put a **max of 2 chips per square**
- ❑ **2 chips = must win**
- ❑ **0 chips does not mean 'unimportant'**
- ❑ No discussion

TRANSFORMATION | SURVIVOR

OUTWIT. OUTLAST.
OUT-PRIORITIZE.

WAVESTONE

REAL AMBITION.
REAL IMPACT.

COST / MARGIN IMPROVEMENT	REVENUE GROWTH / MARKET SHARE	CUSTOMER EXPERIENCE / SERVICE	SPEED / AGILITY
PRODUCTIVITY	SIMPLIFICATION	FUTURE CAPABILITIES	RISK & RESILIENCE
ENTERPRISE CONSISTENCY	LOCAL AGILITY	EMPLOYEE EXPERIENCE	NEW MANDATE

FINITE CAPACITY. INFINITE POTENTIAL.

Reality Hit: Economics

Economics Change

6 months in

the economic conditions deteriorate.

~20%

of available transformation capacity must be reduced



REMOVE 1 CHIP | Rebalance the remaining 5



Reality Hit: AI enters the room

‘New Mandate’ becomes AI/Technology Value.

The Board now expects measurable AI-enabled business value within

12 months



ALLOCATE AT LEAST 1 CHIP TO ‘NEW MANDATE’

Rebalance the remaining 4



TRANSFORMATION SURVIVOR

Portfolio Dilution

WHAT JUST HAPPENED?

Ambitious case, shrinking capacity

The business case stayed ambitious, but capacity shrank

AI became mandatory

AI became a required value mandate, but no new capacity appeared

Leadership had to choose

The leadership task was not to keep everything alive – it was to **decide what to protect** and what to let go

THE TAKEAWAY

Portfolio optimization is intentional

Portfolio dilution is pretending the same capacity can still deliver everything

TRANSFORMATION SURVIVOR

Different Portfolios?

Compare individual choices, then make one enterprise decision.

1 COMPARE YOUR FINAL BOARDS

A Where are you aligned?

What outcomes did multiple leaders protect?

B Where are you materially different?

Which priorities split the table?

C What do you have to let go of?

Name the tradeoff, not just the priority.

2 DECIDE AS ONE EXECUTIVE TEAM

Agree on what Apex must protect, and what must lose.

PROTECT 3

1	2	3

LET 1 LOSE

NAME THE OUTCOME

A real portfolio choice requires an explicit sacrifice.

FULL-ROOM SHARE-OUT

PROTECTED

What did the group consistently defend?

SACRIFICED

What lost when capacity was constrained?

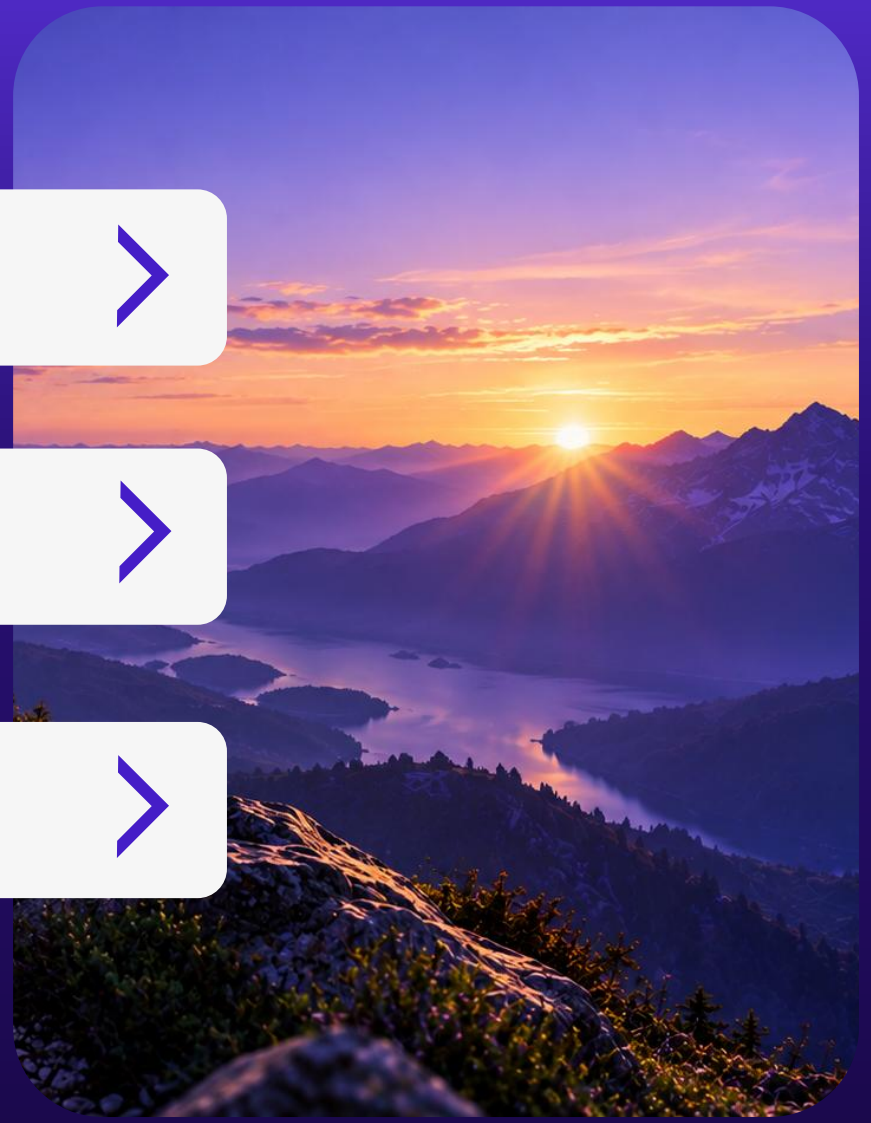
BIGGEST DISAGREEMENT

Where did role lenses diverge most?

Table Report-Out

THREE ANSWERS. KEEP THEM SHARP.

1. WHAT DID THE TABLE CONSISTENTLY DEFEND?
2. WHAT HAD TO LOSE?
3. WHERE WAS THE HARDEST DISAGREEMENT?



Misalignment at the tradeoffs

Alignment is easy when everything matters. It gets tested when something has to lose.

LEADERS CAN AGREE ON THE AMBITION

A shared destination can sound fully aligned.

- Growth matters
- Margin matters
- Customers matter
- AI matters
- People matter

...AND STILL LEAK VALUE THROUGH DIFFERENT SACRIFICES

The tradeoff exposes where alignment ends.

- Different priorities get protected
- Scarce talent is pulled in different directions
- AI displaces different things for different leaders
- Teams receive conflicting signals

The issue is not disagreement on the vision. It is disagreement on the sacrifice required to deliver it.

The Legacy Load

You solved the portfolio. You aligned on tradeoffs. But the old organization is still running underneath the new one

OLD PROCESSES

The replacement exists, but the old workflow never stopped.

MEETINGS & REPORTING

The new forum was added; the old one still happens.

APPROVALS & GOVERNANCE

New decision rights exist, but old approval paths remain.

DUPLICATE WORK

Roles changed, but old responsibilities stayed in play.

WORKAROUNDS & EXCEPTIONS

Leaders still tolerate bypassing the new model.

LEGACY INITIATIVES

Pet projects continue consuming attention and capacity.



MOVE 1 CHIP INTO THE LEGACY LOAD

Capacity still consumed by the operating model you intended to replace.



What Must Be Stopped to Win Capacity Back?

Transformation leaders must manage two portfolios:

INVESTMENT PORTFOLIO

What are we starting, funding, accelerating, and protecting?

SUBTRACTION PORTFOLIO

What are we retiring, defunding, simplifying, and no longer tolerating?

- What old processes, reports, meetings or approvals have to disappear?
- What legacy initiative should be stopped or defunded?
- What workaround or exception can leadership no longer tolerate?
- What proof would show the capacity was actually released?

If nothing loses, you haven't prioritized. If nothing stops, you haven't actually transformed.

TRANSFORMATION SURVIVOR

Transformation Value Rarely Disappears at Once

It leaks through the capacity you dilute, the tradeoffs you don't align on and the old work you never stop.

As you lead through transformation, it is your job to protect from these:



1. Portfolio Dilution

We pretend finite capacity is infinite



2. Misalignment

We agree on the vision, but not the sacrifice



3. Legacy Load

We fund the future without defunding the past

Choose what must win. | **Align** on what must be let go. | **Reallocate** when reality changes. | **Stop** funding the past.

Protect the value.

How We Protect Transformation Value

The framework you need to protect transformation value through execution

CHOOSE

Define 3–5 must-win outcomes. Name what will not be prioritized.

ALIGN

Align on what gets protected and what loses — when tradeoffs are real.

REALLOCATE

Rebalance capacity as budgets, risks, AI mandates and market conditions change.

STOP

Create the Subtraction Portfolio: retire legacy work, meetings, approvals, reports and zombie initiatives.

REALIZE

Measure value landing — not just activity progressing. Intervene where leakage appears.

How Wavestone helps clients make this real:



Prioritize outcomes



Align executives



Govern the portfolio



Remove Legacy Load



Validate benefits

Return to Office Question: *Where are we still funding the past while asking the future to win?*

Thank you!

TRANSFORMATION SURVIVOR



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