SRR EXECUTIVE ADVISORY

S.T.E.P. EXECUTIVE CASEBOOK

Selected transformation cases.

One challenge. One mechanism. One measurable consequence.

Strategy | Trust | Economics | Performance

Strategy Demands Execution. Transformation Demands Integrity.

STRATEGY INTO EXECUTION

From Strategy to Execution

THE CHALLENGE

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

MY APPROACH

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

THE IMPACT

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

EXECUTION-GOVERNANCE CONSEQUENCE

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

02

E | ECONOMICS

STRATEGIC SOURCING

Strategic Sourcing Transformation

THE CHALLENGE

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

MY APPROACH

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

THE IMPACT

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

EXECUTION-GOVERNANCE CONSEQUENCE

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

03

E | ECONOMICS

TECHNOLOGY AND BUSINESS

Technology as a Business Enabler

THE CHALLENGE

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

MY APPROACH

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

THE IMPACT

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

EXECUTION-GOVERNANCE CONSEQUENCE

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

INTERNATIONAL LEADERSHIP

International Leadership Across Cultures

THE CHALLENGE

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

MY APPROACH

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

THE IMPACT

Led cross-border integration across regulated markets in Europe and the UAE.

EXECUTION-GOVERNANCE CONSEQUENCE

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

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.

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

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