

Technology transformation in retail and pharmacy operations

Stronger

Executive control of transformation delivery



The business situation

A large customer-facing retail and pharmacy organisation needed to improve the effectiveness of technology-enabled change in an environment shaped by commercial pressure, customer experience expectations, regulatory sensitivity, high operational demand and legacy complexity.

Why it was complex

- Technology activity had to support both operational reliability and commercial improvement.
- Business stakeholders needed clearer visibility of delivery confidence and service risk.
- Customer-facing operations left little tolerance for avoidable service instability.
- Transformation had to work across functions, suppliers and operational teams.

What changed

The advisory and delivery approach focused on aligning technology work with business priorities, strengthening service oversight, shaping delivery priorities and improving senior stakeholder confidence. The work brought more disciplined governance, clearer escalation and more pragmatic decision-making to the transformation environment.

Commercial and operational impact

The organisation gained clearer delivery priorities, stronger stakeholder alignment, improved service oversight and a more disciplined approach to technology-enabled transformation in a highly operational, customer-facing business.

Delivery moves

- Translated business priorities into clearer technology delivery choices.
- Improved executive visibility of risk, delivery confidence and service impact.
- Strengthened the operating rhythm between business, IT and supplier teams.
- Focused governance on decisions and outcomes rather than reporting volume.
- Improved alignment between transformation work, operational demand and customer experience.

Evidence of value

- Improved leadership confidence in technology-enabled change.
- Clearer prioritisation across operational and transformation activity.
- Stronger stakeholder alignment across business and technology communities.
- More disciplined management of service risk and delivery dependencies.

WHAT THIS PROVES

Retail and pharmacy transformation requires a practical balance between service resilience, customer experience, regulatory sensitivity and commercial urgency. Ekselens can help leadership teams make that balance visible and manageable.

Relevant Ekselens services

Digital Transformation

Service Transformation

Stakeholder Management

Governance and Reporting

IT Operating Model Design

KEY TAKEAWAY

Outcome-led transformation: stabilise the core, simplify delivery, strengthen governance and make benefits visible.

NEXT STEP

Book a discovery conversation

A focused conversation will help us understand your context, identify the right starting point and define practical next steps.

CONTACT

info@ekselens.com

+44 (0) 20 7874 7217

5th Floor, 167-169 Great Portland Street, London,
W1W 5PF

**Technology-driven transformation. Practical
delivery. Measurable value.**