

# Re-engineering the digital core of a national telecoms business

## £150m+

Savings and value released

Digital core

Platform re-engineering

Benefits realisation

Operating model

Programme delivery

## The business situation

A major telecoms organisation needed to re-engineer a core business system that had become constrained by legacy technology, fragmented processes, operational workarounds and high service demand. The goal was not merely to replace a platform, but to create a digitally enabled core capable of supporting scale, automation, better customer outcomes and more efficient operations.

## Why it was complex

- The core platform was embedded in live operational processes.
- Legacy processes and technology were interdependent, making simple replacement high risk.
- Benefits depended on process change, operating model change and adoption — not only system delivery.
- Senior stakeholders needed a credible path to value while operational risk remained controlled.

## What changed

The programme combined core system re-engineering, process redesign, governance, delivery control, business readiness and stakeholder alignment. The transformation was structured to move from legacy complexity towards a more scalable digital platform, with benefits tracking and operational readiness treated as central workstreams.

## Commercial and operational impact

The programme released savings and value in excess of £150 million. It created a more digitally enabled business core and demonstrated how technology transformation can unlock major value when it is connected to operating model redesign and disciplined delivery governance.

## Delivery moves

- Mapped core business processes and identified where legacy technology was driving cost, complexity and manual effort.
- Structured the programme around platform change, process redesign, readiness and benefits.
- Aligned senior stakeholders around value, operational risk and delivery sequencing.
- Strengthened governance so decisions, dependencies and trade-offs were visible.
- Protected operational continuity while progressing a fundamental change to the business core.

## Evidence of value

- Over £150 million in savings and value released.
- Core business system re-engineered into a digitally enabled operating platform.
- Legacy constraints reduced through technology, process and operating model change.
- Delivery approach balanced transformation pace with service continuity and business readiness.

### WHAT THIS PROVES

Digital transformation creates serious value only when the system, process, operating model and adoption problem are solved together. Ekselens brings the programme leadership and commercial discipline needed for this kind of high-stakes transformation.

## Relevant Ekselens services

Digital Transformation

IT Strategy Development and Execution

Benefits Realisation and Performance Improvement

Business Change and Stakeholder Management

PMO Setup and Project Management Transformation

### KEY TAKEAWAY

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

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#### 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.

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