

EUROPEAN INDUSTRIAL EQUIPMENT GROUP



# 16 Initiatives in Silos → 3 Group-Wide Priorities in 8 Weeks

*Top- and bottom-line targets that could not be met with more boots on the ground. Sales and marketing teams at corporate, BU and local level — each running their own data and AI initiatives. Data and AI were no longer optional: they had become the delivery mechanism for the plan.*

<p><b>01</b> <b>SITUATION</b> <b>Scattered ambition</b></p> <ul style="list-style-type: none"> <li>16 active data and AI initiatives across corporate, BUs and local teams.</li> <li>Aggressive top- and bottom-line targets that could not be hit through headcount.</li> <li>Pressure to 'do more with AI' — without a shared definition of where to start.</li> </ul>	<p><b>02</b> <b>WHAT WE FOUND</b> <b>No shared priority logic</b></p> <ul style="list-style-type: none"> <li>Initiatives chosen by team, not by value: capital and attention diluted.</li> <li>No mechanism to arbitrate between corporate, BU and local priorities.</li> <li>Misalignment between executive ambition and on-the-ground execution.</li> </ul>	<p><b>03</b> <b>WHAT WE DID</b> <b>One plan, three layers</b></p> <ul style="list-style-type: none"> <li>Ran the 3-lens framework: business priorities x assets &amp; constraints x external best practice.</li> <li>Rationalised the portfolio: 16 → 3 group-wide priorities, sequenced by value vs effort.</li> <li>Designed a cascading governance: one owner per initiative, aligned corporate / BU / local.</li> </ul>
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**METHOD ELEMENTS APPLIED**

3-Lens Framework

Portfolio Rationalisation

Value vs Effort Sequencing

Executive Alignment

Cascading Governance

One Owner per Initiative

**OUTCOME**

A 2-year data & AI plan with full board alignment — and an organisation that has fallen in line behind it. Capital, talent and management attention now concentrated where they compound.

16 → 3

initiatives rationalised into group priorities, in 8 weeks

**OUR GUIDING PRINCIPLES IN THIS ENGAGEMENT**

<p>■ <b>SIMPLICITY OVER PERFECTION</b></p> <p>Fewer initiatives, clearer ownership, faster decisions.</p>	<p>■ <b>ONE OWNER PER INITIATIVE</b></p> <p>Business sponsor + data lead, named and accountable.</p>	<p>■ <b>ALIGN TOP-DOWN, EXECUTE BOTTOM-UP</b></p> <p>Board sets direction; BUs and local teams deliver.</p>	<p>■ <b>SEQUENCE BY ECONOMICS</b></p> <p>Value vs effort, not enthusiasm or politics.</p>
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