Energica ASPL | GCC Transformation Services

Executing the GCC Transformation Roadmap

The engagement model on GCC Transformation Roadmap(s)

1 INDEX	2 DECIDE	3 DESIGN	4 EXECUTE
Score centre and parent	Choose the pathway	Governance and model	PMO, VMO, Re-measure

Why Roadmaps Stall in Execution

The Transformation roadmap sets out why GCC centres stall and what has to hold for them to scale. This Service offering sets out how Energica takes an organisation (GCC) through it — assessment, pathway decision, execution governance.

- **No baseline** — maturity described rather than scored, so progression cannot be evidenced or investment defended.
- **Alignment stated, not structured** — objectives mirrored on paper while decision rights stay at HQ; the centre is accountable without authority.
- **Culture treated as communication** — the delivery-to-ownership shift announced, not built into roles, incentives and accountability.
- **Overhead removed, control not replaced** — layers are cut, the parent loses confidence, and the layers return.
- **Pathway chosen reactively** — driven by prevailing trend, resetting the transformation rather than advancing it.
- **Parent-side ceiling ignored** — a centre cannot mature faster than the enterprise it serves, and no one has assessed it.

The Offering, Mapped to the Roadmap

ROADMAP FACTOR	ENERGICA OFFERING	WHAT IT PRODUCES
HQ alignment	Alignment & Governance Design	Decision rights and reporting mirrored between parent and centre
Maturity progression	GCC Maturity Assessment & Transformation Index	A scored L1–L5 baseline, re-measured to track movement, not intent
Culture evolution	Ownership Enablement	Role design and incentives that carry the delivery-to-ownership shift
Managerial overhead	Operating Model Optimisation	Layers, spans and controls redesigned — decisions at the edge
Transformation agility	Sourcing Transformation Advisory	Selection across separation, consolidation, in-sourcing, re-sourcing, M&A, vendor mix
Across all five	Transition, PMO & VMO	The governance that carries the roadmap into delivery and holds it there

Digital and AI enablement runs alongside as the capability that moves a centre from L3 to L4 — automation, data platforms and AI owned as products with measurable business outcomes, not funded as a side project.

THE ENGAGEMENT PATH

1. **Index** — score the centre against the maturity ladder, and the parent against its own transformation agility.
2. **Decide** — select the sourcing pathway that matches the parent's priorities, sequenced rather than reactive.
3. **Design** — governance, operating model and ownership structures built together.
4. **Execute** — PMO and VMO stood up, with the index re-measured against the plan.

Value Proposition

Transformation measured, not asserted — a scored baseline, a deliberately chosen pathway, and the governance to move a centre up the ladder rather than around the cycle.

- **Evidence before ambition** — a baseline that makes the investment case defensible at board level and re-measurable year on year.
- **The right pathway, deliberately chosen** — sourcing decisions sequenced against the parent's priorities, so the model sustains instead of resetting.
- **Progression that holds** — alignment, culture and lean governance embedded together, because a centre that advances on only one of them slides back.