

CASE STUDY



TRANSFORMATION READINESS SPRINT

Before 'go' gets expensive. How Arqvera helped Cura Terrae.



INTRODUCTION

Arqvera was engaged by Chief People Officer, Vicky Fearnley, to help define the organisation's HRIS requirements and shape the right transformation approach. The engagement was driven by the need to take a broader, more strategic view of people technology in the context of a complex and evolving operating environment.

Following a number of acquisitions, the organisation was managing a diverse systems landscape, while also progressing major transformation programmes including the rollout of Microsoft Dynamics CRM and Business Central ERP. Against this backdrop, it became clear that a straightforward HR software replacement would not, on its own, address the wider business need. Instead, the objective was to move beyond a technology-led selection exercise and establish a structured, human-centred approach aligned to long-term strategic priorities.

KEY CONSIDERATIONS

- User Adoption and Experience
- Data Confidence and Consistency
- Complex Systems Landscape
- Pace of Organisational Change
- People-Centred Design

OUR VISION

- Clarity with Commercial Focus
- Organisational Alignment
- Pragmatic Risk Reduction
- 18-Month PE Readiness
- Reduction in Manual Effort
- Scalability for Growth

www.arqvera.com

UK: +44 204 634 0091

USA +1 (201) 220-0392

Copyright © 2026 Arqvera Limited.



arqvera



ABOUT CURA TERRAE

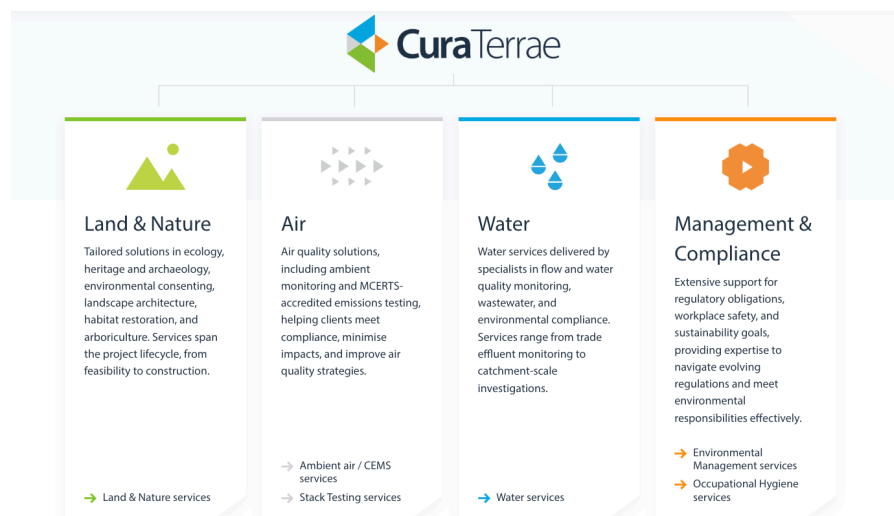
Cura Terrae is a leading UK-based environmental services group, backed by Palatine Private Equity's Impact Fund, which acquired a significant minority stake in 2022 in support of a shared commitment to environmental and social progress.

Cura Terrae was formed to bring together a group of established environmental businesses—including ecus, EMS, Envirocare and Enviro Technology Services—now unified under a single brand. Together, they represent decades of experience in environmental consultancy and monitoring.

By combining deep technical expertise with data-led insight and evolving technology, Cura Terrae delivers integrated solutions that help industrial and commercial organisations navigate complex regulatory requirements, improve environmental performance, and advance their Environmental, Social and Governance (ESG) ambitions.

Operating across Land and Nature, Water, Air and Management and Compliance, the Group supports clients in meeting environmental standards while driving operational efficiency and long-term resilience.

Guided by its core mission, to empower businesses to take care of the Earth, Cura Terrae reflects the meaning of its name: “care for the Earth.”



ABOUT ARQVERA

We help organisations shape business cases, projects, deliver excellence, and realise change and outcomes that stick. We support organisations before, during, and after projects with an end-to-end service where our domain specialization comes to life.

Before (Inception): We work with you to clearly define the idea, vision, strategy, and business case for change, as well as help select the right partners, and establish governance.

During (Execution): We help deliver project and change objectives while keeping implementation under control through structured governance and assurance to realise intended outcomes.

After (Value Realisation): We ensure outcomes deliver measurable value and embed continuous improvement from successes and learnings.

Arqvera is led by industry veterans in the UK and USA with 100+ years of delivery intelligence across global consulting, digital transformation, and mission-critical projects and programmes.

www.arqvera.com

UK: +44 204 634 0091

USA +1 (201) 220-0392

Copyright © 2026 Arqvera Limited.





BACKGROUND

Over recent years, Cura Terrae has experienced significant growth and transformation, including multiple acquisitions and business integrations. As a result, the organisation was operating within an increasingly complex systems landscape, with a number of disconnected technologies and manual workarounds in place across the business.

At the same time, and in response to that landscape, Cura Terrae was progressing two major transformation programmes: the rollout of Microsoft Dynamics CRM and Business Central ERP. While these initiatives represented important strategic investments, the pace and volume of change across the organisation also created a heightened need to manage adoption carefully and maintain focus on employee experience.

Against this backdrop, Vicky Fearnley, Chief People Officer, took the opportunity to step back and assess both the organisation's current HR systems environment and the lived experience of the people using it. With the existing HR software approaching contract renewal, this created a timely opportunity to review not only the platform itself, but also the broader role HR technology needed to play in supporting the business.

Vicky recognised the complexity of the HR technology and implementation partner market, as well as the risks associated with making a core system decision in an environment already undergoing significant operational and technological change. There was a clear need to understand:

- what the organisation truly required,
- how any future solution would integrate within the wider technology landscape,
- how potential vendors and partners should be assessed,
- and how to ensure investment would create meaningful long-term value.

There was also a practical operational driver for change. At the time, HR and Finance teams were spending the equivalent of two to three person-weeks per month manually cross-checking spreadsheets to support payroll accuracy. This highlighted the wider impact of fragmented processes and limited systems confidence.

Recognising both the strategic importance of the decision and the need to keep employee experience at the centre of it, Vicky engaged Arqvera to help shape Cura Terrae's HRIS requirements, support key executive decisions, and define a pragmatic path forward.

WHY WE BUILT ARQVERA

We've lived it across:

- Hundreds of transformation projects and programmes
- Building and running services for global and boutique system implementation partners
- Developing products and professional services for ISVs

And we saw the same pattern:

- Trust erodes when drivers are not recognised.
- Great teams. Strong intent. Best-fit technology.
- And yet: Avoidable pain, avoidable cost, avoidable regret.

So we built ways to get it right. Every time.

INCEPTION-TO-ROADMAP IN 10 DAYS

"Human Centricity at Machine Speed:"

By leveraging proprietary AI models, Arqvera compressed months of discovery into a high-impact 10-day sprint.

We delivered executive-ready artifacts, including a vendor shortlist and integration logic, without the typical consulting 'drag,' allowing Cura Terrae to maintain its pace of growth.

www.arqvera.com

UK: +44 204 634 0091

USA +1 (201) 220-0392

Copyright © 2026 Arqvera Limited.





APPROACH

Arqvera was engaged to help the organisation move beyond a traditional software selection process and adopt a more structured, strategic approach to HRIS decision-making. Rather than focusing solely on system functionality, the engagement was designed to consider employee and manager experience, end-to-end business needs, and the organisation's wider strategic objectives.

Over a focused two-week engagement, Arqvera led a collaborative discovery process combining stakeholder interviews, designed activities and facilitated workshops, and evidence-based analysis. Sessions were delivered through a blend of onsite, virtual, and hybrid formats to maximise participation, input quality, and efficiency.



This approach helped the organisation to:

- challenge assumptions,
- clarify priorities and desired outcomes,
- understand impacts across the business,
- identify potential risks and dependencies,
- and shape practical, actionable recommendations.

The outcome was a clearer, evidence-led view of what the organisation requires from its future HRIS landscape, the decisions needed to move forward, and the most effective next steps.

Where many transformation programmes begin with software comparison, Arqvera applies a systemic design framework that balances:

- what is valuable for people,
- what is feasible from a technology perspective,
- and what is commercially sensible or viable for the business.

This ensures technology decisions are shaped around organisational need, rather than the organisation having to adapt around the technology.

THE STRENGTH OF SYSTEMIC DESIGN

The co-creative approach combines two complementary mental models: Design Thinking and Systems Thinking.

- **Design Thinking** prioritizes the “human-centered” experience, focusing on the lived realities of employees, managers, and HR teams.
- **Systems Thinking** examines the “holistic” ecosystem, including organizational structures, dependencies, and strategic drivers.

Together, these form a systemic design framework allowing Arqvera to resolve immediate user challenges while accounting for the broader conditions necessary for long-term success. In practice, we lead with human needs while ensuring every outcome aligns with technical feasibility and commercial value.

AI-ENABLED VALUE

To maintain momentum, Arqvera utilized its AI-enabled delivery models to accelerate analysis, insight generation, and decision support.

This streamlined Cura Terrae's journey, facilitating a human-centered approach delivered with increased speed, consistency, and cost-efficiency. Consequently, the program achieved faster clarity and value while ensuring stakeholder engagement and business relevance remained central to every outcome.

www.arqvera.com

UK: +44 204 634 0091

USA +1 (201) 220-0392

Copyright © 2026 Arqvera Limited.

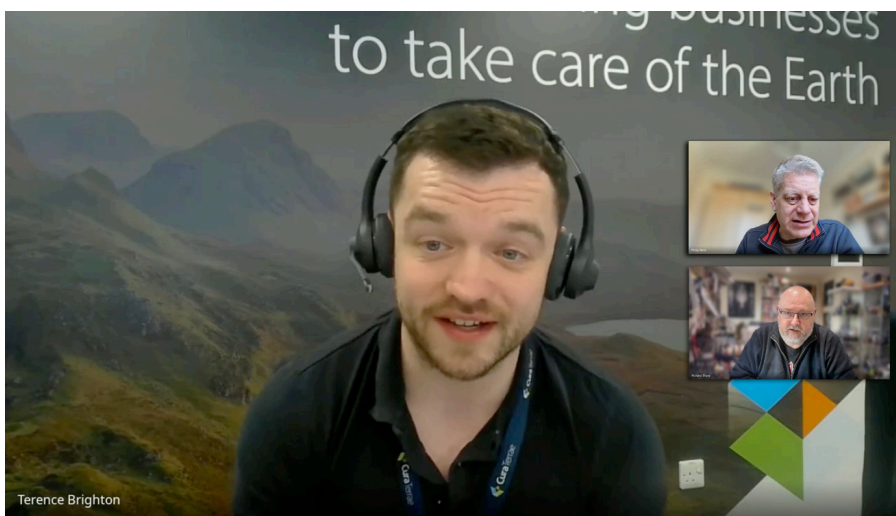




DELIVERABLES & RESULTS

While many implementation partners focus primarily on functional and technical requirements, Arqvera brought a broader strategic lens to the engagement. This enabled the work to extend beyond system definition alone and consider a wider set of factors important to Cura Terra's long-term success, including business and IT strategy, investor priorities, executive decision-making, and the lived experience of employees and managers.

Alongside the core HRIS requirements definition, Arqvera provided a set of practical, decision-ready outputs designed to support business case development, implementation planning, partner selection, and organisational readiness for change.



Key Deliverables Included

- Executive decision framework to support timely and informed leadership choices
- Functional requirements traceability matrix
- High-level integration logic to inform future systems planning
- Key considerations and dependencies impacting the programme
- Risk and readiness assessment
- Benefits hypothesis to support business case development
- Role and capability requirements
- Practical recommendations grounded in both current realities and future opportunity
- Vendor shortlist and selection scorecard
- Phased roadmap outlining a clear path to delivery

WHO IS THIS SERVICE FOR?

This service is best suited for organisations shaping a business case or transformation roadmap. Other areas include:

- Businesses preparing for software, operating model, or service change
- Leadership teams needing cross-functional alignment before procurement or delivery
- Programmes with high ambiguity, stakeholder tension, or delivery risk
- Sponsors who want decision-ready recommendations grounded in stakeholder evidence

WHAT ARE THE BENEFITS?

- Clarifies the real problem before large amounts of money gets wasted
- Moves to outcomes not technical detail
- Makes decisions more evidence-based.
- Accelerates the process at the intersection of AI and human centricity
- Lowers the cost to serve and upfront investment to create clarity and confidence.
- Creates alignment for stakeholders who may work in silos.
- Promotes positive energy
- Builds confidence and commitment
- Creates opportunity, buy in, ownership and accountability
- Helps organisations handle complexity rather than oversimplify
- Improves commercial outcomes when human-centred design is tied to delivery.

www.arqvera.com

UK: +44 204 634 0091

USA +1 (201) 220-0392

Copyright © 2026 Arqvera Limited.



arqvera



STRATEGIC OUTCOME

A key recommendation from Arqvera was to avoid a single, large-scale implementation approach and instead pursue a more pragmatic, phased Minimum Viable Product (MVP) roadmap.

This approach was designed to:

- reduce delivery risk,
- support adoption in a period of wider organisational change,
- and allow the business to prioritise capability release in a more manageable and commercially sensible way.

By structuring delivery into modular phases, Cura Terrae is able to introduce capability incrementally, giving business-as-usual teams greater opportunity to absorb change while maintaining operational continuity.

The resulting roadmap provides a clearer and more sustainable path toward:

- resolving process inefficiencies,
- improving operational integration,
- strengthening organisational readiness,
- and increasing long-term value for both business users and shareholders.

What Participants Thought	What they Felt
Fun and engaging	Appreciative of collaboration
Thought provoking	Felt positive and engaged
New experience - unsure what to expect	Engaged and fully participated
Engaging experience and great way to get everyone's thoughts	Listened to
Sceptical at first - positive that a good system will come out of this	Good to get everyone from different parts of the group together
Wasn't sure what to expect but the session was well thought out	Consulted & trusted
	Like one team

Arqvera knows from over 100 years of collective experience that change management is the “hard foundation upon which commitment and performance are built.” Sadly, it is often forgotten or deprioritised in the race to execution. Organizations often fail in transformation execution because they impose change from the top down, which erodes psychological safety and triggers resistance. A co-creative approach mitigates this risk by involving people in the “why” and “how” of change. The Cura Terrae employee feedback spoke louder than the theory.



WHAT THEY SAID

Vicky Fearnley, Chief People Officer:

“Arqvera didn’t just deliver a set of requirements, they created a bridge between our people and our technology. They helped us navigate the complexity of integration, concurrent transformation programmes, and organisational change, ultimately shaping a pragmatic roadmap that places our employees lived experience and operational needs at the heart of our decision making.”

John Cawrey, Interim IT Director:

“This marks an important step forward for Cura Terrae. We are taking a more inclusive approach to understanding stakeholder needs, while ensuring our technical architecture is designed with long-term sustainability in mind.”