



Reimagining the Enterprise Operations Model

Driving a Silo-Breaking, Digital-Native Approach to Operations Transformation

Chirajeet Sengupta, Partner
Rajesh Ranjan, Partner
Skand Bhargava, Practice Director
Mukesh Ranjan, Senior Analyst

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Introduction

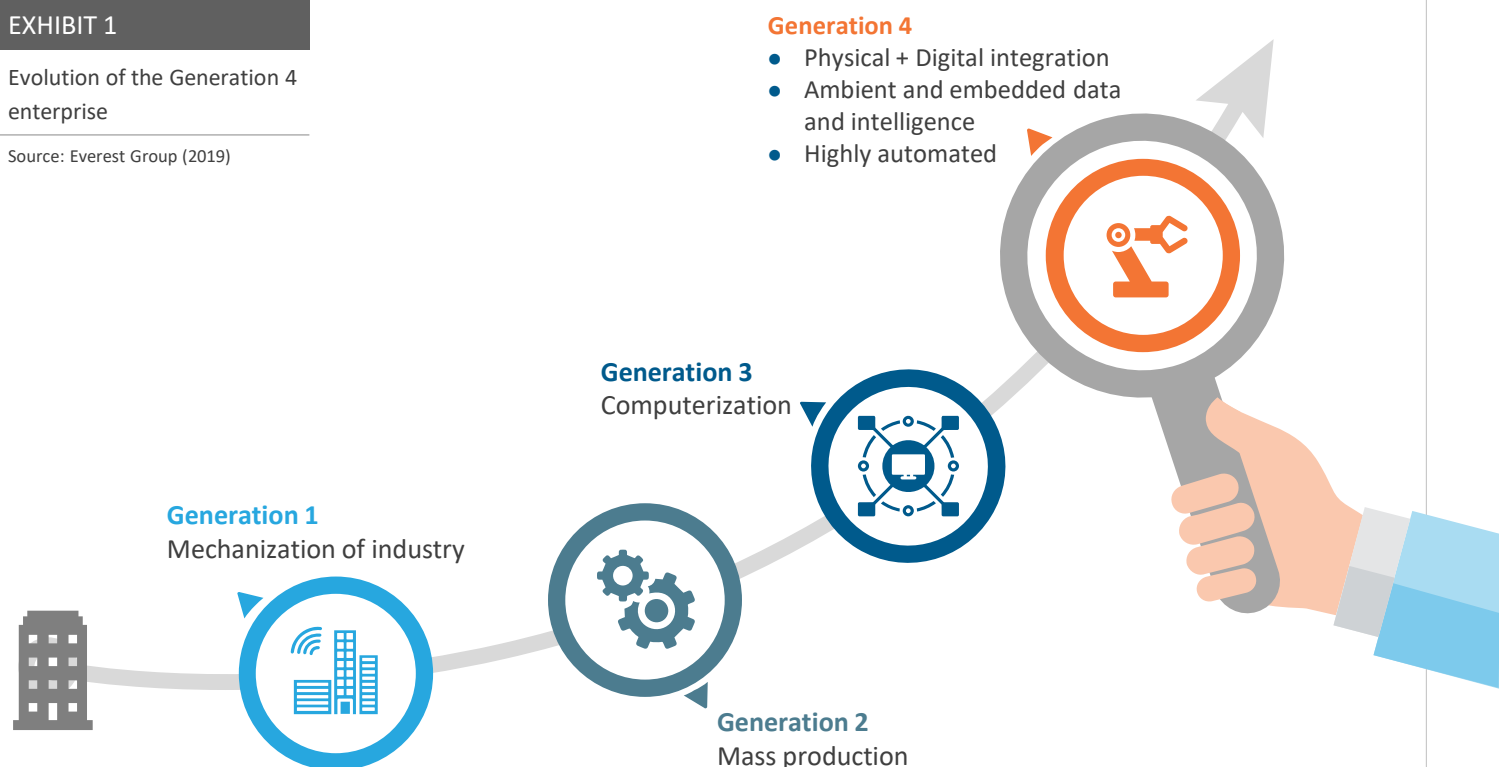
Business models – under the influence of Industry 4.0 disruptions – are rapidly changing and, consequently, enterprises are pressed to manage these changes in a comprehensive, integrated manner across IT and business operations.

The fourth generation of the enterprise is characterized by a transition from mechanization (Gen 1) to mass production (Gen 2) to computerization (Gen 3) to an era characterized by the seamless infusion of the digital with the physical and the human.

EXHIBIT 1

Evolution of the Generation 4 enterprise

Source: Everest Group (2019)



Most enterprises undergoing digital transformation journeys as part of their move to Gen 4 realize only partial success through their initiatives. For an enterprise to be able to scale digitally, it has to go beyond technology change and transform its operating model as well. While most enterprises understand and appreciate the need for a technology change, the corresponding operating model adjustments remain challenging.

Lack of focus on operating model change often leads to a “digital dip” in which companies experience limited digital success after an initial successful run. Both digital-native companies and traditional enterprises can get trapped in the digital dip as they are overly reliant on technology without the necessary operating model changes.

The rewards of a digital-native operations model are significant. **79% of firms that adopt a digital-native operations model say they are on their way to establishing market leadership in their respective industries. An equal percentage also believe that they are in a better**

in a better position to serve new markets and customer segments. Enterprises leveraging a digital-native operations model have also been able to achieve an average 1.7X cost savings, compared to those that have not initiated similar changes¹

The report explains the key questions every enterprise must ask before undertaking the journey to the Gen 4 digital operating model, including:

01

What key benefits can we achieve through digital transformation initiatives geared towards building a Gen 4 enterprise?

02

What are the typical technology changes that an enterprise has to undergo as a part of digital-native transformation?

03

What are the typical operating model changes than an enterprise has to undergo as a part of digital-native transformation?

04

What are some of the conditions that determine suitability for such a transformation journey?

1 Everest Group survey with 200 CXOs from large enterprises (more than US\$ 1billion in revenues)

Enterprise value drivers

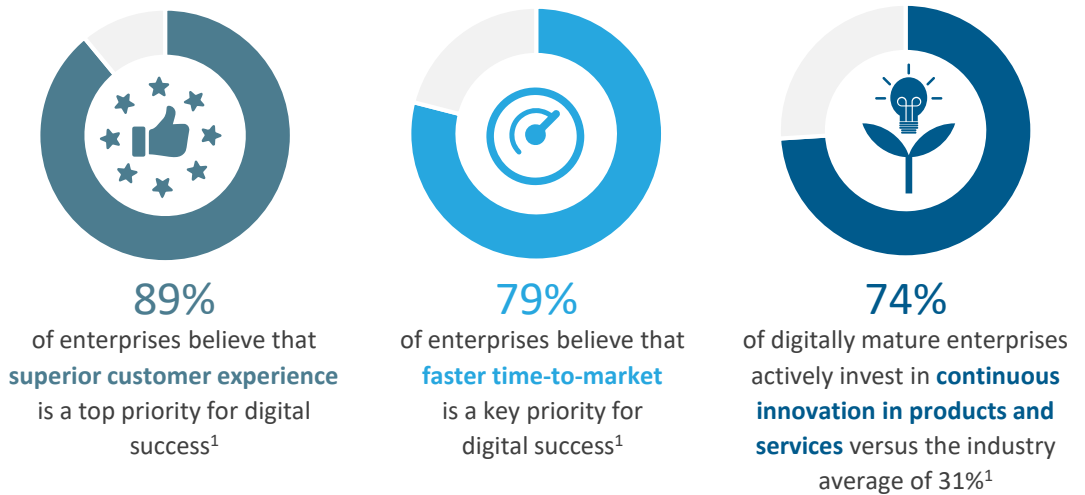
Everest Group take

The key imperatives driving enterprise success in the digital age include superior customer experience, faster time-to-market, and continuous innovation in products and services. However, most enterprises fail to realize the complete benefit from their digital initiatives. A siloed technology adoption strategy, instead of transforming core operations with the help of technology, limits digital value capture. The key reason for this limited success is siloed enterprise operations across IT, Infrastructure Services & Business Process, instead of an integrated operations focusing on business KPI's and driving transformation aligned to strategic business priorities

EXHIBIT 2

Key imperatives for enterprise success in the digital age

Source: Everest Group (2019)



Successful transformation programs rely on changes in organization and operations in conjunction with technology transformation initiatives:

- ING embarked upon an Agile transformation journey, creating 350 nine-person squads in “tribes.” The Agile transformation resulted in significant benefits through improved time-to-market and enhanced customer engagement
- Subway overhauled its entire operations model to create a personalized user experience at every touchpoint. The most notable reason for Subway’s success was ensuring that the new model remains dynamic through continuous innovation
“In any business, you need to have a model that makes those big decisions objective. But just because you build a model, it doesn’t mean it should be static. You should always change it, always be dynamic and update it.”
 – Chad Sanderson, Digital Optimization Lead
- Rolls-Royce accelerated its digital transformation program to speed up the development of new products and services for its customers. It is leveraging fast-paced data innovation to improve service and develop new products to improve its time-to-market by 50%
“Digital transformation has helped us reduce time-to-market and reduce cost. We are using data to design and make engines better.”
 – Ben Story, Strategic Marketing Director

¹ Everest Group survey with 200 CXOs from large enterprises (more than US\$ 1billion in revenues)

What does it take to be a digitally successful enterprise?

Everest Group take

Most transformation initiatives can achieve success in sub-scale projects. The challenge lies in scaling digital success across the breadth and depth of enterprise functions, resulting in new business models. A scalable digital transformation approach requires enterprises to make investments along two dimensions - technology and operating model. Enterprises that are able to transform along both dimensions reap the full benefits of digital transformation.

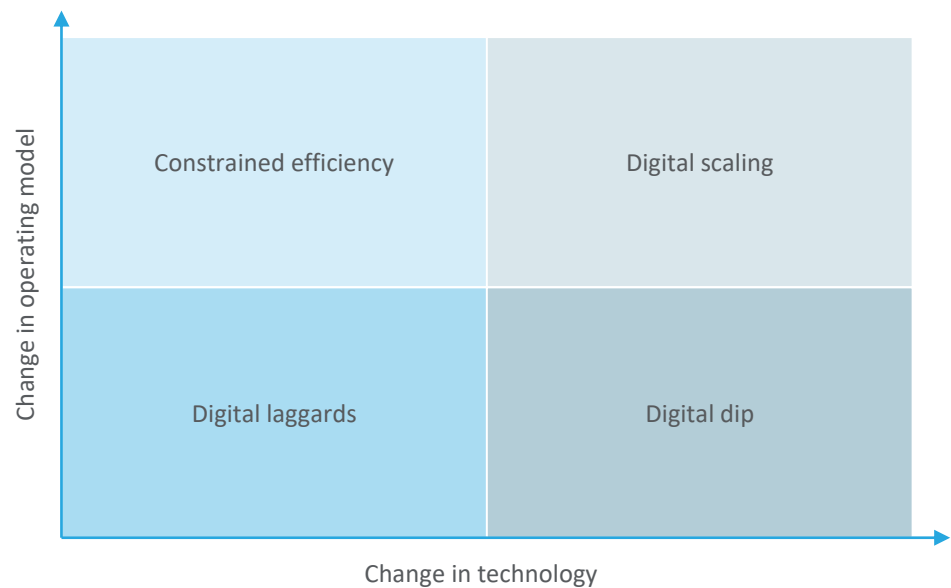
Why are enterprises not able to realize success from their digital initiatives?

Most enterprises, in an effort to achieve quick results, equate digital transformation with either technology implementation or process reengineering. To gain true digital success, enterprises need to focus on both technology and operating model transformation beyond process optimization initiatives.

EXHIBIT 3

Approach to a successful digital transformation

Source: Everest Group (2019)



Enterprises that are able to carry out digital transformation with a balanced focus on operating model changes and technology changes exponentially increase the probability of achieving digital scale.

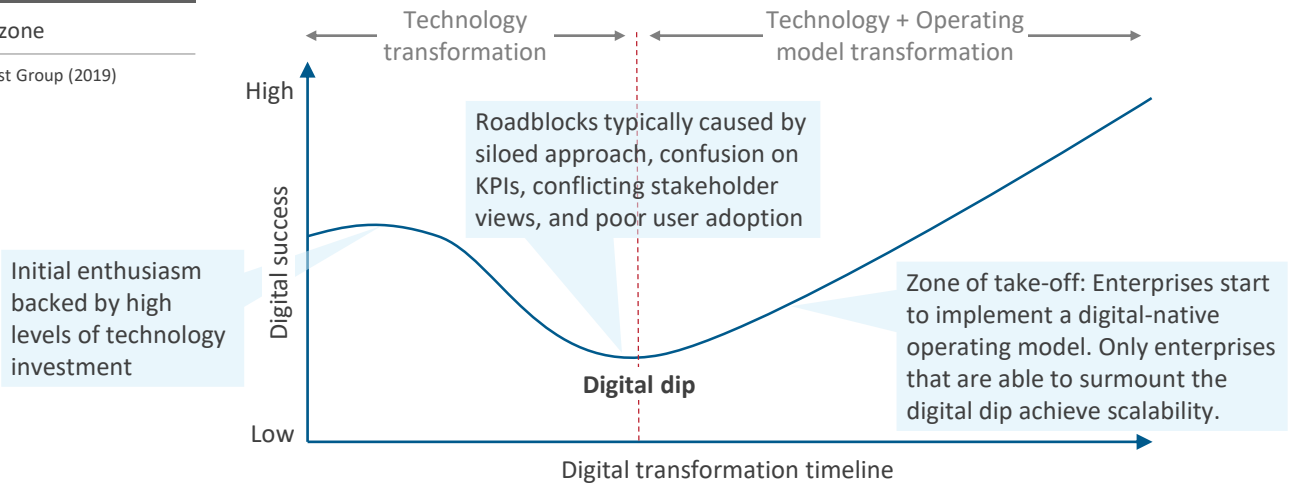
Zone of the digital dip

Enterprises that focus extensively on technology transformation without corresponding changes in the operating model often fall into the digital dip, and are unable to sustain the initial levels of success realized through technology transformation. The digital dip is caused when they experience roadblocks impeding success with digital transformation. Ultimately, most enterprises are unable to surmount this dip, resulting in digital transformation initiative failure.

EXHIBIT 4

Digital dip zone

Source: Everest Group (2019)



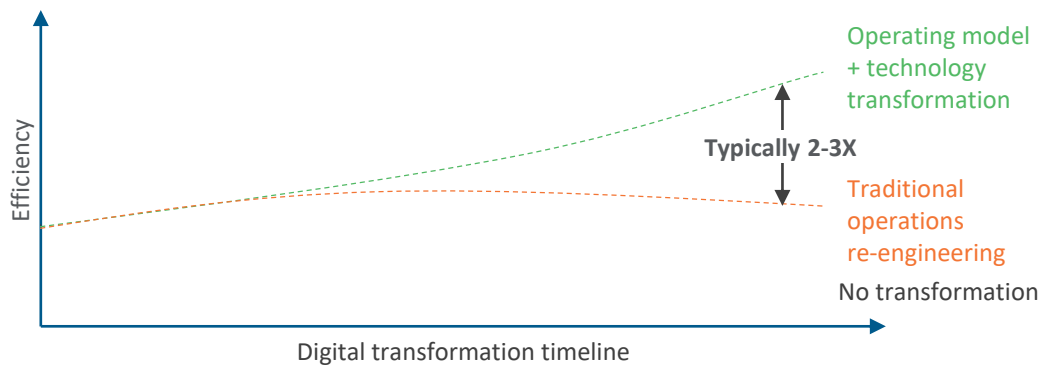
Zone of constrained efficiencies

Enterprises that focus extensively on operating model changes without adequate investments in technology land in the zone of constrained efficiency. Traditional enterprises often undertake this approach as part of which they undertake transformation initiatives to overhaul their complex operating model. However, in the absence of technology transformation, operating model changes are often limited to superficial restructuring of business units, and process reengineering initiatives that are focused on driving tactical, and often incremental efficiencies that lose relevance with a changing business environment,

EXHIBIT 5

Constrained efficiencies zone

Source: Everest Group (2019)



Understanding technology transformation

Everest Group take

Most enterprises take a siloed, fragmented approach to technology implementation, with sub-optimal results. To drive technology transformation, a comprehensive IT and operations technology framework leveraging AAAC (agility, analytics, automation, and cloud) is required to achieve transformation objectives.

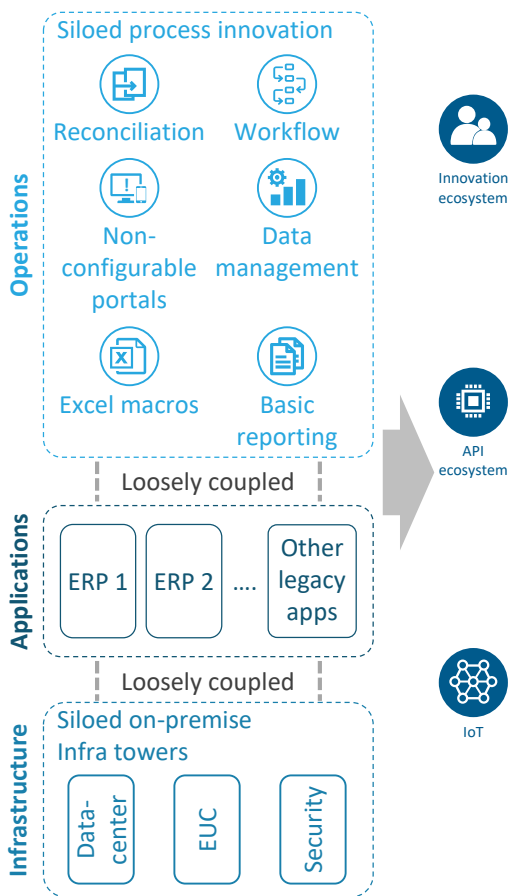
A technology transformation model brings together elements of agility, automation, and analytics in an integrated IT-operations environment to break the siloed nature of transformation that most enterprises employ. Cloud often forms the bedrock of such a technology transformation.

EXHIBIT 6

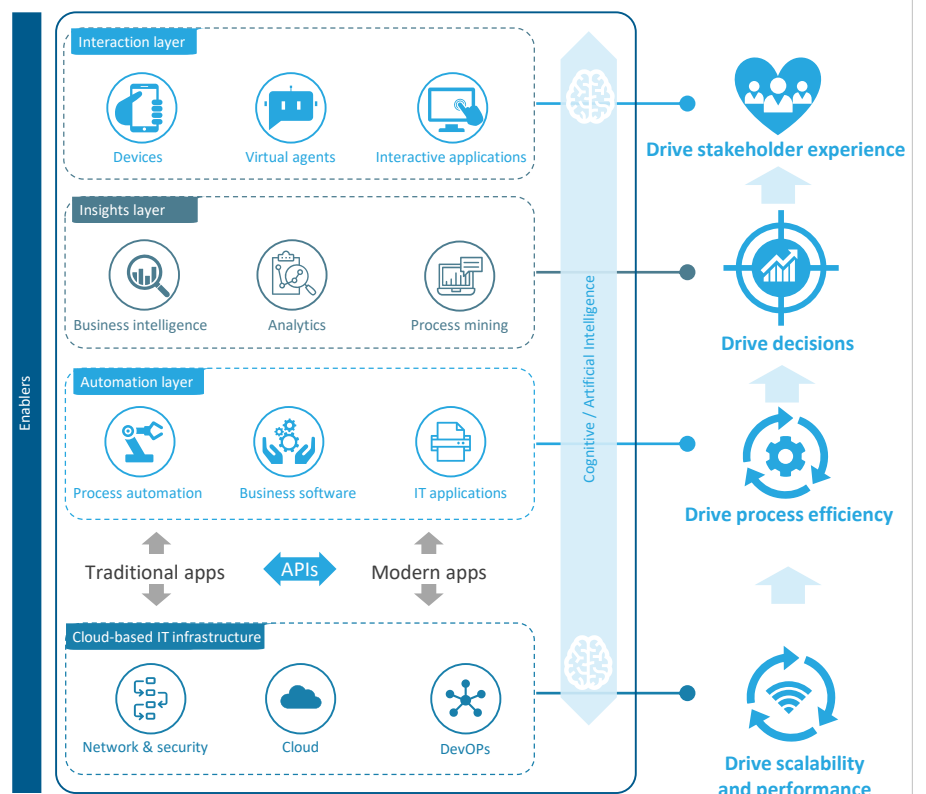
Technology transformation model

Source: Everest Group (2019)

Traditional siloed operations model



Integrated IT-operations model



Transitioning from a traditional business model to a technology transformation model requires four key changes.

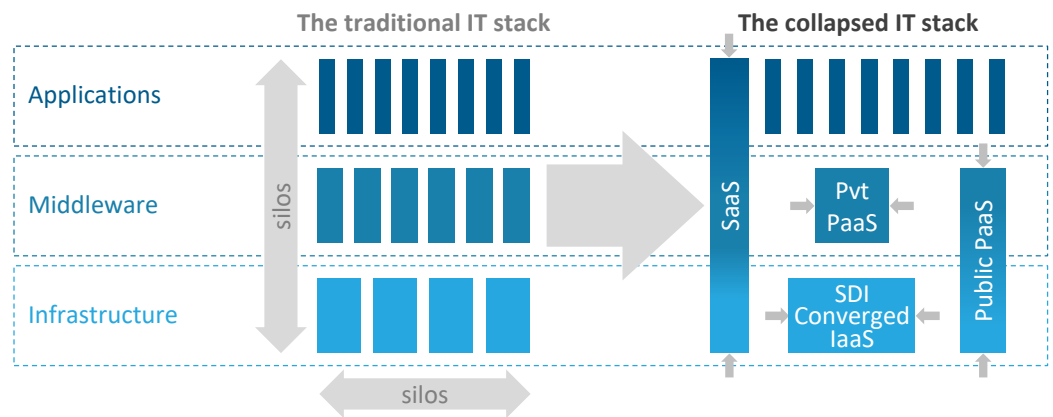
IT stack collapse

In the new model, the traditional siloed IT stack collapses into a pod-type model based on technology advances such as cloud, software-defined infrastructure, operations automation, and containers. The infrastructure and application layers bring together the requisite business and cross-functional talent with the core objective of conceptualizing and delivering specific business outcomes on a continuous basis.

EXHIBIT 7

IT stack collapse

Source: Everest Group (2019)



Clearly defined insights and experience layers

Technology investments in improving customer experience are often fragmented and limited to innovations in the interaction channel (e.g., chatbots). By defining a clear insights layer that integrates multiple channels with systems of records and modern apps, the new operating model ensures recency of “customer memory.” In other words, customers’ unique behavioral identities and preferences are consistently managed across multiple channels and transactions, eliminating friction. For instance, a retail banking customer’s preferences across interactions (such as cards and mortgages) are “remembered.”

Incorporation of external data sources

Internal data such as operational data, transactional records, and customer metrics, are lagging performance indicators and provide insights only on historical events. Today, enterprises need to monitor and analyze disparate external data sources to build and maintain a clear and current picture of their environment. By identifying and seamlessly integrating new, external data sources into the decision-making process, enterprises identify and integrate insights on forward-looking consumer trends, market demographics, and competitive developments.

“Companies have become a little more outward-focused because of external data, and use of this data is changing the way insurers view and interact with the external world.”

– Upendra Belhe, SVP and Chief Enterprise Business Analytics Scientist,
Chubb Group of Insurance Companies

Retail companies such as P&G, HUL, and Amazon buy and deliver customized ads based on external datasets such as a country’s demographic, consumption, and weather. Banks use external data to create customized and targeted offerings

Smart automation as an enhancer

The automation layer plays a key role in bringing together the combined IT and operations layers. The automation layer needs to straddle both IT and business process automation in order to offer a seamless, straight-through experience, as well as to create a feedback loop that manages the impact of changes in the technology or business environment. “Intelligent automation” initiatives that combine RPA with advanced cognitive technologies need to be implemented in ways that take into account both the existing technology landscape as well as the business process dependencies to drive unified outcomes.

Understanding operating model transformation

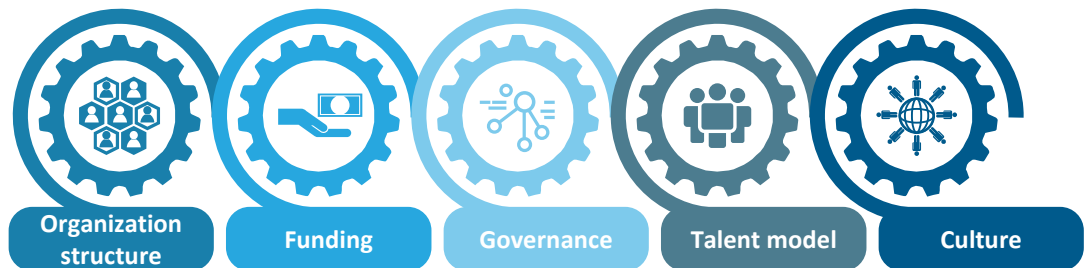
Everest Group take

The journey to a digital-native operations model is a multi-stakeholder conversation at the board level. It requires significant culture change, initial access to differentiated talent, a targeted plan to upskill the existing the talent base, and – most importantly – a long-term commitment to change. Governance is critical, and enterprises need to measure value through a set of evolving metrics across technology, operational agility, and business outcomes.

EXHIBIT 8

Operating model transformation

Source: Everest Group (2019)



Organization structure

Nearly 70% of enterprises believe organization structure is a barrier to scaling up their digital initiatives.¹

Traditional organizational structures have been characterized by:

- **Inside-out definitions:** Functions and sub-functions have been built on the enterprises' focus on driving task efficiency. Over time, this has resulted in a siloed and fragmented organization that focuses narrowly on efficiency, with little focus on the customer needs. **Using the customer journey as the true north, enterprises need to break organizational silo-s to drive a singular focus on the customer experience**
- **Siloed shared service structures:** Traditional enterprise IT structures have been built around tower-based models. Similarly, traditional operations structures to support functions such as procurement, HR, finance typically scale through some form of shared services. In a traditional model, these structures offer unit cost efficiency and narrow specialization. But, in a modern enterprise trying to scale a digital operating model, these structures impede agility and innovation by being siloed from each other and from core business

The next generation of organizational structures will need to be characterized by:

- **Central innovation organizations** that serve as governors of the transformation journey by focusing on the central mandates of risk and compliance, and support pan-enterprise funding for specific initiatives
- **Agile Ninja squads:** High-powered, small teams that are tasked with incubating initiatives across different functions and business units. The core mandate of the Agile Ninja squads comprise:
 - Rapid prototyping and MVP evaluation for specific initiatives
 - Sharing and seeding of best practices, knowledge, and expertise
 - Eliminating waste and duplication of initiatives

¹ Everest Group survey with 200 CXOs from large enterprises (more than US\$ 1billion in revenues)

- **Digital command centers** that are tasked with adopting and scaling innovation outcomes. These centers need to be integrated and cross-staffed with personnel across business operations and technology. Essentially, they are the digitally-integrated versions of the traditional siloed shared services structures that seamlessly blend technology into the enterprise run model.

EXHIBIT 9

Organizing principles for digital transformation

Source: Everest Group (2019)

	Central innovation organization	Agile Ninja squads	Digital Command Centers
Staffed with	CXOs	Cross functional teams comprising technologists, business process SMEs, internal consulting and strategy organizations, change management specialists, etc.	Integrated IT and business process teams
Reports to	Board of Directors	Individual BU leaders on specific initiatives	CIO and COO
Responsible for	Conceptualize and Govern <ul style="list-style-type: none"> ● Vision and strategy ● Pan-enterprise initiatives (e.g., M&A) ● Security and compliance 	Change and Implement <ul style="list-style-type: none"> ● BU-specific technology implementation ● New offering development and rollout ● New BU/geo set-up, integration, divestment 	Run and Optimize <ul style="list-style-type: none"> ● BAU operations ● Continuous analytics ● Automation and optimization initiatives



Funding

Approximately 45% of the enterprises fail to implement or sustain their digital initiatives due to lack of sustainable funding.¹

Scaling digital transformation comprises several iterative, multiyear journeys that require enormous change to reinvent the business and create new value for customers, employees, and shareholders. Though the overall spend on digital initiatives has increased, most digital initiatives do not reach scale due to budget constraints. Enterprises generally face one or more of the following three challenges:

- **Business case and ROI:** Typical funding models focus on achieving a specific business case, based on certain assumptions established at the beginning; those assumptions often turn out to be incorrect
- **Budget timing:** Most companies plan capital budgets for technology investments every 12 months, which fundamentally go against the agile, rapidly iterative, and adjusting journey cycles
- **Budget allocation:** Capital budgets in enterprises are often controlled by a centralized unit rather than the business units. A scalable digital transformation initiative requires budget allocation across business and functional units

¹ Everest Group survey with 200 CXOs from large enterprises (more than US\$ 1billion in revenues)

Corollary to the principles for organization structures described above, multi-modal funding structures are needed to support transformation journeys structured around different degrees of centralization/decentralization and paces of iteration:

- **Central portfolio funding approach:** Transformation journeys comprise projects that need funding across multiple departments or business units. Many of these projects might lack the ROI to be funded at an individual level. A portfolio funding approach de-risks these projects and creates a strong ROI at a portfolio level
- **Decentralized venture capital approach:** This model uses staged gateways that evaluate MVPs using a fail-fast approach and rapidly adjust funding to prioritize the innovation funnel

These funding approaches need to co-exist to balance the conflicting mandates of risk and innovation and to allow the flexibility necessary to adjust funding at different stages of the digital transformation journey.



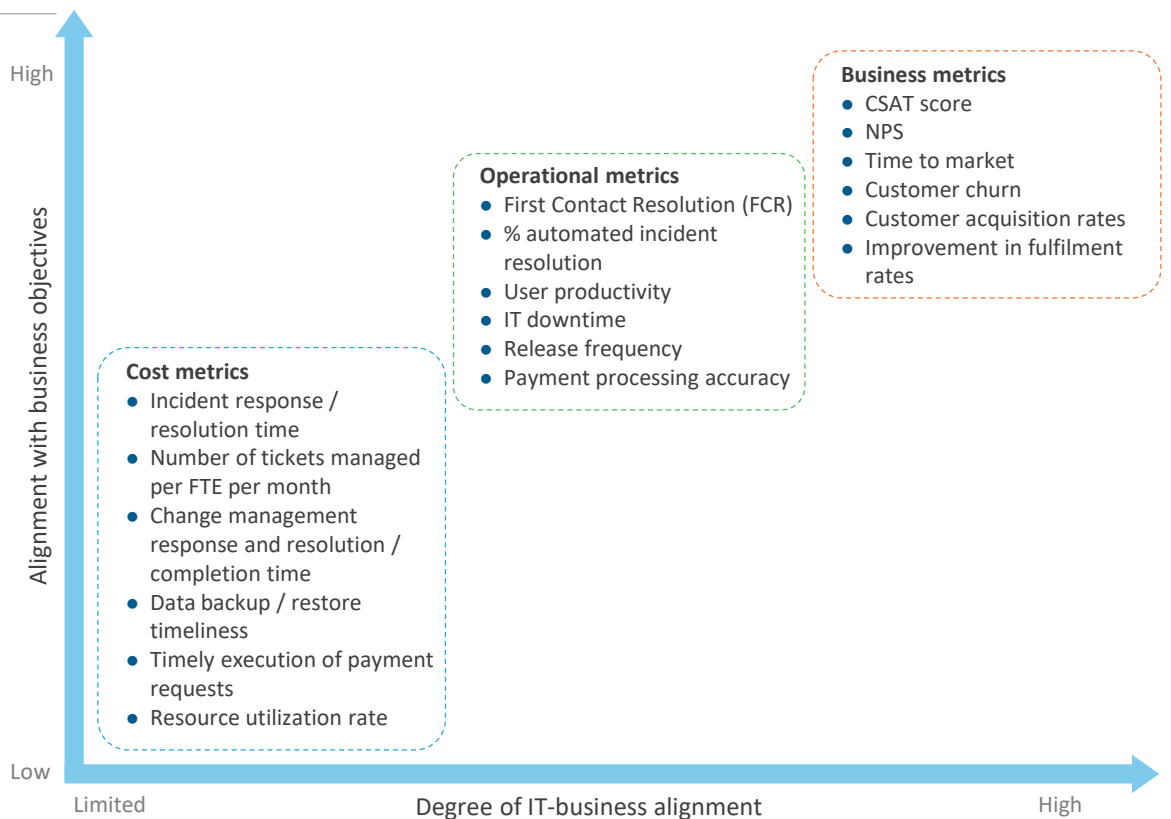
Governance

While the initial measures of success can be technology-led (particularly in situations where significant legacy estates need to be modernized as a precursor to operations transformation), the KPIs need to rapidly evolve to agility and business outcome metrics. For instance, measuring reduction in IT downtime will eventually have to be supplemented with measurements that correlate IT investments with reduction in process cycle times (agility) and cost improvements (reduction in supply chain waste), revenues (improvement in fulfillment rates, customer acquisition rates, etc.) , or customer experience (NPS).

EXHIBIT 10

Governance and KPIs

Source: Everest Group (2019)





Talent model

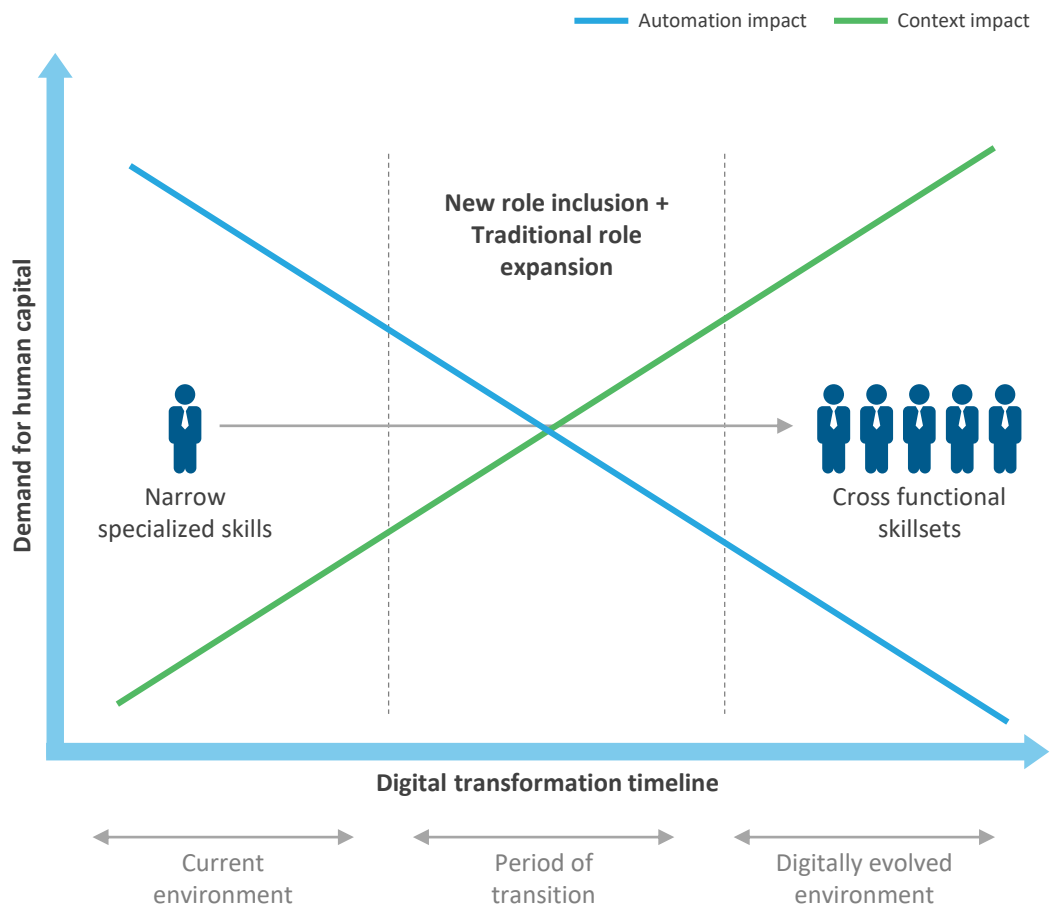
Only 20% of enterprises have a digital talent sourcing strategy that crosses the organization and is well integrated with business units and functions

As enterprises undergo digital transformation, their skill set mix will change significantly. Interestingly, much of the narrative today rests on the impact of automation on traditional skills. However, this is a short-sighted view based on the current inventory of skills. As automation and intelligence scale within the enterprise, business context will become invaluable and will lead to a dramatic need for cross-functional techno-ops skills.

EXHIBIT 11

Talent model

Source: Everest Group (2019)



As a result of the change in the organizational skill set requirement, the talent pyramid also will evolve as shown below. Not only is automation likely to eliminate routine, mundane tasks, but it will fundamentally shift service delivery economics from the unilateral imperative of flattening the pyramid to a diamond-shaped models.

Evolving talent pyramids





Culture

A digital-native operations model requires an ownership-driven culture with focus on experimentation to reduce the fear of change. There are three key components of culture in this model: leadership buy-in, collaboration and innovation, and iterative improvements.

Leadership buy-in

Transforming operations models at scale requires overcoming significant inertia, resistance and top-down mandates as well as cross-stakeholder alignment.

55% of enterprises believe that inadequate leadership buy-in cause a digital transformation initiative to fail.¹

The enterprise transformation model in particular often necessitates fundamental organizational redesign, requiring a board-level conversation. At the same time, bottom-up cultural resistance to change driven by fears of job irrelevance needs to be addressed through effective upskilling and reskilling plans.

Collaboration and innovation

Organizations have traditionally operated in silos across IT infrastructure (end-user compute, data centers, and security), application development & maintenance, and business operations (F&A, HR, contact centers) and do not communicate with one another. Each silo focuses on delivering services within its realm of expertise and is bound by rigid SLAs; therefore, the lack of collaboration is not surprising.

Only 39% of enterprises believe they have a strong focus on building a collaborative and cooperative culture.¹

More than 80% of enterprises do not have a experimentation- and innovation-driven culture.¹

In a digital-native operations model, building a collaborative culture is a critical differentiator for successfully scaling digital transformation.

Iterative improvements

Transformation journeys are long and require patience; “rip and replace” approaches do not yield the best outcomes. Enterprises need to have the right policies and procedures in place to observe and iterate to success, applying a the test-and-learn approach through the regular infusion of new skills and technologies into the operating environment, and regularly measuring results.

65% of CXOs believe that an intelligent enterprise needs to have continuous innovation programs that deliver progressive value through rapid iteration.¹

¹ Everest Group survey with 200 CXOs from large enterprises (more than US\$ 1billion in revenues)

Approach to implementing a digital-native operations model

Everest Group take

Enterprises can drive the adoption of a digital-native operations model through an enterprise-level or a function-level transformation. Identifying the right transformation approach for the enterprise requires the consideration of multiple factors such as business health, industry disruption, and digital talent availability.

Determining the right transformation approach

Enterprises can adopt a digital-native operations model through two distinct approaches, enterprise-level transformation or business function transformation. The former is carried out across the enterprise quickly to completely transform the operating business model and gain significant differentiation from competitors. In a functional transformation, the integrated technology + operations model is applied across discrete parts of the organization (e.g., claims in insurance, or store management in retail) to identify relevant business cases and then scale up the transformation across the enterprise in phases.

Enterprises should understand the combination of factors noted in Exhibit 9 to determine the right transformation approach for them.

Interpreting the framework















The decision on whether to take a business-level transformation or a function-level transformation approach may not be black and white. Enterprises need to consider multiple factors to identify the best approach. For example, if an enterprise is nearing its asset refresh cycle and has a high risk appetite, an enterprise-level transformation may be appropriate. However, if the enterprise lacks the requisite digital talent and has a vast legacy infrastructure, the enterprise-level transformation model may be challenging. Enterprises can leverage the framework presented in Exhibit 9 to aid in decision-making.

EXHIBIT 12

Enterprise- or function-level adoption framework

Source: Everest Group (2019)

▲ Enterprise-level transformation ▲ Function-level transformation

Parameter	Transformation approach	Parameter range definitions	
Business health 		Poor	Poor financial results, low shareholder confidence
		Excellent	Strong financial results, high shareholder confidence
Corporate holding structure changes 		Near	Planned changes in the corporate holding structure (M&A/divestment) in the next year
		Far	No foreseeable changes in the corporate holding structure
Industry disruption 		Low	Tech firms / startups have started entering the industry but have not yet created significant impact
		High	Tech firms / startups are presenting significant competition to traditional enterprises
Change appetite 		Low	Low confidence in the enterprise's ability to manage the risk associated with significant change
		High	High confidence in the enterprise's ability to manage the risk associated with significant change
Digital talent availability 		Low	The enterprise has limited access to next-generation talent
		High	The enterprise has developed a significant base of next-generation talent through hiring, training, acquisitions, etc.
Asset refresh cycle 		Near	Due date is in less than 12 months
		Far	Due date is more than 2.5 years away
Legacy environment 		Low	Less than 50% of enterprise environment runs on legacy infrastructure and applications
		High	More than 80% of enterprise environment runs on legacy infrastructure and applications

Case study: changing operating models for regulated divestitures

Overview

As enterprises further develop their business models, they evolve through mergers, acquisitions, and divestment. Life Science major Bayer announced its acquisition of U.S. agrochemical and agricultural biotechnology company Monsanto in 2016, with the intent of both extending its portfolio into adjacent areas and leveraging the asset as a platform for ongoing innovation in agriculture, including Monsanto's leading role in digital farming solutions.

In order to obtain regulatory approval for the acquisition of Monsanto, Bayer had to divest some of its crop science businesses. In doing so, Bayer had to essentially stand up fully functional operations for each of its divested businesses – many of which were being served by shared services organizations across the globe – from day one. Failure to meet the divestiture stipulations would put the acquisition at risk; at the same time, delays would also jeopardize the transaction by extending beyond the agreement timeframe. Bayer needed to find a way to successfully divest the necessary business units in a very short timeframe.

Scope

- The businesses Bayer needed to divest spanned 140 sites in 26 countries, and included 4,300 employees and 43 legal entities
- Bayer had to separate all elements of the divested business from the parent organization, including capital assets, IP, people, processes, and technology. The divested organizations had to be fully operational and compliant from day one, including all business functions across core operations as well as corporate functions such as HR, procurement, finance, and IT
- The IT landscape alone involved more than 400 non-ERP applications, 700 servers, and 4,500 end users spread across 140 sites globally

Transformation approach

Bayer adopted a digital native transformation model as a part of its divestiture approach

- **Integrated carveouts:** For each divested business, the Bayer team had to carve out business processes the underlying technology. Given regulatory requirements and the required pace of change, Bayer would not have succeeded if it had attacked processes and technology stacks in isolation. Instead, Bayer created a scalable, repeatable carve-out solution spanning the complete stack of IT systems, infrastructure and operations, to execute the divestiture of multiple business entities
- **Agile and iterative:** One of the most critical parts of the entire exercise was identifying the requirements and the economic impact of new operating models for the divested businesses. Given the stringent deadlines, Bayer was compelled to act with imperfect information and was not in a position to build complete and validated baselines upfront. Consequently, the transition team built the carveout program on assumption-based economic models that it refined over multiple successive iterations. Bayer defined clear tollgates and input-output metrics as part of the business planning procedures, updating output models as it received input information. Output metrics, in turn, determined what was required for the divested business to be self-sufficient and compliant. Such an agile and iterative process is typical of transformation programs with dynamic business requirements – Bayer was able to successfully navigate a complex environment by not creating hardwired end states

- **Cloud-first approach:** Bayer adopted a business-oriented, cloud-first approach to defining the end-to-end business processes, and set up a cloud-based solution environment for the vast majority of the divested businesses, including the complete stack of infrastructure, IT applications and enabling business process services, all of which it transferred to the acquirer at closing
- **Combination of centralized and decentralized decision-making:** While a central M&A organization governed the overall divestiture program, Bayer created embedded project teams that were responsible for standing up separate businesses. Specific requirements and characteristics of each business (e.g., local market regulations) influenced decision points for each divested business
- **Technology and process playbooks:** Bayer evolved a set of standard process and technology playbooks to stand up the newly divested businesses (e.g., network procedures, Cloud First principles, etc.). The new operating models were characterized by lean fit-for-business processes and standard operating procedures based on the new IT systems and the needs of a small to medium-sized company. At the same time, several decisions needed to be customized to suit the specific needs of a divested business. For instance, automation initiatives were governed by the scale and complexity of the individual businesses – large complex businesses justified significant investments in automation, while smaller businesses did not merit the same level of automation investments

Impact

Bayer was able to meet all regulatory requirements and proceed with the Monsanto acquisition. By codifying the knowledge gained in the form of a carveout factory playbook and a set of standard operating procedures, Bayer is now on an accelerated path to running similar initiatives.

Key learnings

The Bayer story is instructive on multiple counts – it highlights the fact that the tenets of a modern transformation strategy are applicable in situations that are not necessarily driven exclusively by technology changes. Operating model changes are often triggered by a broader set of drivers – but there may be relatable pointers from which enterprises can learn. In complex situations where ambiguous requirements and a need for accelerated change define the environment (as they did for Bayer), enterprises need to design transformation journeys that incorporate some of the factors that were instrumental to Bayer's success, such as:

- **Agile and iterative approach:** The complex nature of the divestiture meant that an iterative approach was required to tackle new challenges and come up with a repeatable model
- **Governance:** The new entities' need for complete independence required Bayer to set in place proper policies and procedures. Bayer proactively developed and established these standards
- **Multi-layered projects:** Execution of these divestments required multiple cross-skilled teams to work on projects within projects. These teams maintained strong back-and-forth communication channels with the core M&A teams
- **Transparency and collaboration:** Operating in a highly dynamic and complex environment required multiple teams (local market businesses, central M&A teams, carveout teams, etc.) to stay well coordinated at all times. Each team realized that it had to invest disproportionately in ensuring all other teams were updated with current information – including a common understanding of challenges. By being completely transparent at all times, Bayer was able to ensure that multiple moving pieces eventually came together to form stable operations for the divested businesses

Is the digital-native operations model what your enterprise needs?

The following statements are starting considerations to evaluate the need for a digital-native operations model within an enterprise.

Please determine whether or not you agree with the following statements about your current business environment.

Business considerations

1. Our traditional business model is at risk of disruption by new digital-native competitors
2. We would like to augment our traditional business with digitalized products and services
3. We are considering impending M&A/divestment initiatives
4. We have an aggressive schedule to expand into new geographies and/or business segments
5. We have an aggressive schedule of rolling out new products and services
6. Our business goes through significant seasonal peaks and valleys

Operating and technology environment considerations

1. Technology modernization is a key priority for us
2. We are planning to migrate, or have already migrated, significant parts of our applications to the cloud
3. We want to coordinate across decentralized technology adoption initiatives across the enterprise
4. We believe we can unlock significant business value from a systematic analysis of enterprise and customer data
5. We believe IT and process automation can not only reduce costs but also be a competitive advantage for our business
6. We are open to reengineering some of our business processes

Digital maturity considerations

1. Digitalization is a CXO conversation in our organization
2. We believe that digitalization requires a combination of business process reengineering and technology investments
3. We have a collaborative culture
4. We believe in continuous improvement and innovation cycles rather than Big Bang projects
5. We need to accelerate implementation in our digitalization programs
6. We are open to augmenting and investing in our existing talent base to succeed in the digitalization journey


If you answered “yes” to at least three of the questions in each of the three categories, you are a strong candidate for the digital-native operations model.

About Everest Group

Everest Group is a consulting and research firm focused on strategic IT, business services, and sourcing. We are trusted advisors to senior executives of leading enterprises, providers, and investors. Our firm helps clients improve operational and financial performance through a hands-on process that supports them in making well-informed decisions that deliver high-impact results and achieve sustained value. Our insight and guidance empower clients to improve organizational efficiency, effectiveness, agility, and responsiveness. What sets Everest Group apart is the integration of deep sourcing knowledge, problem-solving skills and original research. Details and in-depth content are available at www.everestgrp.com.


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For more information about Everest Group, please contact:


 +1-214-451-3000


 info@everestgrp.com

For more information about this topic please contact the author(s):

 Rajesh Ranjan, Partner
rajesh.ranjan@everestgrp.com

 Chirajeet Sengupta, Partner
chirajeet.sengupta@everestgrp.com

 Skand Bhargava, Practice Director
skand.bhargava@everestgrp.com

 Mukesh Ranjan, Senior Analyst
mukesh.ranjan@everestgrp.com