

Excelling @ digital requires enterprise fusion

Organizations that seamlessly **fuse digital** across their front-office and back-office processes, while emphasizing **cross-functional** collaboration, are more than

2.5x likely to generate double digit growth.



Those that fall short can take immediate steps to a fused state by setting a

clear customer experience vision.

In a survey of 500 business and technology leaders conducted for us by Forrester Consulting, we learned that

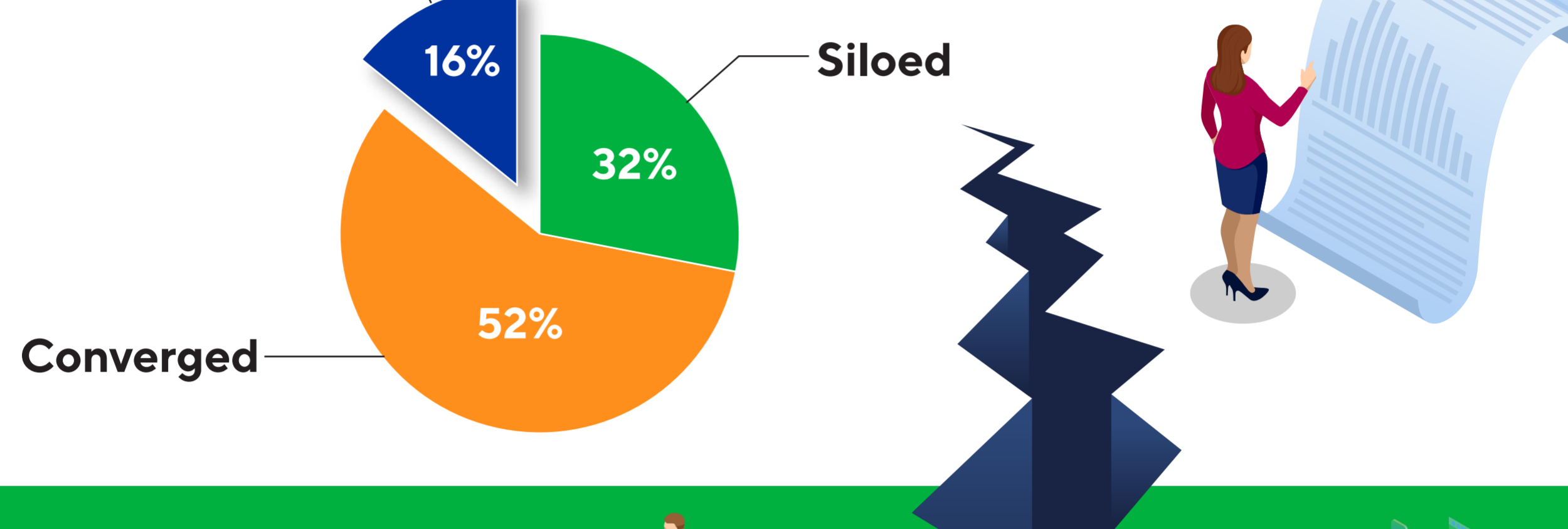
LESS THAN 1/4

of the organizations studied have fully fused digital across their enterprises.



This means they are able to harmonize their strategy across key processes, data, organization and technology.

Fused Organizations are in the Minority



Siloed: Digital decision making is conducted independently within functional silos at these organizations.

24% are experiencing revenue growth of over 10%, on average.



Converged: Digital change is seen to be a key component in the company's strategic future, but coordinated execution may be difficult to achieve across functional business units of these organizations.

50% are experiencing revenue growth of over 10%, on average.

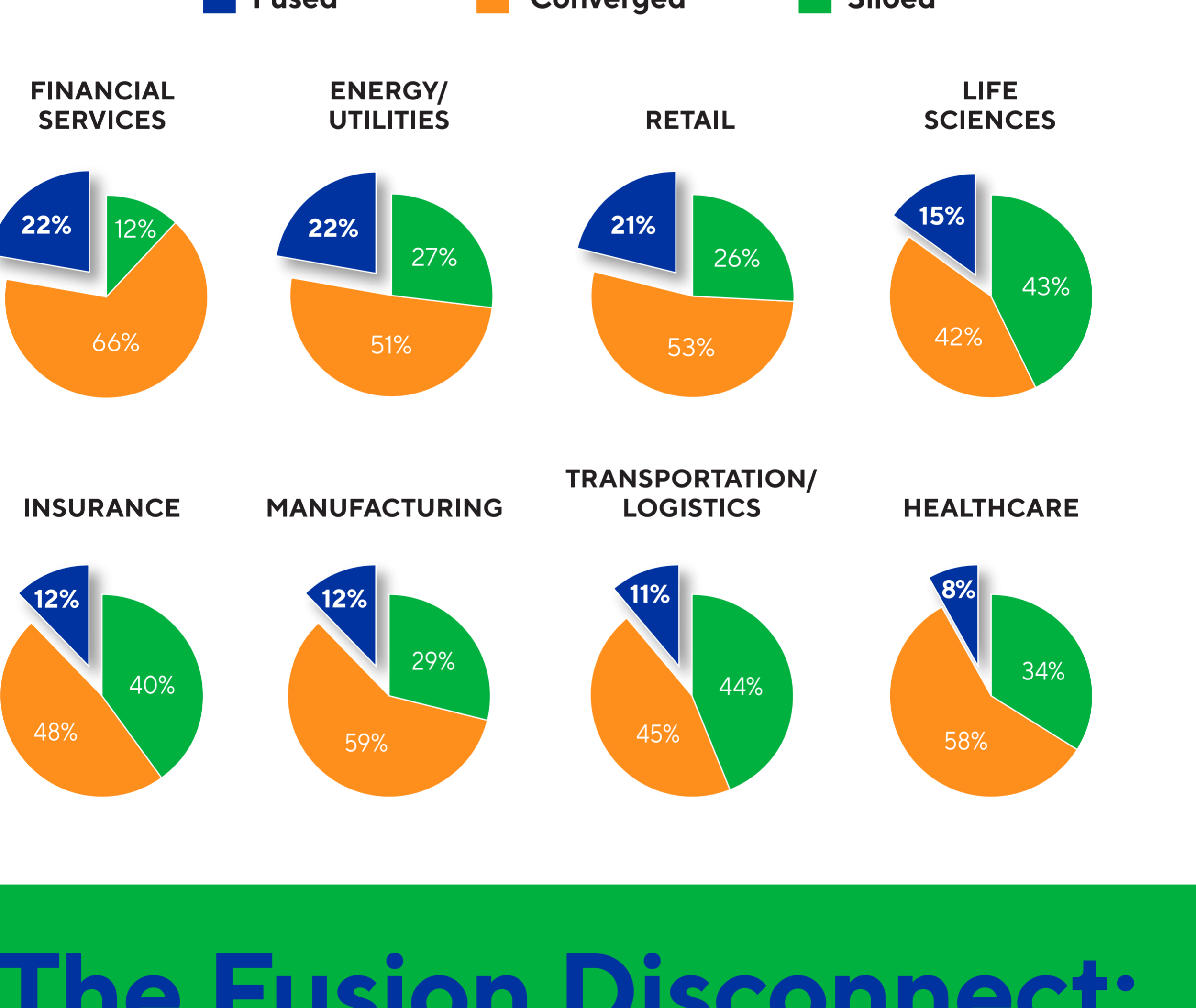


Fused: Digital initiatives are driven by the desire to provide best-in-class customer experiences of these organizations.

62% are experiencing revenue growth of over 10%, on average.



Enterprise Fusion Varies by Industry

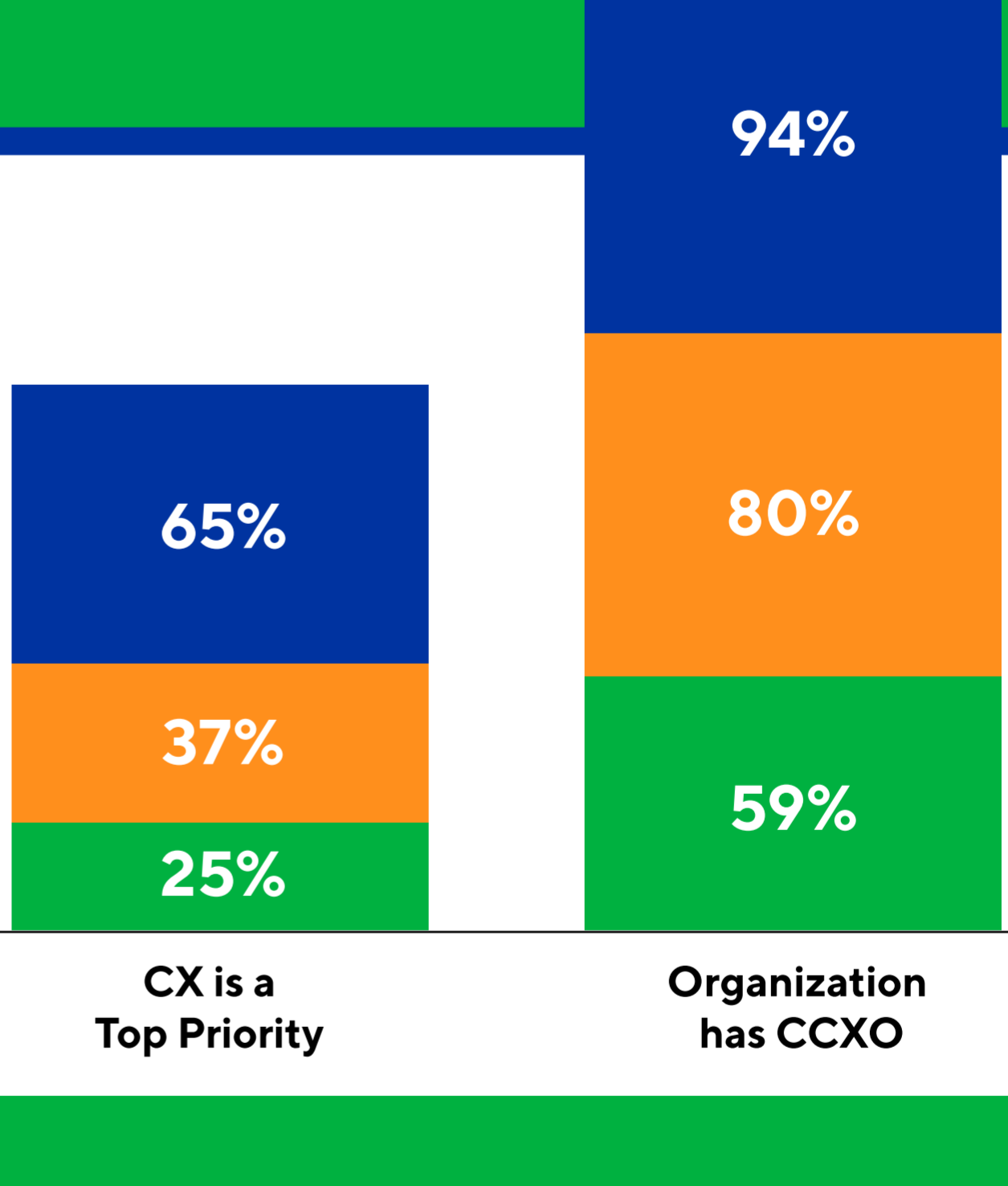


The Fusion Disconnect: Most Enterprises Aren't Built to Excel at Customer Experience.



LESS THAN 40% of companies have aligned internal teams that put customers at the forefront of their digital activities.

... Digitally Fused Enterprises Make CX a Focal Point



The Takeaway: How Enterprises Can Become More Fused

For Siloed Organizations:

- Set and communicate an organization-wide CX vision and strategy.
- Make cultural change a priority and eliminate stove pipes.
- Amp up investment in digital operations, including cloud-based digital back-office capabilities.

For Converged Organizations:

- Take a more holistic approach to digital that is grounded in end-to-end customer journeys.
- Invest in data quality ahead of the AI rush.
- Embrace partners to accelerate business change through new ideas and modern practices.

For Fused Organizations:

- Exploit data, automation and AI.
- Operate in a continuous improvement mode.

Our Recommendations

- 1. Connect around the customer journey:**
 - Create small, cross-organization, Scrum-like teams for improving customer journeys.
 - Bring customers directly into the decision-making process.
- 2. Focus operational improvements on what customers value most:**
 - Create innovation labs specifically to address improving business operations.
 - Engage a network of partners to deliver new operational capabilities fast.
- 3. Create a modern tech foundation that is loosely coupled and built for speed:**
 - Make dramatic changes to tech strategy built on cloud-based and microservices architectures.
 - Extend your technology directly to customers for real speed.
- 4. Create and nurture a company culture that embraces change:**
 - Invest in the human side — people and change.
 - Value behaviors and ethos, not just outcomes and roles.

To find out more, visit us at www.cognizant.com/fusion.