cognizant

Assuring value in enterprise transformation

Foreword

Enterprises worldwide are investing heavily in transformation:

- Modernizing technology
- Redesigning operating models
- Embedding AI into core business processes.

Yet a familiar disconnect persists: change is delivered, but impact remains uneven. In an environment shaped by volatility, regulatory pressure, talent constraints, and rapid technology cycles, transformation cannot come at the expense of business continuity. The business must continue to perform—even as it evolves.

Success, therefore, is not defined by speed or activity, but by value delivered and sustained. This places value assurance at the center of transformation: the discipline of clearly defining outcomes, aligning stakeholders on what success truly means, managing risk and dependencies through delivery, and validating that benefits are realized in day-to-day operations. In the words of Jayati Chatterjee, Global Practice Leader for Quality Engineering & Assurance at Cognizant,

"Value creation—not execution alone—has become the definitive measure of enterprise success."

As enterprises scale AI, automation, and agentic systems, consistent value demands continuous assurance that safeguards trust, reliability, and outcomes—not just functionality. Leading enterprises respond by managing transformation value as a portfolio, not a one-time business case. They establish shared outcome scorecards, clear value ownership, and governance forums that link delivery health to benefits realization. They also invest in platform and data foundations that make progress visible early, enabling faster course correction as priorities shift.

Drawing from findings of a research conducted by Everest Group with 200 enterprises, supported by Cognizant, this study offers a practical blueprint for leaders who must transform while continuing to run the business. It highlights where value typically leaks across the transformation lifecycle, what best-in-class organizations do differently, and how transparency can be built to prove outcomes—not just deliver outputs.

Everest Group®

May 2026

Assuring Value in Enterprise Transformation

From Fragmented Initiatives to Systemic Value Realization

Contents

Executive summary

Enterprises are in the middle of simultaneous, overlapping transformation programs spanning customer experience, operating model redesign, platform modernization, and data/AI initiatives. Yet while transformation activity is accelerating, value realization remains inconsistent. Many organizations can mobilize delivery but still struggle to define value in a shared way, translate it into aligned success measures, and manage value leakage through execution. The result is a familiar pattern: delivery milestones are achieved, but realized business outcomes vary by function, by program, and by who is measuring success.

This report presents the findings of a survey-based research project undertaken by Everest Group to understand how enterprises define and govern transformation value, where value leakage occurs across the initiative life cycle, and what best-in-class organizations do differently to achieve systemic value realization. The analysis draws on insights from 200 surveyed respondents, primarily senior transformation and functional leaders across large enterprises, with responses largely from North America. It defines best-in-class enterprises as the top cohort of surveyed organizations that demonstrate the highest adoption of mature practices across three core value assurance pillars – strategy and value framing, operating model and governance, and technology and data foundations – supported by a dedicated focus on workforce and talent enablement and the quality function, and that also report the strongest improvements across transformation outcomes.

In this Viewpoint, we provide:

- A maturity spectrum of enterprises based on transformation operating models and value realization discipline
- A portfolio-based framework for defining and governing value across time horizons and stakeholder perspectives
- Key learnings across value assurance pillars, including strategy and value framing, operating model and governance, and technology and data foundations
- Lessons on how to best leverage workforce and talent enablement, as well as a cross-cutting quality function, early in the transformation life cycle

Enterprises can use this report to assess their current value realization maturity, identify where value leakage is most likely to occur, and prioritize practices that enable value to be defined consistently, governed effectively, and realized systematically across the transformation portfolio.

Our research uncovered the following key recommendations for enterprises seeking to assure value realization from transformation investments:

Establish value assurance as an enterprise portfolio agenda:

Define value through a shared framework, translate it into aligned success measures, and continuously revalidate value assumptions as priorities shift.

Build an operating model that can steer value at speed:

Put in place explicit value ownership, clear decision forums and escalation paths, and dashboards that connect delivery health to value realization.

Treat workforce enablement and quality as cross-cutting force multipliers:

Fund capability building and embedded change management, reduce reliance on episodic mobilization, and evolve Quality Engineering (QE) into continuous value assurance tied to value KPIs.

Invest in shared technology and data foundations that make outcomes observable:

Reduce duplication and late-cycle surprises through reusable platforms, modular architecture patterns, governed data foundations, and enterprise AI/automation capabilities.

Enterprises' need to elevate value assurance in transformation

Enterprises are executing multiple, overlapping transformation programs across customer experience, operating model redesign, platform modernization, and data and AI initiatives. Our research with global enterprises shows that transformation activity remains intense: 71% of enterprises have pursued customer experience and digital commerce transformations in the past 24 months, 68% have undertaken technology, cloud, and platform modernization initiatives, and 57% are pursuing growth or business model innovation.

> **Everest Group take**
>
> By lowering execution barriers and accelerating delivery cycles, AI is enabling enterprises to launch more transformation initiatives in parallel, across experience, operations, platforms, and data, than ever before. While this increased velocity creates opportunities to unlock value faster, it also amplifies the risk of fragmentation, misalignment, and value leakage.

Despite this level of activity, value realization remains uneven. Many enterprises have a clear intent to transform but struggle to define value consistently, translate it into shared success metrics, and actively manage value leakage during execution. The result is a familiar pattern: delivery milestones are achieved, but outcomes vary by function, by program, and often by who is measuring success.

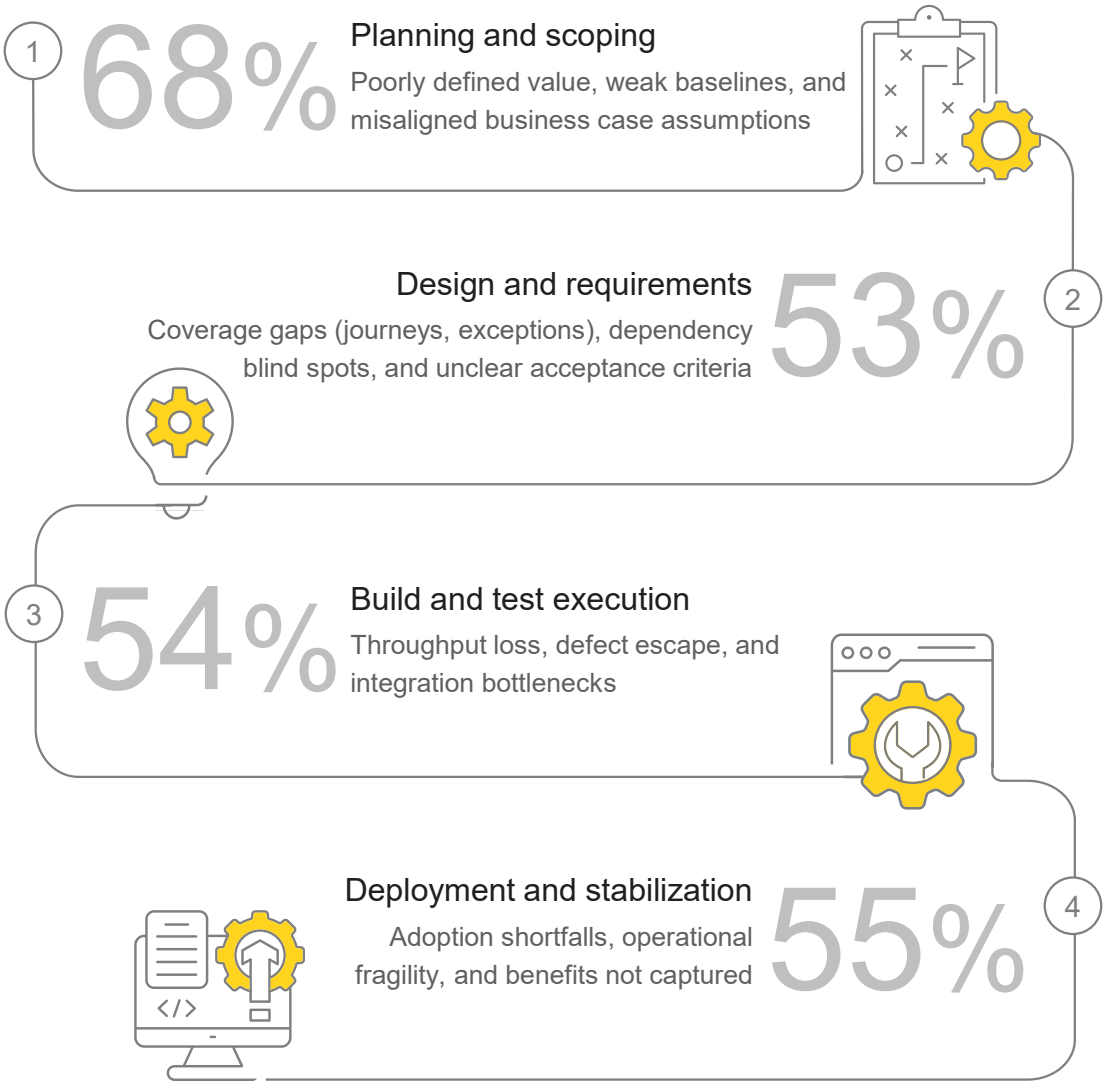
59% of enterprises still define transformation value inconsistently across functions.

This inconsistency often starts with value definition. Once value is interpreted differently, leakage can occur at multiple points across the initiative lifecycle as depicted in Exhibit 1.

Exhibit 1: Value leakage across the transformation initiative life cycle

Source: Everest Group (2026)

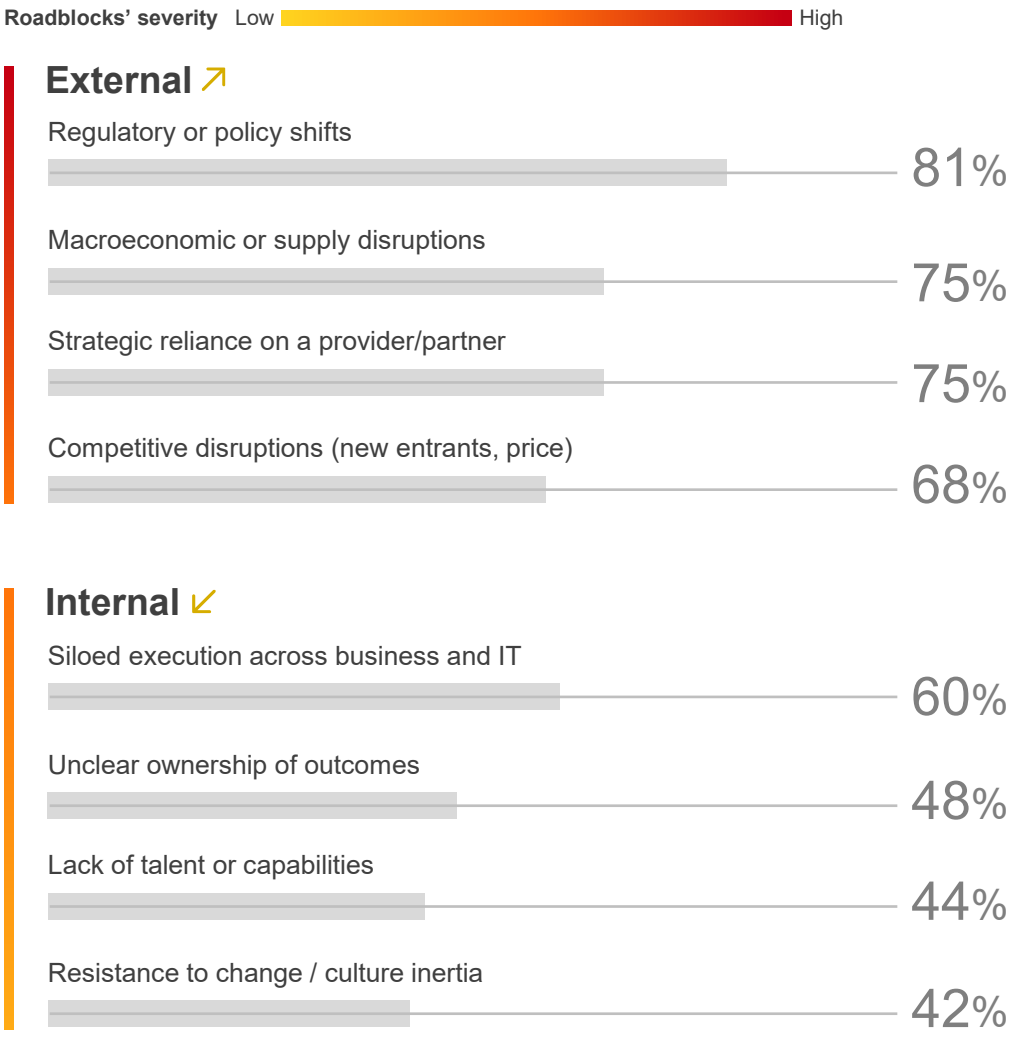
Percentage represents the share of enterprises reporting value leakage at each phase



At the same time, enterprises are operating in an environment of heightened uncertainty. External volatility, such as regulatory shifts, macroeconomic and supply disruptions, competitive disruptions, and strategic dependence on providers and partners, has become a structural feature of transformation programs. These forces can reset priorities mid-flight, tighten funding, and introduce new risk and compliance demands making disciplined value governance and frequent revalidation of assumptions essential. Internal challenges further compound these pressures, as shown in Exhibit 2.

Exhibit 2: Top roadblocks to realizing value from transformation initiatives

Source: Everest Group (2026)



Taken together, these patterns reveal a maturity gap in how enterprises translate transformation activity into realized outcomes. While many enterprises have improved delivery execution, they still lack the operating discipline required to define value consistently, track it through execution, and realize it in a systemic, repeatable way across initiatives.

Everest Group take

Internal barriers can slow execution, but external forces are more often the decisive constraint on value realization. Regulatory shifts, macroeconomic disruption, and provider dependencies can reset priorities mid-flight, making resilience and rapid course correction essential to protecting outcomes.

To make these maturity differences explicit, our research maps enterprises across two dimensions:

1. The transformation operating model, ranging from ad-hoc, project-driven efforts to embedded and continuous transformation
2. Value realization maturity, ranging from inconsistent outcomes to systemic value realization

This analysis identifies three enterprise personas that represent both distinct current states and a common evolution journey, as shown in Exhibit 3.

Exhibit 3: Enterprise personas for transformation operating model and value realization maturity

Source: Everest Group (2026)

% Percentage represents the share of enterprises following these practices

	Opportunistic	Orchestrated	Adaptive
How transformation shows up	Discrete, function-led projects; reactive and episodic	Named programs on a central roadmap; sequenced and prioritized	Continuous evolution of products, platforms, and journeys; fewer big bang programs
Link to enterprise strategy	Strategy used as a broad tagline; connection is mostly implicit	Major programs mapped to a small set of strategic themes	Clear line of sight from team work to enterprise outcomes; strategy expressed as enduring outcomes and capabilities
How value is viewed	Project KPIs (time, budget, local metrics); little follow-through after go-live	Program-level KPIs and benefit cases, reviewed in steering forums	Shared value thesis; metrics discussed in regular business reviews, not just transformation reviews

"A critical factor in making transformation work for us was agreeing on aligned, board-level KPIs and OKRs upfront, and being explicit about what measurable success looks like, down to concrete outcomes such as reducing customer complaints."

– Rhys Evans, Head of Testing, Virgin Media O2

As enterprises move along this journey, a vital inflection point is how value itself is defined and governed. Opportunistic and orchestrated transformers tend to view value as a point-in-time business case target or a collection of localized KPIs. Adaptive transformers, by contrast, treat value as a managed portfolio of outcomes spanning multiple time horizons and stakeholder perspectives.

The next section introduces this portfolio lens for defining and governing transformation value.

Reframing transformation value as a portfolio

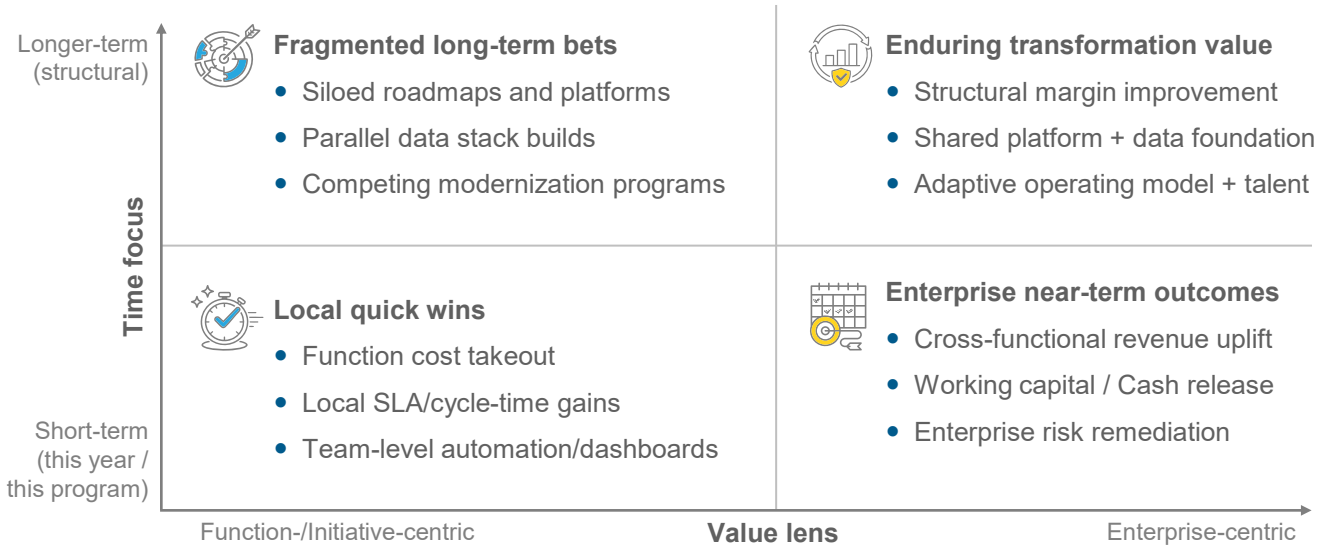
Most enterprises fall short on value assurance because their definition of value is incomplete, inconsistently interpreted, or too narrowly framed. Value is often treated as a point-in-time target; in reality, transformation value is a portfolio of outcomes that accrue across different time horizons and stakeholder lenses. These outcomes are rarely captured by a single function's KPI set.

Value is also inherently multi-perspective. Finance, business, technology, operations, HR and talent, and quality leaders often anchor on different measures of success. When these perspectives are not explicitly reconciled upfront, organizations experience value conflict – teams optimizing for different outcomes – and value leakage, with impact eroding before delivery even begins.

To make this portfolio perspective concrete, we propose a value portfolio framework, as depicted in Exhibit 4.

Exhibit 4: Value portfolio framework for transformation initiatives

Source: Everest Group (2026)



A four-quadrant view of transformation value:

- **Local quick wins (short-term, function- or initiative-centric)**
  Tangible improvements delivered quickly within a single function, product, or initiative. Examples include localized cost savings, SLA/throughput improvements, targeted automation, or team-level dashboards. These outcomes help build momentum but are unlikely to materially move enterprise-level outcomes on their own
- **Enterprise near-term outcomes (short-term, enterprise-centric)**
  Outcomes expected this year or within this program, defined at enterprise scope and typically spanning multiple functions. Examples include cross-functional revenue uplift, working capital release across an end-to-end process, or enterprise risk remediation. These outcomes require shared sponsorship, aligned metrics, and coordinated execution
- **Fragmented long-term bets (long-term, function or initiative-centric)**
  Multi-year investments led within a specific domain or function, such as platform modernization, function-specific data foundations, or long-horizon automation and capability building. While often strategically important, these initiatives can create dependencies and duplication risk without shared standards and alignment
- **Enduring transformation value (long-term, enterprise-centric)**
  Durable outcomes that compound over time and are recognized as enterprise value, even if measured differently across functions. Examples include shared data and platform foundations, structural cost-to-serve or margin improvement, a more resilient operating model, and sustained customer and employee experience gains. These outcomes require multi-year ownership and leading indicators to track progress

59% of enterprises do not define transformation value consistently across functions through a shared framework/value charter.

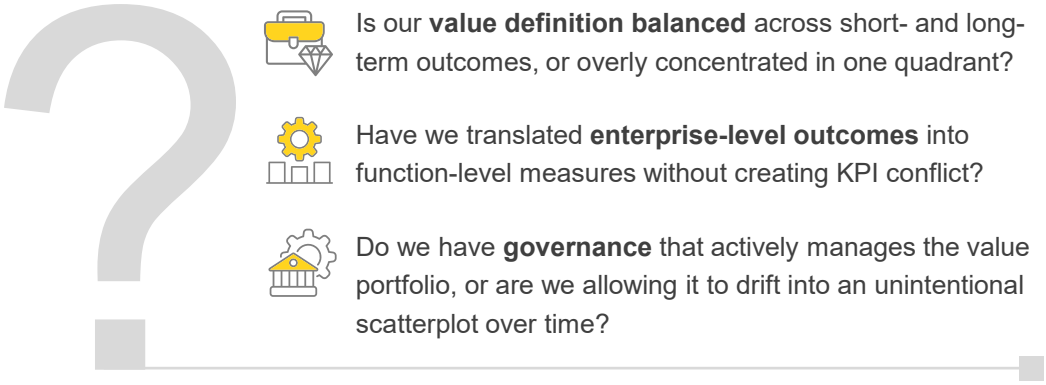
Making the value portfolio explicit enables alignment

Every enterprise has a value portfolio; the difference is whether it is explicit and aligned or implicit and inconsistently interpreted. Making the portfolio explicit requires clarifying which outcomes are expected in each quadrant, over what time horizon, and with what owners and measures.

In practice, enterprises can use this lens to pressure-test their transformation agendas using three core questions, as shown in Exhibit 5.

Exhibit 5: Questions to pressure-test transformation agendas

Source: Everest Group (2026)



Everest Group take

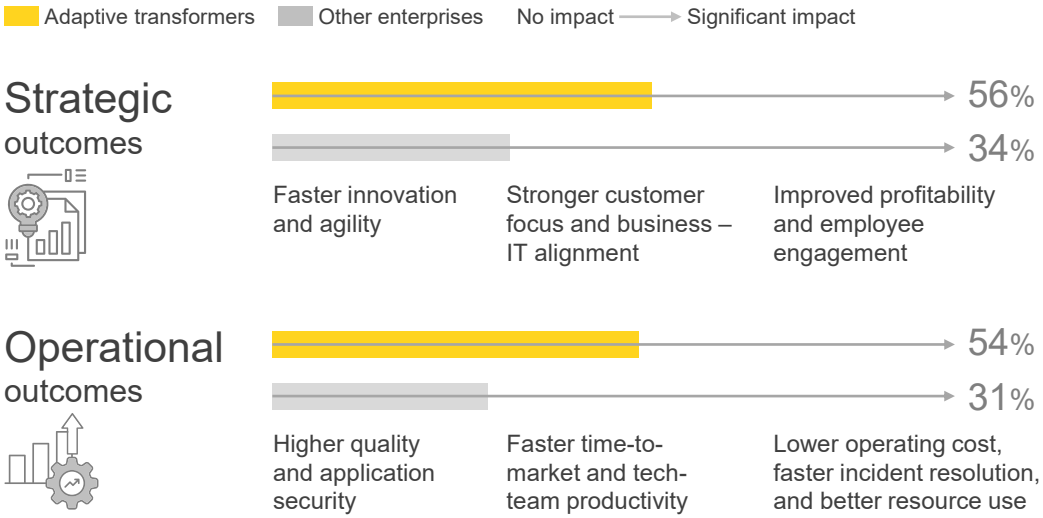
A portfolio lens enables enterprises to align value expectations, make trade-offs explicit, and reduce value leakage that otherwise begins at the definition stage.

Thinking of value as a portfolio yields breakthrough benefits

Our research shows that adaptive transformers with a strong focus on value assurance achieve significantly better outcomes than other enterprises, as depicted in Exhibit 6.

Exhibit 6: Outcome uplift for adaptive transformers vs. other enterprises

Source: Everest Group (2026)



Adaptive transformers report approximately 1.7 times better strategic and operational outcomes than other enterprises.

Building systemic value assurance

Three pillars to reach adaptive transformation

Enterprises need an operating system that protects value from definition through realization across multiple initiatives, teams, and time horizons. Our research suggests that adaptive transformers build repeatable mechanisms that make value explicit, measurable, and governable – without slowing execution – reinforced by two enabling capabilities: workforce enablement and the quality function as depicted in Exhibit 7.

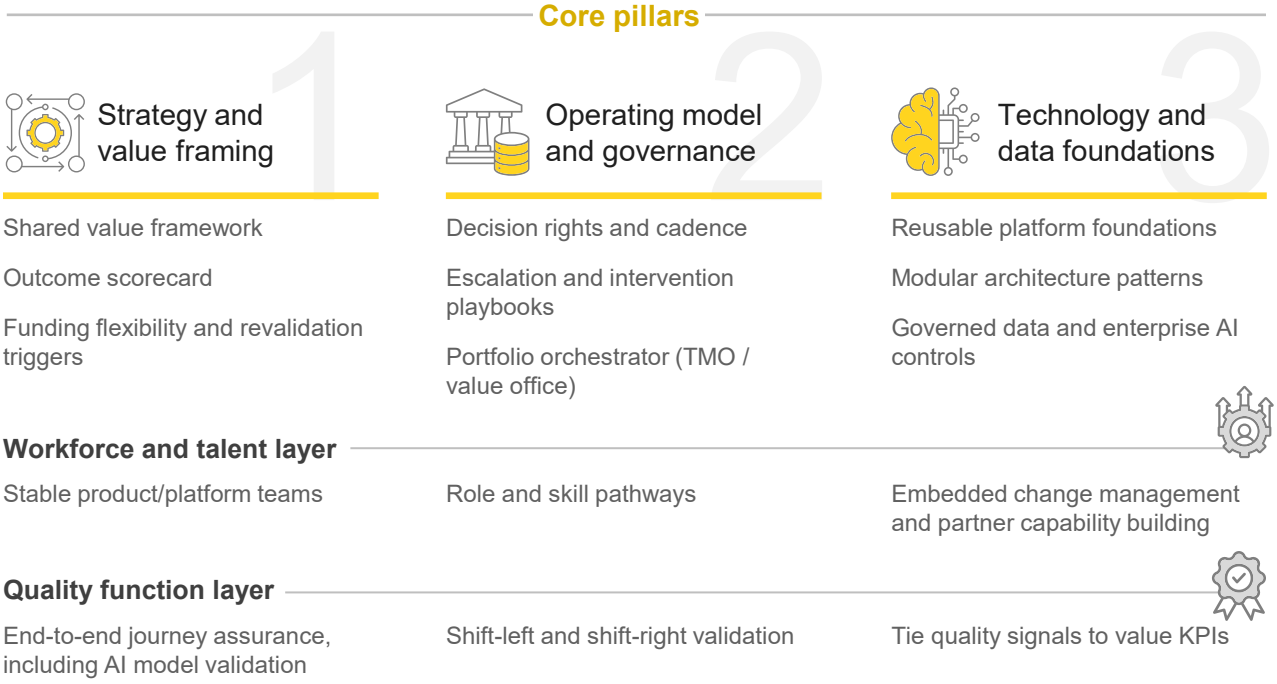
Everest Group take

Enterprises that consistently realize value do not simply manage projects better; they build a portfolio operating system. The shift is from validating a business case once to continuously steering value through shared definitions, clear decision rights, and common foundations that make progress and outcomes visible early.

Exhibit 7 summarizes the value assurance operating system that distinguishes adaptive transformers.

Exhibit 7: Value assurance operating system for enterprise transformation

Source: Everest Group (2026)



Pillar 1: Strategy and value framing

Adaptive transformers treat value definition as an enterprise portfolio discipline rather than a one-time business case exercise. In practice, they translate value into a small, shared outcome scorecard – for example, customer focus, revenue and profitability, speed-to-market, operating cost, quality and reliability, and application security.

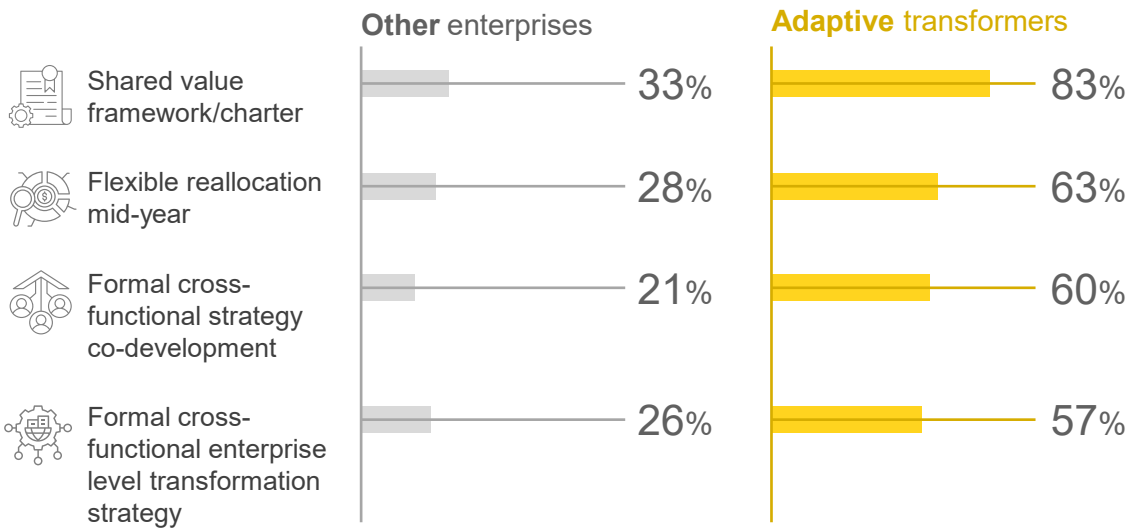
Adaptive transformers close this gap through adaptive funding and active course correction during execution. They update success metrics, reprioritize initiatives, and realign teams when value signals drift, rather than waiting until after delivery to address gaps.

Exhibit 8 summarizes how adaptive transformers strengthen strategy and value framing compared with other enterprises.

Only 33% of enterprises reallocate or supplement funding mid-year as needs/outcomes evolve.

Exhibit 8: Adopting best-in-class strategy and value framing practices – adaptive transformers vs. other enterprises

Source: Everest Group (2026)



Pillar 2: Operating model and governance

Adaptive transformers institutionalize value assurance through an operating model that makes value ownership, decision rights, and intervention mechanisms explicit at the portfolio level. A defining feature is centralized value ownership (typically through a transformation or value office) that acts as the portfolio orchestrator. This function aligns initiatives, resolves cross-functional constraints, and intervenes when value is at risk, without centralizing day-to-day execution.

This approach enables standardization without slowing delivery. Rather than each initiative inventing its own governance model, value assurance-oriented enterprises establish shared forums, consistent escalation paths, and a repeatable decision cadence. Dashboards that connect delivery progress with value realization allow leaders to course-correct early, reprioritizing, rescoping, or stopping initiatives while recovery is still possible.

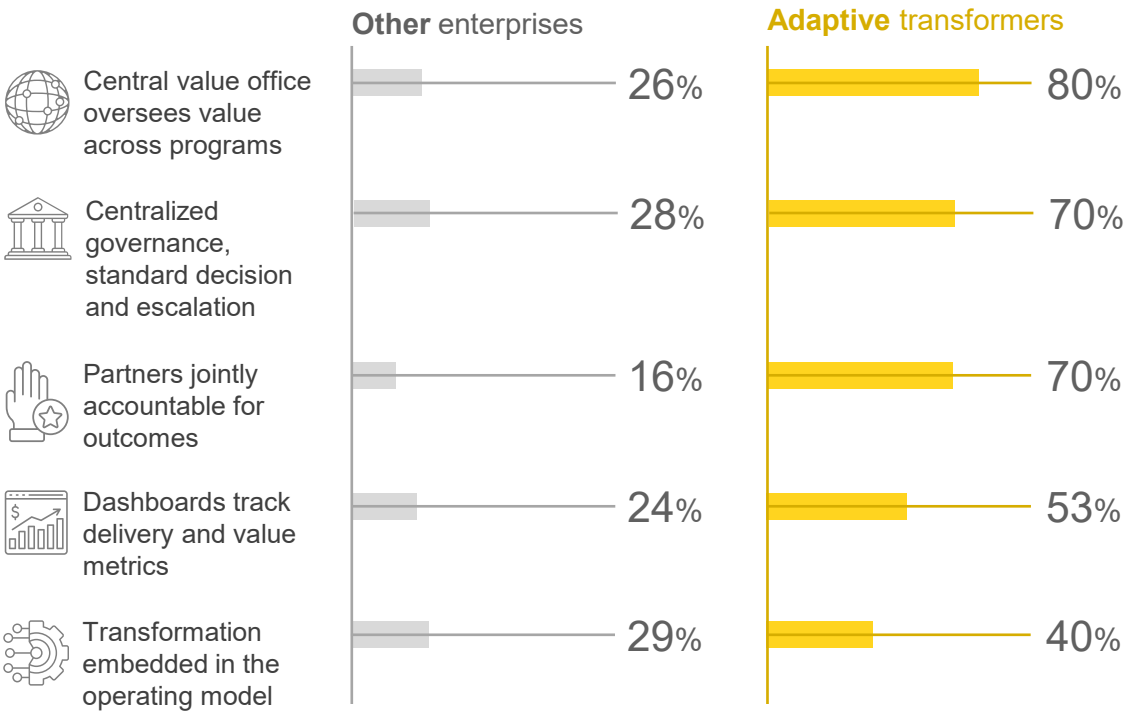
Everest Group take

As adaptive transformers mature, the transformation/value office shifts from running transformation to embedding transformation into the operating model. Over time, the mechanisms it introduces – shared decision rhythms, value accountability, and intervention playbooks – become the enterprise's normal way of working, reducing reliance on centralized oversight.

Exhibit 9 summarizes operating model and governance differentiators, including portfolio-level value ownership via a central office, standardized decision and escalation protocols, integrated delivery and value dashboards, partner joint accountability, and the degree to which transformation is embedded in the operating model.

Exhibit 9: Adopting best-in-class operating model and governance practices – adaptive transformers vs. other enterprises

Source: Everest Group (2026)



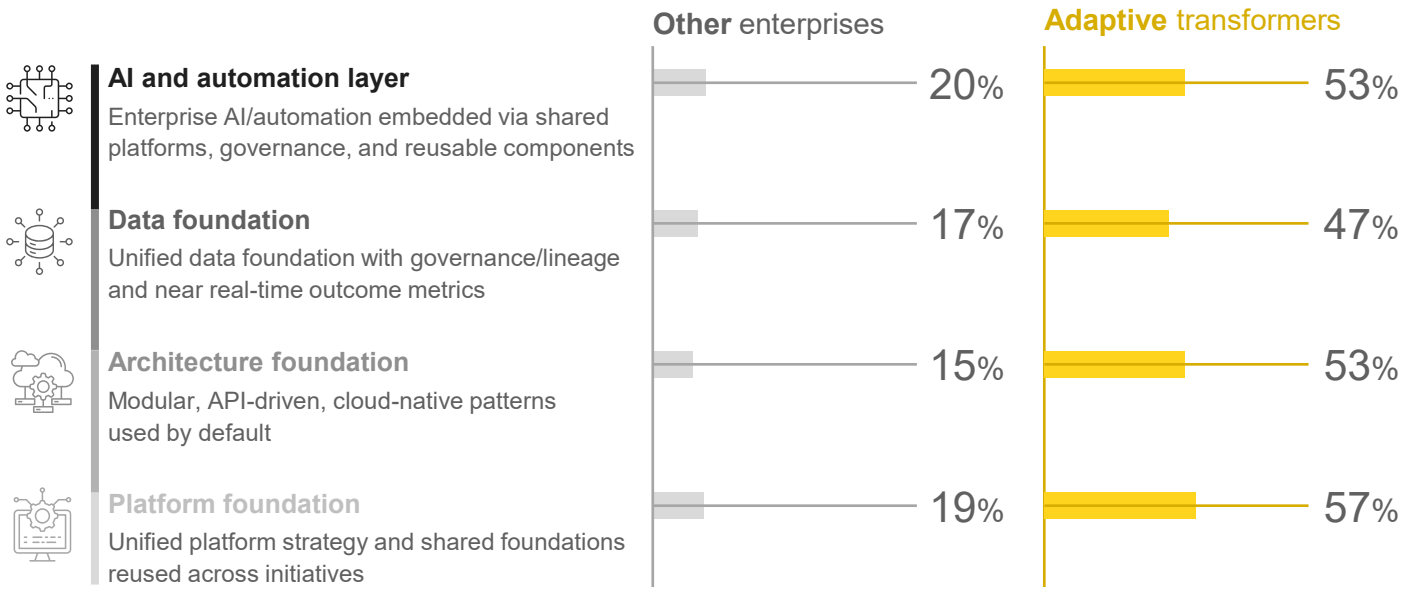
Pillar 3: Technology and data foundations

Adaptive transformers reduce value leakage by treating technology, data, and AI foundations as shared enterprise capabilities rather than program-specific build decisions. When each initiative assembles its own platforms, architecture patterns, and data definitions, enterprises accumulate duplication, inconsistent controls, and limited visibility into outcomes. By contrast, shared foundations make reuse the default and enable outcome signals to be observed earlier in the life cycle – supporting faster course correction and more reliable value realization.

Exhibit 10 compares the proportion of enterprises across cohorts that report mature practices across key components of the technology and data estate.

Exhibit 10: Adopting best-in-class technology and data practices – adaptive transformers vs. other enterprises

Source: Everest Group (2026)



Workforce and talent enablement

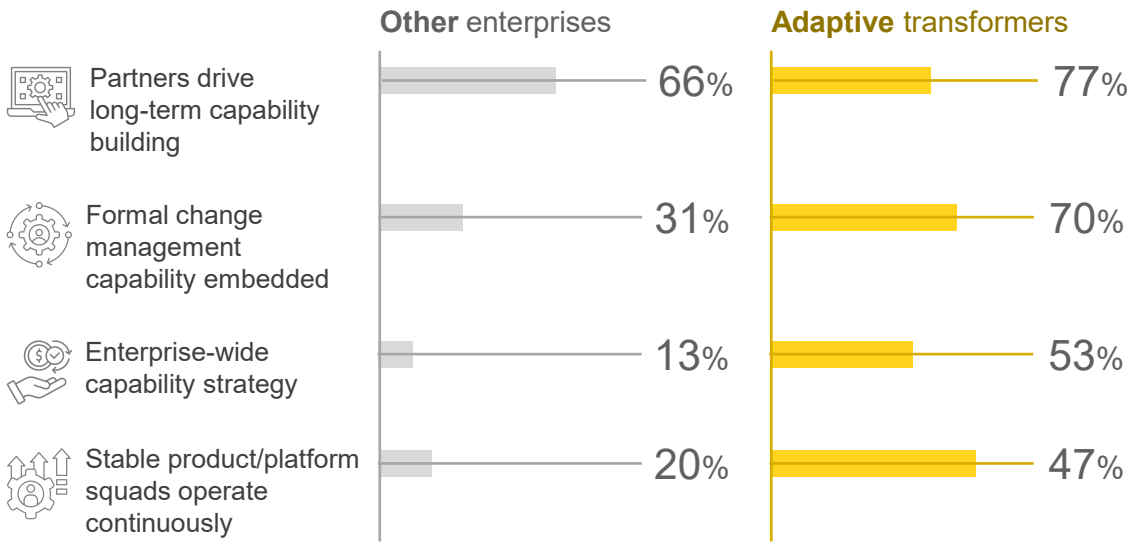
Workforce enablement is where value assurance becomes real in day-to-day execution. Transformation introduces new roles, new ways of working, and new decision rhythms. Without deliberate capability building and structured adoption support, even well-designed initiatives can stall during implementation or lose momentum after go-live. This emphasis is reflected in the roadblocks data: enterprises cite a lack of talent or capabilities and resistance to change and culture inertia as constraints on value realization, making workforce enablement a core determinant of whether outcomes stick beyond delivery.

> **Everest Group take**
>
> Workforce enablement is the adoption engine of transformation. Adaptive transformers treat it as an enterprise capability, not a one-time training plan, by establishing role clarity, repeatable learning paths, and embedded change leadership that allows teams to shift ways of working without slowing delivery.

Exhibit 11 summarizes how adaptive transformers differ from other enterprises across key enablement mechanisms, including capability strategy, change management consistency, stable squad-based capacity, and the role of partners in long-term workforce enablement.

Exhibit 11: Adopting best-in-class workforce and talent enablement practices – adaptive transformers vs. other enterprises

Source: Everest Group (2026)



Looking ahead, skill investments are increasingly concentrated around a small set of themes. Exhibit 12 highlights these top themes enterprises are prioritizing over the next 12-24 months and the specific skill bets within each theme. The strongest emphasis is on AI, gen AI, and ML engineering; cloud, platform, and architecture engineering; and data analytics and governance, supported by continued investment in cybersecurity, risk and compliance, and automation and process optimization.

Exhibit 12: Top skill and role themes enterprises are investing in to enable their transformation agenda

Source: Everest Group (2026)

Gen AI | Agentic AI | ML engineering	Cloud | Platform | Architecture engineering	Data analytics | Data governance
Gen AI adoption and enablement	Cloud architecture and migration	Advanced analytics / Data science
ML engineering / MLOps	Cloud-native engineering	Data engineering (real time)
AI governance / Responsible AI	API / Integration engineering	Data governance and lineage
AI-driven optimization	Platform engineering	Data product ownership
Agentic AI skills	DevOps / CI-CD practices	Data quality management

Quality function as an enforcer of value assurance

Mature enterprises evolve QE from a downstream testing activity into a continuous value assurance capability – one that validates readiness, manages risk, and confirms outcome realization across the transformation life cycle. A persistent challenge for many enterprises is the insufficient involvement of the quality function early in the life cycle. This often manifests as incomplete coverage of workflows, exception scenarios, integrations, data quality, and non-functional requirements. Adaptive transformers mitigate this risk by engaging QE upstream and sustaining its involvement through the deployment phase.

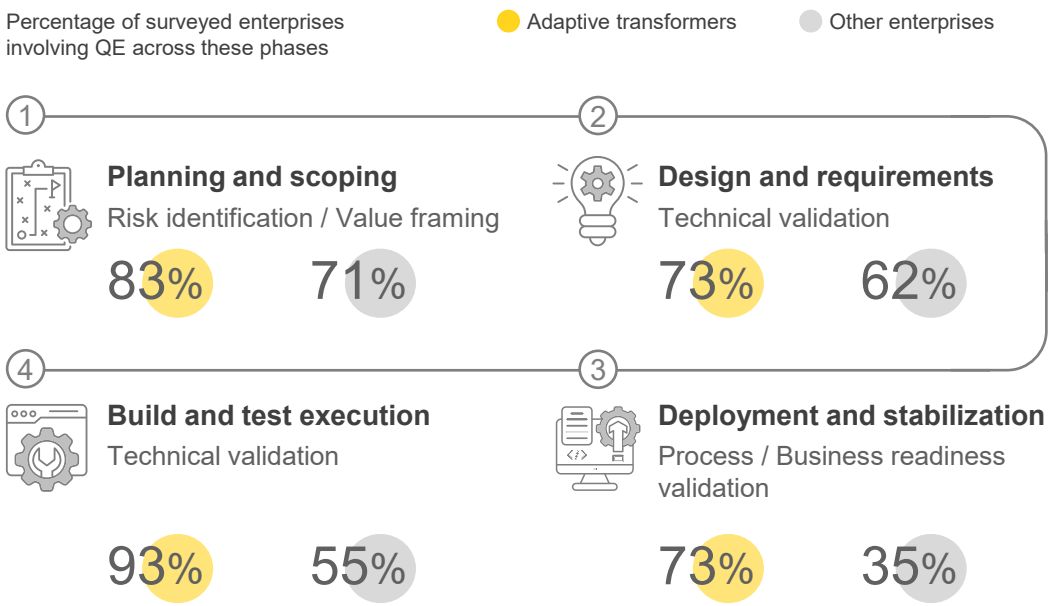
Additionally, adaptive transformers complement its shift-left practices with shift-right validation. Production monitoring tracks adoption, experience, reliability, and value signals, and feeds them back into the backlog and governance cadence. This feedback loop helps detect value leakage in real conditions and enables faster course correction.

At the most mature end, this becomes business assurance: orchestrating end-to-end journey validation (not just component tests) and tracking quality signals.

Exhibit 13 highlights how adaptive transformers keep the quality function engaged across phases from early value/risk framing through stabilization to enable continuous, end-to-end business assurance.

Exhibit 13: Quality function's involvement across transformation initiative phases

Source: Everest Group (2026)



About 70% of adaptive transformer enterprises report having a unified QE platform supporting continuous validation, observability, and AI-assisted testing, compared with just 19% of other enterprises.

What makes this shift sustainable is platform-led QE. When assurance is powered by a unified QE platform integrated with delivery pipelines and observability tooling, teams can run continuous validation, catch regressions earlier, and scale confidence across programs without slowing execution.

Adaptive transformer enterprises' QE upskilling priorities reinforce this shift from test execution to continuous value assurance. Exhibit 14 highlights the skill areas seeing the greatest investment.

Exhibit 14: Top skill areas the quality function is investing in to enable transformation agendas

Source: Everest Group (2026)

Automation and continuous validation

(test automation, CI/CD, and DevOps)

Data and analytics for quality insights

(RCA, KPIs, and visualization)

Risk, compliance, and governance

(regulatory, privacy, and security)

Case study: moving from post-merger delivery to systemic value realization in a UK telecom operator

Context

In 2022, Virgin Media and O2 formed a joint venture to create Virgin Media O2, combining a leading fixed-line and TV business with a major mobile operator. The new company entered a highly competitive UK telecom market with simultaneous ambitions to grow revenue, reduce cost-to-serve, and improve customer experience. It also aimed to monetize its fiber network through wholesale models and modernize a largely on-premises BSS landscape into a more modular, cloud-first architecture.

Following the formation of the joint venture, the initial focus was on establishing foundational capabilities and aligning ways of working across teams. As delivery and governance matured, the organization applied these learnings to build a more deliberate value realization engine structured around three reinforcing pillars: strategy and value framing, operating model and governance, and technology and data foundations. In addition, it placed deliberate emphasis on two enterprise capabilities that help outcomes stick – workforce and talent enablement, and the quality function.

Approach

- **Strategy and value framing**
  Virgin Media O2 aligned early on a clear definition of value: measurable improvements directly linked to business outcomes across five lenses – cost, agility, growth, resilience, and experience. Board-level OKRs were structured around these lenses and designed to cascade into portfolios, programs, and functions. Each major initiative was assigned a named value owner responsible for baselines, targets, and in-life benefits tracking, while product owners were asked to prioritize against value targets rather than delivery volume alone
- **Operating model and governance**
  The operating model was redesigned so governance forums focused on decisions rather than status. A monthly SteerCo with business sponsors and executive committee members, supported by program and project review boards, was established to draw on teams' day-to-day data while concentrating meeting time on cross-enterprise trade-offs. Forums that had previously relied on slideware shifted toward data-driven pre-reads, enabling leaders to resolve constraints, reprioritize based on value, and, when required, re-scope or stop initiatives to prevent long-running value leakage
- **Technology and data foundations**
  Virgin Media O2 worked to converge previously separate technology estates under a single end-state architecture, with domain owners accountable for both technology outcomes and cost. Legacy on-premises BSS stacks were targeted for replacement with cloud-first, SaaS-based, modular platforms that would better support wholesale models and faster product change. In parallel, the data

architecture was redesigned to provide near real-time insight into where transformation value was – or was not – being created. Reporting enhancements gave leaders visibility into quality levels, blocking defects, supplier performance, and customer-impacting issues across initiatives

- **Quality function**
  Within the value realization engine, the quality function was positioned as a central, cross-cutting capability. The remit of QE and Quality Assurance (QA) deliberately shifted from late-stage defect detection to early, collaborative problem prevention. QA engineers were expected to understand business processes and customer journeys, challenge requirements, and represent the customer in trade-off discussions. Test cycles and automation assets were planned across the life cycle to build confidence earlier and accelerate time-to-value
- **Workforce and talent enablement**
  To support this shift, automation frameworks enabled on-demand regression testing, while internal subject-matter expertise was enhanced by managed service partners providing specialist skills. In parallel, soft skills were emphasized to ensure quality leaders could collaborate effectively across product, architecture, operations, and supplier teams, using a shared language of value

Outcomes

The value realization engine helped Virgin Media O2 transition from a volatile post-merger period to a more stable operating phase with clearer accountability and outcomes. Board-level KPIs spanning cost, agility, growth, resilience, and experience were reflected in function-level metrics, and transformation forums became anchored in value-based decisions rather than progress updates. Leaders gained better visibility into quality and risk across the change portfolio, enabling more confident go/no-go decisions and faster course correction when benefits were at risk.

Future readiness

Virgin Media O2 saw itself as still on the journey, but with the foundations of a repeatable value realization engine firmly in place. Near-term priorities included further standardizing tools, achieving end-to-end traceability from business requirements through production, and embedding AI more deeply into delivery and quality practices. Strengthening clear ownership of value at every level was viewed as critical to ensuring that future transformation programs – regardless of scale or complexity – maximize realized business value rather than simply completed activity.

Conclusion

As transformation shifts from episodic programs to embedded, continuous change, value assurance must evolve from a project-level checkpoint into an enterprise-wide operating discipline. Achieving this requires coordinated change across both strategy and execution: how value is framed, how initiatives are governed, how data is instrumented, how talent is mobilized, and how quality is positioned as an ongoing value signal that strengthens readiness and outcome confidence throughout delivery.

The upside is disproportionate. Our research shows that enterprises combining mature practices across the three core value assurance pillars (strategy and value framing; operating model and governance; and technology and data foundations), reinforced by two enabling capabilities (workforce and talent enablement and the quality function), and delivering the strongest outcomes, report approximately 1.7 times higher top-box performance across strategic and operational metrics than their peers. This gap is not driven by trying harder on individual programs; it reflects a fundamentally different way of running transformation – one where value is defined consistently through a shared enterprise framework, reinforced through decision-oriented governance and adaptive funding, made observable through modular technology and near real-time data foundations, sustained through workforce and change enablement, and continuously protected by a modernized quality function that co-owns readiness, risk controls, and outcome-aligned metrics.

Value assurance is not a fixed end state. It is a practical journey of building repeatable disciplines that reduce value leakage from definition through realization and help enterprises convert transformation investment into sustained business impact – consistently, not occasionally.

Appendix

Everest Group surveyed executives across 200 enterprises as part of this research. Exhibit 15 presents the demographic profile of the respondents.

Exhibit 15: Survey on assuring value realization in enterprise transformation

Source: Everest Group (2026)

100% = 200

Split of survey respondents **by region**	Count	Share
North America	120	60%
Europe	40	20%
APAC	26	13%
MEA	14	7%
Total	**200**	**100%**

Split of respondents **by current role**	Count	Share
Director	71	36%
President/Vice President	72	36%
Chief Transformation Officer	23	12%
Others	34	16%
Total	**200**	**100%**

Split of survey respondents **by industry**

Retail & Consumer Packaged Goods (CPG)	18%	Banking, Financial Services & Insurance (BFSI)	18%
Telecom, media, and technology	18%	Health and Pharma	18%
Manufacturing	18%	Energy and utilities	10%

Split of survey respondent organizations **by annual revenue**

US$ 1-5 billion	US$ 5-10 billion	US$ 10-50 billion	>US$ 50 billion
31%	34%	22%	13%

Split by respondent's **involvement across any major transformation initiative**

Broad involvement across most phases	35%
Active involvement across several phases	35%
End-to-end oversight/responsibility across the lifecycle	30%

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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):

Akshat Vaid, Partner
akshat.vaid@everestgrp.com

Ankit Nath, Practice Director
ankit.nath@everestgrp.com

Shreyas Rastogi, Senior Analyst
shreyas.rastogi@everestgrp.com

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