Enterprise Fusion Varies by Industry

<table>
<thead>
<tr>
<th>Industry</th>
<th>Siloed</th>
<th>Converged</th>
<th>Fused</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technology</td>
<td>48%</td>
<td>59%</td>
<td>66%</td>
</tr>
<tr>
<td>Utilities</td>
<td>51%</td>
<td>69%</td>
<td>74%</td>
</tr>
<tr>
<td>Retail</td>
<td>12%</td>
<td>27%</td>
<td>32%</td>
</tr>
<tr>
<td>Energy</td>
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<td>33%</td>
<td>40%</td>
</tr>
<tr>
<td>Life Sciences</td>
<td>34%</td>
<td>42%</td>
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</tr>
<tr>
<td>Healthcare</td>
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<td>65%</td>
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<tr>
<td>Manufacturing</td>
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<td>65%</td>
<td>69%</td>
</tr>
<tr>
<td>Insurance</td>
<td>11%</td>
<td>21%</td>
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<tr>
<td>Logistics</td>
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<td>53%</td>
<td>65%</td>
</tr>
<tr>
<td>Transportation</td>
<td>45%</td>
<td>59%</td>
<td>66%</td>
</tr>
</tbody>
</table>

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

Fused Organizations are the Minority

40% of these organizations don’t have a clear customer experience vision.

24% are experiencing less than 1% growth.

50% are experiencing less than 1% revenue growth.

5% are experiencing double digit growth.

This means they are able to harmonize their strategic efforts across processes, data, and organizational silos.

For Fused Organizations:

- Develop and articulate a clear CX vision.
- Cultivate a people-first mindset.
- Leverage AI and automation.
- Create innovation labs specifically to address improving business operations.
- Engage a network of partners to deliver new operational capabilities fast.
- Create small, cross-organization, Scrum-like teams for improving customer journeys.
- Bring customers directly into the decision-making process.
- Extend your technology directly to customers for real speed.
- Operate in a continuous improvement mode.
- Invest in data quality ahead of end-to-end customer journeys.
- Embrace partners to accelerate the AI rush.
- Take a more holistic approach to digital that is grounded in your overall CX strategy.
- Value behaviors and ethos, not just outcomes and roles.
- Make CX a Top Priority of the organization.

For Converged Organizations:

- Increase the likelihood of an end-state that converges digital and organizational activities.
- Conduct internal coordination among CX leaders in the future, but coordinated execution may be difficult to achieve across functional silos.
- Collaborate closely with partners to deliver new operational capabilities fast.
- Make dramatic changes to tech strategy built on cloud-based and microservices architectures.
- Extend your technology directly to customers for real speed.
- Value behaviors and ethos, not just outcomes and roles.
- Bring customers directly into the decision-making process.

For Siloed Organizations:

- Connect around the customer journey:
  - Value behaviors and ethos, not just outcomes and roles.
  - Operate in a continuous improvement mode.
  - Invest in data quality ahead of end-to-end customer journeys.
  - Leverage AI and automation.
  - Create innovation labs specifically to address improving business operations.
  - Engage a network of partners to deliver new operational capabilities fast.
  - Create small, cross-organization, Scrum-like teams for improving customer journeys.
  - Bring customers directly into the decision-making process.
  - Extend your technology directly to customers for real speed.

The Takeway:

- Most Enterprises Aren’t Built to Excel at Customer Experience.
- Fused Converged Siloed
- Digital decision making is Siloed:
  - Operate in a continuous improvement mode.
  - Invest in data quality ahead of end-to-end customer journeys.
  - Leverage AI and automation.
  - Create innovation labs specifically to address improving business operations.
  - Engage a network of partners to deliver new operational capabilities fast.
  - Create small, cross-organization, Scrum-like teams for improving customer journeys.
  - Bring customers directly into the decision-making process.
  - Extend your technology directly to customers for real speed.
- Digital initiatives are Fused:
  - Value behaviors and ethos, not just outcomes and roles.
  - Operate in a continuous improvement mode.
  - Invest in data quality ahead of end-to-end customer journeys.
  - Leverage AI and automation.
  - Create innovation labs specifically to address improving business operations.
  - Engage a network of partners to deliver new operational capabilities fast.
  - Create small, cross-organization, Scrum-like teams for improving customer journeys.
  - Bring customers directly into the decision-making process.
  - Extend your technology directly to customers for real speed.
- Organizations that seamlessly fuse digital experiences into business value are in the minority.

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