

# 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

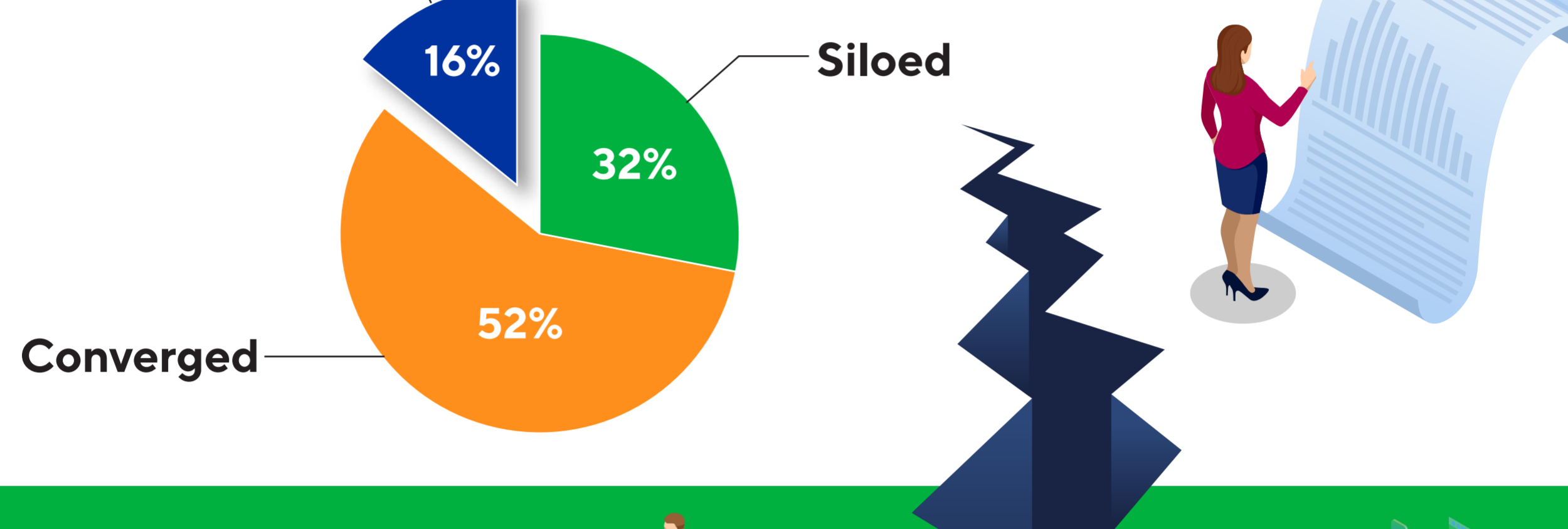
**LESS THAN 1/4**

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.

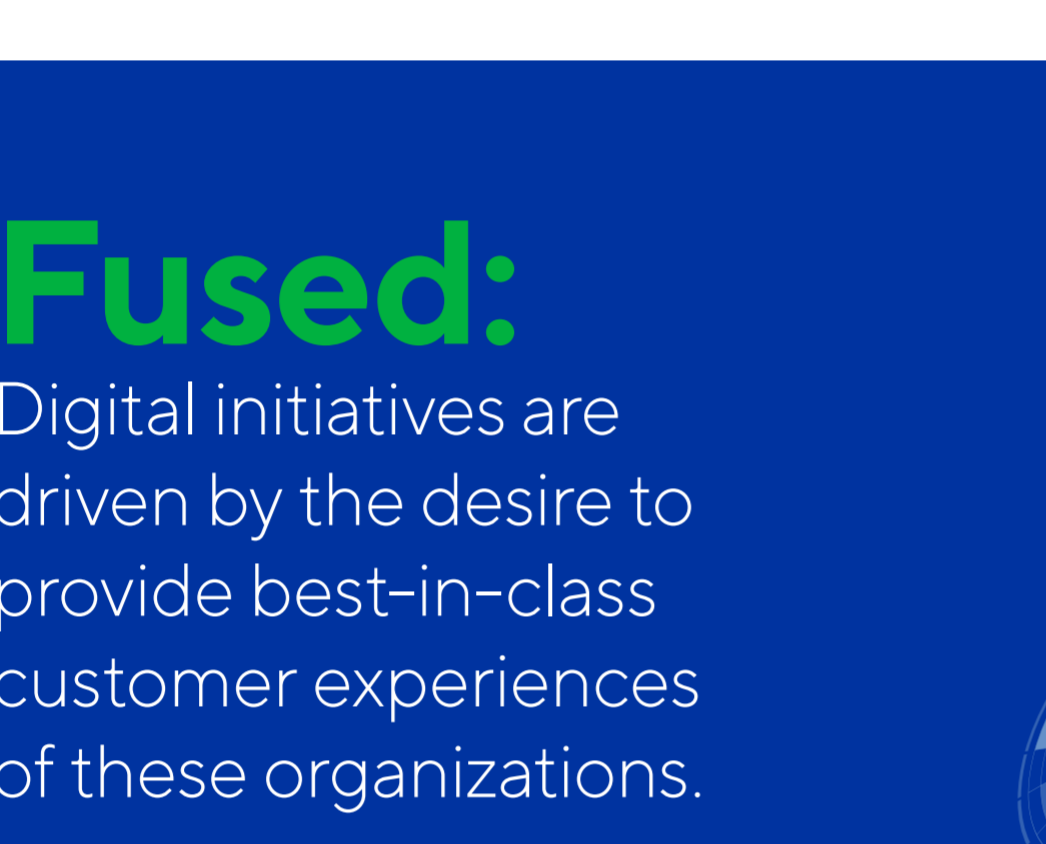
**24%** are experiencing revenue growth of over 10%, on average.



## Converged:

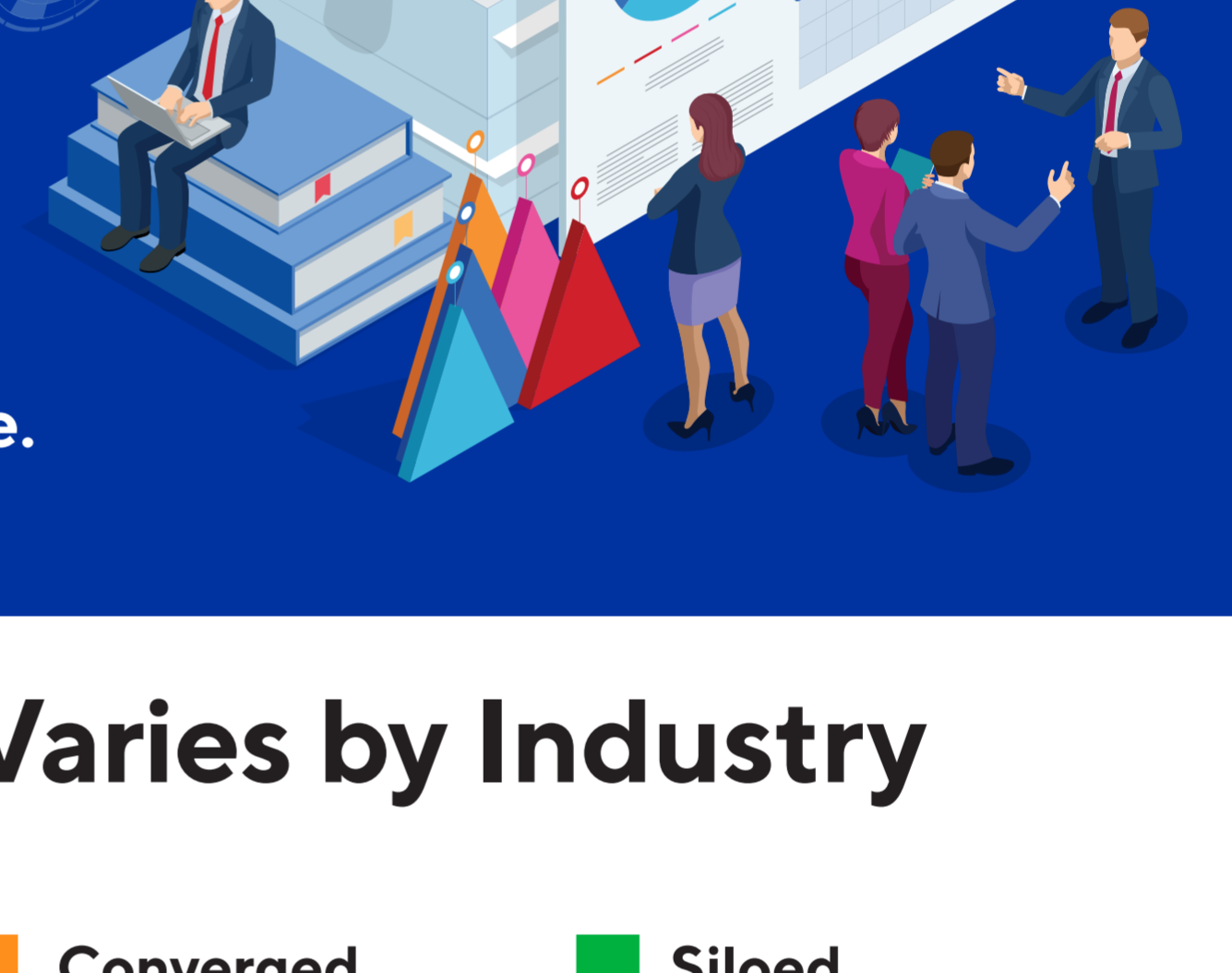
Digital change is seen to be a key component in the company's strategic future, but coordinated execution may be difficult to achieve across functional business units of these organizations.

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

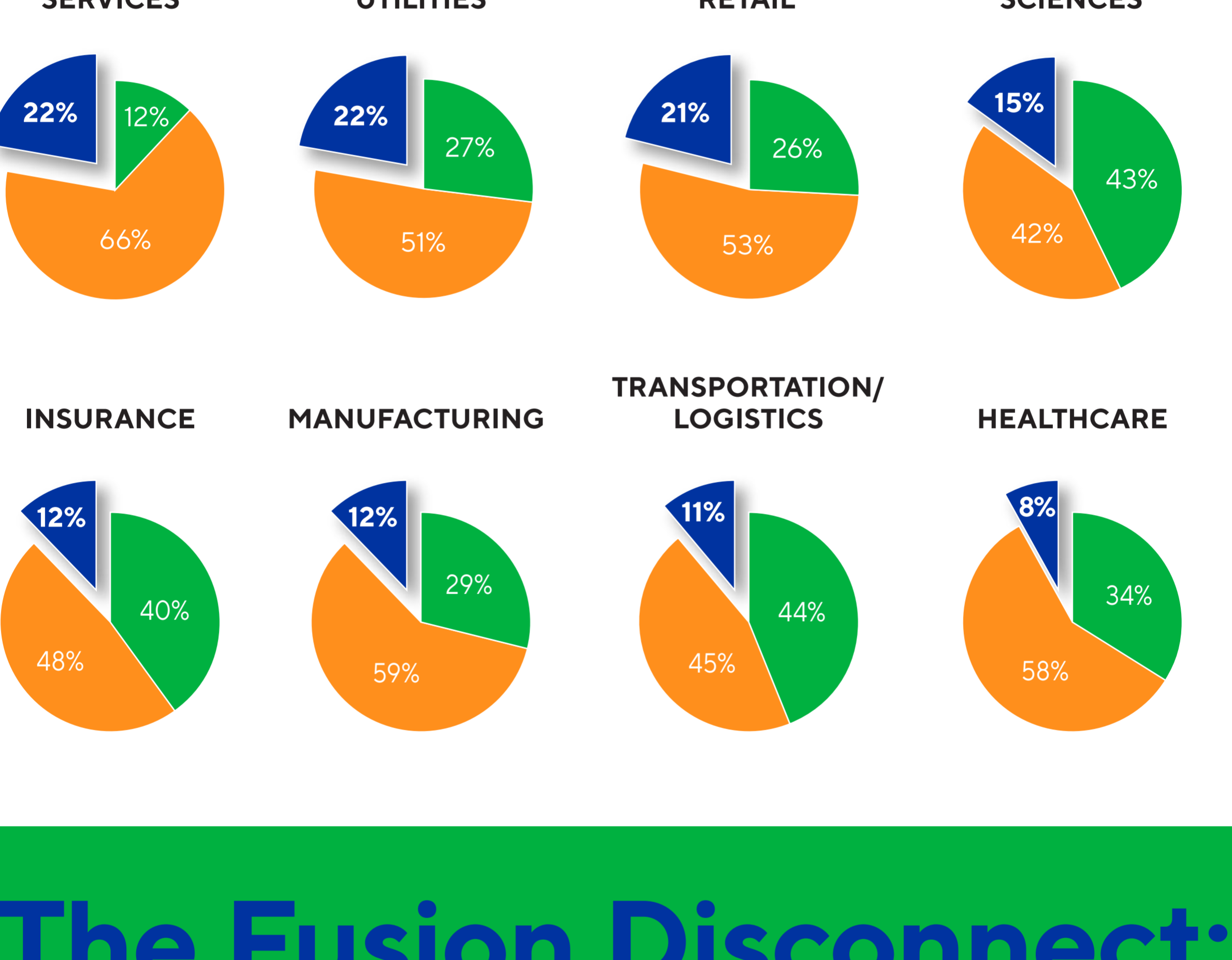


**Fused:** Digital initiatives are driven by the desire to provide best-in-class customer experiences of these organizations.

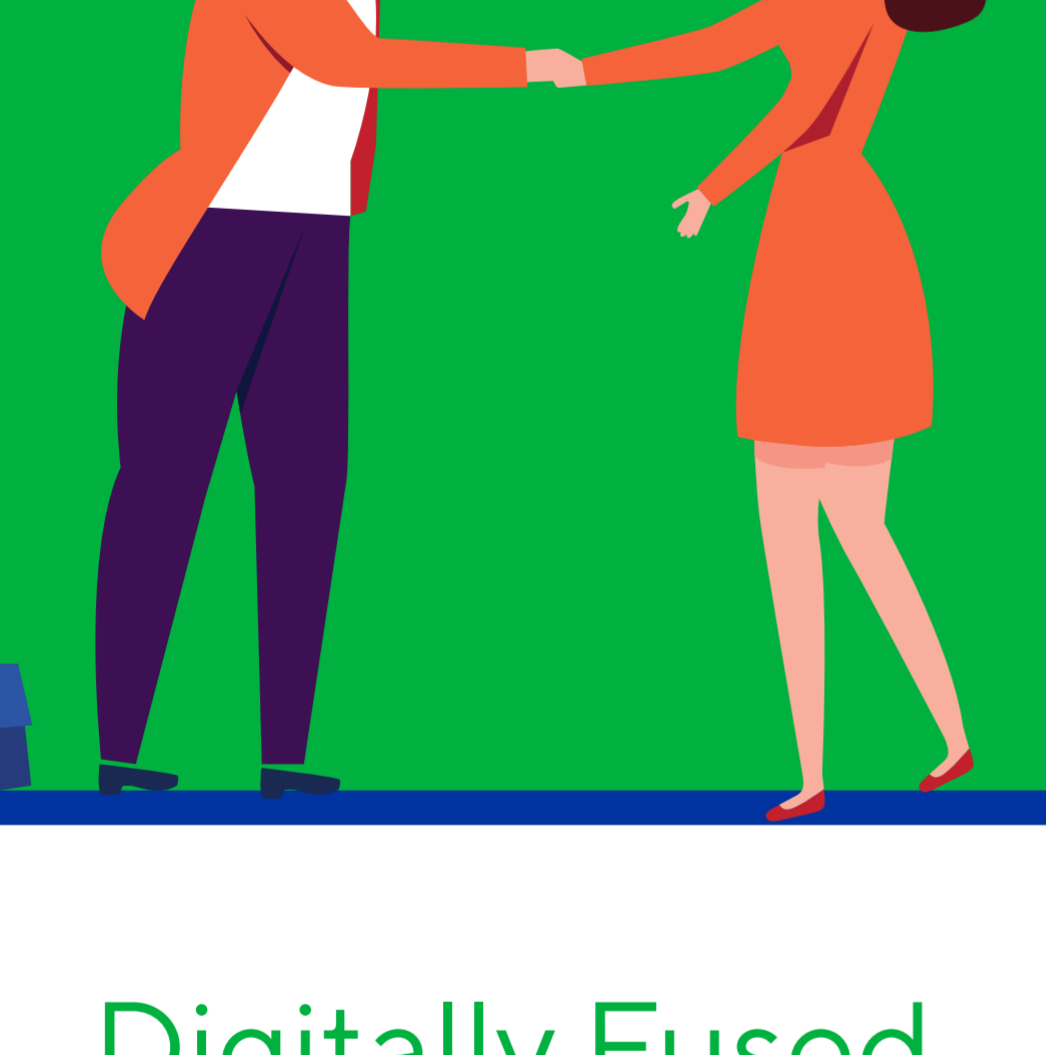
**62%** are experiencing revenue growth of over 10%, on average.



## Enterprise Fusion Varies by Industry



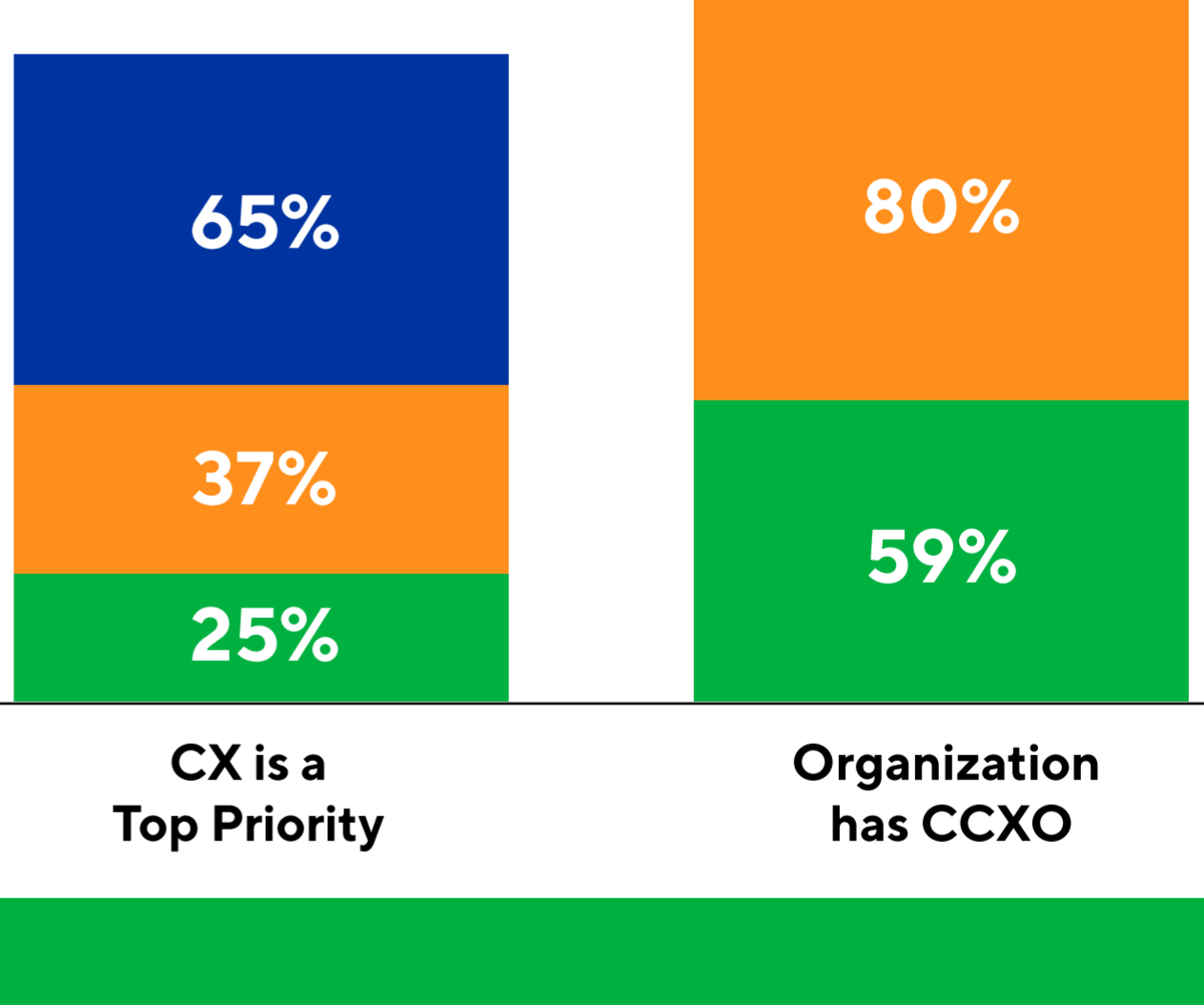
## The Fusion Disconnect: Most Enterprises Aren't Built to Excel at Customer Experience.



**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.



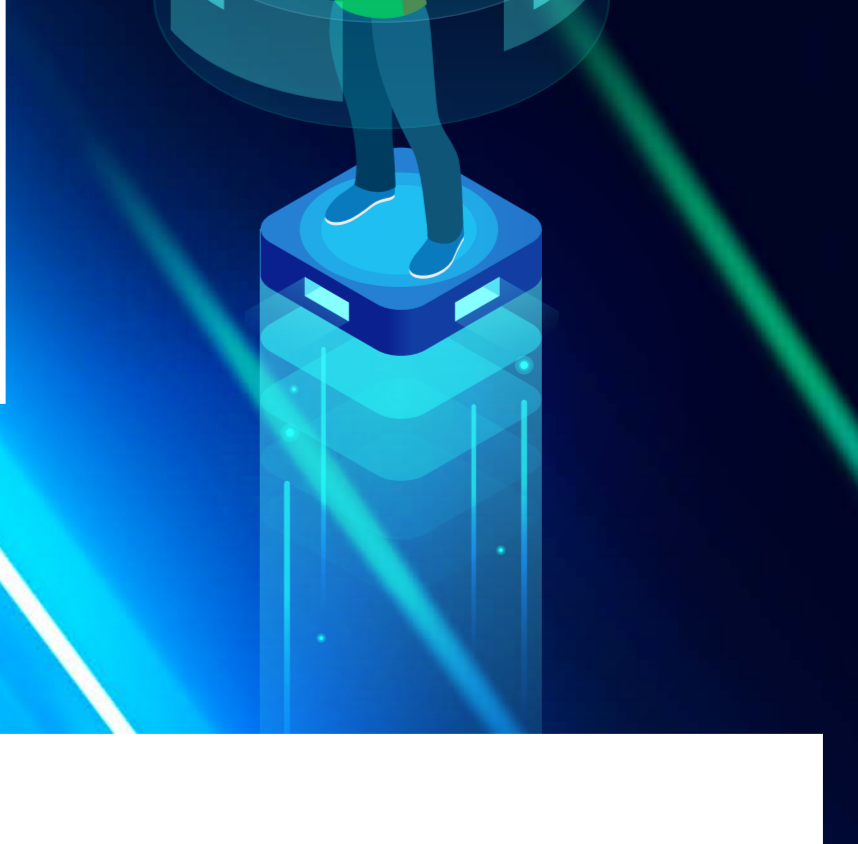
### For Converged Organizations:

- 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](http://www.cognizant.com/fusion).