Enterprise 3.0: a digital enterprise

Digital transformation’s impact on the way of working will lead to the emergence of “Enterprise Virtualization”
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Prologue: an evolutionary view
Similar to any revolution, the digital revolution is taking its toll. Rapid technological advancements have eroded industrial concepts. The construct of tomorrow’s enterprise will be very different, with it seeing a major shift in its operating models and components, including customer sales and service, orchestration of value chains, partner ecosystem, competency of people and capital structure. New paradigms, based on virtual structures that are more dynamic and adaptable than current ones, will emerge.

This is expected to lead to provisioning of business and related IT services in a virtual manner and thereby lead towards “enterprise virtualization.” The guiding principles for such “virtualized” organizations would include the following:

- **Loosely coupled**: moving from a world of tightly linked processes to one of more loosely coupled collaborative networked services
- **Companies as services**: migrating assets and capabilities to services
- **Data**: moving from database management to discoverable information services
- **Opex**: utility-based pricing of services (moving from Capex to Opex) that are dynamically priced and based on real-time demand
- **Change**: change in organizational structure, governance, and roles and responsibilities to enable virtualization of enterprises

Powerful change levers under the umbrella of digital transformation, e.g., cloud computing, consumerization of IT and global sourcing, are also predicted to offer enterprises genuine breakthrough approaches to realization of semi or total virtualization.

Much has been written and spoken about digital transformation, and without a doubt, it has multiple facets, which need to be analyzed to understand it. However, this is easier said than done. The endless parade of new technologies has left business leaders puzzled. They struggle to understand how they can ride this tidal wave of changing demands, create a habit of anticipation and not become part of someone else’s strategy.

Like the blind men and the elephant, professionals cling to paradigms with which they are the most comfortable. Some focus on social media and others on BYOD, mobility, etc., which are considered enablers of the digital revolution. Others dwell on informational aspects including big data, analytics and unstructured information as well as what is being produced or consumed in digital transformation. Some analyze the infrastructure, operating models and service management needed to manage, deliver and support these initiatives. However, most miss out on the essence of digital revolution and very few attempt to develop a “unified field theory” pertaining to it.

The real driver of digital revolution (and consequently digital transformation) is rapid convergence. In this, technological changes constitute a mere subset. This convergence is a societal, economic and technological confluence with the consumer. Today’s consumer is more informed than ever before and requires tailor-made services. Organizations will therefore have to create “theories” relating to their customers and delve into “experience engineering” to put in place value outcomes for them.

Organizations were earlier built on the principle of “inside-out.” Today, they are radically departing from that design principle and are configuring their business processes on the concept of outside-in. Such business architecture will need to be enabled by technology in a plug-and-play environment. Therefore, to measure the efficiency of processes and the success of ventures, organizations will need to invest in developing more outcome based approaches, experiential KPIs and appropriate real time learning cycles.

So, what will a digitally transformed enterprise look like? And how will it evolve to support and enhance the businesses it serves?

This paper focuses on describing a future enterprises, their functions and the pillars that will support them. And, based on this, enhance organizations’ awareness of the assets available at present to prepare it for the future. This paper aims to support business leaders in navigating this inevitable shift by making them cognizant of the changes they need to make in their operating models by cost-effectively taking advantage of new technologies and innovative approaches, including the following:

1. Understanding what a future organization will look like
2. Analyzing the current state and mapping it against anticipated needs
3. Redefining their technological operations to implement evolutionary practices and processes
4. Nurturing and upgrading their existing talent pools
5. Managing communications and change management (if required) in their transformation initiatives
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Digital disruption
The history of business is replete with stories of proud and dominant enterprises losing their stellar positions because they underestimated the power of technological changes. Sony’s Walkman had a cult following during its time and it was as ubiquitous as the iPod today. However, the company failed to recognize the shift from expertise in hardware circuitry to that in software and the power of digital music delivery.

In today’s fast-changing environment, a lackadaisical attitude toward emerging business changes and technological advances can be fatal. Not investing in next generation business models can significantly endanger an organization’s ability to navigate the inevitable transformation that will be required in the future. This would result in counter-productive expenditure on restructuring its operations, investments in IT, talent management and business. The following are short stories that substantiate this.

**Charles Schwab: technology as a game changer**

In the mid-seventies, Charles Schwab was a little more than a decade old brokerage house. During this period, a change in government regulations and Charles Schwab’s shrewd bet on technology changed its fortune. In 1975, the US Government allowed brokerages to cater to middle class investors. Sensing a new business opportunity, Charles Schwab modified its business model to cater to this large consumer market.

The company turned to technology to manage the anticipated large volume. Charles Schwab used his entire net worth (US$500,000) to buy a used IBM 360 mainframe computer to automate his company’s processes. At that time, this investment seemed unjustified and not in line with the company’s customer base. However, Charles Schwab’s wager on technology was successful. He continued to embrace new technologies.

Later realizing the power of the Internet, the company became one of the first to launch online trading. Its history is peppered with offerings of new products, e.g., TeleBroker, SchwabLink, and e.Schwab, due to Charles Schwab’s far-sighted investment in technology. This enabled the company to expand its market share while continuing as an innovator in the industry well ahead of its competition.

**Kodak: swan song**

In 1888, Kodak invented a machine to capture images. It was one of the first companies in the world to study the potential of computers in terms of the camera market. In 1975, it invented a digital camera, but failed to understand the impact of this technology. In 1981, Sony launched a digital camera, but Kodak still could no grasp the importance of digital technology. Therefore, even with all the know-how in the digital camera market, it remained oblivious of the digital revolution. Eventually, it launched a digital camera in 1996. However, by that time, the market was already crowded by players such as Sony and Canon. In 2012, the company filed for bankruptcy, since it failed to read the writing on the wall on upcoming and technology trends, and was not agile enough to adapt to transforming market needs.

**HMV Group: death due to technology myopia**

Till the 1990s, the HMV Group was one of the world’s leading retailers of music, “videos,” computer games and books in the UK, the US and Asia. In the UK, the company accounted for almost a third of all sales of music, games and videos.

However, it failed to recognize the growing importance of the Internet during the 1990s. It considered the bursting of the dotcom bubble as the meltdown of the internet and refused to pay attention to the brewing digital revolution. Instead of investing more in its online offerings, HMV decided to diversify into the electronics business. This error in its judgment and its lethargy in responding to changing demands led to HMV entering administration in 2013.
Apple Inc.: revival by digitalization

Apple Inc. is a company that has been constantly evolving by correctly reading the current trend in consumer behavior. In 2001, the world grappled with the dot com bust, which crippled the technology industry, and then came the recession. This was the year Apple’s stock value collapsed dramatically. It was during this period that the company invested in technologies, which later became its come-back vehicle and iconic face.

Apple understood the power of the digital revolution, correctly read changing consumer trends and gauged their appetite for new technology. Apple launched its iTunes music player amid huge scepticism in mainstream media. Later, realizing the trend of increasing miniaturization of electronic devices, it leveraged its iOS operating system and the ongoing revolution in digital music to launch the iPod. Today, Apple has become synonymous with the digital revolution with its iPhone and iPad.

These anecdotes demonstrate that while some organizations floundered due to their faulty estimation of changing consumer demand and the technologies shaping this, others seized the day by responding rapidly to external stimuli. Invariably, the game-changers cultivated the “habit of anticipation” and were sensitive of new business environments and demands. They successfully identified technologies that either fueled demand or helped to satisfy it. To use a cliché, the rest is history.
Impact of digital transformation across industries
**Digital transformation** is already evident in India and the expectations of consumers are changing as well. Although this change is mainly seen in urban and semi-urban locations, initiatives such as “Digital India” undertaken by the Government are expected to enable establishment of the required infrastructure for rural customers in the near future.

Today, the digital mode has become an integral part in the lives of Indian consumers. The graphic below depicts a day in the life of a “digital” urban consumer:
The impact of the digital mode is no more restricted to specific sectors such as banking or retail, but has extended to industries such as utilities and real estate. The consumer is seeking exceptional digital moments of truth across industries.
Digital — making organizations to re-invent themselves

Irrespective of market share, brand loyalty and existing distribution strength, digital disruption has made organizations take note of changing consumer behavior. Organizations are reviewing their existing business models, customer experiences delivered and underlying operational processes, and identifying and building new capabilities to win digital consumers. Let us look at some key examples where seasoned practitioners, when challenged by new age disruptors, have re-invented themselves and delivered differentiated digital experiences to their customers and prospects.

<table>
<thead>
<tr>
<th>Practitioners</th>
<th>Disruptors</th>
<th>Re-inventors</th>
</tr>
</thead>
<tbody>
<tr>
<td>State Bank of India is one of the oldest &amp; largest bank in India</td>
<td>Banks like ICICI &amp; HDFC challenged the traditional way of banking by leveraging technology and introduced multiple channels for Self Serve Digital Banking</td>
<td>SBI opened their inTouch digital branches that made starting a new banking relationship &amp; getting advice much simpler</td>
</tr>
<tr>
<td>DLF is one of the largest commercial real estate developers in India</td>
<td>Companies like Common Floor delivered a newer and richer digital experience to customers by removing the middlemen and enabling customer to make informed decisions</td>
<td>DLF enabled mobile solutions for its customers to manage the relationship better</td>
</tr>
<tr>
<td>Arvind Ltd. a large textile manufacturer of India &amp; in top 5 producer &amp; exporter of denim globally</td>
<td>Companies like Myntra leveraged digital assets to change the consumer shopping behaviour; delivered the easy of shopping and return facility leveraging a newer business model</td>
<td>A new initiative Creyate was launched to provision omni-channel experience for a custom fit dressing</td>
</tr>
</tbody>
</table>
Digital maturity and opportunities across industries

Today, organizations in specific industries cannot only compare their digital maturity with organizations in the same industry. As for customers, their best digital experience shapes their innate expectations of organizations across industries. The truth remains that industries are at different stages of digital maturity, with the bulk of digital innovation witnessed in industries including Financial Services and Retail & Telecom rather than Manufacturing, although there are always leaders and laggards in any industry.

Provided below is the customer lifecycle framework to help you understand overall digital maturity in India. The heat map provides a relative overview of where Indian Inc. is spending money to deliver digital experiences and key inferences. Given that the framework attempts to cover stages across industries, some of it may not be relevant for a given industry. (For example, re-sale is more relevant in the Auto industry than Financial Services, and claims more to the Financial Service Industry.

<table>
<thead>
<tr>
<th>Customer lifecycle stage</th>
<th>Shopping</th>
<th>Buying</th>
<th>Managing &amp; transacting</th>
<th>Servicing</th>
<th>Feedback &amp; advocacy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer lifecycle stage sub-stages</td>
<td>Brand discovery &amp; connect</td>
<td>Expert guidance &amp; shortlisting</td>
<td>Personalization/ On-boarding</td>
<td>Service management</td>
<td>Feedback management</td>
</tr>
<tr>
<td>Customer lifecycle stage sub-stages</td>
<td>Product/Offering Research</td>
<td>Offer/Re-sale management</td>
<td>Transaction management</td>
<td>Claim/Warranty management</td>
<td>Advocacy &amp; Loyalty management</td>
</tr>
<tr>
<td>Customer lifecycle stage sub-stages</td>
<td>Quote/Price discovery</td>
<td>Online buying &amp; payment</td>
<td>Relationship management</td>
<td>Emergency management</td>
<td>Innovation management</td>
</tr>
<tr>
<td>Customer lifecycle stage sub-stages</td>
<td>Digital focus on brand building &amp; info dissemination</td>
<td>Limited digital interventions &amp; process excellence across online &amp; physical setup</td>
<td>Personalised on-boarding is limited</td>
<td>Limited focus, information, education &amp; sol in these areas</td>
<td>Effectiveness of feedback management is low</td>
</tr>
<tr>
<td>Customer lifecycle stage sub-stages</td>
<td>Less focus on social dialogues, apps, events, &amp; contests (offline integration)</td>
<td>Limited industries provide end to end online buying though payment facility exists</td>
<td>Continuous analytics based relationship management is low for most</td>
<td>Lack of readily available useful information in case of emergency</td>
<td>Customer advocacy &amp; loyalty programmes need a much more collaborative and social enablement</td>
</tr>
<tr>
<td>Customer lifecycle stage sub-stages</td>
<td>Few industry/players have online price info</td>
<td>Un-organized &amp; limited re-sale vertical industry specialized market with little or no price discovery</td>
<td>Lack of a multi channel digital strategy &amp; underlying process rationalization</td>
<td>Operational excellence is not managed</td>
<td>Crowdsourcing to drive innovation need to push</td>
</tr>
</tbody>
</table>

Legend: ![High digital maturity](image) ![Medium digital maturity](image) ![Low/No digital maturity](image)
Given below are details of some key B2C industries as well as the digital opportunities and digital initiatives undertaken.

### Financial Services

**Digital Opportunities**
- Need based advisory selling
- Enhancing productivity of on field staff
- Introducing digital solutions for SME & Corporate customer segments
- Enabling multi channel integration
- Leveraging social media analytics
- Enabling cloud based services: improve cost of ownership & infrastructure utilization
- Improving user experience of digital sols

**Initiatives**
- Digital Branches by a large PSU bank
- Payments, Account Opening Initiation & Video Branch by private sector banks

### Retail

**Digital Opportunities**
- New Digital Experiences (NFC, AR, etc.)
- Integrated Omni-Channel Experience
- Offer & Loyalty Programme (Bundling & Social Loyalty)
- Integrated Servicing Programme
- New fulfilment channels
- Migration Strategies (Product Category & Channel focused)
- Payment Security & Convenience

**Initiatives**
- An integrated online & offline customised experience by a large textiles manufacturer
- Dedicated in-store servicing programme across brands by a consumer electronics company

### Auto

**Digital Opportunities**
- Digital Profilers, Comparators
- Digital interventions & process excellence online & in dealerships
- Integrated finance solutions
- Relationship management by OEM’s experience centres & mobile strategy
- Collaborating with partner ecosystems on say claims mgmt
- Sectorial online marketplaces & price discovery features based regular product servicing in authorized dealerships

**Initiatives**
- Integrated mobile app by 4 wheeler OEM
- Re-sale assistance through a digital platform by a 2 wheeler OEM

### Healthcare

**Digital Opportunities**
- Need for lifestyle & life stage based health education through digital media incl. social
- Need for a centralized contact centre incl. digital interventions on website (especially for international clients)
- Integrated online-offline hospital experience incl. integration with pharmacies, TPA, etc.
- Need for a comprehensive health e-vault for he household
- Automated & closed loop solution for complaint management across digital assets
- Collaboration community for doctors
- Enabling digital payments

**Initiatives**
- Access to health records, reports & telemedicine by large healthcare provider
The battle to win customers is being played across multiple digital platforms across different business formats. Organizations that will develop the ability and capability to continuously assess changing consumer behavior and help people incrementally deliver differentiated experiences will lead the change.
Enterprise 3.0: the collaborative will inherit the earth
Most organizations across the world need to refashion their strategies and operating models around the idea of “virtualization of enterprises” – loosely coupled business services. The prime aim of such strategies is to inflect successful business outcomes. And all this is now more acutely aligned with and centred on consumers – both internal and external.

Technology is fast progressing from only being an enabler to becoming a partner. Hence, with the growing rate of adoption of advanced technology, it is becoming imperative for organizations to continuously innovate and present different and enhanced offerings to their customers in order to remain competitive. This has led to executives view technology as a medium through which they can implement new business-related initiatives rather than as a support function.

The challenge faced by leaders in this complex and volatile business environment is to develop a model – with detailed rules, business policies, synthesized functional & operational capabilities - for the unknown.”

In order to do so they would have to be deeply in-sync with changing consumers’ preferences, new regulations, new markets, innovative service-delivery models, and most importantly - with technology that evolves at breakneck speed.

The risks and potential gains are both high. However, organizations that can ride on this tidal wave by having the flexibility to effectively alter their operating models stand to reap significant dividends.

What we are witnessing is increasing amalgamation of consumer-driven technology, new-age services, maturing post-Internet technologies, advanced B2B & B2C business models and changing demographics. This convergence provides us an enterprise-wide business and architectural blueprint.

As organizations embark on their transformation journey, they need to consider this new model because it can help them introduce new delivery models, services, processes and channels to reap a hitherto unexplored competitive advantage. In today’s business scenario, we are seeing evolution in different parts of enterprises and their business ecosystems.

Environment: disruptive narrative

Changing dynamics in global markets will require enterprises to concentrate on operating efficiently in a rapidly transforming environment. Linear business processes are becoming undesirable for an increasing number of enterprises that are service-/consultancy-based. This is because a service-based model vis-à-vis an assembly-line-based one requires new capabilities. This transformation requires re-imagining of multiple practices including definitions of services and processes as well as organizational structures, roles and responsibilities.

In a brick-and-mortar model, processes are linear in nature and replicate activities performed on an assembly line. This helps organizations optimize their processes and take advantage of economies of scale. However, linearity is not the hallmark of knowledge-related work, which is intrinsically non-linear in nature. This can make future work seem chaotic and will require implementation of new initiatives to manage and anchor processes, and measure productivity.

Although traditional manufacturing enterprises can raise their productivity by monitoring and reducing waste, service enterprises will find it difficult to measure their improved productivity, since it is difficult to gauge the competencies of resources in view of differences in their experience, skills and motivation on the job.

In order to achieve this, the first step is to stop thinking of finite processes and begin to explore, define “end-to-end” services. In order to do that, the most suitable and proven approach is the right mix of people, processes and technologies.
Configuration: optimization of ecosystem

Mobility and the implementation of cross-boundary processes and the blended nature of work are expected to lead to end-to-end service management initiatives in the business ecosystem. The primary intention is to help the ecosystem adapt with changed business goals, economies, objectives and requirements. Configuration of enterprises is expected to be agile enough to change with the changing requirement of projects. Consequently, teams working on projects will not be service line- or process-specific ones, but will be configured to achieve the best business outcome. This ability to configure processes, teams and value-chains, based on changing needs and business outcomes, will be vital for organizations in their effort to produce high-quality output with minimal effort and associated costs.

Process: organizational Kanban

Task-based assignment was a direct consequence of the industrial revolution when a linear workflow was required. Given the dynamic nature of the value chain, real-time work allocation to various members of the value chain (internal or external) will be the key. This will require enterprises to adopt a Kanban type of approach to implement organizational and business ecosystems. This approach should focus on amalgamation of processes to facilitate enhanced and secure (and yet unrestricted) interaction between relevant stationary and transient components including technology, information, human resources and organizations. The primary intention will be to improve the entire ecosystem and help enterprises make relevant changes in their business goals, economics, objectives and requirements.

Emergence of industry as a Service - Platform of reusable services on Demand.
Migration towards Company as a Service - Changing assets and capabilities into services.
High focus on key measurable desired outcomes.

To be able to configure processes, teams and valuable-chains on the basis of changing needs and business outcomes.
Ability to produce a high quality output with minimal efforts and associated cost.
Configuring the enterprise to be agile enough to change with the changing requirement of a project.
The team working on a project will not be service line or process specific; team will be configured to give best business outcome.

Enterprise will do Real time allocation of work to various members of the value chain (internal or external).
Organizations will setup mechanisms to not only monitor their services but also to capture broader view of changing work patterns.

Enterprises will have to be agile enough to transform their operations with changing business needs. Therefore, they must implement mechanisms to enable their employees to transcend their silo-based experience and develop an “accelerated understanding” of innovative offerings to offer these to end users and consumers.
Human resources: hyper specialization

In the future, processes will be highly automated and run on advanced rule engines, supported by self-correcting systems. With more and more processes becoming automated and most tasks generic, it will be possible for any resource in an enterprise to perform it. Consequently, the need for specialization is expected to become highly “niche” and focus on critical areas or on those in which technological know-how is rare. These hyper specialists will need to have deep proficiency in a single area or extensive cross-domain/business ecosystem experience.

As organizations increasingly adopt innovative business solutions, underpinned by new technologies, they are coming to terms with the fact that they will have to ramp up the skill-sets of their employees and implement novel approaches to gain the full benefit of these initiatives. For example, in order to implement cloud-based business services and virtualization, they need to focus on new areas of expertise such as cloud business engineering, cloud system administration and cloud integration/brokering. This will also create a need for employees (direct or via service providers) who specialize in niche areas and can dynamically work in ecosystems with virtual workforces.

Organizational structure: global “Ohana”

As processes become more and more automated and interconnected, both internally and externally, more people will be involved in taking and executing decisions. This connect-and-collaborate environment is expected to give rise to self-managed and organized, and multi-disciplinary teams that will work in a complex and adaptive environment. Therefore, management will need to put in place dynamic structures where each node will operate as an information receptor and responder.
Epilogue: forward engineering
To survive and thrive in the new age, organizations will have to be courageous and become comfortable with ambiguity and disposability. This idea of living in ambiguity and making friends with disposability requires a monumental shift in strategies and mindsets. In order to succeed, enterprises will need to develop their ability to test, learn, plan, act and regroup, since the new-age operating models require them to put in place new strategies, ROI modeling and financial thinking in their operations.

Whereas much time has been spent in extolling the virtues of agility, very few enterprises understand that one of the basic requirements for this is to be comfortable with the concept of disposability. It also requires them to be courageous in trying out new models, owning up to their mistakes and making amends, and killing successful methods if these are not aligned with their future visions or new demands. Google Reader was a product much beloved of Google, and when the company decided to do away with it, it seemed counter-intuitive. However, it was the right strategy for Google, since it realized that information consumption patterns had changed since it implemented its innovative offering.

It is fatal for an enterprise to maintain a rigid IT setup in a transient environment. Such an attitude makes it difficult for it to manage challenges from consumer-related technologies or service tech-savvy consumers, who are procuring and deploying multiple intelligent, complex, and most importantly, quickly disposable applications and devices.

Changing technologies and demand patterns are making it important that organizations’ operating models are as generic as possible. This is because only a generic model can be repurposed and reshaped instantly, as and when required.

We are living in an age that is witnessing unprecedented changes and innovation in IT, with organizations moving from mere automation of processes to service-oriented setups that can be easily remodeled, provide rapid delivery and transform business outcomes. The Internet and the Internet-of-things is set to change most earlier business and operating models.

Creation, dispensation and consumption of information are becoming distributed processes. The move from standard database management to discoverable information services is expected to exert pressure on organizations to understand how their customers will consume services, access information, etc. They will also need to focus on gauging capabilities that will become important for them in the future as well as those that will give them a strategic advantage. Enterprises will have to determine how their employees will work in the future, how they will collaborate with each other, etc.

Consumer-technologies and their innovative usage is shrinking the technological perimeters of organizations and shifting the balance of power towards consumers. The bottom line is that contours of business and technology are changing fast. Hence, companies will need to develop a blueprint and transform their operations to adapt to this new and increasingly amalgamated and competitive business environment. Their focus should be on building future operating models that can weather the vagaries of business and rapid technological innovation.
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