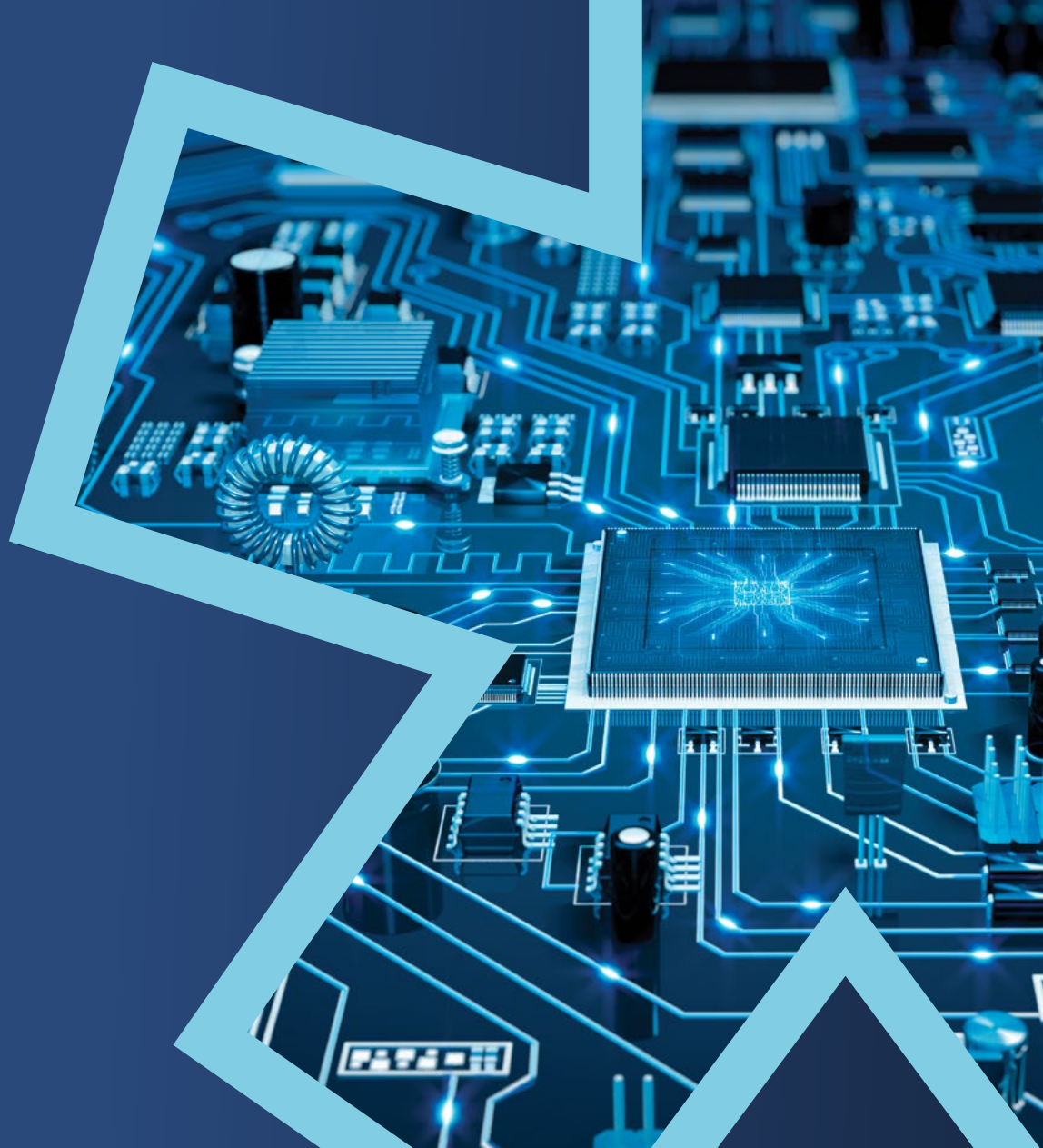
Shaping the Digital Future of Business

12 Stories of Successful Enterprise-Provider Partnerships

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Digital Case Study Book

ISG Preface

Digital technologies and their associated new working practices are having a profound impact on the global economy. Every business is in danger of being "disrupted" by a digital competitor. This new threat is driving companies to invest in digital transformation programs to leverage advances in technology to place them ahead of the curve.

ISG is at the forefront of helping corporations define and achieve their digital aspirations. As the leading technology research and advisory firm, ISG has helped many clients clarify their vision, match buyers to the right providers, and implement their transformation programs. But, with so much change occurring in digital services and capabilities, how can organizations get insight into what others are doing and see what is achievable?

To address this gap, ISG launched an initiative to collect, evaluate and publish the top digital case studies. Using our research expertise, ISG Research has worked with leading technology companies, both large and small, across the globe to create a strong stable of compelling case studies that address true-life business issues.

Each of the twenty-five case studies featured in this book has an important story to tell. Each represents real, unique challenges faced by organizations looking to keep pace with rapid changes in technology. Partnering closely with technology and service providers, these companies are achieving incredible results. We hope that you enjoy this book and find the content illuminating and inspirational. To see more case studies, visit our website (www.research.isg-one.com) where you can access the Digital Case Study Database, alongside a world of content and data to support your business decision-making.

Esteban Herrera
Partner, Global Leader, ISG Research

Avoiding the Siren Song of Technology

Focusing Your Digital Strategy on Business Outcomes

By Prashant Kelker, Partner, ISG

Business meetings and board rooms around the world today are abuzz about all things digital. Magazine cover stories and corporate webinars evoke stunning statistics about the growth in mobile device usage and the precipitous rise of big data. This is not surprising as technology increasingly surrounds and enables us in almost every part of our lives. Automotive companies use software to connect dealers, customers, service centers and cars so that a flat tire triggers immediate road-side assistance. Homeowners use smartphones to turn up the temperature in their homes before they leave the office. Patients use connected wearables to send their vital signs to doctors for a virtual health check.

This broad consumerization of technology has hypnotized many of us, making us forget that technology is a means to an end. To leverage the real opportunities technology has to offer, an enterprise must reach beyond the question, "What are digital technologies?" and instead ask, "How can we use advances in technology to create sustainable and market-disrupting value?"

This white paper explores how progressive enterprises are taking advantage of emerging technologies and as-a-service solutions to build a "digital fabric" in which they connect their customers, employees, partners and providers. By first understanding the industry- and enterprise-specific market potential of digitally enabled growth, and then by identifying initiatives that leverage the most promising solutions toward an explicit business outcome, enterprises are able to invest in the opportunities that are right for them and capitalize on those investments over the long term.



How can technology create value?

Even in disruptive times, some ground rules don't change. Every enterprise creates value at the intersection of four key constituents: the customer, the employee, the partner and the provider. These constituents will not change because of emerging technologies, but new technologies will increasingly connect them with each other and create a common "Digital Business Fabric." These intersections are where technology has the greatest potential to create growth opportunities that may not have been possible before.

Digital customer experience: Enhancing customer lifetime value

The digital customer experience is the opportunity for enterprises to focus on using digital channels to supplement their existing customer touchpoints, with the aim of expanding and optimizing existing customer relationships or gain new ones. Amazon focuses on offering a customer experience that flows seamlessly from online to offline. The company has created an unrivalled reputation, in part, by ensuring that it can provide an easy online shopping experience that can result in almost immediate gratification through same-day delivery.The ability to create an online customer experience defined by convenience and expediency is driven by the company's use of technology that connects delivery partners in a near-flawless process. This end-to-end orchestration has forced other companies to think about how "seamless retailing" might impact and enhance their businesses.

Other companies differentiate themselves by focusing on the digital customer experience through the application of analytics or big data. Analytics play a large part in increasing customer lifetime value (CLV) for companies like Target, which has been very successful in analyzing shopping habits and applying the findings to drive sales. Most of Target's growth from 2002, when it was a $44 billion company, to 2010, when its revenues touched $67 billion, has been attributed to its keen use of analytics.

Digital supply chain and manufacturing

Enterprises that are more focused on business-to-business transactions, like manufacturers, have improved operations by digitizing their entire supply chains. Logistics companies and automotive suppliers are coming together to create common platforms on which they can share insights to optimize operations for each partner involved in the supply chain.

The University of Aachen in Northern Germany is creating Smart Logistics Grids, using composite clouds as platforms where companies can apply predictive analytics to both public and private data. This solution now connects the plant, the parts manufacturer, and the trucking company transporting the parts to the assembly plant. Each entity benefits from real-time information. The shared data includes publicly available information – like current traffic jams, weather warnings, detours on the autobahn – and each entity uses this information along with its own private data to optimize its operations. The assembly plant now knows exactly when the parts will arrive so the path to the storage area can be cleared, and the trucking company can optimize its routes based on the delivery schedule.

GE recently announced how its Brilliant Factories initiative uses sensors to stream information into a data lake and then analyzes this data for insights on downtime and efficiency. One of its new Brilliant Factories has already doubled its defect-free production numbers. These digital innovations in supply chain management have allowed manufacturing companies to speed time-to-market and control their costs.

Digital enablement and productivity

Many consulting firms today are advising companies to focus their investments on IT systems that enable innovation and market differentiation. This often leaves the IT systems for procurement, finance and HR relegated to the background, with little investment. One might think such classic enterprise-enabling functions like finance, procurement, HR and payroll have less to benefit from going digital, but this is not the case. Digitizing internal processes is an opportunity to reduce transaction costs and improve efficiency. Organizations that take the time to identify which labor-intensive activities are strong candidates for digitization are not only cutting costs, but also improving coordination and collaboration across departments. Disciplines that improve efficiency and productivity, such as agile in software development and lean in manufacturing, are making their mark in organizational design, integrating an enterprise's previously siloed information and personnel to increase company-wide cooperation and coordination. HR, for example, is experiencing a huge spurt in productivity as it uses advanced algorithms to analyze public data and private data to cull and pinpoint potential hires.

Practices like value stream analysis, a lean management method, are now being used to determine which activities are candidates for digitization. For example, salespeople and front-line staff that are out in the field answering questions and closing deals can get real-time expert advice from mentors at headquarters with the use of collaboration technologies. Companies that are focusing on applying digital solutions to employee productivity are seeing enormous benefits at fractional costs, with a direct impact on the bottom line.

The digital roadmap

Business executives are growing tired of hearing consultants tell them they need to disrupt the market before they get "Ubered." They want to separate the hype from the hearsay and make decisions about how and when to embrace the digital revolution in a way that is best for their unique organizational charter and their specific industry. To see clearly across a rapidly changing landscape, organizations will benefit from first establishing a digital roadmap.

1. Define the digital value for your firm.
Start with a keen understanding of how the digital revolution is redefining your industry. This should be a deliberate "outside-in" study and should lead to an examination of your current approach in the context of the broader industry. Focus on the way your firm can differentiate itself. For example, how can you use your leading-edge digital customer experience to augment your current offerings? Or how can you use the cost savings you realize throug h a well-managed digital supply chain to offer differentiated pricing?

Market leaders will need to be especially careful; their pole positions are now threatened by agile disruptors. The premium automotive industry was caught by surprise, for example, when used car sales platforms grew overnight by providing cheap and easy access to better data on how much a buyer might spend on a specific model. Premium players in any segment are under constant threat by niche challengers that continually chip away at their businesses. Established companies may find that proactively leveraging digital possibilities is a last defense against disruption.

Strategic exercises that concentrate on how digital can bolster, supplement or protect a company's offerings should result in defining specific initiatives that either create or prove value in terms of business outcomes. The challenge is to create new and additional paths to your customer and lead them away from competition. Disruption must create new doors before it closes old ones.

2. Invest carefully in digital initiatives.
Be wary of buying into the hype of digital technologies. The-build-it-and-they-will-come theory does not work in the current market.

Instead, determine which of your defined initiatives can be used to drive profits and avoidance of loss in the medium-term. This can be reflected in existing and new P&Ls. Your IT organization understands how to design and buy technology; involve it closely in designing the company's digital blueprint and platform. Learn as you go through controlled experimentation in the market.

3. Build and buy new digital capabilities.
Speed to market is essential in the digital age. You can't always afford the time it takes to build digital capabilities on your own. Actively seek new partnerships and alliances to enhance your capabilities, either temporarily or as long-term solutions. Get IT to help you create a balanced buy/build digital platform. Speed is an essential element in creating your digital fabric. The competition will seek to replicate your success. Stay ahead of them.

4. Lead the change from the top.
Like any major initiative, digital transformation is a change that impacts many, if not all, aspects of an organization's operations and performance. Ensure leadership paves the way for transformation by clearing hurdles, resolving issues and setting priorities in a constructive way. Involve each part of the organization so that it supports the design from its own perspective. Appropriate teams should make educated recommendations about how to purchase innovation, how to design a digital platform, and how to create seamless online and offline customer experiences. Leadership from IT is integral to a successful digital transformation.

Burberry's CEO, for example, had to change its IT leadership's focus from an "IT centric perspective" to a "customer-first orientation."



Partnership Delivers Real-Time Analytics to Enhance Customer Experience



Sitel Group offers end-to-end solutions to manage and enhance customer experience.

It partnered with BRIDGEi2i Analytics Solutions to leverage analytics to drive digital transformation across the organization and also build analytics-driven digital transformation solutions to its clients. The collaboration will help Sitel Group to make real-time insights and decisions within the enterprise.

BRIDGEi2i developed a central data lake that can ingest data from multiple customer experience touchpoints. All data assets are centralized so that one view of complete data points can show key operational metrics. ExTrack, BRIDGEi2i's 's proprietary platform, analyzes customer data quickly, provides 360-degree customer experience metrics and creates a richer and more rewarding experience for its customers.

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Step Change: Distributed Digital Reinvents the Insurance Marketplace

Convenience, agility and personalization are the critical attributes that are redefining the most important moments of truth for customers.

Insurers must address these requirements if they expect to keep pace with change and the evolving needs and expectations of their clients.

An insurance client in North America provides a case in point. The corporation wanted to focus on two problems: First, how to make it easy for customers to work with it and thereby improve its brand perception in the marketplace; and second, how to change the organizational mindset to become a digital insurer – to adeptly address the changing market and customer expectations.

The company partnered with Capgemini to transform a critical customer-facing product portal. By leveraging Capgemini's innovation arm and its Collaborative Business Experience and set of innovation platforms, the client was able to rally all business and technology stakeholders together and develop a transformation roadmap to achieve its end-state. It accomplished this quickly while also realizing greater efficiency, control and speed-to-market.





Going from Siloed to Collaborative and from Waterfall to Continuous Delivery

To tackle this challenge, the insurer and Capgemini used agile development principles and a cloud-first approach to transform the business. Capgemini's Accelerated Solutions Environment (ASE) accelerator platform enabled this sea-change transformation by providing a proven process and methodology.

For the technology considerations, the insurer faced many typical challenges that a company of its size and maturity often do, including: siloed data sources, legacy platforms and heavily customized software – which all contributed to a significant technical debt.

Flexibility, organization and rapid delivery were the keys to Capgemini's approach. Using its distributed agile model, the Capgemini team was able to scale experienced and capable resources quickly, both domestically and offshore, to adopt and build a new native cloud architecture that modernized the insurer's core system, while improving the development efficiency. This combination of organizational, process and technological capabilities improved the insurer's speed to market for deploying features into production.

Thanks to the product-based approach the partnership has built, what used to take months to deploy now takes the company two weeks – from concept to release. By improving the customer experience, this partnership took a non-revenue generating process and created a differentiated customer experience that directly affects the top and bottom lines – a truly a great example of creating a future business model through digital transformation.

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Cognizant

Cognizant and Monsanto Team Up to Create a Real-Time Crop Irrigation Management System

For farmers around the world, sustainable irrigation is key to improving productivity on cultivated acreage.

Farmers managing extensive croplands deal with challenges created by unpredictable precipitation levels and weather patterns, irrigation infrastructure and usage costs, and solar evaporation.

Monsanto, a multinational agrochemical and agricultural biotechnology corporation, partnered with Cognizant to provide farmers an advanced method for managing water use to improve crop yields. Together, Cognizant and Monsanto sought to minimize irrigation guesswork by providing decision support tools for more effective and sustainable water management.

AquaTEK™, a brand and solution of Monsanto developed by Cognizant, combines water stress data gathered from soil probes, with multispectral satellite images of the crop canopy, to calculate field health metrics. Farmers are provided with data maps of current estimated moisture and crop health conditions, so they can anticipate and plan for future water requirements of individual fields.



Cognizant

"There is a lot of excitement around the product within Monsanto as it is seen as one of the first products of the new, digital future of the company."

Data provided to the farmers is combined with a third-party solution to ensure accuracy of weather forecasts and to adjust irrigation calculations. The application also sends SMS and email notifications to farmers' devices, alerting them about field situations that require action.

Cognizant's experience design team prepared an intuitive interface that can be viewed across a wide range of mobile devices and platforms, then incorporated user feedback to create an award winning, introductory video to describe AquaTEK™'s innovative service to potential users. Three hundred farmers registered for the rollout in 2016. Monsanto then targeted 1,500 farmers for adoption and now has active users in Italy, Spain, Portugal, Romania, Hungary, Turkey, Greece and Ukraine. Paolo Cazzola of Italy offered this testimonial: "Thanks to AquaTEK™, we have total control of our fields. It's like having our land in our hands at all times."

When asked about the feedback for AquaTEK™, Cognizant's Business IT lead (MEA Region) said: "Today I have received many comments from internal Monsanto stakeholders who are very impressed by the product that they are seeing. One key stakeholder let us know that he created a field on his iPhone for his father's farm in Italy and that it is working perfectly! There is a lot of excitement around the product within Monsanto as it is seen as one of the first products of the new, digital future of the company."

By driving the acceleration of new processes, digital technologies and ecosystems to improve connectivity and increase accessibility to smart devices, Cognizant and AquaTEK™ have brought the labor-intensive business of agriculture into the digital fold.

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Delivering Focused Change During a Digital Transformation

Wiley is a global provider of knowledge and knowledge-enabled services. If you've ever bought a textbook for university or graduate school, chances are you've bought a Wiley textbook.

In the past, students and educators relied heavily on assigned readings from static, textbook materials. But enter any educational institution these days and you'll find iPads and laptops where there were once textbooks.

As the needs of the educational community have changed, so has Wiley's business model. Where once physical textbooks were in steady demand, now the delivery of online content and dynamic learning tools are the drivers of its business. And while the products and services have changed, so too has the organization's need to modernize its back-end systems. Prior to its digital transformation, its B2C ecommerce system was becoming difficult to use and hard to maintain. Customers trying to complete web transactions with Wiley would have to navigate complicated checkout processes. Systems supporting the web transaction would have to engage at least three different third-party platforms to complete a single online transaction. Mobile channel transactions were not well-supported. Suffice to say, it was time to change.

"As the needs of the educational community have changed, so has Wiley's business model."





Putting their new partner – EPAM Systems – up to the task, the teams quickly got to work on modernizing and deploying a new ecommerce platform for the company. David Levine, IT Director at Wiley, recalled: “We were challenged to implement a new ecommerce platform while the company was also undertaking a major SAP ERP implementation. We needed to scope and align our deliverables and timelines with another extremely large project, as well as protect ourselves from the scenario where the ERP project got delayed.”

Using its highly talented planning and delivery teams, EPAM quickly got to work by utilizing Hybris to gather requirements, scope the project, and estimate the work effort. “In 35 years of working in technology, I’ve not had the pleasure of an organization so focused on scoping, estimating, and delivering what they are committed to deliver. They were laser focused on making us as successful as possible,” said Levine.

The project ended in success, EPAM delivered to Wiley an application that was decoupled from back-end systems (providing flexibility to the SAP migration), increased the company revenues by over 30 percent, provided support for mobile channels and new payment options, and was delivered on-time and on-budget.

Clay Stobaugh, CMO at Wiley had this to say: “As we continue to scale our products, we are investing in improved customer experiences. EPAM has become our trusted partner as we push the edge of innovation. Their ability to understand the big picture, together with their proven technical competency and delivery record, made a big difference in our business.”

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Infosys®

Creating Digital Transformation in the Telecommunications Industry

Can you imagine what it takes to move a packet from your access point to the nearby content delivery network (CDN), or what about moving that packet across the world to communicate with another user at your company?

And what of those investments made in copper wires, coax and fiber needed to transport the data for your next Skype call?

These are the challenges that Infosys and its client Telenet, a Belgium-based telecommunications services provider, are up against every second. Because customers adopt new technologies at such a rapid pace, Telenet's businesses are in a constant state of change – from deploying the latest advances in software-defined networks (SDN), to creating new brands and classes of services, or acquiring and integrating new companies and territories. The legacy investments in customer-facing and back-office technology are extremely challenging to maintain and keep competitive.



Infosys®

“They are proactive problem solvers and have strong expertise with resources who bring both digital and traditional IT experience.”

To win this challenge, Telenet selected its long-time partner Infosys to help with its digital transformation vision. “Infosys provides honest and transparent communications and brings a true feeling of partnering to address business challenges,” according to the Telenet CIO. “They are proactive problem solvers and have strong expertise with resources who bring both digital and traditional IT experience.”

“The digital technology vision for Telenet is to rebuild the company’s business architecture,” said Nathan Williams of Infosys Digital. “The goal is to create a business architecture whereby we can do new things like real-time processing and decisioning, all the while maintaining existing customer interaction services, but adding the ability to intelligently deliver targeted services, promotions and interactions to customers across all their brands and channels.”

“For our foundational components we utilize Netcracker BSS/OSS, and for our customer interaction layer we are developing with Adobe, UXP and PegaSystems technologies.”

By choosing to standardize and modernize their technology, the Infosys and Telenet partnership has achieved some amazing results, including having launched more than 20 new digital services across 10 European markets. In every subsequent country where services have been launched, the rollout has been completed within three to four months, with 75 percent effort reusability.

Although the transformation is still underway, Telenet’s CIO had this to say about the partnership: “We continue to transform and learn as we go; we define and shape the next stages as we move further along our transformation journey. The scale of change we are undertaking is hugely significant; we are changing not only our digital layer, but our entire back office to ensure future-proof, operationally agile, and data-rich systems.”

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KPIT

GPS-based Inventory Tracking Builds a Digital Foundation for Cement Company

Al Rashed Cement Company is a Saudi-based supplier of construction materials, which includes cement, additive materials for cement and pipeline components.

In 2017, Saudi Arabia adopted austerity measures due to declining oil revenues which included reducing public sector construction. Facing increased competition for private sector project awards because of the decline in public sector construction, Al Rashed sought to modernize and improve spend management and customer service to enhance its competitive position.

Lacking end-to-end visibility for operations and inventory, business processes were largely manual. Examples included vehicle trip assignment, inventory tracking and order creation. KPIT Technologies, a global provider of IT consulting and product engineering, collaborated with Al Rashed to develop a solution to improve visibility.

KPIT used its experience in implementing digital technologies like artificial intelligence (AI), software as a service (SaaS) and application development, coupled with business process management and Tech Consulting. A team of KPIT practitioners identified the key development areas and proposed digital solutions that would automate, optimize and track performance of Al Rashed's fleet activities.

"The new system gives labor time, and increase in customer service, and you can realize it is cost effective."

Arshad Siddiqui, IT Manager, Al Rashed Cement Company



KPIT

“This approach eliminated complexity in implementation, and integrated the software platform with existing infrastructure and other legacy systems.”

Logistics automation is key to customer retention

KPIT’s solution provided point-to-point context to help develop a digital roadmap by industrializing a custom solution, and reengineering the order-to-procure process. This approach eliminated complexity in implementation, and integrated the software platform with existing infrastructure and other legacy systems. SaaS and enhanced mobility were the major pillars of the digital solution. The analytics-based software runs on corporate computer systems and mobile interfaces.

KPIT’s ERP-based solution enabled automatic order scheduling and placement. Via interaction with a transport management system, Al Rashed can track materials, orders, and other related details. Through digital transformation, the company can effectively manage its suppliers, orders and deliveries, and keep appropriate track of material shipments at every touch-point during transit.

Milestone-specific and project-based implementation was followed by training and future application maintenance, and scalability as per identified technology requirements.

This broad, digital initiative enabled Al Rashed to re-invent its processes, optimize resources, increase customer satisfaction and customer retention, more easily manage vendors, improve regulatory compliance and exceed operational and customer requirements.

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magnet 360
a Mindtree company

Ecolab Leverages Salesforce IoT Cloud

Ecolab's food retail customers were looking for solutions to improve their food safety programs while optimizing labor costs.

In many cases, these existing food safety processes were manual and paper-based, resulting in limited visibility and management options. Ecolab saw an opportunity to improve these processes by delivering an integrated digital solution that captures key insights from each location and translates that into targeted actions and management tools to improve food safety results. To achieve this result, Ecolab enlisted the help of its long-time service provider Magnet 360 (a Mindtree company) to help go digital.

"Many existing food safety programs are manual, paper-based and prone to errors. These processes provided limited visibility and management opportunities. We knew that integrating a digital solution with our traditional food-safety chemistries and services could significantly improve our customer's food safety outcomes," said Tracy Thomas, Director, Ecolab Commercial Digital Solutions. "To do this, we worked with our partner Magnet 360 to create a customer community, rules engine and notification system. When events happen, we needed to be able to act in real-time, we start by alerting our customers



magnet 360
a Mindtree company

"Every one of the projects that Magnet 360 has done has been on-time and on-budget."

of actions that need to be taken, providing educational materials with step-by-step instructions, and ensuring action resolution."

"We're heavy users of Salesforce and Microsoft technologies," she continued. "While this brought certain complexities to the project, we ended up with a fantastic solution that scales, is stable, and is something that our technology teams can support."

With these technology complexities and goals in mind, Magnet 360 developed an innovative solution. It leveraged Salesforce Community Cloud to provide customers visibility to their food safety program, including dashboards, corrective actions, and educational materials. Salesforce IoT Cloud was connected to Azure data warehouse through an Azure event hub to process all IoT sensor data. Orchestration solutions were developed that determine when corrective actions are needed, triggering an alert to the appropriate customer user through Salesforce Marketing Cloud.

The developed technology is so creative and effective that it won recognition from Salesforce for innovation in manufacturing and for being one of the first cross-cloud, IoT solutions in the market. The solution took less than six months to deploy, which has allowed the company to use it as part of its core growth strategy and value proposition in the coming year.

"Every one of the projects that Magnet 360 has done has been on-time and on-budget," Ecolab Director, Commercial Solutions Tracy Thomas said. "They are a key advisor to our technology strategy – bringing great feedback from other industry leaders and helping us make key investments and decisions in our technology strategy. They have been a key partner for over eight years, have a broad range of expertise and have provided significant value to our company."

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Mphasis
Unleash the Next

Automating the Insurance Underwriting Process

The traditionally cautious and highly regulated insurance industry takes a careful approach to changes in underwriting processes.

With the rise of digitization and recent advancements in machine learning and automation, insurance activities including new and existing customer data collection and entry, and insurance application processing are a natural fit for these digital advancements. Automation has the potential to significantly improve the conventional process of underwriting, which traditionally has relied on the historical data and conventional expertise of the underwriter. The adoption of this advanced technology enables insurers to shift their focus from simply assessing risk to helping customers better manage risk and consequently to avoid losses.

A North American subsidiary of a Swiss insurance group regularly incurred high costs and processing lags due to overly complex interfaces with external stakeholders (brokers). The cumbersome steps required to initiate new business and to complete underwriting relied on manual procedures and





"The new process reduced issues with scheduling and volume spikes, and standardized operational services."

a repetitive data processing system spread across multiple legacy applications. The client struggled with management of siloed data sources, inputs received in disparate document formats, basic off-the-shelf tools, legacy platforms, incorrect entries caused by multiple windows for data entry, and a traditional decision support system. The insurance provider wanted to reduce the processing time for new business and underwriting, reduce liability from incorrect calculations, and to improve and maintain operational quality while reducing costs.

The Insurance company partnered with Mphasis to help resolve these challenges. Mphasis implemented its "design thinking" methodology to define the optimal end-state. After evaluating alternative approaches with the client, Mphasis selected automation with an ROI prioritization framework as the best solution for 80 percent of the tasks. Mphasis and the client collaboratively agreed on targets for optimizing the cost and time to market.

The implementation and execution incorporated a mixture of onsite and offshore resources. The automation infrastructure was hosted in the client's environment but was maintained offsite. Using the power of robotic process automation (RPA), Mphasis was able to transform the client's underwriting support services across multiple lines of business and regions. The new process reduced issues with scheduling and volume spikes, and standardized operational services. Mphasis also helped the client to eliminate rework due to human mistakes, to achieve a 70 percent reduction in manual steps, and to reduce the number of FTEs (Full-Time Employees) from 137 to 82. Costs were reduced by more than 30 percent and processing times were reduced by over 50 percent. Mphasis expects the client to benefit from a total estimated savings of US$5 million for the completed project.

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Becoming the Best Travel Operator Through the Digital Experience



Go to any popular travel service these days and you'll find targeted product advertisements based on your browsing habits and interactions with the website.

Contiki Holidays is looking to disrupt the travel industry by increasing traffic, engagement and conversion at its website with its new look and targeted experience platform.

Running a large transformation program to convert its Ruby on Rails application to Sitecore/.NET, NIIT turned Contiki's vision into reality. The effort helped Contiki to lead the market for best tour operator in the website, mobile app and tablet categories. "NIIT owned the work, advised on the technical architecture, and made sure all the tight timelines were met," says Contiki's CTO.

For more information contact the provider at:
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ramco
ERP | EAM | Logistics | HCM

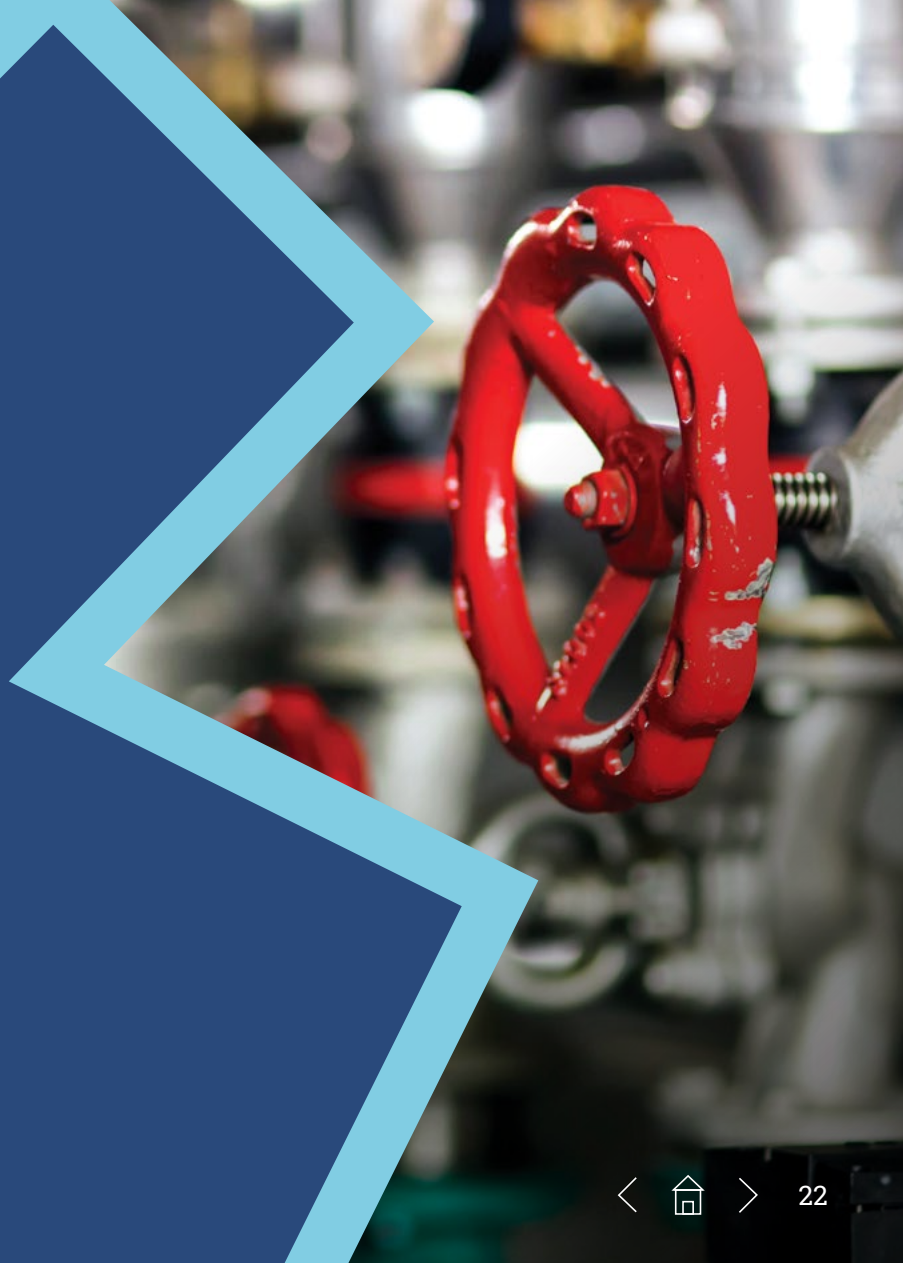
Benefits Flow for Viadux After Platform Modernization

Viadux is an Australia-based manufacturer and supplier of water pipes and valves, water network and pipeline systems and environmental solutions.

It has distribution warehouses across the continent and procures materials domestically and from various Asian countries including India, China and Indonesia. In 2017 Viadux was acquired by The Reece Group, which also owns complementary companies that serve different customers segments in the same market.

Viadux planned to modernize and streamline its business to improve customer experience. The company was plagued by multiple disparate systems that lacked seamless integration, had high maintenance costs and required inefficient business processes because of their lack of integration. Therefore, Viadux wanted to replace its legacy systems with a solution that would provide enhanced customer service to its clientele.

The company partnered with Ramco Systems, an India-based software and services company. Ramco implemented its cloud-based ERP system with mobile and analytics capabilities across five entities and 10 locations. The fully integrated



ramco
ERP | EAM | Logistics | HCM

"Ramco ERP has vastly improved visibility into operations and provides real-time information to help users make strategic decisions more quickly."

platform-as-a-solution helped to replace eight different legacy systems, including both home grown systems and applications that were bought from multiple software vendors.

Ramco's end-to-end ERP solution includes finance and human capital management (HCM) functions that Viadux used to automate its talent management and payroll operations. The solution has omnichannel access and a unique user experience design. It has vastly improved visibility into operations and provides real-time information to help users make strategic decisions more quickly.

Viadux CEO Michael Negri said the transformation is helping simplify back-end operations and the company is seeing the benefits of improved visibility through analytics. He credits the solution with helping Viadux become a more responsive, customer-oriented business. The journey also is helping Viadux to become more agile, leaner and platform-driven through the solution's automated processes, mobility support and insightful dashboards.

Following the solution implementation Viadux now manages more than 1,400 customers and 2,000 vendors across multiple locations. It handles more than 500 customer orders and 800 shipments per day.

Operating costs have been significantly reduced, and the online reporting system has helped provide real-time customer insights that resulted in enhanced user experience and improved visibility and transparency. Despite the complexities that arise from a more than 50-year-old company using disparate legacy applications while undergoing an enterprise-wide implementation, Viadux was able to get rid of its legacy ERP and other systems and is poised for accelerated growth and profitability with its new cloud platform.

Viadux's Platform Modernization Initiative won the "Best Imagination Award", at the 2018 ISG Paragon Awards, Australia.

For more information contact the provider at: cloud@ramco.com

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Hybrid Cloud Helps University Transform and Expand Services

The California State University (CSU) is the largest public university system in the U.S., with nearly half a million students at 23 separate campuses.

In 1999, CSU started a first-of-its-kind, system-wide application project that directed all of its 23 campuses to replace legacy administrative software with a new common management system (CMS), comprised of centralized Human Resources, Finance, and Campus/Student Administration. CSU's mission for CMS was to provide efficient, effective and high-quality service to students, faculty and staff. Today, CMS delivers a wide range of services critical to running the entire university – from student scheduling and registration to human resources, financials, and employee compensation – for approximately 484,000 students and 52,000 faculty and staff at all 23 CSU campuses.

CSU wanted to take advantage of recent advancements in cloud technology to further enhance the student experience and expand student success beyond the academic experience. CSU selected Unisys to implement a secure, system-wide hybrid cloud to leverage the combined performance and stability of the private cloud with the flexibility and elasticity of the public cloud, to implement cloud strategies, while also enhancing operational efficiency and reducing costs for CMS.



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"Unisys and the CSU clearly have a common commitment to digital transformation as a vehicle for enhanced student service."

The Unisys solution will include extensive analytics services capitalizing on university-wide information sources to create predictive models to identify new service initiatives and optimize governance and support services delivery at campuses.

The Unisys Cloud Management Platform (CMP), a software-as-a-service solution, is at the center of the CSU hybrid cloud environment. CMP identifies private and public cloud services that match appropriate CSU requirements, and allocates the most effective and cost-efficient resources for a given task. Supporting CMP is also a common security platform providing analytics-driven managed security services to detect, prioritize and neutralize cybersecurity threats arising from both external and internal sources.

"The Unisys solution creates a secure, analytics-driven cloud environment to integrate our information resources to develop and deliver more innovative educational and administrative services across all 23 campuses quickly and cost-efficiently," said Steve Relyea, executive vice chancellor and chief financial officer for CSU.

Unisys is deploying a private cloud for CSU at a state-of the art data center in Santa Clara (in the heart of Silicon Valley) with the proximity to the public cloud providers in order to expand into public cloud services as CSU operations require.

"Unisys and the CSU clearly have a common commitment to digital transformation as a vehicle for enhanced student service," said Eric Hutto, senior vice president and president, Enterprise Solutions, at Unisys. "We will enable CSU to lead the way in using an analytics-driven, flexible hybrid-cloud environment to understand the needs of all members of the university community, and expand its services to enhance the learning process and accelerate students' success beyond their academic experience."

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Wipro Transforms Nigeria's FirstBank into a Digital Enterprise

The financial services industry, particularly the banking sector, continues to undergo dramatic digital disruption driven by several shifting forces in the market.

Changing customer behavior, heightened customer expectations, innovative applications, and a rising rate of new technologies adoption by competitors are key drivers behind the digitization of most banking functions. Clients that are accustomed to routine digital interactions with consumer brands now expect premium, seamless experiences across all banking channels as well.

The First Bank of Nigeria Limited (FirstBank) – Nigeria's premier commercial bank and most valuable banking brand – realized the need for digital transformation. It wanted to develop a future-ready digital banking platform with best-in-class business practices. The organization sought to replace multiple non-standardized and non-harmonized systems that had manual process dependencies, including an offline, paper-based recruiting process and an inefficient, manual scorecard appraisal system. The bank was incurring high costs due to multiple learning solutions and

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wanted to integrate its HR systems with other back-office applications, and to reduce the average time needed to complete the new-hire training and enrollment cycle.

FirstBank partnered with Wipro on its ambitious transformation journey to develop an end-to-end HR solution that covers all phases of the workforce lifecycle including: sourcing, hiring, onboarding and retirement. To do this, Wipro designed a hybrid IT architecture and implemented the Oracle HCM (Human Capital Management) Cloud suite.

Tangible benefits from the project helped FirstBank reduce its appraisal process from three hours to 45 minutes; manage payroll for more than 7,500 employees; reduce the average number of HR processors-per-employee from five to two; reduce the hiring cycle time by 33 percent; achieve a 25 percent reduction in turnaround time; and improve candidate quality by 15 percent in the first five months the system was used.

Concurrently, Wipro deployed several Oracle E-Suite modules including Financial Management, Advanced Procurement, Supply Chain Management and Enterprise Asset Management; Oracle's Hyperion Enterprise for performance management; and Oracle's Financial Services Analytical Applications.

The Wipro engagement enabled FirstBank to align with its long-term vision to become the first bank in the region to go live with a large-scale, cloud-based, integrated and automated ERP system. Wipro consolidated financial reporting for the entire core banking system of FirstBank and automated the regulatory reporting process. These implementations enabled the bank to gain deeper insights and helped its decision-making processes on an ongoing basis. The digital transformation drives productivity improvement enterprise-wide, and eliminates 1.6 million hours per year of manual processing effort.

"We have an ambitious plan to grow our customer base," says Adesola Adeduntan, CEO of FirstBank. "If we successfully grow our customer base, the marginal cost of serving these customers will be low because we are already paying for the baseline digital infrastructure."

For more information contact the provider at: rahul.talari@wipro.com

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2018 ISG Global Events Calendar

Events schedule	Date	Location	Venue
ISG Executive Provider Summit	January 7-11	Florida	Four Seasons
Digital Innovation Tour	Feb 27-March 3	India	Multiple
Paragon Awards ANZ	March 22	Sydney	Westin Hotel
Future Workplace/HR Tech	March 26-27	New York City	Convene
Future Workplace	May 17	London, UK	Victoria Park Plaza
Automation Summit	June 5-6	Paris	Marriott Hotel
Paragon Awards US	June 11	Dallas, TX	Marriott Plano
Digital Business Summit US	June 11-12	Dallas, TX	Marriott Plano
Digital Business Summit EU	June 20-21	Berlin	Berlin Marriott
Network Summit	July 9-10	Chicago	Swissotel
Automation Summit	July 18-19	New York City	Convene
Future Workplace	August 28	Sydney	Westin Hotel
Automation Summit	September 12-13	London, UK	Victoria Park Plaza
SIC US	October 15-17	Austin, TX	Renaissance Hotel
Digital Innovation Tour	September	Europe	Multiple
SIC Europe	November 5-6	London, UK	The Courthouse Hotel
Digital Innovation Tour	December	India	Multiple

You don’t have to figure it all out on your own

ISG can help you go digital at the right pace. Why not talk to ISG and see how we can help.

If you would like to discuss the issues raised in this case study book then send an email to paul.reynolds@isg-one.com, and we’ll set up a meeting.

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