A Ground Report on Integrated Technologies in Enterprise Functions
Adoption | Readiness | Benefit
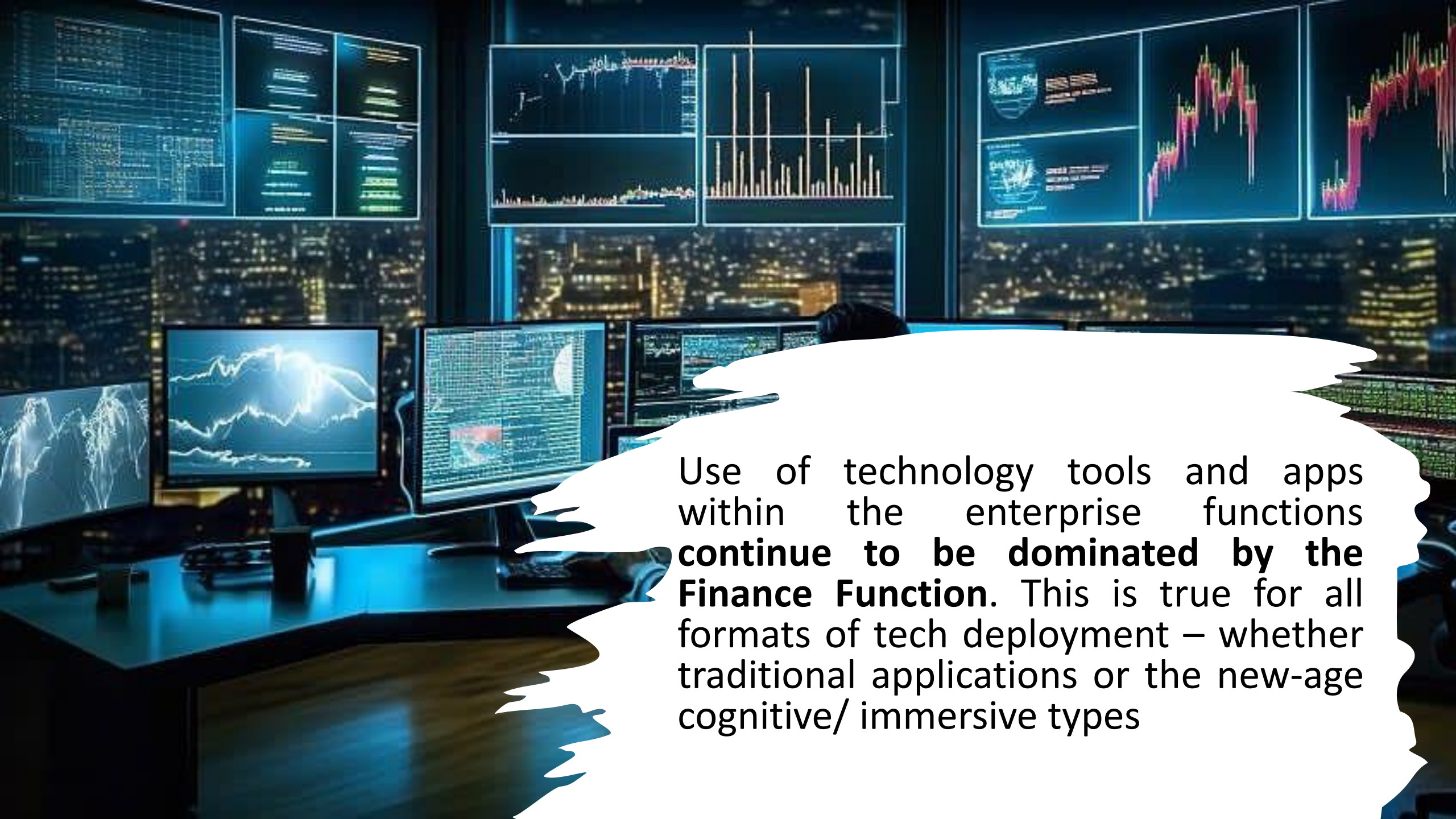
'Top 10 Trends / Takeaways'

Rakesh Sinha & Sanjay Gupta

12th Annual Global Enterprise Services Conclave

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Use of technology tools and apps within the enterprise functions **continue to be dominated by the Finance Function**. This is true for all formats of tech deployment – whether traditional applications or the new-age cognitive/ immersive types

Many corporate cultures seem unable to break through being **silo focused** and hence carry an **inward-looking mind-set**

Digital Strategy focused on Functional Priorities or at best linked to Business through functions! Holistic Business Focused Digital Strategy & Execution is absent or very rare

Making a business case out of such usually expensive deployment instances does tend to become quite **a road block** very often.

There seems to be a **trust deficit** between the **people at the helm and the technology** itself. Even the **senior management, at times,** is **not really convinced** on the advantage of the tech deployments.

Capabilities for Digital Strategy Execution like – Relevant Talent and/or Data Management, not adequately present

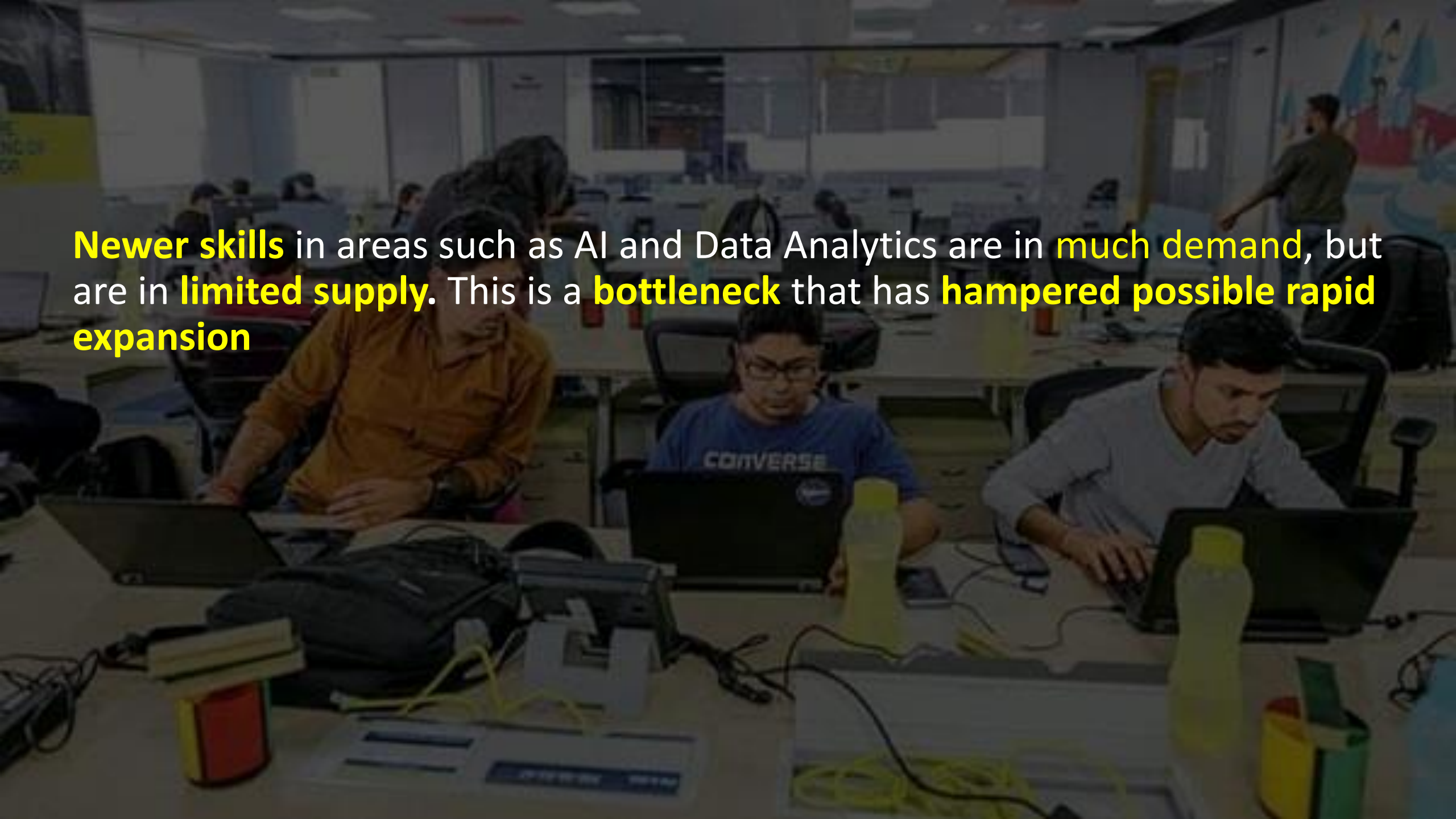Another significant **road block** is the **integration incompatibility** between the '**new-age**' applications and the '**conventional**' existing ones.

There is **rise in the intent of adopting AI** in several areas of enterprise services

Newer skills in areas such as AI and Data Analytics are in much demand, but are in **limited supply.** This is a **bottleneck** that has **hampered possible rapid expansion**

Most successful integrated tech transformation implementation in enterprise functions were those where **senior management provided strategic priority & direct sponsorship**

The results from the current survey have voted overwhelmingly in favor of financial goals, and at times, **very myopic ones, such as FTE reduction**. The other elements of true and **composite value delivery tend to take a back seat.**

There is a **huge opportunity for the organization** to **learn from each other by benchmarking** either with a **reference model or peer group company**.

Technology Integrated Enterprise Services Model (TIES Model)

Integrated Enterprise Digital Transformation Program

Value Delivery

Outcomes

Customer/ Stakeholder Experience

Goals & Financial Results

Governance & Risk
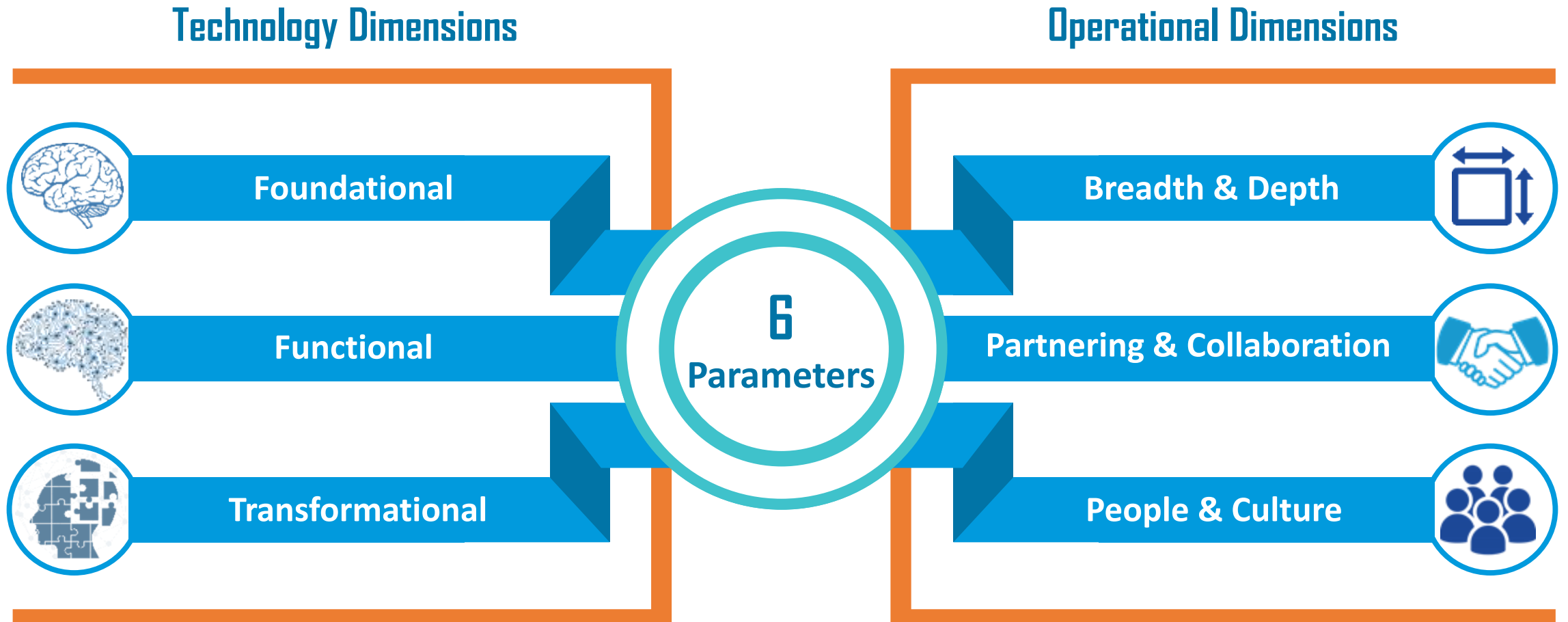
1. **Capacity Optimisation & Productivity Enhancement**

2. **Meaningful Insights to Action to Business Impact**

3. **Single Source of Truth & Management Assurance**

4. **Superior Enterprise-wide Stakeholder Experience**

5. **Value Delivery from Strategic Opportunities**

Technology Integrated Enterprise Services Model - 6 Parameters

Technology Dimensions

- Foundational
- Functional
- Transformational

6 Parameters

Operational Dimensions

- Breadth & Depth
- Partnering & Collaboration
- People & Culture

Technology Integrated Enterprise Services Model - 6 Parameters

Technology Dimensions

1. **Foundational**
   - System & Info Security, Access Control, SOD
   - Core Enabling Technologies (Network, DRP, Mail)
   - ERP, Conventional Operating and Legacy platforms
   - Process Enabling Applications (DMS, Workflow)
   - Desktop Office apps

2. **Functional**
   - Function Specific Solutions/ Tools (F&A, HR & Payroll, Procurement, Ariba/Coupa, CMS)
   - RPA, Vendor/ Customer Portal, Helpdesk, MDM, QMS
   - Data Management, Compliance and Integrity
   - Business Analytics & Intelligence

3. **Transformational**
   - Big Data Management & Process Mining
   - Cognitive, Immersive, Modular, Explorative, App Based
   - Value Enhancive (AI/ ML, Blockchain, IoT)
   - Enterprise Architecture & Cyber Security

Operational Dimensions

1. **Breadth & Depth**
   - All Upstream/ Downstream Processes
   - All business Units/ Functions
   - Effective Tech Utilisation and Deployment
   - Consumer Benefit Mindset
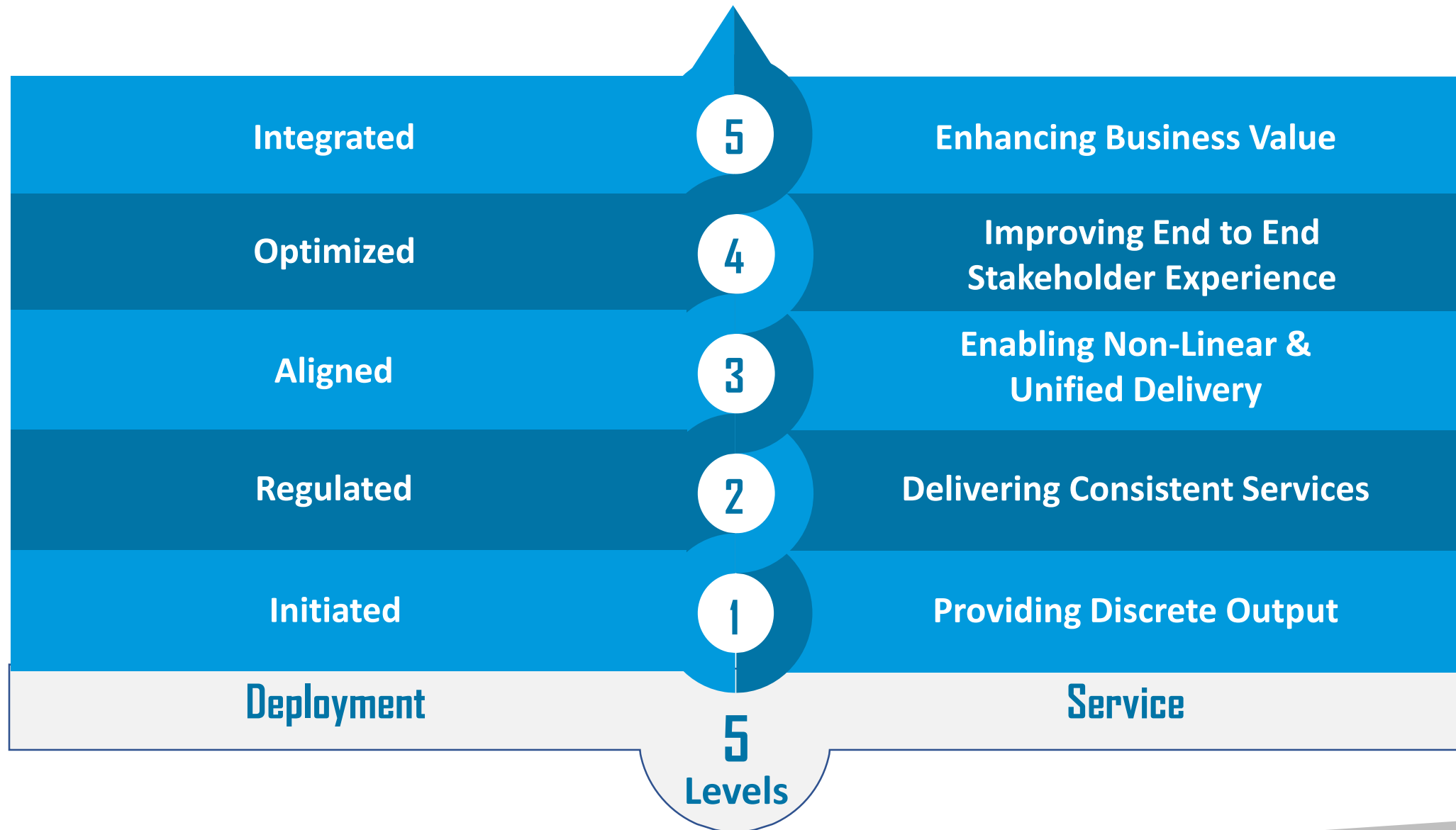   - Augmenting Business Outcomes

2. **Partnering & Collaboration**
   - End-to-end Ecosystem with relevant stakeholders
   - To Deploy Tech Resources and Investments
   - Including external specialist skills & knowledge
   - For a Cohesive Digital Environment

3. **People & Culture**
   - Reskilling and Knowledge Management
   - Adaptive and Change-ready Work Ethos
   - Non Linear Mind-set, Inclusivity and Partnership
   - Innovation, Risk and Disruption Enabling
   - Customer Centricity and Value Optimisation

Technology Integrated Enterprise Services Model - 5 Levels

Deployment		Service
Integrated	**5**	Enhancing Business Value
Optimized	**4**	Improving End to End Stakeholder Experience
Aligned	**3**	Enabling Non-Linear & Unified Delivery
Regulated	**2**	Delivering Consistent Services
Initiated	**1**	Providing Discrete Output

5 Levels

THANK YOU