

The **Digital Reinvention** Playbook

Dissecting digital technologies that are driving the next evolution of the business DNA



Foreword





Anand Birje, President, Digital Business, HCL Technologies

The last few years have given businesses across the globe an opportunity to rethink, reimagine and restart. As we shifted to working from home and now the hybrid model, the lines between digital and traditional business have blurred. Today, every company must, in part, be a technology firm.

Today, new technologies mature at unprecedented speed, new use cases are found before much of the market understands the technology, and before you know it, entire industries are disrupted! In such a fast-paced, dynamic environment, staying at the top requires time, research, forward-thinking, and in-depth knowledge of the technology sphere.

Markets are facing new business challenges in the wake of post-pandemic economics, cutthroat competition, rising customer expectations, and new benchmarks of speed, responsiveness, and strategic health. We are walking side-by-side with our clients through it all, and I am proud of HCLTech's ecosystem of partners, clients, and ideapreneurs for showing agility and resilience in the face of these challenges. As a company, we are committed to understanding the vital role of technology in finding and maintaining momentum through innovation, renovation, and reinvention.

What we all must understand moving forward is that change is inevitable, and the only way to stay relevant is to rethink the very way we operate – starting with the business and IT relationship. It's an enormous undertaking, and that is why we have created the Digital Reinvention Playbook as a starting point for building the effective and adaptive strategies required in the digital age.

Technology: The A-Z of business today



Over the last two years, the business landscape has seen one critical shift in the way in which it perceives modern technologies. While cutting-edge formed the interest of a handful of futurist companies like Apple and Google, the pandemic has democratized the interest of the business world in emerging technologies. No longer a nice-to-have, technology transformation has become the go-to for finding a competitive edge and serving both the B2B and B2C customers from afar. This shift has also affected another lateral shift in the relevance of digital technologies in various modes and configurations of business operations.



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Speaking on the topic, Ananth Subramanya, Senior Vice President, Digital Business, HCL Technologies, said:

Emerging technologies are now compounding the benefits of other technologies and leading to a multiplier effect when leveraged along the right vectors. While a people-focused change will be crucial to reaping the maximum benefits of a tech-first business model, recontextualizing the potential of these technologies in an ecosystem dotted with new-age use cases is crucial to understanding their true relevance, beyond the hype.

The contextualization of technology in the modern business ecosystem alongside other factors crucial to digital transformation, is something that we will touch upon in this paper, followed by a close examination of how these developments have reoriented business in key industries.

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1. The next evolution of the cloud

There's nothing new about cloud—and yet, it sits at the heart of today's (digital) business. During the pandemic, the rapid adoption of public cloud was fueled by the need to resume business operations remotely. However, this is just one of the many ways in which cloud finds strategic value in modern-day business strategy. According to McKinsey, the value that will be created as a result of cloud will surpass that of IT, estimated at \$1tn. This is a modest estimate, since cloud powers innovation and experimentation at low costs, and is an inevitable piece in any digital transformation effort today.

As more businesses look to release various steps of the business process from their silos, cloud is becoming the key to driving collaboration and cross-functional synchronization. In addition to the ability to power experimentation with emerging technologies like the Internet of things (IoT), artificial intelligence (AI), and other big data technologies, cloud can also bring considerable cost-related benefits to the application operations landscape. Lastly, in large-sized organizations, cloud forms the basis of democratization of insights. Its maturity defines the resilience of business operations in addition to the ability of various teams to experiment and scale profitable prototypes of both customer and employee-focused.

Getting cloud right

The ideal aspirations of businesses when it comes to cloud will depend largely on where they stand today. For instance, those who have adopted cloud must leverage maturity-boosting factors to optimize their spend on cloud, while those that are yet to make a move should aim for use cases with a high financial impact to find greater funds for innovation. In numbers, cloud can significantly increase the uptime of services, reduce the time-to-market for new features by 55%, decrease the time to deploy code to production by 49%, and minimize the number of critical incidents by 55%.



As per Shyam Enjeti, Executive Vice President, Digital Business, HCL Technologies:

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In the wake of rising cost competition and sky-rocketing customer expectations when it comes to speed of response and the demand for new features, cloud adoption forms a fertile basis on which organizations can pivot their operations for the business of tomorrow. Moving to the cloud offers enterprises a gamut of advantages across business functions, and not adopting it quickly, carries a significant risk of being outstripped by the competition.

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2. Shrinking synapses: Deciphering network technologies



While businesses offload their critical data and processes onto the cloud, developments in network technologies are only working to amplify the case for this shift. In addition, they are also powering new use cases of existing technologies like IoT and AI. For instance, frontier networking technologies like 5G are taking demanding applications and business processes outside the concrete walls. In addition to reducing the latency and ensuring more secure and fail-proof connectivity for devices on-the-go, 5G will be a key component of the emerging continuum of connectivity.

The other key component of this continuum will be the successor of wireless networking within well-defined physical infrastructures, namely Wi-Fi 6. Enabling more devices to communicate simultaneously with precision and speed, Wi-Fi 6 is already redefining the possibilities within the world of IoT and edge computing (see next section). In summation, the next generation of wireless technologies will release the networking bottlenecks that keep promising applications and use-cases confined to the four walls of the enterprise or the home. The impact of these technologies is estimated to result in \$2tn of economic stimulus. This means that, the downstream impact of these technologies is up for grabs for early movers.

Building a realistic vision

According to Gartner, less than 45% of CSPs will have launched wireless capabilities by 2025. Therefore, enterprises that are eyeing developments in 5G and other networking technologies must bear a long-term view as they pilot and experiment with use cases. Being a technology at the initial stages of its maturity, enterprises need to ask some fundamental questions on viability, pilot use-cases to understand costs and benefits along numerical guardrails, and finally align the roadmaps of other technological implementations with the upcoming developments to minimize the future shock as these technologies enter the mainstream.





3. The move to the edge

Along with a rapid shift to the cloud, a number of developments in networking technologies, IoT and AI have also attracted attention to edge computing. Edge computing is obliterating the constraints that currently hinder the adoption of big-data-powered decisioning in situations where the time to respond is in sub-milliseconds, and networking and security considerations preclude the ability to transmit data to the cloud and back. An increase in the computing power of devices at the edge of the network, in addition to the development of satellite data centers, is speeding up the possibilities and size of economic value in edge computing.

Looking at the larger landscape, the shift to the edge is currently being driven by cloud adoption, cybersecurity issues, a fast-growing number of IoT devices, and the computing demands of AI and ML deployments. However, successful edge deployments need to make some key technological considerations. For instance, will the compute functions be conducted at the device edge, access edge, or the aggregation points like regional data centers? Moreover, edge computing is still in the aggregation phase, and all pieces of the puzzle— from telecom operators to content distributors and cloud providers— are still competing to capitalize on the opportunity that edge represents. This holds especially true as 20% of IoT use cases are expected to shift to the edge by 2024.

Before moving to the edge

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Instead of diving head-first into building a distributed architecture, the shift to the edge must be a board-level discussion. Like other technologies, the move to the edge cannot be performed through a lift-and-shift approach. Instead, businesses need to identify concrete use cases that will be conducive to expanding demonstrated value through pilots that have been conducted and debated at board level. Moreover, a thorough assessment of the technology ecosystem of the larger industry and the enterprise will be critical to formulating a long-term roadmap of success with the investments that will inevitably be required at the initial stages.

4. An expanding Internet of Things

Internet of Things is a technology that has descended down the hype cycle and is now generating a sizable competitive and financial advantage for businesses today. The rapid expansion of use cases of IoT is fueled by the reducing cost of sensors and the rising penetration of networking technologies. However, IoT is now moving beyond the traditional use cases of control and monitoring of industrial machinery, and is being leveraged to power high-complexity use cases like digital twins, hyper-automation, quality control, and predictive analytics. At the heart of it, IoT is a key technology in the generation of meaningful and high-relevance data for enterprises, especially for asset-intensive businesses. Therefore, as data attains greater value with the rapidly advancing big data technologies, investments in IoT are bound to deliver increasing returns over time. Moreover, deployed in conjunction with AI and automation technologies, IoT is driving massive benefits across industries, from manufacturing to aviation, logistics, healthcare, energy, retail, and hi-tech. Lastly, an expansion of the IoT networks has led to new security considerations, and enterprises have responded through evolving cybersecurity paradigms as a result.





Extracting maximal value with IoT

While IoT as a technology has matured far beyond the point of recovery of investments for most, some of the challenges with extracting profitability with IoT remain. For instance, a number of innovations are being tested and deployed within enterprises, but few of these pilots tend to scale effectively. This phenomenon has been termed as pilot purgatory, and CIOs and CTOs are increasingly hunting for ways to eliminate the prominent hurdles that preclude the realization of scale when it comes to innovative use cases of IoT.

A high-maturity, multi-cloud environment with a hybrid configuration is one of the key pieces of the puzzle when it comes to scaling IoT use cases and, more importantly, the benefits resulting from a change in the operations as a result of their implementation.

Experimenting with IoT data by leveraging stream analytics and other big data technologies is paving the way for innovative value propositions across industries. CTOs need to provision resources for experimentation with IoT investments while keeping the operational spend at a minimum considering new expectations from modern-day IT.

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5. Intelligence and automation hit the top gear

With the explosion of data as a result of greater internet penetration and rapid digital adoption, big data technologies like AI and machine learning (ML) are becoming a strategic necessity. As organizations moved to the cloud to enable remote operations, the redundancy across business processes became apparent. This has ushered in a redesign of business processes and an augmentation of human capabilities with artificial intelligence and granular automation to eliminate human efforts across low-intelligence elements of business processes.

Effective and profitable use cases of AI are reliant on a solid data strategy that governs the use, generation, storage, and development of big-data applications across the enterprise. As a result, enterprises are now rethinking their IT priorities by injecting a data layer in their enterprise IT architecture to democratize access to data across enterprise applications. On the other hand, many are leveraging edge computing to overcome security and latency considerations in the intelligent automation of critical functions.

Al and automation technologies are now helping businesses build extremely responsive, nimble, and low-touch business models that are making room for higher margins and enabling companies to look beyond operational excellence to more contemporary business issues like sustainability.



Making intelligence and automation pay

While the financial promise of AI and automation technologies is immense, these technologies are also the reason for sunk costs at a number of organizations today. Evolving jurisdictions on the use and flow of data across geographies can render big investments useless within minutes, and a lack of oversight can also lead to AI disasters. And yet, many industries are essentially looking at AI adoption to survive, because the competition is taking their AI strategy into the top gear.



As per Rachel Powers, Senior Vice President, Digital Business, HCL Technologies:

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Despite being subject to several variables in the equation of profitability, AI and automation form the bedrock of competency when it comes to serving the modern-day customer across any industry and function.

6. Beyond experimentation: Blockchain, AR and VR

Relatively new in terms of their use, emerging technologies like augmented and virtual reality and blockchain are now seeing greater adoption in the global business landscape. In fact, many emerging companies are capitalizing on novel use cases of blockchain to trace assets beyond their life within a single organization in the value chain and redefining the definition of inter-party trust in their ecosystems. Moreover, blockchain also brings promising propositions in asset-intensive industries in addition to its applications in finance and banking.

Augmented and virtual reality, on the other hand, have seen a rising interest, especially after the 2020 pandemic immobilized businesses and left them to remote capabilities. Applications of AR and VR have been explored across the functions of marketing, sales, and post-sales service, and some companies are also using blockchain in conjunction with these technologies to build direct-to-consumer channels and, in the process, experimenting with new modes of engagement. However, their adoption remains limited to a few known use cases, and most are still coming to terms with their relevance and impact.





Aiming for success with blockchain, AR, and VR

Despite being relatively new to the business landscape, blockchain is expected to drive \$3.1tn of economic value by 2030, according to Gartner. Similarly, AR and VR are finding increasing relevance, especially as they substitute in-person presence in a world that stands largely immobilized in the wake of the pandemic. However, once businesses realize the cost benefits of AR and VR, many of the present-day use cases are likely to find greater stickiness down the line. Lastly, for asset-intensive businesses looking to capitalize on the early-mover advantage of blockchain, the time is ripe for them to start experimenting with the technology and prototyping relevant use-cases.

While these technologies are critical at the heart of the business of the future, each industry is seeing a unique downstream and upstream impact stemming from their adoption and innovations. What follows are some key perspectives across a few industries in the context of today.

A closer look at the cross-section

Here is a closer look at the technological landscape across industries, some of the key priorities, and the ensuing aspirations that underpin the race to leadership for businesses in these industries today.

Aerospace and aviation

Industry overview

Current size: **\$298 bn** in 2020 Expected to grow to **\$430 bn** by 2025, at a CAGR of **7.7%**

Demand continues to be fueled by a fast-growing ecommerce market that relies heavily on well-optimized logistics

Current challenges

A decline in the number of passengers and reduced demand for business travel because of the growing propensity toward remote work Off-balance profit margins due to rising cost of fuel, in addition to a tough competition in emerging economies Talent retention along with a need to reduce capital expenditures has led to layoffs

Trends and recommendations

Businesses in the airlines industry need to reinvent their business operations for greater profit margins, while aiming for a sustainable and greener future.

- 1 Supply chain digitization, risk-sharing models that are built on blockchain and powered by collaboration with the larger ecosystem will unlock new avenues of growth for OEMs, aircraft makers, and airlines.
- 2 Aviation is a particularly sensitive spot when it comes to the use of AI and IoT to automate flight functions to create advanced pilot-assistance capabilities. Airline operators must keep an eye on regulations while aiming for incremental improvements that result in a downstream impact on the bottom line, which will enable the business to breathe on the balance sheets.
- **3** Lastly, CX, support functions, and the aftermarket are important levers for incremental improvements in profit margins. Predictive maintenance capabilities, seamless collaboration between the sales and support teams, and round-the-clock automated service powered by AI-based decisioning will form some of the strongest levers of improvement over the next five years.

Banking and financial services

Industry overview

Current size: **\$20.5 tn** in 2020 Expected to grow to **\$28.5 tn** by 2025, at a CAGR of **7.7%**

As legacy businesses struggle to keep up with rising customer expectations, tech players are disrupting the market at an unprecedented pace

Current challenges

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Rationalizing physical presence across geographies amidst market disruptions from the technology sector An urgent need to digitize the core and to build nimble applications powered by digital orchestration platforms Effect major improvements in speed of service with digital orchestration excellence, which must be powered by a largely missing tech-savvy talent

2 Mobile and web-application experience, hinged on ease and intuitiveness will enhance retention rates. With automation of simple actions, and bankers must find their profit margins through successful cross-sells and upsells instead of

charging for basic services.

Trends and recommendations

The BFSI sector needs to learn from emerging business models that underpin neo-banking businesses which offer impeccable digital experiences, lightning-fast and often instantaneous service, and round-the-clock assistance throughout the year. Here are some ways in which legacy banking and financial businesses can survive and thrive in the light of today's challenges:

- 1 Adoption of public cloud will bring competitiveness to the modern financial service business' portfolio. With assistance from top technology providers, building customer data platforms and 360-degree customer views will empower frontline teams to serve customers with a personal touch.
- **3** An AI-first transformation, will enable automation of functions that are currently powered by expensive talent. Also coincident with AI adoption is the need to navigate regulatory and compliance directives when it comes to the use of customer data and building fairness with AI-powered decisioning.

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Pharmaceutical and healthcare



Industry overview

Current size: **\$9.7 tn** in 2020 Expected to grow to **\$11.9 tn** by 2022, growing from thereon at a CAGR of **11.3%** The global pandemic has stress-tested the healthcare system, led to significant shifts in the delivery of service, and the legislations that regulate healthcare and pharmaceutical sectors across geographies are evolving fast

Current challenges

Here are some of the key challenges in the healthcare and pharmaceutical space today:

Critical care delivery challenges during the pandemic and an overburdened system call for an urgent digitization of administrative and front-facing functions. Pricing pressures, rising unit costs of components, and the shift to continuous compliance across the most advanced markets are impinging on profit margins. Faltering supply chains for drugs, equipment, and medical devices have led to a positive gap between supply and demand levels.

Trends and recommendations

While the healthcare industry is ripe with opportunities and has shown immense promise as digital transformation partners help the top players curate patient-centric models of care delivery, businesses need to pay heed to avenues that will generate the greatest impact on the bottom line and release operational bottlenecks. Here are the three most promising levers for transformation in this industry today:

- 2 Remote patient monitoring solutions, digital compliance tools, and doctor-patient collaboration platforms will bring orchestration excellence. Digital platforms must support integration of diagnostic routines with care delivery and, reorienting processes within a digital-first paradigm.
- 1 Reinventing compliance and quality assurance routines with AI and automation will enable pharmaceutical and healthcare organizations to dodge hefty fines. Building traceability with blockchain technology and supply chain digitization will enable risk-sharing models with partners in the ecosystem.
- **3** With patient data at the forefront of innovations in drug discovery, personalized care delivery, medical history analysis, and early diagnosis routines, compliance directives that are guided by stringent laws like the GDPR and CCPA must be abided with privacy-preserving mechanisms powered by AI and ML.

Energy and utilities



Industry overview

Current size: **\$4.23 tn** in 2020 Expected to grow to **\$6 tn** by 2025, growing at a CAGR of **7%** In a largely inelastic market, sustainability imperatives driven by climate change considerations are leading energy and utility businesses to rethink their traditional modes of operations

Current challenges

Here are some of the top challenges that underpin the energy and utilities sector today:

Demand for electric power has seen mixed results during the pandemic, oil and gas demand has declined sharply. New baselines have been set. Overcapacity and redistribution of loads due to shifting loci of economic activity calls for a rethinking infrastructural provisions. Energy efficiency across devices and equipment (automobiles included) are expected to dampen the demand by over 40% by 2050. Oil and gas and coal demand will peak in 2030s as a result.

Trends and recommendations

Today, the energy and utilities industry needs to rethink the old equations, and shake off the inertia to navigate an increasingly challenging ground that is bound to remain that way in the time to come. Here are some of the most important considerations that need to be made by energy and utilities providers today:

- 1 IoT networks will enable players to predict failures and minimize the need to dispatch teams to diagnose and fix those failures. Predictive maintenance systems will play a significant role in eliminating costs while increasing the uptime of services for the end customer.
- 2 As end users increasingly expect easier payment options and service-driven interactions, digitization of customer-facing operations is critical. Alongside, providers need to become proactive champions of sustainability by nudging the customers toward more energy-efficient choices by encoding them as sustainability-driven behaviors.
- **3** Lastly, alternate sources of revenue must be explored over time. Many energy and utility providers are leveraging end-to-end digitization of workflows and monetizing customer usage data in innovative ways, like real-time billing and demand management to improve profit margins.



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Industry overview (e-retail)



Current size: **\$649 bn** in 2020 Expected to grow to **\$732 bn** by 2025, growing at a CAGR of **1.7%**

Smart manufacturing will grow at a CAGR of **12.4%** between 2021-28

With erratic supply and demand levels, Industry 4.0 imperatives are emerging with greater urgency as end customers expect greater resilience from manufacturers

Current challenges

Here are some of the critical challenges afflicting the manufacturing sector across the globe today:

Supply chains disruptions to the point of failure have resulted in operational blackouts and unreliable profit margins, and demand and supply spikes have become a constant. Need for remote collaboration with suppliers and customers calls for rapid digitization. At the same time, transformation efforts have suffered from deficient funding as a result of the slowdown.

Cost-cutting mechanisms ask for more than low-grade automation; quality assurance and compliance routines have emerged as big cost centers.

Trends and recommendations

In light of the operational challenges both on and beyond the production floor, manufacturers need to rethink the relationship between their operational and information technology investments— the two cannot be treated in isolation, and effective feedback loops need to be created to enable remote, touchless production. Here are some ways to future-proof manufacturing operations for tomorrow:

- Automation capabilities, injected beyond the production floor, into functions like demand and supply management, and predictive maintenance technologies are critical to improving profit margins and orchestration efficiency and speed. IoT roadmaps must be advanced with edge computing and digital twin capabilities, built on top of an integrated IT architecture.
- 2 Supply chain digitization is critical to maintaining a nimble inventory while keeping both cash and goods in a healthy flow throughout the year. Digital collaboration tools powered by AR and VR will effect rich interfacing with partners and customers alike, and IoT and AI capabilities will play a key role in injecting intelligence in the design, prototyping and manufacturing process.
- **3** Industry 4.0 roadmaps must be executed with logical prioritization of the most profitable avenues for modernizing manufacturing operations. At the same time, navigating short-term challenges like shortage of manpower with long-term challenges like skills gaps in the workforce must agenda.



Retail, CPG, and e-commerce

Industry overview (e-retail)

Current size: **\$4.28 tn** in 2020

Expected to grow to **\$6.3 tn** by 2024, at a CAGR of **10%** Fast outgrowing its own benchmarks of profitability and growth, the future of the retail and CPG industry is thoroughly digital. Customer expectations of fulfilment speed, sustainability-driven choices, and competition from big players are defining the future of the market

Current challenges

Here are some of the key challenges in the retail and CPG industry today:

Expectations for better shopping experiences, desire for sustainable products, and the ask for better brand engagement is fueling the need to build touchless experiences that are safer, faster, and more fulfiling than shopping at physical outlets.

Buy-online and pickup-at-store models have surged, and size of transactions has gone up. Yet, an economic slowdown has led to a dampening of demand, and a release of pent-up demand will exert production pressures on brands.

Trends and recommendations

In light of evolving customer behaviors and the shifting nexus of spending patterns, retail and CPG players must take on these challenges head on. Here are some of the ways in which leading companies in this industry are responding today:

- 1 Reinventing the online and mobile experience will enable brands to build direct-to-consumer channels. Intelligent recommendations powered by AI and ML algorithms, and personalized shopping assistance also form a key link in uplifting the customer experience.
- 2 Sustainability imperatives are now seeing regulatory interest, too - legislations will soon require brands to make verifiable claims when augmenting their product packaging with carbon footprint figures, which calls for a complete digitization of production and logistics functions.
- **3** Physical presence must be rationalized, and divestments from physical outlets must be reinvested on digital channels to extract greater value from each customer interaction. Customer data must be enriched, and AI and ML-powered insights must inform loyalty-building efforts.



Techno-synergism: Rethinking the business-IT interface

There is a common thread across the business landscape in all sectors when it comes to the relationship between business and technology— as business will be done digitally for the foreseeable future, the walls between the business functions and the IT teams must be broken down. More importantly, there is a pressing need to commit to a flexible, outcome-driven digitization roadmap that will inform the relevance of investments in digital technologies.



According to Anand Birje, President, Digital Business, HCL Technologies:

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There is a clear message that irrespective of industry, to survive and thrive in the new normal, enterprises must accelerate their digital journeys. Forward-looking enterprises are now focused on looking at every value chain that touches every stakeholder – customers, partners and employees— through the lens of simplifying, creating efficiency, and making the experience better. The businesses of the future will be iteratively transformational by aligning business and technology around value chains and experience journeys.

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Techno-synergism will be a defining factor of success in the digital-scape of today and tomorrow. To play the apt role of being a strategic differentiator, businesses need to usher greater synergy between IT and business functions across the entire organizational structure. Here are some critical ways in which this shift must play out for businesses:

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The IT and business roles must be remodeled to suit the digital business processes that are defined by crossfunctionality and platform-based collaboration. In fact, a business-focused approach to technological investments must be reflected in the CIO's perspective on the board, and the business strategy must have technological advancements on their radar.

Strategy reviews must be performed in shorter cycles. As technologies can exhibit a fundamental shift in possibilities overnight, the board's function must attune to the foremost business enabler that determines the foundation of their costs in a significant manner. Lastly, the CTO and the CIO's role will evolve from an enabler to an active participant in the process of shaping up a digital business. The digital business must evolve along with a roadmap that has been designed to retain competitiveness beyond the market of today. For this, it is crucial to ensure that technological investments stay relevant beyond the date of purchase, and that major developments in the ecosystem are scanned to analyze their impact on the business' competitiveness. IT must stay cognizant of changes within the business model. For instance, a shift to a subscription model for an asset-intensive company means that the IT-OT integration plays an active role in tracking usage, and thereby impacts revenues in a direct manner. Such shifts are excellent examples of how the business-IT distinction must be blurred in order to stay relevant in the market of tomorrow.

Finally, beyond technology and processes, talent will also form a crucial part of the digital-first business.

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According to Vinutha Rao, Senior Vice President, Digital Business, HCL Technologies:

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Top-of-the-line tech talent is short in supply, and more and more organizations are finding their in-house teams in need of impetus brought on by fresh talent when it comes to reinventing their business for the future. Businesses must build a solid talent acquisition and retention strategy in addition to building a culture of commitment to innovation and continuous learning, rather than one-off efforts to modernize a specific line of business.

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The enterprises of the future:

When it comes to today's digital business landscape, change is the only constant. Being agile and responsive with an ear to the ground is the new way of doing business. Being the first-mover is important, but just as important is maintaining an acceleration to ensure that you are not overtaken by the next movers. When we look at the technological trends across industries, several unique considerations are driving digitization priorities up and down the list of performance improvement. Business leaders need to stay on top of these trends and usher in new organizational structures that can exploit these trends considering what's rapidly becoming possible .

The top performers across all industries will continue to exhibit a sharp business orientation in the context of digital innovation. Every organization that aspires to do business in tomorrow's markets with digital-savvy customers must spot this qualifier early on and reorient their digital acceleration efforts to retain their relevance beyond a single implementation.

Continuous innovation, after all, will be possible only with an organic osmosis between business imperatives and technological advancements.

Authors:



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Anand is the President of Digital Business Services at HCL Technologies. In this role, he drives the practice's overall growth and services strategy. Prior to this role, Anand led HCLTech'sglobal corporate development, strategic partnerships, and next-generation ITO and digital services. He was instrumental in multiple HCL acquisitions and investments across the US and Europe, building in-house capability and establishing a strong foundation for Digital Consulting and UX Design practices.



Ananth Subramanya Senior Vice President, Digital Business, HCL Technologies

With over 20 years of experience in the technology industry, Ananth Subramanya leads the Global Solutions Team for Digital Business at HCL Technologies. Ananth was a founding member of the company's Digital Platforms practice, and in his current role, he heads solution design and implementation for HCLTech's digital programs globally.



Rachel Powers Senior Vice President, Digital Business, HCL Technologies

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Executive Vice President, Digital Business, HCL Technologies

Shyam is part of HCLTech's Digital Business Services Leadership team and is responsible for the Digital Applications, Platforms, Digital & Analytics practice, Product Management and Pre-Sales functions. Shyam has 20 years of industry experience across Enterprise Application Development, Integration, SOA, API and Web Services Security Product Development, Data and Analytics, and Cloud adoption. Rachel is the Senior Vice President for Digital Consulting solutions at our Digital Business practice. She has been part of the industry for well over two decades and specializes in building innovative products and services. Rachel is the recipient of many awards and industry recognitions including the Best of Innovation Honoree at CES, IDEA Design Excellence Award, GOOD Design Award, and Red Dot Design Award Core77 Design Award, among others.



Vinutha Rao Senior Vice President, Digital Business, HCL Technologies

Vinutha leads HCLTech's Digital Business talent organization, which is focused on creating next-generation practices in talent acquisition, talent development, leadership development, and employee experience. With over 25 years of rich experience in information technology, Vinutha has grown businesses, coached and mentored people into leaders, and transformed delivery units to sustain and evolve in dynamic environments.

For any queries, please reach out to us at digitaltransformation@hcl.com



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