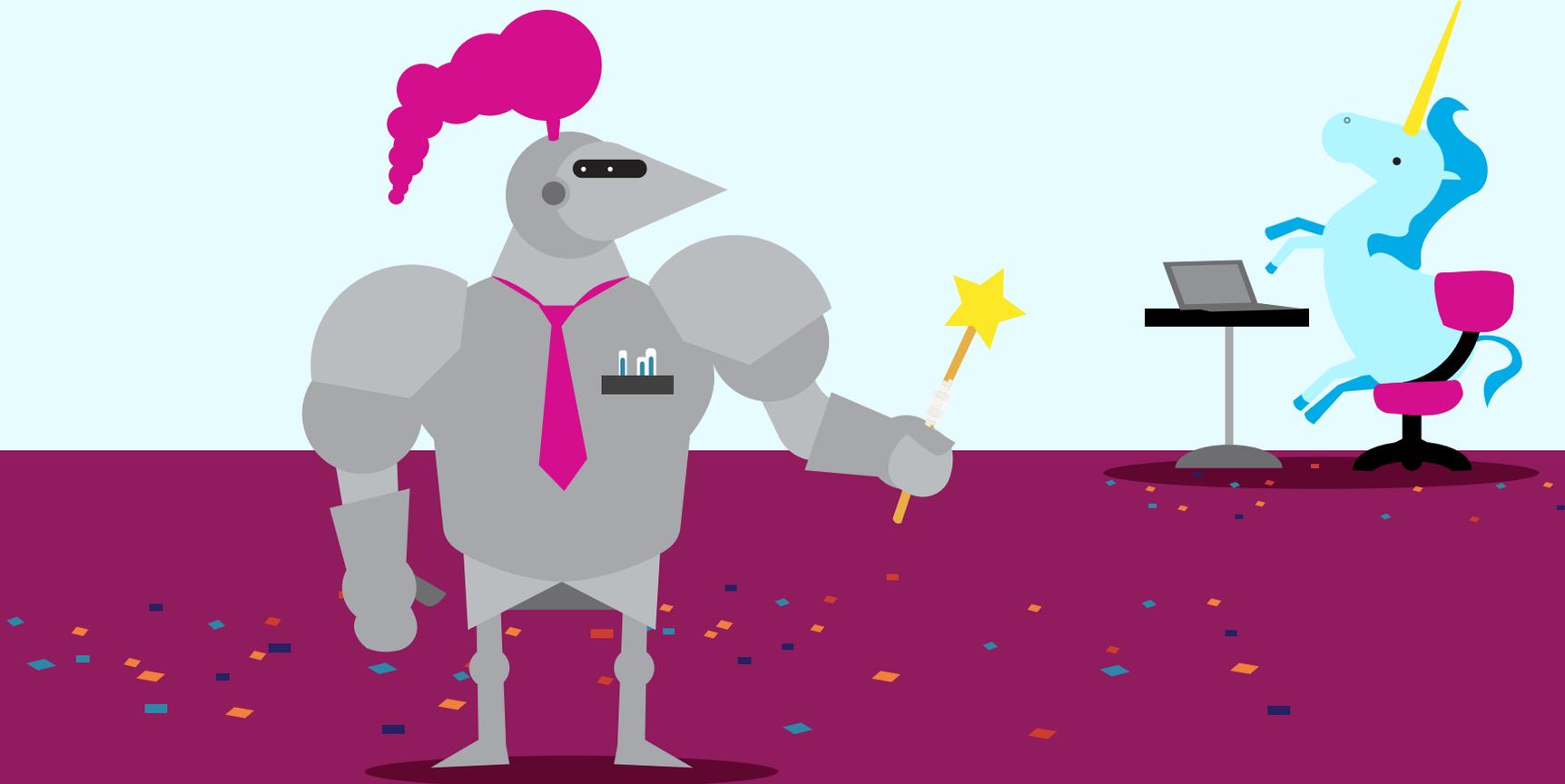


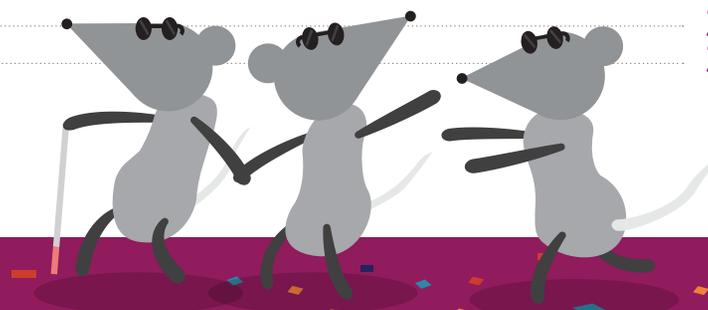
Are You Living in a Digital Fairy Tale? Make digital real.



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Make digital real.

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When the Clock Strikes Midnight

Ways to get to market faster when you can't afford to wait



Fantasies collapse when the clock strikes midnight—eternal sleeps made permanent, rags-to-riches dreams shattered, fates sealed—it's the plight of fairy-tale protagonists and digital champions alike. Will you launch your digital transformation before the clock tolls too little too late?

Scott Staples, President of Americas, and Global Head of Business Groups at Mindtree, and **Samya Ghosh**, Americas Head, Digital Business Group at Mindtree, discuss the ultimate time crunch behind digital transformation and offer advice on how to stay ahead through accelerated development.

When the Clock Strikes Midnight

Ways to get to market faster when you can't afford to wait

Scott Staples

President, Americas, and Global Head of Business Groups, Mindtree

Samya Ghosh

Americas Head, Digital Business Group, Mindtree



Innovation in digital space sleeps for no one. It's the ultimate "keeping up with the Joneses" scenario—companies clamoring to one-up each other in what has quickly become a digital arms race to woo and win customers.

Now more than ever, faster time to market determines survival because no matter how exceptional your digital experience is, it won't matter if it's yesterday's news by release date.

The clock is ticking

As much as we'd all love to forge ahead at warp speed on all of our digital initiatives, the snail's pace of large corporation logistics isn't always conducive to quick change. The growing tension between marketing and IT makes nimble movements difficult: Marketing has lost confidence in IT as a partner in change, and IT thinks marketing doesn't take risk seriously enough. Combine that with clunky internal processes and strapped budgets, and it's easy to see the need

for speed as secondary to internal harmony. After all, is everyone really in that big a hurry? Is it really a battle worth fighting?

Consider that an overwhelming majority of executives say that their companies are already undergoing a significant digital transformation. What's more, those transformations are being driven as much by competitive necessity as by productivity and efficiency. Perhaps this trend stems from the fact that companies with strong digital initiatives are 26% more profitable.

Yes, everyone really is in that big a hurry. They know that customers don't just expect intuitive interfaces, around-the-clock availability, real-time fulfillment, and personalized treatment—they demand it, and it's easy to turn to a competitor with one click or swipe of the thumb. It's up to you to adapt first if you want to stay top of

88% of executives say their companies are undergoing a significant digital transformation.¹



mind and reap the monetary benefits. Because no matter the digital initiative, be it internal or customer-facing, there are profits, savings and opportunities to be had.

How to accelerate time to market

Digital initiatives are complex, requiring a multitude of technology decisions that force CMOs to come to terms with their shifting role into IT territory. Growing tech budgets require the modern CMO to make critical decisions about big data, business intelligence, and everything else inside the burgeoning marketing technology

stack. Now that you're most likely leading the charge in digital planning and purchasing, you had better know exactly what you're spending your budget on and understand how to get the most development bang for your buck.

Weighing development options

When it comes to creating digital solutions, you have several development methods to choose from, the most prominent being the waterfall and agile methods. The pros and cons of the two are hotly contested, opening much debate as to which is superior. Waterfall might feel more comfortable and safe to some, but when it comes to your faster time-to-market goal, agile might be the stronger bet.

Waterfall method

Waterfall is the linear approach to development, consisting of a rigid sequence of events that developers follow step by step:

- Conception
- Initiation
- Analysis
- Design
- Construction
- Testing
- Implementation
- Maintenance

The pros: waterfall relies on a precise project plan that communicates a clear vision before any development begins. With the extensive planning happening

"It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is most adaptable to change." —Charles Darwin

up front, it's easy to accurately forecast budgets and deadlines. You'll also get the "bigger picture" effect, knowing exactly what the end product will look like.

But here's the con—and it's a big one: After they complete a step, developers can't go back to a previous stage to make changes without scratching the whole project and starting over. Meaning, if you need to add or tweak a feature in the middle of development, you're sunk. There's no room for flexibility, which doesn't bode well for digital projects steeped in constant change. And worse, you're looking at months before your product hits the market, meaning your cutting-edge product might not be so cutting-edge by release date.

Agile method

If waterfall development is a straight line, then agile is a squiggly one. Agile is an iterative approach to development, focused on delivering features incrementally throughout the project, rather than delivering them all at the end. Developers break functionalities into smaller modules, prioritize them, and then complete them in short one- to four-week "sprints."

The major win here is flexibility. Because the process is iterative, you are free to respond to changes in requirements as they arise. It's the best way to quickly bring fully tested, deployable solutions to market, which lowers project risk and delivers incremental business value.

While flexibility is nice, it also presents planning issues, making it difficult to forecast budgets. And without a clear plan from the beginning, the end product can look somewhat different than originally expected.

"Some partners have the technical chops; some have an agile execution machine. But nobody combines them the way a company that's born digital knows how to combine them. It's a one-two punch."

—Paul Gottsegen, Chief Marketing and Strategy Officer, Mindtree



86% of agile users attribute higher profits to the agile development process.²



92% say agile development helped them address rapidly shifting priorities.³



83% of developers say agile resulted in faster time to market.⁴

The agile way to rapid delivery

If you think you can wait around for six to nine months before you deploy a project—forget it. The landscape will change, and you'll no longer be relevant. If you're going to go digital, you'll have to go agile, too. Here are a few reasons why.

1. Delivery early and often

Bottom line: It's fast. Sprints promise new features quickly and frequently, giving you "first move" advantage with a faster time to market and immediate returns.

2. Ample flexibility

Breaking new ground also means plenty of "let's figure it out as we go" mentality. Digital transformation is kind of like renovating an old house—you never know what you'll find, so expect an unexpected expense. You can throw new or changed requirements in with the next iteration and see results within weeks.

3. Faster ROI

This is new ground you're breaking—there are no sign posts to follow in the digital transformation journey, which makes proving your project's worth difficult and the executive pressure intense. Agile development gets your digital initiatives to market faster, which brings immediate returns while you continue to develop future iterations. You may even make more money—86% of agile users attribute higher profits to the agile development process.

A shared need for speed: Three things to look for in an agile partner

When looking for a partner to build your digital initiatives quickly, remember that not all development agencies are created equal. Building digital marketing initiatives is a complex discipline that requires extensive tools and advanced skill sets. You're going to need a partner with both technical chops and an agile culture to see you through it. Look for these three aptitudes when hiring a technology partner:

If you think you can wait around for six to nine months before you deploy a project—forget it. The landscape will change, and you'll no longer be relevant. If you're going to go digital, you'll have to go agile, too.



Digital, by nature, is different. You need agility. You need speed. And you need people who understand it to deliver it to you.

Culture coaches

Whatever development method you choose, you'll still need to adopt an agile culture to implement changes quickly and get to market faster. The agile culture is all about teams working together to accomplish ambitious goals in short amounts of time. Management has to accept that plans can and will change. Teams have to adopt a collaborative mindset. Everyone has to accept that not all the requirements are known at the outset, so you just have to roll with it.

Adopting an agile culture isn't easy, but an experienced partner can coach you through the transition. They should help you:

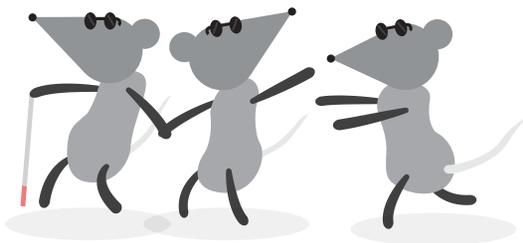
- Evangelize agile values and garner organizational buy-in.
- Train your teams in agile principles, methods and practices.
- Coach employees to embrace continuous change.
- Establish cross-functional communication, coordination and collaboration.

Digital trendsetters

Many of your potential creative partners have recently latched on to the digital bandwagon in a bid to stay relevant. That's not necessarily a bad thing, but digital may not be their number one priority. You can narrow your search significantly by focusing on the partners that were born digital—those that started in digital, specialize in it, and boast digital as core to their DNA. Digital, by nature, is different. You need agility. You need speed. And you need partners who understand it to deliver it to you. These are the companies with time-tested experience—the ones that can provide the reusable solution frameworks and massive domain knowledge base that will speed up development without sacrificing quality.

Process visionaries

A good digital partner can get where you need to go, but a great digital partner can tell you where you can go. The right partner has enough experience under its belt to offer new ways to look at things. To say, "Hey, we have an idea, and we think it will cut development cycles by 50%." These types of innovation—the subtle, nuts-and-bolts innovations—are what get things done more efficiently and save you money.



Companies with strong digital initiatives are 26% more profitable than their competitors.⁵



Additionally, an experienced digital partner is uniquely positioned to provide recommendations on how to better align digital initiatives, technology priorities and business objectives to ensure effective execution at every step of your digital transition. These seasoned partners have likely developed dozens of reusable solution frameworks and best practices to help you speed deployment and solve challenges faster.

Think big, start small, move fast

With so much on the line, you can't afford to wait. You know it, and your competitors know it. And while the erratic whims of the digital landscape are intimidating, they're totally navigable. The way to make it happen is to think big, start small, move fast and use the best practices to get you there—whether it's agile development, follow-the-sun development, reusable solution frameworks, or a massive domain knowledge base. Keep that in mind, and you're well on your way to setting a new standard in the transformation landscape and leaving everyone else in your digital dust.

Sources:

¹ *The 2014 State of Digital Transformation*, Altimeter Group, 2014.

² *8th Annual State of Agile Survey*, VersionOne, 2014.

³ *Agile by the Numbers in 2013*, Planbox, 2013.

⁴ *8th Annual State of Agile Survey*, VersionOne, 2014.

⁵ *The Digital Advantage: How Digital Leaders Outperform Their Peers in Every Industry*, Capgemini Consulting and the MIT Center for Digital Consulting, 2012.



Digital REALITY Tales

Keep your eye on the clock: Hospitality leader transforms event services with digital concierge

Organization:



Industry: Hospitality

Company: Global hotel giant

3,800 

3,800 properties
in 75 countries



More than
\$12 billion in sales

Wishes at your fingertips

A top hotel chain wanted to improve the event experience and help its concierge staff respond to customers' needs with the least friction or delay. So it designed and built an app for mobile devices that makes it easy for event planners to coordinate services with the hotel concierge staff in real time from their phone or tablet. The mobile concierge has added value to hotel events, improved customer satisfaction and enhanced revenue opportunities.

Change be nimble, change be quick

In the hospitality industry, events such as meetings and conferences are a cornerstone of hotel success. But communication issues sometimes made it difficult for concierge staff to manage multiple events or respond seamlessly to customer requests, which led to customer dissatisfaction and missed revenue opportunities. So one global hotel giant tried to connect its concierge staff more effectively with event organizers.



An international hotel chain wanted to stay ahead in a fast-paced market, so it worked quickly to launch a mobile concierge experience in just three months that transformed how it delivers event services.

The clock strikes success

- Seamless concierge responses and frictionless service delivery make events more successful.
- Fast time to market and successful launch helped the hotel maintain strong competitive position.
- The digital concierge app ensures easy and secure access with a unique URL for each event.
- Improved concierge reporting helps refine service delivery and manage customer relationships.
- The hotel gained an improved customer experience, enhanced its brand reputation and increased revenue opportunities.

Contributors

Krishnakumar Natarajan

CEO and Managing Director

As a 35-year industry veteran, Krishnakumar Natarajan, or KK, is a prominent leader in the global IT sector. He cofounded Mindtree in 1999 and has played a key role in building an expertise-led and culture-backed organization delivering innovative IT services and solutions. He has served as the chairman of India's National Association of Software and Services Companies (NASSCOM), is a regular speaker at international IT industry conferences and has been rated among the best CEOs of India.

Scott Staples

President, Americas, and Global Head of Business Groups

With over 25 years of experience in IT consulting and client management, Scott Staples is a leader in executing e-business, CRM, IT strategy and application management initiatives. Prior to cofounding Mindtree, Scott held management positions at Cambridge Technology Partners (CTP) and Gemini Consulting's North American financial services practice.

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Radha R has more than 20 years of IT industry expertise and works with some of the world's largest companies on their digital transformation journey. In her 15 years at Mindtree, she has been instrumental in developing and shaping the company's digital, analytics, retail and CPG-centric offerings.

Paul Gottsegen

Chief Marketing and Strategy Officer

Paul Gottsegen is a renowned change agent in the B2B enterprise marketing space with over 30 years of digital marketing experience. He has built a reputation for assembling world-class marketing teams that transform how companies design offerings and bring them to market. Before coming to Mindtree, Paul held leadership positions at Infosys, HP, Dell, Panasas and Compaq.

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Vineet Gupta heads the Digital Business Practice at Mindtree. His focus over the last few years has been to help enterprises leverage digital channels to provide engaging customer experiences.

Anshuman Singh

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Anshuman Singh is a skilled digital business strategist with over 15 years of experience in user experience, business analysis and IT consulting. He helps clients facilitate digital initiatives and supervises cutting-edge teams of business consultants, user-experience designers and technical specialists as they create meaningful solutions for the digital age.

Samya Ghosh

Americas Head, Digital Business Group

Samya Ghosh specializes in consumer marketing, digital channels and mobile technology at Mindtree. A self-described small-time geek, Samya is a full-time digital consultant, focused on solving customer challenges. He has been at Mindtree for 12 years and is based out of New Jersey.

About Mindtree

Mindtree [NSE: MINDTREE] delivers technology services and accelerates growth for Global 1000 companies by solving complex business challenges with breakthrough technical innovations. We are among the fastest-growing technology firms globally, with more than 200 clients and offices in 14 countries. Mindtree specializes in e-commerce, mobility, digital transformation, business intelligence, data analytics, testing, infrastructure and EAI and ERP solutions.

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