Digital Strategy

PwC India

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> '**I am really proud of the digital transformations we've enabled and implemented for leading organisations and how we have repeatedly played the role of a trusted advisor.'**

It gives me immense pleasure to share this overview of PwC's Digital Strategy practice and how we support our clients in delivering some of their most important and complex transformations.

This is an exciting time for digital evolution – an era where technology and society are evolving faster than businesses can naturally adapt. This sets the stage for a new era of leadership, improved business models and accelerated technology adoption.

While increasing business transformations facilitated by technological changes create opportunities, they also expose organisations to certain threats. As the cost of technology is falling, new technology consumption models are now available, and digital businesses are looking for on-the-go technologies to deliver new unlock new value and offer new functionalities within short time periods.

Our practice helps clients to understand how they can align their digital strategies to unlock new value, re-define their business models, integrate digital and physical across their value chains, build a digitally enabled organisation, select the right digital technologies and source, organise and manage these technologies to support their business vision.

At PwC, we have a focused vision, and the right people and leadership to help our clients succeed in becoming more digitally evolved.

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We advise the C-Suite (CEO/CDO/CTO/CIO) to help design their digital strategies and implement their digital transformation.

Digital strategy: Four propositions for the market

Discover unexpected value, uncover new opportunities, create new businesses, adopt emerging technology leveraging our industry experience and global insights of the shifting forces in business and technology.

Anchor cross-functional transformation management across One Consulting engagements with focus on measurable value/ business outcomes.

Drive greater enterprise and IT operational value through digital organisation, enterprise architecture, digital operating model and optimised IT service delivery to an organisation's employees, partners and customers.

Rapidly transition through disorderly, high-risk business events like mergers and acquisitions (M&A) and divestitures and implement complex cross-functional digital transformation.

We aspire to capture 10% market share of the digital strategy and transformation advisory in India.
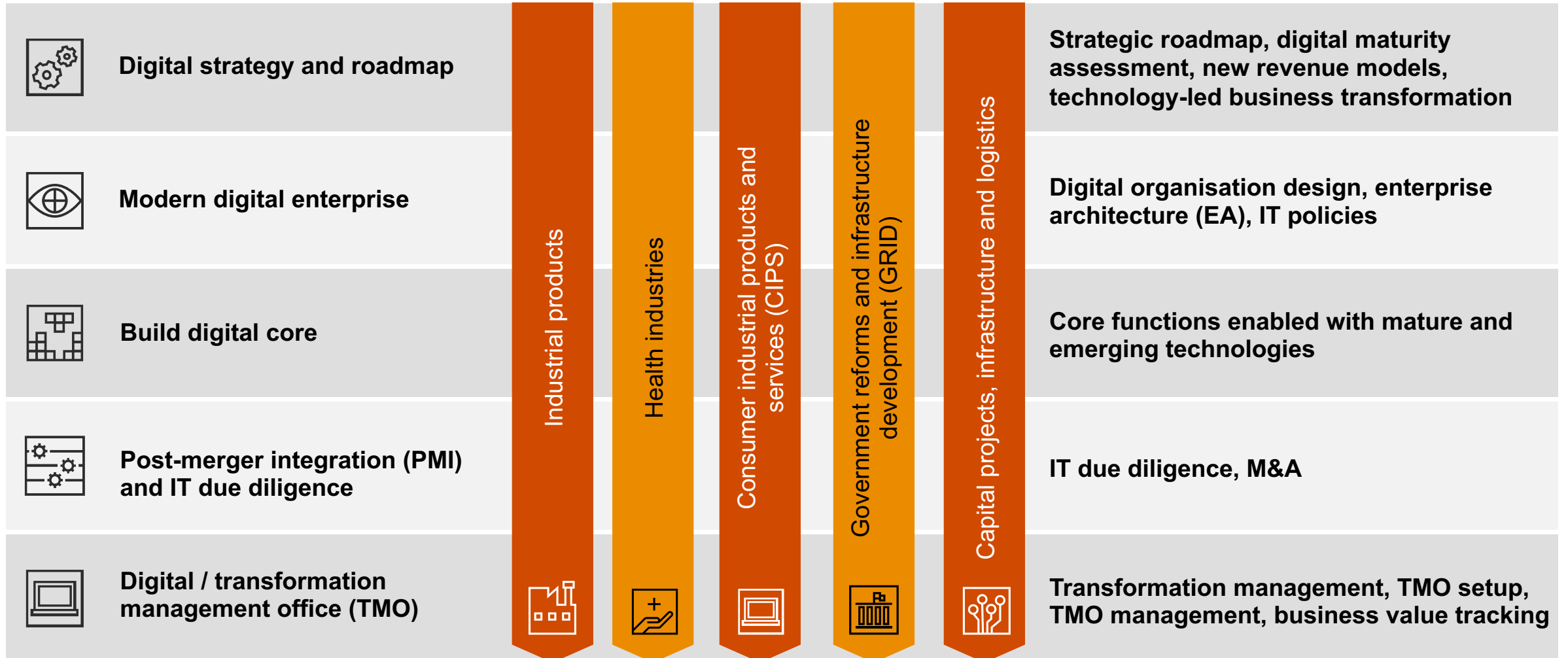
PwC share aspiration = 10% TAM

Target addressable market (TAM) for Digital Strategy & Transformation: Approximately INR 1,200–1,500 crore

Our competency and industry focus

Industry-specific solutions

Competency	Industry	Description
Digital strategy and roadmap		Strategic roadmap, digital maturity assessment, new revenue models, technology-led business transformation
Modern digital enterprise	Industrial products / Health industries / Consumer industrial products and services (CIPS) / Government reforms and infrastructure development (GRID) / Capital projects, infrastructure and logistics	Digital organisation design, enterprise architecture (EA), IT policies
Build digital core		Core functions enabled with mature and emerging technologies
Post-merger integration (PMI) and IT due diligence		IT due diligence, M&A
Digital / transformation management office (TMO)		Transformation management, TMO setup, TMO management, business value tracking

We help our clients to manage all aspects of digital strategy effectively through our robust go-to-market propositions, tailored as per client needs

Digital strategy and roadmap

- Digital maturity assessment
- Technology landscape comparison
- Technology-led business process improvement
- Enterprise architecture design
- Digital strategic visioning and roadmap

Modern digital enterprise

- Digital operating model
- Digital organisation design
- EA
- IT policies, procedures, and standard operating procedures (SOPs)
- IT governance
- IT infrastructure
- IT cost reduction
- Business continuity planning (BCP)/disaster recovery (DR) strategy
- Redesigning BCP to ensure resilience

Build digital core

- IT sourcing – IT product and vendor selection
- Emerging technologies like AI, Web 3.0 and others
- Mature technologies like ERP, CRM, cloud and others
- Technology sourcing contract review
- Cloud transformation diagnostics and roadmaps
- Cloud migration plans
- Migrating to cloud and enabling hosting with leading cloud service providers

PMI and IT due diligence

- IT due diligence
- Deals
- Mergers
- Acquisitions
- Divestitures

Digital and TMO

- Chief information officer (CIO) office advisory
- TMO governance and transition
- Business value tracking
- Change management
- Resource management
- Vendor management
- Risk management
- Quality management
- TMO setup

Digital strategy and roadmap

Definition and client opinion

Developing a digital strategy involves discovering unexpected value, uncovering new opportunities, creating new businesses, while adopting digital technologies (artificial intelligence, machine learning, web 3.0, cloud, digital twins) into the existing technology landscape.

What our clients say:

'Business priorities change pace, but technology can't keep up.'

'Technology is being implemented, but we aren't realising its benefits – at least not in the short term.'
'The business wants more support and innovation but we're struggling to provide it.'

'I'd like to be able to benchmark my IT function to get a clear view of where we are and where we need to be.'

'We need to have an IT strategy that enables business change, not one that follows in its wake.'

'We need to have a grip on an upcoming legislative or regulatory change.'

Case study

Digital transformation for a specialty chemical manufacturing company

Problem statement

- Business processes were being executed manually, business value was locked in complex processes.

- System support was minimal and supported digitisation to a certain extent. However, workflows, automation and project management were almost non-existent.

- Some of the legacy core systems and applications did not meet the required functional coverage, and needed upgrades.

- Systems were not integrated, and datasets were disparate.

Solution

- Finance transformation and SAP upgrades: Recommended on the to-be financial processes like accounts payable and fixed assets. Requirement captured and implementation carried out for consumption-based accounting and R&D processes in SAP.

- IT strategy and transformation: Recommended the overall IT roadmap till 2026 and defined the EA. The focus areas includes SAP, data and analytics, EA and functional applications, information security, infrastructure and IT organisation.

- IT platform evaluation: Evaluated potential tools and suggested the best-fit for the client for areas like CRM, analytics, productivity suite, robotic process automation (RPA) and chatbots, low/no code (LCNC) and human resource management system (HRMS).

How we can help

- Digital strategic visioning and roadmap:
    - Business-aligned strategic vision

- Digital strategy and business transformation

- IT benchmarking

- Technology-led business process improvement

Modern digital enterprise

Definition and client opinion

Digital business models and technologies are changing the way businesses work. The modern CEO/CDO/CTO needs to understand how to effectively harness these technologies and ensure that technology platforms are kept up to date with a strong architecture at the enterprise level.

What our clients say

'Our IT function can't keep pace with ever-changing business demands.'

'Change is difficult due to complex apps, dependencies and integration issues.'

'We have to be able to quickly consolidate technology platforms following an M&A.'

'The business is struggling to identify key IT requirements and the skills required to implement and run them.'

'We have too many legacy systems supporting outdated business processes, which are not fit-for-purpose and expensive to support.'

Case study

EA design and technology sourcing for a leading Indian FMCD company

Problem statement

- Inability to assess the as-is state of the IT landscape and define a target state to
  include ongoing and future digital initiatives seamlessly

- Lack of detailed architecture, guiding principles and a governance framework for assessing new tools and software to be implemented in the future

Solution

- PwC leveraged the Open Group Architecture Framework (TOGAF) methodology in the project.

- Performed detailed assessment of the client's application, data and integration architectures using PwC proprietary frameworks to arrive at a comprehensive list of gaps.

- Assessed IT enablement of business capabilities.

- Assessed as-is EA governance processes.

How we can help

- Digital operating model:
  - Designing and operationalising digital operating model, governance framework and responsible, accountable, consulted, informed (RACI) matrix
- Digital organisation design:
  - Design and change management for organisation restructuring
- EA
- IT policies, procedures, processes and SOPs
- IT cost reduction
- IT BCP/DR strategy

Build digital core

Definition and client opinion

Businesses need to drive more value from technology investments in an environment of ever-shrinking budgets. IT sourcing is about helping our clients improve the quality and value of the services they receive.

What our clients say

'How do I know what the salesman tells me to buy is really what I need?'

'Can I safely move some of my team to a cheaper location without affecting the service?'

'Am I paying the right amount for what I am buying?'

'Will the contracts we put in place today meet the needs of the business as they change?'

'Do I have control over my cloud providers?'

'How do we preserve standards if most of my team is provided by a supplier?'

Case study

Reviewed, managed service partner selection for leading hospitality client

Problem statement

- Review of managed services work

- Identification of improvement opportunities and choosing a partner who could deliver the same

Solution

- PwC brought in a team with experience is managed services, technology infrastructure, contract review and hospitality domains. The team reviewed the data and conducted workshops to understand the contractual, performance improvement opportunities. The firm also consulted external experts to ensure that the improvements aligned with the industry trends.

- Further request for proposal (RFP) process was conducted to identify the best-fit managed services partner. PwC facilitated the identification, presentation, proposal submission, evaluation and technical negotiation for the benefit of client. Further, we helped client build transition service model and governance structure for the same.

How we can help

- IT sourcing – IT product and vendor selection
  - emerging technologies like IoT, cloud and others
  - mature technologies like ERP, CRM, health information system (HIS) and others

- IT contract review

PMI and IT due diligence

Definition and client opinion

Getting IT effectively integrated post an M&A deal is a key enabler for unlocking the anticipated business synergies.

What our clients say

'How do we measure the effort to integrate the target company more confidently?'

'A haphazard approach to technology due diligence often drains the value from an M&A plan.'

'Lack of documentation and detailed business and system process flows can impact integration.'

'Legal bottlenecks covering technology usage, transitional service arrangements (TSAs), etc., add to complexities, increasing costs and risks.'

Case study

Reviewed, managed service partner selection for leading hospitality client

Problem statement

- Client wanted to drive the separation of the IT landscape across geographies in a time-bound manner.
- Visibility across all IT applications/platforms migration, and the extent of separation, was missing.
- Client wanted support to facilitate coordination among operating partners and conduct due diligence.
- Client required a project management set up, including separation plans focusing on cutover.

Solution

- Performed as-is analysis and scoping, assessed existing IT landscape, operating model and processes of the brands – regionally and globally.
- Provided set up workaround solutions as per separation plans and built interfaces.
- Facilitated the migration of sanitised data to buyer organisation.

How we can help

- IT due diligence in the context of deals, mergers, acquisitions and divestitures:
  - Rapid assessment of IT organisations, applications and infrastructure, assets, processes and capabilities
- PMO for PMI:
  - PMI planning
  - PMI programme management

Digital and TMO

Definition and client opinion

The benefits of standardising and streamlining IT services delivery are easy to understand but difficult to achieve. Developing a pragmatic approach that allows benefits to accumulate consistently is the key to delivering sustainable change.

What our clients say

'Why is dealing with IT always so complicated?'

'Many of our biggest issues are caused when we are making changes.'

'I have so much management information about IT that I can't make sense of it.'

'No one really knows how many servers/PCs/ licences we have.'

'We should be able to predict when we are going to run out of storage space.'

'It feels like I'm firefighting production problems all the time.'

Case study

RFID-based consignment and merchandise tracking for a leading fashion retailer in India

Problem statement

- No real-time visibility of inventory across two distribution centres and 300+ stores, resulting in incorrect replenishment.
- Cumbersome processes at distribution centres resulting in overall inefficient operations.
- Significant manual operations at the store affect the order fulfilment adversely.

Solution

- Identified the business requirements and considerations to implement RFID technology and the key success criteria for completion.
- Defined the end-to-end solution architecture, functional scope and technical requirement.
- Evaluated potential vendors' response using an evaluation framework including their customer reference and demonstrations.

How we can help

- CIO office advisory:
  – Temporary staffing of the CIO office
- PMO governance and transition
  – Execute and manage high-value digital engagements.
- Change management
  – Ensure stakeholder goals are aligned to those of the organisation; ensure effective change management.

Select digital strategy and transformation engagements

Digital strategy and roadmap		
Client	**Industry**	**Engagement brief**
Leading specialty chemicals manufacturer	Industrial products – manufacturing	Digital strategic roadmap
A global tyre manufacturer	Industrial products – automobiles	Digital strategic roadmap
A major Indian multinational conglomerate	Engineering, procurement and construction (EPC)	Digital strategy
A leading real estate builder in India	Real estate	Digital strategy
A leading pharmaceutical company	Health industries – pharmaceutical	Digital strategic roadmap

Modern digital enterprise		
Client	**Industry**	**Engagement brief**
Leading Indian fast moving consumer durables (FMCD) company	Retail and consumer – FMCD	EA
A leading water utility company in the Middle East	Energy and utilities	EA blueprinting
A leading general insurance company	Financial services – general insurance	IT governance
A leading engineering and technology solutions company	Industrial products – manufacturing	EA
A large aluminium and copper manufacturing company	Industrial products – manufacturing	Network review

Select digital strategy and transformation engagements

Modern digital Enterprise		
Client	**Industry**	**Engagement brief**
A leading oil company in the Middle East	Energy and utilities – oil and gas	Digital strategy
A multispecialty healthcare provider	Health industries – healthcare	DR strategy
A global power transmission and infrastructure company	Energy and utilities – DisCom	Organisation structure, policy and procedure
A large infrastructure financing entity	Financial services	IT policies and PMO
An oil and gas major in Kuwait	Energy and utilities – oil and gas	IT operating model and organisation restructuring

Build digital core		
Client	**Industry**	**Engagement brief**
A leading financial services company	Financial services	PMO
A multinational food, snacks and beverages company	Retail & Consumer	Shared service centre (SSC) set up PMO
A multinational software company	Technology	PMO
A leading chemicals manufacturing company	Industrial products – manufacturing	SAP-PMO
A leading airport operations and infrastructure conglomerate	Infrastructure and capital goods	PMO

Select digital strategy and transformation engagements

PMI and IT due diligence		
Client	**Industry**	**Engagement brief**
A leading data analytics company	Financial services	IT and product due diligence
A leading financial services group in the Caribbean	Financial services	IT due diligence
A large venture capital fund	Financial services	IT due diligence
A multinational electrical equipment manufacturer	Industrial products – manufacturing	IT integration PMO
A large Indian conglomerate holding company	Multiple	IT and product due diligence

Digital and transformation PMO		
Client	**Industry**	**Engagement brief**
A leading realty private equity fund management company	Financial services	PropTech selection
A leading global securities dealer in the Caribbean	Retail & Consumer	Vendor selection
A leading fashion retailer	Retail & Consumer	Assisted transformation
A leading healthcare provider in Southeast Asia	Healthcare	Hospital information systems (HIS) assessment
A leading Indian non-ferrous metal product manufacturer	Industrial products – manufacturing	ERP selection

Thank you

Contact us:

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