Modern Digital Enterprise
(Popularly called Digital Strategy)

An overview of our capabilities
It gives me immense pleasure to share this overview of PwC’s Modern Digital Enterprise 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 functionalities within short time periods.

Our practice will help clients to understand how they can align their digital strategies as well as source, organise and manage technologies to evolve and adhere to the modern day demands of businesses.

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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## Technological challenges – common questions asked by organisations

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<th>Question</th>
<th>Answer</th>
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<td>How do we define digital strategy and transform?</td>
<td>What is the first step towards an integrated business and technology future-ready vision?</td>
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<td>How do we build a centre of excellence around digital and innovation?</td>
<td>How can we get the IT infrastructure/services we need at the right price?</td>
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<td>What are the emerging technologies that we can adopt?</td>
<td>How can we integrate the technology landscape, following an acquisition?</td>
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<td>How do we know if our company’s IT infrastructure can adapt to the changing priorities?</td>
<td>Where do we seek help to integrate technology projects?</td>
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<td>How can we reduce overall cost of our IT set up (infrastructure and services)?</td>
<td>How do we set up and run a program management office within IT?</td>
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<td>What can we do to standardise our IT process, governance and key performance indicators (KPIs)?</td>
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Our services

We help to align IT with core business drivers and help organisations use technology as a business lever.

We advise chief officers (CEO/CDO/CTO/CIO) to enable their businesses with:

- **directional clarity** and greater digital and IT investment value through better IT governance, lower IT run costs and new technology adoption.

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

- **rapid transition** through disorderly, high-risk IT events like mergers and acquisitions (M&A), divestitures and digital transformation implementation.

- **adoption of** emerging technologies (artificial intelligence, machine learning, internet of things [IoT], blockchain) into the existing technology landscape.
## Our competency and industry focus

### Industry-specific solutions

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<th>Strategic roadmap, technology-led business transformation</th>
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### Industry Focus

- **Health industries**
- **Industrial products**
- **Consumer industrial products and services (CIPS)**
- **Government reforms and infrastructure development (GRID)**
- **Capital projects, infrastructure and logistics**

### Industry-Specific Solutions

- **Industrial products**
- **Health industries**
- **Consumer industrial products and services (CIPS)**
- **Government reforms and infrastructure development (GRID)**
- **Capital projects, infrastructure and logistics**
We help our clients to manage all aspects of digital and IT effectively through our robust go-to-market propositions, tailored as per client needs

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<td>Digital and transformation project management office (PMO)</td>
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**1. Digital strategy and roadmap**
- Digital strategic visioning and roadmap
- Digital strategy and business transformation
- IT benchmarking
- Technology-led business process improvement
- EA

**2. 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

**3. Build digital core**
- IT sourcing – IT product and vendor selection
- Emerging technologies like IoT, cloud and others
- Mature technologies like enterprise resource planning (ERP), customer relationship management (CRM) and others
- IT contract review
- Developing cloud transformation diagnostics and roadmaps
- Developing cloud migration plans
- Migrating to cloud and enabling hosting with leading cloud service providers

**4. PMI and IT due diligence**
- IT due diligence
- Deals
- Mergers
- Acquisitions
- Divestitures

**5. Digital and transformation project management office (PMO)**
- Chief information officer (CIO) office advisory
- PMO governance and transition
- Change management
- Resource management
- Vendor management
- Risk management
- Quality management
Digital strategy and roadmap

Definition and client opinion

A technology strategy is often an afterthought of a corporate strategy. An effective technology strategy should be tightly integrated with business strategies to maximise efficiency.

What our clients say:
- ‘Business priorities change pace, but technology can’t keep up.’
- ‘Technology is being implemented, but we aren’t realising 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

Problem
- Business processes were being executed manually.
- 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

Digital transformation for a specialty chemical manufacturing company

Modern Digital Enterprise
Price Waterhouse & Co LLP
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 tech sourcing for a leading Indian FMCD company

Problem

- 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 IT operating model,
  - IT 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?’

**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

**Case study**

**Reviewed, managed service partner selection for leading hospitality client**

**Problem**

- 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 in managed services, technology infra, 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.
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

IT separation for Day 1 readiness of a leading sports retail brand carve out

Problem

- 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.

Solution

- Client required a project management set up, including separation plans focusing on cutover.
- 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 transformation PMO

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

- 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

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<td>Industrial products – manufacturing</td>
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<td>A global tyre manufacturer</td>
<td>Industrial products – automobiles</td>
<td>Digital strategic roadmap</td>
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<td>A major Indian multinational conglomerate</td>
<td>Engineering, procurement and construction (EPC)</td>
<td>Digital strategy</td>
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<td>A leading real estate builder in India</td>
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<td>A leading pharmaceutical company</td>
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<td>A leading engineering and technology solutions company</td>
<td>Industrial products – manufacturing</td>
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<td>A large aluminium and copper manufacturing company</td>
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<td>A global power transmission and infrastructure company</td>
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<td>A large infrastructure financing entity</td>
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<td>An oil and gas major in Kuwait</td>
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### Build digital core

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<td>A leading healthcare provider in Southeast Asia</td>
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<td>A leading Indian non-ferrous metal product manufacturer</td>
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