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Thought Leadership Paper  
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# The Digital Transformation Race Has Begun

Firms Across Industries Are Gearing Up To  
Innovate And Win In The Age Of The Customer

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While digital transformation is seen as important and deserving investment, transformation maturity is currently low across all industries.

## Executive Summary

The pace of innovation is accelerating across firms and industry sectors, opening a new front in which companies must compete. In the age of the customer, empowered, demanding customers can exercise more choice than ever before in deciding which companies will earn their business and which will fall by the wayside.<sup>1</sup> To keep up, firms must invent or reinvent their businesses with technology at the core, or watch customers defect as their markets are disrupted.

In November 2016, Virtusa commissioned Forrester Consulting to evaluate the state of digital transformation across six key industries: retail, banking, healthcare, insurance, telco, and media. To do so, Forrester conducted an online survey with 606 digital transformation decision makers and influencers in North America and Western Europe to explore this topic. We found that while firms are preparing to make digital transformation a priority, they have a long way to go to achieve any kind of mastery over the multiple disciplines required to effectively innovate.

### KEY FINDINGS

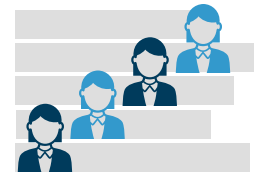
- › **Firms must innovate to survive.** Today's consumers, empowered by unprecedented access to digital technologies and information, expect both in-person and digital experiences to be consistent and high-value. They want immediate value and will go elsewhere if a business can't provide it.
- › **Most firms have a lot of work to do to get ready for digital transformation.** Our study found that on average, most firms' digital transformation efforts currently land them in the lower-middle of the maturity spectrum, or "Deploying" group. To move forward on digital transformation, firms must evaluate their current capabilities, then plot a path forward accordingly. Furthermore, firms must move soon to keep up with the fast pace of digital change.
- › **Each digital transformation category shows room for improvement.** Within the customer experience category, for example, firms show weakness in managing and activating customer and business data. Within operational excellence, firms struggle in data optimization, and within business innovation, firms are most likely to struggle with digital marketing capabilities.
- › **Firms are ramping up their digital transformation.** The vast majority of firms in our study are planning to increase their investment in digital transformation initiatives next year. To succeed, firms will need to innovate and change their products, processes, go-to-market strategies, and organizational structures to meet the changing needs of their customers in a rapidly evolving marketplace. Firms can get a head start by leveraging current or prospective technology and strategy partners to build and execute their transformation initiatives.

# In The Age Of The Customer, Firms Must Adapt Or Be Swept Aside

Forrester's research has found that digital innovators disrupt their markets by fundamentally shifting the rules of business.<sup>2</sup> They do this in several ways, by rewriting the rules of:

- › **Digital experiences.** Digital innovators deliver easy, effective, and emotional experiences. They use technology to anticipate what customers need, then exceed those expectations to engage them in their immediate context along every step of their journeys.
- › **Digital operations.** Digital innovators focus operations on the things customers value. They organize and operate with a focus on the customer. They align intermediary metrics like engagement with business metrics like customer lifetime value (CLV).
- › **Digital innovation.** Digital innovators build platforms and partnerships to accelerate and scale. They quickly launch new offerings, then improve them on the fly. They also use customer insights to identify incremental and sometimes breakthrough innovations.

In order to examine the innovation readiness of firms across six specific industries — banking and financial services, healthcare, insurance, media, retail, and telecommunications — this study deployed a digital transformation maturity model that examines a firm's readiness in three areas: customer experience, digital operations, and business innovation (see Figure 1).



Forrester defines the age of the customer as “a 20-year business cycle in which the most successful enterprises will reinvent themselves to systematically understand and serve increasingly powerful customers.”

Figure 1

## Digital transformation maturity framework



Digital transformation maturity requires mastery of three interconnected disciplines: customer experience, operational excellence, and business innovation.

Source: A commissioned study conducted by Forrester Consulting on behalf of Virtusa, July 2017

Within each area, five competencies were identified and tested as follows:

**Customer experience**

To effectively anticipate and deliver against what their customers need, firms must master the following five competencies:

- **Customer insights.** The ability to understand the goals, needs, and behaviors of customers.
- **Self-service.** The degree to which firms enable a user to accomplish critical tasks autonomously, while providing an enjoyable experience.
- **Omnichannel.** The ability to provide experiences that cut across multiple online and offline channels seamlessly and consistently.
- **Ease of use.** The ability to improve the user experience through reducing friction, pain points, and frustration.
- **Personalization.** The ability to provide individualized, relevant experiences for customers.

**Operational excellence**

To effectively organize and operate with a focus on the customer, firms must master the following five competencies:

- **Process automation.** The extent to which firms automate their processes, operations, and infrastructure provisioning and monitoring activities.
- **Workplace efficiency.** The extent to which firms have enabled employees to perform most or all aspects of their job requirements digitally.
- **Data optimization.** The extent to which firms have adopted tools and technology to manage and optimize enterprise data.
- **System agility and scalability.** The extent to which firms' infrastructure is scalable, optimally utilized, and risk minimized.
- **Security and risk.** The extent to which firms have taken steps to secure systems from security breaches and cyberattacks.

**Business innovation**

To effectively and quickly launch new offerings, then improve them on the fly, firms must master the following five competencies:

- **Digital products and services.** How firms evaluate and evolve their products and services to meet changing customer needs and business opportunities.
- **Business agility.** How agile firms are in terms of responding to changing business conditions, customer demands, regulatory requirements, and competitor threats, as well as technological shifts or opportunities.
- **Digital marketing.** How well firms use digital tools to automate and drive optimized customer outcomes, including reduced churn, improved upsell and cross-sell, etc.
- **Disruptive business models.** How "future-proof" a firm's business is in terms of identifying new business models and preparing for potentially disruptive competitors.
- **Innovation velocity.** How well a firm can rapidly introduce new products or processes to respond to new or future industry trends.

# The State Of Digital Transformation: Lots Of Work Left To Do

The study's investigation of the state of digital transformation revealed that firms, regardless of industry, have a lot of work to do before they approach transformation mastery. To synthesize the data from the maturity model, the study created five levels of maturity that firms could possibly reach.

Firms in our study were asked about three overall categories of digital transformation maturity: customer experience, operational excellence, and business innovation. Within each category, the maximum score possible is 15, for a total possible innovation score of 45.

- › **Level 1: Curious (score between 0 and 9).** Early stages, with a few scattered digital competencies and no overarching strategy.
- › **Level 2: Exploring (score between 10 and 19).** More competencies are in place; firms are beginning to form an overarching strategy.
- › **Level 3: Deploying (score between 20 and 29).** Competencies are somewhat sophisticated, and overarching strategy is in place.
- › **Level 4: Thriving (score between 30 and 39).** Several competencies are more advanced; overarching strategy is fully implemented.
- › **Level 5: Mastering (score 40 or above).** Competencies are highly sophisticated, and overarching strategy is being optimized.

### OVERALL MATURITY

We found that on average, firms fell into the lower-to-middle range of the level 3 “Deploying” category. The average score across all industries was 26.06 out of 45 (58% of the maximum possible score).

In each of the three areas, firms fared slightly better in customer experience, compared to operational excellence and business innovation (see Figure 2):

**Figure 2**  
**Overall firms' digital innovation maturity across three categories**



Base: 606 business strategy decision makers in the US and EMEA at companies with greater than \$250M in revenue  
Source: A commissioned study conducted by Forrester Consulting on behalf of Virtusa, July 2017



Overall firms achieved on average approximately 58% of the total possible score on the digital innovation maturity model.

## **CUSTOMER EXPERIENCE — STRONG IN EASE OF USE, WEAK IN DATA-DRIVEN CAPABILITIES**

Within customer experience, firms rated themselves highest in ease-of-use capabilities (57% of the maximum score possible) and tied for lowest in omnichannel and customer insights (both 54% of the maximum score possible).

## **OPERATIONAL EXCELLENCE — STRONG IN AGILITY AND SCALABILITY, WEAK IN DATA OPTIMIZATION, PROCESS AUTOMATION**

Within operational excellence, firms rated themselves highest in system agility and scalability capabilities (58% of the maximum score possible) and tied for lowest in data optimization and process automation (both 52% of the maximum score possible).

## **BUSINESS INNOVATION — STRONG IN ADAPTING TO DISRUPTIVE BUSINESS MODELS, WEAK IN DIGITAL MARKETING**

Within business innovation, firms rated themselves highest in disruptive business models capabilities (57% of the maximum score possible) and lowest in digital marketing capabilities (53% of the maximum score possible).

## **BIG DATA STRUGGLES ARE THE CONNECTIVE TISSUE**

These drill-downs point to an overarching issue among firms in tackling the big data requirements of digital transformation. Customer insights, or understanding your customers' goals, needs, and behaviors are necessary to seamlessly deliver omnichannel experiences. Firms that struggle with data optimization will struggle to drive positive customer outcomes through digital marketing.

Forrester has found that the common “big data” issue isn't about collection; it's about data quality, access, and action. In today's business environment, a firm that lacks information and insight to power its strategic decision making will compromise its ability to win, serve, and retain customers — by relying on gut-feel decisioning and resulting in lost business.<sup>3</sup>

Digital transformation initiatives ultimately must be designed to drive customer value. Therefore, firms across industries would be well-served to start with the data in order to craft a digital transformation plan that will deliver what their customers want.



Forrester defines big data as “the practices and technology that close the gap between the data available and the ability to turn that data into business insight.”

# Results By Industry: Retail Firms Lead A Lagging Field

Looking at the results by industry, the study found that retail firms were slightly ahead of other industries, followed by banking and healthcare. All three of these industries overperformed against the average overall score of 26.06 for all industries. Media was the weakest industry and, together with insurance and telco, underperformed against the average overall score.

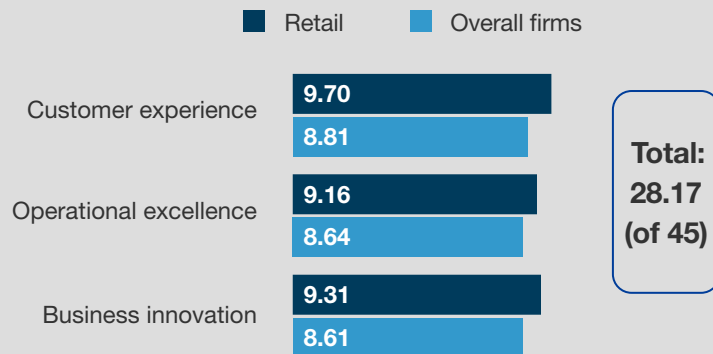
## RETAIL FIRMS ARE ACCUSTOMED TO BEING DIGITAL INNOVATORS AND LEADERS

Overall, retail firms averaged 28.17 out of 45 (or 62% of the maximum possible score), compared to 26.06 (or 58%) for all firms (see Figure 3). Retail firms in our study led consistently, on average, across the innovation maturity measures — ranking first or second among industries in nearly every capability. The one exception was security and risk, where retail firms ranked third behind banking and telco.

Retail firms have long been the vanguard of the fierce competition for empowered consumers ushered in by the age of the customer. Unlike many other industries whose giants have pivoted to respond to disruption, retail's flagship firms help set the standard for innovative, digitally-driven customer experiences. In short, a retail firm that hasn't made progress on its digital transformation path is a dying or dead retail firm.

Figure 3

Retail outperforms the index across all three innovation categories



Base: 101 retail and 606 total business strategy decision makers in the US and EMEA at companies with greater than \$250M in revenue  
Source: A commissioned study conducted by Forrester Consulting on behalf of Virtusa, July 2017



Retail firms set the standard for other industries in creating innovative, digitally-driven customer experiences.



## BANKING LEADS IN EASE OF USE, BUT STRUGGLES WITH DISRUPTIVE BUSINESS MODELS AND DATA OPTIMIZATION

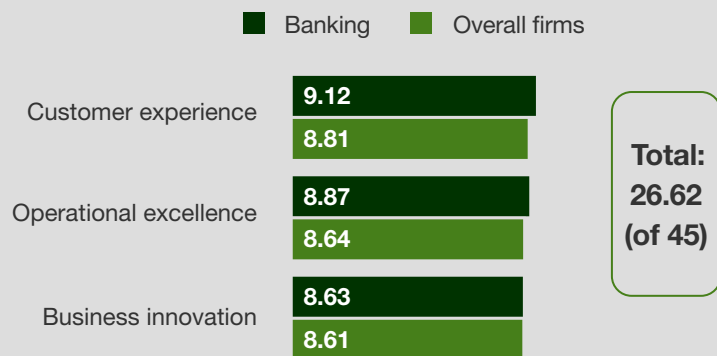
Overall, banking held the second-best score among verticals, with an average score of 26.62 out of 45 (59% of the maximum possible score) (see Figure 4). In the study, banking firms were leaders in ease of use and ranked strongly in most capabilities apart from disruptive business model readiness and data optimization, where they came in second to last. As a result, banking firms came in second for customer experience and business innovation and third for operational excellence.

Many challenges are driving banks' investments in digital transformation: slow economic growth; low interest margins; increased regulation; increased competition from disruptive, new, and digitally savvy entrants; and changing consumer expectations. To date, banks have largely focused their digital transformation efforts on driving down costs, such as through easy-to-use digital self-service capabilities and more efficient back-office operations. But these changes are being built on top of outdated, legacy technology and risk-averse cultures — both of which are holding banks back from transforming business models, understanding how to monetize their data, and partnering to creating new sources of value for customers.

The fear of being left behind, or missing out on the next big thing, has led many banks to focus on new technology rather than addressing the underlying barriers — such as culture, funding models, and data silos — that can stop any innovation dead in its tracks. To prepare their banks to take advantage of emerging technologies, such as artificial intelligence (AI), blockchain, robo-advice, and the internet-of-things (IoT), executives must work with their peers, such as technology management and HR execs, to invest and fix these barriers.

Figure 4

Banking is ranked second in all but operational excellence



Base: 102 banking and 606 total business strategy decision makers in the US and EMEA at companies with greater than \$250M in revenue

Source: A commissioned study conducted by Forrester Consulting on behalf of Virtusa, July 2017



Banking firms achieved on average approximately 59% of the total possible score on the digital innovation maturity model.

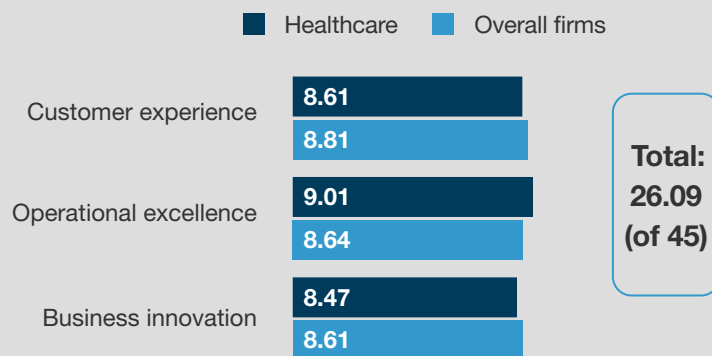
## HEALTHCARE'S CONSERVATIVE AND HYPER-REGULATED MARKET PRIORITIZES SECURITY OVER PATIENT ENGAGEMENT

In terms of overall maturity, healthcare (including healthcare payers, providers, pharma, and device manufacturers) was third-best among verticals, with an average score of 26.09 out of 45 (or 58% of the maximum possible score) (see Figure 5). Healthcare firms in our study ranked second in data optimization but struggled in self-service, digital marketing, and their preparedness for disruptive business models, where they came in last. In terms of the three categories, healthcare firms came in fourth for customer experience, second for operational excellence, and fourth in business innovation, falling below the index.

Forrester's past research has shown that healthcare firms typically lag about a decade behind other industries in adopting business technologies that would help with customer engagement. Much of what's driving this lag is the unique regulatory requirements placed on healthcare firms as it applies to patient data. Health firms have made gains (in order to survive) in managing the security of data; many of their technological investments have been focused more on business process and record-keeping at the expense of investments that tie directly into finding new forms of customer (patient) engagement and innovation.<sup>4</sup>

**Figure 5**

**Healthcare is third overall, falls behind the index on business agility**



Base: 101 healthcare and 606 total business strategy decision makers in the US and EMEA at companies with greater than \$250M in revenue

Source: A commissioned study conducted by Forrester Consulting on behalf of Virtusa, July 2017



Healthcare's intense regulatory requirements have led to a significant focus on security of customer data, often at the expense of innovation and experimentation.

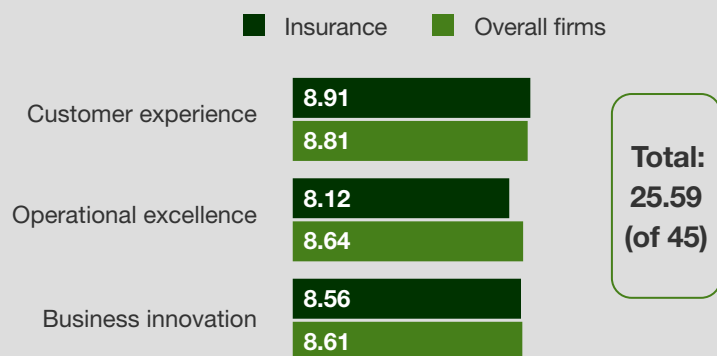
## INSURANCE INDUSTRY FOCUSES ON SELF-SERVICE, BUT WILL CONTINUE STRUGGLING TO KEEP UP WITH DISRUPTION

In terms of overall maturity, insurance (including property and casualty, life and annuities, and wealth management firms) ranked fourth among verticals, with an average score of 25.59 out of 45 (or 57% of the maximum possible score) (see Figure 6). Insurance firms were ultimately the best of the worst industry categories on the overall maturity index. While they ranked first in self-service, they brought up the rear position in data optimization, system agility and scalability, and digital products and services. In terms of the three categories, insurance firms came in third for customer experience, third for business innovation, and fifth in operational excellence.

Forrester’s previous research shows that insurance business leaders haven’t historically thought of digital as central to their business because, in the past, it hadn’t been. And while insurers have been facing similar problems to banks, the nature of their business is less transactional, resulting in fewer frequent interactions with their customers. But today, customers, business operations, distributors, competitors, and even many of the assets that insurance covers are fundamentally digital in nature, and this is only likely to increase as telematics and usage-based insurance (UBI) models continue to take hold and de-emphasize the role of agents in the customer journey. Many insurers are only at the beginning of their digital transformation journeys and are currently focused on allowing customers to self-serve. The complexity of products and services, heavy reliance on legacy technology, and risk-averse cultures are affecting how fast insurers can move forward with their digital transformation journeys.<sup>5</sup>

Figure 6

Insurance leads verticals underperforming against the maturity index



Base: 101 insurance and 606 total business strategy decision makers in the US and EMEA at companies with greater than \$250M in revenue  
 Source: A commissioned study conducted by Forrester Consulting on behalf of Virtusa, July 2017



Insurance firms’ achievements in self-service reflect disruption response, but many are still in early days digitizing their businesses.

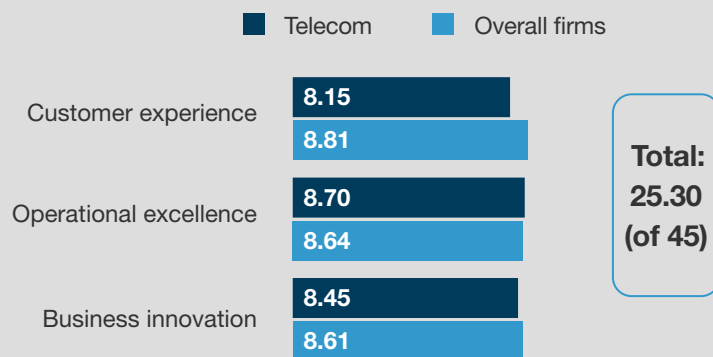
## TELCOS FOCUS TRANSFORMATION EFFORTS ON RECLAIMING CUSTOMERS' GOOD FAITH

In terms of overall maturity, telco came in fifth among verticals with an average score of 25.30 out of 45 (or 56% of the maximum possible score) (see Figure 7). Telco firms featured both high and low rankings. They ranked second for several capabilities, including preparedness for disruptive business models, innovation velocity, and system agility and scalability — but then were near the bottom in all other capabilities, signified by a last place ranking in business agility. In terms of the three categories, telco firms came in last by some margin for customer experience, fourth in operational excellence, and fifth in business innovation.

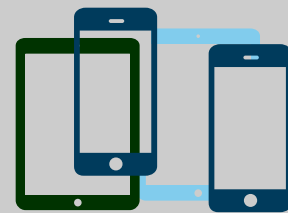
Poor customer experiences have long been the Achilles heel of telco firms' efforts towards digital transformation, and driving customer value must be the cornerstone of their digital transformation efforts going forward. To their credit, telcos seem to understand that customer-centricity must lead the way, as a majority of telecom firms reported they put customer service at the heart of their digital transformation initiatives in 2017. As over-the-top (OTT) viewing ramps up (32% of millennials watched 10 or more hours per week via OTT in 2016), telcos must respond as the significant disruption in their market creates even greater pressure to attract and retain paying customers.<sup>8</sup>

Figure 7

Telco lags significantly in customer experience, overindexes in operational excellence



Base: 100 telco and 606 total business strategy decision makers in the US and EMEA at companies with greater than \$250M in revenue  
 Source: A commissioned study conducted by Forrester Consulting on behalf of Virtusa, July 2017



Telcos are shifting focus to customer-centricity, driven in part by low customer satisfaction and disruption caused by OTT providers.

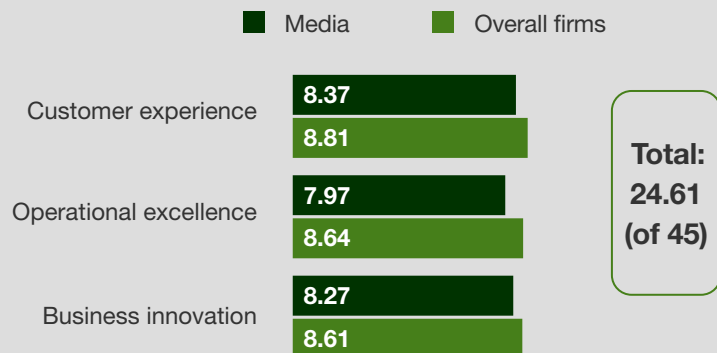
## MEDIA COMPANIES LOOK TO MOBILE PRODUCT DEVELOPMENT TO ADDRESS AN EXISTENTIAL CRISIS

In terms of overall maturity, media companies came in last place, scoring 24.61 out of 45 (or 55% of the maximum possible score) (see Figure 8). Media firms fared the most poorly in the maturity model. While they ranked third in data optimization, digital products and services, and business agility, they had the lowest ranking in workplace efficiency, process automation, and personalization. Media companies came in fifth for customer experience and last for both operational excellence and business innovation.

Media companies have the most ground to cover in their digital transformation journey and would be well-served to start by focusing on customer relationships. Indeed, media companies have been focusing their digital transformation efforts on creating digital products to expand opportunities for direct interactions with customers and have been looking to deepen these relationships by building into new verticals, unifying online and mobile experiences, and shifting customer agreements to as-a-service.<sup>9</sup> Many media companies are seeking to solve their cord-cutting dilemma by focusing their digital transformation efforts on mobile product offerings. This imperative is necessary as younger generations consume free media directly from the internet, on streaming services, or through social media.<sup>10</sup>

Figure 8

### Media companies struggled the most with digital innovation



Base: 101 media companies and 606 total business strategy decision makers in the US and EMEA at companies with greater than \$250M in revenue  
Source: A commissioned study conducted by Forrester Consulting on behalf of Virtusa, July 2017



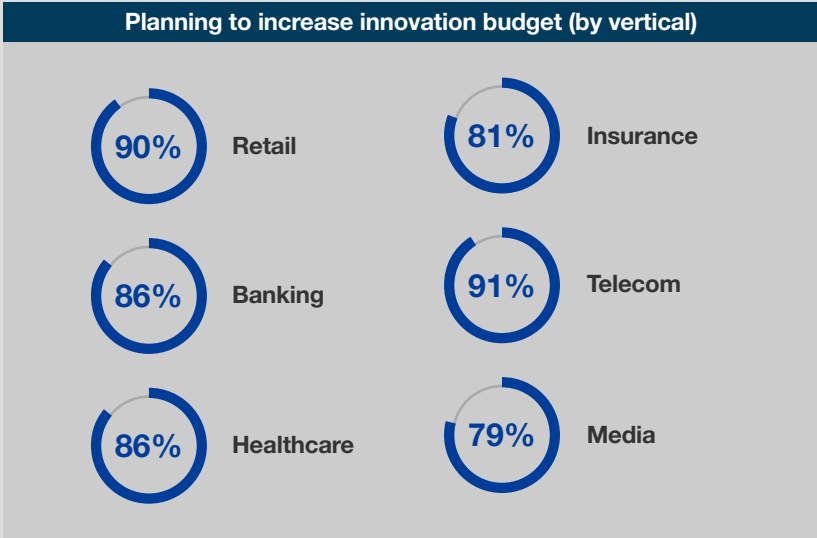
Media companies are looking to product innovation to solve an ongoing existential crisis.

# Competition Will Intensify As Firms Invest In Innovation, So Get Ready

Effective and sustained technology-based business innovation will determine a company's competitive success. Disruption is occurring in every market, and project-based investments, focused on simply improving the current state, won't be adequate to survive.<sup>11</sup> In the study, 85% of firms said they would be increasing the budget their company allocates for digital transformation next year — with 37% indicating that the increase would be substantial (by 10% or more). This holds true across all six verticals we covered for the report (see Figure 9). Media companies represented the group least likely to increase investment and also to increase investment substantially (by 10% or more) next year. Still, nearly eight in 10 planned to devote more budget to innovation next year, and 21% said they would increase substantially.

To succeed, firms will need to innovate and change their products, processes, go-to-market strategies, and organizational structures to meet the changing needs of their customers in a rapidly evolving marketplace.<sup>12</sup>

**Figure 9**  
The vast majority of firms across verticals plan to increase innovation budget next year



Base: 606 business strategy decision makers in the US and EMEA at companies with greater than \$250M in revenue  
Source: A commissioned study conducted by Forrester Consulting on behalf of Virtusa, July 2017



Among vertical categories, media companies were least likely to say they'd increase budget substantially (by 10%+) — still, one-fifth of media companies planned to increase substantially next year.

## **BUILD YOUR VISION FOR SUCCESS**

The call for innovation is prompted largely by technology and the way technology is fundamentally changing the relationship between consumers and brands. Innovation and digital transformation require building business technology partnerships that feature a modern, agile, and customer-focused approach to the technologies that drive the insights, processes, and engagement that foster success in the age of the customer.<sup>13</sup>

Choosing the right partner to help with innovation can be a daunting task. Cost, time, legacy applications, and a chorus of stakeholders need to be navigated while making these choices. Many of the firms in our study suggested that a couple of key considerations help drive these decisions for them. Nearly two-thirds of firms in our study said that having a clear business case for technology investment was critical in making their choice in a technology partner, and 56% said that having clear visual examples of successful implementations would help them make their choice.

Beginning with a business case is often critical for aligning executive support behind initiatives; however, with innovative ideas or products, there often is not enough information to make informed estimates at the onset. Instead, firms need to judge the business benefits accrued from such activities with longer time horizons and with metrics more typical of the venture capital community than traditional direct business value measures. Decision makers must focus on building a portfolio of innovation investments that align with their firms' specific needs, and be mindful of how implementation, prioritization, and communication strategies will necessarily shift based on the level of risk, depth of investment, and particular audience being targeted.<sup>14</sup>

# Key Recommendations

Forrester's in-depth survey of 606 business decision makers about their innovation strategies yielded several important recommendations:



## **Lay the foundation for innovation by becoming customer obsessed.**

Begin by ensuring you're tackling customer insights and getting to know what your customers need, want, and expect from you. The reason for this is two-fold: one, your customers must act as the north star for every decision you make in today's business environment, and two, customer insight forms the foundation for many other capabilities in the path to innovation — it's no coincidence that firms that struggled with numerous innovation capabilities in our study were also challenged with customer insights.



## **Build your case and vision for winning over executive stakeholders.**

Executives will want to understand "why" innovating is critical to your business and what success is going to look like before they throw their support behind your efforts (assuming they aren't leading the call). Work with current or prospective technology and strategy partners to build your vision for success.



## **Establish your baseline to build your digital transformation roadmap.**

Digital transformation initiatives must begin with a clear-eyed assessment of your relative strengths and weaknesses; build a roadmap that reflects them. As you develop and pursue your digital transformation roadmap, make sure to identify quick win opportunities and be prepared to broadcast them across your organization in order to win executive and business-sponsor support and to build momentum for longer-term initiatives that will require more investment, collaboration, and patience.



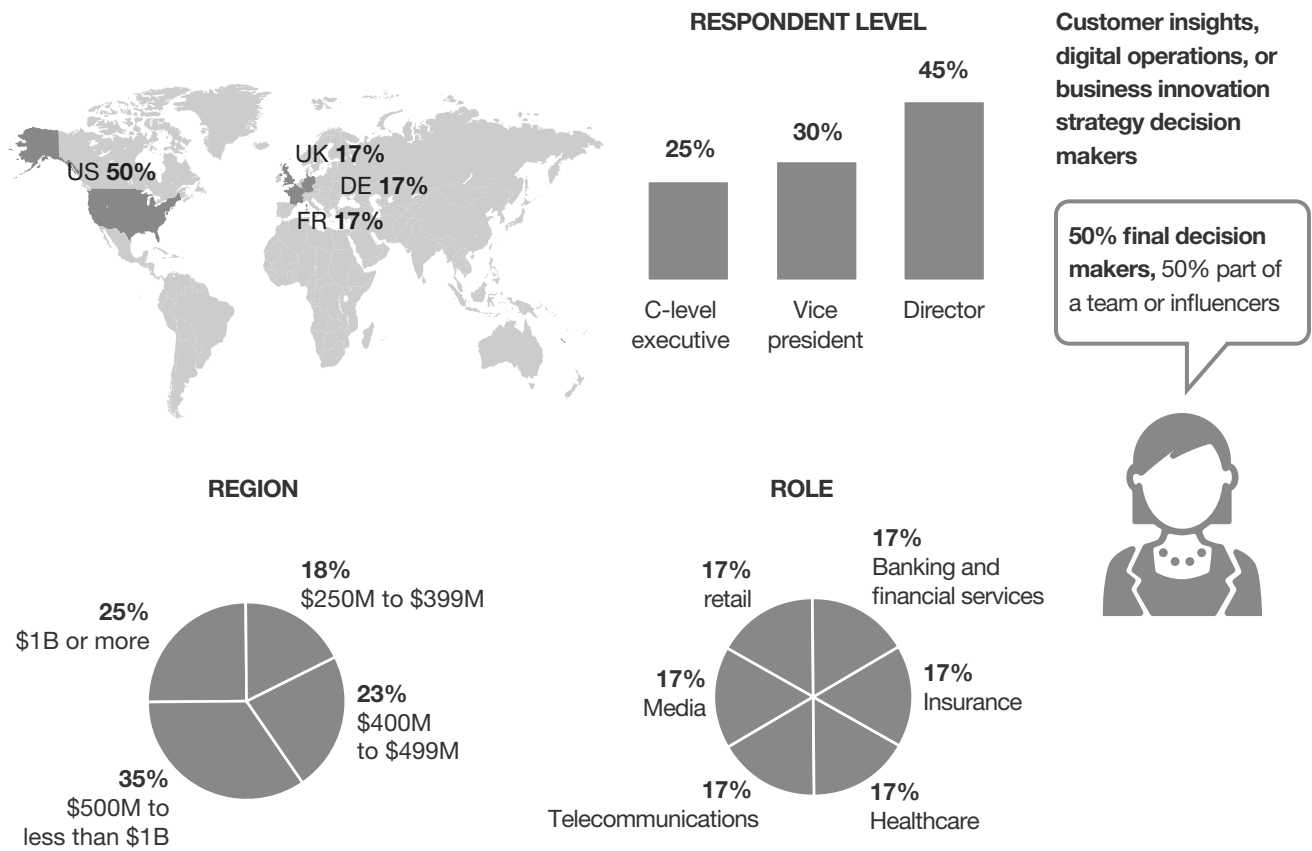
**Put innovation at the heart of your culture.** An innovation culture requires communicating the innovation opportunity to others in the organization, facilitating the development of innovation expertise, creating a safe climate for risk taking, and using a combination of learning approaches to develop innovation capabilities. Look at opportunities to use training that enables employees to learn about the innovation agenda and how they can become creative contributors, and encourage informal learning that occurs mostly during the idea development process with communities of practice that enable innovators to share ideas and get feedback.



# Appendix A: Methodology

In this study, Forrester conducted an online survey of 606 organizations representing six verticals in North America and Western Europe to evaluate the state of digital transformation readiness today. Survey participants included decision makers in customer insights, digital operations, or business innovation strategy. Questions provided to the participants asked about their current plans and capabilities in digital transformation. Respondents were offered a nominal monetary incentive as a thank you for time spent on the survey. The study began in November 2016 and was completed in July 2017.

# Appendix B: Demographics/Data



Base: 606 business strategy decision makers in the US and EMEA at companies with greater than \$250M in revenue  
 Note: Percentages may not total 100 because of rounding  
 Source: A commissioned study conducted by Forrester Consulting on behalf of Virtusa, July 2017

# Appendix C: Supplemental Material

## RELATED FORRESTER RESEARCH

“Applying Forrester’s Best Research To Help You Be An Innovation Leader,” Forrester Research, Inc., May 31, 2017.

“Digital Rewrites The Rules Of Business,” Forrester Research, Inc., April 27, 2017.

“Personalized Fast Data Delivers Business Outcomes Your CEO Cares About,” Forrester Research, Inc., December 21, 2016.

“Accelerate Digital Innovation Through A Business Technology Partnership,” Forrester Research, Inc., February 21, 2017.

“Innovation Creates Options For Future Business Value,” Forrester Research, Inc., February 12, 2015.

## Appendix D: Endnotes

- <sup>1</sup> Source: “Applying Forrester’s Best Research To Help You Be An Innovation Leader,” Forrester Research, Inc., May 31, 2017.
- <sup>2</sup> Source: “Digital Rewrites The Rules Of Business,” Forrester Research, Inc., April 27, 2017.
- <sup>3</sup> Source: “Personalized Fast Data Delivers Business Outcomes Your CEO Cares About,” Forrester Research, Inc., December 21, 2016.
- <sup>4</sup> Source: “Healthcare Must Embrace Digital To Win In Consumer Engagement,” Forrester Research, Inc., November 10, 2016.
- <sup>5</sup> Source: “The Digital Insurance Imperative,” Forrester Research, Inc., April 26, 2017.
- <sup>6</sup> Source: “Make Omnichannel A Cornerstone Of Your Telecom Digital Transformation,” Forrester Research, Inc., March 17, 2017.
- <sup>7</sup> Source: “Vertical Needs Set The Course For Digital Product Transformations And Strategies,” Forrester Research, Inc., June 7, 2017.
- <sup>8</sup> Source: “OTT Ushers In A New Era For TV,” Forrester Research, Inc., April 8, 2016.
- <sup>9</sup> Source: “Vertical Needs Set The Course For Digital Product Transformations And Strategies,” Forrester Research, Inc., June 7, 2017.
- <sup>10</sup> Source: “Vertical Needs Set The Course For Digital Product Transformations And Strategies,” Forrester Research, Inc., June 7, 2017.
- <sup>11</sup> Source: “Understand The Digital Business Landscape,” Forrester Research, Inc., February 8, 2017.
- <sup>12</sup> Source: “Innovators Will Be The Winners In The Age Of The Customer,” Forrester Research, Inc., February 12, 2015.
- <sup>13</sup> Source: “Accelerate Digital Innovation Through A Business Technology Partnership,” Forrester Research, Inc., February 21, 2017.
- <sup>14</sup> Source: “Innovation Creates Options For Future Business Value,” Forrester Research, Inc., February 12, 2015.