



Business



Lost in a digital sea?
Discover the trusted
integration bearing to
put you back on course



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Executive summary

The rapid change in technology is making the infrastructure landscape more complex and disrupting existing business models. Integration is critical in ensuring systems, services, and infrastructure run securely and seamlessly to support change.

In an increasingly volatile and competitive marketplace, enterprises must transform to survive. A holistic strategy that aligns technology with business outcomes is pivotal.

Transformation typically requires modernization and bringing new technologies on board, such as artificial intelligence (AI), in a bid to retain a competitive edge.

True transformation warrants a proper integration between day-to-day, innovative, and disruptive practices. This is usually a conundrum shared by CIOs, CDOs, and CEOs: how to integrate resources, methodologies, and systems that move at a different pace? Having a trusted partner to help with this is imperative. A deep understanding of the technological landscape can help identify your business needs and the right technologies to achieve business outcomes while helping you seamlessly implement them.

Look at the business first

Business comes first. Enterprises must put their business infrastructure under the microscope. As Gartner¹ points out, enterprises need to define and articulate their digital business ambitions and align them across the organization. From a business point of view, they also need to look at how they will balance optimization and transformation objectives against business goals.

Establishing and maintaining business outcomes is imperative for any transformation project. Integration is a supporting component of this mechanism and one that trusted partners will deliver as part of the overall solution build.

Trust is paramount.

Trust in these business outcomes will allow an effective remodeling of how legacy, current, and future services can be harmoniously combined.

Trust in the right transformation plan, including global adoption and extra care when day-to-day meets with disruptive change, ensures outcomes are met.

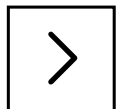
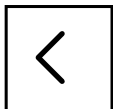
Trust allows the enterprise to focus its resources without compromising its competitive edge.

No two enterprises are alike

Every enterprise is unique. It is, therefore, essential to understand that every enterprise's integration strategy depends on its goals and digital maturity.

A consultancy approach enables the integration partner to connect technology with business outcomes. It acts as a bridge between the technical world and business challenges to deliver real value. Integration requires an end-to-end vision from up-front preparations through to execution phases. This provides an overarching view of the flow of data, processes, and tools through the organization, partner, and additional providers.

This whitepaper looks at multiple integration approaches, including Walk-In and Take-Over (WITO), the Business Outcome Driven Mindset. These should drive consultancy surrounding transformation and deploying new technologies such as hyper automation to accelerate business outcomes.



Building a bond between consulting and integration

Consulting and integration partners can help any enterprise cut through the transformation process and find the best starting point and framework for continuous improvement and new business value. The bond between consulting and integration is paramount to the success of the transformation. There will be a permanent disconnect if one is not active without the other.

Companies undertaking digital transformation should start with understanding the expected business outcomes before addressing the business processes and systems that support them. Some enterprises dive into technological requirements without understanding why they must adopt them and what they need to integrate. As a result, it is estimated that 70% of digital transformations fail.

Much of this is down to not attaching a **compelling “why”** to the change effort, poor integration, and execution while failing to include fact-based targets². There are many steps to transformation, and integration is pivotal. Integration helps to make enterprises more agile and adaptable to dynamic situations.

With greater insight into customer behavior and keeping up with their expectations, the **compelling “why”** links the partner with integration. This approach improves security and efficiency by automating processes that reduce overall costs and increase productivity thanks to artificial intelligence (AI) and data analytics.



Three priorities for digital integration

1



Create a sustainable strategy

The strategy should look to define the goal/aim that transcends the existing/present and the future. It requires effort to make it:

- Clear and easy to apply to the entire organization.
- A unifying force in the company, easy to embrace by the people. This is the approach mainstream consultancy takes.

2



Be clear on the path to change

The strategy should embody the values the company wants to ascribe to itself. Employees need to be able to be reflected in and identify with it. This is the approach we take at Orange Business – helping enterprises translate the strategy into the daily roles of their employees.

3



Manage complexity

Digital transformation comes with many components, integrations, and processes, meaning that change programs come with innate complexity. This complexity comes in many forms, from global versus local processes to gaps between business processes and the way solutions are set up. Thus, enterprises must carefully consider the implications of their existing systems against new and evolving technologies and transformation roadmaps. Integration can help put existing legacy systems to good use while introducing new solutions and services. This is the approach the consultants at Orange Business take to align with our data integration expertise.



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Business outcomes need to be the focus of digital transformation

Business outcomes should be the prerequisite for any form of integration. Off-the-shelf products have a purpose, while integrated solutions must reflect the organization's strategy, values, and business acumen. Having said this, integration is a complex process, requiring research and expertise to deliver business benefits and achieve both short- and long-term goals.

There are a few critical components to consider in delivering business outcomes through digital integration as part of a change strategy. These will differ depending on an enterprise's circumstances and requirements.



1 Defining transformation around business outcomes

Digital transformation goes way beyond technology modernization. First and foremost, it is about finding core values, strategies, and business outcomes to move toward.

It is suggested that enterprises should **first align and optimize their business processes** and then choose the best solution for the task. And not the other way around.

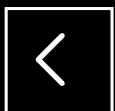
It is critical to **look at the transformation's impact on the business**

A plan is best put in place, from existing processes and structures to new models and working methods. This demands rethinking how processes and workflows work internally and across the ongoing transformation journey. This digital maturity includes a learning curve.

As part of the plan, don't simply look at **resources** as being legacy or not – but assess if they can **serve business purposes** and how they fit into the overarching roadmap.

So-called legacy resources can and should be part of the solution for several reasons:

- Avoid a “them and us” situation where legacy teams, processes, and technologies are pitted against the new solutions. Proper transformation involves all parties joining together, emphasizing the organization's values, goals, and strategy. Why? Because they all have an important part to play.
- There are ways of using hyperautomation to enable legacy tools to play a crucial role in the new ways of working.
- Just because new hardware, software, and processes have arrived, it does not mean they will fulfill all goals. Modernization should not be used as the be-all and end-all.



2 Understand how you can achieve change

After the “why” is known, it is pivotal to understand exactly how an enterprise can achieve transformation in the right way, with minimum disruption.

If the strategy is a central decision, it needs to be decentralized and made relevant for all countries and remote sites that may not require the same capabilities. Here, finding the right, trusted partners to move towards defined goals is important.

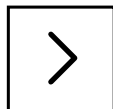
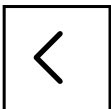
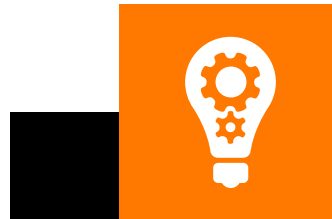
A trusted partner will help to translate central strategy at the local level, turning the why and the compelling goals into KPIs and actions supported by critical success factors and operational key results. This will make the strategy goals part of the operational reality.

3 Having the right mindset and digital talent

Enterprises need the right digital mindset and talent to ensure a successful transformation.

Employees should also understand the importance of sharing and collaboration to leverage digital. **Look to align people, processes, and technologies to support business outcomes.** Put the right resources and practices in place to enable talent to grow and flourish.

Trusted partners and their consultancy teams can work with enterprises to find the right practices and upskilling programs that work best for them. A trusted partner can optimize and automate repetitive and low-value tasks, freeing up valuable resources to be upskilled as part of a continuous training program.



4 Creating value for everyone through change

It is essential to understand the business outcomes to outline the business KPIs and define the technology afterward.

Nearly half of the value loss in digital transformations happens at the target setting and planning phases³. It is paramount that an **enterprise's business values are meaningful to both employees and customers.**

Setting targets, for example, is not enough to motivate people. They need to understand precisely how the change will impact their roles and the short- and long-term positives. Even so, it can also bring meaning to the contribution of the company and employees towards larger goals on the "human aspect".

From a customer perspective, well-thought-out integration can increase customer value by improving processes and workflows. This can include the time required for workflows, for example, or by providing faster customer service points of access.



Enhancing customer engagement

An airline was going through a digital transformation strategy to adopt a hyper-personalized approach with its passengers to catch their attention. As a long-term partner, Orange Business put forward its unique consultancy lead approach based on its requirements, not just technology-driven.

Orange Business consultants looked at the "why", which helped to build the new foundations for customer experience, allowing it to be data-driven before looking at the technologies. This approach has enabled the airline to build a whole new target operating model. It has allowed the airline to better engage with customers and be more flexible in creating and delivering new personalized pre- and post-travel services. This includes external services such as car rental.



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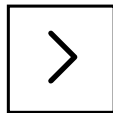
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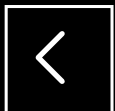
The future of business is with composability at all levels

The next step is to find out the “**what**”. A compelling transformation strategy is best formulated to be composable – built with integration, flexibility, and hyperautomation in mind to cope with today’s volatile market conditions.

According to Gartner, a composable business approach enables enterprise leaders to make decisions that would have been considered too risky without composability’s architecture⁴.

Composable business means building a modular enterprise from interchangeable, secure, customizable, and automatable building blocks. This makes the organization more agile, resilient, and able to adapt quickly to dramatic market shifts, such as the supply of raw materials or a break in a supply chain. This way of thinking enables businesses to survive and take advantage of opportunities thrown up by distracting times.

It also allows a response to be built to the ‘what’ questions above iteratively. It is important to check frequently to ensure that the vision expressed at the leadership level fits into the solutions roadmap.



The three pillars to consider in your plans

The three pillars of composable digital business that enterprises should incorporate in their overarching transformation strategy are **thinking business architecture**, and **technology**.

This approach changes people's work from "fixed and planned for the long term to flexible and continuously reviewed," explains Gartner.

Composability requires fast, small changes requiring higher levels of automation to take advantage of opportunities. Segmenting the business architecture into modular parts allows them to be changed autonomously and as required instead of going through one significant annual change, for examples.

An adaptive business model

Composability starts with business needs and how they will impact the infrastructure. This means taking a more business-orientated and less technology-orientated approach. This is why many enterprises choose a pick-and-mix model to utilize best-in-class capabilities.

By 2026, all the top 20 cloud platforms and SaaS providers will offer component marketplaces to enable customers' composable strategies⁵.



Business composability comprises mindset, practices, and tools to speed up a digital business. Implementing plug-and-play best-fit components and effectively integrating them. It can be complex, however, and it is thus advisable to partner to manage the complexity.



Supporting a nonprofit to draw up its transformation strategy

A global nonprofit organization needed to connect digitally and securely to its external stakeholders, including individuals, other nonprofit organizations, and governments across the globe, to collaborate better and streamline communications.

Orange Business and its team of consultants and integration experts are working with the nonprofit to ensure its network, applications, and automations running in the cloud are always available and secure.

As part of its digital transformation, Orange is establishing strong governance for the organization to leverage its data's power through analytics further to support worldwide causes.

The transformation will enable the organization to be more agile and efficient while reducing its operating expenses.



Eliminate integration complexity with Walk In and Take Over (WITO)

The goal of composable, modular infrastructures is to support the seamless integration of independent best-in-breed solutions. However, infrastructures are growing in complexity, and enterprises need to get over management issues. Walk In and Take Over (WITO) provides a single point of contact for technologies, partners, and services.

Multinationals have expanded through organic growth, mergers, and acquisitions. Sites are often locally or regionally managed and may lack the same level of support or capacity as others closer to headquarters. This may result in a lack of alignment on people, processes, and tools locally available and central expectations. No one-size solution fits all. As a result, the enterprise has no single view of its global infrastructure to effect change.

This can be addressed by standardizing, consolidating, integrating, simplifying, and automating where appropriate. This can increase security, agility, and scalability, while reducing costs and rationalizing management.

Rethinking tech transformation with WITO

The biggest downside of managing complex infrastructures and integrations in-house is the support and cost requirements. Working with an experienced partner allows for the mutualization of expert resources across the enterprise's sites, which should maximize efficiency towards business outcomes. It also minimizes risk and enhances agility and resilience.

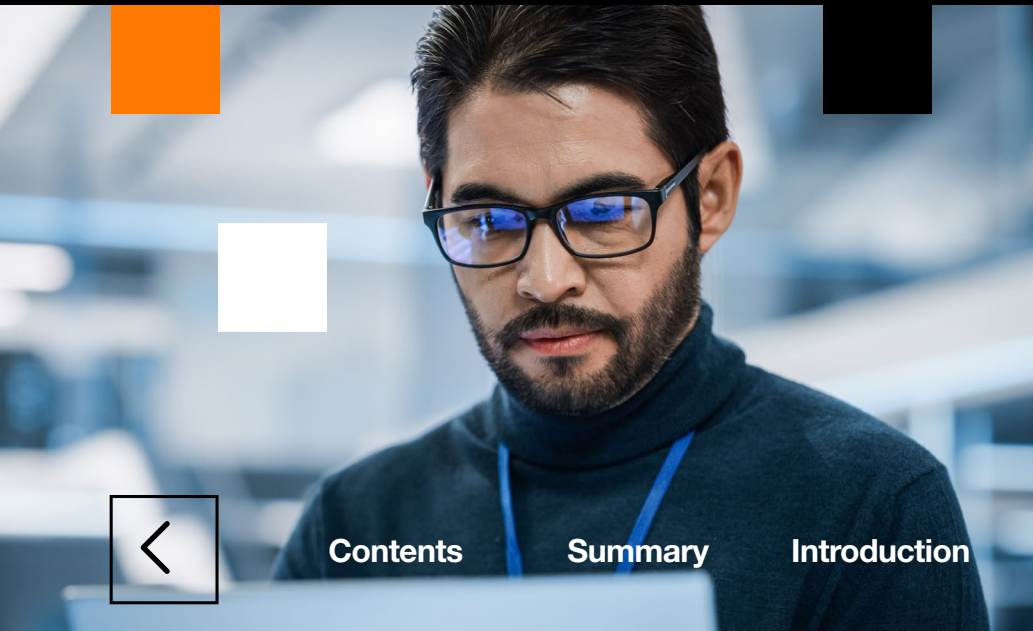
“Walk In and Take Over”, or WITO, is explicitly designed to erase complexity and provides a single point of accountability for multiple technologies, partners, and cloud services across various providers and applications.

WITO: the answer to successful integration

Understanding the infrastructural needs of the business to optimize efficiencies and align them with short and long-term goals is the first essential step of WITO.

Here, a digital maturity assessment is advisable before embarking on WITO to identify current digitization levels, highlight weaknesses, and spotlight where improvements can be made.

Partners can work with the enterprise to create an integration strategy to address current business goals and foundations for future change. This begins with checking existing tools, processes, resources, and skills and looking at how they can be developed to support the business roadmap.



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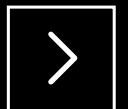
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One trusted partner

WITO is built on a one-trusted partner, one-umbrella concept. Consolidated SLAs cover the whole infrastructure, significantly reducing complexity and providing greater insight into budgets, end-of-life of products, and future, previously managed by local and regional management teams in silos.

The partner works with the enterprise on integration and best practice service management to ensure this ecosystem is all orchestrated together for maximum business benefit. A partner can help to optimize time spent on projects to meet business goals.

As well as increased transparency and consistency across the globe, WITO provides several other benefits, including paving the way for continuous technological improvement and increasing value for money.

Automation procedures can handle data spread across multiple IT and business applications. Data automation is critical to extract, transform, and load data easily as required. It can also be invaluable in managing large data migrations.



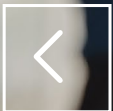
Digitize, connect, and transform

A leading energy company was looking to introduce a new business model to the convenience stores attached to its gas stations worldwide and to enhance security. Each country had its own governance.

Orange Business spoke with the enterprise at the business level to understand the business drivers and then define how to connect technology and business needs. The Orange Business team designed a tailor-made secure network infrastructure to support business outcomes regarding performance, features, and management.

Orange Business worked within the customer's in-house teams, ensuring buy-in from the various departments. Orange Business was also key in supporting the local sites as the deployment partner.

End-to-end consulting approach from upfront studies to deployment, guaranteeing that technical solution is relevant to business needs and fast project delivery and customer experience improved.



Hyperautomation transforming outcomes for business processes

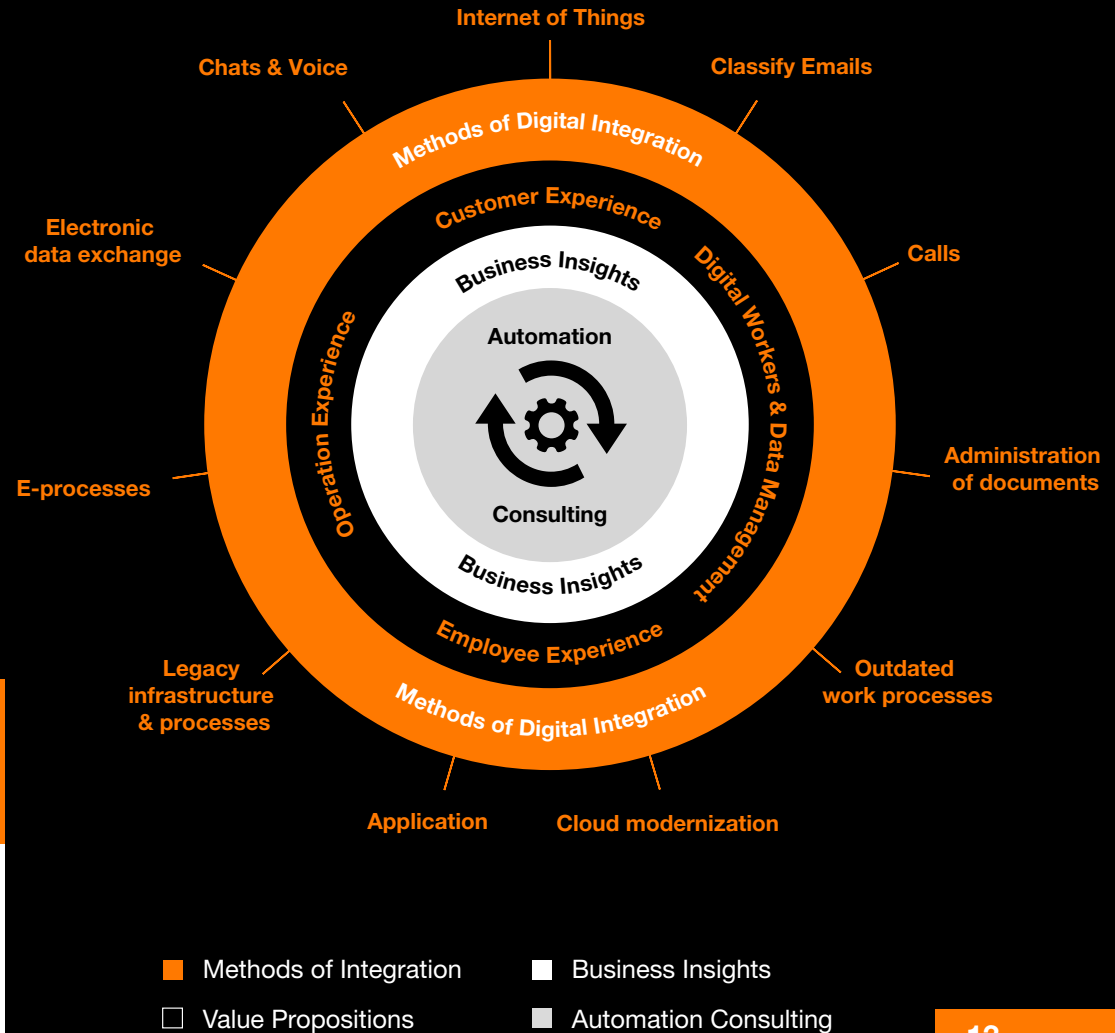
Automating and streamlining business processes is an important route to achieving business outcomes. This is where hyperautomation comes in. It is one of the many possible frameworks within a digital transformation.

Integrating intelligent automation helps enterprises gain efficiencies and agility to scale. The focus is on achieving business outcomes through digital integrations powered by hyperautomation.

Futureproofing business with hyperautomation

Hyperautomation suggests that “everything which can, and should, be automated, will be automated, eventually.”⁶ Automation procedures are invaluable in managing large amounts of data and migrations. Thus, hyperautomation is a good start for digitalization.

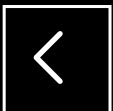
Advanced automation solutions include automated process mining and AI/Ops for faster decision-making. Common use cases include customer services, finance operations, managing and tracking orders/invoices in manufacturing supply chain, HR and employee management, etc.



65% of organizations



that have deployed automation technologies will introduce Artificial Intelligence (AI) like machine learning (ML), natural language processing (NLP), process mining, task mining, and intelligent document processing (IDP) capabilities by 2024⁷.



Combining hyperautomation with integration to get the most out of your business

To scale up their automation journey, some enterprises may be looking to start automation programs immediately after deployment. During the adoption period, they would like to see automation footprint increase and workforce dependency decrease.

Why? Because automation improves productivity and enhances value across the organization by simplifying complex operations, improving data processing accuracy when it comes to large volumes of data, and more consistent and predictable actions when it comes to business processes, for example.

Some benefits would be:

- **Reduce operational silos** by integrating systems.
- **Enhance agility and smart decision-making** to support business outcomes and collaboration across the organization and wider business ecosystem.
- **Increase customer and employee experience.**

Consequently, hyperautomation can run tasks such as forecasting stock and automating re-stocking, checking product quality standard reports, tracking delivery schedules, and streamlining invoice workflows from data correlation with payment systems, for example.

This approach, however, isn't without its challenges. Hyperautomation can include costly process reengineering, lengthy change management, and secure infrastructure tweaks.

Starting the hyperautomation process

Enterprises are wise to work with a trusted partner to handle and optimize sensitive data and critical processes.

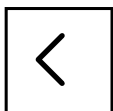
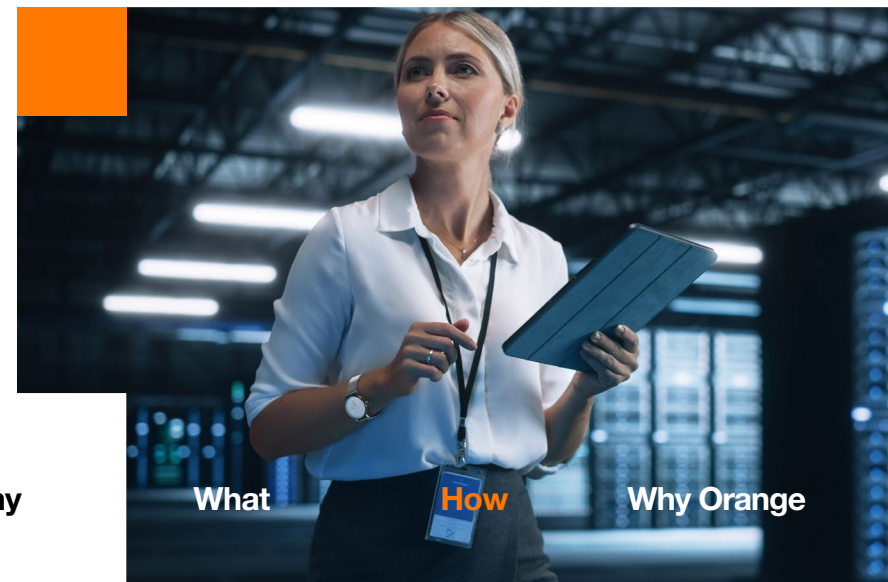
A partner-centric approach

A trusted partner can help you by creating a robust hyperautomation strategy, bringing operational savings and productivity to the business. But this is just one part. Hyperautomation is also about improving the customer and employee experience while targeting the right business outcomes.

The first step is identifying the use cases. When the best use cases have been chosen to deliver the business value, the technologies can be chosen. **Technology is the enabler**, and everywhere there is the scope for automation, it can be automated as part of this continuous journey.

Partners can help the enterprise examine business processes and technologies and identify hyperautomation opportunities to create an overarching strategy. This includes looking at operating models, prioritizing processes, and assessing risks and the impact of a hyperautomation program on employees.

By adopting a partner-led approach to hyperautomation, driven by the right capabilities and technologies, enterprises can choose the right business cases and applications to accelerate efficiencies, thus reducing overall risk.



Suggested steps on the hyperautomation journey

- 1** Assess the organization's current level of hyperautomation maturity and decide on your journey to a higher level.
- 2** Analyze annually different automation tools, live with multiple software tools, or add more software tools.
- 3** Build awareness and an adaptive approach to automation governance to bring all automation initiatives under one view.

The benefits of a partner-led approach to hyperautomation include:

- ✓ Discover impactful business processes by selecting the right ones for automation.
- ✓ Help improve data accuracy with the right extraction method technology.
- ✓ Single framework to manage multiple automation vendors.
- ✓ End-to-end process transformation.
- ✓ Provide insights on automation results and drive ROI.
- ✓ Strategically scale automation across your enterprise and do much more.

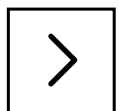
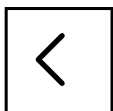


Automating manual processes delivers on accuracy

A multinational chemical producer with a complicated mix of subsidiaries, joint ventures, production, and integrated production sites across the globe was going through an employee experience transformation and looking to automate manual processes where possible for faster resolutions, especially in data accuracy.

Following a consultancy stage, which included workshops and process mapping to understand requirements and pain points, Orange Business deployed intelligent automation to check legacy application behaviors. This replaced manual monitoring with automated procedures and back-office transactions integrating multiple tools and systems. The solution is scaled to include the broader ecosystem to drive hyperautomation benefits and will support future automation projects the multinational may have.

The solution has significantly reduced average handling times, provided 100% accuracy for reporting and process closures, and avoided any potential downtime.



Integrate to accelerate digital transformation with Orange Business

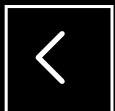
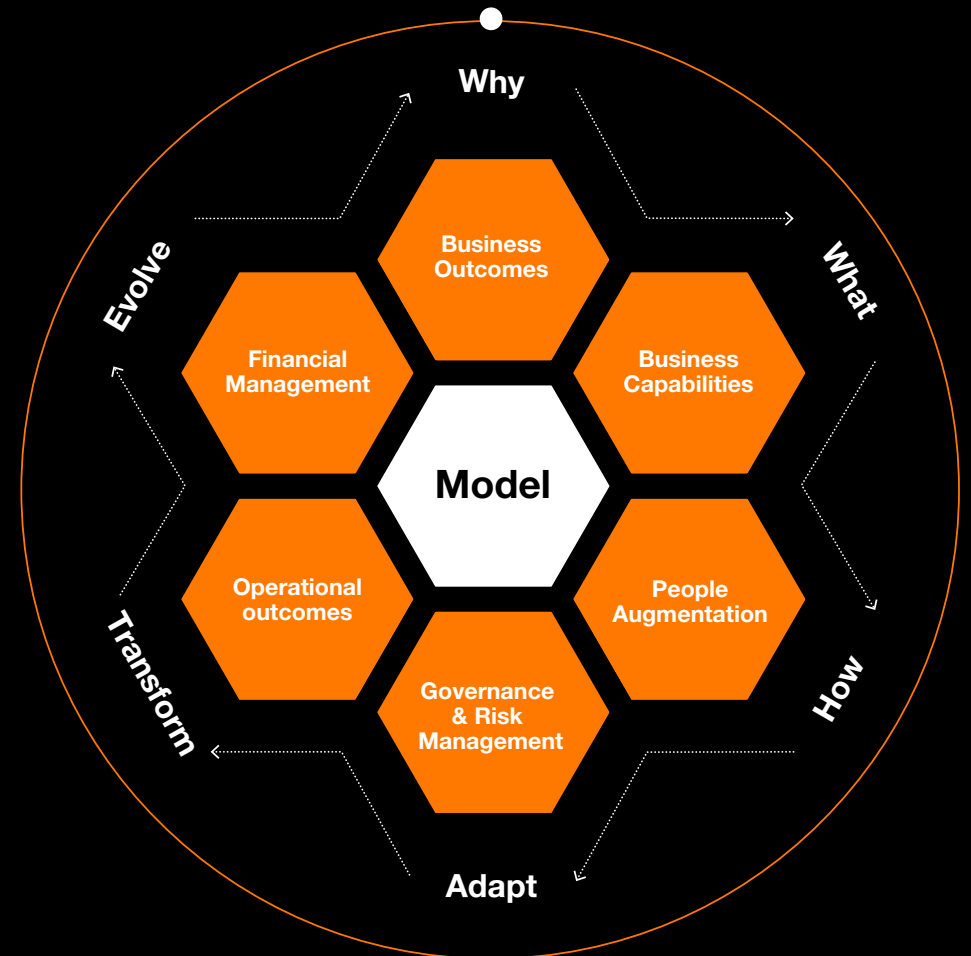
Business-Outcome Driven Mindset

Being “Business-Outcome driven” is not just a mantra that should resonate throughout customer engagements; it also feeds into ‘new business models’ as well as tools, such as Gartner’s BODEA (Business Outcome Driven Enterprise Architecture).

Here at Orange Business, we strongly believe **understanding the “why” behind those business outcomes is the main driver across the integration journey**, as it will align and federate all contributing forces. A new technology landscape will naturally emerge as technology choices become relevant.

As exemplified by the Orange Business “Business Outcome Based Model” below, the flow is as follows:

- Unearth **why** our customers need to change the north star they strive to follow.
- Derive **what** is required to move forward: business capabilities stemming from the rationale associated with the **why**.
- Establish **how** to achieve the new value and relevance delivered through that same business lens.
- **Adapt, transform, and evolve**: These phases link to a continuous shift in mindset, behavior, and practices that will drive the iterative build of a solution, with technology choices naturally derived from earlier phases.



Orange Business: a trusted partner

To ensure your business is relevant and linked to the broader ecosystem, it is essential to have a trusted, flexible, and reliable partner.

Look for a partner who can transform your organization efficiently and securely through consultancy and strategy creation through best-in-breed technologies and optimized operations. Orange Business can help you uncover business potential, tap into new opportunities, and continuously improve.

A united business vision

Enterprises face challenges with siloed priorities and overstretched resources, resulting in disappointing transformation initiatives. Our consultancy-led approach can help you release additional business value through a federated vision with current and future resources to work together, modernize when relevant, and grow financials and also sustainability and work satisfaction.

Our highly experienced consultants can work as part of your team to derive a business strategy from this vision and enforce it when building the solution (processes, people, and then technology): it starts with **the why, the what, and the how**. Our consultative approach begins with advice on why and how you want to change measured against sustainable business outcomes and relevance. It considers digital practices, determining how to disrupt yourself and your customers to deliver on outcomes.



Working together 'inside' the customer's ecosystem

Orange Business and its teams of expert consultants are here to help enterprises like yours define the right vision. As well as supporting the initial discovery phases, Orange Business provides unique end-to-end capabilities, taking customers from the beginning through to the build, deployment, and run phases.

Consultants work alongside all teams from strategy to execution within the ecosystems of our customers and partners, powering the digital transformation, speeding up integration, accelerating project delivery, and enhancing customer experience overall.

Enterprise's business and IT teams are connected, so ensure efficiencies span the organization and IT. This includes getting buy-in from stakeholders, connecting IT with the broader business program, and interacting with business and technical teams for best-scenario outcomes alongside tailored support and continuous improvement, for example.

Our growing global consultancy team drives business-led outcomes for customers, making them more innovative, resilient, and agile.



1,200 plus consultant and digital integration experts worldwide



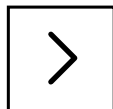
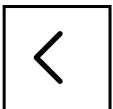
2,000 plus certifications



400 experts with digital integration skills connecting digital systems worldwide



A large and proven track record in technology partnerships



Find out more about how Orange Business consultants can help your enterprise become more relevant in a dynamic marketplace and drive new sustainable growth [here](#)

1. Gartner digitalization strategy for business transformation <https://www.gartner.co.uk/en/information-technology/insights/digitalization>
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