# Wipro's Digital Transformation Model

Transformation from a Communication Service Provider (CSP) to a Digital Service Provider (DSP)

The communications industry continues to experience disruptions driven by demanding consumers, evolving regulations, disruptive technology, and fierce competition. Digital transformation can help Communication Service Providers (CSPs) reap significant benefits in terms of go-to-market agility, developing platform capabilities, and improving customer experience and intimacy. The advent of 5G opens up an opportunity for CSPs to be the pivot of transformation for many industry verticals. However, digital transformation for CSPs clearly has implications across the value chain and Wipro's Digital Transformation Model has been designed keeping CSP transformation imperatives at the centre, while leveraging our experience and expertise in Communications as well as across industry verticals.

## The solution

Wipro's Digital Transformation Model has been derived using best practices from industry-best models and our years of experience in helping customers transform. Our Digital Transformation Model encompasses 3 key aspects of transformation:

- The Digital Maturity Assessment (DMA) framework
- Digital Service Provider (DSP) functional architecture
- The Digital Transformation Journey across Value Streams

## Benefits

The model delivers to key digital transformation imperatives of CSPs using the SAUCE framework enabling **S**pontaneous (real-time, insightful and agile), **A**daptive (intelligent, automated and self-healing), **U**biquitous (anywhere, any device and omni-channel), **C**ollaborative (industry verticals, ecosystem, partners and communities) and **E**lastic (scalability on demand).

Key benefits that CSPs derive from this model include understanding the as-is digital maturity status and the desired status, deriving the score and recommendations for transformation and underscoring the CSP to DSP journey with a well-defined Value stream based Transformation roadmap.
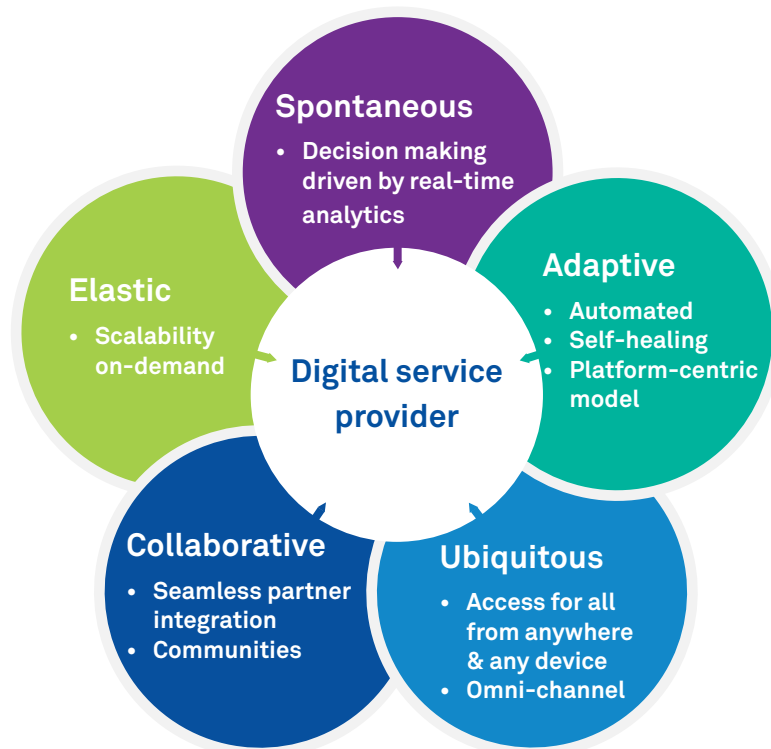


Figure 1: Key digital transformation imperatives of CSPs

## Features

Our DMA framework ascertains CSPs' digital transformational readiness from the technology, process and organizational perspective, providing a 360-degree view of their current digital maturity. This framework consists of the following 3 aspects:

- **As-is assessment:** Comprehensive assessment of existing technology, process, organizational estate and tailor-made questionnaire framework

- **Maturity analysis:** Application of Wipro's DMA framework for assessing the digital maturity by experts based on the inputs gathered

- **Score and recommendations:** Categorization of output to segregate the digital maturity, segment and organization-wide recommendations for digital strategy definition

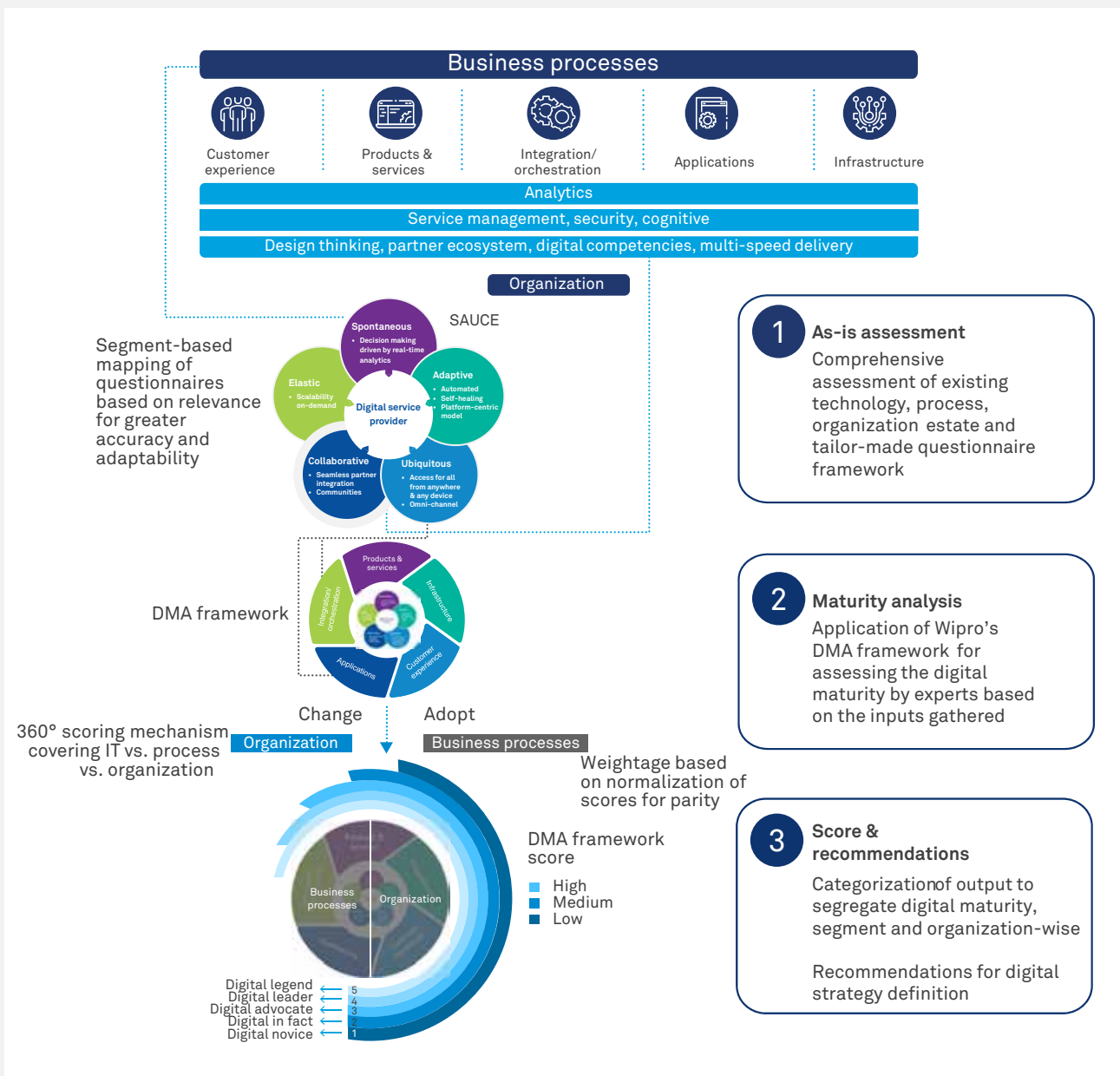## Wipro's DMS framework overview



Figure 2: DMA framework overview

The Output of the Assessment Framework is overlaid with our expert knowledge and normalization techniques to categorize clients into 5 Digital maturity levels namely Digital Novice, Digital Infant, Digital Advocate, Digital Leader and Digital Legend levels. Recommendation Initiatives (as part of the Transformation Roadmap) takes into consideration the Digital Maturity Index Score. The scores at segment level and Overall provided in a visual format act as a ready reckoner for the existing Priorities and strengths, and assess the gap to be bridged to elevate it to the next level of maturity.

## End-to-end framework from assessment to transformation

Our **DSP functional architecture** covers key domains and their respective elements within a CSP that are targets for transformation.

**Wipro's DSP functional architecture with key domains and value stream**



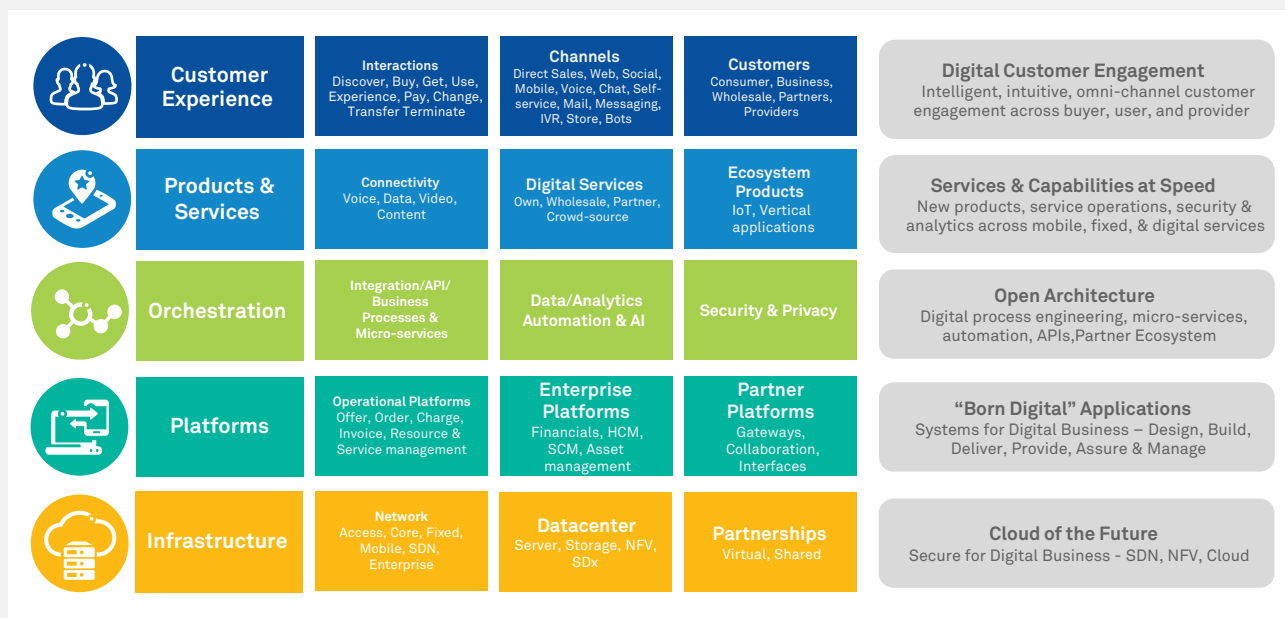| | | | | |
|---|---|---|---|---|
| **Customer Experience** | **Interactions** Discover, Buy, Get, Use, Experience, Pay, Change, Transfer Terminate | **Channels** Direct Sales, Web, Social, Mobile, Voice, Chat, Self-service, Mail, Messaging, IVR, Store, Bots | **Customers** Consumer, Business, Wholesale, Partners, Providers | **Digital Customer Engagement** Intelligent, intuitive, omni-channel customer engagement across buyer, user, and provider |
| **Products & Services** | **Connectivity** Voice, Data, Video, Content | **Digital Services** Own, Wholesale, Partner, Crowd-source | **Ecosystem Products** IoT, Vertical applications | **Services & Capabilities at Speed** New products, service operations, security & analytics across mobile, fixed, & digital services |
| **Orchestration** | **Integration/API/ Business Processes & Micro-services** | **Data/Analytics Automation & AI** | **Security & Privacy** | **Open Architecture** Digital process engineering, micro-services, automation, APIs, Partner Ecosystem |
| **Platforms** | **Operational Platforms** Offer, Order, Charge, Invoice, Resource & Service management | **Enterprise Platforms** Financials, HCM, SCM, Asset management | **Partner Platforms** Gateways, Collaboration, Interfaces | **"Born Digital" Applications** Systems for Digital Business – Design, Build, Deliver, Provide, Assure & Manage |
| **Infrastructure** | **Network** Access, Core, Fixed, Mobile, SDN, Enterprise | **Datacenter** Server, Storage, NFV, SDx | **Partnerships** Virtual, Shared | **Cloud of the Future** Secure for Digital Business - SDN, NFV, Cloud |

Figure 3: Wipro's DSP functional architecture overview

The Value streams for the Transformation Framework draws upon the TM Forum DMM framework and the Dimensions (Customer, Strategy, Technology, Operations and Culture) and enriches with our experience drawn from working with the Global Communication providers and the way they are structuring their value streams in their transformation journey from a CSP to DSP.
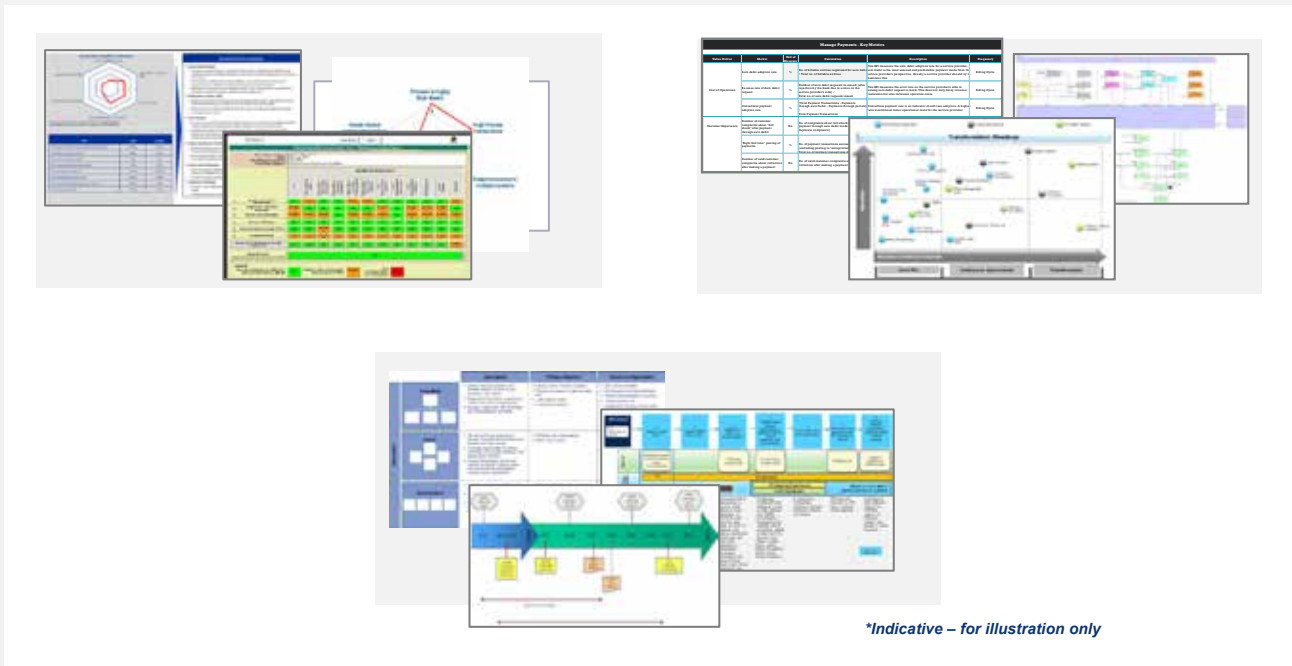
*Indicative – for illustration only*

Figure 4: Sample outcomes of the Digital Transformation Model

Critical Outcomes of the Digital Transformation Model are Digital Maturity Index, Well-Defined Targeted Functional architecture for a DSP and Recommendation laid out as a Digital Transformation roadmap - with distinct Initiatives spread out across the Value streams. Each initiative is detailed to provide:

- Measurable influence on the critical Business Outcomes

- Digital Maturity

- Impacted Personas, Systems and Processes

Also included is the Budgeted timelines and Cost for execution of each initiative.

Organizational Change management required is critical for a CSP to transform to a DSP and is required across the Value Stream Realization of the Transformation roadmap. As a part of these recommendations, detailing the Digital Ways of Working is an integral part of the Digital Transformation roadmap.

**Enabling key transformation imperatives for CSPs: SAUCE (Spontaneous, Adaptive, Ubiquitous, Collaborative, Elastic)**

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Our digital transformation journey blueprint lays out the transformation journey for a CSP to transform to a DSP.
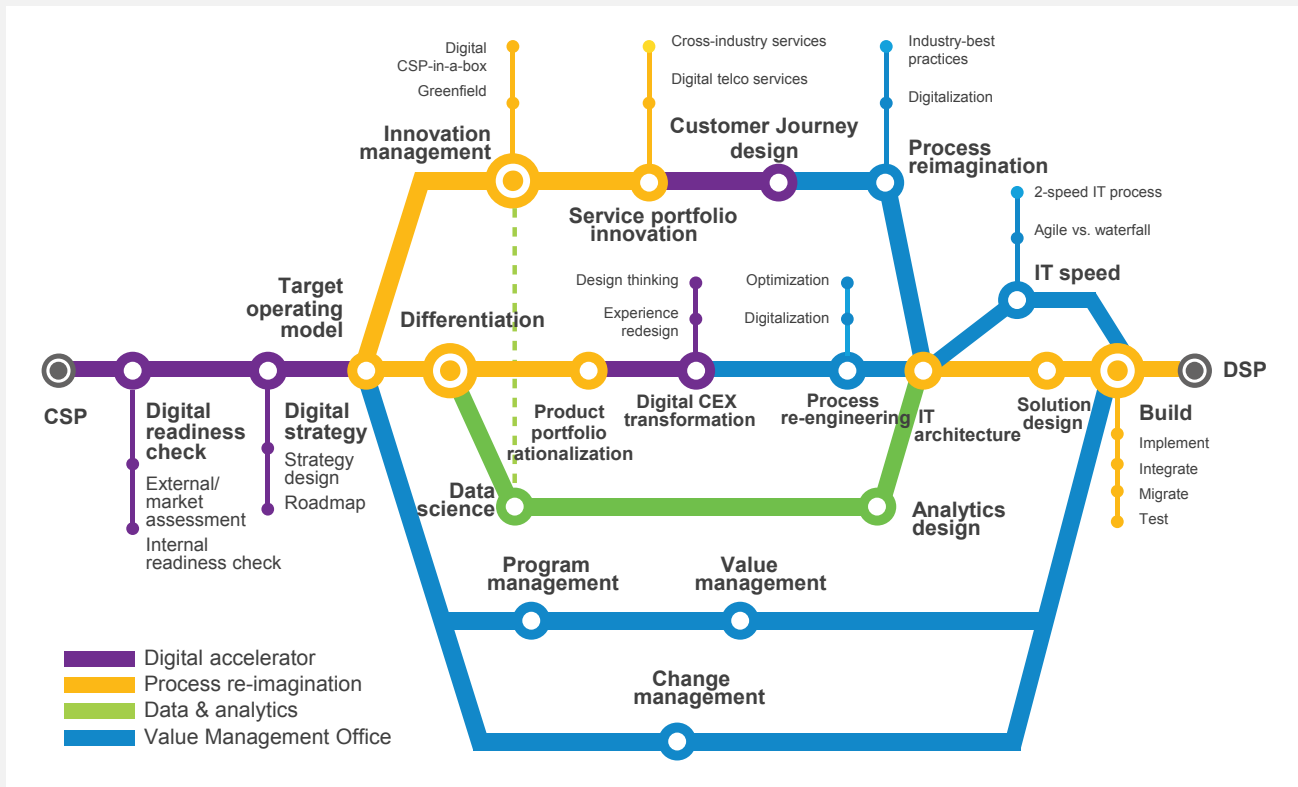


Figure 5: Digital transformation journey blueprint

Our digital transformation framework is not only an assessment tool based on industry-best models but also encapsulates our experience in transforming CSPs to DSPs. The model covers the elements of assessment, architecture and transformation. Wipro uses this model to evaluate CSPs' as-is state and provides a detailed Executable Transformation Roadmap to move towards the desired state.

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