Building the next generation insights-driven organization
Organizations are driving proactively to infuse intelligence into every facet of business with the goal of engaging customers, optimizing operations and transforming products and services. This has led to the creation of multiple “insights-focused organizations” within business groups, with a charter for implementing data-driven transformations. While initial investments have been rightly focused on modernizing the data estate, the next iteration needs to focus on accelerating the generation of disproportionate business value, keeping the end-user priorities in mind.

The following key step changes need to happen to embark on this journey:

- Connected systems and data programs need to pivot to connected experience driven programs
- Reports and dashboards need to mature into providing actionable insights
- Central portal for reports should transform into modern applications supporting speech-and touch-based interactions delivered through an omni-channel experience
- Investments on large data science teams are not sustainable, lean teams supported by on demand crowdsourced solutions are the need of the hour

The above goals can be achieved through an integrated experience led insights framework supported by a crowdsourced model.
Actionable insights tied to business KPIs lead to optimized operations, transformed products and services which in turn can improve satisfaction scores and end-user value.

<table>
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<tr>
<th>Current state</th>
<th>Future desired state</th>
<th>Key solution elements</th>
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| Connected systems and data                | Connected experiences      | • Experience-led design  
• Customer touchpoints and internal process maps                                           |
| Reports and dashboards                    | Actionable insights        | • Reports to Insights framework  
• Semantic model driven knowledge graph as brain to drive cognitive search |
| Central portals for reports               | Speech and touch-based interactions | • Data, intelligence and experience as separate concerns enabled through well-defined APIs  
• New end-user touchpoints beyond portal leveraging digital agents, cognitive services |
| Large, expensive data science teams       | Lean teams, on-demand crowdsourced solutions | • Bimodal org structure for predictive and prescriptive models leveraging crowdsourcing as accelerator  
• Gamification to drive new experiments |

Table 1: Future state vision and solution levers
The following logical architecture depicts how all these elements can work in an integrated and seamless mode.

Moving to this model can drive significant benefits:

- Connected experience focus can lead to engaged and happy end-users, in turn leading to improved satisfaction scores and end-user value.
- Actionable insights tied to business KPIs driving next best actions lead to optimized operations, transformed products and services.
- Speech-and touch-based interactions help meet end-users where they are, using chosen devices enabling flexible modes of consumption and engagement.
- On demand crowdsourced model for complex analytical modeling leads to faster time-to-market, innovation at rapid pace and scale with access to a diverse global talent base.
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Arindam is a digital transformation expert working with Wipro technology clients. He brings 18+ years of experience leading complex business transformation programs for a diverse set of customers aided by digital.

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