



The Executive's Guide to Perpetual Business Resilience

Always be ready to adapt and react to change



To thrive in a world that's constantly in motion, resilient organizations need to be able to respond, adapt and evolve quickly when market conditions change and challenges to their business model arise. You can't wait until the next shock forces a reaction. Transforming your business and operating models now puts the power and control over how you respond to change into your hands, whether you're dealing with the impacts of future health crises, natural disasters, labor shortages or supply chain issues.

Though you may know where you want to pivot in the face of incremental or sudden change, technical debt, regulatory issues and outdated processes, among other challenges, often stand in the way of rapid response. By proactively attacking these impediments you can close the gap between what your organization has today and where it needs to be to take advantage of tomorrow.

..... You can't wait until the next shock forces a reaction.

It's time to drive perpetual resilience

Simplify a complex technology landscape:

Proactively confronting technology and process impediments that slow you down

Manage organizational risk successfully:

Understanding and protecting your organization against the challenges of new business models and a connected world

Invest in automation in a focused and intentional way:

Increasing productivity and efficiency while recapturing the capacity needed for transformation

Scale innovation to create stakeholder value:

Accelerating product delivery to capture disruptive ideas, grow them faster and remain relevant

Don't let complexity slow you down

Simplify a complex technology landscape

Outdated systems, overly complicated processes and ever-expanding technology portfolios are just some of the causes of complexity in the modern enterprise. This burden leaves your organization unable to respond quickly to new challenges or opportunities while spending an outsized portion of budgets on managing and integrating antiquated solutions.

Resilient organizations break this cycle by addressing technical debt, streamlining operations and building simplified, scalable digital estates that quickly adapt to new business models and market conditions. Successfully removing complexity starts while prioritizing the delivery of customer value, so you address technical and process challenges that impact your development and operational value streams first. This approach quickly demonstrates the value these products deliver to your customers and builds the case for broader transformation.

Resilient organizations simplify and modernize their digital estates to quickly adapt to new business models and market conditions.



Not sure where to start? Ask yourself these questions to better understand how complexity slows down your organization and where to start your simplification efforts.

Top five questions for executives

1. How do you deliver value to your customers?
2. Where are the weak links in your operating model and what separates you from the competition?
3. What's keeping you from delivering an amazing customer experience?
4. Why can't you release products or services to the market faster?
5. Which metrics are important to your business and how you are being measured?

If you lack clear answers to any of these questions, then it's time to look at your existing operating model and technology footprint and consider whether it's a platform for improvement or an anchor holding you back from your next big opportunity. Enhance your ability to improve by identifying the technical debt created by legacy systems, outdated applications, unfinished projects or quick-fix digital projects and creating a plan to prevent it from impeding your organization or your next big pivot.



Simplifying a complex technology footprint – or reducing technical debt – improves your ability to deliver value to your customers and increases the resiliency of the entire organization, so you can:

Increase flexibility and revenue:

Shortening the time from conception to implementation reduces the time it takes you to launch new technologies and products by streamlining processes, automating delivery and creating composable architectures.

Reinvest in your future:

Identifying and remediating rigid outdated systems and antiquated platforms reduces the cost of technology and creates funding and capacity that you can move out of technology management and reinvest in the digital products and channels that fuel your business.

Focus on what really matters:

Understanding how products and value are delivered to your customers enables targeted and prioritized improvements that deliver the greatest lift to the organization while providing a secure, frictionless experience for your customers. Zero in on capabilities that differentiate the organization.

Act now

- Connect the technology footprint to how your business delivers products, creates platforms and provides value to customers.
- Identify the hotspots — immediate opportunities to pay down your technology debt — that will lift the customer experience while creating resiliency. Quick wins build momentum.
- Create a vision to continuously transform and modernize your technology landscape through the elimination of technical debt.
- Assess your organization's maturity and capacity for paying down technical debt while maintaining your customer commitments.
- Design an operating model that aligns the execution of technical projects to the delivery of customer value while prioritizing and governing the work to prevent your organization from accumulating technical debt or non-differentiated capabilities.



We started our digital journey with NTT DATA about five years ago, and they have been a tremendous partner with us... We trust NTT DATA because of their global outreach and thought leadership, as well as their expertise in diverse industries. That blend has been very valuable for our success.

– Muhammad Shami, Vice President,
Jackson Enterprise Technologies

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Negotiate the curves

Manage organizational risk successfully

Frequent cyberattacks, unpredictable supply chain disruptions and an ever-shifting regulatory environment – the onslaught of risks to which your business is exposed is constant. Unfortunately, the only way to avoid risk entirely is to close your doors. Assuming that’s not an option, the next best thing is to manage risk across the enterprise.

Resilient organizations go beyond risk identification and proactively manage the risks within their operations, digital estate and emerging business models. This approach protects your ability to serve customers and succeed in the market.

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Want to know where you stack-up? We've compiled questions to help you consider your organization's risk management strategies.

Top five questions for executives

1. Does your organization have a comprehensive risk response playbook that brings together technology and operations in a unified response?
2. As remote work and digital businesses increase, do you have a plan to ensure data protection and privacy standards are maintained?
3. Do you understand how emerging business models change your organization's risk exposure?
4. Have you built agile concepts into your operating models and business process so they can quickly adapt to any realized risk?
5. How does your organization plan to address technical risks such as cyberattacks, sourcing strategies or outages, and have these plans changed as you've pivoted to digital business models?

Consider your answers to these questions. If they're not where you want them to be, then it's time to better understand your risk and proactively establish an organizational risk framework to protect against potential breaches, supply chain slowdowns and compliance needs.

Managing risk exposure enables growth and resiliency while protecting your organization's ability to deliver value to both customers and shareholders, so you can:

Reduce the impact of disruptions:

Proactively planning for threats before they occur helps you avoid crises or bounce back quickly from disruptive shocks, lessening the effects on your organization.

Protect your brand's reputation:

Addressing risks across operations and technology helps protect your organization from regulatory fines, penalties and external threats while improving digital experiences and maintaining trust with your customers.

Optimize operational costs and service delivery:

Updating your systems with built-in security and automation reduces the risk of human error associated with digital asset management and risk compliance, leading to optimized costs and the ability to release and deploy faster.

Unlock innovation:

Digital technologies unlock the business models that will increase the value your organization provides to customers and help your business excel. Allow those business models to soar by managing any associated risk before it inhibits your success.



Act now

- Assess the operational streams that deliver value to your customers and consider the impact of technical, operational or regulatory risks.
- Identify areas of increased digital transformation and assess any new risk exposure you may have.
- Assess the maturity of your organization's risk response strategy, focusing on agility, scalability and sustainability.
- Assess, design or enhance your organization's operating models to consider the impact risks.



I don't know of a competitor that has contracted a Fortune 500 company with the penetration testing capabilities that NTT DATA has. In an environment where customers are increasingly and rightfully concerned with security, NTT DATA's stamp of approval continues to put us over the top.

– Chris Bilello, Vice President, Business Solutions Development,
Konica Minolta Business Solutions U.S.A., Inc

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Set the Cruise Control

Invest in automation in a focused and intentional way

Most automation strategies focus simply on how we can do more with less by taking humans out of the process and allocating tasks to software bots. While cost-takeout might support the bottom line in the short run, it doesn't provide sustainable differentiation or deliver greater value to your customers. The long-term advantages are hard to find and even harder to sustain.

Resilient organizations use automation strategically, purposefully selecting the areas of business or technology operations that contribute to specific goals and looking for ways to apply automation to

enhance the delivery of value. In doing so, it's possible to create new skills and capacity to achieve strategic goals or focus on innovative business models while unlocking the capital you need to fund the transformation. At the same time, automate repetitive or lower value tasks so your employees can focus on critical thinking, problem-solving and connecting with customers — the things they do best. In a world where the right skills are both expensive and hard to find, don't let the investment you've made in your people go to waste.

Resilient organizations use automation strategically to meet business goals and enhance the delivery of value.



Are your automation activities turning you into a more resilient organization? Answer these questions to see if you're automating intentionally and with purpose.

Top five questions for executives

1. Are your automation efforts enterprise-wide or are you using point solutions across your business?
2. Have you applied automation to the employee, customer or partner experience?
3. Are your automation decisions driven by cost savings or are they focused on new business models, differentiation and the delivery of customer value?
4. Are you using automation to better enable your workforce, by either augmenting their tasks or enabling improved collaboration?
5. Have you looked at how your employees spend their time and used that data to inform automation strategies?

Review your answers and decide if your approach to automation is the next tool that will deliver short-term value to your bottom line or if you're leveraging these capabilities to facilitate topline growth. If your automation efforts yield limited benefits, then it's time to use automation to create strategic advantage for your business. By automating purposefully, it's possible to increase the capacity for business transformation while providing the efficiency that will support a more resilient, future-ready organization.



Leveraging and intentionally investing in automation helps your organization sustain operational excellence while driving additional value, so you can:

Optimize costs and increase efficiency:

Using automation to solve business problems around security, risk and operations makes the most impact in terms of costs and efficiency. Automation minimizes manual touchpoints, reducing errors and creating cost savings you can use to fund transformational efforts.

Create human capacity:

Automation minimizes the need for people to be alongside machines, not only ensuring a safer, more effective and fulfilling working environment for your employees but providing them with time for more challenging and strategic opportunities.

Improve employee engagement, productivity and experiences:

Automation enables hybrid and resilient workforce models while maintaining and monitoring the user experience. This supports efficient remote collaboration and access to shared services functions within your enterprise, as well as unified communication and automated project management — all key factors that support a happy, productive workforce.



Act now

- Focus on the long-term benefits of automation and how they'll impact your topline growth.
- Identify automation opportunities within your organization that are aligned to how you and your employees deliver customer value.
- Approach automation holistically and assess the automation maturity of your organization from a scalability and sustainability perspective.
- Assess, design or enhance your automation governance and operating model.



Our business processes continue to become more complicated and more advanced as we globalize. There are tons of opportunities with automation. We were able to reduce what was normally about a two-week process for four or five people down to a one- or two-day process for one person without lowering the quality that goes with that test cycle.

— William Compton, Chief Information Officer,
Integra Life Sciences

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Put the Pedal to the Metal

Scale innovation to create stakeholder value

Each day, great ideas and the customer value they promise to deliver go unrealized. The root cause: too many organizations struggling to close the gaps between strategies, ideas and execution. Those who do respond to change avoid disruption by shifting to business models that promote new ideas and rapidly prioritizing their initiatives to effectively respond to changing market conditions.

Customer, employee and partner expectations continue to evolve because of the ongoing digitization of business

models and shifting conditions we're all forced to operate in due to the global pandemic, macroeconomic uncertainty and global unrest. Resilient organizations embrace uncertainty and relish change. However, at the same time, their innovation is purposeful, targeted at key aspects of the organization that deliver stakeholder value, and scalable, so small experiments can eventually deliver meaningful results. The most successful organizations promote agility across operations to help pivot their focus regardless of whatever might be next.

Resilient organizations innovate purposefully to close the gaps between strategies, ideas and execution



Answer these questions to see if you're implementing a culture that focuses on incremental improvement and continuous learning and enabling your organization to adjust operating models and embrace new ideas while remaining focused on business value

Top five questions for executives

1. Does every team member understand how you deliver value to your customers today and how that delivery might need to change to match evolving expectations?
2. Are digital technologies enhancing your existing business models or creating new ones?
3. Have you evolved your ways of working to account for the increasing pace of change your business faces?
4. How have you made innovation and continuous improvement part of your operating mode?
5. Does every team member feel empowered to innovate?

Consider your answers to each of these questions and decide whether your ways of working and approach to innovation effectively create value for your customers, partners and employees. In most cases, there's an opportunity to position your business so you can better embrace new technologies and ideas to be disruptive and more relevant in the market.



Successfully scaling innovation improves financial performance and creates perpetual resiliency while driving additional value. Here's how to get started:

Embrace business agility:

Traditional command-and-control organizations can't keep up with the current pace of change. Rethink how your organization allocates and deploys resources to create customer value by shifting your operations away from project execution and toward a product-driven approach.

Make innovation part of operations:

Automation enables hybrid and resilient workforce models while maintaining and monitoring the user experience. This supports efficient remote collaboration and access to shared services functions within your enterprise, as well as unified communication and automated project management — all key factors that support a happy, productive workforce.

Push business models forward:

Digital technologies have unlocked new business and operating models that couldn't be delivered even a few years ago. Don't stop at internal improvements; consider how you can embrace new technologies to disrupt how you deliver value while identifying new forms of customer value that weren't previously attainable.

Break down improvement silos:

Good ideas shouldn't stay in one place. Achieve outsized results from your quest to improve by scaling innovation and your best ideas across the business.



Act now

- Evaluate your ways of working to make sure they're relevant in a change-driven world.
- Begin improvement conversations with your operational and development value streams.
- Identify opportunities within your organization that scale business value through the application of digital technologies.
- Build an innovation-focused culture that makes continuous learning and improvement part of daily life throughout your organization.



Our mission at Woven Planet is to build safety and security into all that we do, and our AWS infrastructure is no exception. Having a long working relationship with the NTT DATA team, we know that they excel at building in security best practices in a way that simultaneously accelerates innovation. We're excited at the added agility the team is achieving while meeting our operational and security objectives.

— Aleksei Aikashev, Security Engineering Manager,
Woven Planet

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NTT DATA Services is a recognized leader in IT and business services headquartered in Texas. A global division of NTT DATA – a part of NTT Group – we use consulting and deep industry expertise to help clients accelerate and sustain value throughout their digital journeys.

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