

Identify and
solve problems.
Grow faster
and more
cost-effectively.

DIGITAL TRANSFORMATION

A PLAIN-LANGUAGE GUIDE FOR MIDMARKET LEADERS

THE POWER OF BEING UNDERSTOOD
AUDIT | TAX | CONSULTING



➤ What is digital transformation?

Talk to anyone about digital transformation, and you'll find that it means different things to different people. A vast, complicated software vendor market adds to the confusion about what business technology innovation actually means for midmarket businesses.

One core dimension of digital transformation is the use of technology to solve business problems that get in the way of growth and profitability goals. Contrary to one myth, digital transformation doesn't require replacing all of your systems at once—many companies start with their most pressing need and expand from there.

The key to this approach is having a clear strategy and road map to guide your efforts and keep you aligned with your business goals.

Successful digital transformation is a goal that's within reach of any midmarket company, but the complexity of a rapidly changing business market makes it challenging to successfully plan, execute and support. One solution is to work with a partner that understands leading business practices as well as the enabling technologies to leverage for your unique business needs.

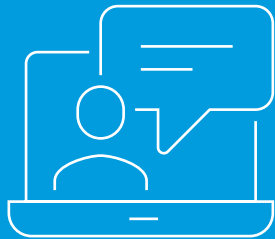




EXAMPLES OF

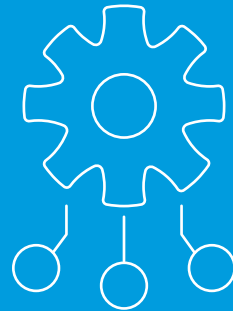
DIGITAL TRANSFORMATION

ANY OF THESE COULD BE THE BASIS OF A DIGITAL TRANSFORMATION PROJECT:



Customer engagement

Leveraging technology to create highly engaging experiences



Business operations

Optimizing business processes and applying the right technology to create agile operations



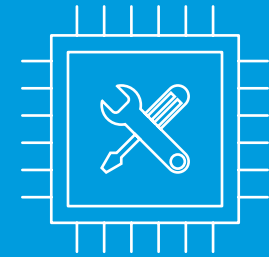
People enablement

Giving teams the processes, tools and capabilities they need to increase their value contribution



Data and integration

Capturing and using data across multiple sources for insights and improved decision-making



Technology stabilization

Creating a stable and secure foundation of capabilities to effectively enable business functions

APPLICATIONS

Modern applications play a key role

CHALLENGE

A growing luxury fitness company was held back by outdated applications.

- › Operations were overly complex.
- › Existing tools couldn't scale.
- › Executives were managing a portfolio of brands.



SOLUTION

Leverage digital solutions to use applications that elevate the customer experience, enhance operational efficiency and increase revenue.

- › Develop a robust customer app to engage and expand membership.
- › Improve retail point-of-sale (POS) systems.
- › Integrate physical and digital business to enhance brand experience.

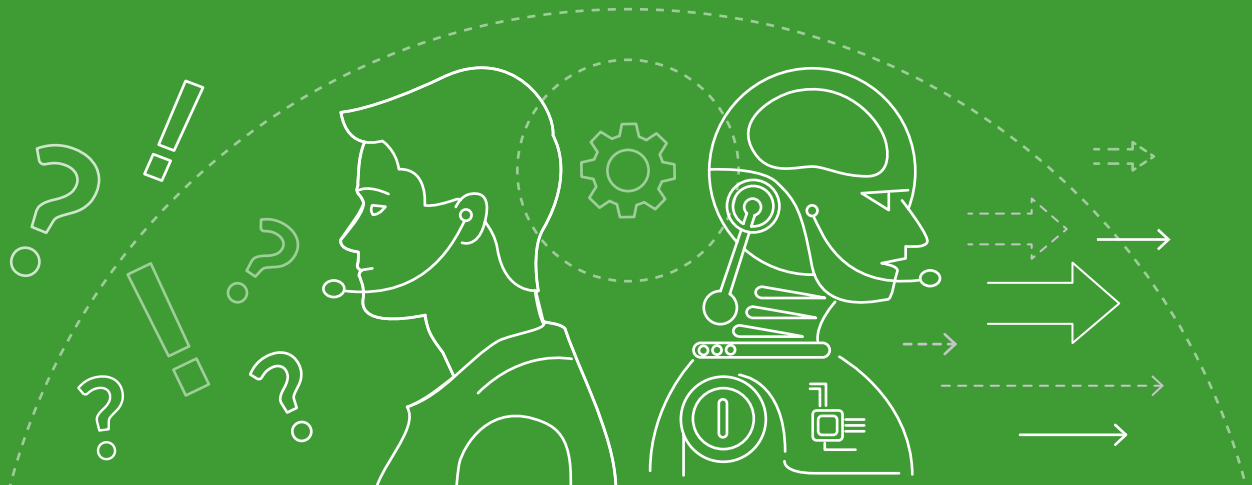
APPLICATIONS

Integrated platforms open new doors

CHALLENGE

A popular product isn't working; customer queries pour in.

- › High query volume—overloaded live agents.
- › Slow response times hurt customer satisfaction scores.
- › Spikes in customer queries may signal larger product issues.



SOLUTION

Employ integrated platforms for a smooth handoff between customer-facing and back-office functions, and real-time automation of alerts and actions.

- › Virtual agents answer queries, access customer history and recommend self-service solutions.
- › Customer service managers, alerted to spikes in cases, train virtual agents to handle simple queries.
- › Live agents focus on complex cases.
- › Production manager, alerted to problems, dispatches repair technician.

DATA ANALYTICS

Sophisticated analytics enhance the customer experience

CHALLENGE

A business-to-business company struggled to extract useful insights from customer listening data.

- > Data was siloed in multiple applications.
- > Users couldn't access full data.
- > Data analysis delivered limited results.

SOLUTION

Create a 360-degree view of the customer by leveraging an advanced analytics platform to unify data from multiple systems.

- > Merge data from disparate sources for detailed analysis.
- > Segment customers to personalize marketing or gain insights into group behavior.
- > Predict customer lifetime value, churn or next best action based on past data.



DATA ANALYTICS

Business insights improve efficiency and control

CHALLENGE

A manufacturer sought to control spend but lacked the resources to analyze data.

- > There was no full-time analyst in the internal audit department
- > A third-party might not understand the business environment



SOLUTION

“Co-source” with a third party that uses software-driven automation to analyze data through a risk lens

- > Tight collaboration with the client helps identify potential problem areas.
- > Risk analytics and risk scoring detect areas for improvement.
- > Third-party discovers 30% of invoice spend is unrelated to POS.
- > The third-party solution now fulfills the audit function for the company.

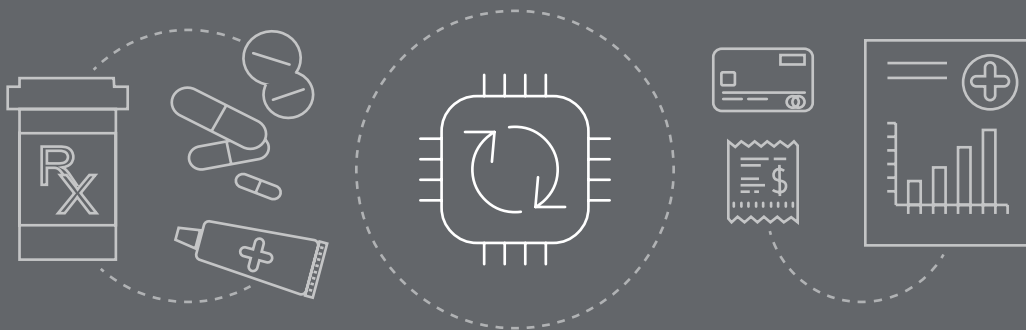
PROCESS AUTOMATION

Software-driven automation reduces manual tasks

CHALLENGE

A growing pharmaceutical company needed to transition from its legacy financial system.

- > Manual accounting processes were time-consuming.
- > Excel-based reporting was prone to human error.



SOLUTION

Implement robotic process automation (RPA) to streamline key AP, purchasing and GL functions.

- > Automate AP through management of payments, non-PO invoices, bill processing and international wire payments.
- > Real-time tracking, coding and corporate card management reduces costs.
- > Increased efficiency frees employees for strategic business efforts.

PROCESS AUTOMATION

Enhanced customer experience across brands

CHALLENGE

A premium winery needed a consistent cross-channel customer experience (CX) for wine club members.

- › Each of the 14 brands in the portfolio needed unique CX.
- › Members engaged through multiple channels, online and off.



SOLUTION

A powerful e-commerce platform automates content management for a seamless omnichannel experience.

- › Single platform provides unique CX for each brand.
- › Multiple brands could be managed within one platform.
- › Brand manager can maintain website content without developer.
- › Frictionless, consistent engagement was available across online and offline channels.

MANAGED SERVICES

Managed IT services support resiliency and security

CHALLENGE

To successfully scale in a complex market, an investment firm needed to accelerate technology delivery.

- > Complex regulatory environment
- > Strict information security requirements
- > Current and future technology solutions

SOLUTION

A fully managed infrastructure-as-a-service (IaaS) solution provides resilient technology for future growth.

- > Flexible, scalable technology resources
- > Enhanced information security and control
- > Streamlined policy enforcement and auditing
- > Improved oversight and reporting



CLOUD-DELIVERED SERVICES

Implementing cloud services for specific functions

CHALLENGE

A community bank wanted to cut costs by migrating IT infrastructure to the cloud.

- > Sensitive customer data
- > Stringent compliance and data protection obligations
- > No tolerance for service interruptions



SOLUTION

Outsource to a financial IT- managed service provider offering managed IT services, a cloud environment and regulatory compliance components.

- > Large capital expenditures eliminated on hardware and upgrades
- > Experienced IT talent removes need for internal resources
- > Employees can focus on strategic management

Digital transformation is within reach

FOLLOW THIS FORMULA TO ACHIEVE RESULTS:

- › **Identify your most urgent challenges.** For midmarket companies, these typically involve customer engagement, business operations, employee enablement, effective use of data and stable technology capabilities.
- › **Select a strategic partner that understands your challenges** and works collaboratively to help solve them.
- › **Leverage technology solutions** that meet today's challenges and can scale with your business.

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RSM can be your trusted partner for digital transformation, providing the business and technology insight and guide you need to leverage technology for growth and business health.

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