



## **Stage 4 GBS Digital Transformer**

Stage 4 GBS organizations play a pivotal role as the digital transformation engine for the enterprise.

Key attributes:

- Serves as an internal incubator for digital innovations, before scaling across business
- Brings together deep process expertise and ability to harness emerging technologies
- Acts as an internal consultant helping business units envision digital future states
- Builds company-wide platforms, solutions and data/AI assets
- Equips people with specialized digital capabilities
- Develops expansive partner ecosystem for capability augmentation
- Rapidly pilots emerging technologies to validate use cases
- Specializes in recombining and scaling up digital innovations
- Manages portfolios balancing incremental and disruptive initiatives
- Orchestrates digital priorities and investments across business units
- Enables business model transformation beyond process improvements
- Plays pivotal role in cultural change and digital mindset nurturing

Positioned to serve the Digital Transformer role because:

- Central position bridging business and technology
- Enterprise-wide view of capabilities and opportunities
- Foundation of trust based on operational excellence
- Ability to allocate dedicated resources
- Mechanisms to detect needs and surface ideas bottom-up
- Economies of scale in solution development

In summary, the embedded technology expertise, business intimacy and operating model dexterity of Stage 4 GBS uniquely equips it to drive pervasive digital transformation.