

NAVIGATING THE DIGITAL TRANSFORMATION LANDSCAPE

IT Organizations
and Technology
are at a Crossroads in
Serving as Agents of
Innovation and Agility
in Today's Digital
Businesses

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01.

INTRODUCTION

A new generation of digital businesses has emerged with novel products, services and business models for interacting with consumers, employees and others, which are reshaping the landscape of many industries. Meanwhile established companies are seeking to engage in digital transformation to remain competitive. In the process, organizations worldwide are recognizing that they need to adapt not just their technology strategies but also core aspects of their cultures if they are to build thriving digital businesses.

This mini book is designed to assist executives in developing their own digital transformation strategies by examining:

- The global shift toward digital businesses
- Business drivers for digital transformation initiatives
- Technology enablers for digital transformation
- Embracing a digital transformation culture
- Starting the digital transformation journey
- How WSO2 can assist companies with their digital transformation

02.

THE GLOBAL SHIFT TOWARD DIGITAL BUSINESSES

Digitally savvy consumers and employees alike are reshaping nearly every aspect of how we work, live and play. We now rely on mobile phones as personal centers for managing communications, commerce and collaboration, as well as expressing creativity. Moreover, the growing presence of the Internet of Things (IoT) means we are increasingly turning our mobile phones and tablets into command centers for controlling and extracting insights from lights, automobiles, fitness monitors, refrigerators, and more. At the same time, social media channels increasingly serve as our key platforms for sharing news and opinions.

In response, new digital-native businesses have emerged with digital products, services and business models, which are reshaping the landscape of many industries. Uber as an alternative to taxis, StubHub for buying and selling tickets, SpotHero to find parking spaces, and Fitbit for monitoring activity are just a few examples.

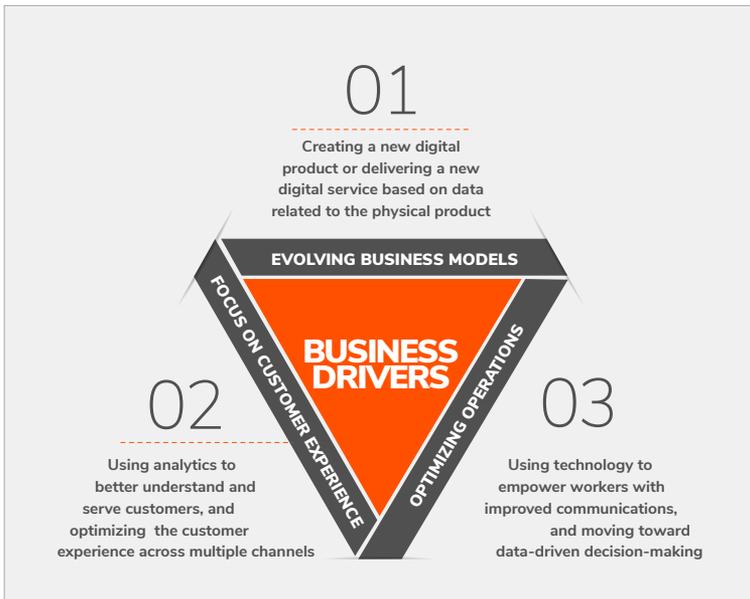
Many established businesses also are recognizing that they need to engage in digital transformation to compete and thrive. Taxi companies are turning to Flywheel for Uber-like mobile scheduling. Hilton is beginning to allow customers to bypass check-in and access their rooms directly through their mobile phones. Traditional grocer Safeway has created an ecommerce site that ranked number 1 in the list of the 10 most popular US websites in June 2016, outperforming Amazon Fresh and Walmart. Shoppers can visit safeway.com to browse groceries by aisle, locate recipes, and set up grocery deliveries. Meanwhile Starbucks provides a Mobile Order & Pay app that lets consumers place their coffee orders in advance and pick them up without having to wait in line.

The bottom line is that digital business will serve as a major revenue engine: a Gartner survey reveals that CEOs expect digital revenues to increase 80% by 2020. How well individual organizations capitalize on that opportunity will be determined by how effectively they can achieve a digital transformation.

03.

BUSINESS DRIVERS OF DIGITAL TRANSFORMATION INITIATIVES

Digital businesses may take many forms, but the growing commitment among enterprises to invest in a digital transformation is primarily due to three business drivers.



3.1 An Evolving Business Model

The process of adapting or reshaping the business model may take the form of creating a new digital product or delivering a new digital service based on data related to the physical product. Increasingly, innovative companies with physical offerings are replacing them with digital solutions, and reshaping themselves into fully digital businesses over time. A classic example is Netflix, which has evolved from fulfilling video rentals by mail, to providing digital entertainment queue management and recommendation services, to delivering content online, to becoming a major funder of original content. At each level, the digital value rises. Another powerful example is Hilti, which has been building and selling construction tools since 1941. The company now makes these tools—some costing \$100,000 or more—available as a service, tracking their use with IoT sensors.

3.2 **A focus on the Customer Experience**

Customer-centric initiatives range from using analytics and social media to better understand customers; to developing new offerings to digitally enhancing processes for marketing, sales and service; to optimizing the customer experience in a coherent way across channels. However, this concept extends beyond customers to other stakeholders, such as partners, suppliers, and even an organization's own employees. While optimizing the customer experience is typically associated with top-line growth, enhancing the experiences of these other stakeholders is critical to maximizing productivity, increasing efficiency, and encouraging passion.

3.3 **Optimized Operations**

The operations supporting the customer experience and business model are equally important. Key practices for optimizing operations include digitizing processes to improve performance; using technology to empower workers with improved communications and knowledge-sharing; and moving toward data-driven decision-making.

Regardless of the drivers, businesses are turning toward digital transformation as a way to gain the agility to capitalize on disruption. In today's global digital economy, ground-breaking developments are occurring at a record pace, and markets can turn in a day. Businesses need to continually evolve, innovate, and respond quickly to change to thrive in this environment, requiring a strong relationship between business and information technology (IT). The following sections will look more in depth at the technology enablers and cultural factors required to support a successful digital transformation and achieve this agility.

04.

TECHNOLOGY ENABLERS FOR DIGITAL TRANSFORMATION

Nearly every section of the technology stack is evolving to support the agility and innovation required to achieve the digital transformation of the enterprise, including APIs, integration, security, artificial intelligence, analytics, mobile, and the Internet of Things.

At the same time, there are fundamental IT developments that cut across all of these technologies: cloud adoption, open source licensing, and the implementation of business service platforms.

4.1 The Roles Technology Enablers Play

Let's look closer at how each of the seven technology enablers—APIs, integration, security, artificial intelligence, analytics, mobile, and IoT—contributes to digital businesses.

APIs	▶ Makes it easier to discover and consume digital services from across the business, both internal and external
INTEGRATION	▶ Serves as a business service platform for the enterprise
SECURITY	▶ Identifies user identity and authorizes access based on roles or relationships
ARTIFICIAL INTELLIGENCE	▶ Provides "Intelligent" approaches to computing via machine and deep learning
SMART ANALYTICS	▶ Enables data-driven decision making, creating responsive and adaptive experiences, and developing new digital products
IOT	▶ Improves ability to monitor and control operating environments
MOBILE	▶ Creates more opportunities for frequent and direct interaction

4.1.1 APIs

Application programming interfaces (APIs) serve as the delivery vehicle for digital services. Frequently, they are consumed by a business' own apps and websites to provide enhanced consumer experiences. For example, Uber provides functionality to its customers through a collection of APIs used by its applications. APIs also help to expand the market reach of a business by enabling partners, customers and developers worldwide to consume digital services and offer capabilities within their own markets. For example, StubHub provides an API that a hotel can use to sell event tickets to its guests directly through the in-room entertainment system.

At the same time, some APIs are the products that a company sells. For instance, Twilio provides APIs to integrate telephony to other companies' applications, and it is now valued at billions of dollars. Finally APIs can dramatically reduce friction in enabling internal innovation, efficiency, and the creation of new business models simply by making it easier to discover and consume digital services from across the business, a key challenge for larger organizations.

4.1.2 Integration

Every enterprise has a multitude of existing systems that perform critical functions. These systems include heritage on-premises systems, such as SAP and Oracle Financials, as well as many cloud solutions, including Salesforce, Netsuite, and Microsoft Office 365. Integrating data and services across these on-premises and cloud systems is critical for enabling organizations to offer APIs that provide critical business functions to new markets. Two fundamental technical architectures behind enterprise integrations are the service-oriented architecture (SOA) and its newer, lighter-weight cousin, the microservices architecture (MSA). In both these approaches, new services are written to integrate existing systems and then are hosted in a shared new integration layer within the IT architecture, which becomes the business service platform of the enterprise. These services are then exposed as APIs, even if just internally, for easier consumption.

4.1.3 Security

The recent hacks of 1 billion-plus Yahoo! accounts and of the US Democratic National Committee highlight the need to protect the digital world by accurately confirming a user's identity and authorizing access based on that person's role or relationship to the organization. Similarly, the denial of service (DoS) attacks on the Internet Domain Name Service provider Dyn by a "botnet" of baby monitors, printers, and other IoT-enabled devices—all infected with malware that overcame their weak password protections—highlighted the vulnerability of many Internet of Things solutions on the market today.

Cost pressures, agility, and speed cannot be used as excuses to avoid a full consideration of security. Instead, solutions for strong identity and access management (IAM), whether the user is a person or a device, will be critical to the success of a digital business. Moreover, because many digital apps and services now span many ecosystems, federated identity management will be important for ensuring robust security without compromising usability and the customer's experience.

4.1.4 Artificial Intelligence

Many have claimed that 2016 was the year that artificial intelligence (AI) hit the mainstream, and it will play a critical role in the digitally transformed enterprise. AI is an umbrella term that refers to many “intelligent” approaches to computing, including smart search, voice recognition, natural language processing, and intelligent reasoning, among others. Lately however, the focus has been on machine learning and deep learning. With the advent of cheap computing and even cheaper storage, organizations now have tremendous volumes of data from which patterns can be derived automatically through machine learning.

Meanwhile, deep learning describes the application of multi-layer neural networks to accurately execute more complex tasks, such as visual pattern matching. The use of AI to significantly enhance the customer experience is rapidly becoming commonplace. The use cases range from simply offering better customer support to predictive maintenance to demand projection to sentiment analysis. A notable success story is Amazon Alexa, the intelligent personal assistant that understands voice commands to play music or audio books, set alarms, create to-do lists, and provide updates on weather and traffic.

4.1.5 **Smart Analytics**

Data and digital business go hand-in-hand, from data-driven decisions to creating responsive and adaptive experiences to developing new digital products. Organizations need to not only collect the tremendous streams of data flowing from the web, IoT sensors, and mobile devices but also instantly and intelligently analyze them for meaningful insights into how to drive new business value. Smart analytics are delivered by event stream processing systems integrated with machine learning and deep learning systems to address these requirements. Together, these technologies are helping companies to change how they engage by, for example, adjusting customer experiences based on prior learnings, completely changing the business model for industrial equipment from capital-based to usage-based, and performing intelligent fraud detection to reduce business risk.

4.1.6 IoT

The Internet of Things has jumped from specialized uses in manufacturing, defense and facilities to touching many aspects of our daily lives, improving the ability to monitor and control our operating environment. The Nest Thermostat and Nest Camera are great examples of IoT devices that simply connect to a person's wifi network and provide significant convenience to managing home comfort and security. At the same time, the devices provide their owner, Google, with plenty of data about the consumer's lifestyle. Meanwhile Progressive Insurance offers customers the opportunity to try its Progressive Snapshot device, which plugs into consumers' cars and monitors their driving patterns. Based on an analysis of the data, the company will adjust a customer's insurance rate.

Perhaps the best example of IoT with the potential to dramatically revolutionize an industry is Amazon Go. Amazon's new stores feature its IoT-enabled Just Walk Out Technology to automatically detect when products are taken from or returned to the shelves and then keep track of them in a virtual cart. When consumers are done shopping, they can just leave, and shortly thereafter their Amazon account will be charged, eliminating the lines at the cash register. The digital enterprise has to be able to connect, manage and integrate many types of IoT devices in its overall framework.

4.1.7 **Mobile**

Since Steve Jobs kicked off the mobile revolution in 2007 with the iPhone, it is now a given that mobile phones and tablets will serve as the primary center from which consumers and employees accomplish a range of day-to-day tasks. Mobile applications have empowered businesses to create a much closer relationship with their customers through more frequent and direct interactions, which are enhanced by location-aware services. And they are revolutionizing businesses. For example, whether using ride-sharing services like Uber or Lyft, or taxi cabs via Flywheel, booking the ride service is handled via a mobile app.

Significantly, the growing adoption of IoT has been supported by complementary mobile functionality. For instance, consumers can use their mobile phones to adjust their Nest Thermostats or set their Comcast Xfinity home alarms, no matter where they are. At the same time, the co-existence of IoT and mobile options is leading more digital businesses to take an omni-channel approach to customer and employee interactions. For example, Amazon gives a shopper the flexibility to buy Bounty paper towels via a web browser, a mobile phone, or the Amazon Dash. And at the end of the day, mobile phones can also be considered IoT devices, given the plethora of sensors, such as location, that they include.

4.2 Cloud for Greater Agility

A 2016 Forbes article may have stated it best, “Cloud is no longer a business strategy. It is just something we do.”

Through the cloud, organizations can immediately access cloud resources versus purchasing IT infrastructure and rapidly scale up or down to meet fluctuating demand. Going beyond infrastructure, companies can readily augment their own capabilities by tapping the hundreds of enterprise applications and services that are available on public clouds on a pay-as-you-go basis. The result is the ability to get to market quickly and ensure high availability and performance even during peak volumes. Many enterprise applications and services can run on public clouds, private clouds (or virtual data centers), or both; however, some may continue to reside on on-premises servers due to strict security or regulatory requirements. Therefore, it is important to choose software that offers an IT organization the flexibility to deploy on all these environments.

4.3 The Open Source Alternative

In the world of the digital business, technology and the agility of enterprises to react and adapt is everything. For that reason, it is impossible to leave all software innovation to black boxes that can only be touched with kid gloves, as is the case with traditional proprietary software. With this understanding, organizations increasingly are turning to open source alternatives to take advantage of the technologies described in this section.

Open source software offers an alternative that gives businesses the flexibility to control their own technology destiny by getting into the components of the software to add functionality without waiting for the vendor to innovate for them. Certainly, the ability to pay-as-you-go and to pay for delivered value with open source software plays an important role in leveling the playing field for businesses of all sizes and lowering the barriers to creating proofs of concept using the software. However, at the end of the day, it's the ability to react, adapt and innovate that is the key to survival, and it is nearly impossible to attain this ability—within or outside of the business—without open source software.

4.4 Building a Business Service Platform

When employing the technologies discussed here as enablers of a digital transformation, it is important to build internal platforms that provide an enterprise with both the agility and adaptability to change rapidly and meet future market requirements that no one can predict. Creating an internal business service platform forces the organization to look at itself critically as a set of components that can be combined to offer new and creative capabilities to its multiple constituencies. This model, a hallmark of digital businesses, contrasts starkly with traditional enterprise silos where everything is a black box, providing no ability to innovate adaptively. To support their internal business service platforms, many organizations are looking for their supporting middleware to provide a similar platform approach as a way to execute on the vision and adapt rapidly to new opportunities or requirements.

A WSO2 white paper

Platform for Digital Transformation

- explores the solutions for maximizing the leverage of these technologies -

<http://wso2.com/whitepapers/a-platform-for-digital-transformation/>

05.

EMBRACING A DIGITAL TRANSFORMATION CULTURE

Just as organizations must evolve their technology strategies to support their digital transformation initiatives so too will they need to adapt the company culture. Through our work with global corporations and our own experience as a digital business, we have identified seven approaches to creating a culture that fosters the innovation and agility required to build a digital business.



5.1 Close Alignment of IT with the Business

Historically, IT teams expected business managers to explain what problem they needed to address. However, as technology becomes the business, organizations are seeing the need for both groups to cultivate new skills. For business managers, the focus is on understanding technology sufficiently to leverage the creative potential it can bring to the organization. Additionally, there is growing recognition that business managers' creativity in imagining digital products is central to the enterprise's success.

By the same token, IT professionals are looking at ways they can contribute to determining what problems to solve and how the enterprise can create value in the digital world. In taking on this role and selling their technical vision, they are learning the importance of empathizing with the business and with customers. Since the business context is unfamiliar to many technologists, savvy companies are investing in training or mentoring to help them build these skills. At the same time, these organizations are recognizing the tremendous opportunities to cultivate IT professionals as strategic contributors and move IT from being viewed as a cost center to becoming a driving force of the business.

5.2 Democratizing IT Strategy

Traditionally, IT strategy has been driven top-down, led by the CIO and strategy team, who will assess business needs and the changing technology landscape to develop short, medium and long-term strategies for the organization. If the CIO has a strong personality, those strategies will be heavily influenced by this executive's vision, biases and priorities. This approach is fraught with risk, since leadership changes often lead the organization to rethink everything. Of even greater concern are the day-to-day issues that arise when strategies are "handed down" to the team to execute. Buy-in is extremely limited among employees who lack any opportunity to make changes or improvements. Instead, they simply throw up their hands and go along—without the passionate energy that underlies every successful, digital business.

The solution, of course, is to democratize IT strategy. That means developing techniques to constantly solicit, track and adjust to input from the wider circle of employees that are involved and make the strategy one that is created, owned and understood by the entire team. Through, open conversations, IT leadership can cultivate buy-in and a passionate commitment to the strategy, since it is “ours” instead of “theirs.” Finally, with broader, diversified input, there is likely to be a greater recognition of potential threats and opportunities. As a result, the strategy is less amenable to personality-led decisions or to being broadsided by an unexpected technology move.

5.3 Intra-source: Internal Open Source

Many organizations consider the source code of internal applications to be highly valuable intellectual property. However, enterprises take protection of this asset too far when they only allow members of a particular project team to access the source code for that project. In doing so, they stifle both innovation and agility. By contrast, some of the most successful digital businesses succeed by creating an internal open source culture that adopts the best aspects of open source organizations.

Notably, open source projects often benefit from random contributors who are not members of the core team but serendipitously provide new ideas, approaches and solutions to make the overall project better. Enterprises that have established an internal open source strategy realize similar gains because developers are allowed to go beyond the tasks of their “day jobs” and apply their creative energies to solve other problems with the organization that they find compelling. The strongest internal open source cultures are ones that operate as a meritocracy where people with the best ideas and best contributions get recognized in a transparent manner.

By combining an internal open source culture with the democratization of IT strategy, enterprises can dramatically accelerate their digital transformation since the entire IT community has an opportunity to contribute. Moreover, with the blurring lines between business and IT, there is no reason to limit IT strategy discussions to the organization's technical professionals. Employees from the business side also can bring valuable, real-world insights and ideas for creating and improving digital products.

5.4 A Prioritization on Focused Solutions

The traditional approach was to establish large projects based on a five-year development plan and a two-year deployment plan. Today, across industry sectors, we see a consistent pattern of IT organizations incrementally transforming their enterprises' operations by executing on a series of smaller-scale solutions that demonstrate a clear return on investment. This approach enables organizations to react faster to current challenges and opportunities while reducing the risks of delays, complexity, and misalignment with changing requirements that can accompany monolithic projects. The best solutions are based on architectures that are flexible enough to rapidly integrate new functionality, for example a chat box that enhances the customer's online experience.

5.5 Embracing Failure

People naturally want to build solutions correctly right out the gate, but attempting to do so can actually lead them to be more conservative, stifling innovation. The more effective approach is to focus on building a small proof-of-concept (POC). If the first POC doesn't work, employees can learn from it, build from it, and try again. The resulting solution will be more practical and effective without requiring extensive time on design and evaluation. Companies that make this approach work celebrate failure because they recognize that people often succeed by learning from their earlier mistakes. These organizations create an environment where, if something goes wrong or wasn't expected, team members are empowered to step back, evaluate what went wrong, and iterate from there. Focused solutions are a key requirement for making this approach successful, since they can significantly reduce the cost of failure.

5.6 **Becoming Dispassionately Passionate**

Hand in hand with embracing failure, successful businesses encourage employees to objectively analyze their projects. These organizations place a high value on being passionate about the design and development of a solution. But then they look to team members to step away, objectively criticize the solution, and accept the criticism of others in order to improve the next version and progress.

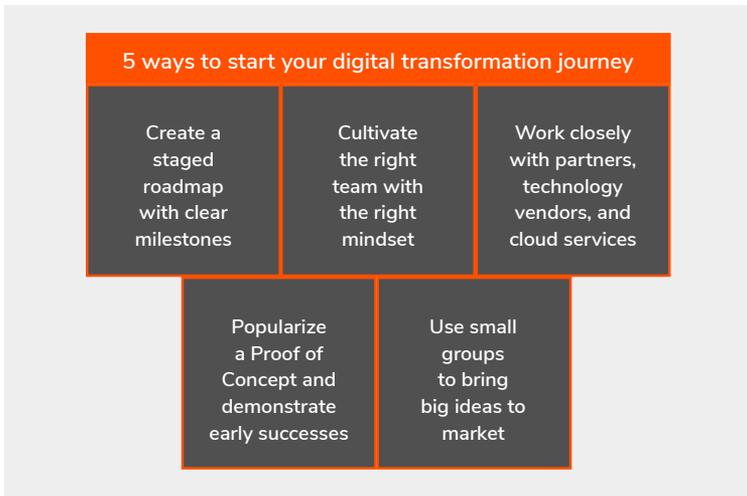
5.7 **Stepping Back from Total Control**

There is a natural tendency to want control over everything, whether it's the environment in which team members operate or the people with whom they work. One way this manifests in enterprises is to implement top-down governance that lays out in detail what team members need to do and how to communicate what they are doing. Too often, this is counter-productive. For instance, one corporation had a beautifully designed multi-tier governance model, but after five years, the IT organization realized it was spending more time governing projects rather than implementing them. Enterprises that embrace a digital transformation more typically give IT teams the freedom to innovate, conduct active surveillance to see how the project is progressing, and then make course corrections as needed. In doing so, these organizations are better positioned to drive both innovation and agility.

06.

STARTING THE DIGITAL TRANSFORMATION JOURNEY

New companies have the opportunity to take a green field approach to building a digital business. However, most enterprises will need to drive the transformation over time, helping people who are comfortable with the existing reality and naturally hesitant to move toward new business models and technologies. In the big picture, the extent to which digital transformation takes hold within an organization will depend on how strong a stand the top levels of management take on changing the culture. At the same time, many organizations have begun to spur the move toward a digital transformation through specific initiatives and practices. Following are some of the approaches that have proven successful with companies making this journey.



6.1 Creating a Staged Roadmap

By establishing and working against a roadmap with clear milestones, businesses have the ability to demonstrate early success while gaining support for the broader digital transformation initiative. One good example is an enterprise that specializes in communications solutions and is transitioning from a holding company model to a consolidated model around IT in order to move customers more easily between products and more effectively reuse resources. It has developed a digital transformation roadmap aimed at reaching three horizons:

HORIZON 0:

protect existing business capabilities and running them as effectively as possible.

HORIZON 1:

incrementally improve existing capabilities.

HORIZON 2:

launch digital “moon shots” that have the potential to take the business to new heights.

This effort builds on the company’s earlier success in taking an incremental approach to building a cloud platform that first integrated disparate systems and then took advantage of APIs to bring together communications, such as mobile, text, and email into innovative new omni-channel services for interacting with customers. The company’s IT organization took an exemplar approach and also moved team members around to demonstrate success and evangelize the new approaches behind them.

6.2 Cultivating the Team

Having the right team with the right mindset is critical to engaging in a digital transformation. At the same time, the active role of technologies in driving digital businesses means that many employees will need to build new skills. Savvy organizations put a focused effort on motivating and assisting team members in adapting to the new model.

Notably, the CIO at one enterprise has implemented an effective strategy for transforming teams, by tailoring approaches to four categories of employees. The organization relies on the first group of individuals, those with both the skills and motivation, to help lead their colleagues in the digital transformation. It then looks at working to change the mindset of people who have the skills but lack the motivation while also helping to build the expertise of motivated team members who currently lack the skills. A fourth group includes employees with neither the motivation nor skills, who most often end up leaving the enterprise.



6.3 Working Closely with Partners, Technology Vendors, and Cloud Services

To build digital products rapidly as well as quickly adapt to changing market conditions, businesses find that it is not practical to be constrained by a single vendor's priorities and timelines. Instead, for each digital product, the enterprise will consider how much of the solution to build itself and how much to leverage its network, including partners, vendors, cloud services, and other resources. Similarly, the business evaluates who within the talent network to engage for each solution and to what extent employees in the business unit and central IT team members will be augmented by consultants or contractors from partners and vendors.

6.4 Popularizing the Proof of Concept

It is safe to say that preaching an impending digital doomsday is not the way to build acceptance in established enterprises. In our own practice working with customers, we have consistently found that the most successful IT initiatives are those where, instead of attempting to implement the complete vision, the IT team will start with one project led by a small team, which will serve as a cornerstone. By showing results visually and demonstrating success early on, project leaders can build the confidence that in turn will foster the change in culture required for a digital transformation.

Typically, a project may involve integrating systems in order to offer a new service or delivering an API that enables partners to use the company's service. Then the organization will kick off the project with an initial proof of concept (POC), which allows the team to quickly demo and correct any shortcomings faster. In fact, in an agile environment, if the initial POC takes longer than two weeks, it should serve as an alert for the team to revisit the coding, architecture and even the supporting technology.

A WSO2 white paper

An Iterative Approach to Digital Transformation

- explores in depth real-world best practices for demonstrating early success with IT projects in moving toward a digital transformation -

<http://wso2.com/whitepapers/an-iterative-approach-to-digital-transformation/>

6.5 Using Small Groups to Bring Big Ideas to Market

Across industries, businesses engaging in a digital transformation are coming to recognize that they are increasingly becoming technology companies. With that in mind, these organizations are replacing their traditional, hierarchical enterprise IT structures with team structures taken from the playbooks of highly successful tech companies. According to a blog post by Lean Essays, “The End of Enterprise IT,” common attributes of these teams or “squads” are that they have a common purpose, work closely with customers, and decide for themselves how they would accomplish their purpose.

Digital transformation is a continual journey that touches on every aspect of an organization. Looking at its entirety, this can seem daunting. However, pioneering IT executives within new and traditional businesses are demonstrating the ability to successfully evolve and support this new model. While they typically have a long-term vision for the business, they act incrementally to transform their teams and technology solutions—while maintaining the flexibility to change course as new market conditions and technical advances emerge. By incorporating the lessons of these innovators, IT professionals will be well positioned to support their own organizations’ evolution toward a digital business.



Lean Essays says it best:

The moral of this story is simple: agile transformations are not about transforming IT, they are about transforming organizations. If you are going through an agile transformation in your IT department, you are thinking too narrowly. Digitization must be an organization-wide experience “

07.

HOW WSO2 CAN HELP

Today, WSO2 serves as a trusted technology partner for some of the world's largest enterprises engaging in digital transformation initiatives. The company provides software purposely designed to meet today's demands for an agile approach to API management, integration, identity and access management, smart analytics and the Internet of Things.

Built on the same underlying platform, all of the products are pre-integrated, so organizations can focus on their value-added services and get to market faster. And because WSO2 products rely on the same user interface and system functionality, enterprise customers find it easy to start with one WSO2 product and then add another with a minimal learning curve.

Additionally, WSO2 solutions give enterprises the flexibility to deploy applications and services on-premises, on private or public clouds, or in hybrid environments—and easily migrate between them—as needed.

Moreover, WSO2 enterprise-class software is fully open source under the Apache 2 License; there is no “community version.” As a result, organizations have the ability to quickly and affordably build a proof of concept and then scale it out to a production system using the same software.

Finally, WSO2 software is backed by a team of service and support professionals, who bring more than a decade of experience in helping companies realize their digital transformation goals. From digital-native startups to established businesses beginning the digital transformation journey, WSO2 helps organizations to refine their strategy and develop an iterative roadmap. WSO2 then empowers these enterprises to efficiently execute—quickly developing proofs of concepts and pilot projects that demonstrate early success and fostering the agile approach required for a successful digital business.

To learn more about how WSO2 can serve as your technology partner for agile digital transformation, visit <http://wso2.com>

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About Gartner Research

Gartner does not endorse any vendor, product or service depicted in its research publications, and does not advise technology users to select only those vendors with the highest ratings or other designation. Gartner research publications consist of the opinions of Gartner's research organization and should not be construed as statements of fact. Gartner disclaims all warranties, expressed or implied, with respect to this research, including any warranties of merchantability or fitness for a particular purpose.

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