



virtusa

**Driving digital transformation with
the pace and passion of a startup
delivered with expert execution
on a global scale**





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Today's businesses require change at a scale and speed that defies traditional ways of working. Virtusa sparks that change through digital transformations that deliver deep digital engineering and industry expertise through client-specific and integrated agile approaches. Virtusa inspires organisations to embrace change with the pace and passion of a startup, delivered with expert execution on a global scale.

A LEGACY OF INNOVATION

Founded in 1996 and headquartered in Southborough, Massachusetts in the United States, Virtusa helps businesses move forward faster by drawing on its engineering roots to combine deep industry expertise and frictionless technology delivery. With over 30,000 employees working across a global footprint of offices and delivery centres in the Americas, Asia, Europe, and the Middle East, Virtusa also boasts a strong partner ecosystem including Adobe, Azure, Google Cloud, Pega, Salesforce, and a variety of Fintech and Insurtech startups. Empowering its clients to change, disrupt, and unlock new value, Virtusa champions a culture of collaboration with today's most renowned technology leaders.

Virtusa started as a product engineering services company in Boston. Gaining early plaudits for the development of digital solutions that drive operational efficiency across industries, Virtusa also worked with content management portal Vignette and partnered early on with the likes of AWS allowing it to broaden its scope of operations.

"The journey from product engineering to digital engineering was seamless," recalls Seetharaman 'Seethu' Krishnamoorthy, Business Unit Head

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**SEETHARAMAN
KRISHNAMOORTHY**
Business Unit Head –
Consumer & Manufacturing
Industries, Virtusa





– Consumer & Manufacturing Industries.

Looking back on Virtusa’s transition, he highlights its flexible approach to innovation across the digital space. “Whether it is in terms of handling data in the cloud, or the development of analytics solutions, we have been able to move ahead in the market. Today, we are reaping the rewards of having invested in our partners across data and cloud services.”

Krishnamoorthy recalls that Virtusa’s nimble approach to innovation on key

early projects with IBM and a multinational media conglomerate helped the company develop its reputation and allowed it to expand the scope of its portfolio of work. “The early strength of our offering allowed Virtusa to become a pure play digital organisation,” he adds.

A reliable ecosystem supports Virtusa’s multi-year customer engagements. These engagements feature turnkey revamps of business processes and complete digital transformations, starting with infrastructure architecture delivered to



the enterprise's end customers.

HELPING BUSINESSES TRANSFORM

"We embed innovation in everything we do," says Naresh Prabhu Ramaswamy, Vice President for Digital at Virtusa. Echoing Krishnamoorthy, he sees an open-minded approach to change as vital when delivering solutions to enhance personalised customer experience, empower digital transformation and expand technology platforms.

"When assessing a client's needs we

look at four key areas: Is there a complex customer experience to be navigated? Has there been broken trust in the past? Are there challenges with access? Which intermediaries are involved?

"We look for ways to mitigate the challenges of these four areas," he continues. "As service providers and system integrators we are agnostic and can help our customers optimise their toolsets to get the best out of leading solutions from AWS, Salesforce, Pega and more. For example, we're working

with a leader in the CPG industry keen to automate their business processes. We're helping them to find the right blend with tools from UiPath, Automation Anywhere, Blue Prism, WorkFusion and RPA software from Pega.

“The next step is to go into discovery mode and select the methodology and goals capable of meeting business requirements to ensure the company is achieving a strong ROI. By analysing the NFRs (non-functional requirements) we aim to build scalable solutions that fit the customer’s platform and provide an agile ladder for growth. Broadly, these projects fall into two categories; digital transformation and the journey to the cloud.”

DIVERSIFYING ACROSS SECTORS

Diversified across industries, over 50% of Virtusa’s business is in the banking sector, outlines Krishnamoorthy. “It’s where there’s a great need for innovation. We have been working exclusively with two major banks in areas related to global markets. Today, we have 80 people working to support anti money laundering (AML) compliance.”

Virtusa’s journey of experimentation begins at its own digital innovation hub. “As the digital tech revolution continues to accelerate, keeping pace with disruptive technologies is a massive challenge,” says Krishnamoorthy.

“Internally, we address the challenge



SEETHARAMAN KRISHNAMOORTHY

Senior Vice President & Business Unit Head – Consumer & Manufacturing Business

Seetharaman ‘Seethu’ Krishnamoorthy is Senior Vice President & Business Unit Head – Consumer & Manufacturing Business at Virtusa, where he is responsible for product delivery and the success of the customer journey. With over 30 years-experience in the technology sector, Krishnamoorthy has previously worked for the likes of Wipro Technologies, Siemens and Tata Consultancy Services delivering high value new technology projects across the globe.

“I’m inspired by the continuous challenge of delivering growth for our customers and the ecosystem that supports them,” says Krishnamoorthy. “We have seen phenomenal evolution in the past three decades in terms of technology and the growth of innovative processes we can deploy to service our customers. Across my career, I’ve built products and created IPs at every organisation I’ve worked for. At Virtusa we are engaged in building multiple products and frameworks with an eye on the innovation that keeps us on the edge where we can differentiate and create something special.”

of making innovation practical and implementable. We help organisations accelerate their tech innovation and leverage disruptive technologies to deliver the best value for them. We help

identify and invest in the right technology, accelerating innovation programs, maximising ROI and competitive edge. What we deliver helps organisations create value and differentiation through innovation. How we deliver assures the best solution is delivered in the fastest possible time.”

Through this innovation pathway going back to 2016, Virtusa was one of the early adopters of Blockchain, working with Fintechs to bring the technology beyond banking and into multiple industries such as healthcare, travel and transportation.

TRACKING TECH TRENDS

Krishnamoorthy highlights that the turmoil caused by the global COVID-19 pandemic, and subsequently to industries like hospitality and CPG (Consumer Packaged Goods) where revenues fell dramatically, has ushered in a new wave of opportunities to embrace the e-commerce space.

“This digital adoption was a critical development,” he continues. “What had been a supplementary revenue stream became a vital chance to improve what had previously been a secondary customer experience. We have helped businesses pivot 180 degrees to embrace new



**NARESH PRABHU
RAMASWAMY**

Vice President, Digital, Virtusa

Naresh Prabhu Ramaswamy is Vice President of the Digital Retail, Digital Manufacturing, Insurance, Travel, Hospitality, and Logistics practice at Virtusa, where he advises enterprises on how to assess and implement successful and sustainable digital transformation projects in the US, EMEA, and Indian markets.

Working with diverse corporations like Costco, Sabre Corporation, American Express Travel, Southwest Airlines, Lufthansa, SITA, Allegiant Air, and Walt Disney Parks and Resorts, Ramaswamy empowers enterprises to deliver seamless customer experiences by leveraging new and emerging technologies.

“I may have over twenty years of experience but every day presents an opportunity to learn more about how we can delight the customer,” reflects Ramaswamy. “We must continuously innovate; if not we are going to fail. So, we are always looking for wide spaces for investment in the segments where we operate and support businesses with solutions that will allow them to enhance personalised customer experience, empower their digital transformation as well as expand their technology platform.”

Previously, Ramaswamy anchored the team for a leading GDS Crew Management Solution in collaboration with teams in Dallas, Europe and Bangalore. He also successfully launched projects for American Express Travel and served as the subject matter expert on Frequent Flyer Programs (FFP), and API and process consulting.

ways of delighting customers who were traditionally served 80% on premises and 20% online. With our DevOps partners we have helped enterprises weather the storm to overcome the limitations of their preliminary systems and target up to 80% of their revenue via e-commerce.”

Virtusa has ensured that the required understanding for new business processes is learned remotely so that on-prem revenue can be steadily replicated online by moving systems to the cloud so there’s no need to involve data centres. The pandemic and the resulting global lockdowns have created a shift that Krishnamoorthy’s teams are preparing their customers to navigate. “We’ve created a new way for businesses to embark on their digital journey, manage the fundamental shifts driven by the pandemic and provide omnichannel experiences for their customers.”

Ramaswamy adds that Virtusa can provide consultancy on data and analytics with the support of the Stanford Artificial Intelligence Laboratory (SAIL). “We’re working very closely with SAIL on the algorithms that can support our customers.”

Meanwhile, Krishnamoorthy and Ramaswamy highlight advances in RPA, edge computing, cloud migration, the Internet of Things (IoT) and predictive analytics as reasons to be excited by the opportunities the future holds for customer experiences driven by digital.



Global Elite Partner

Among Virtusa's longest and most successful partnerships, its collaboration with Pega has proved fruitful across both industries and geographies. Carolyn Rostetter, Senior Director & Industry Principal for Manufacturing, Automotive & High Tech Markets at Pega, is a seasoned architect, optimising and improving business processes with Pega's proven technologies.

"We're a low code platform helping power up businesses to improve their productivity, efficiency, and quality. We approach any type of manual processes, where work needs to get done, and we orchestrate all of those workflows. The differentiated benefit we provide to our clients is that we can bring together the people, the business processes, the data, and all of the other technologies in the client's stack.

"It's a common use case for us to orchestrate those workflows around the different systems our clients have in place – like SAP, Oracle, Salesforce, and others. Pega's approach to ERP modernisation is to wrap and renew not rip and replace the client's legacy systems. Our low code workflow automation platform is the innovation and agility layer that harmonises across those disparate processes, data and technologies."

Rostetter sees it as Pega's mission to change the way the world builds software while accelerating digital transformation for major clients, including the likes of Siemens, Ford, GM, Cisco, Intel and more. "We're able to create connections and improve the collaboration between the manufacturer, the OEM, their supply base and their shipping and logistics providers. Think of us as the connective tissue that can help weave all of that together from end-to-end."

Coming together to create no code/low code solutions that benefit their mutual clients, Pega and Virtusa have been focused on promoting the benefits of Virtusa's solutions (available on the Pega marketplace) specifically built for the manufacturing and other industry segments they are jointly targeting.

Among these, WisMO (Where is my order) is a Blockchain-enabled command centre for manufacturers, shippers, and logistics providers that offers full process orchestration and visibility throughout the product journey. The solution seamlessly integrates with leading ERPs and other systems of record to provide secure orchestration across all channels and logistics segments throughout the shipping journey.

"We're expanding our partnership and working relationship for the benefit of our clients," continues Rostetter. "The hot areas we're focused on, in terms of go to market strategy and new partner development, are things like the Industrial Internet of Things (IIoT), AI, ML, Blockchain. Wherever we can create a way to accelerate digital transformation to meet the demand further triggered by the pandemic. If you can use a Pega application to simplify your workflow, get your job done smarter, easier, and faster, that's the sweet spot for us and Virtusa."

"We're having conversations about what else we can build together," adds Virtusa's Senior Vice President & Business Unit Head – Consumer & Manufacturing Business, Seethu Krishnamoorthy. "We'll continue to extend and augment the portfolio of solutions that we put out on the Pega marketplace and we're very much going to listen to the voice of the customer as we build out that roadmap together."

CHANGE MANAGEMENT

“When it comes to change, an important factor in any cloud or digital transformation is not just the technology shift but the psychological change also required from the teams implementing it,” observes Krishnamoorthy. “If a manual process is moved from on-premise to be automated in the cloud, many times new programs fail simply because there is no adequate change management happening within the organisation to manage expectations around how people’s jobs, and the mentality and disciplines required to do them, will change too.”

Krishnamoorthy references a recent project where Virtusa and Pega spent three months preparing the on-premise teams to embark on their transformation journey. With this guidance, the information services company gradually embraced change with the support they needed to use the new solutions and platforms successfully.

The stakes are high for Virtusa’s clients navigating a cloud or digital transformation journey, especially in highly regulated sectors like banking, notes Krishnamoorthy. “Even though their partners in the capital markets were



making that journey, the banks were very conservative in their approach. We have seen the same hesitancy in manufacturing. So, there's a lot of work for us to do to help organisations see the benefits and what kind of changes they need when faced with a new arena of cloud consumption and the security required. Ultimately, technology change is easy but for lasting success it needs to be coupled with a positive approach to change management."

"In the end, it's all about people, process and technology," adds Ramswamy. "We deliver a well thought out plan with change

that addresses these three key areas."

MAINTAINING SECURITY IN CHALLENGING TIMES

Offering the highest levels of physical security is of paramount importance to Virtusa as it meets differing needs for customers across sectors in maintaining their backend data. Allied to this, Ramaswamy highlights the requirement for compliance (PCI, GDPR, etc.) across banking and global markets.

Referencing the challenge of global lockdowns with the rise in remote working and the overall acceleration of digital adoption, Ramaswamy acknowledges there were significant "bumps in the road" to negotiate. "However, we had the advantage of a very robust system. We're able to multitask and offer cybersecurity algorithms specific to each customer as we move towards a SASE (Secure Access Service Edge) architecture."

SASE is a dynamic approach described by Gartner as the future of network security in the cloud: "Instead of the security perimeter being entombed in a box at the data centre edge, the perimeter is now everywhere an enterprise needs it to be - a dynamically created, policy-based secure access service edge."

Virtusa's flexibility extends to being IATA certified for work with the US Federal Government and the ability to seamlessly transfer aspects of its service

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**NARESH PRABHU
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Vice President,
Digital, Virtusa

delivery to a development centre in Colombo where, mirroring the company’s investment in assets and people globally, Virtusa retains the ability to continue its business without disruptions. This also extends to supporting remote workers with its Virtual Desktop-as-a-Service (vDaaS) solution to shift from a physically distributed model to one that leverages virtual workspaces and encourages employees and contractors to ‘bring your own device’ (BYOD).

FUTURE PROOFED DATA HANDLING

It might be a cliché to say ‘the customer comes first’ but in a competitive space Virtusa develops its offerings to go the extra mile. “Everyone wants to understand the customer, reward the consumer, but during the pandemic enterprises haven’t always been able to grasp that opportunity,” suggests Ramaswamy.

Virtusa is framing its efforts to support loyalty programs with real time capabilities that better reward consumers for the points they have accumulated at the point of purchase by deploying cutting-edge technology with a soon to be launched solution.

Virtusa’s data migration framework will help businesses to automate data management processes thus easing the burden of recruitment against the backdrop of a war on talent for data science roles. Virtusa can also help the

CAROLYN ROSTETTER

Senior Director - Industry Principal | Manufacturing, Automotive & High Tech, Pega

Carolyn Rostetter is Senior Director and Industry Principal for Manufacturing, Automotive & High Tech Markets at Pega, where she helps clients increase productivity, streamline operations, and provide outstanding customer experiences through digital transformation.

A GE accredited Lean Six Sigma Master Black Belt with over 20 years-experience in some of the world’s leading organisations, Carolyn is a Pega-certified System Architect. She provides vision and expertise in areas such as Strategic Planning, Productivity, Quality, Change Management and Organisational Transformation. She has led global Lean Six Sigma deployments in industries including Financial Services, Media & Entertainment, and Manufacturing.

Carolyn has successfully led enterprise scale programs such as Client Services, Revenue Management & Treasury Services, Application Portfolio Optimisation, Master Data Management, Digital Process Automation, Compliance & Regulatory Services, Shared Services Consolidation, and Supplier/Vendor Management.



“PEGA’S APPROACH TO ERP MODERNISATION IS TO WRAP AND RENEW NOT RIP AND REPLACE THE CLIENT’S LEGACY SYSTEMS. OUR LOW CODE WORKFLOW AUTOMATION PLATFORM IS THE INNOVATION AND AGILITY LAYER THAT HARMONISES ACROSS THOSE DISPARATE PROCESSES, DATA AND TECHNOLOGIES”

97% of industries not fully cloud ready handle and accelerate the migration of data into the cloud by utilising AWS, GCP and Azure.

Meanwhile, Virtusa is also focusing on supporting the development of digital supply chains with implications across several industries including manufacturing, travel, transportation, FMCG and retail. “We’ve seen businesses fail because of supply chain issues,” laments Krishnamoorthy.

“That’s why we’re aiming to develop strategic partnerships across an ecosystem that includes product developers and providers like AWS, to launch supply chain solutions onto their marketplace. It’s part of the game plan

for us to be a disruptor and develop new supply chain models across multiple industries.”

A SPIRIT OF COOPERATIVE DISRUPTION

Krishnamoorthy and Ramaswamy believe it’s crucial to target the customer with technological innovation. “We’re agile and adaptable to change at any moment,” assures Krishnamoorthy. “It’s the only way to thrive and deliver success for our customers in a competitive marketplace.”

Ramaswamy agrees and shares that every Virtusan is innately driven to spark progress through passion, innovation, respect, and leadership and to clearly understand customer goals with both



integrity and ethical decision making. “We must be humble in our approach to leadership to find the best pathway towards our goals.”

Relentless in its pursuit of meaningful and quantifiable outcomes for its customers, Virtusa has developed a system rewarding the behaviours that propel an organisation forward, faster. Reacting to the latest trends, Virtusa helps its clients to embrace the new technologies that unlock the value required to become a disruptive force.

“We are united by the passion to transform businesses, the way we work, and to create new markets with an engineering-led approach to help our clients become industry leaders,” pledges Krishnamoorthy. ■



About Pega

Pegasystems is the leader in cloud software for customer engagement and operational excellence. If you’ve driven a car, used a credit card, called a company for service, opened an account, flown on a plane, submitted an insurance claim, or performed countless other everyday tasks, chances are you’ve interacted with Pega. For the past 30 years, its technology - CRM, digital process automation, robotics, AI, and more - has empowered the world’s leading companies to achieve breakthrough results.



