Achieving Enterprise Agility through Bimodal Transformation

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Having witnessed four decades of IT evolution, I am convinced, the connected era is the most dynamic of times to be in. On one hand, technology is fundamentally impacting business models, productivity, investments and more, thereby disrupting the way businesses engage and transact with their consumers. On the other hand, new-age consumers are driven by rapidly evolving expectations, an increasing desire for personalization and demand for speed. Balancing these shifts alongside regular business performance has become the need of the hour.

This is also why many legacy enterprises are being challenged at a frightening pace by younger & agile businesses embracing superior technology and consumer centricity.

Success belongs to bimodal enterprises that are able to leverage the opportunities of a connected era. Not only in solving the business problems of today through continuous re-innovation, but also in creating newer possibilities for tomorrow through rapid experimentation with emerging technologies.

This puts a huge responsibility on technology solution providers, who are expected to be hyper-collaborative. They need to partner with enterprises in addressing industry trends, carving out meaningful consumer experiences, taking end-to-end ownership and crafting complimentary engagement models on their journey towards a connected future.

Altimetrik, being a technology solutions provider, operates on four key pillars when realizing enterprise transformation in a connected era – injecting consumer thinking into solution development, tying business and technology closely with a sharp focus on outcomes, adopting a dynamic software development approach that drives faster time-to-market and in the process building cutting-edge capabilities for enterprises that lets them continuously deliver improved consumer experiences.

This document outlines a tangible roadmap into what constitutes a bimodal enterprise, a holistic understanding of the underlying aspects such as IT landscape, culture, decision making and a pointed approach by Altimetrik for making it real.
Confronted by digital transformation, IT leaders recognize the need to innovate more, manage uncertainty better and establish more agility. However, they have to do this while simultaneously running the business and hitting regular performance goals, which is where bimodal capabilities are crucial.

**Analysis**

A bimodal capability is the marriage of two distinct, but coherent approaches to creating and delivering business change:

- **Mode 1** is a linear approach to change, emphasizing predictability, accuracy, reliability and stability.
- **Mode 2** is a nonlinear approach that involves learning through iteration, emphasizing agility and speed and, above all, the ability to manage uncertainty.

A digital world offers great opportunities, but plenty of uncertainties and risks as well. The enterprise needs a capability that can manage the uncertainty. Most enterprises have created layer upon layer of governance, as well as planning controls that come in many guises, as a way to mitigate uncertainty and risk. However, to be effective, most of those mechanisms rely on an element of predictability that rarely exists in the digital era.
Organizations need to change their methods. They need to adopt more appropriate governance and planning mechanisms, as well as create a capability and a culture that allows them to experiment more, fail fast, fail small and fail visibly. They need to manage this capability in combination with running the more-predictable, mission-critical steady state. This is a bimodal capability.

Managing uncertainty — that is, being able to move forward even when the future is unclear or when a predefined plan is impossible — is foundational to success in the digital era. Often, the desire to manage uncertainty is masked by a focus on speed, but frequently that’s because speed is seen as a way to respond to uncertainty. The benefit of speed afforded by bimodal is eclipsed by the benefit of being able to move forward when the future is unclear.

We are seeing massive growth in organizations that adopt a bimodal approach. Already, more than 40% of organizations describe themselves as having started the journey, and such is the current momentum that we anticipate that fully three out of four organizations will be at some level of bimodal maturity by 2017.

Bimodal affects the whole ecosystem internally and externally. This is not just about the IT organization. Bimodal is important to external service providers (ESPs), because enterprises will want to engage with them in different ways, and it will present new opportunities for ESPs. As a result, practice leaders and strategic planners in ESPs need to develop a way to respond to customers in both modes:

- The more predictable Mode 1, characterized by detailed predefined plans
- The sense-and-respond approach of Mode 2, which looks to evolve as the future develops, rather than executing on a plan that’s developed in advance

Organizations familiar with lean, and, in particular, lean’s approach to decision making, will be comfortable with many of the principles and methods associated with Mode 2. Mode 2 brings under one roof various approaches, methods and tools that have their roots in lean, such as agile, DevOps, Web scale, lean startup, theory of constraints, team structures and goals, cutting cycle times, deciding as late as possible, options thinking, set-based concurrent engineering and employee empowerment. There are many parallels with the cultural norms of lean as well. Like lean, bimodal is not a pick-and-mix toolbox, where simply picking a tool and applying it makes it bimodal. The principles and practices support and reinforce each other, a failure of one can cause a reduction in the overall impact, or even the failure of all of them.

**Research Highlights**

**Getting Started With Bimodal: Show, Don’t Tell**

There are many places to start with bimodal — it could be an innovation lab, use of agile or DevOps, a particular approach to collaboration, or working with suppliers and partners or many other options. There’s no way to be totally prepared in advance, or to rush at this. The deep cultural change that underpins the methods and processes means that shifting to a bimodal approach is akin to learning to swim — you have to start small, and you learn by doing it, not by reading about it. Progress depends heavily on a feedback loop to adjust course and ensure that lessons are learned. We recommend that you “swim”
as soon as possible and mitigate risk by jumping in at the shallow end, not the deep end. However, you need to challenge the organization by moving toward the deep end relentlessly. Of those choosing to jump or be pushed in at the deep end, some undoubtedly will thrive, but the failure rate is much higher.

We address the underpinning capabilities of bimodal in a later section of this research. However, the most common starting point for most IT organizations is the use of an iterative method for software development and, most commonly, the use of agile.

That said, it would be incomplete to assume that, if you are using agile development, you are bimodal. This is wrong for two reasons. First, we see widespread and growing use of agile, applied in a Mode 1 style of delivery. It is a methodology, or rather a set of methodologies that can be applied in either mode, depending on the level of uncertainty. Second, bimodal is not (just) about IT’s own processes or capabilities, it’s about the broader business capability to create business change, including an approach to innovation, sourcing, cultural change and governance, as well as how the organization makes decisions.

John Kotter’s recent book, “XLR8,” highlights the need for and nature of the change. He describes the two operating models that organizations need — one hierarchical and the other network-based (and voluntary). His approach has many parallels to bimodal, but it also provides some interesting differences.

Bimodal brings together capabilities inside and outside IT, which we describe in this research:

- An iterative solution or application development methodology, which, when it involves software development, includes methods such as agile or lean software development
- Innovation management
- Adaptive sourcing
- DevOps
- Empirical governance based on a sense-and-respond capability to provide rapid and direct feedback from the field to the solution development teams
- A renovated core of legacy systems and sourcing partners

Bimodal also requires changes to the way executive teams evaluate competing projects, how projects are funded and governed, and changes in the executive interpretation of risk. However, none of these are an absolute requirement. Organizations typically start applying one particular capability to one or a small number of projects, which is what we refer to as “project bimodal.” This tends to start slightly more piecemeal. Organizations develop the approach, adding and expanding capabilities, and developing a more systematic and systemic capability across the enterprise, which is what we refer to as enterprise bimodal. The cadence of change is fast and continuous in Mode 2, and the business needs to be able to absorb that change. It is these governance and enterprise elements, along with culture, that often cause the most-challenging roadblocks to progressing
bimodal within the enterprise. This is why it’s important that the CIO position this correctly with the executive team to gain their support and engagement.

One of the earliest decisions organizations will have to make relates to the characteristics of the projects or business solutions that will be managed by Mode 2. This is where Gartner’s pace layering can be a useful guide. Typically, Mode 1 has its center of gravity around systems of record, and Mode 2 has its center of gravity in systems of innovation. Other common characteristics for Mode 2 projects include things that affect the customer experience, and we often see technology-oriented perspectives, such as mobile, social or other similar Nexus of Forces technologies (mobile, social, cloud, big data and analytics, and the Internet of Things), and, of course, things that ultimately improve the enterprise’s agility and responsiveness. Although we see some recurring themes and best practices in the selection of the projects for Mode 2, it is highly contingent on the enterprise and its goals.

It is a mistake to think that creating a bimodal organization is only about adding Mode 2, and that the current environment is Mode 1 and remains the same. There are important changes that the core applications teams need to consider:

- “Get Ready for ERP Project Changes Driven by Bimodal IT”
- “Bimodal IT Drives Changes in ERP Support”

The ability to manage uncertainty is one of the key drivers and benefits for bimodal. It is also an important capability to employ as part of the leadership of or response to the emergence of the digital workplace, the growth in shadow IT, and the increasing digital and IT dexterity that employees now have. If IT organizations don’t adapt and respond to this environment, not only will business units, teams and individuals continue to take more control into their own hands and effectively bypass the IT organization, but the enterprise will fail to appropriately leverage the digital dexterity of its employees. They’ll also fail to appropriately exploit technologies that digital employees can leverage — for example, business process management (BPM) tools in the intelligent BPM suite (iBPMS) area.

There are many use cases in which a bimodal style of approach can potentially be applied. We have also seen bimodal being applied effectively in the public sector:

- “Mayor’s Office of New Urban Mechanics Cultivates Ambidexterity”
- “Bimodality and the Burden of Transition at the South Carolina Department of Health and Human Services”

And, of course, there are many examples in the private sector:

- “Priority Health Sees Speed of Response as Vital in Uncertain Times”
- “Creating a Bimodal Personality at Luxottica”
- “MTR Corporation’s Bimodal IT Team Operates on Two Tracks”
“Miroglio Goes Bimodal to Focus on the Customer”

Even though smaller organizations have many advantages in terms of the agility, they can still benefit from a bimodal approach.

Success Is Built on Cultural Change Above All Else

At a recent Gartner conference, one of the authors led a workshop of roughly 50 people, and participants were asked to choose between three potential obstacles to bimodal adoption:

- IT didn’t have the right skills
- There was a large potential to make a mess
- The culture wasn’t ready for bimodal

Six out of seven groups chose the cultural obstacle as the single biggest threat to bimodal success. Gartner has observed that clients, in large part, do not believe their culture is ready for bimodal and want help on how to change the culture. In other words, if you fail at cultural change, you will fail to reap the rewards of bimodal, while significantly increasing enterprise risk.

So, how can you bring about the right cultural change? Cultural change needs to be directly addressed as part of the overall change program, rather than being left to take care of itself. Three subcultures (operator, innovator and guardian) are at work in a bimodal organization.

The cultural gap is a key reason we see IT organizations bifurcating their organization structures.

The “antibodies” that pervade traditional organizations can suck the life out of Mode 2 initiatives and effectively kill them. As such, Mode 2 usually needs organizational room and political cover to give it the space it needs to be nurtured and flourish.

The cultural changes run deep and span the whole organization. It embraces the need to empower teams and individuals to make decisions and leverage the speed that comes with higher levels of autonomy — whether it is in agile teams or in infrastructure and operations.

Employees have innate competencies that favor Mode 1 or Mode 2. Most organizations struggle to find those innate competencies best-suited to Mode 2. However, there are things the IT management team can do that foster and nurture those more rare competencies and traits.

Although many CIOs are pushing at an open door in terms of convincing the stakeholders of the need for change, there are inevitably some organizations, teams or individuals that require more convincing than others. Managing resistance to this change and choosing language carefully are critical for the CIO.

Establish Empirical Governance and Clear Principles

The overall approach to governance must reflect the nature of Mode 2 projects that rely on frequent change, the application of a minimum viable product approach, informed by a sense-and-respond capability. This ensures that the steering of Mode 2 projects is based on a continuous empirical process, as opposed to checking against predetermined plans and milestones established many months prior. Such plans
frequently give the illusion of control, but limiting predictions to short iterations increases predictability and agility. A business transformation approach must have a clear direction and desired outcomes, be empirically based on data about the actions taken (“is this working?”) and include the ways that judging the value of the changes planned (or executed) can change over time.

The Harvard Business Review’s March 2015 spotlight story identifies a strategy execution gap, highlighting that there is a myth that “execution means sticking to the plan” where “executives view deviations as a lack of discipline that undercuts execution.” Instead, “a lack of agility is a major obstacle to effective execution among the companies we have studied.”

Many organizations focus their innovation activities on idea generation and management, while failing to devote sufficient attention to the incubation and progress of the most-promising opportunities to the point where they can be more fully considered for operational implementation. Such incubation activities require dedicated funds, resources and a robust process for progressing opportunities. Organizations struggle with innovation, because they can’t measure the value it is creating. As a result, establishing a framework can make a big contribution to getting executive buy-in.

Digitalization often necessitates implementing change in an adaptive manner, which is counter to the traditional, predictive methods of implementing change. Although digitalization is a huge force of change, replete with uncertainty, opportunity and risk, it doesn’t completely obviate the need to implement change in the traditional predictive manner; hence, this is about being bimodal, and why Mode 1 remains a critical capability that must be valued. It necessitates being able to do the traditional and predictive work better. When the adaptive and uncertain prove successful, they become known and predictive. There are significant implications in bimodal for how organizations do their program and portfolio management, with an increasing need to combine the predictive approach with an adaptive approach.

Establish clear and transparent governance principles and establish the filters that will be applied to decide what goes into which mode and why. The failure to address this results in Mode 2 being inundated, with a scatter gun approach that results in the limited Mode 2 capacity being diffused across too many domains to have a significant impact. Hence, establishing a consistent framework is important. To establish some context within which that governance framework can operate, the business and IT strategies need to provide the overall direction and goals and reflect the use of a bimodal approach to achieve those outcomes.

Because of the uncertainties and trade-offs associated with Mode 2 projects, CIOs tend to become more directly involved in leading Mode 2. It is important for CIOs to use a risk management approach. There are some simple controls that can be employed to satisfy the finance team.

The CIO needs to coach the CFO and the investment committee members about the different profile of the Mode 2 style projects, and the product view of Mode 2, because the business case template needs to be
adapted to reflect the greater uncertainty and typically higher risk. This does not mean these projects get a blank check or are without controls; it just means they need to be funded and overseen in a different way.

It’s quite normal for transitions between modes to occur. This needs to be anticipated by establishing some rules of engagement and, in particular, rules about how to address funding issues that may arise as a result of a transition. However, transitions also involve a clear definition and a consensus on what “done” looks like, which clearly goes beyond just meeting functional requirements.

**Formalize Your Approach to Innovation Management**

At the heart of the digital transformation and bimodal is the need for enterprises to become more creative, to break out of the business as usual and, in particular, to establish a stronger capability in technology-led business innovation. Bimodal’s embrace of business innovation is a key factor that makes bimodal so much more than the simple use of agile for software engineering.

CIOs need to work with key business executives to formalize their approaches to technology-led business innovation. To do this, they need a clear and consistent perspective on their goals. Different goals will lead organizations to create different programs and processes, with varying resource demands, drawing on an ever-growing set of industry practices.

CIOs and innovation leaders need to build on their organizations’ strengths in developing and growing their innovation competencies. They also need to recognize key requirements for successful innovation that may run counter to the organization’s natural tendencies. Top innovators need to excel in at least one of the three pillars of innovation — purpose and intent, process and organization, or people and culture — and to have a basic competency in all three.

There are some proven techniques that enduring innovation leaders have applied over a decade or more, which enterprises can apply. Technologically aggressive organizations can use this as a checklist. More-conservative organizations can pick two techniques each year and implement them to develop their capabilities.

Enterprises succeed in managing innovation through six dimensions of maturity, such as strategic intent and fostering a culture of innovation. The Innovation Management Maturity Model enables enterprises to assess their maturity, identify performance gaps and define actions for improvement.

**Build the Capabilities That Underpin Bimodal**

Several key capabilities collectively define bimodal. It requires changes in and development of capabilities in both modes; it’s not just a question of adding a set of Mode 2 capabilities, even if Mode 2 tends to be the source of greatest risk and opportunity. We’ve already touched on some of the changes needed to establish a viable Mode 1 capability, such as the need to renovate the IT core. We also previously touched on innovation management as one of the most important capabilities for Mode 2. In this section, we will focus on the other key capabilities that are needed for Mode 2.
An iterative approach as part of Mode 2 is fundamental because of the increased uncertainty related to what will work in the digital era and the increased importance of trial and error. It is also important because of the poor record associated with waterfall approaches. An iterative approach is important, regardless of whether and to what extent the initiative involves software development. Often the solution may involve the integration of a new technology, such as 3D printing, iBPMS or smart machines, or it may involve integrating multiple third-party solutions or services.

Having said that, the most common place for IT organizations to start their bimodal journeys is the adoption of an iterative approach to developing software and, most frequently, that’s agile. As with bimodal, and for the same reasons, starting with agile requires a gentle introduction, allowing people to find their feet and adapt. No matter how much pressure the organization is under, this is not something you can take a “big bang” approach on. The selection of the early projects is important, so the filters again become important.

Done well, agile development can be an integral part of the portfolio of methods that the CIO uses to deal with increasing business demand for application capability and innovation. Done badly, agile development will create a lot more problems than it solves. Because of the risks involved, many organizations will get it wrong, which is likely to cause a backlash against agile and iterative methods. This doesn’t make them wrong; they’re just poorly implemented. The same can be said for the bimodal approach, which has many risks and pitfalls.

We see a lot of organizations focusing on the upstream capabilities around bimodal, such as the use of agile and innovation management. However, they often pay insufficient attention to issues further downstream, such as deploying the solutions into a production environment. And they often are unable to do it in a pattern that matches the cycle of change coming downstream. This is where DevOps becomes a critical capability. Although DevOps remains dynamic in terms of the good practices, it offers an important capability to bridge the gaps between the Mode 1 and Mode 2 approaches. There is only so much change any organization can absorb, so being practical is important; however, we would encourage the early development of DevOps, rather than reacting to the bottleneck that will inevitably materialize without it.

Growing a DevOps initiative beyond just a few small teams increases the risk of failure due to increasing complexity and ambiguity. However, there are ways to mitigate these risks.

Digital transformation and the need for innovation will also have a profound impact on what organizations do about sourcing and how they go about it. Adaptive sourcing is Gartner’s new approach to IT sourcing strategy. A three-layer sourcing strategy enables sourcing executives to address the pace of change in services and capabilities that is required by different stakeholders at each level, and to consider the type of supplier base and governance that is required to ensure successful demand fulfillment and high stakeholder satisfaction with:
Business innovation

Process differentiation

IT “run” activities

Sourcing teams need to adapt their services to ensure that they remain relevant to the digital transformation, and act as accelerators.

For a more radical view on the transformation to bimodal that starts from the same underlying challenges described in this research, but takes more of a disruptive view in terms of what’s required to move forward at pace, refer to our recent Maverick research.

**Bottom Line**

A bimodal capability that spans and is integrated across the enterprise is not an option for organizations entering a digital transformation and facing high levels of uncertainty. CIOs must engage the executive team and start developing this capability as soon as possible, because it takes time. CIOs must start before they think they’re ready, adopting an iterative approach to establishing and developing the bimodal capability, and keep their momentum going.

**Evidence**

Our research is based on ongoing inquiries and interviews conducted with Gartner clients worldwide during the past 18 months. Client discussions center on their user experiences as they implement bimodal organizations. Many of the client interviews form the basis of our numerous case studies.

In addition, this research is based, in part, on a survey of Gartner client CIOs in the U.S., Europe and the Asia/Pacific region for their interest and participation in digital business activities. Companies were required to have, at a minimum, $250 million in 2012 annual revenue, and they had to operate in a range of industries: manufacturing, retail, government, healthcare, banking, insurance, or communications and media services.

*Source: Gartner Research Note G00276981, Simon Mingay, Mary Mesaglio, 24 April 2015*
For CIO’s considering a practitioner’s view to bimodal, Altimetrik proposes a tangible approach that starts from re-thinking their technology & IT landscape, which is largely dominated by enterprise systems today as illustrated in Fig (a). Almost 65% of this landscape comprises of back-end, which is fairly standard across industries. These enterprise back-end systems support run-of-the-mill functionalities, causing little or no differentiation in the market.

Success in the connected era significantly depends on the remaining 35% – the configurable front-end platforms that enhance end consumer value. Current investment scenario points to a 70% spend towards maintaining enterprise platforms and a mere 30% towards building innovative consumer platforms.

Industry research and on-ground realities indicate a sharp shift in investments in the next 2-3 years, if not less (refer to figure b).

This in no way indicates that enterprises now need to go full force on consumer-centric systems, by discarding their focus on existing enterprise systems. Going truly bimodal requires the following approach:

1. Re-innovating the enterprise core by standardizing it and making it relevant in the connected era

2. Building innovative and configurable consumer platforms (front-end) by leveraging the strengths of enterprise core
Figure a. Technology & IT landscape of most large enterprises

Source: Altimetrik

Figure b. Shift in Technology & IT investments in the next 2-3 years

Source: Altimetrik

3. Realizing this transformation not always by building from scratch, but by quickly engineering and assembling capabilities to drive faster time to market and modularity.

Achieving these milestones cannot happen through traditional software development methodologies, for the approach and thinking needed for this is entirely new and contextual to the connected era.
Altimetrik proposed a simple “Design-led Component Engineering” methodology to software development, a simple four step journey of Envision, Engineer, Assemble and Deploy to bring new-age technology solutions to life.

**ENVISION – Coding Consumer Experience first!**

Most traditional SDLC approaches are heavily system requirements’ driven. They do not accommodate the concept of Envisioning – thinking end-user, which is why nearly 70% of technology endeavours fail to deliver good consumer experiences. According to Gartner, “By 2020, poor customer experiences will destroy 30% of digital business projects.”

Envisioning is the first step of our design-led engineering methodology. It lets enterprises move towards Consumer Thinking, by focusing on deeper user understanding; empathising with their needs, contexts, behaviours, interaction patterns and thereby mapping a meaningful journey for them.

This collaborative outcome-based exercise between nimble, multi-faceted teams and clients helps churn out holistic user-centric and user-story centric intelligence, which is the perfect premise to kickstart development.

**ENGINEER – Architecting on the principles of Component Engineering**

The pace of our digital era doesn’t always offer the luxury to code from scratch. Also, traditional coding approaches are time & effort intensive. One of the core requirements of the connected era, is to be able to realize ideas faster in their minimally tangible form. This requires enterprises to move away from a “projects-mindset”, where development always starts from a zero code base state and the efforts reside in

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*Bimodal goals need a powerful software development approach, which is not traditional. Building a bimodal enterprise needs a more conscious approach that stands on the pillars of consumer-centricity, purpose, innovation and speed*
silos. By moving towards a “capabilities-mindset”, we are still coding, but for engineered components that are modular and re-usable.

Components in this context refer to granularly functional blocks that can be quickly assembled and disassembled for purpose. The design output derived from the envisioning phase can act as a base for identifying and building relevant components that bring experiences to life.

**Case in Point (1):** Altimetrik partnered with a global multi-level marketing firm in delivering a collaborative multi-channel sales and partner engagement portal. Through a carefully calibrated envisioning process and component engineering approach, we could achieve a 20% reduction in the estimated development effort for their Asia roll-out.

**ASSEMBLE – Accelerating Delivery**

This is the phase, where all relevant components (existing and newer ones) are put together as visual prototypes to demonstrate potential. Through a closed loop approach, prototypes are continuously evaluated for perfection. Once all the functionalities are in place, they are assembled together to form the bigger picture. **By quickly assembling components that are engineered to perfection, you will not be spending a lot of time doing User Acceptance testing and Regression testing. Instead, the focus will be on engineering-based Assembly testing.** The Engineering and Assembly phases are also supported by incisive injection of existing platforms and accelerators.

**Case in Point (1.1):** Phase 1 of our engagement with the previously mentioned multi-level marketing firm, was focused on creating capabilities for the enterprise. Due to the re-usability, overall development effort was drastically reduced to 60-70% for their consequent roll out in USA.

**DEPLOY – Integrating and Scaling Solutions**

This is where all pieces of the puzzle beautifully come together. Interestingly, this is also the stage where most enterprises experience unanticipated code faults, which not only causes budget & effort overrun, but also a delay in time to market. According to Gartner’s IT Key Metrics Data (IT Metrics data 2016 Key Application Measures: Project Measures: Current Year only 60% of projects were completed on time, and only 71% finished on budget. The average schedule variance was 23%, and the average budget variance was approximately 16%.

**Case in Point (2):** For a leading telecom player, we helped build a paper-less subscription and reporting system from scratch. Our methodology reduced the time to market by 50%, alongside delivering re-usable capabilities for future projects.
Across all four steps, a robust DesignOps and Quality Engineering approach are adopted. DesignOps is an extension of the much-known DevOps practice that make design-changes seamless at any stage of development. Also, by taking a left-shift approach to Quality Engineering, we’re engineering quality throughout the lifecycle of solution development, right from the start. This not only reduces uncertainties related to scaling, but also drives faster time to market.

**Conclusion:** The Design-led Engineering methodology successfully complements existing solution development approaches of enterprises. By injecting consumer-centric thinking and creating capabilities that can be leveraged for both modes of operation, enterprises will experience heightened technology-led business outcomes. Nevertheless, bimodal journey is iterative and continuously aims to augment existing enterprise capabilities, while seamlessly integrating newer ones. Many forward looking enterprises across industries are already embarking on this journey, by picking areas of priority and proving value.

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*Source: Altimetrik*
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