



Briefing Note
Reprint

Sowing Digital Pumpkins with Mindtree

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Mindtree

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Sowing Digital Pumpkins with Mindtree

Summary and Key Takeaway

Mindtree's newest digital innovation center warrants a visit from U.S.-based ISG clients interested in engaging a mid-sized provider that combines the next-generation application development expertise with a mature user experience transformation capability.

Briefing Notes

We recently spent a day with Mindtree at the launch of the "Digital Pumpkin", its second innovation hub, and first in the U.S. Mindtree's first Pumpkin opened in Bangalore, India, in 2016. See ISG analysts Ashish Chaturvedi's and Jan Erik Aase's point of view [here](#).

While Mindtree's concept of creating a dedicated site to incubate innovation for clients has not changed since our last note, it does appear that Mindtree's thinking around the pillars of what it means to digitally transform – and what its role is in helping enterprise clients – has evolved. According to Mindtree, their renewed digital value proposition focuses on:

- Creating digital experiences by rethinking the way customers engage with companies, partners and employees.
- Digitizing the value chain by building a "graceful" API layer to connect both new and legacy systems.
- Developing sense-and-respond systems with a focus on building models that can predict changes in customer, partner and employee demand.
- Shaping business models and partnerships to identify new revenue streams.

In essence, Mindtree wants to be the "anchor partner" for all of its clients' digital initiatives – and it wants these initiatives to take root at the Digital Pumpkin, starting with a transformation of the end customer's user experience (CX). Mindtree views CX as the new "competitive battlefield," on which companies will need to establish new business models, new operating models and new underpinning technology to win.

Mindtree has a deep pool of homegrown user-experience expertise, unlike much of its competition, which has found itself needing to acquire (or partner) with this kind of talent as the competition for CX talent has exploded over the past 24 months. Mindtree's heritage as an e-commerce firm has helped it organically grow this capability. Meanwhile, its competition, which has been more focused on back-office efficiency, has had to use M&A to catch up.

Enterprise clients planning a visit to the Digital Pumpkin can expect to focus on what Mindtree calls the “conceptualization phase, which includes:

- Defining a problem statement in business terms.
- Building personas, which are archetype representations of customers, partners and or employees.
- Developing journey maps based on the personas representing how customers interact with a brand.
- Developing and shortlisting functional prototypes using rapid prototyping tools.

Next comes the realization phase, which focuses on creating the actual production instance of one or more of the shortlisted prototypes. We were able to see an end-to-end example of this with a presentation from the CIO of a leading car rental company. In his view, partners that don’t operate this way – using collaborative design thinking approaches – are not long for the world.

Net Impact

As we discussed in last year’s research note on the [Seven Characteristics of a Generation-Three Relationship](#), buyers will need an interconnected ecosystem of partners to succeed – single sourcing to one provider increasingly will be a competitive *disadvantage* for companies. Mindtree recognizes this trend and was candid about the fact that it will not always have all the solutions its customers need; the Digital Pumpkin is the instantiation of that understanding, in that it is a physical space meant to aggregate digital ideas from a diverse set of customers and partners.

In our view, Mindtree is well positioned to help companies navigate the emerging CX battlefield, design a “graceful” API layer, which will be [central to digital business success](#) over the next decade, and in develop systems to predict and respond to changing demand. The last component of Mindtree’s value proposition – shaping new business models – should be viewed as aspirational. However, Mindtree’s track record of sustained digital growth and customer satisfaction with some of the leading brands in the world should provide ISG clients with confidence that Mindtree can evolve into the role of an anchor digital partner.

Associated Research

- [Mindtree Fuses Design Thinking via Its “Digital Pumpkin”](#)
- [Mindtree Addresses the “Retailization” of Travel & Hospitality with IoT](#)

ISG Placements and Recognition

- ISG Index: Q2 2017
 - Breakthrough 15
- ISG Provider Lens: 2017
 - Product Challenger: End-to-End Application Dev & Maintenance
 - Rising Star: Application Development
 - Product Challenger: Application Support & Maintenance
 - Leader: Application Testing
 - Product Challenger: End-to-End ADM - Banking, FS & Insurance

Summary Facts

- Mindtree Limited has corporate headquarters in Bangalore, India, and U.S. headquarters in Warren, NJ.
- Company annual revenue for year ending March 31, 2017, was \$779.8 million, with approximately 16,470 employees globally serving 300+ active clients.
- Core portfolio includes application development, cloud computing, digital transformation services, data analytics, e-commerce and marketing.
- Core markets include the US and Europe contributing 65 percent and 25 percent in revenue respectively. Overall, Mindtree has 42 offices in 17 countries.
- Key competitors include Infosys, Accenture, Atos, Capgemini, HCL, IBM, TCS and Wipro.



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