

Digital Adoption Platform (DAP) Playbook

November 2020: Complimentary Abstract / Table of Contents



Our research offerings for global services

▶ Market Vista™ Global services tracking across functions, sourcing models, locations, and service providers – industry tracking reports also available	
▶ Application Services	▶ Human Resources
▶ BPS Banking & Financial Services	▶ ITS Banking & Financial Services
▶ BPS Healthcare & Life Sciences	▶ ITS Healthcare
▶ BPS Insurance	▶ ITS Insurance
▶ Catalyst™	▶ IT Services Executive Insights™
▶ Cloud & Infrastructure	▶ ITS Life Sciences
▶ Customer Experience Management Services	▶ Locations Insider™
▶ Data & Analytics	▶ PricePoint™
▶ Digital Services	▶ Procurement
▶ Engineering Services	▶ Recruitment & Talent Acquisition
▶ Enterprise Platform Services	▶ Service Optimization Technologies
▶ Finance & Accounting	

More about membership

In addition to a suite of published research, a membership may include

- Accelerators™
- Analyst access
- Data cuts
- Pinnacle Model® reports
- PriceBook
- Virtual Roundtables
- Workshops

Custom research capabilities

- Benchmarking | Pricing, delivery model, skill portfolio
- Peer analysis | Scope, sourcing models, locations
- Locations | Cost, skills, sustainability, portfolio – plus a tracking tool
- Tracking services | Service providers, locations, risk
- Other | Market intelligence, service provider capabilities, technologies, contract assessment

Membership information

- This report is included in the following research program(s)
 - [Human Resources Outsourcing \(HRO\)](#), [Service Optimization Technologies \(SOT\)](#)
- If you want to learn whether your organization has a membership agreement or request information on pricing and membership options, please contact us at info@everestgrp.com

Contents

For more information on this and other research published by Everest Group, please contact us:

Anil Vijayan, Vice President

Sharath Hari N, Practice Director

Rachita Mehrishi, Analyst

Our research methodology	
Preface	5
1. Introduction to digital adoption	6
• Enterprise digital challenges	8
• Issues for low adoption rates	9
2. What is a DAP and why is it important?	10
• Understanding DAPs	11
• Key DAP use-cases	15
• Benefits of DAPs	16
3. DAP market characteristics	17
• State of the market – market size and growth	18
• DAP adoption trends by:	19
– Geography	19
– Industry	20
– Buyer sizes	21
– Platform type	22
– Application type	23
– Enterprise applications	24
4. The DAP journey	25
• Understand the current state	28
• Create a business case for the desired outcome	33

Contents

• Determine capability target state	46
• Identify all determinants and map path	51
• Execute against mapped path	60
5. Challenges and best practices	75
• Challenges	76
• Best practices	77
– Involving the relevant stakeholders	78
– Talent management	79
– Value realization and performance monitoring	80
– Setting up a Center of Excellence (CoE)	81
6. Case studies	84
• Experian	85
• Sentry	87
7. Outlook	90
8. Appendix	91
• Designing an RFP and vendor evaluation framework	92
• Enterprise DAP CMM	100
• Environmental determinants	111
• Variance in execution path steps for organizations by environmental determinants	112
• Glossary	116
• Research calendar	118

Preface



The aim of the DAP Playbook is to empower enterprises at various stages of their digital evolution with insights into the role and impact of DAP in digital journeys and to help develop strategies to improve outcomes from their DAP investments.

At the time of publishing this playbook, many countries are recovering from the COVID-19 pandemic, while some are still battling it. This has thrown the world into an unprecedented crisis, stress-testing organizations' business continuity plans. Every industry has been impacted one way or the other. In response, a significant portion of the world population has been staying indoors. As a result, alternate work models such as work from home have seen a huge rise. The importance of remote training and support is significantly amplified in this crisis, and organizations are looking at solutions to accelerate their journeys to make their business models more resilient to pandemic-like situations. Solutions such as DAPs can play a pivotal role as they help enterprises solve some of these challenges.

This playbook will help enterprises understand the various components of the DAP market and help them scale up their DAP adoption across the organization to make them more resilient and competitive.

Overview and abbreviated summary of key messages (page 1 of 2)

DAPs are designed to ease digital transformation for employees and customers – they drive and simplify end user support throughout the digital adoption lifecycle. This playbook will help enterprises understand the various components of the DAP market and help them scale up their DAP adoption across the organization to make them more resilient and competitive.

Some of the findings in this report, among others, are:

Introduction to digital adoption

- Evolving into a digital-first business is becoming increasingly important for organizations to remain resilient and competitive
- As enterprises move along this journey, they face multiple challenges – including lack of proper adoption and communication – to realize the desired outcomes
- There are many reasons for the low adoption rates of applications, and enterprises are looking for solutions that can address some of these challenges
- As enterprises realize the need for increased adoption of their applications, they look for solutions that can address these challenges. DAP has emerged as a key solution in this regard, helping enterprises increase user adoption and realize the downstream benefits as well.

What is DAP and why is it important?

- DAPs are solutions that are designed to facilitate seamless adoption and learning of the underlying applications through step-by-step guidance and other capabilities such as analytics, announcements, surveys, and automation
- Most of the DAP use-cases fall under two key categories – customer-facing use cases and enterprise use cases, typically for employees and partners of the organization
- DAPs enable enterprises to improve productivity, reduce costs, and enhance the user experience

DAP market characteristics

- The awareness and adoption of DAP among enterprises is increasing rapidly as evidenced by the rapid growth of the DAP market
- The largest adoption of DAPs has been for enterprise applications such as CRMs, HCMs, and ERPs, closely followed by customer-/external-facing application
- DAP has been adopted by enterprises of all sizes, although the mid- and large-sized buyers have adopted it the most

Overview and abbreviated summary of key messages (page 2 of 2)

The DAP journey

- There are various triggers for DAP adoption within an enterprise; for some enterprises it may be triggered by an event and for some it may be an organization-wide strategy
- It is important for enterprises to understand their current and desired target outcome states to map a best-fit execution path for their DAP journey
- Enterprise should prioritize the identified applications for DAP implementation, leveraging a structured and repeatable framework
- Enterprises need to target appropriate amount of content to be created, given the possibility of diminishing returns
- Having determined an achievable outcome, enterprises should then seek to map out corresponding capability requirements to achieve the desired outcome

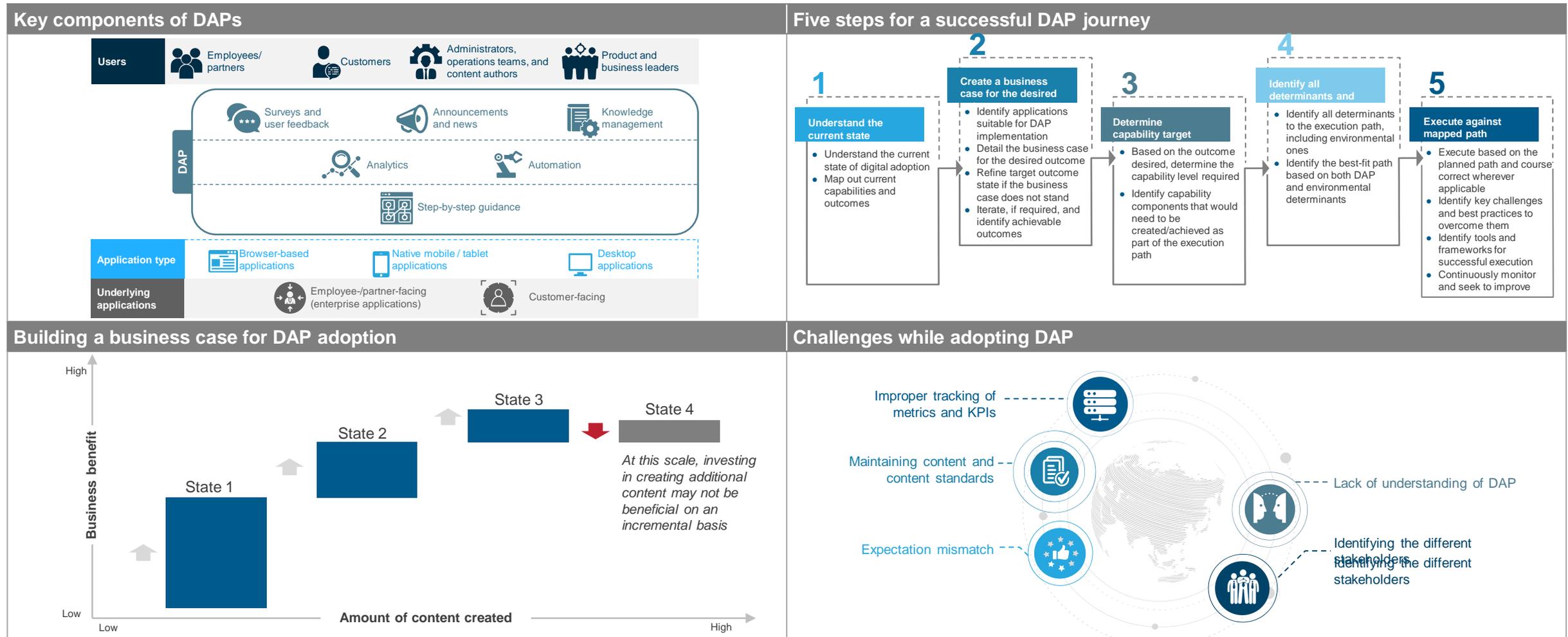
Challenges and best practices

- Enterprises may face multiple challenges during their DAP initiatives, typically while scaling them up across the organization
- To overcome these challenges, enterprises can follow certain best practices to ensure a successful DAP journey
- As enterprises move ahead with their DAP journey, it becomes critical to involve the relevant stakeholders based on the use cases addressed
- Developing a value realization framework is essential to ensure a successful DAP journey
- There are different CoE models adopted by enterprises that are well ahead in DAP maturity, the most common of which are centralized and hub & spoke

Outlook

- In future, DAP projects will be more proactive and organization-wide, embedded into the broader digital strategy, with dedicated teams / job titles to handle DAP initiatives
- Investments in the product to support complex applications, platforms, and use cases will continue to increase to create truly enterprise-grade solutions
- As the market matures, DAP vendors will look to increase their partnership ecosystem to include more service partners and ISVs to enhance reach and support

This study offers multiple chapters providing a deep dive into key aspects of the DAP market; below are four charts to illustrate the depth of the report



Research calendar

Human Resources Outsourcing

Published
 Planned
 Current release

Flagship HRO reports

Release date

Multi-process Human Resources Outsourcing (MPHRO) – Service Provider Profile Compendium 2020	January 2020
Rewards and Recognition (Learning Services) Solutions PEAK Matrix® Assessment with Service Provider Landscape 2020	April 2020
Digital Adoption Platform (DAP) Products PEAK Matrix® Assessment with Service Provider Landscape 2020	July 2020
Learning Services PEAK Matrix® Assessment with Service Provider Landscape 2020	June 2020
Learning Services Provider Profile Compendium 2020	August 2020
Digital Adoption Platform (DAP) Products Provider Profile Compendium 2020	August 2020
Multi-country Payroll (MCP) Solutions PEAK Matrix® Assessment 2020	September 2020
Digital Adoption Platform (DAP) – State of the Market Report 2021	October 2020
Digital Adoption Platform (DAP) Playbook	November 2020
Multi-country Payroll (MCP) Solutions Annual Report 2021	Q4 2020
Multi-country Payroll (MCP) Solutions Service Provider Profile Compendium 2021	Q4 2020
Multi-process Human Resources Outsourcing (MPHRO) Services PEAK Matrix® Assessment with Services Provider Landscape 2021	Q4 2020

Thematic HRO reports

Release date

Learning Function of the Future	December 2019
Digital Adoption Platform (DAP): Accelerating the Journey from Transformation to Adoption	February 2020
Impact of Recession on the Business Process Services (BPS) Industry	March 2020
Price Trends in HRO	September 2020

Note: For a list of all of our published Human Resources Outsourcing reports, please refer to our [website page](#)

Research calendar

Service Optimization Technologies (SOT)

Published Planned Current release

Flagship SOT reports

Release date

Digital Adoption Platform (DAP) Products PEAK Matrix® Assessment with Technology Vendor Landscape 2020	July 2020
Intelligent Automation in Business Processes (IABP) – Annual Report – 2020	July 2020
Buyer Satisfaction with Intelligent Document Processing (IDP) – Are Buyer Delighted or Disenchanted?	July 2020
Digital Adoption Platform (DAP) – Technology Vendor Profile Compendium 2020	August 2020
Buyer Satisfaction with Intelligent Virtual Agents (IVA) – Unleashing insights by viewing the market through buyer’s lens	September 2020
Robotic Process Automation (RPA) – Technology Vendor Landscape with Products PEAK Matrix® Assessment 2020	September 2020
Digital Adoption Platform (DAP) – State of the Market Report 2021	October 2020

Digital Adoption Platform (DAP) Playbook

November 2020

Robotic Process Automation (RPA) – Technology Vendor Profile Compendium 2021	Q4 2020
Enterprise AI Automation Adoption – Pinnacle Model™ Assessment	Q4 2020
AI Trailblazers 2020 - AI Startups Redefining the Business Process Services	Q4 2020

Thematic SOT reports

Release date

360-degree Enterprise Automation Playbook	May 2020
Achieving Broader Automation in Finance & Accounting through Intelligent Document Processing (IDP)	July 2020
Building a Lean, Resilient, and Agile Organization Through a Continuous Process Optimization (CPO) Solution	September 2020
Enterprise Process Orchestration	September 2020
Accelerate Automation in Banking with Intelligent Document Processing (IDP)	Q4 2020

Note: For a list of all of our published SOT reports, please refer to our [website page](#)



With you on the journey

This study was funded, in part, by [whatfix](#)

Everest Group is a consulting and research firm focused on strategic IT, business services, engineering services, and sourcing. Our clients include leading global enterprises, service providers, and investors. Through our research-informed insights and deep experience, we guide clients in their journeys to achieve heightened operational and financial performance, accelerated value delivery, and high-impact business outcomes. Details and in-depth content are available at [everestgrp.com](#).

Stay connected

Website

[everestgrp.com](#)

Social Media

 @EverestGroup

 @Everest Group

 @Everest Group

 @Everest Group

Blog

[everestgrp.com/blog](#)

Podcast

DigitalReallTy



Dallas (Headquarters)

info@everestgrp.com

+1-214-451-3000

Bangalore

india@everestgrp.com

+91-80-61463500

Delhi

india@everestgrp.com

+91-124-496-1000

London

unitedkingdom@everestgrp.com

+44-207-129-1318

New York

info@everestgrp.com

+1-646-805-4000

Toronto

canada@everestgrp.com

+1-416-388-6765

This document is for informational purposes only, and it is being provided "as is" and "as available" without any warranty of any kind, including any warranties of completeness, adequacy, or fitness for a particular purpose. Everest Group is not a legal or investment adviser; the contents of this document should not be construed as legal, tax, or investment advice. This document should not be used as a substitute for consultation with professional advisors, and Everest Group disclaims liability for any actions or decisions not to act that are taken as a result of any material in this publication.