From AI Investment to Business Value

Why Leading Organizations Use a Digital Twin of an Organization to Transform Strategy into Measurable Outcomes

Featuring insights from the report in which Mavim is recognized as a Leader in the Gartner® Magic Quadrant™ for Digital Twin of an Organization Solutions

Executive Summary

Organizations have never invested more in digital transformation, yet many still struggle to turn technology into measurable business value.

AI, Market technologies, ERP/CRM modernization, automation, and data platforms promise efficiency, agility, and innovation. The issue is rarely ambition or investment. It is the gap between technology adoption and the organization's ability to understand how work actually gets done.

Business processes, systems, policies, responsibilities, and operational data often remain fragmented across departments and applications. Without a connected view, leaders struggle to judge impact, manage risk, prioritize change, and scale AI with confidence.

This is where a **Digital Twin of an Organization (DTO)** has become increasingly important.

A DTO creates a living, governed representation of the organization by connecting strategy, business architecture, processes, applications, governance, and performance insight into one continuously evolving model. It gives leaders the context to evaluate decisions before they are executed and to translate transformation strategy into operational action.

For organizations seeking greater value from Microsoft technologies, AI, and enterprise transformation, this connected understanding has become a critical success factor. A DTO helps clarify dependencies, strengthen governance, identify execution risk, and build the Business IQ required for better decisions.

We see this growing importance of DTO platforms is reflected in the introduction of the **Gartner® Magic Quadrant™ for Digital Twin of an Organization Solutions**, recognizing the emergence of a new category of enterprise technology focused on connecting business understanding with transformation execution.

We believe that Mavim's recognition as a **Leader in the Gartner® Magic Quadrant™ for Digital Twin of an Organization Solutions** reflects this market shift and reinforces a practical point of view: AI becomes valuable when it is grounded in the real processes, governance, responsibilities, and business context that determine how work is executed.

Technology enables transformation. Business understanding makes transformation successful.

> *Organizations are investing heavily in technologies that promise transformation. The leaders who capture value are those who can see where change will create impact, where it will introduce risk, and how execution should be prioritized.*

Contents

A New Era of Business Transformation

Business transformation has entered a new era.

Organizations face a powerful combination of AI innovation, economic uncertainty, regulatory pressure, and changing customer expectations. Cloud platforms, enterprise applications, automation, and intelligent tools are creating new possibilities, but they also increase the need for clarity about how the business operates.

Transformation is no longer a sequence of isolated projects. It is a continuous business capability that requires leaders to align strategy, operations, people, and technology as conditions change.

Success is no longer determined by the ability to implement new technology. It depends on the ability to continuously align strategy, operations, people, and technology as the business evolves.

Technology Is Accelerating Faster Than Organizations

The pace of technological change continues to increase.

AI, generative AI, intelligent automation, advanced analytics, and cloud-native platforms are helping organizations redesign work. Microsoft innovations such as Dynamics 365, Microsoft 365 Copilot, Fabric, Power Platform, and Azure AI services expand what is possible across productivity, collaboration, and decision-making.

Yet technology adoption alone does not guarantee successful transformation.

But speed creates pressure. When information is fragmented and governance is inconsistent, leaders cannot easily determine which changes matter most, what risks they introduce, or how they affect the wider organization.

Transformation Has Become Continuous

Organizations continuously respond to changing regulations, customer expectations, technologies, mergers, supply chain disruption, cybersecurity risk, and market conditions. Transformation has become an ongoing discipline.

This requires faster decisions with a clearer understanding of how each decision affects processes, applications, teams, governance, and customer outcomes.

Without that understanding, every transformation initiative introduces additional uncertainty.

AI Raises the Stakes

Artificial Intelligence is changing not only how organizations operate, but also how decisions are made.

AI now supports insight generation, recommendations, task automation, and decision support. Agentic AI goes further by coordinating activities and executing work with limited human intervention.

These capabilities only create reliable outcomes when they operate with business context. Processes, rules, policies, ownership, dependencies, and performance objectives determine whether AI recommendations are useful, compliant, and executable.

As AI adoption scales, business understanding becomes as important as the technology itself. A DTO turns AI from a standalone capability into an operational part of the business, connected to process context, governance, ownership, and execution.

Measuring Success Differently

Business transformation is no longer measured by the successful implementation of a system.

Organizations increasingly evaluate transformation based on measurable business outcomes.

Leadership questions have shifted from deployment to impact:

- Did we successfully deploy the technology?
- Did we improve operational performance?
- Did we reduce business risk?
- Did we accelerate decision-making?
- Did we increase organizational agility?
- Did we create sustainable business value?

Executive Insight | The organizations that succeed in the AI era will not be those with the most technology. They will be those that can turn business understanding into better decisions, faster execution, and measurable outcomes.

“

*Technology has accelerated transformation, but familiar challenges remain: delayed initiatives, fragmented decisions, inconsistent governance, and difficulty proving business value.
The question is what remains missing between technology investment and successful execution.*

The Missing Link Between Technology and Business

Organizations have more technology than ever, yet many still lack a shared view of how the business operates. That missing business understanding is what slows decisions, increases risk, and prevents technology from delivering its full value.

Transformation Requires More Than Technology

Enterprise transformation is fundamentally a business challenge rather than a technology challenge.

Every transformation affects processes, roles, governance, compliance, information flows, systems, and customer interactions. These elements are deeply connected, so changing one part of the business often affects many others.

Without visibility into those relationships, leaders make decisions based on assumptions rather than evidence.

Business Knowledge Remains Fragmented

Most organizations have enormous business knowledge, but it is rarely connected.

Processes, architecture, policies, metrics, applications, and employee expertise often sit in separate places. As a result, leaders struggle to answer practical questions:

- Which business processes are affected by this change?
- Which applications support those processes?
- Who owns them?
- What are the compliance implications?
- Which departments will be impacted?
- What dependencies exist across the organization?

Without reliable answers, transformation becomes slower, more expensive, and significantly more uncertain.

Complexity Has Become the Greatest Risk

Modern enterprises are interconnected systems: capabilities depend on processes, processes depend on applications, applications depend on data, data depends on governance, and people depend on accurate information.

This web of dependencies cannot be managed through isolated documentation or disconnected improvement efforts.

Organizations may optimize one process while creating bottlenecks elsewhere, introduce AI without understanding the business rules it must follow, or modernize applications without seeing downstream operational impacts.

The challenge is managing an ecosystem of continuous change.

The Cost of Limited Business Visibility

Limited business visibility creates practical consequences for leaders and teams.

Strategic decisions carry more uncertainty. Transformation teams spend time finding information instead of acting on it. Business and IT lose alignment. Regulatory evidence becomes harder to produce. Operational risks remain hidden until they become costly.

AI initiatives inherit the same fragmentation, limiting trust, governance, and scalability from the start.

The Missing Link

Technology continues to evolve at extraordinary speed.

Organizations have become highly connected from a technical perspective.

Business understanding, however, often remains disconnected.

This gap between technology and business understanding has become one of the greatest barriers to successful transformation.

Closing that gap requires more than better documentation.

It requires a living representation of the organization that connects strategy, processes, applications, governance, data, and operational knowledge in a way leaders can use for decisions.

Only then can organizations understand the impact of change before implementing it, align business and technology decisions, and execute with greater speed and confidence.

Executive Insight | Organizations rarely struggle because they lack technology. They struggle because they lack a connected understanding of how their business works.

> *If fragmented business knowledge is one of the primary barriers to successful transformation, the next question becomes clear.*
>
> *How can organizations create a connected, continuously evolving understanding of how their business operates?*
>
> *The answer lies in a concept that is rapidly becoming a strategic capability for modern enterprises: the Digital Twin of an Organization.*

What Is a Digital Twin of an Organization?

Organizations cannot effectively transform what they do not fully understand.

As business environments become more dynamic, organizations need more than documentation, process diagrams, or isolated data sources. They need a living, connected view of how the organization operates today and how change in one area affects the rest of the enterprise.

This is the role of a **Digital Twin of an Organization (DTO)**.

Rather than viewing the organization as a collection of independent departments, systems, or processes, a DTO connects strategy, operations, technology, governance, and organizational knowledge into a single, trusted source of business understanding.

From Static Documentation to Living Business Intelligence

For many years, organizations have documented business processes, organizational structures, policies, application landscapes, and operating procedures.

These assets remain valuable.

However, traditional documentation reflects a moment in time.

Modern organizations change continuously.
Business processes evolve.
Applications are replaced.
Regulations change.
AI capabilities emerge.
New operating models are introduced.

As these changes accumulate, static documentation quickly becomes outdated, reducing its value for decision-making.

A Digital Twin of an Organization moves beyond documentation by continuously connecting business knowledge and maintaining a living model that reflects how the organization actually operates.

Instead of simply describing the business, it enables organizations to understand, analyze, and continuously improve it.

Connecting the Business

A DTO brings together information that traditionally exists in separate repositories. Rather than treating business processes, applications, organizational structures, governance, and operational performance as independent domains, it connects them into one integrated model.

This enables organizations to understand relationships that would otherwise remain hidden.

For example:

- Which business capabilities depend on a specific process?
- Which applications support that process?
- Which business rules apply?
- Which teams are responsible?
- Which risks or compliance requirements are involved?
- How will a proposed change affect other parts of the organization?

Instead of searching across multiple systems for answers, decision-makers gain a connected view of the enterprise.

Understanding Change Before It Happens

Every transformation initiative creates change.

- The challenge is rarely implementing the change itself.
- The challenge is understanding its consequences before decisions are made.
- Introducing a new application may affect dozens of business processes.
- Updating a policy may require changes across multiple departments.
- Implementing AI may influence governance, compliance, customer interactions, and operational responsibilities.

A Digital Twin of an Organization helps organizations visualize these dependencies before implementation begins.

This enables more informed decision-making, reduces unintended consequences, and allows organizations to execute transformation with greater confidence.

Transformation becomes proactive rather than reactive.

A Foundation for Continuous Transformation

Modern organizations are never "finished."
Transformation has become an ongoing capability.

A Digital Twin of an Organization supports this continuous evolution by providing a trusted business foundation that grows alongside the organization.

Instead of rebuilding business knowledge for every new initiative, organizations maintain a shared operational model that supports:

- strategic planning;
- business transformation;
- enterprise architecture;
- process improvement;
- governance and compliance;
- AI adoption;
- operational excellence.

As the organization changes, the Digital Twin evolves with it, ensuring that business understanding remains current, connected, and actionable.

More Than a Technology Platform

A Digital Twin of an Organization should not be viewed as another enterprise application.

It is a strategic business capability.
Its value lies not in storing information, but in creating understanding.

By connecting business knowledge across the enterprise, organizations gain the visibility required to make better decisions, improve collaboration between business and IT, reduce transformation risk, and adapt to changing business conditions.

In an increasingly AI-driven world, this connected business understanding is becoming one of the organization's most valuable assets.

Executive Insight | A Digital Twin of an Organization does not simply describe how an organization works. It helps leaders understand how change creates impact before that change is implemented.

> *Understanding the organization is only the first step.*
> *The real value of a Digital Twin of an Organization emerges when connected business knowledge enables better decisions, supports responsible AI, and helps organizations translate information into meaningful action.*
> *This is where Business IQ becomes essential.*

From Business IQ to AI Success

Artificial Intelligence is transforming how organizations operate.

From intelligent process automation and predictive analytics to generative AI and autonomous agents, organizations are increasingly relying on AI to improve productivity, accelerate decision-making, and create new business opportunities.

Yet AI does not create business value on its own.

Its effectiveness depends entirely on the quality of the business knowledge that supports it.
Without a clear understanding of how the organization operates, AI lacks the context required to produce reliable, explainable, and actionable outcomes.

This is where **Business IQ** becomes essential.

AI Needs More Than Data

Much of today's AI discussion focuses on data. High-quality data is undoubtedly important. However, data alone rarely explains how an organization actually works.

Data may show that a process is delayed. It does not explain why.
Data may reveal declining customer satisfaction. It does not identify which business capabilities, policies, systems, or organizational dependencies contribute to that outcome.
AI can recognize patterns.

But understanding the business behind those patterns requires context.
Organizations therefore need more than accurate data.

They need connected business knowledge.

Defining Business IQ

Business IQ is an organization's ability to understand, connect, and apply its collective business knowledge to make better decisions.

It combines processes, capabilities, organizational structures, enterprise applications, governance, policies, roles, responsibilities, and operational performance into a trusted understanding of how the business operates.

Rather than relying on fragmented information spread across systems, Business IQ creates a shared foundation for strategic planning, operational improvement, risk management, and AI-driven decision-making.

It transforms information into organizational intelligence.

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Why Context Matters for AI

Artificial Intelligence produces the greatest value when it understands the environment in which decisions are made.

Consider a simple business process change.

An AI assistant may recommend automating a manual approval step because historical data suggests that it delays the overall process.

From a purely operational perspective, the recommendation appears logical.

However, if that approval exists to satisfy regulatory requirements, mitigate financial risk, or enforce segregation of duties, removing it could introduce significant compliance issues.

Only by understanding the broader business context can AI distinguish between an inefficient activity and a necessary control.

This illustrates a fundamental principle of enterprise AI: Context transforms information into intelligent decisions. Business IQ provides that context.

Business IQ Enables Responsible AI

As organizations increasingly adopt AI, trust becomes just as important as performance.

Business leaders need confidence that AI-generated recommendations align with organizational objectives, governance requirements, and operational realities.

Business IQ supports responsible AI by connecting the information that AI requires to make informed recommendations.

It enables organizations to:

- understand how decisions affect business processes;
- identify dependencies before implementing change;
- strengthen governance and compliance;
- provide transparency into AI-supported decisions;
- align AI initiatives with business strategy.

Rather than replacing human expertise, Business IQ enhances it by giving both people and AI access to the same trusted business understanding.

The Digital Twin as the Foundation for Business IQ

Business IQ does not emerge automatically.

It is built on a connected understanding of the organization.

A Digital Twin of an Organization provides this foundation by linking strategy, business processes, enterprise architecture, governance, applications, organizational knowledge, and operational insights.

This connected model enables organizations to move beyond isolated information and create a living knowledge foundation that supports better decisions across the enterprise.

In this way, the Digital Twin becomes more than a representation of the organization.

It becomes the engine that powers Business IQ.

And Business IQ becomes the intelligence that enables AI to deliver meaningful business value.

Executive Insight | AI becomes truly intelligent when it understands the business it serves. Business IQ provides the context that transforms data into informed decisions and technology into measurable business value.

> *Building Business IQ is only one part of the equation.*
> *Organizations must also translate that connected business understanding into successful transformation initiatives across their technology landscape.*
> *For many enterprises, that journey is closely tied to the Microsoft ecosystem.*
> *Understanding how Business IQ and a Digital Twin of an Organization strengthen Microsoft investments is the next step toward realizing measurable business value.*

Turning Microsoft Investments into Business Value

Microsoft technologies have become the foundation of digital transformation for organizations around the world.

From Microsoft Dynamics 365 and Microsoft 365 to Power Platform, Microsoft Fabric, Azure, and Copilot, organizations are investing heavily in technologies that promise greater agility, operational efficiency, intelligent automation, and AI-driven innovation.

These investments deliver significant opportunities.
However, realizing their full business value requires more than successful implementation.

It requires a clear understanding of how technology supports business objectives, how processes operate across the enterprise, and how organizational change should be managed over time.

Technology creates capabilities.
Business understanding creates value.

Technology Is Only Part of the Transformation Equation

Implementing enterprise technology is often viewed as the finish line. In reality, it marks the beginning of organizational change.

Every Microsoft implementation influences business processes, operating models, governance structures, employee responsibilities, customer interactions, and decision-making.

Without visibility into these relationships, organizations risk optimizing individual systems while overlooking broader business impacts.

Successful transformation therefore depends on connecting technology implementation with business understanding.

Only then can organizations ensure that digital investments translate into measurable operational improvements.

Connecting Business and Microsoft

Microsoft provides organizations with powerful technologies to automate work, improve collaboration, and enable intelligent decision-making.

To unlock their full potential, these technologies must operate within the context of the business they support.

A Digital Twin of an Organization bridges this gap by connecting business architecture, operational processes, enterprise applications, governance, and organizational knowledge.

This enables organizations to understand not only what Microsoft technologies can do, but also where, why, and how they should be applied to create sustainable business value.

Business transformation becomes guided by organizational insight rather than technology alone.

Accelerating Dynamics 365 Transformation

For many organizations, Microsoft Dynamics 365 represents one of the largest transformation initiatives they will undertake.

Whether modernizing finance, supply chain operations, customer engagement, or field service, success depends on more than configuring software.

Organizations must align business processes with standardized operating models, manage organizational change, evaluate dependencies, and ensure that strategic objectives remain connected to execution.

A Digital Twin of an Organization supports this journey by providing a shared understanding of how business processes, applications, organizational responsibilities, and governance interact throughout the transformation lifecycle.

This enables organizations to make more informed implementation decisions, reduce unnecessary customization, improve stakeholder alignment, and accelerate adoption.

Enabling Enterprise AI Across the Microsoft Ecosystem

As Microsoft continues to embed AI across its technology portfolio, organizations face a new challenge. AI systems require more than technical integration. They require business understanding.

Whether organizations deploy Microsoft Copilot, AI-powered workflows, intelligent automation, or future autonomous capabilities, successful outcomes depend on access to trusted business knowledge.

Business IQ provides this context.

By connecting strategy, processes, governance, enterprise architecture, and operational information, organizations create the foundation that enables AI to generate recommendations aligned with business objectives and organizational realities.

The result is AI that is not only intelligent, but also explainable, trustworthy, and actionable because it is connected to the operating model of the business.

> *The growing importance of connected business understanding is reflected in the emergence of Digital Twin of an Organization solutions as a distinct technology category. As organizations increasingly recognize the strategic value of DTO platforms, independent industry research provides valuable guidance in evaluating the capabilities required to support enterprise transformation.*
>
> *This broader market evolution provides the context for Mavim's recognition as* **a Leader in the Gartner® Magic Quadrant™ for Digital Twin of an Organization Solutions***.*

Maximizing Return on Microsoft Investments

Organizations increasingly measure technology investments by their contribution to business outcomes rather than technical milestones.

Questions have shifted from implementation success to value realization.

Business leaders want to know:

- Are business processes becoming more efficient?
- Are employees making better decisions?
- Is AI improving productivity?
- Are transformation initiatives delivering measurable outcomes?
- Are we reducing operational risk while increasing organizational agility?

A connected understanding of the business enables organizations to answer these questions with greater confidence.

Rather than viewing Microsoft technologies as isolated solutions, organizations can manage them as part of a broader transformation strategy focused on continuous business improvement.

From Implementation to Continuous Value

Technology implementations eventually conclude.
Business transformation does not.

Organizations continue to evolve as regulations change, customer expectations shift, AI capabilities mature, and new business opportunities emerge.

Sustaining value therefore requires more than maintaining technology.

It requires continuously understanding how the business changes over time.

By combining Microsoft technologies with a Digital Twin of an Organization and Business IQ, organizations establish a foundation for continuous transformation, enabling every future investment to build upon an increasingly connected understanding of the enterprise.

The result is not simply better technology.
It is better business performance.

Executive Insight | The greatest return on Microsoft investments comes not from implementing more technology, but from connecting that technology to how the business actually operates.

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Why We Believe Gartner® Recognized Mavim as a Leader

The growing importance of Digital Twin of an Organization solutions reflects a broader shift in how organizations approach business transformation.

As enterprises increasingly seek to connect strategy, operations, technology, and AI, the ability to create a trusted, continuously evolving understanding of the business has become a strategic capability rather than a supporting function.

The introduction of the Gartner® Magic Quadrant™ for Digital Twin of an Organization Solutions reflects this evolution, recognizing the emergence of a technology category dedicated to helping organizations manage complexity, govern change, and improve transformation outcomes.

Within this evolving market, Mavim has been recognized as aa Leader.

For us, this recognition is not simply an industry milestone. We believe it reflects a long-term commitment to helping organizations transform business knowledge into measurable business value.

A Vision Centered on Connected Business Understanding

For many years, Mavim has advocated that successful transformation begins with understanding how an organization operates.

Business processes, enterprise architecture, governance, operational knowledge, and technology should not be managed as separate disciplines. They are interconnected elements of a single operating model.

This philosophy has shaped the evolution of the Mavim platform.

Rather than focusing solely on documenting processes or managing technology assets, Mavim enables organizations to connect business knowledge into a living operational model that supports continuous transformation, informed decision-making, and enterprise-wide alignment.

As organizations increasingly embrace AI and intelligent automation, this connected understanding becomes even more valuable because it provides the operational context AI needs to move from experimentation into trusted, scalable execution.

This is also central to Mavim's differentiated vendor perspective: the value of a DTO is not simply in mapping the organization, but in making business knowledge usable for transformation, governance, and AI-enabled ways of working.

> *Technology investments, connected business understanding, and independent market recognition all serve a common purpose: enabling organizations to achieve better business outcomes.*
>
> *The real measure of transformation success is therefore not the technology that is implemented, but the value that organizations create through it.*
> *The next chapter explores the measurable business outcomes that organizations can realize by connecting strategy, operations, technology, and execution.*

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A Microsoft-Native Approach to Enterprise Transformation

One of Mavim's distinguishing characteristics is its deep alignment with the Microsoft ecosystem.

Built on Microsoft Azure and designed to integrate with technologies such as Microsoft Visio, Dynamics 365, Power BI, and Microsoft Copilot, the platform helps organizations connect business understanding with the technologies that drive daily operations.

This Microsoft-native approach enables organizations to establish a consistent operational foundation while supporting transformation initiatives across business and IT.

Rather than treating enterprise applications as isolated systems, organizations gain greater visibility into how technology, processes, governance, and organizational responsibilities interact to deliver business outcomes.

Enabling Enterprise-Scale Transformation

Large-scale transformation requires more than technology. It requires governance, consistency, and a shared understanding across diverse teams, business units, and geographies.

Mavim supports this by combining business process management, enterprise architecture, process mining, and governance capabilities within a unified transformation environment. This integrated approach helps organizations maintain alignment throughout complex transformation programs while reducing fragmentation between business and technology teams.

In addition, organizations benefit from a broad ecosystem of implementation partners and extensive industry reference models that help accelerate transformation initiatives and support consistent delivery across industries.

Looking Beyond Today's Transformation Challenges

Digital transformation continues to evolve.
Organizations are moving beyond process optimization toward increasingly intelligent, predictive, and AI-enabled operating models.

Mavim's product vision reflects this evolution through continued investment in capabilities such as advanced simulation, AI-driven insights, and prescriptive decision support, helping organizations prepare for the next generation of enterprise transformation.

As AI becomes more deeply embedded within enterprise operations, organizations will increasingly depend on trusted business context to guide intelligent decisions.

Business understanding will become an even more important strategic asset.

Recognition as Validation, Not the Destination

Industry recognition is valuable because it provides organizations with an independent perspective when evaluating technology providers. At the same time, successful transformation is never defined by analyst reports alone.

Ultimately, success is measured by an organization's ability to improve operational performance, manage change with confidence, reduce risk, and realize measurable business value.

We see our recognition as aa Leader in the Gartner® Magic Quadrant™ for Digital Twin of an Organization Solutions as validation of the direction we have pursued for many years: helping organizations connect business understanding with technology execution, strengthen Business IQ, and establish a foundation for continuous transformation.

The journey, however, does not end with recognition.

It continues with helping organizations transform strategy into lasting business outcomes.

Executive Insight | Industry recognition acknowledges progress. Sustainable business value is created by helping organizations make better decisions, manage change with confidence, and continuously improve how they operate.

Real-World Business Outcomes

Successful transformation is not measured by the number of systems implemented, processes redesigned, or technologies deployed.

It is measured by the business outcomes organizations achieve.

As Digital Twin of an Organization capabilities become increasingly embedded within enterprise transformation strategies, organizations are discovering that connected business understanding creates value far beyond individual projects.

It strengthens decision-making, improves operational performance, reduces risk, and enables organizations to respond more effectively to continuous change.

The greatest value of a Digital Twin of an Organization lies not in the model itself, but in the business outcomes it enables.

Better Decisions Through Connected Business Understanding

Every business decision creates consequences across the organization.

Launching a new product, introducing AI capabilities, changing a business process, implementing new regulations, or modernizing enterprise applications all affect multiple teams, systems, and operational dependencies.

Organizations that understand these relationships make better decisions.

By connecting business knowledge into a single operational view, leaders gain greater confidence in evaluating change before implementation.

Instead of relying on assumptions, they can assess business impact, understand dependencies, and align stakeholders around shared information.

Better visibility leads to better decisions.

Better decisions lead to better business outcomes.

Faster and More Predictable Transformation

Transformation initiatives often slow down because organizations spend considerable time identifying process owners, validating documentation, assessing impacts, and aligning business and IT teams.

When business knowledge is fragmented, every new initiative starts by searching for information.

A connected operational model changes this dynamic.

Transformation teams begin with a shared understanding of the organization rather than rebuilding knowledge for every project.

This accelerates planning, improves collaboration, reduces duplication of effort, and enables more predictable execution across complex transformation programs.

Organizations spend less time finding answers and more time creating value.

Stronger Governance and Reduced Risk

As organizations become more digital, governance becomes increasingly important.

Regulatory requirements evolve continuously.

AI introduces new accountability challenges.

Operational resilience depends on understanding business dependencies.

A connected understanding of business processes, policies, ownership, and controls enables organizations to strengthen governance while reducing operational and compliance risks.

Rather than responding to issues after they occur, organizations gain greater visibility into potential impacts before implementing change.

Governance becomes an enabler of transformation rather than an obstacle to progress.

Accelerating AI Adoption with Confidence

Organizations increasingly recognize that successful AI depends on trusted business context. AI solutions become more effective when they understand business processes, organizational responsibilities, policies, and operational objectives.

Business IQ provides this foundation.

As organizations establish a connected understanding of how they operate, AI initiatives become easier to scale, easier to govern, and easier to trust. The result is not simply faster AI adoption. It is more responsible, transparent, and business-aligned AI.

Creating a Culture of Continuous Improvement

Transformation is no longer a one-time initiative.

Organizations continuously adapt to new technologies, evolving customer expectations, regulatory change, and shifting market conditions. A Digital Twin of an Organization supports this continuous evolution by maintaining a living understanding of the business.

Rather than treating transformation as a series of isolated projects, organizations establish a foundation for continuous improvement.

Every initiative builds upon existing business knowledge.
Every change strengthens organizational understanding.
Every improvement contributes to long-term business performance.

Business Value That Extends Beyond Technology

Ultimately, the value of a Digital Twin of an Organization is not measured by the sophistication of the platform.

- It is measured by the confidence organizations gain in making decisions.
- It is reflected in stronger collaboration between business and IT.
- It is demonstrated through faster transformation, improved governance, responsible AI adoption, and better operational performance.

Technology enables these outcomes.
Connected business understanding makes them sustainable.

Organizations that invest in understanding how they operate are better positioned to adapt, innovate, and create lasting business value in an increasingly dynamic world.

Executive Insight | The most successful organizations do not simply transform their technology. They continuously improve how they understand, manage, and evolve their business.

Every transformation journey begins somewhere. While the benefits of connected business understanding are compelling, organizations often ask the same practical question:
Where should we start?
The final chapter outlines a practical approach for establishing a Digital Twin of an Organization and building the Business IQ required to support continuous transformation.

Getting Started

Every organization's transformation journey is unique. Business priorities differ. Technology landscapes vary. Organizational maturity, governance models, and strategic objectives all influence the path forward. Yet organizations that successfully realize business value from AI and digital transformation often share one characteristic. They begin by building a connected understanding of how their business operates.

Creating a Digital Twin of an Organization is not a single project or technology implementation. It is a strategic capability that evolves alongside the organization and supports every future transformation initiative. The journey begins with understanding.

1

Establish a Shared View of the Business

Successful transformation starts with a common language.

Organizations should first establish a clear understanding of their business processes, capabilities, organizational structures, governance, and supporting technologies.

Rather than maintaining isolated documentation across departments, business knowledge should become connected, governed, and accessible across the enterprise.

This shared understanding creates the foundation for informed decision-making and effective collaboration between business and IT.

2

Connect Business Knowledge

Once business information has been identified, the next step is connecting it.

- Processes should be linked to applications.
- Applications to business capabilities.
- Capabilities to strategic objectives.
- Policies to operational activities.
- Roles to responsibilities.
- Governance to execution.

By creating these relationships, organizations move beyond isolated information toward a living operational model that reflects how the business truly operates.

3

Build Business IQ

Connected knowledge becomes valuable when it supports better decisions.

Organizations should continuously enrich their operational model with governance, ownership, operational insights, performance information, and organizational context.

As Business IQ matures, decision-makers gain greater confidence in evaluating change, understanding dependencies, and aligning transformation initiatives with strategic objectives.

Business IQ becomes a strategic asset that benefits every future initiative.

4

Enable Responsible AI

Artificial Intelligence delivers the greatest value when it understands the business it supports.

Organizations that have established connected business knowledge are better positioned to implement AI responsibly, transparently, and at scale.

Instead of relying solely on technical integration, AI gains access to trusted business context, enabling more relevant recommendations, stronger governance, and greater organizational confidence.

AI becomes an accelerator of transformation rather than an isolated innovation initiative.

5

Continuously Improve

Transformation is never complete. Organizations continue to evolve as markets change, regulations emerge, technologies advance, and customer expectations shift.

A Digital Twin of an Organization should therefore evolve continuously alongside the business.

Every transformation initiative contributes new knowledge. Every organizational change strengthens understanding. Every improvement increases the organization's ability to respond confidently to future change.

This continuous cycle enables organizations to build resilience, accelerate innovation, and sustain long-term business value.

The Journey Ahead

Organizations are entering an era in which business success depends on the ability to continuously connect strategy, operations, technology, and AI.

Technology alone will not determine success.

The defining factor will be how effectively organizations understand their own business.

Those that establish a connected, governed, and continuously evolving view of the enterprise will be better equipped to navigate change, adopt AI responsibly, improve operational performance, and create sustainable business value.

A Digital Twin of an Organization provides the foundation.

Business IQ turns that foundation into intelligence.

And intelligent organizations are better prepared for whatever comes next.

Executive Insight | Transformation is not a destination. It is the continuous ability to understand your business, adapt with confidence, and create measurable value from change.

Conclusion

Organizations have invested heavily in digital technologies to become more agile, more intelligent, and more competitive. Artificial Intelligence, cloud platforms, enterprise applications, and automation continue to reshape how work is performed and how business value is created.

Yet technology alone is not enough.

Lasting transformation depends on understanding how the business operates, how change affects the organization, and how strategy can be translated into execution with confidence.

Throughout this Executive Guide, we have explored why a Digital Twin of an Organization has emerged as a strategic capability for modern enterprises. By connecting business knowledge, governance, enterprise architecture, operational insight, and technology into a living operational model, organizations gain the clarity needed to make better decisions, reduce risk, accelerate transformation, and enable responsible AI.

This is also why, in our opinion, the emergence of the **Gartner® Magic Quadrant™ for Digital Twin of an Organization Solutions** is significant.

It reflects the growing recognition that connected business understanding is becoming a critical capability for organizations navigating continuous change.

Mavim is honored to be recognized as **a Leader in this inaugural Magic Quadrant™**. We see this recognition as an affirmation of our commitment to helping organizations connect strategy, processes, technology, and execution to achieve measurable outcomes, while advancing a clear vendor perspective: DTO is the operational layer that gives AI the business context needed to create value responsibly and at scale.

As organizations look ahead, the challenge is no longer deciding whether transformation will continue. The challenge is ensuring that every transformation initiative builds upon a trusted understanding of how the business works.

Organizations that invest in connected business knowledge today will be better positioned to adapt tomorrow. Because in the age of AI, the greatest competitive advantage is not technology alone.

It is the intelligence to understand, manage, and continuously improve the business itself.

Final Thought

The future belongs to organizations that connect business understanding with intelligent execution. Technology makes transformation possible. Connected knowledge makes transformation successful.

Gartner, Gartner Magic Quadrant for Digital Twin of an Organization Platforms, Marc Kerremans, David Sugden, Auria Asadsangabi, 27 July 2026

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