



FROM UPTIME TO OUTCOMES

THE CRITICAL SHIFT EVERY LEADER MUST MAKE NOW

THE GAP THAT'S COSTING BUSINESSES TRILLIONS

Global businesses are losing a staggering \$3.1 trillion every year through inefficiencies, missed growth opportunities and exposure to unnecessary risk.*

Every major business decision — whether elevating customer experience, entering a new market or accelerating digital transformation at scale — should be driven by data. Yet for most organizations, the data that should inform and guide these strategic decisions is fragmented, isolated and buried deep inside thousands of dashboards that don't speak to one other.

Traditionally, IT teams have owned observability. However, their focus is on monitoring system health through technical metrics such as uptime, response time and CPU utilization. Meanwhile, business leaders prioritize metrics like revenue, conversion rates and customer churn. What IT measures rarely maps directly to the KPIs business leaders rely on to make decisions.

So, while technically organizations are monitoring everything, they're often monitoring things in isolation. There is no unified view of the data so it can be reviewed in context, and leaders are left with an incomplete picture in a world where systems, experiences and outcomes are inherently connected.

The consequences are felt across the entire organization:

- Customer experience suffers as businesses can't see where journeys break down and can't pinpoint the root cause.
- Opportunities are missed and growth stalls as emerging trends and signals remain hidden in disconnected data.
- Innovation slows when business leaders lack the confidence to test new ideas or scale cutting-edge AI initiatives effectively.
- Revenue is lost as unresolved delays, inefficiencies and risks erode performance over time.

The key is to connect technical metrics to business outcomes, creating a shared, end-to-end view of performance across the enterprise. This requires a pivot from traditional IT observability to business observability.

Business observability allows organizations to evolve from knowing something is happening inside the system to predicting and understanding how it impacts the future and goals of the business.

* "Connect to the Collective: Collective intelligence — Moving from data silos to data networks," Sushil Raja, Kinexys by J.P. Morgan: <https://www.jpmorgan.com/kinexys/content-hub/collective-intelligence-from-data-silos>



WHY TRADITIONAL MONITORING AND ALERTING FALL SHORT

When IT and business insights converge, observability becomes more than a diagnostic capability. It becomes a proactive growth enabler, powering sharper decisions, accelerating execution and turning operational clarity into sustained competitive advantage.

Business observability is about connecting technology signals to boardroom KPIs so leaders can predict and manage what matters. Without it, businesses are optimizing systems without context.

TRADITIONAL MONITORING AND ALERTING

Traditional monitoring and alerting analyzes system health — collecting and correlating data across infrastructure, networks, applications and security environments.

What does it mean for the business? While effective for identifying technical issues, these tools rarely provide the business context required to make strategic decisions. Insights tend to be point-in-time (current or past) and operational, with little visibility into trends or their impact on business KPIs. Without clear connections to business results, organizations are flying blind when prioritizing what impacts revenue, customer experience and growth.

METRICS

- Do the pages in the customer journey load in under 3 seconds?
- Are we getting 200 responses from our order API request?
- Is there a spike in error logs?
- Is the infrastructure appropriately sized?

BUSINESS OBSERVABILITY

Business observability takes data beyond IT systems. It connects technology signals (technical telemetry) to business processes, KPIs, customer interactions and financial metrics, adding valuable context in real time.

What does it mean for the business? By grounding technology signals in business context, it allows leaders to understand and predict which issues matter most, why they matter and what action will make the biggest difference. It aligns IT investment in observability with strategic outcomes, enabling businesses to manage cost and risk while unlocking growth through optimized customer journeys and more relevant, personalized digital experiences.

METRICS

- Are we seeing the expected order volume from our customers?
- Does the claims processing error rate meet our SLO?
- What is the average order fulfillment time?
- Is our profit margin increasing over time?

THE SHIFT: FROM MONITORING SYSTEM PERFORMANCE TO UNDERSTANDING BUSINESS OUTCOMES

Complexity has outpaced traditional decision making. Customer journeys span dozens of systems, technologies shift by the minute, and a single failure can ripple across revenue, compliance and reputation. Leaders can no longer afford to be exposed to the risk of making decisions on incomplete data or delayed insights.

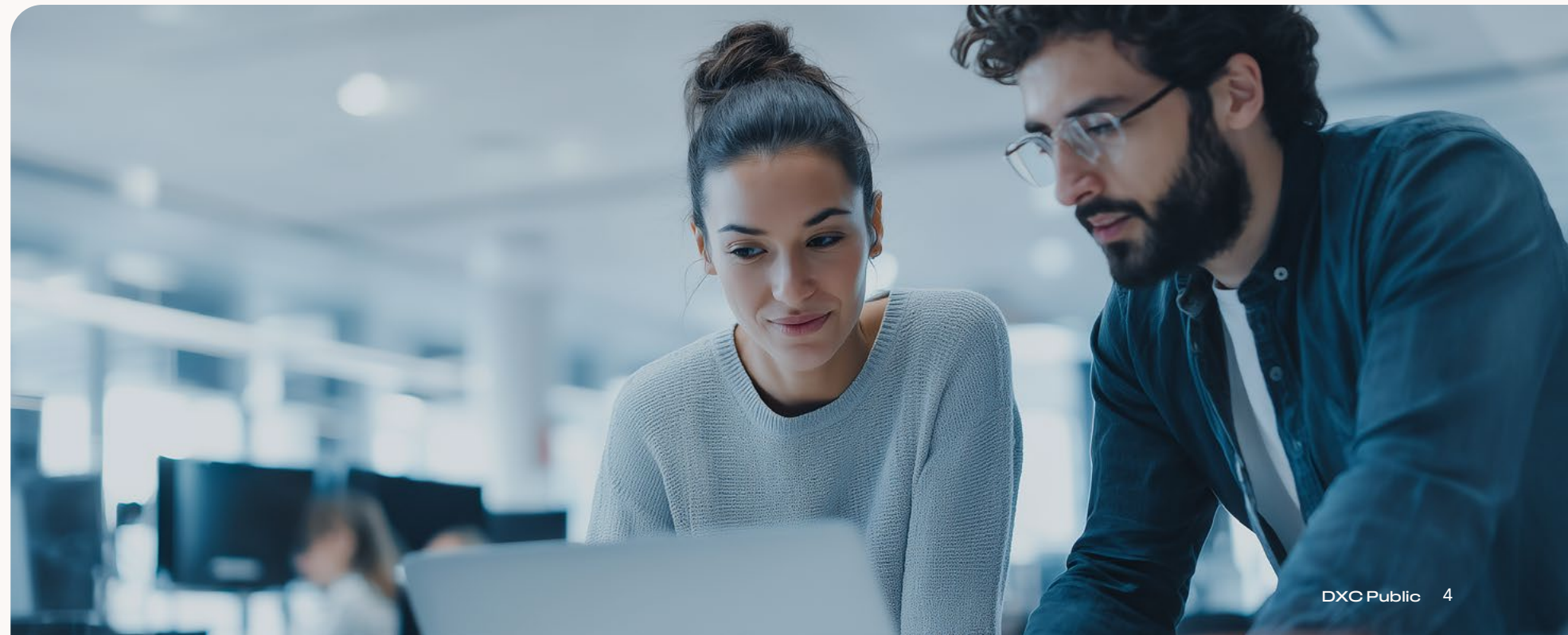
Business observability changes this.

Business events — customer actions, transactions, cart abandonment — are continuously captured and retained, creating a live, end-to-end view of business performance. It replaces fragmented dashboards and lagging reports with a real-time single view that leaders can use to act quickly. With real-time accessible insight, leaders can:

- **Derisk and accelerate innovation.** Confidently test new experiences, pricing models or AI-led initiatives. Measure business impact instantly, make rapid adjustments or roll back changes when needed.
- **Reduce major business-impacting outages.** Predict demand surges, proactively automate remediation with self-healing systems and enable critical revenue during peak periods.
- **Control costs.** Gain visibility into business processes and resource utilization, enabling smarter trade-offs that drive efficient spending while maintaining customer engagement.

- **Improve efficiency and financial performance.** Access precise, business-grade data to identify bottlenecks, friction points and revenue leakage across end-to-end business processes. Clearly see their direct impact on customer experience and the bottom line.
- **Turn insights into action with AI automation.** Native AI and automation intelligently act on real-time business data, without relying on disconnected third-party tools, enabling faster response and continuous optimization.

- **Maintain compliance and reliability standards.** Continuously verify processes, decisions and AI-driven actions for alignment with regulatory, security and quality requirements as the business scales.



WHAT STOPS ORGANIZATIONS FROM UNLOCKING REAL-TIME INSIGHT

To unlock the full value of business observability, leaders must make it part of the organization's culture.

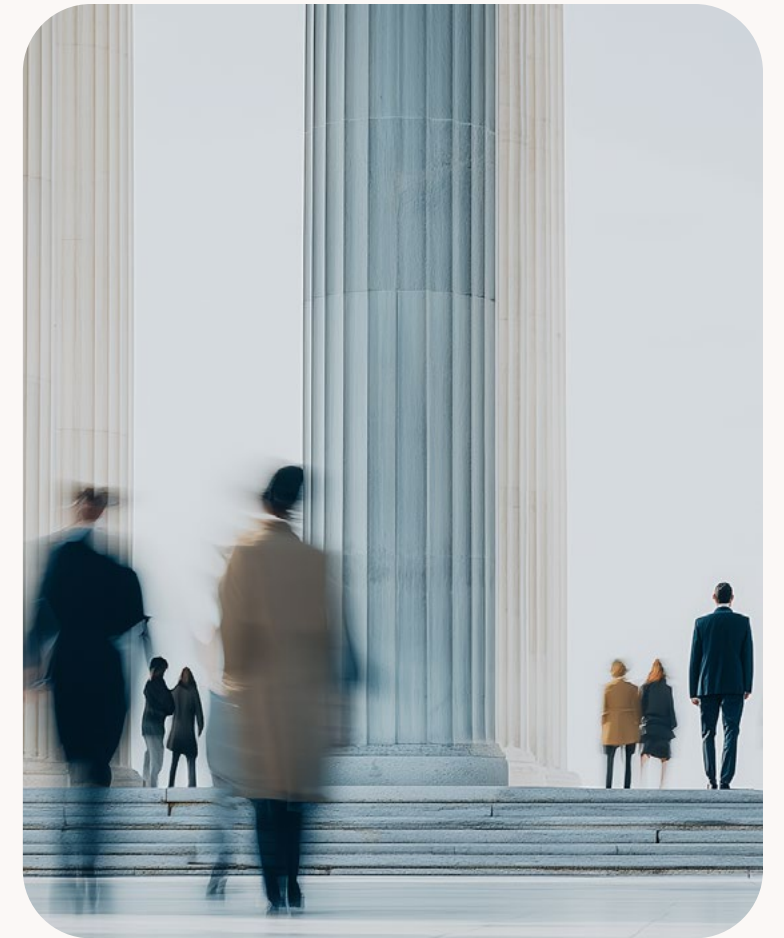
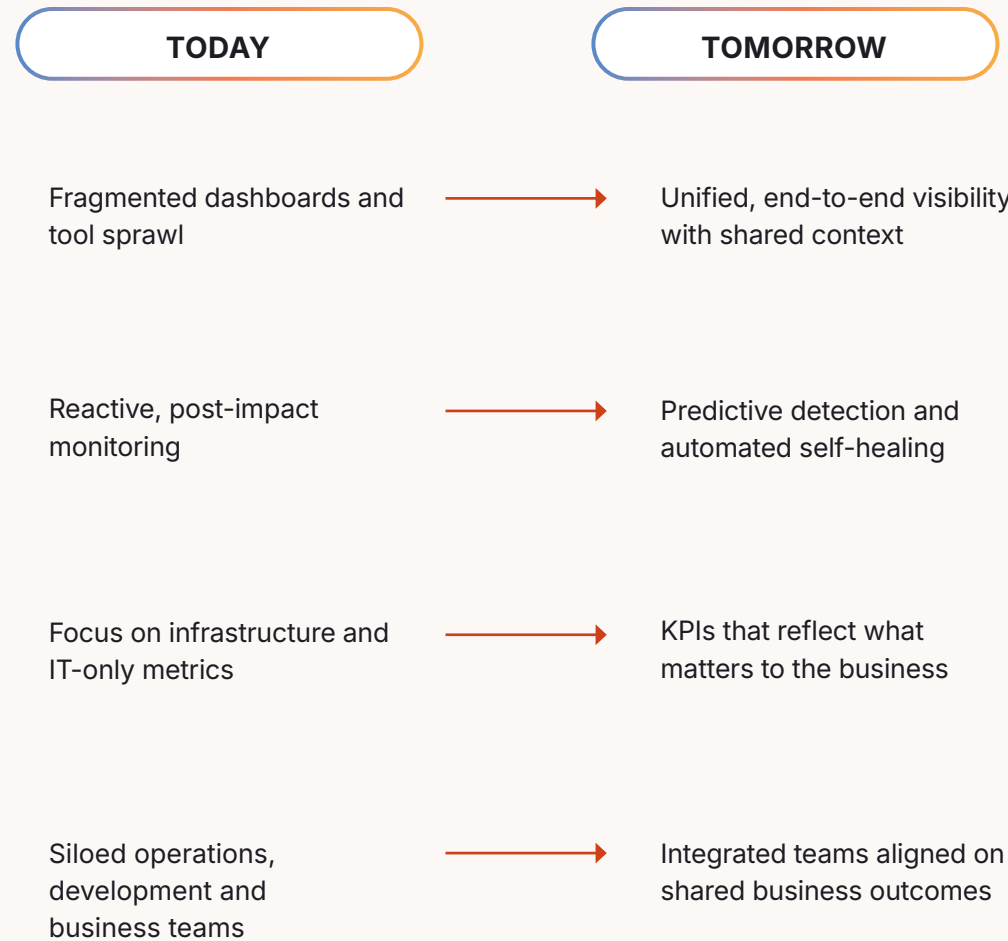
Common mistakes that hold organizations back:

The risk	The shift
Treating observability as an IT project. When it's seen as only a tech tool, it seldom reaches the boardroom.	Make it a leadership priority. Tie observability strategy to business goals and KPIs like revenue, cost and customer experience, so it becomes part of strategic decision making across both business and IT stakeholders.
Information overload. Having reports and insights in different formats, unconnected and delivered at different times, slows decisions, reinforces silos and wastes time. Leaders can't act on what they can't see.	Adopt a platform-driven strategy with common standards and a single, unified view of end-to-end business processes.
Reactive firefighting. If you act only after problems hit, you lose time and money.	Embed business observability into the operating rhythm to predict and prevent issues before they disrupt operations or revenue.
No cultural adoption. If teams think it's "IT's job," it won't stick, and blind spots will persist.	Create a common language across the entire business (product, operations and finance). Make business observability part of leadership reviews alongside financials and performance metrics.
No ownership, cost control, governance or clear metrics for success. When observability is not supported by a clear framework and proven methodology for setup and rollout, outcomes are unclear, adoption stalls and return on investment is difficult to demonstrate.	Adopt a framework that integrates observability into the business's most critical processes, creating true end-to-end visibility and measurable impact.



MOVING THE FOCUS FROM TODAY'S VIEW TO TOMORROW'S ADVANTAGE

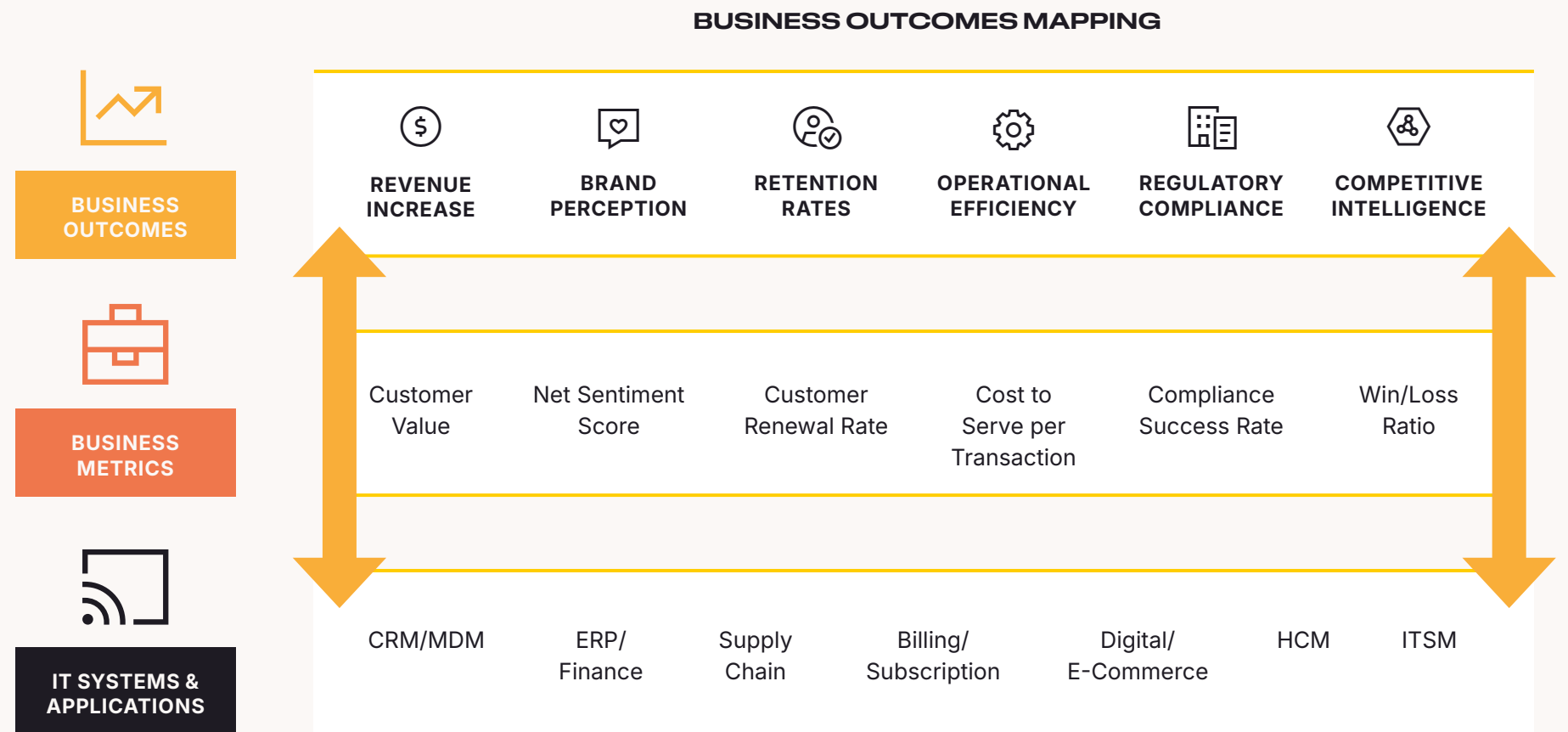
Shifting the focus to tomorrow's advantage requires the alignment of the technical and business teams, working together with common goals to drive measurable impact across the whole business.



MAPPING END-TO-END SYSTEMS TO DRIVE ENTERPRISE-WIDE OUTCOMES

Business observability starts with the business challenge, then organizes the IT signals underneath it to show how every system contributes to the outcome you're trying to achieve. Once those connections are clear, you can set KPIs that reflect the business results you want. Then you can see in real time how well those outcomes are being met across teams, processes and business units.

It's the shift from monitoring systems in isolation to monitoring the outcomes that matter most to the business.



The mapping of business outcomes to business metrics and IT systems and applications

BUSINESS OBSERVABILITY IN ACTION: BANKING

THE CHALLENGE

A leading bank wanted to improve its digital account-opening journey. The process spanned multiple systems, compliance checkpoints and customer touchpoints. Customers were dropping out, reviews were delayed, and leaders lacked a clear view of where friction was occurring.

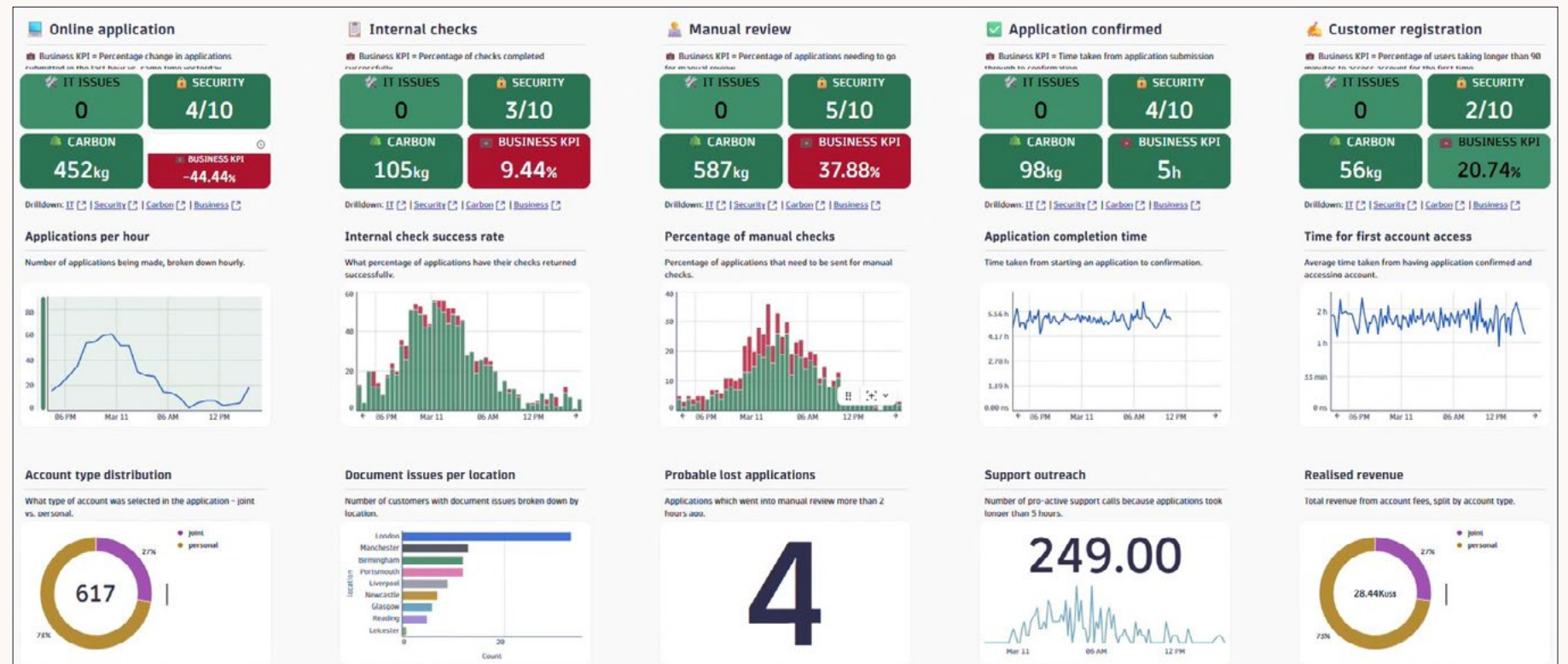
THE SOLUTION

DXC mapped the entire journey from application start through document review, credit and background checks, confirmation, and final registration. Then it connected the business KPIs that matter: conversion rates, time to commence review, escalation rates, bounce rates and total time to complete registration. These KPIs were tied directly to the underlying systems, including internet banking, giving the bank a single real-time view of what was driving performance.

With business and IT finally aligned on the same live signals, the bank could clearly see where customers experienced friction, why applications stalled and how system behavior impacted customer engagement, compliance obligations and commercial outcomes.

THE RESULT

- Higher completion and conversion rates
- Reduced customer drop-off and churn
- Stronger compliance and auditability
- Fewer avoidable delays
- Improved revenue through better experience



Business observability in action: Above is an example of a Dynatrace dashboard with demonstration data that shows how business KPIs can be aligned to the banking account opening process, providing a real-time view of performance across the end-to-end journey. The Manual Review step highlights a business KPI in red, indicating where a threshold has been missed and helping to pinpoint friction, delays and their impact across interconnected systems, as well as areas for improvement.

Image courtesy of Dynatrace. ©2026 Dynatrace. All rights reserved.

TAKE OBSERVABILITY FROM UPTIME TO OUTCOMES

Modern organizations aren't held back by a lack of data; they're held back by the inability to use it in the moments that matter. Today, most leaders are still making decisions on fragmented, delayed or incomplete information, even as their businesses become more connected, more complex and more dependent on real-time data to compete.

The organizations setting the pace are operating with a single, shared view of what's happening across their entire business. They move faster, take smarter risks and make decisions grounded in the reality of how their business is performing right now.

When leaders can see end-to-end performance clearly and understand how systems influence outcomes, everything changes:

- Innovation becomes faster and less risky.
- Transformation becomes more predictable.
- Financial performance strengthens.
- Teams work from the same truth, not competing versions of it.

This is the real promise of business observability. It's not another IT tool or layer of reporting. It's a fundamentally different way for leaders to run their organizations with clarity, speed and confidence.

This is where the right partners matter to create an integrated business platform where insight informs action, ideas are tested and innovation accelerates. We turn observability into actionable intelligence, dashboards into decisions and operational opacity into strategic clarity.

Organizations that embrace business observability now will shape the future.



DXC AND DYNATRACE: UNLOCKING THE FULL VALUE OF BUSINESS OBSERVABILITY

Most organizations are drowning in data but starved of insight. DXC and Dynatrace change this by giving leaders a single, real-time view of how the business is performing, not just how the systems are behaving.

DEEP INDUSTRY EXPERTISE AND ENTERPRISE-SCALE ENGINEERING

DXC brings decades of systems integration experience, a rich engineering heritage and deep enterprise applications expertise across industries worldwide. We give organizations the context and capability they need to apply observability to the business processes that matter most.

AI-POWERED OBSERVABILITY THAT CONNECTS TECH TO BUSINESS OUTCOMES

The Dynatrace third-generation AI-powered observability platform provides precise, real-time insight across applications, cloud and infrastructure. Paired with DXC's industry knowledge, it fuses technology performance with business context, connecting IT signals directly to revenue, experience, cost and risk.

INSIGHT THAT DRIVES ACTION, NOT JUST DASHBOARDS

Together, DXC and Dynatrace move organizations beyond dashboards, giving leaders actionable intelligence that improves service stability, optimizes technology investments and accelerates innovation. Business-centric observability enables smarter decisions at speed.

THE IMPACT FOR GLOBAL ENTERPRISES

With deep industry expertise, mission-critical application knowledge and an AI-powered observability platform, DXC and Dynatrace help organizations:

- Unlock real-time insights
- Improve service stability
- Optimize technology investments
- Drive measurable business outcomes
- Deliver digital experiences that matter

DXC and Dynatrace make observability meaningful to the business. By combining enterprise-scale engineering, industry expertise and an AI-powered observability platform, DXC and Dynatrace give leaders clarity, confidence and control — taking observability from uptime to outcomes.

DXC'S PARTNERSHIP WITH DYNATRACE

15+

years of strategic
collaboration

220+

Dynatrace-certified
engineers

300+

complex
enterprise projects

About DXC Technology

DXC Technology (NYSE: DXC) is a leading enterprise technology and innovation partner delivering software, services, and solutions to global enterprises and public sector organizations — helping them harness AI to drive outcomes at a time of exponential change with speed. With deep expertise in Managed Infrastructure Services, Application Modernization, and Industry-Specific Software Solutions, DXC modernizes, secures, and operates some of the world’s most complex technology estates. Learn more on [dxc.com](https://www.dxc.com).

About Dynatrace

Dynatrace is advancing observability for today’s digital businesses, helping to transform the complexity of modern digital ecosystems into powerful business assets. By leveraging AI-powered insights, Dynatrace enables organizations to analyze, automate, and innovate faster to drive their business forward.

Learn more at www.dynatrace.com.

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