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Predicts 2022: No Time to Look Back — A Gartner Trend Insight Report

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Initiatives: CIO Leadership of Innovation, Disruptive Trends and Emerging Practices

After a year of uncertainty, “impact” will be the watchword of 2022 as companies try to show stronger value and greater flexibility in recovery. Now is not the time to look back at the world long gone. This research will encourage looking forward to a future based on new approaches and new value scenarios.

Overview

Opportunities and Challenges

- CIOs must use predictions to see critical differences between the lessons of the past and the needs of the future.
- Recognizing and responding to the need to become resilient will be critical to prepare for the next wave of changes before they arrive.
- Organizations that understand how to use democratized technology will gain a multifold increase in productivity and adaptive change.

What You Need to Know

To build and expand a digital business, CIOs should:

- Use these predictions to guide strategic investments in R&D, marketing and demand generation.
- Structure infrastructure and architectures for composability and changeability/adaptability instead of stability.
- Democratize the use of technology by introducing composability concepts and easier-to-use tools that require less technical knowledge to operate.

Strategic Planning Assumptions

By 2025, more than 50% of enterprise-managed data will be created and processed outside the data center or cloud.

By 2025, 70% of new access management, governance, administration and privileged access deployments will be converged identity and access management (IAM) platforms.

By 2025, more than 75% of organizations will use cloud-powered patching capabilities for Windows and third-party applications in place of on-premises-based solutions.

By the end of 2025, 30% of enterprises will establish new roles focused on IT resilience and boost end-to-end reliability, tolerability and recoverability by at least 45%.

By 2024, 80% of digital businesses will integrate SPM and execution technologies, and adopt new frameworks and standards to achieve valued business outcomes.

By 2024, 75% of governments will have at least three enterprisewide hyperautomation initiatives launched or underway.

Through 2025, 75% of an organization's architecture will be democratized across the organization, with little or no central control.

By 2025, 30% of the top 20 SaaS vendors will have modular commercial models to support composability, and thus, offer customers greater flexibility at higher cost.

By 2025, organizations that enhance digital channels with the primary goal of a better customer experience will convert 65% of interactions to self-service.

Insight From the Experts

You Will Shape the Future of Work by How You Invest in Technology and People

“Stress acts as an accelerator; it will push you either forward or backward, but you choose which direction.”

– *Chelsea Eriean*

In times of stress, it is not unusual to look at the past to recall lessons that can help us move forward. However, now is not a time to look back, as the savvy CIO will find forward motion most effective when embracing new ideas. The aforementioned stress that now weighs on all organizations is the incessant pressure of change, uncertainty and transformation to a new digital model. While these stresses are not new, they are enduring beyond the expectation of most organizations, as one uncertainty seems to spawn many others.

The response to stress must be to reduce it, or to find ways to combat it more effectively. CIOs are finding more ways to be effective. Composable systems are giving way to more composable architectures, composable sourcing and procurement, and even composable business models. This composability brings greater flexibility, adaptability and overall agility in adopting new technology innovations, and ease of use for business capabilities. In addition, CIOs are finding that employee and customer experiences are better served through helping those same employees and customers create the experiences on their own – without so much tech-professional control. In the end, the technology being used has become more capable of supporting this need for flexibility and ease of use. As CIOs have moved away from resistance to change and toward new value creation, we can look forward to a future where change is an advantage. Change will represent new value and advancement, rather than just risk. Preparedness for using change as an asset is more important than just stability.

In our regular research, Gartner asks the question, “How can we help today?” Gartner Predicts research asks the question, “Where will you need help tomorrow?” True leaders and creative visionaries never forget that question.

Our predictions this year follow many trends, key among them being the trend toward a distributed enterprise to support more resilient operations. In addition, these predictions note the need to spread the work of an enterprise across technical and nontechnical professionals to democratize success.

In this Trend Insight report, we will explore the following:

- How will organizations expand and distribute enterprise capabilities to support a more decentralized structure?
- How will resilience become a core competency for enterprises seeking to avoid being caught unprepared for future uncertainty?
- How will a shift toward democratization of applications, architecture and experiences drive greater enterprise competitiveness?

Kind regards,

Daryl Plummer

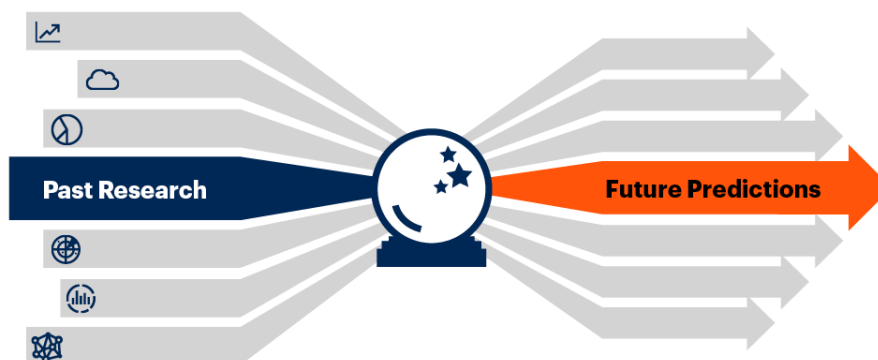
Executive Overview

Definition

Predictions are statements of Gartner's positions and actionable advice about the future (see Figure 1).

Figure 1. Gartner's Mainstream Predictions

Gartner's Mainstream Predicts



Source: Gartner
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Gartner's 2022 predictions are a mixed bag of technologies, industry imperatives and calls for changes to the very way in which businesses operate. Track these predictions throughout 2022, plus the years beyond. Use them to frame the strategic planning assumptions that will drive your business in the next decade.

Gartner clients have come to rely on our annual predictions as both input for their strategic plans and as alerts to potentially disruptive changes. For most enterprises and IT organizations, investments and other business decisions during the next few years are likely to be made by finding a point of balance between the old and the new. Anticipating change is more important than ever, and predicting the point of balance then becomes a critical part of any strategic plan.

Research Highlights

How Will Organizations Expand and Distribute Enterprise Capabilities to Support a More Decentralized Structure?

Decentralization has been a theme for many organizations for years as shared decision-making and action has been shown to be helpful in a digital world. However, centralized goals must still be assured even as distribution of computing, technology support and work becomes commonplace.

Edge solutions are a nascent trend that will continue growing to enable digital transformation in every industry, from “Industrie 4.0” in manufacturing, to smart buildings and immersive classrooms. Digital transformation necessitates extending and distributing the digital enterprise to the edge – where **physical** entities live. It’s at the edge where the blurring of the lines between the physical and digital worlds will primarily happen – where customers and employees, and buildings and enterprise assets are located – and everything and everyone is connecting digitally. Over the next several years, edge solutions will experience growth, growing pains and evolution in the trend itself. *By 2025, more than 50% of enterprise-managed data will be created and processed outside the data center or cloud.*

The acceleration of digital interactions as the primary method of business and government interactions is here to stay. When we reframe anywhere, anytime digital access and identity assurance as the primary objective, not the exception, and combine it with the emergence of identity-first security as the leading defense against attacks, we see that legacy IAM approaches are insufficient. The broader trend toward technological and organizational composability, which empowers those closest to the action to respond autonomously, supports the need for a fundamental change in the way IAM leaders design and enforce identity-focused solutions and policies. *By 2025, 70% of new access management, governance, administration and privileged access deployments will be converged IAM platforms.*

The shift to hybrid work affords infrastructure and operations (I&O) leaders an opportunity to deliver meaningful changes in the ways that services are delivered, and increases their focus on experiences. Most I&O leaders are accelerating their investments in cloud-powered workplace technologies, which require limited or no on-premises infrastructures to deliver services to workers in any location. For example, they may create a distributed enterprise without compromising the power of centralized control and coordination. *By 2025, more than 75% of organizations will use cloud-powered patching capabilities for Windows and third-party applications in place of on-premises-based solutions.*

Related Research

Predicts 2022: The Distributed Enterprise Drives Computing to the Edge

Digital transformation is pushing enterprises to be more distributed and expand to the edge. I&O leaders must plan for the growth of Internet of Things (IoT) and related data at the edge, protect their enterprise from edge growing pains in security and connectivity, and prepare for changes in edge computing use cases.

Predicts 2022: Identity-First Security Demands Decentralized Enforcement and Centralized Control

The rapid increase in multicloud environments and distributed users has resulted in massive identity-centered security vulnerabilities. Security and risk management (SRM) leaders must combine centralized IAM controls, policies, data, and programs with empowered, decentralized and context-sensitive enforcement.

Predicts 2022: Cloud-Powered Workplace Technology Enables the Distributed Enterprise

Remote and hybrid strategies pressure digital workplace I&O leaders to measure and improve employee productivity and experience. Cloud-powered workplace technology is nearing mainstream adoption, and I&O leaders need to optimize workplace technology to improve the productivity of hybrid work.

How Will Resilience Become a Core Competency for Enterprises Seeking to Avoid Being Caught Unprepared for Future Uncertainty?

Resilience is the ability to bounce back and to be prepared to move forward in whatever direction is most prudent. Unfortunately, most enterprises are not as prepared for a situation where resilience is needed as they are for stability. Stability is great until it is threatened. But resilience is at the heart of preparedness for instability.

Enterprises are facing unprecedented challenges in ensuring the resilience of their operating environments, continued acceleration of digital delivery and expected reliable end-user experience. Each of these challenges brings risk and effects that are increasingly reflected in business measures (such as customer satisfaction, abandonment, retention rate, churn and conversion). *By the end of 2025, 30% of enterprises will establish new roles focused on IT resilience and boost end-to-end reliability, tolerability and recoverability by at least 45%.*

The increasing need to deliver value from digital initiatives is giving rise to strategic portfolio management, a digital investment management discipline that enables strategy realization in complex and dynamic environments. SPM for technology initiatives and digital investments has three key attributes, portfolio alignment, value-driven decision making and ongoing portfolio flexibility. A recent Gartner study shows that organizations that are highly effective at all three attributes are approximately twice as likely to drive positive business outcomes. *By 2024, 80% of digital businesses will integrate SPM and execution technologies, and adopt new frameworks and standards to achieve valued business outcomes.*

The disruption brought by shifts during COVID-19 severely exposed and challenged traditional government operating models to stay resilient by taking quick actions to continue the operations with the government workforce and deliver services to the citizens. In 2022, the focus will be more about solidifying the foundations of the investments made in the past year and yielding returns. With the citizens at the top of the priority list, government organizations must also focus on helping their employees to make evidence-based informed decisions, and advancing government strategies and policies. *By 2024, 75% of governments will have at least three enterprisewide hyperautomation initiatives launched or underway.*

Related Research

Predicts 2022: Build Digital Platforms for Adaptive Resilience

Expansion of digital services and solutions continues to put pressure on IT to deliver more reliable, scalable platforms. In the next few years, I&O and application leaders will focus on security and IT resilience through new roles, artificial intelligence (AI), automated incident response and chaos engineering practices.

Predicts 2022: Shift Toward Strategic Portfolio Management to Enable Organizational Agility

The increasing pace of change and environmental turbulence creates unsustainable strain for organizations. The need for agility will drive strategic portfolio leaders to increase adoption of strategic portfolio management, evolve enterprise program management office (EPMO) capabilities, and change supporting tooling and metrics.

Predicts 2022: Governments Scaling Gains From Disruption

In 2020 and 2021, governments accelerated digital initiatives to respond to pandemic-induced operational disruptions. Now, they must challenge themselves to sustain and scale these initiatives. This research highlights key actions for government CIOs to amplify digital gains and resilience.

How Will a Shift Toward Democratization of Applications, Architecture and Experiences Drive Greater Enterprise Competitiveness?

Competitiveness in the modern world requires enterprises to spread the burden of innovation and execution more evenly across the entire business. For this reason, technologies and architectures are growing more accessible by adding composability and easier-to-use capabilities. From this ease will arise richer business experiences, greater adaptability and resilience, and a stronger ability to satisfy customer and employee needs.

The pandemic accelerated a shift that has been underway for some time from the traditional to the digital organization. The traditional organization focused on core competencies, was organized into departments with their own specializations and work happened in offices supported by on-premises, in-house, networked technologies. The digital organization focuses on innovation and adaptability and is virtual and distributed with autonomous groups located anywhere, supported by technologies such as the cloud, AI, APIs and as-a-service models, all available on a smartphone. *Through 2025, 75% of an organization's architecture will be democratized across the organization, with little or no central control.*

Composability has become the key means of matching the continuing acceleration of the pace of business and technological change. Composable digital business will use digital resources to cope with the rapid pace of business change, unfamiliar risks, diversifying customer expectations, and business, economic, societal and other uncertainties. This leads to the introduction of more composable solutions being accessible to technologists and business workers alike. *By 2025, 30% of the top 20 SaaS vendors will have modular commercial models to support composability, and thus, offer customers greater flexibility at higher cost.*

Rapidly changing world events, such as geopolitical shifts, environmental and societal disruptions, and COVID-19, are driving significant changes in both consumer and customer needs and behaviors. These changes have caused buyers to use and accept more digital channels. Buyers also now expect a more B2C-style experience in their working lives. Access to information has never been easier, yet people struggle with the volume of info. Technology now enables small companies to compete like big companies and vice versa, resulting in the need for a more dynamic approach. *By 2025, organizations that enhance digital channels with the primary goal of a better customer experience will convert 65% of interactions to self-service.*

Related Research

Predicts 2022: Enterprise Architecture Enables the Evolution of Democratized Digital Organizations

Digital innovation is moving IT into the business. This empowers business teams, but risks fragmenting the organization. Enterprise architecture (EA) and technology innovation leaders must adapt their EA approach to support democratization.

Predicts 2022: Composable Applications Accelerate Digital Business

Composability helps you keep up with the accelerating pace of business change. Applications and software engineering leaders aiming to increase resilience and business growth must embrace change, foster fusion teams, and observe the principles of composability in their software and talent strategy.

Predicts 2022: Executives Must Shift Greater Focus to Customers and Employees to Drive Growth

Driving customer experience as a competitive advantage requires executive leaders to adapt to four trends: an increased need for customer empathy and trust, expanded touchpoints for voice-of-the-customer insights, enhanced customer analytics, and connecting customer and employee experience improvements.

Gartner Associates Supporting This Trend



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Document Revision History

Predicts 2021: Walking the Walk to an Uncertain Future – A Gartner Trend Insight Report -18 December 2020

Predicts 2020: Barriers Fall as Technology Adoption Grows – A Gartner Trend Insight Report - 19 December 2019

Predicts 2019: Leadership Means Expanding Options, Not Limiting Them – A Gartner Trend Insight Report - 3 January 2019

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