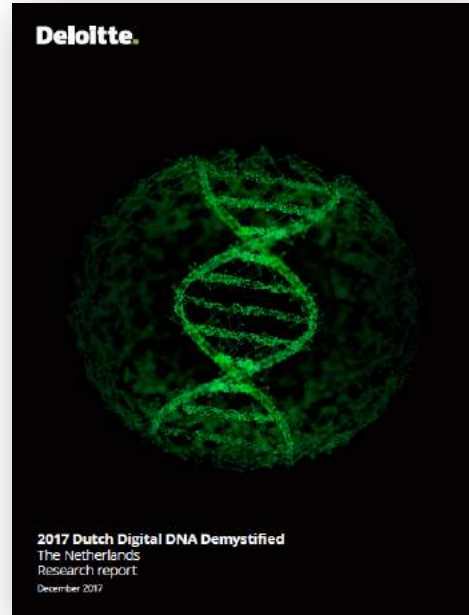


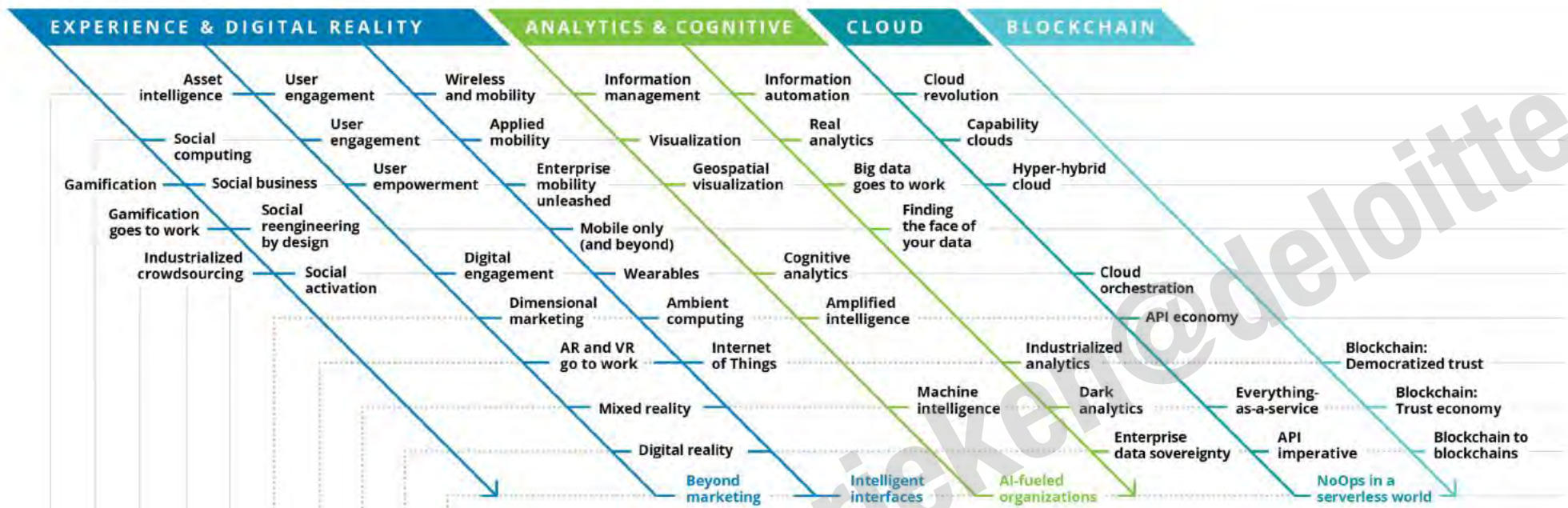
Deloitte.



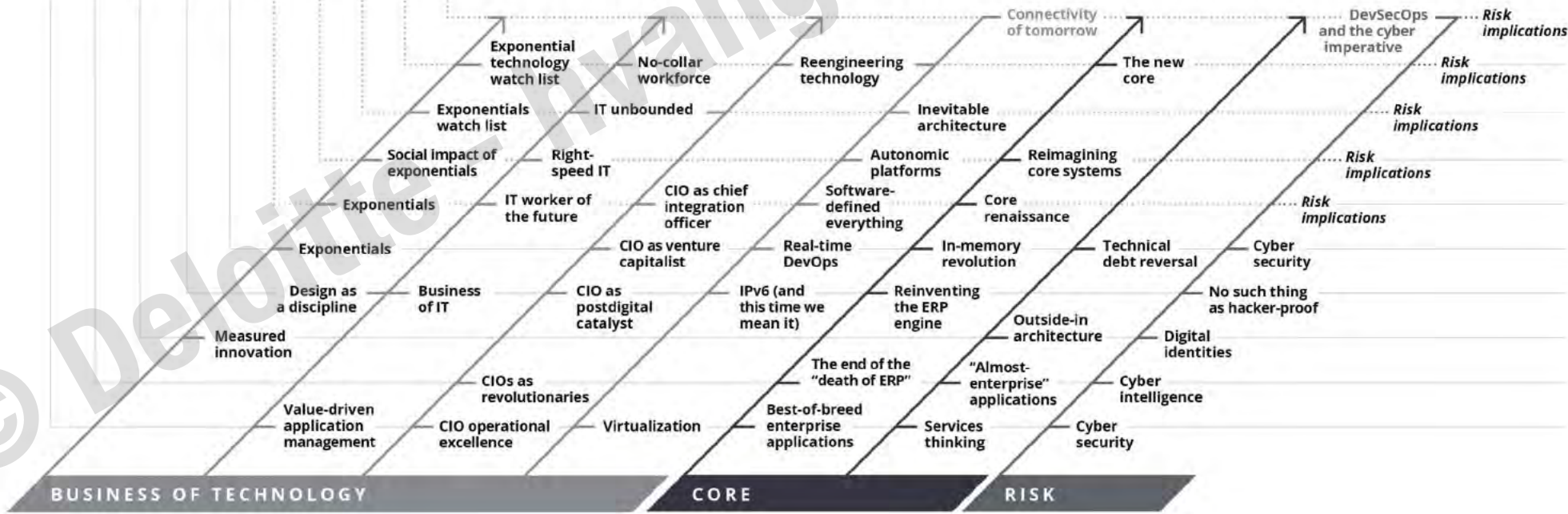
Tech Trends 2019
Beyond the digital frontier

February 2019





Trending the trends: A decade of research



© Deloitte

deloitte.nl

Tech Trends 2019

Beyond the digital frontier



Macro technology forces at work



AI-fueled organizations



NoOps in a serverless world



Connectivity of tomorrow



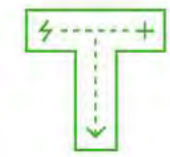
Intelligent interfaces



Beyond marketing: Experience reimagined



DevSecOps and the cyber imperative



Beyond the digital frontier: Mapping your future

hwang@hoken@witte.nl

Understanding the structure of TT19

Not new
but still
important



Trends that will play out in the next 18-24 months



Nine
Macro
Techno-
logy
Forces



Further
away
needs
exploration



Beyond
the
Digital
Frontier
–
Mapping
your
Digital
Future



deloitte

vanrijcken@deloitte.nl



Macro technology forces at work

Nine macro forces—analytics, cloud, digital experience, core modernization, business of technology, cyber, cognitive, blockchain, and digital reality—are the backbone of technology innovation past and present.



PAST DECADE

FOUNDATION

NEXT DECADE

EXPERIENCE



Transforming the enterprise

BUSINESS OF TECHNOLOGY

Reengineering "capital T" Technology

DIGITAL REALITY



Reimagining engagement

ANALYTICS



Data as a business asset

RISK

Cyber and regulatory

COGNITIVE



Man and machine

CLOUD



Flexibility and ubiquity

CORE MODERNIZATION

Reshaping the heart of the business

BLOCKCHAIN



An ecosystem of trust

KEY TAKEAWAYS

- ☆ **The steady disruptors.** Despite their ubiquity and proven value, these three technologies' full potential remains largely untapped.
- ☆ **New technologies.** These three trends are growing rapidly in importance and are poised to become as familiar and impactful as cloud, analytics, and digital experience are today.
- ☆ **Foundational forces.** Any pursuit of tomorrow's promise should start from the technical realities of today. These forces have proven essential in the pursuit of digital transformation past, present, and future.
- ☆ **Controlled collision.** One of the most pressing challenges technology and business leaders face is how to harness the value these forces can deliver collectively.

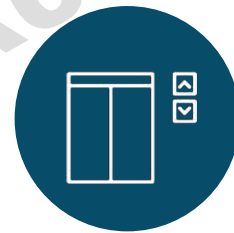
THE TREND IN ACTION



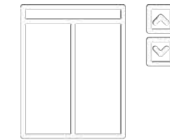
Walmart






Talanx AG

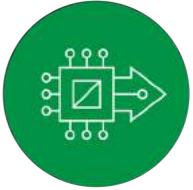


KONE



ARE YOU READY?

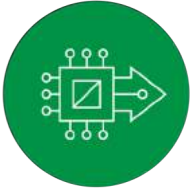
-  **Disrupt IT.** Reengineer your technology function to quickly and impactfully deliver against the promise of technologies emerging and existing or risk failing at your mission.
-  **Speak up.** Work across the C-suite to help the company understand, prioritize, and execute against everything that disruptive technology represents.
-  **Explore the convergence.** Deploying technologies individually is no longer a recipe for success. Find applications for the macro forces to work in concert—from a manufacturing line, or an accounts-payable process, or in a new mode of engaging loyal customers.



AI-fueled organizations

Companies should consider deploying machine learning and other cognitive tools systematically across their core business processes and enterprise operations to support data-driven decision making.





AI-fueled organizations

Companies should consider deploying machine learning and other cognitive tools systematically across their **core business processes and enterprise operations** to support data-driven decision making.



KEY TAKEAWAYS

- ☆ **Stages of utilization.** There are three stages a company can take toward achieving full utilization of AI: (1) assisted intelligence, (2) augmented intelligence, and (3) autonomous intelligence.¹
- ☆ **System model options.** Organizations should determine which system model (cloud-native, package-adjunct, or open algorithm) is the best fit for their needs.
- ☆ **The ripple effect.** Placing AI at the center of business has impacts across the enterprise including with data management, governance, ethics, talent, culture.

1. Thomas H. Davenport, [The AI Advantage: How to Put the Artificial Intelligence Revolution to Work](#) (Cambridge: MIT Press, 2018).

THE TREND IN ACTION



Pfizer



**Government
of Canada**



The Adecco Group







Google



Anthem

ARE YOU READY?

-  **Pick the right objectives.** View AI through a strategic business lens rather than as an IT project. Identify your company's main objectives then align the AI strategy to achieve those outcomes.
-  **Take an industry view.** If you're not sure where to start, proceeding with an eye on your industry's trends can ensure that you'll both meet customers' needs and remain competitive.
-  **Kick the tires.** Evaluate your existing technology, talent and expertise to determine where there are gaps.
-  **Keep your eye on the prize.** More important than going big or starting small is moving purposefully and staying focused on the desired outcome.



NoOps in a serverless world

The next evolution of cloud computing has technical resources completely abstracted from the underlying system infrastructure and traditional infrastructure and security tasks fully automated.



© Deloitte



NoOps in a serverless world

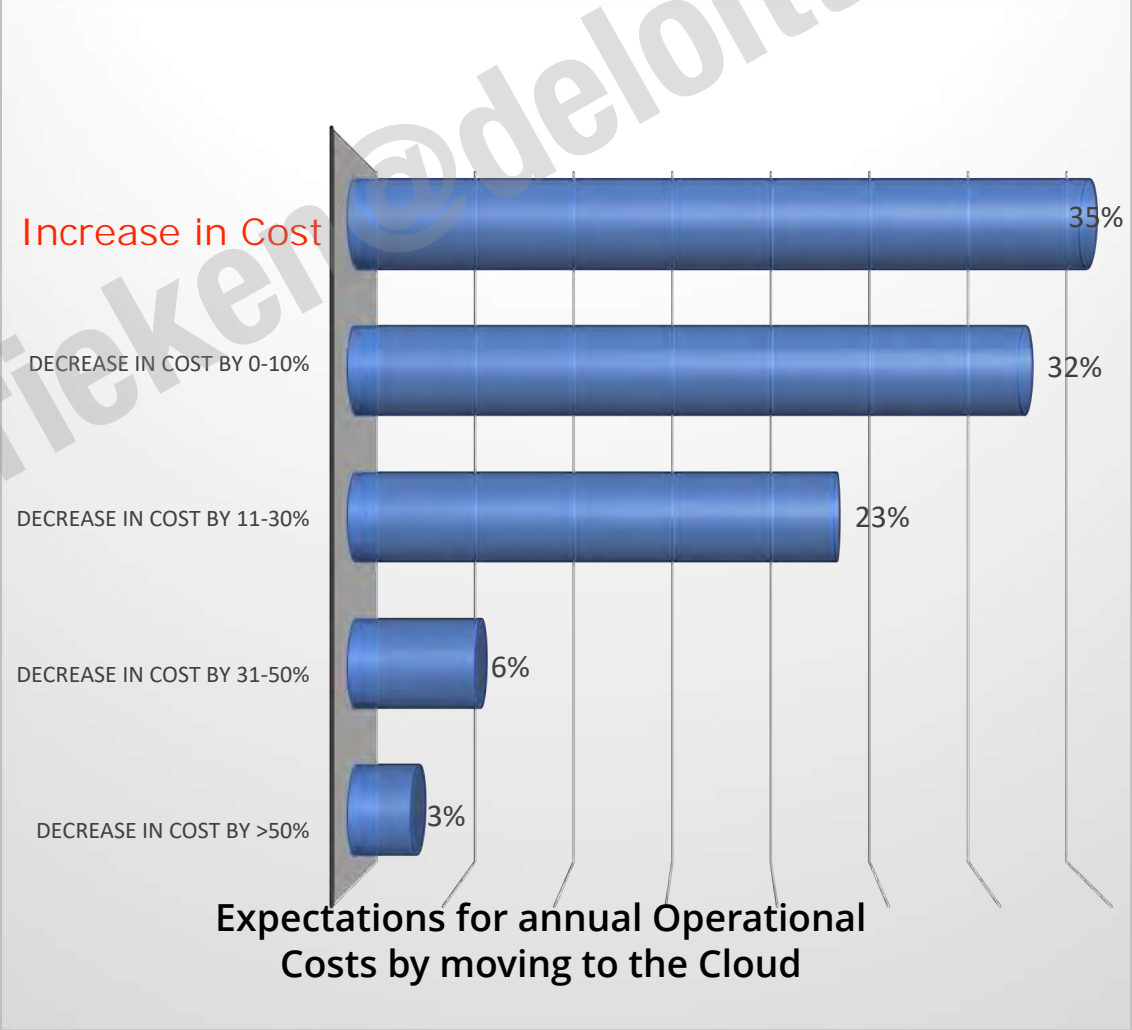
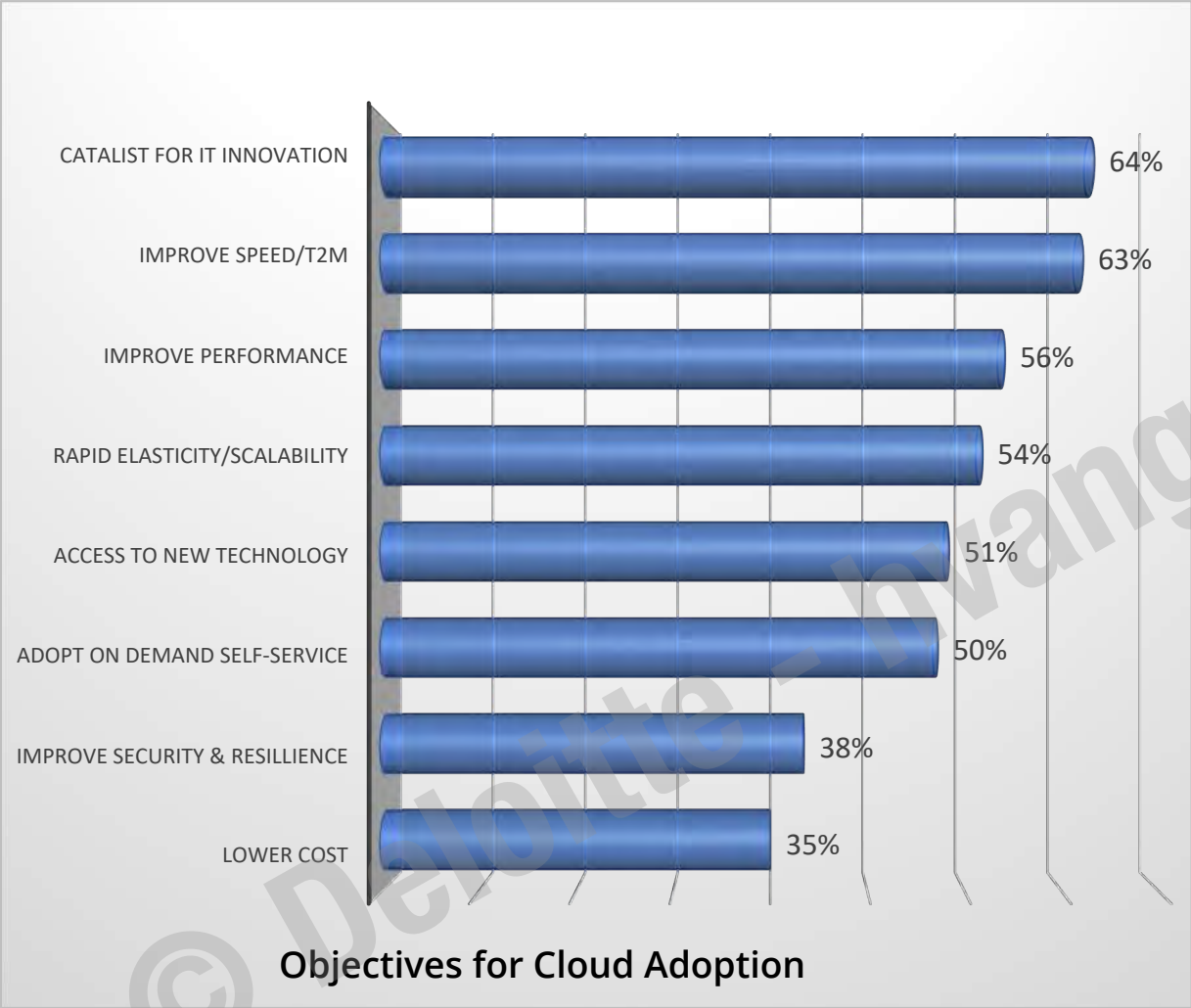
The next evolution of cloud computing has technical resources completely **abstracted** from the underlying system infrastructure and traditional infrastructure and security tasks fully automated.



Deloitte 2018 Global Outsourcing Survey published 1 month ago:
Traditional Outsourcing is dead. *Long live Disruptive Outsourcing*

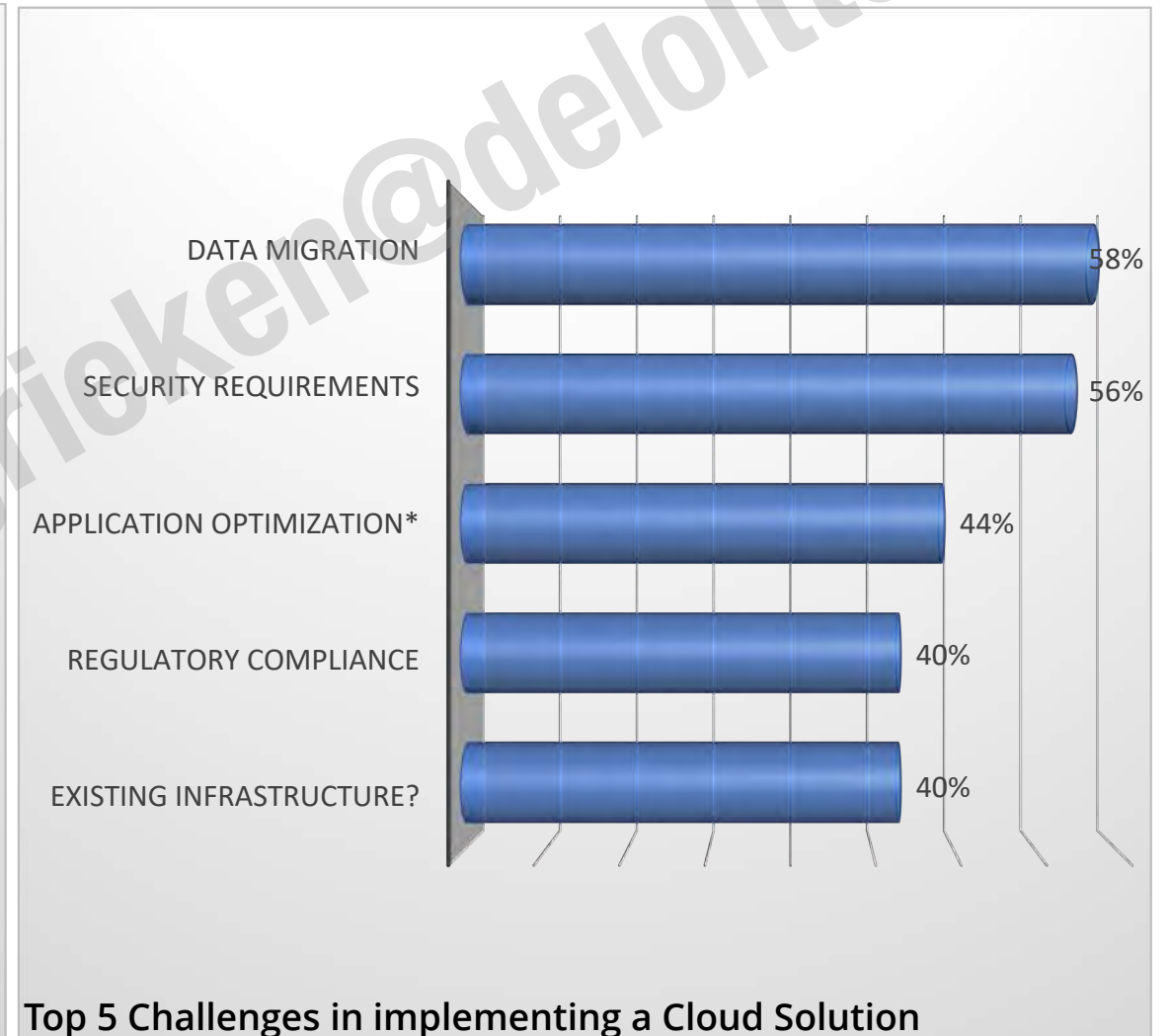
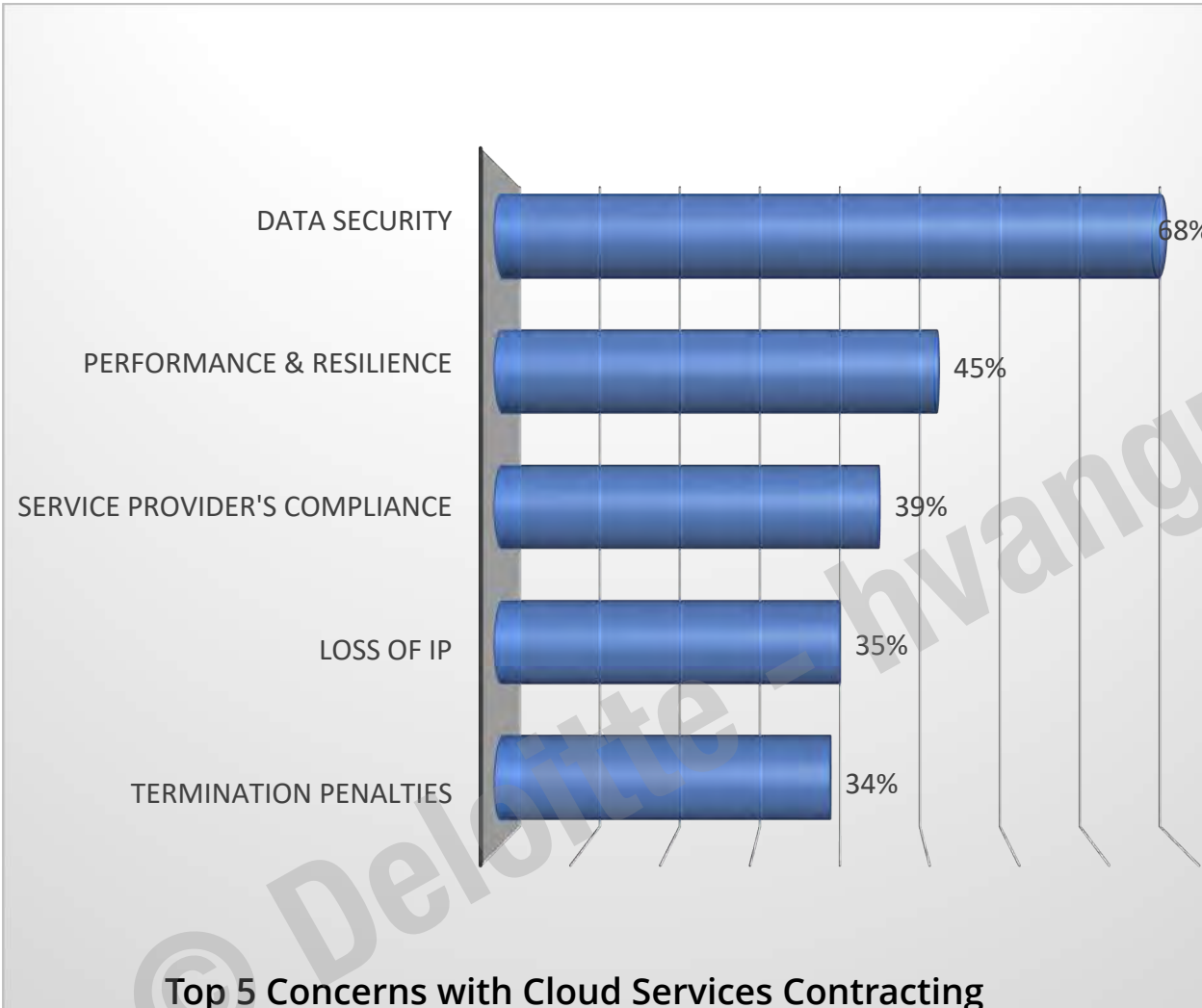


Some highlights from the report: Cloud Adoption Objectives and Cost Expectations ...

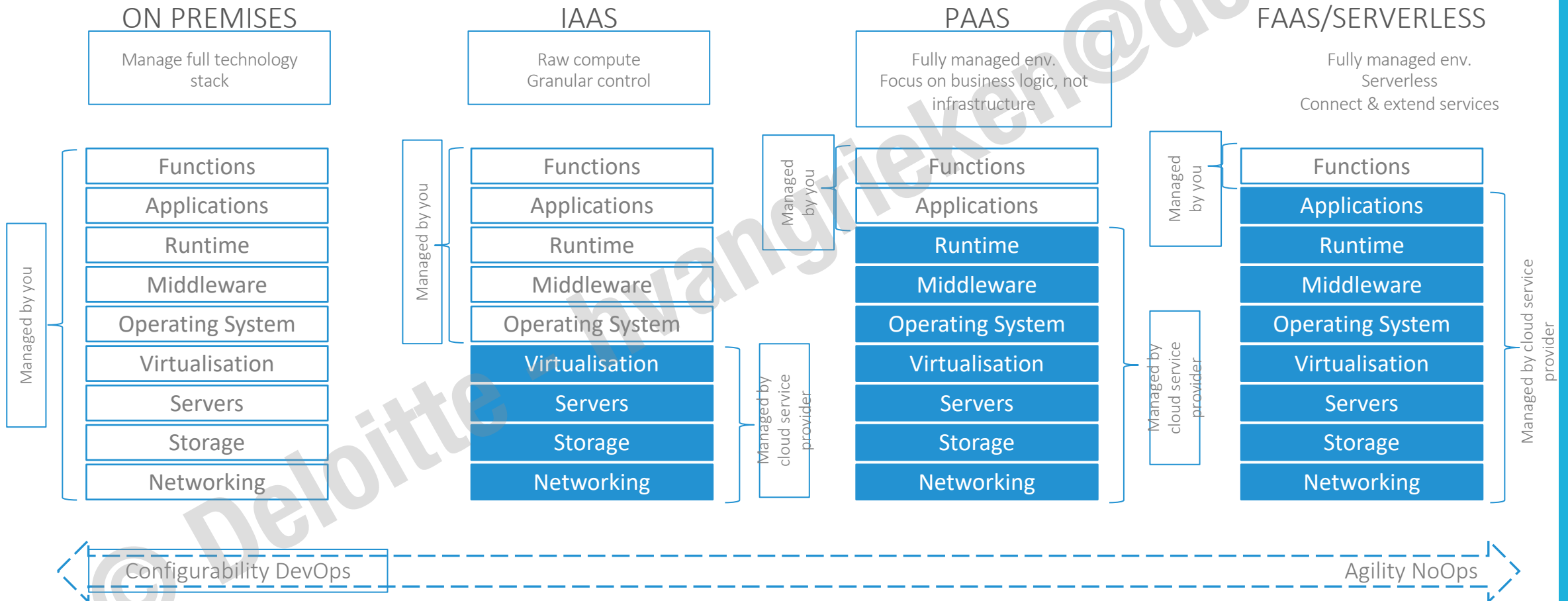


Source: Deloitte 2018 Global Sourcing Survey

Some highlights from the report: Cloud Adoption Concerns and Challenges ...



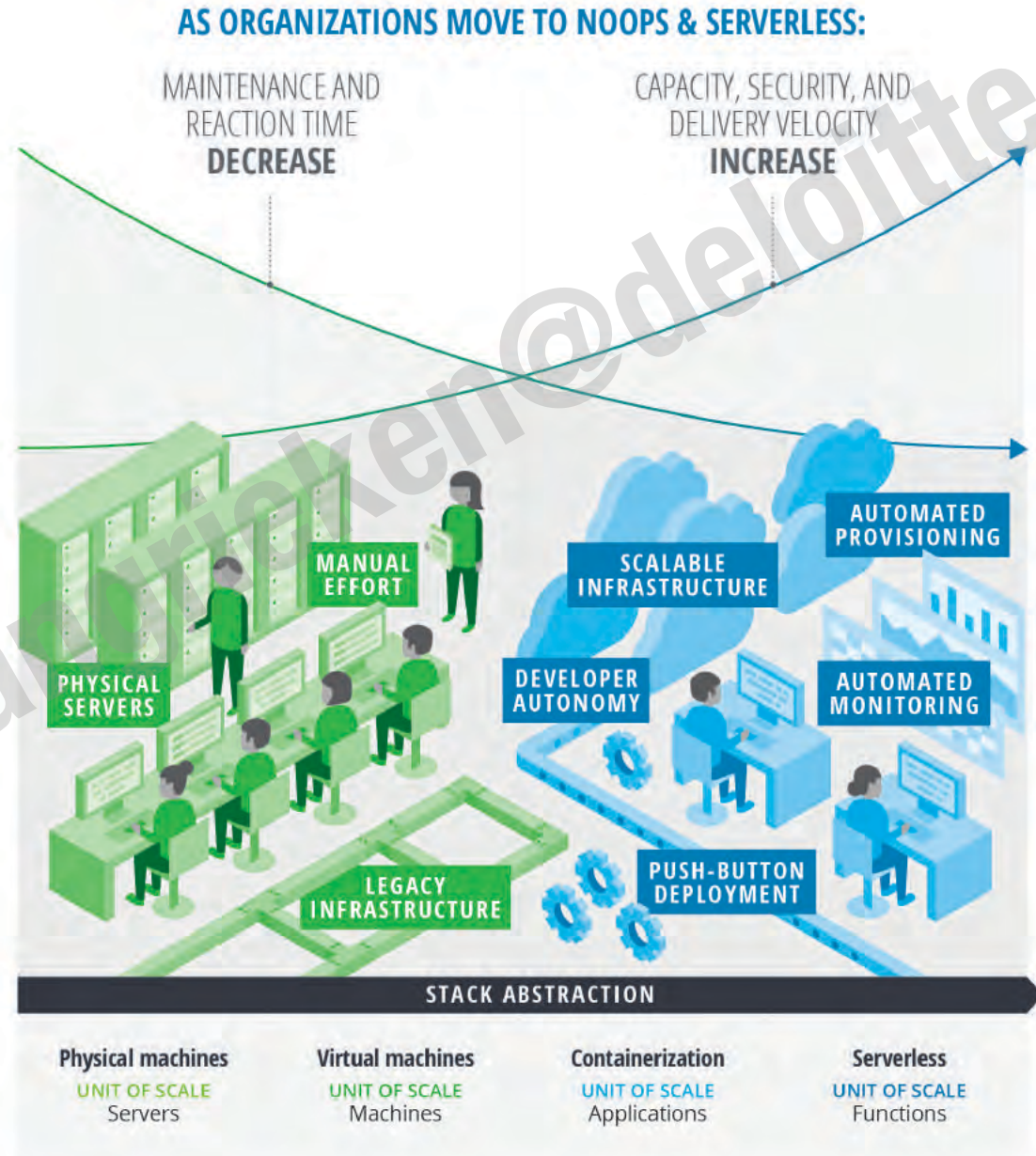
Serverless and its operational impacts



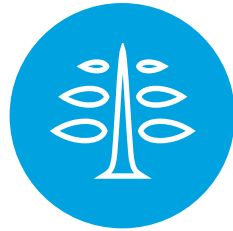
THE NEED

69%

of Deloitte's 2018 global CIO survey respondents identified process automation and transformation as the primary focus of their digital agendas.



THE TREND IN ACTION



Cargill



**Commonwell Mutual
Insurance Group**



Verizon

KEY TAKEAWAYS

- ☆ **Serverless computing.** An umbrella term for a spectrum of cloud-based options—from platform-as-a-service to function-as-a-service—available to organizations wishing to get out of the business of managing servers.
- ☆ **The goal of NoOps.** An IT environment that is automated and abstracted from underlying infrastructure.
- ☆ **Chasing the dream.** Serverless can lead to infinite scalability and high availability, no idle time costs, and NoOps. With NoOps, CIOs have an opportunity to shift employee focus. It doesn't threaten jobs, it threatens tasks.

ARE YOU READY?

- 📍 **Remember it's not one size fits all.** Recognize the different types of workloads and when it's appropriate to deploy serverless.
- 📍 **Launch a cultural shift.** Break down siloes, assign new roles, and reorganize your roster to gain the necessary traction to deploy at scale.
- 📍 **Ride your own coattails.** Take advantage of DevOps and digital initiatives already underway to help enable the NoOps and serverless transformation.



Connectivity of tomorrow

Rapid advances in connectivity capabilities and a growing spectrum of advanced networking products and services are becoming mission-critical components of CIOs' digital transformation agendas.



© Deloitte



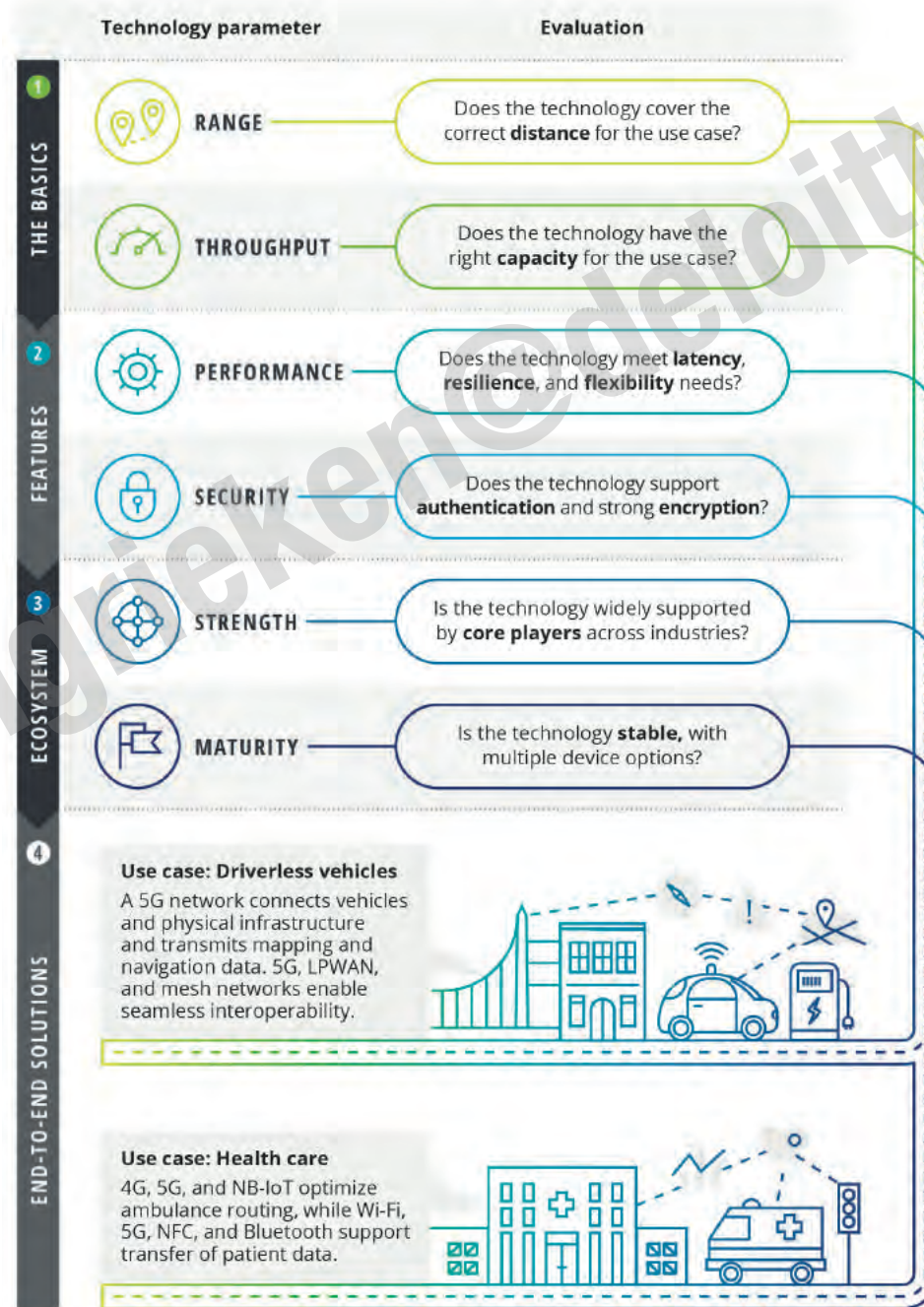
Connectivity of tomorrow

Rapid advances in connectivity capabilities and a growing spectrum of advanced networking products and services are becoming **mission-critical components** of CIOs' digital transformation agendas.



© Deloitte

When designing end-to-end solutions, start by thinking about connectivity building blocks



Transforming Transport

Transport Engineering

Hybrid



Adopting a hybrid portfolio approach:

- Fixed / Wireless
- Managed / Unmanaged
- Public / Private
- Multi-provider

Cloud Integrated



Transport engineered around:

- Minimizing hops to **key internet and cloud access nodes** for fast access
- Maximizing use of **carrier neutral facilities** for flexibility
- **Integrating SaaS and PaaS** network and security capabilities

New Opportunities

5G



Download speeds at least **10x faster** than 4G

Enhanced IoT support through extended coverage and low power device support

Low communication latency with theoretical value of **1ms**

Ultra-broadband and LEO Satellites



Planned fleets of Low Earth Orbit satellites **enhance the options for the most remote locations**

Ultra-broadband **lowering the price** barrier for **distributed and data intensive applications**

Connectivity of Tomorrow in Context

IT Context

In Tech Target's most recent annual IT Priorities Survey, **44%** of respondents cited **upgrading their network foundations** as a top priority for the coming year ¹

53% of organizations indicate **network performance** as being an inhibitor to cloud adoption ²

References:

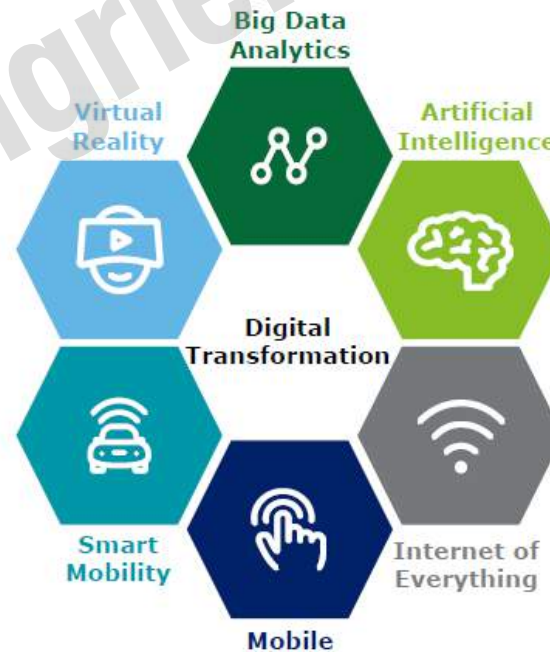
[1] Kate Gerwig and Chuck Moozakis, "As 2018 budgets rise, network upgrades become a priority", 2018 Tech Target IT Priorities Survey.

[2] Gartner Market Trends: Cloud With a Hybrid Twist , 04 August 2016

Business Context

The adoption of **new digital technologies** will create **challenges** for enterprises...

And create **increasing connectivity requirements**...



Latency



Bandwidth



Security



Flexibility



Scalability

THE TREND IN ACTION



BHP

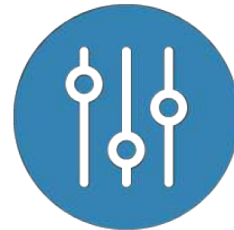


MSC Cruises

Bottom Line



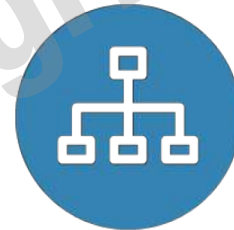
Transformation of connectivity is **fundamental** to an enterprises' **cloud & digital journey**



Harness **SDN, NFV** and **new cloud components** alongside **evolutions in transport** capabilities as part of a **unified architecture**



Requires a **fundamental re-think of the end-to-end design** not just new additions or more of the same



Greater efficiency and **agility**, requires more than just the technology:

- **People** and their skills
- **Organisation** and **process**
- **Supply chain** and **integration**



Transformation of connectivity **helps optimise cost versus demand** – not necessarily reduce cost overall

KEY TAKEAWAYS

- ☆ **Order-of-magnitude improvements.** Next-generation technologies and techniques such as 5G, low Earth orbit satellites, mesh networks, edge computing, and ultra-broadband can support reliable, high-performance communication capabilities.
- ☆ **Stop, drop and roll.** With techniques like software-defined networking and network function virtualization, companies will be able to spin up, tear down, and optimize network capabilities on demand.
- ☆ **Supply and demand.** Balance the growing demand for real-time computation and the proliferation of connected devices with the skill sets your team needs to support it all.



Intelligent interfaces

The ways people interact with technology today (through touchscreens, mice, keyboards) will soon be replaced with intelligent interfaces that are more synchronous and natural than ever before.



KEY TAKEAWAYS

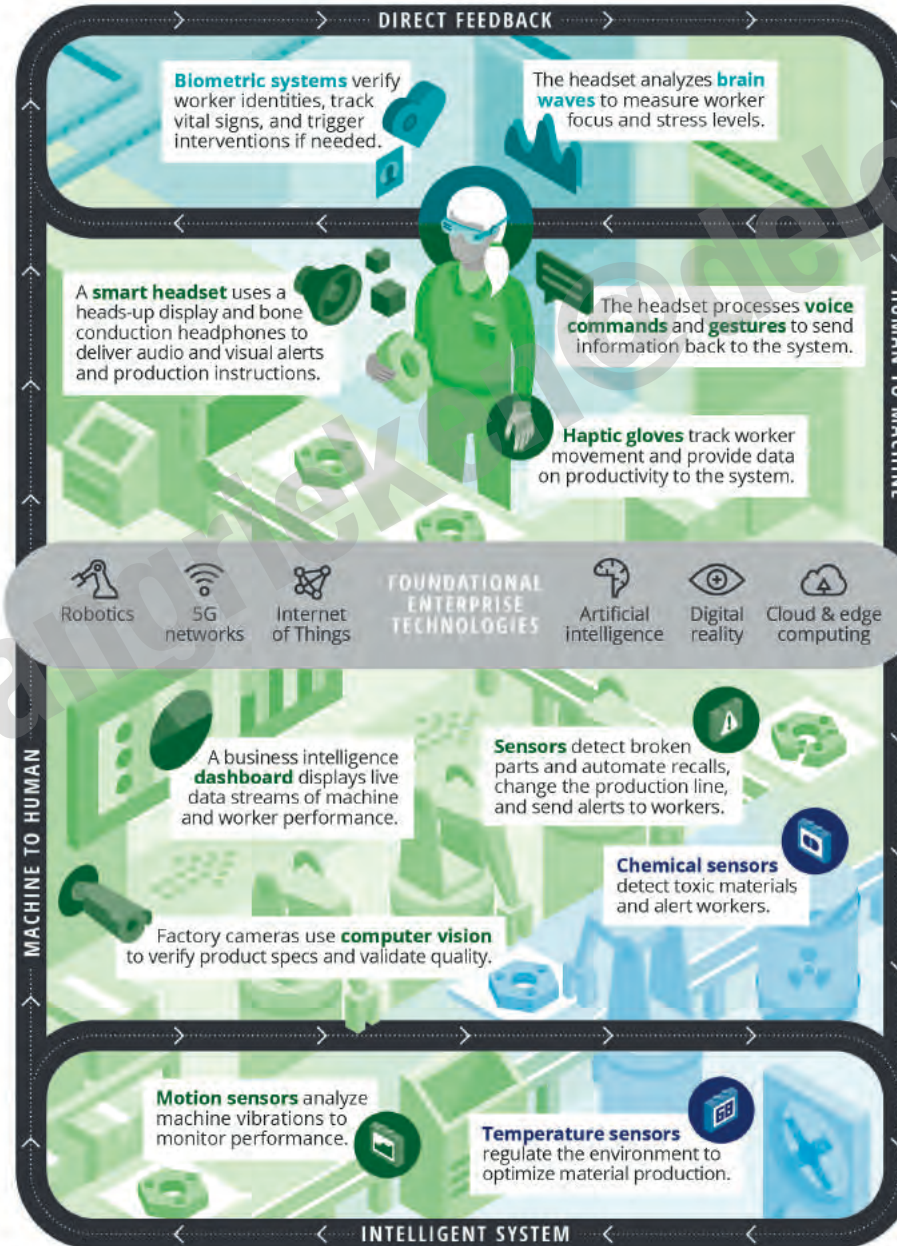
- ☆ **Human + machine.** Combining the latest in human-centered design with leading-edge technologies fundamentally reimagines the way we interact with technology, information, and our surroundings.
- ☆ **Playing to *all* our senses.** Emerging capabilities include: computer vision, gesture control, embedded eyetracking, bioacoustic sensing, emotion detection, muscle- & brain-controlled interfaces, gait analysis, spatial computing, electrovibration sensing, and more.
- ☆ **Better, stronger, faster.** Connecting digital and physical behaviors makes it possible to “micro-personalize” products and services for customers and enhance operational efficiency and individual productivity for employees.

SCENARIO

Intelligent interfaces on the factory floor

Real-time, context-aware, automated feedback loop

Information ■ Sensory ■ Physical ■ Biological



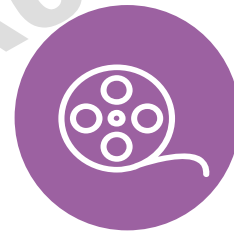
THE TREND IN ACTION



Snap



Delta Air Lines



**Innovation
Studios, Sony
Entertainment &
Technology**

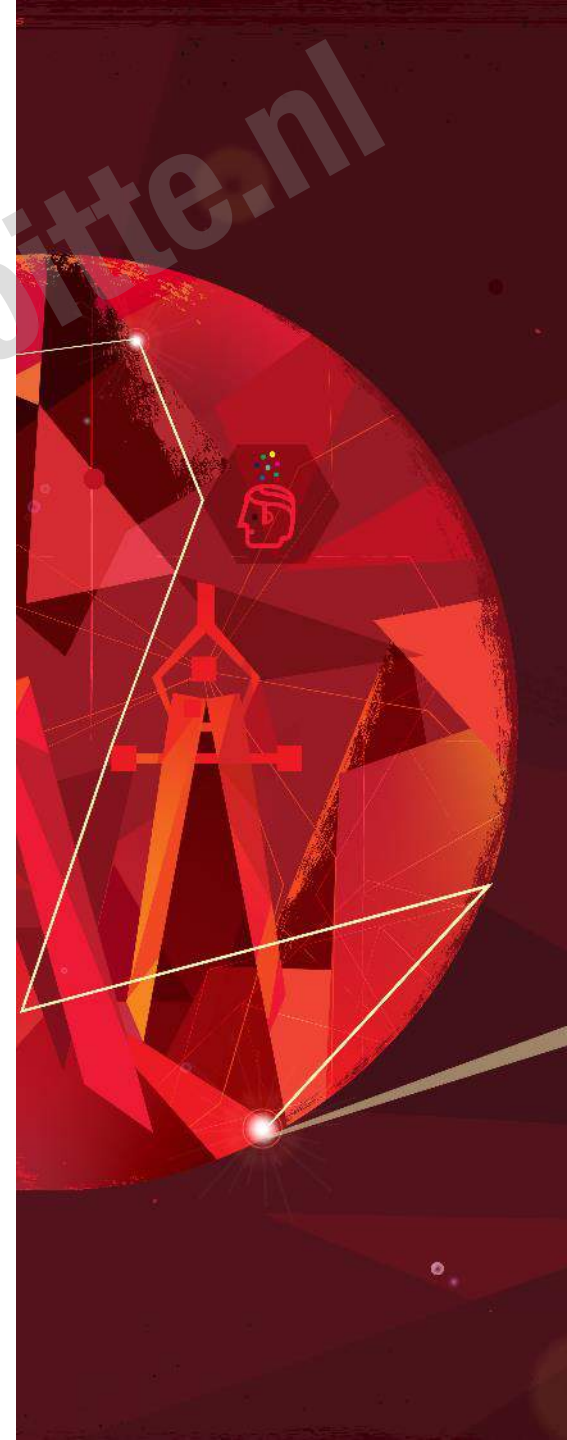
ARE YOU READY?

- 📍 **Show me the money.** There is a gap today between what these nascent technologies do and how their costs are justified. Consider how investment costs could amortize across operations and returns.
- 📍 **Build the support.** Infrastructure can make or break experiences—make 5G, cloud & edge computing, and IoT part of your strategy.
- 📍 **Prepare for new skills.** As important as technologists are those with human-centered skills—linguists, physical therapists, behaviorists.
- 📍 **Protect privacy.** Put checks in place before data is gathered or processed to help ensure that individual privacy is respected consistently.



Beyond marketing: Experience reimagined

In order to deliver the highly personalized, contextualized experiences that today's astute customers increasingly expect, CMOs and CIOs are partnering to enable a new generation of marketing tools and techniques.



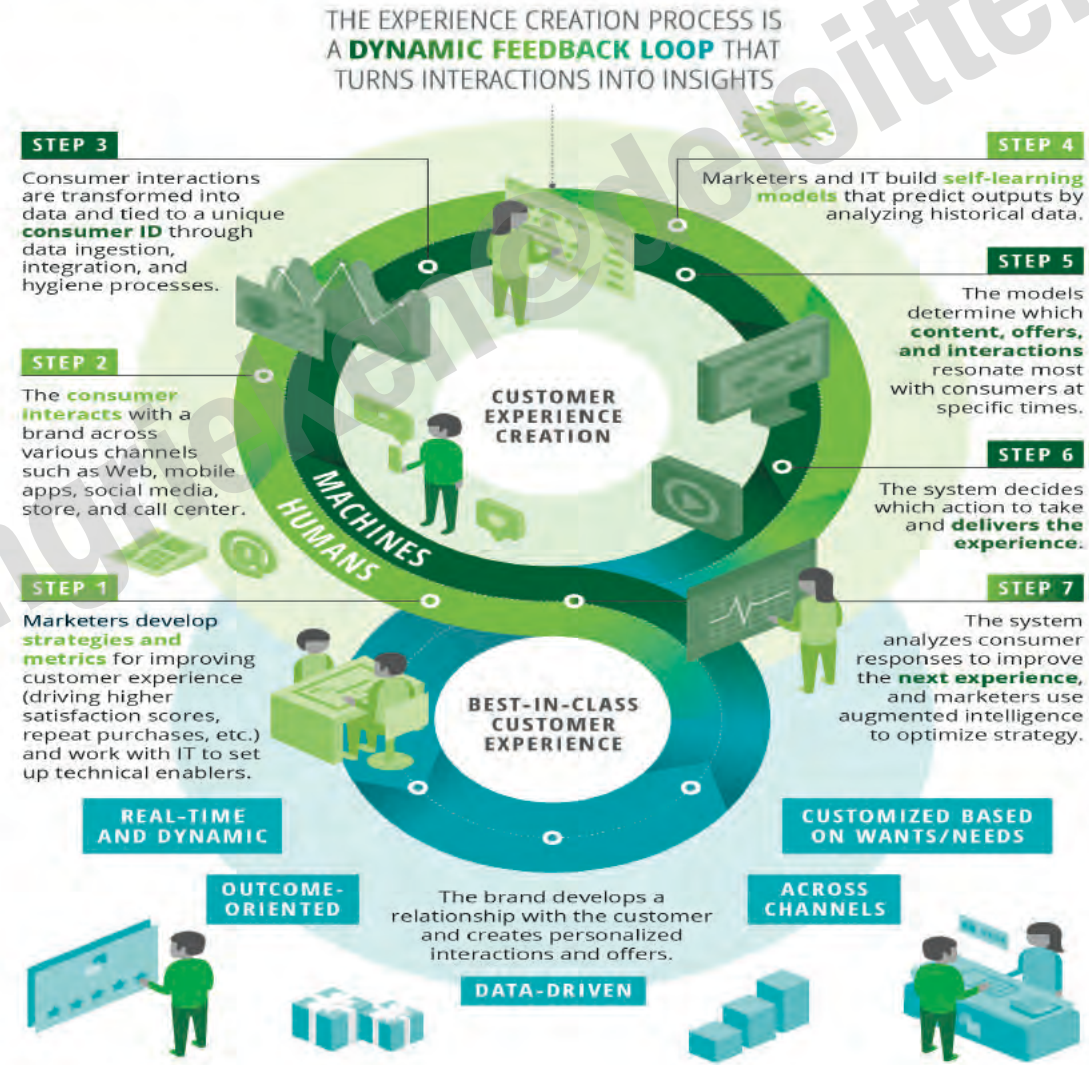
The evolution of Martech



CMO's & CIO's partner

Traditional Add Agencies and other Marketing Services Providers are struggling to deliver integrated experiences across sales, marketing and data. (...) As a result, more companies are exploring opportunities to bring data management and customer-engagement initiatives back in-house.

FIGURE 1
CIOs and CMOs partner to reimagine human experience



Source: Deloitte analysis.

Deloitte Insights | deloitte.com/insights

KEY TAKEAWAYS

- ☆ **The customer is in charge.** Companies are shifting from bending consumer will to their own toward adapting their own objectives and methods of engagement to meet customer expectations.
- ☆ **A new generation of martech.** New capabilities and systems can deliver unprecedented levels of customer intimacy, targeted engagement, and precision impact.
- ☆ **A happy marriage.** CIOs and CMOs are collaborating more closely than ever in order to deliver not only on their company's marketing strategies but on broader digital agendas.

THE TREND IN ACTION



**United States
Tennis
Association**



Tyson Foods



**Nationwide
Insurance**

Lessons from the Front Line: our own Dogfood 🤗

RESEARCHLIVE SECTORS TOPICS INDUSTRY SPECIAL REPORTS

NEWS 14 SEPTEMBER 2018

DELOITTE BUYS MAGNETIC'S AI PLATFORM

M&A NEWS NORTH AMERICA

US - Professional services firm Deloitte has acquired marketing tech company Magnetic Media Online's artificial intelligence (AI) platform business for an undisclosed amount.

The purchase signals the strategic importance of enhanced investments in AI, machine learning (ML) and audience data analytics and will help make Deloitte Digital's Experience Services platform smarter and faster.

ARE YOU READY?

- 📍 **Make a vision board.** Define what an optimal experience would be for a customer engaging your brand, and use this to create a vision and guiding principles for the journey ahead.
- 📍 **Get your tech ready.** Reengineer your approach for *data* (the starting point), *decisioning* (automated determination of how and when to provide an experience), and *delivery* (dynamic content delivered consistently across channels).
- 📍 **Own the human experience.** Whether it's a leadership council, the CMO, or a chief experience officer, ownership must be clear with metrics for accountability and to measure value.



DevSecOps and the cyber imperative

DevSecOps fundamentally transforms cyber and risk management from being compliance-based activities—typically undertaken late in the development lifecycle—into essential framing mindsets.

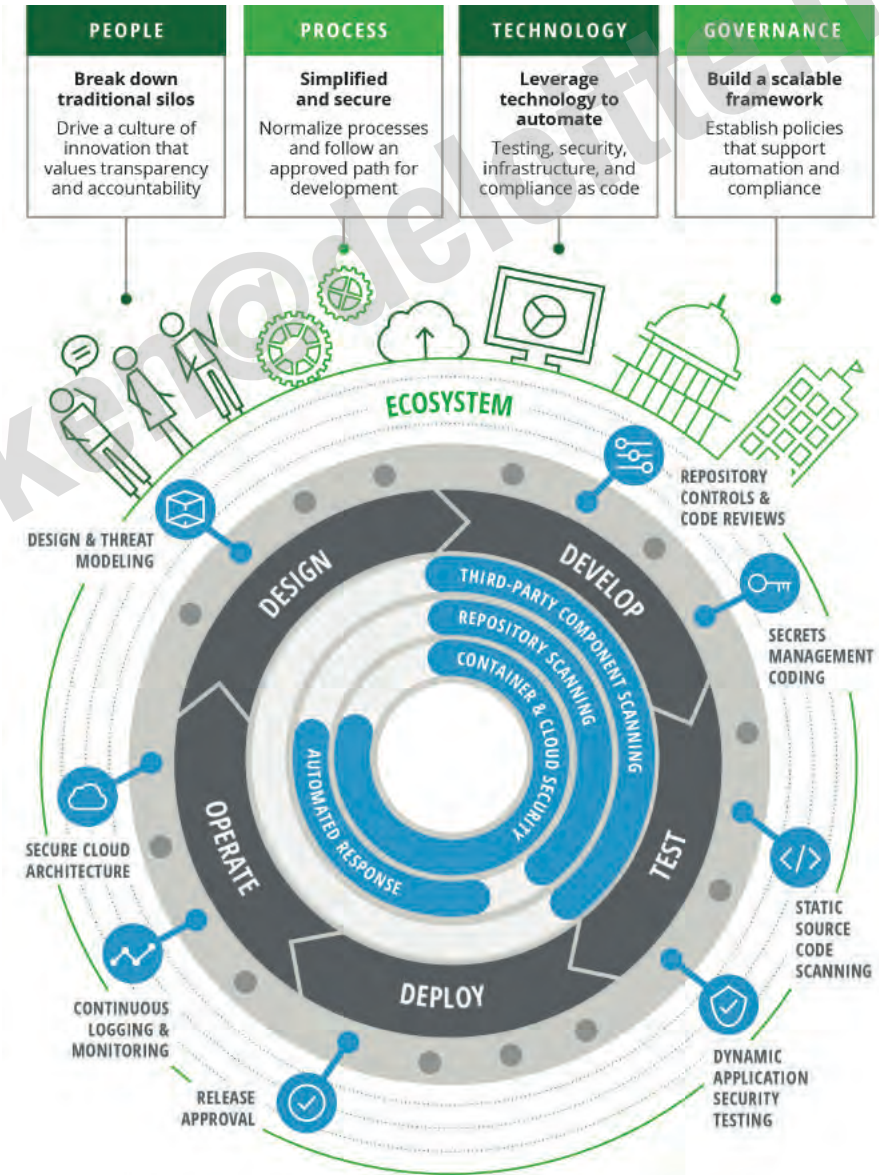


© Deloitte

What is DevSecOps?

It is an evolution of DevOps practises that integrates development, operations and security activities as part of the app lifecycle

- DevSecOps strategy - determining risk tolerance and conduct a risk/benefit analysis
- Security Controls – determining the controls required for a given app
- Value drivers – balancing this against speed to market
- Automation – consistently applying controls without the need for manual intervention



KEY TAKEAWAYS

- ☆ **A shared responsibility.** An evolution of DevOps, DevSecOps codifies security policies and best practices into tools and platforms, and enables security to become part of the entire IT organization.
- ☆ **In a DevSecOps state of mind.** It offers companies a different way of thinking about security—from open collaboration and automated operations security to proactive monitoring, recursive feedback and security at the source.
- ☆ **The fundamental value.** By incorporating security into every phase of development and operations pipelines, every product you stand up should be a known entity—tested, secure, and reliable.

THE TREND IN ACTION



**National Institute
of Allergy and
Infectious
Diseases**



**US Food and Drug
Administration**



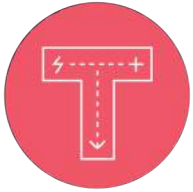
Maersk



PayPal

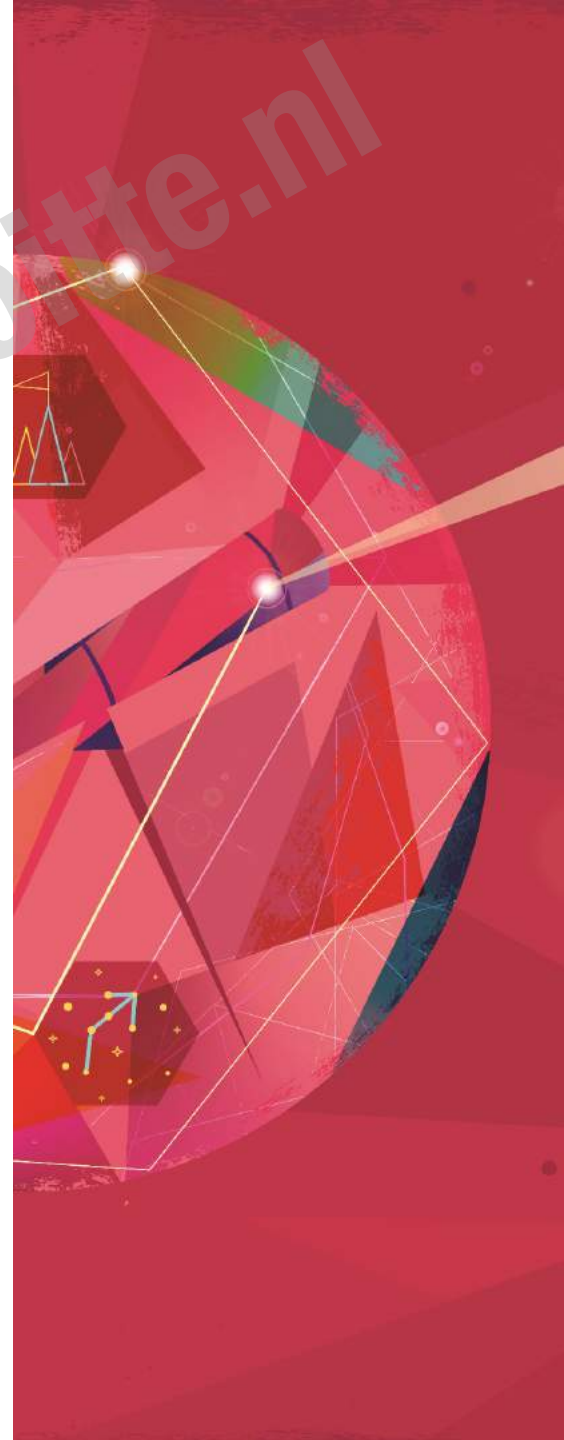
ARE YOU READY?

- 📍 **Break down traditional barriers.** Identify and remedy silos quickly, create shared goals within DevSecOps teams, and drive a culture of innovation.
- 📍 **Start small.** Small teams gradually come together cohesively; if successful, more and more product teams may start self-adopting DevSecOps practices across the enterprise.
- 📍 **Pace your tech deployment.** Consider taking an incremental approach to technology deployment, testing new cybersecurity tools with specific product teams before releasing to the enterprise.



Beyond the digital frontier: Mapping your future

Harnessing opportunities at the intersection of technology, science, and business is an essential part of demystifying digital transformation and making it concrete, achievable, and measurable.

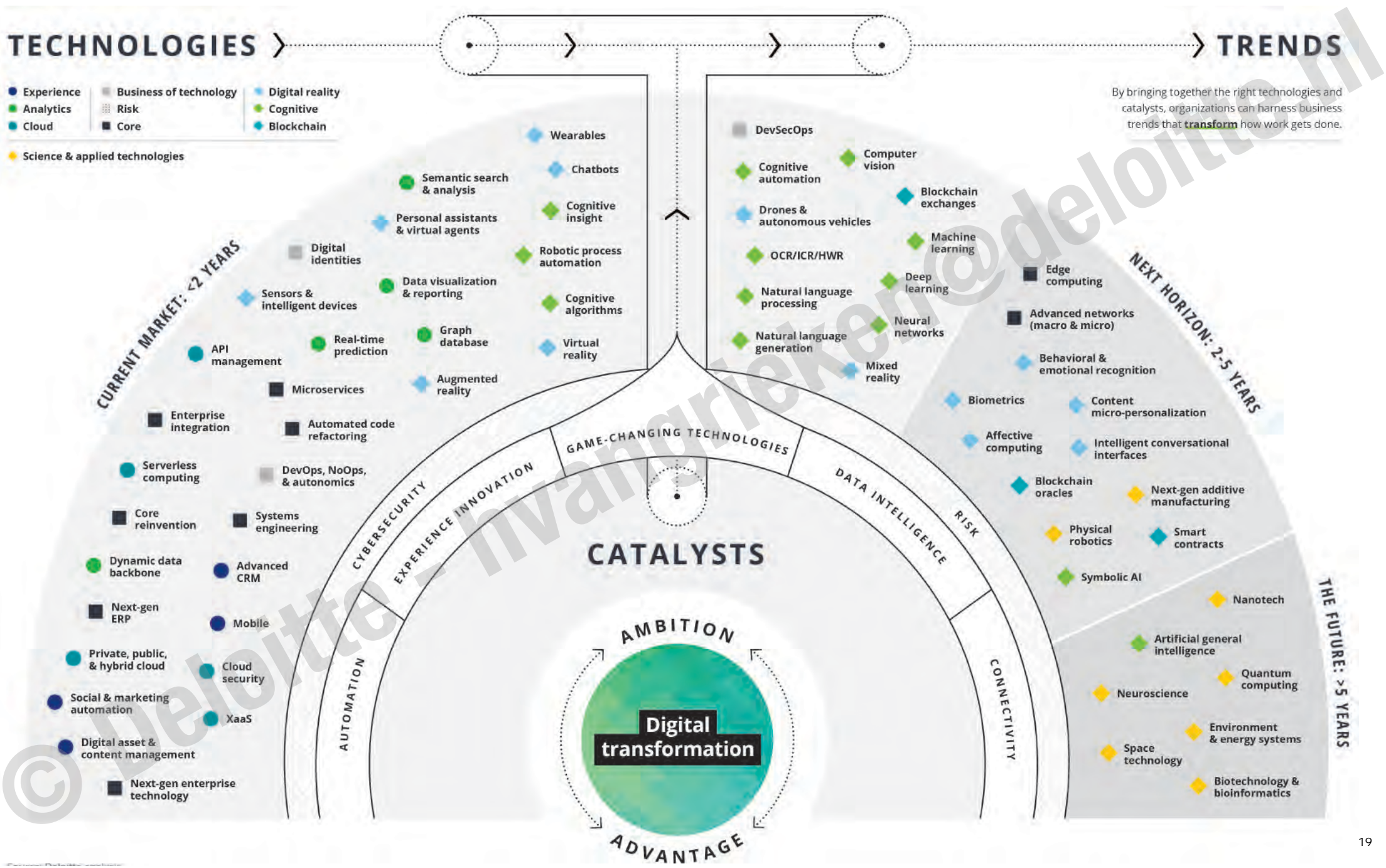


TECHNOLOGIES

TRENDS

- Experience
- Analytics
- Cloud
- Science & applied technologies
- Business of technology
- Risk
- Core
- Digital reality
- Cognitive
- Blockchain

By bringing together the right technologies and catalysts, organizations can harness business trends that **transform** how work gets done.



KEY TAKEAWAYS

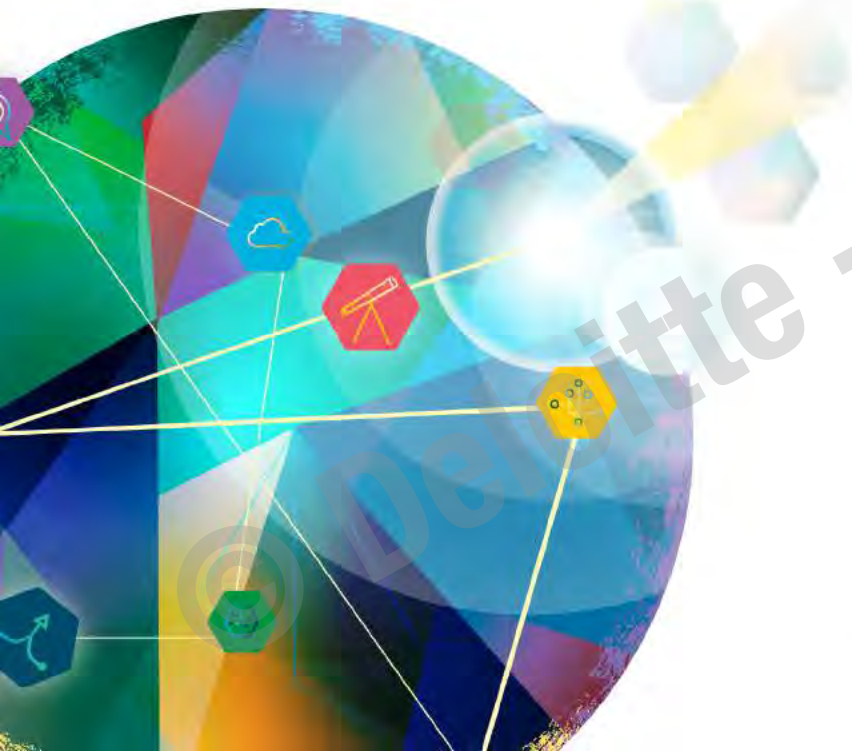
- ☆ **Big and little.** Digital transformation should take into account both modest and immediate ambitions as well as broad reimagining of the future.
- ☆ **Catalysts for change.** Seven digital transformation catalysts warrant exploration: connectivity, experience innovation, cyber security, risk, real-time data intelligence, automation, and game-changing technology.
- ☆ **The playbook.** Adopt a repeatable, disciplined approach to *imagine, deliver, and run* the future—and embed the digital mindset into business, operating, and customer models.

ARE YOU READY?

- 📍 **Think exponential.** Set bold goals, and then work steadily to achieve them. If you fail, fail fast and maintain your momentum.
- 📍 **Focus on value.** Don't get distracted by digital shiny objects. Focus on revenue, key metrics, and follow the money.
- 📍 **Catalyze a new culture.** Consider M&A, partnerships, and co-investment. Protect digital teams from bureaucracy not found in startups. Treat digital initiatives like R&D—be agile.
- 📍 **Lead from behind.** Be an engaged leader who empowers teams to make decisions; give them enough autonomy to experiment—and even fail-to-learn when needed.

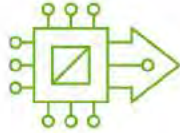
Tech Trends 2019

Beyond the digital frontier



Macro technology forces at work

1



AI-fueled organizations

2



NoOps in a serverless world

3



Connectivity of tomorrow

4



Intelligent interfaces

5

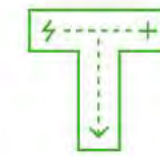


Beyond marketing: Experience reimagined

6



DevSecOps and the cyber imperative







Beyond the digital frontier: Mapping your future

AI FUELED ORGANIZATIONS: KEY TAKEAWAYS

- ☆ **Stages of utilization.** There are three stages a company can take toward achieving full utilization of AI: (1) assisted intelligence, (2) augmented intelligence, and (3) autonomous intelligence.¹
- ☆ **System model options.** Organizations should determine which system model (cloud-native, package-adjunct, or open algorithm) is the best fit for their needs.
- ☆ **The ripple effect.** Placing AI at the center of business has impacts across the enterprise including with data management, governance, ethics, talent, culture.

1. Thomas H. Davenport, [The AI Advantage: How to Put the Artificial Intelligence Revolution to Work](#) (Cambridge: MIT Press, 2018).

AI FUELED ORGANIZATIONS ARE YOU READY?

-  **Pick the right objectives.** View AI through a strategic business lens rather than as an IT project. Identify your company's main objectives then align the AI strategy to achieve those outcomes.
-  **Take an industry view.** If you're not sure where to start, proceeding with an eye on your industry's trends can ensure that you'll both meet customers' needs and remain competitive.
-  **Kick the tires.** Evaluate your existing technology, talent and expertise to determine where there are gaps.
-  **Keep your eye on the prize.** More important than going big or starting small is moving purposefully and staying focused on the desired outcome.

Tech Trends 2019

Beyond the digital frontier



Macro technology forces at work

1



AI-fueled organizations

2



NoOps in a serverless world

3



Connectivity of tomorrow

4



Intelligent interfaces

5

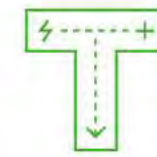


Beyond marketing: Experience reimagined

6



DevSecOps and the cyber imperative



Beyond the digital frontier: Mapping your future

NO-OPS IN A SERVERLESS WORLD: KEY TAKEAWAYS

- ☆ **Serverless computing.** An umbrella term for a spectrum of cloud-based options—from platform-as-a-service to function-as-a-service—available to organizations wishing to get out of the business of managing servers.
- ☆ **The goal of NoOps.** An IT environment that is automated and abstracted from underlying infrastructure.
- ☆ **Chasing the dream.** Serverless can lead to infinite scalability and high availability, no idle time costs, and NoOps. With NoOps, CIOs have an opportunity to shift employee focus. It doesn't threaten jobs, it threatens tasks.

NO-OPS IN A SERVERLESS WORLD: ARE YOU READY?

- 📍 **Remember it's not one size fits all.** Recognize the different types of workloads and when it's appropriate to deploy serverless.
- 📍 **Launch a cultural shift.** Break down siloes, assign new roles, and reorganize your roster to gain the necessary traction to deploy at scale.
- 📍 **Ride your own coattails.** Take advantage of DevOps and digital initiatives already underway to help enable the NoOps and serverless transformation.

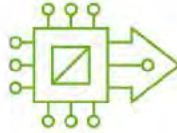
Tech Trends 2019

Beyond the digital frontier



Macro technology forces at work

1



AI-fueled organizations

2



NoOps in a serverless world

3



Connectivity of tomorrow

4



Intelligent interfaces

5

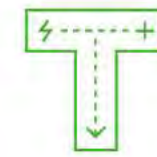


Beyond marketing: Experience reimagined

6



DevSecOps and the cyber imperative






Beyond the digital frontier: Mapping your future

CONNECTIVITY OF TOMORROW: KEY TAKEAWAYS

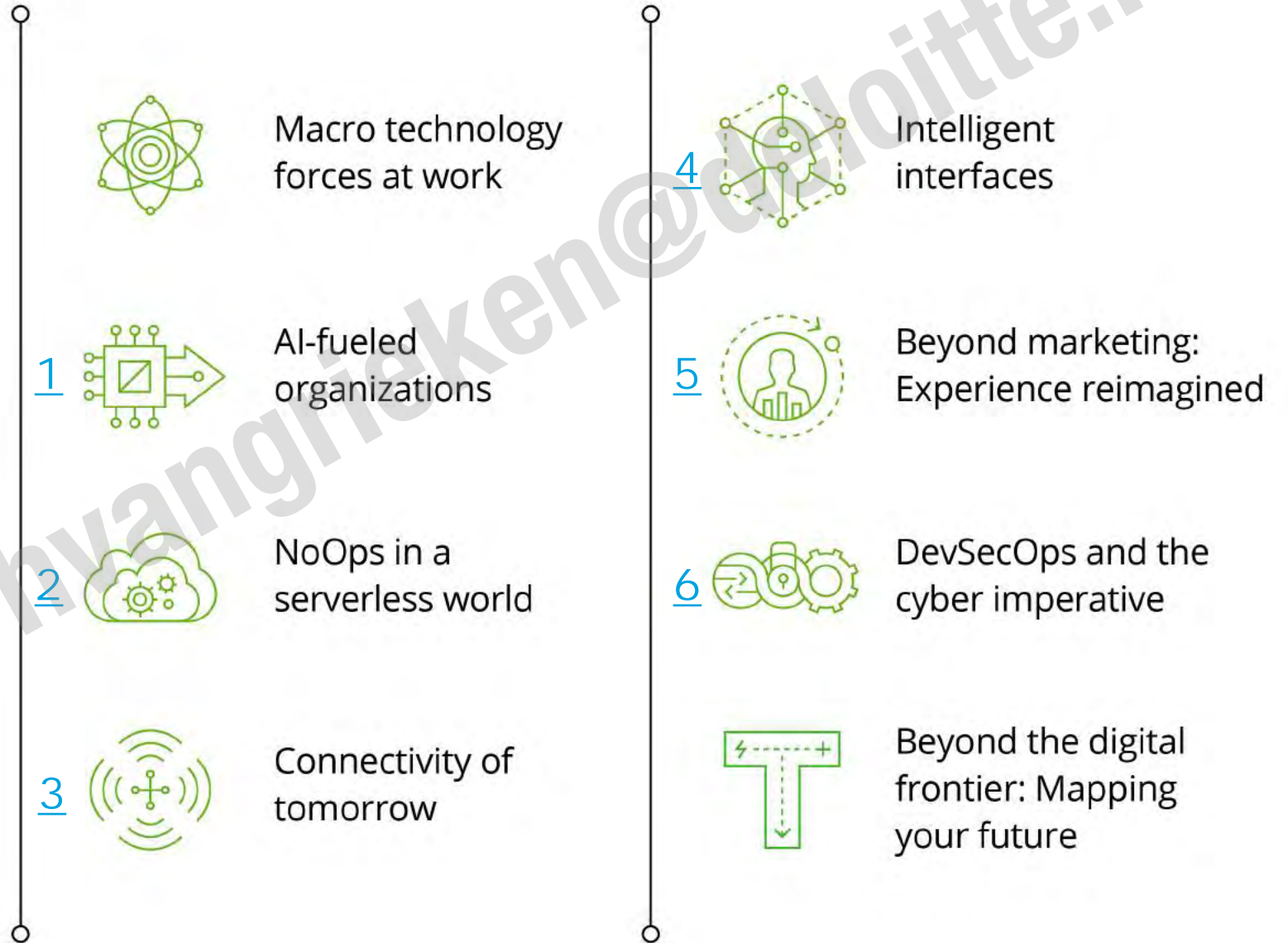
- ☆ **Order-of-magnitude improvements.** Next-generation technologies and techniques such as 5G, low Earth orbit satellites, mesh networks, edge computing, and ultra-broadband can support reliable, high-performance communication capabilities.
- ☆ **Stop, drop and roll.** With techniques like software-defined networking and network function virtualization, companies will be able to spin up, tear down, and optimize network capabilities on demand.
- ☆ **Supply and demand.** Balance the growing demand for real-time computation and the proliferation of connected devices with the skill sets your team needs to support it all.

CONNECTIVITY OF TOMORROW: ARE YOU READY?

-  **Be a catalyst.** Shape customer- and internal-facing digital transformation, enterprise agility and mobility initiatives—they are all dependent on advanced connectivity.
-  **Find the balance.** Prices may be dynamic for some time so enterprises need to balance user and system demand for advanced connectivity with cost and business value.
-  **Shift IT priorities.** As automation levels increase, IT's responsibilities will shift more to engineering and driving the convergence of IT and OT.

Tech Trends 2019

Beyond the digital frontier



INTELLIGENT INTERFACES: KEY TAKEAWAYS

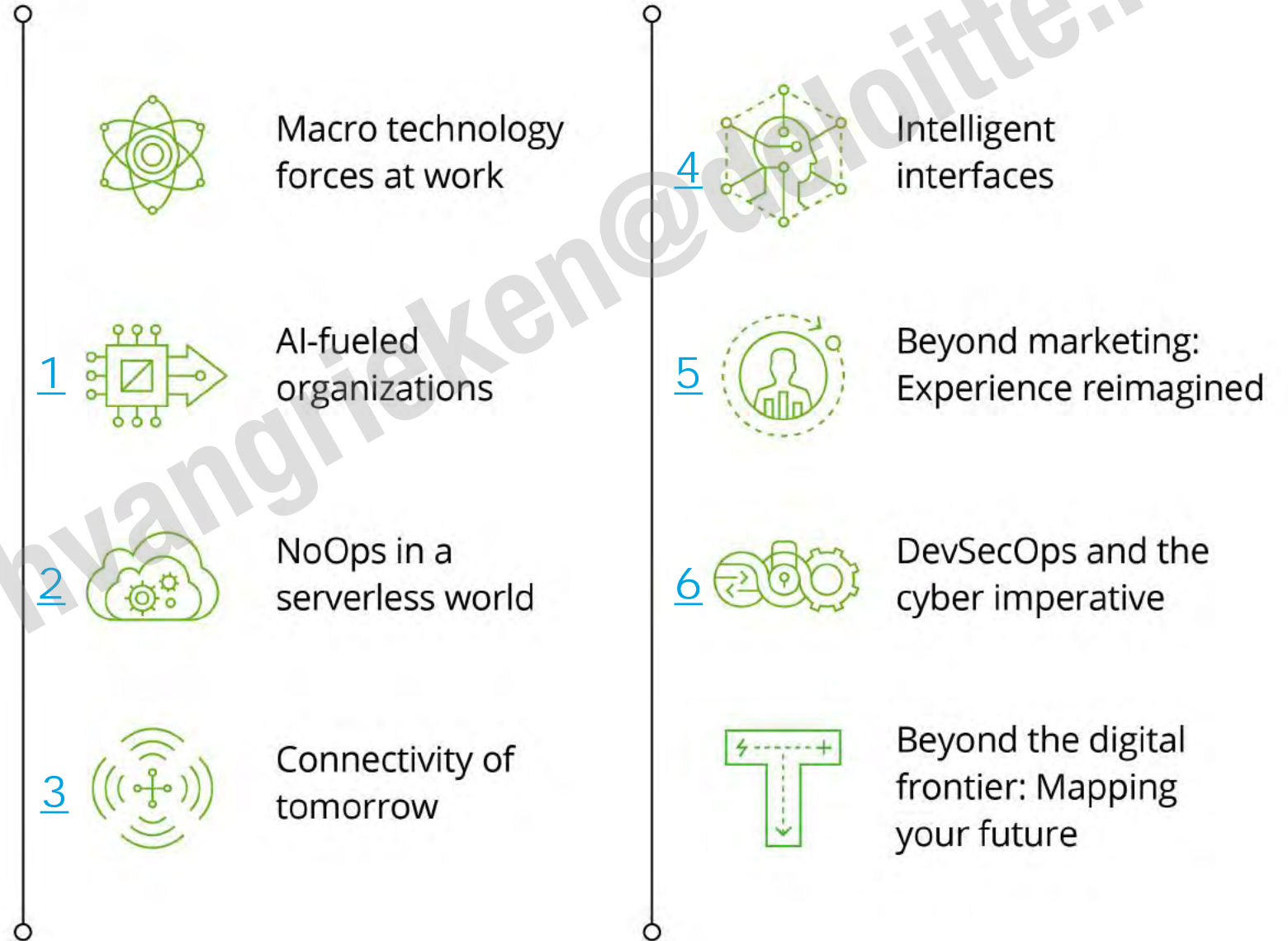
- ☆ **Human + machine.** Combining the latest in human-centered design with leading-edge technologies fundamentally reimagines the way we interact with technology, information, and our surroundings.
- ☆ **Playing to *all* our senses.** Emerging capabilities include: computer vision, gesture control, embedded eyetracking, bioacoustic sensing, emotion detection, muscle- & brain-controlled interfaces, gait analysis, spatial computing, electrovibration sensing, and more.
- ☆ **Better, stronger, faster.** Connecting digital and physical behaviors makes it possible to “micro-personalize” products and services for customers and enhance operational efficiency and individual productivity for employees.

INTELLIGENT INTERFACES: ARE YOU READY?

- 📍 **Show me the money.** There is a gap today between what these nascent technologies do and how their costs are justified. Consider how investment costs could amortize across operations and returns.
- 📍 **Build the support.** Infrastructure can make or break experiences—make 5G, cloud & edge computing, and IoT part of your strategy.
- 📍 **Prepare for new skills.** As important as technologists are those with human-centered skills—linguists, physical therapists, behaviorists.
- 📍 **Protect privacy.** Put checks in place before data is gathered or processed to help ensure that individual privacy is respected consistently.

Tech Trends 2019




Beyond the digital frontier



BEYOND MARKETING: KEY TAKEAWAYS

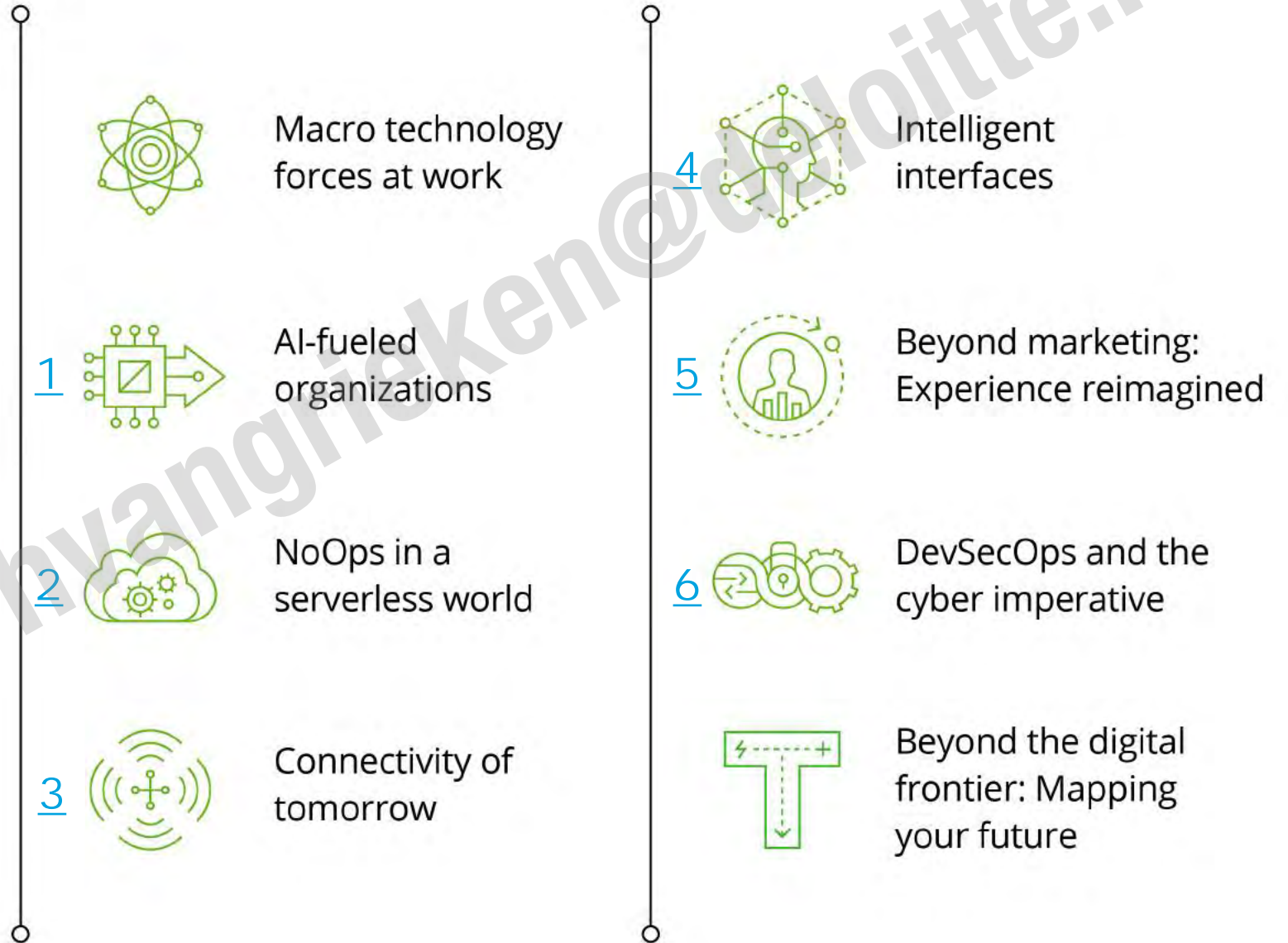
- ☆ **The customer is in charge.** Companies are shifting from bending consumer will to their own toward adapting their own objectives and methods of engagement to meet customer expectations.
- ☆ **A new generation of martech.** New capabilities and systems can deliver unprecedented levels of customer intimacy, targeted engagement, and precision impact.
- ☆ **A happy marriage.** CIOs and CMOs are collaborating more closely than ever in order to deliver not only on their company's marketing strategies but on broader digital agendas.

BEYOND MARKETING: ARE YOU READY?

-  **Make a vision board.** Define what an optimal experience would be for a customer engaging your brand, and use this to create a vision and guiding principles for the journey ahead.
-  **Get your tech ready.** Reengineer your approach for *data* (the starting point), *decisioning* (automated determination of how and when to provide an experience), and *delivery* (dynamic content delivered consistently across channels).
-  **Own the human experience.** Whether it's a leadership council, the CMO, or a chief experience officer, ownership must be clear with metrics for accountability and to measure value.

Tech Trends 2019

Beyond the digital frontier



DevSecOps: KEY TAKEAWAYS

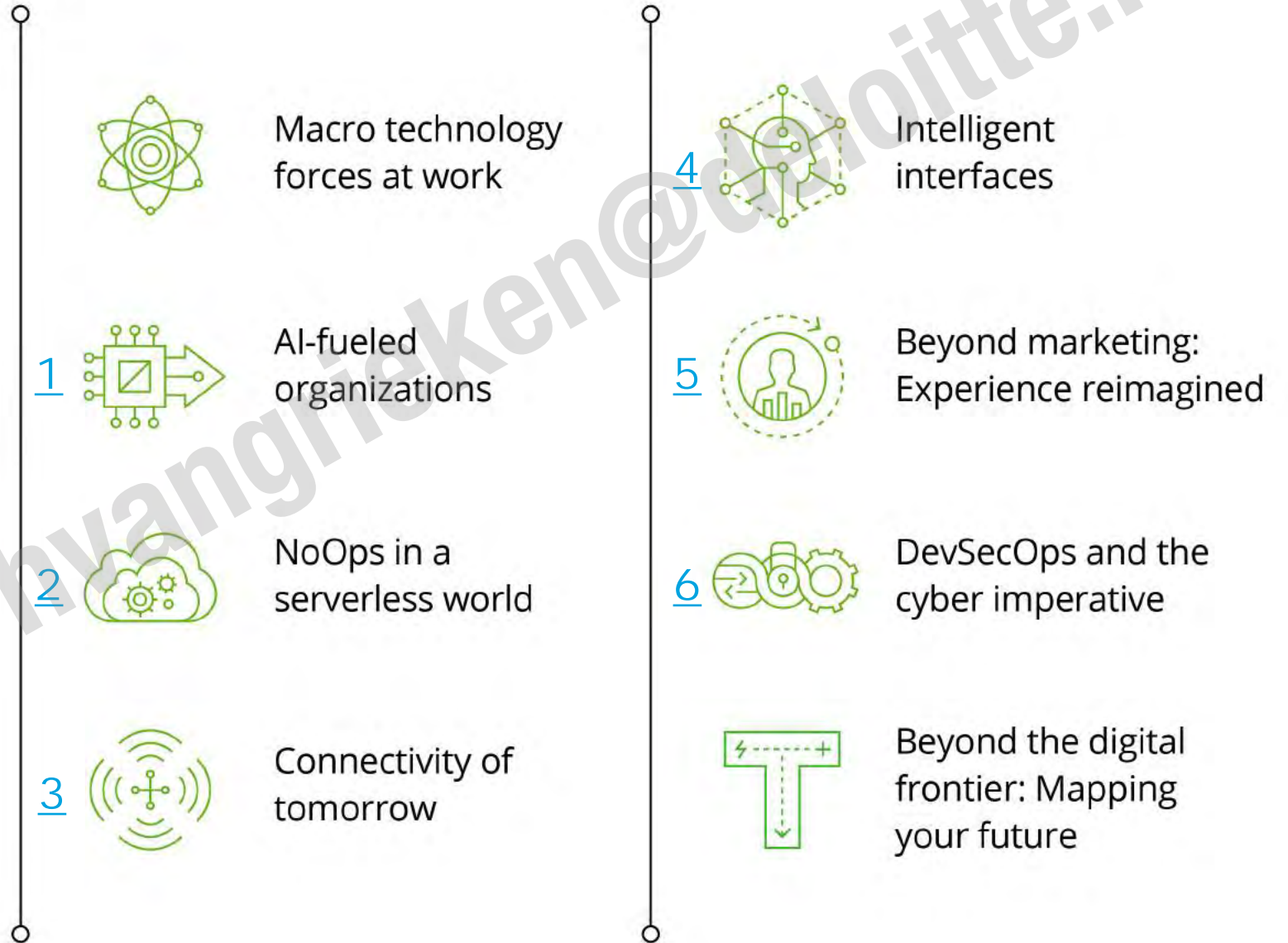
- ☆ **A shared responsibility.** An evolution of DevOps, DevSecOps codifies security policies and best practices into tools and platforms, and enables security to become part of the entire IT organization.
- ☆ **In a DevSecOps state of mind.** It offers companies a different way of thinking about security—from open collaboration and automated operations security to proactive monitoring, recursive feedback and security at the source.
- ☆ **The fundamental value.** By incorporating security into every phase of development and operations pipelines, every product you stand up should be a known entity—tested, secure, and reliable.

DevSecOps: ARE YOU READY?

-  **Break down traditional barriers.** Identify and remedy silos quickly, create shared goals within DevSecOps teams, and drive a culture of innovation.
-  **Start small.** Small teams gradually come together cohesively; if successful, more and more product teams may start self-adopting DevSecOps practices across the enterprise.
-  **Pace your tech deployment.** Consider taking an incremental approach to technology deployment, testing new cybersecurity tools with specific product teams before releasing to the enterprise.

Tech Trends 2019

Beyond the digital frontier



MAPPING YOUR FUTURE – KEY TAKEAWAYS

- ☆ **Big and little.** Digital transformation should take into account both modest and immediate ambitions as well as broad reimagining of the future.
- ☆ **Catalysts for change.** Seven digital transformation catalysts warrant exploration: connectivity, experience innovation, cyber security, risk, real-time data intelligence, automation, and game-changing technology.
- ☆ **The playbook.** Adopt a repeatable, disciplined approach to *imagine, deliver, and run* the future—and embed the digital mindset into business, operating, and customer models.

MAPPING YOUR FUTURE – ARE YOU READY?

- 📍 **Think exponential.** Set bold goals, and then work steadily to achieve them. If you fail, fail fast and maintain your momentum.
- 📍 **Focus on value.** Don't get distracted by digital shiny objects. Focus on revenue, key metrics, and follow the money.
- 📍 **Catalyze a new culture.** Consider M&A, partnerships, and co-investment. Protect digital teams from bureaucracy not found in startups. Treat digital initiatives like R&D—be agile.
- 📍 **Lead from behind.** Be an engaged leader who empowers teams to make decisions; give them enough autonomy to experiment—and even fail-to-learn when needed.



About Deloitte

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee (“DTTL”), its network of member firms, and their related entities. DTTL and each of its member firms are legally separate and independent entities. DTTL (also referred to as “Deloitte Global”) does not provide services to clients. Please see www.deloitte.com/about for a detailed description of DTTL and its member firms. Please see www.deloitte.com/us/about for a detailed description of the legal structure of Deloitte LLP and its subsidiaries. Certain services may not be available to attest clients under the rules and regulations of public accounting.

This publication contains general information only and Deloitte is not, by means of this publication, rendering accounting, business, financial, investment, legal, tax, or other professional advice or services. This publication is not a substitute for such professional advice or services, nor should it be used as a basis for any decision or action that may affect your business. Before making any decision or taking any action that may affect your business, you should consult a qualified professional advisor. Deloitte shall not be responsible for any loss sustained by any person who relies on this publication.

Copyright © 2019 Deloitte Development LLC. All rights reserved.