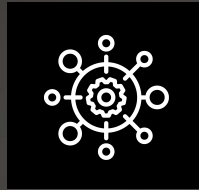
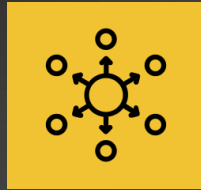




DIGITAL TRENDS 2022

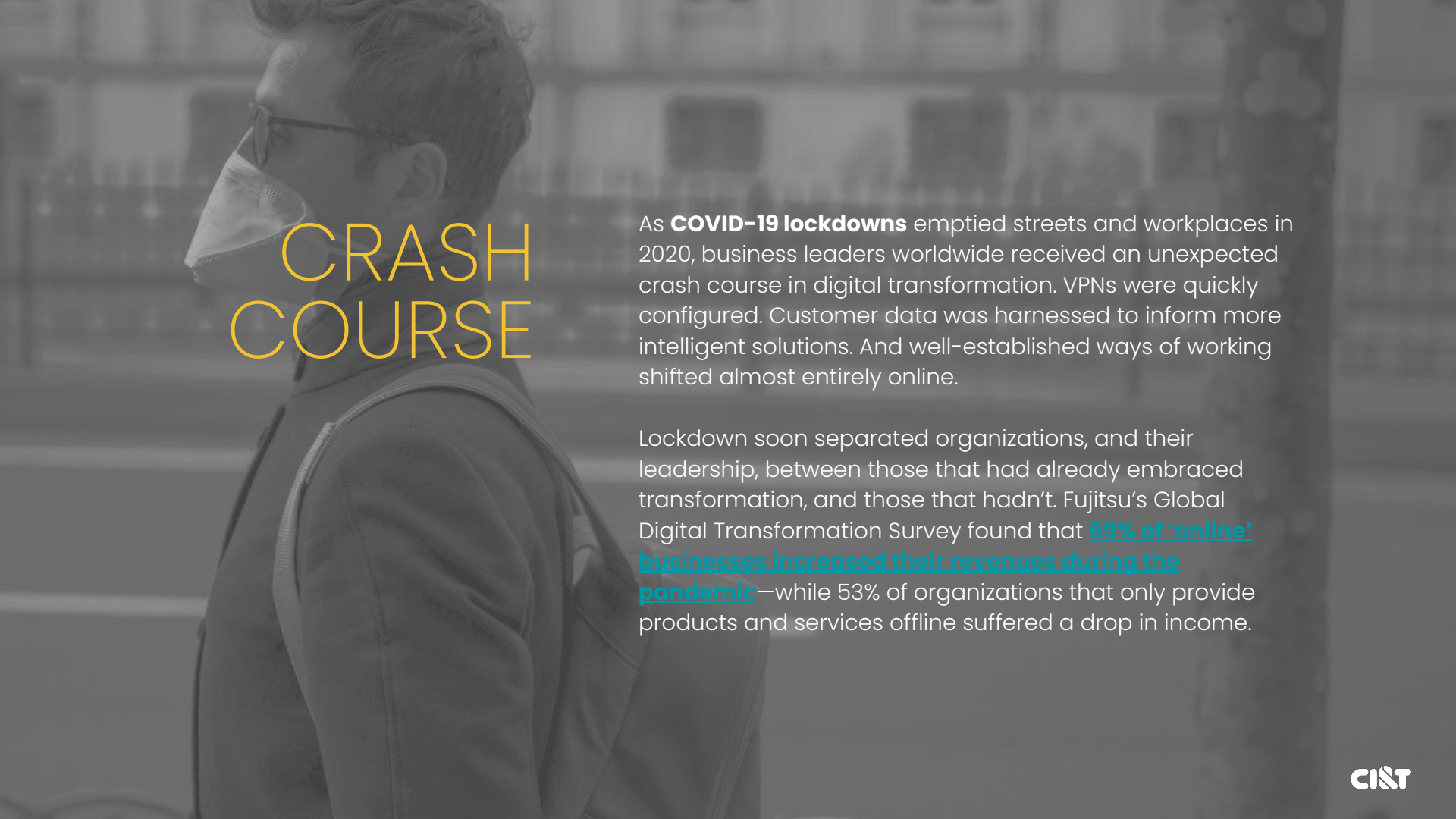


Creating the conditions for **digital transformation** in your organization.



The following e-book will outline conditions for a successful digital transformation, followed by a look at seven trends that will become increasingly relevant throughout 2022.

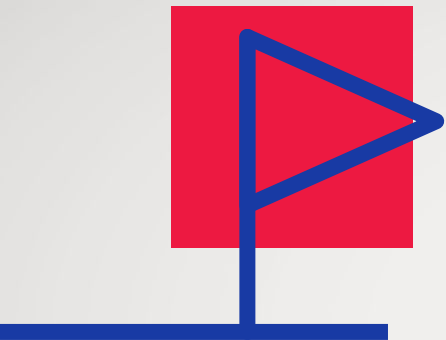
The four steps to creating the conditions for digital transformation



CRASH COURSE

As **COVID-19 lockdowns** emptied streets and workplaces in 2020, business leaders worldwide received an unexpected crash course in digital transformation. VPNs were quickly configured. Customer data was harnessed to inform more intelligent solutions. And well-established ways of working shifted almost entirely online.

Lockdown soon separated organizations, and their leadership, between those that had already embraced transformation, and those that hadn't. Fujitsu's Global Digital Transformation Survey found that 69% of 'online' businesses increased their revenues during the pandemic—while 53% of organizations that only provide products and services offline suffered a drop in income.



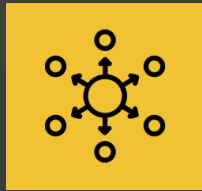
HERE TO STAY

It's clear that the widespread digital transformation drive that was catalyzed by the global pandemic is here to stay. But in addition to the adoption of new technologies, there needs to be a wider cultural shift that lays the foundations for change. The focus must shift towards creating an agile leadership model that helps businesses thrive in this new economic environment—and prepare for whatever the world throws at us next.

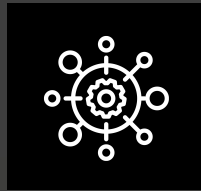
Here are our four top tips for creating the conditions for digital transformation in your organization.

The 4 steps

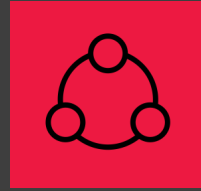
For Digital Transformation



Decentralize



Co-sourcing



Agile



Freedom

The Shifts menu



1. Use a decentralized decision-making process



Decentralized businesses push decision-making authority down the chain of command, empowering teams, departments, and managers to make calls without having to consult senior colleagues.

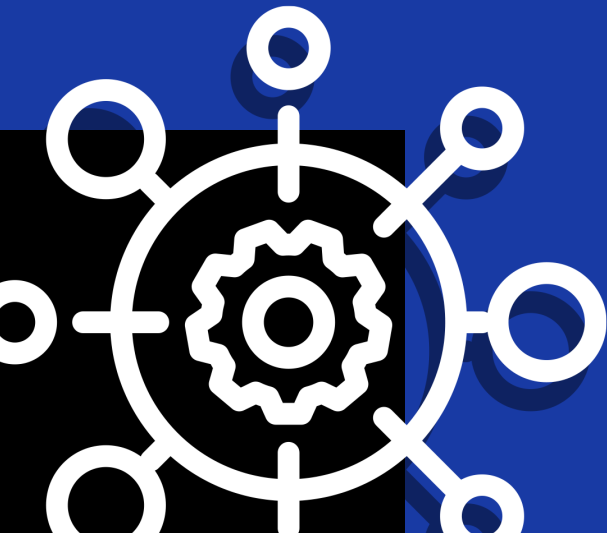
Hierarchies are often ill-suited to the challenges and opportunities of the post-pandemic world. Today's volatility can be best tackled by adhocracy, a system that relies on the collective intelligence of small groups to identify opportunities and create solutions.

Adhocracy allows for greater speed and agility in decision-making, incorporating the team's specialist knowledge of individual sectors to reach a stronger judgement that benefits the business as a whole.

Plus, decentralized decision-making frees up senior managers to focus on strategic management and business growth, such as new ideas for distribution or profit.



2. Develop a co-sourcing model



The next step is to redesign your organization's management structure into multifunctional and multidisciplinary teams, who can tap into decentralised processes and provide the greatest impact within your business.

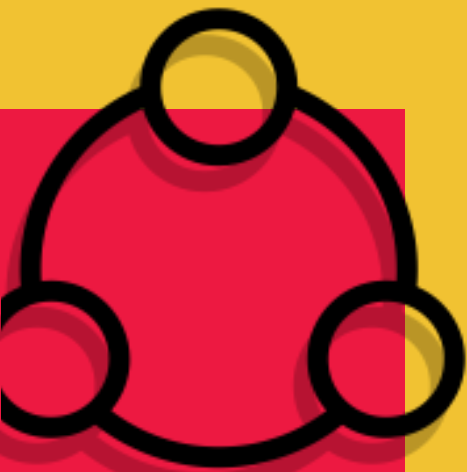
These teams should feature members with different backgrounds and expertise, such as sales, finance, and customer services. When faced with a business challenge, the group can collaborate to consider and solve the problem using their complementary skill sets.

Digital specialists like CI&T use multidisciplinary teams, tools, and design processes to collectively identify customer pains and value-creators. Then, we prioritize initiatives that will generate business results in short cycles of up to 90 days, allowing us to solve problems in a more nimble, impactful way.

[Learn more](#)



3. Adopt an **agile** methodology



More flexible ways of working are best underpinned by an 'agile methodology' — a system for managing large tasks by breaking them up into several shorter phases.

Once a phase begins, the team plans their work, executes it, and then evaluates their progress before they move on to the next stage of the task. This allows for continuous improvement throughout the entire project and gives you room to quickly pivot or alter the work should the need arise.

By using a set of methods that enables teams to learn and adapt quickly, your company can begin to undergo sustainable, scalable digital transformation that helps you prepare for the most sudden industry developments.



4. Practice and reward **freedom**



Transforming your decision-making, management and working structures can only be successful if accompanied by a culture where creativity and interdisciplinary collaboration is celebrated.

Collective success is best achieved by giving individuals the freedom to experiment and innovate. Afterall, workers with authority and autonomy feel more valued and motivated, boosting productivity, job satisfaction, and employee retention.

Leaders should give a voice to who they lead, rather than delivering inflexible instructions. At CI&T, we call them Lean leaders. And for over a decade, we've been developing processes and methodologies to support the training of Lean leaders, helping our customers craft agile, autonomous teams and deliver true business transformation.

2022

—TRENDS—

THE SHIFTS

2022 brings us new perspectives, it is time again to look to where is the market heading. CI&T predicts a few shifts lead to increased digital enablement.



4 Steps menu

A connected approach to data analytics



More and more, companies are leveraging technology to gain a single view of customers, driving better customer experiences and business outcomes, and forecasting sales and managing stock using data. But there is still untapped potential in some cases – the benefits of these two industry solutions can be maximized by leveraging the synergies between them.

Previously, retailers used Customer Master Data Management (MDM), but this isn't designed specifically for marketing. Now, Customer Data Platforms (CDP) which are built from the ground up to engage potential and existing customers, can create a unified view of customer data.

Also, companies can use data analytics to predict sales and manage stock and supply chains accordingly. Forecasting is essential: without it, a spike in weather can lead to air conditioners selling out within hours, or a social media influencer's post could see a garment go out of stock.

Measurability is at the heart of customer experience success



Conventional customer experience measurements — such as customer satisfaction surveys — are a good starting point on this front, but they don't go far enough. If a business is to craft a CX that delivers a competitive advantage, a more comprehensive approach to measurement and analytics is key.

From pricing and commercial analysis to the use of CX metrics and optimisation, measurements should be baked into all customer experience strategies. The companies that win today are, after all, the ones with commercial designs that begin and end with their customer's needs.

[Learn more](#)

Reach for the **Cloud**

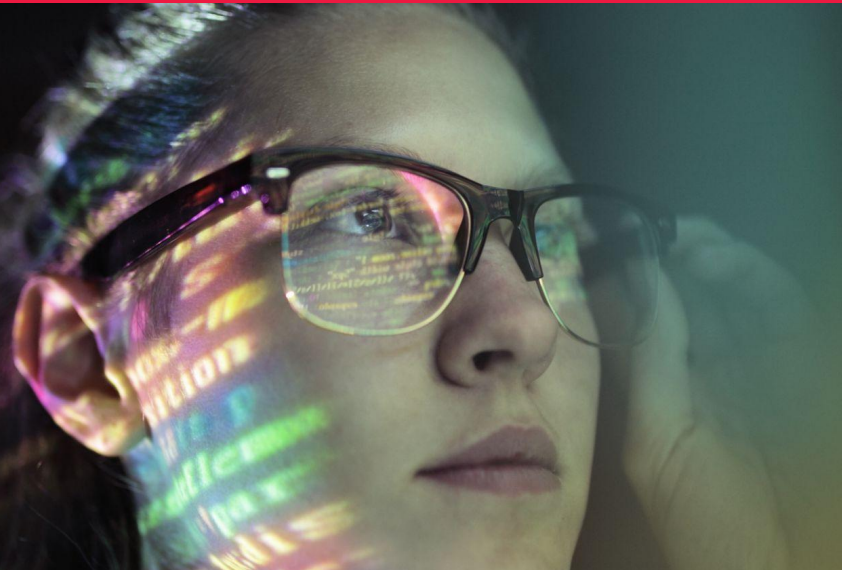


Public cloud is a transformation technology many organizations are looking towards to deliver next-generation, leading-edge products, and services.

Although lift-and-shift, data storage, and disaster recovery implementations are valuable workloads, the real competitive advantage comes from making use of the cloud to drive innovation. Cost reduction is limited by nature, and it does not have the disruptive power to be a game changer from a business standpoint. However, deploying a digital-first approach in your company in an agile way is. Public clouds are critical for launching new products and exploring new business opportunities with the speed that customers expect, at scale. This is the "next wave" approach to cloud migration.

Companies that understand the "next wave" are building digital experiences on constantly evolving platforms. They are leveraging capabilities like data analytics and machine learning to address pain-points and business opportunities. They are focusing their talents on their core business, and they are relying on companies like Google for work streams related to infrastructure, middleware, and software platforms. Companies are ultimately pursuing business impact, fueled by technology.

AI still needs **humans** to stay intelligent



Artificial Intelligence isn't a new topic. Many have invested in it as part of their transformation, but few have yet to see the benefit.

IBM calls it 'potentially the most powerful technology businesses have ever had access to'. Research shows it promises to transform profitability over the next 15 years. And with [two-thirds of companies](#) accelerating their AI strategy in 2021, it's no wonder [futurists predict](#) the deadline for gaining a competitive advantage from AI to be just two years away. And yet, adopting AI is only the beginning.

Think of AI deployment as a garden that needs constant care and attention. If we leave it alone for too long, our grass overgrows, our flowers wilt, and weeds encroach. AI needs to be tended to in just the same way—with risky biases and glitches otherwise ready to sprout through.

Everything as-a-Service (XaaS)



XaaS reflects how organizations across the globe are adopting the as-a-Service method for delivering just about, well, everything. Many B2B organizations provide as-a-Service offerings. These offerings are neatly sliced up and portioned out to create customized services that meet the specific needs of each client at a price that makes sense for them. In this way, XaaS could be simply thought of as a combination of SaaS, PaaS, and IaaS offerings.

For example, Rolls-Royce seeks to provide its customers with a jet engine rental service that helps “customers to maximise the flying potential of their engines.” Through its “TotalCare program”, Rolls-Royce offers customers a way to off-load the burden of engine maintenance while “reducing waste, increasing efficiency, and enhancing the robustness of our supply chain.”

The primary goal of XaaS offerings is to **increase the value for the customer.**

Multicultural Teams



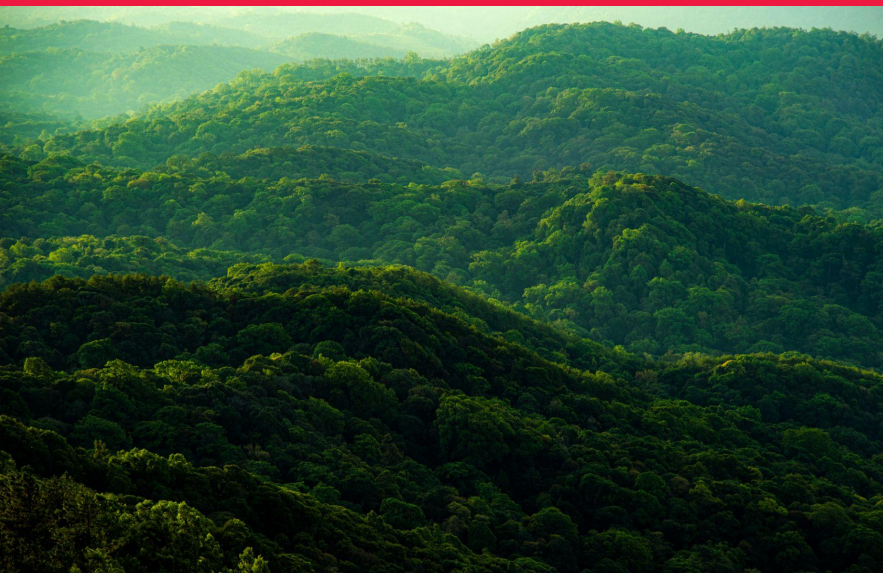
A multicultural team can look different in every instance.

But what remains common, is not two teams look the same. A mix of gender, race, culture, location, education, experience, and skill set just a place to start.

There is no denying multicultural teams are a hot topic and have been at the forefront of conversation because they scale intelligence beyond borders. Companies that can harness a global workforce will gain a competitive advantage while building a corporate culture valuing diversity and respect.

These teams should feature members with different backgrounds and expertise, such as sales, finance, and customer services. When faced with a business challenge, the group can collaborate to consider and solve the problem using their complementary skill sets bypassing red tape.

Sustainable Transformation



As climate concerns intensify, these issues can no longer be ignored. Sustainability is the wave of the future. Companies across every sector need to start transforming and moving towards more sustainable practices.

Consumers, especially younger ones, are demanding change. More than three-quarters of British grocery shoppers have boycotted certain products based on a brand's environmental standards, while seven out of ten Millennials and Gen Z say they would pay more for ecological and sustainable offerings. In turn, we have seen growing leadership from the tech community to step up and prioritize climate change and efforts to achieve carbon neutrality.

Some ways technologies can help to increase global sustainability include understanding environmental impact of purchases, optimize supply chain and be designed more intelligently to reduce digital emissions.



THANK
YOU

Contact us