The Nexus of Forces Scenario

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CEO Priorities

From Gartner’s 2013 CEO Survey
Top Business-improving Technology Investment Priorities Now Focus on Data and Customers

To CEOs:

"Which of the following technology-enabled capabilities will be an important area of investment to improve your business over the next five years?"

- Business analytics: 71%
- Enhanced business reporting: 56%
- Customer experience management (CEM): 48%
- E-commerce: 45%
- Enterprise mobility: 42%
- Cloud business: 41%
- Social organization/Mass collaboration: 38%
- Business process outsourcing: 37%
- Product cost analytics: 36%
- Supply chain optimization and traceability: 34%
- Data science management: 32%
- M-commerce: 31%
- Sustainability: 26%
- Location intelligence: 26%
- Electronic service enablement: 22%
- (Dynamic) business process management: 20%

n = 152 CEOs/Sr. Business Executives in North America
What Information Do CEOs Want?

"If there was one additional regularly updated piece of information you could have to manage your business better, what would it be?"

2012: All CEOs
N = 229

Customer intelligence
Intelligence on competitors
Sales information...
Regulatory information
Costs
Internal financial...
Industry trends data
Workforce and...
Economic data
Real time data
Geographic market data

CEOs APAC
CEOs EMEA
CEOs NA
Half of All Chief Executives Already Know What Kinds of Information Will Be Competitively Disruptive

Supply chain
  Product
  Oil price
Electronic trading
Disaster and emergency
Real-Time
Predictive
Location Vehicle
telematics
Sensor and remote monitoring
Emerging markets
Genetic and health
Energy source and cost
Social
Transparency
Digital media metrics
Consumer behavior
Sustainability and environmental
Legal and regulatory

"What new type of information will be the most disruptive in your industry in the next five years?"

Gartner worldwide CEO and senior business executive survey, 2012. N = 381
The Nexus of mobile, social, cloud, and information forces will make existing architectures obsolete.
A Nexus of Forces
People Are Driving a Convergence of Information, Social Interaction, Mobility, and Cloud

- Using multiple *devices* and *applications* of their choosing, people *connect* with one another and *interact* with a wealth of information.

- The *seamlessness* of their *experiences* relies on an underlying cloud infrastructure.

- *People* expect this prolific interactivity and *information* access in all their roles.
From Push to Pull

Prescriptive IT

Adaptive IT
The IT Diaspora

IT Discipline is moving beyond the IT Department

diaspora (from Greek διασπορά, "scattering, dispersion")
A Nexus of Forces

- Extreme Behavior
- Pervasive Access
- Global Class Delivery
- "Big" Context

Social
Mobile
Cloud
Information
Transformative Effects

Establishes the interaction of people as a key determinant of style of architecture, collaboration, or business model.

Example: Crowdsourcing
Transformative Effects

Eliminates location, time, platform as a determinant of ability to access, interact with, or participate in collaborations or solutions.

Example: Mobile Apps
Transformative Effects

Example:
Sentiment Analysis

Shifts data focus from structure and mining to trending, analysis and predictive pattern matching.

“Big” Context
Transformative Effects

Shifts the focus from Enterprise technology delivery to outcome and value generation in a culture of consumers.

Example: Public Cloud
Basic Relationships

- **Social**
  - Behavior
  - Is platform for
  - Is context for

- **Cloud**
  - Delivery
  - Is platform for
  - Is context for

- **Mobile**
  - Access
  - Is platform for

- **Info**
  - Context
  - Is context for
People Are the Driver

The Nexus of Forces supports/reflects how people want to interact with each other and their "information."

- Open social network
- Closed social network
- Mobile
- Captive
- Use info
- Generate info
- Your apps
- Her apps
People Are the Driver

The Nexus of Forces supports/reflects how people want to interact with each other and their "information."

Your apps → Her apps

Mobile

Captive

Closed social network

Open social network

Use info

Generate info
But All She Sees Is the Glass...
What happens behind the glass?

Derailment?
What happens behind the glass?

Lack of scalability?
What happens behind the glass?

Extreme complexity?
Challenges

The Nexus of Forces makes

- Existing architectures
- Many IT strategies
- Organizational structures
- The way IT works
**Why Obsolete?**

**Existing Architectures**
- Usually conceived in isolation
- Dependencies and integration are afterthoughts
- Are Techno-centric vs. User-centric
- Are Prescriptive (push) vs. Adaptive (pull)
- Are excessively brittle

**Many IT Strategies**
- Are limited by perceptions of what’s possible based on what currently exists
- Are too techno-centric vs. business-enabling
- Make it difficult to react quickly to accelerated dynamics of the Nexus
Why Obsolete?

❌ Organizational Structures
  - Too command-and-control
  - Hierarchy threatens to stifle innovation
  - Don’t easily enable democratized IT
  - Tend to inhibit sharing of partially-formed ideas

❌ The Way IT Works
  - Discourages citizen development (aka rogue development)
  - Change management processes are too slow
  - Agile in aspiration only, still mostly waterfall in reality
  - Too many specialists and not enough versatilists
  - Building must give way to brokering
Putting the Nexus to Work
Hey, my back yard needs help! What do you all suggest?

BTW, I am planning to put up an awning and install a new patio door.
Replace the shed! You need room for a motorcycle. 😊

Cover up the ugly stuff on the wall with a new tree.

Cut a circle around the tree and build a flowerbed.

Dad, we really need a giant pool!

And put a rosebush up against the fence.

How about a nice fieldstone walkway to a fire pit?

Weber Grill!!!

And hey, water your grass or paint much?
Replace the shed! You need room for a motorcycle. 😊

Cut a circle around the tree and build a flowerbed.

Cover up the ugly stuff on the wall with a new tree.

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Cut a circle around the tree and build a flowerbed.

And hey, water your grass or paint much?
Offers for you!

Appropriate plants and trees
Quotes for sod and/or seeding
Sprinkler systems
Patio construction and materials
Weber grills and competitors
Side-of-beef for your freezer
Good paint for hot climates and stucco finish

becomes

Manifest

Send my selections to preferred contractors
Choose from their offers
What's Happening Behind the Scenes?

- Image and position capture
- Integration into social network
- Tagging (or enhanced with superimposed images)
- Long-running approval workflow
- Text and natural language analytics
- Contextualized offers through APIs
- Information pulled from existing sources and joined with user-contributed data, filtered by my preferences/predilections
- Integration with local contractors
Common Features of the New Application
Empowered Individual

• Untethered
• Great design
• Technology and app choices
• They aggregate and integrate information
• Precise contextual targeting
• Meaningful experience
Thorough Analysis Of Information

- From multiple sources
- Historical and real time
- Specific to an individual
- Relative to the user's social connections
- Informed by the user's behavioral patterns
Environment Is Machine-Readable

- Location
- Sounds
- Motion
- Media
- Internet of things

2013 OED?
Showrooming
Pretailing
Interaction Crosses Devices

- Different form factors for different purposes
- Consistent state and data access
So Now What?
Recommendations

• Study your business opportunities through the Nexus lens
• Reconsider how your vendor partners will help/hinder Nexus goals
• Become impresarios of information
• Channel your inner anthropologist, sociologist and ethnographer.
• Join the IT Diaspora:
  - Enterprise IT isn't the only game in town. In fact, there is no game.
Recommended Gartner Research

- The Nexus of Forces: Social, Mobile, Cloud and Information
  Chris Howard (G00234840)

- Business Model Innovation: Unleashing Digital Value Everywhere
  Dave Aron (G00235783)

- Social and the Nexus of Forces: Supporting People's Interactions
  Jeffrey Mann (G00234838)

- Cool Vendors 2012: The Nexus Alters Business and Consumer Strategies
  Daryl Plummer (G00234032)

- Survey Analysis: Transform the Workforce to Keep Pace With Business and Technology Change
  Lily Mok (G00237167)

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