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Computacenter

# THRIVING ON CHANGE

The top five trends your organisation must adopt to prosper

LET'S GO 

# WINNERS HAVE NO TIME TO LOSE

We are living through a time of great volatility - from increased energy prices to supply chain restraints and escalating cyber-security risks. Organisations are under pressure like never before to stay competitive and respond faster and more effectively to changing business conditions and unpredictable external events. Empowered customers are more demanding than ever before and, with a poor experience, your competitors are only one click away. New market entrants are re-writing the rules of the game in many industries and becoming 'unicorn businesses' overnight. There is a war for talent, any lack of which can quickly put the brakes on innovation or service delivery. All of which means that the cost of inaction - or insufficient action - is higher than ever.

There's no secret recipe for success. But given the pace of change, it pays to understand how successful enterprises are responding to - and influencing - the latest market dynamics worldwide. This insight guide explores five major trends shaping our markets worldwide today: **Speed, Resilience, Disruption, Experience, and Sustainability.**



## TREND NO. 1

# SPEED

Over the last year, 65% of executives reported that they accelerated the pace of their digital business initiatives.<sup>1</sup>

The pace of change is relentless, and the pressure inevitably falls on IT to deliver efficiencies and accelerate return on digital investments. Every organisation wants control and predictability yet dodging the bullets fired by supply chain disruption or changing consumer demands calls for a radically different approach. Traditional transformation approaches don't deliver returns fast enough. So, IT departments must find new ways to deliver and innovate at pace to ensure their organisation can continue to deliver experiences to customers and employees that are relevant to the markets in which they compete.

The crisis has been for many companies a wake-up-call to finally get moving.<sup>2</sup>



That means large, waterfall projects are out and more agile delivery methods are in. Meanwhile, any organisation with gaps in their service delivery must ask: Do we have the time, resources, and appetite to build in-house capability or integrate 'best of breed' technology? Or should we plug in 'best of suite', integrated, enterprise-scale solutions from trusted providers to deliver faster?

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<sup>1</sup> Gartner's 2021 Digital Business Acceleration Survey: The Speed of the Game Has Increased, 11 October 2021  
<sup>2</sup> McKinsey & Company, Organizing for Speed: Agile as a means to transformation in Japan, November 2020



In IT, speed is far more than just throwing the latest technology at a problem. It's about being smarter and more efficient. Organisations can and should invest in their long-term capabilities, but they must also leverage what they already have. Fortunately, IT providers are incorporating next generation technologies – including AI, crypto, big data and analytics – into their products to help customers reduce time to market and enable dynamic decision making.

**Intel is using AI and image capture to spot bad silicon and increase processor production yields.**

Embracing technology 'at the edge' is another way to gain speed. From 'plug and play' deep learning to AI-powered athlete tracking, the intelligent edge is all about distributing compute resources and performing analysis and data manipulation at source, rather than relying on time-consuming and network-heavy data transfers to and from a central hub.

If speed is of the essence, how can organisations embed this at the heart of their operations? Well, it can't be done in siloes. Acting as a single unified entity – with people, processes and technology all aligned – is the only way to move at pace.

This ensures that the organisation can make swifter decisions by extracting, processing, and actioning the many insights its data makes available.

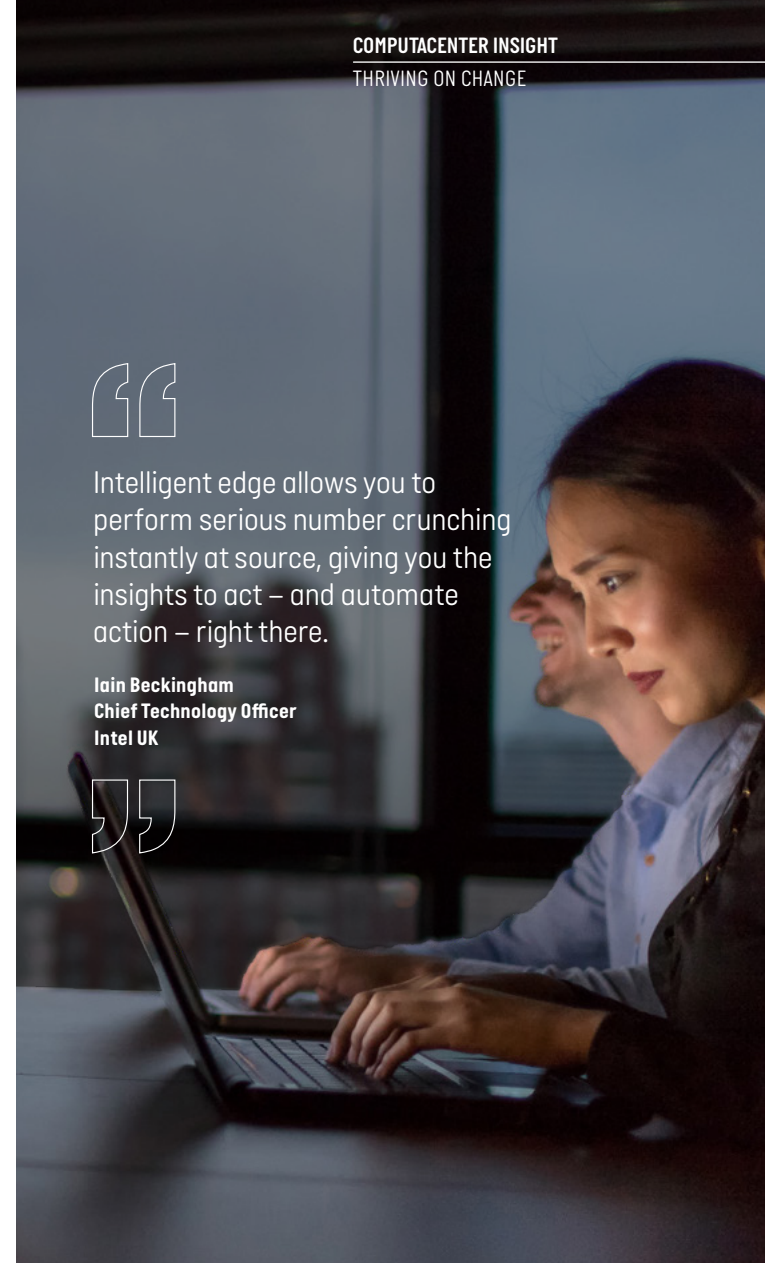
### What are you waiting for?

Every organisation is different, and the business environment is increasingly complex. That's why Computacenter provides scalable, industrialised solutions across the IT infrastructure portfolio. We're independent of our technology partners, so our customers know we will recommend the right solutions and service models for them. We're also following our own advice and investing in new skills to ensure our organisation and our customers remain relevant.



Intelligent edge allows you to perform serious number crunching instantly at source, giving you the insights to act – and automate action – right there.

**Iain Beckingham**  
Chief Technology Officer  
Intel UK





## TREND NO. 2 RESILIENCE

The impact of resilience  
(or lack of it) on annual GDP  
growth is 1% to 5%.<sup>3</sup>

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Today, it feels that once-in-a-lifetime events are happening every few months. Each of them is difficult or impossible to predict, and their impact is being felt worldwide. But every organisation also faces its own local challenges. Compliance, changing regulation, labour shortages – the list goes on.

Can't serve your customers? Struggling to get the right data to the right people, securely? Wondering where you'll find the resources and expertise you need to keep ahead of your competitors? Striving to ensure compliance in a fast-moving regulatory environment? Trying to access the cyber-security resources that will minimise financial and reputational losses? These are all resilience issues.



Resilience is business.

Paul Bray  
Chief Technology Officer  
Computacenter UK&I



Resilience is about surviving and thriving in such an unpredictable world. It is – to put a new spin on a well-known phrase – about business continuity and rolling with the punches that a volatile world throws at you.

[continues...]

<sup>3</sup> 'Resilience for Sustainable, Inclusive Growth', whitepaper in collaboration with McKinsey and Company, May 2022



Over the last five years, the World Economic Forum has consistently rated cyber-attacks as a substantial global risk.<sup>4</sup>

While the uncertainty, scale, and frequency of cyber-attacks is putting organisations to the test, resilience is much more than just cyber-defence. It's about ensuring the viability of your operations. It's about identifying and mitigating risk to ensure system availability and high performance.

And it's about having the technology, processes, and expertise to respond to any eventuality – from shifting market dynamics to a changing threat landscape. In essence, it's about putting in place the capabilities to maintain trust in the organisation.

### Resilience requires adaptability

At Computacenter, we have experience across a range of industries, so we're used to helping our customers find creative ways to overcome resilience challenges. Whether that's modernising infrastructure to enhance the customer experience, optimising operating models to stay compliant, or implementing comprehensive cyber security and better threat detection cyber defence, and better threat detection, allowing them to stay ahead of criminal threats and remain compliant with regulatory requirements.



<sup>4</sup> ENISA, Addressing the EU Cybersecurity skills shortage and gap through higher education. November 2021

## TREND NO. 3 DISRUPTION

Disruption eventually comes to every organization in every industry, but before it becomes a threat, it's also an opportunity.<sup>5</sup>

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Mass globalisation, open markets, and technical innovation are the enablers of new revenue streams and fresh business models. At the same time, a re-emergence of nationalist tendencies, supply chain disruptions and geo-political events are challenging existing processes and ways of doing business. And the competitive environment is never static. Mergers and acquisitions – whether yours or your competitors' – can change the playing field overnight.

Adaptation is a necessity, not an option. Market entrants keep emerging – such as the new wave of digital banks starting to dominate the financial services sector – posing a real challenge for more traditional organisations. Perhaps surprisingly, it's not just about doing things differently. Can you match the competition's consistency? Among the biggest disruptors over the last few years were those able to leverage technology to transform customer experience and reimagine products and services.

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5 DISRUPTION: OPPORTUNITY OR THREAT?, Harvard Business School, 23 July 2015



Chance events are disruptive. Disruptors create their own luck.

**Paul Bray**  
Chief Technology Officer  
Computacenter UK&I



## Emerging technologies have become key enablers of competitive differentiation.<sup>6</sup>

So, while disruption is inevitable and takes many forms, your response to it will determine whether it is a threat or an opportunity.

Data is your early warning system, defence mechanism, and secret weapon all in one. Use it to predict what you can and react quickly to what you can't. Most organisations have a wealth of untapped intellectual capital, but disruptors are the ones that capitalise on it first.

Technology fuels transformation. So, embed it into your operations. Likewise, ensure your entire organisation understands how technology influences market share and profits. You can instantly recognise those organisations with strong collaboration between the IT function and the wider organisation. They are the ones driving new ways of working, enhanced service delivery, and greater productivity.

### Find a provider who gets under your skin

It is said less frequently that those that do heed the lessons of history are better able to influence the future. Computacenter has lived through all the major changes in the IT industry over the past forty years, working with its customers to help surf the waves of change. The experience born of these long-term relationships enables us to help organisations resolve short-term challenges faster while implementing far-sighted innovation – all of which makes them better positioned to benefit from disruption.

<sup>6</sup> Gartner, predicts 2022: 4 Technology Bets for Building the Digital Future, December 2021





## TREND NO. 4

# EXPERIENCE

95% of leading organisations cite CX job roles as important to achieving business growth, followed closely by UX [87%].<sup>7</sup>

Digital experiences are now a major part of all our lives, let alone the organisations we work for. And they are only becoming more important as technology has forever changed how we interact with each other.

That's not to say digital experiences have made life easier for everyone. Not all service delivery can and should be done remotely. Not everyone has access to superfast broadband and the latest laptops. And not all homes are the ideal replacements for the traditional office. And not every worker has the digital dexterity necessary to function in this hybrid world.

Nevertheless, hybrid working has become the norm and organisations are under pressure to meet expectations among new generations of employees. Meanwhile, it doesn't help that we're spoilt for choice as consumers.

Everything is geared to less friction, more choice, more engagement. And that same logic now applies us as employees – we demand more functionality, more intuitive interfaces, more collaboration.

For the hybrid or remote digital worker, technology is the primary means by which they interact with colleagues, managers and customers.<sup>8</sup>

Seamless interactions are simply expected. Who's got patience now for websites that aren't mobile optimised? Or a corporate system that takes two minutes to boot up. In a sense, all organisations are competing with the slickest experience curators from the consumer world. Even a single flawed interaction costs reputation.

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<sup>7</sup> 95% of senior marketing execs say CX job roles are important for growth, Econsultancy, 16 July 2020  
<sup>8</sup> Gartner, Innovation Insight for the Digital Employee Experience, December 2021



Those with an eye toward the future are boosting their data and analytics capabilities and harnessing predictive insights to connect more closely with their customers, anticipate behaviours, and identify CX issues and opportunities in real time.<sup>9</sup>

Continuous innovation is your only option if you want to boost employee engagement, increase customer satisfaction, and enhance loyalty. The good news is that, for many, the foundations are already in place.

Most organisations are sitting on vast stores of data whose value remains untapped because insights are locked in data stores or siloed across different departments. But now, AI and edge computing hold the promise of anticipating and igniting unstated consumer needs by driving more insightful, targeted, and engaging experiences.

There are also plenty of new approaches to make things happen. Agile and DevOps help organisations to create products and services at speed, while automation frees employees to create even more value.

Knowing what your customers wants and needs is imperative. But customer feedback is no longer about filling in forms or taking online surveys. What your customers think of the experiences you are serving them is already available in the data relating to those interactions. It can also be found in the sentiments –

positive or negative – that are communicated rapidly and emotionally through social media channels. And since some organisations are already able to harness this feedback, in our globally connected world, the costs of delivering a poor or mediocre experience are higher than ever.

### Ensure your partners provide more than technology

The opportunity created by the many digital interactions that customers have with organisations each day is also the problem. Piecing together fragments of customer data at speed and scale is something that requires technology. However, turning those insights into next-level experiences requires close engagement with our customers to ensure we have a rounded view of their circumstances - from their environments and motivations to their desired outcomes.

<sup>9</sup> Prediction: The future of CX, McKinsey and Company, 24 February 2021



## TREND NO. 5

# SUSTAINABILITY

Growth is sustainable insofar as it supports the health and repair of the natural environment; it is inclusive when it meaningfully improves the livelihood of wider population segments.<sup>10</sup>

As a planet – and as a population – there is an urgent need to commit to the Net Zero targets that deliver the meaningful changes that will ensure life as we know it is sustainable in the future. This is about actually delivering concrete reductions in our carbon emissions. And it's more than changing lightbulbs – it's about changing behaviours.

Yet it's not just a matter of throwing money at the problem. You could invest your entire budget in delivering on your green agenda but, if you don't have a sustainable business model, you won't be around long enough to create lasting positive change.

Do you have a long-term view about how you will source the raw materials your organisation will need five years from now? Do you understand how the needs of your employees

and customers are going to change over the next five years? Are you investing in the human resources you will need to drive your organisation forward in 2030? If not, then your sustainability is in question.

Stakeholders and communities want to engage with organisations that make the world a better place. And organisations want to engage with responsible suppliers who have the same commitment to sustainability as they do. It's not merely about creating a product or service that people want to buy, it's about being an organisation that people want to buy from.

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<sup>10</sup> Resilience for sustainable, inclusive growth, McKinsey and Company, 7 June 2022





Fortunately, sustainability often goes hand-in-hand with core business drivers, especially operational efficiency. Wasting resources isn't just bad for the planet, it's bad for the business.

**Paul Bray**  
Chief Technology Officer  
Computacenter UK&I



There's also a natural crossover between sustainability and resilience. For example, when organisations migrate to the cloud, they want to know they're covered if their data centre goes down. They also want to know the cost of the energy they use to power it. And how they can use the cloud to further limit their carbon footprint.

Truly sustainable organisations are constantly iterating their products and services, and engaging with everyone from consumers to employees, business customers to broader communities. The goal is to look after nature and each other while nurturing your own self-sustaining environment – a place people want to work with and within.

As with digital experiences, sustainability calls for authenticity. Today's customers and employees are as likely to ask about ethics and waste management as product capabilities and pricing. As IT companies, Computacenter and Intel have additional responsibilities in this area as technology is so critical to understanding and fighting climate change – responsibilities they are committed to carrying out.

### We're all defined by our choices

It doesn't matter if you're a consumer or business customer, we're all waking up to the reality that we're in this together. Most people will tell you that they support brands that align with their ethics and sense of identity. At Computacenter, our purpose centres on enabling the success through our values of putting customers first, being straightforward, and keeping our promises.



# ADAPTATION IS A NECESSITY

Computacenter is known as a trusted advisor that is focused on business outcomes while regarding technology as an enabler – not an end in itself. Our aim is to help you identify where you want to go, rather than arriving with pre-set notions about what needs to be delivered.



Speed, resilience, disruption, experience, sustainability. These are complex challenges. That's why you need technology partners that understand you, your business, your customers, and your markets. Ones that can provide creative, pragmatic ways to overcome specific challenges while responding to the macro trends affecting us all.

**Paul Bray**  
Chief Technology Officer  
Computacenter UK&I



As Darwin observed, the entity that survives is the one most adaptable to change. The last few years have been, for most of us, the most volatile we have known. And the pace of change seems unlikely to slow anytime soon.

Change can be resisted – or it can be harnessed. This document clearly argues for the latter and is driven by the belief that, by understanding the present, we are all better equipped to create the future we want for ourselves.

To learn more about how these trends underpin our relationship with our customers, visit **Enabling Success**.



# CONTRIBUTORS



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Paul leads the Office of the CTO and is responsible for defining an integrated technical strategy that meets the needs of Computacenter's customers across all of the industries we serve.

Paul has 20 years experience in the IT industry and has been at Computacenter for 12 years.



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Iain Beckingham has almost 20 years of leadership and management experience and 30 years of technology industry sales knowledge. Iain is currently CTO and Enterprise Sales Director for the UK at Intel.

Iain received his Bachelor of Science Degree in Mathematics from Bath University, England in 1993 and is a Fellow of the British Computer Society.



# GET IN TOUCH

To discuss the themes addressed in this insight guide, please contact your Computacenter Account Manager, email [enquiries@computacenter.com](mailto:enquiries@computacenter.com) or call us on 01707 631600.

## About Computacenter

Computacenter is a leading independent technology partner, trusted by large corporate and public sector organisations. We help our customers to source, transform and manage their IT infrastructure to deliver digital transformation, enabling people and their business. Computacenter is a public company quoted on the London FTSE 250 (CCC.L) and employs over 18,000 people worldwide.

[www.computacenter.com](http://www.computacenter.com)

