

## Tech Trends 2013: Elements of postdigital

### What is it?

Deloitte's annual Technology Trends report examines the ever-evolving landscape of technology put to business use. Once again, we've selected ten topics that have the opportunity to impact businesses over the next 18 to 24 months.

This year's theme, *Elements of postdigital*, examines the convergence and controlled collision of five forces – Analytics, Mobile, Social, Cloud and Cyber – as businesses move closer to achieving the possibilities of the Postdigital Enterprise™, where all five forces are mature, implemented, integrated and baked-in versus bolted-on.

Each of the 2013 trends is relevant today. Each has the momentum and potential to make an impact. And each warrants timely consideration. Forward-thinking organizations should consider developing an explicit strategy in each area – even if that strategy is to wait and see. But whatever you do, step up. Provoke and harvest disruption. Don't get caught unaware or unprepared.

### How are the trends selected?

Developing the list of trends is an ongoing process of primary and secondary research. The process includes:

- Feedback from client executives on immediate and future priorities
- Input from Deloitte industry and practice leaders
- Perspectives from industry and academic luminaries
- Research from alliance partners, industry analysts and competitor positioning
- Crowd-sourced ideas and examples from our global network of practitioners

The topics are compiled to reflect how the evolving technology landscape and volatile market forces are affecting the complex nature of our clients' business problems.



# Disruptors

**Opportunities that can create sustainable positive disruption in IT capabilities, business operations, and sometimes even business models**



## CIO as the Postdigital Catalyst

### **Catalyzing value from the elements of mobile, social, analytics, cloud and cyber**

CIOs can lead the move to tomorrow – reshaping business as usual, and driving innovation. On the one hand, they face unprecedented opportunity for innovation. On the other, the existential threat of disruption. How should business respond? And who better to lead than the CIO? When CIOs harness the convergence of the five postdigital forces, they can change the conversation from systems to capabilities and from technical issues to business impact. Plan big, start small, fail fast, scale appropriately.



## Mobile Only (and beyond)

### **The enterprise potential of mobile is greater than today's smartphone and tablet apps**

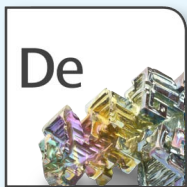
Mobile should be top of mind for organizations. But don't limit your ideas to Mobile First. Think *Mobile Only*, imagining an untethered, connected enterprise. The next wave of mobile may fundamentally reshape operations, businesses and marketplaces – delivering information and services to where decisions are made and transactions occur. And the potential goes far beyond smartphones and tablets to include voice, gesture and location-based interactions; device convergence; digital identity in your pocket; and pervasive mobile computing. The very definition of mobile is changing.



## Social Reengineering by Design

### **How work gets done is no longer constrained by 19th century platforms**

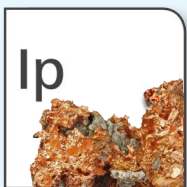
Businesses are no longer building technologies just to enable interaction – they are now engineering social platforms for specific context – platforms that can relieve rather than serve traditional organizational constraints such as deep hierarchies, command-and-control cultures, physical proximity and resource concentration. Social Reengineering can fundamentally transform how work gets done, but it isn't just a "project." It's a strategy. And it's not serendipity. It's intentional – by design.



## Design as a Discipline

### **Inherent, pervasive and persistent design opens the path to enterprise value**

Driven by consumer experience, intuitiveness and simplicity are moving from IT aspirations to enterprise mandates. Design is not a phase; it's a way of thinking. Beyond look and feel, beyond user interfaces. Isolated in silos of user experience (UX), marketing and product development, individual design functions may be reaching their limits. What's needed is a collaborative, immersive environment to work together. Design is not just an "IT thing" or a "marketing thing" or a "product engineering thing." It's an *enterprise* thing.



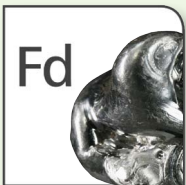
## IPv6 (and this time we mean it)

### **Ubiquitous connected computing is straining the underlying foundation of the Internet**

Internet Protocol is the foundation of networking, but we've run out of addressable space for addressable items. The more important it is for your business to connect with the outside world, the more important IPv6 is for your future – and the more urgent this issue is for you today. IP addresses are woven deep into applications and infrastructure, and migration can bring challenges. While there's no drop dead date for IPv6, the final IPv4 address blocks have already been allocated. Careful and proper adoption will take time for planning, execution and verification. The time to start is now.

# Enablers

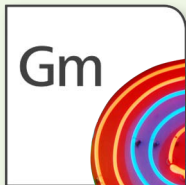
**Technologies in which many CIOs have already invested time and effort, but which warrant another look because of new developments or opportunities.**



## Finding the Face of Your Data

**Fuse people and technology to discover new answers in data – and new questions too**

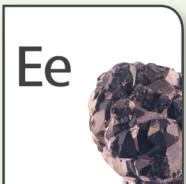
Humans do some things really well, while computers are better at other things. It is this particular combination that enables the identification of new patterns and relationships across dimensions of data – structured and unstructured, internal or external, big or otherwise. By combining human insight and intuition with machine number-crunching and visualization, companies can answer questions they've never answered before. More importantly, they can discover important new questions they didn't know they could ask.



## Gamification Goes to Work

**Driving engagement by embedding gaming in day-to-day business processes**

Gamification can encourage engagement and change employee, customer and supplier behavior, creating new ways to meet business objectives. The goal is to recognize and encourage behaviors that drive performance – sometimes in unlikely places. This trend has moved beyond hype and is already demonstrating business value. Gamification in the workplace incorporates social context and location services to motivate and reward desired behaviors in today's mobile-social world.



## Reinventing the ERP Engine

**Revvng up data, hardware, deployment and business model architectures at the core**

If you could really get ERP cheaper and faster, what would you do differently? Run materials requirement planning (MRP) many times each day? Close the books in a matter of minutes? Optimize delivery routes on-the-fly in response to new orders, traffic or customer preferences? What would it mean for business agility, capability and competitiveness? ERP is no stranger to reinvention, overhauling itself time and again to expand functionality. But the underlying engine has remained fairly constant. That's now changing.



## No Such Thing as Hacker-proof

**If you build it, they will hack it. How do you deal with that?**

You've either been breached – or you soon will be. Your boss knows it, your business knows it, your board knows it, your customers know it, and hackers know it. It's your job to deal with it. That means changing the way you think about defending yourself. Be more proactive about the threat – and react more rapidly when breaches do occur. Detect them quickly, respond, clean up and adjust your tactics. Be outward-facing, prepared and ready in advance. Anticipate and prevent when possible, but be ready to isolate and encapsulate intrusions to minimize impact. It's better to lose a finger than to lose an arm.



## The Business of IT

**After reengineering the rest of the business, IT's children deserve some shoes**

Fragmented processes and systems can prevent IT from effectively delivering on the changing demands of the business. IT may need to transform its own management systems to keep up. Is this ERP for IT? Maybe someday. Today, CIOs are crafting solutions from industry-leading products and testing business cases at each step. And the potential benefits are worth the investment – not only in driving down costs and better managing risks, but in positioning IT as the business partner in provoking and harvesting disruption in the postdigital era.

## Postdigital Enterprise™

### What does it mean and why should you care?

The Postdigital Enterprise™ is a business that organizes and operates in a “new normal” – where the forces of Analytics, Mobile, Social, Cloud and Cyber are all mature, implemented and integrated. Through these forces, IT can deliver engagement and empowerment to business customers, both innovating and industrializing. The convergence – even the collision – of these five forces offers a new set of tools for business, opening the door to a new set of rules for operations, performance and competition.

In the *post-industrial* era, businesses didn’t forego industrialization – they simply embraced it as the new normal for business – and the new basis for competition. The Postdigital era is the same, but with digitalization at its core. It’s an uncommon – perhaps even unique – time to have five forces, all newly emerged, all rapidly evolving, all technology-centric and already impacting business so strongly.

Postdigital is Deloitte’s business perspective on how organizations can provoke and harvest digital disruption. By leveraging the disruptive forces of Analytics, Mobile, Social, Cloud and Cyber – along with breakthrough thinking in strategy, operations and human capital – we are enabling today’s leaders to:

- Reimagine their place in their ecosystems
- Redefine their products, services, and experiences
- Retool to engage stakeholders more effectively

For more on the Postdigital Enterprise™ visit us at [www.deloitte.com/us/postdigital](http://www.deloitte.com/us/postdigital)

## Conclusion

Postdigital’s potential can spur both offensive and defensive responses. On one side lies unprecedented opportunity for innovation. On the other, the existential threat of disruption. Every industry may be affected by the underlying digital forces. Every market may be reshaped by their controlled collision.

Who will lead the charge? The reports of IT’s demise may be exaggerated, but there is truth behind the rhetoric. How will CIOs reimagine their roles in business strategy? What will the corresponding IT department look like? One thing is for certain: the elements of postdigital will play a role.

## Questions?

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