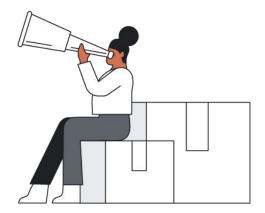


Restructuring IT to overcome economic adversity and become more resilient



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Executive summary

The global economy may have managed to come through the COVID-19 pandemic, but tell-tale signs warn of new challenges ahead — and some are already here. Macroeconomic events, such as high inflation rates, labor market misalignment, rising energy costs, post-pandemic product and supply chain shortages, and conflicts around the world, are impacting global economies.

A recent <u>Bloomberg survey</u> of economists puts the median likelihood of a recession within the next 12 months at 47.5%, and <u>Vanguard's</u> economic projections indicate a greater than 50% probability of a recession over the next 12 to 18 months, not only in the United States but in other developed markets worldwide.

Businesses already trying to find more stable footing must now ready themselves to weather yet another economic downturn. These events drive the need to extract as much value from investments and add new urgency for companies to optimize their existing spend across their IT and business operations.

From listening to our customers, we hear they are also looking for ways to stay closer to their own customers to improve experience and accelerate growth. They want to leverage data and insights to fuel strategic imperatives, such as predicting demand, offsetting operational costs, launching products faster, and building sustainable business practices.

At Google Cloud, we've found the following three foundational pillars to be instrumental in helping organizations become more resilient and accelerate time to value:



Technology cost optimization



Enhanced operational effectiveness



People productivity & empowerment

This whitepaper will explore these three pillars and how organizations are using them to achieve financial resilience. We'll also cover why cloud computing and other emerging technologies are the key to navigating today's challenges and ensuring you're prepared, even when the future is uncertain.





Restructure for resilience: Strengthen your foundation and drive future growth

It's helpful to look to past recessions to understand the common pitfalls companies get caught in and the lessons learned. In 2010, <u>Harvard Business Review (HBR)</u> undertook a project to analyze the strategy and corporate performance during the three past global recessions. While 80% of companies did regain pre-recession sales growth, a small group of companies — approximately 10% — flourished after the slowdown, exceeding the financial parameters they had before it.

Opportunity to structure your business for greater financial resilience



Resilience requires a combination of defensive and offensive moves

Strengthen your foundation:

Optimize costs purposefully and focus more on operation efficiency relative to competitors.

Prepare for future growth:

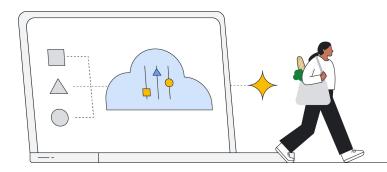
Invest in better experiences and new sources of growth based on where the market is going.

(Source: HBR)

This group of recession winners were able to strike an optimal balance between defensive and offensive action, selectively reducing costs based on operational efficiency and investing with an eye towards future growth. The lesson here is that while recessions are moments of crisis, they also offer opportunities to reassess for greater resilience and emerge stronger on the other side.

In the past, the initial instinct when facing an imminent recession was to pull back on technology investments. The IT department was often viewed as a cost center that offered less strategic value and required enormous expense.

Today, in a post-COVID world, perceptions around the value of IT investments are markedly different. Technology and digital maturity were differentiating factors in helping organizations remain operational and even gain competitive advantage during the global pandemic. In fact, recent Forrester research indicates that budgets are increasing across both internal private cloud and public, and across cloud workload types. In the 2022 Infrastructure Cloud Survey, respondents reported an increase in IT budget for both public cloud (75%) and internal private cloud (77%) during 2022.



Consider the following example. With growth in mind, <u>Carrefour</u>, one of France's biggest and oldest retail chains, has been working to modernize its aging IT infrastructure by retiring on-premises data centers and shifting applications to the cloud as part of the company's long-term transformation plan.

The migration has not only delivered the agility to drive growth and offer better omnichannel experiences to customers, the on-demand capacity in the cloud has also yielded huge efficiency gains. Carrefour reduced their total cost of ownership (TCO) by 30%, switching non-production machines off automatically when they were not needed to absorb peaks in demand. It has also helped to support its commitment to sustainability, lowering energy consumption by about 35%. As of 2022, around half of the retail chain's workload is in the cloud and there will be further cost savings down the road as it continues to adapt operations and implement best practices.



The greatest danger in times of turbulence is not the turbulence. It is to act with yesterday's logic."

In addition, the cloud also allowed the Carrefour team to use powerful tools and solutions to tap into its vast data sets and improve customer and supplier experiences. The company developed a new data platform called Darwin, leveraging cloud data tools like Google Cloud's data warehouse BigQuery. The platform provides access to enormous amounts of their customers' data within minutes and in a structured way, helping data scientists to develop smarter models that reflect customer behavior. The data teams also set up a recommendation engine for online services, delivering more personalized experiences that helped Carrefour increase ecommerce revenue by as much as 70% during the COVID-19 pandemic.

Cloud computing is now a central business driver, delivering the agility, scalability, and speed to adapt to new conditions and changes as they arise — for example, as Europe faces one of its largest

energy crises in recent history, migrating to cloud can help manage these energy costs for enterprises.

Within the context of defensive and offensive strategies, the cloud establishes financial resilience by providing real-time visibility to manage costs, empowering employees wherever they work, and unlocking productivity to drive better outcomes across the business.

The pressing question now for CFOs and other executive decision-makers is: Can IT investments streamline processes and drive competitive advantage while balancing spend? More specifically, organizations want to understand how to leverage technologies like cloud computing, predictive analytics, machine learning, and artificial intelligence efficiently to help them predict, respond, and adapt to any future disruption that's on its way.



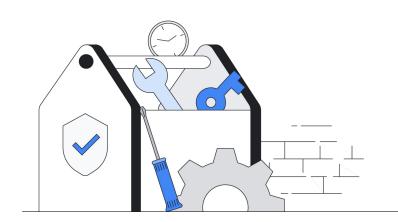
Reimagining IT's opportunity to build long-term resilience

Addressing these overarching factors and trends requires a closer look at your playbook:

- What are your recession response areas?
- Do you know where you have potentially high variance of COGS or Opex?
- Do you know how to respond if you incur a large, unanticipated bill due to human error or customer traffic?
- Can you forecast and predict your customer demand or your profit and loss outlooks?

In many cases, the strategy won't be clear-cut or based on a point forecast of the direction that the economy will take. Your approach will need to consider a range of possible disruptions and outcomes, understand the opportunities they create, and take swift, decisive action.

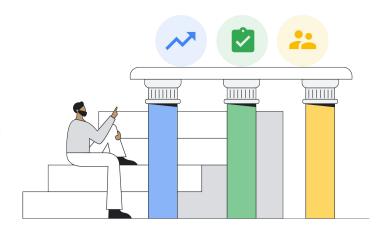
For instance, one company might need to drive IT costs while mitigating risks associated with supply chain disruptions. Another company may want to concentrate on improving automation to maximize the use of their resources. Some organizations may be more interested in accelerating IT investment



while others want to focus on increased visibility for cost optimization to combat increased energy costs or capacity restrictions. It's likely that most, if not all, organizations will need to take steps to unify and leverage their data to drive insights/action and implement tools that will ensure employees are more productive as the world shifts to a more hybrid work environment.

At Google Cloud, we relate to the pressure organizations are facing — the slashed costs, the need to do more with less, managing the risk of downsizing too much, or not investing in the right projects. We have a long history of helping teams to be more effective and innovative, no matter the circumstances.

Three core pillars for building a strong foundation for financial resilience



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High inflation



Labor market (mis)alignment



Supply chain disruption



World conflict



Technology cost optimization

Reducing IT costs by unifying data platforms, gaining visibility on spend across cloud providers and legacy systems, managing peaks and troughs in system demand, and modernizing security operations with proactive investments while also creating a financial management discipline on cloud spend across the organization.



Enhanced operational effectiveness

Leveraging the power of unified data with powerful AI/ML capabilities to achieve business objectives like minimizing the impact of supply chain disruptions or optimizing spend for marketing efforts.



People productivity & empowerment

Ensuring workplace safety, enabling hybrid and remote workforces, and increasing employee productivity and satisfaction.

In the following chapters, we'll take a closer look at each of these foundational pillars and how they serve as levers you can pull to accelerate time to value.

Pillar 1:

Technology cost optimization



Technology cost optimization lowers the cost of IT operations while accelerating business value. Across the enterprise there are several areas of opportunity to use cloud capabilities to reduce costs. These can range from managing peak demands scalably, unifying data systems efficiently, investing in security proactively, monitoring cloud spend, and developing new financial management capabilities across the organization.

Managing demand scalably

Scalability is the measure of a system's ability to handle varying amounts of work by adding or removing resources from the system. With proper design, organizations can reduce costs by removing under-utilized resources without compromising performance or user experience. They can similarly maintain a good user experience during periods of high traffic by adding more resources.

Cloud features like autoscaling make it easier to match capacity with real-time demand, improving uptime and reducing infrastructure costs while removing the operational burdens of managing resources. Adopting a serverless container platform like <u>Cloud Run</u> that scales to zero can also eliminate unused, costly resources. This not only delivers flexibility to manage peaks in traffic, but also reduces costs through consolidation and flexible, consumption-based pricing.

In addition, Google Kubernetes Engine (GKE) — with up to 10X greater infrastructure scalability than leading cloud providers — not only lets you reduce costs, but also allows you to free up valuable engineering talent (especially when using Autopilot). You can grow your business without worrying about the underlying infrastructure while benefiting from a more stable and secure environment, no matter how much or how fast you grow. Your applications and services will scale easily and efficiently on Google Cloud.

Unifying disparate data systems

Traditional data platforms create bottlenecks that hinder transformation, including the challenge of maintaining expensive, legacy systems that cannot scale and do not support advanced AI and machine learning use case deployments. By comparison, centralizing data systems breaks down data silos and makes it easier to provide a 360-degree view of the business and respond to real-time events.

Migrating data warehouses to the cloud to create a unified data platform consolidates access and management and reduces your total cost of ownership by lowering infrastructure, maintenance, system deployments, and data model and query development costs. Industry leaders are modernizing their data platforms with Google's data cloud to accelerate time to value by getting business insights with real time

analytics, realizing the power of advanced and predictive analytics, protecting their data and operating with trust.

It is important to consider cyber risk is not the only risk. Companies that have the best cyber defenses and track record also typically have the most modern IT platforms, the best agility, the best technology risk mitigation and deliver significant business outcomes from these investments.

Google has adopted zero-trust principles for our baseline security architectures and built a global network that relies on defense-in-depth layers that allow customers to protect against configuration errors and attacks. Recently, one of our customers used Cloud Armor to block the largest distributed denial of service (DDoS) attack on record, with a peak of 46 million requests per second (rps). For a sense of the attack's scale, this is the equivalent of receiving all the daily requests to Wikipedia (one of the most visited websites in the world) in just 10 seconds.

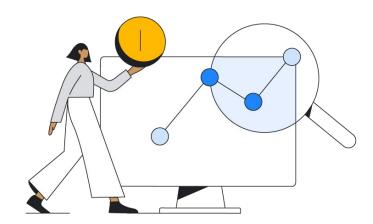
When business priorities and security strategy align, it reduces risk, improves customer experience, enhances productivity, and optimizes financial outlays. It's vital to factor in the reputational risk and brand impact of poor investments in security. This allows for security to become a business differentiator promoting customer trust.

Proactively monitoring cloud spend

The volatility of global energy markets and new energy constraints are putting pressure on organizations to strategically lower IT spend while also keeping the agility to react quickly to changes in the market. Understanding how to manage cloud costs today and quickly optimize cloud workloads while mitigating the increased energy prices will let you reap the highest cost savings while providing the technology needed to remain competitive in harsh market conditions.

Without a clear picture of projects and associated costs, it will be impossible to balance day-to-day business needs with cost-cutting priorities.

Google Cloud's suite of cloud management tools is available to optimize costs intelligently. Active Assist, for example, is designed to reduce the amount of time, expertise, and effort needed to identify waste across cloud operations, maximize performance, and improve security. You can take advantage of intelligent recommendations and insights to get more business value for each dollar spent by optimizing resource utilization, selecting the right machine types, and mitigating security risks proactively.

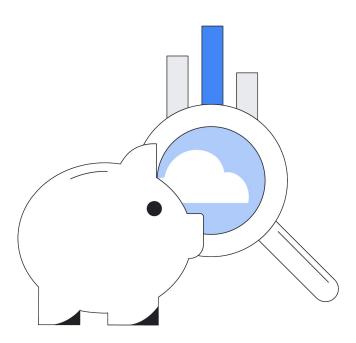


In addition, the <u>Cloud Billing Reports</u> page allows you to view overall cloud usage costs, analyze trends, and get cost reduction recommendations. The forecasting feature lets you see a consolidated view of how all your costs are trending and even project spending up to 12 months ahead. It also offers features that offer more control over cloud spend. You can enable soft limits through budgets to alert you to actual and forecasted costs that exceed various thresholds or even implement hard limits on cloud billing so that resources automatically shut down if the resource billing exceeds the usage thresholds set in budgets.

Adopting FinOps across the organization

Achieving cost optimization is a team sport, and teams that work together to save — get better results. FinOps is an evolving cloud financial management discipline and cultural practice that enables organizations to get maximum business value by helping engineering, finance, technology, and business teams to collaborate on data-driven spending decisions.

With Cloud FinOps, enterprises making significant cloud investments can establish detailed cost visibility, continuously optimize for cost efficiency, accurately forecast consumption, and implement metrics to quantify the true value of their investments. Google Cloud has a dedicated team of FinOps experts who guide organizations at every level — beginner, intermediate, or advanced — through the cloud FinOps process to optimize their cloud costs. We have built out a comprehensive framework and offer FinOps-based education, awareness, inspection, monitoring, billing, and cost optimization programs to help you implement best practices. Sky Group, one of Europe's largest media and entertainment companies, has saved over \$5 million working with our team.





PayPal flawlessly managed surges in financial transactions



As a payments industry powerhouse, Paypal requires immense global reach and the highest degree of efficiency. During 2020, Paypal experienced record-high transaction volumes, putting extreme pressure on its data management and analytics systems used for compliance, risk processing, analytics, fraud protection, and more.

The spikes in transactions meant the company was exceeding its existing on-premises capacity and required extra time and cost to manage workloads that needed additional processing time. PayPal realized it needed to scale its data infrastructure up or down to meet demand and also recognized the opportunity to modernize its data analytics capabilities to get real-time insights for faster decision making.

PayPal decided to move its analytics systems to the public cloud, implementing a cloud data platform built to meet its transaction volumes and handle sensitive PII/PCI data. It migrated over 20 petabytes of data and 3,000 users into Google Cloud's highly scalable data warehouse, BigQuery — in less than a year.



Now we can use the true power of compute and storage in the cloud to efficiently store and use our data."

Sri Gopalakrishnan,VP Enterprise Data Platforms, Paypal

The data warehouse migration enabled PayPal to handle 5.3B transactions during the final quarter of 2021, a 21% increase from the previous year. BigQuery also provided 24X faster data loads and extracts and delivered overall 20% in cost savings compared to its legacy data warehouse.

Pillar 2:

Enhanced operational effectiveness

It's easy to focus on defining cost-reduction plans, but boosting operational efficiency offers lasting solutions that deliver long-term cost savings.

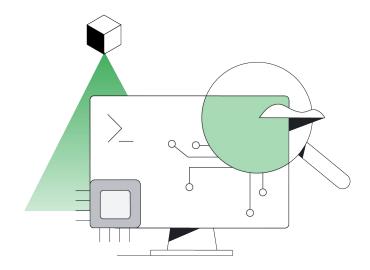
When organizations make the most of their data and implement advanced analytics, AI, and machine learning, they are able to create a step change in operational value.

Still, many advanced, data, or AI-driven projects are often unsuccessful, which is not an option during times of economic uncertainty.

Organizations must have a clear understanding of the expected output they hope to achieve and how it will impact subsequent business decisions.

For instance, AI should streamline and optimize decision points or identify issues previously unknown. Successful deployment of AI and machine learning solutions can free up employees from repetitive tasks but also help drive immediate improvements for specific use cases, such as accurately predicting inventory, optimizing fuel consumption, and reducing call center workloads.

In many cases, investing in an AI and machine learning platform that streamlines ML Ops for the organization, such as Vertex AI, can drive more cost savings than adopting siloed solutions. When data, models, and insights can be leveraged and shared across the business by everyone, it not only accelerates AI and ML adoption but allows teams to drive improvements in tasks that increase productivity and operational efficiency. The first step you should take is to carefully assess where in your business across your value chain are the greatest, or easiest, opportunities to drive efficiencies. From there, you can explore how technologies like AI can be applied to provide enhancements and competitive advantage.



Here are some areas where we have seen the biggest opportunities for quick wins:

Risk mitigation across the supply chain

Reducing the risk of supply chain disruption is a critical area of investment for manufacturers and many other industries, which requires adopting end-to-end visibility and proactive monitoring of risk across the supply chain.

For example, demand and inventory forecasting is particularly critical for large retailers.

Mismanagement of inventory in the best of times is a trillion-dollar problem — the IHL Group estimates that stock shortages cost \$634 billion in lost sales worldwide every year, while overstocks cause \$472 billion in lost revenue due to markdowns. However, many retailers struggle to gain real-time visibility with their legacy inventory systems, which lack the accuracy to predict inventory levels. Google Cloud offers capabilities such as Inventory & Fulfillment AI to achieve higher demand forecast accuracy and better predict inventory to match interest and timing.

Improving conversion across marketing and sales

Focusing on lowering high customer acquisition costs can provide an opportunity to drive effective ROI on ad spend and increase conversion rates. Our research shows that companies with best-in-class digital marketing achieve 1.4x more cost savings and 2.5x more revenue than those that don't use data-driven marketing strategies.

Bringing together your advertising, website, CRM, and marketing data from siloed systems can help you gain insights into campaigns and consumer behavior. In addition, leveraging AI and ML capabilities to build custom, data-driven audience segments can also improve an organization's ability to predict marketing outcomes and activate audiences across channels. AirAsia used Google Cloud's analytics platform to create more relevant customer experiences and double their conversion rate, with each percentage point increase in conversions leading to \$50 million in top line revenue.



Improved customer experience across operations and services

Call centers in the hospitality, telecommunications, or government sectors are overloaded with high call loads, and struggle to provide quick resolution of issues to deliver the expected level of service. Headcount reductions in an economically constrained environment can only exacerbate the pain. Contact center employees are harder to hold on to, and nearly half of customer care managers experienced increased attrition in 2021, leading to performance variability. In these moments, organizations are turning to self-service channels and AI based solutions, such as Google Cloud's Contact Center AI (CCAI), to handle high call volumes. This approach also shifts the workload away from transactional, repetitive calls — freeing up resources while offering more rewarding work to employees and driving up customer satisfaction. In fact, 65% of leaders cited improving self-service as a key driver of decreased call volume.

We've found it helpful to lean into cloud-based data analytics and AI solutions to find ways to deliver efficiencies for a variety of use cases described above. Many digital innovators are opting to build a data cloud to adopt and scale any of these use cases, delivering an open cloud data infrastructure that unlocks data availability, portability, integration, and security of enterprise data.

The result is the ability to deliver enterprise intelligence at the right time and place and enable employees and teams to find answers they need on fresh data to take informed, decisive action to shift strategy. The next page shows some real world examples of how companies partner with Google Cloud to enhance operational efficiency using data cloud technologies.





Mercado Libre was able to deliver 79% of shipments in less than 48 hours after experiencing exponential order growth at the onset of the pandemic.

Consolidating all data in Google's data cloud ensured the availability of data in near real-time to identify where deliveries are in danger of being late, pinpoint places with lower delivery efficiency, and fine-tune aircraft commitments across shipping routes.



SWISS Air optimized 50% of its flights, and saved \$1M Swiss Francs in the first 14 weeks of launching Operations Decision Support Suite (OPSD) — a modular data platform built on Google's data cloud that contains crew, passenger, rotation, and technical information, as a basis to optimize entire flight operations with real-time insights for decision support.



ATB Financial uses Google's data cloud to accelerate top-priority insights across the company.

Marketing campaigns and month-end processes that used to take five to eight hours now run in seconds, saving millions in productivity per year. Thanks to improved customer advocacy and less churn, the bank has also realized more than CA\$4 million in operating revenue.

Home Depot reduced call abandons by 20% and achieved \$67M in cost savings

Home Depot was experiencing high abandon rates in its interactive voice response (IVR) solution. Customers were spending more than 90 seconds interacting with the system and increased frustration. As a result, a large volume of calls were going straight to the service desk, taking time and attention away from in-store customers that needed help. The company had zero to no visibility into the calls or their intent, resulting in poor associate experiences since they had to spend time crafting accurate responses.

Expanding on its long-standing relationship with Google Cloud, Home Depot decided to replace the old IVR system with a self-service voice solution to identify the needs of customers. It also implemented data and machine learning solutions to improve training data and AI capabilities to help agents respond faster using sentences and comments from top performers or one-click smart replies that could be sent based on context or customer problem.

The switch reduced call abandonment by 20% and reduced average time to resolution by 5% for each requisition. Roughly 12 million calls were pulled out of the service desk queue and routed where they needed

to go, helping customers get where they needed to faster and obtain self-service information about store hours, store addresses, product information, and even order status without direct intervention from a store associate. Overall, Home Depot saved 173 years in customer time spent interacting with its old IVR solution and delivered significant cost savings — a \$67M reduction in annual costs.





Removing friction for our customers is critical, and bringing and investing in technology proactively to remove that friction is a significant north star for us."

Fahim Siddiqui, CTO, Home Depot

Pillar 3:

People-powered productivity and empowerment



The final foundational pillar is the enterprise workforce and empowering employees with intuitive and innovative technology. As companies envision the future of work, the conversation highlights three main aspects: hybrid and security, frontline workers, and innovation. It is more critical than ever to enable scalable and secure tools for hybrid work to provide digital capabilities for frontline workers and create a culture of creativity and innovation that will help an enterprise thrive.

The pandemic accelerated the need for a flexible and secure hybrid platform as teams became more distributed. According to our research, <u>around 83%</u> of executives now expect to support some level of hybrid or all remote work.

The right technology allows employees to do their work from anywhere on any device and do it securely. These tools also ensure employees stay connected to one another, driving satisfaction and engagement. Uncertainty in the labor market puts this into sharp focus given that low-engagement teams typically endure turnover rates up to 43% higher than highly engaged teams.

Additionally, companies are seeing that legacy productivity and collaboration tools present more of a security risk — roughly 94% of malware gets installed via malicious emails and attachments.

Around three million deceitful URLs are spotted and stopped by Gmail everyday, <u>blocking 99.9%</u> of <u>phishing attempts</u> and creating a more secure working environment for employees.

Office workers are not the only employee population to consider. Globally, 80% of the workforce are frontline workers and are often underserved from a technology standpoint. Without the right tools, they can struggle to effectively communicate with one another and with management — whether they are restocking inventory on the retail floor, seeing patients in a hospital system, or talking with customers from a call center.

Google Workspace can help frontline workers stay in constant contact with real time communication and give them immediate access to the information and education needed for their jobs, like safety policy procedures or upskilling training. Low-code development applications like Appsheet can digitize and streamline cumbersome manual processes. Chrome can be a very flexible hardware and operating system solution for frontline workers that also drives incremental cost savings. Chrome is more durable and longer lasting than competitors and is more simplified from an IT maintenance perspective.

Companies that empower employees with the right technology are not only more productive and secure, but report being more innovative and more profitable. By using solutions and tools that leverage AI and ML capabilities to cut down time on daily activities like email, meetings, and searching for information, employees are able to refocus that time on more innovative and value-added work.

Google analysis shows that when employees use Workspace, they gain on average 36% more time for creative work and spend 24% less time on routine or administrative tasks. In fact, 82% of organizations that switched to Workspace from other productivity and collaboration tools said they are more innovative. The link between employee innovation and revenue is also clear, with 68% of those who have switched to Workspace from large companies saying that their company's revenue has increased.

Colgate-Palmolive empowers global collaboration to drive productivity and better serve millions worldwide



As one of the world's largest consumer packaged goods (CPG) companies with a rich history of more than 200 years, Colgate-Palmolive understands how crucial collaboration is for driving innovations. Every team in the company—IT, procurement, R&D, marketing, supply-chain, finance, and HR—plays a critical role in delivering products so it can continue helping its customers lead healthier, happier lives.

The organization decided to partner with Google Workspace to enable its many cross-functional, dispersed teams to collaborate across devices, time zones, and geographies with cloud-based collaboration tools.

The company migrated 28,000 users globally in six months with no disruption to business and saw immediate changes in the way people were working. After just three months, over 94% users were actively using Google Drive, with over 57,000 hours of Google Meet sessions logged in one month alone — collaborating and connecting while in the office or out. It has improved quality and time-to-market for Colgate's products, but also saved time and costs that would have previously been spent on managing routine collaboration.



We wanted to avoid the big investment in the time and costs it takes to manage software full time. We wanted one system that would enable employees to work seamlessly across an integrated environment."

Mitch Cohen, Senior Manager Collaboration Services, Colgate-Palmolive

Conclusion

Achieving financial resilience with Google Cloud

At Google Cloud, we're committed to helping our customers achieve financial resilience throughout the lifecycle of their cloud journey. We've spent decades learning how to organize and optimize our own business, and we want to share the best of what we've learned with you.

We have found that you need to consider an interwoven set of macro-economic trends (i.e., economic, political, technological, regulatory, and environmental) as you create and implement your strategy. Creating a highly adaptable, agile environment that allows you to prioritize investments, plan for growth, diversify, and manage risk is critical in these uncertain times.

Within our three foundational pillars, we've learned the following five lessons are critical to capture value and build a financially resilient organization:



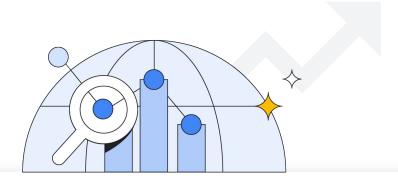
- Define what financial resilience is and what its value means to your organization.

 Make sure that you align on the "what" and the "why" clearly with your leadership team.
- 2 Leverage data as a growth engine and vigorously protect it. Invest in modernizing and sustaining your technology with open, scalable, and adaptive modern cloud platforms that come with security built in not bolted on.
- Focus on areas that deliver quick wins within 12 months. Apply a combination of better apply data AI and ML technologies to implement and track improvements, especially in areas like marketing and customer support.
- Partner with your CFO. Set up a value measurement office and adopt Cloud FinOps to create an environment of continuous optimization.
- Do not underestimate hybrid work and its impact on employee and customer experience. Create an immersive environment and experience using scalable and secure tools that provide digital capabilities that enable people to be productive and creative no matter where they are working.

Your ability to adapt and pivot your investments will play a critical role in whether you're able to continuously deliver customer value and your growth trajectory after an economic disruption. It's valuable to consider how your existing and future technology investments can maintain your business through a recession and allow you to hit the ground running after it.

Regardless of the economic headwinds facing enterprises, one thing is certain — the world is more connected and agile than ever before.

Together, we're ready to help you navigate economic technology optimization, build financial resilience, and accelerate time to value under challenging conditions.





Gartner

Geopolitical disruption, inflation, currency fluctuations and supply chain challenges are among the many factors vying for their time and attention, yet contrary to what we saw at the start of 2020, CIOs are accelerating IT investments as they recognize the importance of flexibility and agility in responding to disruption. As a result, purchasing and investing preference will be focused in areas including analytics, cloud computing, seamless customer experiences and security.