Innovation Accelerated

How to turn ideas to impact faster

DELLTechnologies

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Accelerating from idea to innovation

The only constant in life is change. It therefore follows that the need to innovate, to keep up with non-stop change, is an accompanying constant. Innovation drives growth and places organizations in positions of strength in any macroeconomic environment. So, why are some organizations effective innovators and why do others struggle?

Throughout history, our advancement as a species has been driven by curiosity and ingenuity; an inner drive to make things better and find new ways forward. Technology, even in its early rudimentary forms, has enabled these leaps forward. Any idea has the potential to turn into impactful innovation. It can be small, incremental improvements in the way something is done or revolutionary ways to overcome big problems.

Innovation can help organizations deliver new products and services, automate repetitive processes and ultimately improve bottom-line performance. It can also help make the lives of consumers and employees more efficient, enriching and stimulating.

However, these outcomes require a structured and focused approach to innovation.

> *Innovation isn't a "nice to have" or something to explore when budget or capacity allows for it. It's an imperative. A culture of innovation must be embedded in the organization, and everyone should be encouraged and enabled to innovate. To that end, a three-pronged approach is required. Organizations' people, processes and technologies need to be "innovation-ready".*
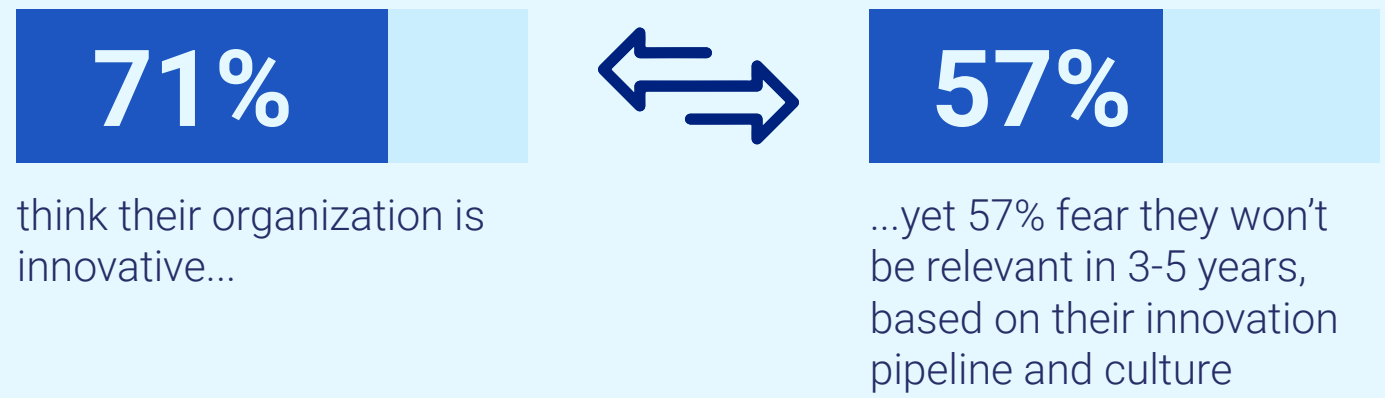>
> Jen Felch , chief digital officer and CIO, Dell Technologies

This paper will draw insights from the latest Dell Technologies market research—the Innovation Index—based on responses from 6,600 business and IT decision-makers responsible for driving or influencing innovation in their organization. The research assesses how businesses are innovating despite unprecedented uncertainty after a pandemic and amidst widespread inflation.

We will explore the importance of innovation to the success of modern-day organizations, while also identifying common barriers to innovation and how best to overcome them, to help your organization accelerate from idea to innovation faster.

Key Findings

Dell Technologies' Innovation Index assesses organizations' innovation maturity. Here are some key insights:

71%　⟷　**57%**

think their organization is innovative…

…yet 57% fear they won't be relevant in 3-5 years, based on their innovation pipeline and culture

To build innovation resilience, the ability to innovate at any time, organizations need to take a holistic approach:

People
Build an innovation culture where any idea can make a difference

Process
Embed a structured, data-driven innovation process across the organization

Technology
Invest in modern, scalable technologies to increase technology and innovation maturity

64% say aspects of their company's culture are holding them back from being as innovative as they want to be/can be

Only 26% of IT decision-makers (ITDMs) say all their innovation efforts are based on data **26%**

52% of organizations are aligning innovation projects to company goals

of ITDMs believe their technology is not cutting-edge **57%**

45% of business decision-makers (BDMs) don't regard their IT teams as an important business partner

INNOVATION:

A Strategic Business Imperative

Building and measuring innovation resilience

In today's disruptive, fast-paced world, innovation has never been more important to overcome day-to-day operational challenges, successfully navigate trying macroeconomic times and accelerate beyond the competition. Sporadic innovation doesn't cut it. A determination and ability to innovate through uncertainty should be demonstrated over time. It's a muscle that organizations must build. We call this innovation resilience.

In·nov·ation Re·sili·ence
[Inə'veI'(ə)n] [rI'zIIIəns]

Noun: The ability and determination to innovate through uncertainty.

To develop such resilience, organizations need to look at innovation initiatives holistically and align their people, process and technology accordingly.

The Innovation Index assesses organizations based on how accomplished they are as innovators, by gauging whether their people, processes and technologies aid or hinder their ability to innovate. Respondents' organizations are categorized into one of five maturity groups– from the least mature "Innovation Laggards" through to the most mature "Innovation Leaders" based on their current performance.

Innovation Laggards	**Innovation Followers**	**Innovation Evaluators**	**Innovation Adapters**	**Innovation Leaders**
No innovation plans; limited initiatives and investments	Very few investments: tentative plans	Gradual innovation and planning	Mature innovation plans, investments in place	Innovation ingrained in DNA
3%	36%	43%	16%	2%

Figure 1: Showing innovation maturity model. Base: All respondents (6,600). More detailed description of each group can be found in the appendix.

Innovation Leaders and Adopters are quicker to adopt technology that delivers secure, flexible, enriching, data-driven innovation. Other organizations can learn from their example. That said, these innovators are also on a journey and have to navigate the evolving economic and technology landscape.

Facing perception gaps

To successfully accelerate innovation, first organizations should critically evaluate their previous and current efforts. The research found that there is often a disconnect between perception and reality.

Over 7 in 10 (71%) respondents labelled their organization as either being "innovative" or "extremely innovative", compared to their industry's best of breed; yet approaching 6 in 10 (57%) are worried they won't be relevant in the next 3-5 years, based on their innovation culture and pipeline. Leaders need to tune into their teams, assess where they are, address perception versus reality gaps and if necessary, course-correct.

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I talk to organizations every day and find that what they think they're doing towards innovation, and what they're actually doing, are very different. They're not aware of this gulf.

Mark Lynd, Head of Digital Business, Netsync

An organization may have untapped innovation potential. To realize this potential, it is important to dispel some common innovation misconceptions.

Misconception	Reality
Innovation only comes from bold ideas and needs to be disruptive.	Innovation does not need to be ground-breaking to be important – it can and should come in many shapes and sizes. Even small, incremental improvements will quickly compound and enable organizations to become more efficient and resilient over time.
Innovation only happens when organizations have time and money.	If organizations only innovated when they had surplus time and money, in most cases it would never happen. Innovation Leaders and Adopters are 2.2x more likely to accelerate their innovation efforts during recession, inflation or economic uncertainty.
Innovation has no influence on organizations' recruitment efforts.	A strong innovation culture can be a considerable talent magnet for organizations. Around eight in ten (78%) respondents believe that, in part, people join their company because they believe they will be empowered to innovate there. Meanwhile, stifling employees' innovation can have the opposite result, with 59% saying people have left their company because they were not able to innovate enough.

How Intel has responded to supply chain challenges

With the abundance of data being generated within Intel's factories and across our supply base, artificial intelligence, automation, and advanced analytics are enabling our teams to derive actionable insights to improve our overall value chain.

The past few years have shown us that companies need a deep understanding at all levels of their supply chain because it takes just one weak link to create a major disruption in the ability to deliver to customers. By leveraging digital tools to help augment the capabilities of our people, we have increased our visibility into the risk landscape and can detect emerging challenges earlier.

Time is the most valuable resource when dealing with novel problems, and companies that can effectively harness technology to move faster into action will have a differentiated advantage when the next disruption invariably happens.

intel.

Driving business outcomes

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The Innovation Index confirms that innovation and financial success are interlinked.

Innovation Leaders and Adopters–the two most mature groups of organizations in terms of innovation–are 2.2x more likely to accelerate their innovation efforts during recession, inflation or economic uncertainty, than the bottom two groups, Innovation Laggards and Followers. This allows them to attract talent, deliver customer value and stay competitive.

Increasing business growth	Securing needed talent	Driving customer value

Compared to Innovation Laggards and Followers, Innovation Leaders & Adopters are

1.9x more likely to experience higher levels of revenue growth (15%+)

1.7x less likely to face a skilled IT labor shortage

1.2x more likely to create new customer value through innovation

So, what do successful innovators (Innovation Leaders and Adopters) do better than the others? The answer lies in their holistic approach.

We'll dive deeper into each area on the next pages uncovering current challenges and how to overcome them.

PEOPLE:
Build an innovation culture where any idea can make a difference and learning through failure is encouraged.

TECHNOLOGY:
Invest in modern, scalable technologies and strengthen the business & IT relationship to increase technology and innovation maturity.

PROCESS:
Embed a structured, data-driven innovation process to capture & realize innovation across the organization.

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Technology is the innovation instrument, but you need processes that are aligned to people. You need the right change management; that brings people in, enables voices to be heard and uses taxonomy that translates well. To keep people engaged and curious, innovation needs to be inclusive, adaptable and scalable.

Prof. Sally Eaves, Author and Global Strategic Advisor in Emergent Technologies, Founder of Tomorrow's Tech Today and Aspirational Futures

PEOPLE:

How to build a thriving innovation culture

People want to be part of shaping their organization's future direction and are eager to turn their ideas into innovations that support the business. However, the study findings suggest that many organizations are not sufficiently empowering their people and employees feel they are not being heard.

More than 7 in 10 respondents say their leaders are more inclined to favor their own ideas, while around 2 in 3 (64%) suggest that aspects of their organization's culture are holding them back from being as innovative as they want to be. Consequently, 59% admit that people have left their organizations because they were not able to innovate enough.

Around 2 in 3 (64%) suggest that aspects of their organization's culture are holding them back from being as innovative as they want to be.

Key barriers

The top barrier to innovation is a lack of time to innovate due to a heavy workload. This suggests organizations are not prioritizing innovation and innovation is still regarded as a side project. The cited barriers point to people being apprehensive about their skills, speaking out, ideating and sharing ideas and risking failure. All these concerns spring from a culture that does not nurture and encourage innovation from the top down and bottom up.

Related to the top team barrier, 68% of respondents say their leaders are more focused on the day-to-day running of the business than on innovation. Naturally leaders have a full plate, but innovation should be a major ingredient. What leaders model creates a ripple effect across the organization.

" *To innovate, you have to be comfortable with risk and learning through failure. That requires a culture that encourages experimentation without penalty and is fanatical about retrospectively analyzing what didn't work and moving forward without judgement.*

Jaynene Hapanowicz, CTO and Senior Vice President, Technology Transformation and Cloud Services, Dell Digital

Top 5 people barriers hindering respondents' teams from innovating:

Lack of time to innovate due to workload

Lack technology / digital fluency

Lack an aptitude to innovate

Fear of failure / fear of repercussions if ideas fail

Lack of self-belief in innovation potential / deference to others to innovate

Top 3 motivators to innovate more:

Opportunities for expanded roles / promotions

Playing a part in shaping the organization's future direction

Monetary reward

To overcome these barriers and create a root and branch overhaul of an organization's innovation culture, it's important to understand what motivates people. Employees need to see their wants and needs reflected in the organization's communications, pledges and delivery. Organizations can only do what's reasonably and practically possible but ensuring their people feel heard and valued goes a long way.

Learning from innovators

Innovation Leaders and Adopters are typically well-resourced and supported to meet their innovation goals and foster a company-wide culture of innovation. Here are some key elements they embrace:

- Communicate a cohesive innovation vision and strategy across the entire organization & provide regular updates
- Leverage employees' diversity and provide opportunities for all to participate
- Offer training and mentorship to build skills and aptitude
- Identify and then lean into employees' top motivators to innovate
- Provide forums to share successful and failed projects to encourage a "fast fail & learn" mentality

All of these initiatives are paying off. Innovation Leaders and Adopters are 2.5x more likely to strongly agree that their culture reinforces the belief that everyone has the potential to innovate.

PROCESS:

How to embed a data-driven innovation process
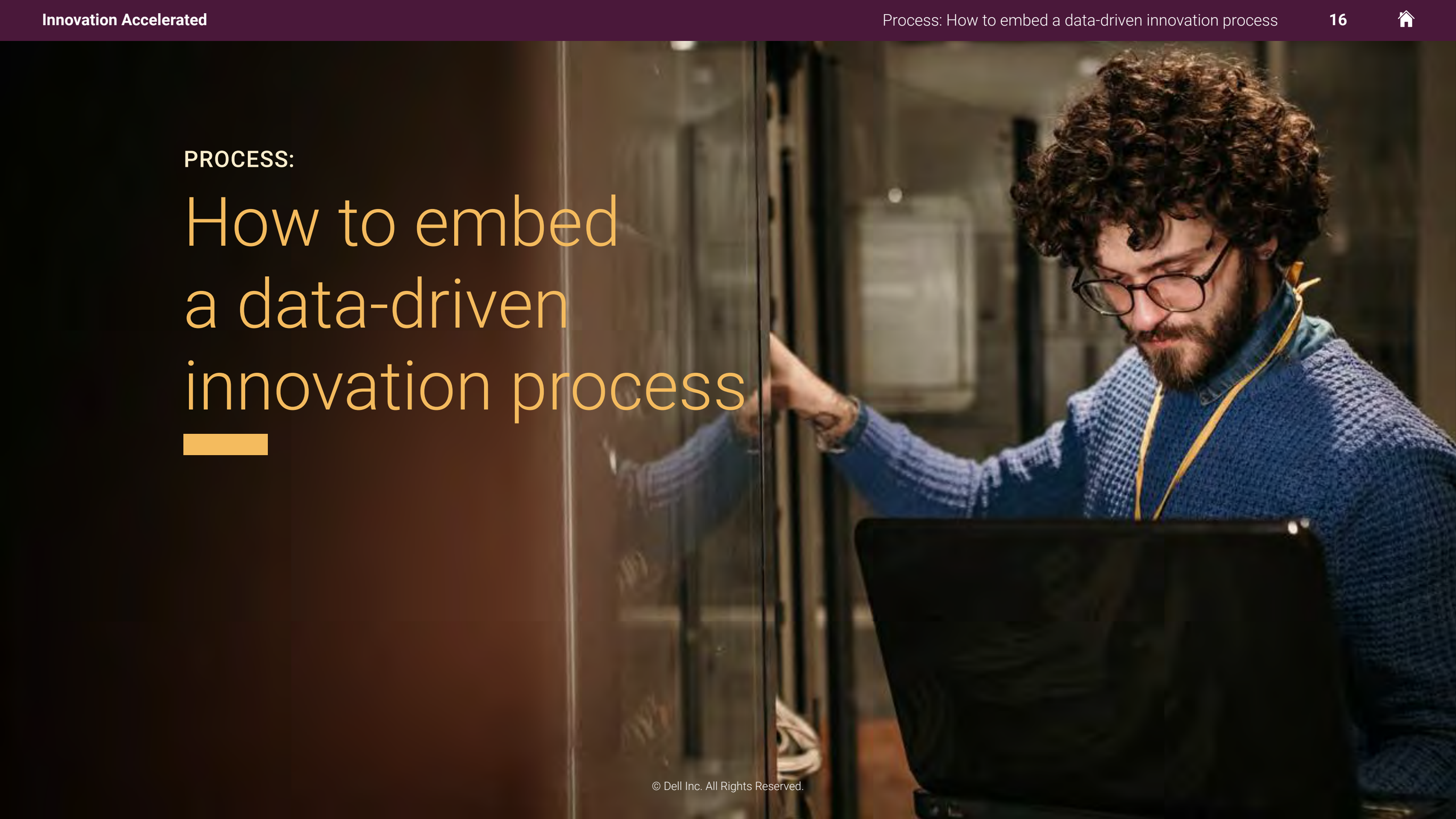
To innovate, organizations need solid, established processes to capture ideas across the organization, vet opportunities, track progress and resources and measure impact, to name a few capabilities. In many cases, these have been found wanting.

For instance, only around half (52%) of organizations are aligning all innovation projects to company goals. Just 26% of IT decision-makers say all their innovation decisions are based on data, meaning innovation isn't always anchored in insight (i.e., evidence of a problem a business needs to solve). In these situations, organizations might pursue the wrong innovation (i.e., not useful) and miss opportunities to make a difference. Over time, these errors risk perpetuating the belief that innovation efforts are generally unfruitful and do not merit investment.

Only

26%

of IT decision-makers say all their innovation decisions are based on data

Key barriers

Looking at specific process-related barriers, longstanding examples such as budgetary issues, as well as complex approval processes remain prevalent. But the study also indicated a lack of comprehensive planning is a major barrier. Without clear guidance around what the strategy is and how and when to implement it, organizations will inevitably lose their way and struggle to shift from innovative ideas to tangible results.

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It's hard to measure something as intangible as an idea. That's why many companies struggle with innovation. Like the air we breathe, innovation may be found in every corner of an organization. It is both plentiful and easy to miss. Those who measure innovation properly and align it to a business outcome will win, however. By understanding how innovation can mitigate supply chain disruptions, add value to customers, reduce dependency on high-cost suppliers, optimize working capital and engineering capacity, companies can be driven to innovate and innovate in the right areas, consistently.

Helen Yu, Founder & CEO, Tigon Advisory

Top 5 process barriers hindering organizations from innovating:

Lack of or reduced budget for innovation

Red tape or complex approval processes

Lack of an established, cohesive innovation vision and strategy

Lack of a well-defined, practical execution and implementation process

Struggle to prioritize innovation areas / projects

Learning from innovators

Looking at the most mature groups, we can see that they have defined and implemented structured, repeatable, yet agile, processes and their innovation projects have these key characteristics:

- Based on data insights, outcome-based and aligned to business goals
- Executed through a well-defined, iterative process from ideation to measurement
- Supported by management with resources
- Cross-functional input & collaboration

To improve innovation effectiveness, Innovation Leaders and Adopters are also doing the following extensively (vs. Innovation Laggards and Followers):

- 1.4x more likely to secure stakeholders' buy-in/employee involvement with consistent stakeholder communication.
- 1.4x more likely to run pilots to demonstrate proof of concept and secure buy-in.
- 1.7x more likely to host hackathons or scrums to encourage innovation and collaboratively fix problems.

Where an organizations' processes and capabilities only reach so far, organizations can also collaborate with specialist partners. Innovation Leaders and Adopters are adept at nurturing these ecosystems, with 59% working with external partners to identify trends, forecast future needs and bridge skills gaps.

TECHNOLOGY:

How to scale your innovations with the right technology
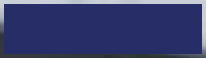
Every organization is a technology organization. This is the reality of the modern world. Organizations that are leaders in technology adoption gain significant competitive advantage over their peers, can respond faster to disruptive market conditions, and are empowered to accelerate innovation across their entire working landscape. Hence, 86% of respondents say they are actively seeking out technologies to help realize their innovation goals.

But while many see technology as a core enabler for innovation, almost half of business decision-makers surveyed don't regard their IT team as an important business partner and just 51% choose to work closely with the IT team. Strengthening these partnerships will be essential. Until then, technology investments will likely falter and fail to deliver on their innovation potential. We're already seeing this, with 57% of respondents judging their IT as "not cutting-edge" and consequentially fearing they will fall behind their competitors.

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Businesses today expect innovative product performance, cost and efficiency to be paired with an ethical and sustainable supply chain. Solution providers and customers must partner together to deliver on these requirements to meet both their technological and ESG aspirations.

Jackie Sturm, Corporate VP, Global Supply Chain Operations, Intel Corporation

Overcoming complexity

The greatest stumbling block to tech-driven innovation is complexity which can cost organizations time, money and precious opportunities to innovate.

A modern IT strategy is the key differentiator and paves the way to progress. The study charts a clear correlation between organizations that are excelling in innovation overall and those that have invested in smart, scalable technology that abstracts complexity. As proof points, 75% of Innovation Leaders and Adopters have modernized their IT and are running current and fully supported technology. The same proportion have fully embraced automation. Both actions can resolve much of the complexity that obstructs innovation and liberate employees to do higher-value, strategic work.

The Innovation Index focuses closely on five key technology areas that we believe are necessary to drive innovation: multicloud, data/modern data infrastructure, edge, security and hybrid work.

Globally, organizations have been investing in each of these but maturity across technology areas varies. We can see that organizations are more mature when it comes to leveraging their data, enabling hybrid work and enhancing security, but struggling slightly more when it comes to embracing opportunities at the edge and managing the complexity of a multicloud environment.

On the following pages, we will dive deeper into each technology to provide insights on key barriers, which often relate to complexity, and how to overcome them to accelerate innovation.
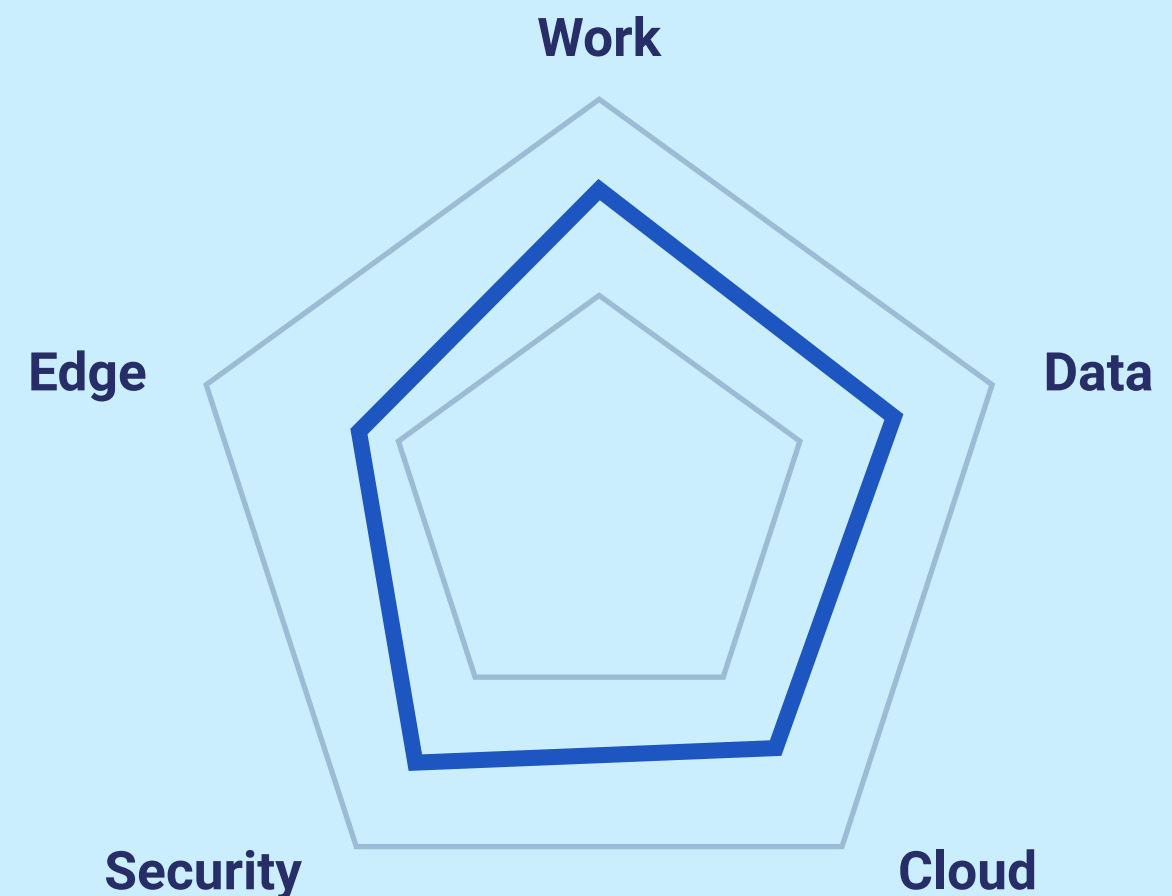
Figure 2: Radar chart showing the maturity of key technologies driving innovation

MULTICLOUD
Unleash innovation with multicloud by design

Not all clouds are equal and cloud ecosystems that have evolved over time, with siloed cloud environments bolted on, can stunt more innovation than it enables. But multicloud by design is different. When organizations purposefully leverage different cloud topologies to place workloads where they make the most sense at the right time, they can achieve agility, scalability and ultimately their desired outcomes. Be that working towards the next big medical breakthrough, an environmental advancement or a net-new business model.

The Innovation Index proves this out, by tracing a link between organizations that become innovators and organizations that are intentional about how they harness cloud computing. It's no coincidence that more Innovation Leaders and Innovation Adopters are taking the following purposeful steps to gain IT agility and flexibility, and support innovation (compared to Innovation Followers and Laggards):

- **1.8x more likely** to be adopting an as-a-Service consumption model
- **1.4x more likely** to be moving apps and/or data to a private cloud
- **1.3x more likely** to be leveraging a mix of public and private cloud environments

This is not to say innovators have cracked the multicloud code. It will take time, further education and prioritization. When benchmarking organizations, we discovered that worldwide, fewer organizations than Innovation Leaders and Adopters in the world have a defined and mature multicloud strategy that abets innovation (8%). Most organizations are struggling to reconcile barriers to innovation born from contending with a patchwork of cloud environments.

Top 3 barriers related to innovating with multicloud:

#1 Growing cloud costs

#2 Data sovereignty and other compliance requirements

#3 Time and money spent migrating apps to new environments

Lessons from innovators

By and large, Innovation Leaders and Adopters are pursuing multicloud by design and starting to access best-in-class cloud capabilities to streamline innovation. Compared to Innovation Laggards and Followers, their strategy is paying off. For instance, not only are they more likely to say operating in multiple clouds has protected their data's value and enabled them to innovate faster, their multicloud experience is more seamless and less error prone.

They are:

- **1.6x more likely** to have reduced large CapEx costs
- **1.6x more likely** to have achieved faster outcomes through using a modern cloud architecture
- **1.5x more likely** to have found it easy moving data and apps between clouds

Partnering for success

Every day, we speak with organizations who, in the absence of a clear strategy, have placed workloads sub-optimally and without clear intention, resulting in a complex multicloud environment, almost by default. This unwanted complexity is why so many organizations today are seeking a unified cloud experience and bringing thought and intentionality back into their approach. Multicloud by design provides the best-in-class capabilities organizations need to streamline innovation, create competitive advantage and build resilience for the future.

Dell Technologies is the strategic partner to help you optimize your multicloud strategy. We offer a unified cloud experience with more consistent and frictionless operations. And with the backing of our global services and supply chain leadership, you can free up time and resources and generate lasting value for your organization.
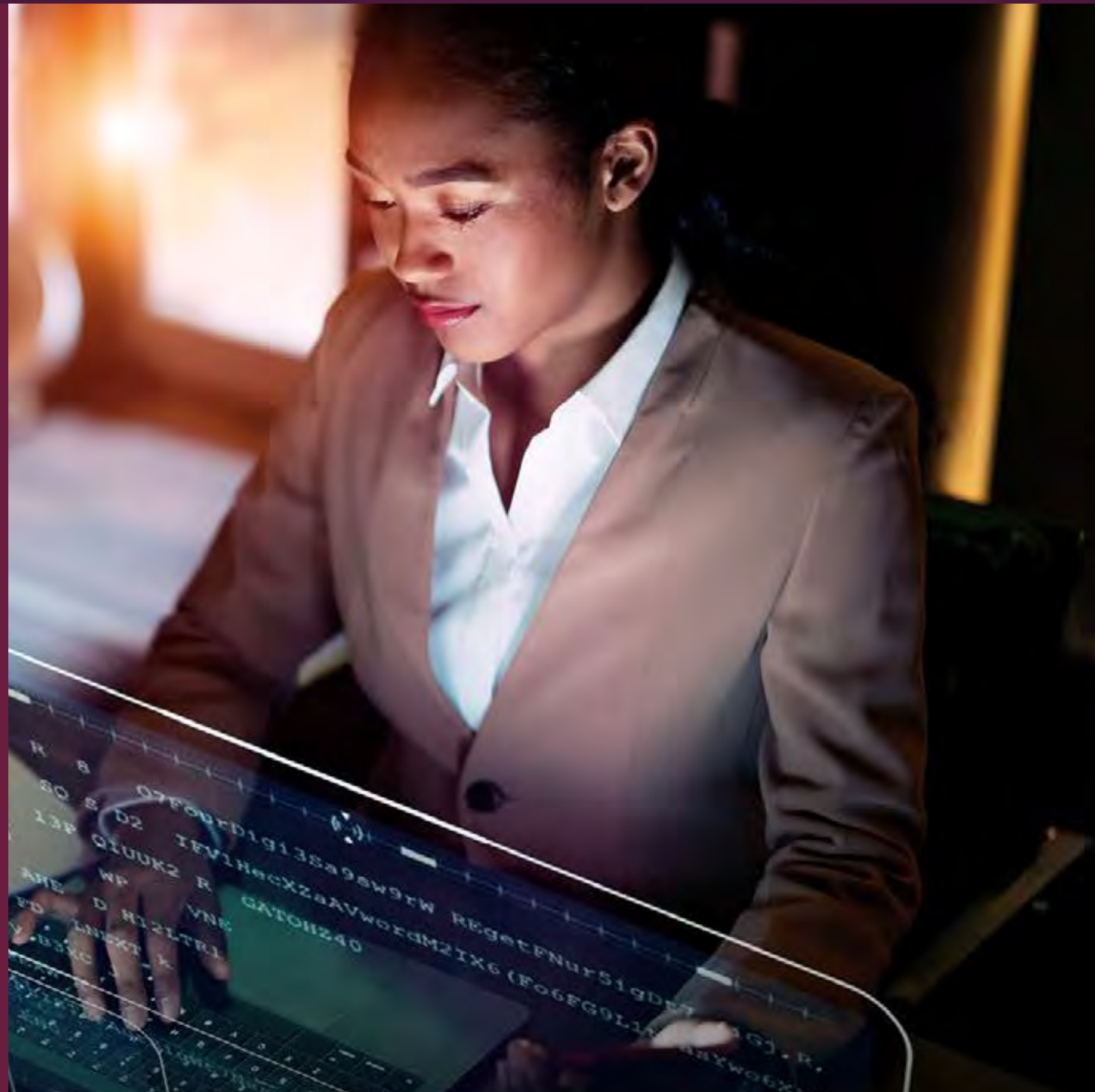
DATA
Power innovation with modern data infrastructure

IT leaders and teams are under immense pressure to rid their organization of technical debt, modernize their IT while running day-to-day operations. At the same time they're being asked to enable new services and workloads with fewer resources and bigger budget constraints. They are required to support users with on-demand infrastructure services and data access, regardless of where the data lives. And they must protect data and assets in an increasingly volatile and disruptive world. Despite the enormity of these asks, the study suggests many do not have an intelligent and secure data infrastructure that can enable them.

For instance, the majority can't move surplus data to the data center (68%) or move and track data (66%). Only 33% of respondents' organizations are securing data in transit, in use and at rest extremely well.

Their data should be powering their innovation but without a modern data infrastructure, they're having to innovate blindfolded. Just 26% of respondents can say all of their organization's innovation efforts are data-informed. Without these capabilities they can't embed a data culture and democratize data across the business. Hence, 70% of ITDM respondents note that their organization could do a better job of making data available to all.

Lessons from innovators

The study charts a correlation between having a robust, modernized data infrastructure to innovate and being an innovator. Compared to Innovation Laggards and Followers, Innovation Leaders and Adopters have found ways to capitalize on and secure their data:

- **2.9x more likely** to democratize data across all employees extremely well
- **2.9x more likely** to secure data in transit, in use and at rest extremely well
- **2.6x more likely** to turn data into real-time insights extremely well

Top 3 barriers related to innovating with data:

#1　Cybersecurity threats to data

#2　Lack of infrastructure to meet and process data at the edge

#3　People following instincts rather than studying data first

Partnering for success

Organizations must establish an intelligent and secure data infrastructure capable of adapting to evolving business requirements to become a technology leader. With the backing of our global services and secure supply chain, Dell Technologies is your trusted partner on the journey toward a modern data infrastructure that's smart, flexible and resilient to meet the needs of today, tomorrow and whatever comes next.

Dell Technologies is uniquely positioned to help you design a modern data infrastructure to help organizations become technology leaders best equipped to gain significant competitive advantage, respond faster to disruptive market conditions and accelerate innovation anywhere. Our history of industry leadership and experience ensures your organization can maximize the value of data and accelerate from ideas to innovation faster.

EDGE
Simplify your edge to generate more value

From smart shop floors or factories to connected cars and energy grids, edge technology is revolutionizing each and every industry. Data no longer needs to traverse a network to be processed in a cloud or datacenter. With the edge, organizations can remove the distance between their people and the technology and get up close and personal with their data. Essentially, they can generate value everywhere their data exists.

While 41% of ITDMs indicate that edge is central to their organization's IT strategy and is unlocking innovation already, over half can't make that claim yet. Without an actionable edge strategy, they won't be able to access and act on data at speed nor realize their innovation potential.

The main barrier that organizations face at the edge is complexity. In fact, ITDMs typically spend more time (56%) battling edge complexity than generating innovation at the edge (44%), on average. They need a holistic and unified approach to what is a complex and highly distributed IT environment. Only a minority of organizations are demonstrating this:

- **Just 34%** of ITDMs claim to be consolidating and simplifying operations and infrastructure at the edge very well
- **Just 34%** are managing ever-changing infrastructure capacity requirements at the edge very well
- **Only 38%** of ITDMs say they're securing edge hardware, applications and data extremely well

Without simplicity (from consolidating as they expand) and security across a wider attack surface, organizations will struggle to grapple with the edge's vast scale as deployments proliferate and defend themselves as hackers stalk for vulnerabilities.

Top 3 barriers related to edge:

#1 Integration difficulties between overall business vs. IT/OT architecture

#2 Lack of people skilled in deploying AI or automation at the edge

#3 Security concerns

Lessons from innovators

There is immense value to be created at the edge. Compared to Innovation Laggards and Followers, Innovation Leaders and Adopters are twice as likely to have made the edge a central part of their IT strategy to unlock innovation and enjoy commensurate benefits as a result:

- **2.2x more likely** to be very confident they'll future proof their organization with the edge
- **2.1x more likely** to be very confident they'll generate value from data insights and automation at the edge
- **1.8x more likely** to achieve greater visibility of carbon impacts via telemetry data

Partnering for success

Wherever you find your edge, its value lies in removing the distance between your people and technology, so you can rapidly turn your data into your next innovation. Design a unified approach at the edge to transform your data into innovative new value. Leverage Dell Technologies' decades of expertise and the broadest portfolio at the edge to capitalize on real-time insights wherever your people and operations are. With us as your end-to-end partner, you can quickly, confidently and securely simplify your edge to innovate with data everywhere.

SECURITY
Transform security with confidence

In a threat landscape that evolves by the hour, ensuring robust security has become one of today's greatest IT challenges. Organizations need an end-to-end security program to safeguard their data, operations and reputation. Anything less risks will put them in harm's way. Forebodingly, many don't have that presently. They're spending increasing resources just trying to sustain fragmented security programs pieced together from thousands of stand-alone point solutions.

- Only around 4 in 10 ITDMs can say with utmost confidence that security is embedded into their technology and applications
- They're spending more than half of their time firefighting security issues (52%) versus enabling innovation, on average

Of course, no one does security alone. Organizations need a partner who doesn't back down from complex IT challenges. Modern security requires an orchestrated ecosystem of partners, technology, and integration across the IT estate. It requires foundational security embedded into products and processes, and tools to improve insights, automation and scale. It takes professional and managed services, and flexible consumption paths that can adapt rapidly. And it takes a simplified adoption path to Zero Trust.

Zero Trust

Top 3 barriers related to innovating security:

#1 Overall complexity of modern computing environment

#2 Evolving threat landscape

#3 Employees not taking security seriously

Zero Trust ushers in a new paradigm for IT security, moving away from the outdated perimeter-based approach to one that relies on continuous verification. Built for today's distributed computing reality, Zero Trust helps ensure security from the inside out because it's part of the IT architecture.

With a Zero Trust approach to security, every user, device and digital interaction must be distrusted and denied until expressly authenticated by the organization's control policies. It will take some effort to build, but once in place it will provide far more effective, manageable and scalable protection. We're not there yet. Only 23% are exploring and building out a Zero Trust architecture currently. But starting with organizations servicing US federal agencies, it will become a global requirement for all.

Lessons from innovators

Innovators are vigilant about embedding security in their products and processes. We see this in the majority of Innovation Leaders and Adopters who say that they are well prepared for most threats (81%) and involve security teams in their products' full lifecycles (66%). Compared to Innovation Laggards and Followers, Innovation Leaders and Adopters are:

- **1.8x more likely** to spend over half of their time innovating securely than firefighting
- **1.6x more likely** to be exploring and building a Zero Trust architecture
- **1.3x more likely** to say they can experience a cyber-attack and continue to trade

Partnering for success

Confidence—born from the knowledge that your data and applications are secure—is an engine for innovation. Dell Technologies addresses the biggest IT challenges as only Dell can. Dell Security brings together a simplified path to Zero Trust, and end-to-end portfolio of security products and services, a global partner ecosystem to extend our breadth, a world-class secure supply chain, and a legacy of platforms that are secure by design. Trust Dell to help you transform security with confidence so you can drive innovation without compromise.

WORK
Work and innovate everywhere

In only a couple of years, leaders led their organization through unimaginable shifts in the workplace. While unexpected, the move toward anywhere-work has ignited creativity and instigated innovation. Now 88% of respondents believe that remote and hybrid workers have equal or more opportunity to innovate and bring innovative ideas forward, compared to onsite workers.

This is the time to build upon what has been accomplished, correct mistakes and continue the momentum toward the future of work. It is imperative that organizations continue developing their anywhere-work capabilities with the same momentum if they wish to recruit from the widest talent pool and drive innovation.

Intelligent solutions that empower users and IT to work and innovate everywhere are vital, but not yet commonplace:

74% say their organization does not deliver everything needed to suit employees' individual tech needs and preferences

74% say their organization does not deliver cutting edge collaboration software and apps

45% do not have peace of mind that people can securely work from anywhere

Similarly, for over 6 in 10 ITDMs, improvements could be made to provide the right intelligent tech to improve work experience regardless of location (61%) and leverage Device-as-a-Service to give employees the latest tech access (62%). Essentially organizations have achieved anywhere-lite. Now is the time to progress to anywhere-right.

Top 3 barriers related to anywhere-work:

#1 Removing common frustrations, e.g., faster sign-in, faster application speed

#2 Enabling non-disruptive patching and maintenance IT updates

#3 Bringing all devices under a unified management system

Lessons from innovators

Organizations have made fantastic strides forward and our hopes for the future of work are breaking through into the present-day. Further exploration and implementation of technologies to empower employees, via more personalized and collaborative experiences, will help future-proof organizations from both productivity and innovation standpoints.

Innovation Leaders and Adopters are following a people-centric approach to anywhere-work and see clear benefits, compared to Innovation Laggards and Followers :

- **2.9x more likely** to strongly agree that their workforce has the tools needed to innovate anywhere, anytime
- **2.8x more likely** to already provide technology that suits individual needs and preferences
- **2.3x more likely** to bring all devices under a unified management system to a great extent

Partnering for success

The move toward working from anywhere has ignited creativity and instigated innovation. Now, continued momentum is the name of the game. The path to the future is yours and as your trusted partner, we are here to help you delight users with intelligent devices, secure technologies and hybrid work solutions that simplify and modernize IT for seamless collaboration, productivity, and innovation everywhere.

SUSTAINABILITY

Using technology to be more sustainable

Sustainability is becoming a core business priority, not just because it's the right thing to do, but it also impacts everything from cost-savings through energy efficiency, to regulatory compliance and emission reductions, to improving brand reputation and appealing to new buyer segments.

34%

of respondents are accelerating their innovation in response to climate change. This figure increases to 49% for Innovation Leaders and Adopters.

Technology represents the best opportunity to incorporate sustainable innovation into multiple facets of an organization. Though efficacy requires deep partnerships with technology providers who understand organizations' processes and can offer the right tools, services, products, materials and insights to drive sustainable business outcomes.

Dell Technologies helps organizations deliver on sustainability in myriads of ways:

The research shows...

52% are making use of technology to reduce their overall carbon footprint

47% are reducing energy use in the data center

42% are experimenting with how they consume technology on-demand

47% are using services to retire end-of-life IT equipment more efficiently

How Dell Technologies can help...

We reduce our GHG emissions across the entire lifecycle of our products and services, partnering upstream with our supply chain and downstream with our customers to reduce emissions associated with the production and use of our technology

We optimize IT infrastructure and provide data reduction guarantees so organizations can significantly reduce power, cooling, and space requirements

We deliver as-a-Service options so organizations can fully utilize equipment and maximize energy efficiency

We help organizations retire end-of-life IT equipment for reuse and recycling so organizations can securely and sustainably manage waste and confidently plan for future innovation

Sustainability and innovation should go hand-in-hand. When organizations make sustainability a priority, they uncover new ways of working that lead to greater efficiencies and cost savings. Sustainability isn't a trade-off; it's an ethical and strategic move, resulting in long-term business value.

Conclusion

Innovation, by its very nature, can never be perfected. There is always room to be more innovative on a personal level—as an employee—and as an organization. This applies as much as to present-day Innovation Leaders and Adopters who wish to stay in pole position, as the rest, who have their sights set on greater productivity, growth and brand equity. Innovation is their ticket to these business goals. Hence, it should be undertaken in all weather, when the sun is shining and when the storms come. Resilient, focused, scalable, cultural innovation will attract talented employees and customers. It will give them a now and a next.

How they achieve this requires effort on three fronts: their people, processes and technology.

People need to be empowered from every facet of the organization, to share ideas and try new things. Processes need to be streamlined and redesigned to move from ideation to execution. Technology needs to be effectively deployed to make these innovation ideas a reality and a force for good. For all of this to happen, business and IT leaders need to strategize together. And they need to stay focused on the task at hand, even as they battle economic, political, environmental hardships, because their pragmatism and determination to find a solution to any problem will be the hallmark of their success.

Now is the moment for ideas to take shape and transform into action and impact. Partner with us for the integrated solutions and expertise you need to simply, securely and responsibly accelerate your innovation. Combine our innovation with your ideas and together we'll achieve your innovation outcomes faster. Learn how at Dell.com/AccelerateInnovation.

> *Innovation, and its pace, is something we can control. As we continue to drive innovation across our portfolio, it touches much more than just product lines. Innovation is in our DNA; it's woven into our business model, sales function, marketing activity and supply chain. Our partners and customers expect continuous innovation, and we are delivering on that to remain not just relevant, but #1 in multiple industry categories. Bottom line, in a fast-paced world that continues to accelerate, standing still means falling behind; it's innovate or perish. We've chosen the former. How about you?*

Matt Baker, senior vice president, Corporate Strategy, Dell Technologies

Innovation maturity curve group descriptions

Innovation Laggards

perform poorly across a range of innovation markers, with considerable improvements needed across the board. They almost never have processes in place to facilitate innovation and do not work with partners to improve innovation success. Leaders do not model or encourage innovation from across the organization.

Innovation Followers

underperform across a range of innovation markers, with improvements needed. They are unlikely to have processes in place to facilitate innovation, but they may work with partners, in a limited capacity, to improve innovation efforts. Leadership is unlikely to encourage innovation across the organization.

Innovation Evaluators

innovate in some areas but are mostly stuck in evaluation stage. They lack a clear and holistic strategy and means to move forward. They have processes in place to facilitate innovation and will partner with organizations to advance these efforts. Leadership needs to be coached to encourage innovation from across the organization.

Innovation Adapters

are largely successful in their innovation efforts, but small improvements are needed. They're likely to have processes in place to facilitate innovation and often work with multiple partners to improve innovation efforts. Leaders encourage innovation from across the organization.

Innovation Leaders

are successfully advancing innovation across the business. They have end-to-end processes in place to facilitate innovation and typically work with multiple partners to progress innovation efforts. Leaders actively encourage innovation from across the organization— their workforce is empowered to innovate.

Methodology

Dell Technologies commissioned independent market research specialist Vanson Bourne to conduct this research. The study surveyed 6,600 respondents from organizations with 100+employees from across the following regions: North America, LATAM, EMEA, APJ and Greater China. These organizations are from a range of public and private sectors.

All respondents either drive or influence innovation in their organization. Of the total number of respondents, 3350 are IT decision-makers (ITDMs) and 3250 are business decision-makers (BDMs). We asked only ITDMs to answer questions related to multicloud, data, edge, security and hybrid work strategy/performance in their organization.

The interviews were conducted online and via telephone in September and October 2022 and were undertaken using a rigorous multi-level screening process to ensure that only suitable candidates were given the opportunity to participate.

DELLTechnologies

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