

# PANDEMIC ACCELERATES BIZOPS ADOPTION

A Global Survey of Business and Technology Professionals

April  
2021



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## Introduction

This paper reviews an international research survey of business and technology professionals at enterprise companies focused on understanding the continuing effects of the pandemic and whether the new business climate has affected the need for agility and how technology selections are currently prioritized. The research also investigated the applicability, and expected benefits, from BizOps and if it could enable a data-driven decision-making culture. A total of 519 participants responsible for technology and business strategy and decisions completed the survey.

## Executive Summary

Most companies expect 2021 to be just as challenging as 2020. COVID-related issues remain at the top of challenges confronting businesses. Executives, IT, and business professionals agree that being agile in 2021 is critical to managing and succeeding in rapidly changing market conditions.

While nearly all surveyed (95%) report digital transformation is about business outcomes, and not technology, 61% shared technology choices are not linked to business objectives. The dichotomy is further seen as only half of business stakeholders who issue technology requests articulate what business outcomes the technology should achieve.

Furthermore, nearly all (97%) report data-related problems, such as too much data to process, inability to prioritize key data, and failing to create actionable intelligence. These data challenges limit information to the business, with 68% struggling to create meaningful business metrics. Nearly three-quarters (74%) admitted they cannot provide key data in real-time delaying data-driven decisions.

Participants indicated BizOps may be a solution to these issues, reporting numerous expected benefits such as improved decision making, company agility, business centric metrics, and more. In fact, 88% anticipate an improved company culture. The majority (94%) of the executives, IT, and business professionals surveyed said BizOps would increase competitiveness. But BizOps is more than conjecture with 78% of companies indicating they have started or plan to start a BizOps initiative. In this climate of lingering pandemic effects and business environment unpredictability, BizOps provides a way to increase agility, focus teams, and make better decisions.

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## Key Findings

- **Pandemic Continues to Challenge Businesses**
  - 60% believe 2021 will be just as challenging for their business as last year
  - COVID-related issues continue to top business challenges
- **Rapidly Changing Market Conditions Intensifies Focus on Agility**
  - 87% state that companies must become more agile to deal with rapidly changing market conditions
  - 95% confirm digital transformation is about business outcomes and not the technology
  - 62% admit technology is adopted purely for technology's sake
  - 61% report that technology selections are not linked to business objectives
- **Decision Making Criteria and Information Flow is Broken**
  - 97% report data-related challenges limiting information available to the business
  - 74% fail to have key data available in real-time, inhibiting data-driven decision making
- **BizOps Being Adopted Rapidly**
  - 78% of companies planning on adopting BizOps
  - Numerous BizOps benefits desired by companies
  - 94% advise companies should adopt BizOps to increase competitiveness

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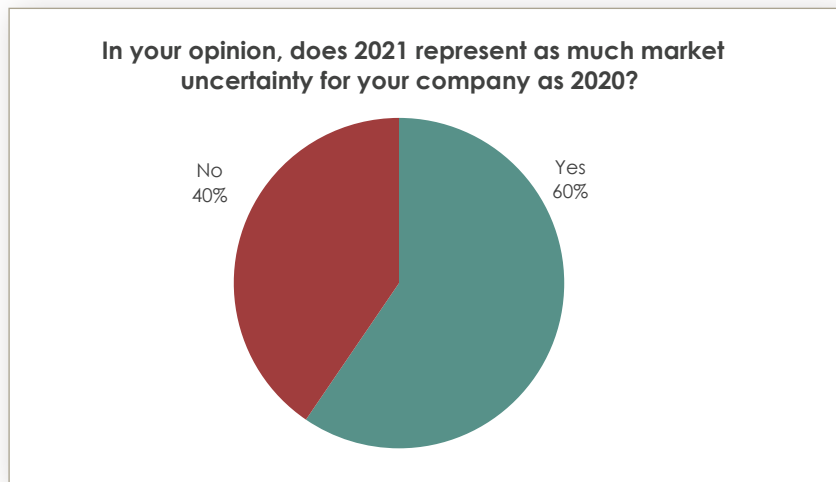


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## Detailed Findings

### Pandemic Instigated Market Uncertainty Continues

2020 was a very challenging year for most companies, primarily driven by the effects of the COVID-19 pandemic. Companies needed to enable remote employees and manage manufacturing shortages, supply chain issues, and changing customer preferences. These challenges and more created a constantly shifting business environment. While most would like to put last year behind them, 60% of business and technology professionals shared that, for their company, 2021 will be just as challenging, with continuing uncertain market conditions.



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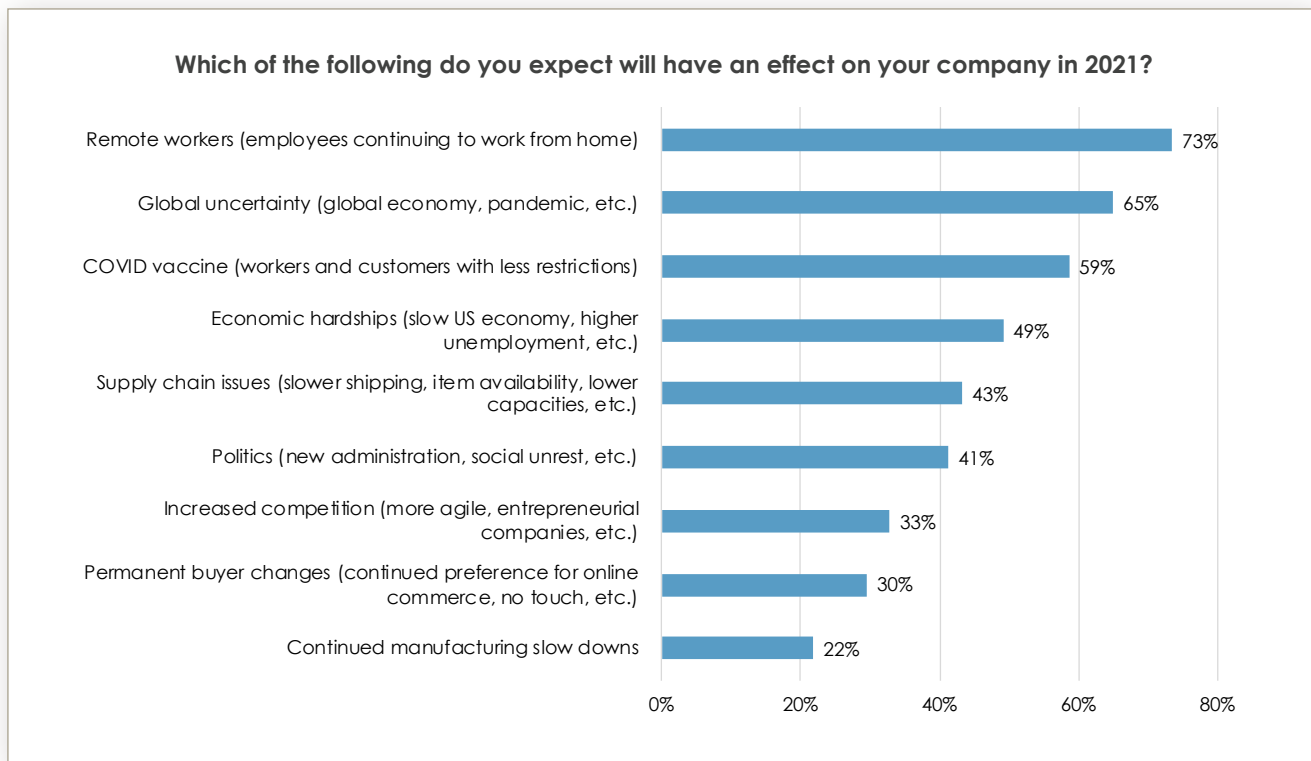
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## Numerous Issues Face Companies in 2021

Leading the challenges in 2021 is remote workers (73%), a lasting and likely permanent effect of the pandemic. Also directly tied to the pandemic is vaccine effectiveness (59%), representing both workers and customers returning to more normal patterns. Global uncertainty, cited by 65% of respondents, reflects the ongoing global impact of the pandemic on the economy, trade, tourism, and more. Even expected economic hardships (49%) and supply issues (43%) continue to be fallout issues from the pandemic. Only at the 6th issue do we find a non-pandemic related concern, which was politics at 41%.



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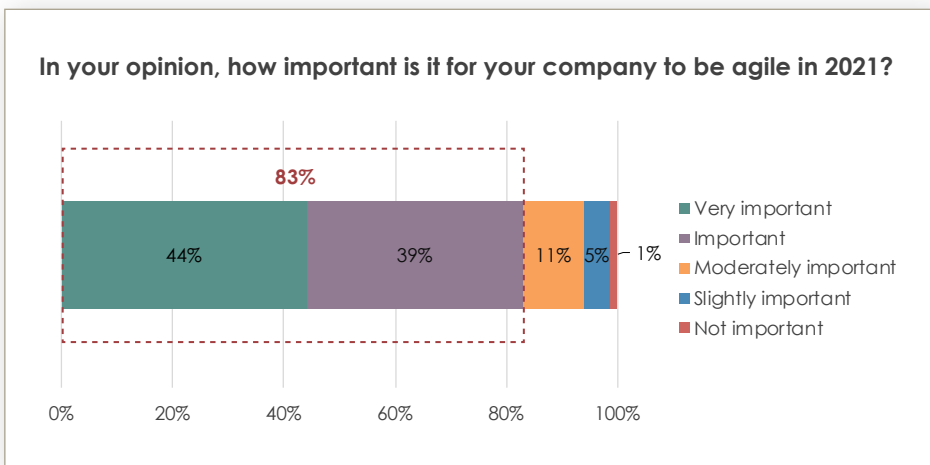
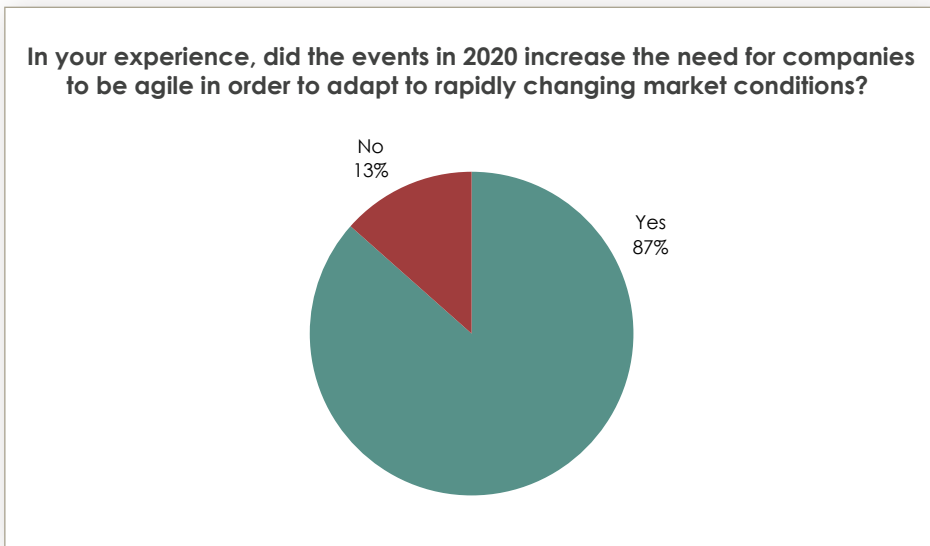
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## Business Agility Key to Survival in 2021

2020 and its rapidly changing market conditions prompted 87% of participants to state that companies must be increasingly agile. In alignment with the preceding findings that 2021 presents significant uncertainty and continued pandemic impact, 83% believe agility remains important for their business's success.



## BizOps Coalition

The BizOps Coalition advocates for fundamental change in the way IT teams and business users collaborate during software development. Formed by a group of visionary tech and software thought leaders and influencers, the Coalition is focused on the advancement and adoption of the BizOps approach of aligning software development with business outcomes. In addition, the group provides thought leadership, education, and best practice BizOps strategies via the bizops.com platform.

In October 2020, 12 members of the BizOps Coalition published the BizOps Manifesto, a framework outlining the principles and values of BizOps. The BizOps Manifesto is a declaration of values and principles that serve to better align and continually improve software development and operations to the needs of a digital business, through a combination of technology, culture and communication.

Anyone can join the BizOps Coalition by signing the Manifesto at [www.bizopsmanifesto.org](http://www.bizopsmanifesto.org).

For more information, visit [www.bizops.com](http://www.bizops.com).

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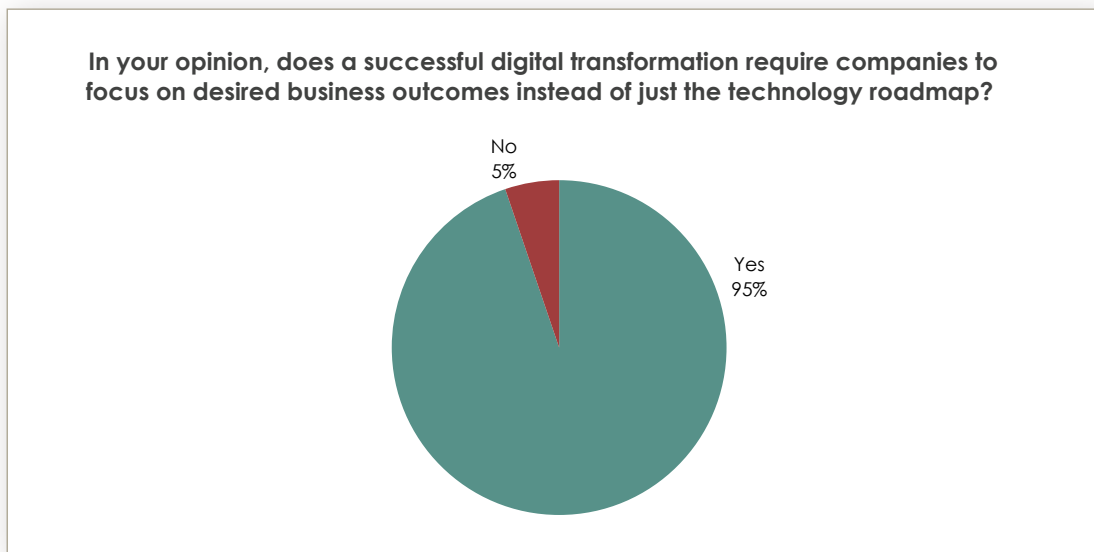
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## Digital Transformation is about Business Outcomes and Not Technology

Digital transformation is often a key component of increasing company agility, gaining the ability to change processes quickly while operating more efficiently. While digital transformation is often led by IT and requires new technologies, 95% of participants confirmed that successful digital transformation is not about the technology, but rather achieving the desired business outcomes.



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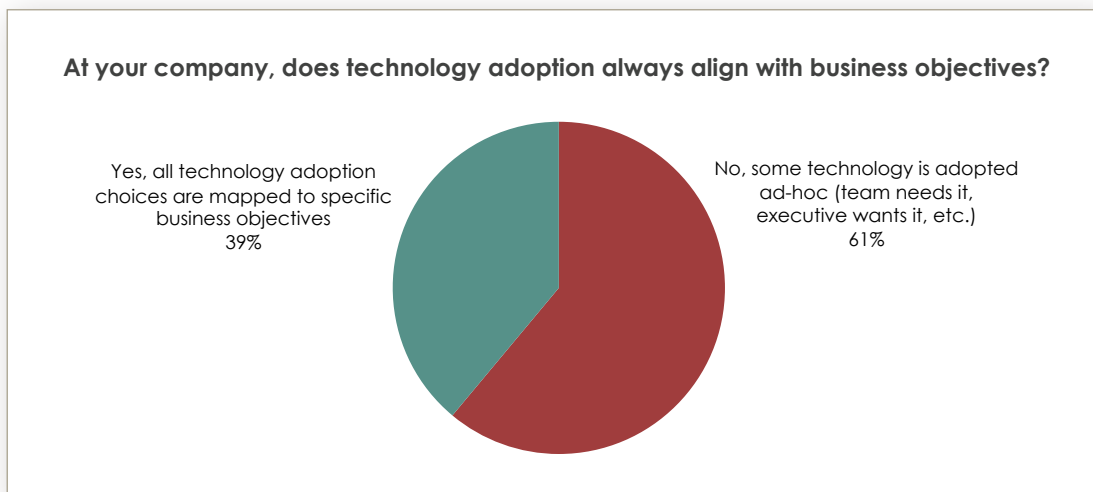
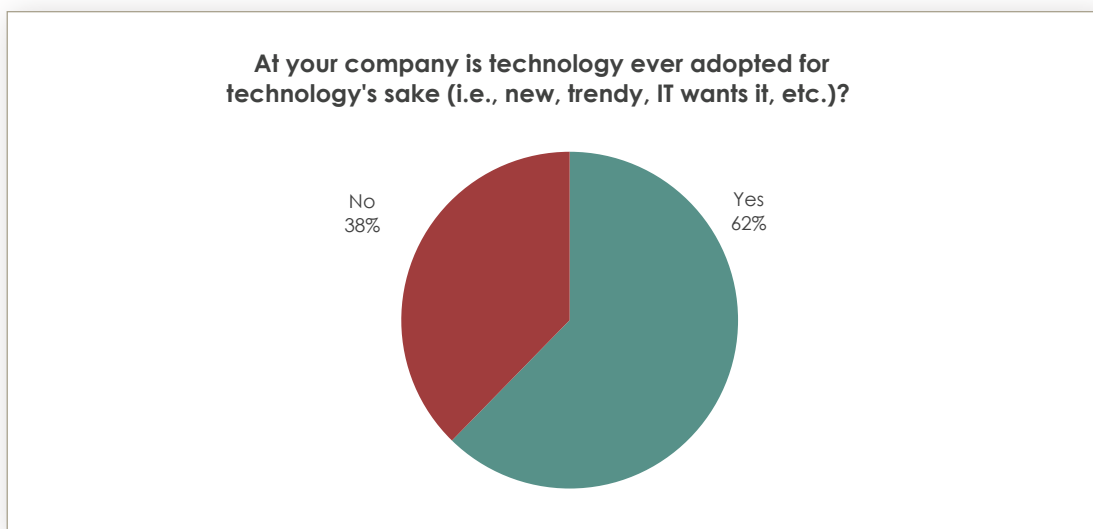
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## Companies Succumb to Cool Technology and Lose Business Focus

With such clear focus on digital transformation's business value and expected outcomes, it is shocking that 62% of companies admit they will often adopt technology for technology's sake. Furthering that trend, 61% shared that technologies are adopted without direct alignment to business objectives. This represents a bad trend for IT where resources are used to purchase and deploy solutions that may provide low or no business impact while diverting key resources from projects that would deliver increased business value.





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However, business leaders are equally culpable, as half (50%) of business stakeholders fail to provide information about how new technology requests will deliver business value. This represents an internal culture issue where IT and business are not focusing on business outcomes. Participants indicated that each new technology request should have stated expected benefits that can be judged for approval against other potential projects to determine priority based on costs and potential business value.



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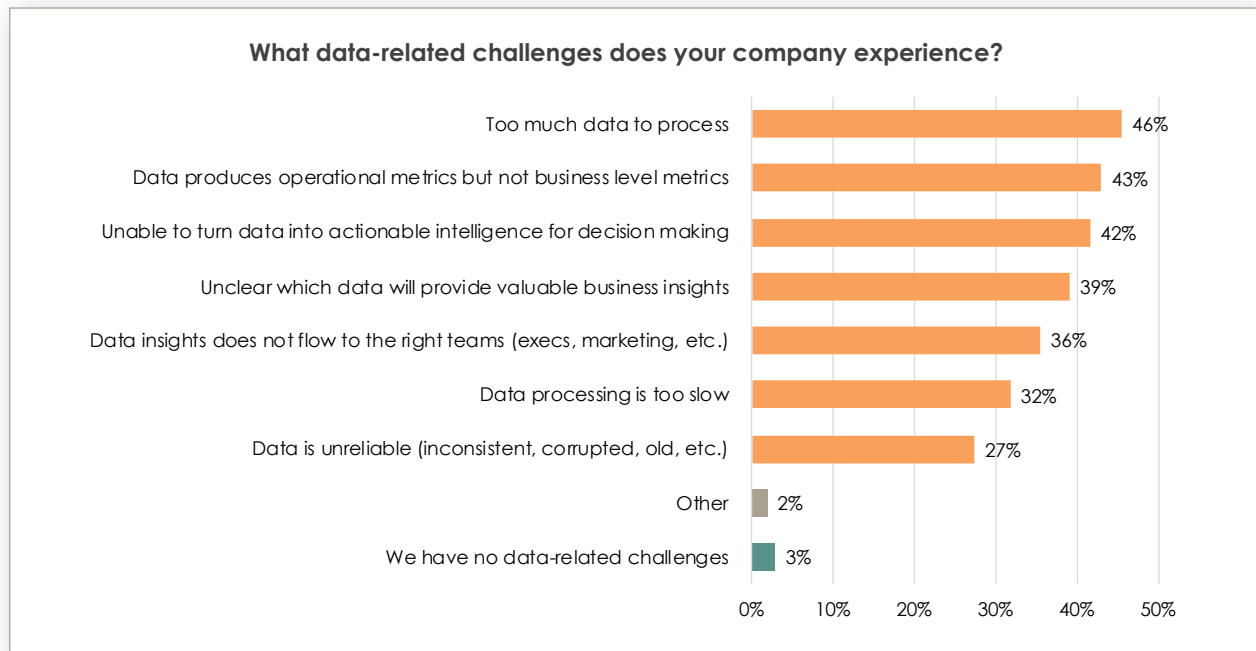
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## Companies Struggling to Glean Business Insights from Data

Lack of information flow is not limited to technology prioritization, as 97% reported data-related challenges are limiting the information available to the business. Many research participants (46%) reported they lack technology and processes to handle all available data. More than four out of ten participants (43%) indicate they fail to translate operational metrics to meaningful business indicators, likely driving nearly the same number (42%) to report the inability to create actionable intelligence from the data. Many struggled to know which data could provide business insights (39%). And more than one in three (36%) state that data insights do not flow to the correct stakeholders. This information indicates companies are challenged at all phases of the process that converts data into business insights available for decision making.



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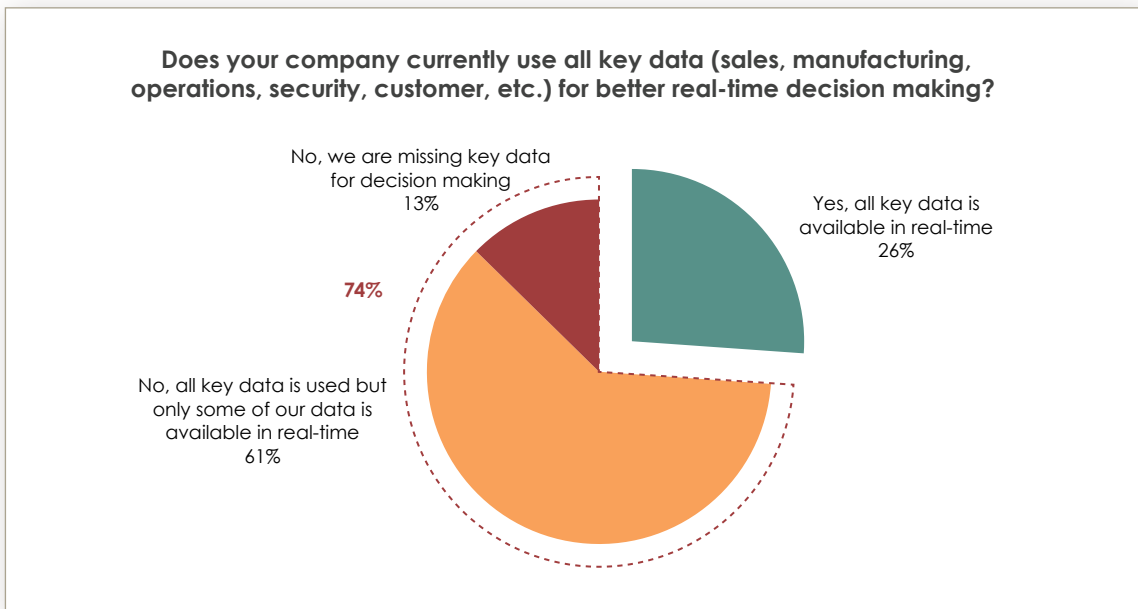
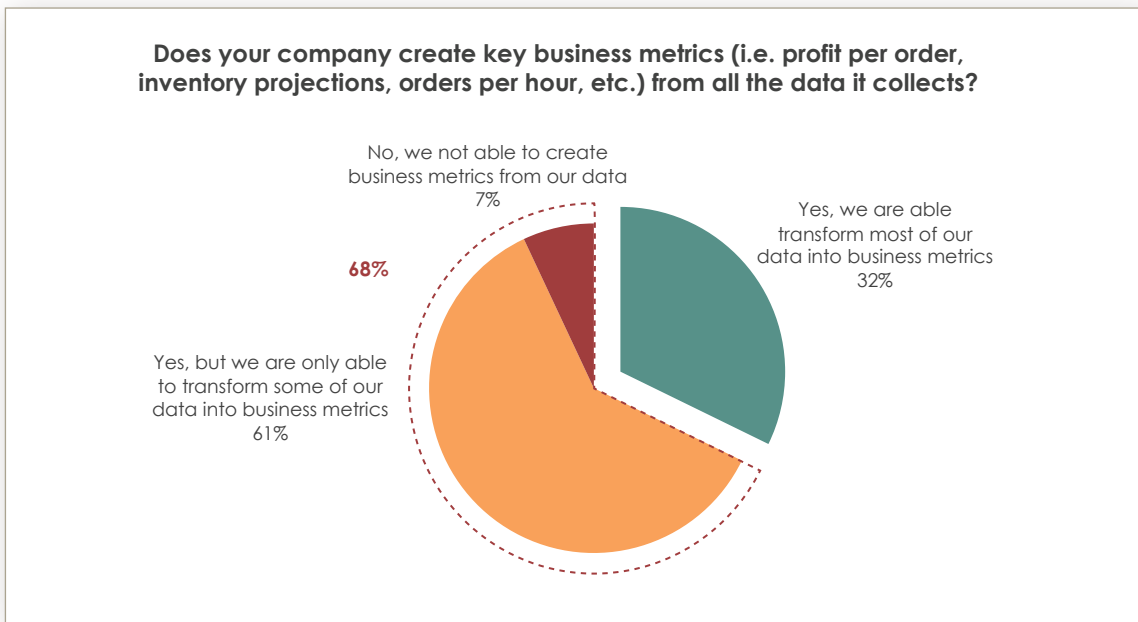
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## Building Business Metrics with Real-time Data Eludes Most Companies

When asked specifically about their ability to create business metrics, 68% struggle to do so consistently. Those surveyed also shared that often their information flow is delayed, as 74% reported they do not have real-time access to all of their key data. This finding provides further evidence that IT and business are not properly aligned and are missing key processes, which results in a majority of businesses being handicapped in data-driven decision-making.



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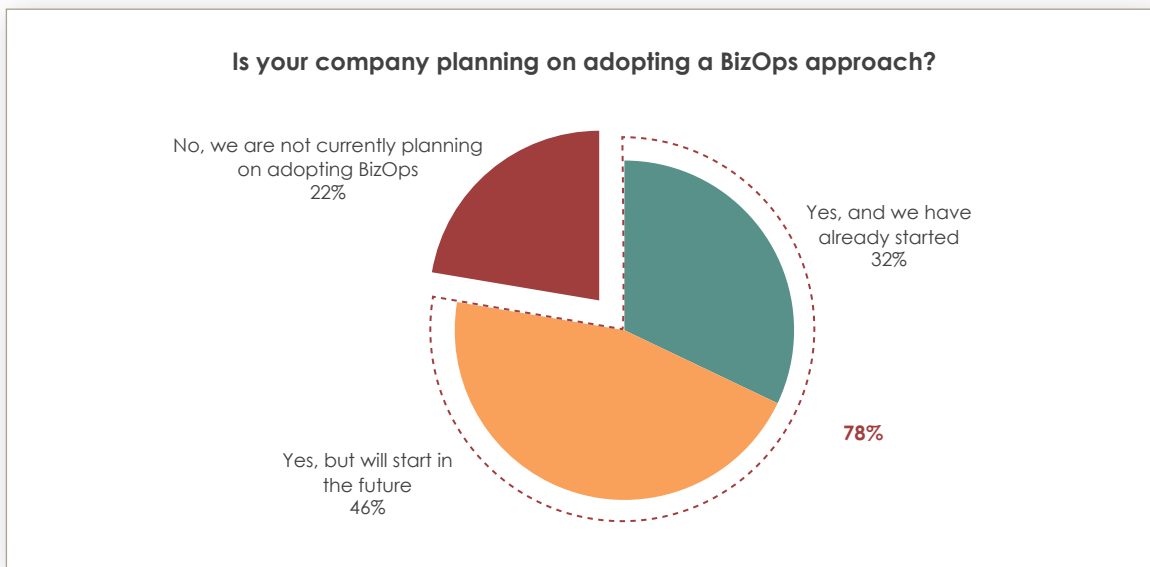
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## Companies Rapidly Adopting BizOps

The previous challenges in this report – uncertain business environment, the need to increase company agility, misaligned technology choices, limited data driven insights, and organizational misalignments – are likely driving companies to consider BizOps. When asked, 78% indicated their company is planning to implement a BizOps approach. In fact, nearly one third (32%) of companies have already started incorporating BizOps into their business.



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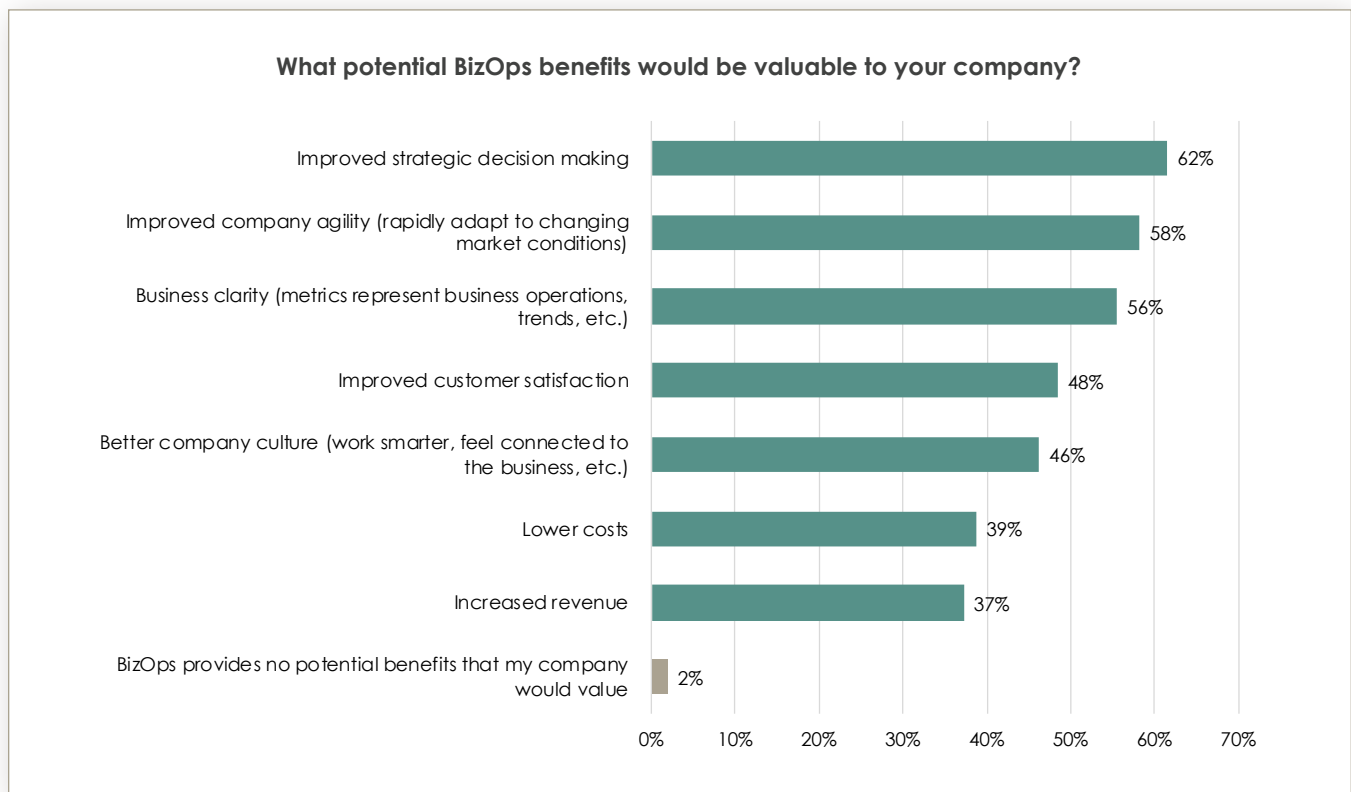
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## BizOps Delivers Numerous Benefits Companies Want

When asked what BizOps benefits to their company were valuable, participants selected several benefits, with improved decision-making (62%) taking the top spot. 58% of companies are looking for BizOps to deliver improved agility. And rounding out the top three is business clarity (56%), which is about creating and tracking business-related metrics that can drive data-driven decision making, a challenge, which as previously noted, eludes most companies. In fact, it is not surprising that 98% of companies expect BizOps to deliver valuable advantages for their company.



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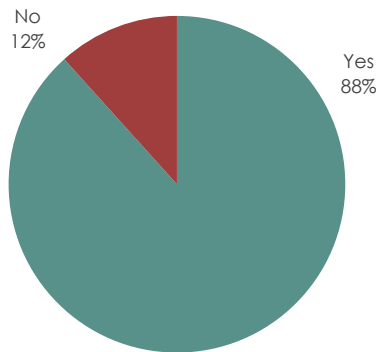


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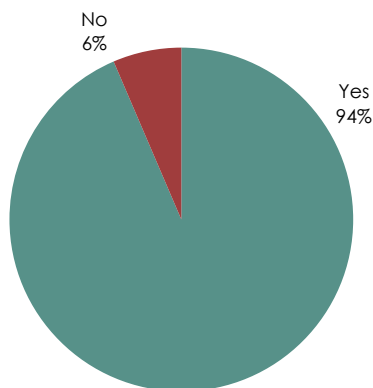
## BizOps Improving Culture and Competitiveness

The research delved deeper and asked if participants expected BizOps could improve company culture, to which 88% stated it would. The culture improvement could be cultivated to align the business and IT on business outcomes. An even stronger endorsement to the value of BizOps was the 94% who stated that BizOps should immediately be adopted to increase their company's competitiveness.

**In your opinion, would a BizOps approach improve a company's culture? For example, employees feel more connected seeing how data drives decisions and the business.**



**In your opinion, should businesses adopt a BizOps approach in 2021 to increase their competitiveness?**



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## Conclusion

This research finds that companies are in a highly unpredictable business climate. While COVID-19 was a catalyst, normal business conditions will not return for many years, if at all. This is driving companies to seek agility in order to react to unpredictable changes and challenges, not just to survive, but in order to thrive. While technology is an enabler, the research shows that most companies are enamored with technology, failing to articulate expected business benefits from new technology adoption.

While agility represents the ability to change quickly and pursue new directions, a decision to do so must come first. The findings in this report reveal most companies simply do not have real-time access to key data, nor are they able to create meaningful business metrics that they can track and optimize against. This represents both a technology gap and a process and cultural disconnect, which ultimately limits the speed at which decisions can be made.

However, technology and business professionals were consistently assertive that BizOps holds the keys to these problems. It can help companies align technology and teams around business outcomes, not just tactical issues or the hottest new technology. It also holds promise for fostering a data-driven decision-making culture where the right information flows to correct teams in a timely fashion. Business continues to operate in an environment where changes in partner availability, employee work capabilities, and customer habits can be rapid and sweeping. The ability to get business-related information fast enough to enable strategic business decisions which can be quickly implemented forms the keystone for an agile and competitive company.

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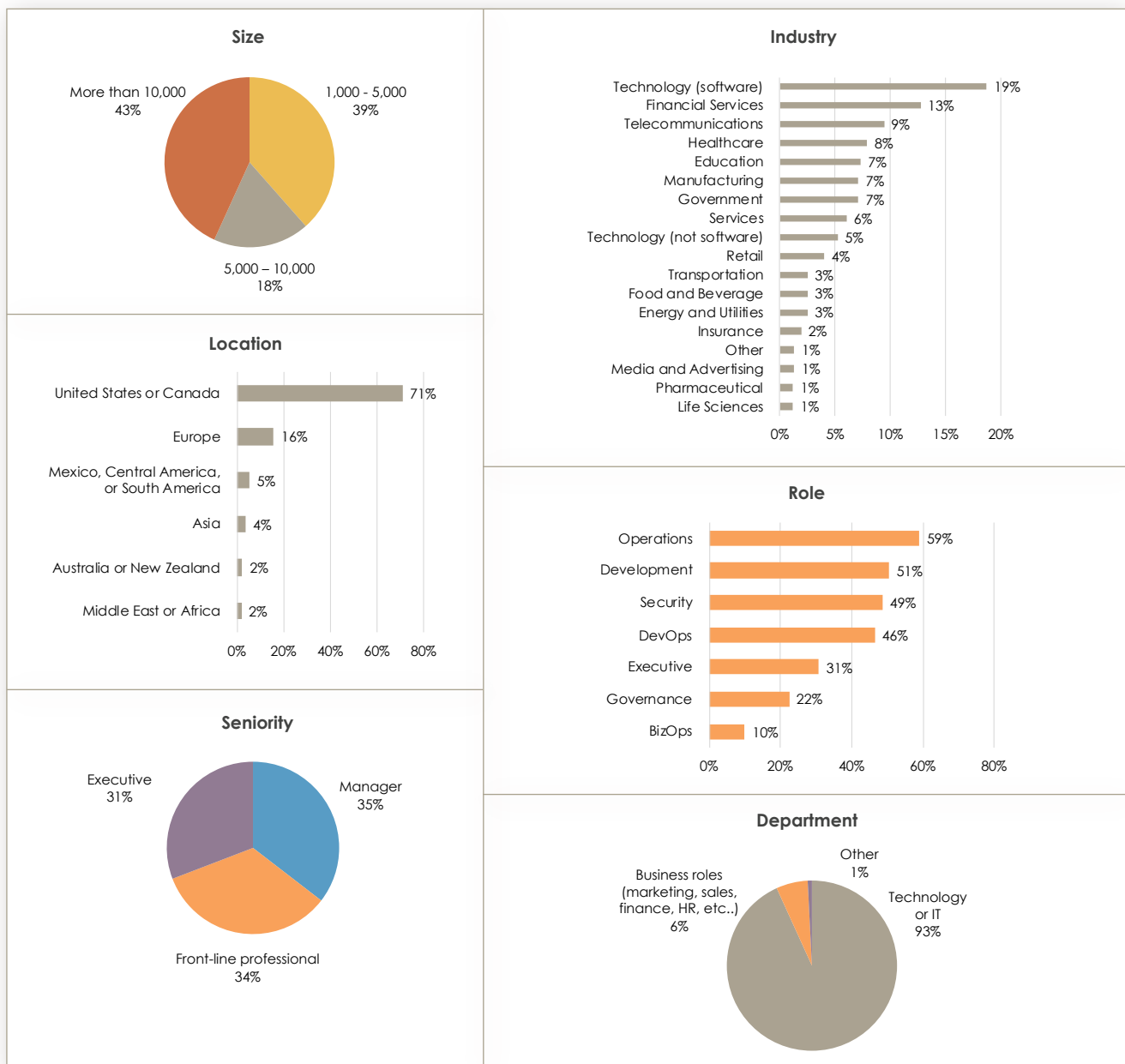


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## Survey Methodology

Business and technology professionals at enterprise companies representing all seniority levels, including executives, were invited to participate in a survey on their company’s technology initiatives, technology selection processes, and BizOps.

A total of 519 qualified participants completed the global survey. The survey was administered electronically, and participants were offered a token compensation for their participation. Participants were from 5 continents.





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## About Dimensional Research

Dimensional Research provides practical marketing research to help technology companies make their customers more successful. Our researchers are experts in the people, processes, and technology of corporate IT and understand how IT organizations operate. We partner with our clients to deliver actionable information that reduces risks, increases customer satisfaction, and grows the business.

For more information, visit [www.dimensionalsearch.com](http://www.dimensionalsearch.com).

## About BizOps Coalition

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