

# From Barriers to Breakthroughs

Unlocking Growth Opportunities  
with Cloud-Enabled Innovation

# Contents

Foreword	3
Executive summary	4
The inflection point of change and opportunity	6
<b>01</b> Prioritize cloud maturity to establish a solid foundation for innovation	10
<b>02</b> Infuse AI into your business DNA to increase workforce productivity and innovation	20
<b>03</b> Drive alignment between IT and the business C-suite by establishing a shared set of strategic priorities	29
<b>04</b> Build a forward-looking talent strategy to position yourself for technological breakthroughs	35
<b>05</b> Evolve to a more resilient cybersecurity model to face escalating threats and risks	42
Conclusion	49
About the study	50
About Unisys	51
About the authors	52
Glossary	53



# Foreword

The pace of change in the world of technology is rapid, and companies must continuously reinvent themselves to remain agile and competitive.

The next wave of digital transformation has emerged as the key enabler to foster innovation. And despite economic uncertainty and competing priorities, investment in digital capabilities remains strong because of the potential value these investments can deliver.

To understand the progress companies are making in their digital transformations, we conducted research on a range of technologies — from cloud and data analytics to AI. With input from 2,264 business and technology leaders across four regions, we found that the right efforts bring their own rewards. When organizations commit to digital transformation, they see the benefits to their business.

Our study reveals that to drive value, successful organizations must overcome challenges such as lack of strategic alignment, lack of governance, complex technological landscapes, skills gaps, incompatible operating models and heightened levels of risk. Investing in technology alone is not enough; successful long-term adoption requires full and thoughtful integration as well as careful management of technology's role within an organization.



# Executive summary

Unisys conducted research in 2023, surveying 2,264 decision-makers in key markets against a backdrop of fast-evolving global economic challenges. As organizations strive to increase productivity and efficiency, they are also recognizing the importance of driving innovation.

Digital transformation is a key driver for organizations to remain competitive and relevant. As technology continues to evolve rapidly, the next wave of digital transformation will require a strategic and adaptable approach that balances human and technological elements. While it can power innovation, reduce risks and enable faster and smarter decision-making, poor implementation can result in missed opportunities, wasted resources and delivery delays.

Given the pace of change and the need to do more with less, organizations are prioritizing investments in digital capabilities to drive growth and manage costs simultaneously. Our research highlights the barriers to successful implementation and outlines the crucial actions organizations must take to unlock the full potential of their investments.



# Key actions to succeeding with the next wave of digital transformation:

## 01 Prioritize cloud maturity to establish a solid foundation for innovation.

Organizations further along the maturity curve are prioritizing business growth as a top driver for their strategies and have built secure cloud foundations, allowing them to accelerate toward higher digital and AI-driven outcomes. However, **36%** of organizations are still in the early stages of cloud maturity, leaving substantial value on the table.

## 02 Infuse AI into your business DNA to increase workforce productivity and innovation.

The intelligent enterprise is the new North Star — yet only **15%** of organizations say AI is part of their DNA. For organizations to mature their AI practices, they must tackle core challenges related to strategy, data quality and maturity, governance and talent upskilling.

## 03 Align IT and the C-suite by establishing a shared set of strategic priorities.

The misalignments between the C-suite and IT leaders are undermining progress by dividing attention and investments in competing directions. For example, a disconnect between cloud strategy and business goals is the most reported reason for cloud migration projects to fail (**53%**). For a successful transformation, organizations need to focus on a shared set of priorities and challenges to ensure alignment and collaboration.

## 04 Build a forward-looking talent strategy to position yourself for breakthroughs.

Keeping teams up to date on training is the biggest challenge organizations face (**40%**) when it comes to cloud and talent. Organizations are also finding that there are skill gaps when it comes to non-technical abilities. People with communication and personal skills are difficult to hire (**34%**), as are people with knowledge of both technology and business strategy (**32%**).

## 05 Evolve to a more resilient cybersecurity model to face escalating threats and risks.

As organizations expand their security footprint across different technologies, environments and ecosystems, the attack surface broadens, with **78%** believing a breach will occur. With **86%** prioritizing response over prevention, organizations must strike a better balance to build resilience to threats.



# The inflection point of change and opportunity

The business world is undergoing an unprecedented paradigm shift that is disrupting every aspect of how organizations operate.

In an era of rapid innovation and disruption, organizations are racing to be first to market, delight customers, and build reliable and secure systems. But the rapidly evolving business landscape, with factors like inflation and recession, accelerated market disruption and shorter C-suite tenures adds further complexity. These disruptive forces represent a paradigm shift, marking a new era in which organizations that can successfully anticipate and adapt to change can reap significant growth opportunities ([Figure 1](#)).



# Business and disruptive forces are driving a significant paradigm shift.

	Past	Emerging	Future
Strategy	Incumbents owning market share	Accelerated market disruption (blurring of industries, startups displacing incumbents)	Dominant incumbent teaming with emerging market disruptors
	Strategic investment and planning in long-term growth (multi-year plans)	Shorter duration of C-suite coupled with shorter strategic plans (1-2 years)	Purpose-driven strategies to drive innovation and long-term change
Cloud	Cloud adoption strategies	Cloud native	Mature intelligent digital systems with ability to leverage tailored cloud-native services anywhere
Talent	Need for technical skills	Ability to keep up with demand for evolving technical skills centered at the intersection of business and technology	Employees must quickly adapt to new emerging roles and whitespace, many that do not exist yet, such as those related to AI oversight
AI & Data	Data analytics and insights	Multi-modal AI integrated into the business and human-machine collaboration	Autonomous world, everything around us will become more intelligent and connected
Security	Security as an afterthought and security risks focused on physical environments (e.g., data centers, devices)	Security footprint expanded across technologies and environments and greater sophistication of cybersecurity threats	New threats and risks will emerge as you tap into vendor solutions and ecosystems

Figure 1: Business and technology drivers in the past, emerging and future





To navigate, adapt to and capitalize on the opportunities this disruption presents, organizations must fully embrace the next wave of digital transformation.

This means integrating cloud-native models and AI-based solutions into core business processes to improve decision-making, enhance user experience, create new business opportunities and realize business value faster.

Prioritizing core foundational capabilities, such as strategy, talent, applied AI, cloud and security (Figure 2), is crucial to embracing this new wave. Organizations that prioritize the maturation and strength of these capabilities can build resilience to emerging disruptions and become future-fit. Our research reveals the key actions IT and business leaders must take across these capabilities to harness the full potential of digital transformation.

Prioritize and strengthen core capabilities to embrace the new wave of digital transformation.

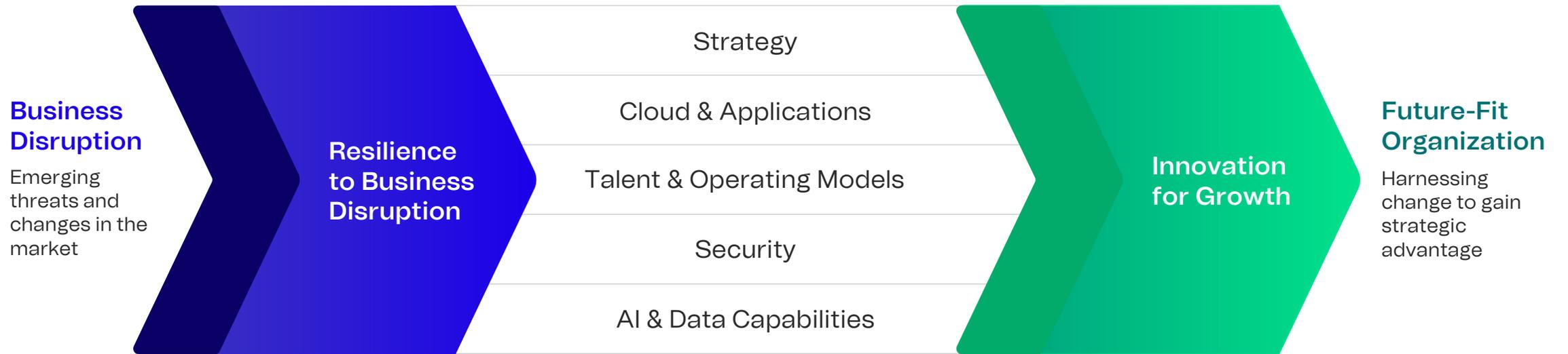
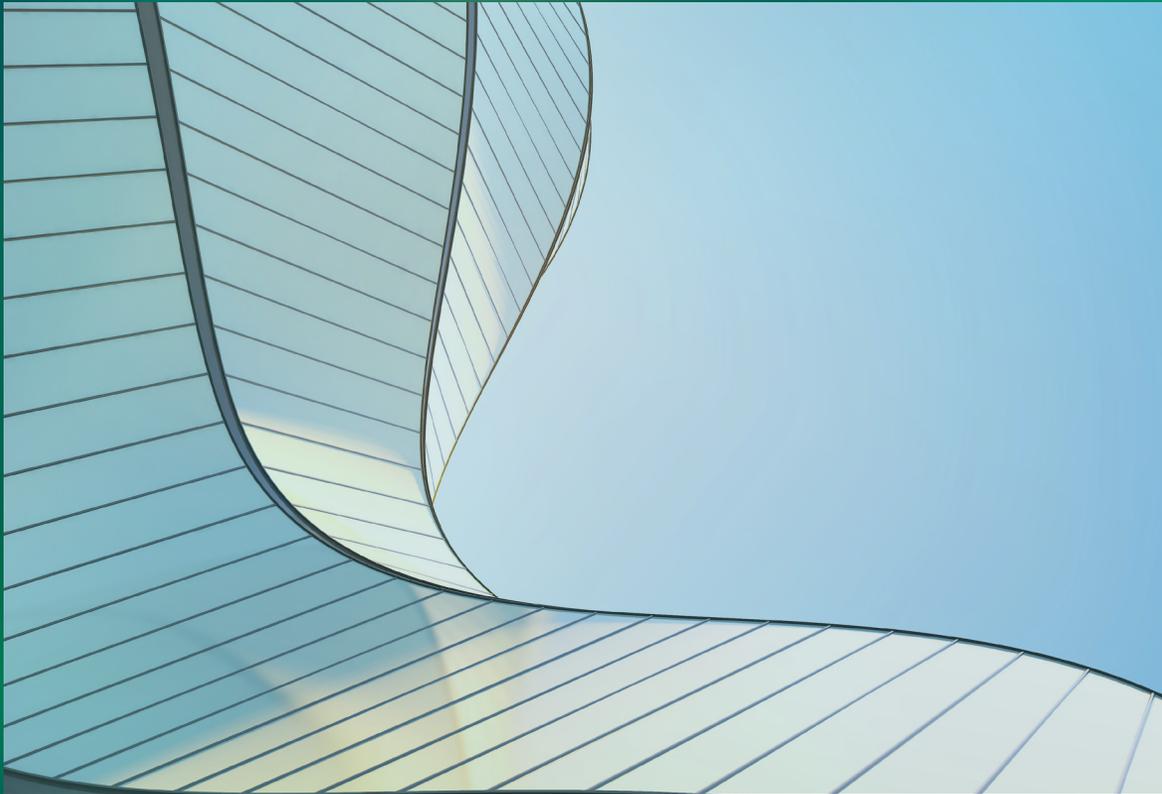


Figure 2: Future-fit requirements



01

Prioritize cloud maturity to establish a solid foundation for innovation.



## Cloud maturity involves more than just adopting cloud technology.

**Manju Naglapur**

Senior Vice President

Cloud, Applications & Infrastructure Solutions, Unisys

“It is a cultural shift within the organization toward a cloud first, innovation and automation mindset to achieve business agility and growth,” says Naglapur. Cloud-enabled transformation has been an integral part of business operations for many years, and as a result, its value to organizations is well established. Cloud has evolved beyond its original purpose as an infrastructure and now serves as the foundation for digital transformation initiatives. As organizations move beyond the initial phases of cloud adoption, they’re realizing that cloud technology can significantly impact other areas of business by speeding up time to market, aiding innovation and reducing risk.

# Organizations are bullish about cloud spend — even in an economic downturn.

Amid economic uncertainty, over the past year, there has been a surge in cloud commitment.

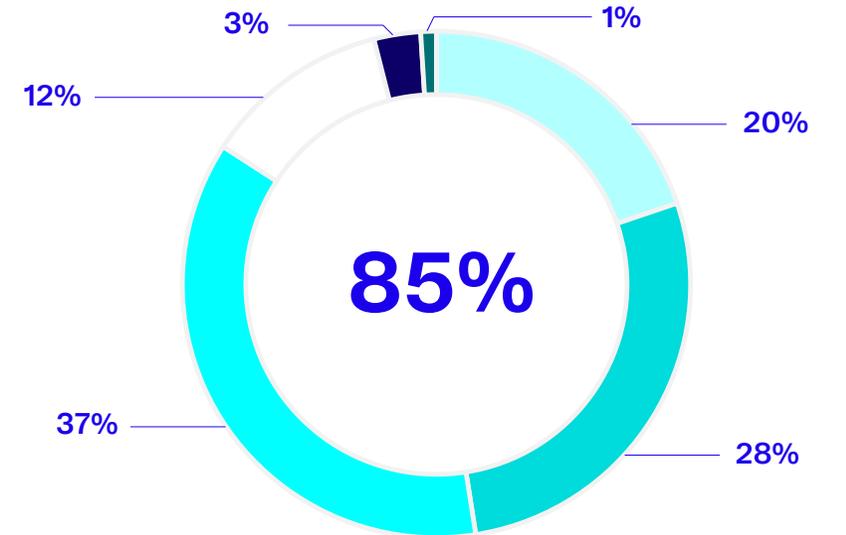
**44%** of organizations report spending \$101 million or more on cloud in 2022

**85%** of organizations are investing or increasing investment in cloud

**37%** plan on increasing investment significantly

While significant investments are underway, many organizations still have progress to make in increasing their cloud maturity to reap the full value of their digital investments.

Organizations have big cloud investment plans for 2023 and 2024.



- Starting to invest
- Increase slightly
- Increase significantly
- Remain the same
- Reduce slightly
- Reduce significantly

Figure 3: Planned cloud investments



As they mature, organizations work through four cloud steps.

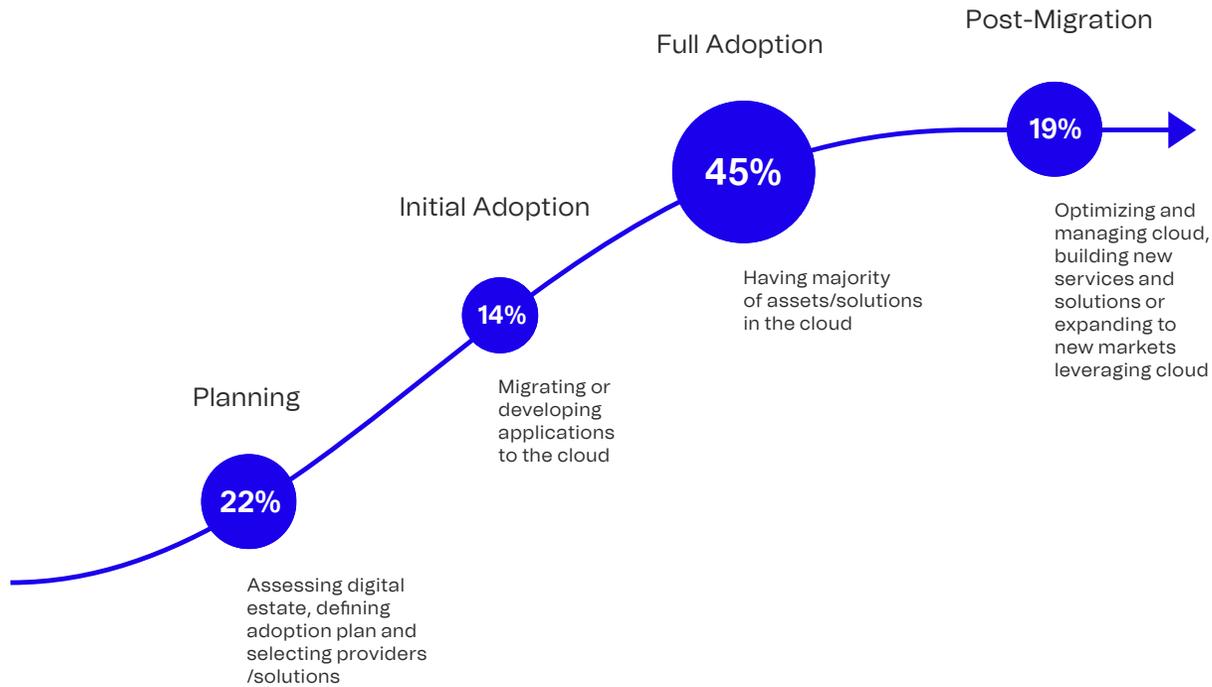


Figure 4: Cloud maturity stages

Despite their investments, our research reveals that a significant portion of organizations (36%) are still in the planning and initial adoption phase. While 45% of respondents report that the majority of their assets are in the cloud, only 19% have reached post-migration, missing out on a valuable opportunity (Figure 4).

To move up the maturity curve and achieve widespread adoption, organizations need to invest not only in digital and platform engineering capabilities to develop next-generation applications and services — but also foster a cloud-native mindset.

Application modernization is a crucial step for organizations to fully realize the benefits of the cloud as they move up the maturity curve. This process involves upgrading or re-architecting legacy applications to leverage cloud-native technologies, such as containers, microservices, serverless computing and DevSecOps practices. By making applications more flexible, scalable and resilient, they can run efficiently in the cloud and be easier to build so organizations can capitalize on new opportunities.

To amplify the positive outcomes post-migration, organizations can accelerate the adoption of advanced technologies.

Organizations that have fully adopted the cloud are further along in AI maturity.

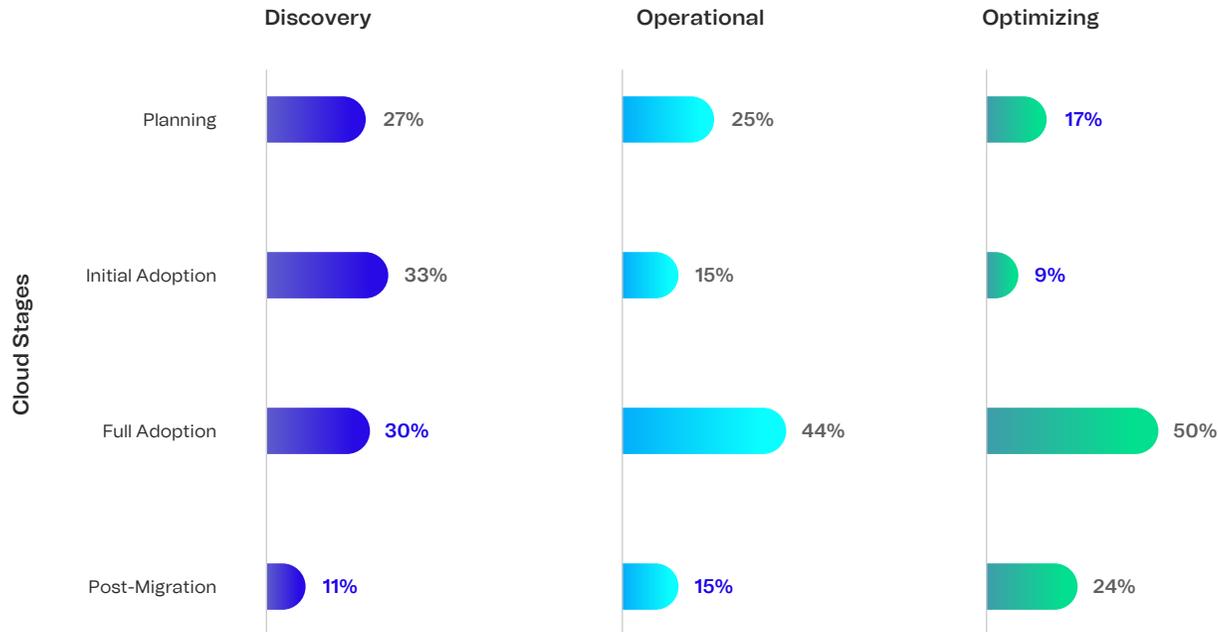


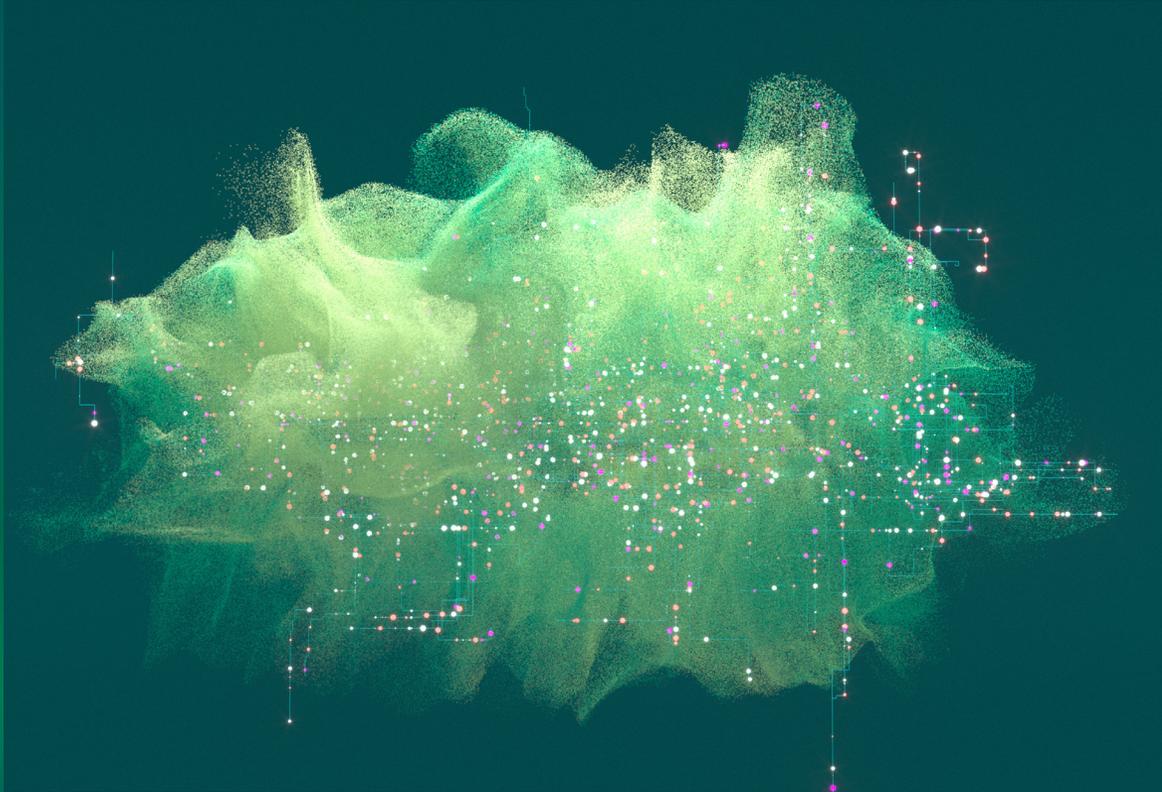
Figure 5: AI maturity and cloud stages

To amplify the positive outcomes post-migration, organizations can accelerate the adoption of advanced technologies.

Our study reveals that cloud-mature organizations are much further along in their AI maturity (Figure 5) and more confident they understand the full ethical issues of AI. This increased maturity is likely due to their ability to tap into cognitive services or pre-built models through the cloud. It stands to reason that as more organizations advance along the maturity curve, the ethics of AI will become a much larger challenge.

Cloud-mature organizations also are more confident in their security defense, as they are less likely to agree that a cybersecurity breach will occur in their organization:





Business growth is a top priority for organizations further along in their cloud adoption journey.

When it comes to the drivers of their investments, cloud-mature organizations indicate their focus is on business growth compared to those in the earlier phases of their cloud journey, which prioritize optimizing infrastructure and customer experiences (Figure 6). However, many initiatives that support this goal tend to lose momentum after planning and the initial adoption stages (Figure 7). As a result, organizations run the risk of losing sight of their biggest and most far-reaching goals as they progress in their cloud journey.

However, many initiatives that support this goal tend to lose momentum.

# Top cloud business drivers don't align with cloud initiatives across the cloud journey.

Figure 6: Cloud business drivers

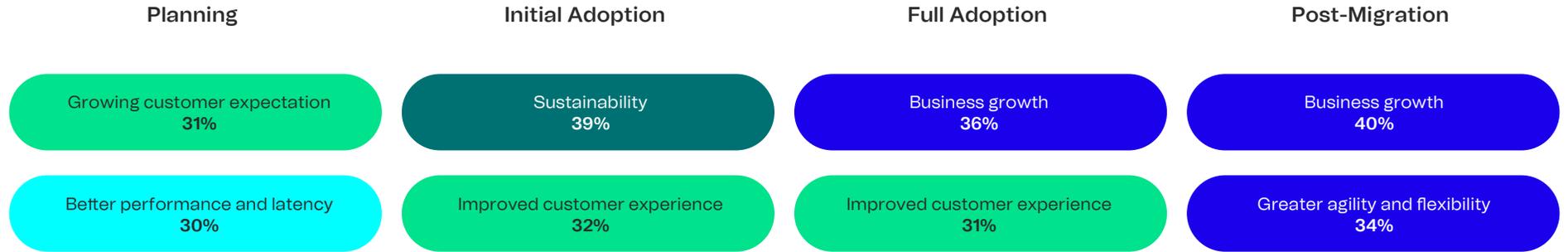
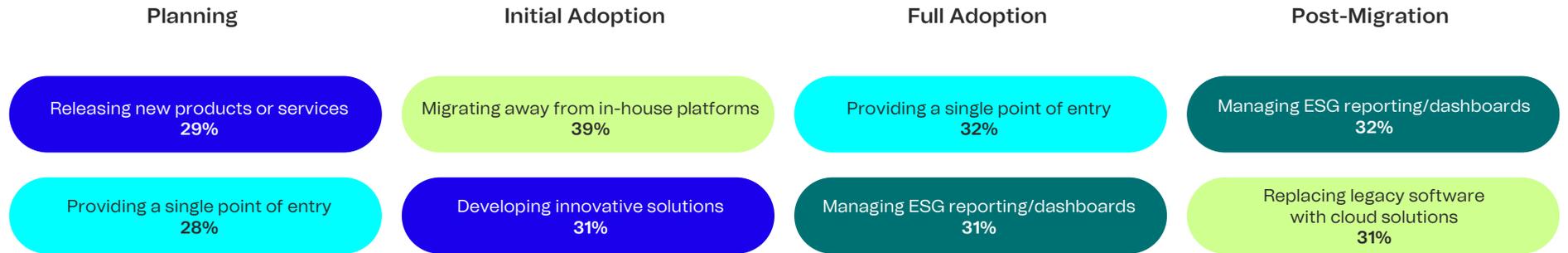
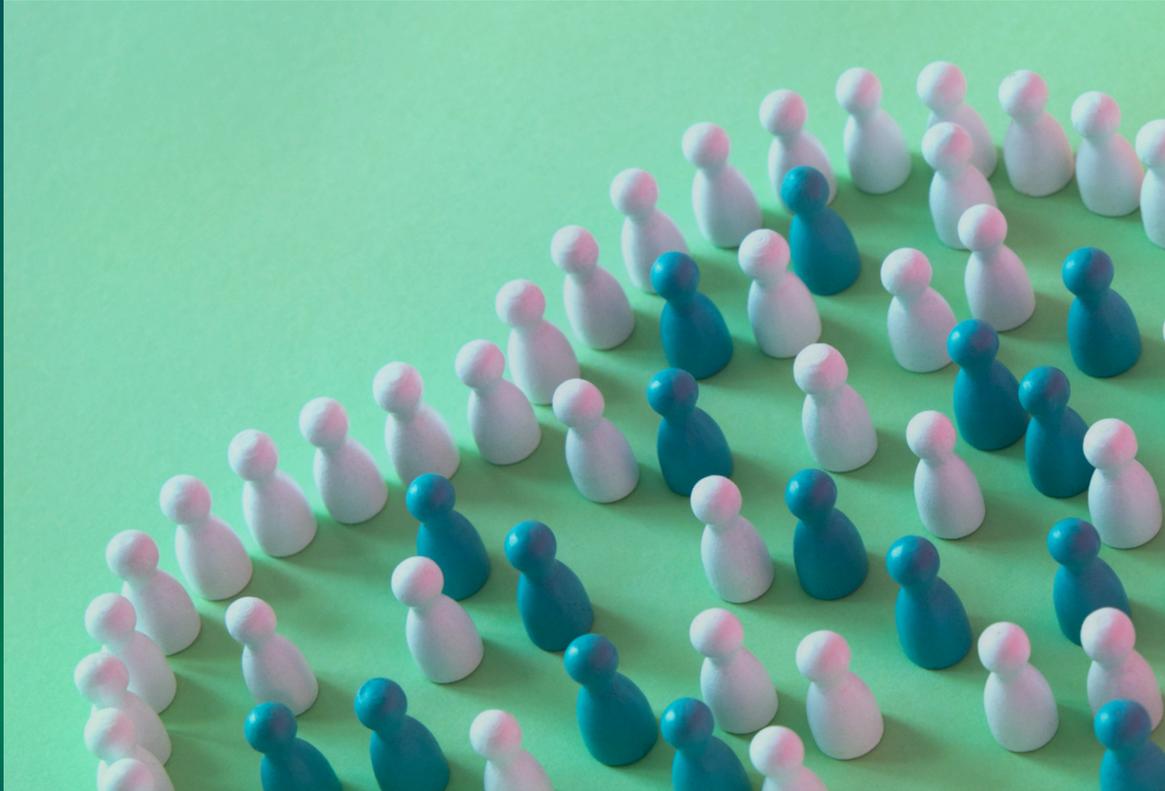


Figure 7: Cloud initiatives



● Growth     
 ● Customer centricity     
 ● Risk management     
 ● Optimization     
 ● ESG     
 ● IAAS





## Develop targeted strategies to overcome challenges at each stage of the cloud journey.

Organizations may not realize value for a variety of reasons, including a lack of resources, not adopting a cloud-native mindset, a lack of financial discipline, and not defining and evangelizing the cloud as a business case.

Our research shows that organizations further along in their cloud adoption journey are more likely to experience strategic challenges, while organizations in the earlier stages of adoption are focused on resources, interoperability, regulations and skills ([Figure 8](#)).

# Organizations in the cloud planning stage struggle most with resources.

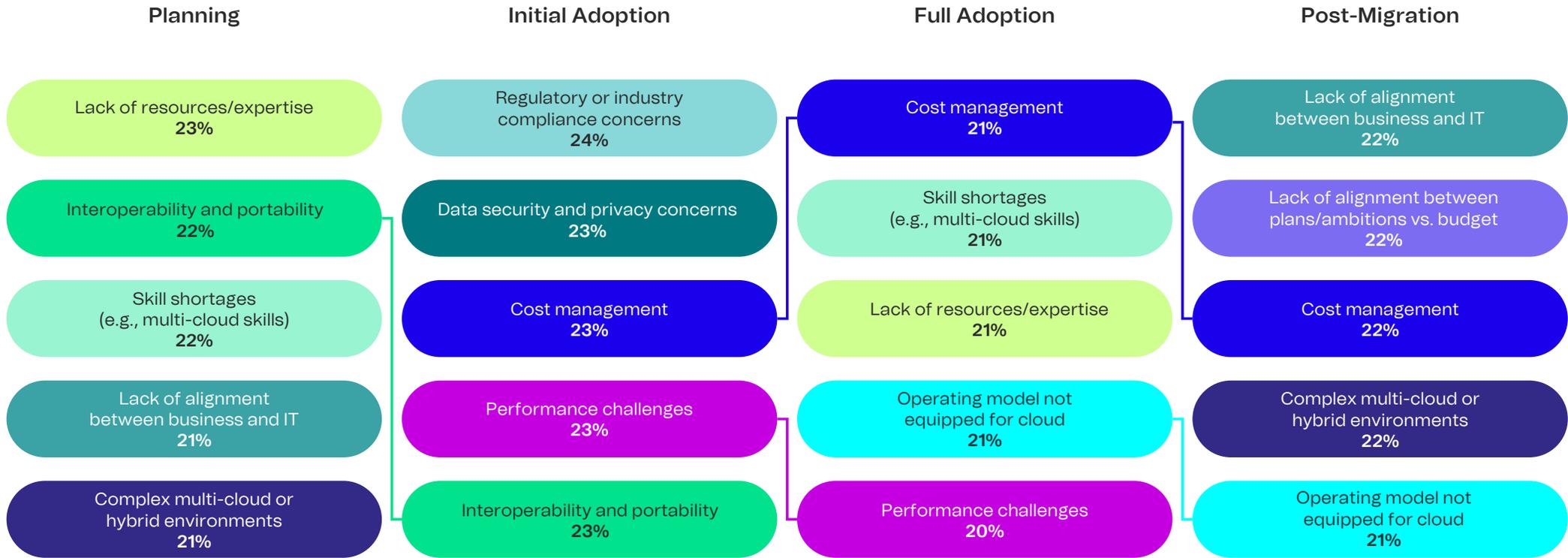


Figure 8: Cloud adoption challenges



# Calls to action

As organizations continue to invest in cloud and move up the maturity curve, those in the earlier stages of their journey must prioritize a mindset shift and new ways of working, in addition to the technology adoption.

The key to a successful in-cloud journey lies in understanding and integrating the full ecosystem, including data analytics, AI and security, into the cloud environment. It's not the individual components, rather it's the sum of the parts that drive differentiation.

## **Organize around shared priorities to drive agility and alignment.**

Establish a cross-functional cloud business or transformation office that focuses on common goals and obstacles to improve time to value and focus on business outcomes. Identify cloud champions across the business to support adoption.

## **Evaluate cloud adoption continuously.**

As you move up the maturity curve, continue to optimize your existing cloud foundation through application modernization before moving to accelerate digital and intelligent capabilities. Leverage risk assessment and cloud adoption frameworks to measure, analyze and course-correct.

## **Define success criteria beyond cost-cutting to maximize the value of adoption.**

Measure cloud success across multiple vectors of business value (e.g., faster time to market, accelerated feature releases, new products and services, increased security posture, etc.).

## **Create a cohesive and integrated ecosystem.**

Multi cloud is here. A cloud-native mindset takes an ecosystem to succeed. Involve the right partners, including hyperscalers, system integrators and product companies, to support cloud adoption and innovation.

## **Prioritize governance and change management.**

Establish structured methods, self-service platforms and governance processes to streamline the cloud in the enterprise. Evangelize and communicate to smoothly transition to future modes of operations.



# 02

Infuse AI into your business DNA to increase workforce productivity and innovation.



The AI transformation revolution has arrived, ushering in a new era of productivity and innovation for businesses that embrace its potential.

**Christina Mongan**  
Director of Emerging Technologies, Unisys

As organizations face inflation-driven pressures and talent shortages, many are moving toward a model of the intelligent enterprise to enhance operational efficiencies, drive productivity, meet customer demands and deliver business value faster.

This model involves workers collaborating with AI-based technologies to automate processes, augment intelligence and achieve better outcomes. Ultimately, this can lead to improved productivity, widespread creativity and value creation.

## To become an intelligent enterprise, AI must become part of the business DNA.

According to our study, around half of organizations are progressing their use and practice of AI. However, **11%** of organizations are still in the discovery phase, and only **15%** are integrating it into their business DNA (Figure 9). Given the rapid pace of AI advancement, it is essential for organizations to ramp up their efforts to support AI initiatives to remain competitive.

In our survey, respondents across different levels of AI maturity identified conversational AI (**39%**), predictive analytics (**37%**), augmented reality/virtual reality (**34%**) and computer vision (**32%**) as the top four use cases for AI. These results suggest that organizations are prioritizing AI to improve their operations and customer experiences. To fully integrate AI into their business processes, organizations need to establish a strong digital foundation that allows for the expansion of AI use cases across the organization.

### 36% of AI-mature organizations have already adopted AI.

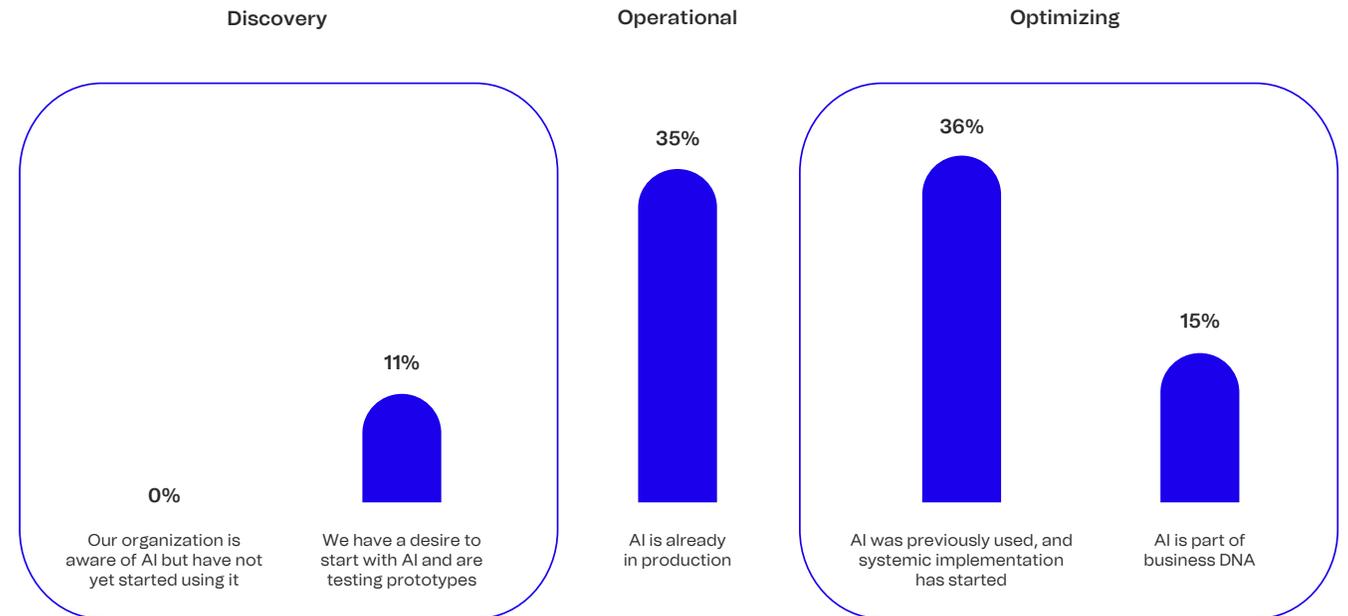


Figure 9: AI maturity levels (2% of respondents indicate that AI is not on the agenda)



## Building a strong digital foundation requires a robust data strategy.

Data is central to AI's success. As a result, organizations that can treat data as an asset reap the rewards when it comes to AI advancements. Organizations with strong data practices that believe they are ready for heightened levels of data ownership, privacy and security are more likely to have progressed in their AI journey.

They are also more likely to say data has improved their decision-making (84% ready vs. 77% not ready) and that it has provided a high ROI (82% vs. 78%). By fortifying their data management practices, organizations can elevate their data and AI maturity levels, gain internal insights and drive faster decision-making and transformation to an intelligent enterprise.



## Overcome the hurdles of AI adoption to unlock potential.

AI's immense potential comes with several challenges across each level of AI maturity.

Organizations in the optimizing phase face infrastructure and use-case challenges, while those in the operational phase struggle with data and use-case issues.

For organizations in the discovery phase, ethical concerns pose a significant obstacle to getting started (Figure 10). Knowing which challenges may surface depending on levels of AI maturity lets organizations prepare and accelerate resolution.

The top AI challenges vary by an organization's AI maturity level.

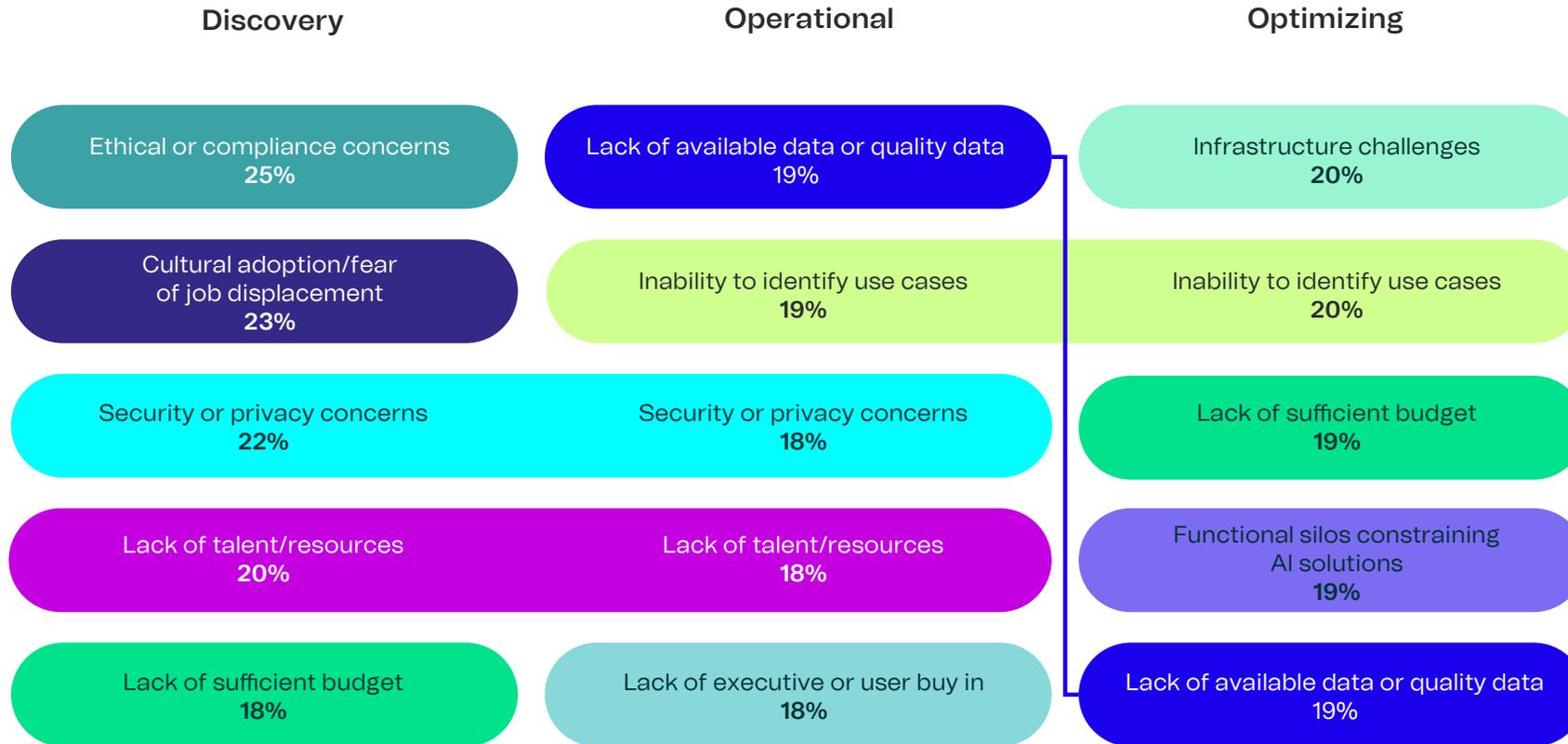


Figure 10: Top AI challenges



# Human-in-the-loop is key to addressing ethical concerns and taking a responsible approach to adoption.



To overcome barriers to entry, addressing ethical concerns is imperative. Our study reveals:

55%

vs.

85%

of organizations acknowledge that they have not yet fully comprehended the ethical implications of AI.

of organizations are confident that their organization is using AI ethically.

Between IT and the C-suite, C-suite is more likely to indicate they do not understand the ethical implications of AI (66% versus 51%). This gap between confidence and understanding indicates that some organizations may not be exercising enough caution when implementing AI, and that there is a general lack of clarity around the ethical considerations of AI.

The top 69% of digital innovators by cloud spending admit they don't understand the full ethical implications of AI.



The higher the cloud spend, the greater the concern of AI's ethical implication.

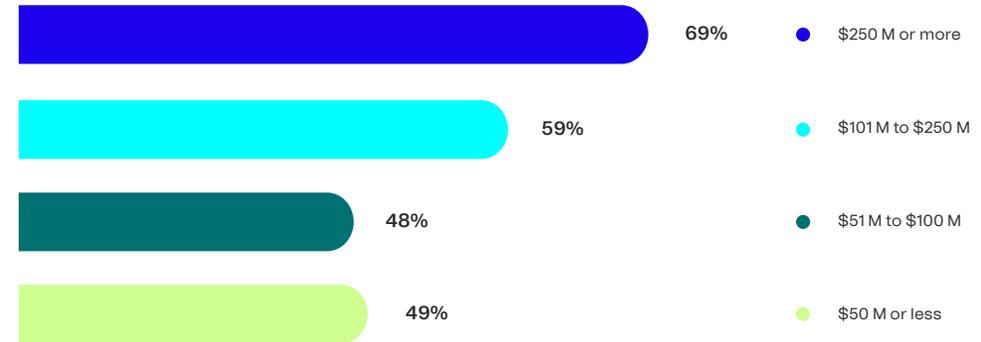


Figure 11: Cloud spend vs. greater likelihood to be more concerned over AI's ethical implications

To manage ethical concerns, the majority of respondents indicate "regular human review of AI models and results" (43%) as a primary approach. This approach — also known as human-in-the-loop — ensures a human operator is involved in the decision-making process to promote a responsible and ethical approach to AI adoption. It incorporates overseeing various aspects of AI outcomes, including final decision-making, bias detection, explainability and observability.

# Calls to action

As AI becomes pervasive in the enterprise — expedited by tools like generative AI — it's important to view it as a collaboration with workers, not a replacement.

To achieve co-creation and work harmoniously as an intelligent enterprise, organizations need the right digital foundations and must recognize the importance of people in AI adoption and oversight.

## **Elevate AI as a core priority.**

Convert business sponsors into advocates by showcasing the power of AI and fostering a culture of AI innovation. Bring AI technologies to the C-suite, and provide education and upskilling to leverage its potential.

## **Define a clear AI strategy based on business outcomes.**

Analyze different strategic approaches and determine which suits your organization's specific needs — pathfinder, top-down or in-place adoption.

## **Identify use cases that showcase rapid business value in a minimum viable product model.**

Use this as a stepping stone to build an enterprise AI initiative. Set up mechanisms and workflows for the enterprise to safely apply AI to business problems at scale.

## **Establish a digital-native data foundation.**

Embed data in the organization's culture. Explore pre-trained models, end-to-end AI platforms and a digital-native data science platform that can accelerate AI adoption at any maturity level.

## **Get ethics right — it's a last-mile challenge that's critical.**

Consider that the democratization of AI requires swift and clear communication of an organization's ethical standards as well as guidelines and principles on AI's use.



# 03

Drive alignment between IT and the business C-suite by establishing a shared set of strategic priorities.





“

Begin by selecting a strategic priority or outcome you wish to achieve or a critical problem that needs to be solved.

**Dwayne Allen**

Senior Vice President, Solution Innovation and  
Chief Technology Officer, Unisys

“This clear-focus clarity will enable better alignment, engagement and support from the business,” says Allen. As organizations navigate a disruptive environment, business and IT leaders need to collaborate now more than ever to quickly respond to change, meet evolving customer needs and make meaningful impact. However, our study reveals that disagreements between C-suite and IT leaders are undermining the progress of transformation by dividing attention and investments in competing directions.

## Transformation cannot succeed without alignment across the business and IT.

Strategic misalignment makes it increasingly difficult for organizations to achieve business outcomes. Our study found C-suite and IT disconnects across several areas of strategy, technology and operations. The C-suite is more likely to prioritize business growth and customer centricity over optimization.

The findings also indicate that the main reason cloud migration projects fail is due to lack of clearly defined KPIs — whereas IT sees it as a lack of strategic planning. Whether it's their views on talent and AI challenges or ROI — they rarely align. C-suite and IT leaders do agree on one thing: Cloud projects most often fail due to a disconnect between cloud strategies and business goals (Figure 12).

To avoid the pitfalls of internal division, organizations must prioritize alignment between business and IT leaders. This includes identifying a strategic priority that the cloud can solve and then agreeing on the specific goals and problems that can be addressed. By doing so, leaders can focus and make informed decisions that will drive meaningful impact.



Figure 12: C-suite and IT disconnects

# IT leaders expect to see quicker ROI for cloud investments than C-suite executives.



The expectations of IT leaders and the C-suite are also different, indicating a fundamental difference in outlook. IT leaders expect to see ROI quicker than C-suite executives, with 68% expecting it within one year compared to 57% of the C-suite (Figure 13). It's likely that IT leaders and the C-suite have their eyes on different prizes by prioritizing different KPIs. IT teams favor technology outcomes, while C-suite leaders focus on business outcomes.



Figure 13: ROI of cloud technologies

## Leaders are prioritizing innovation and business growth amid economic uncertainties.



A critical disconnect exists between the business drivers and IT drivers for cloud initiatives. For example, while business leaders may aim for business growth, their cloud initiatives and technology drivers are focused on optimization (Figure 14).

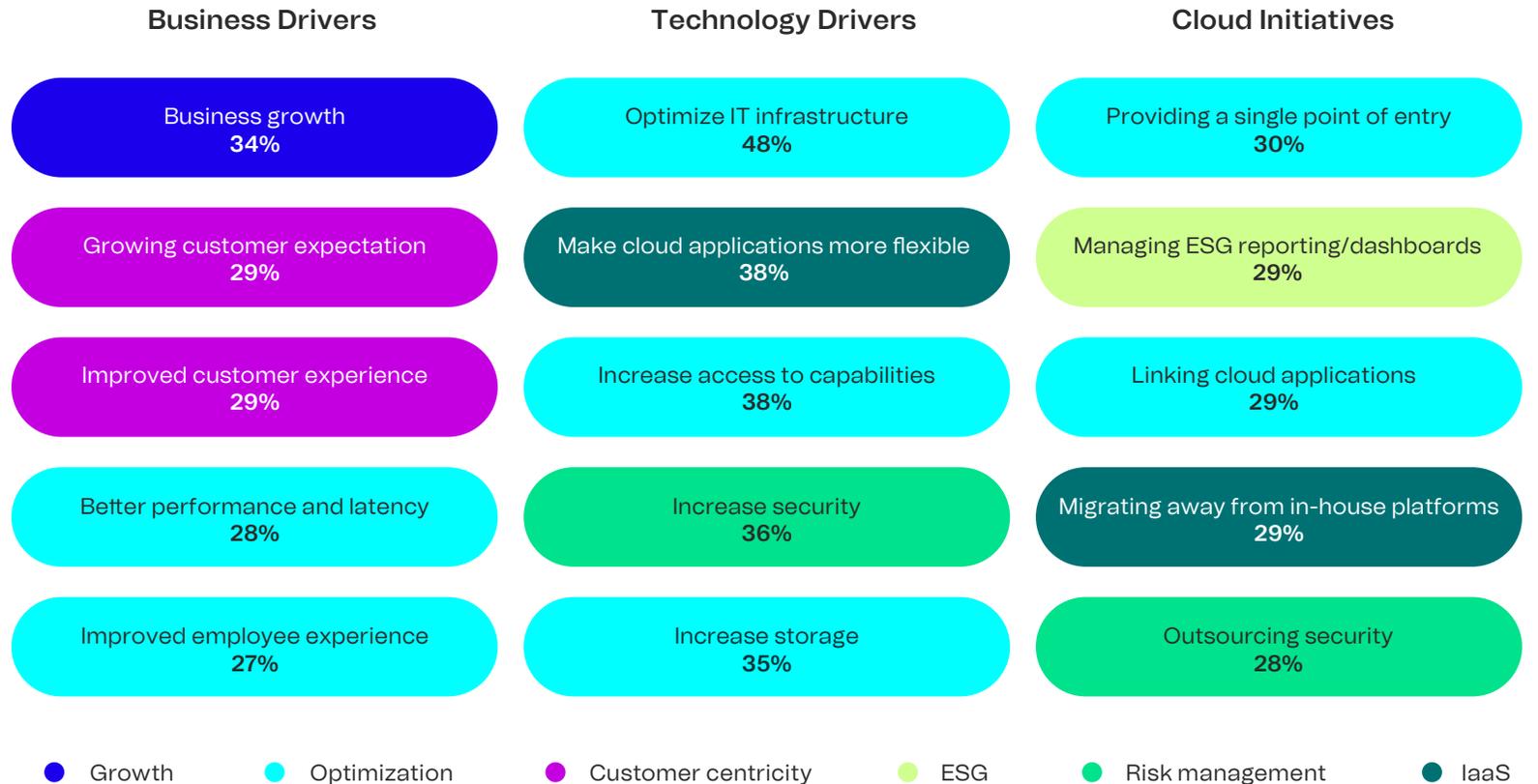


Figure 14: Top five business drivers, technology drivers and cloud initiatives

# Calls to action

To ensure alignment and success, it's important for organizations to establish a clear strategic priority and identify specific goals that can be addressed through cloud technology.

In times of uncertainty and disruption, organizations need to quickly adapt to evolving business and customer demands and make informed decisions about how to allocate resources and prioritize initiatives. When IT and business leaders align on priorities and communicate using common language about business outcomes, they can work harmoniously to become more agile, resilient and competitive.

## Gain a shared understanding of priorities.

IT aims to minimize cost, keep pace with technology advancements and support infrastructure, while the C-suite drives business growth and equips their workforce. Encourage fusion teams, which are groups of employees working to advance the business, to create a shared set of priorities, challenges and goals between IT and the C-suite.

## Challenge habits, culture and unwritten rules.

Disconnects are common in organizations and pose many obstacles to progress. Questioning the status quo can help reveal opportunities to accelerate change.

## Drive alignment and adoption through change management.

When IT and the business are misaligned, organizations often struggle to implement digital transformation effectively. Successful technology adoption and integration within the organization require effective change management.



# 04

Build a forward-looking talent strategy to position yourself for technological breakthroughs.



66

The technology itself isn't the endgame. The objective is for your employees to use that technology to maximize its business value.

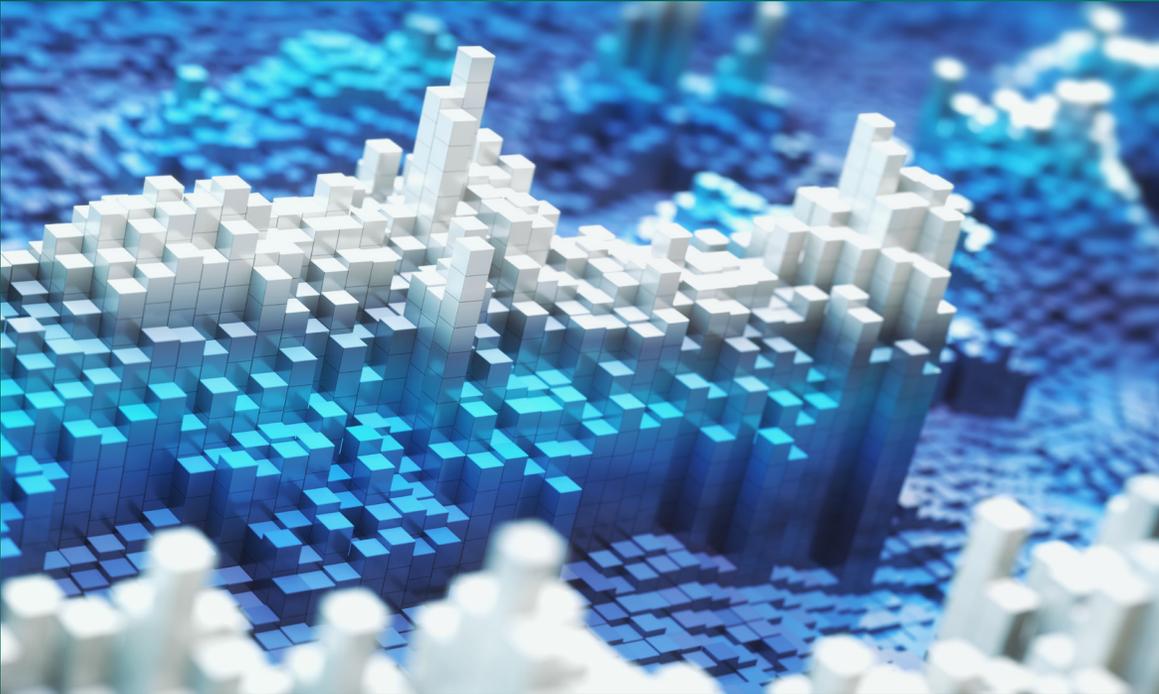
**Kristine Krueger**

Global Head

Organizational Change Management Solutions, Unisys

During a paradigm shift, teams must not only keep up with fast-evolving technology changes — but also adapt to entirely new roles, skills and ways of working. Emerging functions, like AI oversight, demand a mix of technological and business skills and critical thinking, signaling a new era of talent.

## Upskill and reskill talent to drive cloud success.



As technology moves at pace, the main challenges of building cloud talent is not finding new employees, it is making sure current employees are able to keep up with the latest developments.

The top challenges organizations face include keeping teams up to date on new skills and technology (40%), knowledge transfer of employees replacing talent, and technical skills changing over time (32% each).

Organizations must prioritize upskilling and reskilling their workforce. Incorporating learning into the flow of work can help ensure upskilling becomes a continuous activity rather than a one-time event. This may be particularly relevant for companies with lower revenue that may not have the resources to hire new talent at the same rate as higher-revenue organizations.

IT leaders worry about keeping up with the pace of change when it comes to technology and skills. C-suite executives are focused on knowledge transfer to new employees and keeping up with the market value of talent.

IT and the C-suite agree on several talent challenges but not on the severity.

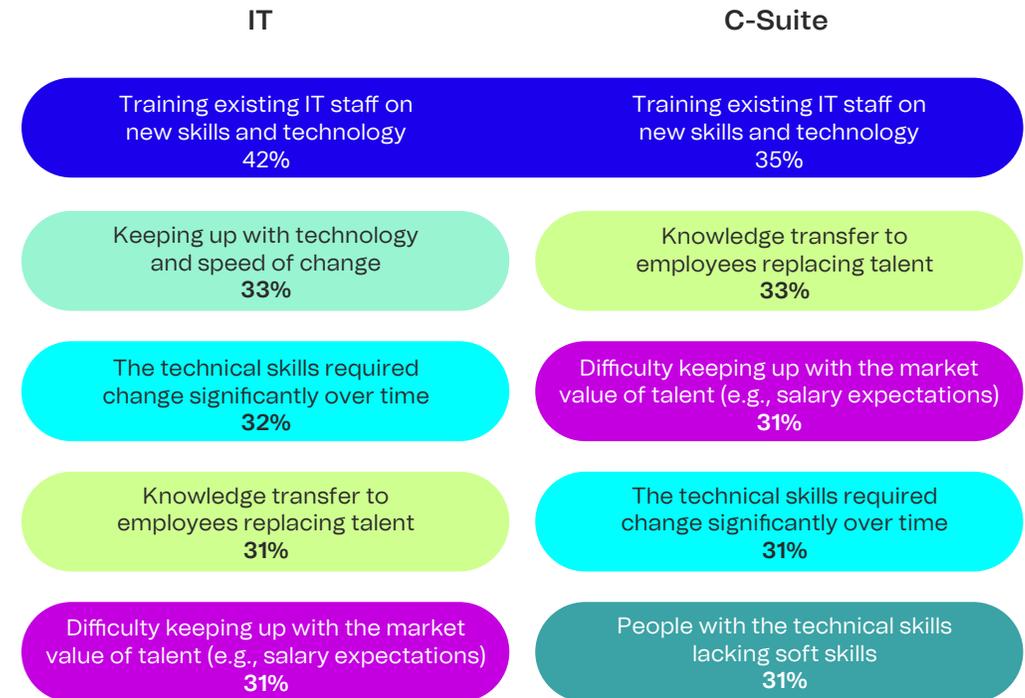


Figure 15: Cloud talent challenges

## Organizations also are finding that there is a skills gap when it comes to non-technical abilities.

Communication and personal skills are difficult to hire (34%), as is knowledge of both technology and business strategy (32%). These needs become more important as organizations move through their cloud adoption journey. While technical knowledge is more important during the planning stages, communication and business understanding rise in importance as an organization grows in cloud maturity (Figure 16).

Talent readiness and shortages are also a central issue when it comes to AI. Organizations without highly skilled AI and data science teams and those unable to keep their team's training up to date must rely on partnerships and pre-built models. For this reason, organizations not focusing on training current employees will likely fall behind fast.

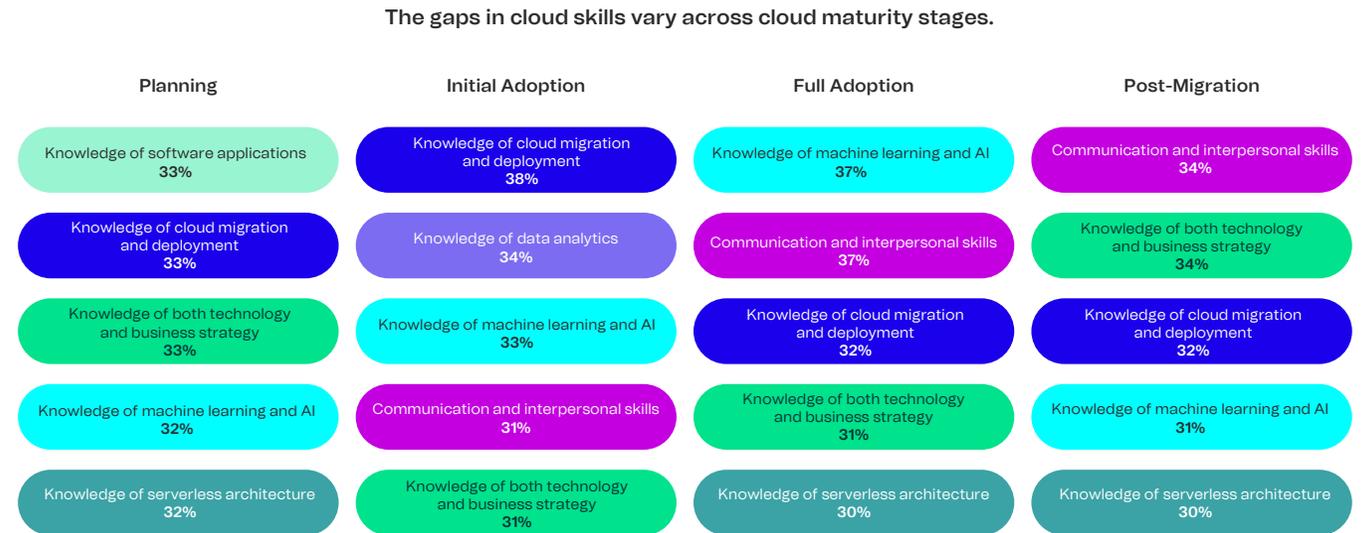
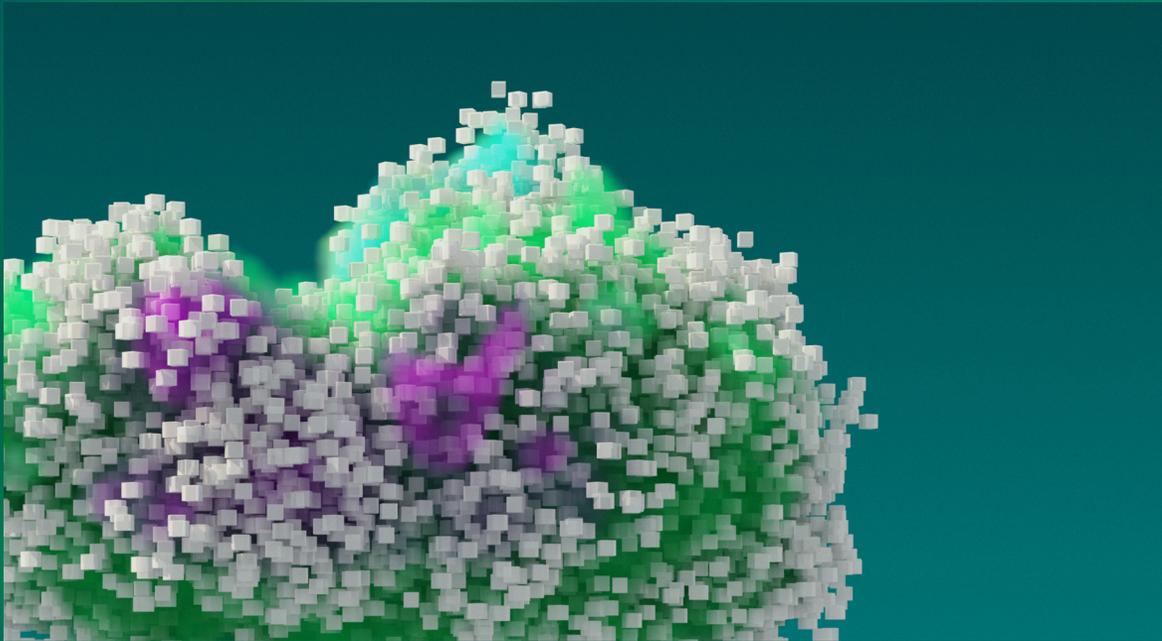


Figure 16: Cloud skills needed



## Unlock a cloud-driven operating model to drive agility.

During the initial stages of cloud and technology adoption, organizations tend to prioritize technical enablement over the integration and interaction of people with the technology. However, our study reveals that cloud-mature enterprises are more likely to face challenges when it comes to their operating models than those in the early stages of maturity. This often emerges in the later stages of maturity because, in the earlier stages, IT focuses on building the fundamentals of their cloud environment.

As organizations scale the cloud footprint and mature their environments, their legacy operating model may no longer be effective in delivering on business objectives.

# Calls to action

Organizations are learning the hard way that cloud and digital transformation success depends on employees' ability to adapt to technology.

As always, the implementation of technology is only as effective as the people behind it. The reskilling and upskilling of teams for both technical and softer skills, like communication and strategic thinking, are needed to implement ambitious digital agendas.

## Identify adjacent skills to develop.

Implement learning into the flow of work and enable your workforce to attain new skills and knowledge as part of their regular working day. Leaders must prioritize building an environment that encourages and supports continuous growth and learning.

## Train for technology skills and soft skills.

The best technologists will be the ones who have both technology and soft skills. Organizations need workers whose soft skills match their knowledge of tech.

## Rethink your operating models.

Moving at the speed of business means acting quickly and executing like a digital-native team. Before disrupting your operating model, consider if it enables your goals and if you can create a culture that can flex and change. If you are going to do it, consider what it entails and commit to it.

## Enable digital cloud communities.

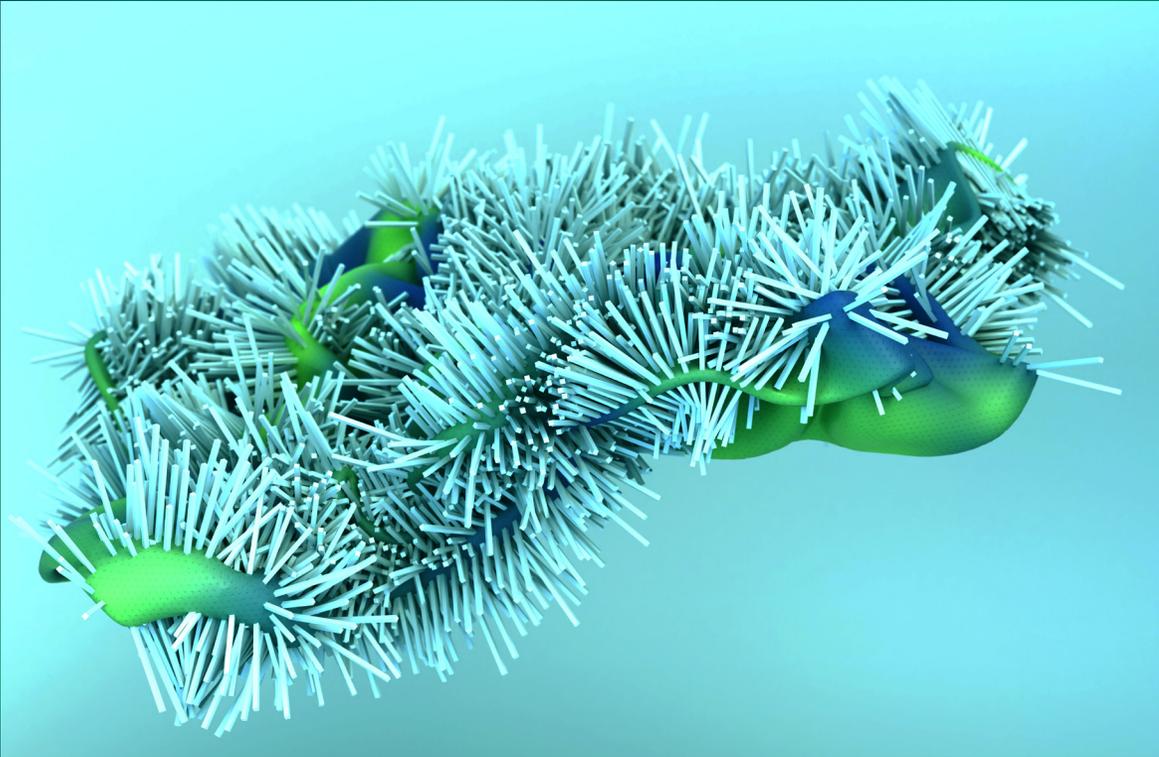
Expertise is best when shared. Online communities that span beyond your enterprise and extend to trusted clients and partners can help ecosystem members to learn, implement, execute and deliver.





05

Evolve to a more resilient cybersecurity model to face escalating threats and risks.



## Breaches are inevitable. Step up your resilience efforts to ensure survival.

**Stijn Van Impe**  
Solutions Director of Cybersecurity, Unisys

As enterprises expand their digital footprint across different locations and teams — and tap into new digital capabilities — the attack surface broadens. At the same time, bad actors are getting faster and more sophisticated, leveraging AI and machine learning. The sheer volume and velocity of threats is growing, and no organization is immune.

Our study shows that respondents agree breaches are an inevitable reality for all enterprises. Yet the approaches to tackling threats have room to evolve.



## Breaches are an inevitable reality, yet most organizations prioritize response over prevention.

Our study reveals that **83%** of organizations are aware of security risks and more than **78%** believe that a breach will likely occur. The complexity of today's environment puts every company on the path to a breach.

While these factors suggest breaches are unavoidable, there are still steps that can be taken to mitigate the impact. When it comes to defending against a breach, more than **86%** of respondents believe that breach response takes priority over prevention. However, when it comes to their approaches, **58%** of organizations take a proactive approach to security weaknesses and threats before they occur, while more than two in five (**42%**) are reactive (**Figure 17**).

## Organizations also are finding that there is a skills gap when it comes to non-technical abilities.

Less than half (44%) say that cybersecurity is embedded in the products or solutions they use or that they have an integrated cybersecurity strategy (42%).

That means 58% of organizations do not have an integrated strategy. It is considered the responsibility of only specialists in many organizations, with just 42% saying their employees are trained in the appropriate cybersecurity skills.

Do you agree or disagree with the following statements regarding your organization's cybersecurity strategies?

● Agree (top 2)    ● Neutral / NA    ● Disagree (bottom 2)



Response to breaches takes priority over prevention.



A cybersecurity breach will likely occur in our organization.

Most organizations are aware of security risks — and proactive about threat prevention.

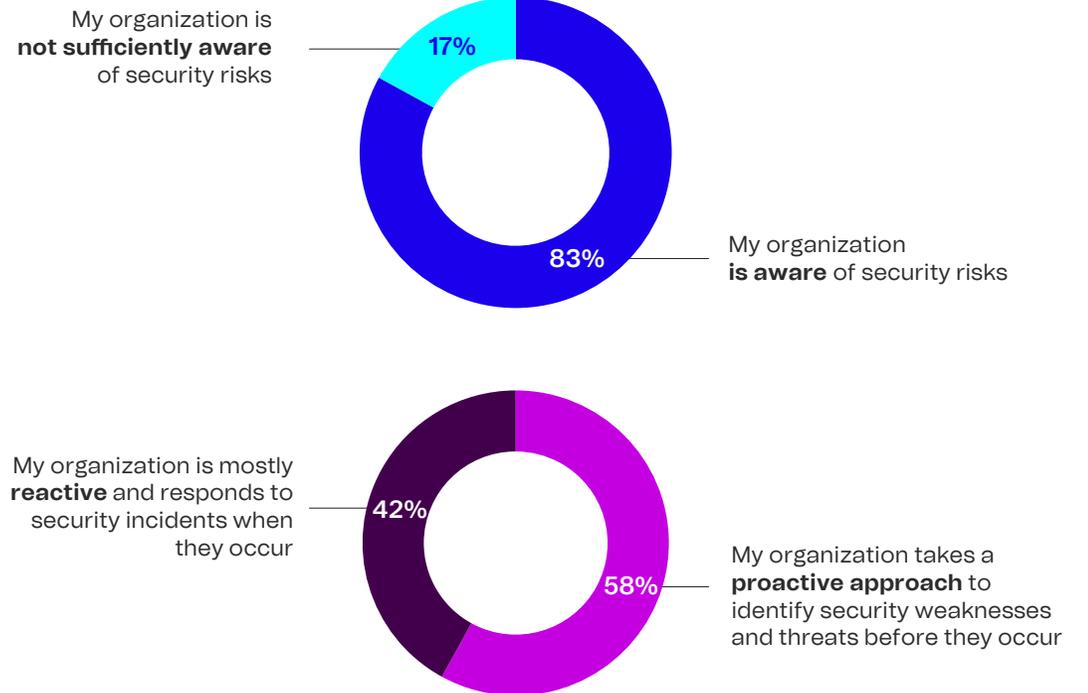


Figure 17: Cybersecurity risks and strategies





## Zero Trust helps unlock resilience, however, only 43% have adopted this security model.

Cybersecurity resilience refers to an organization's ability to prepare for, respond to and recover from cybersecurity incidents or disruptions. Zero Trust is a pivotal factor in building resilience and requires continuous authentication and authorization for all users, both inside and outside the organization's network.

While our research shows that organizations that adopt Zero Trust solutions are more confident in their understanding of security risks and can recover potential reputation loss in the event of a breach, it's concerning that only 43% of enterprises have adopted this model. It is also worth noting that C-suite are more confident than IT about zero-trust adoption (51% to 39%, respectively). Whereas IT is more likely to say they are moving to Zero Trust compared to the C-suite (50% to 40%) (Figures 18 and 19).

# Wider adoption of Zero Trust is crucial to align perspectives, enhance security and foster proactive risk management.

C-suite leaders are more confident than IT that they have adopted Zero Trust.

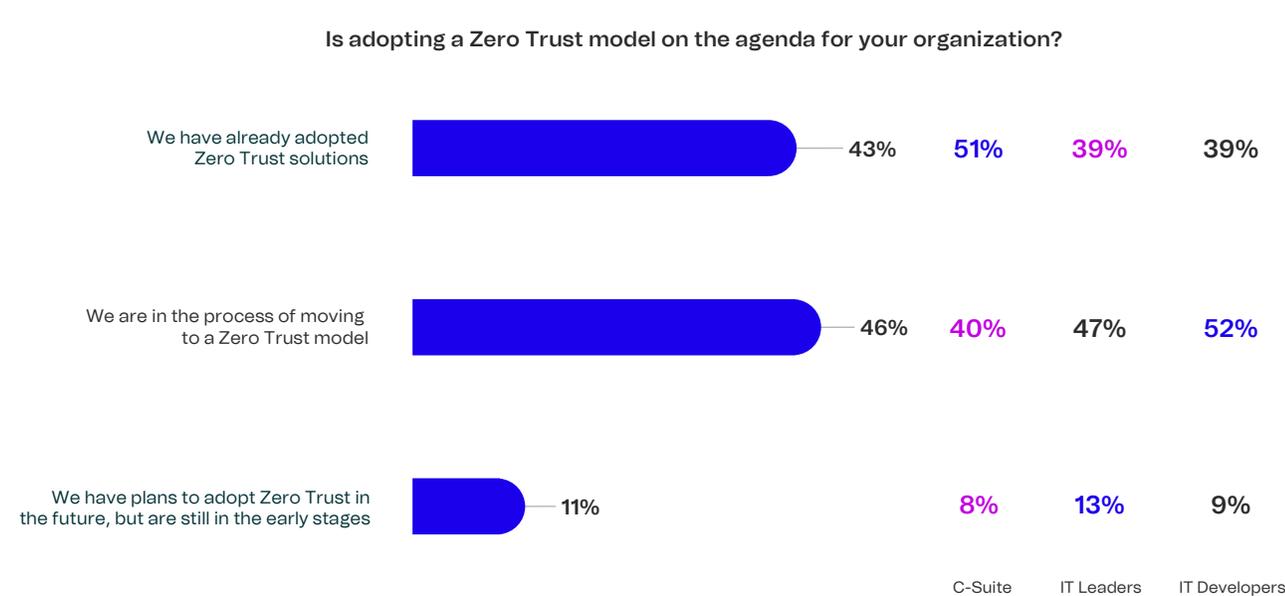


Figure 18: C-suite vs. IT Zero Trust adoption

Zero Trust model adopters are more confident in their understanding of security.

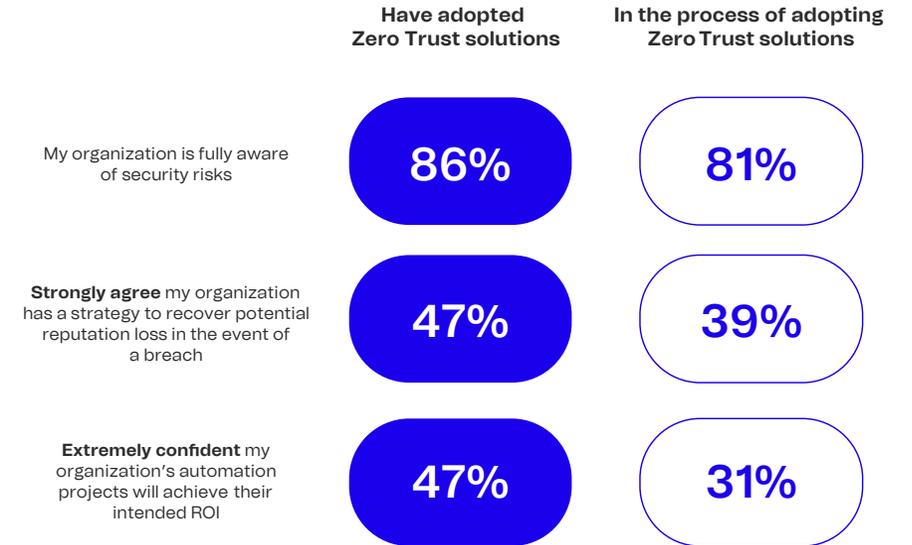


Figure 19: Zero Trust adoption



# Calls to action

**A strong security posture is critical for success in today's technology landscape.**

Organizations must take a comprehensive approach by designing security measures across all layers of the organization — not just their infrastructure — and reducing vulnerabilities across their digital footprint to minimize the threat surface. To achieve this, security must be approached as a team game with shared responsibility across your enterprise and outside ecosystem. Ultimately, your security posture is as strong as the weakest link in the ecosystem.

## **Build resilience — it's key because breaches are inevitable.**

There is a clear need for organizations to find a better balance between prevention of and response to security threats to build security resilience. Use the National Institute of Standards and Technology framework for attack prevention, response and recovery.

## **Integrate security into enterprise DNA.**

In the new digital age, security is a team effort that spans the transformation lifecycle, involves everyone and can serve as the impetus for legacy modernization and transformation projects.

## **Leverage AI and automation to maximize resources.**

As talent continues to be a challenge, leverage AI and automation capabilities to continuously learn from users, adapt to the enterprise and advise your security function on the best course of action.

## **Evolve your Zero Trust model and remember that the journey is ongoing.**

Make Zero Trust a collaborative effort between IT and the business, and define your current position and where to go next.



# Conclusion

We are speeding toward a world of business that is autonomous, intelligent and connected in ways that haven't yet been fully imagined.

Organizations that thrive will be those that embrace digital transformation to the fullest — both the ambition of new, exciting technologies and the power of strong cloud foundations.

However, the next wave of digital transformation requires a delicate balance between human and technological elements. As emerging technologies continue to reshape the way we live, work and interact, it is important not to lose sight of the human side of the equation. Organizations must not only embrace the benefits of digital tools, but also prioritize human connection, creativity and empathy.

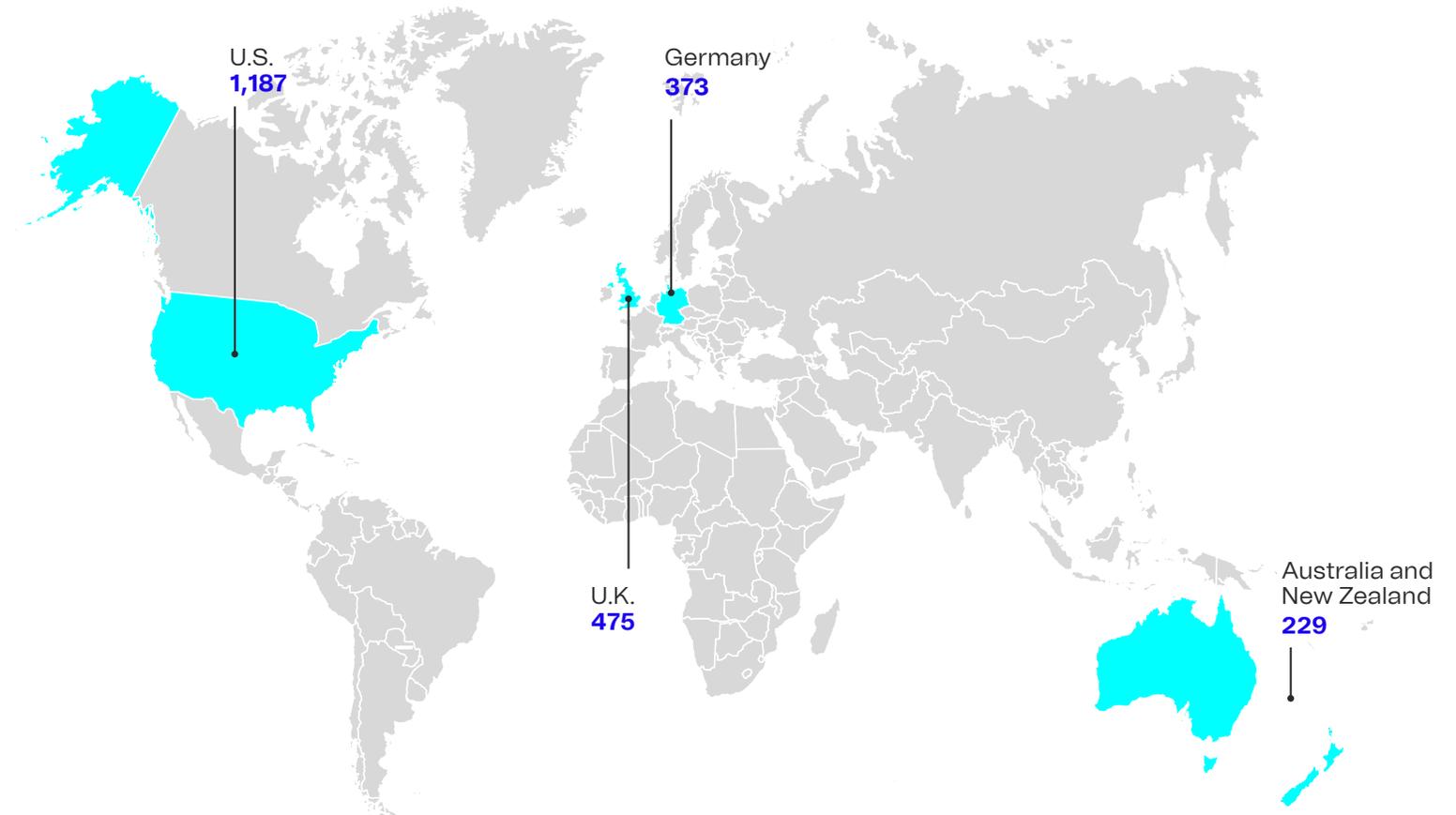
With the right structures, solutions and talent in place — including sound governance and a new union between tech and business leaders — any organization will be well suited to adapt to them. The opportunities that come with these radical changes are emerging just as fast. Is your organization ready to seize them?



# About the study

To better understand organizations' progress with digital transformation across technologies, Unisys surveyed 2,264 business and technology leaders in the United States, United Kingdom, Germany, Australia and New Zealand.

The sample includes 70% IT decision-makers and developers and 30% C-suite executives. All work for companies with at least \$500 million in revenue (\$250M+ in Australia and New Zealand) and that use cloud applications for their work.



Total 2,264 respondents



# About Unisys

Unisys is a global technology solutions company that powers breakthroughs for the world's leading organizations. Our solutions — digital workplace, cloud applications and infrastructure, enterprise computing and business process — help our clients challenge the status quo and create new possibilities. To learn how we deliver breakthroughs for our clients, visit [unisys.com](https://www.unisys.com).

## About Cloud, Applications & Infrastructure Solutions

Transform your business with Cloud, Applications & Infrastructure Solutions from Unisys and redefine what's possible for your organization. A suite of services and solutions enable organizations to manage their cloud environments, applications and infrastructure efficiently and effectively. The suite includes a range of offerings, such as cloud migration, hybrid cloud management, application modernization and infrastructure optimization.

With Cloud, Applications & Infrastructure Solutions, organizations can leverage the latest cloud technologies and platforms to enhance business operations while also ensuring that data and applications are secure and compliant. The suite is designed to meet the needs of organizations across a range of industries, from small businesses to large enterprises, and is supported by Unisys' team of experienced consultants and engineers.



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# Glossary

**AI “aware” stage:** Organization is aware of AI but has not yet started using it/ Organization has a desire to start with AI and is testing prototypes.

**AI “mature” stage:** AI is pervasively used, and systemic implementation has started/AI is part of business DNA.

**AI “operational” stage:** AI is already in production.

**Cloud “full adoption” stage:** Majority of assets/solutions are on the cloud.

**Cloud “initial adoption” stage:** Migrating or developing applications to the cloud.

**Cloud maturity:** An organization’s level of proficiency in adopting and utilizing cloud computing services, ranging from initial adoption to fully integrated and optimized use of cloud technologies.

**Cloud “planning” stage:** Assessing digital estate, defining adoption plan and selecting providers/solutions.

**Cloud “post-migration” stage:** Optimization and management of cloud, building new services and solutions or expanding to new markets leveraging cloud.

**Data maturity:** Level of effectiveness and efficiency with which an organization manages, governs and leverages its data assets to generate business value.

**Digital transformation:** The process of using digital technologies to fundamentally change how businesses operate, interact with customers and deliver value to stakeholders. This includes rethinking business models, processes, applications and customer experiences to leverage the benefits of digital technologies.

**IaaS:** Infrastructure-as-a-Service.

**Zero Trust:** Zero Trust is a security model requiring all users, whether inside or outside an organization’s network, to be authenticated, authorized and continuously validated before being granted access to applications and data.





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