Digital Business Ambition for Midsize Enterprises: Transform or Optimize?

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Initiatives: Midsize Enterprise IT Leadership

Becoming a more digital enterprise starts with a clear scope of ambition. Is the enterprise leveraging digital to improve its current business model, or to create net new products, services and models? CIOs in midsize enterprises can use this research as guidance to set their digital ambition.

Overview

Key Findings

- A digital ambition declares how far an enterprise intends to leverage digital technologies and approaches to improve its results. The ambition is described in terms of tangible business outcomes from improving the enterprise's current business model/public mission (optimization) and perhaps going beyond it (transformation).

- Digital business optimization is the part of the digital journey that improves the enterprise's current business model or public mission. Examples include using digital technologies to enhance customer experience and improve productivity while maintaining the same business model.

- Digital business transformation is the part of the digital journey that pushes the enterprise beyond the current business model or public mission, as a whole or in specific business units. Examples include new digital products/services and platform- and subscription-based business models.

Recommendations

Midsize enterprise CIOs responsible for digital business transformation and the digital journey should:
Introduction

Becoming a more digital midsize enterprise (MSE) starts with a clear focus on the digital journey’s scope and ambition. With an agreed direction, organizations can align efforts and avoid having a collection of unconnected digital initiatives serving individual needs. Is the enterprise seeking to leverage digital technologies just to improve its existing business model, or does it have the ambition and risk appetite to go further to create net new products, services and business models? It’s a difficult question to answer, but one that executive and digital leaders must answer as early as possible and revisit frequently (for example, quarterly) as market conditions change.

To what extent should the digital business journey aim to optimize the existing business model versus introduce new business models and revenue sources?

It starts by looking outside the enterprise. For an industry that is facing major structural disruption, no amount of “polishing today’s business model” will suffice to save a business. Think of the retail store decimation in the wake of the digital giants. They need to transform their value proposition and business model. Using digital technologies and approaches to add net new products, services and business models is called digital business transformation.

- Determine the enterprise’s digital ambition mix by identifying the business outcomes most important in the digital business optimization and transformation areas. Midsize organizations need to be realistic and especially diligent in assessing the investments and resources needed due to their constrained resources.
- Choose the enterprise’s digital journey by considering the timing of structural disruption in the industry and the organization’s competitive stance. Use the triple inflection point to determine how long their strategy will remain valid and decide when to increase the transformation efforts.
- Drive agreement from the executive leadership team on the enterprise’s digital ambition to align the collective executive team and balance the digital journey. Some leaders (e.g., CEOs) want to capitalize on transformation opportunities arising in their industry, while others (e.g., business function leads) often want optimization-heavy outcomes to improve the current approaches. A good digital ambition gives each leader a “home” for their goals.
But for many midsize organizations, the industry shifts are not so apparent. In these cases, the desired outcomes of a digital journey center on creating a better, more “modern” version of themselves, not on transforming their entire business. For example, digital technologies can be used to add new digital channels, while still selling the same products, and to improve customer experiences, operations, asset utilization and sales effectiveness. Using digital technologies and approaches to improve the many parts of an enterprise’s existing business model is called digital business optimization.

Figure 1 illustrates how an enterprise’s digital ambition is a mix of optimization and transformation supported by a digital technology foundation, the enabler for digital business. MSEs often need to add digital technology enablement efforts, such as deploying a data and analytics or a customer engagement platform. Most enterprises will need to evolve their technology landscape to support their desired mix of digital ambition.

Figure 1. Digital Ambition

![Digital Ambition Diagram]

Source: Gartner
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Analysis

This research has been adapted from “Digital Business Ambition: Transform or Optimize?”
Determine Your Enterprise's Digital Ambition Mix

Is the mix between digital business optimization and transformation in your enterprise 90%-10%, 70%-30% or 50%-50%? The answer to this question fundamentally changes the scope of work, technology investment and roadmap in becoming a more digital business. It also sets the tone for the expertise level and organizational change required.

Be Realistic and Clear About Optimization Versus Transformation

The transformational aspects of digital business receive the most attention, hype and confusion, especially when thinking about growing the business. Everyone has heard about the plethora of fintechs, medtechs, edtechs and others that thrive in a world dominated by digital giants like Amazon, Google, Tencent and Alibaba. However, midsize organizations have to be particularly cautious when considering a transformation effort.

Limited financial resources put a disproportionate importance on the role cost plays in investment decisions in MSEs. Investing in new technologies, products and business models typically calls for long time cycles and significant resources and carries a bigger uncertainty on results. Most MSEs will see a greater focus on digital business optimization (see Figure 2), and that is OK. Digital business optimization provides significant nearer-term benefits and should be viewed with equal merit as digital business transformation.
Nevertheless, examples of MSEs truly transforming their business model exist, although rare, and may prove very valuable. In fact, MSEs have some characteristics that can be turned into advantages. Their size and inherent agility, together with the closeness to their customers, enables them to identify early changes in their market and quickly adapt as fast followers or even as first movers. ²

The key for MSEs when selecting the optimum mix of optimization and transformation is to be especially diligent in assessing the investments and resources needed as well as the expected returns, due to their higher financial vulnerability.

Digital Business Optimization
A major part of a midsize enterprise’s digital journey will often consist of improving/optimizing its current revenue streams, citizen/mission mandate, operations and customer experiences — without changing its main value propositions and core business models. This part of the digital journey is about creating a more digitally capable version of itself. It is not about disruption or launching new digital business models.

In the pursuit of digital business optimization, an enterprise will often seek a combination of these business outcomes:

- **Improve existing revenue streams.** For example, analytics and artificial intelligence (AI) can help better forecast demand/supply and optimize prices and promotions. Digital marketing and sales technologies and approaches increase customer spend, and customer service initiatives can improve retention. See Boost Revenue Through Digital Business Optimization for Midsize Enterprises for more detailed examples.

- **Improve productivity and reduce cost.** For example, automation can improve employee productivity, and so can a digital workplace. Internet of Things (IoT) technologies can improve asset productivity.

- **Improve customer experiences.** Digital channels often add both a self-serve and improved experience. The COVID-19 pandemic has accelerated this trend: 82% of MSE respondents to the 2021 Gartner CIO Survey expected to increase the use of digital channels to reach customers in 2021. But it’s not just about digital channels. For example, using automation to reduce the complexity and length of a process that your clients have to go through also improves the customer experience.

- **Improve asset utilization and yields.** The physical asset world benefits greatly from the convergence of operational technologies with newer IoT technology and advanced analytics. These efforts comprise much of what enterprises sometimes call Industrial Internet or Industry 4.0 programs. Financial assets also benefit from advanced analytics and AI to help better manage risk and seek higher yields from investments.

Digital business optimization efforts strive to generate nearer-term returns with less risk because the goal is to improve the existing business model — not to create a new one. Because of this, the core of most MSEs’ digital journeys is founded on digital business optimization. Successful optimization initiatives can create a source of funding as well as a foundation for future digital business transformation plays.
A more detailed perspective on the categories for pursuing digital business optimization is shown in Figure 3 and provided in Tool: 8 Approaches for Digital Business Optimization.

**Digital Business Optimization**

<table>
<thead>
<tr>
<th></th>
<th>Improve Existing Revenue</th>
<th>Reduce Costs</th>
<th>Reduce SG&amp;A</th>
<th>Improve Employee Productivity</th>
<th>Enhance Customer Experience</th>
<th>Optimize Inventory and Yield</th>
<th>Optimize Physical Assets</th>
<th>Optimize Financial Assets and Cash</th>
</tr>
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<tbody>
<tr>
<td>1</td>
<td>Improve Revenue</td>
<td>Improve Margin</td>
<td>Improve Workforce</td>
<td>Improve Customer Experience</td>
<td>Increase Asset Utilization</td>
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<td></td>
<td>e.g., analytics to optimize price and increase spend</td>
<td>e.g., automate to reduce costs</td>
<td>e.g., digital channels to optimize sales and marketing</td>
<td>e.g., AI and RPA to take on more volume without increase in headcount</td>
<td>e.g., digital channels and IoT to provide connected experiences</td>
<td>e.g., IoT to maximize uptime, life, yield and to reduce energy</td>
<td>e.g., analytics to better forecast and IoT to track inventory</td>
<td>e.g., analytics to better assess risk and raise yield</td>
</tr>
</tbody>
</table>

Source: Gartner

SG&A = selling, general and administrative, RPA = robotic process automation

Digital Business Transformation

Some MSEs, including those in industry segments ripe for disruption, have more aggressive digital ambitions. They feel that leveraging digital is not just about improving the current version of themselves. It's about seeking net new opportunities and even disrupting the status quo. They want to go beyond digital business optimization to create net new revenue streams from digital products/services and new business models.

We call this part of the journey digital business transformation. The business goals consist of creating net new revenue (or citizen value in the public sector) from a combination of these elements:
Launch net new digitally enabled products and services.

- **Digital products** — The IoT enables manufacturers of products to sell a brand-new class of their product (e.g., a connected lamp or a connected treadmill).

- **Digital services** — Once assets are connected, digital services (e.g., monitoring services) can also generate new revenue. Revenue-generating digital services aren’t just limited to physical assets. For example, a self-serve tool to monitor and control complex telecommunication costs can be sold as a new product to B2B customers.  

Pursue new digital business models. New business models that are made financially viable and technically possible by digital technologies and approaches include:

- **Metered, subscription or as-a-service models** such as “pay as you use” industrial equipment.  

- **Platform business models.** These models are favored by digital giants (e.g., Amazon Marketplace, Airbnb, Apple App Store). They also exist in many industries such as new finance and insurance models that leverage P2P approaches (e.g., Prosper, Lemonade, Friendsurance) and industrial marketplaces (e.g., railway marketplace StationOne). MSEs can benefit from their knowledge of the dynamics and players in their specific area of influence to build a platform business model (e.g., Plus Us building on its knowledge of the U.K. healthcare sector).

A more detailed perspective of the options for pursuing digital business transformation is highlighted in Figure 4. You can also reference Digital Revenue: What It Is and How to Pursue It for more detailed insight and examples.
Consider the Timing of Structural Disruption in Your Industry and Adjacent Industries

A key factor in determining the ambition ratio of optimization versus transformation is gauging the timing of the next major industry disruption. Moving too slowly and missing an industry shift risks irrelevance, erosion of profitable customers, revenue and margin. This weakens enterprises’ ability to invest in the needed transformation and, in extreme cases, triggers a downward spiral that is not recoverable (think of Blockbuster and how they went from owning 9,000 stores to practically disappearing in just a decade). Moving too quickly and getting ahead of customer adoption or when a technology is still very immature risks an expensive distraction, impacting profitability and tarnishing stakeholder expectations. Timing is everything.

Digital transformations come at the apex of an industry paradigm S-curve (see the music industry example in Figure 5). In the digital world, it’s often a technology that emerges to make possible a new product/service or business model. It grows until it becomes the dominant design in an industry. At its height, an even newer technology and (especially a different financial) model can appear, taking revenue from the old model and transforming the industry again.
In the music industry example, physical products (cassettes/CDs) sold in record stores dominated well into the 1990s. Then the advent of digital music and peer-to-peer sites such as Napster changed listeners' behaviors. In the mid-2000s, the download of digital products such as Apple's iTunes became the dominant habit. Then streaming music services and subscription-based business models such as Pandora and Spotify changed the industry again.

Figure 5. Technology-Driven Transformation in the Music Industry

Estimating the S-curve phase of a specific industry — and adjacent industries that could disrupt — helps inform the digital ambition mix:

- During a stable growth period, along the rising slope of the S-curve, a strategy weighted primarily toward optimization makes sense.
- When the industry approaches an S-curve apex, a much higher weighting of transformation strategy makes sense.
The cadence and scope of transformation will vary for every industry and region, depending on its nature, technology developments and increasingly the threat from nontraditional competitors such as digital giants. The music industry has undergone rapid transformations. So has retailing and physical movie theaters (sped up by COVID-19 lockdowns and quarantines). MSE leaders should not be too myopic. An optimization strategy can work for a long time, but even the most stable industry is liable to transform at some point and render the enterprise value proposition obsolete. Often by the time it’s obvious, it’s too late!

When Will an Industry Hit Its Inflection Point?

Executive leaders must account for three crucial variables — a triple inflection — that combine to determine the moment of industry transformation:

- **Technology** — Improving price/performance and capabilities are the fastest variables and main catalysts underpinning industry disruption. Leaders should not underestimate the nonlinear pace of technology change such as price, function and combinatorial impact across technologies. Previously, the domain of tech companies has been to wrestle with technology inflection points. Now, all companies must do so because the next generation of everyday products will include digital capability.

- **Culture (business and customers)** — Technology progress often tests our cultural and social boundaries, but rapid customer or business adoption can be extremely disruptive. For example, businesses or customers eschewing the electricity grid in favor of distributed generation (using solar and batteries) is becoming quite disruptive. Ditto for online ordering of consumer goods and pharmaceuticals. Ethical and privacy concerns add to the complexity of predicting consumer/citizen adoption rates. Leaders must make judgment calls about when cultural inflection points will happen; there are no simple demographics or mathematical calculations for it.

- **Regulation** — New regulations including tax changes can create or suppress new business opportunities. More often, regulation lags and holds back digital business innovation; however, the lack of regulatory certainty also can be an enabler. Market disruptors may even position new technology and business models in a way that circumvents existing regulation.
When the inflection points of these three variables align, industry transformation occurs rapidly. MSE leaders primarily pursuing optimization can use the triple inflection to determine how long their strategy will remain valid and decide when to increase their transformation efforts. Those that have a transformation initiative in mind can use the triple inflection to assess when is the right time to move; this is especially relevant as the financial impact of investing in new technologies is higher for midsize organizations, as discussed earlier. The Recommended by the Author section below provides links to documents that help with scenario planning and factors that potentially lead to industry inflection points.

Consider Your Competitive Stance to Choose Your Digital Journey

Once executive leaders and their enterprises understand when/if their industry will hit an inflection point, they are in a better position to choose a digital ambition. At a simplistic level, if their industry is about to tip, then the enterprise should pursue a higher-quotient transformation path. If it is not about to tip, then they can choose a digital business optimization path.

However, the industry dynamics are not the only determinant. The enterprise culture profile also influences the chosen path. More aggressive companies may select a bolder digital transformation path ahead of a potential inflection point because they want to be early adopters. Some even plan on being the disruptor that will nudge the rest of the industry to tip, adopting a more startup approach. But this is a rare move because of the investment required and the associated risks. Even after we saw an increase in the transformation focus due to the COVID-19 disruption, the 2021 Gartner CEO and Senior Business Executive Survey shows a bounce-back to scaling e-commerce and efficiency-focused digital initiatives.  

Combining the industry's inflection point with an enterprise's chosen competitive stance or culture results in the journey depicted in Figure 6. At a point in time (noted by the vertical line), a more aggressive company may be pursuing a transformation path well before the inflection point. A more conservative, average company may pursue an optimization path. Late-adopter companies may actually be pursuing neither of these paths. They may be implementing digital technologies such as using more cloud or adding more digital channels (for example, mobile), but the enterprise is not going any further to improve the business in the ways listed in Figure 1. We call this state digital technology enablement.
Often, a digital technology enablement path is not one that is deliberately chosen by the enterprise. It is a situation that can occur when IT wants to push digital technologies and concepts forward, but the rest of the organization does not have the same aspirations to use these to improve the business. What they end up with is a more digitally capable IT (think cloud, SaaS, mobile, application programming interfaces [APIs], digital channels), but not a digitally optimized or transformed business.

**Figure 6. Set Digital Journey in Relation to Inflection Point**

The Digital Business Roadmap: A Parallel Journey

Digital business leaders can take their enterprise sequentially from digital technology enablement, to digital business optimization, to digital business transformation. Yet, we have found this is usually not the chosen approach. Enterprises typically tend to pursue a combination of these paths in parallel across different business segments and functions (see Figure 7).
Figure 7. Planning Your Digital Journey

Planning Your Digital Journey

*Industry Vision Class*
Goals to rewrite the industry vision and force earlier inflection point

*Transformation Class*
Changing the business model is within planning horizon

*Optimization Class*
No change of business model within planning horizon

*Enablement Class*
Technology is leading effort, business is passive or nonsupportive

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**Industry-Vision-Class Journey**

A few enterprises carry no legacy business (or sell it off or discontinue it) to focus strictly on disrupting an industry with digital. They will not content themselves with letting inflection points just happen. They will try to tip the industry by pushing the limits of regulation, experimenting with emerging technology and aggressively pushing the “new thing” on consumers. Startups or ad hoc created startup-like business units of enterprises will opt for this type of highly transformative journey.

**Transformation-Class Journey**
These enterprises adopt emerging technologies and approaches rapidly to gain a competitive advantage. They will invest early in digital business transformation but without losing sight of the current business model. Transformation-class enterprises see digital transformation occurring within their planning horizon, meaning they dedicate significant funding and headcount to transformation in the midterm. They place the greatest strategic importance on investments to exploit the coming transformation and less importance on optimizing current business models. They give attention to digital technologies as an enablement foundation for their transformation and optimization goals.

**Optimization-Class Journey**

A majority of midsize organizations will fall in this category. These enterprises view industry inflection points as occurring beyond their planning horizon. Most of their funding and headcount will go into optimizing their core businesses. They believe digital business can super-charge their existing business model — even while they wait for the transformation stage. Most current efforts go into areas such as productivity improvements, better customer and employee experiences, increasing their existing sales and better using assets and inventory.

Although they focus on optimization, these enterprises might also have a modest effort in exploring and monitoring upcoming transformative and disruptive opportunities (represented by the thin blue line in Figure 6). For example, a small group may be experimenting with a new opportunity. They calculate that they will deal with transformation when it actually occurs in future planning horizons.

**Enablement-Class Journey**

CIOs and digital business leaders in these enterprises may not be able to win support for either a digital business optimization or transformation strategy. Instead, they can lay some of the groundwork by implementing technologies that enable digital such as cloud services, mobile computing or other conventional IT projects. This technology groundwork can then open the door to evolve faster to optimization- or transformation-class journeys once the whole enterprise understands the need to accelerate the digital journey.

**Drive Agreement From the Executive Leadership Team**

Executive and digital leaders must deliberately establish the enterprise’s digital ambition. Even if digital initiatives are already in place, it is key to build a common vision and journey. It sets the overall scope, helps prioritize investments and determines relative timing of efforts.
The enterprise's digital ambition can be defined by having the business executive leadership team (not the technology team) agree on what business outcomes are most important in digital business optimization and transformation. These priorities need to be complemented with a chosen roadmap style. In midsize organizations, which tend to be very operational, it can be hard to start the exercise with a theoretical discussion. In this case, start with the existing strategic planning goals and build a common vision of where digital can have the greater impact. As the organization's digital maturity grows, this effort may turn into a more strategic reflection and definition of the enterprise digital ambition.

In its simplest form, an enterprise's digital ambition could be visually represented as shown in Figure 8. Even with this basic ambition setting, the whole organization knows the goals for the digital journey. Figure 8 illustrates a digital journey that is centered on improving customer experience and reducing costs, complemented with a limited investment to create new digital products (note the blue outline boxes in Figure 8).

**Figure 8. Defining Your Digital Ambition**
Recommended Steps

- **Identify desired business outcomes for digital business optimization.** Select from the eight categories in Figure 3. A digital journey is better executed when there is a clear purpose. Choose a set of two to three outcomes with one focal point. For example, many B2C enterprises choose “enhance customer experience” as their focal point, whereas many industrials choose “optimize physical assets” as theirs.

- **Identify desired business outcomes for digital business transformation.** Select from the six categories in Figure 4. Prioritize initiatives based on customer (upcoming) demand and the competitive landscape. Plan on going where the customer is going (or will go). Each initiative is very demanding, so be careful not to spread enterprise focus and resources too thinly by pursuing too many endeavors.

- **As an alternative, start by listing your strategic planning goals.** If the two previous exercises prove difficult, identify the corresponding business outcomes for each goal, and identify which ones can benefit the most from digital initiatives. This can be useful when there is yet little knowledge of what digital business is or when the company focus is mainly on operations and current goals.

- **List your current digital initiatives under the business outcome categories to identify gaps.** In many enterprises, digital initiatives are already underway, even without an overall digital business strategy. Categorize these initiatives using Figures 3 and 4 to see if the identified digital ambition has any gaps (note that one initiative can support multiple categories of outcomes). For example, enterprises sometimes focus their digital journey too much on customer experience and too little on operational cost reduction (this can happen when a marketing leader is the only one focused on the digital journey in an organization). Or, sometimes an enterprise may have too much focus on digital business optimization when the industry is going through an inflection point and competitors’ new offerings are quickly changing customer habits and expectations.

- **List the main components of digital technology enablement to support both digital business optimization and transformation.** For example, enterprises often need to finish modernizing part of their core systems. They complement these core systems with customer experience, IoT, data and analytics platforms and technologies required to work in ecosystems (e.g., API technologies). All of this is supported by an integration capability. The ability to meet a digital ambition is only as good as the technology enablement foundation.
Choose the style of roadmap. Even early on in the digital journey, it is important to declare how to pursue the combination of digital business optimization, transformation and technology enablement. Selecting one of the journey styles in Figure 5 helps the planning teams as they plan the more detailed roadmap.

Drive agreement from the executive leadership team (and sometimes the board of directors) on the declared digital ambition. Often, a digital journey is led or sponsored by a subset of the leadership team (e.g., the CEO). However, it is critical that all executive leaders contribute to and agree on the digital ambition, or else the digital journey will be unbalanced. For example, the CEO might push digital business transformation, focusing on the future. However, COOs or CFOs usually prefer a heavier digital business optimization focus because they are interested in improving the current business. A balanced digital ambition should reflect both needs.

Evidence

1. 3 Dynamics That Drive Midsize Enterprises.

2. Nannyfy reorienta su negocio por el coronavirus y factura en marzo lo mismo que en todo 2019: ahora las canguros de esta startup española dan clases por videollamada y vigilan a tus hijos, Business Insider.

3. The 2021 Gartner Digital Business Acceleration Survey. The survey was conducted to learn about organization-specific digital business acceleration actions and link to results. The research was conducted online from 1 April through 2 May 2021 among 615 respondents from North America, EMEA and APAC. Respondents were screened for function, job category (directors and higher) and involvement in their enterprises’ digital Initiatives. The study was developed collaboratively by Gartner analysts and the Primary Research Team. Disclaimer: Results of this study do not represent global findings or the market as a whole but reflect sentiment of the respondents and companies surveyed.

4. Case Study: Business-Led RPA for Reduced User Effort (Washington State Employees Credit Union)

5. The 2021 Gartner CIO Survey. The survey was conducted online from 14 July 2020 through 14 August 2020 among Gartner Executive Programs members and other CIOs. The total sample is 1,877, with representation from all geographies and industry sectors (public and private), including 574 MSE respondents. The survey was developed collaboratively by a team of Gartner analysts and was reviewed, tested and administered by Gartner’s Research Data and Analytics team.
6. Inicio, EPI Toolbox.

7. Sigma Air Utility: Air as a Service, Kaeser Compressors.

8. The Rise and Fall of Blockbuster and How It’s Surviving With Just One Store Left, Business Insider.

9. The 2021 Gartner CEO and Senior Business Executive Survey. Gartner conducted this research from July through December 2020 to examine CEO and senior business executive views on current business issues as well as some areas of technology agenda impact. We qualified and surveyed 465 business leaders. The research was conducted via an online survey (390 respondents), and an additional 75 surveys were achieved via telephone interviews. This report focuses on the responses from the 168 MSE respondents. All MSE respondents were screened for active employment in organizations greater than $50 million and less than $1 billion in annual revenue. The survey was developed collaboratively by a team of Gartner analysts who examine technology-related strategic business change and was reviewed, tested and administered by Gartner’s Research Data and Analytics team.

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Recommended by the Author

Some documents may not be available as part of your current Gartner subscription

Digital Business Overview: Major Frameworks in One Report

Tool: 8 Approaches for Digital Business Optimization

Boost Revenue Through Digital Business Optimization for Midsize Enterprises

Digital Revenue: What It Is and How to Pursue It

Toolkit: Gartner Global Scenarios 2020: How to Accelerate Business Success in a Time of Worldwide Disruption

Hype Cycle for Midsize Enterprises, 2021

Don’t Make Predictions and Choices, Instead Create Options by Using Scenario Planning for Pandemic Recovery

Future Paths for Technology Leadership in the C-Suite: How CIOs Are Redefining Their Role for Digital Business
Position your IT organization for success. Explore these additional complimentary resources and tools for midsize enterprises:

**Roadmap**
Emerging Technology Roadmap for Midsize Enterprises
Benchmark your plans and make confident investment decisions.

**eBook**
3 Must-Haves in Your Midsize Enterprise Cybersecurity Incident Response Plan
Plan your midsize enterprise cybersecurity incident response.

**Research**
Three Critical Considerations to Achieve Strategic Midsize Enterprise IT
Align your midsize enterprise business and IT strategy.

**eBook**
2022 Leadership Vision for Midsize Enterprises
Prioritize your time and energy based on our data-driven research.

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