

An IDC InfoBrief

MAY 2021

The New Business Imperative for Asia/Pacific Organizations:

# Building Resilience Against Disruptions

*Digital Resiliency Through Cloud-based Document Management and Workflows*

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# Asia/Pacific Organizations Need to Be More Resilient Against Disruptions

**T**he COVID-19 crisis has demonstrated that resiliency is now a business imperative. IDC research shows that over **76%** of organizations were adversely impacted by the pandemic, with 2% having to completely shut down. To ensure business continuity and to future-proof their businesses, organizations across industries need to accelerate their digitalization efforts.

Digital technologies have proved to be vital in keeping organizations going in the midst of lockdowns and social distancing requirements. Automating document processing with documents stored in the cloud, for example, ensures operational continuity as the workforce turns to a remote/hybrid way of working. **Digital resiliency** is the new approach for organizations to not only survive but thrive in the next normal.

This IDC InfoBrief looks at the role of digital document management in helping organizations become more adaptable to disruptions and be more agile to ride on changed conditions. With specific focus on **IT, sales, human resource** (HR), and **legal** functions, we examine how processes can be transformed through digital document-based workflows, and provide guidance on how organizations should evolve existing workflows to be more digitally resilient.



## How Asia/Pacific organizations plan to ensure future business growth and resiliency



41%

Create new digital products and services



40%

Change or adapt existing business models into digital businesses



38%

Create a new digital business

Source: IDC COVID-19 Impact Survey November 2020



# Digital Resiliency Defined

**DIGITAL RESILIENCY** is the ability of an organization to rapidly adapt to business disruptions by leveraging digital capabilities to not only restore business operations but also capitalize on the changed conditions.

In a crisis or disruption, organizational activities shift in focus by phases:

- **Respond and restore**
- ■ **Expand and optimize**
- ■ **Accelerate and innovate**

Across six key dimensions:

- **Leadership and organization**
- **Operations**
- **Brand and reputation**
- **Customers and ecosystems**
- **Workforce**
- **Financial**

Each phase of the digital resiliency response leverages on these dimensions differently. As organizations shift through the three response phases, they move from shoring up defenses within dimensions in the early stage of a crisis, to building synergies across dimensions to gain competitive advantage.

## The Enterprise Digital Resiliency Framework



Source: IDC

# The Three Phases of Organizational Response to a Crisis

## ■ Respond and restore

- Workforce safety and security
- Systems disaster recovery
- Cash preservation

## ■ Expand and optimize

- Productivity and cost reduction
- Fast decision making
- Customer outreach
- Stabilize supply chains

## ■ Accelerate and innovate

- Learning organization
- New ecosystem and agile operations
- Business model reinvention
- Future crisis planning

## Six dimensions of resiliency



### Leadership and organization

Business and IT leadership work in tandem to leverage business and technology strengths and mitigate weaknesses across dimensions, understand the interdependencies, and pull them together for future success.



### Workforce

Optimize the employee experiences in times of extreme uncertainty. Covers employee engagement and productivity, retention and onboarding, skills and learning, and health and wellness.



### Customers and ecosystems

Engage customers, suppliers, and partners to develop, retain, renew, and optimize these relationships in times of crisis.



### Brand and reputation

An enterprise's response to crises is a measure of its leadership quality and organizational integrity. Trust in an enterprise's brand and its reputation is built slowly and organizations must continue to retain this trust in times of crisis.



### Financial

Includes outstanding liabilities and available financial resources for short-term survival during a crisis, but goes beyond that to encompass learning from the past to predict potential future financial risks to help the business and its ecosystem respond effectively to new threats and opportunities.



### Operations

Safeguard and maintain operational readiness through techniques such as business continuity planning (BCP) and disaster recovery. Also uses agile and adaptive planning techniques to build incremental and opportunistic responses to operational problems due to internal and external challenges.

# Leadership and Organizational Resiliency



The digitally resilient organization must be led and structured so it can bounce back and emerge even stronger in the face of adversity. This dimension depends on a sense of shared purpose and social responsibility, a commitment to education and leadership development, and a culture of agility, all supported by digital analytics providing insights across the organization.



## BUSINESS PRIORITIES



**Ability to sense and respond** to internal and external environment



**Clear shared purpose/mission** to enable employee self-direction



**Agility** where teams can quickly come together to solve problems and dissolve as needed



**Innovation** to quickly pivot to new opportunities

The later phases of crisis response require the support of a more connected organization, a stronger sense of purpose, and a culture that values innovation. Data, insights, and the collaborative and aggressive use of cloud-based environments are critical tools for truly innovative solutions.

The organization's innovation drive must extend beyond its own walls to include partnerships with ecosystem networks, suppliers, and customers to continue to be relevant in the changed environment.

## IDC PREDICTION

**By 2025, driven by volatile global conditions, 75% of business leaders will have leveraged digital platforms and ecosystem capabilities to adapt their value chains to new markets, industries, and ecosystems.<sup>1</sup>**

COVID-19 has put significant pressure on leaders to accelerate DX and reinvent themselves as traditional approaches no longer work. Leading organizations across APEJ are looking to drive value through platform ecosystems — defining their relevance through the strength of information flows and the number of connections across their customer and partner networks.



## Digitize paper-based processes to leverage digital platforms and ecosystem capabilities

37%

of APEJ organizations were already pursuing an open platform business model prior to the pandemic<sup>2</sup>

Where an organization's competitiveness is based on synergies with ecosystem partners built on digital connectivity, it must look at document exchanges internally between functions (e.g., sales, HR, legal, and procurement), and externally with ecosystem partners to achieve the speed and agility envisioned by an open platform.

Digitizing business-critical documents should be considered, as should **digitalizing the workflows** where these documents are **shared, processed and distributed**. These documents include non-disclosure agreements, employment contracts, service agreements, and financial transactional documents such as purchase orders and invoices.

Sources: <sup>1</sup>IDC FutureScape: Worldwide Digital Transformation 2021 — Asia/Pacific (Excluding Japan) Implications. <sup>2</sup>IDC 2019 APEJ DX Executive Sentiment Survey

# Workforce Resiliency

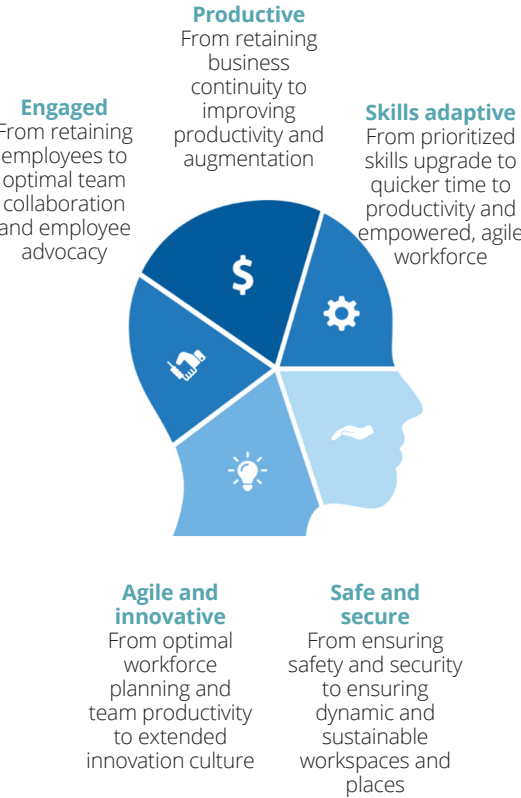


Building digital resiliency in the workforce must be a priority for all business and IT leaders, particularly when we consider rising unemployment, a widening digital skills gap, and the impact of multi-generational workforces. Traditional ways of managing, learning, and working are rapidly evolving in any case, and this is accelerated by a crisis.



## BUSINESS PRIORITIES

The digitally resilient organization has a workforce which, in times of crisis, remains:



## IDC PREDICTION

**By 2024, 40% of the Asia 1000 will have augmented human staff with “digital coworkers” (powered by AI, robotics, and intelligent process automation) to navigate and manage large ecosystems to perform complex cross-business interactions<sup>1</sup>.**

Digital augmentation through artificial intelligence (AI) and robotic process automation (RPA) are changing the way work gets done. These digital coworkers augment human counterparts by helping them do tasks that humans do not perform as quickly, or as well, or are repetitive and boring, while increasing accuracy and repeatability.

## Use AI to augment document processing workflows to improve workforce productivity

AI and robotics with capabilities, such as text-to-speech and natural language processing, work over digital documents to automate repetitive and error-prone document processing workflows to increase operational efficiencies, such as reduced errors, and shorter cycle times.

AI can also be used to augment the workforce by pre-populating document templates with suggested data, and/or performing error checks to increase workforce productivity.



Source: <sup>1</sup>IDC FutureScape: Worldwide Future of Work 2021 Predictions — Asia/Pacific (Excluding Japan) Implications

# Customers and Ecosystem Resiliency

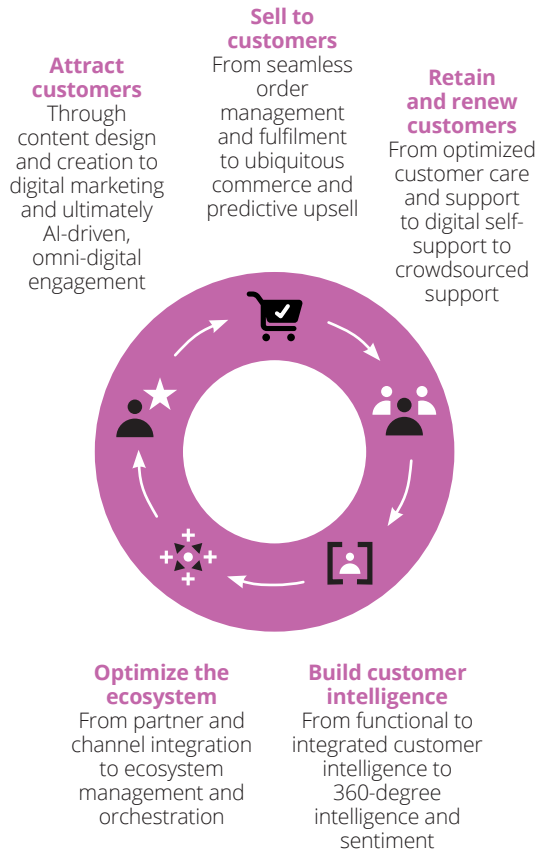


A digitally resilient organization is one that in times of crisis not only focuses on existing customers but continues to invest in attracting new ones. It extends this focus to its ecosystems to speed up recovery and/or pivot to new opportunities.



## BUSINESS PRIORITIES

In times of crisis, the digitally resilient organization is able to:



## IDC PREDICTION

**By 2024, 75% of APEJ tech buyers will have selected established partners that innovate faster and faster to keep up with the demands created by capricious consumers<sup>1</sup>.**

To ramp up digital in the next normal and when rapid adaptation and deployment of technologies are expected, organizations prioritize ecosystem partners with the relevant business/industry expertise and ability to reliably deliver high-quality, digitally-enabled capabilities.



## Digitalize commercial document workflows to support the accelerated pace and volume of transactions

Documents are part and parcel of the customer acquisition lifecycle. These include engagement content, product information, and transactional documents. As organizations shift to digital means to engage, sell to, and support customers, they must also think about digitalizing document management.

The ability to share transactional documents digitally is required for end-to-end document workflow and to facilitate configure/price/quote (CPQ) processes in a timely manner. This is important not only in terms of driving better customer experiences, but also in the choice of ecosystem partners, or participation in digitally-enabled ecosystems through commercial contracts, service and/or partnership agreements.

Source: <sup>1</sup>IDC FutureScape: Worldwide Future of Customer and Consumer 2021 Predictions — APEJ Implications



# Brand and Reputation Resiliency



One of the biggest single risks to a company's brand and reputation relates to how customer data is handled. A digitally-resilient organization must have advanced approaches for data privacy and security or put its reputation at risk.



During the pandemic, an increasing amount of business — both consumer and business to business — took place over digital channels, and it is critical that customers, partners, and suppliers have a high level of confidence in the organization's safeguards for privacy and security, as well as its business ethics.

## BUSINESS PRIORITIES

The digitally resilient organization engenders trust by focusing on its key components:



## IDC PREDICTION

**By 2023, collective risk management requirements between primary and third parties will be forcing 20% of third-party risk and security service providers to employ advanced analytic tools<sup>1</sup>.**

Multiple waves of IDC's 2020 COVID-19 Impact Survey reveal that close to **60%** of organizations indicated that their operating and business models need to be digitally enabled and extended to include new ecosystems. As a result of COVID-19, organizations had to rapidly onboard new suppliers or a high volume of third parties with access to critical or sensitive information because of travel restrictions.

## Embed legal compliance into document workflows to build trust in digital commercial exchanges

As they extend their ecosystems through remote means, organizations must continue to comply with signature laws such as Australia's Information Security Registered Assessors Program (IRAP), India's Aadhaar, US's E-SIGN Act, and EU's eIDAS. Compliance with these laws and other international e-signature legislations are required to ensure the signer's verifiability, perform audit trails of any alteration, enforce legally binding documents, and build trust in remote scenarios.



Source: <sup>1</sup>IDC FutureScape: Worldwide Future of Trust 2021 Predictions — Asia/Pacific excluding Japan (APEJ) Implications



# Financial Resiliency



Financial resiliency is a key part of any enterprise's response to business or systemic stress. Beyond financial reporting and forecasting, finance teams need to actively engage with business operations, and offer new financial solutions to operational problems. They also need to consider the broader ecosystem within which the firm operates and actively monitor and assess issues with their customers, partners, suppliers, and other stakeholders before they impact the enterprise.



## BUSINESS PRIORITIES

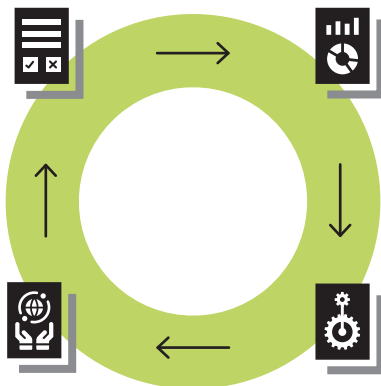
The digitally resilient organization understands the present and forward financial picture to support decision making, while leveraging digitally-enabled financial processes for:

### Reporting

Focus on the present by understanding financial resources and needs

### Analysis

Look to the future by identifying drivers and potential threats



### Business engagement

Respond to potential threats by active engagement and fact-based advisory

### Interpretation

Understand the performance of complex enterprise systems and processes

## IDC PREDICTION

**By 2022, 50% of Asia 2000 organizations will have accelerated the use of digital technologies, transforming existing business processes to drive customer engagement, employee productivity, and business resiliency<sup>1</sup>.**

The pandemic has challenged organizations' business and operating models, forcing a shift to a digital-first approach and spurring them to increase their focus on core process automation and transformation. These include financial and procurement processes where greater speed, visibility, and efficiency are required to better manage upstream supply chains, and respond to disruptions in established supply sources.



## Digitalize financial document workflows to increase financial agility and support decision making

Financial documents cut across all aspects of the organization in sourcing, procurement, payables, and receivables. Every financial document (e.g., purchase orders and invoices) represent transactional terms and details contributing to the organization's overall financial picture.

To be more agile, organizations must be able to easily archive, search for, and retrieve finance documents to support financial reporting and analysis, and proactively engage line-of-business (LOB) leaders in supporting decision making in changed market conditions.

Sources: <sup>1</sup>IDC FutureScape: Worldwide Digital Transformation 2021 — Asia/Pacific (Excluding Japan) Implications

# Operational Resiliency



Operational resiliency requires digitalized, often automated operations that can be readily transferred from one location to another as needed. It also requires that the people supporting those processes can work from anywhere. Digitally-enabled processes allow organizations to harness operational data and analytics to continuously adapt and optimize processes.



## BUSINESS PRIORITIES

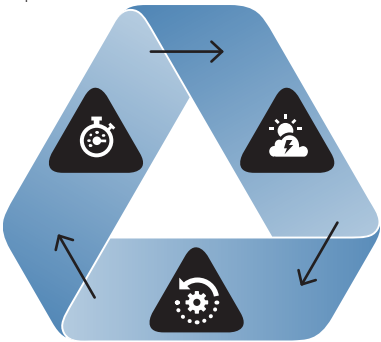
The digitally resilient organization understands the present operational context, anticipates potential threats, and can pivot to new approaches when required:

### Agile operations

The ability to respond faster to crisis/issues similar to those experienced in the past

### Resilient operations

The ability to function and thrive against major disruptions different from those experienced before



### Ops recovery

Return to pre-crisis operational performance levels in revenue and output

## IDC PREDICTION

**Digitally-enabled processes are key to operational resiliency<sup>1</sup>.**

47%

of Asia/Pacific organizations' top business priorities for 2021 are to optimize their business processes and workflows to improve productivity

46%

of organizations' top technology priorities are to modernize core business applications (e.g., HR, procurement, and finance)



## Use cloud-based document storage to support “work from anywhere” operations

Digitally-enabled processes must be supported by cloud-based digital document storage. Together with digital document workflows and the use of digital signatures in place of manual, paper-based processes, organizations gain the flexibility to be location agnostic in the choice of where work can be conducted.

Digital workflows must facilitate information completion, agreement negotiation and alteration, and track and coordinate multiple signatories regardless of their location and device used. But this must be done in a way that minimizes operational risk by tracking documents in real time, with full audit trails that automatically store certified digital copies of every signed document.

Source: IDC WW C-Suite Tech Survey 2021, Jan 2021



## SPOTLIGHT ON IT

With the increasing shift to digital as a result of the pandemic, IT plays a pivotal role in organizational agility as a strategic change enabler and in delivering a better customer and employee experience, while maximizing the value of technology investments.

According to IT professionals, their **top remote work concerns** in relation to business agility are:

1

**Manual processes causing delays**

(e.g., workarounds for legacy point solutions)

2

**Collaboration with internal and external teams**

(e.g., enabling cross-functional workflows)

3

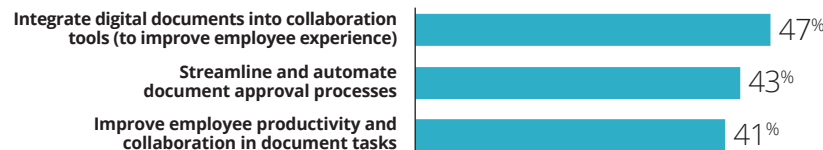
**Reduced productivity and teamwork due to manual processes**

For many organizations, legacy systems have introduced manual workarounds that are dragging on their agility to respond to changes, and delayed time to value for new software and processes. One of these is document-based workflows and cross-functional processes that are often dependent on back-office systems for information and verification (e.g., loan application).

To fulfill its role as a change enabler, IT needs to be able to quickly integrate digital documents into collaboration tools (e.g., Microsoft Teams and Office 365 that integrate with Adobe Document Cloud and Adobe Sign) and workflows (through enterprise grade APIs), while automating the most critical document tasks that support employees and customers.

# Digital Document Workflows and Automation Increase Organizational Agility and Improve Customer Experience

## Top document workflow priorities



## Top document workflow challenges



Source: IDC Future Enterprise Resiliency and Spending Survey 2021, Wave 3 – Apr 2021 (APJ N=512)

## CASE STUDY

### London-based TSB Bank gives retail and SMB customers access to an always-on banking experience during COVID-19



- Introduced customer self-service solutions with digital document workflows for new product application, change of personal details, and government loan application.
- Processed bounce back loan applications submitted through digital forms.
- Linked self-service forms (e.g., loan repayment holiday application) to TSB Smart Agent chatbot and redirected queries away from contact center.

#### Outcomes

- Launched government loan programs in 36 hours during COVID-19 — ahead of competitors.
- Created and released 21 digital self-service forms and processed 140,000 forms in 3 months, replacing 15,000 branch visits.
- Increased digital self-service rate by 9%.

*"[Digital documents and workflows] has allowed us to be agile in our response to the pandemic and the rapidly changing situation ahead of us."*

**Suresh Viswanathan**  
COO, TSB Bank



## SPOTLIGHT ON SALES

Obtaining signoffs for service contracts and agreements is part and parcel of the sales workflow. This has grown increasingly challenging in the face of restricted travels and remote working.

According to sales professionals, their **top remote work concerns** in relation to business agility are:

1

**Collaboration with internal teams and partners**  
(e.g., service agreements, order-to-cash processes)

2

**Difficulties in getting signoffs**  
(e.g., chasing signatures)

3

**Manual processes**  
(e.g., updating presentations, sales proposals)

Remote working has prolonged the time sales teams spend on searching for information to recreate customer-facing documents, and for order-to-cash processes. They also encounter delays in updating proposals or agreements, and in obtaining signatures.

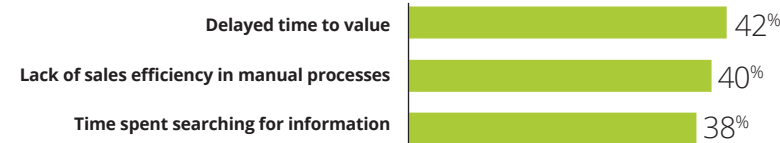
To maintain productivity, sales must improve document creation workflows, use shared documents for collaboration (e.g. Microsoft Dynamics and Salesforce CRM that integrate with Adobe Document Cloud and Adobe Sign), and streamline approval processes such that documents flow seamlessly in the sales cycle from proposal, signoff, to service delivery.

# Digital Service Agreements and Workflows Enable Sales to Focus on Selling to and Servicing Customers

## Top document workflow priorities



## Top document workflow challenges



Source: IDC Future Enterprise Resiliency and Spending Survey 2021, Wave 3 – Apr 2021 (APJ N=512)

## CASE STUDY

### Telco service provider StarHub uses paperless workflows to improve customer experience, sales efficiency, and faster service activation

- Added e-signature capabilities to all customer-facing agreements (retail and enterprises), enabling customers to sign from their smartphone with a few clicks.
- In-store retail customers are enabled with digital forms that they complete and sign electronically to finalize a service agreement.
- Enterprise agreements are automatically forwarded to each signer (at least four required), removing the need for couriers to deliver paper documents.

#### Outcomes

- Supports 1,250 digital agreements per month.
- Reduced enterprise agreement signing time from two days to an average of a few hours.
- Eliminated time and costs of delivering documents for wet signatures.



*"We can get customers signed up for services faster so they can start enjoying their mobile, broadband internet, or pay television services right away."*

**Kee Yaw Yee**  
Chief Information Officer  
Starhub





## SPOTLIGHT ON H R

With remote working now the new norm, supporting administrative tasks for remote employees, contractors, and staff has also become a critical function.

According to HR professionals, their **top remote work concerns** in relation to business agility are:

1

### Manual processes

(e.g., employee hiring to onboarding)

2

### Collaboration with internal teams, candidates, and hiring agencies

3

### Reduced productivity and teamwork (e.g., employee needs in the new normal)

Issues arising from functional silos become plainly obvious in a remote work setting. HR is burdened with essential hiring, onboarding, and administrative tasks, with precious time spent searching for and disseminating employment information across the organization, making an employment offer, and processing employee claims.

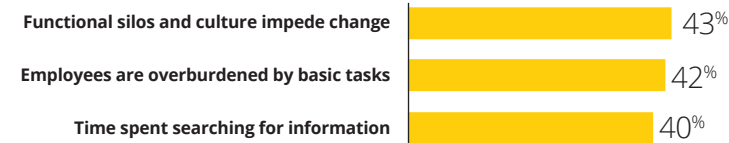
To enable HR staff to focus on strategic work, streamline workflows by integrating HR documents (e.g., employment agreement) into collaboration tools (e.g. Microsoft Sharepoint and Teams, Workday, SuccessFactor). This must be done in a way that facilitates information exchange while ensuring accuracy across multiple parties, and enhances the hybrid workplace by enabling employees to get work done from anywhere.

# Digital Documents Enable Frictionless Applications and Interviews in the Hiring Process

## Top document workflow priorities



## Top document workflow challenges



Source: IDC Future Enterprise Resiliency and Spending Survey 2021, Wave 3 – Apr 2021 (APJ N=512)

## CASE STUDY

### Contingent workforce provider CXC increased team collaboration and productivity through seamless employee contract process



- Converted to e-signatures and digital workflows for employment agreements, tax documents, and client contracts.
- Auto-populate employment contracts with contractor details such as pay rate, contract length, and notice period from integrated CRM.
- Established seamless contractor hiring process for employees across geographies in candidate vetting, contract offers and acceptance, and contract management.

#### Outcomes

- Up to 28 hours per month saved on document tasks.
- Increased accuracy and reduced error risks through automated form details population.
- Doubled contract hiring volume at the height of the pandemic.

*"From a compliance point of view, every detail in our [employment] contracts has to be correct. It's a critical part of the process in making sure that we secure the right contractors to meet our clients' needs."*

**Chris Thuell**  
Director, Risk and Compliance  
CXC



## SPOTLIGHT ON LEGAL

With people increasingly working remotely, the importance of digital documents in legal workflows has been heightened.

According to legal professionals, their **top remote work concerns** in relation to business agility are:

1

**Reduced productivity and teamwork**  
(e.g., track contract reviews/changes)

2

**Difficulties in signing off on approvals**  
(e.g., tracking signatures)

3

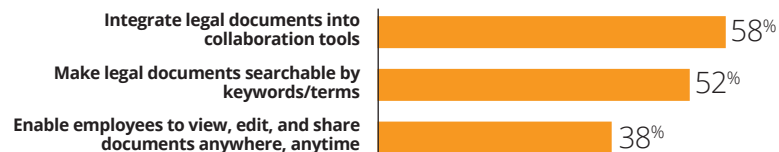
**Collaboration with internal teams, partners, and suppliers**  
(e.g., contract lifecycle activities)

Managing the lifecycle of a document and supporting the larger organization within a remote working setting has exposed gaps in cross-functional workflows. Legal staff are required to recreate documents for similar requests (e.g., non-disclosure agreements). At the same time, they need to control modifications to signed documents, such as contract renewals or service extensions, while ensuring legality and accuracy. All these must now be coordinated across multiple parties in remote locations.

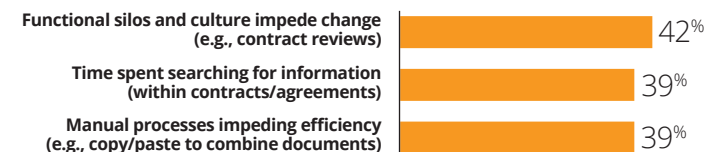
To improve speed and ensure accuracy, the legal function should integrate legal documents into collaboration tools (e.g., Microsoft Sharepoint and Teams, Office 365), enable self-service document tasks from anywhere, anytime, while making sure contracts can be easily retrieved and searchable based on its content.

# Self-service Legal Templates and Document Workflows Accelerate Contract Turnarounds

## Top document workflow priorities



## Top document workflow challenges



Source: IDC Future Enterprise Resiliency and Spending Survey 2021, Wave 3 – Apr 2021 (APJ N=512)

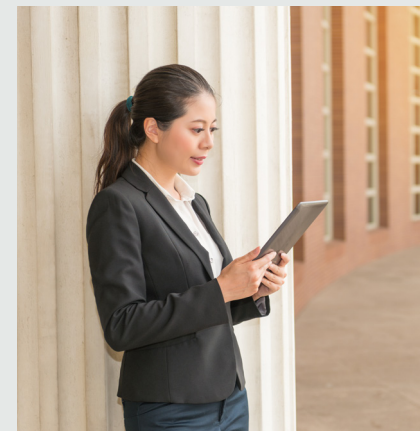
## CASE STUDY

### Adobe legal team digitalized document workflows through self-help legal templates to improve contract turnarounds

- Created hundreds of pre-approved legal templates that the legal team can send for e-signatures with just a few clicks.
- Signers are notified via email, allowing them to open, review, and sign documents from any device, anywhere.
- Consolidated self-service templates within contract lifecycle management system that can be retrieved, completed, and distributed without further need for legal approval.

#### Outcomes

- Contract turnaround accelerated from days to minutes with e-signatures.
- 73% in time reduction for procurement contracts.
- Empower teams to generate agreements faster with self-service workflows.



*"... we created digital workflows that balance security and precision with speed and accessibility. ... [this] allows us to spend more time focusing on providing value to our clients, rather than paperwork."*

**Andrew Savage**  
VP, Deputy General Counsel  
Digital Media Legal, Adobe

# Essential Guidance

## DIGITAL RESILIENCY

### Crisis response



#### Leadership and organization

Strengthen the organization's sense of shared purpose, social responsibility, and a commitment to a **culture of agility**.



#### Workforce

Ensure the workforce remains **safe, productive**, and **adaptable** even in times of disruptions.



#### Customers and ecosystems

Continue to **attract, sell to, retain** and **renew** customers through digitally-enabled engagements, transactions, and processes.



#### Brand and reputation

Engender trust by protecting **security**, enforcing **compliance**, and upholding stakeholder **privacy**.



#### Financial

Understand the **present and forward** situation through financial reporting, analysis, and maintaining business engagements.



#### Operations

**Automate** operational processes to be location agnostic and enable people supporting those processes to work from anywhere.

## DIGITAL DOCUMENT MANAGEMENT BEST PRACTICES

### How to use digital document workflows to support organizational resiliency



#### Digitalize manual workflows

- Standardize and digitize existing paper-based forms used to support business and/or operational processes.
- Set up reusable document templates to enable employee self-service.



#### Empower "work from anywhere" workforce

- Ensure documents and templates are accessible and can be worked on from any device.
- Store and archive documents in centralized cloud-based storage.



#### Speed up review, approval, and signoff

- Orchestrate signoff workflows across signatories with notifications and tracking.
- Perform an audit trail of steps taken during the signing process.



#### Comply with legal signatory regulations

- Ensure verifiability of document signers through an electronic know-your-customer (eKYC) method.
- Detect any change to affixed e-signatures.
- Ensure signer certificates are issued by a recognized certifying authority.



#### Integrate and automate document tasks

- Pre-populate document fields with data from integrated systems of record.
- Leverage AI and automation in document search and retrieval from archives based on content and meta-tags.

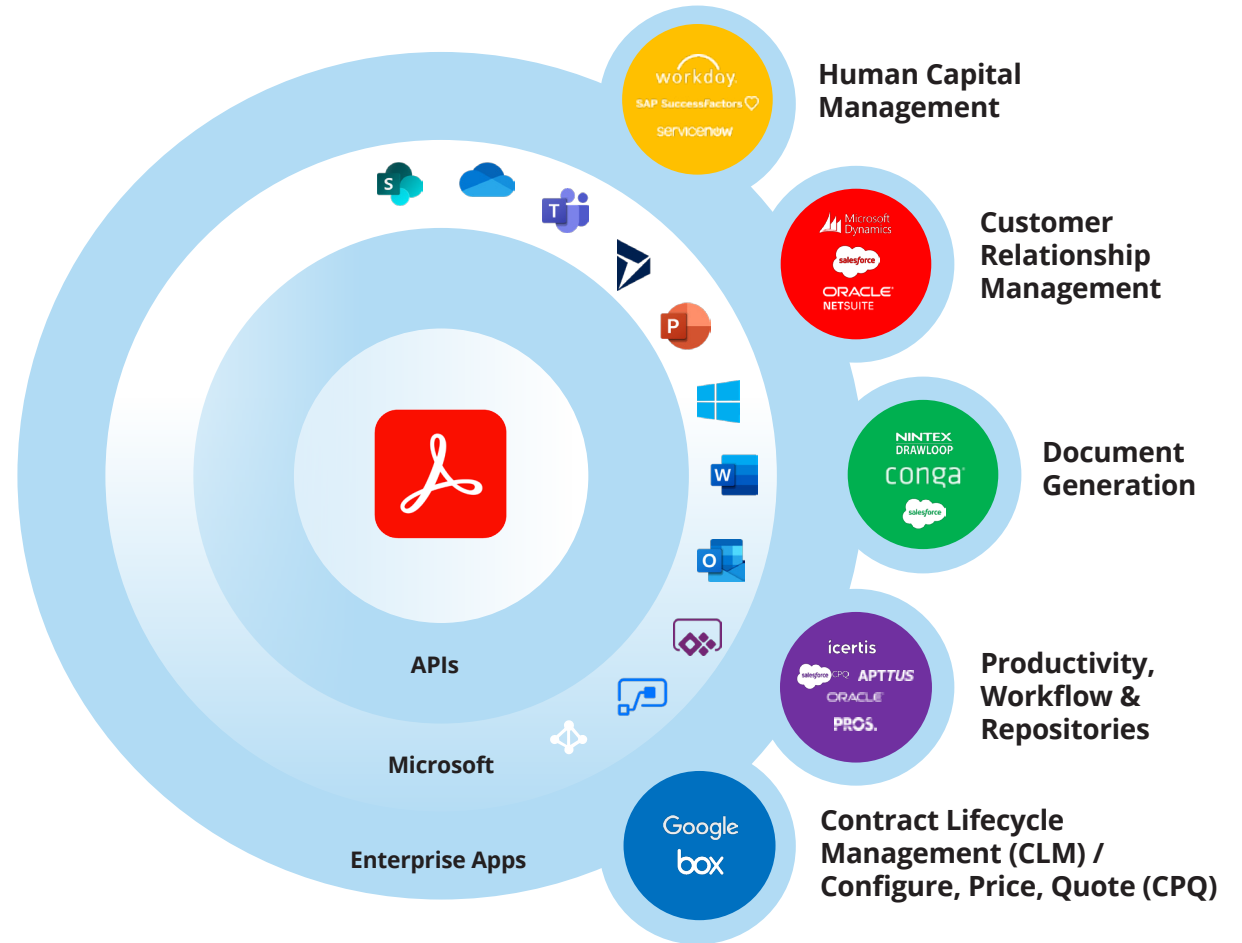
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