

4 Critical CSP Scenarios for the Future to Prepare for Uncertainty

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Initiatives: [CSP Digital Transformation and Innovation](#)

Emergent disruptive societal, technological, economical, environmental, political, and legal forces introduce uncertainty and unpredictability in CSP operations. CIOs can use these CSP scenarios to influence their company's vision, impact business decision making and implement feasible I&T strategy.

- Accelerating pace of digitalization in society
- Emerging digital ecosystems
- Commoditization of traditional services
- Intent to create differentiating and net new value beyond networking and connectivity
- Innovative technologies
- Disruptive competition

Considering these ongoing disruptions that have brought unpredictability and highly challenging operating conditions for the communications market, CSP executive leaders are being forced to evaluate their forward-looking strategy and identify how they will create value in the future in the communications market. They will expect their CIOs to provide the technology strategies and capabilities to help them with sustained growth, mitigate risks and optimize operations.

Gartner has analyzed market forces and client interactions, and identified the two most critical influencing factors (and their dimensions) that underpin the CSP scenarios for an uncertain future:

- **Value Context** — The value context factor is related to the conditions that influence the exploitation of market value by market participants.
 - Market Driving: Emergent, fertile markets, high-growth potential, exploratory, revolutionary, co-creative innovation.
 - Market Optimizing: Predictable, consolidated markets, protectionism and rigid conditions, cautious innovation.
- **Collaboration Posture** — The collaboration posture influencing factor is the degree to which the market participants behave in a proprietary way or in an open way.
 - Proprietary is a limited, locked-in and reserved approach to change.
 - Open includes diversity and open, collaborative and active exploration.

Using the interplay between those influencing factors, Gartner created four scenarios that represent various ways that the future may unfold (see Figure 1):

- Persistence
- Allegiance
- Divergence
- Insurgence

Figure 1. Gartner CSP Scenarios for the Future

The 4 Scenarios for CSPs' Future



Gartner

Source: Gartner

Scenario planning is an incredibly useful tool for navigating through uncertain times, as well as for planning more broadly for the future. Scenarios consider the unknowns — what cannot be predicted, but can only be imagined. They enable management to move away from “most probable” thinking to consider several realistic futures and their impact, whether no changes are made or a transformation is undertaken.

The downloadable PowerPoint describes each scenario in detail, including risks and opportunities, and explains how each scenario could be applied to the communications services industry.

Each of the four scenarios is weighted equally, and the intention of scenario planning is not to favor one over the other.

Scenario planning is an indispensable tool for CSP CIOs to equip themselves well for the future. This research will save CIOs time and give them unbiased insight into decision making.

Recommended by the Authors

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