

Gartner Research

Maverick* Research: Push Yourself to Think Beyond Conventional Wisdom

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Initiatives: [Technology Innovation](#)

Constrained thinking holds organizations back from embracing changes in the market. This set of Maverick* research will help executive leaders prepare for the future by incorporating edgy ideas into long-term strategy.

Overview

Opportunities and Challenges

- Conventional wisdom cannot take an organization far enough, because the future is unpredictable.
- Integrating disruptive, emerging trends into an organization's strategy, plans and roadmap isn't prioritized in enterprise planning processes.
- Gartner's Maverick* research represents cutting-edge, unconventional thinking. We invite you to study its fresh ideas and strategies as a break from the daily routine of work.

What You Need to Know

Executive leaders responsible for technological innovation use Gartner's Maverick* research because:

- Many of its ideas become mainstream thinking after a few years. Studying this research can prepare you for tomorrow's reality.
- Even Maverick* research that remains maverick can enrich your approach to problem solving by presenting you with options that transcend conventional thinking.

Insight From the Experts

Dear reader,

Gartner's Maverick* research exposes cutting-edge thinking to help executive leaders and practitioners gain a competitive advantage. It spurs you to think beyond "best practices" and consider game-changing moves for your organization. Each piece of Maverick* research accomplishes this by doing at least one of the following:

- **Taking a minority position:** Maverick* research may counter prevailing wisdom and invite you to consider alternative perspectives.
- **Introducing new topics:** Maverick* research may consider topics from new perspectives.
- **Looking to the future:** Maverick* research may explore long-term possibilities to help you prepare for change.

Maverick* research is not the fanciful musings of Gartner analysts. Although unconstrained by Gartner's standard research methodologies, the analysts who write Maverick* documents still follow a rigorous process that includes coaching and peer review. The best Maverick* documents lead you step-by-step to inescapable, but potentially uncomfortable, conclusions.

We hope that the present set of research spurs provocative thinking and discussion in pursuit of your goals.

Yours faithfully,



[Lizzy Foo Kune](#), Co-Lead Maverick* Program



[Frank Buytendijk](#), Co-Lead Maverick* Program



[Marty Resnick](#), Co-Lead Maverick* Program

Executive Overview

*Maverick Research

The Maverick research program is Gartner's incubator for unconventional, disruptive research and insights. Unconstrained by Gartner's typical process of consensus formation, analysts can take minority positions, introduce new topics, pioneer new research designs and explore longer time horizons. These lines of research help you get ahead of the mainstream and take advantage of trends and insights that could impact your organization's strategy (see Note 1).

Gartner's Maverick* research spurs executive leaders and their associates to think beyond the daily tasks that too often limit their vision of how their organizations could grow. The Maverick* path could potentially lead to long-term rewards for individuals and organizations. Our analysts have used this set of Maverick* research to explore customer relations, digital business, technology and workplace issues.

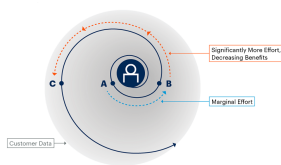
Research Highlights

Keep Your Eyes on the Customer

You're probably going about customer-centricity the wrong way. After spending 30 years investing in the pursuit of a "single view of the customer," organizations are struggling to show the value of these endeavors. Changing regulations and new data collection practices influence how companies will use customer data. Use our Maverick* research to plot a new course — otherwise, you risk alienating your customers and misinforming your business strategies.

Related Research

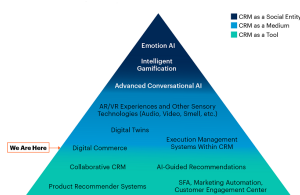
Our analysts produced the following documents exploring this topic.



Maverick* Research: Pursuing a 360-View of the Customer Will Kill Your Business by Lizzy Foo Kune and Benjamin Bloom:

Pursuing a 360-degree view of the customer doesn't adhere to data privacy regulations, relies on soon-to-be obsolete data collection methods and obliterates customer

trust. Instead, CMOs should prioritize data collection to focus on delivering value to customers.



Maverick* Research: CRM Will Evolve Into Customer Behavior Management (CBM) by Adnan Zijadic, Steve Blood, Sandy Shen and Noah Elkin:

Today's customer relationship management systems capture customers' data and interactions, but rarely influence their behavior significantly. Application leaders must prepare to use

systems that employ behavioral science to influence more deeply the behavior of customers and internal users.

Beware of Digital Threats to Your Business

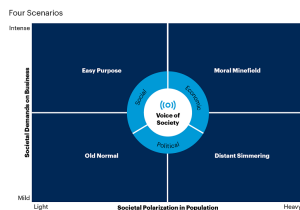
The digital world is now so familiar that we take many of its features for granted, but there will be shocking changes to the threat landscape. This Maverick* research provides scenarios designed to make you think and to leave you better prepared for whatever changes occur.

Related Research

Our analysts produced the following documents exploring this topic.

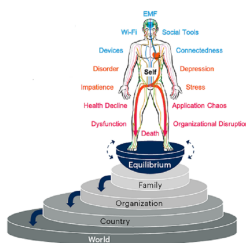


Maverick* Research: You Will Be Hacked, So Embrace the Breach by Michael Kelley, Katell Thielemann and David Gregory: Cybersecurity breaches are inevitable, but many security and risk management leaders still think they can prevent all hacks by throwing people and money at their defenses. Instead of striving so hard to prevent breaches, they should focus on resilience and embrace hacks as incidents to learn from.

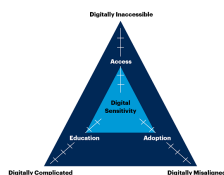


Maverick* Research: How Product Management Drives the Demise of Digital Giants in Three Acts by Barika Pace and Aapo Markkanen: Relentless polarization presents a severe crisis for the Ozymandian digital giants that hubristically hold up the world's digital economy. To escape the wrong side of history, product managers must stop putting the

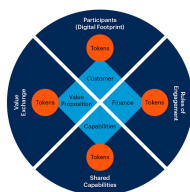
customer before society.



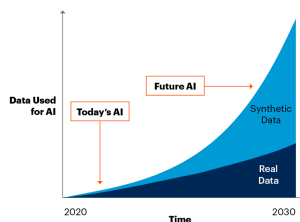
Maverick* Research: Layers and Players — a Remedy for Digital Dysfunction by Gavin Tay: Digital dysfunction undermines our productivity and our health. CIOs should use Gartner's Layers and Players model to identify and eradicate dysfunction that would otherwise go undetected. Detoxification policies can eliminate the adverse effects of digital use and prevent future damage.



Maverick* Research: Reckless Digital Acceleration Fails — Digital Sensitivity Differentiates by Mandi Bishop and Kimberly Harris-Ferrante: Digital acceleration in response to the pandemic was necessary, but reckless. Digital-first became digital-only, widening an existing digital divide with far-reaching consequences. Organizations' digital insensitivity leaves them vulnerable to competition for customers, partners and talent.



Maverick* Research: Nonfungible Tokens Enabling Hyper-Tokenization of Digital Humans by *Fabio Chesini, Dale Kutnick and Marty Resnick*: Hyper-tokenization capabilities enabled by public blockchains empower more “digital attraction” and a sense of belonging. Mainstream enterprises should develop a hyper-tokenization strategy to capture their customers’ digital requirements and to secure future revenue streams.



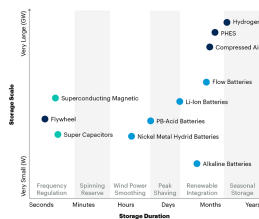
Maverick* Research: Forget About Your Real Data — Synthetic Data Is the Future of AI by *Leinar Ramos and Jitendra Subramanyam*: Synthetic data is often seen as a lower-quality substitute, useful only when real data is inconvenient to get, expensive or constrained by regulation. This misses the true potential of synthetic data. The fact is you won’t be able to build high-quality, high-value AI models without synthetic data.

Technology: Threat or Savior?

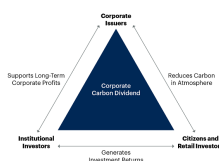
Will technology ruin the planet or save it? It depends on how you look at it. This Maverick* research lays out the case for the good and the bad to come. It also addresses other technological, societal and market-related issues.

Related Research

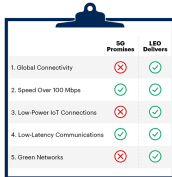
Our analysts produced the following documents exploring this topic.



Maverick* Research: Renewable Energy Storage — Geoengineer the Earth to Save the Planet by *Michael Warrilow, Dale Kutnick and Zarko Sumic*: Accelerating growth of renewable energy must be supplemented by clean storage with sufficient scale and duration. Achieving this will require a change in thinking and rebalancing societal attitudes toward conservation because geoengineering will be a necessary part of the solution.

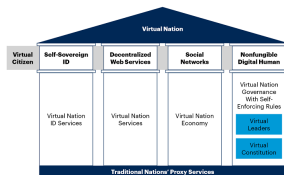


Maverick* Research: Carbon Dividends Balance Profit and Planet by *Rajesh Narayan*: Investors and executive leaders grapple with balancing priorities (returns and profits, respectively) with environmental needs — namely reducing greenhouse gases. The corporate carbon dividend solves this by enabling companies to help shareholders reinvest dividend payments into carbon markets.

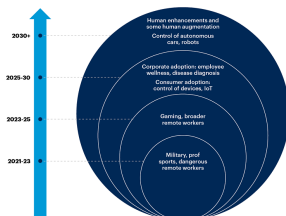


	5G Promises	LEO Delivers
1. Global Connectivity	❌	✅
2. Speed Over 100 Mbps	✅	✅
3. Low-Power IoT Connections	❌	✅
4. Low-Latency Communications	✅	✅
5. Green Networks	❌	✅

Maverick* Research: LEO Satellites Will Trigger the Revolution That 5G Has Failed to Deliver by *Bill Ray, Roger Williams, Alfonso Velosa and Marty Resnick*: 5G is failing to deliver on the promise of ubiquitous connectivity, while satellites in low Earth orbit are creating new options for global internet access. With lower prices and better service, LEO will undermine an array of 5G business models and network investments.



Maverick* Research: World Order 2.0: The Birth of Virtual Nations by *Anushree Verma and Fabio Chesini*: Social networks, digital services and the decentralized web are leading to virtual nations with self-enforcing rules to self-control their governance, coexisting with geographical states. Governments and CIOs should understand the challenges that virtual nations will bring to their organizations.



Maverick* Research: Brain Wearables Will Help Eradicate Industrial Disasters and Alleviate Chronic Conditions by *Sylvain Fabre and Annette Jump*: Two-way BMI introduces new threats as well as opportunities. Affordable BMI wearables are simple, yet they can provide a massive net societal impact and benefit, like a simple vaccination. Two-way BMI is not a futuristic, expensive or invasive solution for just a few — it's a simple gadget for many.

	Regular Art	Creative AI
History	History	Hyperpersonalization: What this art means to me?
Status	Status	Practical Use: Can I use this algorithm/ result in my next project?
	High	Low

Scarcity

Maverick* Research: AI Creativity Will Ruin Art — and That Would Be a Good Thing by *Ranadip Chandra*: There is a general belief that some AI techniques that are democratizing creativity, including generative adversarial networks, could compromise the quality of art and undermine creativity. This Maverick research asks if AI creativity might actually fix the vulnerabilities in the current art market.

Rethinking the Workplace

It's obvious that the shift to remote and hybrid working is changing worker expectations. What's less obvious is how to challenge commonly held beliefs about corporate social activism, the 40-hour working week and bias. This Maverick* research will help you improve your workplace and its culture.

Related Research

Our analysts produced the following documents exploring this topic.



Maverick* Research: Being a Corporate Social Activist Is Not Enough — Build a Whole Cohort by *Daniel Sanchez Reina, Rob O'Donohue and Gabriela Vogel*: In a highly demanding society committed to social causes, it is not enough for enterprises to publicly support them. To avoid potential fatal consequences, enterprises have to “walk the talk.” In other words, create a social cohort of activists in your enterprise and act like one.



Maverick* Research: Grow Your Business by Eliminating the Full-Time Working Week, While Maintaining Full Salary by *Lane Severson*: Dispelling the myth that the longer people work each week, the more productive they are will benefit your business more than hiring extra staff or buying new technology. A 25-hour working week with full salary could transform your business for the better by enabling peak employee performance.



Maverick* Research: Baked-In Bias in a Remote World: Flawed Technology and Remote Work Will Disrupt DEI by *Ariel Silbert, Shelly Thackston and Sarah Turkaly*: Technological bias (bias in product design and algorithms), human bias and work-from-home interact to create a vicious cycle of inequity, bias and negative experiences. Addressing the three issues in silos — as even advanced leaders do — dooms organizations to DEI failure.

Gartner Associates Supporting This Trend

Fabio Chesini

Gavin Tay

Sylvain Fabre

Note 1: Roots of the Word “Maverick”

Derived from the name of Texas rancher Samuel Maverick and his steadfast refusal to brand his cattle, the word “maverick” denotes someone who willfully takes an independent — and frequently disruptive or unorthodox — stand against prevailing modes of thought and action.

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Actionable, objective insight

Explore these complimentary resources and tools on enterprise architecture and technology innovation:

Tool



Gartner IT Score for Enterprise Architecture & Technology Innovation

Evaluate the maturity of your enterprise architecture and technology innovation function.

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Roadmap



2021-2023 Emerging Technology Roadmap

Benchmark your postpandemic emerging technology adoption plans across the organization.

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