

# The Essential CIO

Insights from the Global Chief Information Officer Study

*“The most value will come from being able to provide the right data to the right people in a secure way, and to deliver effective and stable operations.”*

**Birgitte Drewes**, CIO, Lægemiddelstyrelsen, Danish Medicines Agency

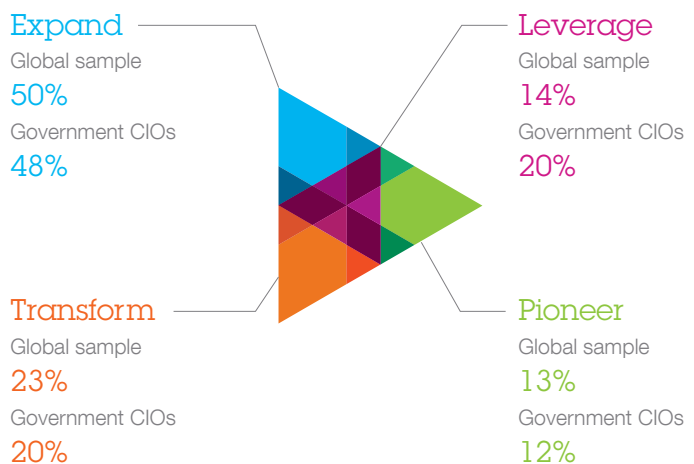
**Seventy-seven percent of Government CIOs report that business intelligence and analytics is their most important visionary plan. This aligns closely with the global sample, for which this was also the top answer (83 percent). In addition, 71 percent of Government CIOs are prioritizing the use of self-service portals in the next three to five years, substantially more than the global sample (57 percent).**

How are technology leaders helping their organizations adapt to the accelerating change and complexity that mark today’s competitive and economic landscape? To find out, we spoke in person with 3,018 CIOs in 71 countries, with 510 of those CIOs representing the Government industry.

CIOs everywhere spend at least part of their time on IT fundamentals. Our research identified four distinct “CIO Mandates,” based on how each organization views the role of IT. For the Government industry, the predominant mandate was the Expand mandate.

Figure 1

**The CIO Mandate** Effective CIOs know and deliver on a mandate that is defined by the predominant goals of the enterprise.





## Government insights

- ▶ **Tend strongly toward the Expand mandate.** Expand mandate CIOs are focused on cross-enterprise growth and continuously tune business processes and internal collaboration to gain tighter integration. Government CIOs will need to help re-engineer their organizations, making them fast, more flexible and better equipped to turn data into insights.
- ▶ **How will they benefit from global integration?** Government CIOs with an Expand mandate report that they are especially focused on partnering extensively (65 percent) versus doing everything in house (14 percent). Fifty-nine percent of this group plan to leverage global integration by deeply changing the mix of capabilities, knowledge and assets within the organization while 24 percent plan to maintain the current mix.
- ▶ **What are their top visionary plans?** Government CIOs as a whole have a much greater focus than the global sample on using self-service portals (71 percent versus 57 percent). Government CIOs agree closely with the global sample on other visionary plans deemed most important in the next three to five years, including mobility solutions (76 percent versus 74 percent for the global sample) and virtualization (72 percent versus 68 percent). Cloud computing rounds out the top four in the list of visionary plans for both public sector CIOs and the global sample.
- ▶ **Where are IT efforts focused?** To support their organizational strategies over the next five years, Government CIOs agree with the global sample, citing insight and intelligence, client intimacy and people skills as their top three focus areas. Following closely in priority are internal collaboration and communications, which receives slightly more emphasis than from the global sample (67 percent versus 64 percent). And compared to the global sample, Government CIOs prioritize industry model changes much more (46 percent versus 39 percent).
- ▶ **How will they manage data?** This group is somewhat aligned with the global sample in terms of how best to turn data into intelligence over the next five years. Their strongest emphasis is on master data management, data warehousing and visual dashboards, with a lesser focus on client analytics.
- ▶ **What will reduce legacy costs?** Government CIOs agree with the global sample's top three answers, with application portfolio rationalization viewed as the most important ways to cut legacy costs.

Whether an organization requires an emphasis on delivery of essential IT services or challenges the CIO to pioneer new opportunities, CIOs need to innovate. Ongoing technological shifts, the seemingly endless onslaught of data and the increasingly frenetic pace of change underscore the ever-more vital role of CIOs in every industry and region.

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May 2011  
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Note: Due to rounding, the percentage breakdown of CIOs by CIO Mandate may not equal 100 percent.

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