

The Essential CIO

Insights from the Global Chief Information Officer Study

"We plan to increase revenue and profitability by providing the right platform to measure and analyze data."

Jean-Daniel Renevey, Head of Information Services, APAC, Roche Diagnostics Asia Pacific Pte Ltd

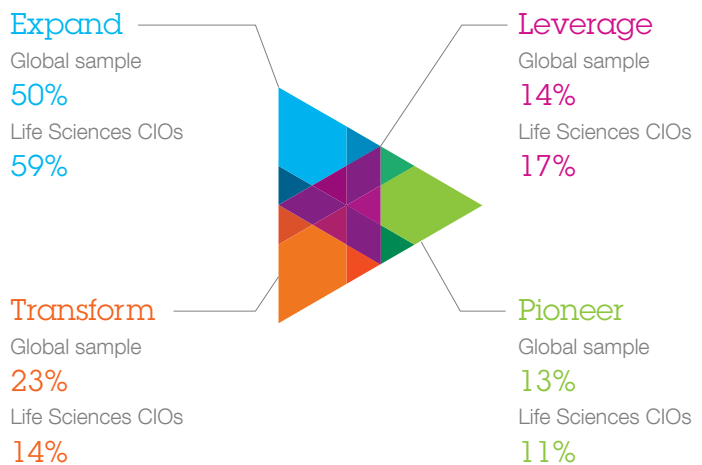
More than 80 percent of Life Sciences CIOs are highly focused on extracting value from data in the next three to five years. Even more than our global CIO sample, this industry's CIOs are prioritizing initiatives to turn insight into intelligence.

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 114 of those CIOs representing the Life Sciences 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 CIOs we spoke to in the Life Sciences 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.





Life Sciences insights

- ▶ **Tend heavily 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. Life Sciences CIOs with this mandate will need to help re-engineer their organizations, making them fast, more flexible and better equipped to turn data into insights.
- ▶ **How do they expect to compete?** This group has a greater focus than the global sample on two types of visionary plans in the next three to five years: business intelligence and analytics (87 percent and 83 percent, respectively) and mobility solutions (81 percent versus 74 percent for the global sample).
- ▶ **Where are IT efforts focused?** To support their organizational strategies over the next five years, 82 percent of Life Sciences CIOs are prioritizing insight and intelligence, while 68 percent cited client intimacy.
- ▶ **What will reduce legacy costs?** While agreeing with the global sample's top answer that application portfolio rationalization will be important to cut legacy costs, Life Sciences CIOs also plan to do so by using outsourcing partners and cloud computing.
- ▶ **How will they manage data?** This group is aligned very closely 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, client analytics and visual dashboards.

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