The Essential CIO

Insights from the
Global Chief Information
Officer Study

"Our focus is on how to organize alliances and partnerships to stay ahead of competition."

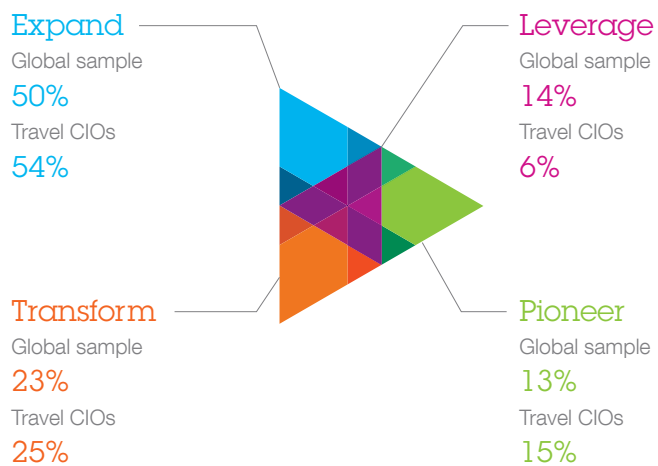**Jappe Blaauw,** CIO, Air France-KLM

Improving client intimacy is a top organizational strategy for 88 percent of Travel CIOs. Accordingly, over 90 percent of this group plan to implement mobility solutions in the next three to five years, compared to 84 percent of CIOs across our global sample. To accomplish these goals, Travel CIOs also have a high focus on working with external partners.

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 67 of those CIOs representing the Travel 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 Travel 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.

Expand
Global sample
50%
Travel CIOs
54%

Leverage
Global sample
14%
Travel CIOs
6%

Transform
Global sample
23%
Travel CIOs
25%

Pioneer
Global sample
13%
Travel CIOs
15%

IBM

Travel insights

▶ Travel CIOs lean 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. Travel 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 will they benefit from global integration?** Travel CIOs with an Expand mandate report they are especially focused on partnering extensively versus doing everything in house (86 percent versus 13 percent). But only 44 percent of this group plans to leverage global integration by dramatically changing the mix of capabilities, knowledge and assets in the organization, compared to 66 percent who said they would maintain the current mix.

▶ What are their top visionary plans? Travel CIOs as a whole have a greater focus than the global sample on two types of visionary plans in the next three to five years: mobility solutions (91 percent versus 74 percent) and self-service portals (64 percent versus 57 percent). Rounding out the top four plans for this industry are business intelligence and analytics (cited by 84 percent of Travel CIOs), and collaboration and social networking (60 percent).

▶ Where are IT efforts focused? To support their organizational strategies over the next five years, 88 percent of Travel CIOs are prioritizing client intimacy. Eighty percent will emphasize insight and intelligence, and 62 percent named internal communication and collaboration.

▶ 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 data warehousing.

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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