

The Essential CIO

Insights from the Global Chief Information Officer Study

“A high level of flexibility in our core business processes is essential. One central target of our IT initiatives is to be able to do business with anyone.”

Transportation CIO, Austria

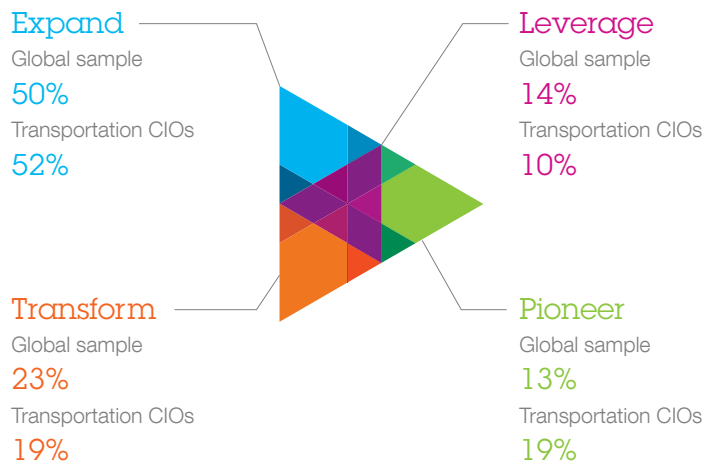
Over three-fourths of Transportation CIOs cited client intimacy as a top organizational strategy and that same proportion are prioritizing insight and intelligence to achieve that intimacy. To turn data into valuable intelligence, nearly 80 percent of industry CIOs expect to use both visual dashboards and client analytics.

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 96 of those CIOs representing the Transportation 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 Transportation 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.





Transportation 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. Transportation 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?** Transportation CIOs with an Expand mandate report they are especially focused on partnering extensively versus doing everything in house (69 percent versus 16 percent).
- ▶ What are their top visionary plans? Transportation CIOs as a whole agree with the global sample on the top three visionary plans in the next three to five years: business intelligence and analytics took the top spot, followed by virtualization and then mobility solutions.
- ▶ Where are IT efforts focused? To support their organizational strategies over the next five years, 79 percent of Transportation CIOs are prioritizing client intimacy. Seventy-eight percent will emphasize insight and intelligence and 67 percent named internal communication and collaboration.
- ▶ How will they manage data? This group differs slightly from the global sample in terms of how best to turn data into intelligence over the next five years. Their strongest emphasis is on visual dashboards (79 percent of Transportation CIOs versus 64 percent of the global sample), with client analytics as a close second for this industry (77 percent versus 67 percent).
- ▶ What will reduce legacy costs? Transportation CIOs agreed with the global sample on the top three ways to reduce legacy costs. Like their peers in other industries, they will concentrate most on radical and total renewal of the IT environment, application portfolio rationalization and altering hardware.

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.
