The Essential CIO

Insights from the
Global Chief Information
Officer Study

> *"The challenges are increasingly difficult when opening a store in a new country. It requires us to adapt our partnering model and technology, and we must be extremely dynamic to avoid blocking the evolution of the business."*
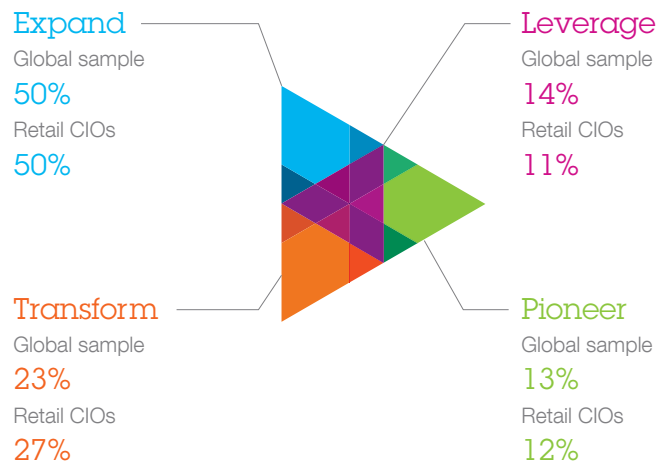
Eduardo Risso, CIO, MANGO

Retail CIOs are especially focused on partnering extensively and most expect to deeply change the mix of capabilities, knowledge and assets within their organizations. Even more than the global sample, Retail CIOs have visionary plans that include business intelligence and analytics, mobility solutions, self-service portals, and collaboration and social networking.

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 303 of those CIOs representing the Retail 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 Retail 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%
Retail CIOs
50%

Leverage
Global sample
14%
Retail CIOs
11%

Transform
Global sample
23%
Retail CIOs
27%

Pioneer
Global sample
13%
Retail CIOs
12%

IBM

Retail insights

▶ 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. Retail 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?** Retail CIOs with an Expand mandate report that they are especially focused on partnering extensively (67 percent versus 16 percent who will do everything in house). Sixty-four percent of this group plan to leverage global integration by deeply changing the mix of capabilities, knowledge and assets with in the organization.

▶ What are their top visionary plans? Retail CIOs as a whole have a slightly higher focus than the global sample on four types of visionar y plans in the next three to five years: business intelligence and analytics (86 percent versus 83 percent), mobility solutions (78 percent versus 74 percent), self-service portals (59 percent versus 57 percent), and collaboration and social networking (62 percent versus 55 percent).

▶ Where are IT efforts focused? To support their organizational strategies over the next five years, Retail CIOs agree with the global sample on the top three areas of focus: insight and intelligence, client intimacy and people skills.

▶ How will they manage data? This group agrees with the global sample on the top three ways to turn data into intelligence over the next five years: master data management, client analytics and visual dashboards.

▶ What will reduce legacy costs? Retail CIOs agree with the global sample that application portfolio rationalization is the most important way t o cut legacy costs, but place greater emphasis on utilizing cloud services (18 percent versus 12 percent).

Whether an organization requires an emphasis on delivery of essential IT services or challenges the CIO to pioneer new opportunities, CIOs need to innovate. With ongoing technological shifts, the seemingly endless onslaught of data and the increasingly frenetic pace of change, making incremental improvements to operations may no longer be sufficient.

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