

# The Essential CIO

Insights from the Global Chief Information Officer Study

*“We will provide the appropriate technology for the continuously changing business environment and more accurate information to the business.”*

Zsolt Rasztoivits, CIO, MKB Bank Zrt.

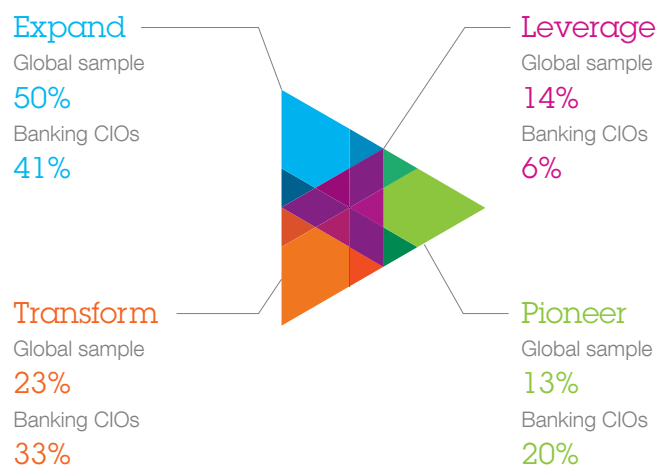
**Banking CIOs have a significantly greater focus than the global sample on two visionary plans in the next three to five years: business process management (70 percent versus 60 percent), and risk management and compliance (72 percent versus 58 percent). To support organizational strategies tactically, they place higher priority on risk management than the global sample (72 percent versus 50 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 311 of those CIOs representing the Banking 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 Banking 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.





## Banking insights

- ▶ **Tend slightly 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. Banking CIOs often 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?** Banking CIOs with an Expand mandate report that they are especially focused on deeply changing the mix of capabilities, knowledge and assets within the organization (65 percent versus 13 percent who plan to maintain the current mix). Sixty percent of this group plan to leverage global integration by partnering extensively.
- ▶ **What are their top visionary plans?** Banking CIOs as a whole have a significantly greater focus than the global sample on two types of visionary plans in the next three to five years: business process management (70 percent versus 60 percent), and risk management and compliance (72 percent versus 58 percent). For the other two items in the top four, Banking CIOs were closely aligned with the global sample, citing mobility solutions (76 percent versus 74 percent) and virtualization (70 percent versus 68 percent).
- ▶ **Where are IT efforts focused?** To support their organizational strategies over the next five years, Banking CIOs place significantly higher emphasis on risk management than the global sample (72 percent versus 50 percent). This industry's CIOs agreed 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 that the top way to turn data into intelligence over the next five years is master data management. Their next two most-cited priorities to create insights are data warehousing and search capabilities.
- ▶ **What will reduce legacy costs?** Banking CIOs agree with the global sample that application portfolio rationalization is one of the most important ways to cut legacy costs. But these CIOs place even higher emphasis than the global sample on gradually altering hardware (26 percent versus 18 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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Note: Due to rounding, the percentage breakdown of CIOs by CIO Mandate may not equal 100 percent.

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