

The Essential CIO

Insights from the Global Chief Information Officer Study

“We are looking for new and innovative ideas that improve productivity and anticipate our customers’ needs, but we still have to ‘keep the trains running.’”

Kelly Carter, CIO, NASA HQ

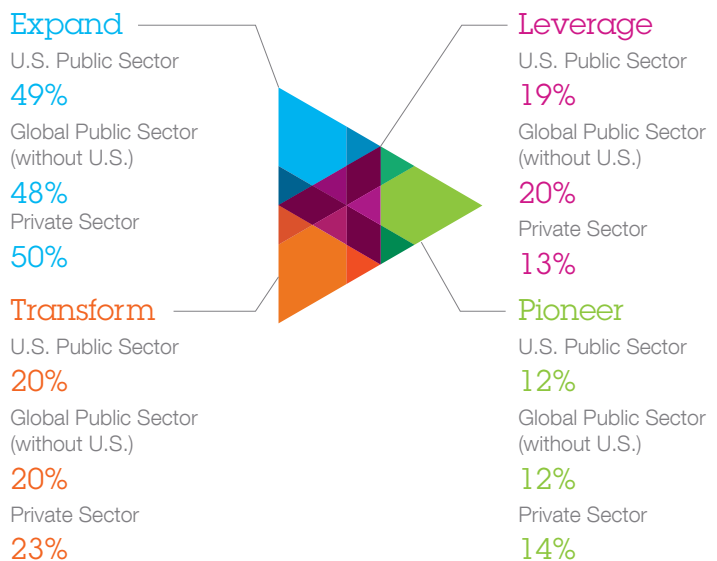
Many U.S. Public Sector CIOs are focused on deeply changing the mix of capabilities, knowledge and assets in their organizations and extensive partnering is a significant priority. Compared to the global sample, these CIOs will rely more in the next five years on enterprise and industry model changes, along with new technologies like cloud computing, in order to support organizational strategies.

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 84 of those CIOs representing the U.S. Public Sector.¹

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 U.S. Public Sector, 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.





U.S. Public Sector observations

- ▶ **Tend toward the Expand mandate.** Expand mandate CIOs are focused on cross-enterprise optimization and continuously tune business processes and internal collaboration to better integrate. U.S. Public Sector CIOs will need to help improve productivity in their organizations, making them fast, more flexible and better equipped to turn data into insights.
- ▶ **How will they benefit from global integration?** Given the various jurisdictions and missions in the public sector, “global” takes on different meanings. The focus of integration is more about enterprise and cross-agency integration as appropriate. U.S. Public Sector CIOs with an Expand mandate report that they are especially focused on deeply changing the mix of capabilities, knowledge and assets within the organization (69 percent) versus maintaining the current mix (21 percent). Forty-three percent of this group plans to leverage integration by partnering extensively.
- ▶ **What are their top visionary plans?** U.S. Public Sector CIOs have a greater focus than the global sample on five types of visionary plans in the next three to five years, particularly in the following areas: cloud computing (75 percent versus 60 percent), self-service portals (75 percent versus 57 percent), virtualization (77 percent versus 68 percent), mobility solutions (82 percent versus 74 percent) and risk management and compliance (65 percent versus 58 percent).
- ▶ **Where are IT efforts focused?** To support their organizational strategies over the next five years, U.S. Public Sector CIOs agreed with the global sample, citing insight and intelligence, client intimacy and people skills as their top three focus areas. These CIOs also had a greater focus than the global sample on enterprise model changes (68 percent versus 48 percent) and industry model changes (57 percent versus 39 percent).
- ▶ **How will they manage data?** This group is aligned with the global sample in terms of how best to turn data into intelligence over the next five years. U.S. Public Sector CIOs’ strongest emphasis is on master data management, visual dashboards and data warehousing – even more so than their global public sector peers and private sector counterparts.
- ▶ **What will reduce legacy costs?** U.S. Public Sector CIOs are keen on making their cost structures more variable to control costs. To do this, they plan to use cloud services, gradually alter hardware and use SOA. By contrast, their global public sector and private sector peers place greater emphasis on rationalizing application portfolios.

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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Notes and Sources

¹Public sector includes governmental and non-government / non-profit organizations who participated in the survey. Total global public sector sample, n = 510.

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