

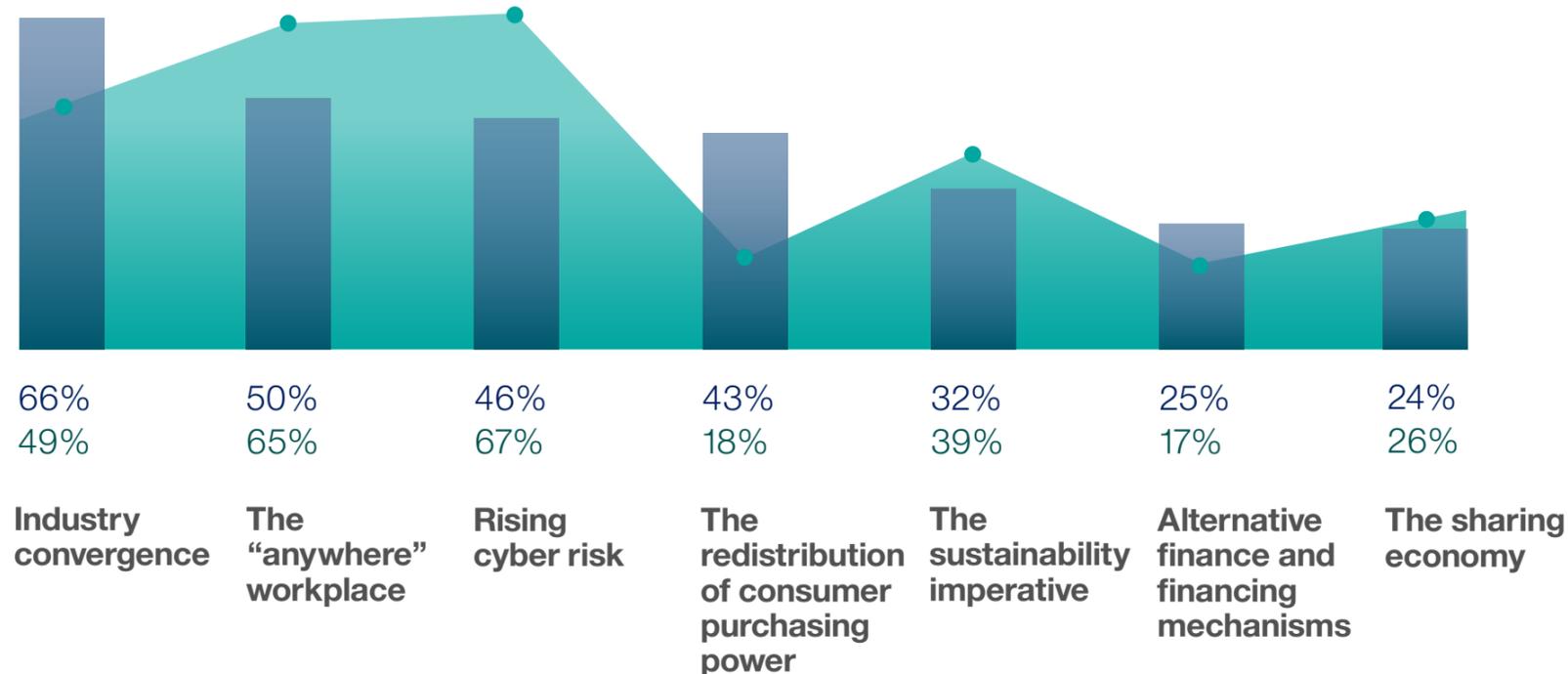
REDEFINING BOUNDARIES

Insights from the Global C-suite Study

Government

We surveyed 347 top executives from Government organizations for our latest C-suite Study. So how do they stand out?

Figure 1. Government CxOs point to cyber risk and “anywhere” working



A distinctive take on key trends

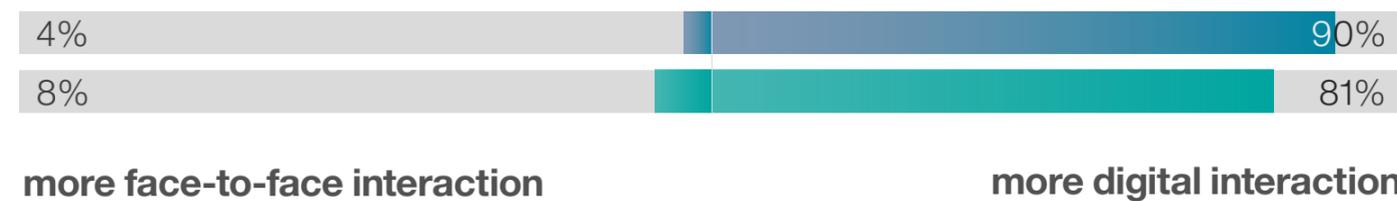
Government CxOs see the world somewhat differently from their peers in other sectors. They expect rising cyber risk and the “anywhere” workplace to have a much greater impact on the business landscape than industry convergence. They’re also more switched on to the sustainability imperative than our overall sample (see Figure 1).

■ Global
■ Government



Like most CxOs, they anticipate engaging more individually with the citizens they serve over the next few years. And they're even more convinced that much of this interaction will be digital (see Figure 2).

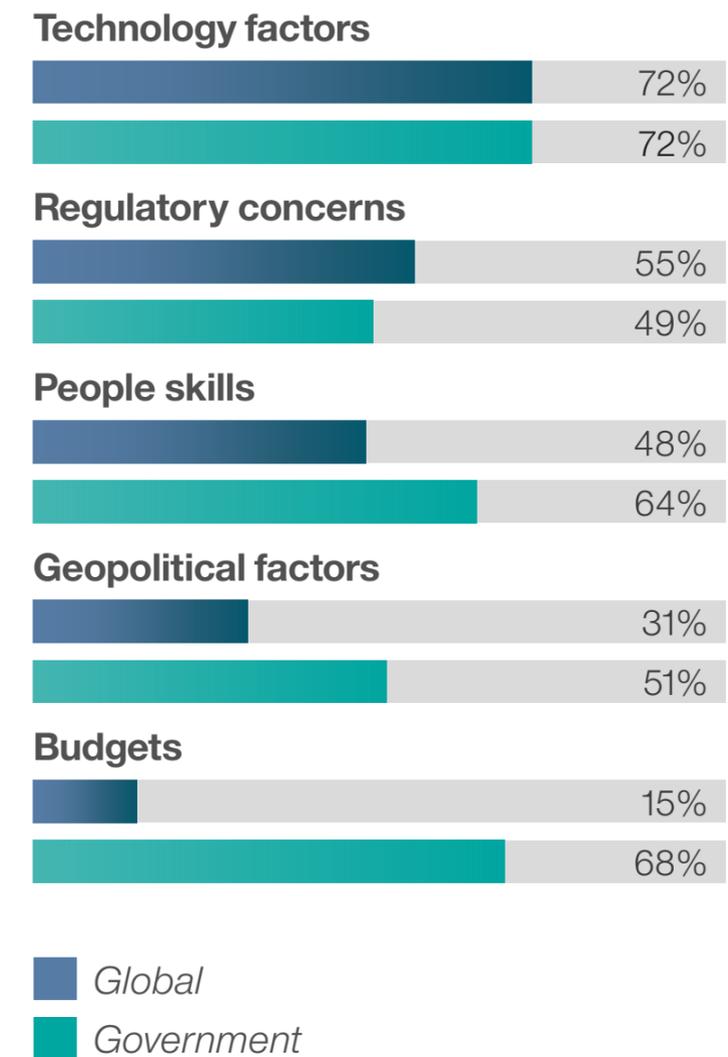
Figure 2. Government CxOs expect much more digital interaction



Technology tops external influences

Predictably, Government CxOs are more likely than other CxOs to say budgets and geopolitical factors are major external influences on their enterprises. They're also more concerned about the shortage of talent. What's far more noteworthy, though, is the fact that they regard technology as an even bigger outside force. They're just as attuned to the remarkable advances now taking place – and trying just as hard to stay abreast of them – as the rest of our study (see Figure 3).

Figure 3. Government CxOs say tech trumps other external influences

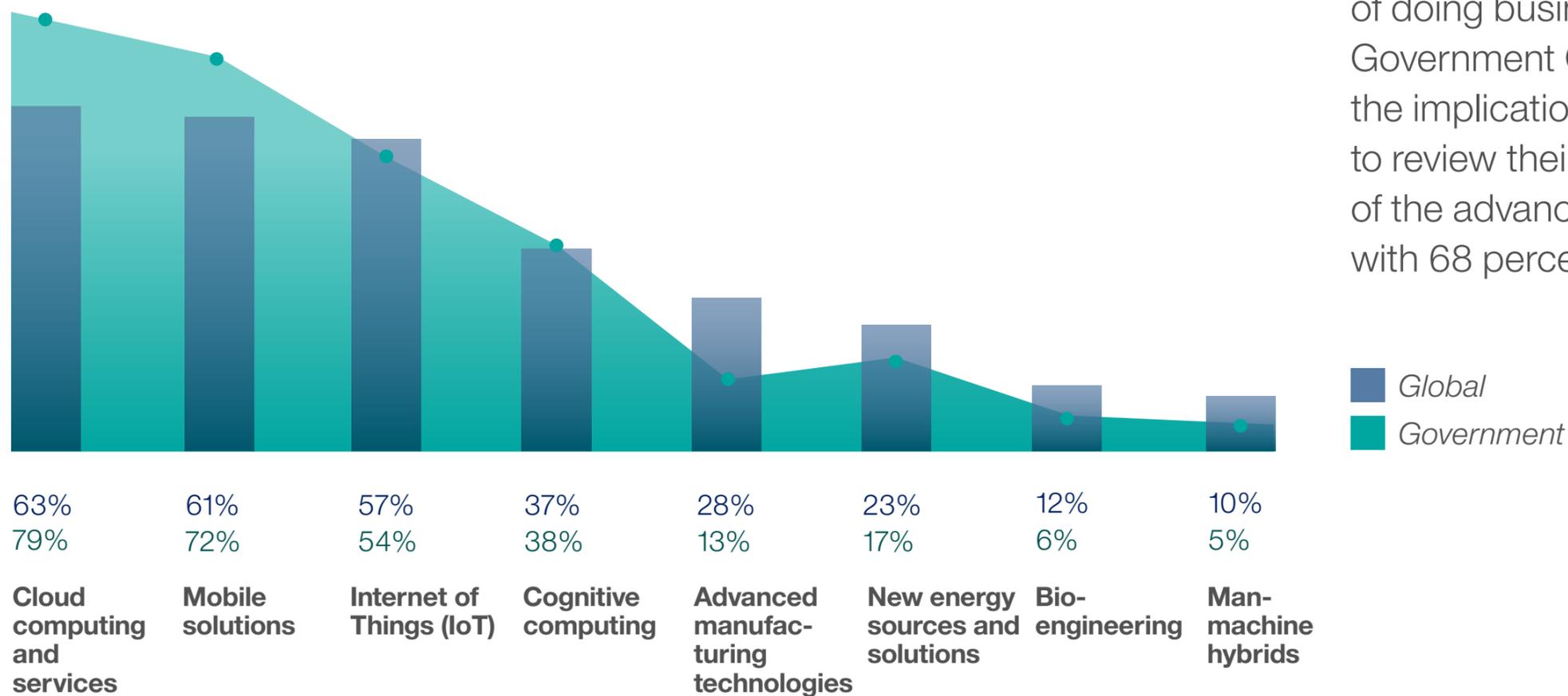


On demand, on the move

So exactly which technologies are Government CxOs betting on? Like most CxOs, they're focusing primarily on cloud computing and mobile solutions – for obvious reasons. These two technologies will enable them to deliver many services remotely and realize substantial economies of scale. But relatively few Government CxOs are yet exploring cognitive computing, even though this could help them get a better understanding of citizens and make more informed decisions (see Figure 4).

Of course, new technologies bring new risks – as Government CxOs recognize. In fact, they're even more nervous about IT security than our overall sample (83 percent versus 68 percent). That's entirely understandable, given the highly confidential data governments handle.

Figure 4. Government CxOs are looking to cloud and mobile solutions



New technologies often entail new ways of doing business, too – and, again, Government CxOs are well aware of the implications. A full 76 percent plan to review their operating models in light of the advances they anticipate (compared with 68 percent of all respondents).

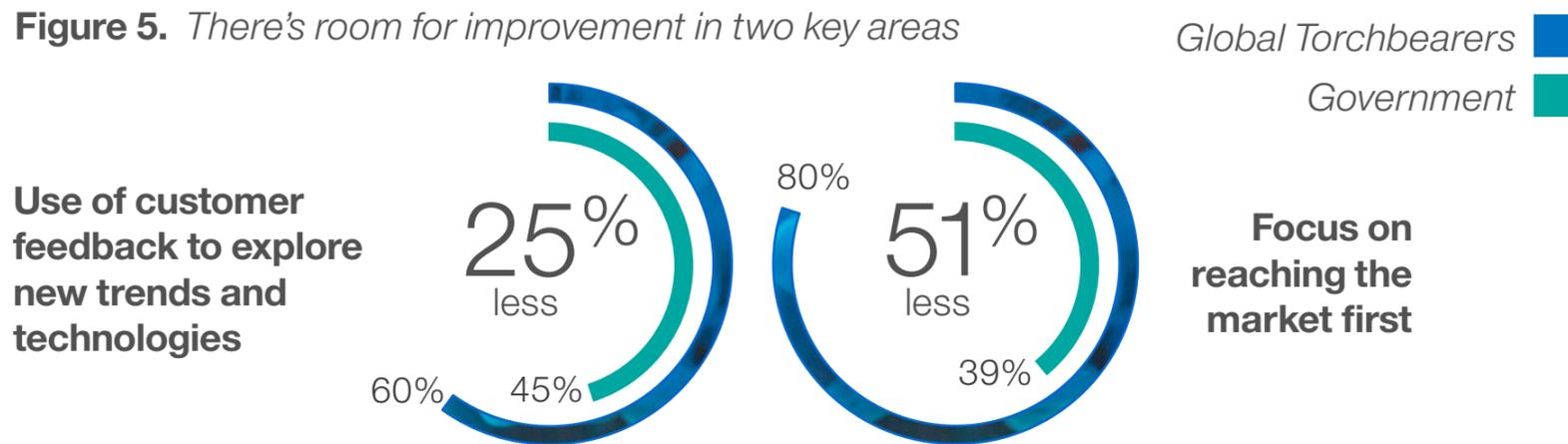


Behind the curve

However, surprisingly few Government CxOs draw on input from citizens to identify new trends and technological developments – and hone their services accordingly. We identified a small group of very successful enterprises in our total sample. Torchbearers (as we call them) listen particularly carefully to their customers, whereas Government CxOs pay much less attention to their citizens (see Figure 5).

Government CxOs are, likewise, very wary about taking the lead. The vast majority of Torchbearers aim to reach the market first when they're launching new business models or new offerings. Government CxOs, by contrast, are extremely cautious about pioneering new approaches.

Figure 5. *There's room for improvement in two key areas*



While most government organizations are not directly concerned with threats from industry competitors, they can look to their private sector peers to leverage strategies and tactics that enable them to effectively compete. These strategies can enable government organizations to become more agile and effective while also creating regions that are attractive to businesses and citizens alike.

You can see the various installments of our latest Global C-suite Study at ibm.com/csuitestudy



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