

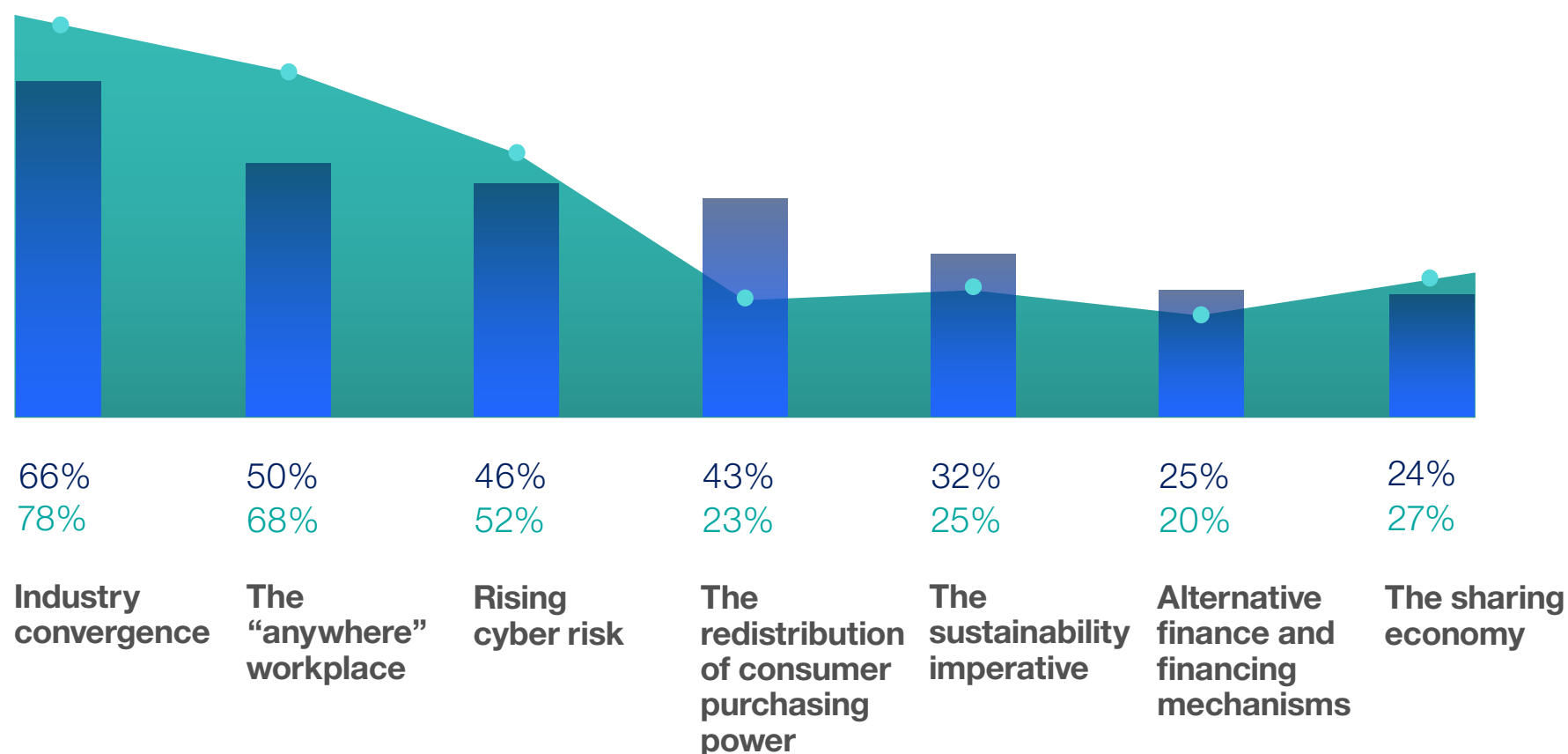
REDEFINING BOUNDARIES

Insights from the Global C-suite Study

Communications Industry

We surveyed 295 top executives from the Communications industry for our latest C-suite Study. So what differentiates them from other CxOs?

Figure 1. Communications CxOs anticipate three key trends



Convinced about convergence

Communications CxOs say the biggest trend reshaping the business landscape is industry convergence. They also think the "anywhere" workplace will have a major impact, as mobile solutions proliferate. And as 'custodians' of the networks, they see the rise in cyber risk as a third key trend impacting their business (see Figure 1).

Global
Communications



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Communications – Industry Point of View

Communications CxOs are excited by the new opportunities for growth offered by industry convergence and mobile solutions, but they're even more nervous than our overall sample about the prospect of outsiders invading their patch (see Figure 2). The Communications sector has already seen more than its share of digital giants and ankle-biters coming from "left-field."

Twin forces

What external influences are driving these changes? Communications CxOs point to a potent mix of technological progress and market forces, and they view both as more powerful than other CxOs do (see Figure 3). They believe technology is the main game-changer, but they're also acutely aware of the competitive pressure on revenues and margins.

Figure 2. Communications CxOs worry about rivals from "left-field"

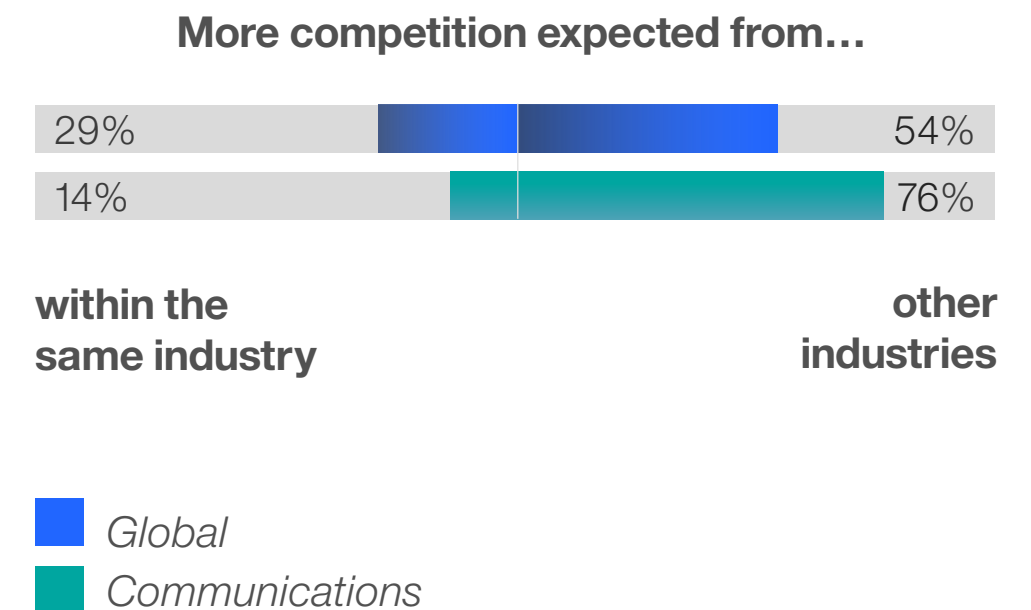
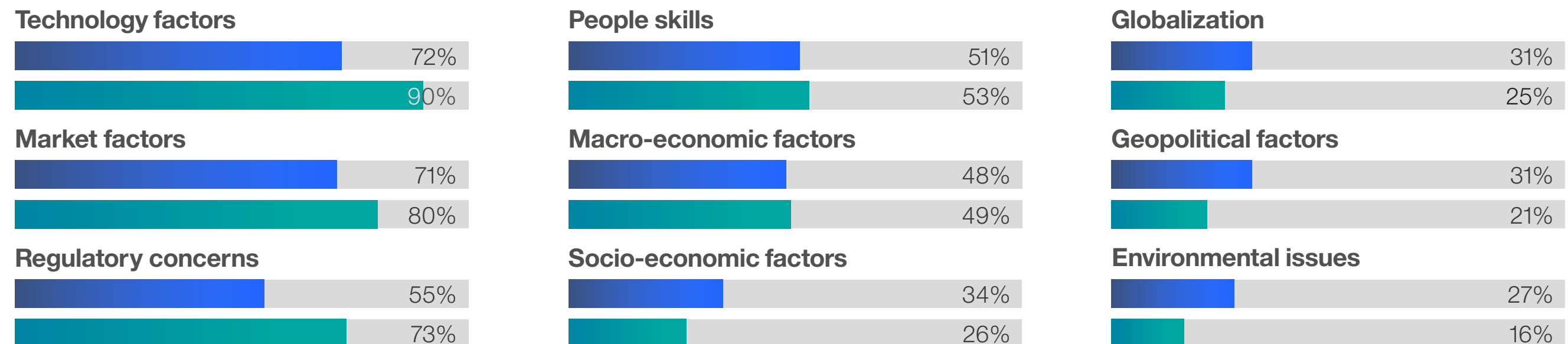


Figure 3. Communications CxOs say tech is transforming their world



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Communications – Industry Point of View

Star techs

Most CxOs are betting heavily on cloud computing and mobile solutions. Communications CxOs are focusing even more strongly on cloud (83 percent versus 63 percent of our overall sample). They're also far more interested in the Internet of Things (79 percent versus 57 percent). But new technologies bring new risks – and Communications CxOs are particularly anxious about IT security (see Figure 4).

Open for business

That said, Communications CxOs are better placed to cope with disruption than CxOs in many other sectors. We identified a small group of very successful enterprises in our overall sample. Torchbearers – as we call them – are actively exploring new markets and adopting a more decentralized decision-making style to increase their agility and get closer to the action. Communications CxOs score highly on both these counts, too (see Figure 5).

Figure 5. Communications CxOs do well at exploring new markets and getting closer to the action

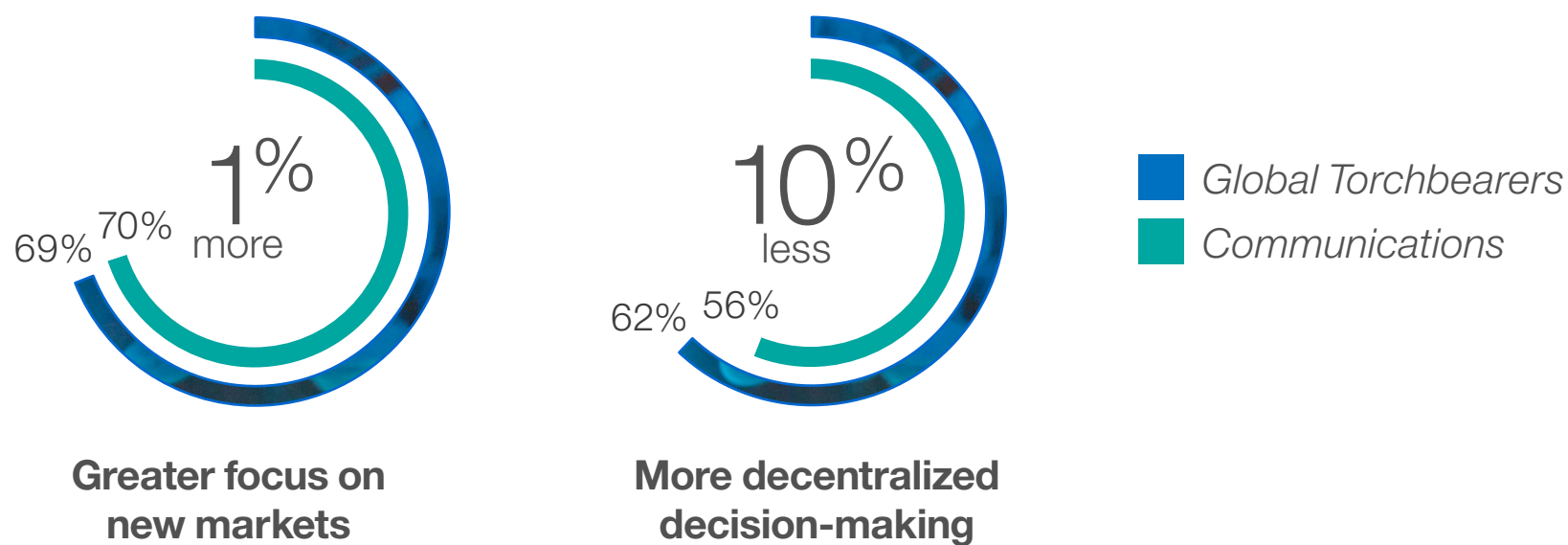
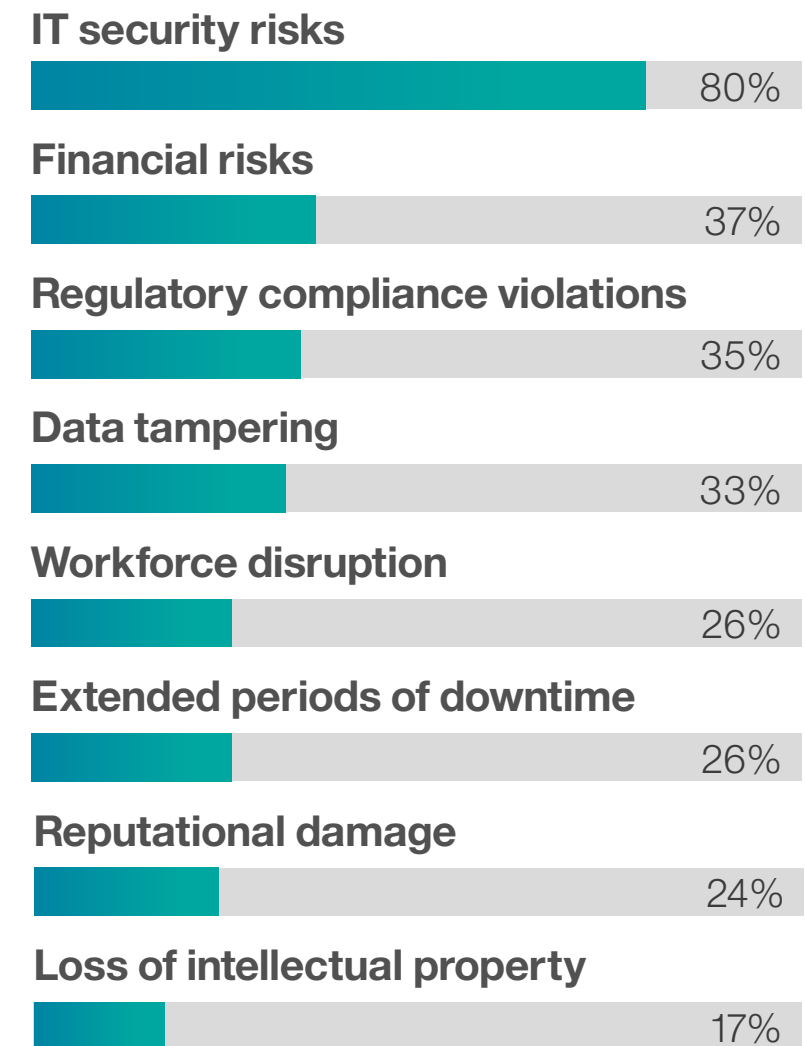


Figure 4. As “custodians” of the network, Communications CxOs take security risks particularly seriously

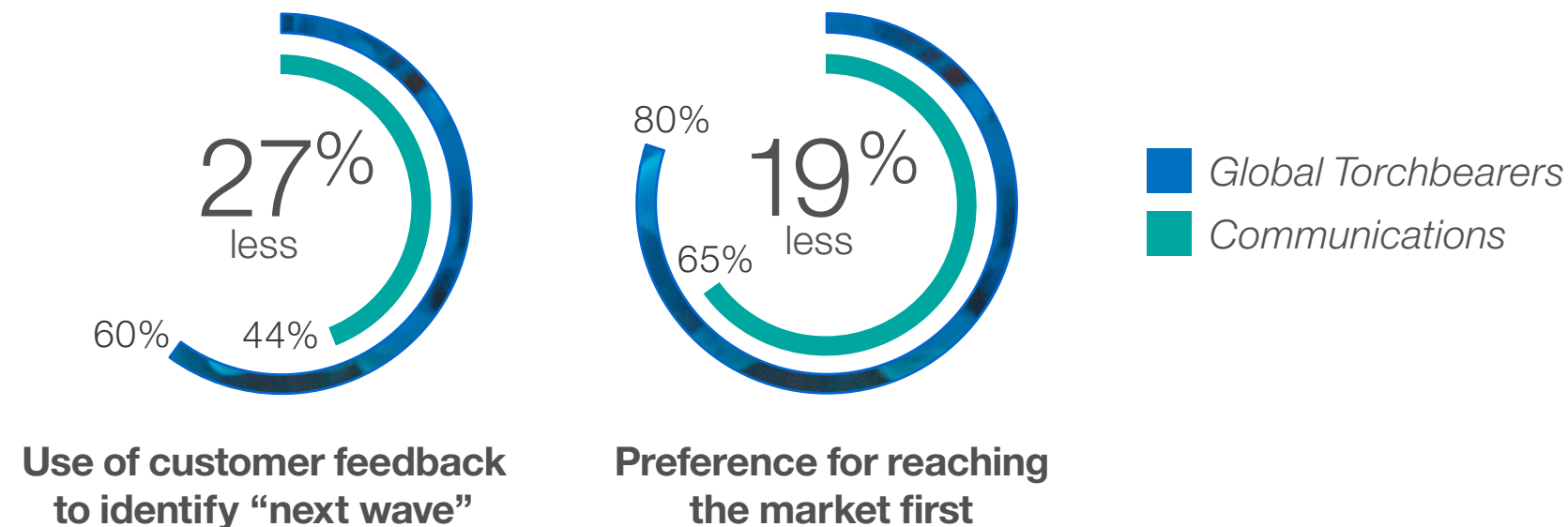


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Communications – Industry Point of View

But there are two key areas where Communications CxOs trail behind our exemplars. They pay less attention to customer feedback when they're trying to predict new trends. And they're not as bold as Torchbearers, when it comes to being market pioneers (see Figure 6).

Figure 6. Communications CxOs should be listening to customers more carefully and making more effort to be pioneers



Use of customer feedback to identify "next wave"

Preference for reaching the market first



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