

# The Essential CIO

Insights from the Global Chief Information Officer Study

*“Make sure that as we get bigger, we don’t get more complex, but scale efficiently.”*

**John Murray**, CIO, EMTS—Etisalat Nigeria

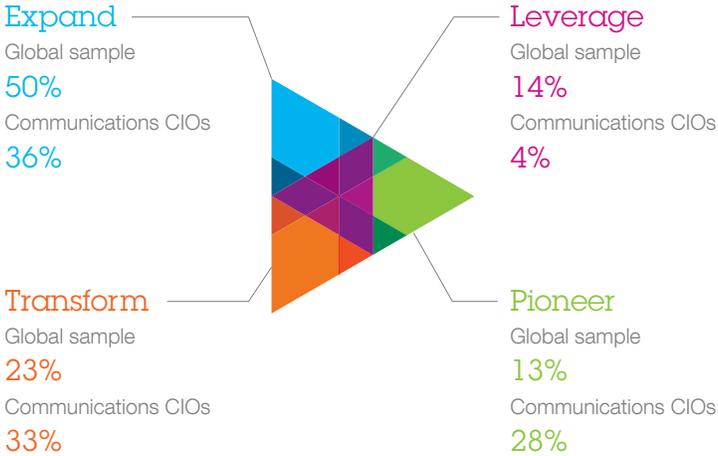
**Of Communications CIOs, about 80 percent plan to leverage data to generate insight and to use client analytics tools to achieve this goal. This industry’s CIOs also have a significantly greater focus on self-service portals, cloud computing and revenue model changes than the global sample of CIOs.**

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 137 of those CIOs representing the Communications 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 Communications 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.





## Communications insights

▶ **Relatively even presence across the CIO Mandates, except Leverage.**

This industry has nearly equal industry representation in the Expand, Transform and Pioneer mandate groups. So, depending on their own particular mandates, some Communications CIOs most need to tune business processes, some need to prioritize value chain improvements, and some seek dramatic changes in products, business models or markets.

▶ **How will they benefit from global integration?** Communications CIOs with an Expand mandate report they are especially focused on partnering extensively versus doing everything in house (72 percent versus 9 percent) and deeply changing the mix of capabilities, knowledge and assets within the organization versus maintaining the current mix (67 percent versus 7 percent).

▶ **What are their top visionary plans?** Communications CIOs as a whole have a greater focus than the global sample on two types of visionary plans in the next three to five years: self-service portals (70 percent versus 57 percent) and cloud computing (69 percent versus 60 percent).

▶ **Where are IT efforts focused?** To support their organizational strategies over the next five years, 77 percent of Communications CIOs are prioritizing insight and intelligence and 74 percent are prioritizing client intimacy. Interestingly, 56 percent of Communications also emphasized revenue model changes compared to just 35 percent of the global sample.

▶ **How will they manage data?** This group is fairly aligned with the global sample in terms of how best to turn data into intelligence over the next five years. Their strongest emphasis is on client analytics, master data management and data warehousing.

▶ **What will reduce legacy costs?** Twenty-three percent of the global sample cited application portfolio rationalization as the number-one plan to control or reduce legacy costs, compared to only 8 percent of Communications CIOs. Instead, 29 percent of Communications CIOs plan to utilize cloud computing and 16 percent expect to use SOA to achieve that goal.

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.

For further information or to reach an IBM industry expert, please contact [iibv@us.ibm.com](mailto:iibv@us.ibm.com).

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Route 100, Somers  
NY 10589 U.S.A.

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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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