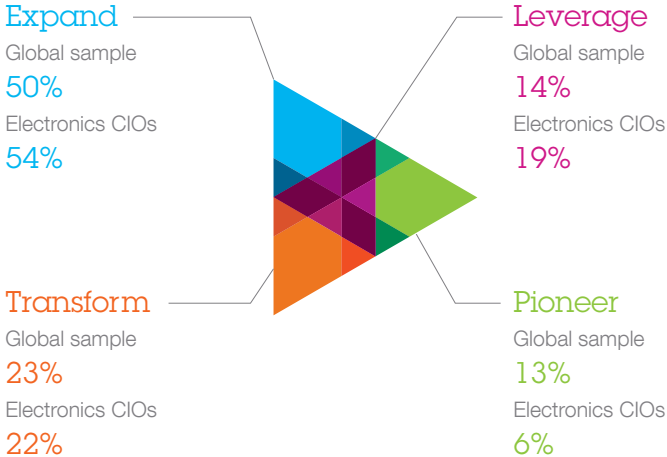# The Essential CIO

Insights from the
Global Chief Information
Officer Study

Electronics CEOs and CIOs are closely aligned, with both highly focused on insight and intelligence, and client intimacy. To support their organizational strategies over the next five years, Electronics CIOs will focus more on internal collaboration and communication than the global sample (76 percent versus and 64 percent), using social networking and mobility solutions.

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 140 of those CIOs representing the Electronics 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 CIOs we spoke to in the Electronics 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.

Expand
Global sample
50%
Electronics CIOs
54%

Leverage
Global sample
14%
Electronics CIOs
19%

Transform
Global sample
23%
Electronics CIOs
22%

Pioneer
Global sample
13%
Electronics CIOs
6%

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Electronics insights

▶ **Lean strongly toward the Expand mandate and less on the Pioneer mandate.** Expand mandate CIOs are focused on cross-enterprise growth and continuously tune business processes and internal collaboration to gain tighter integration. However, compared to their partners and competitors in adjacent industries, only a small number of Electronics CIOs are focusing on driving innovation with IT (6 percent versus about 28 percent in Communications, and Media and Entertainment).

▶ **Where are IT efforts focused?** To support their organizational strategies over the next five years, Electronics CIOs focus more on internal *collaboration and communication* than the global sample (76 percent versus 64 percent). They also agree with the global sample on two of the top three areas of IT focus: insight and intelligence, and client intimacy.

▶ **What are their top visionary plans?** Electronics CIOs as a whole have a greater focus than the global sample on *collaboration and social networking* (62 percent versus 55 percent). These CIOs agree with the global sample that business *intelligence and analytics,* and *mobility solutions* are the top two visionary plans. Electronics CIOs also agree with the global sample on the importance of cloud computing (61 percent versus 60 percent).

▶ **How will they manage data?** This group agrees with the global sample on the top three ways to turn data into intelligence over the next five years: *visual dashboards, master data management* and *data warehousing.*

▶ **How will they benefit from global integration?** Electronics CIOs with an Expand mandate report that they are especially focused on *deeply changing the mix of capabilities, knowledge and assets within the organization* (79 percent versus 6 percent who plan to maintain the current mix). Sixty-five percent of this group plan to leverage global integration by *partnering extensively*, as opposed to doing everything in house.

▶ **What will reduce legacy costs?** Electronics CIOs with a Leverage mandate agree with the global sample on the top three ways to cut legacy costs, with *radically and totally renewing IT environment* as the most important. These CIOs also view *utilizing cloud services* as a high priority.

Whether an organization requires an emphasis on delivery of essential IT services or challenges the CIO to pioneer new opportunities, CIOs need to innovate. Ongoing technological shifts, the seemingly endless onslaught of data and the increasingly frenetic pace of change underscore the ever-more vital role of CIOs in every industry and region.

For further information or to reach an IBM industry expert, please contact **iibv@us.ibm.com**.