# The Essential CIO

**Insights from the Global Chief Information Officer Study**

*"To align business and IT priorities, it's difficult to choose which is more important: 'business presence in IT projects' or 'IT presence in business projects.' The art is to create true hybrid, co-led teams."*
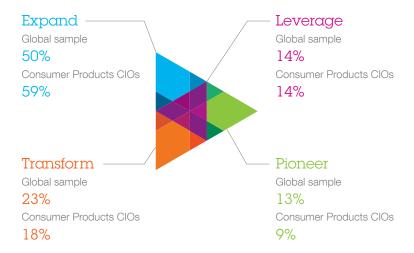
**Sabine Everaet,** CIO, Europe Group, The Coca-Cola Company

*Over 90 percent of Consumer Products CIOs cite business intelligence and analytics as their top visionary plan in the next three to five years, followed by 81 percent who cited mobility solutions. Consumer Products CIOs also agree with the global sample on the top two areas of focus to support organizational strategies: insight and intelligence and client intimacy.*

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 282 of those CIOs representing the Consumer Products 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 Consumer Products 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%
Consumer Products CIOs
59%

**Leverage**
Global sample
14%
Consumer Products CIOs
14%

**Transform**
Global sample
23%
Consumer Products CIOs
18%

**Pioneer**
Global sample
13%
Consumer Products CIOs
9%

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## Consumer Products insights

▶ **Lean strongly toward the Expand mandate.** Expand mandate CIOs are focused on cross-enterprise growth and continuously tune business processes and internal collaboration to gain tighter integration. Consumer Products CIOs will need to help re-engineer their organizations, making them fast, more flexible and better equipped to turn data into insights.

▶ **How will they benefit from global integration?** Consumer Products CIOs with an Expand mandate report that they are especially focused on partnering extensively (63 percent versus 23 percent). Sixty-one percent of this group plan to leverage global integration by deeply changing the mix of capabilities, knowledge and assets within the organization.

▶ **What are their top visionary plans?** Consumer Products CIOs as a whole have a greater focus than the global sample on three types of visionary plans in the next three to five years: business intelligence and analytics (91 percent versus 83 percent), mobility solutions (81 percent versus 74 percent) and collaboration and social networking (64 percent versus 55 percent).

▶ **Where are IT efforts focused?** To support their organizational strategies over the next five years, Consumer Products CIOs agree with the global sample on the top two areas of focus: insight and intelligence and client intimacy. This industry's CIOs are prioritizing internal collaboration and communications slightly more than the global sample (67 percent versus 64 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: master data management, client analytics and data warehousing.

▶ **What will reduce legacy costs?** Consumer Products CIOs agree with two of the global sample's top three answers, with application portfolio rationalization viewed as the most important way to cut legacy costs. Both groups also include renewing the IT environment in their top three cost-cutting plans, but outsourcing is the third priority for Consumer Products CIOs, compared to the global sample's plan to alter hardware.

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**.