

# The Essential CIO

Insights from the Global Chief Information Officer Study

*"We want to know as much as possible about the customer before he or she calls us, to simplify our customer interactions."*

**Mike Benson**, Executive Vice President and CIO, DIRECTV

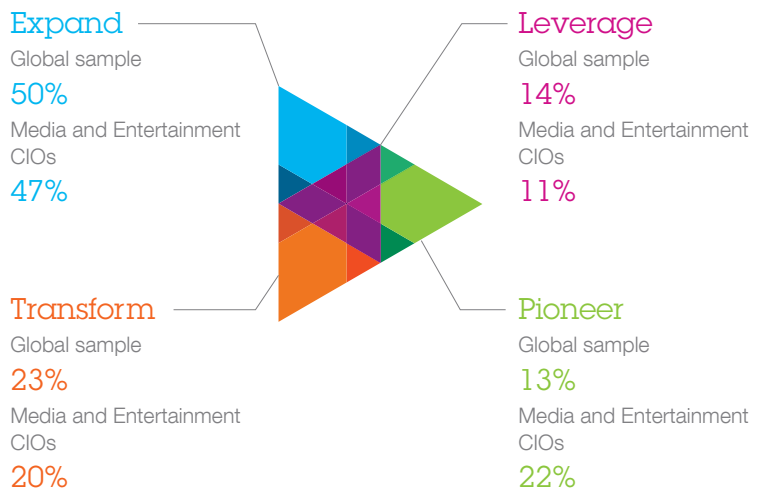
**Many Media and Entertainment CIOs are focused on deeply changing the mix of capabilities, knowledge and assets in their organizations and extensive partnering is a significant priority. Compared to the global sample, these CIOs will rely much more in the next five years on changing their revenue and industry models in order to support organizational strategies.**

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 109 of those CIOs representing the Media and Entertainment 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 Media and Entertainment 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.





## Media and Entertainment insights

- ▶ **Tend slightly 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. Media and Entertainment 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?** Media and Entertainment CIOs with an Expand mandate report that they are especially focused on deeply changing the mix of capabilities, knowledge and assets within the organization versus maintaining the current mix (69 percent versus 10 percent). Sixty percent of this group plans to leverage global integration by partnering extensively, compared to only 12 percent who plan to do everything in house.
- ▶ **What are their top visionary plans?** Media and Entertainment 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: mobility solutions (86 percent versus 74 percent), virtualization (74 percent versus 68 percent) and cloud computing (73 percent versus 60 percent).
- ▶ **Where are IT efforts focused?** To support their organizational strategies over the next five years, Media and Entertainment CIOs agreed with the global sample, citing insight and intelligence and client intimacy as their top two focus areas. Following closely for this industry's CIOs are two areas with much less focus across the global sample: revenue model changes (65 percent versus 35 percent) and industry model changes (63 percent versus 39 percent).
- ▶ **How will they manage data?** This group is somewhat 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 visual dashboards.
- ▶ **What will reduce legacy costs?** Media and Entertainment CIOs agreed with the global sample's top three answers, with application portfolio rationalization viewed as the most important way to cut legacy costs.

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.

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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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