The 2018 CIO Agenda: Mastering the New Job of the CIO

Neil Osmond, Research Vice President, Gartner
If your enterprise was looking to fill your job today

Would they hire you?

in 2 Years
The nature of the CIO's job has changed from the role of delivery executive...

**Transactional CIO:**
- Perceived as an *internal supplier*
- Reputation built on effective IT service delivery
- Communicates to C-suite via proxy

**Partner CIO:**
- Perceived as a business enabler and credible *technology leader*
- Reputation built on effective response to business requirements
- Able to regularly discuss business issues with CxOs

**Trusted Ally CIO:**
- Perceived as the *business leader and CxO peer* who is in charge of IT
- Reputation built on business impact
- One of the key CxOs involved in shaping business strategy

...to that of IT business executive
How to Create the New Job of CIO

Old job

Pre-empt disruption

Actions

Define your NEW job

Live your NEW job

NEW job
Pre-empt disruption

- Anticipate digital scaling
- Link business and digital value
- Forestall technology disruption
Disruptive Technologies Approaching a Tipping Point
Percent of respondents that have deployed a technology or are in short-term planning for deployment

- **IoT**: 20% deployed in 2018, 36% planning, 80% growth from 2015 to 2018
- **AI**: 10% deployed in 2018, 25% planning, 150% growth from 2015 to 2018
- **3D Printing**: 10% deployed in 2018, 17% planning, 70% growth from 2015 to 2018
- **Smart Robotics**: 12% deployed in 2018, 16% planning, 33% growth from 2015 to 2018
- **Conversational Interfaces**: 21% planning, no deployed in 2018, 0% growth from 2015 to 2018

*What are your organization's plans in terms of the following digital technologies and trends? Percent of respondents that have deployed or are in short-term planning. 2018 n = 3,138 2015 data adapted from 2015 CIO Survey.*

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Top Performers Generate More Digital Revenue and Have More Digital Processes

What percentage of your organization's total revenue would you attribute as digital sales revenue today? How much of your organization's total turnover/budget can be attributed to fully digital services (or products) delivered to your external constituents (e.g., citizens, students, patients, other agencies)?

What percentage of your organization's processes (core and support) have been optimized (made more efficient) through digital means? Top (n = 182), Typical (n = 2,433) Trailing (n = 134); APAC (n = 487).

Base: All company types have a digital initiative. Size of bubble represents size of sample.

ANZ Average: A

Digital Revenue
(Average percentage of digitalized business)

Digital Processes
(Average percentage of digitized processes)
Top Performers Generate More Digital Revenue and Have Processes That Are More Digital

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Base: All company types have a digital initiative. Size of bubble represents size of sample.

Manufacturing (n = 560), natural resources (n = 128), media (n = 48), services (n = 290), government (n = 386), education (n = 255), retail (n = 161), wholesale trade (n = 47), financial services (n = 323), insurance (n = 138), health payers (n = 47), healthcare providers (n = 111), transportation (n = 106), utilities (n = 69), telecom (n = 51); Top (n = 182), Typical (n = 243), Trailing (n = 134); APAC (n = 487)

ANZ Average: A
Top Performers Generate More Digital Revenue and Have Processes That Are More Digital
Opportunity Abounds

Digital Processes
(Average percentage of digitized processes)

Digital Revenue
(Average percentage of digitalized business)

High Cost New Business Models
Sustainable New Business Models
(A-enterprises)

Old Business Models
Low Cost Old Business Models

Today
Future

TYPICAL
Education
Insurance
Wholesale trade
Healthcare providers

Government
Retail
Finance
Manufacturing

Average level of digitalization
TOP

Media
Financial services
Services
Transportation

Health payers
Retail
Telecom
Utilities
Natural resources

Opportunity Abounds
Digital Processes
(Average percentage of digitized processes)

Digital Revenue
(Average percentage of digitalized business)
Old job → Pre-empt disruption → Actions → Live your NEW job → NEW job

Define your NEW job
Define your **NEW** job

- Lead like a business executive
- Master change
- Embrace growth
Act as Business Leaders More Than IT Leaders

Do you have a seat at this table …?
Be Subject to Business Metrics

Are you measured by your IT activities?  

57%

SLAs  
Project Delivery  
Cost management

... or are you measured by the business outcomes you impact most?

43%

Product innovation  
Sales productivity  
Profitability
There's a Wall Between Initiating and Scaling Digital Business

Which of these best describes the stage of your organization's digital initiative — i.e., your organization’s digitalization efforts? 2018: n = 3,025; Govt n=141

<table>
<thead>
<tr>
<th>ANZ</th>
<th>Public Sector</th>
</tr>
</thead>
<tbody>
<tr>
<td>No Digital</td>
<td>1%</td>
</tr>
<tr>
<td>Designing</td>
<td>28%</td>
</tr>
<tr>
<td>Delivering</td>
<td>26%</td>
</tr>
<tr>
<td>Desire/Ambition</td>
<td>20%</td>
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</tbody>
</table>

Stage of digital maturity (Percentage of respondents)
Culture Is the Biggest Brick in the Digital Wall

Which of these best describes the stage of your organization’s digital initiative — i.e., your organization’s digitalization efforts? n = 3,025

What do you think is your organization’s biggest barrier to move from the initial phases of digital business transformation to scale? Base: stage of digital is desire, design or delivery. n = 2,208 APAC (n = 366)

<table>
<thead>
<tr>
<th>Barriers</th>
<th>ANZ</th>
<th>Public Sector</th>
</tr>
</thead>
<tbody>
<tr>
<td>Culture</td>
<td>46%</td>
<td>47%</td>
</tr>
<tr>
<td>Talent</td>
<td>23%</td>
<td>27%</td>
</tr>
<tr>
<td>Resources</td>
<td>13%</td>
<td>10%</td>
</tr>
<tr>
<td>CEO Commitment</td>
<td>5%</td>
<td>4%</td>
</tr>
<tr>
<td>Board Commitment</td>
<td>4%</td>
<td>4%</td>
</tr>
<tr>
<td>IT Organization</td>
<td>2%</td>
<td>2%</td>
</tr>
</tbody>
</table>

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CIOs Are Adopting Roles That Drive Growth
CIO Non-IT responsibilities

- **55%** hold CDO role
- **54%** responsible for Innovation
- **28%** responsible for enterprise change
- **49%** hold CDO role
- **34%** responsible for Innovation
- **20%** responsible for enterprise change

Multiple Responses Allowed

In which areas are you/is your CIO designated as the person in charge of any aspect of the business other than IT? n varies by segment.
Live your NEW job

Old job → Pre-empt disruption → Actions → Define your NEW job → NEW job
Live your **NEW job**

- **Seize your opportunity**
- **Revitalize your digital teams**
- **Build bench strength**
93% of top-performer IT organizations are ready for change

ANZ 77%
Scaling Digital Creates New IT Roles

New Roles in IT:

### Human Factors
- **User Experience Designer**: 25% (Top), 11% (Typical), 7% (Trailing)
- **Digital Workplace Leader**: 13% (Top), 17% (Typical), 3% (Trailing)
- **Voice Interaction Designer**: 3% (Top), 5% (Typical), 2% (Trailing)

### Digital Core
- **API Product Manager**: 22% (Top), 6% (Typical), 10% (Trailing)
- **Cloud Architect**: 18% (Top), 18% (Typical), 16% (Trailing)
- **Megavendor Manager**: 18% (Top), 18% (Typical), 16% (Trailing)
- **Digital Risk Manager**: 20% (Top), 20% (Typical), 10% (Trailing)

### Intelligence
- **Chief Analytics Officer**: 20% (Top), 21% (Typical), 11% (Trailing)
- **Algorithm/Model Designer**: 16% (Top), 18% (Typical), 6% (Trailing)
- **Machine Trainer**: 6% (Top), 18% (Typical), 7% (Trailing)

Percent of Respondents
Multiple Responses Allowed
Which of these roles (or equivalents) exist in your organization?
n varies by segment. Base: Excludes don’t know

Difference between top and typical
Top performers (n = 175)
Typical (n = 2,532)
Trailing (n = 196)
How to Create the New Job of CIO

Pre-empt disruption

Define your NEW job

Actions

Live your NEW job

Old job → Actions → NEW job
Leadership Mindset
Changes Are Needed

Provoke and catalyze
Be an ambassador
Instigate discussion

Open-minded
Entrepreneurial
Collaborative
Adaptable
Knowledgeable
Talent-attracting
Customer centric
Change Management
Execution
Validation

Leadership Mindset
Changes Are Needed
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