The 5 new roles every CIO needs to play

Get the expert view on what it takes
to drive digital transformation

The future.
It's yours to create.

We're living in a time of relentless technological change.

Social, mobile, analytics and cloud are shaking long-established industries to the core – creating new business models, and new ways to gain competitive advantage. At the same time, they're empowering customers, and raising their expectations like never before.

The result? The role of IT is changing too. IT organisations are being asked to move beyond operational concerns, and contribute to business strategy, product and service creation, and customer experience.

As a senior IT executive or CIO, you're at the very centre of this storm.

· Nearly 40% of CIOs report they're already leading digital transformation in their business

· And the majority feel their power and influence are increasing

Gartner[1]

It's increasingly your job to visualise the course ahead – and then lead the way, managing major change, while fostering innovation and agility.

It's both a huge challenge and an incredible opportunity. To help you seize it, we've asked leading industry analysts and senior IT executives to share their take on:

· How they've seen the IT function change as technology evolves

· The 5 new roles they believe every CIO now has to play to be successful

Read on for their expert insights...

[1] http://www.gartner.com/imagesrv/cio/pdf/cio_agenda_insights_2016.pdf

"Businesses globally are in the throes of an extraordinary digital revolution that is transforming productivity and creating a new generation of winning companies. It's vital that businesses in all sectors truly understand digital technology's potential, from the boardroom to the shop or factory floor."

Emma Collins

CBI Principal Policy Adviser, Digital Economy

The changing role of IT

Successful digital transformation isn't simply about embracing new, disruptive technology.

It's about changing the perception of IT within an organisation.

IT must no longer be viewed as a costly necessity. Instead, it must be seen as a source of demonstrable value – a strategic function that shapes customer experiences, enables differentiation, and drives loyalty and growth.

"Over the next couple of years corporate technology functions will move from a cost centre, that typically reports to a CFO, to a business-benefit centre where the CIO/CDO sits on the board. Corporate technology functions will also have to shift left – moving increasingly from running IT to planning and designing business solutions."

Gunnar Menzel, VP and Chief Architect for Infrastructure Services at Capgemini

VALUE

The changing role of IT

"Alignment with the needs of the external customers will be essential. In the digital economy, how you do business is as important competitively as what services and goods you provide. Corporate IT must drive the agenda of how an enterprise engages with its client. From the edge to the core, customers are demanding an ability to engage when and how they want. The only way to be successful is to have an IT team that drives value and not just efficiency."

Len Couture, Analyst, 451 Research

"The need for digital transformation is definitely bringing the CIO and the IT function much closer to other lines of business, and into the role of driving evolution.

Instead of another part of the company saying, we need a system to manage service or customer contacts, in many cases now IT is envisioning that future. IT has the vision for what could be. And now they're in a position to partner with the rest of the company and really sell that change – the greater purpose and genuinely exciting future of a digital corporation."

Randy Kern, EVP Infrastructure Engineering, Salesforce

"IT must tell the story, and help the restof the company dream a little bit about what that digital corporation could look like."

Gunnar Menzel

VP and Chief Architect for Infrastructure Services at Capgemini

The 5 new roles every CIO must now play

ROLE #1
Visionary

Visionary

Faced with a bewildering rush of technological change, every organisation needs a leader. Someone with the business and IT expertise to plot a smart path forwards, the power to put it in front of the board, and the communication skills to sell everyone on their vision.

Today, ever more CIOs – with the support of their team – are taking on this crucial role of visionary, and ensuring IT becomes the driving force behind digital transformation.

"The future CIO must be able to put technology issues high on the board's agenda, discussing ambition and risk as an equal, as well as promoting new and innovative solutions, such as robotics, artificial intelligence and crowd-sourcing."

**Stuart Orr, Partner, Technology, Media & Entertainment and Telecommunications Sector, EY**

Visionary

"IT must tell the story, and help the rest of the company dream a little bit about what that digital corporation could look like. And I'd argue they're well-equipped to do it. Folks in IT and technology tend to be fairly creative. We call computer science a science, but it's really equal parts arts and science in CS and in IT."

Randy Kern, EVP Infrastructure Engineering, Salesforce

Almost 9 in 10 digital-ready CIOs are especially focused on setting out a vision of how IT can drive business transformation.

EY[2]

9 in 10
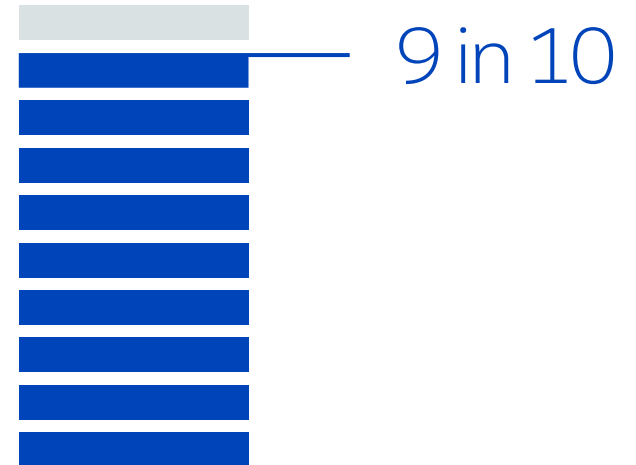
[2] http://www.ey.com/Publication/vwLUAssets/EY_CIO_-_How_leading_CIOs_are_preparing_for_a_digital_transformation/$-FILE/EY-Performance-6-1-Journal-CIO.pdf

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Randy Kern

EVP Infrastructure Engineering, Salesforce

ROLE #2
Change Manager

Change Manager

Changing the way an organisation works – and thinks – takes planning, time, and a good deal of persistence.

Today's IT leaders must take charge of this change, marshalling their organisation's resources while keeping everyone aligned around the drivers and objectives of digital transformation. Measuring and feeding back on progress is essential, as is ensuring those directly affected understand exactly why and how their role is about to evolve.

"Technology will change the way organisations are run and technology leaders should start adapting to these changes today [...] Large corporates should be considering how to juggle the things they do best with the sheer work rate and the ability to pivot off start-ups. Large corporates have tremendous resources to call upon and strong processes to keep them on track. However, urgent attention needs to be given to overhauling the existing processes."

Thomas Lee-Warren, Director of the Technology Group, Royal Mail

TAKE CHARGE

Change Manager

"Change of any kind – personal, team, industry – is a challenging task.
You need to get very crisp about the 'from' and the 'to', asking yourself what are we doing today, and what's going to be different tomorrow.

For individuals in the organisation, it's about answering the questions, 'Will I have a place in that new tomorrow? Will I have friends there? Will I be valued there?'

Making that shift – whether it's through a focus on measures and metrics, or on regular, consistent communications across the organisation, reinforcing exactly what that journey is, why it's important and how far we've come – takes considerable effort. But the rewards are tremendous."

Randy Kern, EVP Infrastructure Engineering, Salesforce

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EVP Infrastructure Engineering, Salesforce

ROLE #3
Guardian of Compliance

Guardian of Compliance

Data is at the very heart of digital transformation.

Your organisation must be able to collect, combine, share and act on personal data in new, exciting ways – all while repaying your customers' trust, and satisfying increasingly stringent regulation.

It's regularly falling to IT leaders to manage these competing demands, and deliver on compliance at the same time as they deliver the future.

"[An IT leader must] be a guardian for compliance, mapping out how new technologies and sourcing strategies can be implemented with an eye on security and privacy regulation."

Stuart Orr, Partner, Technology, Media & Entertainment and Telecommunications Sector, EY

"IT organisations need to invest energy into regulation too. One very important step is to establish the right working relationship between legal counsel and your IT team. It's very easy for this to become imbalanced in either direction. In some organisations they're very risk-averse, and legal's official opinion on anything trumps everything else. In other organisations IT just hopes no one ever notices.

A balanced approach, where you're bringing both views to the table and coming up with optimal outcomes, is incredibly critical in today's climate."

Randy Kern, EVP Infrastructure Engineering, Salesforce

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Stuart Orr

Partner, Technology, Media & Entertainment

and Telecommunications Sector, EY

ROLE #4
Innovator-In-Chief

Innovator-In-Chief

Transformation isn't a one-off project. It's a new state of being.

If your organisation's goal is to embrace the latest digital, mobile and social ways of operating, you'll quickly fall behind the next time technology, customers and markets evolve.

Today's most trailblazing CIOs know this – and they're working to establish the systems, relationships and mindsets to foster constant, rapid innovation.

"Technology leaders must seek out their innovators, otherwise a business will find itself replacing clunky slow processes with slightly faster clunky processes and the opportunity to 'pivot' through insight has been lost. Unless these core processes are tackled, 'strong opinions, weakly held' by technology leaders who wish to move to more agile techniques will fail to achieve their intended outcome."

**Thomas Lee-Warren, Director of the Technology Group at Royal Mail**

Innovator-In-Chief

"In order to innovate, you have to have a sense of confidence around experimentation. You have to have trust in the rest of the organisation. You have to have a sense of forgiveness if an experiment doesn't go well. You need to build that combination of a high-performing organisation that takes great pride in the quality and fidelity of its work, and an organisation that offers a sense of safety, where you can try things that you're unsure of."

Randy Kern, EVP Infrastructure Engineering, Salesforce

65% of digital-ready CIOs devote time to discussing how IT can research and develop new products and services for the business.

EY[3]

65%
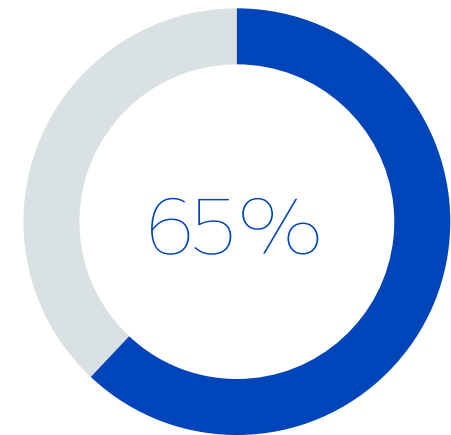
[3] http://www.ey.com/Publication/vwLUAssets/EY_CIO_-_How_leading_CIOs_are_preparing_for_a_digital_transformation/$-FILE/EY-Performance-6-1-Journal-CIO.pdf

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ROLE #5
Agility Champion

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Inspired, innovative ideas are only useful if your organisation is able to act on them.

IT leaders must increasingly take on the mantle of 'agility champion', giving both technical staff and business users the tools they need to develop new applications, and quickly change processes for the better.

Indeed, IDC has found that organisations using Salesforce App Cloud are achieving significant leaps in agility – with 44% more new apps being developed per year, and a 50% faster development lifecycle.[4]

Organisations driving agility with Salesforce App Cloud have seen:

- 44% more new apps developed per year

- 50% faster application development lifecycle

- 38% more efficient IT infrastructure management

- $242,272 in business benefits per 100 users, per year

IDC[5]

44%
more new apps developed per year.[5]

[4] IDC, The ROI of Building Apps On Salesforce, 2016 https://www.salesforce.com/uk/form/conf/platform-idc-wp.jsp

[5] IDC, The ROI of Building Apps On Salesforce, 2016 https://www.salesforce.com/uk/form/conf/platform-idc-wp.jsp
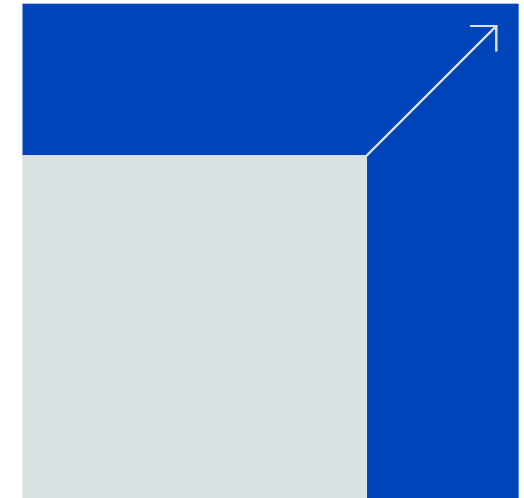
Agility Champion

"At Accenture, our internal IT organisation is taking advantage of what we call the liquid workforce – flexible and agile enough to meet constantly changing demands from the business.

It's about creating a digitally-powered workforce and technology plays a huge role in that [...] The most exciting times are when we put technology in the hands of our people: things that become part of global processes of sales, analytics and insights, like accounting and distribution.

Within Accenture, we've established mobile, social and collaborative platforms that connect our employees and allow them to share ideas more easily than ever."

Andrew Wilson, CIO, Accenture

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Andrew Wilson

CIO, Accenture

It's time to take the lead

As an IT leader you're uniquely positioned to spearhead your organisation's digital evolution.

To succeed, you'll need to effectively manage change and compliance, and create a culture of experimentation where everyone is empowered to innovate and problem-solve; where transformation ceases to be an objective, and becomes a way of life.

Want some inspiration? Click below to see how 12 technology visionaries are using Salesforce to take the lead – and to watch our App Cloud in action.

GET INSPIRED

salesforce

CONNECT TO YOUR CUSTOMERS
IN A WHOLE NEW WAY