

# The Essential CIO

Insights from the Global Chief Information Officer Study

*“When we improve or create new processes, we get closer to the customer and generate new revenue sources.”*

Angelo Figaro, Renault do Brasil

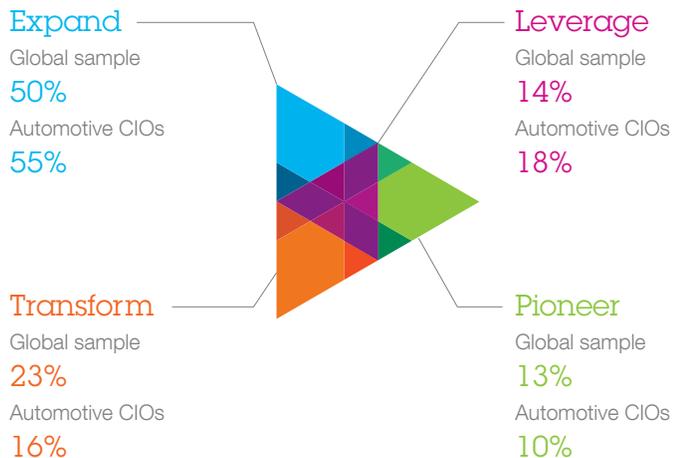
**Automotive CIOs are significantly more focused than the global sample on cloud computing in the next three to five years (70 percent versus 60 percent). And to support organizational strategies, Automotive CIOs will prioritize internal collaboration and communications even more than the global sample (68 percent versus 64 percent).**

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 146 of those CIOs representing the Automotive 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 Automotive 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.





## Automotive 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. Automotive CIOs often 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?** Automotive CIOs with an Expand mandate report that they are especially focused on partnering extensively (65 percent versus 10 percent who expect to do everything in house). Sixty-four percent of this group plans to leverage global integration by deeply changing the mix of capabilities, knowledge and assets within the organization instead of maintaining the current mix.
- ▶ **What are their top visionary plans?** Automotive CIOs as a whole have a significantly greater focus than the global sample on one type of visionary plan in the next three to five years: cloud computing (70 percent versus 60 percent). Like the global sample, they agree on the top two visionary plans: business intelligence and analytics, and mobility solutions.
- ▶ **Where are IT efforts focused?** To support their organizational strategies over the next five years, Automotive CIOs will prioritize internal collaboration and communications even more than the global sample (68 percent versus 64 percent). These CIOs also agree with the global sample on two of the top three areas of focus: insight and intelligence, and people skills.
- ▶ **How will they manage data?** This group agrees with the global sample about the top three ways to turn data into intelligence over the next five years: master data management, visual dashboards and data warehousing.
- ▶ **What will reduce legacy costs?** Automotive CIOs are aligned with the global sample on the top three ways to cut legacy costs, with application portfolio rationalization as the most important.

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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