

CIO Audience Profile

Audience Characteristics:

Overall Mentality ¹	Business+IT Role (Leader) ²	Operations (Data) ³
<ul style="list-style-type: none"> ● They value security and want low-risk (these maybe mutually exclusive). ● The position is filled with risk but primed for great reward.⁵ ● Old model CIO's are mostly inward-looking (backend only); new models should dare to be outward-looking (focused on backend and customer front). ● A possible CIO objection to digital supply chain: "My team can build this." Response from us: No, it will take a lot of resources and a lot of time. ● They are busy and engaged with other high priority activities and they also think that supply chain data sucks. ● IT knows the data they are seeing but don't know what it means. 	<ul style="list-style-type: none"> ● They think: Does it have the potential to be a disruptive technology for our company? A CIO also thinks: what decisions will this technology allow and how will it affect our business at a strategic level? How does it provide business value? ● They are part IT, and part business leaders. ● SAP and Oracle brought CIOs out of the darkness because it allowed them to offer ERP solutions, which were hot topics at the time. ● CIOs are asked to become leaders of the business. Co-own the future. You're the idea generator as well as the visionary leader. As a new leader in this age, you must ask questions, love ambiguity and be good at executing ideas, but run business well while things are changing. 	<ul style="list-style-type: none"> ● They are under pressure to up their game around issues of governance, data quality, and analytics.⁴ ● Basic message: business is now part of an ecosystem. Boundaries are breaking down=your business needs Elementum. Help your business remove siloes because this leads to more accountability and security.⁶ ● [Elementum] nicely integrates into your existing culture. People will accept this change and make it their own.⁷ ● Digital product management is key.⁸ "There's a lot of digital visibility that is consumer-facing, but little that is backend." ● They want to "bring together public and private data, managing data the company does not own, or providing a single data architecture for unstructured and semistructured data."⁹

¹ This column examines the thinking and mentality of CIOs.

² This column looks at the evolving role of a CIO, how they are now both an IT leader *and* a business strategy leader. All these points in this column are from Gartner's extensive ThinkCast Series on CIOs: [Gartner CIO ThinkCast](#)

³ This column looks at IT infrastructure and how they think about technology.

⁴ [GovTech](#)

⁵ [Deloitte \(Great Numbers Here\)](#)

⁶ [Big, Academic Read on Ecosystems](#)

⁷ How new digital products fit in with organizations concerned about their culture: [Gartner CIO ThinkCast](#)

⁸ [Gartner](#)

⁹ [McKinsey](#)

Analyst Research [Figures and statistics that may be helpful]:

- Gartner on CIO: “The pace of digital change will never be this slow again.”
- “CIOs have a tremendous opportunity to reinvent their role each year and transform it from **enabler** to **innovator**.”¹⁰
- “83% of Leaders Struggle to Make Meaningful Progress on Digital Transformation.”¹¹ Can you be the change?
- Bard Papegaaij is a Research Vice President for Gartner’s Office of the CIO group: Cultures can be defined as protective mechanisms. Some perceive change as threat. Change can attack identity of group or individual status. Yet “cultures should not be your barrier. It’s actually an advantage. It’s a capability we all have. It’s a collective learning and adaptation capability.” “Transformation is necessary for the survival of the organization.”¹²
- Gartner on change: “The rapid pace of digital business evolution means that organizations need to be continuously adapting their business and operating models. Nearly two-thirds of CEOs and CFOs anticipate business model change frequently due to digital transformation.”¹³
- Supply chain researchers define supply chain management (SCM) “as the integration of activities through improved supply chain relationship to achieve *sustainable advantage*.”¹⁴ How sustainable are companies’ current operations?
- A company’s small scale digital transformation has its limits: initiating a “new sales channel, launching a service app, or automating a few processes” will not be enough.¹⁵
- In logistics alone, businesses from the U.K. waste about 3 hours per shipment requesting and funneling data between partners via phone or email.¹⁶
- On average, advanced spreadsheet users spend 26 hours per week working in spreadsheets.¹⁷
- Each advanced spreadsheet user can spend up to 8 hours per week repeating efforts when data sources are updated, wasting on average \$12,000 per year.¹⁸

¹⁰ [Gartner's Elevator Pitch on CIO Information](#)

¹¹ [CIO on Digital Transformation](#)

¹² [Gartner CIO ThinkCast](#)

¹³ [Gartner](#)

¹⁴ [ResearchGate](#)

¹⁵ [McKinsey](#)

¹⁶ [Supply Chain Dive](#)

¹⁷ [Alteryx](#)

¹⁸ [Alteryx](#)