

THE ROLE OF THE CIO IN FUELING A SUCCESSFUL DIGITAL TRANSFORMATION

ADVANCED TECHNOLOGY BRINGS INTEROPERABILITY
AND SIMPLICITY FOR USERS AND IT LEADERS



It's 2017, and we're living in an era where our personal lives are increasingly digitized. We can turn on the lights by asking voice-controlled speakers, we can instantly immerse ourselves in another reality just by putting on a virtual headset, and we can do far more than just make calls with our smartphones. And while a social digital transformation is in full force, a corporate digital transformation is also gaining speed.

In fact, by the end of the year, [two-thirds](#) of the CEOs of Global 2000 companies will include a “digital transformation” at the core of their business strategy, and of those who already made significant digital efforts, 81 percent say it has definitely differentiated their company from the competition.

We spoke with top IT influencers to get their recommendations on best practices for success in the CIO role and their predictions for the future of the business innovations space.

“[Two-thirds](#) of the CEOs of Global 2000 companies will include a ‘digital transformation’ at the core of their business strategy.” - IDC FutureScape

Digital Transformation and the CIO



BY TIM CRAWFORD

“The company needs to enact technology in a quick and efficient manner. Timing is critical for success. The winners and losers will be defined by the speed in which a company adapts and how well they leverage the increasing streams of data to their advantage.” - Tim Crawford

Today, digital transformation is the leading topic among many corporate executives. Why is it so popular? And how can the CIO take the lead in a company’s digital transformation journey?

Today’s business marketplace is quickly adapting to a digital world. Increasingly, customers engage with companies using digital technologies. These engagements range from mobile devices to a simple web browser. At the same time, new devices and ‘things’ have made way for the Internet of Things along with a new flood of data. The shift in consumer behaviors and sources of data are forcing companies to move their thinking squarely into a digital world.

The role of technology in a corporate environment has never been more critical. We have passed a threshold where throwing more people at a problem is no longer possible. The only answer is to leverage technology.

The Chief Information Officer (CIO), as the senior-most executive responsible for technology within a company, is best suited to lead this charge. The CIO can bridge the gap between the business objectives of the executive team, the shifting demands of customers and the ever-changing world of technology solutions.

For a company to succeed in their digital transformation journey, they need to successfully evolve to this new digital world. In addition, they must quickly identify opportunities to leverage technology that solves core business issues.

The most common issues corporate leaders face include:

1. Increased customer engagement
2. Customer personalization and moving to the 'market of one'
3. Increasing operational efficiencies
4. Capitalizing on revenue growth opportunities

Simply stating these four objectives does not go far enough. The company needs to enact technology in a quick and efficient manner. Timing is critical for success. The winners and losers will be defined by the speed in which a company adapts and how well they leverage the increasing streams of data to their advantage.

The role of the CIO has never been more important to the success of a company.

About the Author

Tim Crawford is ranked as one of the Top 100 Most Influential Chief Information Technology Officers (#4), Top 100 Most Social CIOs (#7), Top 20 People Most Retweeted by IT Leaders (#5) and Top 100 Cloud Experts and Influencers. Tim is a strategic CIO & advisor to CIOs, large global enterprise organizations across a number of industries including financial services, healthcare, high-tech and major airlines. Tim's work differentiates and catapults organizations in transformative ways through the use of technology as a strategic lever.

Tim is an internationally renowned CIO thought leader in the areas of IT transformation, Cloud Computing, Data Analytics and Internet of Things (IoT). Tim has served as CIO and other senior IT roles with global organizations such as Konica Minolta/ All Covered, Stanford University, Knight-Ridder, Philips Electronics and National Semiconductor.

Tim's extensive experience includes strategic planning, organizational development, governance, program and portfolio management that aligns with business strategy. Additional experience includes mergers and acquisitions, business development, strategic sourcing, compliance, information security and risk management.

Tim serves on the Board of Directors for Modius and on the Advisory Board for CloudVelox. Tim holds an MBA in International Business with Honors and a Bachelor of Science degree in Computer Information Systems both from Golden Gate University.



The Many Faces of Today's CIO



BY TAMARA MCCLEARY

“The role of the CIO has reinvented itself beyond supporting mission critical functions with mainframes and PCs as operators of traditional IT infrastructure maintenance duties...” - Tamara McCleary

A time of great transition, today's CIOs are poised to lead innovation in their organizations with respect to attaining agile, responsive and cost effective solutions. However, no longer is the CIO only engaged in efficiency and cost-cutting. The role of the CIO has reinvented itself beyond supporting mission critical functions with mainframes and PCs as operators of traditional IT infrastructure maintenance duties to an expanded role as strategic player responsible for integrating company

mission, innovation, technology, services, and talent while growing the business through investment in and implementation of innovative technologies.

CIO as Change Agent

CIOs have taken a more prominent seat of power at the executive table and are no longer relegated under the CFO as the game has changed and the rules are digital transformation or

die. The potency of the CIO role is in growing the business through leveraging technology rather than merely delivering it. Part of this recent shift in power in the C-suite is due to the evolution of supercomputing capacity and technology lending substantiation through reliable data collection, and analysis. An obstacle ever-present for today's CIO is data often remains siloed and ever-challenging to access across the organization's various domains. As a change agent, CIOs must create business value, develop innovative business processes, take on the big data challenge and drive the implementation of digital technology.

Cybersecurity at the Heart of the Enterprise

As cyber threats remain ever present on any organization's top priority list, cyber security falls into the domain of the CIO's purview. With the explosion of applications, devices and networks, the level of sophistication of cyber threats creates a priority for risk mitigation strategies positioning the CIO as the power player in adjusting the company's relationship with risk.

CIO: Visionary Strategist

The gold found in the always evolving CIO seat is leadership of the organization's innovation strategy and redefining what is possible for the business. Not just tactical anymore, today's CIO must also be a visionary able to take a strategic and practical application to reach a future of business transformation. IT's function is now central to the business growth objectives catapulting the CIO role into prominence at the executive table.

A Balancing Act Toward Innovation

Today's CIO is in the midst of an exquisite balancing act between balancing risk, technical architecture, and security, with the enterprise bottomline. In order to lead innovation, it's a juggle between adoption of new technology, mobile, cloud solutions, social networking, big data, analytics and talent within the organization all the while driving efficiencies and competitive advantage.

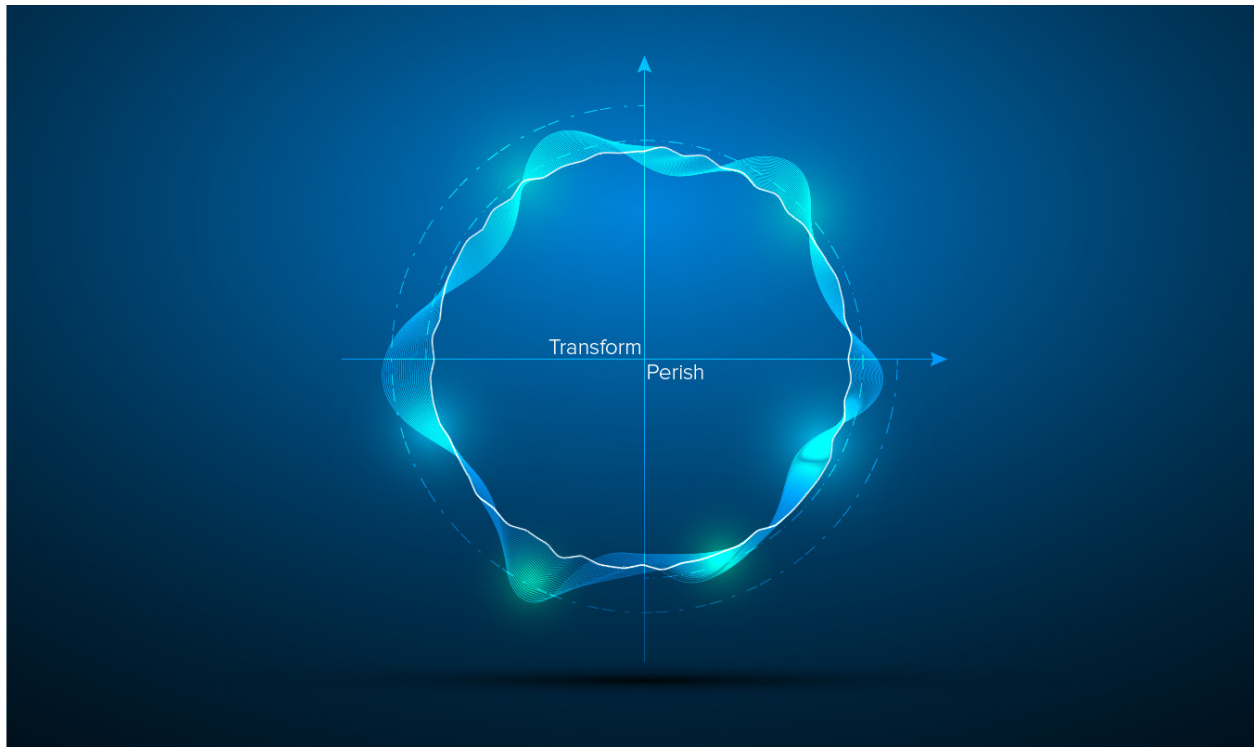
The CIO Crystal Ball

Digital transformation and the fear of disruption have empowered today's CIO in becoming a vital member driving the conversation within the executive team regarding technology that will enable, facilitate and potentiate the business while identifying competition which could potentially blindside the C-suite. Avoiding missed opportunities, and pointing the organization in the direction of business decisions affecting positive growth give today's CIO a more strategic role versus tactical. For an enterprise to remain relevant and innovate while keeping the core business healthy, the C-suite is relying on CIOs to illuminate the possibilities that technology can offer. The role of CIO has expanded to include leadership within the company guiding revenue generation, and client relationships as well as innovation. In today's destination digital and digital disruption climate, CIOs are responding by reinventing not only the IT function, but reinventing their role within the organization.

About the Author

Tamara McCleary is an internationally recognized expert in the fields of technology, branding and social influence. As the CEO of Thulium, Tamara is listed as one of the Top 15 Social Media Marketing Influencers of 2016. In addition she is one of the Top 25 influencers in the fields of AI/ Machine Language and Augmented Reality, Top 50 in Social Media, Big Data, Blockchain, Digital Transformation and Top 100 in IoT. She was ranked by Leadtail as the third most mentioned person by Chief Marketing Officers and was named the #1 Most Influential Woman in Martech by B2B Marketing.

She is an in demand international speaker speaking on the topics of Branding, Social Influence, Generational Marketing, IoT, Cognitive Computing and AI, Mobile, Healthcare and Women's Empowerment and Leadership (to name a few).



Transform or Perish: Understanding and Adopting Innovative Technologies



BY WILL LASSALLE

“A key component of the business strategy is the digital strategy, which is supported by the IT strategy. Identify disruptive trends, threats, talent and partners, and then champion proposals and priorities that will help your enterprise survive and thrive in an increasingly digital world.” - Will Lassalle

Chief Information Officers have an unprecedented opportunity to transform themselves and their departments and become a key voice at the executive table.

Technology now forms the backbone of most businesses and is a major enabler of change, innovation and a driver for sustainable competitive advantage. Therefore, it's no surprise to discover

that IT has become a key component of organizational planning and strategy. As such, today's chief information officers need well-developed business and leadership skills, in addition to their more traditional technical abilities, in order to operate successfully at this level. A key component of the business strategy is the digital strategy, which is supported by the IT strategy. Identify disruptive trends, threats, talent and partners, and then champion proposals and priorities that will help your enterprise survive and thrive in an increasingly digital world. Due to this, CIOs are now viewed as the most important senior leaders in driving digital transformation and innovation. What really matters for the new generation of CIOs is delivering value to the business.

One of the first acts of leadership new generation CIOs can contribute to the enterprise is to drive digital role clarity and teamwork expectations. The CIO can accomplish this by promoting three IT Subcultures:

1. The Operators, focused on keeping operations running and improving
2. The Innovators, focused on speed and exploration

3. The Change Agents, focused on leadership and balancing innovation with risk

However, to deliver a successful digital transformation CIOs really need to be supported by agile, flexible, 'plug and play' technology that enables them to rapidly deliver what the business needs. They need agile and adaptive systems, to give them the freedom to innovate and more importantly help their teams be more productive and explore new possibilities, bringing fresh thinking to the organization.

New generation CIOs need to be holistic thinking and acting leaders. The CIO should be equipped with the same skills as other leaders who transform their organizations. With a focus on collaboration, innovation, optimization, change. While building a fast and agile IT team that is accessible and can help create value.

In summation, for new generation CIOs the challenge and opportunity is all about agility. Technologies that allow organizations to connect directly with customers. Research and development,

production, distribution, finance, and marketing are now intimately integrated. The new generation CIO needs to control each aspect of the technical ecosystem to assure that the organization is harmonizing business tactics with sound technical strategy, actively adjusting to changing innovations and disruption, and embracing the upside of innovation while minimizing risk.

About the Author

Will Lassalle is a successful and influential rising star in the technology industry, with over 20 years of technology experience. He has held numerous IT executive consulting roles while Chief Information Officer for JLS Technology USA driving organizations through digital transformations and creating highly functioning, innovative IT organizations through culture improvement

Will holds numerous industry recognized certifications such as PMP, ITIL, Six Sigma Green Belt, CCNA, MCSE, MCITP, Security+, and Project+. He is also an active member of Society of Information Management, Association of Information Technology Professionals, Project Management Institute, Hispanic IT Executive Council and Toastmasters. Will is a strong advocate for STEM and diversity in Technology and most recently has begun advising technology start-ups in the Miami Tech scene.



The Many Faces of Today's CIO



BY MICHAEL KRIGSMAN

“A modern, digital CIO must know the business sufficiently well that he or she can participate in conversations with other leaders at a peer level.” - Michael Krigsmann

“The nexus of innovation, relevance, and contribution are the foundations for becoming a top digital CIO.”- Michael Krigsmann

Historically, information technology was isolated from the business, surrounded by men (yes, they were almost exclusively men) in white suits. These prototypical technologists had good reasons for keeping their expensive, complicated, and difficult to use machines separately

and apart from ordinary business people. They became IT priests and the intermediaries through which business people had to pass if they wanted to use a room-sized computer to solve their problems.

Today, this computing equation is completely turned around. Pervasive computing does, in fact, exist and many people in business are genuine technologists. Together with low-cost machines and software, these factors have changed expectations of the CIO among users and business partners.

This changing environment has had a profound impact on the CIO. It is no longer sufficient for the CIO and IT to operate apart from core business strategies of the organization. In fact, the path to CIO relevance today is defined by being a true innovation partner to the business.

Innovation in this context means participating in active planning, contributing a technology perspective as people in various parts of the organization define their strategic objectives. For marketing, this may require the ability to personalize engagement with stakeholders; the CFO may need the ability to integrate new acquisitions more quickly; and the head of manufacturing may demand greater throughput or reduced error rates.

Importantly, these objectives are stated as business problems without reference back to any specific technology. The business / IT conversation, therefore, begins with business goals, outcomes, and challenges rather than technology products. A modern, digital CIO must know the business sufficiently well that he or she can participate in conversations with other leaders at a peer level.

We hear about CIOs wanting a “seat at the table.” CIOs can earn such a seat by demonstrating the ability to operate as co-collaborator and strategist, helping solve the organization’s most pressing business problems. The real challenge is business innovation, with technology being a crucial enabler to make it happen.

The nexus of innovation, relevance, and contribution are the foundations for becoming a top digital CIO.

About the Author

Michael Krigsman is an industry analyst and host of [CXOTALK](#). He is a prolific writer and internationally recognized as one of the world’s foremost influencers on CIOs.

Pace of Technology - Xtreme Xceleration Or One Touchpoint – One Mind



BY EVAN KIRSTEL

“Technology often changes much faster than we predict, while society and users always change differently than we predict.”- Evan Kirstel

“Technology often changes much faster than we predict, while society and users always change differently than we predict,” was on the wall of a CIO I know. It reminded him to understand that now faced with drone, unmanned delivery vehicles and package distribution systems planning using AI in his logistical delivery network, the goal is still to design and deliver innovative solutions with the customer experience in mind.

With these and other emerging technologies, corporate CIO see the extreme acceleration of technology at play. Yet we find users like “herding cats” going to all directions with only limited controls by the CIO. Focused primarily on security of all media as it’s not just metadata but multi-media data in any format. The challenge is integrating

all legacy, current and emerging technologies into to one “touchpoint” approach to maximize communication for all players.

This new approach will allow the integration of AR-augmented and VR-virtual reality as well as new expert systems, machine learning and any form of AI whatever it may be. By looking at this one touchpoint approach “thought leadership” and all corporate content, media technologies along with traditional and social media distribution can be used for maximum benefit and results.

In conversations with CIO and CXO leaders, I found consensus on building a corporate network architecture much like the human nervous system where all touchpoint senses from desktop to

smartphone and any new sense can be carried across the network to a corporate mind. This allows protection of the data but also allows a one “mind” approach to protect IP-intellectual property in the forms of patents, customer lists, HR, trade secrets and more. API-applications Programming Interfaces can be built from the mind to other cloud applications as well as manage balancing internal legacy platforms with cloud and emerging technologies. This approach facilitates integration of all parts from suppliers, channel partners and other content suppliers.

Conversely it extends the mind to others where needed in the form of IR, PR and others increasing a key element of the new enterprise – transparency. Most importantly, security protection in all its known and unknown forms can be conceivably be isolated with honeypots and advanced solutions can be addressed. As the pace is technology is reaching extreme acceleration requiring not only technology architecture but leadership and planning that can see into the “crystal ball” but also bring it back to real business conditions today.

About the Author

Social Business had been a personal passion, as I've grown my Twitter (132K+ followers) and LinkedIn (14K connections) network while helping dozens of clients grow from zero to Tens of Thousand of engaged followers. My connections are a “Who's Who” of the B2B Enterprise IT, Telecom and Cloud landscape, and growing by thousands monthly.

Engagement via Social media requires patience and commitment, and by working together we can “meet” new B2B prospects and business partners by adding 1000+ new, relevant social media followers per month. The combination of my social media influence, social business know-how, and passion for sales networking can help you drive visibility & engagement with influencers, customers, analysts, journalists, CXOs et al-while cutting through the noise to generate leads and set up tomorrow's sale.

CIOs and the “Amazonisation” of the Enterprise



BY JAMES AVIANI

“Digital transformations require lots of discussions, free-flowing debates and planning, and these will almost always include remote employees. Video is ideal for these kind of discussions. Only video can show the subtle changes in facial expressions or body posture that can move a transformative discussion forward.” - James Aviani

The core concept of Amazon -- manically customer-focused on value and nearly instant service delivery at massive scale -- has created the new standard for every CIO.

Businesses today expect every service to be delivered quickly with a minimum of friction. Companies expect their IT services to be available regardless of geography or technology platform and to scale without re-architecture or massive capital investment. Their implicit comparison will be Amazon -- either their consumer marketplace or their web services division. It is a very high bar indeed!

The only way to achieve this new level of performance is through a digital transformation of the company, that is aligned to its strategic goals and supports its culture. Like Amazon this digital transformation is nearly always “cloud first” -- services that provide instant access with capacity that scales as it is needed. And because this transformation impacts every aspect of the business, the CIO needs to work “hand in glove” with every business function.

But foundational to this digital transformation is communication -- both between employees and between the company and its customers. Digital transformations require lots of discussions, free-flowing debates and

planning, and these will almost always include remote employees. Video is ideal for these kind of discussions. Only video can show the subtle changes in facial expressions or body posture that can move a transformative discussion forward.

The role of the CIO is paramount in the digital transformation -- the "Amazonisation" -- of the enterprise.

About the Author

James Aviani is a career high technology executive who has worked for Cisco, Citrix, several start-ups and held positions as both CIO and CTO. He holds 33 patents and has an MS in Computer Science from Cal Poly San Luis Obispo.

In Conclusion

As the digital transformation becomes increasingly prominent on CIO's agendas, using a streamlined, easy-to-use video conferencing software will be the first step for staying ahead of the game when it comes to technology. [Try BlueJeans free](#) to learn how your business can save time and money while improving collaboration with our industry-leading video conferencing platform.

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