

## **i** CIO Analytics

As their peers in the business become more knowledgeable about the practice of business analytics, and the tools of analytics become easier to grasp for novices and experts alike, the CIO's role is evolving with regard to this powerful business capability. Rather than providing highly targeted solutions primarily designed to address discrete challenges, CIOs are increasingly focused on building an interconnected analytics ecosystem—an approach that recognizes the data linkages between different parts of the business and makes more efficient use of data-focused resources.

In the end, companies can achieve competitive advantage not simply through technology adoption, but by applying new organizational and transformational approaches to enable the entire analytics enterprise, in addition to technology.

### What's at stake

For CIOs, a key is to modernize existing data assets and information delivery processes with an eye toward operationalizing analytics—the ultimate goal for many business leaders pressing for more actionable insights from analytics. Without a relentless focus on the entire analytics enterprise, funding and long-term interest will likely waver, and early initiatives may fail to deliver the expected value, essentially becoming science experiments rather than sustainable tools for generating value.

### Analytics connections with other roles

CIOs are expected to be connected to all CXOs on the issue of analytics. That means CIOs need to have command of a wide range of business strategies—not just the technology to support them.





## Crunchy questions for CIOs

For other C-suite leaders, we recommend starting the analytics journey with a clear set of business questions they should be able to answer to warrant their investments in analytics. We call these “crunchy questions”—highly detailed business inquiries that pave the way for action. But because CIOs are expected to support a wide range of objectives with analytics, the questions they should answer have a different focus. Here are some examples.

### Business support

- Which organizational model should be applied to best define the roles of business and IT with regard to analytics?
- Which processes are most likely to promote collaboration across the business?
- Do we have the right resources to meet business demand for analytics insights?
- Which delivery model will best match the needs of our critical business segments?

### Process

- Which analytics use cases are likely to drive more value, or reduce costs most significantly?
- Which techniques will allow us to deliver data quickly while still exercising ample control over our data?
- How should IT make use of hosted and managed solutions, as well as the cloud, to expedite delivery?
- How can we best enable quick access to high-quality data on a global scale?

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