	1980s *Mainframe / Distributed Era* CIO as the **Technology Developer**	1990s *Distributed / Web-based Era* CIO as the **Technology Aligner**	2000s *Web-based Era* CIO as the **Technology Integrator**	2010s *Cloud-based Era* CIO as the **Technology Architect**
Impacts on the CIO	• Technological	• Technological • Business	• Technological • Business • Social	• Technological • Business • Social • Regulatory

Tasks
of the CIO
	• IT Infrastructure
	  Development
	• IT Workforce
	  Assignment
		• Technology
		  Decentralization
		• Business Process
		  Standardization
			• Social IS
			  Deployment
			• Global System
			  Integration
				• Relationship
				  Orchestration
				• Solution
				  Integration

Contributions of the CIO	Technology that is deployed into the business	Technology that is aligned with business models	Technology that integrates business solutions	Technology that provides on-demand business services