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CIOs to drive digital transformation

Aligning IT to business strategy is crucial for success, according to Deloitte's CIO survey

Luxembourg, 06 December – Three quarters of CIOs say aligning IT activities with business strategy and performance goals is the top IT capability essential to success. This is one of the key findings from the recent global Deloitte CIO survey. For the third consecutive year, Deloitte surveyed 1,200 CIOs in 48 countries to analyze the value and impact technology leaders deliver to their organizations.

Although the majority of CIOs see the importance to match the IT strategy with business priorities, only 5 percent of the CIOs surveyed think it is a leading class capability in their IT organization. *"The results show a significant gap between information technology capabilities and business expectations in several areas, including innovation and cybersecurity,"* states Patrick Laurent, Partner and Technology Leader at Deloitte Luxembourg. *"To create value and keep up with changing business needs, CIOs need to develop these capabilities and enhance their own personal competencies. Moreover, it is important to network and stay in close contact with other executives, while at the same time develop and nurture their talents and teams."* Other elements CIOs mentioned to be crucial for success were the execution of technology projects (55 percent), followed by vision and strategy (nearly 50 percent).

In addition, the survey unveiled a shift in business priorities from "business performance" to "customers", with 57 percent of chief information officers choosing "customers" as their top priority, compared to only 45 percent last year. The results are striking as only 45 percent of CIOs stated their information technology organization is involved in delivering customer experience through IT capabilities. Growth (49 percent), performance (48 percent), cost (40 percent) and innovation (35 percent) follow in the list of top five CIO priorities.

Nurture trumps nature

When it comes to shaping the CIOs legacy, IT capabilities and leadership competencies are a much bigger differentiator than personality traits. According to the survey, 75 percent of survey participants share the same personality traits, while significant differences and varying levels of maturity exist in relation to leadership competencies and IT capabilities.

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Depending on the nature of business needs, CIOs might adopt and navigate between specific legacy patterns. Deloitte defines three such patterns and segmented survey respondents by means of cluster analysis: 55 percent were identified to be **trusted operators**, who ensure operational excellence; 11 percent belong to the group of **change instigators**, who enable large business transformations, while 34 percent focus on delivering to business strategy as **business co-creators**. The survey concludes that CIO legacies will likely be shaped by how well CIOs respond to and anticipate the needs of the business.

Navigating the digital shift

According to the Deloitte survey, CIOs and business leaders define "digital" in different ways. One group considers digital only as customer-facing, front-end tools and technologies, while others view digital as a mind-set, where technology fundamentally transforms and shapes future business models and becomes the motor for their organizations.

"The digital shift often requires fundamental transformation in back-end technologies, legacy IT systems, IT culture, skills and capabilities. The full digital picture is often unperceived, as a major part of the CIOs area of expertise and control remains hidden below the water line as part of the digital iceberg," states Patrick Laurent. "For this reason, we believe that CIOs are in a unique position to drive business transformation, harness digital disruption and become a catalyst for essential organization-wide change."

The full version of the Luxembourg CIO survey is available on Deloitte Luxembourg's website at the following address: www.deloitte.com/lu/ciosurvey2016

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Les DSI, moteurs de la transformation numérique

Selon l'enquête de Deloitte sur les DSI, l'alignement des technologies de l'information (TI) sur la stratégie commerciale est essentiel à la réussite

Luxembourg, le 6 décembre – Trois quarts des DSI affirment que l'alignement des activités informatiques sur la stratégie commerciale et les objectifs de performance est la capacité principale des TI, essentielle au succès. C'est l'une des principales conclusions de la récente enquête mondiale de Deloitte sur les DSI. Pour la troisième année consécutive, Deloitte a interrogé 1200 DSI issus de 48 pays afin d'analyser la valeur et l'impact que les leaders de la technologie apportent à leur entreprise.

Bien que la majorité des DSI comprennent l'importance de faire correspondre la stratégie informatique aux priorités commerciales, seuls 5 % des DSI interrogés estiment que c'est une capacité de premier plan au sein de leur société. « *Les résultats montrent un écart important entre les capacités des technologies de l'information et les attentes commerciales dans plusieurs domaines, notamment l'innovation et la cybersécurité* », affirme Patrick Laurent, Partner et Technology Leader au sein de Deloitte Luxembourg.

« *Pour créer de la valeur et s'adapter aux besoins changeants des entreprises, les DSI doivent développer ces capacités et améliorer leurs compétences personnelles. De plus, il est important d'établir des réseaux et de maintenir des liens étroits avec les autres dirigeants tout en encourageant le développement de leurs talents et équipes.* » Les autres éléments que les DSI considèrent comme cruciaux pour le succès sont la réalisation de projets technologiques (55 %) ainsi que la vision et la stratégie (près de 50 %).

Par ailleurs, l'enquête a révélé un changement dans les priorités des entreprises, passant des « performances commerciales » aux « clients » : 57 % des directeurs des systèmes d'information font en effet de leurs clients leur première priorité, contre seulement 45 % l'année dernière. Les résultats sont frappants car seulement 45 % des DSI affirment que leur organisation des TI est associée à la création d'une expérience client au travers des capacités informatiques. La croissance (49 %), les performances (48 %), les coûts (40 %) et l'innovation (35 %) suivent dans le top cinq des priorités des DSI.

La culture avant la nature

En ce qui concerne l'héritage laissé par les DSI, les capacités des TI et les compétences en leadership sont des éléments de différenciation nettement plus importants que les traits de personnalité. Selon l'enquête, 75 % des participants partagent les mêmes traits de caractère, tandis que des différences significatives et des écarts dans les niveaux de maturité existent pour ce qui est des compétences en leadership et des capacités en TI. En fonction de la nature des besoins de l'entreprise, les DSI ont tendance à adopter et à naviguer entre des modèles spécifiques existants. Sur la base d'une analyse typologique, Deloitte définit trois segments de répondants : 55 % d'entre eux relèvent de la catégorie des **opérateurs de confiance**, garants de l'excellence opérationnelle; 11 % sont classés dans le groupe des **instigateurs du changement**, permettant des transformations de grandes entreprises, et 34 % appartiennent aux **co-créateurs**, se focalisant sur la mise en œuvre de la stratégie commerciale. L'enquête conclut que l'héritage des DSI sera

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probablement fonction de l'efficacité avec laquelle ils réagissent aux besoins de l'entreprise et les anticipent.

Prendre le virage numérique

Selon l'enquête de Deloitte, les DSI et les dirigeants d'entreprise ont différentes définitions du « numérique ». Certains d'entre eux considèrent qu'il s'agit uniquement des outils et des technologies de services aux clients, en front-end, tandis que d'autres le voient comme un état d'esprit où la technologie transforme fondamentalement et façonne les futurs modèles commerciaux et devient le moteur de leurs organisations.

« Le virage numérique nécessite souvent une transformation fondamentale des technologies de back-end, des systèmes informatiques hérités, de la culture des TI ainsi que des compétences et des capacités. L'image que l'on se fait du numérique est souvent incomplète, car une partie importante du domaine d'expertise et de contrôle des DSI demeure sous la surface de l'iceberg numérique », conclut Patrick Laurent. « C'est pourquoi nous estimons que les DSI occupent une position unique permettant d'orienter la transformation des entreprises, d'exploiter les révolutions numériques et de servir de catalyseur pour engager des changements essentiels à l'échelle de toute la société. »

La version complète de l'enquête sur les DSI du Luxembourg est disponible sur le site web de Deloitte Luxembourg à l'adresse suivante : www.deloitte.com/lu/ciosurvey2016

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