A Digital-First World will force the radical overhaul of enterprise strategies, processes, products, services, and relationships. To empower the digital enterprise, the strategic CIO will need to break out of operations mode to better align themselves with the business, embrace future trends in technology, and identify new value streams. In 2020, the strategic CIO will build the digital enterprise using information as a key competitive differentiator to create opportunity and mitigate risk. Successful CIOs will apply Enterprise Information Management (EIM) as a foundational infrastructure for transformation.

CIOs are Under Siege
In a complex business landscape, the role of IT is evolving beyond a mandate to “keep the lights on.” Board members and executives are looking to IT to contribute more than operational responsibility to the enterprise. According to a report by The Economist, C-level executives believe the IT function will undergo substantial transformation: 57 percent of the 536 executives surveyed expect their IT function to change significantly over the next three years and 12 percent predict a “complete overhaul.” To accommodate transformation, the strategic CIO will need to:

- Embrace digital disruption
- Align business with technology through agile processes
- Implement systems of engagement
- Empower the digital enterprise
- Focus on information as enabler

Embrace Digital Disruption

Innovative organizations are investing in digital technologies, such as cloud computing, mobile, data analytics, and enterprise social networks, and realizing greater profit margins. Disruptive technologies like the cloud, social, and mobile are forcing organizations to explore new ways to engage with customers, create new products and services, and increase time to market. In 2020, the Internet of Things (IoT), smart machines, wearable technologies, and 3-D printing will cause radical shifts in core IT competencies. Smart machines will begin to infiltrate IT planning and infrastructure as automated replacements of human labor. CIOs will need to identify where these systems will improve efficiencies and reduce costs, how to implement them as standard equipment, additional benefits they may offer, and changes in legislation, regulations, and liability that they might incur.

As disruptive technologies become part of the IT infrastructure, CIOs must be prepared to capitalize on the potential of information fueled by disruptive technologies (data from sensors, for example). As volumes of information grow, the need for governance and security will grow. Other challenges for integrating disruptive technologies into the enterprise architecture include the education, training, and skills required to run these technologies.

Align Business with Technology

To create effective, new applications in 2020, the CIO will work with business managers to help them achieve their goals, aligning technology with business function as part of an overall digital strategy that outlines clear corporate goals. Corporate goals, like reducing time-to-market, decreasing time-to-revenue, and improving time-to-satisfaction, can be achieved through the implementation of an EIM strategy and supporting technologies.

EIM embeds information management and security directly into processes, combing structured data with unstructured data to align operations with strategic vision. EIM arms the enterprise with the technology and approaches it needs to transform itself into a digital enterprise.

Implement Systems of Engagement

Enterprises are already evolving from systems of record to systems of engagement. This shift is demonstrated by a change in focus from customer transactions to customer interactions, from hierarchical command-and-control systems of governance to flat, globally-enabled collaboration, and from facts and commitments to ideas and even nuances. With systems of engagement, discovery and dialogue influence the single source of the truth and conversations are communal, replacing documents as primary record types. Usability is intuitive, accessibility is ad hoc and open, and retention is transient. Finally, policy moves from concentrating on security mechanisms to shield corporate assets to protecting the privacy of enterprise users.

Facilitate Agile Process Development

In 2020, IT will have to adapt to support changing business models with new processes. Processes will move beyond packaged applications to EIM and Business Process Management (BPM) tools that are cross-functional, dynamic, easy to change, and repeatable. Agile process development and dynamic processes, such as case management, will enable the digital enterprise to be more nimble and focused.

End-to-End Process Agility

Business will be transformed through the consolidation of technology onto platforms that allow for rapid application development of next-generation products, replacing development that moves at the speed of “zero-fault” tolerance. Continuous iteration, rapid feature enhancement, and short-term solutions will be developed as cheap, fast, and scalable pilots, replacing longer deployment cycles and the IT backlog that hinders the ability to capitalize on new opportunities. By implementing these new applications, the strategic CIO will not be afraid to take risks or fail.

Empower the Digital Enterprise

Spending on cloud software, platform, and infrastructure services will grow from approximately $28 billion today to $258 billion in 2020—reaching 45 percent of total IT services spend. As infrastructure moves to public or private clouds, the demand for...
IT to implement and maintain systems will be reduced. Software-as-a-Service (SaaS) will become the norm and IT will increasingly be seen as a “broker” of technologies, providing consulting services to employees and customers who are driving technology decisions. As services move to the cloud, IT will have more time and resources to focus on digitization and empowering end users through self-service applications and bring-your-own-devices (BYOD) policies.

Agile and process-driven IT teams will replace the current structure of IT, no longer organized around siloed technologies like servers, storage networks, desktops, mobile, and departmental systems. To master an infrastructure in flux, the strategic CIO will have to examine current processes, explore new business and engagement models, and embrace digital disruption—while maximizing security and minimizing risk. It’s a tall order but with a sound EIM infrastructure in place, the strategic CIO is well equipped to digitally transform the enterprise.

**Focus on Information as an Enabler**

In 2020, the digital enterprise will leverage big data analytics to drive sales, performance, and opportunity. The strategic CIO will invest in predictive and analytical technologies for a deeper understanding of consumer preference, and to improve insights and create more targeted offerings. Information gleaned will be incorporated into business processes and the insights used to drive more effective decision-making. An EIM system will empower the digital enterprise to better understand its content, connect it to the right resources, and use it to innovate and find opportunity. EIM combines systems of engagement with systems of record. Through the effective management of information, EIM systems deliver benefits like better improved access and analysis, consolidation and standardization, reduced risk and cost, increased security, and better alignment of IT activities with business objectives. But EIM does more than this—it provides a secure context in which innovation can happen. It unleashes the value of content so that it can be discovered.

The journey to digital transformation requires a radical overhaul of culture, organizational structures, technology, and operating models. Since it is the new way forward, CIOs will need to figure out how to get there. EIM provides a strategic blueprint for transformational success. The next article in this series outlines the key components and transformational benefits of EIM for the digital enterprise.

To learn more, you can visit our website and download the book, *Digital: Disrupt or Die*: http://www.opentext.com/campaigns/digital-disrupt-or-die

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