TCS 2020 CIO Study
Digital Leadership for Business Transformation

The CIO's New Responsibilities:
FIND THE DIGITAL OPPORTUNITIES.
WARD OFF THE COMPETITIVE THREATS.

Can you keep the company running—ahead of the pack?

Announcing the TCS 2020 Chief Information Officer Study

Chief information officers are asking themselves some existential questions: "What's our industry, really? Who is our actual competition? And how will I answer this question tomorrow?"

Add these concerns to the now-perennial self-examination: "What's my job? And what should it be, if this company is to succeed?"

The average tenure of a CIO today is 4.3 years—among the C-suite, only CMOs have a briefer stay in their position (4.1 years).[1]

Because CIOs—and CTOs, and digital officers, and corporate technical leaders of every stripe—are asking these questions, the TCS Business 4.0 Thought Leadership Institute is asking 1,000 of them some deeper questions to help provide answers in the 2020 TCS Chief Information Officer Study.

[1] Korn Ferry Institute, February 14, 2017: https://www.kornferry.com/press/age-and-tenure-in-the-c-suite-korn-ferry-institute-study-reveals-trends-by-title-and-industry

The cautionary tales of long-established companies (such as Kodak and Sears) and even younger companies (such as Blockbuster) illustrate the threats that may come from unexpected places. Of anyone in the corporate landscape, the CIO may be the C-suite leader most capable of identifying competition from digital innovators and strategizing how to contain or outmaneuver them.

But do CIOs understand the digital ecosystem in which they operate today—and, if so, is that all they understand? Perhaps it's more important to ask: Do CIOs see the potential for the ecosystem they—and their competition—could be playing in? TCS's own executive sponsors of the CIO Study wanted to know if they did.
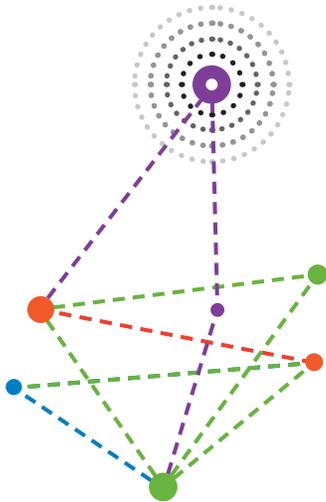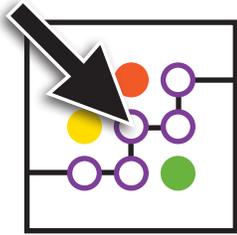
Ecosystem Signal vs Industry Noise

Among the questions we—and, we think, CIOs in large corporations—want answered:

- What is the role of CIOs in companies and different industries in driving digital business model transformation?

- How do they think about opportunities and threats in increasingly digitized businesses across every sector?

- How deep is the digital experience of their bosses and board members— and does that make a difference?

- How are companies setting their digital strategy—by industry or by ecosystem?

- Where do they believe their biggest competitive threats originate— from inside or outside their sector?

- What data is important for companies to collect and manage to make their digital transitions, and how are they using it?

- And what are best practices in leading digital transformations for renewal and growth?

- Do they operate in a culture open to digital business and data monetization? Or something less?

X% of companies think along traditional industry lines

Y% of companies think about customers, partners and competition along digital ecosystem lines

How digital is your company today? Your marketing? Product development? Logistics and distribution? Legal? (What about IT operations and information security?) And what could get digital in the years to come?

DIGGING DEEPER

To understand what CIOs know about their business today (and what they don't), we're exploring some issues with them.

Where is the focus?

Yes, we asked them: "Business strategy or IT operations, and how much of each?" But more particularly we want to know: What do CIOs think will drive their company's future growth over the next decade? Is it the current customers, only more so, and extant products or services, only newer? Or do they see their future in breakthrough products and services developed through game-changing innovations? Or even whole new business models—maybe moving from ownership to subscription business models for customers? We want to know.

Who's coming for you?

Where do CIOs expect the new competitive threats will originate, their traditional competitors or a digital player (currently) outside the sector? How prepared are they for it?

Who innovates where?

Companies with established revenue streams and loyal customers may find themselves unable or unwilling to "move fast and break things" in adapting their business models. So we want to know: where does that innovation take place within a company—in a separate unit or "innovation lab," such as the retailer Lowe's Innovation Lab or pharmaceutical company Bayer's Innovation Center & Science Hub, or within the traditional structures of the CIO's office, the lines of business, or elsewhere?

Which data? How is it used?

Sales data. Operational data. Customer data. And data for sale or sharing. Companies are swimming in data pools and data lakes and are finding new needs—and new uses—for it all the time. Which digital data is the most important to the enterprise's future? And what's ahead for the companies already in the data business, such as streaming services?

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Whose data?

Customer data is fast becoming a third economy, after products/services and the financial economy. And customers have never been more willing— and never more outraged—for companies to use, share and sell data about them. Emerging businesses are built on customer data, but established industries and enterprises are moving at different rates in navigating this choppy sea. Who's ahead and who's behind? Why?

What's the impact?

Which digital developments affected their businesses the most this past decade…and which parts of the ecosystem hold the most promise or problem for an industry? Looking beyond the CIO, where is the rest of the company's leadership focused, on the threats and opportunities in the digital ecosystem or more tightly within their own industry? How digital does a company have to get before the competition just becomes "the way it's done now"?

About the Study

The 2020 TCS CIO Study is surveying 1,000 CIOs and other corporate IT leaders in North America and Europe working in 11 industries key to the global economy to reach quantitative answers to these questions.

We will also conduct in-depth interviews with established companies that are making significant digital business model changes, and as a result are advancing their competitive standing. These best- practice case studies will provide important lessons to all companies undertaking a major digital transition.

CIOs are in one of the best positions to help the rest of the C-suite navigate the murky and fast-churning waters of business model innovation in a world of digital ecosystems. But we want to know: Do they realize that? And if so, how do the best ones do it?

Next Steps: Whitelist Us for Your Inbox

Starting this summer and continuing into the fall, the TCS Business 4.0 Thought Leadership Institute will be releasing its analysis of the study data, its findings from interviews, and case study examples of best practices in topical, industry, and regional reports, to be followed by a master report with the biggest take-away insights. The results should be of interest not only to CIOs, but also to CEOs and boards of directors seeking a competitive advantage and survive-and-thrive strategies to seize the opportunities and meet the threats of the next decade's digital disruptions.

Click here to learn more about how CIOs can champion continuous innovation through digital leadership for business transformation.

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