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IT
SYMPOSIUM | Xpo.

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Winning in the Turns: Leading in a Digital Society

Don Scheibenreif, Joao Tapadinhas, Deonn Griffin, Helen Huntley

TechQuilibrium

Traditional Company → Technology Company

Strategy

AND Dilemmas
▼
TechQuilibrium
▼
AND Opportunities

We are all citizens in the emerging digital society

90% of organizations experienced a **disruptive turn** in the past 4 years

Source: Gartner, 2020 CIO Agenda

Decide | Design | Drive

Winning in the Turns

Your Decisions | Your Leadership | Your Customers | Our Digital Society

Privacy & Security

Every Industry Has Larger Societal Topics You Can Turn Into Business Success

Less Privacy Than Ever

PIPEDA Canada
GDPR Europe
CCPA California
LGPD Brazil
POPI South Africa
PDPA Singapore and Thailand
Data Protection Act Ghana
Republic and Data Privacy Acts

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Winning in the Turns

| Your Decisions | Your Leadership | Your Customers | Our Digital Society |

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"AND" dilemmas often feel like two opposing forces

Traditional Company AND Tech Company

Analyze AND Execute

Cut AND Grow

Brake AND Accelerate

Physical AND Digital

Stability AND Change

Drive Business AND Be Ethical

Connected AND Left Alone

You often have to do both to Win in the Turns and excel in a Digital Society

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TechQuilibrium is what Gartner defines as the ideal mix of traditional and digital for your enterprise
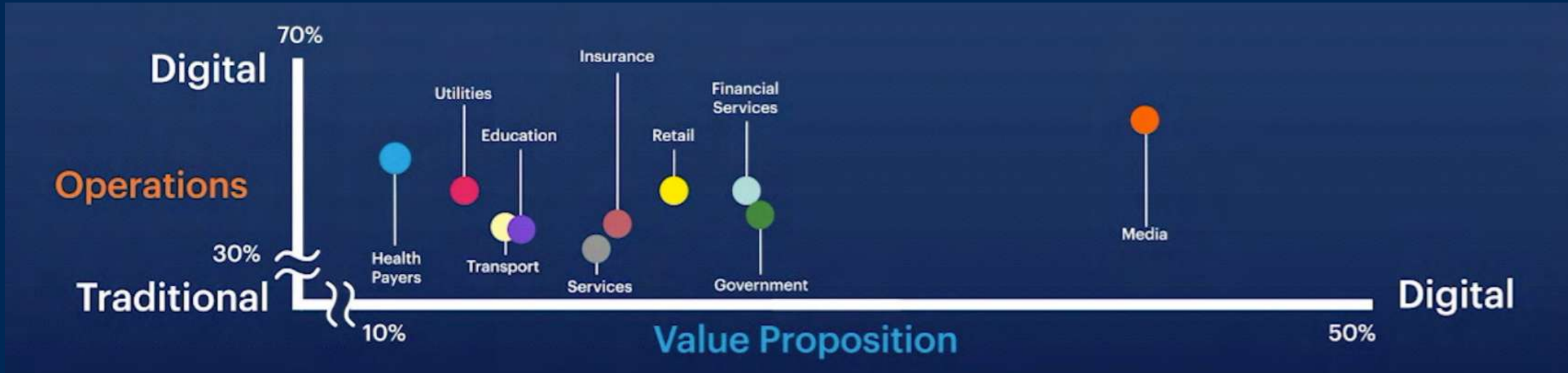
It is the balance point that applies to many things in your world...

- How you make decisions
- How you lead
- How you serve customers
- And ultimately, how your organization takes its place in our emerging Digital Society

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# Gartner's Decision Intelligence model ingests data from your enterprise to guide smart decision-making

- Start in the outside "context" ring where people optimize decisions for the business.

- In the "consumption" layer, people provide feedback to reinforce the model.

- In the center of our model, the mechanics of analytics and AI are at work, recommending possible courses of action.

- Strategic principles keep the entire process in balance ensuring that no single decision is being made in isolation.

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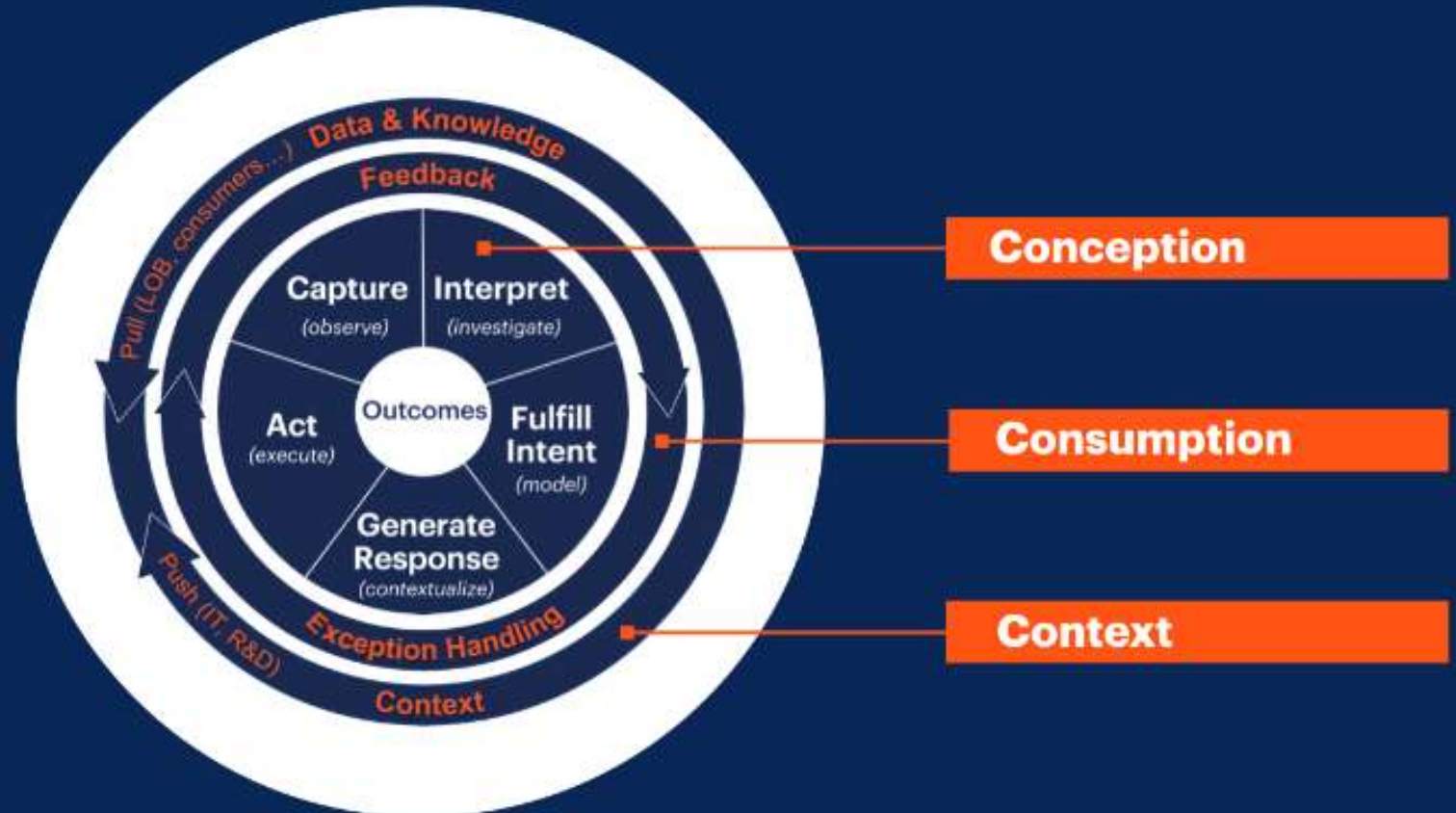
Win in the Turns by reconfiguring your infrastructure and data architecture to find TechQuilibrium

Winning in the Turns

Your Decisions

Decide
Determine Your TechQuilibrium Point

Design
Architect Business and Operating Models for Enterprise TechQuilibrium

Drive
Use Decision Intelligence to Win Multiple Turns

Winning in the Turns

Geopolitics

Economic

Digital Giants

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Winning in the Turns

Your Decisions | **Your Leadership** | Your Customers | Our Digital Society

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No one scores or wins just by playing defense

The Board views "Trusted Ally" CIOs as most capable to lead initiatives toward TechQuilibrium

Role of CIO as Advisor to the Board
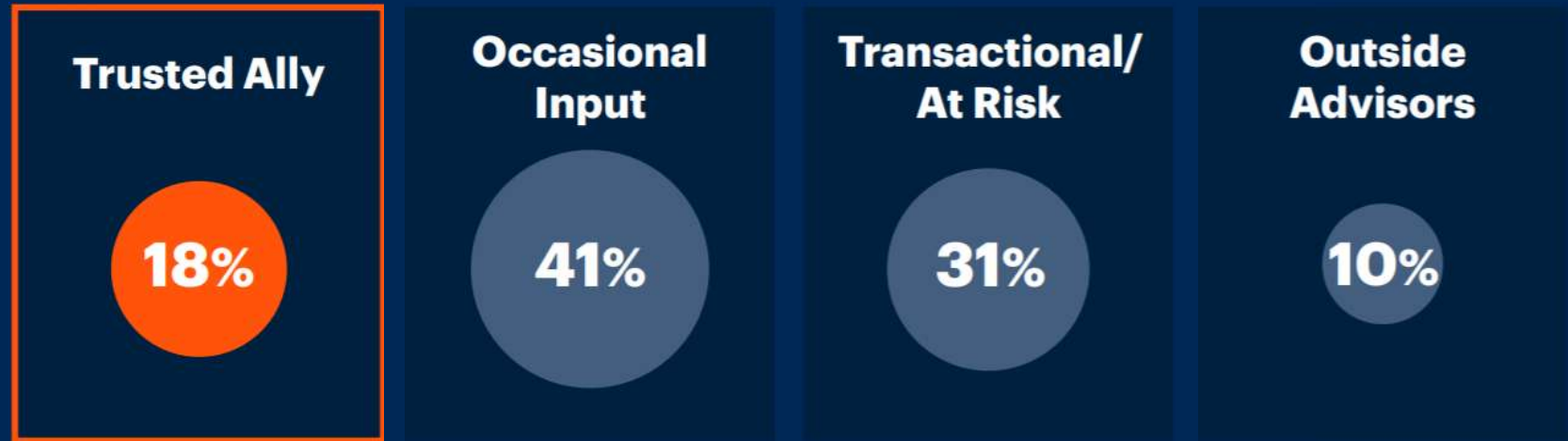
Trusted Ally	Occasional Input	Transactional/ At Risk	Outside Advisors
18%	**41%**	**31%**	**10%**

CIOs View of Their Own Position in the Enterprise

- 11% Reactive
- 38% Assertive
- 48% Defensive
- 3% Aggressive
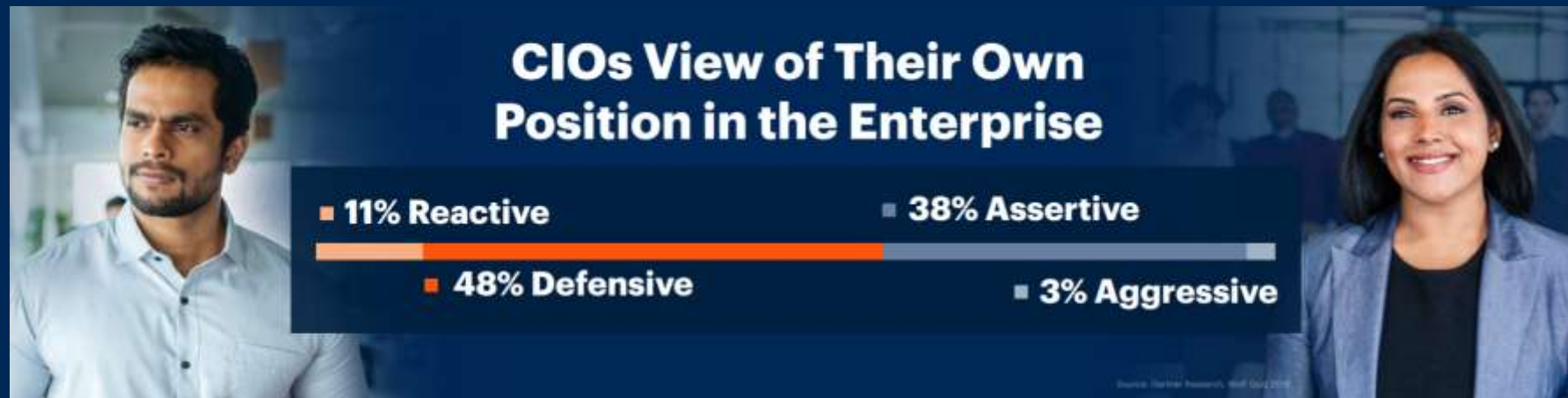
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Pivot, generate power, and score to align to the Board's priorities: revenue, cost and risk

Pivot Action Items

✓ Change the terms of engagement

✓ Reset the preconditions for colleagues

✓ Collaboratively negotiate working principles

Generate Power Action Items

✓ Create fusion teams of IT and functional experts

✓ Grow the business and defend it at the same time

Score Points Action Item

✓ Communicate through revenue, cost and risk

✓ Become major digital business player

Rate of Return (ROR)   Net Income

Reduced Transaction Cost   Reduced Cost of Business Operations   Reduced Unit Cost per

Reduced Operational Risk   Reduced Legal Risk

Net Present Value (NPV)

Revenue
Mission

Cash Flow

Economic Health

Cost
IT and Functions

Reduced Market/ Brand Risk

Risk
Manage and Innovate

Reduced Compliance Risk

Public Health

Emerging Technologies

Public Safety   Public Education

Return on Investment   Reduce Business Process Complexity   Fixed to Variable Ratio

Return on Innovation Investments (R2I)   Research & Development

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When CIOs pivot and go on the offensive, the entire enterprise wins

Winning in the Turns

Your Leadership

Decide

Take an Offensive Leadership Position

Design

Create Fusion Teams that Can Play Both Defense and Offense

Drive

Lead Traditional and Digital Discussions Through the Lens of Revenue, Cost and Risk

Gartner Predicts

40%

By 2021, at least 40% of large enterprise IT organizations will have completed their implementation of a product-centric approach

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Winning in the Turns

Your Decisions	Your Leadership	Your Customers	Our Digital Society

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The "Everything Customer" wants to be served from any device, at any time – seamlessly

Customer TechQuilibrium

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Customer TechQuilibrium occurs when there is value in every moment where people and technology intersect

Multiexperience Platform

| Variety of Touchpoints | Fit-for-Purpose Apps | Consistent User Experience |

When these moments happen across multiple devices and touchpoints, the customer's experiences are easy, immediate and rewarding

Multiexperience

The different modalities of user interaction across a variety of digital touchpoints through a user journey

Touch · Gesture · Emotion · Location · Voice · Eye-tracking · Mobile · Wearable · Shopping · Travel · Work · Home

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Use technology to bring your customers closer, not further away

Winning in the turns

Your Customer

Decide
Embrace the Everything Customer

Design
Shape Inclusive Multiexperiences

Drive
Build the Multiexperience Platform

Gartner Predicts | **33%** of Enterprises | By 2021, one-third of enterprises will have deployed a multiexperience development platform

Source: Gartner, Magic Quadrant for Mobile App Development Platforms

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Winning in the **Turns**

Your Decisions | Your Leadership | Your Customers | **Our Digital Society**

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Getting these balances right will make Digital Society your engine for success for the next 10 years

Enterprise AND Digital Society	**Data Value AND Responsible Use**	**Customer Value AND Societal Value**

✓ Product management

✓ Customer service

✓ Customer education

✓ Solid information governance

✓ Provide real value

✓ More transparency and control

Gartner Predicts

Through 2023, 100% of companies leading in digital business will have a broader societal impact

Source: Gartner, The #DigitalSociety Requires a Digital Social Contract/349339

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The Digital Society is the sum of all interactions between people, organizations and things

Winning in the Turns

Our Digital Society

Decide

Manage Security and Risk to Protect All Stakeholders

Design

Be a Responsible Custodian of Customer Data

Drive

Identify and Build a Societal Value Proposition

70% of stakeholders expect companies to take a public position on social issues relevant to their business

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Win in the Turns by creating a balance of traditional and digital capabilities that provides maximum value

	Your Decisions	Your Leadership	Your Customers	Our Digital Society
Decide	Determine Your TechQuilibrium Point	Take an Offensive Leadership Position	Embrace the Everything Customer	Manage Security and Risk to Protect All Stakeholders
Design	Architect Business and Operating Models for Enterprise TechQuilibrium	Create Fusion Teams that Can Play Both Defense and Offense	Shape Inclusive Multiexperiences	Be a Responsible Custodian of Customer Data
Drive	Use Decision Intelligence to Win Multiple Turns	Lead Traditional and Digital Discussions through the Lens of Revenue, Cost and Risk	Build the Multiexperience Platform	Identify and Build a Social Value Proposition

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Thank you

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