



The Essential CIO

The Global Chief
Information Officer Study
Leveraging the Study

The Essential CIO: Leveraging the 2011 Global CIO Study

Agenda

Welcome and Introduction

Laura Scott
Vice President
ITS Global Service Line Sales

GTS Offerings and Solution Off Ramps

Dave McGovern
Marketing Strategist
Global C-suite Marketing Program

Collaborating with S&D client teams

Hayley Grinham
Client Manager- Large Enterprise
Travel and Transport/Electronics Industry.

David Stebbings
Integrated Technology Services Manager
GB South

Adapting CIO Study data for specific client engagements -- Example

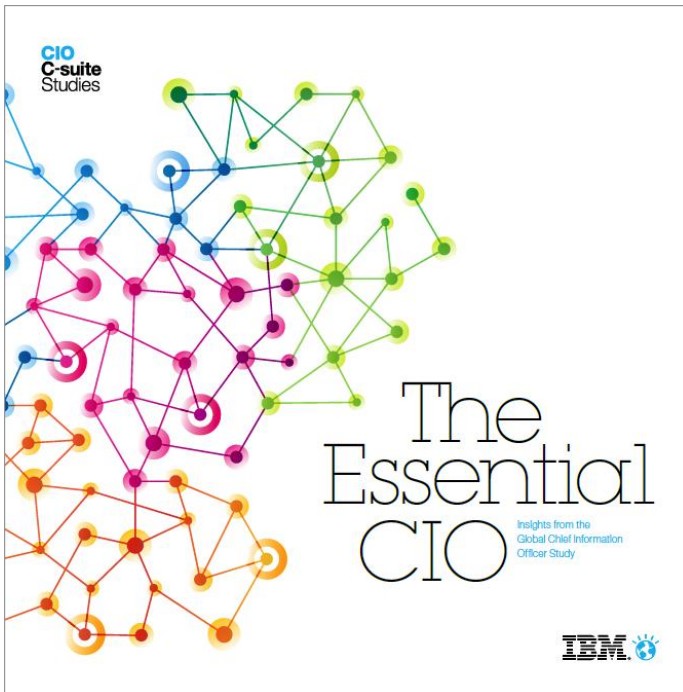
Arkadiusz Konieczny
ITS Client Representative
Core Financial Services Sector

Q&A Session

All

This presentation is posted in the Media Library and is available for download. The link below is in the calendar notice for today's session.
(http://w3.tap.ibm.com/medialibrary/media_view?id=122708)

The Global CIO Study provides insights into the vital role that CIOs play within the enterprise



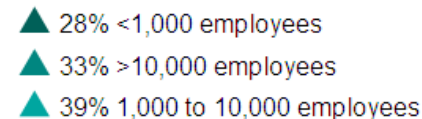
- The Global CIO Study 2011 is the largest ever conducted ... > 3,000 face-to-face interviews with CIOs in 71 countries



- The sample size supports findings by industry



- All company sizes are represented



- Over the last five years, IBM has interviewed over 10,000 C-level executives for the on-going series of C-suite Studies

Links to Study resources:

[Global CIO Study on ibm.com](#)

[Global CIO Study on w3](#)

As the world becomes more instrumented, interconnected and intelligent, the CIO role holds even more importance

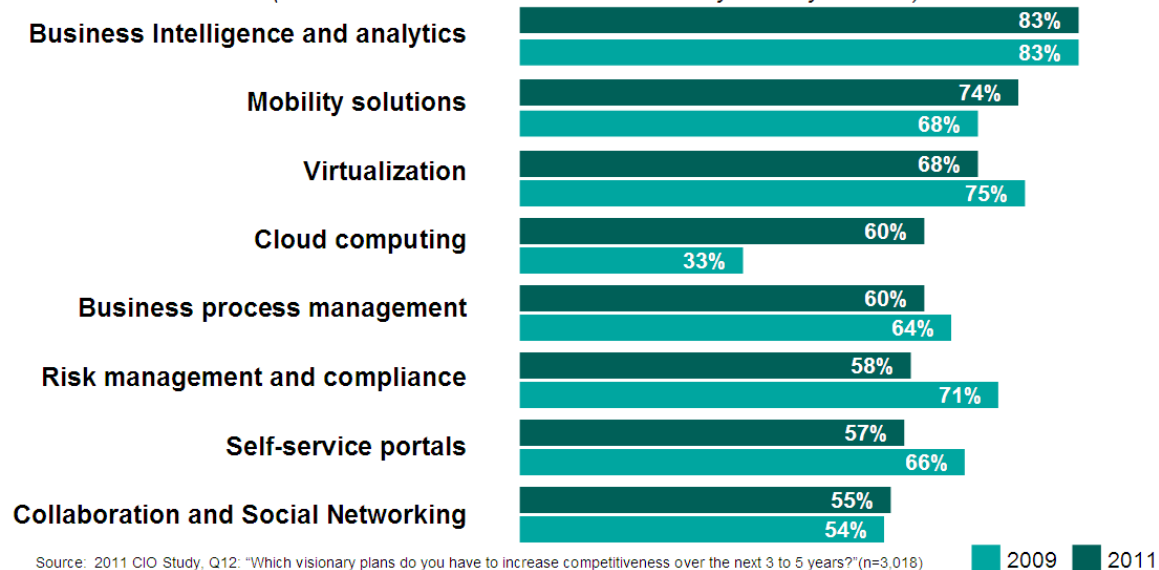
68%

of CIOs believe their senior management would rank technology as totally critical to the success of the business

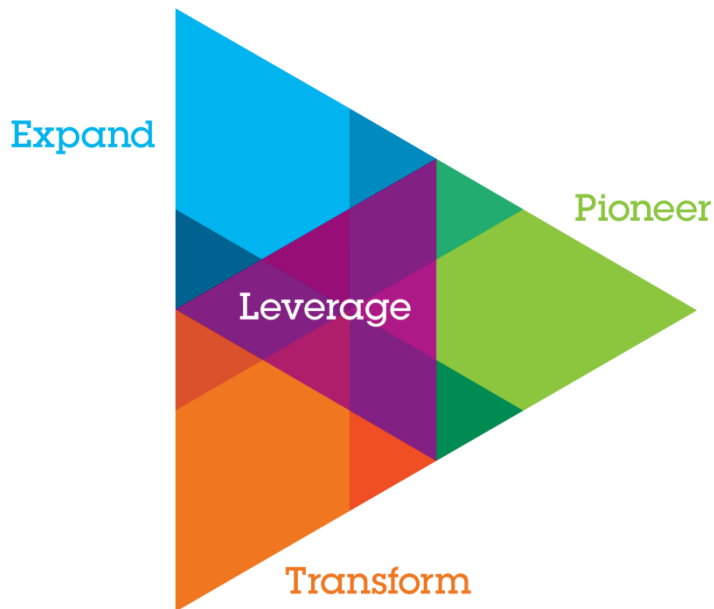
A clear **mandate** empowers CIOs to help the business get the most out of technology

Most important visionary plan elements

(Interviewed CIOs could select as many as they wanted)



Analysis of CIO response patterns associated with business expectations of IT fall into four categories we define as “The CIO Mandate”



The CIO Mandate

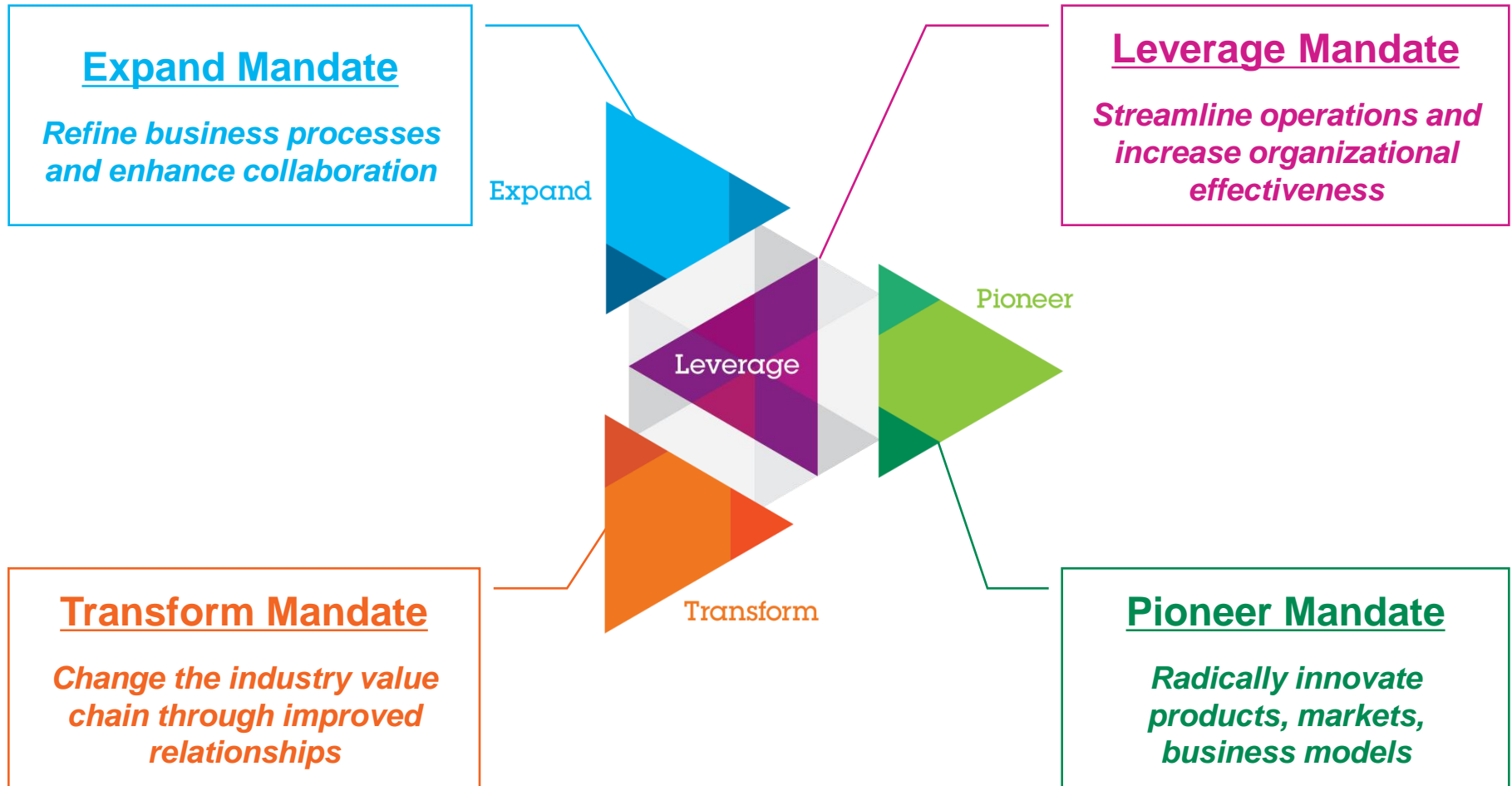
Empowerment of the CIO to achieve the organization’s goals by leveraging business and information technology

- Agreement between business and IT
- Explicit, open and broadly communicated
- Applicable across industries and sectors
- Changes when the organization’s needs change

“The CIO Mandate establishes the primary (but not the only) focus of the CIO, as well as the core competencies required of the IT organization. That is why it is vitally important that any CIO have a clear understanding of his or her mandate. The success of the IT function, and by extension the enterprise itself, depends on it.”

Global CIO Study 2011

CIO mandates come with distinct characteristics that line up with the organization's goals and strategy



The Study suggests specific objectives and initiatives for each mandate

Expand mandate (50%)

> 57% Industrial Products, Life Sciences, Consumer Products, Utilities

Refine business processes and enhance collaboration

- Better integration of IT to the business
- Business process efficiency / process simplification / process re-engineering to optimize efficiency
- Data to insights for faster, real-time decision making
- Greater internal collaboration
- Industry specific solutions
- Free up resources for greater innovation

Transform mandate (23%)

> 30% Insurance, Banking, Telecommunications

Change the industry value chain through improved relationships

- Provide industry specific solutions to drive competitive advantage
- Greater external collaboration / integrate social media across value chain
- Drive insights from “Big Data” – advanced analytics
- Process simplification
- Enterprise risk management and compliance

Leverage mandate (14%)

> 22% Aerospace & Defense, Chemicals & Petroleum, Government, Electronics

Streamline operations and increase organizational effectiveness

- IT efficiency / cost management
- Governance and controls
- Greater internal collaboration
- Access to timely and accurate data
- Maximizing IT talent
- Increasing transparency between business and IT

Pioneer mandate (13%)

>20% Financial Markets (35%), Media and Entertainment, Travel and Transportation

Radically innovate products, markets, business models

- Grow revenue and profits
- Deliver deeper insights and understanding
- Customer intimacy
- Business reinvention



Designing Solution Off Ramps to support the Global CIO Study findings by mandate

- Basic Approach: identify solution off ramps that tie directly to the study findings for each of the four CIO Mandates

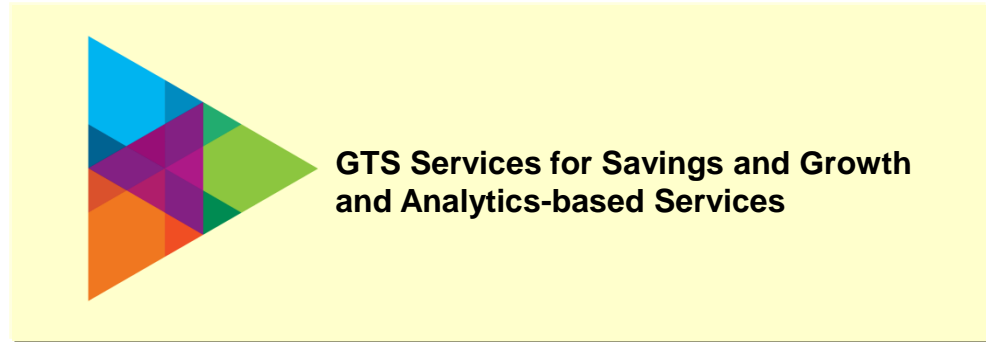
- The off ramps align with the cross-industry Smarter Planet categories (e.g. Cloud, BAO, Workload Optimized Infrastructure) and support key IBM and account-specific initiatives:
 - Major IBM strategic initiatives – Cloud, BAO
 - Cross-IBM SEI sales plays
 - The high priority visionary plan elements identified in the study (e.g. BAO, mobility solutions)
 - GTS Services for Savings and Growth and Analytics-based Services

- Based on this approach, the off ramps structure also maps to the industry-specific solutions identified in the [Smarter Planet Solutions and Messaging Guide](#)

Review the Solutions: The CIO Study Solution Off Ramps have been packaged into six presentations on the w3 [Solutions page](#)



Cross-IBM Solution Off Ramps



GTS Services for Savings and Growth and Analytics-based Services



General Business-Large Enterprise selected Solutions



GBS Business Value Accelerators



Mid-Market Solutions - Internal



Mid-Market Solutions – Business Partners

GTS Services for Savings and Growth and analytics-based services aligned to Mandates

GTS Services for Savings and Growth and Analytics-based Services

Optimized IT Infrastructure

- ❖ Server Optimization and Integration
- ❖ Storage Optimization and Integration
- Smart Business Storage Cloud
- Server Managed Services
- SmartCloud Enterprise
- ❖ IT Facilities Assessment, Design & Construction
- ❖ IT Facilities Consolidation and Relocation
- ❖ Networking Strategy and Optimization

Flexible Workplace

- ❖ Smart Business Desktop Cloud
- ❖ End User Support Services
- Mobile Enterprise Services
- Mobility and Wireless Services
- Converged Communications Services

❖ Analytics-based Services

Risk Management

- Information Protection Services – Managed Backup Cloud
- Managed Resiliency Services
- ❖ Managed Security Services
- Infrastructure Recovery Services

Additional Analytics-based Services

- ❖ Cloud Infrastructure Strategy and Design
- ❖ Infrastructure Strategy and Planning
- ❖ Middleware Strategy and Design
- ❖ Data Center Strategy
- ❖ Data Center Operations and Management
- ❖ Smart Video Surveillance Suite
- ❖ Tivoli Live
- ❖ Strategic Outsourcing

Key for Mandates Leverage Expand Transform Pioneer



Messaging Link to the CIO Study

CIOs across all four mandates are required to run an efficient and effective IT infrastructure in order to build credibility and trust within the enterprise. Virtualization is among the top three visionary plan elements cited by CIOs as they look to help their organization's build competitive advantage over the next 3-5 years. The study recommends that Leverage and Expand CIOs place an emphasis on standardizing and consolidating their IT infrastructure and to renew and update their legacy environment of systems and applications

Solution Overview / Description

Server consolidation help can clients overcome the challenges of high costs and complexity associated with server sprawl while providing the flexibility to more rapidly adapt to changing business needs and support new technologies. IBM Server Optimization and Integration Services –server consolidation offers end-to-end services to deploy a consolidated server environment to help reduce costs and complexity, support new technologies and implement a sustainable workload strategy. This offering is also an analytics-based service with virtualization analytics designed to help clients make complex Wintel workloads simple and fast to implement

Client Pain Points

- Server sprawl
- Low server utilization
- High and increasing infrastructure costs
- Lack of flexibility to respond to business demands
- Availability issues

Client Examples

- [SEAT Pagine Gialle](#)
- [Svenska Handelsbanken](#)

Contacts

Sales Manager: William Kluck/Boulder/IBM Product Manager: Will Padman/Australia/IBM

Benefits / Business Value for Client

- lower total cost of ownership, typically, 30 to 70 percent, with payback in the range of 18 to 24 months
- Fund new investments with reduced IT costs
- More efficient infrastructures capable of supporting greater business flexibility
- Integrating diverse systems as a result of mergers and acquisitions
- Higher utilization rates and improved performance from existing investments

Differentiators – Why IBM

- Comprehensive, mature assessment, planning and design capabilities
- Unlike competitors, IBM consolidates both IBM and non-IBM servers with a services approach rather than a product centric approach
- Proven methodologies and tools reduce time, risk and cost of consolidation enabling faster ROI and deployment success
- Consolidation activities can be provided remotely by IBM global resources, helping to reduce cost and speed deployment.
- Uses advanced analytics and methodologies for comprehensive analysis of server infrastructure and workloads
- Facilitates adoption of new technologies like virtualization and cloud computing in the future
- integration expertise
- IBM provides custom pricing and IGF lease options

Additional Information

- [Engagement Portfolio](#)
- [Server Optimization and Integration Services](#) on ibm.com
- [Analytics-based Services](#) on SalesOne
- [Analytics-based Services](#) on ibm.com

IT, Application, and Business Process Outsourcing aligned to the four mandates

Outsourcing Services

Strategic Outsourcing

IT Outsourcing				
Server Management				
Storage Management				
Service Desk				
Cloud Exploration Workshop				

Global Process Services

Customer Relationship Management				
Finance and Administration				
Human Resources				
Supply Chain Management				
Industry Processes				

Application Outsourcing

Application Outsourcing				
Application Co-Sourcing				

IBM Global Financing

IBM Global Financing Solutions				
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Key for Mandates Leverage Expand Transform Pioneer

Cross-IBM Solutions and SEI plays aligned to the four mandates

Solutions Alignment

Business Analytics and Optimization

Business Analytics				
Information Management Foundation (SEI)				
Analytics Appliance (SEI)				
Consumer Insight (SEI) NA IOT only				

Cloud

Software / Business Process as a Service				
Infrastructure as a Service				
Platform as a Service				
Private Cloud Solutions (SEI)				

Business Agility

Business Process Management				
Application Infrastructure				
Connectivity and Integration				

Social Business

Social Collaboration				
Mobility and Cloud				
Web Experience				

Workload Optimized Infrastructure

Optimized Systems				
Storage Optimization (SEI)				
Storage Infrastructure Optimization (SEI)				
Mainframe Infusion (SEI) NE IOT only				

Security and Resiliency

Security and Privacy				
Business Resilience				
Risk Management Consulting (ERM)				

Product and Service Innovation

Business Planning and Alignment				
Enterprise Modernization				
Integrated Service Management				
Application Portfolio Management				

Smarter Commerce

Smarter Commerce (SEI)				
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Messaging Link to the CIO Study

With over 8 out of 10 CIOs in the Study indicating that business intelligence and analytics will be a primary focus over the next 3-5 years, it is essential that they gain control of their information – especially with the amount of digital information growing exponentially year on year. Leverage Mandate CIOs need to provide access to timely and accurate data, while CIOs in the other mandates need to consolidate information, develop a single version of the truth, and enable analytics that can deliver insights to guide decision making.

Solution Overview / Description

Information Management Foundation is a cross-brand (hardware, software, services) initiative that enables clients to reduce cost and increase the value of their information by simplifying and aligning their data (structured and unstructured) and analytics environment to address their most important business issues and opportunities. This initiative enables clients to reduce cost and increase the value of their information by simplifying and aligning their data (structured and unstructured) and analytics environment.

Client Pain Points

- Information is not timely, accessible or of high enough quality to meet business goals
- Information Management costs too high - keeping up with the exponential growth of data
- Inability to mine information to deliver insights
- Regulatory, Compliance and Fraud Reporting and analytics issues
- Massive duplication of inconsistent data -- need 'one version of truth' – financial and customer data

Client Examples

- [UPMC](#)
- [Sun Life Financial](#)
- [Vodafone Spain](#)

Lead Offerings

GBS

- [BAO Jumpstart 2.0 BVA](#)
- [BAO Deep Insight BVA](#)

GTS

- [Storage Optimization and Integration Services](#)
- [Information Lifecycle Management Services](#)

IBM Global Financing

- [IGF Sales Support Portal](#)
- [Financial Selling to the C-suite](#)
- [Project Financing](#)

Benefits / Business Value for Client

- Cost reduction
 - \$50mm - \$100mm in Annual IT Cost Reduction
 - Lowers the cost of regulatory compliance with improved Regulatory and Compliance Reporting
 - Reduction in losses due to Credit Risk or Fraud
- Higher performance, reliability and data availability
 - Improved transparency, quality, and timeliness of information
- Leverage information and analytics to support better decision making

Differentiators – Why IBM

- Single vendor solution. Only IBM can provide the industry savvy, software capability and storage platforms from a single vendor with fully integrated best-in-class hardware, software and services offering for Information Management Foundation
- Unparalleled capability. IBM has spent \$14bn acquiring the software technology to support IMF implementations. We are backed up by IBM Research assets and offerings.
- Experience. Skilled practitioners with years of experience to build the business case, define & execute the IMF roadmap

Additional Information

- [Information Management Foundation SEI on w3](#)
- [BAO Virtual Enablement Series](#)
- [IMF Sales Kit](#)
- [Storage Efficiency](#)

SWG

- [Information Management](#) - supporting data Integration, metadata, data management/warehousing and Master Data Management, Information Governance
- [Analytics](#) - Cognos, iLOG, SPSS for Reporting and Advanced Analytics
- [Enterprise Content Management](#) – with a focus on Content Analytics, Case Manager

STG

- [Workload Optimized Systems and Appliances](#) - pSeries, zSeries and/or xSeries, ISAS, Netezza
- [Storage](#) - DS/8800, XIV, and/or Storwize V7000

Cloud solutions and offerings aligned to the four mandates

Cloud Solutions and Offerings

Cloud

Software / Business Process as a Service	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Infrastructure as a Service	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Platform as a Service	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Private Cloud Solutions (SEI)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

GBS Cloud Services

Cloud-enabled Business Model Accelerator (BVA)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Cloud Strategy for Adoption	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Application Development Services for Cloud	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Testing Services for Cloud	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

GTS Cloud Services

Cloud Infrastructure Strategy and Design	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Smart Business Storage Cloud	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
SmartCloud Enterprise	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Information Protection Services – Managed Backup Cloud	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Smart Business Desktop Cloud	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SO: Cloud Exploration Workshop	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

STG

IBM Systems for Cloud Computing	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
IBM CloudBurst	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
System z Solution Edition for Cloud Computing	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Systems Director	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
IBM Cloud Service Provider Platform	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Scale out Network Attached Storage	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

SWG

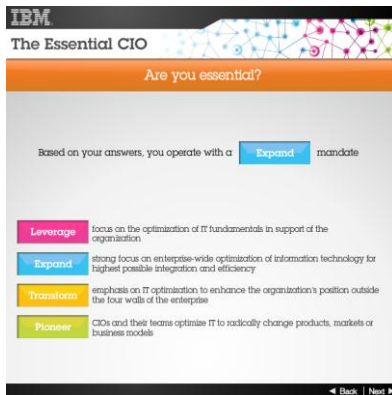
Workload Deployer	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
LotusLive	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Rational Solutions on the Cloud (ALM and Desktop Cloud)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Deployment Planning and Automation for Cloud	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Rational Load Testing on the IBM Cloud	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Blueworks Live	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Tivoli Provisioning Manager	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Tivoli Service Automation Manager	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Tivoli Service Delivery Manager	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Unica On Demand	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Key for Mandates Leverage Expand Transform Pioneer

Three steps to leverage the CIO Study

1 Determine the Mandate

- A completed [self-assessment](#)
- Through direct discussion with the client
- Your knowledge of the account
- Review CIO Study materials for the mandate



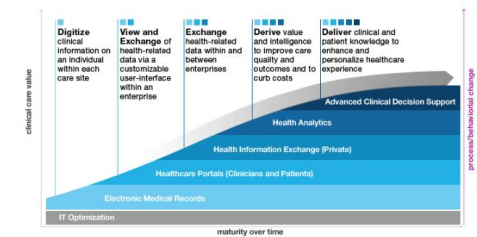
2 Review Offerings / Solutions

- Determine how the suggested offerings / solutions align with your specific account plan and selling objectives
- Understand how these align to the client's mandate
- Review the one-page overview slides of relevant offerings / solutions
 - Links to additional information and enablement

3 Apply Industry Context

- Review the [CIO Study industry materials](#)
 - Findings by industry
 - Industry highlights document
- Review the [industry solutions mapping](#) to the Smarter Planet Capabilities
- Employ [ROI of Smart analysis](#) as appropriate

Patient-centered care: a competency outcome map





Collaborating with S&D client teams

Avis Case Study

Hayley Grinham

Client Manager- Large Enterprise
Travel and Transport/Electronics Industry.

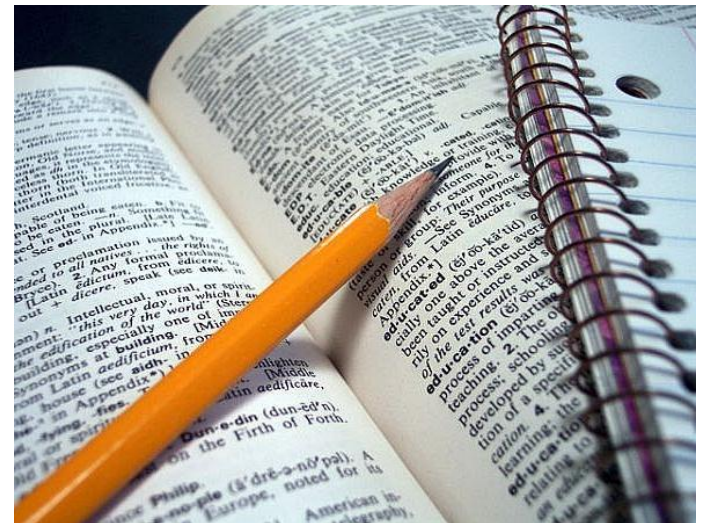
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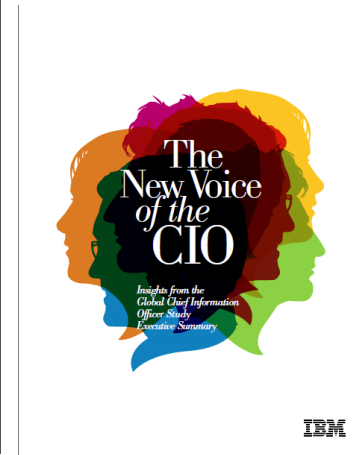
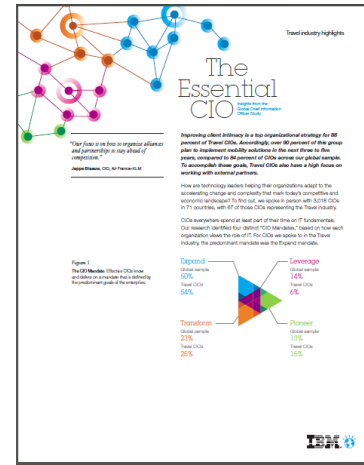
Background on Avis & How we engaged

- Avis Europe – Car Rental company with 166 countries covering EMEA
- Adam Gerrard was internally appointed in to the role of CIO in 2009.
- Avis Europe HQ is out of Bracknell in the UK
- New Logo account/ IBM Whitespace account in General Business
- CIO had only met with Client Manager Once.
- Relationships had only previously been formed at a lower level in the organisation.
- IBM had no real understanding of what was happening at board level prior to Study
- S&D sent an invite to Adam to ask him to participate in the CIO study- Adam agreed.



Key learning from CIO Study

- IT Transformation - In country IT shop to be consolidated under 1 European Board
- Unclear strategy that needed to be determined for this transformation
- Mobility Strategy - People returning cars with assets missing. For Example. Air Bag/ Different Wheels. How can this be tracked and monitored.
- Heavy focus on Improving the customer Experience
- Introduction of Virtual Rental Stations
- Business opportunity with the 2012 Olympic Games
- Impact of social media on Avis. How can they respond?
- 700 applications across their organisation, must consolidate.
- Different set of standards best Practices in each country- Governance needed across the board.
- Wants to drive economies of scale.
- Need a detailed understanding of their environment
- Great for building relationship



Opportunities for GTS and the wider team

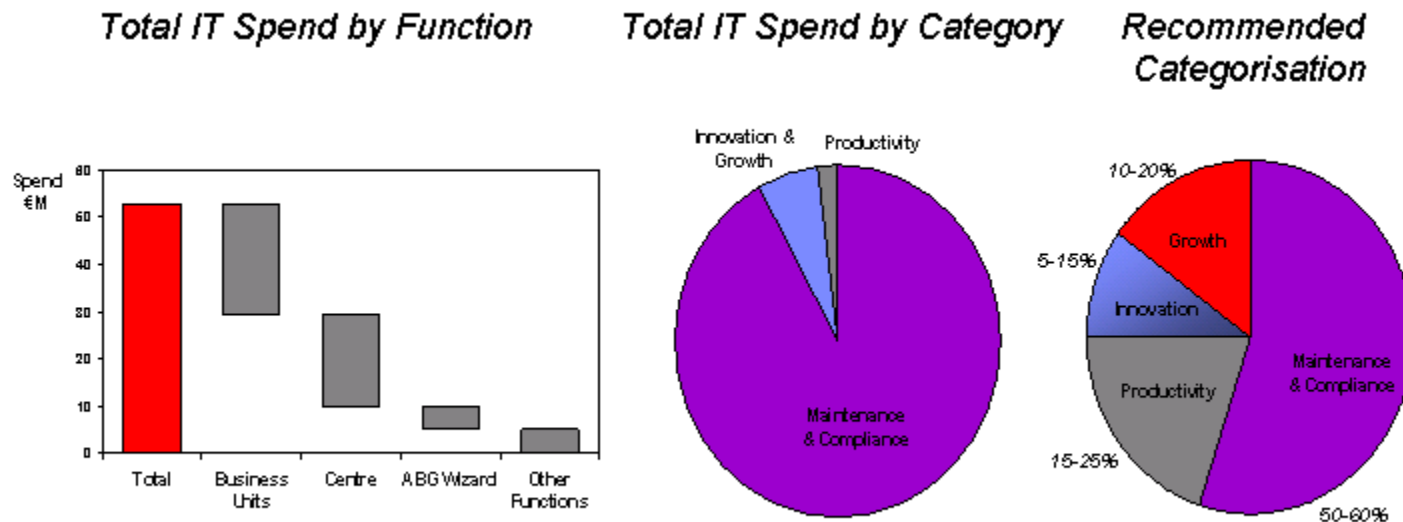
We have now had 2 successful wins at Avis:

- Produced an RFP – 130K GBS- Won
- Managed Mobility Services- 770K GTS. Won

Further Opportunity for GTS:

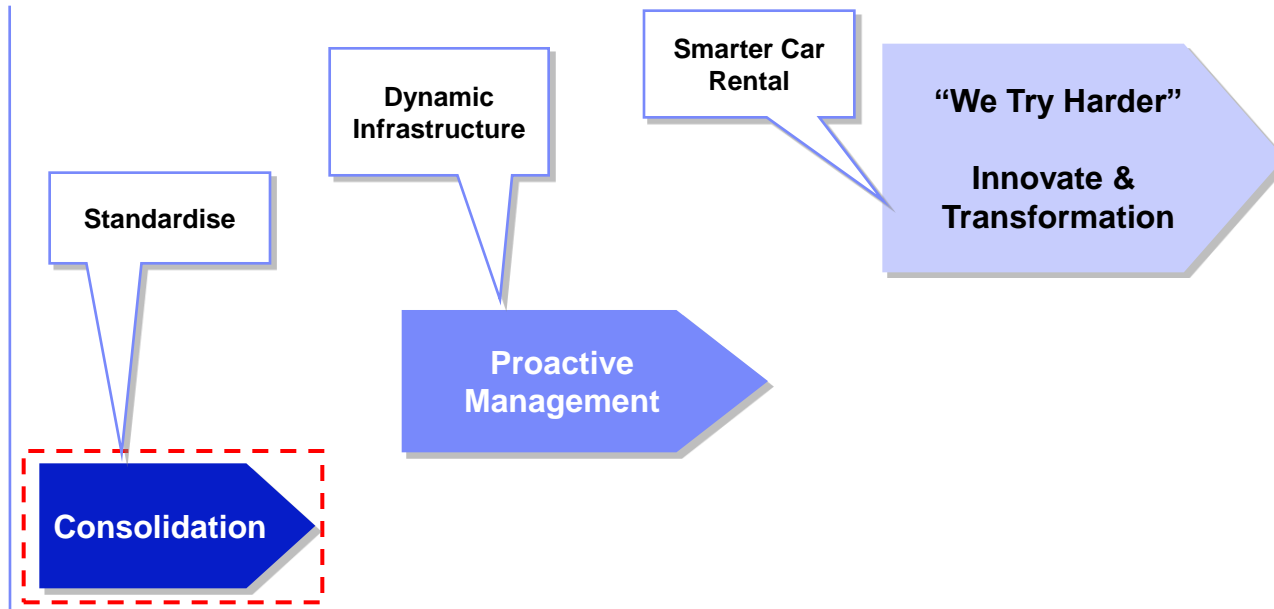
- DC Consolidation/Virtualisation. From 12 to 1 or 2. Cloud \$5 million
- Application Portfolio Assessment (Consolidation) \$100k
- Smart Business Desktop Cloud \$ 5 million
- Network and Security (Firewalls) \$7million
- Further Opportunity for other brands.

Relationships have now been formed at all levels and lines of the business. including the Group CFO, who has agreed to be the IBM Executive Relationship owner on behalf of Avis.



IBM and Avis: Creating a vision for Smarter Car Rental

IBM sees the Transformation program as being the first crucial step on the path towards a business partnership that will enable Avis to accelerate achievement of their business goals



- Datacenter Consolidation
- Desktop Standardisation
- Application Consolidation
- Network standardisation
- Security standards & Management
- Mobilise your workforce

- Virtual Desktop
- Automated Services
- Single sign on
- Remote management
- Analytics & dashboards

- Integrate other channels in to the payment solution
 - Kiosk
 - Web
 - Smart Phones
- Cloud Computing Internal and via internet
- Enhanced customer services & experience



Adapting CIO Study data for specific client engagements – Nordea Case Study

Arkadiusz Konieczny
ITS Client Representative
Core Financial Services Sector



Nordea Case Study: Overview

General Information

- Part of Nordea - the largest Scandinavian financial group, launched in Poland in 1991
- Universal bank, offering multichannel banking services.
- 16 place on Polish market, concentrated on private banking, affluent customers and SMB corporate sector
- 167 branches, awarded electronic banking system
- Total operating incom 2009/2010 +36,8%, ROE growth +20%
- CIO Poland responsible for IT in Baltic countries, IT in Poland hosts HW infrastructure for core banking system in Baltics

Recent Developments

- 2001 - launch of the electronic banking offer
- 2003 – merge with Petro-Bank
- 2006 – first bank offer electronic signature for clients
- 2010 – opened 45 new branches, good financial results, confirmed growth
- IBM:2007 – delivered HW infrastructure for core banking system
- IBM:2009 – signed Disaster Recovery BCRS contract
- IBM 2010 – signed Primary DC BCRS contract

Differentiators

- Dedicated offer for affluent clients and private banking (in ex. mortgage offer)
- Low level of loan losses (0,9% of impaired loans vs. 9% average in banking sector)
- Focus on efficiency initiatives.

Readiness

- Open c-level communication with IBM, good level of partnership, IBM perceived as trusted partner for key IT initiatives
- Low communication on business level

IBM

- **As trusted technology partner** – we've built strong relationship in server and Business Continuity area, still there is a space for improvement in software technology and network communication.
- **As trusted business strategy partner** – we build good relationship on CIO and CFO level. We discuss IT operation efficiency issues (test cloud and desktop cloud opportunities).



Leveraging the CIO Study

IBM Client team and coverage

- S&D Client Executive -> CxO and business lines coverage
- Brands' Client Reps -> CIO and IT directoors
- Brands' Architects -> NORDEA Architects and PMs
- IBM executives: S&D CORE manager -> NORDEA CFO, IBM Poland CEO -> NORDEA CEO

Tools we utilise working with the customer

- Customer external materials: annual reports, marketing and strategy presentation, internal newspaper
- Financial analysis, GAP analysis
- Regular internal cross-brand meetings to plan current and future cooperation with the client and analyse
- CVDM, Opportunity Plans, Deep Dives
- Regular meetings with customer: CIO/CEO study, executive meetings, planning sessions, lab visits etc
- Internal IBM trainings and tools: CEE Maestro, K&R Value Matrix

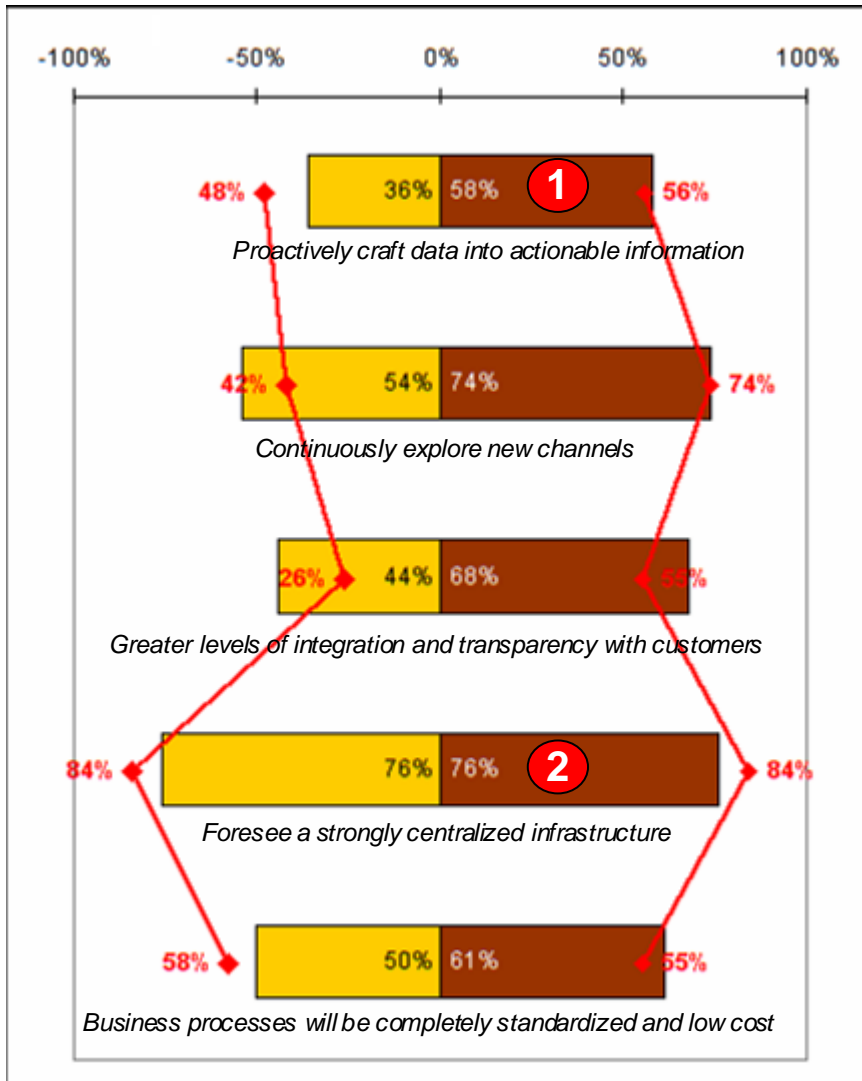
CIO study – how does it help?

- Great reason to meet CIO – they are usually interested to attend such a meeting
- Opportunity to better understand client situation from wider perspective
- Opportunity to build with CIO vision of potential IBM value proposition
- Possibility to discuss market trends in context of customer situation
- Gives additional new ideas which could be utilised in on-going projects
- In discussion with CIO you can always ask additional questions, back to the interesting points etc



Examples

Raising the ROI of IT in CEE



Overall findings:

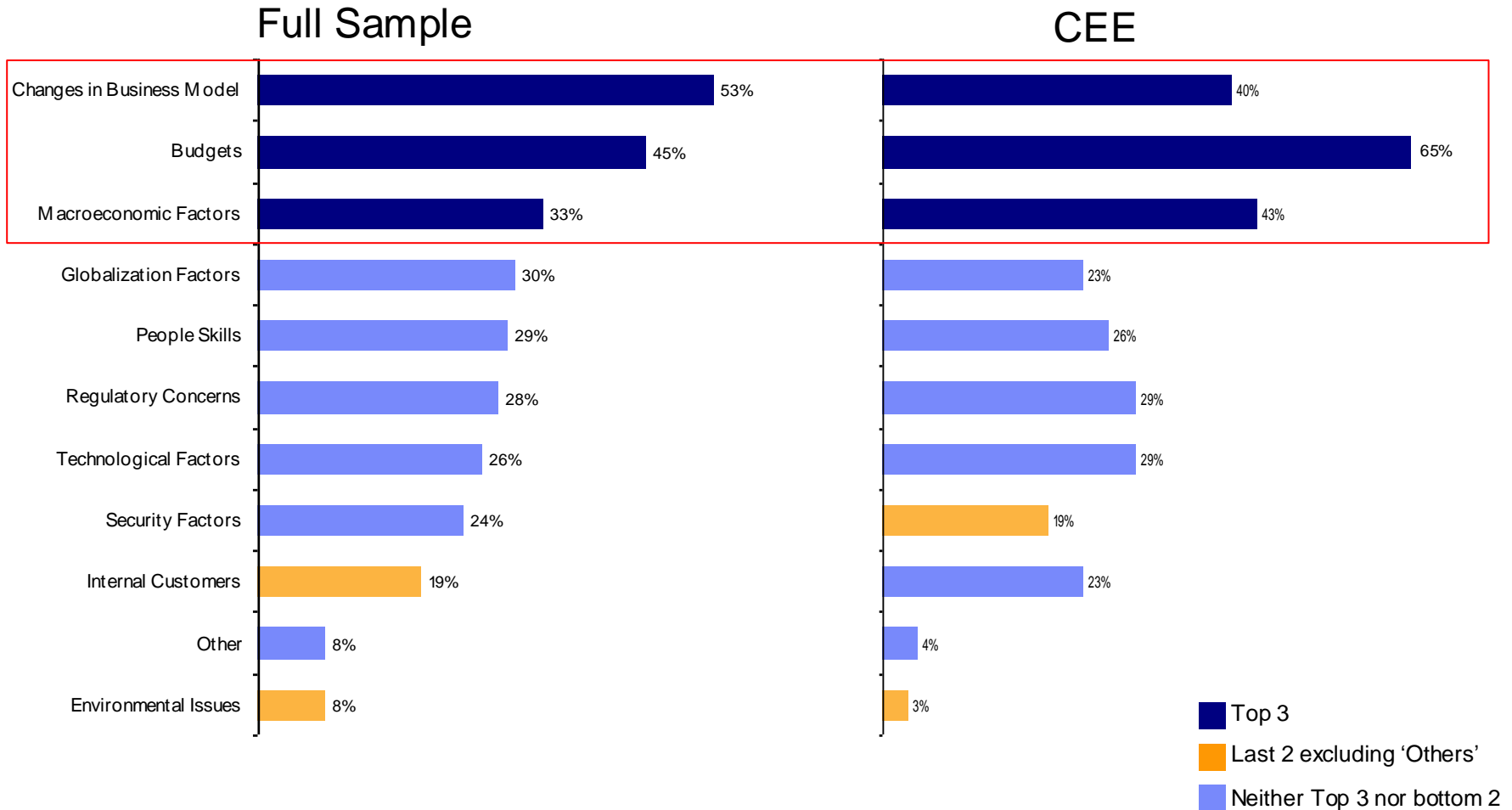
- HG/LG CIOs do behave differently in raising the ROI of IT across the organization

From a CEE perspective some specific findings:

1. Strong focus on the transformation of data into information
2. Outspoken on the centralization of infrastructure

Low growth
 High growth

CEE CIOs are in line with their global peers, although budget impact is considered a more important factor than business model change



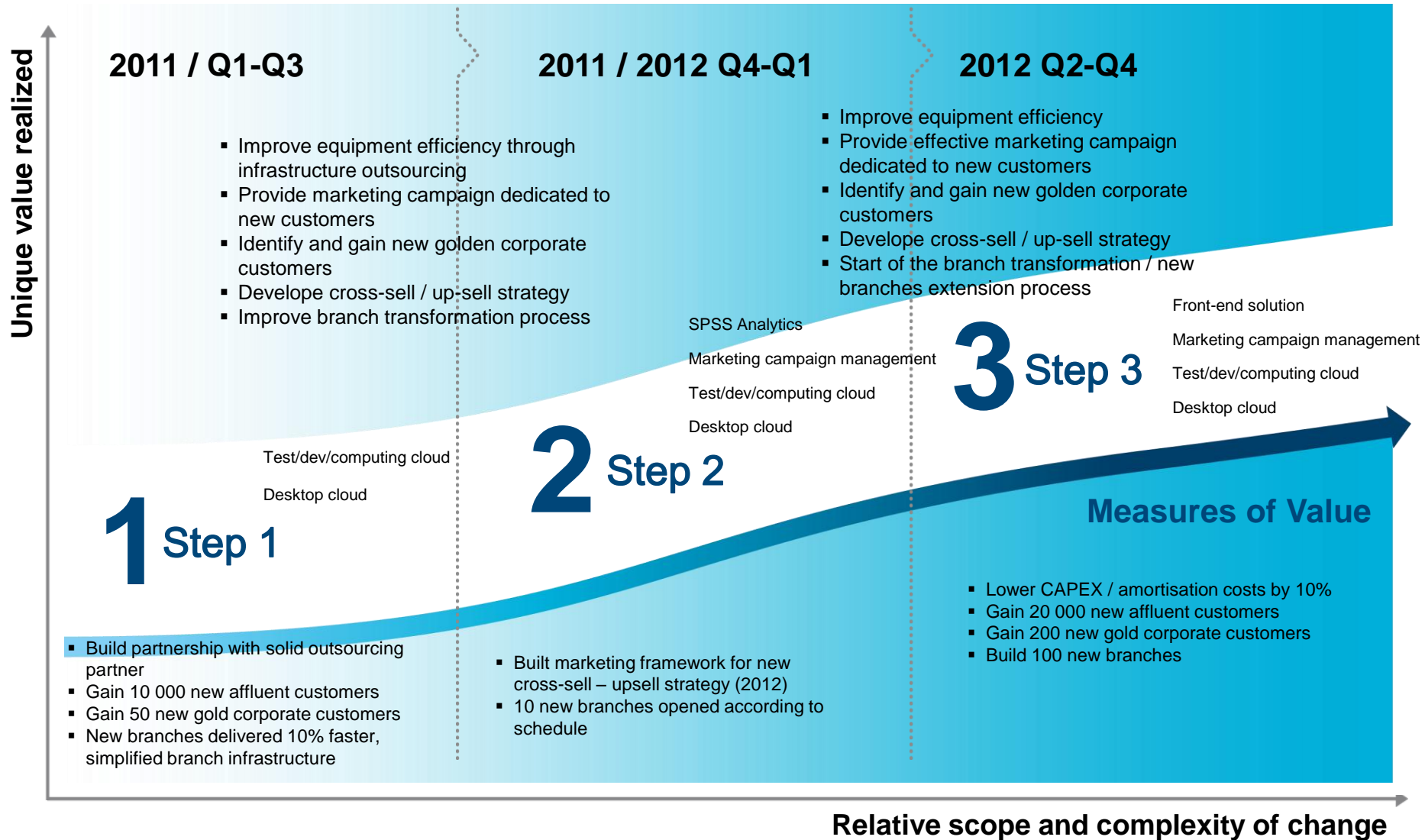
Annual Peer Gap Analysis – NORDEA BANK POLSKA

The Peer Gap Analysis compares **NORDEA BANK POLSKA** 's financial metrics for the current year with those of its peers (as selected by the user). The ▲ and ▼ arrows indicate the company within the peer group with the best and lowest performance for a given metric for the year.

The Peer Gap Analysis further quantifies the 1st year cash flow benefits for **NORDEA BANK POLSKA** , with the underlying assumption that **NORDEA BANK POLSKA** can improve its current year's financial performance to match that of its best performing, or benchmark, peer (indicated by the ▲ arrow).

Growth	Target	Peer Companies					Value of Gaps (1)
	NORDEA	FORTIS	BANK HA	BANK BP	GETIN N	1st Yr Cash Flow (Millions - PLN)	
Net Interest Income Growth	17.5%	6.6%	9.8%	197.7% ▲	-72.0% ▼	166.76	
Non-Interest Income Growth	31.5%	12.6%	-2.1% ▼	63.4%	79.2% ▲	30.54	
Total Income Growth	23.2%	8.2%	4.3% ▼	120.3% ▲	48.7%	152.04	
Profitability							
% Provision for Loan Loss	2.7%	90.3% ▼	14.7%	27.9%	2.4% ▲	1.64	
Efficiency Ratio (Cost to Income)	66.5%	92.2% ▼	56.3% ▲	67.5%	69.4%	63.75	
% Salaries and Related Expense	27.0%	32.8% ▼	24.1% ▲	28.3%	25.2%	18.17	
% Premises and Equipment Expense	13.2% ▼	8.0%	4.9% ▲	6.5%	7.8%	51.82	
% Other Non-Interest Expense	26.3% ▲	51.5% ▼	27.3%	32.8%	36.4%	-	
Pre-Tax Profit Margin	30.8% ▲	-88.0% ▼	24.5%	0.0%	27.2%	-	
Net Income Margin	23.2%	-72.6% ▼	18.9%	2.1%	32.0% ▲	55.30	
Tot. Income / Premises and Equip.	4.52	3.14 ▼	5.50	4.95	19.65 ▲	113.64	

Progression path – discussion results



Summary

1. CIO study is one of many tools that should be utilized to create value proposition.
2. It depends on you, how you utilize CIO study – as a forced meeting to fill questionnaire OR as a great opportunity to discuss with customer his approach to the business and discuss new opportunities.
3. Effective discussion with CIO requires preparation in many contexts – business strategy, financial performance, market trends etc.
At the end you are dealing with someone who has real decision-making power to appreciate (or reject!) your proposition.
4. Discussion with CIO can be provided by brands sales. Brands are responsible for preparation of detailed value proposition. It is crucial that brands should be in contact with CxO to understand what creates real value for his organization.