



gg-group.com

GROUP IT INTEGRATION OF CDO AND CIO ROLE

Workshop LSZ Conference CIO Summit 2022
October 2022, Martin Buresch



DELIVERING VALUE THROUGH INFORMATION TECHNOLOGY

Digitalization

Compliance

Quality Increase

Risk Reduction

Efficiency Increase

Customer Value / Binding

Sales Revenue Increase



VP Digitalization & CIO role – JD Objectives and Tasks *(Extraction)*

Management of IT is a company wide responsibility – not only in the Digital Strategy

VP Digitalization

- The VP Digitalization's role is to provide digital vision and **leadership for developing digital and IT initiatives**.
- He **leads the development and adaptation of the digital business strategy and roadmap**, and ensures its integration with the enterprise strategic planning process, and the resulting business strategy and plans.
- **The VP Digitalization provides a single point of coordination and executive oversight for all digital initiatives and transformation projects.**
- He ensures a **strong business and IT alignment** to define and implement digitalization initiatives based on the 3 pillars: - **Customer Excellence - Product Excellence - Cost Leadership**.
- The VP Digitalization **coordinates and triggers activities with functional departments** to create **added value for GG customers** by identifying and implementing digitalization possibilities as well as to use digital technology to generate new sources of value and revenue for our business.
- He **ensures the digitalization of internal processes** to achieve operational excellence.
- *[Security ...]*

Organization

- Defines and moderates the **Digitalization Governance** (Decisions, Responsibilities, Communication, Board and team structures)
- Is responsible for the **holistic change process** considering the relevant dimensions:
 - Organization
 - Process
 - Technology
 - Digital Culture & Capabilities
- Acts as a **role model in leading the changes** required to create and **sustain enterprise digital capabilities**.
- *[Establishes IT departmental goals, objectives, and operating procedures ...]*

Interaction between CDO / CIO and Business

There is a strong interaction and interrelation between business departments and CDO / CIO Role / Engagement



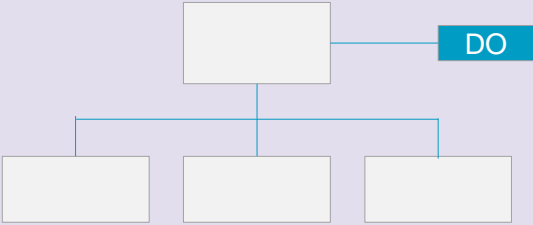
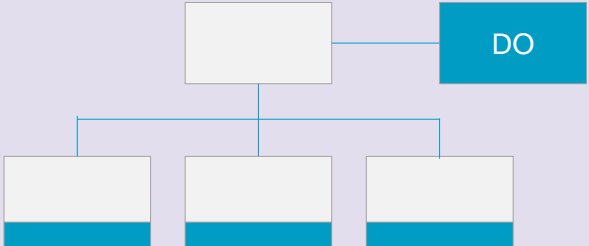
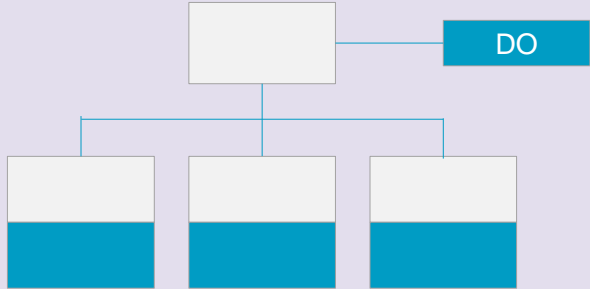
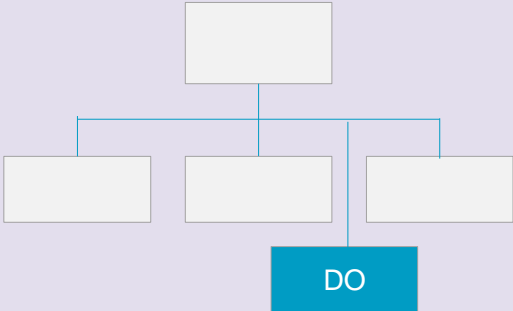
Positioning CDO/CIO





Positioning CDO Role – Potential Archetypes



The Explorer	The Pace Maker	The Transformer	The Business Creator
<p>The Explorer is useful if you are still not sure about the direction. The setup can be done as a project with an agile organization.</p>	<p>The Pace Maker has already defined areas of action. The setup considers the involvement and participation from the business units. A consolidated Roadmap is considered.</p>	<p>The Transformer is driving the change in the organization and enables the Digital Transformation in the business units. The Coordination of activities ensure one direction for the company.</p>	<p>The Business Creator focusses fully on external Digitalization. It considers Digitalization as new-business only and has an own go-to-market strategy. It can even disrupt existing business.</p>
			
<p>Target: Identify Action Fields and Activities for Digitalization</p> <p>Main Activities:</p> <ul style="list-style-type: none">- Identification Pain Points- Try-Outs for Solutions- Explore Potentials	<p>Target: Implement and Rollout Solutions; Lead and Manage Digitalization Activities</p> <p>Main Activities:</p> <ul style="list-style-type: none">- Rollout Management- Strategy Management (PDCA)- Accelerator/Incubator- Innovation Management	<p>Target: Coordinate the Digitalization Activities and enable the Business Units</p> <p>Activities:</p> <ul style="list-style-type: none">- Roadmap Coordination- Coordination of Competence Mgmt- Speaker to Management	<p>Target: Creating new revenue streams while using external digitalization</p> <p>Activities:</p> <ul style="list-style-type: none">- Company Builder- Creation of Business models- Development, Delivery, Invoicing of new Services



Typical Enterprise Architecture Questions to support Change

Business

- Where is the business going?
- What are the business priorities?
- What key decisions and strategies will we follow?
- How will we do business in the future?
- How are we organized to do business?
- What are the external entities with which the enterprise interacts?
- What functions are done in what locations?
- What kinds of information are exchanged with these external entities?
- What data is needed to support the business?
- What business processes will be used?
- How do the business processes work?
- How is the enterprise divided into manageable pieces to support the business?
- What is in each piece?
- How do the pieces relate to each other?
- What are the interfaces among the pieces?
- Which projects are working on which pieces?

Technical

- What kinds of application programs are needed?
- How will applications be constructed and layered?
- How will new technologies be monitored and inserted over time?
- How will security and privacy needs be met?
- How will the infrastructure be constructed and managed?
- What standards and conventions should everyone follow?
- What tools will be used?

Environments and Transition

- What do the future-state business and technical environments look like?
- How do these environments operate?
- How will the current environment get transformed into the future environment?
- What is the overall timeline and sequence of events?
- What happens to existing systems?

Architecture Criteria and Maintenance

- How do we know when enough architecture is defined?
- How do we keep the architecture up to date?

Suggested IT-Strategy Maturity Level for GG till 2025 – Deep Collaboration!



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Questions to discuss

- CDO vs. CIO – Demand vs. Delivery ?
- CDO and CIO in one person – possible role conflict?
- Digitalization: who is responsible – Business / IT?
- Governance:
 - No Governance - Innovation is key?
 - More strict or Laissez-faire?
 - Levels of governance