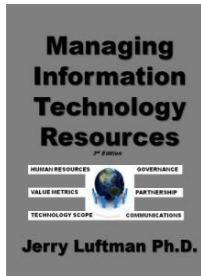
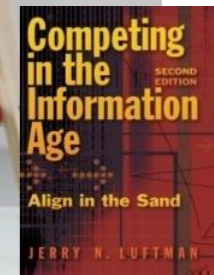


Strategic Alignment Maturity



JERRY LUFTMAN Ph.D.

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LinkedIn Group: Future Role of IT



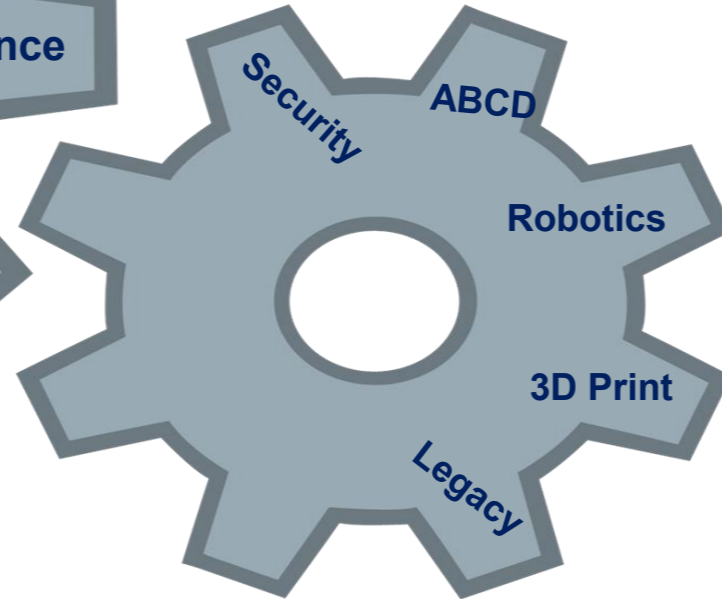
**GLOBAL INSTITUTE
FOR IT MANAGEMENT**



ALIGNMENT



TECHNOLOGY



Geopolitical impact



ECO SYSTEM

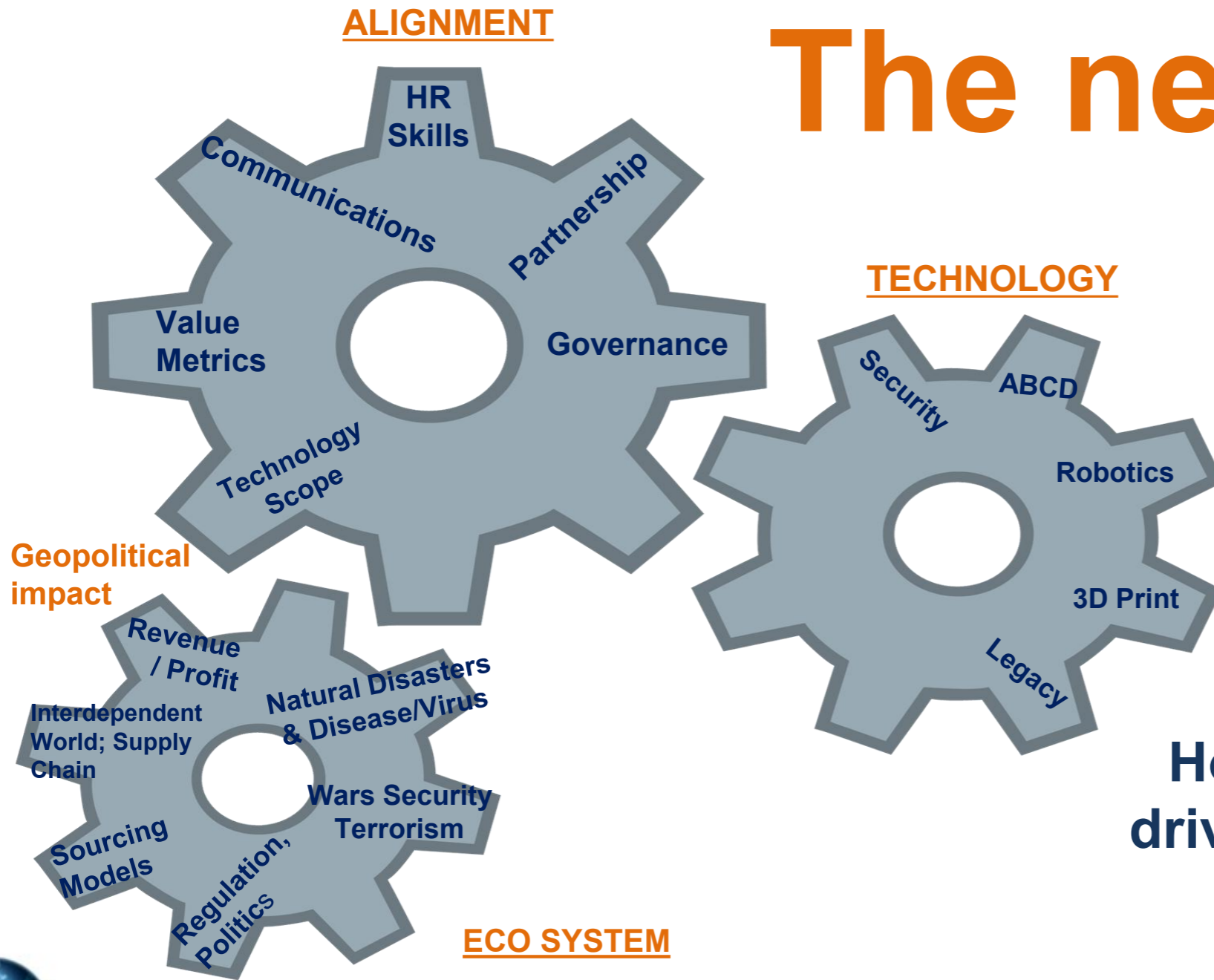
All these things together



TURBULENCE!!!



The new normal



How digITal technologies drive/enable the competitive landscape!!!

DIGITAL TRANSFORMATION



DIGITAL TRANSFORMATION



Where:

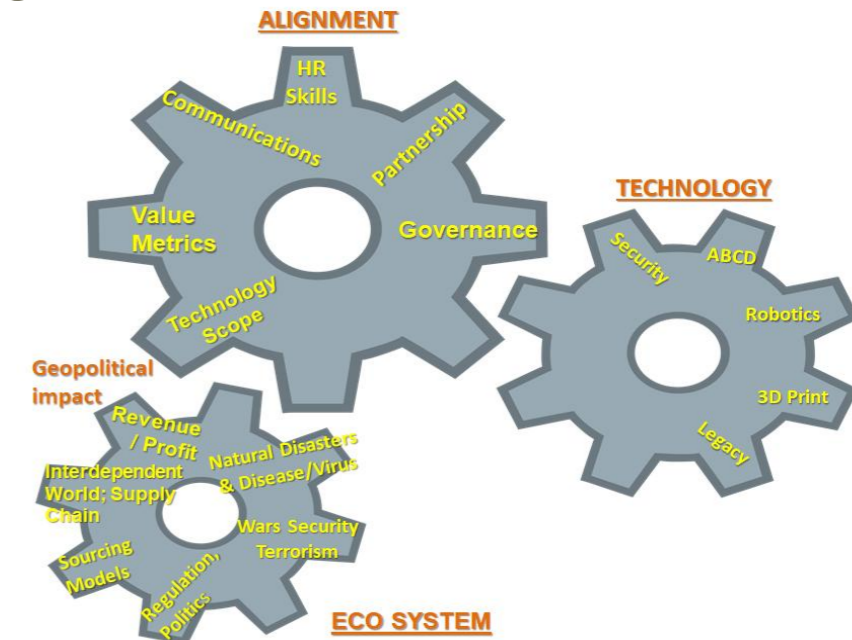
- Every company is becoming an IT company
- The objective is having IT goals and business goals that are indistinguishable from one another



6 GLOBAL IT HEADLINES



- 1) **Intensifying Business Attention To Digitization:**
 - Business Change, Transformation, Strategy, Collaborating, & Innovation
 - AI, Security, Data, & Cloud, & **Customer Experience**
- 2) **Top 5 management concerns:** AI now 1; Security & Alignment pervasive for 10+ Years
AI, Security, IT-Bus. Alignment, Compliance/Regulations, Data/Analytics
- 3) **Top 5 IT investments:** AI Now 1; remaining 4 the same for the last 12+ years:
AI, Security, Analytics/BI/Data Mining/Big Data, Cloud Computing, Software Development/Maintenance
- 4) **Budgets, Skills/Hiring, Salaries** increasing
- 5) **% of Budget 2021 - 2025** trend
 - > **Cloud** (18.2% -> 23.3%)
 - < **Employees** (35% -> 32.9%)
- 6) **Talent challenges/shortages**, and need to invest in tech to manage dispersed workforce & serve customers

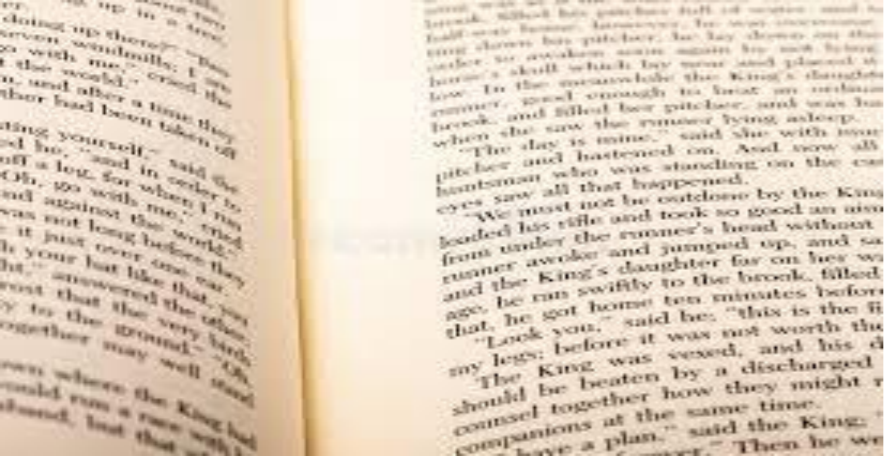


The new normal

To prosper in today's dynamic digital world, leaders no longer have the luxury of waiting for their



- ✓ **technology to catch up with their business strategies.**
- ✓ **business strategies to catch up with their technology strategies.**



What is strategic alignment?

Alignment at the core of Business-IT strategy



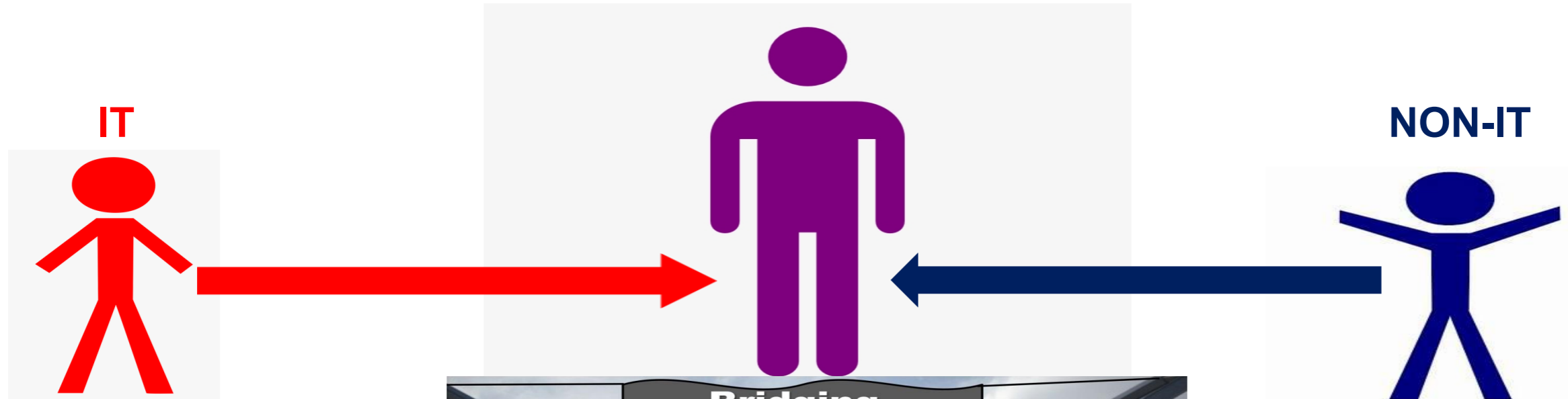
WHY DISCUSS IT-BUSINESS ALIGNMENT?

STILL

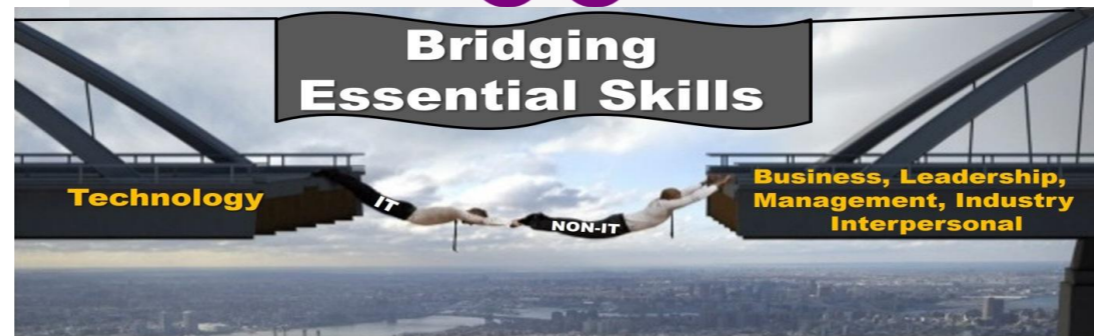
1. Consider their organizations are not misaligned
2. Too often considered just IT aligned with the business
3. Semantics: alignment vs integrate, harmony, link, fuse, affiliate, coalition, fit, match, meld, converge, IT is the business (IT-ification of business), interwoven, holism, empathy, partner, synchronization...
4. In search of mythical silver bullet
5. Focusing on infrastructure/architecture
6. How do you know if your alignment is “appropriate”?
7. Can we move from a descriptive vehicle to a prescriptive vehicle?

A simple way of understanding IT-business alignment

Perspectives of the power of leveraging cognitive technology



We use a DBSCAN algorithm for our density-based clustering as it was best suited to the distribution of our data with descent miniPts and eps values.



We have identified an efficient & effective way to segment our customers to facilitate personalization of interfacing with them.

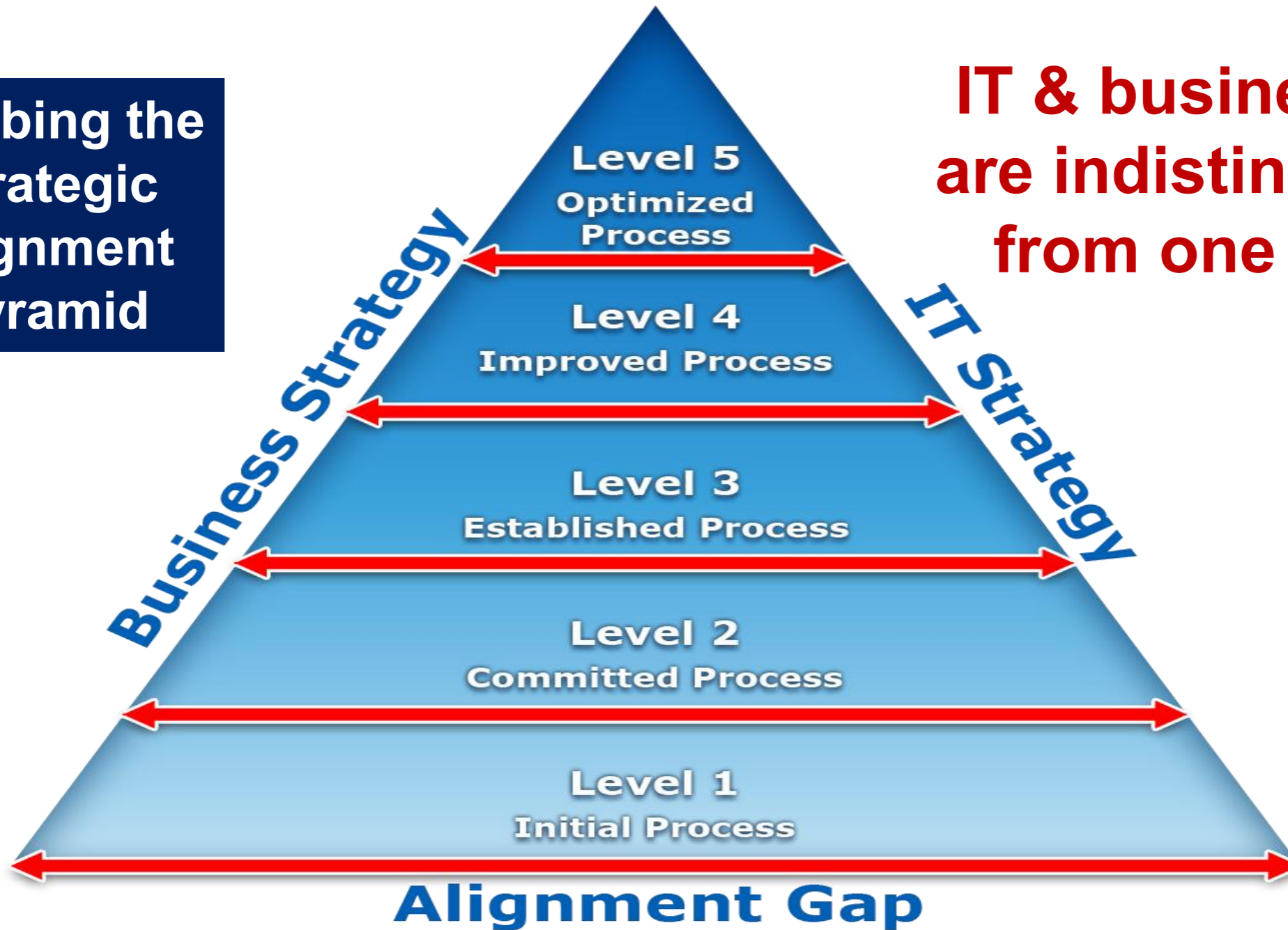


"The 1 Eyed 1 Horned Flying Purple People Eater"

song written and performed by Sheb Wooley, 1958



**Climbing the
Strategic
Alignment
Pyramid**

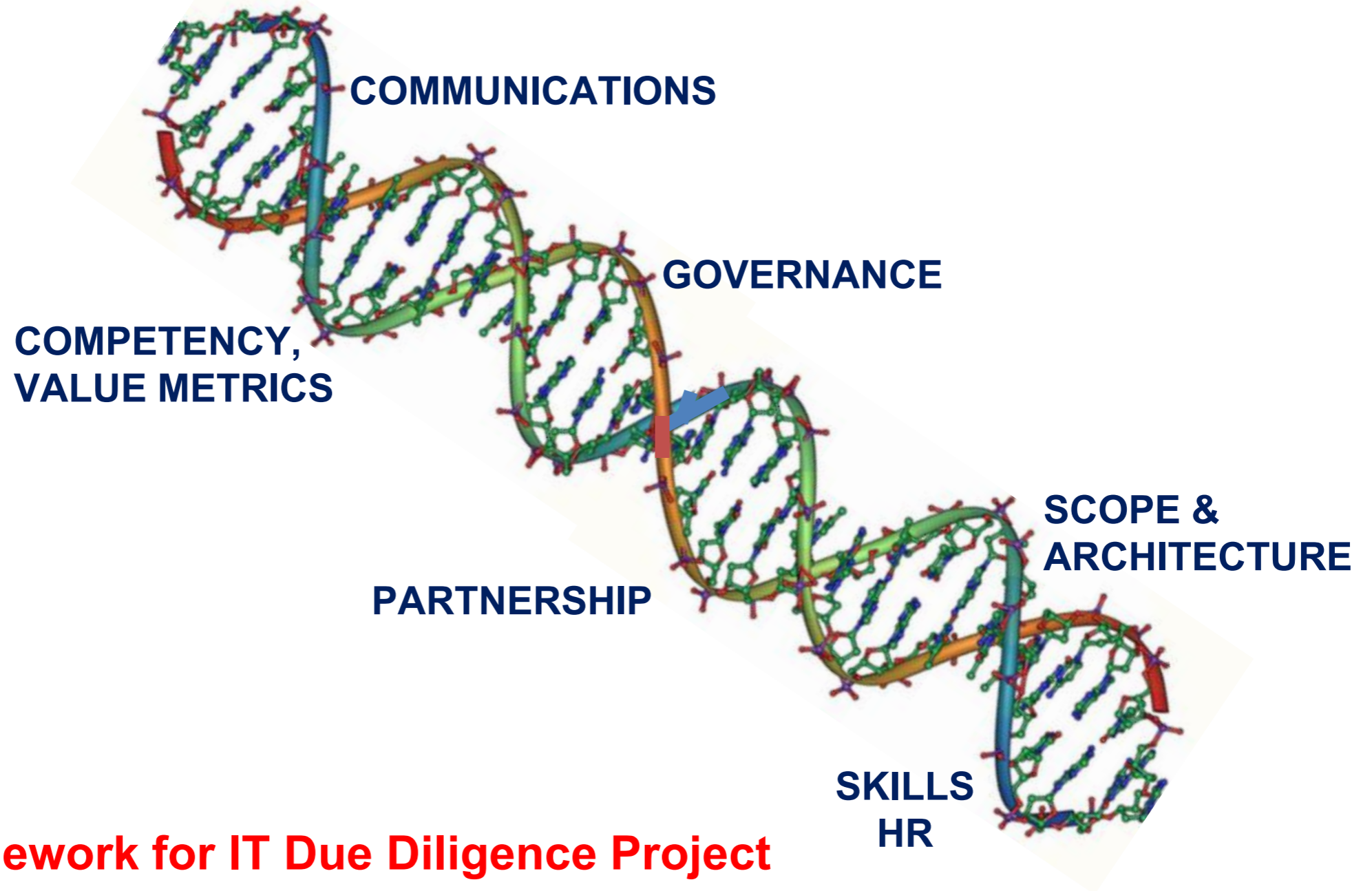


**IT & business goals
are indistinguishable
from one another**

Business-IT Alignment

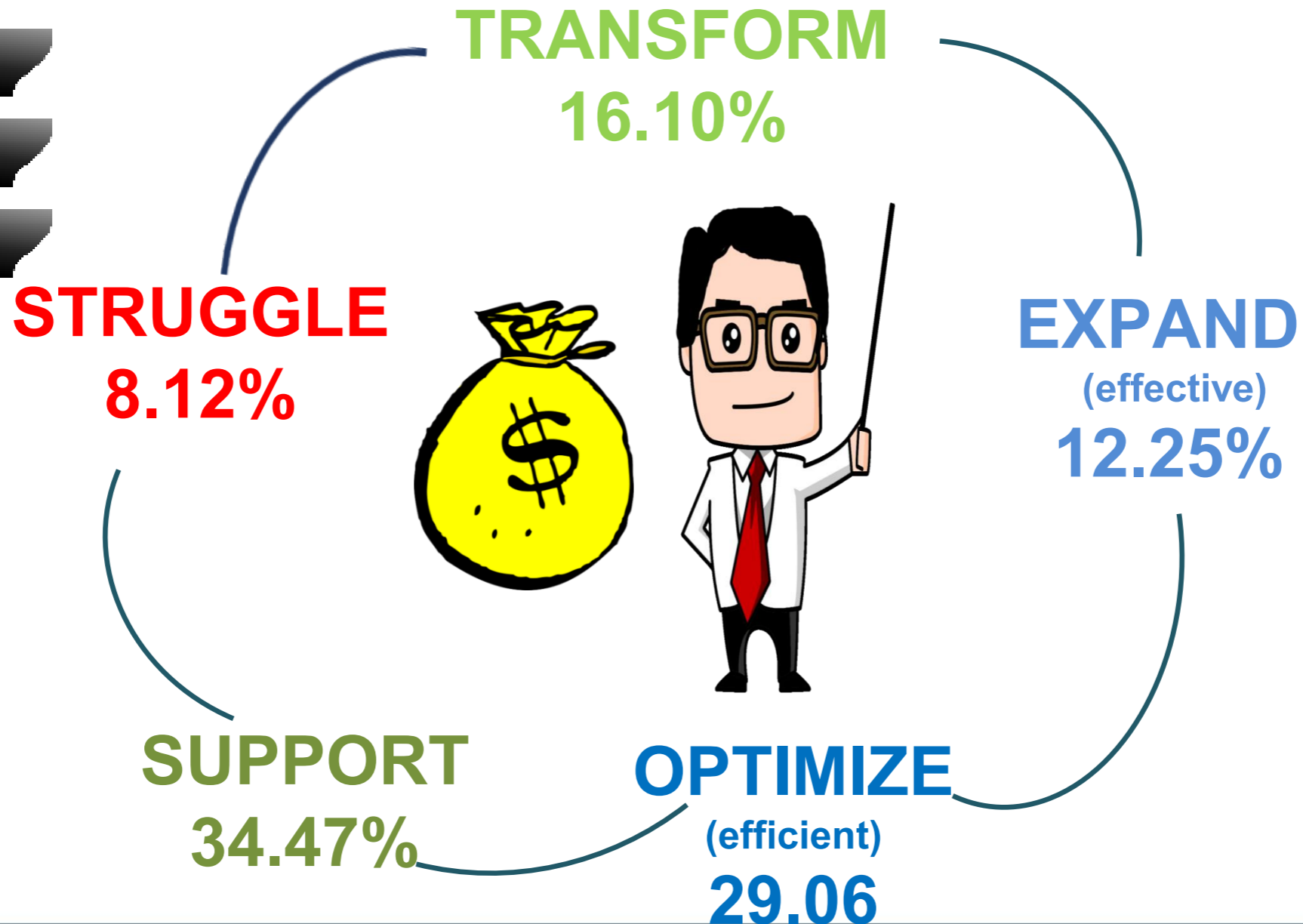
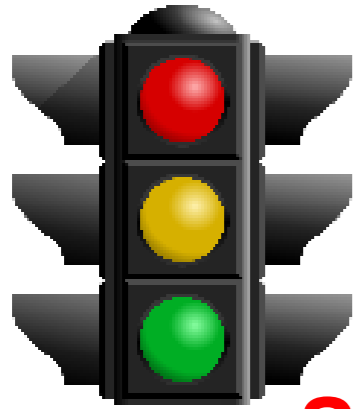


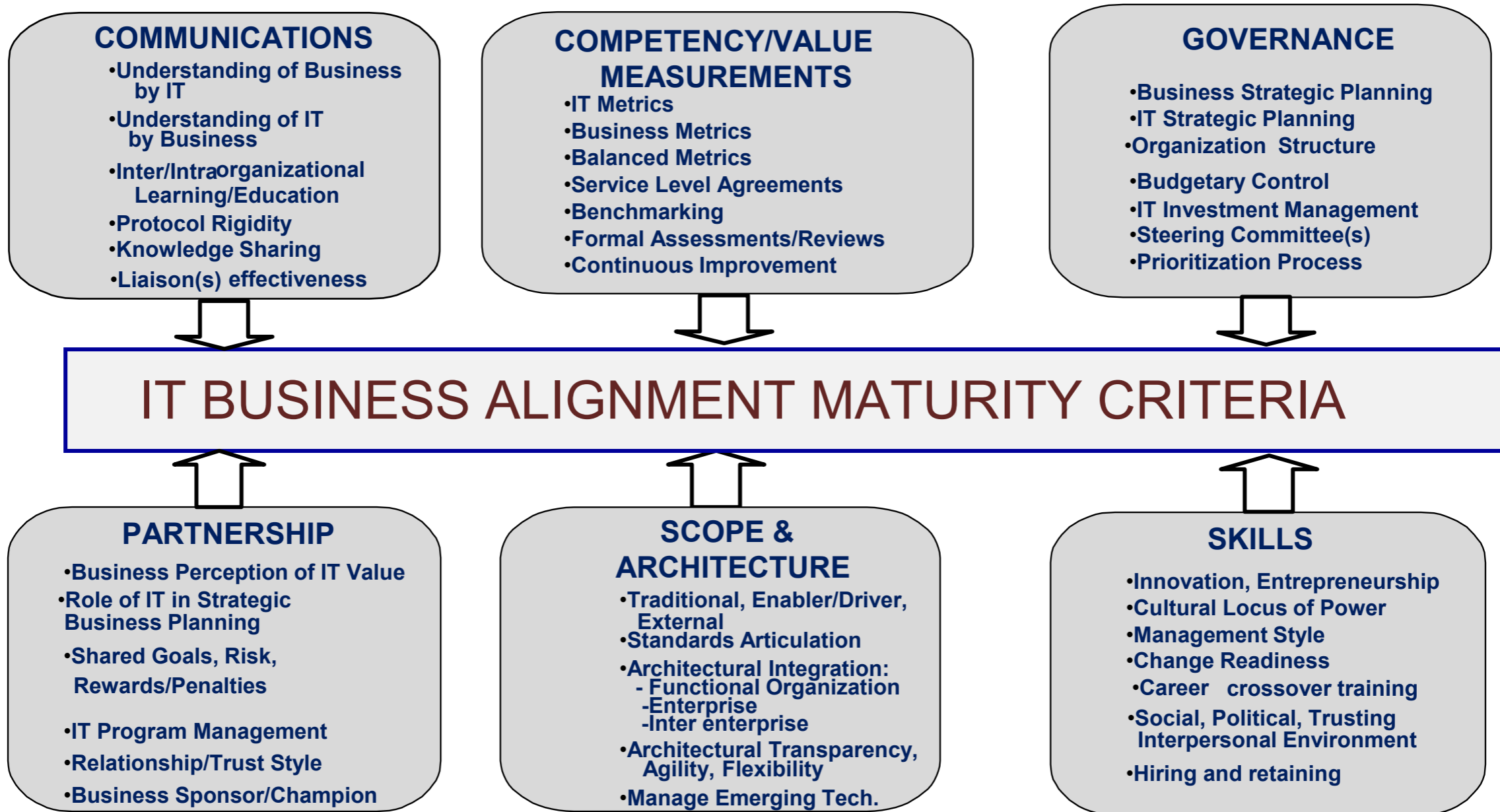
STRATEGIC ALIGNMENT DNA



Framework for IT Due Diligence Project

IT CONTRIBUTION TO STRATEGIC INITIATIVES





Measuring the Value of IT

Performance Measure	Internal IT		Outsourced IT	
	2025	2024	2025	2024
Availability / Up Time	1 (47.7%)	1 (50.6%)	1 (44.5%)	1 (40.1%)
Customer Satisfaction - Internal Users	2 (39.5%)	2 (40.4%)	3 (26.1%)	2 (28.4%)
Cost Control / Reduction - IT	3 (29.7%)	3 (27.6%)	2 (29.4%)	3 (27.7%)
Cyber-security Related	4 (26.2%)	3 (27.6%)	6 (24.5%)	4 (24.0%)
Value of IT to the Business	5 (24.7%)	6 (19.7%)	12 (9.0%)	11 (10.6%)
Help Desk Performance	6 (20.3%)	5 (26.5%)	5 (25.3%)	5 (23.6%)
IT Service Quality	7 (17.2%)	8 (16.2%)	3 (26.1%)	6 (17.8%)
Customer Satisfaction - External Users	8 (16.9%)	8 (16.2%)	11 (10.6%)	12 (10.3%)
Productivity Improvement - Business	9 (16.6%)	14 (11.6%)	19 (5.7%)	15 (8.2%)
Products Delivered - on Time	10 (15.1%)	10 (14.6%)	9 (14.7%)	7 (16.4%)
Innovative New Ideas	11 (14.5%)	15 (11.4%)	18 (6.5%)	16 (7.9%)
IT's Contribution to Strategy	12 (14.2%)	11 (13.5%)	23 (4.1%)	22 (5.1%)
IT Budget Compliance	13 (13.1%)	7 (18.6%)	17 (7.3%)	14 (8.6%)
IT Spending - as % of Revenue	14 (12.2%)	12 (13.0%)	25 (2.9%)	23 (4.5%)
Products Delivered - on Budget	15 (11.0%)	12 (13.0%)	7 (15.9%)	7 (16.4%)
Improved Decision Making	16 (9.9%)	18 (7.7%)	21 (4.5%)	30 (1.4%)
Productivity Improvement - IT	17 (9.0%)	20 (6.7%)	10 (12.7%)	13 (9.9%)
Cost Control / Reduction - Business	18 (8.4%)	16 (9.5%)	13 (8.6%)	16 (7.9%)
Increases in New Products or Services	19 (7.6%)	18 (7.7%)	20 (4.9%)	20 (5.8%)
Project Return on Investment	20 (6.4%)	26 (5.1%)	26 (2.4%)	26 (2.7%)
Total Cost of Ownership	20 (6.4%)	16 (9.5%)	15 (7.8%)	18 (6.8%)
Headcount Reduction - IT	22 (6.1%)	21 (6.5%)	15 (7.8%)	19 (6.2%)
Software Quality / Defect Rates in Software	22 (6.1%)	28 (4.4%)	14 (8.2%)	10 (11.0%)
Revenue Growth	24 (5.8%)	22 (6.0%)	28 (1.6%)	28 (2.4%)
Time to Market - IT	24 (5.8%)	25 (5.3%)	24 (3.3%)	21 (5.5%)
IT Employee Retention	26 (5.2%)	24 (5.8%)	31 (0.8%)	31 (1.0%)
Profit Growth	27 (4.7%)	22 (6.0%)	28 (1.6%)	25 (3.1%)

THESE WHAT SENIOR NON-IT EXECUTIVES FOCUS ON?

WHY SOME PROJECTS NEVER GET OFF THE GROUND



Strategic Alignment Maturity Summary

Level 1

Initial/Ad-Hoc process

- COMMUNICATIONS: Business/IT lack understanding
- COMPETENCY/VALUE: Some technical measurements
- GOVERNANCE: No formal process, cost center, reactive priorities
- PARTNERSHIP: Conflict; IT a cost of doing business
- SCOPE & ARCHITECTURE: Traditional (e.g., acctng, email)
- SKILLS: IT takes risk, little reward; Technical training

Level 2

Committed process

- COMMUNICATIONS: Limited business/IT understanding
- COMPETENCY/VALUE: Functional cost efficiency
- GOVERNANCE: Tactical at Functional level, occasional responsive
- PARTNERSHIP: IT emerging as an asset; Process enabler
- SCOPE & ARCHITECTURE: Transaction (e.g., ESS, DSS)
- SKILLS: Differs across functional organizations

Level 3

Established focused process

- COMMUNICATIONS: Good understanding; Emerging relaxed
- COMPETENCY/VALUE: Some cost effectiveness; Dashboard established
- GOVERNANCE: Relevant process across the organization
- PARTNERSHIP: IT seen as an asset; Process driver; Conflict seen as creative
- SCOPE & ARCHITECTURE: Integrated across the organization
- SKILLS: Emerging value service provider; Balanced tech & business hiring

Level 4

Improved/ managed process

- COMMUNICATIONS: Bonding, unified
- COMPETENCY/VALUE: Cost effective; Some partner value; Dashboard managed
- GOVERNANCE: Managed across the organization
- PARTNERSHIP: IT enables/drives business strategy
- SCOPE & ARCHITECTURE: Integrated with partners
- SKILLS: Shared risk & rewards

Level 5

Optimizing process

- COMMUNICATIONS: Informal, pervasive
- COMPETENCY/VALUE: Extended to external partners
- GOVERNANCE: Integrated across the org & partners
- PARTNERSHIP: IT-business co-adaptive/improvisational
- SCOPE & ARCHITECTURE: Evolve with partners
- SKILLS: Education/careers/rewards across the organization

Strategic Alignment Maturity Summary

Level 5

Optimizing process

COMMUNICATIONS: Informal, pervasive

COMPETENCY/VALUE: Extended to external partners

GOVERNANCE: Integrated across the org & partners

PARTNERSHIP: IT-business co-adaptive/improvisational

SCOPE & ARCHITECTURE: Evolve with partners

SKILLS: Education/careers/rewards across the organization

Level 1

Initial/Ad-Hoc process

COMMUNICATIONS: Business/IT lack understanding

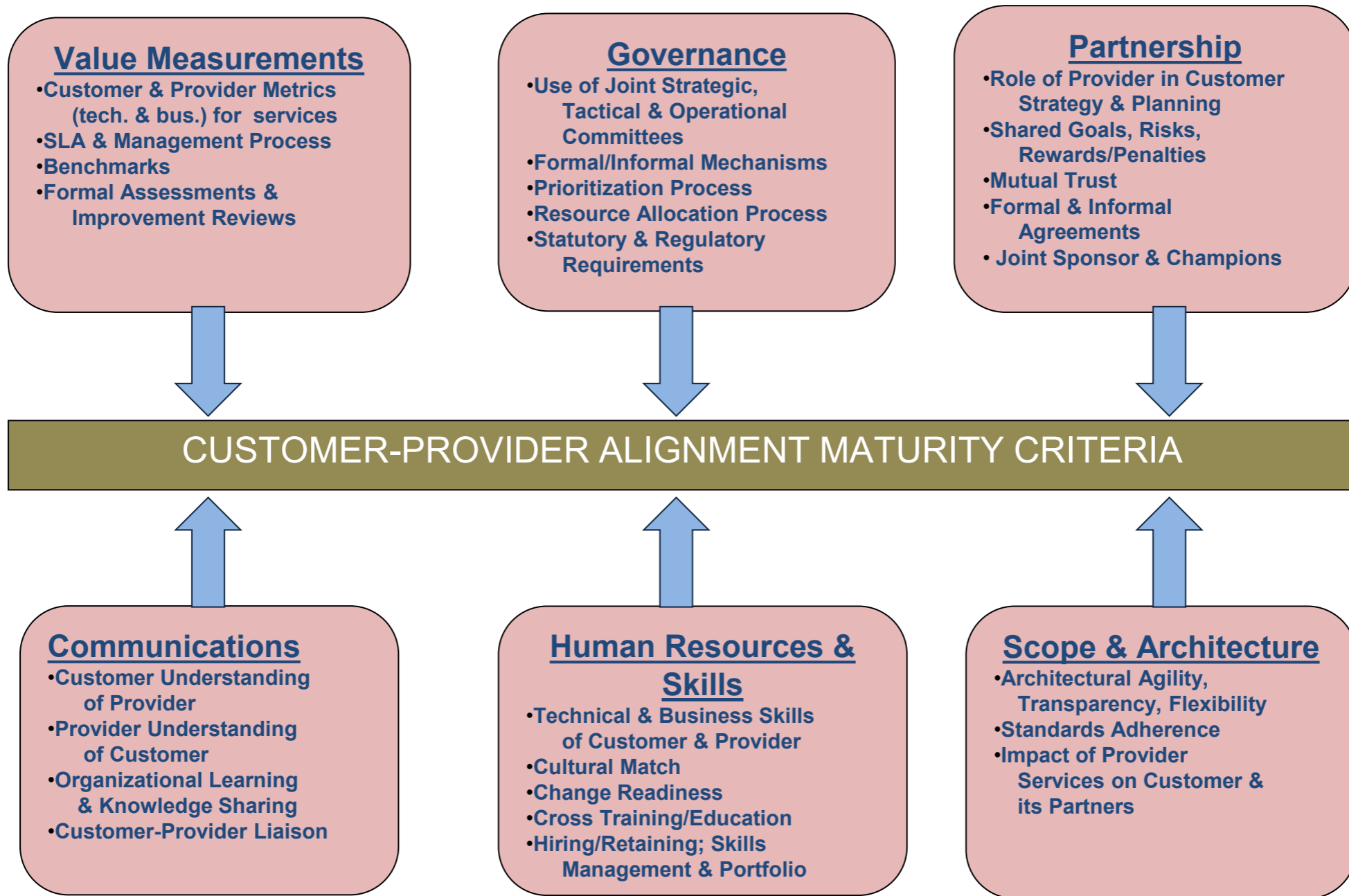
COMPETENCY/VALUE: Some technical measurements

GOVERNANCE: No formal process, cost center, reactive priorities

PARTNERSHIP: Conflict; IT a cost of doing business

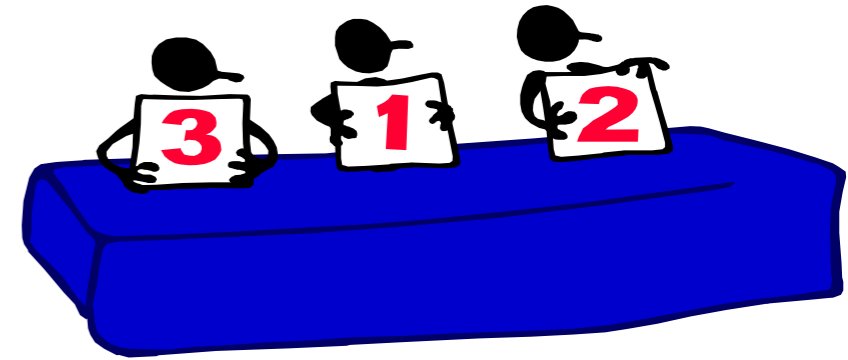
SCOPE & ARCHITECTURE: Traditional (e.g., acctng, email)

SKILLS: IT takes risk, little reward; Technical training



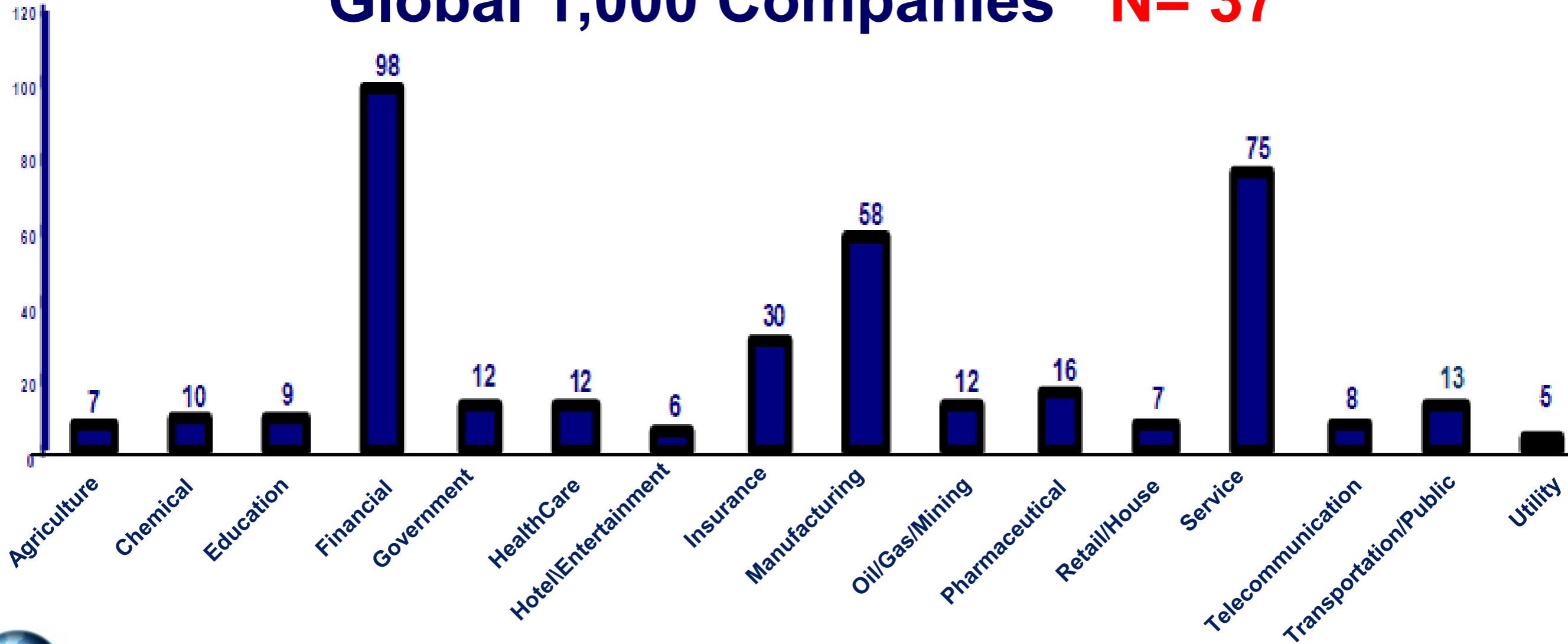
IT IS NOT JUST THE LEVEL OF MATURITY

- Where is the organization strong/weak?
- Where is there disagreement?
- What are the implications?
- What can be done to improve the maturity level (prescriptive)?
- It opens the door to discuss alignment



Industry Classification

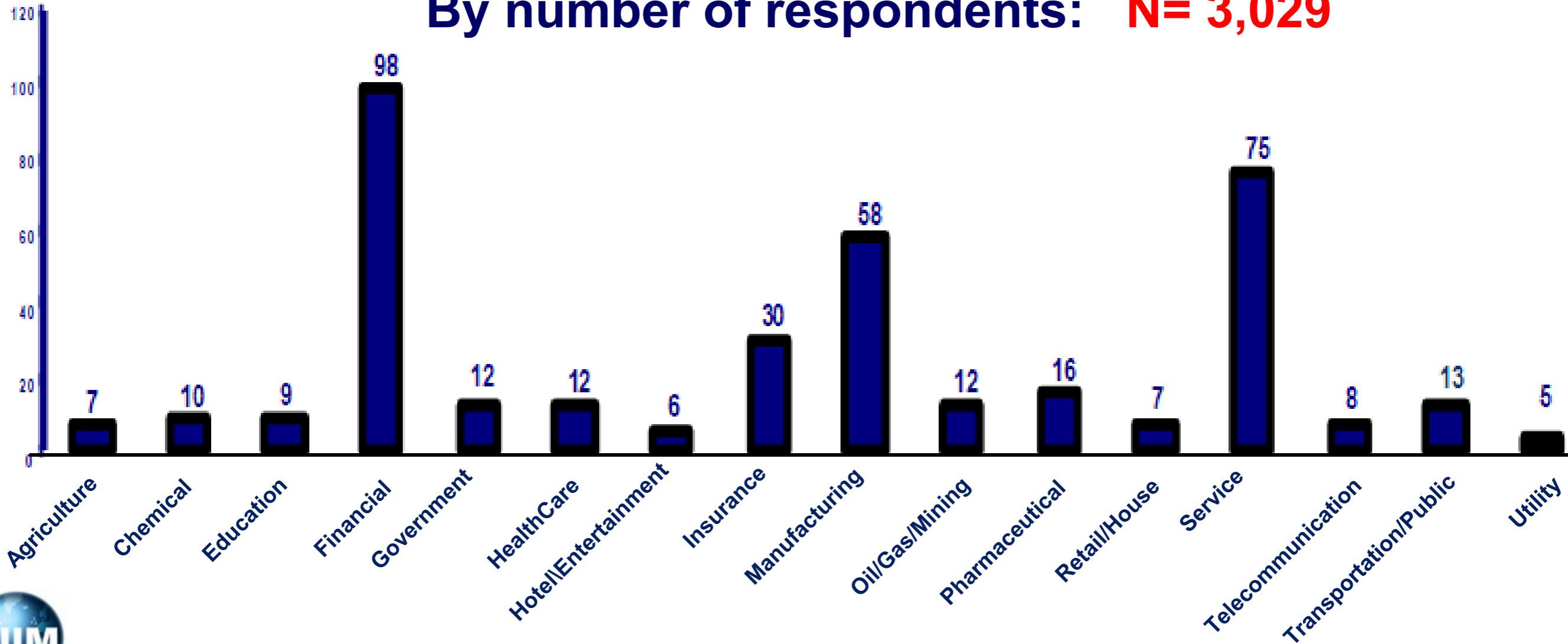
Global 1,000 Companies **N= 37**



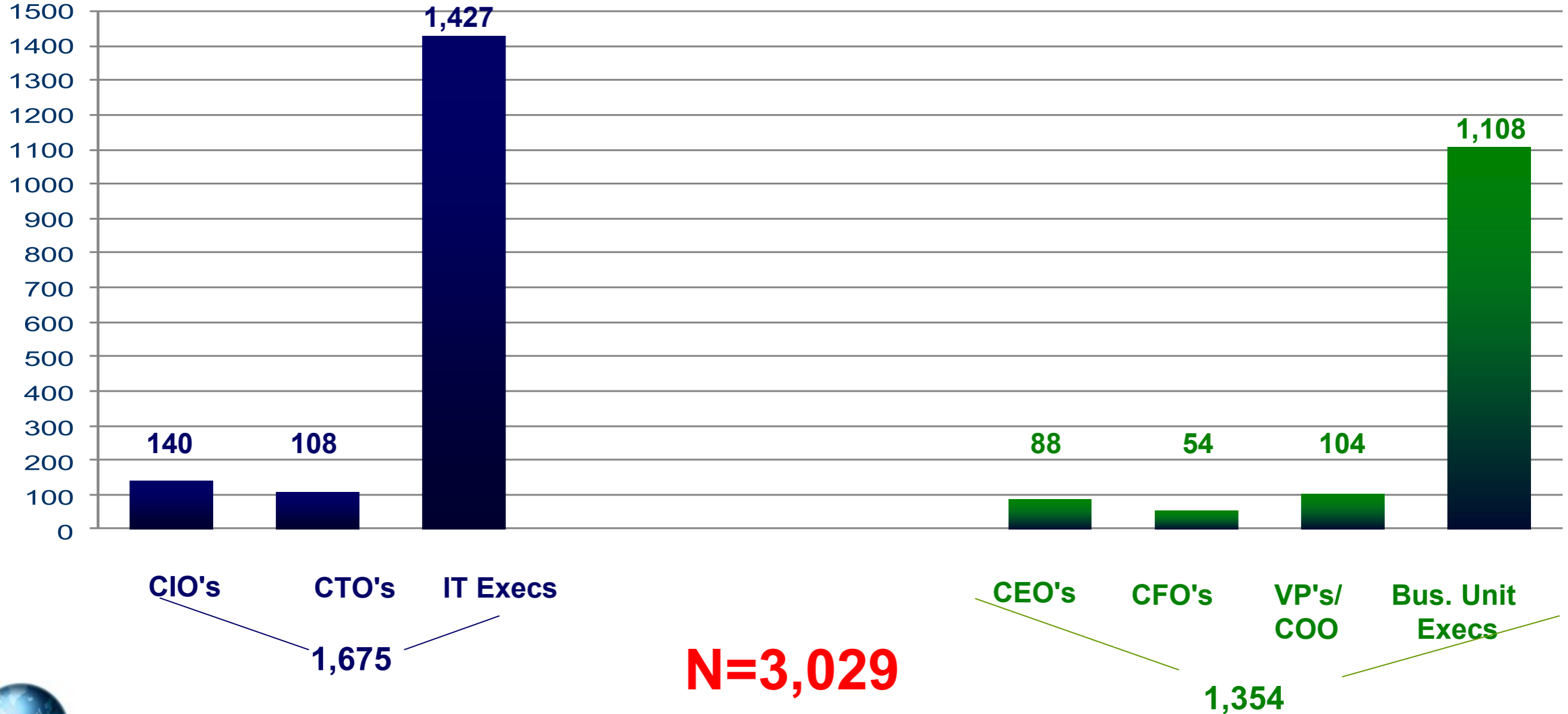
Industry Classification

Global 1,000 Companies

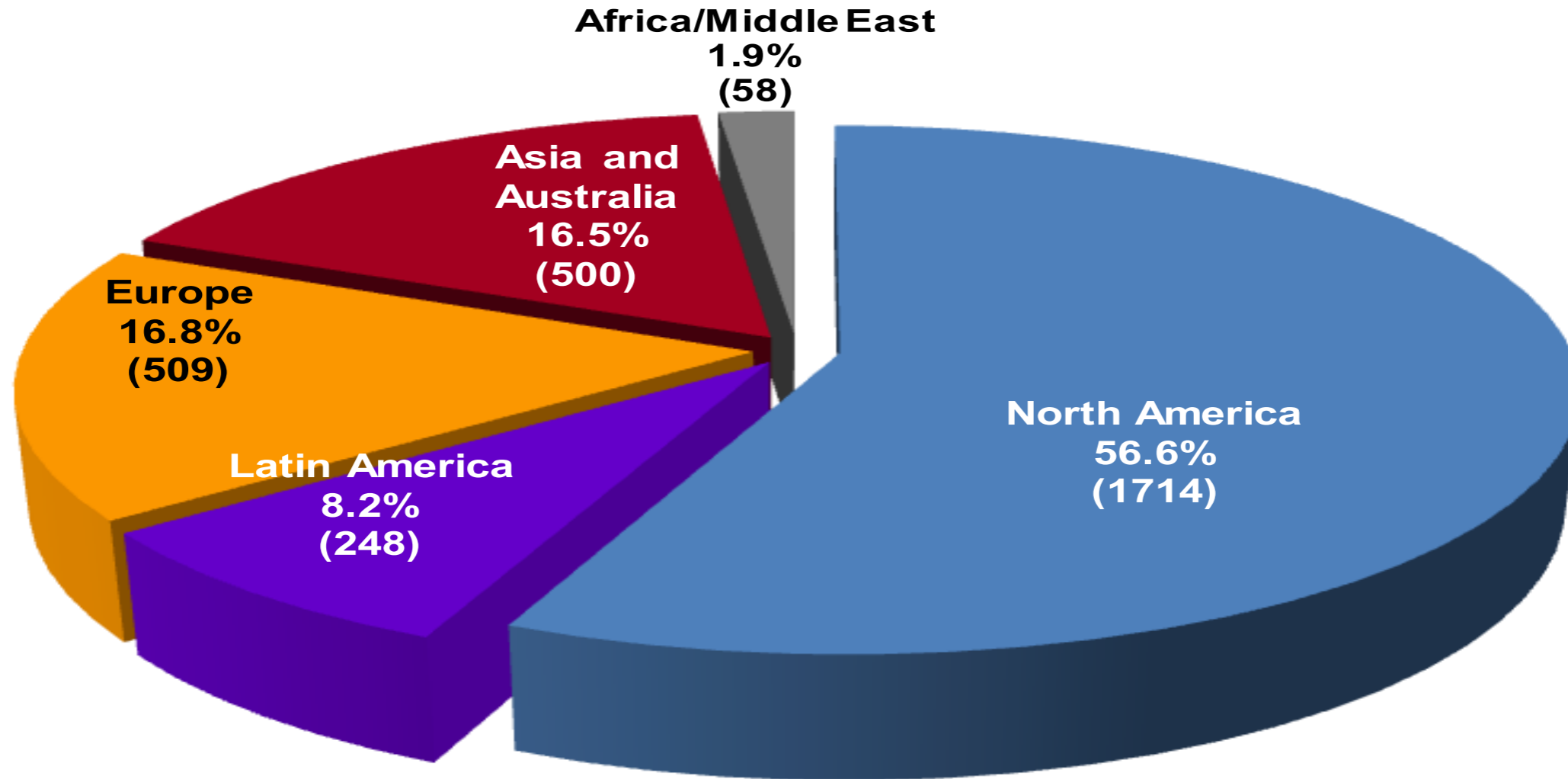
By number of respondents: **N= 3,029**



SAM Participants Profile

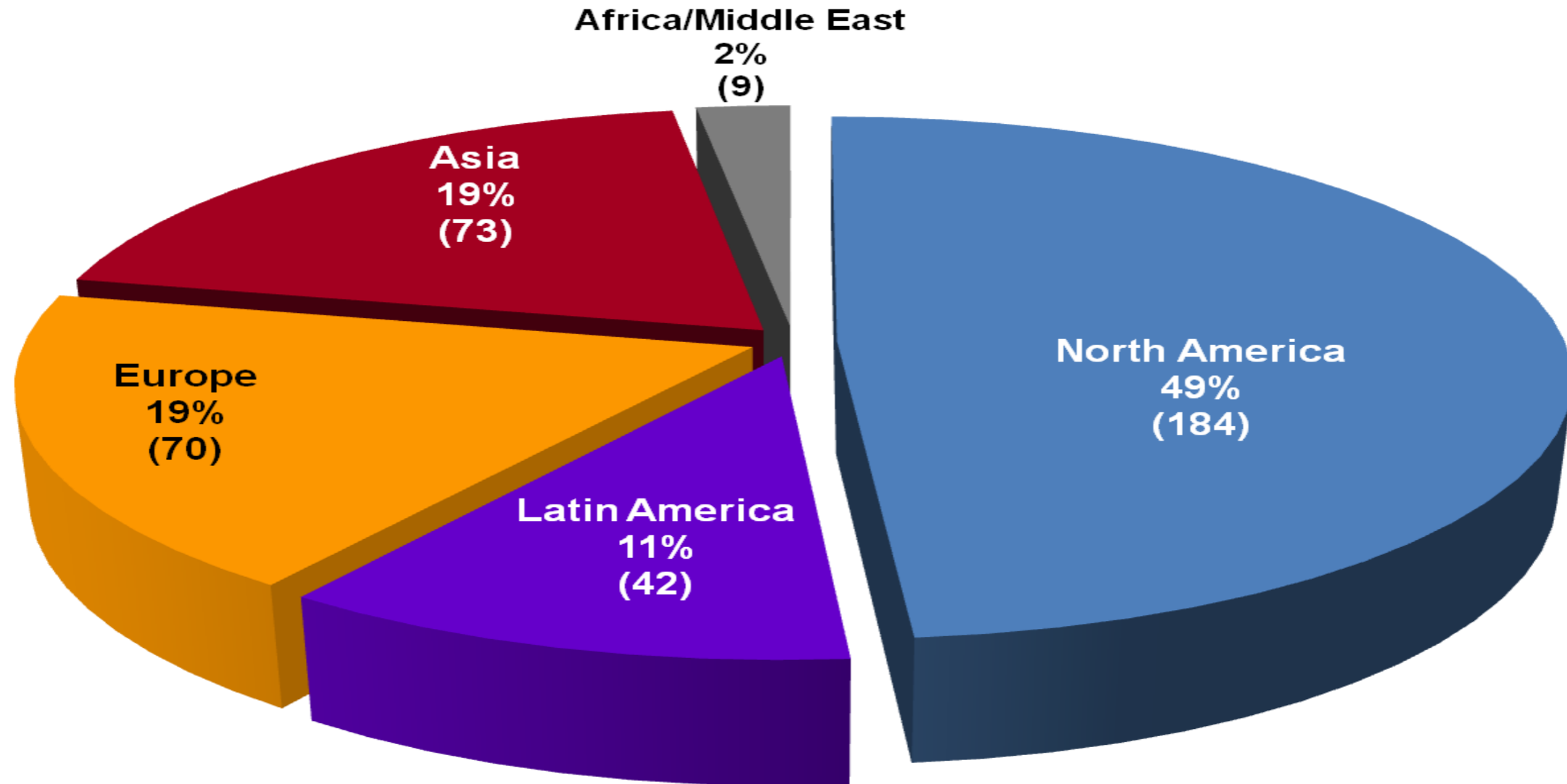


SAM Geographic Participation



Total Number Of Respondents= 3,029

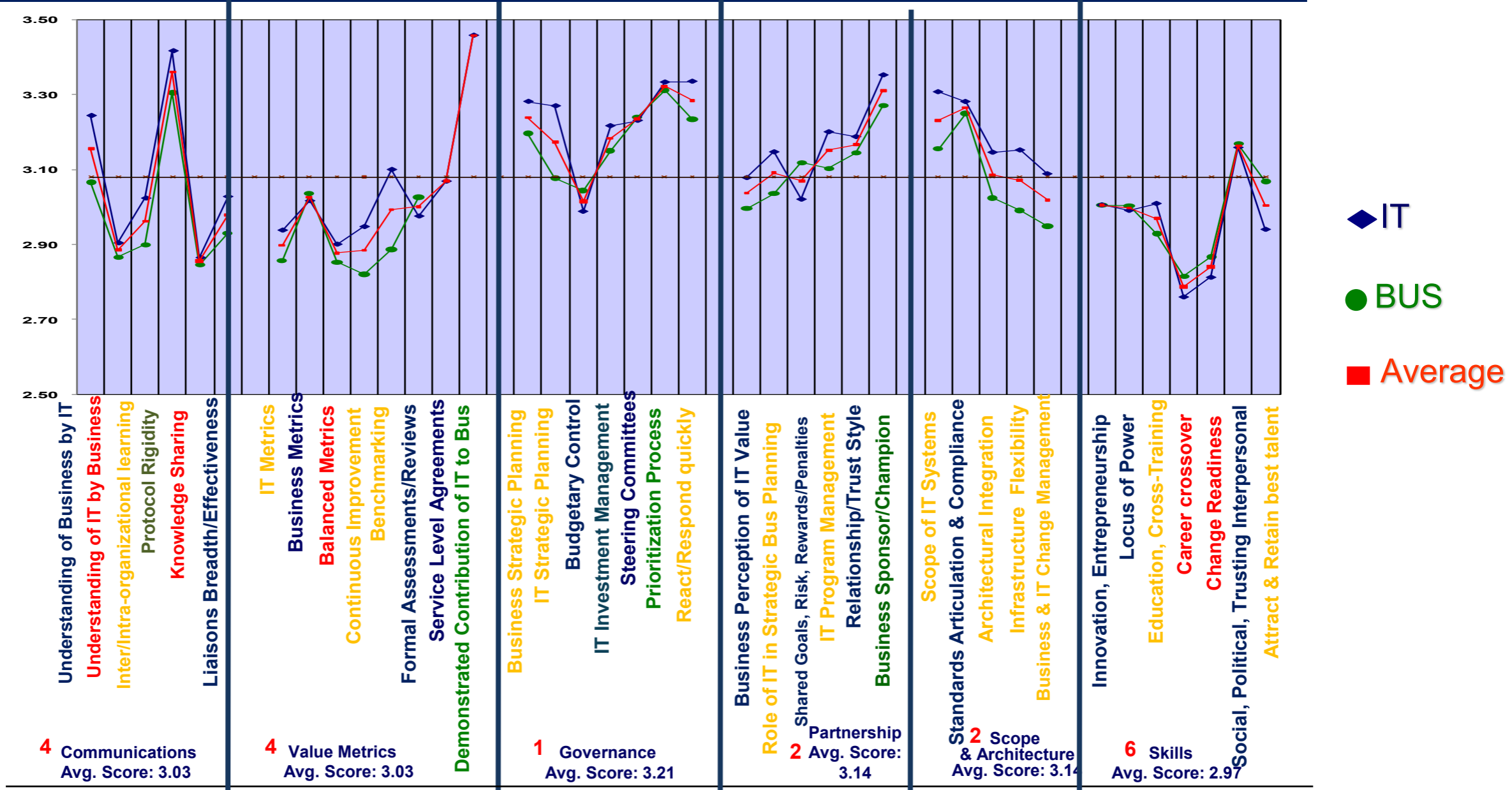
SAM Geographic Participation



Total Number Of Companies = 378

Overall SAM Assessment Maturity

* Overall Alignment Average Score: 3.09



4 Communications
Avg. Score: 3.03

4 Value Metrics
Avg. Score: 3.03

1 Governance
Avg. Score: 3.21

2 Partnership
Avg. Score: 3.14

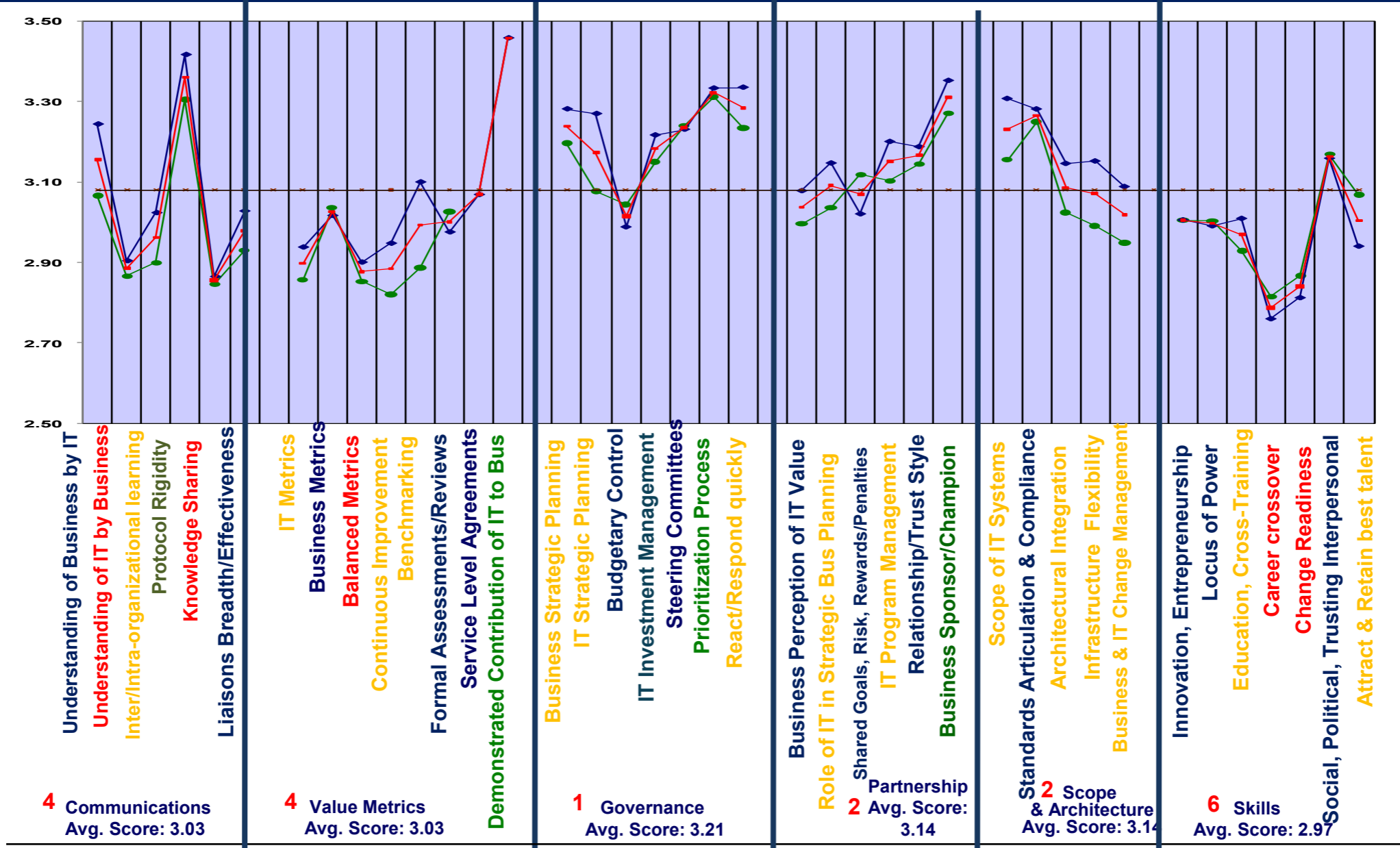
2 Scope & Architecture
Avg. Score: 3.14

6 Skills
Avg. Score: 2.97

Framework for IT Due Diligence Project

Overall SAM Assessment Maturity

* Overall Alignment Average Score: 3.09



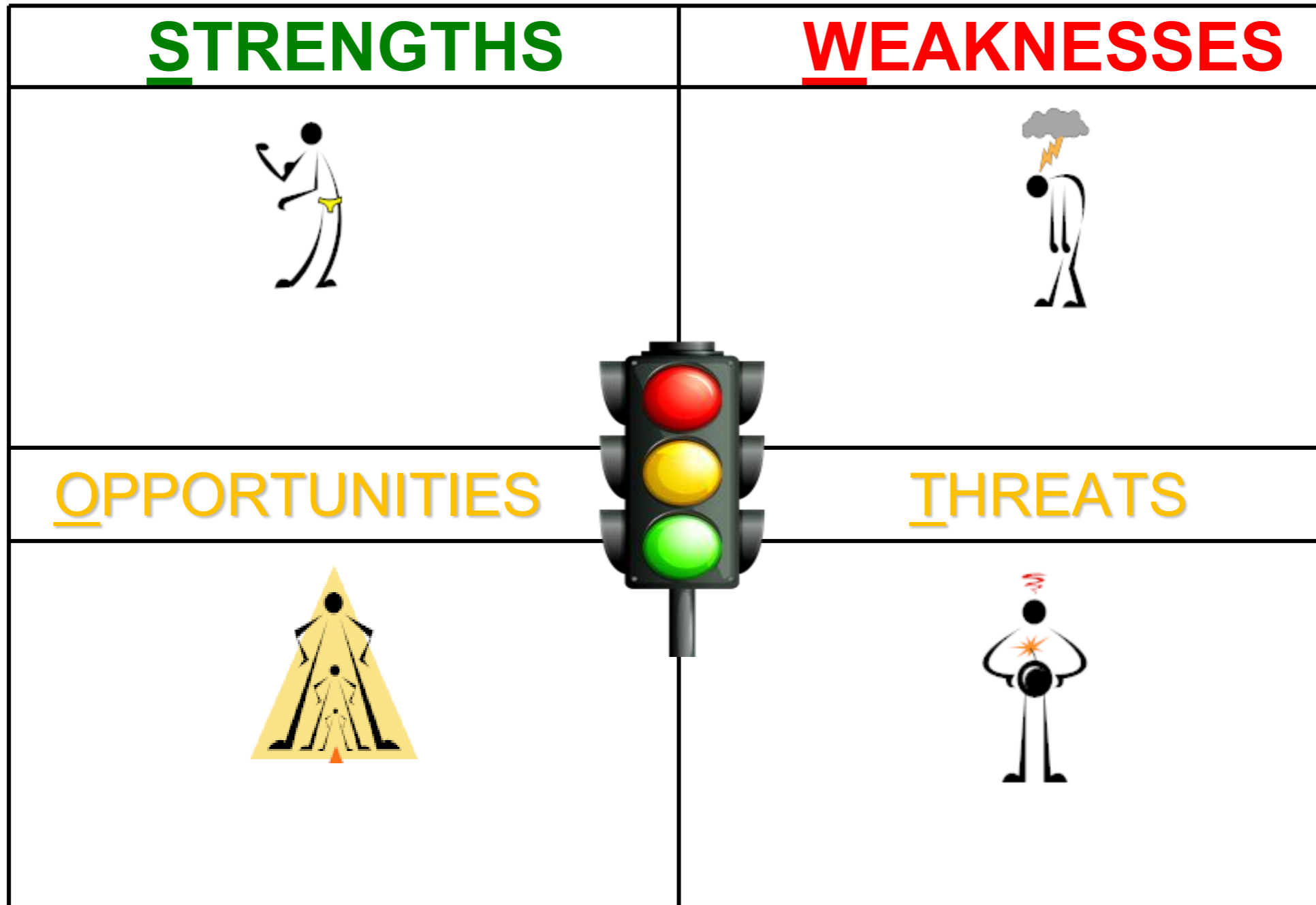
◆ IT

● BUS

■ Average

Framework for IT Due Diligence Project

SWOT ANALYSIS FOR



Next class

SWOT ANALYSIS FOR

<u>STRENGTHS</u>	<u>WEAKNESSES</u>
<p>Protocol Rigidity</p> <p>React/Respond quickly</p>	<p>Knowledge Sharing</p> <p>Balanced Metrics</p> <p>Budgetary Control</p> <p>Career crossover</p> <p>Education, Cross-Training</p> <p>Understanding of IT by Business</p>
<u>OPPORTUNITIES</u>	<u>THREATS</u>
<p>IT Program Management</p> <p>Business Metrics</p> <p>Service Level Agreements</p> <p>Benchmarking</p> <p>Prioritization Process</p> <p>IT Investment Management</p> <p>Liaisons Breadth/Effectiveness</p> <p>Formal Assessments/Reviews</p> <p>Business Perception of IT Value</p> <p>Demonstrated Contribution of IT to Business</p> <p>Innovation, Entrepreneurship</p> <p>Shared Goals, Risk, Rewards/Penalties</p> <p>Inter/Intra-organizational learning</p>	<p>Business Strategic Planning</p> <p>Architectural Integration</p> <p>Business & IT Change Management</p> <p>Understanding of Business by IT</p> <p>Infrastructure Flexibility</p> <p>Continuous Improvement</p> <p>IT Strategic Planning</p> <p>Steering Committees</p> <p>IT Metrics</p> <p>Locus of Power</p> <p>Standards Articulation & Compliance</p> <p>Attract & Retain best talent</p> <p>Role of IT in Strategic Business Planning</p> <p>Change Readiness</p> <p>Relationship/Trust Style</p> <p>Social, Political, Trusting Interpersonal</p>



HIGHEST ELEMENTS

Averages

- | | |
|--|------|
| 1. Demonstrated Contribution of IT to Business | 3.48 |
| 2. Protocol Rigidity | 3.36 |
| 3. Prioritization Process | 3.32 |
| 4. Business Sponsor/Champion | 3.23 |

3.09

3.09



LOWEST ELEMENTS

Averages

- | | |
|------------------------------------|------|
| 1. Career Crossover | 2.79 |
| 2. Change Readiness | 2.84 |
| 3. Knowledge Sharing | 2.86 |
| 4. Balanced Metrics | 2.88 |
| 5. Understanding of IT by business | 2.89 |

Geography: Maturity by Component

Geography	Number of Companies	COMMUNICATION	COMPETENCY	GOVERNANCE	PARTNERSHIP	SCOPE OF IT ARCHITECTURE	SKILLS	Overall Average
Middle East / Africa	9	2.15	2.29	1.98	2.24	1.86	2.33	2.14
USA	184	2.86	2.87	3.06	2.96	2.98	2.77	2.92
Europe	70	2.98	2.89	3.20	3.15	3.07	2.93	3.04
Latin America	42	3.22	3.12	3.09	3.24	3.33	3.13	3.19
Asia	73	3.49	3.55	3.68	3.59	3.58	3.46	3.56
	378	3.03	3.03	3.21	3.14	3.14	2.97	3.09

Overall Alignment Average Score: 3.09

Industry Maturity Levels By Component

Industry Name	# of Companies	Communications	Analytics	Govern.	Partnership	Tech. Scope	Skills	OVERALL AVERAGE
Retail	7	3.37	3.41	3.57	3.64	3.71	3.31	3.50
Services	75	3.38	3.45	3.55	3.58	3.48	3.52	3.49
Hotel/Entertainment	19	3.32	3.47	3.52	3.56	3.68	3.35	3.48
Manufacturing	58	3.21	3.17	3.22	3.15	3.21	3.07	3.17
Government	12	2.92	2.92	3.17	3.18	3.1	2.87	3.02
Utility	5	3.07	3.22	2.7	2.77	3.37	2.82	2.99
Transportation	21	2.92	3.05	3.05	2.97	3.16	2.8	2.99
Pharmaceutical	16	2.93	2.8	2.99	2.96	3.11	2.91	2.95
Healthcare	22	2.89	2.84	3.04	2.99	3.04	2.86	2.94
Finance	98	2.91	2.83	3.1	3.06	2.96	2.78	2.94
Telecom	8	2.7	2.85	3.08	2.89	3.26	2.87	2.94
Oil/Gas/Mining	12	2.77	3.02	2.95	2.81	2.91	2.78	2.87
Education	9	2.88	2.72	3.01	2.98	2.76	2.8	2.86
Insurance	30	2.81	2.76	3.2	2.89	2.88	2.56	2.85
Chemical	10	2.7	2.63	2.94	2.68	3.07	2.35	2.73
Agriculture	7	2.54	2.61	3.13	2.63	2.5	2.41	2.64

378

3.03

3.03

3.21

3.14

3.14

2.97

3.09

Overall Alignment Average Score: 3.09

USA



Alignment Average Score: 2.99

 **HIGHEST ELEMENTS**

- 1. Demonstrated Contribution of IT to Business**
- 2. Protocol Rigidity**
- 3. Business Sponsor/Champion**
- 4. React/Respond Quickly**

Averages

3.48

3.36

3.31

3.29

 **LOWEST ELEMENTS**

- 1. Career crossover**
- 2. K share**
- 3. Balanced Metrics**
- 4. Continuous Improvement**
- 5. IT Metrics**

Averages

2.79

2.86

2.88

2.89

2.90

EUROPE



Alignment Average Score: 2.80



HIGHEST ELEMENTS

1. Protocol Rigidity
2. Business Strategic Planning
3. IT Strategic Planning
4. Business Sponsor/Champion
5. IT Program Management

Averages

3.50
3.40
3.40
3.37
3.30



LOWEST ELEMENTS

1. Knowledge Sharing
2. Balanced Metrics
3. IT Metrics
4. Education, Cross-Training
5. Budgetary Control

Averages

2.47
2.65
2.73
2.74
2.77



LATIN AMERICA



Alignment Average Score: 3.19

HIGHEST ELEMENTS

1. Demonstrated Contribution of IT to Business
2. Scope of IT Systems
3. Business Sponsor/Champion
4. Relationship/Trust Style
5. Social, Political, Trusting Interpersonal
5. Education, Cross Training

Averages

4.25

3.61

3.55

3.52

3.44

3.44



LOWEST ELEMENTS

1. Balanced Metrics
2. Shared Goals, Risk, Rewards/Penalties
3. Continuous Improvement
3. Benchmarking
5. Career Crossover

Averages

2.75

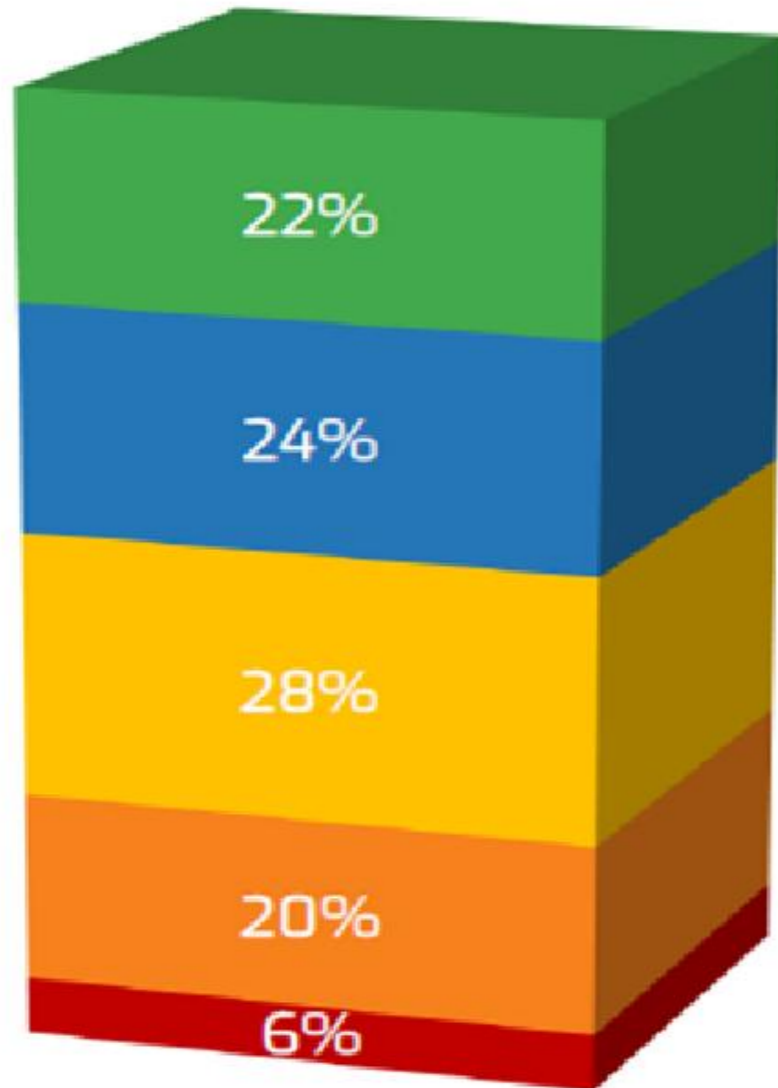
2.77

2.79

2.79

2.85

Respondents Perception of IT Maturity Level



Innovator – Transforms the Business

Reliable technology innovation

Business Partner – Expands the Business

Effective execution of projects and strategic use of analytics and customer technology

Trusted Operator – Optimizes Business

Effective fulfillment of work orders, functional business applications, and reliable data quality

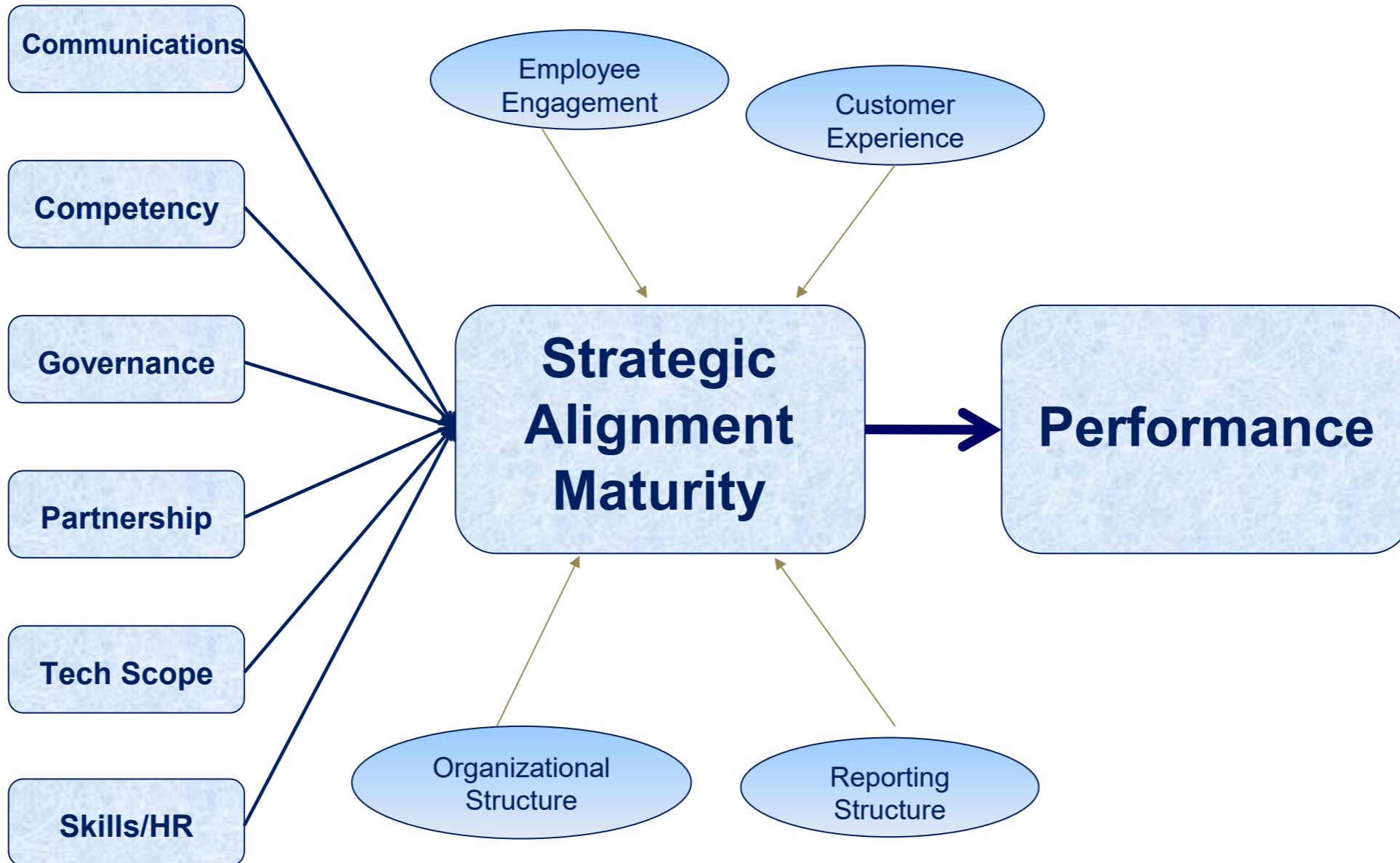
Firefighter – Supports the Business

Reliable infrastructure and IT service desk

Unstable – Struggles to Support

Inability to provide reliable business services

SAM Performance Framework



SAM Performance Framework



Communication

Competency

Governance

Partnership

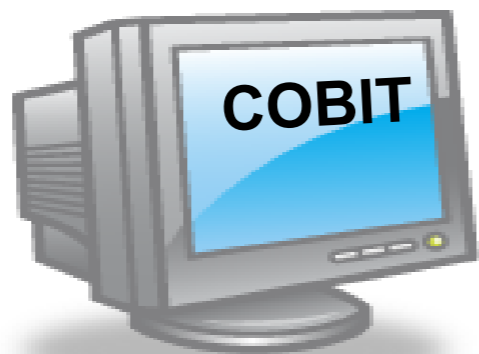
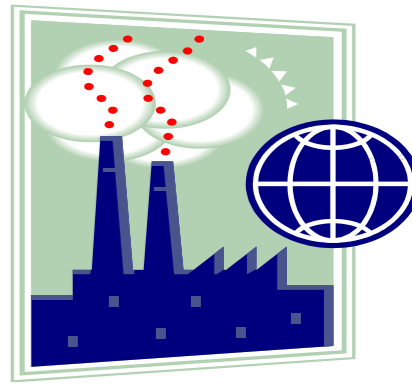
Tech Scope

Skills/HR



Strategic Alignment Maturity

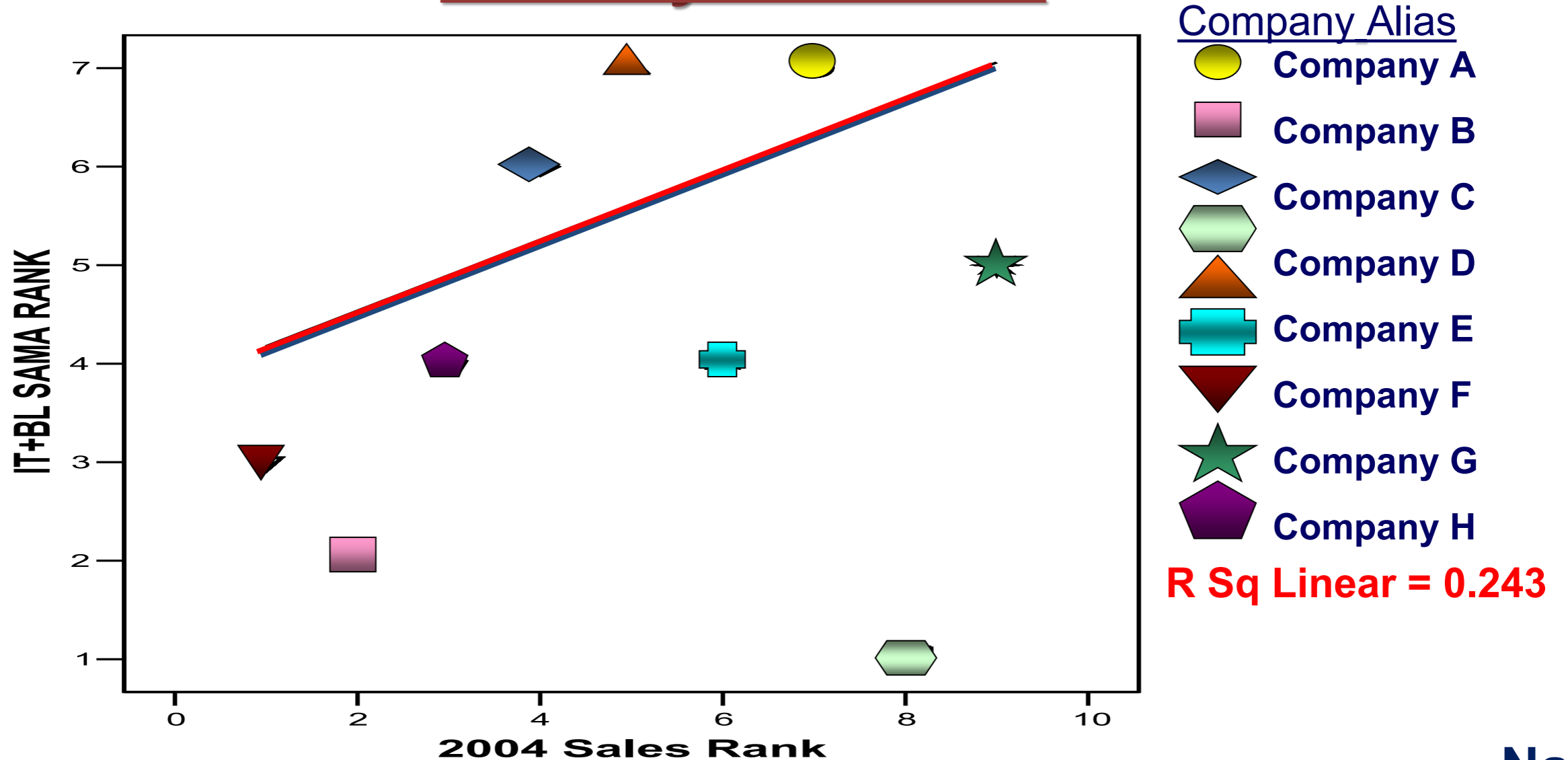
Performance



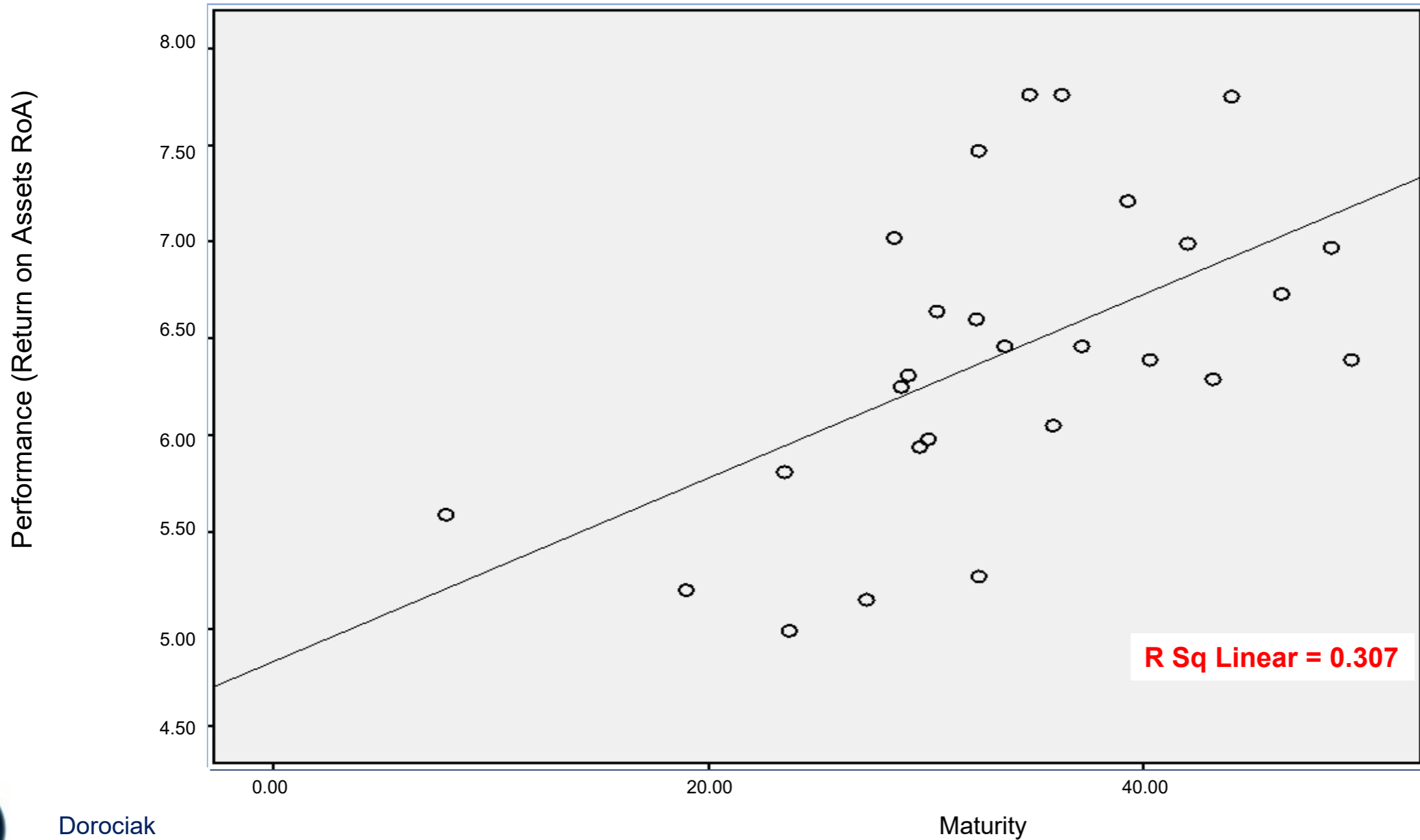
Outsourcing



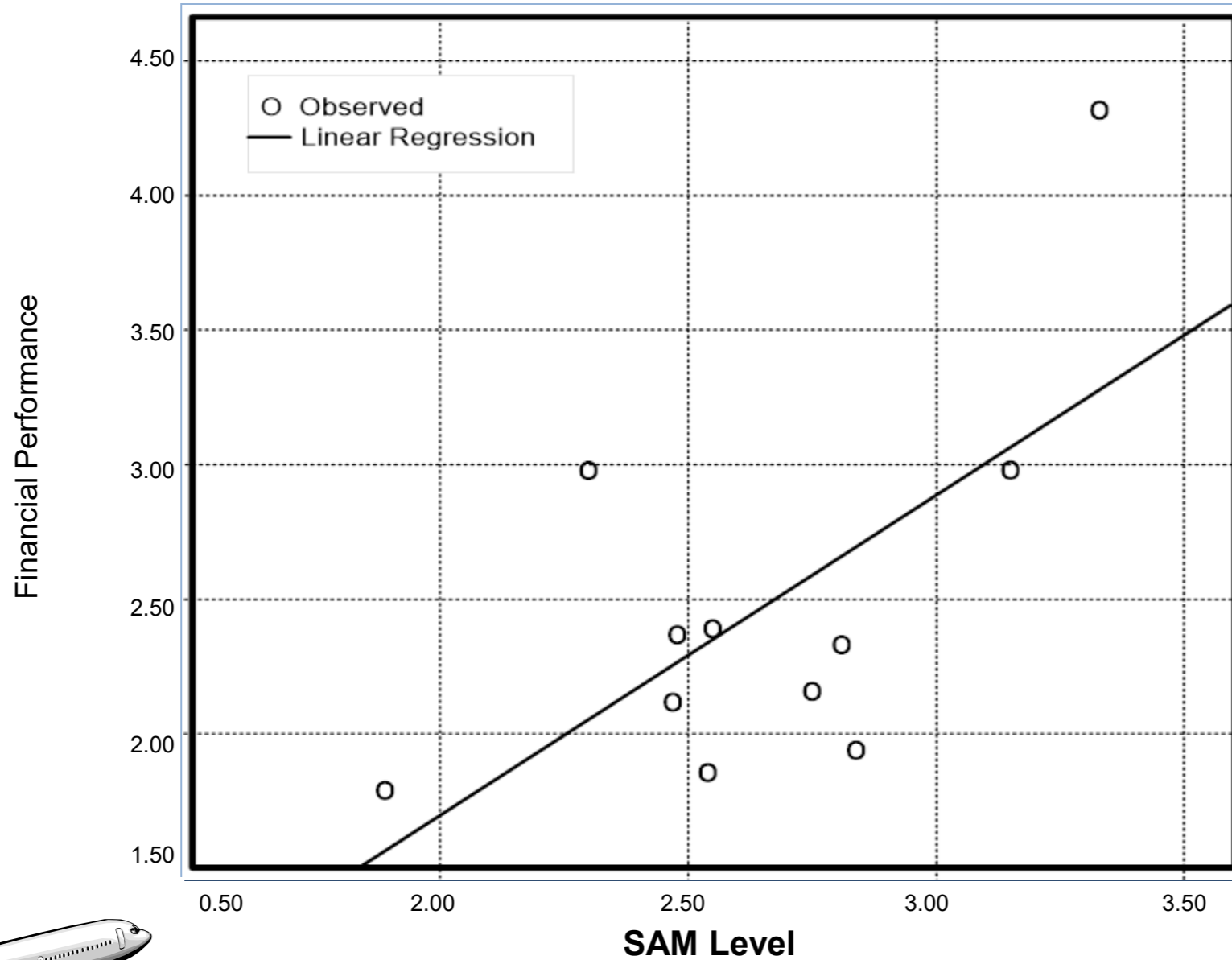
Pharma Correlation between Strategic Alignment Maturity and Sales



Banking Organizations: Organizational Performance and Maturity



Financial Metric vs. SAM Level



	<u>R²</u>
SAM	.412
COMM	.457
COMP	.487
GOV	.197
PART	.248
SCOPE	.285
SKILL	.306

Correlation is significant at the 0.05 level (2 tailed)
Ryan

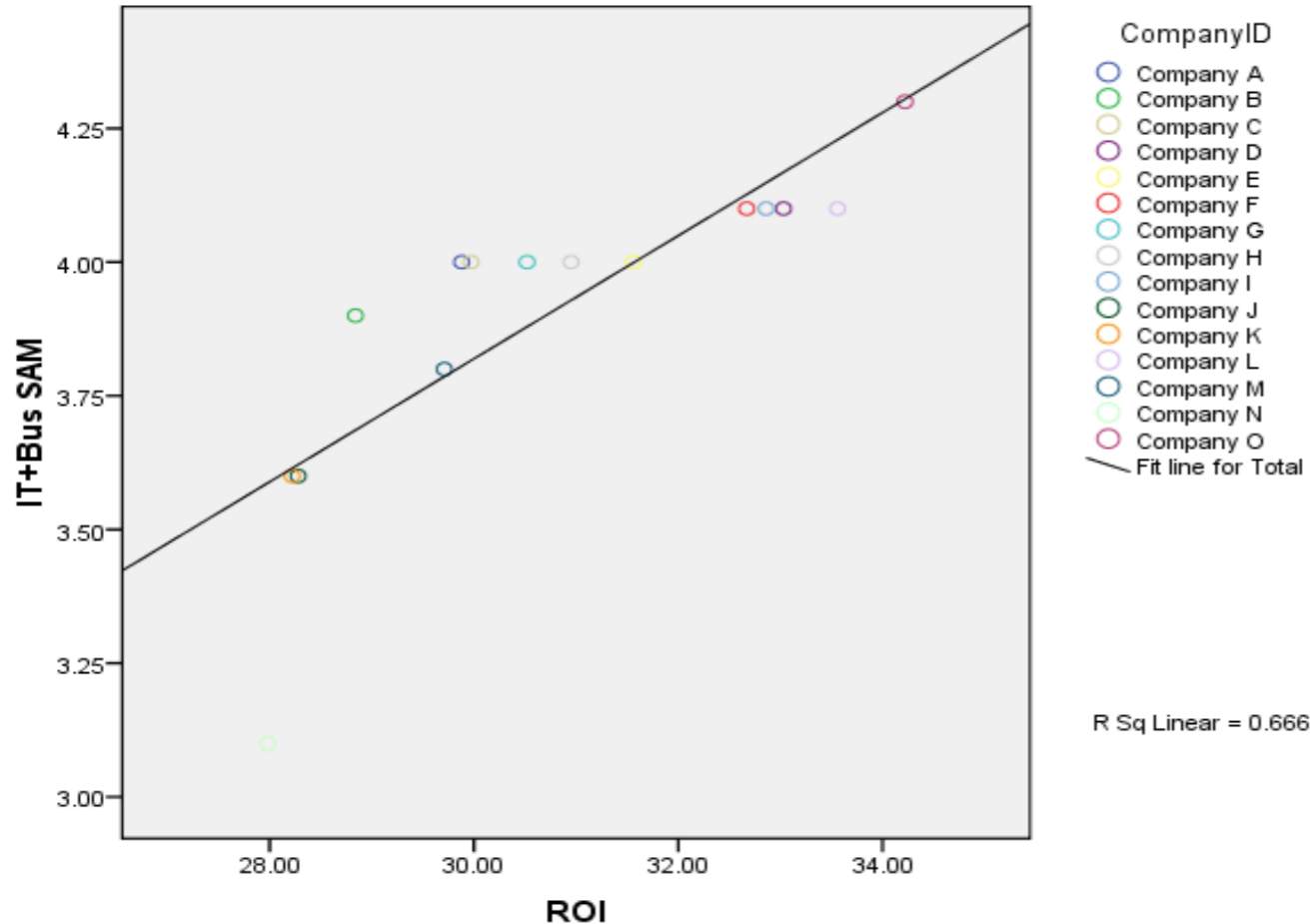




		Fleet Size	Annual Revenue	Load Factor	Financial Performance	Operational Performance
SAM	Pearson Correlation - R²	0.013	0.016	0.434	0.412	0.183
	Sig. (2-tailed) - p	0.734	0.712	0.027*	0.033*	.397
	N	11	11	11	11	6
COMM ()	Pearson Correlation - R²	0.008	0.003	0.097	0.457	0.014
	Sig. (2-tailed) - p	0.797	0.876	0.351	0.023*	.824
	N	11	11	11	11	6
COMP (R ²)	Pearson Correlation - R²	0.002	0.053	0.403	0.487	0.207
	Sig. (2-tailed) - p	0.893	0.496	0.036*	0.017*	.364
	N	11	11	11	11	6
GOV (R ²)	Pearson Correlation - R²	0.022	0.044	0.743	0.197	0.230
	Sig. (2-tailed) - p	0.663	0.538	0.001**	0.171	.335
	N	11	11	11	11	6
PART (R ²)	Pearson Correlation - R²	0.000	0.055	0.462	0.248	0.392
	Sig. (2-tailed) - p	0.972	0.487	0.021*	0.119	.184
	N	11	11	11	11	6
SCOPE (R ²)	Pearson Correlation - R²	0.032	0.024	0.590	0.283	0.165
	Sig. (2-tailed) - p	0.596	0.652	0.006**	0.092	.424
	N	11	11	11	11	6
SKILL (R ²)	Pearson Correlation - R²	0.031	0.010	0.060	0.306	0.206
	Sig. (2-tailed) - p	0.602	0.772	0.471	0.077	.366
	N	11	11	11	11	6

Correlation Analysis of SAM Scores to Return on Investment (ROI) – Indian IT Service Firms

Shows significant positive correlation of .401 at the .01 level



Correlations

			SAM Total	ROI
Kendall's tau_b	SAM Total	Correlation Coefficient	1.000	.000**
		Sig. (2-tailed)	.	
		N	90	90
	ROI	Correlation Coefficient	.000	1.000
		Sig. (2-tailed)	.	.
		N	90	90
Spearman's rho	SAM Total	Correlation Coefficient	1.000	.542**
		Sig. (2-tailed)	.	.000
		N	90	90
	ROI	Correlation Coefficient	.000	1.000
		Sig. (2-tailed)	.	.
		N	90	90

** . Correlation is significant at the .01 level (2-tailed).

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	106.995	1	106.995	37.017	.000 ^a
	Residual	254.360	88	2.890		
	Total	361.356	89			

a. Predictors: (Constant), SAM Total

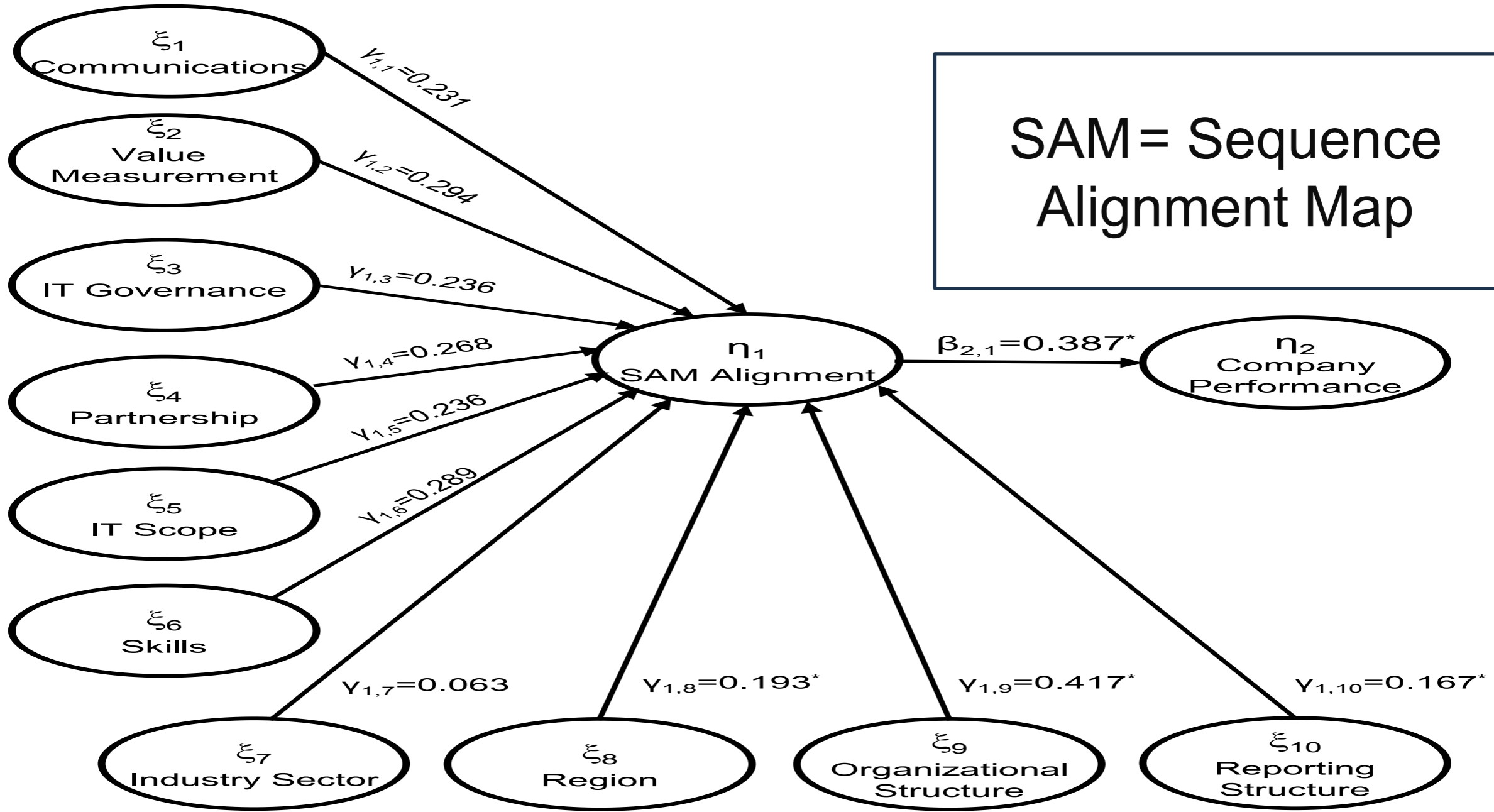
b. Dependent Variable: ROI

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	19.901	1.803		11.037	.000
	SAM Total	2.787	.458	.544	6.084	.000

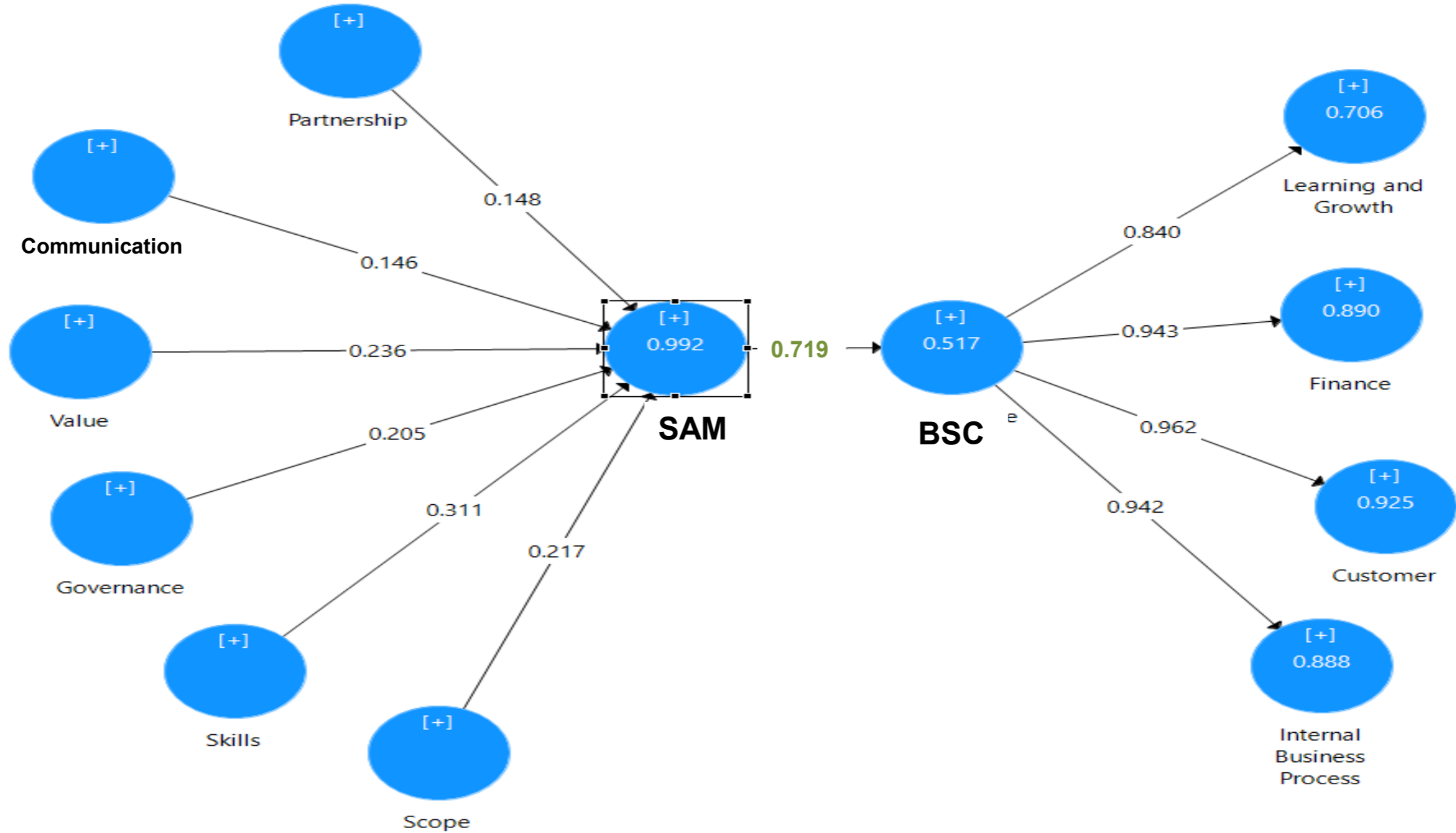
a. Dependent Variable: ROI

SAM = Sequence Alignment Map

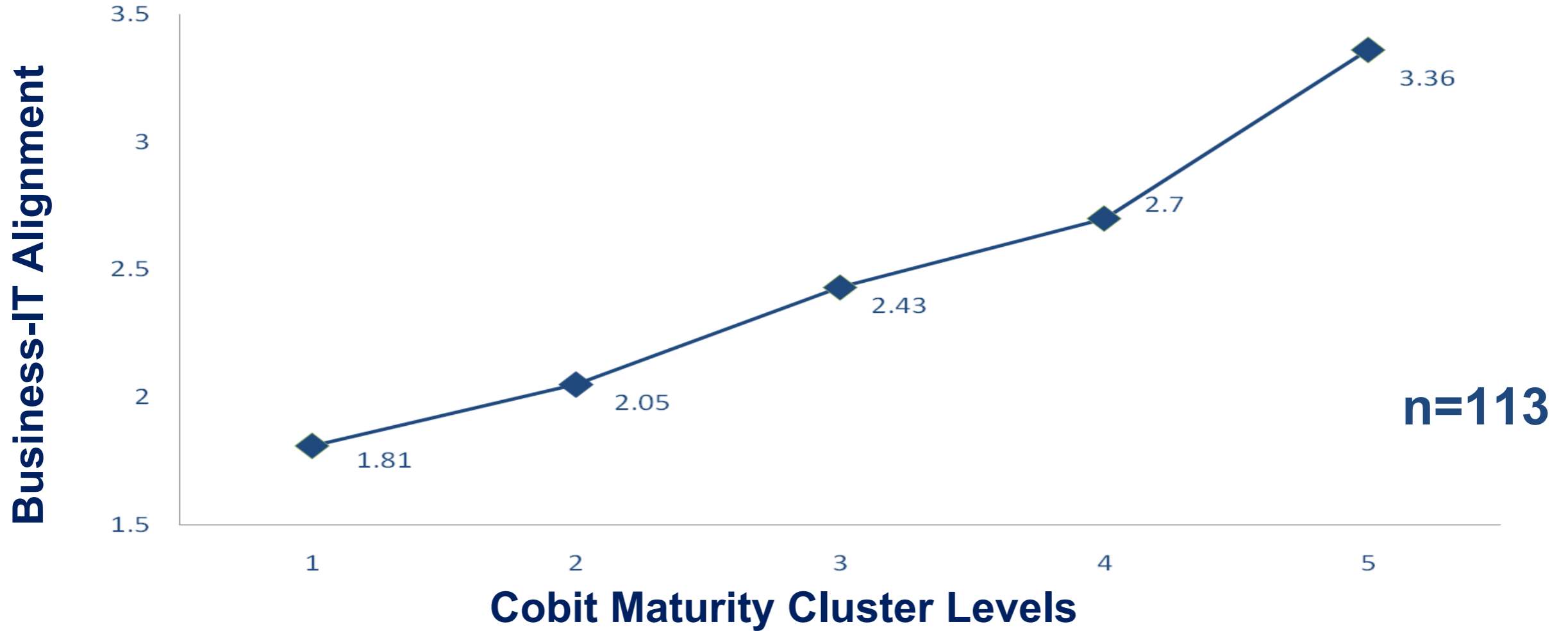


*p<0.001

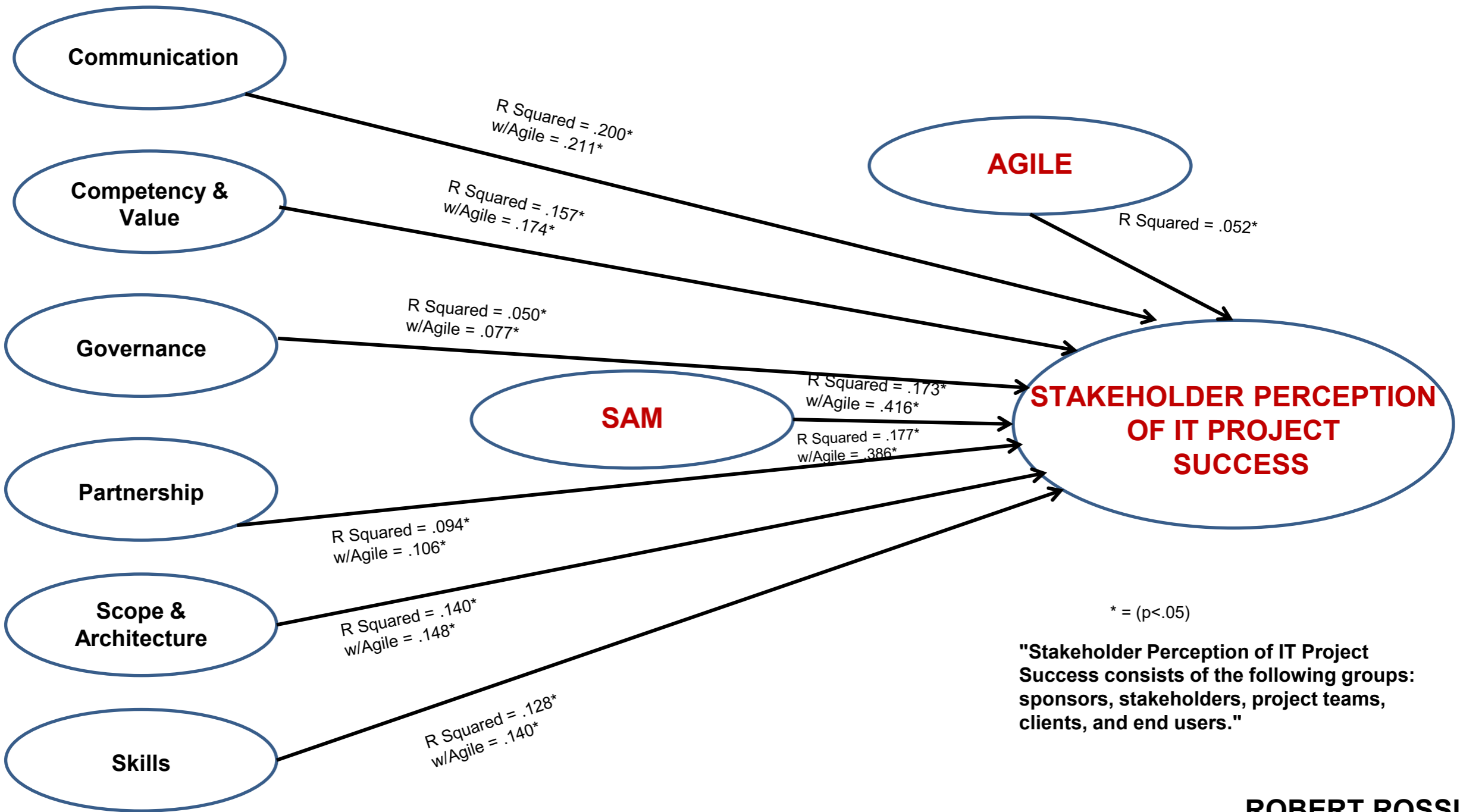
Balance Scorecard & Business-IT Alignment

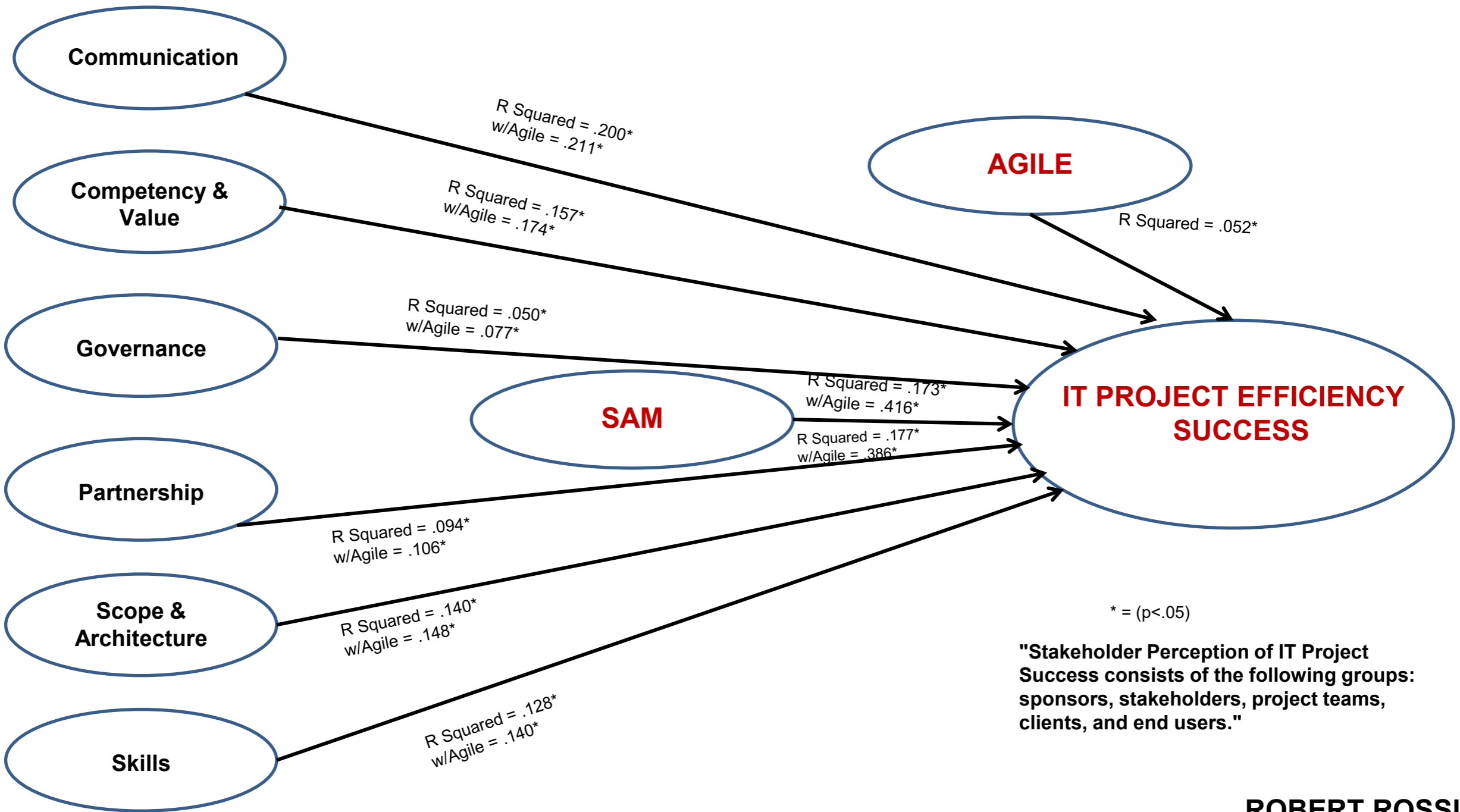


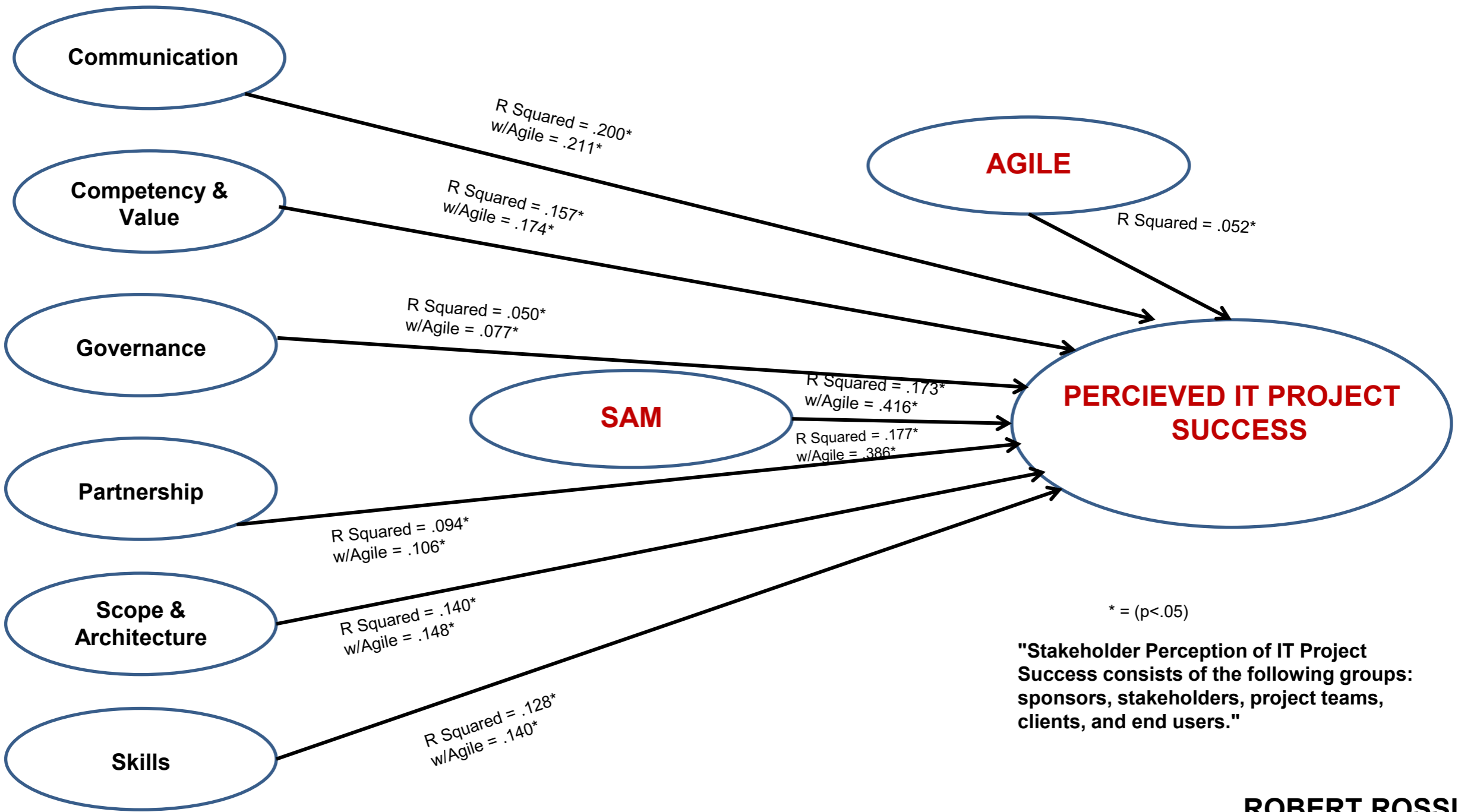
Cobit & Business-IT Alignment



Ref: "IT Executives' Perception of CobiT: Satisfaction, Business-IT Alignment and Benefits" by Mauricio Marrone, Lukas Homann and Lutz M. Kolbe (Proceedings of the Sixteenth Americas Conference on Information Systems, Lima, Peru, August 12-15, 2010.)







IT Project Success IV (Perceived Success, Efficiency Success, Stakeholder Success)

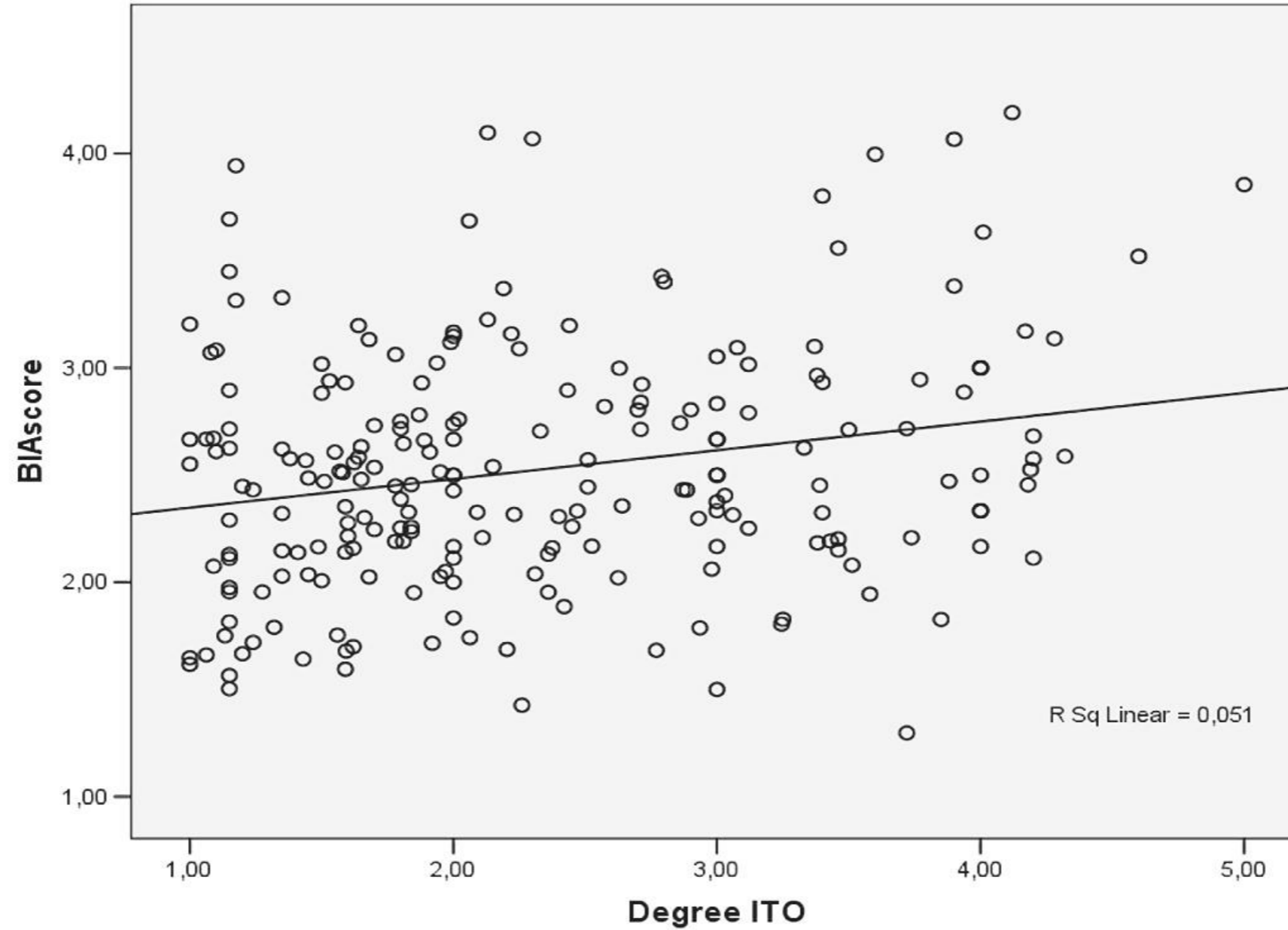


Perceived IT Project Success is a self reported measure of success by project management professionals.

IT Project Efficiency Success is a combination of Cost(Budget), Time(Schedule) and Scope(Requirement)

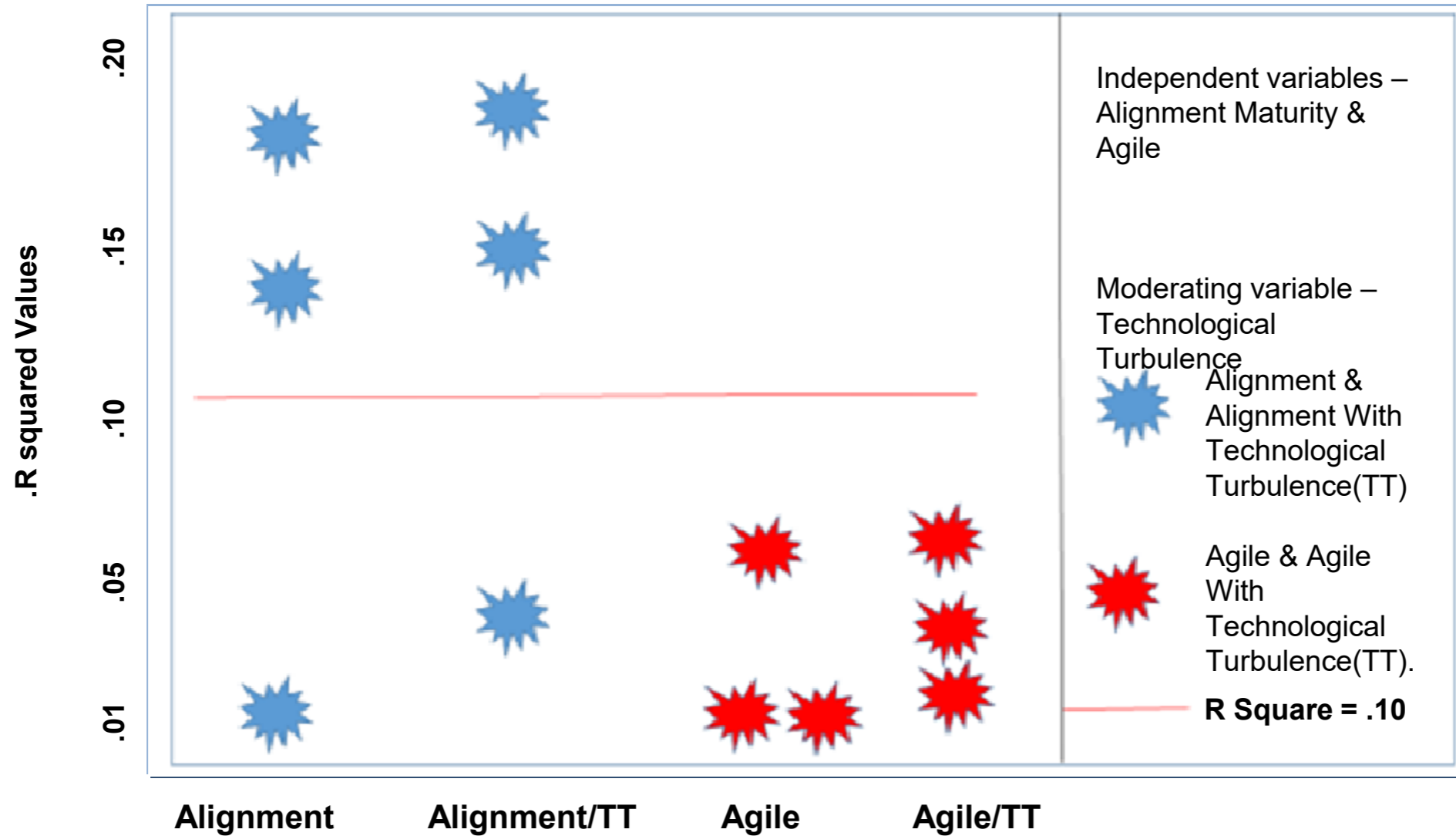
Stakeholder Perception Of IT Project success consist of the following groups: sponsors, project team, clients, and end-users

Outsourcing & Business-IT Alignment

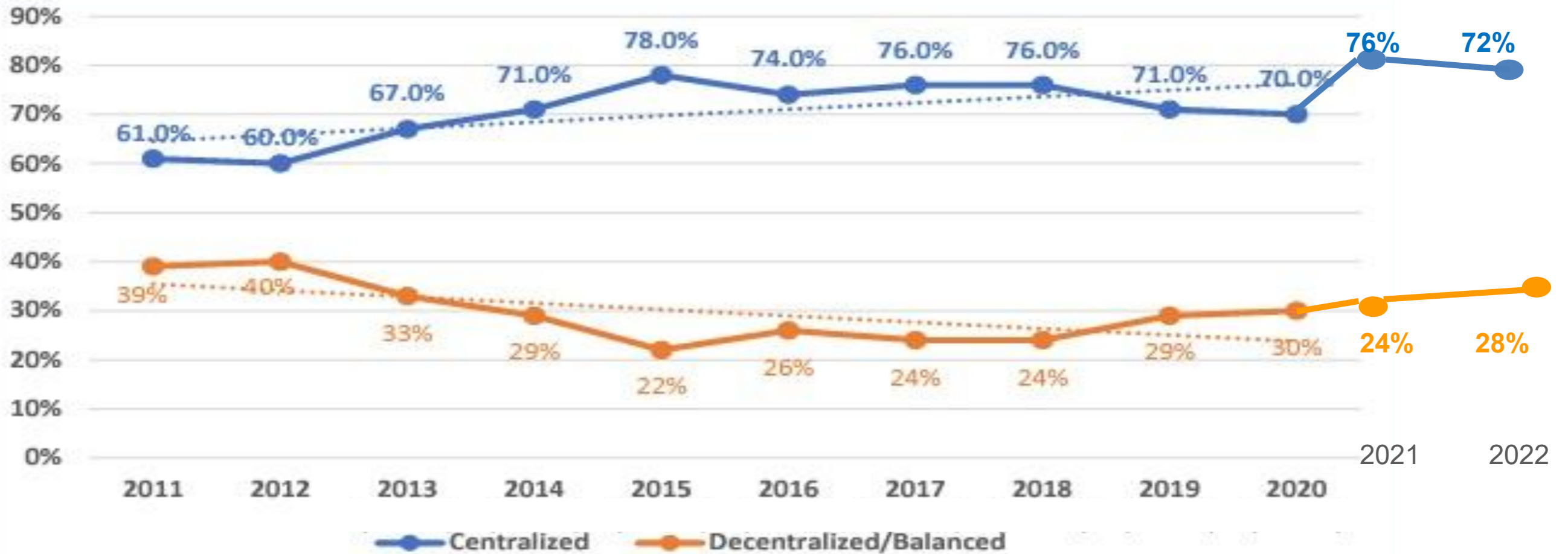


Outsourcing & Business-IT Alignment

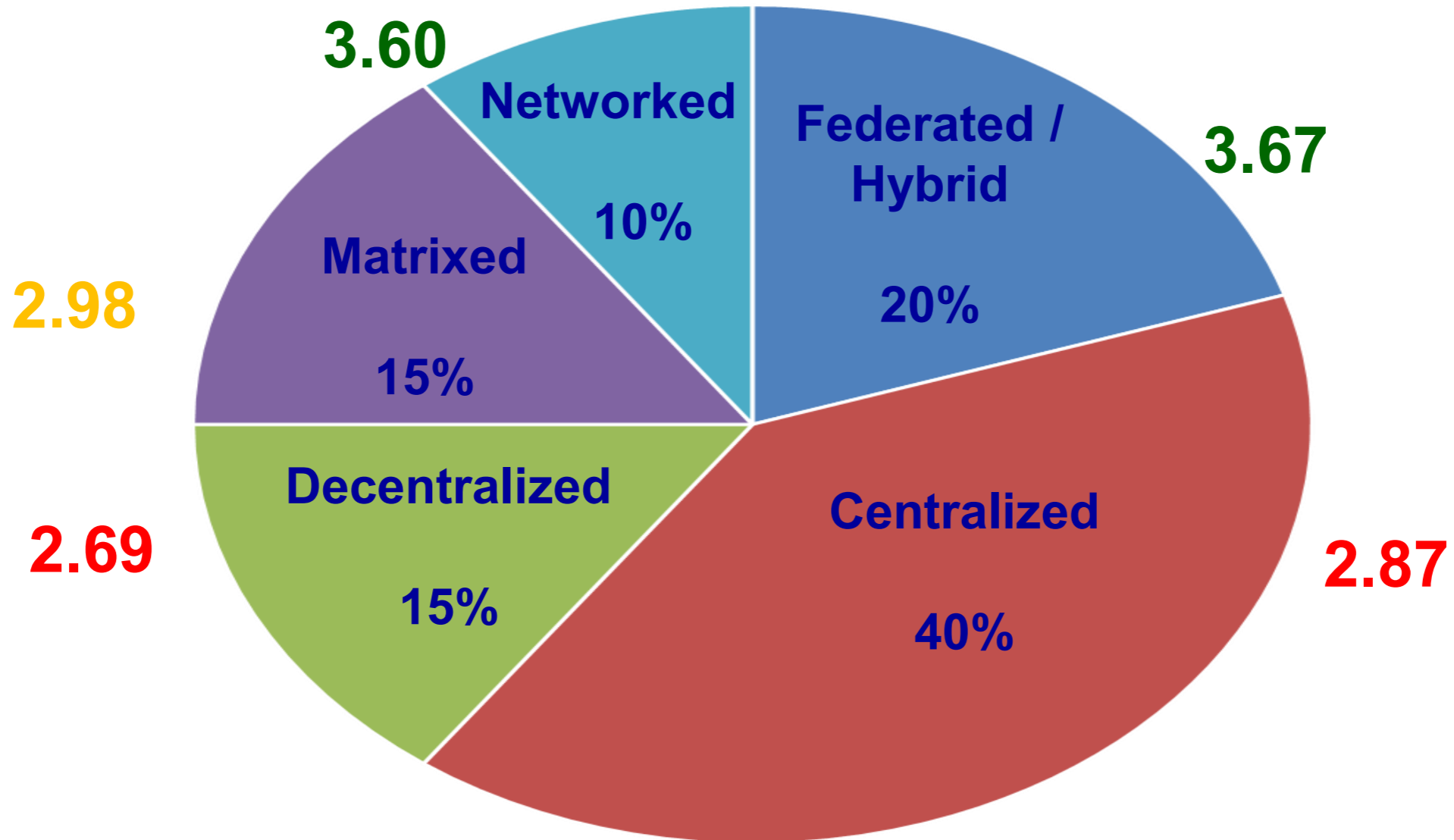
IT Project Success IV (Perceived Success, Efficiency Success, Stakeholder Success)



IT Organization Structure

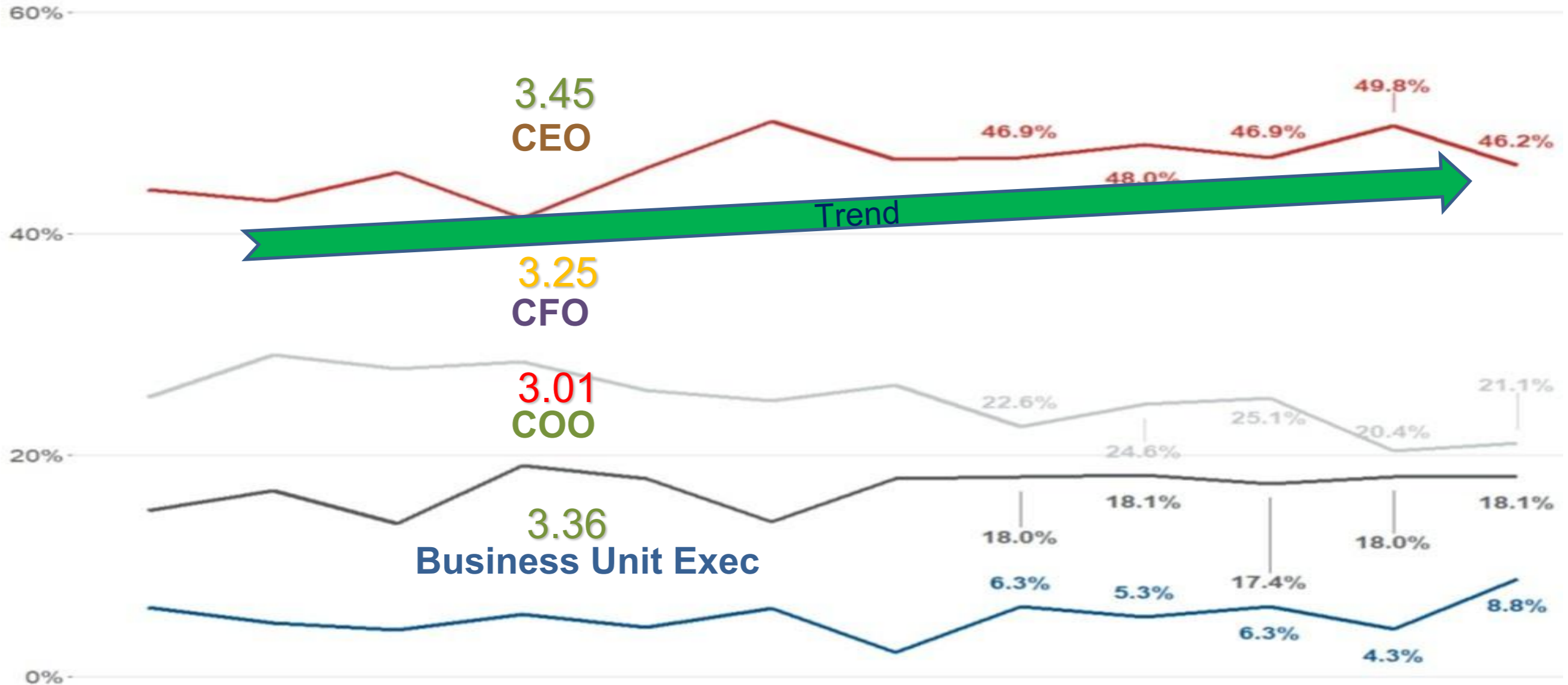


Organization Structure



Alignment Maturity 3.09

TO WHOM CIO OR EQUIVALENT REPORTS



Alignment Maturity 3.09

Organizational Change



Managers



Employees



Managers



Employees



AI Agents



Managers



AI Agents

Radical Organizational Change



AI Agents



AI Agents



AI Agents

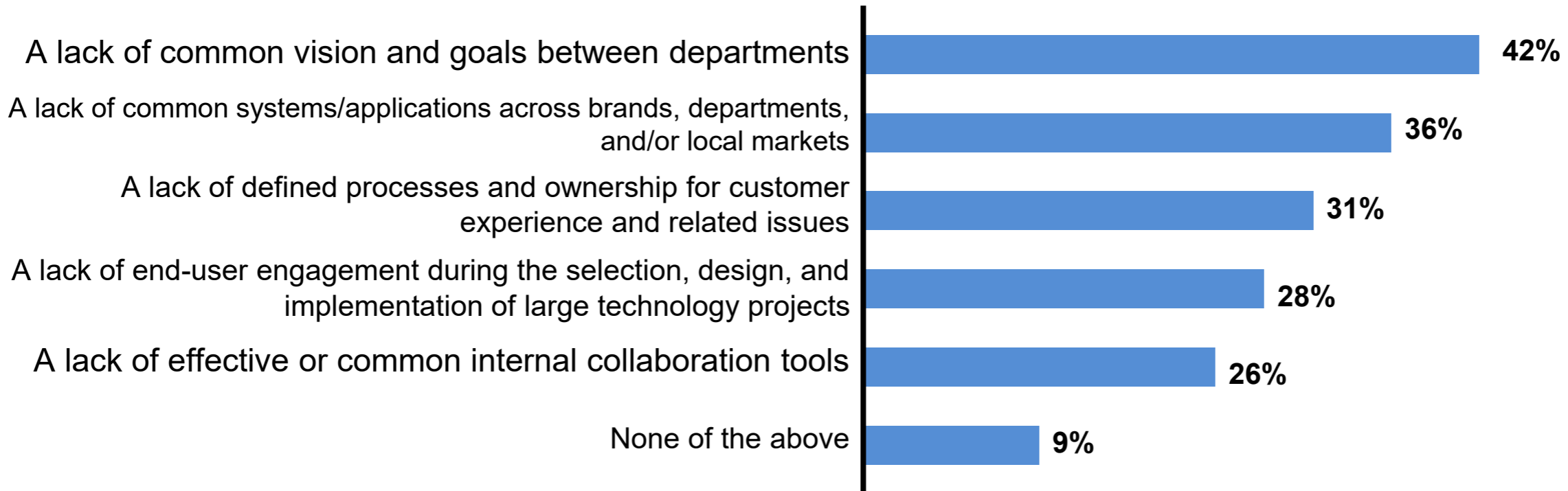


Employees

???

There Are Many Barriers To Collaboration Challenges Hampering Companies Today, Including Technology

“In your experience, which of the following collaboration-related challenges has most significantly hindered your organization’s ability to succeed?”



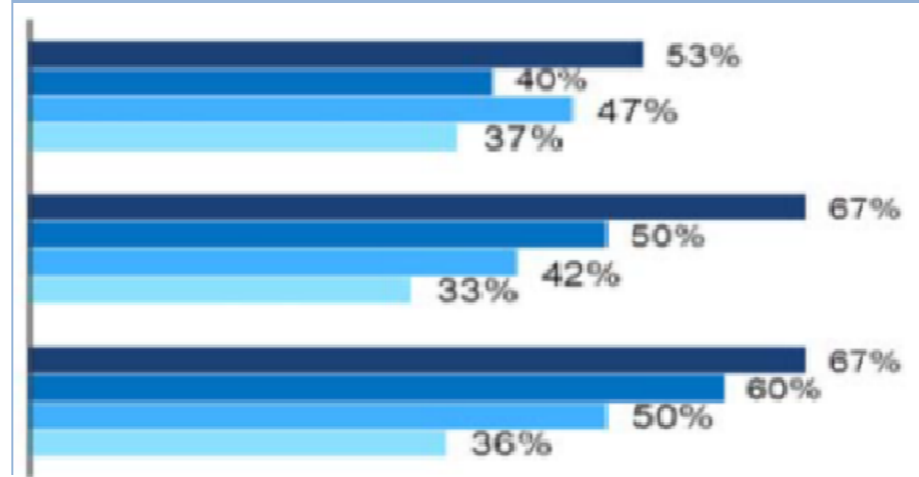
High-Performing Organizations Are Organizationally And Technologically Ready To Adapt

“In respect to your company’s flexibility and culture to adapt, to what extent do you agree or disagree with the following statements?”

We design flexibility into all our core IT systems and business processes to ensure that we can rapidly react to changing customer demands

Our company works in such a way that we can react to changing requirements as we implement technology projects

Our business models are continuously adapting to reflect changing customer needs



Revenue growth of more than 25%

Revenue growth between 6–25%

Flat revenue growth (within 5% fluctuation)

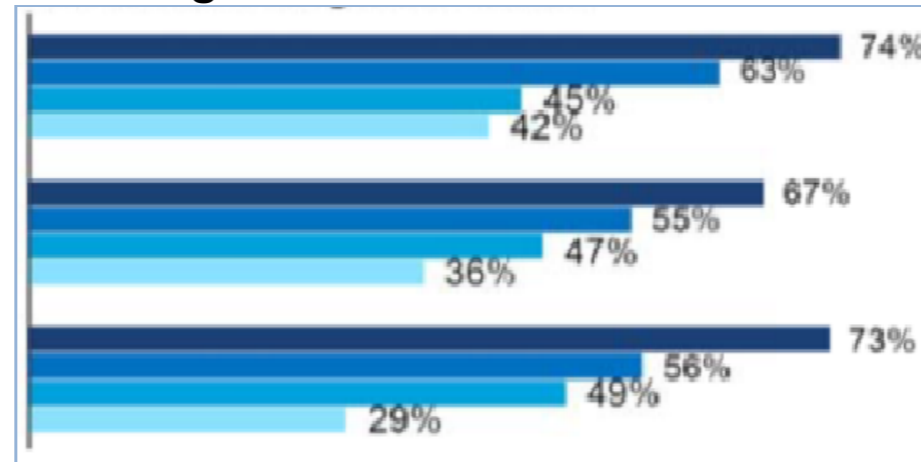
Revenue declined by 6% or more

“Thinking about your company’s technology capability, to what extent do you agree or disagree with the following statements?”

Our technology enables us to differentiate our products and services in the marketplace

Our technology enables us to adapt to changing customer experience needs

Our technology is capable of adapting to changing business needs



CEO

VS

CFO

VS

COO



CEO leads the company

CEO drives strategy, growth, and innovation

CEO represents the company to stakeholders & is the public face

CEO sets corporate values

CEO drives global expansion

CEO focuses on client acquisition

CEO sets the company's risk appetite

CEO develops the brand

CEO determines investment strategy

CEO drives product development



CFO manages finances

CFO ensures stability and establishes discipline

CFO reports financials to the board and shareholders

CFO sets financial benchmarks

CFO optimizes existing markets

CFO focuses on client retention

CFO manages risk

CFO tracks the performance

CFO manages investment portfolios

CFO monitors product profitability



COO oversees daily operations

COO implements the strategic initiatives

COO coordinates departments for smooth execution.

COO aligns operational processes with said values

COO manages operational aspects of market penetration

COO enhances service delivery to facilitate both

COO mitigates operational risks

COO optimizes operational

COO allocates resources to meet strategic objectives

COO coordinates product manufacturing and delivery

THE C-SUITE

WHO THEY ARE | WHAT THEY DO | WHY THEY EXIST | HOW THEY ADD VALUE

"C-Suite" refers to the highest-ranking executive titles within a company. These roles are pivotal in strategic decision-making, driving growth, and steering the company towards its goals. This cheat sheet provides a snapshot of the key C-Suite roles.

CEO Chief Executive Officer

What: Sets and leads the company's overall strategy, vision, and direction.

Why: To make major corporate decisions and oversee the entire organization.

How: Provides vision & leadership. Drives growth, innovation, & long-term success.

CFO Chief Financial Officer

What: Manages the company's financial health, strategies, and reporting.

Why: To ensure financial stability, guide economic decisions, and manage risks.

How: Oversees financial planning, risks, and accounting. Drives profitability and growth.

COO Chief Operating Officer

What: Oversees daily operations, implements business strategies, drives efficiency.

Why: To ensure efficient and effective operational management and resource allocation.

How: Enhances productivity, supports strategic goals, and optimizes processes.

CIO Chief Information Officer

What: Oversees IT systems, internal IT operations, and data management.

Why: To manage and secure the company's technology infrastructure and data.

How: Implements effective IT strategies, ensures IT efficiency, safeguards info.

CHRO Chief Human Resources Officer

What: Leads employee functions, organizational culture, and talent development.

Why: To attract, develop, and retain a skilled and motivated workforce.

How: Builds positive work environment, fosters employee growth, oversees HR policies.

CMO Chief Marketing Officer

What: Leads marketing efforts, brand strategy, and customer engagement initiatives.

Why: To drive business growth through effective marketing and advertising strategies.

How: Builds brand recognition, generates revenue through marketing, engages customers.

CRO Chief Revenue Officer

What: Aligns all revenue-generating processes, strategies, and customer acquisition.

Why: To consistently grow company revenue and streamline sales processes.

How: Optimizes sales and marketing strategies for sustained revenue growth.

CTO Chief Technology Officer

What: Directs technological innovation, tech strategy, and digital transformation efforts.

Why: To keep the company technologically advanced, competitive, and innovative.

How: Leads tech development, customer-facing initiatives, and new tech opportunities.

CLO Chief Legal Officer

What: Manages legal, regulatory, compliance issues, and corporate governance.

Why: To protect the company from legal risks and uphold ethical standards.

How: Ensures legal compliance, guides corporate legal strategies, advises on policies.

ORGANIZATIONAL REPORTING

Where Should They Report?

- CIO
- CTO
- Applications VP
- **CISO**
- **CDO**
- **CAIO (Analytics vs AI)**
- **CDAIO**

ALIGNING IT AND IT!



Top 10 Requirements for a CIO

- 1. Transformation/Transformational leadership**
- 2. Business/Industry Acumen**
- 3. Team Development**
- 4. Strategic Thinking**
- 5. Project Execution**
- 6. Transparency**
- 7. Business Partnership**
- 8. Communication**
- 9. Vendor Management**
- 10. How to leverage technology**
 - a. Information Security**
 - b. Modern Delivery & Application Modernization**
 - c. Data+**
 - d. AI**

Service Provider



Innovator

STRATEGIC PARTNER

What's Needed



What's Possible

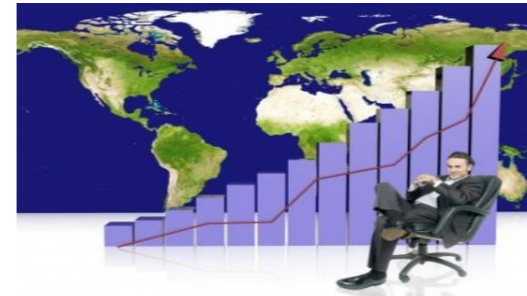
How



What



*Co Adapt with
Customers
Clients*



Transform the Business



*Grow the Business
(Front Office)*



*Run the Business
(Back Office)*



Optimize IT, Supplier

EVOLVING ROLE OF THE CIO

Enabler → Driver

of Revenue