

Digital Business

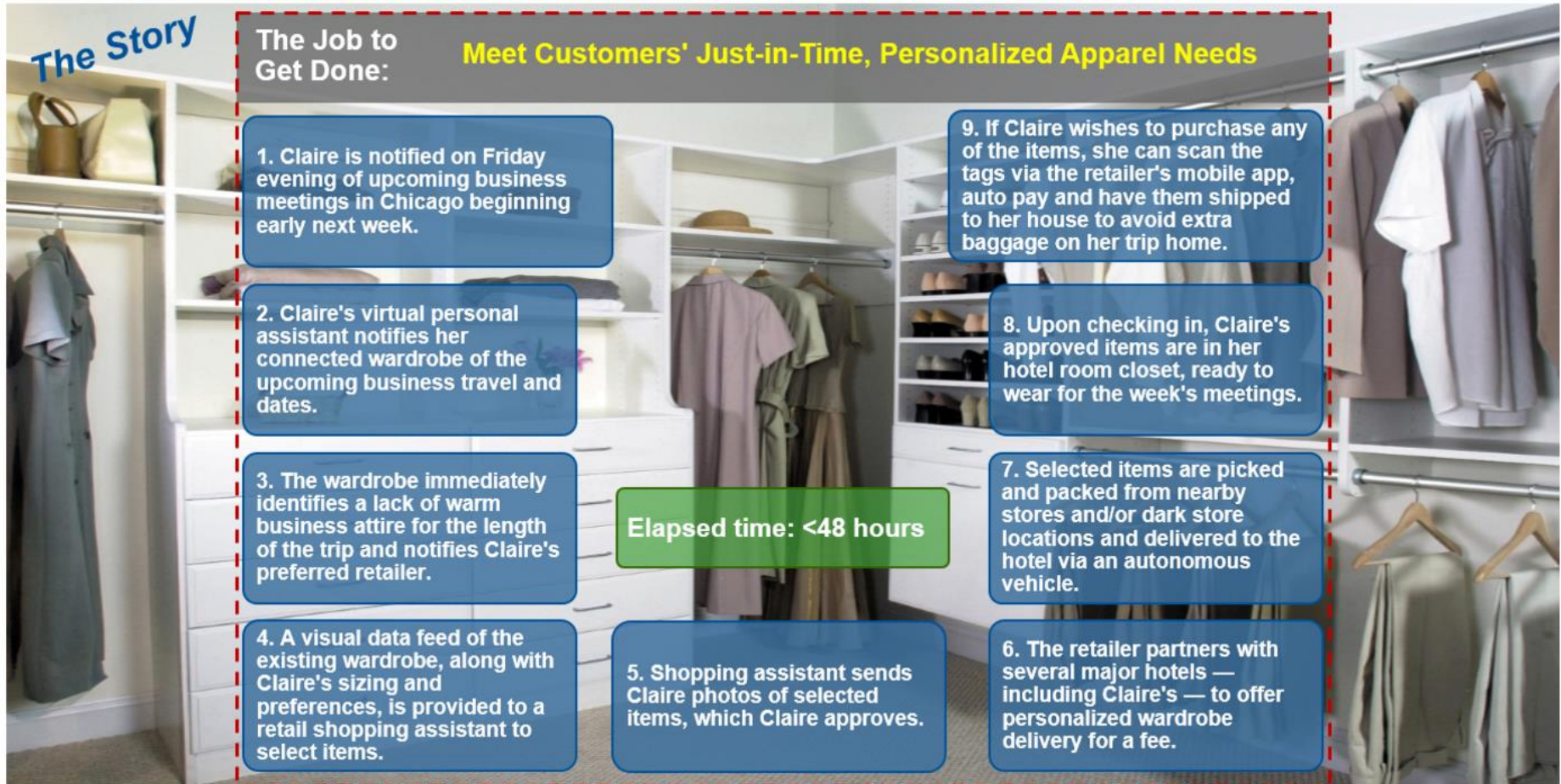
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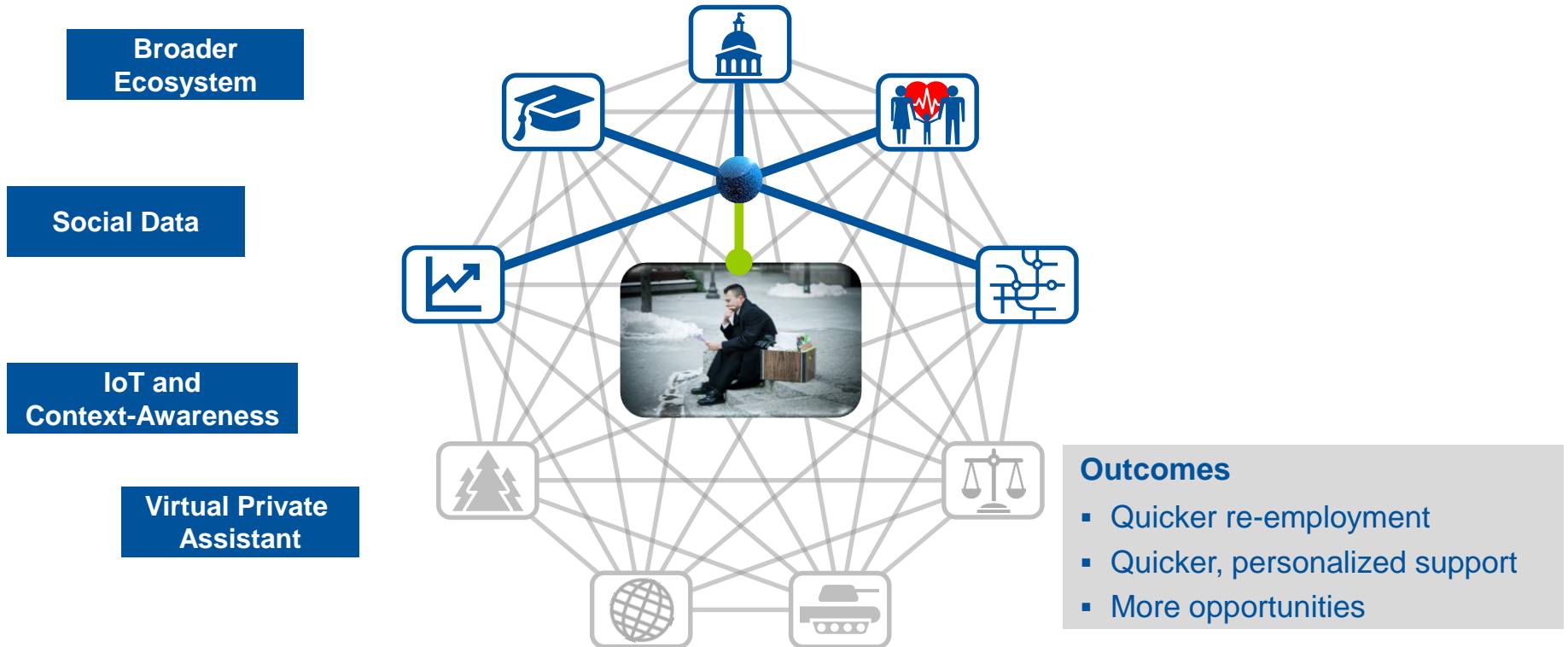
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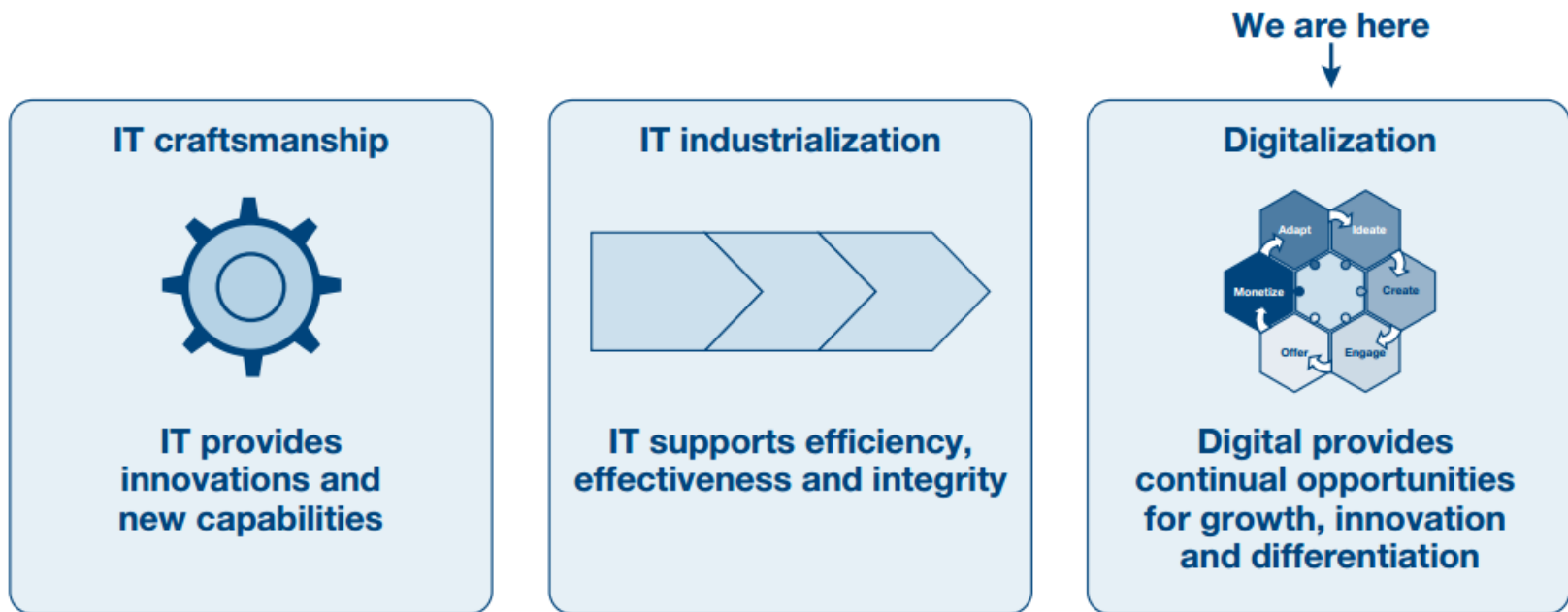
A Digital Business Moment: The Connected Wardrobe



Digital Civic Moments: Job Loss and Recovery



The third era of enterprise IT has arrived



From IT efficiency to value creation



$$\frac{\text{IT cost}}{\text{Revenue}}$$



$$\frac{\text{Revenue}}{\text{IT cost}}$$

Digital Business Development Path

	Before the Web	Before the Nexus of Forces			After the Nexus of Forces	
	Analog	Web	E-Business	Digital Marketing	Digital Business	Autonomous
Focus	Build relationships that drive business or lower cost	Extend relationships into new markets or geographies	Transform sales channel into a global medium to drive efficiencies	Exploit the nexus to drive greater efficiency	Extend potential customers from people to things	Smart, semiautonomous things become the primary "customer"
Outcomes	Optimize relationships	Extend relationships	Optimize channels	Optimize interactions	Build new business models	Maximize retention of and relationships with things
Entities	People	People Business	People Business	People Business	People Business Things	People Business Things
Disruptions	Emerging technologies	Internet and digital technologies	Automation of business operations	Deeper customer relationships, analytics	Creation of new value and new nonhuman customers	Smart machines and things as customers
Technologies	ERP, CRM	CRM, Web	EDI, BI, portals	Mobile, big data, social	Sensors, 3D printing, smart machines	Robotics, smarter machines, automation

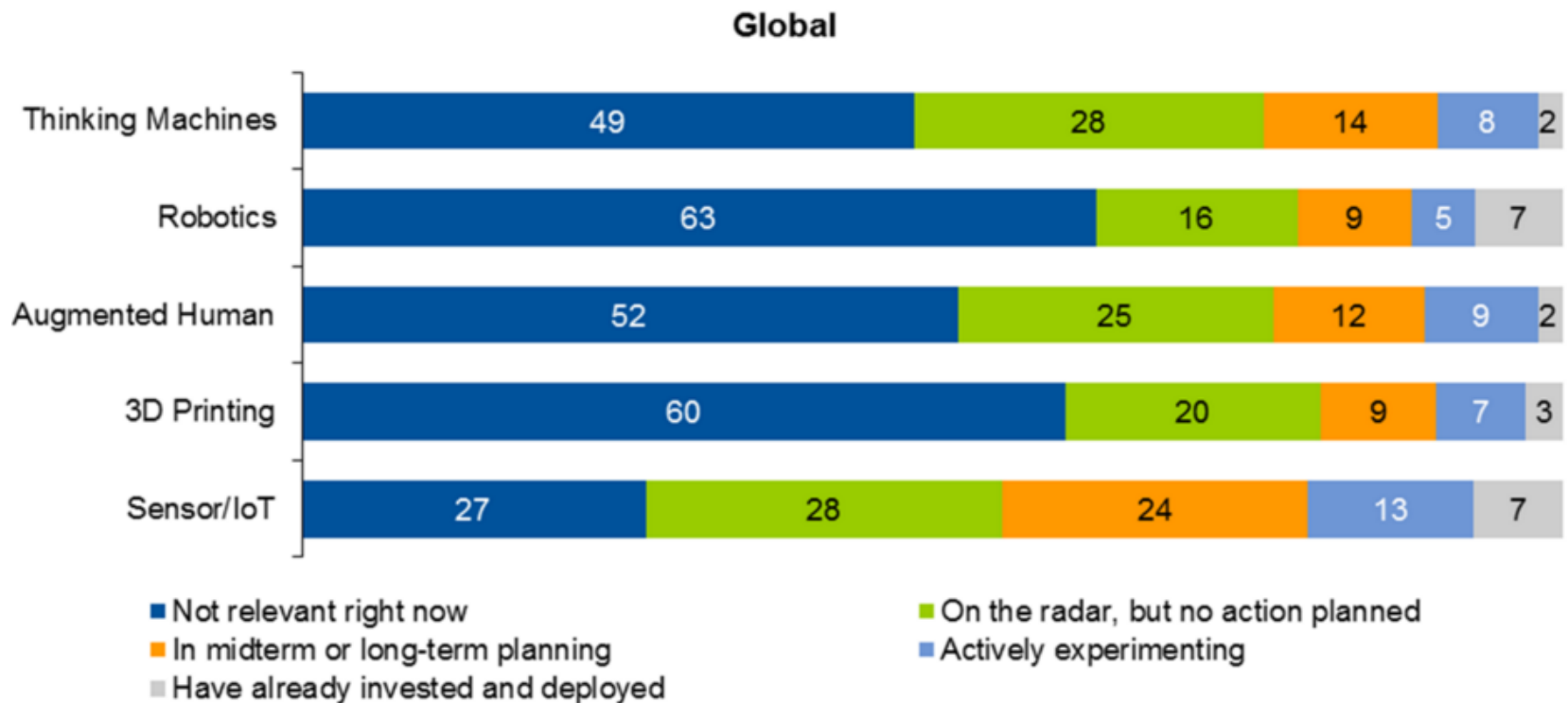
Change of kind Change of degree

BI = business intelligence; EDI = electronic data interchange

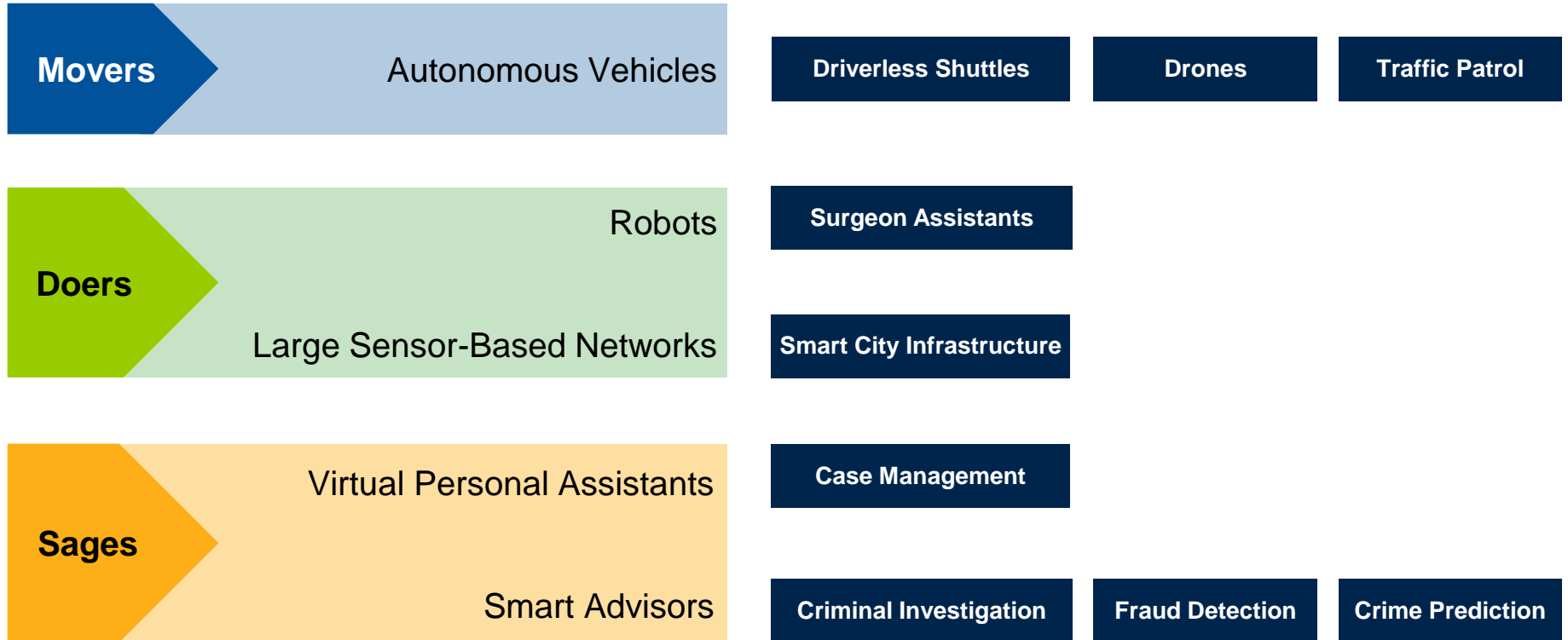
Digital Government Is A Journey

	E-Gov	Open	Data-Centric	Fully Digital	Smart
Maturity Level	1 Initial	2 Developing	3 Defined	4 Managed	5 Optimizing
Value Focus	Compliance, Efficiency	Transparency & Openness	Constituent Value	Transformation	Sustainability
Channel Strategy	Portal	Government as a Platform	Nongovernment Channels	Truly Multichannel	Automation Replaces Portals
Leadership	CIO/CTO	CDO	BU	Truly Bimodal	(New) CIO
Technology Focus	SOA	Open Data Open Service	Open Any Data	Things as Data	Smart Machines
Key Metrics	% Services Online	% Open Data	No. of Data-Driven Services	% Data From Things	% Decrease of Services

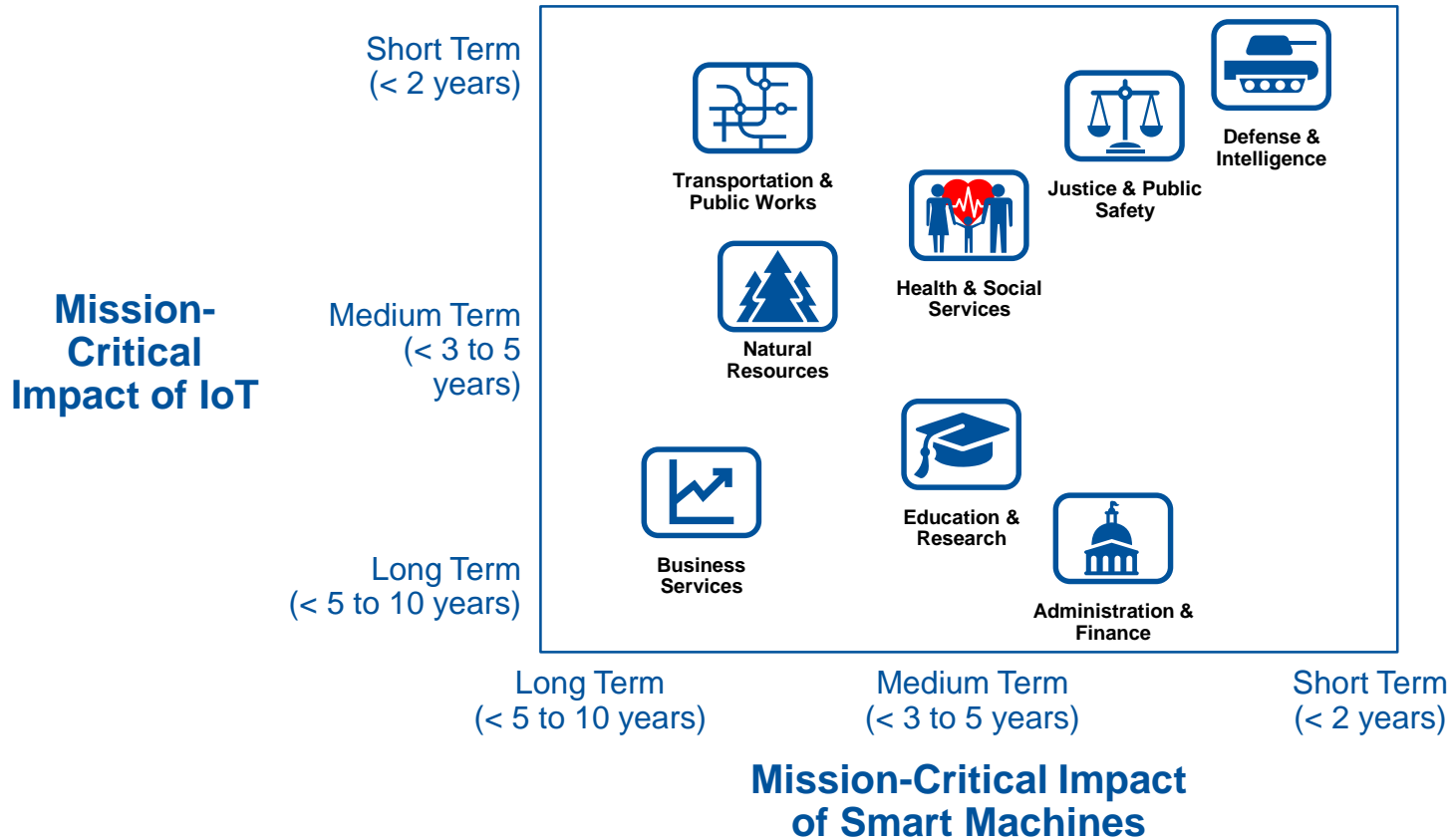
Post-Nexus Technologies are Closer Than We Think



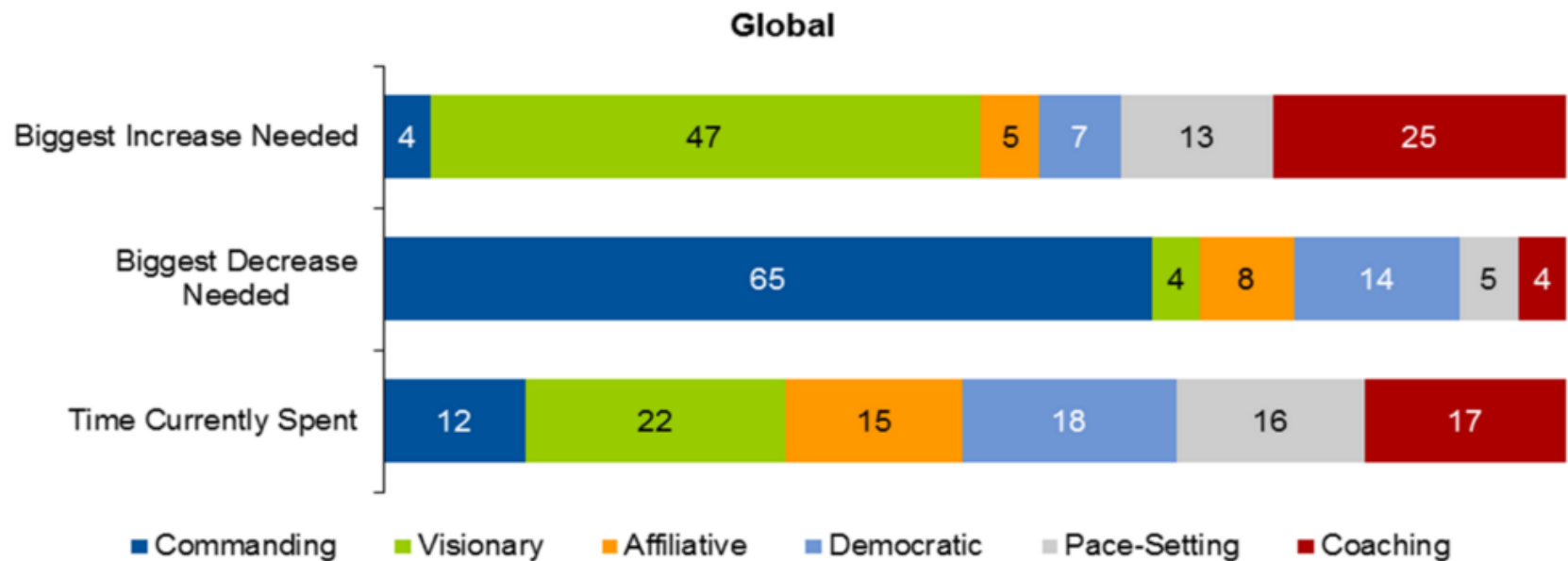
All Smart Machine Categories Will Be Relevant



All Domains Will Be Affected, But at Different Speeds

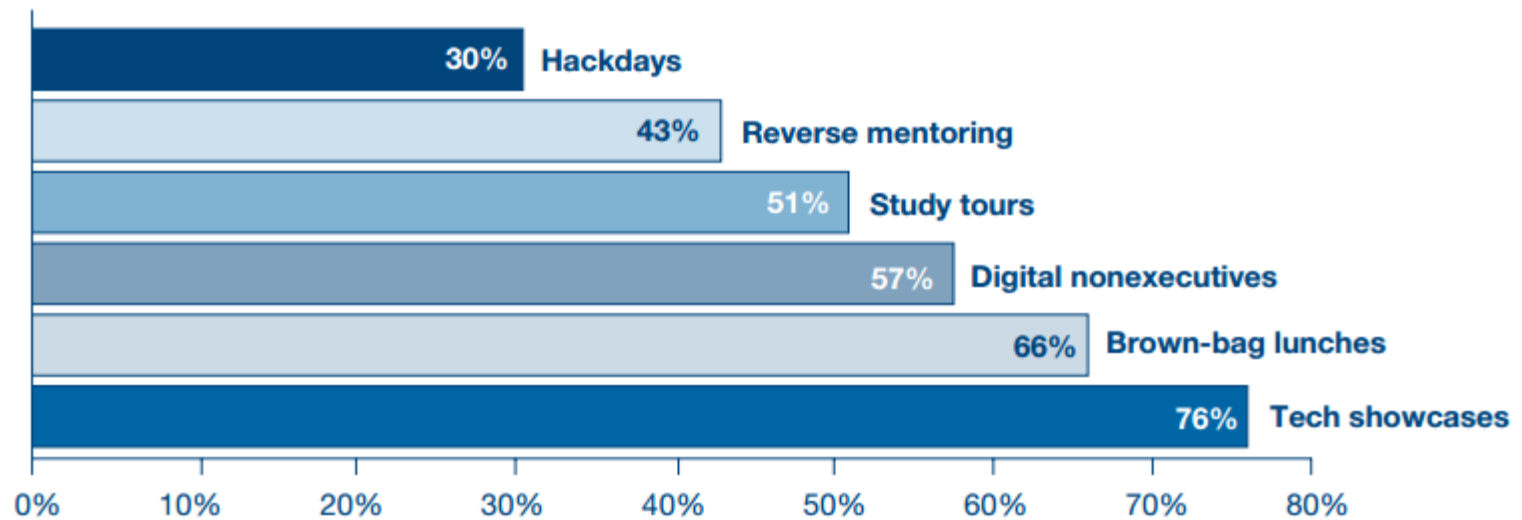


CIOs Need to Flip Their Leadership From "Control First" to "Vision First"

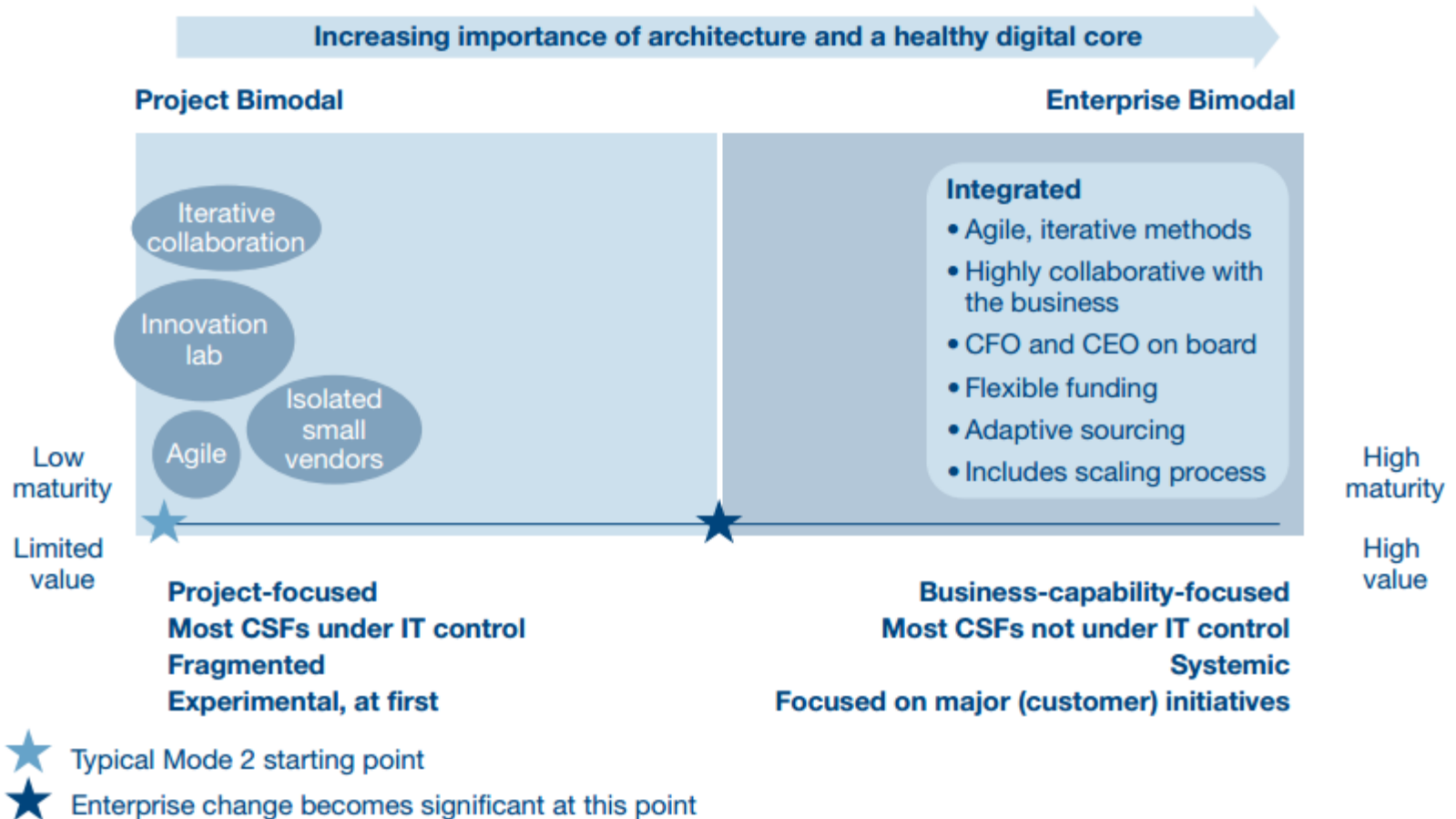


75% said they needed to change their leadership style in the next three years

Techniques to Increase Digital Savviness



The bimodal continuum: From tactical to strategic



Recommendations

- ✓ Assess your organization with Digital Maturity Model
- ✓ Focus on data and on information architecture
- ✓ Make the case for urgency, and develop a simple, high-level roadmap addressing both IoT and smart machine impact
- ✓ Partner with other digital leadership roles, and shift to a bimodal model for IT services



Thank you