



CDO-Hva er nå det og hvordan lykkes?

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Agenda

- Introduksjon
- Fakta ivm Digitalisering
- CDO`s synder
- Konsulent tilnærming
- Hva forventes av en CDO?
- Hvordan lykkes som CDO?



Fakta om Digitalisering

- 80% sier at digitalisering kommer (panel 800 bedrifter)
- 67% tror at digital disruption har skjedd eller vil ha skjedd innen 2020
- Ifølge DN har bare 20% en klar digitaliseringsplan i dag
- Fortsatt sliter bedriftene med å forstå
 - Hva det betyr for strategien fremover
 - Hvordan skal det gjennomføres i praksis
- 90% av de store bedriftene vil hyre in en CDO
- Bare 50% vil lykkes



CDO`s synder ivm Digitalisering

- Ikke gi digitalisering tilstrekkelig strategisk fokus og delegere arbeidet altfor langt ned i organisasjonen.
- Ikke sette av nok ressurser til digitalisering.
- Bygge på toppen av gammel og utdatert teknologi
- Undervurdere behovet for kunnskap og kompetanse
- Overfokusere på nye hoder
- Vente for lenge og håper på et perfekt strategisk svar før man begynner
- Ha for lite fokus på hvilken jobb teknologien skal løse
- Gå i krig med Intern IT for å få kontroll over Assets & Corporate Governance

Konsulent tilnærming 1/3

CDO Roadblocks

External

- Economic environment
- Dynamics of the marketplace
- Future industry models
- New competitors landscape
- Customer increase of expectations
- Government changes in regulations

Internal

- Culture changes to accept change
- Not a clear understanding of the role of CDO
- Lack of stakeholder involvement and support
- Lack of focus in defining the most important initiatives
- Not enough authority to execute the CDO responsibilities
- Confusion over information governance
- Resources and funding to support the programs
- Resistance from the CIO and other IT staff

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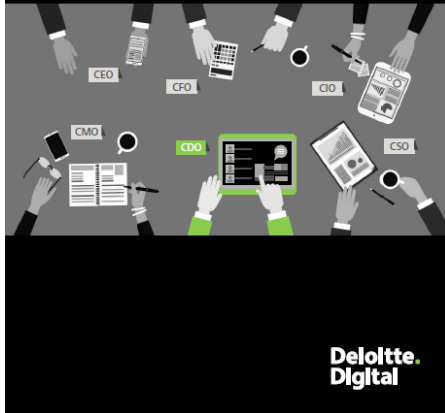
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Konsulent tilnærming 2/3

The rise of the Chief Digital Officer

Key considerations for driving digital growth from the C-suite



While the role of CDO is becoming more common, it is not yet so pervasive as to be considered part of the club – we do see this shift as imminent, however.

Today, more boards and executive teams recognize that driving digital transformation is part Chief Marketing Officer, part Chief Information Officer, part Chief Strategy Officer and part Chief Executive Officer. As an enabler who complements the mandates of their peers, the CDO has the unique ability to unite an executive team.

CDOs think holistically about how a company's strategy is executed across all digital channels. They own and drive digital strategy throughout the organization to help business unit leaders unlock value. In support of our case for a CDO, we have identified the value which the role can bring to others at the table (Figure 3).

FIGURE 3. THE CDO ENHANCES THE REST OF THE C-SUITE



HERE'S WHAT OTHERS ARE SAYING:

SAP:
The CDO will replace the CIO.⁵

Korn Ferry Institute:
The CDO is ranked third for the most sought-after C-level position for 2015.⁶

The Economic Times:
CDOs will be one of the six highest paying job titles of 2015.⁷

Digital has evolved significantly over the past 15 years, both in terms of what organizations have been able to offer customers as well as in the way it has become a significant value driver for the bottom line (both in cost savings and revenue uplift). In the mid-1990s, when the internet began to emerge, online was very much a novelty where functionality was limited as well as being constrained by the networks and hardware available.

As the decade was coming to a close, digital leaders (who were typically in the IT group) were distracted by Y2K, with investments pivoting to avoid the feared Armageddon of two digits (00). At the turn of the century, these same groups became consumed by the time, effort, cost and corporate attention required to implement enterprise resource planning systems. We can skip over 2008 but suffice it to say, the mantra was financial survival.

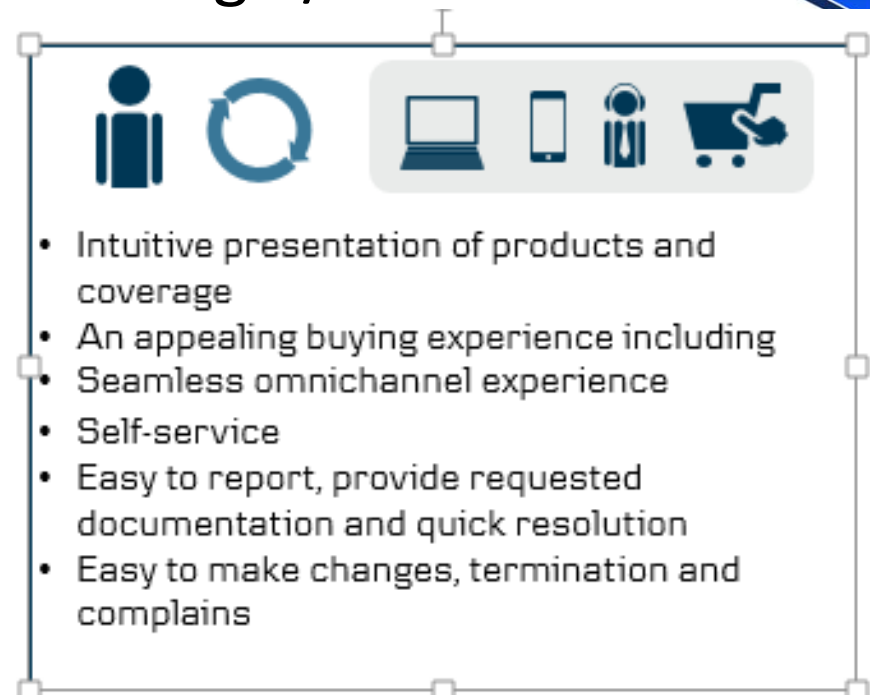
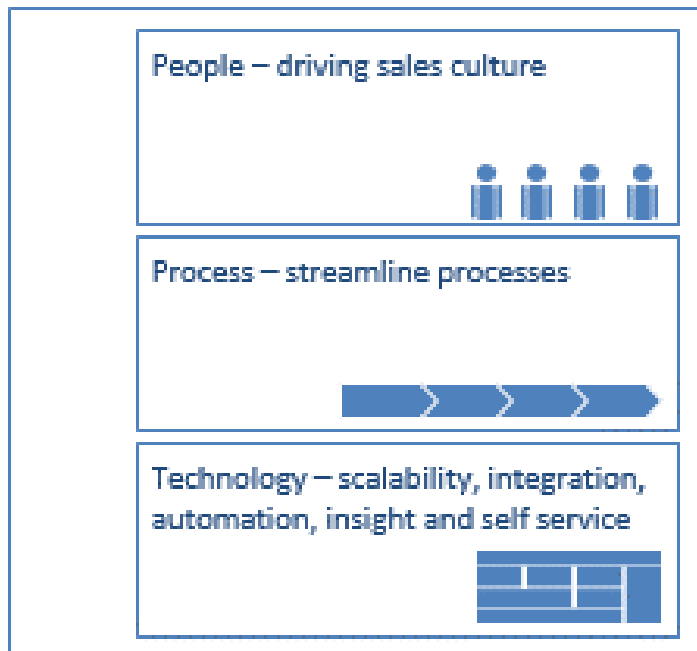
Today, however, is a different story. A compelling convergence is happening where the digital strategy of many organizations is fast becoming the corporate strategy. No longer just another tool in the marketing toolbox, digital is becoming the foundation of entirely new ways of doing business as well as giving rise to entirely new businesses.

This evolution of convergence can be seen in the progression of titles and roles as it relates to digital (Figure 2).

FIGURE 2. THE CONVERGENCE OF CORPORATE STRATEGY AND THE CDO



Konsulent tilnærming 3/3





Hva forventes av en CDO?

- CDO rollen vil medføre forventning til bedre resultater
- Stakeholders forventer en klar plan om hvordan det skal oppnås
- CDO rolle må bygge tillit og relasjoner for å muliggjøre suksess.
- CDO rolle skal dele sin kompetanse med kolleger, organisasjonen og ledelsen
 - Hvordan og hvorfor data, digitalisering og informasjon management vil bidra til forretningsmessig suksess.



Hvordan lykkes som CDO?

- Hvor mye kan en CDO har ansvar for (Span of controll) ?
- Hva skal en CDO gape over (Scope)?
- Betydning av digitalisering i verdikjeden for organisering
- CDO rolle må ha ansvar for data eller digitaliserings strategi



Hvordan lykkes som CDO?

- Hvilke egenskaper/profil må CDO`s leder ha?
 - Strategisk tenkende leder
 - Visjonær leder
 - Handlingsorientert leder
 - En erfaren leder, som kjenner til det indre livet i en bedrift
- Hvilke egenskaper/profil må CDO`s leder ikke ha?
 - Svak leder
 - Egosentrisk leder
 - Upopulær leder



Fasit?

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Takk for oppmerksomheten!

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