

Gearing up for growth using multi-speed IT

CIOs are balancing demands – keeping the lights on while being pulled by digital's fast-moving influence to establish new market and revenue streams as well as enhance customer experiences. How do they do this? By shifting to the right gear at the right time to achieve the right outcome.

High performance. **Delivered.**



71% of executives surveyed by Accenture Strategy expressed confidence that their IT organization could operate and simultaneously support multiple business objectives, or "multi-speed IT."¹

yet...

81% of executives stated that most IT organizations do not know how to operate effectively while supporting multiple objectives at the same time.¹

Operating in a multi-dimensional world

CIOs must decide where to focus a finite amount of time, talent and budget. But what challenges do IT organizations face in supporting multiple, competing objectives?



said skills and capabilities¹



said difficulty in working across functions¹



said internal resistance¹

One size fits few

Multi-speed IT requires a multi-faceted IT organization – two-speed IT isn't enough. What alternatives do CIOs have if they cannot manage multiple speeds?

81%

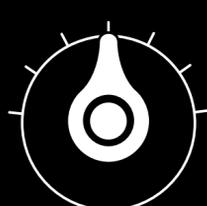
indicate that the IT organization needs to make a choice whether to accelerate the digital agenda or allow others in the organization to lead.¹

88%

believe that the IT organization needs to broaden its scope and keep pace with evolving needs of the business.¹

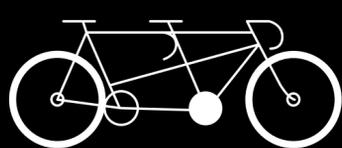
Getting up to multiple speeds

By mastering the art of multi-speed IT, CIOs can become integral to an organization's strategic agenda and high performance potential. Below is a four-point plan CIOs can use to master multi-speed IT:



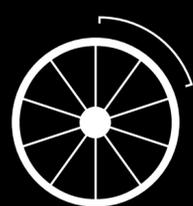
1. Recognize the business need for IT consumption at different speeds.

IT needs to be multi-speed to be relevant; which means the IT operating model needs to change.



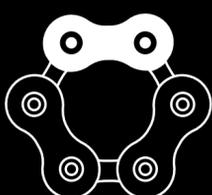
2. Employ multiple governance and methods.

Governance needs to support multiple ways of operating. Agile and iterative methods can support faster changing user experiences, while traditional waterfall methods are still relevant to core systems of record.



3. Rethink architecture needs.

Segment the technology landscape into multiple speeds to align to business consumption and pace of change. Simplify the legacy architecture for greater agility and to reduce cost pressures. Build in an API layer to expose core data to faster moving digital channels and ecosystem partners.



4. Invent the new IT organization.

Take a good look at the IT agenda to determine where new skills are required to support the multi-speed agenda. Teams should be skilled in new methods like waterfall and agile; and new tools and techniques like DevOps, APIs.

¹Accenture Strategy research on the intersection of business and technology, 2015